

# Cabinet

Date: **Monday 8 April 2024**

Time: **10 am**

Venue: **Council Chamber, County Hall, Martineau Lane,  
Norwich NR1 2DH**

## Membership

Cllr Kay Mason Billig

Cllr Andrew Jamieson

Cllr Bill Borrett

Cllr Penny Carpenter

Cllr Margaret Dewsbury

Cllr Fabian Eagle

Cllr Jane James

Cllr Graham Plant

Cllr Alison Thomas

Cllr Eric Vardy

## Role

Chair. Leader and Cabinet Member for Strategy and Governance

Vice-Chair. Deputy Leader and Cabinet Member for Finance

Cabinet Member for Public Health and Wellbeing

Cabinet Member for Children's Services

Cabinet Member for Communities and Partnerships

Cabinet Member for Economic Growth

Cabinet Member for Corporate Services and Innovation

Cabinet Member for Highways, Infrastructure and Transport

Cabinet Member for Adult Social Care

Cabinet Member for Environment and Waste

## Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

## A g e n d a

### 1 To receive any apologies.

### 2 Minutes

To confirm the minutes from the Cabinet Meeting held on 4 March 2024

Page 6

### 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 Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.

Recommendation from Scrutiny Committee

To Follow

### 5 Updates from the Chairman/Cabinet Members

## **6 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 on Tuesday 2 April 2024. For guidance on submitting a public question, please follow this link: [Ask a question to a committee - Norfolk County Council](#)

Any public questions received by the deadline and the responses will be published on the website from 9.30am on the day of the meeting and can be viewed by clicking this link once uploaded: [Click here to view public questions and responses](#)

## **7 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 on Tuesday 2 April 2024.

<b>8 Walking, Wheeling and Cycling Strategy 2024</b>	<b>Page 39</b>
Report by the Executive Director of Strategy and Transformation	
<b>9 Countywide Local Cycling and Walking Infrastructure Plans (LCWIP)</b>	<b>Page 98</b>
Report by the lead Director for Communities & Environment	
<b>10 Adult Social Services Promoting Independence Five Year Strategy</b>	<b>Page 332</b>
Report by the Interim Executive Director of Adult Social Services	
<b>11 Learning Disabilities and Autism</b>	<b>Page 376</b>
Report by the Interim Executive Director of Adult Social Services	
<b>12 Trading Standards Service Plan 2024/25</b>	<b>Page 412</b>
Report by the Chief Fire Officer	
<b>13 Authority to Enact Revenue Pipeline</b>	<b>Page 479</b>
Report by the Director of Procurement & Sustainability	
<b>14 Corporately Significant Vital Signs</b>	<b>Page 496</b>
Report by the Executive Director of Strategy and Transformation	
<b>15 Risk Management Report</b>	<b>Page 518</b>
Report by the Director of Strategic Finance	
<b>16 Finance Monitoring Report 2023-24 P11: February 2024</b>	<b>Page 594</b>
Report by the Director of Strategic Finance	

**17 Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting:**

To note the delegated decisions made since the last Cabinet meeting.

**Decision by the Cabinet Member for Children's Services:**

- [Holiday Activities and Food Programme \(HAF\)](#)
- [Children's Services Annual Grants 2024-25](#)

**Decision by the Cabinet Member for Environment and Waste:**

- [Storm Babet 2023 - Property Flood Resilience Repair Grant Scheme](#)

**Decision by the Leader and Cabinet Member for Strategy and Governance:**

- [Integration of the New Anglia Local Enterprise Partnership function into Norfolk County Council](#)

**18 County Farms Rural Estates Strategy 2024-2027**

**Page 633**

Report by the Director of Property

**19 Exclusion of the Public**

Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by paragraphs 2 and 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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

**20 County Farms Strategy, Exempt appendix**

Tom McCabe  
Chief Executive  
Norfolk County Council  
County Hall  
Martineau Lane Norwich  
NR1 2DH

Date Agenda Published: 27 March 2024





If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services 0344 800 8020 or 18001 0344 800 8011 (textphone) and we will do our best to help.

## **Cabinet**

### **Minutes of the Meeting held on 04 March 2024 in the Council Chamber, County Hall, at 10am**

**Present:**

Cllr Kay Mason Billig	Chair. Leader and Cabinet Member for Strategy and Governance
Cllr Andrew Jamieson	Deputy Leader and Cabinet Member for Finance
Cllr Margaret Dewsbury	Cabinet Member for Communities and Partnerships
Cllr Fabian Eagle	Cabinet Member for Economic Growth
Cllr Jane James	Cabinet Member for Corporate Services and Innovation
Cllr Graham Plant	Cabinet Member for Highways, Infrastructure and Transport
Cllr Alison Thomas	Cabinet Member for Adult Social Care
Cllr Eric Vardy	Cabinet Member for Environment and Waste

**Deputy Cabinet Members Present**

Cllr Greg Peck	Deputy Cabinet Member for Finance
Cllr Shelagh Gurney	Deputy Cabinet Member for Adult Social Care
Cllr Karen Vincent	Deputy Cabinet Member for Children's Services

**Executive Directors Present:**

Debbie Bartlett	Interim Executive Director of Adult Social Services
Harvey Bullen	Director of Strategic Finance
Grahame Bygrave	Interim Executive Director of Community and Environmental Services
Paul Cracknell	Executive Director of Transformation and Strategy
Kat Hulatt	Director of Legal Services and Monitoring Officer
Tom McCabe	Chief Executive
Sara Tough	Executive Director of Children's Services`

**1 Apologies for Absence**

- 1.1 Apologies were received from the Cabinet Member for Public Health and Prevention and the Cabinet Member for Children's Services.

**2 Minutes from the meeting held on 29 January 2024**

- 2.1 Cabinet agreed the minutes of the meeting held on Monday, 29 January 2024 as an accurate record.

**3 Declaration of Interests**

- 3.1 The Deputy Cabinet Member for Finance declared a non-pecuniary interest as a Norfolk County Council Director for Norse Group, Repton Properties Ltd and Hethel Engineering Ltd, in relation to agenda item 16, "NCC Companies Business Plans".
- 3.2 The Cabinet Member for Corporate Services and Innovation declared a non-pecuniary interest as a Norfolk County Council director for Repton Properties Ltd

in relation to agenda item 16, “NCC Companies Business Plans”.

#### **4 Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.**

4.1 The Chair informed Cabinet that a recommendation had been referred to Cabinet from the People and Communities Select Committee.

4.2 In January, the Select Committee received a report on Norfolk’s Approach to Vaping and following the general discussion Members agreed to ask Cabinet to put pressure on Government to bring about the proposed legislation designed to prevent children and young people from starting vaping.

4.3 Having considered the recommendation, Cabinet **agreed** to take forward this recommendation and **agreed** to write to the Government accordingly.

#### **5 Update from the Chair/Cabinet Members**

5.1 The Cabinet Member for Environment and Waste gave an update to Cabinet:

- Thanks to the work of officers, Norfolk County Council had been successful in receiving £150,000 for flood management in Attleborough using natural flood management.
- Department for Environment Food and Rural Affairs (DEFRA) had provided funding to allow Norfolk County Council to work with local landowners and communities to reduce flood risk in this area.
- It was important for Norfolk County Council to take flooding as a serious matter and the Council was working hard to support communities that needed help.

5.2 The Chair added that the Council was working with MPs to bring a bill to parliament on this issue and with Henry Cator and the Norfolk Flood Alliance. Flooding affected many areas in Norfolk and the Council would work to move the agenda forward.

#### **6. Public Question Time**

6.1 The questions received from members of the public and responses to them are published in appendix A of these minutes.

#### **7 Local Member Questions/Issues**

7.1 The questions received from Members and responses to them are published in appendix B of these minutes.

#### **8. Director of Public Health Annual Report for Norfolk 2023: Smoking, tobacco control and vaping**

8.1.1 Cabinet received the report setting out the Director of Public Health’s independent annual report for 2023 which focussed on smoking, tobacco control and vaping in Norfolk.

8.1.2 The Interim Executive Director of Adult Social Services introduced the report to Cabinet:

- The focus for this year's report was on smoking which was an important issue for Norfolk.
- The Director of Public Health's report gave a view of what had been achieved so far and what further could be done.

- 8.2 The Cabinet Member for Adult Social Care noted, as an ex-cardio-thoracic nurse, the importance of reducing smoking. She pointed out that vaping was useful for people who already smoked as a less harmful alternative, however, was not risk free for those who did not smoke and noted the risks of illegal and unregulated vapes.
- 8.3 The Cabinet Member for Communities and Partnerships discussed that Trading Standards supported this piece of work by reducing the incidence of illegal vapes and cigarettes in Norfolk.
- 8.4 The Cabinet Member for Corporate Services and Innovation reported that a shop selling illegal tobacco and vapes and selling vapes to young people had been shut down recently.
- 8.5 The Chair felt that the rise in vaping in young people was concerning and was pleased that there was a focus on this.
- 8.6 Cabinet **RESOLVED** to
1. Note the 2023 Annual Report of the Director of Public Health
  2. Agree to publish the report.

8.7 **Evidence and Reasons for Decision**

The Health and Social Care Act 2012 requires Directors of Public Health to prepare an annual report on the health of their local population and for it to be published.

8.5 **Alternative Options**

There were no other options presented as it was a statutory duty of the Director of Public Health to prepare an Annual Public Health Report.

**9. Adult Learning Annual Plan**

- 9.1.1 Cabinet received the report setting out how the Adult Learning Service's proposed strategic and operational activities contributed to Norfolk's priorities.
- 9.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:
- Adult learning was externally funded by the Department for Education and through tuition fee income.
  - During the Covid-19 pandemic, all classes except for silversmithing and pottery were held online. Many courses were still held online following the end of the pandemic.
  - The recent Ofsted inspection assessed the service as Good.
  - In 2022-23 the number of learners had increased by 50% and the service was changing to meet learner needs. Funding had been received to set up construction training centres and a retrofit course was being put on.

- Following Devolution, courses would be able to be planned according to the needs of local people.
- Adult learning annual plan had been reviewed based on evidence and updated to respond to the aspirations of county and local people.
- Key priorities were set out on page 99 of the report.
- This paper was taken to Infrastructure and Development Select Committee. Chair of the Committee Cllr Bensly provided feedback:
  - “Infrastructure and Development Select Committee considered the learning plan at meeting on 23 February and unanimously agreed to endorse the plan.
  - At the meeting, the committee heard from the head of adult learning about the fantastic work of the service to improve skills and change lives. There are many impactful stories which show the difference that this service makes to individuals and the opportunities this has opened up for them.
  - Delivering an activity across the whole county at over 100 locations means we are in the heart of the communities, delivering the support and opportunities they need and want. We go to communities, and they don’t have to come to us; an approach that is very much welcomed by our learners.
  - We are incredibly fortunate to have both dedicated learners and dedicated tutors alongside a strong steering group and Senior Leadership Team.
  - A collective effort by all is receiving the recognition it deserves. The committee heard about the recent Ofsted inspection outcome which gave the service a good rating across the board. We were also delighted to hear that the service recently won a further education provider of the year award at the Education Awards and the Committee were pleased to see the actual award at the meeting.
  - This is a service we can all be proud of. The Cabinet Member for Communities and Partnerships showed the award won by the service.”

- 9.2 The Vice Chair endorsed the comments of Cllr Bensly on the Good outcome on the Ofsted inspection. The provision of adult education services across Norfolk and online was welcome. If the County Deal was confirmed, one responsibility it would include would be funding for adult learning meaning the County could agree courses which met the needs of residents.
- 9.3 The Cabinet Member for Economic Growth noted that this service helped address loneliness as well as supporting the economy.
- 9.4 The Cabinet Member for Highways, Infrastructure and Transport noted that the service had a focus for the academic year for targeting adults who were seeking employment or who were economically inactive, as well as helping people return to work by giving them support to access new skills and apprenticeships. They also planned to provide independent living skills for people with learning and physical disabilities.
- 9.5 The Cabinet Member for Adult Social Care noted that Ofsted recognised that people with physical, social and economic hardship were able to access learning. This showed that the Council provided inclusive education.
- 9.6 The Chair was pleased that devolution would bring around £12m per year for

Adult Education and control over learning to suit Norfolk residents.

9.7 Cabinet **RESOLVED**

1. To commend the Adult Learning service for its exceptional performance and contribution to Norfolk priorities.
2. To approve the Adult Learning Annual Plan for 2024/25

9.8 **Evidence and Reasons for Decision**

Please see section 5 of the report.

9.9 **Alternative Options**

Please see section 6 of the report.

**10. Climate Policy for Norfolk County Council**

10.1.1 Cabinet received the report introducing the Climate Policy reflecting the main elements of the Climate Strategy in a more concise policy format.

10.1.2 The Cabinet Member for Environment and Waste introduced the report to Cabinet:

- February 2024 had been the wettest and warmest on record and the year had been the warmest recorded so far globally, showing the importance of this piece of work.
- The UK had shown global leadership to tackle climate change with a target in law for net zero by 2030. The UK had halved its emissions since 1990.
- Local Authorities had an important role in shaping carbon development in areas in a way which reflected local priorities and Norfolk County Council had set out a Climate Strategy in June 2023.
- Norfolk County Council had been independently ranked second in UK county councils in the 2023 Council Climate Action Scorecards.
- The Climate Policy looked to bring the approach into the policy framework to be owned by the council, using the opportunity to restate the county wide vision to align with the national trajectory to reach net zero by 2050. The trajectory would halve emissions by 2035.
- This policy would need involvement of businesses, residents and Government and showed that Norfolk County Council was open for green infrastructure investment.
- This policy gave recognition to the need for a balanced approach regarding farming and food production which would need to be reflected in the net zero target.
- The Council would lead by example by making its estate net zero by 2030; the estate emissions had been cut by 60% so far since 2016/17 and there was an aim to reach 90% reduction by 2030.
- The Cabinet Member for Environment and Waste believed that the policy consolidated what had been achieved so far.
- The Cabinet Member for Environment and Waste moved the recommendations set out in the report.

10.2 The Cabinet Member for Highways, Infrastructure and Transport shared information on funding which had been received for projects which impacted on

the aims of this policy. Funding had been received to introduce 70 zero emission buses in Norwich and to install more electric vehicle charging points by 2025. The Bus Service Improvement Plan (BSIP) and the Active Travel Fund for Walking Wheeling and Cycling aimed to reduce car use. The Low Carbon Innovation Fund was available for local businesses to look at how they could reduce their carbon emissions; this had reduced 170,000 tonnes of carbon compared to the target of 10,000 tonnes.

- 10.3 The Vice Chair endorsed the Cabinet Member for Highways, Infrastructure and Transport's comments. The Policy showed that the Council was making changes. This policy did not introduce any new financial implications.
- 10.4 The Chair noted that this policy showed the Council's environmental credentials. At the UK council's climate score cards Norfolk County Council came second in the country, which showed recognition of what was being done.
- 10.5 Cabinet **RESOLVED** to
1. Note the proposed Climate Policy, including the new statement of the council's county-wide net zero commitment.
  2. Endorse the Climate Policy's progression for Full Council's consideration via Scrutiny Committee in accordance with part 11b of Council's Constitution.
  3. Agree that a related amendment to the Environment Policy also be put to Full Council to align its wording on our overarching climate commitments with the Climate Policy.
  4. Endorse bringing an annual report to Select Committee and Cabinet on progress of the Climate Policy.

10.6 **Evidence and Reasons for Decision**

The Climate Policy fulfils a commitment made in May 2023 by Cabinet to reflect the Climate Strategy in the council's policy framework. This ensures it is effectively integrated as a policy governing how the council is run.

10.7 **Alternative Options**

Please see section 5 of the report.

**11. Climate Action Plans - Tranche 2**

- 11.1.1 Cabinet received the report setting out the second tranche of actions for Cabinet's review and covering the Council's initiatives relating to energy, the green economy, and waste and the circular economy.
- 11.1.2 The Cabinet Member for Environment and Waste introduced the report to Cabinet:
- In June 2023, Norfolk County Council launched its Climate Strategy.
  - The strategy set out how Norfolk County Council would address its own carbon footprint as well as its role in supporting Norfolk's low carbon development and green growth.
  - The strategy received widespread support for its detailed coverage of how the council could help shape Norfolk's response to climate change in line with the local context and priorities. The council's approach to climate

was independently ranked second among county councils in the 2023 Council Climate Action Scorecards.

- Action plans were needed to help translate the vision and priorities of the strategy into practical implementation. They represented a governance tool to support member and public oversight of the strategy's delivery by outlining the initiatives taking place across council services that aligned with the strategy's seven focus areas, set out on page 170 of the agenda.
- The action plans were being developed in three tranches to help maintain momentum. Following endorsement of the first tranche of climate actions by Cabinet in October 2023, this report set out the second tranche of actions for Cabinet's review. They covered Norfolk County Council's initiatives relating to energy, the green economy, and waste and the circular economy.
- The third and final tranche would be brought for Infrastructure and Development Select Committee and Cabinet review later in 2024.
- All three action plans would be brought together and updated as a single list to start an annual reporting cycle to members to ensure oversight and accountability over the Climate Strategy's delivery.
- The Cabinet Member for Environment and Waste moved the recommendations as set out in the report.

11.2 Cabinet **RESOLVED** to approve the second tranche of actions as set out in this report

### 11.3 **Evidence and Reasons for Decision**

Please see section 4 of the report.

### 11.4 **Alternative Options**

The council could decide to publish all actions related to the Climate Strategy in one rather than to release the action plans in tranches. This would lead to the same end result for creating a reporting framework for delivery of the strategy. However, this approach would slow down the publication of actions for areas which are ready or soon to be ready for release. They would have to be held back by development of actions around more complex areas, which could impact on the momentum for building up the reporting framework.

## 12. **Highways Capital Programme 2024/25/26/27 and Transport Asset Management Plan (TAMP)**

12.1.1 Cabinet received the report setting out the Highways Capital Programme for 2024-26 and the Transport Asset Management Plan.

12.1.2 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet:

- The report summarised a 3-year settlement following the Government's 2023
- autumn statement and the proposed allocations for 2024/25/26/27. Details of the Government's 10-year settlement following the Network North announcement were being waited for.



- This Programme included a range of schemes allowing people to travel more easily and supporting infrastructure.
- Norfolk County Council had been successful in attracting funding into Norfolk through the Bus Service Infrastructure Plan and Active Travel Fund for Walking Wheeling and Cycling and Zero Emission Bus Regional Areas (ZEBRA) and £25m for levelling up schemes in King's Lynn. These were mostly related to sustainable travel improvement.
- The County Deal would give longer term certainty over funding and bring forward more ambitious schemes, and allow better planning, improved delivery and improved efficiency of schemes. Devolution would help deliver on the needs of people and businesses in Norfolk.
- The Cabinet Member for Highways, Infrastructure and Transport moved the recommendations as set out in the report.

- 12.2 The Cabinet Member for Environment and Waste drew attention to paragraph 1.2.2 and 1.2.3 of the report: "The plan has a clear focus on reducing carbon, a switch to active travel, public transport, and cleaner fuels, and improving people's connections to services and facilities. It enables the authority to deliver against its current agreed objectives and maximises the ability to secure new investment into much-needed transport infrastructure and services to benefit Norfolk's residents and businesses. The plan has the following aims: 1. Embracing the Future; 2. Delivering a Sustainable Norfolk; 3. Enhancing Connectivity; 4. Enhancing Norfolk's Quality of Life; 5. Increasing Accessibility; 6. Improving Transport Safety; 7. A Well Managed and Maintained Transport Network"
- 12.3 The Cabinet Member for Adult Social Care discussed how well maintained the roads in Norfolk were compared to some other parts of the Country. She also spoke about how the Long Stratton Bypass project was progressing.
- 12.4 The Deputy Cabinet Member for Children's Services welcomed the report, particularly the footway reconstruction scheme for Lowry Cole Road and Tills Road and thanked the Cabinet Member for this.
- 12.5 The Vice Chair pointed out that the Council had won an award for its highways service and thanked the Cabinet Member for Highways, Infrastructure and Transport and officers for their work which had brought funding in and showed a positive relationship with Government.
- 12.6 The Chair noted that the programme showed the Council was providing new infrastructure to help people get about Norfolk; future projects included the Norwich Western Link and Long Stratton Bypass, which were vital to economic development. She was disappointed to read about possible risks to such funding should there be a Labour Government.
- 12.7 Cabinet **RESOLVED** to
1. Approve the Highways Capital Programme including the proposed draft allocations and programme for 2024/25 and indicative allocations for 2025/26/27 (as set out in Appendices A, B and C of the report).
  2. Approve the proposals for the £10m Highway Maintenance Fund (as set out in Appendix D of the report).
  3. Approve the proposals for the £4.51m Road Resurfacing Fund 2024/25 (as set out in Appendix E of the report).

4. Approve the proposals for the Road Safety Community Fund (as set out in Appendices F and G of the report).
5. Delegate approval of the minor updates to the Transport Asset Management Plan (TAMP) for 2024/25 to 2028/29 to the Interim Executive Director for Community & Environmental Services.

## **12.8 Evidence and Reasons for Decision**

Please see section 5 of the report.

## **12.9 Alternative Options**

Differing proposals could be put forward to utilise planned invest differently across the highway assets or provide additional investment from our Council. However, given the performance as detailed in section 5 of the report, this was not recommended.

## **13. Highway Parish Partnership Schemes 2024-25**

13.1.1 Cabinet received the report setting out details of the 2024-25 Highway Parish Partnership Programme and schemes.

13.1.2 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet:

- The Highway Parish Partnership Scheme was established in 2011 and allowed local communities to influence the Council's programme of small highway improvements.
- 97 schemes would be delivered this year including trods, vehicle activated signs and village gateways.
- Town and parish councils were asked to make a 50% contribution with Norfolk County Council making up the rest of the funding. This doubled the impact of the funding provided by the Council.
- Bids were accepted from un-parished divisions, with the division raising the required 50% funding, such as Norwich City Council and Great Yarmouth Borough Council who had previously shown interest in the scheme.
- The Cabinet Member for Highways, Infrastructure and Transport thanked the councils who had taken part in the scheme.
- The Cabinet Member for Highways, Infrastructure and Transport moved the recommendations as set out in the report

13.2 The Cabinet Member for Environment and Waste welcomed this scheme which was well received by parish councils.

13.3 The Cabinet Member for Adult Social Care noted two schemes in her division which was a right of way in Hempnall and improvements to the footway around the war memorial in Saxlingham Nethergate which was part of a wider piece of work.

13.4 The Chair was pleased that this would continue as it allowed parishes to provide schemes which were important for their communities. A list of the schemes provided was appended to the report.

- 13.5 **Cabinet RESOLVED**
1. To approve the 97 local schemes listed in Appendix B for inclusion in the Parish Partnership Programme for 2024/25.
  2. To approve the 21 vehicle activated sign schemes listed in Appendix C of the report for inclusion in the Parish Partnership Programme for 2024/25, subject to securing funding from the Safety Camera Partnership
- 13.6 **Evidence and Reasons for Decision**
- Please see section 4 of the report.
- 13.7 **Alternative Options**
- Cabinet could decide to reduce the County Council's contribution to the Parish Partnership Programme or could decide to not utilise highways funding to allow all the assessed bids to progress. In which case, a set of additional criteria would need to be developed to enable the current list of proposed schemes for 2024/25 to be re-assessed.
- 14 Progress on Equality, Diversity and Inclusion (EDI) Plan and Objectives 2023-2026**
- 14.1.1 Cabinet received the report setting out the Equality, Diversity and Inclusion Plan and Objectives for 2023-2026
- 14.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:
- This report set out the plan for 2023-26 and summarised the progress to deliver the first year of the plan.
  - The Cabinet Member for Communities and Partnerships drew attention to the Plan's second objective: "Provide services, information and environments that can be accessed, understood, and used to the greatest extent possible by all disabled people". The Norfolk County Council website was 96% compliant and the Norfolk County Council directory was 97% compliant.
  - Work of this plan included work to eliminate racism and to include all.
  - The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report
- 14.2 The Cabinet Member for Highways, Infrastructure and Transport welcomed the report and pointed out that from 1 February 2024, free bus travel had been made available for disabled passholders and their companions.
- 14.3 The Chair noted that County Hall had won an award for accessibility. The Deputy Cabinet Member for Finance added that the award was Europe-wide; the building was designed to support people with physical and sensory disabilities.
- 14.4 **Cabinet RESOLVED to**
1. Agree the direction of travel for Years 2 and 3 of the Action Plan (2024 to 2026) set out in Appendix 1 of the report.
  2. Acknowledge the feedback from employees that they are affected by racism at work and the actions being delivered to address this, as set out in section 2 of this report.

3. Note the progress to date set out in Appendix 1 of the report.

#### **14.5 Evidence and Reasons for Decision**

The evidence for the proposals is set out in the report to Cabinet on 6 March 2023 published on the Council's website.

#### **14.6 Alternative Options**

The Cabinet could consider amendments to the proposed objectives or priorities. Alternatively, it could consider not progressing some priorities. This should be considered against the legal implications summarised below and the operational challenges reported to Cabinet on 6 March 2023.

### **15. Finance Monitoring Report 2023-24 P10: January 2024**

15.1.1 Cabinet received the report giving a summary of the forecast financial position for the 2023-24 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2024, together with related financial information.

15.1.2 the Deputy Leader and Cabinet Member for Finance introduced the report to Cabinet:

- This report gave the foundation for 2024-25 and it was important to ensure there were no unforeseen overspends in the final quarter. At the end of January, the Council was forecasting a balanced budget of £493.7m
- Children's Services experienced operational pressures summed up in paragraph 2.4 of the report onwards. The overspend had not deteriorated since previously reported however the high needs block was being monitored. Paragraph 2.11 of the report discussed the problems caused by a broken model of external Childcare provision.
- Adult Social Services were forecasting a balanced in-year position after using £5.5m in year reserves.
- Community and Environmental Services' financial position remained the same as last reported.
- The recommendations included an increase of £8.3m to the capital programme to fund the Norse Project One Loan which was the balance of the £10m agreed in November.
- The Council was on target to achieve 97% of savings proposed in the current year showing the success of the departmental transformation schemes to deliver savings and maintain quality of services.
- The Capital Programme was being reprofiled to reduce capital spend as shown in table one, appendix 3 of the report. This consisted of funding being pushed to future years to reflect the departments' ability to complete projects rather than aspirations to complete them. The Capital Priorities Board continued to evaluate the timing and affordability of all projects.
- Table 4 of appendix 3 of the report showed Norfolk County Council borrowing which was forecast at £63.2m in the current year. All borrowing was funded through cash reserves and an increase in prudential borrowing was not predicted in 2024.
- Written off debts in excess of £10,000 related to care charges that could not be recovered were included in this report. These related to charges which had previously been provided for and would not impact on the outturn forecast.

- The 2021-22 annual reports had been signed off by the auditors and corroborated that the budget was robust, and finances were in good shape.

15.2 The Chair thanked the Vice Chair and officers who had worked hard to get to this position. This was a prudent council which had worked hard to balance the budget.

15.3 Cabinet **RESOLVED**

1. To note the increase of £8.3m to the capital programme to address capital funding requirements previously approved by full Council as set out in detail in capital Appendix 3, paragraph 1.4 and 4.1 of the report as follows:
  - £8.3m increase in NCC Borrowing to fund the Norse Project One Loan
2. To note the revised current and future 2023-28 capital programme as set out in Appendix 3 of the report including the significant reprofiling undertaken to date.
3. To delegate to the Director of Procurement and the Director of Property to undertake the necessary procurement and tender processes to deliver this revised capital programme in accordance with the delegated authority awarded on 6 March 2023 in the Authority to enact Capital Programme paper
4. To agree the period 10 general fund revenue forecast of a balanced budget, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;
5. To agree the period 10 forecast of 97% savings delivery in 2023-24, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
6. To note the forecast General Balances at 31 March 2024 of £25.410m.
7. To approve the write-off eight debts over £10,000 totalling £122,025.21 due to the exhaustion of estate and legal options where there is no further possibility of recovery, as set out in Appendix 2 paragraph 3.11 of the report;
8. To approve the appointment of directors to Norfolk County Council owned companies and joint ventures as set out in section 2.3 of the report, as required by the Council's Financial Regulations

15.4 **Evidence and Reasons for Decision**

Please see section 4 of the report.

15.5 **Alternative Options**

To deliver a balanced budget, no viable alternative options had been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no further grant or revenue funding had been identified to fund the expenditure, apart from the funding noted in Appendix 3 of the report.

**16. Norfolk County Council Companies Business Plans**

16.1.1 Cabinet received the report seeking Cabinet approval for each of the four main County Council companies to operate within their 2024-25 Business Plan as approved by their respective Boards.

16.1.2 The Deputy Cabinet Member for Finance introduced the report:

- The County Council had created several companies to assist in the delivery of the Council's aims and objectives.

- The Business Plans for the four main companies had already been reviewed by the NCC Companies Governance Panel at their meeting in February 2024 and were recommended for Cabinet consideration.
- To support good governance, Cabinet was responsible for reviewing and approving the 2024-25 Business Plans for Hethel Innovation Ltd, Independence Matters C.I.C, Norse Group Limited and Repton Property Developments Limited to ensure they reflected the aspirations of the shareholder.
- The Deputy Cabinet Member for Finance gave an overview of the Business Plan of each company:
  - **Hethel Innovation Ltd:**
    - The objectives were set out by the shareholder and shown on page 325 of the agenda.
    - The company worked at Hethel Innovation Centre, Scottow Enterprise Park and the Broadland Food Innovation Centre.
    - The business plan included targets for job innovation and it was planned to improve occupancy rates at all sites in 2024-25.
    - There was an aim to source projects for the team to deliver and expand the company presence outside of Norfolk.
    - There were plans to gain loans to aid expansion of the Hethel Innovation Centre site.
  - **Independence Matters C.I.C:**
    - This company delivered support in the home and community for people with learning disabilities or dementia.
    - Home Support Matters was a separate company in the group providing home support.
    - 2023 saw Independence Matters celebrate 10 years of trading and Home Support Matters celebrate 5 years of trading.
    - The company had achieved its objective of becoming wholly owned and teckal compliant and was now 100% owned by Norfolk County Council.
    - Independence Matters was prohibited from paying dividends and any surplus generated was reinvested into service provision and the community.
    - Independence Matters faced challenges similar to those seen across the wider care market including profitability, recruitment, retention and inflationary and cost of living pressures.
  - **Norse Group**
    - This was the largest LATCo (Local Authority Trading Company) and had 8750 employees working mostly with Local Authorities in England and Wales.
    - They supplied services across 3 divisions of commercial, care and consulting. They were facing challenges across all areas but particularly in the care market as seen at Independence Matters.
    - They were focussed on improving margins and on the areas which were underperforming.
    - Project One was a significant investment in the business and would provide a new system for finance, HR and payroll to improve back office and operational efficiencies.

- There was a forecast rebate to Norfolk County Council of £2.7m
- **Repton Property Developments Ltd**
  - This company had had ongoing success, with 5 schemes on site and more due.
  - Repton had contended with the fallout from Covid-19 cost inflation, the war in Ukraine and interest rates.
  - Nutrient neutrality had delayed some sites and a conservative approach to development been maintained.
  - The company was established to bring revenue returns to the Council and a dividend of £1m was forecast in the current financial year.
  - The company had gone above the requirements of the policy compliance of affordable housing in some of its sites.

16.2 The Deputy Cabinet Member for Children's Services spoke as Chair of Norfolk County Council Companies Governance Panel. The Panel debated the business plans in February and questioned the Chief Executives from the companies.

16.3 The Vice Chair proposed an amendment to recommendation 3 as follows, with the addition of the underlined text:

- Approve the Norse Group Limited 2024-25 Business Plan in Appendix C of the report “subject to Norse Management regularly reporting to the Deputy Leader and Cabinet Member for Finance and the Deputy Cabinet Member for Finance on the delivery against the approved business plan including detailed reports on individual divisional progress within the Care Consulting and Commercial Division”

16.4 Cabinet **RESOLVED** to

1. Approve the Hethel Innovation Ltd 2024-25 Business Plan in Appendix A of the report.
2. Approve the Independence Matters C.I.C 2024-25 Business Plan in Appendix B of the report.
3. Approve the Norse Group Limited 2024-25 Business Plan in Appendix C of the report subject to Norse Management regularly reporting to the Deputy Leader and Cabinet Member for Finance and the Deputy Cabinet Member for Finance on the delivery against the approved business plan including detailed reports on individual divisional progress within the Care Consulting and Commercial Division
4. Approve the Repton Property Developments Limited 2024-25 Business Plan in Appendix D of the report.
5. Delegate to the Director of Strategic Finance to review and extend the term of the Repton Property Developments Limited loan facility currently in place with the County Council

#### 16.5 **Evidence and Reasons for Decision**

Each company's board has approved a 2024-25 Business Plan and are seeking Cabinet's consent to operate the company in accordance with their Business Plan.

#### 16.6 **Alternative Options**

Norfolk County Council, as shareholder, could set alternative objectives for the company and request a revised Business Plan.

**17 Point of Order**

- 17.1 Cabinet agreed to take item 18, "Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting", next, and then return to the running order of the agenda.

**18. Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting**

- 18.1 Cabinet noted the delegated decisions which had been taken since the last meeting, as set out in the agenda.

**19. Disposal, acquisition and exploitation of property**

- 19.1.1 Cabinet received the report setting out proposals aimed at supporting Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere, and strategically acquiring property to drive economic growth and wellbeing in the County.
- 19.1.2 Cabinet agreed that they were happy to note the exempt appendix to this report without discussing it and without moving into private session.
- 19.1.3 The Cabinet Member for Corporate Services and Innovation introduced the report to Cabinet:
- This report set out options for disposal and exploitation of sites based on existing policies and strategies and were judged to provide the best return to the Council financially and taking account of community benefits.
  - One of the recommendations was a proposal for a lease for Hethel Innovation to operate and develop Scottow Innovation Park
  - There would be community benefits of the lease provision to the SENDAT trust to deliver vocational training in Horticulture and Grounds maintenance at the Duke of Lancaster School and other Special Educational Needs and Disabilities schools.
  - The Cabinet Member for Corporate Services and Innovation moved the recommendations as set out in the report.
- 19.2 Cabinet **RESOLVED**:
1.
    - a. To delegate authority to the Director of Property, to enter into a lease with Hethel Innovation Ltd to operate and develop Scottow Enterprise Park (1084/013) from 1 April 2024 on the basis set out in this report and in confidential appendix A of the report.
    - b. To approve the grant of a 125-year lease of surplus land and building at the former Fakenham High & Sixth Form site (1029/028A) to SEND Academy Trust (SENDAT) and instruct the Director of Property to oversee the completion of the lease on the agreed terms.
  2.
    - a. To formally declare The Meadow, Cromer (1022/024) surplus to Council requirements and instruct the Director of Property to dispose of the



property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

- b. To formally declare Land at Baldock Drive, King's Lynn (2045/014) surplus to Council requirements and:
  - (i) Instruct the Director of Property to dispose of the property to Broadland Housing, or
  - (ii) In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market.

In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

- c. To formally declare Norman House, Great Yarmouth (6009/025) surplus to requirements and:
  - (i) Instruct the Director of Property to dispose of the property to an Independent Living housing provider, or
  - (ii) In the event of no satisfactory agreement being reached within 18 months of the date of this Cabinet Meeting, instruct the Director of Property to dispose of the property on the open market.

In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

- d. To formally declare Additional Land at St Peter's Farm, Marshland St James (2049/108) surplus to Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.
- e. To formally declare the Bungalow at Low Farm, Brundall (5013/100) (edged red on the plan) surplus to requirements and instruct the Director of Property to dispose of the property on the open market. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Director of Strategic Finance and Cabinet Member for Corporate Services and Innovation is authorised to accept the most advantageous offer.

#### **19.4 Evidence and Reasons for Decision**

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

#### **19.5 Alternative Options**

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

#### **20. Exclusion of the Public**

20.1 Cabinet resolved **NOT** to exclude the public and noted the exempt appendix.

The meeting ended at 11:22

**Chair of Cabinet**

**Cabinet**  
**4 March 2024**  
**Public & Local Member Questions**

	<b>Public Question Time</b>
6.1	<p><b>Question from Tom Reed</b></p> <p>Considering 3 incidents of electric buses catching fire in London, withdrawal from service of much of the electric fleet, NCC nearly £1B in debt partly due to extreme environmental highways projects and 10s of millions of pounds on electric buses which are not at all environmentally friendly due to the enormous rare resources needed for batteries and extreme toxicity hazard of burning batteries, is it time for full review of electric bus implementation, reduction of 'net zero' projects, especially taking into account that UK could cease to exist and our 'pollutive' output reduction would be quickly replaced by China and India building minimum 2 coal power stations every week?</p> <p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p>The 70 electric buses in Norwich are funded by the Department for Transport and First Bus, and not by the county council. They are already contributing to improved local air quality, quieter streets and a better passenger experience.</p> <p>Our Fire &amp; Rescue Service is proactively meeting with First Bus to ensure that the arrangements in place to prevent a fire are suitable. The operational teams are also working with them to develop an emergency response plan that works to limit the impact of any incident. All crews are trained in dealing with fires involving lithium-ion batteries, in all situations, on a regular basis. Alongside this, we have site specific information on premises such as the Norwich bus depot that considers firefighting actions for that particular premises. We also have specialist hazmat officers that can advise and support at these incidents, and they are mobilised as part of our pre-determined attendance to these incident types.</p> <p>There is no evidence that electric buses are more prone to fire than diesel vehicles: to put the 3 recent fires in London [two of which involved hybrid diesel-electric buses] into perspective, 242 bus fires were reported to the Driver and Vehicle Standards Agency over the four years to 2022 (none resulted in injury or death). The fault in the Alexander Dennis buses appears to be nothing to do with their being electric, more it was a fault in the wiring harness for the air conditioning). 155 of these fires were in vehicles over ten years old, showing that replacement of older buses in Norwich with modern vehicles – whether diesel or electric - is likely to actually reduce fire risk, (along with these buses being from a different manufacturer (Wrightbus)). Similarly, evidence from Norway, which has the highest takeup of electric vehicles in Europe, and studies from Australia, show that electric cars are significantly less prone to fire than their petrol or diesel equivalents.</p> <p>As to Chinese and Indian emissions, Chinese emissions are forecast to peak ahead of target whilst Indian emissions account for only 7% of the world total.</p>

**Cabinet**  
**4 March 2024**  
**Public & Local Member Questions**

	<b>Member Question Time</b>
7.1	<p><b>Question from Cllr Brian Watkins</b></p> <p>The administration has laid out an extensive regime of transformation to this Council's departments in order to increase efficiency whilst saving money. Financially, this Council finds itself on a cliff edge and is relying on these savings being realised in order to achieve long term sustainability. It is anticipated that over the next ten years, it may need to cover budget gaps in excess of £300 million. What other cost-saving or revenue raising measures does the Cabinet member believe will need to be explored if current levels of government funding, inflation and other pressures make current savings plans a pipedream?</p> <p><b>Response from the Deputy Leader and Cabinet Member for Finance</b></p> <p>Thank you for your question. As I have previously commented, transformation of our services and processes has been, and will continue to be, absolutely essential to the successful achievement of our savings plans and the safeguarding of a robust financial position into the future. I do not agree that we are on a cliff edge. The detailed work undertaken through the course of the budget-setting process has meant that Full Council in February was able to set a robust, balanced budget for 2024-25 and we are now absolutely focused on its delivery. Alongside this, I would emphasise that we have a strong track record of delivering budgeted savings and a key part of the 2024-25 Budget process has been to ensure that any new savings are similarly robust and achievable. With that said, there is no room for complacency, and we will of course be reporting regularly to Cabinet on both our 2024-25 overall financial monitoring position, and the progress in making planned savings, as we do every year.</p> <p>Looking to the future, there is no denying that the medium and longer term outlook remains challenging. We face a sizeable budget gap for 2025-26, demand and other cost pressures remain stubbornly high, and there is no certainty about funding levels beyond the 2024-25 financial year. This is why we continue to press the Government fundamental reform of local government funding, as I outlined in detail to Full Council during the budget debate. I am not in a position to prejudge the proposals that are likely to come forward for the 2025-26 budget process, but I can assure you that the planning for this is already underway, and I do expect to see a continued focus on sustainable savings. A robust transformational approach will be central, and will underpin the delivery of those savings by making the necessary efficiencies while improving, where possible, the breadth or scope of our services.</p> <p><b>Second question from Cllr Brian Watkins</b></p> <p>Norfolk badly needs significant new investment in order to improve its creaking infrastructure, and that is why the proposed £457 million funding for the next three years will be particularly welcome. However, it is disappointing that there is little or no mention</p>

	<p>of our local railways. How is the Council currently working with Transport East, rail providers, local authorities and other stakeholders to lobby for much-needed improvements to services?</p> <p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>The county council has a long history of working with national, regional and local partners to secure investment into the railways. Over the last few years, officers and I have worked very closely with organisations including Transport East, train operators, government and Network Rail. This work has led to some very significant investment. This includes complete renewal of all the train fleet operated by Greater Anglia, the first time the fleet for a whole franchise has been renewed. In Norfolk this covers the Norwich to London, Cambridge, Sheringham, Great Yarmouth and Lowestoft services. There has been recent government commitment to much-needed improvements at Haughley Junction, near Stowmarket on the Norwich to London line, and Ely area enhancements. These will open scope for additional passenger and goods services benefiting the county.</p> <p>As Cabinet Member, I represent the county council on Transport East and – together with officers – the various task forces that Transport East or other regional bodies lead: East West Rail Mainline Partnership Board and Eastern Section Board; Great Eastern Mainline Partnership; Ely Task Force; and the Rail Leadership Meeting that brings together these strands of work, which is held in Westminster and to which MPs are invited.</p> <p>On a more local level, officers regularly work with partners. We hold regular meetings of the Norfolk Rail Group, bringing together local stakeholders and the rail industry, and officers are currently refreshing the Norfolk Rail Prospectus. This will be clear in setting out the need for investment into the rail network and help support our advocacy activities.</p> <p>There is much positive activity in this area, which is achieving positive results for the benefits for the county's residents, business and visitors. This capital investment into rail is not made by the county council as the council does not run the trains or manage the infrastructure, and that is the reason why this is not reflected in the report, which details only capital investment proposed for delivery by the council in its role as highways authority.</p>
7.2	<p><b>Question from Cllr Rob Colwell</b></p> <p>Regardless of Transport East stating it as a regional priority because of traffic delays and accidents, there is no mention of the King's Lynn Pullover roundabout flyover in the Highways Capital Programme during the next three years. Is this an error, or are we to assume that despite promises made back in 2019, that once again a West Norfolk project has been kicked into the long grass by a Norwich scheme, this time in the shape of a money-pit Western Link?</p> <p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>The Pullover A17/A47 scheme is referenced in sections 2.3.2 Norfolk Strategic Infrastructure delivery plan, and 2.3.2.7 Pullover A17/A47 of the Highway Capital Programme Report being presented to Cabinet 4 March 2024.</p>

	<p>Currently, further work is being done on the value for money case for a significant improvement at the junction, as detailed in the report. When this is completed, a decision will be taken on next steps for this project.</p>
	<p><b>Second question from Cllr Rob Colwell</b></p> <p>Communities around Norfolk are being devastated by multiple flooding events. Residents state our highway drains are not being cleared in time after significant rainfall and before the next downpour, leading to homes being inundated. Please can you confirm the number of high pressure water jetting vehicles that the county has access to via our contractors? There is fear we only have 6 for the whole county.</p> <p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>The past six months have been exceptionally wet in Norfolk, along with several significant storm events. Currently, this period is the 2<sup>nd</sup> wettest on record in the region. In February 2024 alone, the county council received over 1,100 drainage related enquiries related to flooding, which is exceptionally high. The council's main contractor has 6 drainage crews operating permanently in Norfolk at the current time and they are currently jetting and cleaning road drains and drainage systems. However, other resources are available and have been utilised during this period to supplement the usual resources, including additional resources and crews from Tarmac and Norse Highways.</p> <p>In addition, given the challenging recent conditions, I would like to personally thank all those involved in delivering this vitally important work, including our crews who have been providing a 24/7 response throughout these recent storm and flood conditions.</p>
7.3	<p><b>Question from Cllr David Sayers</b></p> <p>I would like to inquire about the Council's available figures and analysis concerning the percentage of initial requests for Education, Health and Care Plans (EHCP) assessments meeting the 20-week deadline in 2023. My concern stems from a performance decline observed over the past two years, with the percentage at 59.9% in 2021 and 49.2% in 2022. Considering the significance of timely EHCP assessments for the wellbeing of children, I am keen to understand whether this performance trend has persisted or if there has been a recovery during 2023?</p> <p><b>Response from the Cabinet Member for Children's Services</b></p> <p>It has come to our attention that the figures referenced, specifically 59.9% and 49.2%, pertain to the national EHCP figures rather than those directly associated with Norfolk. Nonetheless, the downward trend observed in Norfolk is consistent with the national trend and has persisted into 2023, albeit at a diminished rate of reduction.</p> <p>It is important to note that this trend occurs in the context of an unprecedented number of EHCP applications and assessments. Specifically, there has been a 41% increase in the number of requests from 2020 to 2021, and a subsequent 14% increase from 2021 to 2022.</p> <p>Despite the increase in applications, there has been a significant reduction in the number of overdue EHCP applications at key stages of the process, and a continued trend of reduction in the total number overdue. This has contributed to the current position in</p>

	<p>2024, where there is a markedly increased rate of completion of EHCP applications within the designated timescale.</p> <p>The support of Local First Inclusion continues at an accelerated pace, with the objective of addressing the needs of children and young people at the earliest possible stage and in the most effective manner. This initiative is expected to influence the number of EHCP applications received in the future.</p>
	<p><b>Second question from Cllr David Sayers</b></p> <p>Is the Council prepared to give immediate attention to the surge in malnutrition in Norfolk following the reported rate of 6.7% last year. A report by the Health Foundation strongly urged local authorities to consider implementing evidence-based interventions for reducing food insecurity, including universal or extended access to free school meals, school holiday provision, and meals on wheels. With the situation rapidly escalating, will the Council treat this recommendation with utmost seriousness and address it without further delay?</p>
	<p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b></p> <p>Thank you for raising this important issue, as we know that poor nutrition affects outcomes for individuals across their lifetime.</p> <p>Good nutrition and access to healthy food is an important aspect of the work that Public Health and other Council departments are undertaking with a range of partners, as part of our shared commitment to supporting whole population health. The Public Health Strategic Plan 'Ready to Change Ready to Act' prioritises the importance of health improvement for all ages. The plan promotes taking a healthy lifestyle behaviours approach, identifying consumption of a poor diet as one of the key risk behaviours. Recognising a range of factors that impact on having a healthy diet and that working alongside and with health, social care, District Council and VCSE partners looking at these issues more widely will start to address wider determinants such as food poverty and health literacy in ways that we have not been able to previously.</p> <p>Through the Children and Young People Strategic Alliance, partners have recently discussed children's nutrition, recognising its importance, and are working together to develop a better understanding of how organisations can improve support for healthy eating and good nutrition in children. This includes the work of the Norfolk Healthy Child service as part of a Healthy Child Programme (HCP), commissioned by Public Health, who are supporting families in the early years to enable good nutrition, providing information, support and guidance on healthy eating including in pregnancy, breast feeding and infant feeding. Public Health also provide (for free) vitamins to eligible babies and mothers of newborns through a network of community pharmacies and will soon begin distributing vitamins at all health visitor mandated visits to those that are eligible.</p>
7.4	<p><b>Question from Cllr Steffan Aquarone</b></p> <p>At the December Council meeting, I asked a question about footpaths and pavements improvements in Stibbard. You kindly agreed to take a look personally and see what recommendations could be made. I have heard nothing further since then, and would appreciate knowing when you will be arranging a visit?</p>

	<p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>The local Highways Maintenance team have been reviewing this request and have recently identified some possible solutions. I have therefore asked that the team arrange to meet you at the earliest opportunity to discuss these and develop an improvement proposal.</p>
7.5	<p><b>Question from Cllr Paul Neale</b></p> <p>It was made clear at the budget-setting Full Council meeting that you would not make a final decision on whether to continue with the level of MIG payments at the current level, or reduce them down to the Government minimum level, until after the consultation was completed. Will you confirm that you will act on the basis of the consultation, and not reduce the MIG unless the consultation shows a strong preference for reducing it?</p> <p><b>Response from the Cabinet Member for Adult Social Care</b></p> <p>No decision will be made until the consultation has ended and Cabinet has reviewed all the evidence. We will take a report about the findings of this consultation to July Cabinet.</p> <p>My fellow Cabinet Councillors and I will consider the consultation responses we receive very carefully.</p> <p>When making our decision we will consider</p> <ul style="list-style-type: none"> <li>• The impact of any proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, councillors will consider the impact of proposals on rural areas</li> <li>• The views of people and stakeholders consulted</li> <li>• The evidence of need and what is proven to work effectively and well</li> </ul>
7.6	<p><b>Question from Cllr Catherine Rowett</b></p> <p>Could the cabinet update us on the situation regarding the sale of County Farms land for dualling the A47: how is this disposal of prime farmland in the County's own portfolio compatible with Cabinet's suggestion that retaining prime farmland for agricultural use is important for food security in Norfolk? How does it fit with their opposition to adding land at Fornsett to the County Farms portfolio, which would have the potential to deliver better access to rail services for the people of Norfolk at a cost of a smaller portion of land than is needed for roads?</p> <p><b>Response from the Cabinet Member for Corporate Services and Innovation</b></p> <p>The dualling of the A47 is a project that has been planned for several years and is fully funded by National Highways and central government. It is a nationally significant infrastructure project based on a known need and evidence.</p> <p>The council is fully supportive of the A47 improvements which is vital for the Norfolk economy and is a longstanding infrastructure priority for the council. It should also be noted that National Highways has the power to compulsory purchase any land required for infrastructure improvements, although in this instance, the council has reached agreement to sell the land.</p> <p><b>Supplementary question from Cllr Catherine Rowett</b></p>



	<p>Following concern from wildlife organisations about the end of protections for hedgerows, which will allow farmers to cut hedges during nesting season and undermine the contribution of hedgerows as corridors for wildlife, what does the cabinet plan to do, to protect hedgerows in Norfolk, e.g. by lobbying government, by instituting county schemes to enforce good practice etc? Are there plans to protect hedges on housing developments as well as farms?</p>
	<p><b>Response from the Cabinet Member for Environment and Waste</b></p> <p><b><u>Farm support rules: cross compliance</u></b></p> <p>There are two practices that can be particularly harmful to hedgerows: Spreading agricultural chemicals right up to the foot of the hedge, and heavy or badly timed cutting which leads to physical damage and reduces the benefits to wildlife.</p> <p>Neither of these practices are explicitly prohibited by law. However, until the end of 2023 they were restricted under the so-called '<a href="#">cross compliance' rules of government farm funding schemes</a>, including the Basic Payment Scheme and Countryside Stewardship schemes. The rules specified standards that farmers had to meet in order to receive payments on environmental protection and the agricultural condition of land for example. For hedgerows, the cross-compliance requirements were that land managers had to keep a green cover on land within 2 metres of a hedge and were banned from cultivating or applying fertilisers or pesticides to land within 2 metres of the centre of a hedge. Hedges were not permitted to be cut or trimmed between 1 March and 31 August, with the aim of protecting nesting birds.</p> <p>The Government is changing the way in which it supports farmers now that the UK is no longer a member of the EU and has left the EU's Common Agricultural Policy (CAP). Cross-compliance rules ceased to apply to farm payments from 1 January 2024.</p> <p>All other protections remain in place for hedgerows and breeding birds, <a href="https://www.gov.uk/guidance/countryside-hedgerows-regulation-and-management#full-publication-update-history">https://www.gov.uk/guidance/countryside-hedgerows-regulation-and-management#full-publication-update-history</a></p>
7.7	<p><b>Question from Cllr Lucy Shires</b></p> <p>Prevention is better than cure and this is especially true when it comes to our residents' dental health. However, access to dental care in this county is becoming more and more difficult with many residents not visiting a dentist for years. This lack of access makes prevention even more important. It is concerning that figures show only a small increase per head of population for Norfolk County Council's public health grant. How does the Cabinet member plan to deliver an effective public health and prevention programme with such scant resources and why is Norfolk receiving such an unfair deal?</p> <p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b></p> <p>Thank you for your question. The Public Health Grant allocation is determined by the Secretary of State and was published in February. The grant supports actions in preventing ill health, promoting healthier lives and addressing health disparities. For Norfolk the 2024-25 allocation is 2.2% higher than in 2023-24 at £44,613,712, which equates to £47.30 per head of population. In England, the highest public health grant</p>

	<p>allocation per head is £149.60 and the lowest is £33.60. The use of the grant is based on local needs and according to the requirements set out in the grant conditions.</p> <p>We will continue to use the Public Health Grant to provide a range of vital preventative services that help to support health and wellbeing. An important example is the <i>Norfolk Healthy Child Programme</i>; a public health commissioned service through which health professionals deliver a comprehensive suite of preventative services to children, young people and their families. We are working closely with our partners through the Norfolk health and well-being board, as part of the Integrated Care System and the Integrated Care Partnership in developing and supporting prevention approaches which are known to be effective in promoting good oral health and preventing dental decay across the population.</p>
7.8	<p><b>Question from Cllr Sharon Blundell</b></p> <p>Recent research has found that the Household Support Fund provided 62% of all welfare assistance last year. Many of Norfolk's residents would have been dismayed to not hear any mention of this important fund in the Chancellor's Autumn Statement. Can the Leader reassure our vulnerable residents that this Council will use every avenue available to push this Government to continue the funding beyond the end of March, and if necessary to publicly condemn its termination which would undoubtedly plunge many families into poverty?</p> <p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b></p> <p>We were disappointed that Government did not take the opportunity in the Autumn budget to extend the Household Support Fund. The Fund has enabled support for many Norfolk families who are struggling with day to day costs of living.</p> <p>We have been working hard to make our case to Government for funding to continue, but unfortunately we have no alternative but to plan on the basis that the funding will not be continued.</p> <p>I have written to Mims Davies MP, the Minister for Social Mobility, Youth and Progression twice to set out in detail the significant benefits that the Household Support Fund has enabled for Norfolk Communities, the implications that its removal would have, and to be clear that the Council is not in a position to be able to replace this funding, or to otherwise maintain the provision in the absence of Government support. I have offered to provide the Minister with any information that would help to secure the continuation of the fund in the future and offered to host a Ministerial visit to Norfolk to enable Ministers to see for themselves the difference that is being made. I have not received any response to either of my letters.</p> <p>Separately, the Council has engaged with representative sector bodies including the LGA and CCN to lobby the Government for the continuation of the Fund. Furthermore, our response to the Provisional Settlement consultation called for Government to continue the Household Support Fund into 2024-25.</p> <p>I have written to MP and officers have attended Ministerial roundtable meetings and shared detailed information with Government about the activities being carried out that the Fund enables, and who is receiving this support. We have also made a number of</p>

	<p>offers to share further information with Government about what happens in Norfolk, or to help Government to make the case for the fund to continue.</p> <p>A number of Voluntary and Community Sector Organisations are carrying out activities that are funded by the Household Support Fund. We have written to all of these organisations to be clear that we are planning on the basis that the Fund will end in March, and a number of these organisations have subsequently written themselves to Government directly about the impact that ceasing the fund will have on their organisations and the people that they are supporting.</p> <p>Whilst the scheme is due to end in March, and we have no option other than to plan on that basis, Government has also said that they have not made any final decisions at this stage. The Government's Spring budget is later this week (6 March) which means there is a further opportunity to either extend the scheme or to allocate funding to other types of support. We will closely watch the budget announcements.</p> <p>In the meantime, we will continue to prioritise hardship support to individuals in Norfolk and work with our strategic partners to deliver our universal offer to residents beyond the Household Support fund, including via the Client Hardship Service.</p>
7.9	<p><b>Question from Cllr Terry Jermy</b></p> <p>I note there are four consultation sessions about the proposed changes to the Minimum Income Guarantee taking place in Dereham, but not a single session in Thetford - the fourth largest settlement in Norfolk. I'd be grateful if the appropriate Cabinet Member could confirm the public transport options for people from Thetford to get to Dereham, and the estimated journey time.</p> <p><b>Response from the Cabinet Member for Adult Social Care</b></p> <p>Thank you for your question. There are several ways people can take part in the consultation:</p> <ul style="list-style-type: none"> <li>- Complete the questionnaire online at <a href="https://norfolk.citizenspace.com/">https://norfolk.citizenspace.com/</a></li> <li>- Online at <a href="http://www.norfolk.gov.uk/savingsproposals">www.norfolk.gov.uk/savingsproposals</a></li> <li>- By email at <a href="mailto:haveyoursay@norfolk.gov.uk">haveyoursay@norfolk.gov.uk</a></li> <li>- By post, writing to: <ul style="list-style-type: none"> <li>The Minimum Income Guarantee Consultation 2024/25</li> <li>Freepost Plus RTCL-XSTT-JZSK</li> <li>Norfolk County Council, Ground floor - south wing</li> <li>County Hall, Martineau Lane</li> <li>Norwich, NR1 2DH.</li> </ul> </li> </ul> <p>As well as having written to all those who may be affected by these proposals anyone can also access support regarding the proposals, or to participate in the consultation, in the following ways: Email the dedicated team directly at <a href="mailto:charging.policy@norfolk.gov.uk">charging.policy@norfolk.gov.uk</a> or call the dedicated telephone helpline 01603 306864 which is open 8.30am to 5pm Monday to Friday.</p> <p>I have asked officers to look at putting on an extra session in Thetford Library as we are keen to respond and help as many people as we can.</p>

	<p><b>Second question from Cllr Terry Jermy</b></p> <p>A Steering Group exists with a Norfolk County Council representative on it, discussing proposed regeneration plans for the Abbey Estate in Thetford. Despite this falling within the Thetford West Division, I have not been consulted or involved as the Local Member. I'd be grateful if I could be provided with copies of all the minutes from meetings of that group?</p> <p><b>Response from the Cabinet Member for Corporate Services and Innovation</b></p> <p>The Abbey working group is an informal working group between Flagship Housing, Breckland DC and the County Council, and it is usual for such groups minutes to not be available. However, any actions affecting the County Council would be subject to formal decision making, such as the recent Memorandum of Understanding which was approved via a Cabinet report.</p>
7.10	<p><b>Question from Cllr Matt Reilly</b></p> <p>On Thursday 20th October 2022 Duncan Baker, Member of Parliament for North Norfolk, launched a programme called the North Norfolk 100 Apprenticeship Challenge. Norfolk County Council has publicly supported the programme as sponsoring partners and one of our staff sits on the Steering Committee. However recent press reports indicate that the initiative has now collapsed.</p> <p>Can the Cabinet Member for Economic Growth confirm that only 9 of the 100 promised new opportunities have been created and that the Steering Group has not met since 16 June 2023?</p> <p><b>Response from the Cabinet Member for Economic Growth</b></p> <p>The North Norfolk 100 Apprenticeship Challenge initiative, led by DWP, brings together a collection of partners who all work in the existing apprenticeship landscape in Norfolk. NCC supports a range of collaborative initiatives and working groups to help increase awareness and uptake of apprenticeships in the county. There has been no financial commitment required by NCC as partner – the investment of support includes expertise from the Apprenticeship Strategy Manager in the steering group; staffing resource from colleagues in Apprenticeships Norfolk and Pathways to Work teams is already in place to support our strategic aims to support apprenticeships in Norfolk (for more details, please see our recently updated NCC Apprenticeship Strategy 2023-2025).</p> <p>There has been no formal decision to discontinue the initiative – and whilst I can confirm that the steering group has not met since June 2023, all members continue to work hard to provide information, advice and guidance to a range of individuals and businesses in North Norfolk, as well as in other districts across Norfolk too.</p> <p>The ability to ‘count’ new apprenticeship starts specifically through the heightened awareness raised by the NN100 initiative is logistically complex. Steering group partners recognise their responsibilities within GDPR, and as such, collecting and sharing personal data between a number of organisations is not a straightforward task. Partners recognised the challenge in formally tracking the 100 starts, however all agreed this should not detract from our opportunity to continue to work together to support more people/businesses into considering apprenticeships.</p>

	<p>The figure of 9 new starts, is the number which had DWP confirmed they had supported as a result of some events delivered by local job centres – however this figure does not include work from other partners. Partners work across the whole county and support different stages of the process; for example NCC delivers the ‘Apprenticeships Norfolk’ service – which can support individuals or businesses with information and guidance – and also financial support through levy transfers. In the last 12 months, the Levy Support Scheme we offer has supported 14 businesses to access over £165k of levy funding to help support 21 apprenticeship starts in North Norfolk. 80% of these levy transfers have helped small businesses with less than 50 employees. However – of course, these apprenticeship starts are also supported by local (or national) training provider partners too.</p>
	<p><b>Supplementary question from Cllr Matt Reilly</b></p> <p>Given the above, does the Cabinet Member for Economic Growth believe it appropriate for Norfolk County Council to remain as an identified sponsor of the Challenge and serve on the Steering Group?</p>
	<p><b>Response from the Cabinet Member for Economic Growth</b></p> <p>Yes it is, and we will always work with people or groups who want to promote apprenticeships and we make no apologies for working with Duncan Baker and any other organisations who have the same ambitions for apprenticeships as Norfolk County Council.</p> <p>Our NCC Apprenticeship Strategy 2023-2025 articulates how Norfolk County Council (Apprenticeships Norfolk and Pathways to Work) are committed to providing externally facing services which are free and impartial – in order to increase the awareness of, and uptake of apprenticeships in the county.</p> <p>We do this in a number of ways, including collaboration in a number of different initiatives and working groups. We particularly wish to drive up numbers where data indicates there are cold spots in Norfolk, this includes North Norfolk and other districts too.</p>
7.11	<p><b>Question from Cllr Chrissie Rumsby</b></p> <p>Can the Leader confirm which members of the Cabinet accompanied her to Westminster on 31st January 2024, which MPs, other than those representing constituencies in Norfolk, did the delegation present the case for improvements relating to flooding to, and how many representatives from the Department for the Environment, Food and Rural Affairs were present?</p>
	<p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b></p> <p>Thank you for the question. The meeting was attended by myself the Deputy Leader, Cllr Andrew Jamieson and Cllr Jane James. Six MPs attended; Brandon Lewis, Duncan Baker, Jerome Mayhew, James Wild, George Freeman and Elizabeth Truss. No representation from Defra could attend on this occasion but Norfolk MPs will be taking up our asks with the relevant departments and Ministers.</p>
7.12	<p><b>Question from Cllr Colleen Walker</b></p> <p>It took over four months for the Leader to deliver the letter Council unanimously agreed should be sent to the Secretary of State calling for action on coastal erosion. It is now over a month since the letter was delivered. Has she had a response and if not, what has she done to chase it given the urgency and abandonment coastal communities are experiencing?</p>

	<p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b></p> <p>To date we have not had a response from the Secretary of State, but as Cllr Walker will be aware responses from Ministers' offices can take some time. I'm sure the Secretary of state will respond in due course and we will continue to liaise with the support of MP offices should we need to follow up.</p> <p>I will share the response with Members when it is received so Cllr Walker need not ask the same question at every single Cabinet Meeting.</p>
7.13	<p><b>Question from Cllr Julie Brociek-Coulton</b></p> <p>The recent widespread flooding highlights the inability of the County Council as the lead local flood authority to invest and enforce in flood prevention and ensuring others meet their responsibilities. Will the Leader urgently seek to get the powers and ability to raise resources included in Norfolk's County Deal so the Council can fulfil its responsibility to keep the people of Norfolk and their homes and businesses protected from future flooding?</p> <p><b>Response from the Leader and Cabinet Member for Strategy and Governance</b></p> <p>We are all acutely aware of the great difficulties our County faces with flooding and the impact this has on households, communities, and businesses. We are also aware of the problems our local system faces because due the complexity of the regulatory and enforcement framework with responsibilities around flooding divided across numerous organisations and agencies.</p> <p>We welcome Cllr Brociek-Coulton's support for the county deal and she will be pleased to hear that on 31 January we met with Norfolk MPs in Westminster to identify the appropriate ways to tackle the bureaucracy and regulation which is holding us back, and we are making good progress. We will continue to work with local leaders and agencies, convening a summit in Spring of this year to galvanise action and cooperation around flooding. We will continue to engage with our MPs and other regional bodies, as well as decision-makers to press for reform and pragmatism on this important issue.</p>
7.14	<p><b>Question from Cllr Brenda Jones</b></p> <p>The Government Household Support Fund finishes at the end of March unless the Government extends the funding. Will the Cabinet Member for Finance advise what representations have been made by him or other Cabinet Members to the Government by publishing his exchanges and the amount by which losing this hardship funding will reduce the Council's ability to support those in need?</p> <p><b>Response from the Deputy Leader and Cabinet Member for Finance</b></p> <p>We were disappointed that Government did not take the opportunity in the Autumn budget to extend the Household Support Fund. The Fund has enabled support for many Norfolk families who are struggling with day to day costs of living.</p> <p>We have been working hard to make our case to Government for funding to continue, but unfortunately we have no alternative but to plan on the basis that the funding will not be continued. In 2023/24, the total amount of funding we received was £13.29m.</p>

	<p>I have written to Mims Davies MP, the Minister for Social Mobility, Youth and Progression twice to set out in detail the significant benefits that the Household Support Fund has enabled for Norfolk Communities, the implications that its removal would have, and to be clear that the Council is not in a position to be able to replace this funding, or to otherwise maintain the provision in the absence of Government support. I have offered to provide the Minister with any information that would help to secure the continuation of the fund in the future and offered to host a Ministerial visit to Norfolk to enable Ministers to see for themselves the difference that is being made. I have not received any response to either of my letters.</p> <p>Separately, the Council has engaged with representative sector bodies including the LGA and CCN to lobby the Government for the continuation of the Fund. Furthermore, our response to the Provisional Settlement consultation called for Government to continue the Household Support Fund into 2024-25.</p> <p>I have written to MPs and officers have attended Ministerial roundtable meetings and shared detailed information with Government about the activities being carried out that the Fund enables, and who is receiving this support. We have also made a number of offers to share further information with Government about what happens in Norfolk, or to help Government to make the case for the fund to continue.</p> <p>A number of Voluntary and Community Sector Organisations are carrying out activities that are funded by the Household Support Fund. We have written to all of these organisations to be clear that we are planning on the basis that the Fund will end in March, and a number of these organisations have subsequently written themselves to Government directly about the impact that ceasing the fund will have on their organisations and the people that they are supporting.</p> <p>Whilst the scheme is due to end in March, and we have no option other than to plan on that basis, Government has also said that they have not made any final decisions at this stage. The Government's Spring budget is later this week (6 March) which means there is a further opportunity to either extend the scheme or to allocate funding to other types of support. We will closely watch the budget announcements.</p> <p>In the meantime, we will continue to prioritise hardship support to individuals in Norfolk and work with our strategic partners to deliver our universal offer to residents beyond the Household Support fund, including via the Client Hardship Service.</p>
7.15	<p><b>Question from Cllr Mike Smith-Clare</b></p> <p>The Household Support Fund has been used to provide £240 a year in cost of living vouchers to feed children in Norfolk, including during school holidays. The Household Support Funding ends at the end of March 2024, as will this vital voucher scheme. What plans has the Cabinet Member for Children's Services made to ensure children who currently benefit from these vouchers will not go hungry, especially over the long Summer Holiday?</p> <p><b>Response from the Cabinet Member for Children's Services</b></p> <p>Whilst the loss of the Household Support Fund will be significant, there are a number of other local initiatives that will be continuing and supporting families with children.</p>

	<p>Children's Services community and partnership teams are engaging with families and enabling them to be aware of and where needed, connecting them with the network of community supermarkets/ stores which are supporting around 22,000 people from over 8,500 households across the county as part of the Nourishing Norfolk network (Nourishing Norfolk Network   Norfolk Community Foundation (<a href="http://norfolkfoundation.com">norfolkfoundation.com</a>), and which is being supported by the Council.</p> <p>The teams' early help community workers maintain strong links with local food banks and community groups to ensure that wider support that families might need is available, including for example, access to local groups or links with libraries to reduce social isolation and loneliness. Libraries are free, welcoming spaces in the community and residents can attend free events and activities, including a broad programme through school holidays designed for families. Norfolk Libraries provide regular 'Just a cuppa sessions' to meet and chat with other people whilst enjoying a hot drink, offer free bags of sanitary products and our Library staff sign post and connect visitors to trusted information about other support available.</p> <p>Norfolk's Holiday Activities and Food programme (HAF), led by Children's Services, provides a broad programme of free HAF activities across the county for 5-16 year olds eligible for means-tested free school meals during the Easter, summer and Christmas holidays. Alongside providing opportunities for children to have fun and meet new friends, the programme is supporting those taking part to receive a healthy and nutritious meal as part of each session. This is helping children to maintain a healthy level of physical activity, be happy, and to develop a greater understanding of food, nutrition and other health-related issues. Last summer, the HAF programme worked with 109 activity providers to offer 46,472 free sessions over the 6-week holiday period, and we anticipate a similar level of provision this summer. We are awaiting clarification on Central Government's intentions to fund the Holiday Activities and Food programme beyond 2024.</p> <p>Outside of school holiday periods, we will continue to promote take up of free school meals and, with almost 100% take up, there are currently around 30,000 children who access means tested free school meals. This is in addition to all children in Year Reception, 1 and 2 who automatically receive free school meals.</p> <p>Norfolk County Council's Client Hardship Service can also support families to provide financial assistance for food, energy, water and other essential household items.</p>
7.16	<p><b>Question from Cllr Alison Birmingham</b></p> <p>Heartsease roundabout scheme includes the building of a very long wall on the corner of St Williams Way and Plumstead Road. How much did it cost to build that wall?</p> <p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>The wall in question is a new retaining wall built to reflect a change in highway boundary following the acquisition of some private land from the owner of 1A St Williams Way as part of the delivery of this scheme. This has enabled additional space to be created for those walking and cycling on this part of the junction, which was a key outcome that came out of the consultation and was a requirement set out by Active Travel England.</p>



	<p>This wall is needed to demarcate the revised boundary of this property and is therefore an essential element of the scheme. The wall is extensive in length (65m) and it was agreed with the landowner as part of the purchase of the land that it would be constructed to a height of 6ft to provide privacy, considering the previous boundary consisted of tall, dense foliage. The specification of the wall meets all required safety and structural standards given the fact that this will be located adjacent to a busy footway and cycleway. The costs of constructing the wall form part of the wider construction works of the project and cost in the region of £100,000, which is part of the overall funding from DfT.</p>
7.17	<p><b>Question from Cllr Mike Sands</b></p> <p>What role does the County Council have in the regeneration of key sites in Norwich and how can support for the city be improved?</p> <p><b>Response from Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>The County Council is not the determining planning authority, this responsibility lies with the City Council. However, we discharge several critical consultee roles advising on matters including flood risk, environment, infrastructure and highways and transport considerations. The County Council is represented on the East Norwich Strategic Regeneration Area Delivery Board, Greater Norwich Growth Board and Greater Norwich Development Partnership and recognises the importance we place in supporting proposals to bring forward a new quarter for Norwich on the most important brownfield regeneration site in the eastern region. The County Council is also a member of the Norwich Town Deals Board which has secured funding to support regeneration of a number of sites in the city. The council also maintains active dialogue with the City Council to support its aspirations around regeneration and the delivery of much needed housing.</p>
7.18	<p><b>Question from Cllr Jamie Osborn</b></p> <p>At a recent Scrutiny meeting, questions about the outcomes of pre-application planning advice discussions with Natural England regarding the viability of the Norwich Western Link were not answered. Please can the Cabinet Member state what assurance he has had from Natural England that the project will secure a bat derogation license?</p> <p><b>Response from the Cabinet Member for Highways, Infrastructure and Transport</b></p> <p>The NWL would require a bat European Protected Species (EPS) mitigation licence from Natural England for any work that would have an impact on EPS. Pre-planning application discussions have taken place between the project team and Natural England to develop the mitigation strategy set out within the Environmental Statement that will form part of the planning application submission. During this process, two rounds of draft licence application submissions have taken place, the second currently under Natural England review. These submissions have been undertaken to ensure Natural England have an advanced understanding of the content of the licence application, and, to ensure the project team has a full understanding of the thoughts / queries Natural England have on the draft application, prior to development and submission of the formal licence. Continued Natural England engagement will take place as part of the Planning Application submission, as well as the specific engagements in relation to the draft licence application. However, the licence will not be formally submitted to and approved by Natural England until planning consent has been granted, and a number of the planning conditions discharged. Therefore, there is a process which needs to be</p>

	<p>followed. While our discussions have been very useful in informing our approach, we would not expect Natural England to pre-judge the outcome of this process, with a complex application such as this.</p>
	<p><b>Supplementary question from Cllr Jamie Osborn</b></p> <p>The Dereham Road BSIP scheme fails to improve what is already a dangerous junction for cyclists. This is one of the main routes into the city for cyclists coming from the west of Norwich, as is evidenced by the specific provision of cycle lane along Dereham Road - although the cycle lane is broken up and abruptly ends and then restarts at points. What assessment has been done of the impact of this major junction change on cyclists?</p>
	<p><b>Response from the Cabinet member for Highways, Infrastructure and Transport</b></p> <p>This section of Dereham Road is not promoted as a cycle route and does not have any designation as a pedalway. For those cycling into the city from the west of Norwich, the green pedalway provides an alternative route using West Pottergate, and there is a Neighbourhood route using Orchard Street and Heigham Street, both of which avoid this busy junction.</p> <p>The Dereham Road Bus Service Improvement Plan (BSIP) scheme aims to relieve congestion and reduce delays for all users at the busy Dereham Road / Grapes Hill junction by creating more space for buses and general traffic. Existing cycle facilities at the junction and on approaches are being retained.</p> <p>Unfortunately, there is insufficient space to provide additional cycle infrastructure without significantly reducing the capacity of the junction, which would introduce unacceptable levels of congestion and delay for all users.</p>

# Cabinet

Item No: 8

**Report Title: Norfolk Walking, Wheeling and Cycling Strategy 2024**

**Date of Meeting: 08 April 2024**

**Responsible Cabinet Member: Cllr Graham Plant** (Cabinet Member for Highways, Infrastructure & Transport)

**Responsible Director: Chris Starkie** (Director of Growth and Investment)

**Is this a Key Decision? No**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: DD Month N/A**

## Executive Summary

An update to Norfolk's existing Walking and Cycling Strategy (2017) has been developed. The updated strategy takes account of new government and local policies plans and strategies which place walking, wheeling and cycling at the heart of decision making. The Department for Transport's Gear Change Vision (2020) was a catalyst for change and set the ambitious target for half of journeys in towns and cities to be walked or cycled by 2030. Norfolk County Council's (NCC's) Local Transport Plan 4 (LTP4) also places emphasis on the role of active travel to deliver a sustainable Norfolk and enhance Norfolk's quality of life.

The benefits of walking, wheeling and cycling are well documented. The strategy will unlock these, support local and government visions, and overcome existing barriers to walking, wheeling and cycling as a natural choice for short journeys, or as part of a longer journey, to create a healthier and greener Norfolk. The ability for the council to do this will depend on it being able to draw down sufficient funding, and so the scale and pace of delivery will be dependent on future resource levels. The draft Norfolk Walking, Wheeling and Cycling Strategy (Appendix A) has been developed with the input of numerous NCC service areas and workshops with internal and external officers, partners and stakeholders, helping to join up work across the county. The draft was consulted on from 16 October 2023 – 24 November 2023 and the results of the consultation can be found in from page 376 of the 13 March 2024 Infrastructure and Development Select Committee meeting papers [here](#). The

responses were largely in favour of the draft Strategy, its vision and themes, and minor amendments to the strategy have been proposed in response to comments to help shape and refine the final version of the Strategy shown in Appendix A. Proposed changes can be seen from page 411 of the 13 March 2024 Infrastructure and Development Select Committee meeting papers [here](#) and actioned as tracked changes from page 456 of the same document.

This report outlines the Strategy rationale and ambitions and the results of the public consultation (which were reported to Infrastructure and Development Select Committee on 13 March 2024), and recommends Cabinet to adopt the Norfolk Walking, Wheeling and Cycling Strategy with the proposed amendments implemented.

The Countywide Local Cycling and Walking Infrastructure Plan (LCWIP), which is also on the meeting agenda, forms a key part of the Norfolk Walking, Wheeling and Cycling Strategy's delivery and is coming through the process to adoption alongside the Strategy.

The Strategy has been designed to the Travel Norfolk branding (the same as what was done for the version for consultation). The designed version will be published shortly after the Strategy is adopted.

## **Recommendations:**

- 1. To adopt the Norfolk Walking, Wheeling and Cycling Strategy as shown in Appendix A, to replace the Walking and Cycling Strategy 2017.**

## **1. Background and Purpose**

- 1.1** In July 2020 the Department for Transport (DfT) published Gear Change: A bold vision for cycling and walking. The document is a catalyst for change and places walking, wheeling and cycling at the heart of decision making to create safer streets, healthier, happier and greener communities, provide convenient and accessible travel. The vision also sets out ambitious targets for walking and cycling, with an aim for half of all journeys in towns and cities to be walked or cycled by 2030. This new vision, Norfolk's Local Transport Plan 4 (LTP4), and a number of other important national and local plans and policies relating to transport, public health, environment and climate, all place emphasis on the role of walking, wheeling and cycling to support improved physical and mental health, to safeguard the environment and support the local economy.
- 1.2** To account for this, an update to Norfolk's existing Walking and Cycling Strategy (2017) has been developed. The draft Norfolk Walking, Wheeling and Cycling Strategy 2023 sits beneath LTP4 and brings together national

and local transport, environmental and public health ambitions. The strategy sets the context for NCC's County-wide Local Cycling and Walking Infrastructure Plan (LCWIP) and enables a joined-up approach to our investment in walking, wheeling and cycling into the future. The strategy explores the challenges and opportunities faced to enable people in Norfolk to walk wheel and cycle more often and as the natural choice for short journeys or as part of longer journeys, supporting Government's target for 50% of journeys in towns and cities walked and cycled by 2030, and proposes steps to success and achieving this.

- 1.3 The term 'wheeling' covers the use of wheelchairs, mobility aids, prams, and similar modes that use pavement space at a similar speed to walking.
- 1.4 Norfolk has a strong track record in attracting funding for active travel schemes. Since 2020, Norfolk County Council has received over £5.5million from the Department for Transport's Active Travel Fund to deliver a step change in the provision of active travel and better streets for walking, wheeling and cycling. In addition, Norfolk County Council has been able to deliver active travel schemes through successful funding bids with District, Borough and City Council partners through the Transforming Cities Fund and Town Deals. This has seen the delivery of new crossings, cycle parking facilities, cycle lanes and campaigns, to name a few, making Norfolk a safer, healthier, and more attractive place to choose to walk, wheel and cycle. Norfolk also has a number of defined walking and cycling routes across the county, including networks of Public Rights of Way and long distance trails. Despite this, there is still work to be done to make walking, wheeling and cycling a natural choice. The updated strategy looks to address this, but the scale and pace of delivery, and the ability of the council to achieve its ambitious vision, will be dependent on the authority being able to secure sufficient funding to enable delivery of schemes and other intended actions.
- 1.5 Adopting this updated Norfolk Walking, Wheeling and Cycling Strategy will:
  - Better align our strategy to national and local policies
  - Help overcome the barriers faced to walking, wheeling and cycling in Norfolk and unlock their benefits
  - Support Norfolk in securing funding. This is particularly the case with funding from Active Travel England as we can demonstrate we have a comprehensive plan and direction for walking, wheeling and cycling in Norfolk, helping to raise our Active Travel Capability Rating.
- 1.6 The draft of the Strategy was taken to Infrastructure and Development Select Committee in September 2023 for comment and received sign-off via Individual Cabinet Member Decision before going out to public consultation.

- 1.7 The draft Strategy was consulted on from 16 October 2023 to 24 November 2023. The consultation was primarily online and sought views on the Strategy's vision and themes, and gave the opportunity for respondents to comment on anything else relating to the Strategy. An in-person engagement session was also held with Vision Norfolk and similar sessions were offered to key stakeholders.
- 1.8 The consultation received 396 responses. The results can be found from page 376 of the 13 March 2024 Infrastructure and Development Select Committee meeting papers [here](#). The proposed amendments to the Strategy as a result of the consultation responses and engagement sessions can be seen from page 411 of the 13 March 2024 Infrastructure and Development Select Committee meeting papers [here](#) and actioned as tracked changes from page 456 of the same document. Any amendments following policy changes and any further comments made by members and officers have also been taken into account. This report summarises the outcome of the consultation and sets out the proposed changes.
- 1.9 Infrastructure and Development Select Committee considered the consultation responses and proposed amendments at their meeting on 13 March 2023. No changes to the Strategy were required as a result. More information on the Select Committee meeting can be found in Section 10.1.
- 1.10 This report summarises the outcome of the consultation and the proposed changes to be made to the strategy which can be viewed in the appendices. It is recommended that Cabinet adopt the Norfolk Walking, Wheeling and Cycling Strategy, incorporating the changes arising from the consultation feedback.

## 2. Proposal

- 2.1 The proposal is for Cabinet to agree to adopt the Norfolk Walking, Wheeling and Cycling Strategy which incorporates the proposed amendments following the consultation period.
- 2.2 The draft Norfolk Walking, Wheeling and Cycling Strategy vision is “to create a healthier and greener Norfolk by enabling people to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of a longer journey, supporting Government's target for 50% of the journeys in towns and cities to be completed by walking, wheeling and cycling by 2030”. This aligns with DfT's Gear Change vision, DfT's Cycling and Walking Investment Strategy 2 as well as our local plans and policies.
- 2.3 The Strategy outlines ‘Seven Steps to Success’ which propose what we will do to achieve our vision. These are:

1. Engage with local communities and enable behavioural change
  2. Create a safe, connected and well-maintained walking, wheeling, and cycling network for all that gets people to where they need to be
  3. Build healthy places, spaces and communities
  4. Support multi-modal journeys
  5. Embrace new technology
  6. Remove barriers to provide a network that is accessible, inclusive and considers the needs of all users
  7. Work with our partners to achieve common ambitions
- 2.4 The proposed changes following public consultation with their reasonings are outlined from page 411 of the 13 March 2024 Infrastructure and Development Select Committee meeting papers [here](#) and actioned as tracked changes from page 456 of the same document. The majority of responses were in support of the vision and themes (shown as Steps to Success within the strategy). Only minor amendments are proposed and the general thrust of the strategy and its themes remain unchanged.
- 2.5 The consultation included a free text question where respondents could comment on anything else relating to the strategy. These responses were tagged and analysed to draw out the key themes from the comments. The key themes and any amendments as a result can be seen from page 411 of the 13 March 2024 Infrastructure and Development Select Committee meeting papers [here](#). Amendments that are proposed are minor.
- 2.6 Other proposed amendments to the Strategy as a result of officer and member comments and any policy changes that arose following the consultation have been within the Select Committee Appendices linked above and actioned as tracked changes from page 456.

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

- 3.1 The impact of the proposal will be to adopt an up to date Norfolk Walking, Wheeling and Cycling Strategy, taking into account views received through the recent public consultation, to replace the 2017 Walking and Cycling Strategy.
- 3.2 The Norfolk Walking, Wheeling and Cycling Strategy will help to create a positive impact on the physical and mental health of people in Norfolk, our environment and air quality, or communities and our local economy. By delivering on our 'Seven Steps to Success' we want to achieve a number of outcomes for Norfolk including:

- Communities know the benefits of walking, wheeling and cycling and have the confidence, capability, opportunity and motivation to change their travel behaviours
- Projects are well informed by partners, stakeholders and local communities' expertise and local knowledge ensuring projects meet their needs
- A walking, wheeling and cycling network that can be enjoyed by everyone which is safe, well maintained, accessible and considers the needs of all types of user
- New developments support good access to sustainable travel, facilitate walking, wheeling and cycling and safeguard the environment and air quality
- Multi-modal journeys are simple and convenient enabling people to travel further and flexibly via sustainable modes
- New technologies are used to enable active travel, including micromobility, gain insight into the way people in travel in Norfolk, and support the achievement of net zero carbon emissions in transport by 2050
- Close partnership working ensuring walking, wheeling and cycling interventions are joined up and collective challenges are overcome

More detail on these outcomes can be found within the Strategy in Appendix A.

- 3.3 The draft strategy outlines how it is proposed these outcomes are achieved and will be supported primarily by the delivery of the Countywide Local Cycling and Walking Infrastructure Plan (LCWIP) and Norfolk Access Improvement Plan (NAIP) as well as other local strategies and plans which are also outlined within the draft strategy.
- 3.4 The draft strategy will influence the future funding NCC can obtain from Active Travel England. Active Travel England are working alongside local authorities to ensure people have the high-quality infrastructure needed to make active travel part of their everyday lives, supporting the achievement of the Gear Change vision for half of all journeys in towns and cities to be walked or cycled by 2030. Achieving this objective will be challenging, so Active Travel England are focusing their resources on councils that have strong leadership, ambition and a track record of delivery. Following a self-assessment of Norfolk's own active travel capabilities, Active Travel England provided Norfolk with a rating of 2 out of 4. We want to improve on this rating as it is linked to funding, and being able to demonstrate our ambition for walking, wheeling and cycling in an updated strategy for Norfolk is a step towards this.

## 4. Evidence and Reasons for Decision



- 4.1 The draft Norfolk Walking, Wheeling and Cycling Strategy has been informed by a variety of policy, evidence and data as well as results from the recent Strategy consultation, as well as consultations on the LCWIP and LTP4 in the development of the Strategy.
- 4.2 Norfolk County Council also led two workshops with internal and external officers, stakeholders and partners on 4 May 2023 and 15 June 2023.
- 4.3 The workshops, data collection and reviews of recent consultations show that Norfolk faces a number of challenges which the strategy looks to help overcome. These include, but are not limited to, population growth, maintenance and levels of physical activity.
- 4.4 Evidence has also informed knowledge of the benefits of walking, wheeling and cycling and the reasons for promoting these modes of transport. Key benefits include prevention and management of chronic conditions and diseases, support for improved air quality and reduced carbon emissions, enablement of multi-modal journeys through share schemes, and support for the local economy.
- 4.5 More information on evidence which helps to inform the strategy can be found within the draft Strategy in Appendix A.
- 4.6 The draft Strategy in Appendix A includes actioned amendments since the consultation version of the strategy as a result of the responses to the public consultation which ran from 16 October 2023 – 24 November 2023. It is recommended that Cabinet adopt the version of the document shown in Appendix A.
- 4.7 Overall, the results from the consultation support the approach taken in the Strategy and the themes it contains. The responses received endorse the work that has been done so far and provide evidence that the strategy can be taken forward to adoption with relatively minor amendments to pick up people's comments. The results of the consultation can be viewed from page 376 of the Infrastructure and Development Select Committee papers [here](#) and the proposed amendments as a result can be viewed from page 411 of the same document and actioned as tracked changes within the Strategy from page 456.
- 4.8 Policies that have been published following the public consultation have also been reviewed to ensure that where necessary any amendments to the strategy can be made to ensure alignment. This can be seen on pages 450-452 of the Select Committee papers [here](#).

- 4.9 On the basis of general support and agreement to the strategy gathered through the consultation process it is recommended the strategy, taking into account the minor amendments, is taken forward for adoption.

## **5. Alternative Options**

- 5.1 An alternative option would be to not undertake an update to Norfolk's Walking and Cycling Strategy (2017). This option however is not advised as the existing 2017 strategy does not account for the new policy direction coming from central government and our local policies and plans such as LTP4. Not undertaking the strategy could also impact on our ability to access future funding from Active Travel England as it would reduce our potential to achieve the higher capability rating. Having an adopted Walking, Wheeling and Cycling Strategy will help to boost NCC's rating by showing our ambition and plan for active travel in the county, supporting us in securing future funding.
- 5.2 Another alternative option would be to make no changes to the consultation version of the Norfolk Walking, Wheeling and Cycling Strategy. This option is not preferred as it does not draw on evidence and comments received through the consultation to shape and refine the final version of the strategy.
- 5.3 It is therefore recommended that Cabinet adopt the Norfolk Walking, Wheeling and Cycling Strategy to help secure future funding for the development and delivery of walking, wheeling and cycling projects.

## **6. Financial Implications**

- 6.1 Delivery of the strategy will be funded from a number of sources including the council's Local Transport Plan capital funding, successful bids, developers and funding via Active Travel England, see above. The scale and pace of delivery will depend on future funding levels secured. Member approvals for delivery of projects will come forward in the usual way.

## **7. Resource Implications**

### **7.1 Staff:**

None. Current activities to develop the Strategy are being undertaken within existing financial and staff resources.

### **7.2 Property:**

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

of development and delivery. Impacts will be considered at the appropriate time on the specific schemes.

### **7.3 IT:**

None. The Strategy will be published on the NCC website. Resource is allocated within existing teams.

## **8. Other Implications**

### **8.1 Legal Implications:**

None.

### **8.2 Human Rights Implications:**

None.

### **8.3 Equality Impact Assessment (EqIA) (this must be included):**

EqIA has been undertaken in the preparation of the Strategy and reviewed following the consultation. The EqIA for the Walking, Wheeling and Cycling Strategy is available on request. The Strategy aims to promote equality and inclusivity with a key theme of “Remove[ing] barriers to provide a network that is accessible, inclusive and considers the needs of all users”.

### **8.4 Data Protection Impact Assessments (DPIA):**

A DPIA Screening has been undertaken through the preparation of the Strategy as a public consultation has been carried out. A Full DPIA was not deemed necessary due to the nature of the data being collected as part of the work. The DPIA for the Walking, Wheeling and Cycling Strategy is available on request.

### **8.5 Health and Safety implications (where appropriate):**

None.

### **8.6 Sustainability implications (where appropriate):**

The Walking, Wheeling and Cycling Strategy promotes travel via sustainable modes, including active travel and public transport, aiming to have a positive implication on sustainability and support decarbonisation of transport. The adoption and delivery of the strategy will support sustainability in Norfolk.

### **8.7 Any Other Implications:**

None.

## **9. Risk Implications / Assessment**

- 9.1 A potential risk identified is a lack of funding to deliver the Strategy. The scale and pace of delivery will depend on future funding levels secured. Reassurance from this risk can be found as by adopting the Strategy, we hope to be able to achieve a higher Active Travel Capability Rating from Active Travel England as

we are showing ambition and political support for active travel. The Capability Rating influences the amount of funding Norfolk County Council may receive from Active Travel England therefore by having this Strategy adopted, our ability to receive funding is heightened, helping to deliver the strategy.

## **10. Select Committee Comments**

- 10.1 The draft Strategy went to Infrastructure and Development Select Committee on 13 March 2024.
- 10.2 Comments received included the process of and responses to the public consultation and enforcement of 20mph zones.
- 10.3 Regarding the consultation, Select Committee noted that there were few responses from people aged under 24 and asked what was done to encourage children and young people to respond to the consultation. Officers acknowledged the children and young people response rate was disappointing and outlined that schools and universities had been targeted for engagement through emails to the education providers, inclusion in newsletters and promoting the consultation on social media. Through delivery of the strategy we want to improve engagement with young people by better targeting engagement at under-represented groups (including children and young people), as outlined in the Strategy's first Step to Success.
- 10.4 Another comment received from Select Committee was regarding the levels of enforcement in 20mph zones and concern that enforcement was lacking. Chairperson Cllr James Bensly took the action to write to the Police to understand what is being done to ensure proper enforcement in these areas.
- 10.5 There was useful discussion on the Strategy at the meeting. No amendments to the Strategy are required as a result of the meeting.

## **11. Recommendations**

- 1. To adopt the Norfolk Walking, Wheeling and Cycling Strategy as shown in Appendix A, to replace the Walking and Cycling Strategy 2017.**

## **12. Background Papers**

- 12.1 [13 March 2024 Infrastructure and Development Select Committee Agenda](#) from page 367

[Gear Change: A bold vision for cycling and walking  
Better Together, For Norfolk 2021-25](#)  
[Norfolk Local Transport Plan 4](#)  
[Norfolk Countywide Local Cycling and Walking Infrastructure Plan](#)  
[Norfolk Access Improvement Plan 2019-2029](#)  
Equality Impact Assessment: Available on request  
Data Protection Impact Assessment: Available on request  
Norfolk Cycling and Walking Strategy 2017: Available on request

12.2 Further relevant documents can be found referenced in Appendix A.

### **Officer Contact**

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

**Officer name:** Helen Corina  
**Telephone no.:** 01603 223095  
**Email:** [helen.corina@norfolk.gov.uk](mailto:helen.corina@norfolk.gov.uk)



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



# Walking, wheeling and cycling strategy for Norfolk

**Report for adoption**

**April 2024**

**Travel  
Norfolk**  
Travel smart

# Our Walking, Wheeling and Cycling Strategy executive summary

## ► Our vision

**To create a healthier and greener Norfolk by enabling people to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of a longer journey, supporting Government's target for 50% of the journeys in towns and cities to be completed by walking, wheeling and cycling by 2030.**

---

## ► Benefits and opportunities

- It's great for your physical and mental health. 30 minutes of walking or 20 minutes of cycling a day can reduce mortality risk by at least 10%
  - It's a way of getting from A to B without emitting harmful emissions which helps improve air quality and mitigate climate change
  - It supports access to education, training, essential services and employment as well as supporting local businesses and public transport
  - New technology offers innovative solutions and the opportunity to go further in our rural county
  - A way of connecting to the environment, exploring the county and reducing social isolation
- 

## ► Challenges

- Securing funding to deliver projects and improvements
- Changing behaviours to active travel as the car is the dominant mode of transport. 28% of adults in Norfolk are currently physically inactive [Active Norfolk, 2021]
- Perceptions around safety and stereotypes can put people off
- A mix of rural and urban settings
- Join-up across different partners, stakeholders and communities
- Walking, wheeling and cycling is a broad subject and impacts many different groups of people who should all be represented
- Maintenance of our existing pavements, footpaths and cycleways
- Climate change adaptation (e.g shading may be more important for those using active travel)



## ► Our 7 steps to achieve our vision, realise the benefits and overcome the challenges

1. Engage with local communities and enable behavioural change
  2. Create a safe, connected and well-maintained walking, wheeling, and cycling network for all that gets people to where they need to be
  3. Build healthy places, spaces and communities
  4. Support multi-modal journeys
  5. Embrace new technology
  6. Remove barriers to provide a network that is accessible, inclusive and considers the needs of all users
  7. Work with our partners to achieve common ambitions
- 

## ► Next steps and delivery:

This strategy sits beneath our Fourth Local Transport Plan [LTP4] and takes account of other key national, regional and local policies. The strategy will be mostly implemented through the Countywide Local Cycling and Walking Infrastructure Plan [LCWIP] and Norfolk Access Improvement Plan [NAIP], which relates to Public Rights of Way, as well as other adopted and emerging plans to ensure walking, wheeling and cycling is at the heart of Norfolk County Council's [NCC's] decision making. Scale and pace of delivery will depend on ability to secure funding for our ambitions. We will monitor our strategy's success through these plans.





# Foreword

Welcome to Norfolk County Council's new Walking, Wheeling and Cycling Strategy. This strategy sets out the ambitions of the Council to create a healthier and greener Norfolk, by enabling more people to take exercise, walk, wheel or cycle.

The benefits of choosing walking, wheeling and cycling are manifold, both for us as individuals but also for the places that we live and work in. Increasing levels of walking and cycling will help to improve air quality, and reduce illness exacerbated by poor air quality such as asthma.

---

**Walking and cycling also helps to support physical and mental health and wellbeing, and tackle health problems linked with sedentary living, making us happier and healthier.**

---

Choosing to walk, wheel or cycle a journey can also help to reduce congestion on our roads, support public transport and make journeys better for our environment. This helps to cut carbon emissions and positively impacts our economy, enhancing Norfolk's attractiveness as a place to live and do business, and making the county more sustainable.





It is therefore important that we recognise walking, wheeling and cycling as a key element of our transport strategy. We want to support government's ambitions to enable people to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of a longer journey, to support government's ambition that 50% of journeys in towns and cities walked and cycled by 2030. The strategy is also an opportunity to show the public, local authorities, stakeholders and central government what areas NCC will focus on to achieve our vision for walking, wheeling and cycling and will support us to secure future funding for active travel schemes across our county.

The strategy has been developed collaboratively bringing together our local transport, environmental and public health ambitions and with wider stakeholders. It will not be delivered by just one organisation but requires all to play a part in making lasting change happen.



**Cllr Graham Plant,**  
Cabinet Member for  
Highways, Infrastructure  
and Transport



**Cllr Bill Borrett,**  
Cabinet Member  
for Public Health  
and Wellbeing



**Cllr Lana Hempsall,**  
Deputy Cabinet Member  
for Highways, Infrastructure  
and Transport



**Cllr Eric Vardy,**  
Cabinet Member  
for Environment  
and Waste

# Introduction

Here at Norfolk County Council (NCC) we have a collective ambition to ensure our communities grow, thrive and prosper for the future. In recent years, Norfolk has experienced impressive growth with a population of over 900,000 which is forecast to grow to more than a million by 2036. There are plans to build more than 80,000 homes over the next 20 years and with this comes increased travel and traffic. We want to support the growing Norfolk population by enabling more people to walk, wheel and cycle in the county and choose sustainable transport modes to get to where they need to be and for leisure. This will help us be more efficient in our use of transport space, create and support healthy communities, enable our transport network to run effectively and emit fewer harmful emissions, and help connect people to and protect our environment as much as we can.

Norfolk has a strong track record in attracting funding for active travel schemes. Since 2020, NCC has received over £5.5million from the Department for Transport's Active Travel Fund to deliver a step change in the provision of active travel and better streets for walking, wheeling and cycling. In addition, NCC has been able to deliver active travel schemes through successful funding bids with District, Borough and City Council partners through the Transforming Cities Fund and Town Deals. This has seen the delivery of new crossings, cycle parking facilities, cycle lanes and campaigns, to name a few, making Norfolk a safer, healthier, and more attractive place to choose to walk, wheel and cycle.







Norfolk also has a number of defined walking and cycling routes across the county, which are particularly prevalent in urban areas. Despite this, Norfolk still faces challenges to increasing levels of walking, wheeling and cycling which this strategy identifies, along with the opportunities our unique county presents. This strategy seeks to overcome these challenges and create a county where walking, wheeling and cycling are a natural choice.

This strategy sits beneath Norfolk's Local Transport Plan (LTP4) and is an update to our existing Walking and Cycling Strategy (2017) to bring together our local transport, environmental and public health ambitions, including NCC's net zero target outlined in the [Norfolk Climate Strategy \(2023\)](#) and [Ready to Change, Ready to Act Norfolk's new Public Health Strategic Plan](#). The strategy sets the context for our County-wide Local Cycling and Walking Infrastructure Plan (LCWIP) and enables a joined-up approach to our investment in walking, wheeling and cycling, in rural and urban areas, into the future. This will help create healthy communities, create an efficient transport network with reduced congestion, and to help protect our environment.

We want to support Government's ambitions to enable people to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of a longer journey, supporting Government's target for 50% of journeys in towns and cities walked and cycled by 2030. Having a strategy in place will put us in a better position to secure the funding to help achieve this ambitious vision. The scale and pace of delivery of the strategy, and achievement of the vision, is dependent on our ability to secure future funding and achieving behaviour change in how people choose to travel.

# Content

<b>1.</b>	<b>Summary</b>	<b>09</b>
<b>2.</b>	<b>Our Vision for an Active Norfolk</b>	<b>11</b>
<b>3.</b>	<b>Benefits and opportunities</b>	<b>12</b>
<b>4.</b>	<b>Challenges</b>	<b>18</b>
<b>5.</b>	<b>The policy drive for a step change</b>	<b>26</b>
<b>6.</b>	<b>Our 7 steps to success and achieving our vision</b>	<b>28</b>
<b>7.</b>	<b>What next?</b>	<b>40</b>
<b>8.</b>	<b>Monitoring and evaluation</b>	<b>41</b>
<b>9.</b>	<b>Our LCWIP and NAIP</b>	<b>42</b>
<b>10.</b>	<b>Glossary</b>	<b>43</b>
<b>11.</b>	<b>References</b>	<b>44</b>

# 1.

## Summary

**In Norfolk, 7.6% of people cycle and 28.4% walk for travel** (getting from A to B) at least once a month, and for leisure **11.8% of people cycle and 73.5% walk** (DfT data, 2021). Norfolk has existing defined and strategic walking and cycling networks made up of the National Cycle Network, Norwich and Great Yarmouth Pedalways, Greenways, quiet lanes, Norfolk Trails, and Public Rights of Way. This strategy aims to make walking, wheeling or cycling for both travel and leisure the natural choice, particularly for short journeys or as part of longer journeys. Extending, linking and improving our network and encouraging activity, have many positive health and wellbeing, environmental and economic impacts.

The purpose of this strategy is to bring together the national, regional and local ambitions, plans and policies to create a walking, wheeling and cycling strategy for Norfolk and our residents. This strategy is high-level and outlines what our vision is for Norfolk, providing a direction for walking, wheeling and cycling investment and activity in Norfolk's urban and rural places and creating a journey to achieving the vision.

The updated strategy introduces the term 'wheeling' when discussing walking and cycling. This term includes people who use wheelchairs, mobility scooters, mobility aids, prams and similar modes that use pavement space at a similar speed to walking. In this strategy we use the terms walking and wheeling together to ensure the work we do is holistic and inclusive to enable people in Norfolk to walk, wheel and cycle more often.

The strategy vision is to create a healthier and greener Norfolk by enabling people to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of a longer journey, supporting Government's target for 50% of the journeys in towns and cities to be completed by walking, wheeling and cycling by 2030. We want to enable everyone to have the opportunity and motivation to walk, wheel and cycle in our county wherever possible.

---

**These ambitious plans require funding to deliver. We have a strong track-record in drawing down money for delivery and will be in a stronger position to continue to do this with this strategy.**

► **We have outlined seven steps to achieve our vision which are:**

- 1. Engage with local communities and enable behavioural change**
- 2. Create a safe, connected and well-maintained walking, wheeling, and cycling network for all that gets people to where they need to be**
- 3. Build healthy places, spaces and communities**
- 4. Support multi-modal journeys**
- 5. Embrace new technology**
- 6. Remove barriers to provide a network that is accessible, inclusive and considers the needs of all users**
- 7. Work with our partners to achieve common ambitions.**

The strategy is also an opportunity to show the public, local authorities, stakeholders and central government what areas NCC will focus on to achieve our vision and will support us to secure future funding for active travel schemes.

Our strategy has been guided by engagement with our partners and departments, reviews of recent consultations and local data, and has many links into a variety of national, regional and local policies and plans including Norfolk's Local Transport Plan 4 (LTP4) to create a cohesive approach to the strategy (see Section 5 for more detail).

We aim to deliver our strategy through a number of plans and mechanisms but primarily through Norfolk's LCWIPs and the NAIP. Delivery is subject to securing government funding for our walking, wheeling and cycling projects.

---

**We will monitor the success of our strategy through these plans as well as reviewing how we are progressing towards the outcomes we would like to see.**

## 2.

# Our Vision for an Active Norfolk

**To create a healthier and greener Norfolk by enabling people to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of a longer journey, supporting Government's target for 50% of the journeys in towns and cities to be completed by walking, wheeling and cycling by 2030.**

Our vision is in line with central government's ambitious target for half of all journeys in towns and cities to be walked or cycled by 2030 (DfT, 2020). We want to support this vision and enable people in Norfolk to walk, wheel and cycle. Our Countywide LCWIP which supports the delivery of this strategy also looks to support this government ambition by creating a modern, well connected transport network that gives people across Norfolk's city, towns and villages an opportunity to travel actively.

Achievement of our vision is subject to securing funding from government. This strategy will put us in a strong position to be able to secure government funding as it enables us to demonstrate our ambition and vision for walking, wheeling and cycling in Norfolk.

The steps to how we aim to achieve this vision and the outcomes we want to see are shown in Section 6.





### 3.

## Benefits and opportunities

Walking, wheeling, and cycling have huge benefits for both people and place and help us to achieve national, regional and local ambitions. By achieving our goal, we will be supporting Norfolk's people, economy and environment to thrive.

### ► Health

**Physical activity helps both physical and mental health conditions and disease.**

It is well documented that physical activity can help prevent and manage over 20 chronic conditions and diseases, as well as reducing stress and anxiety and increasing mental alertness and energy. Physical activity also leads to reduced costs for the NHS [Sustrans, 2022]. Nationally, physical inactivity costs the NHS £0.9 billion each year [Office for Health Improvement & Disparities, 2022].

**Did you know:**

Walking for 30 minutes or cycling for 20 minutes on most days reduces mortality risk by at least 10% [WHO, 2022].

Cancer-related mortality is 30% lower among bike commuters [WHO, 2022]. Enabling more walking, wheeling and cycling also provides an opportunity for health workers to prescribe active travel to patients to help people's physical and mental health. Active Travel England are trialling an active travel social prescribing scheme in 11 areas across the country [Active Travel England, 2022] looking to support reduced demand in healthcare appointments and reliance on medication due to more physical activity. A similar project is being developed in Norfolk with partners Active Norfolk.





## ► Education and employment

**Increasing active travel can increase access to employment and has created safer environments around schools.** Wider availability of cycling has the potential to reduce transport inequality and promote access to jobs and education (DfT, 2019). It can also improve the environment outside schools, as has been seen from NCC's School Streets trials which observed reduced congestion, and improved perception of safety by 37% outside the trial schools (NCC, 2023).

## ► Workplace

**Cycling to work can increase productivity.** 73% of employees who cycle feel it makes them more productive at work (The Prince's Responsible Business Network, 2011). Employees who are also physically active take 27% fewer sick days than their colleagues (National Institute for Health and Care Excellence, 2012), saving them, and their employer, time and money.

In Norfolk 12% of people travel less than 2km to get to work and 11% travel less than 5km to get to work (Census, 2021). These are generally considered walkable and cyclable distances respectively and offer the opportunity to enable people to walk, wheel or cycle these short journeys.

## ► Community

**Walking, wheeling and cycling is a great way to explore and meet new people.**

Walking, wheeling and cycling can reduce social isolation and create a sense of place and community. Streets that cater for walking, wheeling and cycling lead to spaces where people feel safe, relaxed and welcome, where people choose to travel actively and where children can play, contributing towards Healthy Streets (an approach to design adopted by NCC).

## ► E-bikes

**Electric bikes and scooters allow for increased travel distance.** E-bikes offer an opportunity for people to travel further by bike as well as enabling more people to access cycling due to their power assistance. For example, in Holland e-bikes are more likely to be owned by over 65s and have been shown to increase trip length (Harms and Kansen, 2018). This is especially important in our rural county.

### **Did you know:**

There are 114 e-bikes and 322 e-scooters available for use in Norwich and 104 e-scooters in Great Yarmouth through Beryl and Ginger share schemes and trials (2023).





## ► Economy

**Low-cost transport option.** Making it easier to walk, wheel and cycle is important to help people in Norfolk through the cost-of-living crisis and to grow our economy (Sustrans, 2022). They are relatively low-cost transport options.

Active travel also supports our local businesses and economy. People who walk to the high street spend up to 40% more than people who drive to the high-street (TfL, 2013). Cycle parking delivers five times the retail spend per square metre than the same area of car parking (Rajé and Saffrey, 2016).

Walking, wheeling and cycling can also support Norfolk's tourism industry by promoting exploration around the county via sustainable modes of transport and experiencing Norfolk's trails and quiet lanes.

## ► Environment

**Walking, wheeling and cycling create a greener, healthier and safer Norfolk.**

Giving people the opportunity to choose to walk, wheel or cycle supports a reduction in transport emissions, congestion, noise and air pollution because they can replace journeys that would have been otherwise undertaken by car. This mitigates climate change and supports cleaner air helping us to meet national and local decarbonisation and air quality targets whilst also making our county a nicer place to live for both people and nature.

### **Did you know:**

People who switch just one trip per day from car driving to cycling reduce their carbon footprint by about 0.5 tonnes over a year, representing a substantial share of average per capita CO<sub>2</sub> emissions (Brand et al., 2021).

Transport in Norfolk is the highest emitting sector with 30% of total carbon emissions coming from road transport (BEIS, 2022). Transport is therefore one of the largest sectors where carbon savings need to be made in order to contribute to the global efforts to mitigate climate change for both people and the environment and meet local and national decarbonisation targets (Norfolk's Environmental Policy 2019 and Transport Decarbonisation Plan 2021). Giving people the opportunity and motivation to walk, wheel or cycle as the natural choice can help Norfolk achieve this target.

4.9% of mortality in Norfolk and 5.5% in Norwich is attributable to air pollution (Norfolk Insight, 2023). Increased walking, wheeling and cycling can help reduce this percentage.

## ► Public transport

**Walking, wheeling and cycling can improve accessibility around Norfolk.** Enabling people to walk, wheel and cycle more can also support use of and access to public transport. The rollout of the Beryl bike, e-bike and e-scooter scheme in Norwich has seen 42% of riders connecting to train journeys and 24% have connected to a bus journey [Beryl, 2022].

### **Did you know:**

Norfolk is welcoming 70 electric buses over 2023 and 2024, making journeys greener.



## ► Cargo bikes

**Cargo bikes can offer new opportunities for businesses to make last-mile journeys more cost effective and sustainable.** For example e-cargo bikes can be used for business deliveries instead of vans which supports a reduction in emissions, congestion and business costs. Cargo bikes can also enable people to responsibly and easily transport their children or luggage on their bikes.

### **Did you know:**

In Autumn 2023 NCC is launching an e-bike trial for businesses to use for free for up to eight weeks in Norwich.



## ► Funding

**Increased investment for Norfolk and its residents.** Enabling more people to walk, wheel and cycle in Norfolk creates more opportunities for us to receive funding from government to deliver further initiatives. Active Travel England are rating local authorities across the country on their active travel plans and provision, and their rating can influence the funding we receive (Active Travel England, 2023). By developing this strategy, we can show Active Travel England that we have strong leadership, comprehensive plans and significant ambition which can support us to obtain funding from government to deliver our strategy, as and when it becomes available.



## 4. Challenges

There are a number of challenges and barriers we face to achieving our vision to enable people in Norfolk to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of longer journeys. These challenges have been identified by collecting data, reviewing recent public consultations and undertaking workshops with departments within NCC and partners. The challenges we face and aim to overcome include:

### ► Levels of physical activity

**Currently nearly one third of Norfolk adults are inactive.** In Norfolk, 28% of adults are physically inactive [Active Norfolk, 2021] and a quarter of adults in Norfolk are obese [OHID, 2022]. Insufficient physical activity is associated with one in six deaths in the UK [Public Health England, 2020].

The car is still the main mode to get to school and work in the region. In 2021, 54% of people in Norfolk drove a car or van to work, 8% walked and 3% cycled [Census, 2021]. The percentage of physically active children is also lower in Norfolk than the regional and national averages [OHID, 2022].

This strategy aims to support everyone to enjoy an active lifestyle.





## ► Safety and speed

**Feeling safe on Norfolk's roads.** In 2022, there were 103 fatalities or serious casualties of people walking or cycling on Norfolk roads. Whilst this is on a downward trend, we must continue to reduce this to ensure people are safe and feel safe when walking, wheeling, and cycling in Norfolk. Recent consultation has shown that safety is a barrier to walking, wheeling and cycling in Norfolk. 63.5% of respondents to our recent Countywide LCWIP engagement survey said safer roads including slower driving speeds, less traffic and more considerate driving would encourage them to walk more and 61% said it would encourage them to cycle more. Vehicle speeds, vehicle type, lighting, road and pavement conditions and proximity to other modes contribute to this.

Safety can also present an issue with getting to school. Some children live within a walkable or cyclable distance to school but travel to school by car or organised transport due to the journey being deemed unsafe by their parents / carers or NCC.

This strategy aims to change this and to improve safety and confidence when walking, wheeling and cycling.



## ► Rural county

**Norfolk is a large and rural county.** Norfolk is a largely rural county with services focussed in market towns and urban centres. Some journeys can be too far to be travelled by solely walking, wheeling, or cycling, particularly for people with reduced mobility and active travel infrastructure in rural areas is often absent. Nevertheless, this strategy aims to promote cycling and walking in rural areas for both leisure and in our working and living environments by maximizing benefits from new technology such as e-bikes, and multi modal journeys.

This strategy aims to support sustainable movement in our rural county, including through multi-modal journeys. The LCWIP and NAIP also support rural movement through identification of a wider cycling network connecting rural areas and improvements to Public Rights of Way.



## ► Aging population

**One quarter of the Norfolk population are over 65 years old.** Norfolk has an older population with the proportion of residents 65 years or older rising from 25% to 28% over the next 10 years [Norfolk Insight, 2021]. Norfolk has the 15th most elderly population in England. Streets and active travel infrastructure are not always suitable for those who are elderly or with reduced mobility. This acts as a barrier to people choosing to walk, wheel or cycle for their journeys, part of their journeys or for leisure.

This strategy aims to consider everyone's needs when implementing walking, wheeling and cycling projects to ensure everyone has the opportunity to be active.

## ► Inequalities

**Transport inequalities exist whether that be based on gender, income, race and ethnicity, age, location, health or disability.** People from ethnic minorities, young people not in education, employment or training, students, older people and women were all reported to be particularly at risk of transport poverty.

Levels of cycling to work are higher for males in Norfolk than females (ONS, 2021). Walking and cycling for leisure is also lower in groups that are most deprived than those with lower levels of deprivation.

Three key underlying factors that influence the relationship between transport and inequality are the way people are distributed (geographically and by social class), the way opportunities are distributed (jobs and education) and how accessible the transport system is (cost, accessibility, time and reliability) (DfT, 2019). Working closely with local planning authorities and integrating active travel into how we build spaces is essential to overcome this challenge.

Disabled people take 38% fewer trips across all modes of transport than non-disabled people (Motability, 2022). In England, disabled people take 30% fewer walking trips than non-disabled people (NTS, 2021). Pavement parking, pavement maintenance and distance to services are identified as key barriers disabled people face to walking and wheeling more often (Sustrans, 2023).

This strategy aims to ensure all residents and visitors have access to a walking, wheeling and cycling network suitable for them.



## ► Growth

**Population growth in Norfolk is above average.** The East of England experienced the largest population growth in England between 2011 and 2021. South Norfolk experienced the highest growth in the county with a growth of 14.4% making it 15th in the country for increase population growth. Population growth in Breckland and Norwich were also above the England average (Census, 2021). This means more people are using our transport network and forecasts show that the Norfolk population will be over a million by 2036. Ensuring new developments provide options for sustainable transport, such as walking, wheeling, cycling and public transport, can help ensure the growth in our county has a positive impact on our transport network.

This strategy aims to support growth in the county and enable residents in new developments to walk, wheel and cycle.

## ► Engagement

**Taking into account the requirements of everyone in schemes we do.** Norfolk has a strong sense of identity and place. There is a mix of urban, rural, and coastal communities, each with its own character, distinctiveness and needs and new infrastructure to support active travel needs to be appropriate to its location.

Representing the wants and needs of the county can be challenging. When designing new infrastructure or upgrading existing it is important that other users of public rights of way, such as horse riders, are not excluded. We need to do more to ensure that the requirements of everyone are taken into account so that walking, wheeling and cycling investment meets the needs of all.

This strategy aims to increase representation of Norfolk's residents when we engage on walking, wheeling and cycling projects.

## ► Monitoring

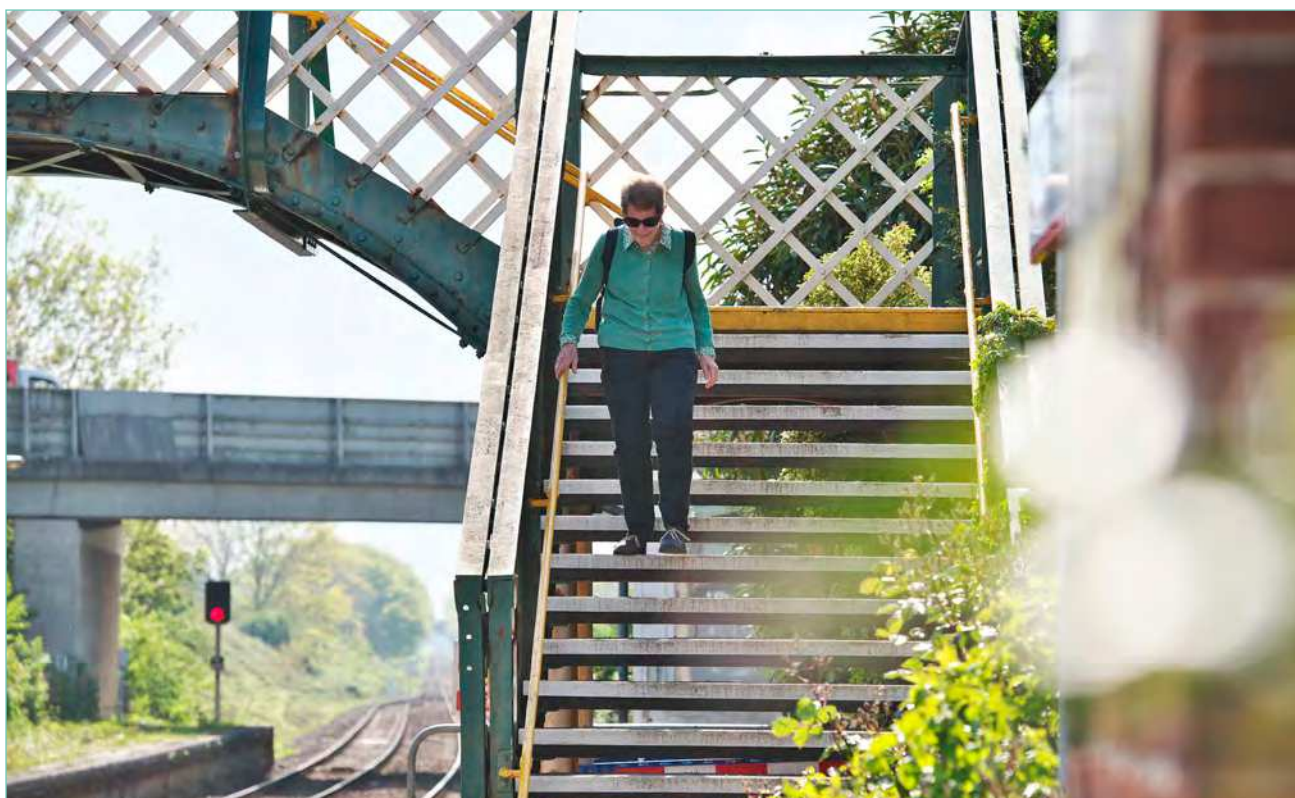
**Monitoring is complex.** Monitoring and data collection on walking, wheeling, and cycling activity is challenging, which can make it difficult to understand how parts of the network work for walking, wheeling and cycling, and where improvements can be made.

This strategy aims to address this challenge by embracing new methods and technology for monitoring and working within best practice.

## ► Maintenance

**Well maintained infrastructure.** Pavements, including shared use, are the second largest of the Council's assets and account for an estimated 7% of the total highway asset value [TAMP, 2022]. Maintenance of walking and cycling routes has been raised in the LCWIP consultation as an important consideration with 69% of respondents stating that better maintenance of pavements and walkways would encourage them to walk more and 51% would cycle more if road surfaces were better maintained for cycling.

This strategy is linked to the Countywide LCWIP and NAIP helping to address challenges of maintenance of walking, wheeling and cycling infrastructure.



## ► Join-up

**Wide landscape of stakeholders.** We must ensure that we join-up the work we do with existing schemes and stakeholders. Norfolk is a large county and active travel is a broad subject with numerous stakeholders. We will strive to ensure join-up to deliver the best outcomes for Norfolk.

This strategy presents our ambition to work with partners and stakeholders to ensure join-up and take collective action to overcome barriers.



## ► Road space

**Road layouts and designs can be a challenge.** Space for walking and cycling, alongside other means of travel like in buses or cars, can be a challenge, particularly in locations such as Norfolk's historic market towns where roads can often be narrow. Recent Countywide LCWIP engagement showed that segregated cycle paths, particularly those off road, would encourage people to cycle more in their local area. Government design guidance, Local Transport Note 1/20 (LTN 1/20), looks to support more segregated cycle lanes where the conditions are right. Implementation of segregated cycle lanes is dependent on traffic speeds, volumes and type of traffic as well as the availability of space within the carriageway. The Countywide LCWIP aims for all schemes to comply with LTN 1/20 guidance, implementing segregation where the conditions are correct, whilst acknowledging this can be a challenge in narrow parts of our network. Parking or other obstacles on the pavement can also present a challenge to walking, wheeling and cycling by creating obstructions.

In the future, difficult decisions on road space will need to be made to ensure our transport network continues to function effectively and sustainably.

This strategy aims to work within best practice to support place specific solutions to competing modes and complex road layouts which can make walking, wheeling and cycling more difficult.



## ► Stereotypes and perceptions

**Stereotypes and perception play a role. Stereotypes of ‘pedestrians’, ‘walkers’ or ‘cyclists’ can lead people to not identify with walking or cycling as a way of travel or means for leisure.** This can put people off these modes and presents a barrier to getting more people walking, wheeling and cycling.

This strategy aims to show that walking, wheeling and cycling can be part of anyone’s journey.

## ► Habits and car ownership

**New habits and changing behaviours.** Car ownership in Norfolk is higher than the England average. 83% of households in Norfolk have at least one car compared to 76% for England (Census, 2021). Car ownership is lowest in urban areas such as Norwich. Habits of car use can present a challenge to getting more people walking, wheeling and cycling, particularly for short journeys where active travel is a viable option.

The pandemic also had an impact on how often people travel. In Norfolk, the number of people working mainly from home has grown by 20% (Census, 2011 and Census, 2021). The prevalence of needing to look after physical and mental health has also grown since the pandemic (Active Norfolk, 2021).

This strategy aims to create conditions where people feel confident to make the switch to walking, wheeling and cycling, supporting people to live healthy and active lives.

## ► Funding

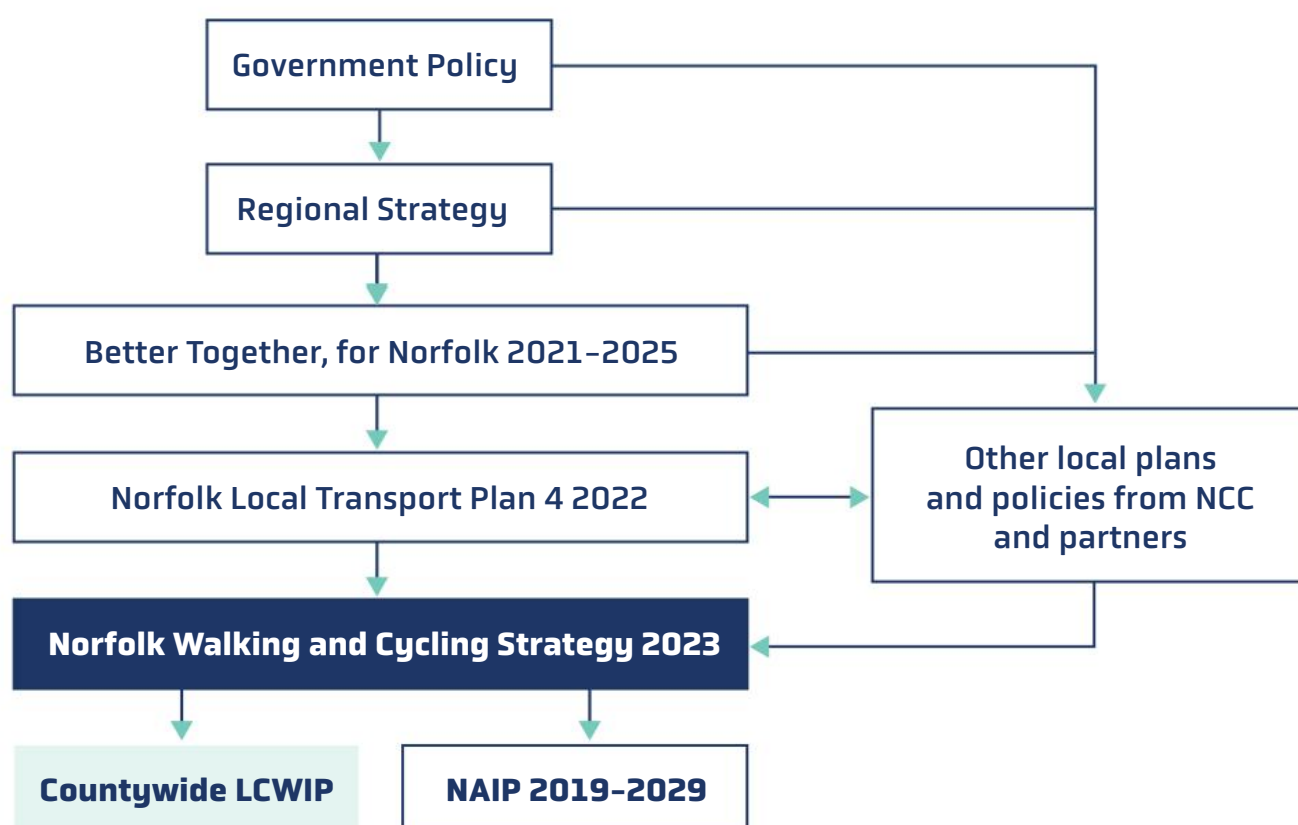
**Local authority resources.** Local authorities do not have unlimited budgets to deliver infrastructure or for other activities. Being able to achieve our ambitions and deliver this strategy will be dependent on our ability to secure funding and work with partners. Having a strategy puts us in a better place to be successful in doing this. The scale and pace of delivery of the strategy is dependent on our ability to secure future funding.

## 5.

# The policy drive for a step change

Since we published our last Walking and Cycling Strategy in 2017, there has been a step change in policy which has placed emphasis on the need to increase walking, wheeling and cycling for health and wellbeing, the environment and the economy. We need to update our strategy to recognise this.

This strategy sits beneath [Norfolk's Fourth Local Transport Plan](#) and takes account of other key national, regional and local policies. The strategy will be mostly implemented through the [County Wide Local Cycling and Walking Infrastructure Plan \(LCWIP\)](#) and [Norfolk Access Improvement Plan \(NAIP\)](#) but will also be considered when delivering other schemes and plans to ensure walking, wheeling and cycling is at the heart of NCC's decision making. Read more on our LCWIP and NAIP in Section 9.





## **We aim to support the Government's Gear Change ambition of 50% of journeys in towns and cities to be walked or cycled by 2030.**

In this strategy we also take account of the [Cycling and Walking Investment Strategy 2](#) and revisions to the [Highway Code](#) which places the people using active modes as high priority. [Government's Net Zero Strategy](#) and [Transport Decarbonisation Plan](#) are also key considerations in this strategy as these plans place emphasis on reducing carbon emissions from transport and highlight that active travel has a key part to play in this. The strategy also supports regional strategies including [Transport East's Active Travel Strategy](#).

The strategy is guided by [NCC's Better Together, for Norfolk, 2021-25](#) strategy and supports the ambitions for a sustainable economy, better opportunities for children and young people, enabling healthy and independent lives, creating strong, engaged and inclusive communities and a greener and more resilient future. We achieve this because enabling people to walk, wheel and cycle more, and as the natural choice, unlocks huge benefits for people, the economy and the environment.

Other policy developments in [public transport](#) (BSIP), [maintenance](#) (Transport Asset Management Plan), [public health](#) (Public Health Strategic Plan, Ready to Change, Ready to Act), [speed management](#) (Norfolk Speed Management Strategy), safety (Road Safety Partnership Strategy) [sustainable development](#) (Safe, Sustainable Development), climate (Norfolk Climate Strategy), Norfolk's sustainable tourism ambitions and partner strategies have also been aligned to in this strategy to ensure walking, wheeling, and cycling investment is joined up and tailor made for Norfolk. Alignment with the Greater Norwich Green Infrastructure Strategy will also be made once the strategy is published [expected in 2024].



## 6.

# Our seven steps to success and achieving our vision

To unlock the benefits and opportunities, overcome the challenges and support our national, regional and local policies, we have identified seven steps to success to achieve our goal. These steps will help us to enable more people to walk, wheel and cycle in Norfolk more often and as the natural choice, particularly for short journeys or as part of a longer journey. Our success in achieving the seven steps, and how quickly we can move forward on this, will be dependent on our ability to find the means to provide the necessary resource.

## 1. Engage with local communities and enable behavioural change

Engagement enables people to help shape the design and delivery of walking, wheeling, and cycling schemes, as well as changing attitudes and behaviours. We aim to engage with both urban and rural communities and organisations to understand their needs, what motivates and influences them to make the choices they do, and how we can enable and encourage increased uptake of active travel.

We want to engage with people who may be new to walking, wheeling or cycling, or returning to it, to ensure everyone has the opportunity to be active. We want engagement to be representative of everyone in Norfolk to ensure no one is left behind.

### Outcomes we want to see:

- Communities know the benefits of walking, wheeling and cycling and have the tools to engage in an active lifestyle
- People and organisations feel supported to change their travel behaviours
- Adults and children have the confidence, opportunity and motivation to walk, wheel or cycle to education and employment
- Projects are well informed by partners', stakeholders' and local communities' expertise and local knowledge ensuring projects meet their needs

### We want to do this by:

- Engaging with communities to understand their needs and encourage and assist people to use more sustainable transport
- Targeting engagement based on data with increased granularity on demographics and behaviours to ensure engagement is representative of everyone in Norfolk, ensuring we strive to involve under-represented groups

- Providing schools, workplaces and communities with the tools and skills needed to encourage walking, wheeling and cycling. This would involve:
  - Delivering the [Norfolk Sustainable School Travel Strategy \(2022\)](#) including working with schools and colleges to promote take up of the cycling allowance, work with partners to create more walking and cycling routes available to school children and working with partners to reduce carbon emissions in schools. NCC's cycling allowance is available for any student resident in Norfolk who qualifies for support under the general school and college transport policy but cycles to school instead.
  - Continuing engagement with schools through projects such as road safety education courses, Modeshift Stars, Bikeability and offering Active Travel Audits and encourage home educated children and children not in regular education to access road safety and safe independent travel
  - Encouraging early conversations with students transitioning to next level education about what active travel options or pupil transport options are available
  - Working with Sustrans to raise awareness of sustainable and active travel options amongst workplaces and providing support packages
- Engaging with private and public sector partners, such as district councils, Active Norfolk, the NHS, schools and employers to ensure join-up across the county, contribution towards common ambitions, and draw on their expertise to collectively enable more people in Norfolk to walk, wheel and cycle
- Engaging communities as early as possible so that residents' views are considered when choosing, designing, and developing interventions
- Continuing to work with residents, schools and developers through A to Better to enable and encourage an increased uptake of walking, wheeling, and cycling
- Delivering the Road Safety Partnership Strategy and continue to deliver road safety campaigns, including promotion of the Highway Code
- Working with organisations to encourage sustainable tourism in the county
- Utilising social media to encourage people to walk, wheel and cycle and promote projects and tools which support people in doing this.
- Incentivising and encouraging sustainable travel for example through the delivery of AtoBetter and initiatives such as Good Journey in which people can get discounts on sustainable travel and days out if they get to attractions by bike, on foot or using public transport
- Continuing to build the capability of both officers and members through training. This will showcase strong local leadership on active travel initiatives and supports the delivery of effective measures which enable behavioural change and increased uptake of walking, wheeling and cycling in the county, supporting the achievement of our vision.
- Working to further support Norfolk in an ambition to become the UK's most sustainable tourist destination, by continuing to improve our travel and transport information/campaigns such as Travel Norfolk and Good Journey.

## 2. Create a safe, connected and well-maintained walking, wheeling, and cycling network for all that gets people to where they need to be

We will seek to develop Norfolk's network of walking, wheeling, and cycling routes which are safe, direct, convenient, accessible, comfortable and well maintained. We aim for the network to be inclusive and give everyone the opportunity, confidence, and desire to be active across Norfolk. Whether for travel or leisure, and whether you are a resident or visitor, we want to make active travel a natural choice for short journeys in urban areas and encouraged in rural areas. We aim for the network to take account of the needs of all types of users.

### Outcomes we want to see:

- A walking, wheeling and cycling network that can be enjoyed by everyone
- Half of all journeys in Norfolk's towns and city being cycled or walked by 2030
- Parents and children feel confident and safe walking wheeling or cycling to school when living within a walkable or cyclable distance
- Comprehensive plans helping us secure government funding to deliver walking, wheeling and cycling projects
- Safer roads and road users to aid a reduction in the rate of fatal and serious casualties involving people walking, wheeling or cycling
- Well-maintained pavements and cycle paths that are appropriately designed for their location and accessible by all
- Residents and visitors can explore and enjoy Norfolk by utilising well connected and maintained paths, trails, cycle routes which are well signed and information about these readily available.
- Non-standard bikes, cargo bikes and e-bikes are more popular and attract new users.



## **We want to achieve this by:**

- Preparing walking, wheeling and cycling projects so we are ready for when funding becomes available to deliver them in short timescales
- Aligning our work to the Department for Transport Gear Change vision and adjoining design guidance ([LTN 1/20](#)), working with Active Travel England and the Department for Transport to produce similar design guidance particularly for rural areas and taking account of the needs of all types of user
- Adopting and delivering the Countywide LCWIP which identifies a walking, wheeling, and cycling network that connects people to education, employment, and public transport in a safe, coherent, direct, and comfortable way
- Delivery of the wider strategic network included in the Countywide LCWIP will also support rural communities in accessing central key services and areas of employment, training and education as well as enabling connectivity with green spaces with appropriate infrastructure
- Delivering the actions identified in the NAIP, which includes improvements to Norfolk's footpaths and public rights of way. further information on the NAIP can be found in Section 9
- Delivering [Greenways to Greenspaces](#)
- Taking forward the actions identified in the Market Town Network Improvement Strategies and review and extend the work
- Liaising with National Highways on the government's proposals to 'cycle-proof' the Strategic Road Network
- Seeking to improve connectivity between rural areas and services in urban areas by connecting urban routes to long distance routes
- Supporting interventions to provide access to green and blue (environments that predominantly feature water) space in a 15-minute walk as stated in [Government's Environmental Improvement Plan 2023](#)
- Delivering NCC's revenue and capital programme for walking, wheeling, and cycling schemes
- Planning maintenance of the strategic cycle and footpath network into future capital programmes
- Supporting projects such as EXPERIENCE, which support the local tourism industry and businesses, through provision and promotion of walking, wheeling and cycling routes.
- Delivering street lighting when and where it is deemed appropriate, should funding be secured, in alignment to Norfolk County Council's policy and budgets on street lighting and in consultation with the Local Lighting Authorities to help provide a safe network
- Building the capability of NCC officers and members to deliver the best schemes for Norfolk. For example, offering training opportunities to share knowledge on the latest best practice and approaches. This has been successfully carried out in 2023 with the offer of Healthy Streets and LTN 1/20 Cycle Design Guidance training
- Seeking opportunities to enable more people to try out non-standard, cargo and/or e-bikes to remove some of the barriers currently faced by those wishing to do so.

### 3. Build healthy places, spaces and communities

We want to enable people in Norfolk to live physically and mentally healthy lives. This will be facilitated by ensuring places are planned to support people to live active lives, taking a Healthy Streets approach, supporting improvements to air quality, and putting people first. This strategy aims to support growth in the county and ensure new developments and residents can make walking, wheeling and cycling the norm.

#### Outcomes we want to see:

- New developments have good access to sustainable travel and active travel
- New developments, places and spaces give people the choice of walking, wheeling and cycling to education, employment, amenities and green spaces, and people feel safe when choosing to do so
- Places, spaces and communities offer viable sustainable transport modes such as walking, wheeling and cycling
- Air quality in urban centres is improved and measures are being taken to reduce air pollution both within Norfolk's Air Quality Management Areas (AQMAs) and beyond.
- The impact of our travel behaviours on the environment is minimised.





### **We want to do this by:**

- Working with partners to deliver development that has active and sustainable travel in mind. This will help to ensure our developments meet Active Travel England's requirements as a statutory consultee and to encourage uptake of active travel. We seek to secure development layouts, along with off-site highway improvements to support and encourage active travel.
- Securing contributions to active travel infrastructure from developers so that any negative impacts from developments are minimised
- Securing and enacting travel plans for new developments
- Reviewing opportunities to consolidate freight within the urban network through last mile delivery hubs in combination with e-cargo bikes
- Exploring the need for a policy which covers NCC's approach to Parklets (see glossary) and following best practice
- Investigating best practice approaches to tackling pavement parking recognising there will be no 'one size fits all' answer and acknowledging more work is needed to find a suitable approach and to learn from others
- Considering the impact of each of our schemes on the environment to enable biodiversity net gain and ensure we have a positive impact and ensuring appropriate interventions are made in the right places
- Utilising the Healthy Streets Approach when delivering infrastructure and planning spaces and build capability within the council to do this
- Working closely with schools to ensure that they are clear what NCC can support with in terms of schools based travel interventions e.g. road safety training, cycle training, school streets, behaviour change work etc
- Continue to trial School Streets and take forward learnings from the scheme
- Exploring solutions to create neighbourhoods that give people the opportunity and confidence to walk, wheel or cycle
- Delivering the [Norfolk Speed Management Strategy](#).

---

## **4. Support multi-modal journeys**

The ability to complete journeys using different forms of transport is important in both urban and especially in rural areas. People should be able to transfer between active modes of transport and Norfolk's public transport services (including bus and rail services) easily due to well-designed networks providing sustainable transport means, travel hubs, journey planners such as Travel Norfolk and facilities. This would help support usable alternatives to car travel for longer journeys, and support ambitions in [Norfolk's Bus Service Improvement Plan \(BSIP\)](#). We also recognise that multi-modal journeys can involve the car too, particularly for people living in rural areas. For example transitioning to active travel once people have reached towns and cities.

Norfolk's existing Park and Ride services are a good example of how interconnectivity with rural areas can be achieved sustainably. Delivering interventions to enable multi-modal journeys, for example secure parking and shower facilities, helps to support sustainable movement in our rural county and supports access to public transport.

**Outcomes we want to see:**

- Multi-modal journeys are simple and convenient enabling people to travel further and flexibly via sustainable modes (walking, wheeling, cycling, public transport and car shares)
- Walking, wheeling and cycling interventions and connectivity are contributing towards the Norfolk BSIP target to grow annual bus patronage in the county by 1% per annum between 2023 and 2027
- Multi-modal journeys are facilitating rural accessibility and contributing to the BSIP target to improve Norfolk's index of rural accessibility to 85% by 2027.
- Multi-modal freight, such as using cargo bikes, is a popular way to transport goods in urban areas

**We want to achieve this by:**

- Supporting the delivery of the BSIP by improving walking, wheeling, and cycling connectivity to bus interchanges and travel hubs and accommodate Cycle and Ride facilities. Also seek to improve connectivity to and facilities at other public transport interchanges such as train stations.
- Delivering Travel Norfolk to help people plan journeys via active modes to support Mobility as a Service (digital transport service platforms) and integrate sustainable modes
- Reviewing cycle parking in the county to ensure it caters for adapted and cargo bikes, ensure it is in the right places, and is designed and located in order to deter crime so that people feel confident locking their bicycles
- Working with bus and rail operators to facilitate multi-modal journeys
- Supporting shared micro-mobility schemes such as Beryl in Norwich and Ginger in Great Yarmouth which facilitate multi-modal journeys and exploring the feasibility of more share schemes in Norfolk.

---

## **5. Embrace new technology**

Norfolk continues to support the delivery of shared micromobility schemes (such as cycle hire schemes, cargo bikes, e-scooters and e-bikes) and embracing new technologies which contribute to improved air quality, reduced congestion, reduced carbon emissions and reduced the dependency on private vehicles. E-cargo bikes offer new opportunities to move goods around as well as people. E-bikes offer an opportunity to extend the distances people can travel by bike as well as opening up cycling to different demographic groups, especially for older people or those living in more rural places.

The role of e-scooters in supporting active and sustainable travel is acknowledged within this strategy. NCC support the current trials of e-scooters using the same facilities as bikes. We note that new legislation regarding the use of private and hire scheme e-scooters is being drafted by government and will respond to any subsequent consultation based on our experience of their use in Norfolk.

We aim to continue to utilise technology to effectively monitor our transport network and explore ways of expanding this. Data from the Beryl share scheme has provided useful insights into how people are moving around Norwich. Monitoring helps us understand what walking, wheeling, and cycling interventions are needed and where, and how successful the schemes we implement are.

#### **Outcomes we want to see:**

- New technology is used to enable active travel and gain insight into the way people travel in Norfolk
- Achievement of the LTP4 target of net zero carbon emissions from transport by 2050
- Measures to adapt our walking, wheeling and cycling network to climate change
- Shared micromobility schemes are found across Norfolk facilitating low carbon travel.





### **We want to do this by:**

- Continuing to support and monitor our live e-scooter trials including reporting to DfT monthly
  - Making provisions for shared micromobility for example infrastructure that supports cargo and adapted cycles, e-cargo bikes and charging facilities for e-bikes and e-scooters
  - Embracing new and innovative technology to help monitor and maintain our networks, provide information about travel and current performance of the network to users, and assess the effectiveness of schemes to ensure the schemes we invest in are beneficial to our local people and communities
  - Placing the foundation for monitoring now and work within best practice to ensure our work is benefiting local communities
  - Using technology to give people who are walking, wheeling or cycling more priority at signalised crossings
  - Exploring measures to adapt our network to climate change as outlined in our [Climate Strategy](#)
  - Working in partnership with the private sector to bring about innovation.
- 

## **6. Remove barriers to provide a network that is accessible, inclusive and considers the needs of all users**

We want to remove barriers to walking, wheeling and cycling so that all our residents and visitors have a network they can access and use. Delivering this strategy will help us to give everyone the opportunity and motivation to walk, wheel or cycle in Norfolk and support people who may have barriers to this at present whether that may be due to reduced mobility, health conditions or impairments, or socioeconomic reasons. The Disabled Citizens Inquiry found that 73% of disabled people say that stopping vehicles parking on pavements would help them walk or wheel more (Sustrans, 2023). This strategy aims to enable everyone to enjoy an active lifestyle and to enable walking, wheeling and cycling to be a part of anyone's journey.

### **Outcomes we want to see:**

- All residents and visitors have access to walking, wheeling and cycling networks that take account of their needs
- Infrastructure considers the needs of all users
- Walking, wheeling and cycling are activities that can be undertaken by all whether for travel or leisure and whether you are new to, returning to, or already walking, wheeling or cycling.

## **We want to do this by:**

- Ensuring streetscape, spacing, wayfinding and infrastructure design (including for electric infrastructure eg charging, parking, signposting) will take account of accessibility for all including those with reduced mobility, health conditions and impairments
- Following guidance and best practice to ensure our projects enable accessibility for all, including the outdoor accessibility guidance (Paths for All, 2023)
- Working with Sustrans to create Paths for Everyone (Sustrans, 2018)
- Using a Healthy Streets Approach when planning to provide spaces that are accessible and comfortable for all, including places to stop and rest
- Ensuring that when we engage it is meaningful and representative of everyone in Norfolk. We want to give everyone the motivation and opportunity to walk, wheel and cycle in Norfolk and ensuring we are representing everyone in our community when we engage is an important step towards this.
- Pilot walking, wheeling and cycling initiatives to reduce inequalities
- Investigating best practice approaches to tackling pavement parking recognising that there is no 'one size fits all' answer and acknowledging more work is needed to find a suitable approach and to learn from others
- Exploring the feasibility of expanding cycle share and rental schemes
- Delivering existing plans and strategies which support barrier removal such as the [LCWIP](#) and [NAIP](#)
- Working with partners and special interest groups to utilise their expertise and ensure our projects are inclusive
- Taking forward learnings from projects such as SAIL (Staying Active and Independent for Longer) and MONUMENT (More Nurturing and More Empowerment Nested in Technology) to deliver initiatives to support our aging population to have active lifestyles and support carers of people living with dementia in accessing the outdoors and its associated benefits
- Working with partners to deliver road safety campaigns which inform people on how to safely and considerately pass vulnerable road users and promote the Highway Code
- Providing support for those with Special Educational Needs and/or Disabilities to access road safety campaigns, for example through Norfolk County Council's TITAN travel training
- Auditing all areas of our network. In Norwich, we have audited the pedalway network to assess how accessible is for e-cargo bikes and other adapted/non-standard bicycles and we will be working up plans looking to source funding to address those barriers.

## 7. Work with our partners to achieve common ambitions

To deliver this strategy and enable people in Norfolk to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of a longer journey, it is essential that we work with our partners.

When we travel, we do not always remain within our district council or county council borders, particularly for people who live close to these. Where people live and where they need or want to get to could be across borders and our impact on the environment, such as emissions from our vehicles, often know no borders. We want to ensure consistency and join-up of our walking, wheeling and cycling initiatives to achieve the best outcomes for Norfolk, helping people to live healthy and active lives and doing our bit to protect the environment and mitigate climate change.

We also don't pretend to have all the answers. By working together with partners and stakeholders we can draw on a plethora of expertise and local knowledge to ensure the work we do has a real and lasting positive impact on our local communities and environment. We need to set the direction on how we will work with partners and stakeholders to take collective action to overcome the barriers to walking, wheeling and cycling.

### Outcomes we want to see:

- NCC and partners understand their role in enabling people in Norfolk to walk, wheel and cycle as the natural choice
- We are collectively reducing our impact on the climate, air quality and environment
- Walking, wheeling and cycling interventions, whether infrastructure or behavioural change, are well informed and joined-up with other local policies, plans and projects
- We have strong working relationships with our partners and are overcoming our collective challenges.

### We want to do this by:

- Engaging with private and public sector partners and charities, such as district councils, [Active Norfolk](#), the NHS, [Pathmakers](#) (a charity helping improve access to the Norfolk countryside for people of all abilities and backgrounds), schools and employers to ensure join-up across the county, contribution towards common ambitions, and draw on their expertise to collectively enable more people in Norfolk to walk, wheel and cycle
- Learning from the best practice of partners, other authorities and other countries to deliver the best outcomes for Norfolk
- Convening and continuing regular forums where we meet with partners to discuss and guide the work we are doing and where join-up can be made. An example of this includes the [Norfolk Local Access Forum](#).

- Building stronger partnerships with community services to improve health outcomes and quality of life, and to ensure that people remain healthy and independent for as long as possible
- Striving to work across all sectors and all willing partners to lay foundations for future solutions to barriers to walking, wheeling and cycling, and create a more accessible Norfolk
- Working with our partners to take a whole-system approach to our collective challenges
- Working with our partners in the public and voluntary sectors to create joined up networks of information and advice on walking, wheeling and cycling
- Working with our partners to achieve 'Net Zero' carbon emissions across our estates by 2030 as stated in the [Norfolk Environmental Policy](#) and our [Climate Strategy](#)
- Working with partners to inform decisions about new development ensuring they are well connected to maximise use of sustainable and active transport options.



## 7.

# What next?

We have engaged with the public and stakeholders on our Strategy. Once adopted, we will begin delivery of the strategy and will expand on many of the actions outlined above when we complete our Countywide LCWIP, deliver the NAIP and a variety of other local strategies such as the [LTP4 Implementation Plan](#), [Norfolk Climate Strategy](#), [Transport for Norwich Strategy](#), [King's Lynn Transport Strategy](#), [Great Yarmouth Transport Strategy](#), [Norfolk's Bus Service Improvement Plan](#), the emerging Road Safety Partnership Strategy and review our [Market Town Network Improvement Strategies](#).

By engaging with local communities and partners, creating a safe and connected walking, wheeling and cycling network for all that gets people to where they need to be, building healthy places, spaces and communities, supporting multi-modal journeys and embracing new technology, we will enable people to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of longer journeys.



## 8.

# Monitoring and evaluation

The strategy will be monitored and evaluated to understand how successful it has been in enabling people in Norfolk to walk, wheel and cycle more often and as the natural choice for shorter journeys, or as part of a longer journey, supporting Government's target for 50% of journeys in towns and cities walked and cycled by 2030.

Monitoring and evaluation will take place as part of the plans and strategies mentioned above. We will also monitor against the outcomes outlined earlier in this strategy. Data has been collated to provide a context and a baseline for the strategy.

The scale and pace of delivery will depend on ability to secure funding for our ambitions.

---

**Upon refreshing this strategy, an evaluation of how successful the strategy has been and what we have learnt from it will be undertaken.**



## 9.

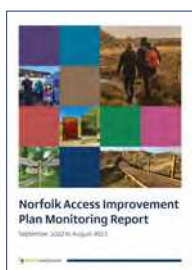
# Our LCWIP and NAIP

Our LCWIP and NAIP are the key documents that are beginning to deliver on our Walking, Wheeling and Cycling Strategy. Here is a short summary of what these important documents are.



### LCWIP

We are creating an LCWIP for Norfolk. We have already completed LCWIPs for Norfolk's large urban areas of Norwich, Great Yarmouth and King's Lynn. We have identified potential active travel networks for 20 towns in Norfolk. The purpose of the LCWIP is to enable increased levels of cycling, walking, and wheeling across the county, helping to create a modern, well-connected transport network that gives people more alternatives to travelling by car. Our LCWIP will play an important part in the delivery of our Walking, Wheeling and Cycling Strategy for Norfolk, as well as our other key transport policies and plans in Norfolk including LTP4. It will also support the Government's ambition for "Cycling and walking to be the natural first choice for many journeys with half of all journeys in towns and cities being cycled or walked by 2030".



### NAIP

The NAIP sets out priorities for increasing public use and enjoyment of Norfolk's rights of way network. The NAIP's Statement of Actions shows how we will work in partnership with countryside access users, volunteers and local communities to ensure that the network evolves to meet the changing needs of Norfolk's residents and visitors and to address environmental challenges. Our NAIP plays an important part in the delivery of our Walking, Wheeling and Cycling Strategy, ensuring access to Norfolk's countryside, involving communities and working with parish councils, volunteers and other community organisations, protecting our environment and enabling and encouraging exploration of Norfolk's attractive routes for health, leisure and accessing services.

---

For more detail on how we are already creating and will continue to create a healthier and greener Norfolk by making walking, wheeling and cycling a natural choice for shorter journeys, or as part of a longer journey, take a look our [Countywide LCWIP](#) and [NAIP](#) documents.



# 10.

## Glossary

**Cyclable distance** – We have taken 8km to be a cyclable distance, though e-bikes are enabling more people to go further.

**Healthy Streets** – Healthy Streets is a human-centred framework for embedding public health in transport, public realm and planning. There are 10 Healthy Streets Indicators which focus on the human experience needed on all streets, everywhere, for everyone [Healthy Streets, 2023].

**Last mile** – The last step of a journey from transportation hub to final destination. These journeys are often made by delivery vehicles such as Light Goods Vehicles (LGVs).

**Leisure** – We define leisure as walking, wheeling or cycling for the purpose of recreation, health, competition or training.

**Mobility as a Service** – Digital service platforms that enable users to access, pay for and get real-time information on a range of public and private transport options.

**Multi-modal** – Using different modes of transport within a journey. For example, this could look like cycling to a train station, getting a train for part of the journey and then changing to a bus for the final part.

**Parklet** – An area transforming kerbside space into a place for the community such as creating places to stop and rest, areas for children to play, and space for planters.

**Physical inactivity** – is defined as doing less than 30 minutes of moderate intensity physical activity per week.

**Sustainable travel** – includes modes such as walking, wheeling, cycling, public transport and micromobility.

**Walking, wheeling and cycling for Travel** – We define travel as walking, wheeling or cycling to get from place-to-place for example, commuting, going to school / college, visiting a friend or going to the supermarket. We also consider freight travel as part of this, including cargo bikes.

**Walkable distance** – Walkable distance is 2km.

**Wheeling** – using wheelchairs, mobility aids, prams and similar modes that use pavement space at a similar speed to walking.

## References

**Active Norfolk.** 2021. Getting Norfolk Moving Strategy. Available at:  
<https://www.activenorfolk.org/app/uploads/2021/09/Getting-Norfolk-Moving-Summary.pdf>

**Active Travel England.** 2022. Walking, wheeling and cycling to be offered on prescription in nationwide trial. Available at:  
<https://www.gov.uk/government/news/walking-wheeling-and-cycling-to-be-offered-on-prescription-in-nationwide-trial>

**Active Travel England.** 2023. Summary guidance on local authority active travel capability ratings.  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1141355/local-authority-active-travel-capability-ratings.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1141355/local-authority-active-travel-capability-ratings.pdf)

**BEIS.** 2022. UK greenhouse gas emissions statistics. Available at:  
[UK greenhouse gas emissions statistics – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/uk-greenhouse-gas-emissions-statistics)

**Beryl.** 2022. Norfolk County Council Rider Report.  
 Brand.C., Götschi.T., Dons.E., Gerike.R., Anaya-Boig.E., Avila-Palencia.I., de Nazelle.A., Gascon.M., Gaupp-Berghausen.M., Iacorossi.F., Kahlmeier.S., Int Panis.L., Racioppi.F., Rojas-Rueda.D., Standaert.A., Stigell.E., Sulikova.S., Wegener.S., Nieuwenhuijsen.M.J. 2021.

The climate change mitigation impacts of active travel: Evidence from a longitudinal panel study in seven European cities. Global Environmental Change 67, 102224.  
 Census 2011. Method of travel to work. Available at:  
[https://www.nomisweb.co.uk/sources/census\\_2011](https://www.nomisweb.co.uk/sources/census_2011)

**Census.** 2021. Distance travelled to work. Available at:  
<https://www.ons.gov.uk/datasets/TS058/editions/2021/versions/1>

**Census.** 2021. Method of travel to workplace. Available at:  
<https://www.ons.gov.uk/census/maps/choropleth/work/method-of-travel-to-workplace/transport-to-workplace-12a/work-mainly-at-or-from-home>

**Census.** 2021. Number of cars or vans.  
<https://www.ons.gov.uk/census/maps/choropleth/housing/number-of-cars-or-vans/number-of-cars-5a/3-or-more-cars-or-vans-in-household>

**Census.** 2021. Population change in your area. Available at:  
[South Norfolk population change, Census 2021 – ONS](https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationchange)

**Countywide LCWIP.** Information available at:

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-travel-policies/local-cycling-and-walking-infrastructure-plans>

**Department for Transport.** 2022. Active Travel: local authority toolkit. Available at:

[Active travel: local authority toolkit – GOV.UK \(www.gov.uk\)](#)

**DfT and Active Travel England.** 2022. The second cycling and walking investment strategy. Available at:

[The second cycling and walking investment strategy \(CWIS2\) – GOV.UK \(www.gov.uk\)](#)

**DfT and DVLA.** 2022. The highway code: 8 changes you need to know from 29 January 2022. Available at:

[The Highway Code: 8 changes you need to know from 29 January 2022 – GOV.UK \(www.gov.uk\)](#)

**DfT data.** 2021. Walking and Cycling Statistics. Available at:

<https://www.gov.uk/government/statistical-data-sets/walking-and-cycling-statistics-cw>

**DfT.** 2019. Transport and Inequality: An evidence review for the Department for Transport. NatCen Social Research that works for Society. Available at:

[Transport and inequality \(publishing.service.gov.uk\)](#)

**DfT.** 2020. Gear Change Vision. Available at:

<https://www.gov.uk/government/publications/cycling-and-walking-plan-for-england>

**DfT.** 2021. Transport Decarbonisation Plan:

<https://www.gov.uk/government/publications/transport-decarbonisation-plan>

**Harms.L. and Kansen.M.** 2018. Cycling Facts. Ministry of Infrastructure and Water Management. Available:

<https://www.government.nl/documents/reports/2018/04/01/cycling-facts-2018>

**Healthy Streets.** 2023. Available at:

<https://www.healthystreets.com/>

**HM Government.** 2023. Environmental Improvement Plan. Available at:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1133967/environmental-improvement-plan-2023.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1133967/environmental-improvement-plan-2023.pdf)

**Motability.** 2022. The Transport Accessibility Gap. Available at:

[The Transport Accessibility Gap \(motability.org.uk\)](#)

**National Institute for Health and Care Excellence.** 2012. Physical activity: local government briefing. Reference taken from TfL Walking and Cycling: the economic benefits. Available at:

<https://content.tfl.gov.uk/walking-cycling-economic-benefits-summary-pack.pdf>

**NCC.** 2019. Environmental Policy. Available at:  
[Environmental policy – Norfolk County Council](#)

**NCC.** 2019. Norfolk Access Improvement Plan. Available at:  
<https://www.norfolk.gov.uk/out-and-about-in-norfolk/public-rights-of-way/norfolk-access-improvement-plan>

**NCC.** 2020. Market Town Network Improvement Strategies.  
<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-travel-policies/market-town-network-improvement-strategy>

**NCC.** 2021. Better Together, for Norfolk Strategy. Available at:  
<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy>

**NCC.** 2022. Bus Service Improvement Plan annual review and progress report. Available here:  
[Bus Service Improvement Plan October 2022 \(norfolk.gov.uk\)](#)

**NCC.** 2022. Local Transport Plan 4. Available at:  
<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-travel-policies/local-transport-plan>

**NCC.** 2022. Norfolk Sustainable School Travel Strategy. Available at:  
<https://www.norfolk.gov.uk/-/media/norfolk/downloads/education-learning/school-and-college-transport/norfolk-sustainable-transport-strategy.pdf>

**NCC.** 2023. Public Health. Ready to Change...Ready to Act. Public Health Strategic Plan. Available at: [https://www.norfolkinsight.org.uk/wp-content/uploads/2023/06/Public\\_Health\\_Strategic\\_Plan\\_Final.pdf](https://www.norfolkinsight.org.uk/wp-content/uploads/2023/06/Public_Health_Strategic_Plan_Final.pdf)

**NCC.** 2023. School Streets – interim report on School Streets trial and proposal for the next phase. Infrastructure and Development Select Committee. pp.13–24. Available:  
[Document.ashx \[cmis.uk.com\]](#)

**Norfolk Insight.** 2023. JSNA briefing paper on Air Quality.

**Norfolk Insight.** 2021. People. Available at:  
[People – JSNA – Norfolk Insight](#)

**Office for Health Improvement & Disparities.** 2022. Physical activity: applying All Our Health. Available at: Physical activity: applying All Our Health – GOV.UK ([www.gov.uk](http://www.gov.uk))

**OHID.** 2022. Office of Health Improvement and Disparities. Physical Activity. Public health data. Available at:  
[Physical Activity – Data – OHID \(phe.org.uk\)](#)

**ONS.** 2021. Census. Available at:  
<https://www.ons.gov.uk/census>

**Paths for All.** 2023. Outdoor Accessibility Guidance. Available at:  
<https://www.pathsforall.org.uk/mediaLibrary/other/english/outdoor-accessibility-guidance-2023.pdf>

**PHE.** 2018. Public Health England. Health Matters: air pollution. Available at:  
[Health matters: air pollution – GOV.UK \(www.gov.uk\)](https://www.gov.uk/health-matters-air-pollution)

**Rajé.F. & Saffrey.A.** 2016. The value of cycling. University of Birmingham and Phil Jones Associates for Department for Transport. Available at:  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/509587/value-of-cycling.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/509587/value-of-cycling.pdf)

**Sport England.** 2023. Active Lives online. Available at:  
<https://activelives.sportengland.org/>

**Sustrans.** 2018. Paths for Everyone. Available at:  
[https://www.sustrans.org.uk/media/2804/paths\\_for\\_everyone\\_ncn\\_review\\_report\\_2018.pdf](https://www.sustrans.org.uk/media/2804/paths_for_everyone_ncn_review_report_2018.pdf)

**Sustrans.** 2022. The cost of living: Economy-boosing benefits of walking, wheeling and cycling. Available at:  
[The cost of living: Economy-boosting benefits of walking, wheeling and cycling – Sustrans.org.uk](https://www.sustrans.org.uk/the-cost-of-living-economy-boosting-benefits-of-walking-wheeling-and-cycling)

**Sustrans.** 2023. Disabled Citizen's Inquiry. Available at:  
[Disabled Citizens' Inquiry | Executive summary \(sustrans.org.uk\)](https://www.sustrans.org.uk/disabled-citizens-inquiry)

**TfL.** 2013. Town Centres 2013. Transport for London. Available at:  
<http://content.tfl.gov.uk/town-centres-report-13.pdf>

**The Prince's Responsible Business Network.** 2011. GlaxoSmithKline. Sustainable travel and new ways of working. Reference taken from TfL Walking and Cycling: the economic benefits. Available at:  
<https://content.tfl.gov.uk/walking-cycling-economic-benefits-summary-pack.pdf>

**Transport East.** 2021. Active Travel Strategy.  
<https://www.transporteast.org.uk/wp-content/uploads/202110-Active-Travel-Report.pdf>

**WHO.** 2022. World Health Organisation. Walking and cycling: latest evidence to support policy making and practice. Available at:  
<https://www.who.int/europe/publications/i/item/9789289057882>



**Norfolk** County Council



# Cabinet

**Item No: 9**

**Report Title: Countywide Local Cycling & Walking Infrastructure Plan**

**Date of Meeting: 08 April 2024**

**Responsible Cabinet Member: Cllr Vardy** (Cabinet Member for Environment & Waste)

**Responsible Director: Steve Miller** (lead Director for Communities & Environment)

**Is this a Key Decision? No**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A**

## **Executive Summary**

This report summarises the Countywide Local Cycling and Walking Infrastructure Plan (LCWIP), which builds on LCWIPs already adopted for King's Lynn, Greater Norwich and Great Yarmouth (April 2022).

The Countywide LCWIP is a key delivery mechanism of the emerging Norfolk Walking, Wheeling and Cycling Strategy and supports Local Transport Plan 4 ambitions.

The Countywide LCWIP contains potential active travel network improvements, which enable everyone to walk, wheel (using a wheelchair or mobility aid) or cycle more, especially when making short journeys.

The study area includes active travel network proposals for 20 towns in the county, as well as proposals for active travel routes which provide wider connectivity with rural communities and provide access to green space.

The Countywide LCWIP has been developed following the Department for Transport Cycle Infrastructure Design guidance (Local Transport Note 1/20) and has included two phases of public engagement.



Development of the LCWIP has been undertaken with support from district and borough councils and has included a review of local planning policies and plans, transport policy, environment and air quality policy and public health policy. The planning process incorporates a review of network planning data. Proposals have been refined following public engagement.

All schemes contained within the LCWIP are currently unfunded and set out the next steps and potential active travel barriers to be addressed as part of any initial feasibility study or assessment stage for each scheme. All schemes are subject to formal consultation. The scale and pace of delivery is subject to external funding being secured.

The active travel network proposals contained within the Countywide LCWIP are documented within the appended **Countywide Local Cycling and Walking Infrastructure Plan Main Report February 2024**. Further information on individual schemes within each of the active travel networks are detailed within the appended **Countywide LCWIP Annex A: Programme of Cycling, Walking and Wheeling Improvements for Norfolk** document.

Adoption of the Countywide LCWIP would support future active travel infrastructure funding bids, including funding from Active Travel England and development funding (e.g. Section 106 and Community Infrastructure Levy funding).

## **Recommendations:**

- 1. To approve and adopt the appended '*Countywide Local Cycling and Walking Infrastructure Plan Main Report February 2024*' and the '*Countywide LCWIP Annex A: Programme of Cycling, Walking and Wheeling Improvements for Norfolk February 2024*'.**

## **1. Background and Purpose**

- 1.1** The purpose of the 'Countywide LCWIP' is to help identify and prioritise unfunded short, medium and long-term active travel infrastructure schemes, which will enable increased levels of cycling, walking and wheeling (using a wheelchair or mobility aid) across the county.
- 1.2** LCWIPs support the ambitions set out in the emerging County Council Walking, Wheeling and Cycling Strategy (also on the agenda of this Cabinet meeting) and Local Transport Plan 4 and supports the Government's ambition for 50% of all journeys in towns and cities to be walked or cycled by 2030.
- 1.3** The purpose and benefit of developing an LCWIP is to help authorities to make a strong case for future investment in active travel infrastructure.

- 1.4 Completed LCWIPs have also been used by Active Travel England to assess and score Norfolk County Council's capability to deliver infrastructure schemes, which is already being used when making decisions on active travel funding allocations.

## 2. Proposal

- 2.1 The Countywide LCWIP contains proposed active travel network improvements, which enable connectivity within 20 towns in the county. The towns align with strategic growth areas and have been agreed with borough and district councils.

- 2.2 The 20 towns identified within this report are the first tranche in the plan and wider ambitions for rural areas are out of scope of this report, however they are still within the ambitions of Norfolk County Council. The towns included within the study area of the Countywide LCWIP include:

Acle	Hunstanton & Heacham
Attleborough	Long Stratton
Aylsham	North Walsham
Cromer	Reepham
Dereham	Sheringham
Diss	Swaffham
Downham Market	Thetford
Fakenham	Watton
Harleston	Wroxham & Hoveton
Holt	Wymondham & Hethersett

- 2.3 Active travel network proposals for each town link people with public transport, key central services, employment areas, places of education and training, as well as giving residents and visitors access to greenspace. The proposals also consider future planned growth and the connectivity people will need when developments come forward.
- 2.4 The LCWIP also includes proposals which could enable wider connectivity between towns and provide connectivity for rural communities with key services in addition to providing access to green space.
- 2.5 Schemes within the plan are unfunded and set out the next steps and potential active travel barriers to be addressed as part of any initial feasibility study or assessment stage for each scheme.
- 2.6 All schemes are in the early stages of development and are subject to full public consultation. The scale and pace of delivery is also subject to securing external funding.

- 2.7 Active travel network proposals for each of the 20 towns, and wider connectivity networks, are contained within the appended ***Countywide Local Cycling and Walking Infrastructure Plan Main Report February 2024***. Further information on individual schemes within each of the active travel networks are detailed within the appended **Countywide LCWIP Annex A: Programme of Cycling, Walking and Wheeling Improvements for Norfolk** document.

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

- 3.1 Creating a Countywide LCWIP will enable Norfolk County Council to make a strong case for future investment in active travel infrastructure. Delay or postponement could result in missed active travel and development funding opportunities.

### **4. Evidence and Reasons for Decision**

- 4.1 Development of the Countywide LCWIP has been undertaken with support from district and borough councils and aligns with local planning policy, transport policy, environment and air quality policy and public health policy. Development of active travel networks has also included a review of network planning data.
- 4.2 Two phases of public engagement have also been completed to help shape and develop the Countywide LCWIP.
- 4.3 An attitudinal survey was completed in April and May 2022 to identify the barriers which stand in the way of people choosing to walk, wheel and cycle more in Norfolk. The survey ran for eight weeks and received 1,642 responses, 94.1% of who replied as individuals.
- 4.4 When asked which infrastructure improvements would encourage people to walk more in their local area; 69% of respondents said 'Better maintenance of pavements and walkways'; 63% said 'Safer roads' (e.g. slower driving speeds, less traffic, or more considerate driving) and 40% said 'Safer crossing points'.
- 4.5 When asked which infrastructure improvements would encourage people to cycle more in their local area; over 75% of respondents said 'off road and segregated cycle paths would encourage them to cycle more and 61% said 'safer roads'.
- 4.6 In May and June 2023, Norfolk County Council carried out eight weeks of public engagement on the initial draft of the Countywide LCWIP. The aim was to gather views of residents and stakeholders on proposed active travel networks for 20 towns in Norfolk as well as wider connectivity routes. The purpose of the survey was to help refine and prioritise the priority active travel routes within the plan. 1,025 people responded to the survey.

- 4.7 In addition, 8 public engagement events were held in locations across Norfolk to raise awareness of the Countywide LCWIP development. Over 350 meaningful conversations were held with members of the public and stakeholders at these events.
- 4.8 During the engagement for the Countywide LCWIP, respondents were asked how important it is that improvements are made to the cycling and walking routes within their town. Across all surveys, significantly more respondents felt that it is 'very or quite important' that improvements are made compared with those who felt that it is 'not very or not at all important'.
- 4.9 Resident and stakeholder feedback was also captured to help shape and refine active travel priority routes. The findings of both surveys, including a summary of revisions made to the plan, are contained within Appendix B Public Engagement Report which is available upon request.

## **5. Alternative Options**

- 5.1 Delay or postponement of adoption of the Countywide LCWIP could result in missed external funding opportunities from Active Travel England.
- 5.2 Not adopting the Countywide LCWIP could also hinder NCC's effectiveness in delivering active travel schemes and make it harder for district and boroughs to identify priority schemes to put forward when funding arises.

## **6. Financial Implications**

- 6.1 All schemes with the Countywide LCWIP are currently unfunded. Adopting the Countywide LCWIP strengthens Norfolk County Councils ability to secure future external funding from Active Travel England in addition to development funding (e.g. Section 106 and Community Infrastructure Levy funding).

## **7. Resource Implications**

### **7.1 Staff:**

None. Current activities to develop the Countywide LCWIP are being undertaken within externally funded existing staff resources.

### **7.2 Property:**

None at this stage. Any impacts on property are only likely to arise from delivery of individual transport schemes. These will be identified at later stages of development and delivery. Impacts will be considered at the appropriate time on the specific schemes.

### **7.3 IT:**

None. The Countywide LCWIP will be published on the NCC website. Resource is allocated within existing teams.

## **8. Other Implications**

### **8.1 Legal Implications:**

None

### **8.2 Human Rights Implications:**

None

### **8.3 Equality Impact Assessment (EqIA) (this must be included):**

An EqIA has been undertaken in the preparation of the Countywide LCWIP and is available upon request. The Countywide LCWIP aims to promote equality and inclusivity by enabling funding to deliver active travel networks that are accessible, inclusive and consider the needs of all users.

### **8.4 Data Protection Impact Assessments (DPIA):**

A DPIA Screening has been undertaken through the development of the Countywide LCWIP. A Full DPIA was not deemed necessary due to the nature of the data being collected as part of the work. The DPIA for the Countywide LCWIP is available on request.

### **8.5 Health and Safety implications (where appropriate):**

None

### **8.6 Sustainability implications (where appropriate):**

The Countywide LCWIP potentially enables more Norfolk residents and visitors to access and choose sustainable modes of transport, including walking, wheeling, cycling and public transport, which will have a positive implication on sustainability and support decarbonisation of transport.

### **8.7 Any Other Implications:**

None

## **9. Risk Implications / Assessment**

- 9.1 A potential risk identified is a lack of funding to deliver the schemes outlined within the Countywide LCWIP. The scale and pace of delivery will depend on future external funding levels secured. Reassurance from this risk can be found as by adopting the Countywide LCWIP, we hope to be able to achieve a higher Active Travel Capability Rating from Active Travel England as we are showing ambition and political support for active travel, as well as plans for future investment. The Capability Rating influences the amount of external funding Norfolk County Council may receive from Active Travel England therefore by having the Countywide LCWIP as well as the Norfolk Walking, Wheeling and

Cycling Strategy, our ability to receive funding is heightened, helping to deliver the plan (and ultimately the strategy).

## **10. Select Committee Comments**

- 10.1 The Countywide LCWIP went to Infrastructure and Development Select Committee on the 13 March 2024.
- 10.2 Comments received on the Countywide LCWIP included a question about the Department for Transport network design guidance and specifically about design guidance for people walking and wheeling. Network design guidance is provided through the Cycle Infrastructure Design Guidance and the Department for Transport Manual for Streets guidance. The Healthy Streets Design Check Tool as well as other walking and wheeling route, junction and crossing assessments tools are also applied by NCC. NCC design all schemes not to disadvantage any road users, and all Active Travel England funded schemes are design checked against all modes of active travel.
- 10.3 Questions also received regarding schemes which are contained within the adopted King's Lynn LCWIP. Specifically, the need for safe and accessibility infrastructure over busy crossings on the A149 and active travel accessibility for the Knights Hill development.
- 10.4 Clarity was sought on the link between King's Lynn and the Fakenham Greenway. The Countywide LCWIP connects with the adopted King's Lynn LCWIP to enable this connection.
- 10.5 Potential wider connectivity between King's Lynn and Swaffham was also highlighted. However, this wider connectivity route is not currently included as it was not identified as a priority following public engagement.
- 10.6 Cllr Robert Savage expressed support the Countywide LCWIP and noted that the proposals could take up to 5 years to deliver. Officers welcomed the offer of further discussion about prioritisation of routes within in Wymondham.
- 10.7 Questions also received regarding funding opportunities for housing developments and officers also acknowledged the need to provide accessible information about routes and suitability for all users.
- 10.8 No amendments to the Countywide LCWIP are required as a result of the meeting. The appended draft version of the Countywide LCWIP has received design and artwork updates only following the committee.

## **11. Recommendations**

- 1. To approve and adopt the appended '*Countywide Local Cycling and Walking Infrastructure Plan Main Report February 2024*' and the '*Countywide LCWIP Annex A: Programme of Cycling, Walking and Wheeling Improvements for Norfolk February 2024*'.

## **12. Background Papers**

- 12.1 Countywide Local Cycling and Walking Infrastructure Plan Main Report



- February 2024 (Draft).
- 12.2 Countywide LCWIP Annex A: Programme of Cycling, Walking and Wheeling Improvements for Norfolk February 20024 (Draft)
  - 12.3 Countywide LCWIP Annex B: Public Engagement Report: Available on request
  - 12.4 Further relevant documents can be found referenced in the Countywide LCWIP Main Report (Draft) Annex section which are available on request.
  - 12.5 [Gear Change: A bold vision for cycling and walking](#)
  - 12.6 [Better Together, For Norfolk 2021-25](#)
  - 12.7 [Norfolk Local Transport Plan 4](#)
  - 12.8 [Greater Norwich, King's Lynn and Great Yarmouth Local Cycling and Walking Infrastructure Plans](#)
  - 12.9 [Norfolk Access Improvement Plan 2019-2029](#)
  - 12.10 Equality Impact Assessment: Available on request
  - 12.11 Data Protection Impact Assessment: Available on request

### **Officer Contact**

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

**Officer name: Andrew Hollis**

**Telephone no.: 01603 222818**

**Email: [Andrew.Hollis@Norfolk.gov.uk](mailto:Andrew.Hollis@Norfolk.gov.uk)**



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



# Countywide Local Cycling and Walking Infrastructure Plan

**Main Report**

**February 2024 (DRAFT)**





Norfolk County Council

**This summary provides an overview of  
the active travel network improvement  
schemes in the Countywide LCWIP.**



# Contents

<b>1.</b>	<b>Introduction</b>	<b>04</b>
<b>2.</b>	<b>Why improve the cycling and walking network?</b>	<b>05</b>
<b>3.</b>	<b>Why do we need a Local Cycling and Walking Infrastructure Plan?</b>	<b>07</b>
<b>4.</b>	<b>How does the cycling and walking infrastructure planning process work?</b>	<b>08</b>
<b>5.</b>	<b>How does the infrastructure plan support national and local goals?</b>	<b>10</b>
<b>6.</b>	<b>How will cycling and walking networks be designed?</b>	<b>15</b>
<b>7.</b>	<b>What area does the infrastructure plan cover?</b>	<b>17</b>
<hr/>		
<b>8.</b>	<b>Active Travel network proposals for towns in Norfolk</b>	<b>23</b>
	Acle	23
	Attleborough	27
	Aylsham	31
	Cromer	35
	Dereham	39
	Diss	43
	Downham Market	47
	Fakenham	51
	Harleston	55
	Holt	59
	Hunstanton and Heacham	63
	Long Stratton	67
	North Walsham	71
	Reepham	75
	Sheringham	79
	Swaffham	83
	Thetford	87
	Watton	91
	Wroxham and Hoveton	95
	Wymondham and Hethersett	99
<hr/>		
<b>9.</b>	<b>Norfolk Trails Network</b>	<b>103</b>
<b>10.</b>	<b>National Cycle Network and Norfolk</b>	<b>107</b>
<b>11.</b>	<b>Wider Connectivity Routes</b>	<b>111</b>
<b>12.</b>	<b>Summary of schemes which support cycling and walking</b>	<b>119</b>
<b>13.</b>	<b>How will the priority cycling and walking schemes be delivered?</b>	<b>125</b>
<b>14.</b>	<b>How will the success of the schemes be measured?</b>	<b>126</b>
<b>15.</b>	<b>Annex documents</b>	<b>127</b>
<b>16.</b>	<b>References</b>	<b>128</b>

# 1.

## Introduction

Norfolk County Council (NCC) is creating a Local Cycling and Walking Infrastructure Plan (LCWIP) for Norfolk.

The purpose of the Countywide LCWIP is to help identify and prioritise short, medium and long-term infrastructure schemes which will enable increased levels of cycling, walking and wheeling (using a wheelchair or mobility aid) across the county. Schemes within the plan are currently unfunded and the Countywide LCWIP will be essential to embed these schemes into wider development and to bring about funding from Government.

LCWIPs support the Government's ambition for 50% of all journeys in towns and cities to be walked or cycled by 2030. To help more people to choose cycling and walking, we want to create a modern, well-connected transport network in Norfolk that gives people more alternatives to travelling by car.

This is because increased levels of walking, wheeling and cycling can provide many benefits such as improving our air quality, reducing congestion on our roads, providing access to employment, education, training and services, addressing inequalities, increasing connectivity between people and communities, improving physical and mental health and helping to mitigate climate change.

The Countywide LCWIP is aligned with the emerging Walking, Wheeling and Cycling Strategy for Norfolk 2023–2036, which aims to bring together Norfolk's transport, environmental and public health ambitions to make walking, wheeling or cycling the natural choice for both travel and leisure.

The Countywide LCWIP builds on plans already created for King's Lynn, Greater Norwich and Great Yarmouth. The plan identifies potential active travel network improvements, which will create better connectivity within 20 towns across the county.

The plan also includes proposals to increase connectivity between towns and rural communities, giving people access to greenspace and linking people in rural communities with central services, places of employment, education and training.

To help more people choose cycling and walking, we need to improve our cycling and walking networks to make them safe, comfortable, direct, more accessible, coherent, attractive and better connected for all users. With all these improvements, we can help to create a modern and sustainable transport system for Norfolk. Please note that where cycling or walking are mentioned in this document, this includes wheeling (using a wheelchair or mobility aid).

2.

## Why improve the cycling and walking network?

Research has shown that cycling and walking are good for our physical and mental health. By making more journeys via active modes of transport, we can improve our quality of life, benefit the environment and enhance local productivity<sup>1</sup>.

**Regular physical activity reduces your risk of:**



Cardiovascular  
disease by up to

**35%**



Dementia  
by up to

**30%**



Hip fractures  
by up to

**68%**



Depression  
by up to

**30%**



Type 2 diabetes  
by up to

**40%**



Breast cancer  
by up to

**20%**

**Figure 1:** The medical benefits of cycling and walking.



When investing in cycling and walking networks, we can also help tackle some of the most challenging issues we face as a society by improving air quality, combatting climate change, addressing inequalities in society and tackling congestion on our roads<sup>ii</sup>.

**Figure 2:** The benefits of increased levels of cycling and walking.



---

**Increased levels of cycling and walking has long term environmental, economic and health benefits.**

### 3.

## Why do we need a Local Cycling and Walking Infrastructure Plan?



In 2017, the Department for Transport (DfT) set out its national vision for cycling and walking. In 2020, it released the policy paper “Gear Change”<sup>ii</sup>, which provides local authorities with guidance on developing active travel networks.

**Figure 3:** Department for Transport policy paper Gear Change.

The policy contains four themes, which group together key actions:

**Better streets for cycling and people** – by providing safe, continuous, direct routes for cycling in towns and cities, physically separated from pedestrians and volume motor traffic, serving the places that people want to go to.

**Cycling at the heart of decision-making** – by ensuring that new housing and business developments include appropriate provision for cycling; assessing transport schemes’ value for money with more focus given to the provision of cycling schemes; ensuring railways and bus routes work better for cycle connectivity, ensuring sufficient cycle parking; promoting cycling for the carriage of freight in towns and cities.

**Empowering and encouraging Local Authorities** – by enabling, encouraging and empowering local authorities to do more for cycling on their roads, including appropriate maintenance. In addition, £2 billion of new funding will be provided by central government up to 2025 to support local authorities with well-defined LCWIPs.

**Enabling people to cycle and protecting them when they do** – by ensuring that every adult and child who wants it can be trained to ride a cycle safely; working more closely with the NHS and incentivising GPs to prescribe cycling and building cycle facilities in towns with poor health; combating bike theft, making legal changes to protect vulnerable road users and improving road safety for all road users; establishing a national electrically assisted bike support programme.

An LCWIP enables active travel network improvements to be identified and prioritised and supports applications for government funding to help develop and deliver new infrastructure schemes over the next 10 years.

## 4.

# How does the cycling and walking infrastructure planning process work?

The DfT have outlined six key planning stages for creating an LCWIP. The table below is a summary of those steps and the actions taken by Norfolk County Council.

Stage	Objective	How the objective was met
1 Determining Scope	Establish the geographical extent of the plan and arrangements for governing and preparing the plan.	The geographical extent and scope of the plan was jointly agreed between Norfolk County Council and Local Authorities.
2 Gathering Information	Identify existing patterns of walking and cycling and potential new journeys. Review existing conditions and identify barriers to cycling and walking. Review related transport and land use policies and programmes.	Existing network conditions and barriers to cycling and walking were identified by reviewing local plans and policies to identify potential network schemes. This included a review of adopted Neighbourhood Plans and key strategic transport, environment and public health policy documents. An online survey, released in early 2022, was also used to identify key barriers to active travel and site visits were conducted by Norfolk County Council Project Officers to access and validate identified active travel networks.
3 Cycle Network Planning	Identify origin and destination points and cycle flows. Convert flows into a network of routes and determine the type of improvements required.	A series of activities were completed to create a cycle network plan, including a review of key attractors within towns and market towns, cycle propensity modelling and a review of existing schemes identified through funding initiatives.
4 Walking Network Planning	Identify key trip generators, core Walking Zones and routes, audit existing provision and determine the type of improvements required.	A series of activities were completed to create a walking network plan including a review of key attractors within towns and market towns and a review of existing schemes identified through funding initiatives.
5 Prioritising Improvements	Public engagement and prioritise improvements to develop a phased programme for future investment.	A programme of public engagement was undertaken for 8 weeks in early 2023 to validate, prioritise and refine the indicative active travel priority networks proposals in the first draft of the Countywide Cycling and Walking Plan.
6 Integration and Application	Integrate outputs into local planning and transport policies, strategies and delivery plans.	<b>Next Steps:</b> Working closely with Members, Active Travel England, District Councils and key stakeholders to prioritise schemes and seek funding opportunities to enable the delivery of infrastructure changes which provide the best outcomes for the people of Norfolk and the environment.

**Table 1:** The six stages for developing a Local Cycling and Walking Infrastructure Plan.



## What are the outcomes of the planning process?

The three key outcomes of the planning process include:

- **A cycling and walking network plan** which identifies preferred cycling and walking routes and core zones for further development.
- **A prioritised programme** of cycling and walking infrastructure improvements which can be put forward for existing and future Active Travel funding opportunities.
- **A report setting out the underlying analysis** which has been carried out on the network and provides an explanation of how the network improvements have been identified.

---

**The infrastructure plan has been developed by following a comprehensive planning process.**

## 5.

# How does the infrastructure plan support national and local goals?

The Countywide LCWIP supports local and national planning, transport, public health and environment and air quality policies.

Norfolk and National Planning Policy	How the infrastructure plan supports the policy
<b>Norfolk Strategic Infrastructure Delivery Plan 2022</b> Norfolk County Council	Increased cycling, walking and wheeling as a mode of transport will help cut greenhouse gas emissions from polluting vehicles. This will contribute to the decarbonisation and clean economic growth of Norfolk, which is a key ambition of the Infrastructure Delivery Plan.
<b>Norfolk Access Improvement Plan 2019–2029</b> Norfolk County Council Broads National Park National Trails	By improving the cycling, walking and wheeling network, the plan helps to provide an easy to use, safe, healthy and sustainable way to enjoy and connect with the Norfolk coast and countryside, which are key ambitions of the Norfolk Access Improvement Plan. Proposed town networks connect people with public rights of way where possible, and potential new wider connectivity routes and route improvements aim enable access for all to green spaces.
<b>Broadland &amp; South Norfolk Joint Core Strategy (JCS) 2008–2026</b> Norfolk County Council Norwich City Council, Broadland & and South Norfolk	The strategy is designed to deliver growth in housing and employment to key areas across Norwich, Broadland and South Norfolk and provides a long-term vision and objectives to achieve this. A key ambition of the strategy is to increase walking and cycling on all settlements; the LCWIP supports this goal by encouraging and enabling increased levels of active travel through the identification of walking and cycling routes and improvement schemes.
<b>North Norfolk Local Plan [current and emerging]</b> North Norfolk District Council	The adopted Core Strategy seeks to increase walking and cycling in all settlements and the use of public transport between larger settlements. The LCWIP also seeks to increase walking and cycling as well as improving the integration of walking and cycling with public transport, helping to encourage increased uptake of sustainable travel. North Norfolk District Council are preparing a new Local Plan and the first draft continues to hold the ambition to facilitate increased walking and cycling. The LCWIP will help identify where improvements can be made to the active travel network to facilitate this.

<b>Norfolk and National Planning Policy</b>	<b>How the infrastructure plan supports the policy</b>
<b>Breckland Local Plan 2019–2036</b> Breckland District Council	The Breckland Local Plan was adopted in 2019. Policies include providing a safe, efficient and convenient sustainable transport network which will be delivered by providing viable alternatives to the private car and encouraging walking and cycling, as well as improved provisions for other sustainable modes of transport. The LCWIP supports the delivery of this by identifying improvements to the cycling and walking network which will encourage increased uptake of these modes.
<b>King's Lynn and West Norfolk Core Strategy 2011</b> Borough Council of King's Lynn & West Norfolk	The LCWIP will help achieve the Core Strategy vision through enhancing connectivity to employment and education and improving quality of life and equality. By making cycling and walking in towns the more convenient and attractive way to get from A to B, it aims to reduce the reliance on the private car.
<b>Local Plan for the Broads 2015–2036</b> Broads Authority	A key ambition of the plan is to encourage and enable sustainable access to the Broads, notably via walking and cycling. The plan identifies the need for improved access via the introduction of additional footpaths and cycleways, as well as the provision of cycle parking. The LCWIP supports this policy through the identification of priority cycling and walking routes and schemes in the Broads Authority Area.
<b>Norfolk Town Plans and Neighbourhood Plans</b>	A review of published Town Plans and Neighbourhood Plans has been completed to identify cycling, walking and wheeling infrastructure changes to be included with the Countywide LCWIP.

**Table 2:** Norfolk planning policy and how the infrastructure plan supports this.

Norfolk and National Transport Policy	How the infrastructure plan supports the policy
<b>“Gear Change” and Cycle Infrastructure Design Guide [LTN 1/20] 2020</b> Department for Transport	The infrastructure plan closely follows the guidance outlined in the Department for Transport’s Gear Change document and the Cycle Infrastructure Design guidance. The plan also shares the ambition of enabling walking and cycling by making it safer and more practical to travel via these modes of transport.
<b>Decarbonising Transport: a better, greener Britain 2021</b> HM Government	A key priority of the plan is to ‘accelerate modal shift to public and active transport. This includes delivering a world-class cycling and walking network in England by 2040 and providing £2 billion of investment in cycling and walking over five years to achieve the ambition set out in Gear Change for half of all journeys in towns and cities to be cycled or walked by 2030. The LCWIP supports this ambition by aiding the delivery of coherent, direct, safe, continuous and attractive cycle, walking and wheeling networks in Norfolk.
<b>Climate Strategy for Norfolk 2023</b> Norfolk County Council	The Climate Strategy outlines how Norfolk County Council will hit its net zero estate target by 2030, support clean growth across the county, and boost resilience to the changing climate. By enabling and encouraging the use of sustainable modes of transport, the LCWIP helps work towards these targets.
<b>Norfolk Local Transport Plan 4 Strategy 2021 – 2036</b> Norfolk County Council	The infrastructure plan helps to deliver the objectives within the Norfolk Local Transport Plan 4 bid by: delivering a sustainable Norfolk, enhancing connectivity, enhancing Norfolk’s quality of life, increasing accessibility, improving transport safety and providing a well-managed and maintained transport network.
<b>Norfolk Bus Service Improvement Plan 2021</b> Norfolk County Council	The Bus Service Improvement Plan contains plans to facilitate the integration of walking, cycling, wheeling and public transport, working hand in hand along travel corridors and coming together at hubs to facilitate onward travel. The Countywide LCWIP aligns with this plan by ensuring integration between public transport and active travel to promote sustainable transport around the county.
<b>Norfolk Cycling and Walking Strategy 2017</b> Norfolk County Council	The LCWIP will help to achieve the ambitions of the Cycling and Walking Strategy by encouraging active travel to work, school and leisure by providing safe and attractive opportunities to do so.



<b>Norfolk and National Transport Policy</b>	<b>How the infrastructure plan supports the policy</b>
<b>Norfolk Walking, Wheeling and Cycling Strategy (emerging) 2023–2036</b> Norfolk County Council	The emerging plan provides an update from the previous strategy, published in 2017. Since then, a step change in national and local policy has placed walking, wheeling and cycling at the heart of decision-making. The LCWIP aligns with this updated strategy by encouraging high quality schemes which enable more people to walk, wheel or cycle for everyday trips.
<b>Completed Local Cycling and Walking Infrastructure Plans 2022</b> Norfolk County Council	The Countywide LCWIP links to and builds on the LCWIPs already completed for King's Lynn, Greater Norwich and Great Yarmouth. Various schemes, especially those providing wider connectivity, will link with schemes outlined in the completed LCWIPs.

**Table 3:** Local and national transport policy and how the infrastructure plan supports this.

<b>Environment &amp; Air Quality Policy</b>	<b>How the infrastructure plan supports the policy</b>
<b>Norfolk County Council Environment Policy 2019</b> Norfolk County Council	The ambition for Norfolk is to have net zero carbon emissions by 2030. The use of sustainable modes of transport such as cycling and walking will help achieve this.
<b>A Green Future: Our 25 Year Plan to Improve the Environment 2018</b> HM Government	The aim of the Government's 25 Year Environment Plan is to leave our environment in a better state than we found it. The Local Cycling and Walking Infrastructure Plan supports the plan by helping to reduce greenhouse gas emissions and air pollution.
<b>The Climate Change Act Revision 2019</b> HM Government	The LCWIP supports the ambition of achieving net zero greenhouse gas emissions in the UK by 2050 by delivering improvements to the cycling and walking network, which will help towards reducing congestion and carbon emissions from transport in Norfolk.
<b>Clean Air Strategy 2019</b> HM Government	The infrastructure plan supports the Clean Air Strategy by helping to reduce emissions from transport.
<b>The Paris Agreement 2015</b> United Nations	The improvements to the cycling and walking network in Norfolk will help towards reducing congestion and carbon emissions from transport in the county.

**Table 4:** Environment and air quality policy and how the infrastructure plan supports this.

Public Health Policy	How the infrastructure plan supports the policy
<b>Joint Health and Wellbeing Strategy 2018–2022</b> Health and Wellbeing Board Norfolk & Waveney	The priorities of the Joint Health and Wellbeing Strategy are to support healthy, independent and resilient lives and providing support to those most in need. Increasing the uptake of walking and cycling is an important step for improving health and wellbeing, which is a key objective of the LCWIP.
<b>Working Together to Promote Active Travel 2016</b> Public Health England	The infrastructure plan delivers improvements to the active travel network which are aligned to the policy and practical actions recommended by Public Health England.

**Table 5:** Environment and air quality policy and how the infrastructure plan supports this.



**The plan supports national and regional transport, health and environmental policies.**

## 6.

# How will cycling and walking networks be designed?

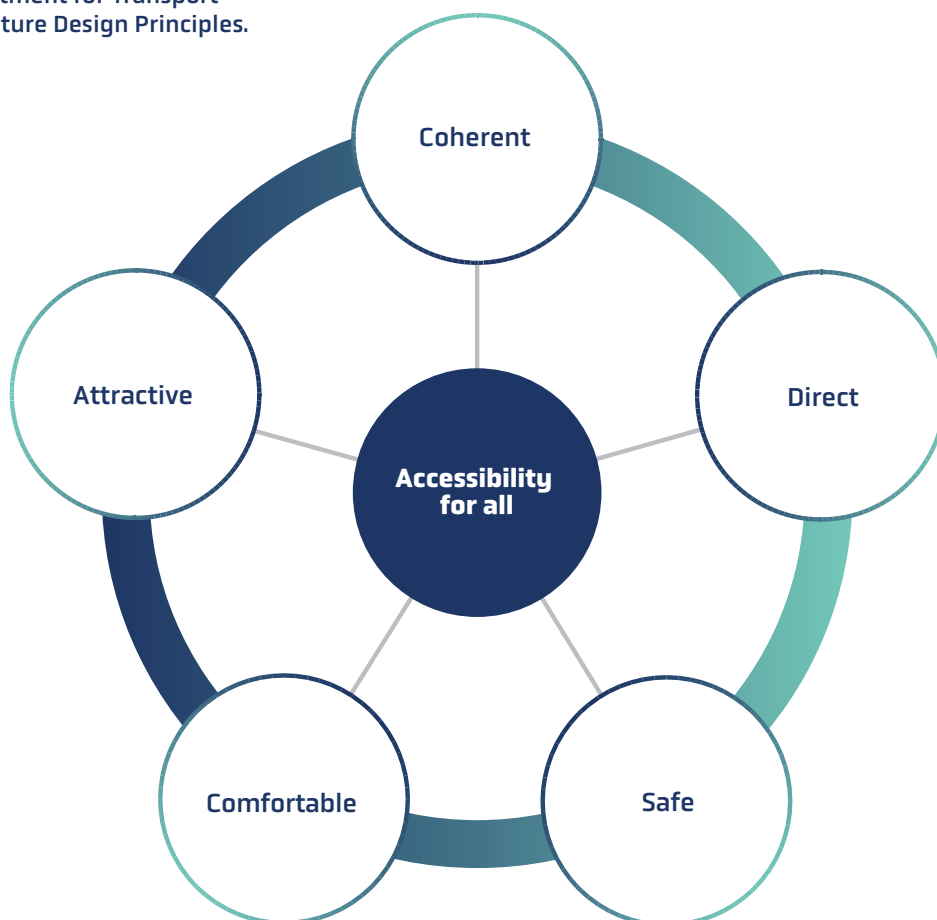
The Department for Transport has created a set of 'Cycle Infrastructure Design' guidelines [Local Transport Note 1/20] which support local authorities when designing and delivering improvements to active travel networks.

Any infrastructure schemes which are identified and delivered from the infrastructure plan will follow the Cycle Infrastructure Design guidance. These essential requirements enable more people to travel by cycle or on foot, based on best practice both internationally and across the UK. **Please note that where cycling or walking are mentioned in this document, this includes wheeling.**

### What are the design principles?

Government research and experience has found that those cycling require cycle network routes which are **coherent, direct, safe, comfortable and attractive**. The application of design standards based on these principles helps to promote the use of active travel networks and to ensure that they can be **accessed by everyone**.

**Figure 4:** Department for Transport Cycle Infrastructure Design Principles.



### Examples of the design principles in practice

The following table illustrates what the Department for Transport design principles mean and how they will be applied to the active travel networks, to ensure they are accessible for all users.

Core design principle	Description	Design examples
Coherent	Cycle networks should be designed to allow people to reach their day-to-day destinations easily, along routes that connect, are simple to navigate and are of a consistently high quality.	Wayfinding signs that are clear, easily visible and legible  Connections between route sections should be obvious and clear to all road users
Direct	Cycle routes should be at least as direct – and preferably more direct – than those available for private motor vehicles.	Creating links to enable people walking and cycling to take the shortest route  Facilities at junctions that minimise delay and the need to stop
Safe	As well as safe, cycle infrastructure should be perceived to be safe so that more people feel able to cycle.	Routes which are physically separated and protected from high volume motor traffic (as opposed to road markings on the carriageway)
Comfortable	Comfortable conditions for cycling require routes with good quality, well maintained – smooth surfaces, adequate width for the volume of users, minimal stopping and starting and avoiding steep gradients.	Designing road humps to be accessible to people on tandems and tricycles  Adequate transitions between on and off-carriageway routes
Attractive	Cycle infrastructure should help to deliver public spaces that are well designed and finished in attractive materials and be places that people want to spend time using.	Routes through parks, waterfront locations and well-designed streets and squares  Minimal street clutter such as signs, coloured surfaces or upstand kerbs where possible

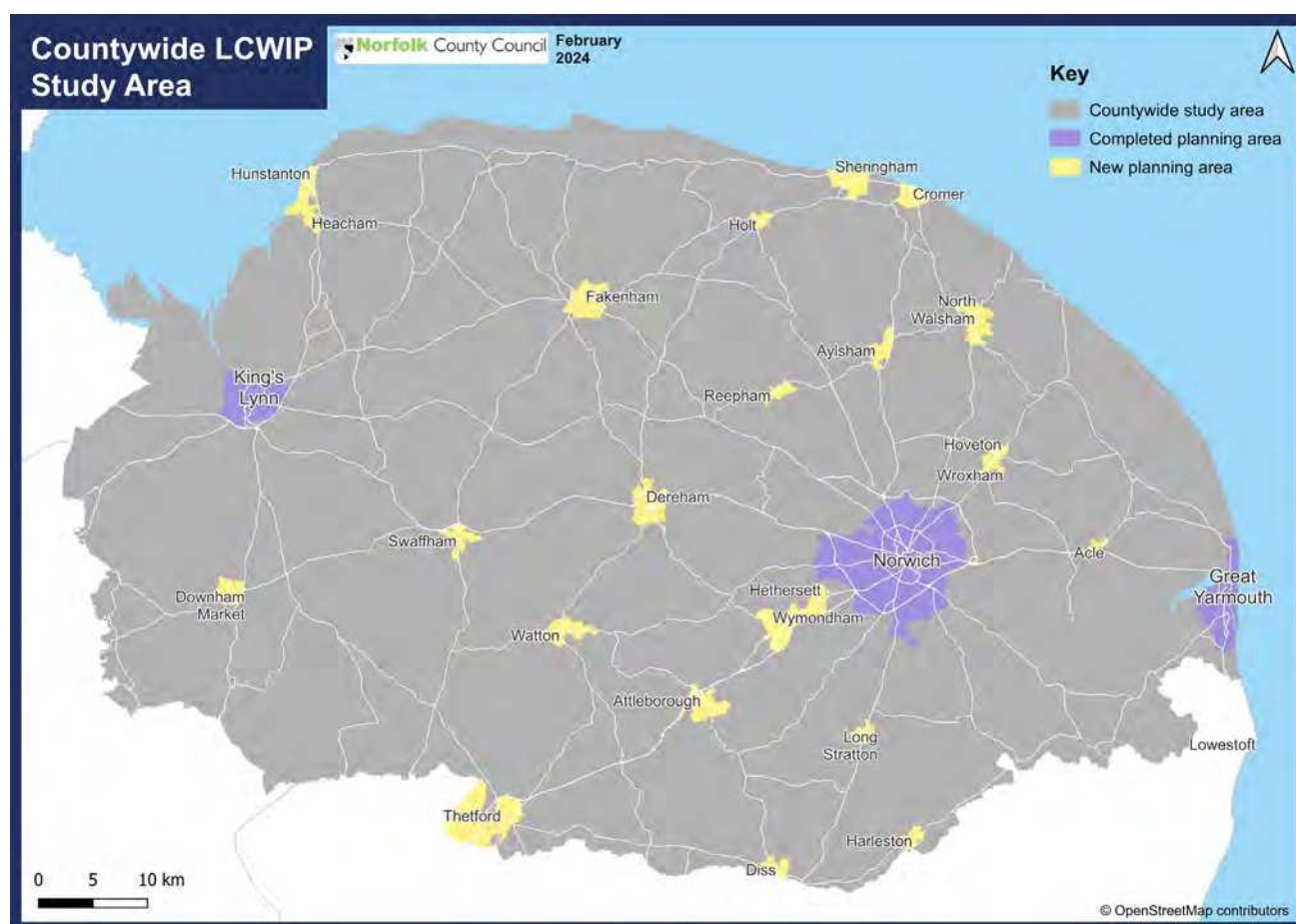
**Figure 5:** Core design principles from the Department for Transport's Infrastructure Design Local Transport Note 1/20.

**DfT Cycle Infrastructure Design principles  
will be incorporated into all active travel  
network schemes.**

7.

## What area does the infrastructure plan cover?

The Countywide LCWIP study area was agreed between Norfolk County Council and District and Borough Councils in Norfolk. The study area builds on plans already created for King's Lynn, Greater Norwich and Great Yarmouth, represented in the map below.



**Map 1:** Countywide Local Cycling and Walking Infrastructure Plan study area.

### Improving cycling and walking connectivity within towns in Norfolk.

The Countywide LCWIP contains proposals for potential active travel networks in 20 towns across the county. The design of each network is intended to enable people to consider cycling, walking or wheeling as a mode of transport when making short journeys around town.

Each of the proposed networks consists of priority routes which connect people with places of employment, education, training, central services, public transport and greenspace, both now and in the future. **Walking Zone study areas** have also been identified for each of the towns.



A Walking Zone is an area within which the priority for schemes will be to enable people to easily walk or wheel at any time to access key services and areas of employment, education and training. The purpose of schemes is not necessarily to create exclusive areas for walking and wheeling, but to create an environment which improves the priority and safety for people who do. Such schemes might include increasing or improving road crossings, widening pavements, resurfacing uneven pavements or slowing traffic speeds.

### **Creating a wider strategic network for Norfolk**

Currently, Norfolk has a wider strategic active travel network made up of the Norfolk Walking, Cycling and Horse-Riding Trails and National Cycle Network routes.

The Countywide LCWIP includes proposals which have been identified to help improve the condition and safety of these networks, as well as connecting people with new destinations through forms of active travel.

The aim of developing the wider strategic network is to enable residents and visitors to access greenspace, as well as helping people in rural communities to access central key services and areas of employment, education and training.



## Norfolk Trails Network

Norfolk County Council manages over 3,800 kilometres of public rights of way, consisting of footpaths, bridleways, restricted byways and byways open to all traffic. The network encompasses both promoted and unpromoted routes, providing access across the county and offering safe, direct and off-road alternatives to journeying via public transport or by private car. All routes can be accessed by walkers, with some allowing cycling and horse-riding.

The network of promoted routes (branded 'Norfolk Trails') includes nearly 2,300 kilometres of promoted walking, cycling and horse-riding routes, which connect communities and provide high-quality access to Norfolk's diverse landscapes, wildlife and heritage. The network includes two long-distance routes – Peddars Way and the Norfolk Coast Path – which together form one of the 16 National Trails located across England and Wales. Also being established around Norfolk's Coast is the King Charles III England Coast Path which, once in place, will create a 4,500-kilometre walking route around the English coast. National Trails have been created over the past sixty years to provide access to the country's finest and most spectacular landscapes.

In Norfolk, these promoted routes provide important off-road, low carbon access to designations such as the Broads National Park, the Norfolk Coast Area of Outstanding Natural Beauty (AONB) and The Wash and North Norfolk Coast Marine Protected Area (MPA) Network. There are also 2,150 kilometres of promoted circular walks across the network, of which 730 kilometres are along public rights of way.



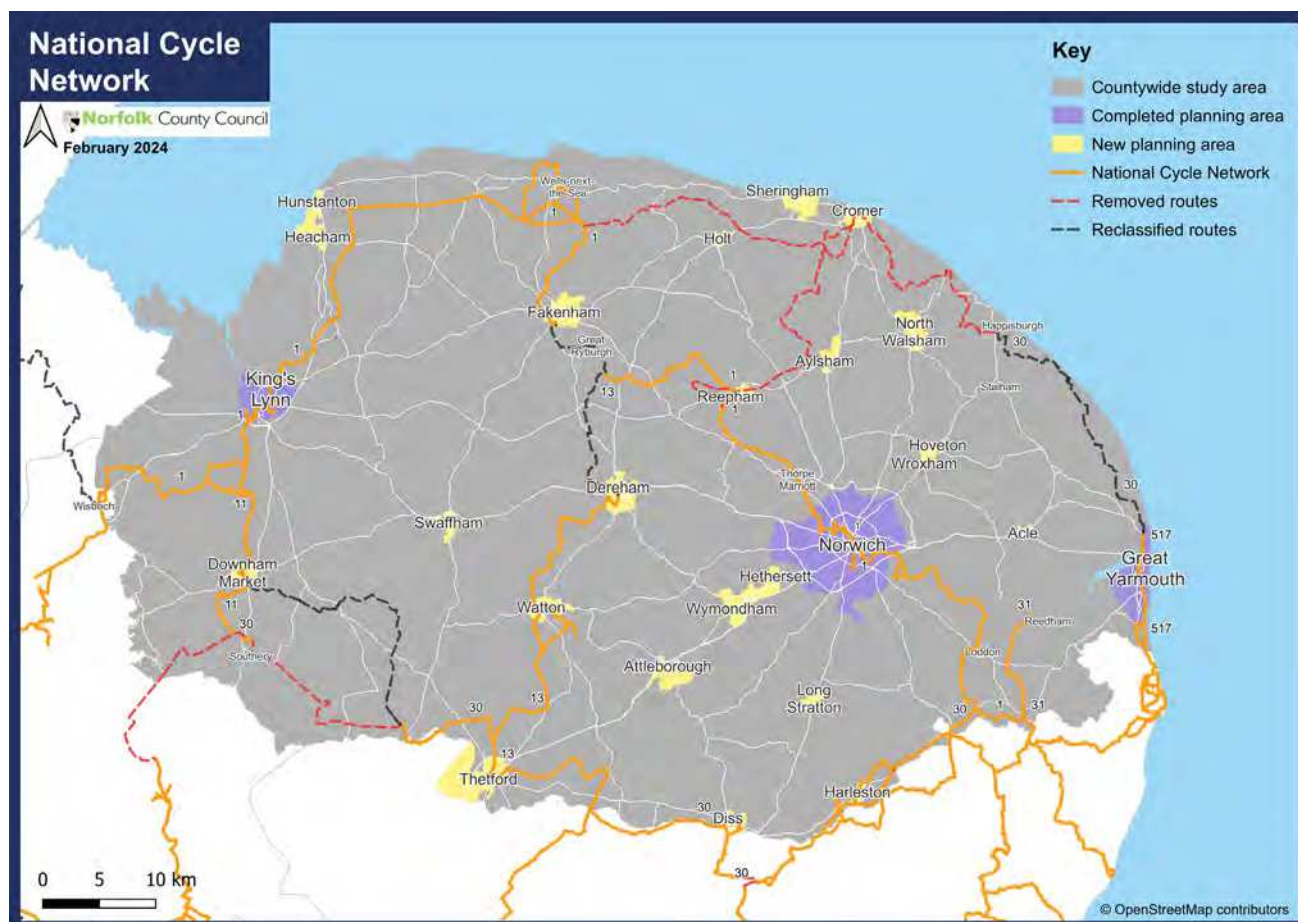
**Map 2:** Norfolk's Trails split by whether they allow walking, walking and cycling, or walking, cycling and horse-riding.



Potential improvement schemes within the Countywide LCWIP range from small scale changes to improve crossing points at busy junctions, wayfinding or surface condition improvements, to larger schemes which identify and deliver alternative safer routes or larger infrastructure improvements such as replacement boardwalks.

### National Cycling Network

The National Cycle Network is a network of over 26,000km of signed cycling and walking routes spanning the UK. It is used by people walking and cycling, as well as wheelchair users, joggers, and horse-riders. In 2017, the network passed within one mile of half of the UK population and carried an estimated 786 million walking and cycling trips<sup>iv</sup>.

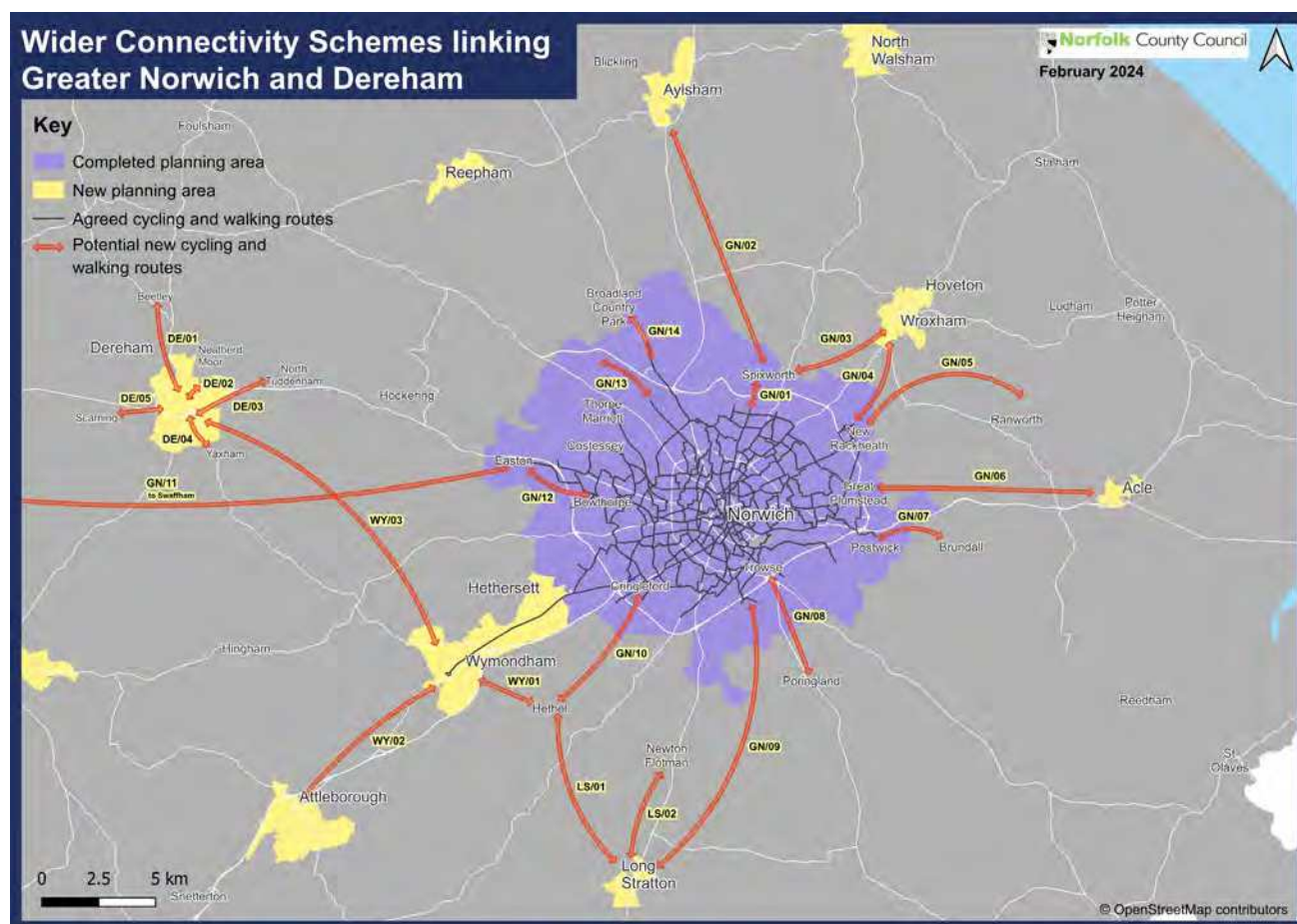


**Map 3:** Current National Cycle Network in Norfolk split by whether they are active, removed or reclassified routes.

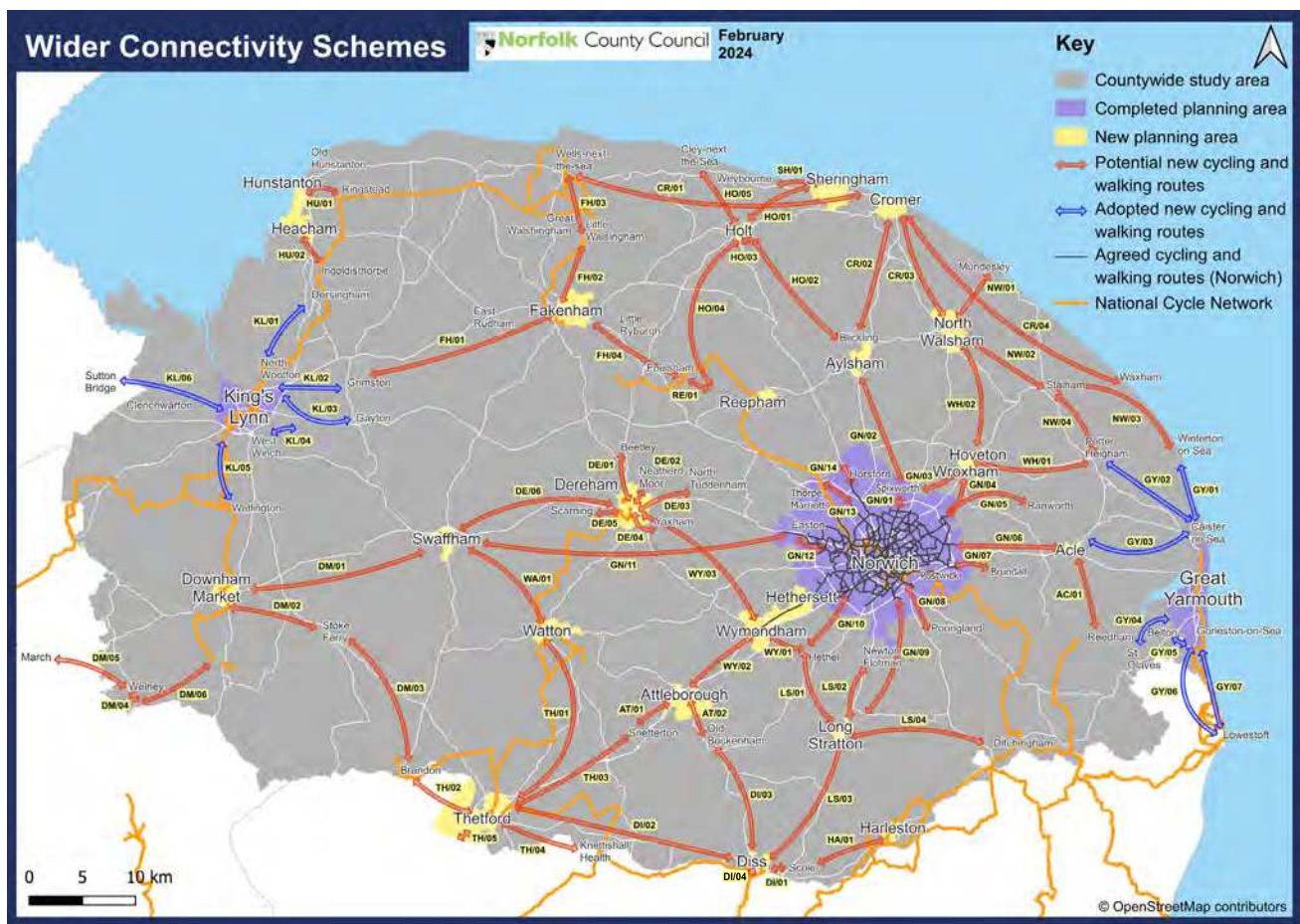
The charity, 'Sustrans', are the custodians of the National Cycle Network, and work with partners and stakeholders across the country, with the aim of making it easier for people to walk and cycle. Norfolk County Council are working with Sustrans as part of their network review to identify opportunities for improvements on the network.

## Wider Connectivity Routes

Wider connectivity schemes have also been identified which could create, or reinstate, walking, cycling and horse-riding routes in the county. These new routes have been identified through a review of local plans, policies and network audits.



**Map 4:** Potential and agreed cycling and walking routes linking Greater Norwich and Dereham with surrounding towns and villages.



**Map 5:** Potential and agreed cycling and walking routes linking towns and villages in Norfolk.

**The plan includes active travel network proposals for towns as well as proposals to enable wider connectivity across the county.**

8.

## Active Travel network proposals for towns in Norfolk

### ► Acle

#### i. Introduction

Acle is a market town situated between Norwich and Great Yarmouth, with a population of 2,788 in 2021. The town has a particularly high proportion of residents aged 65 or over who, in the same year, made up 26% of the population<sup>v</sup>.

Acle has around 1,300 houses, a figure which is set to grow with an allocation for the development of 120–150 houses at the Mill Lane site and the Springfield Road site in the east. This is expected to boost the number of residents and economically active population of Acle, which stood at 52% in 2021<sup>vi</sup>.

In 2021, driving by car or van was the preferred method of travel to work for residents aged 16+ at 57%. A further 5.5% of residents travelled by foot, 3.3% by bus or train and 1% cycled. Other methods accounted for 5.3% of journeys<sup>vi</sup>.

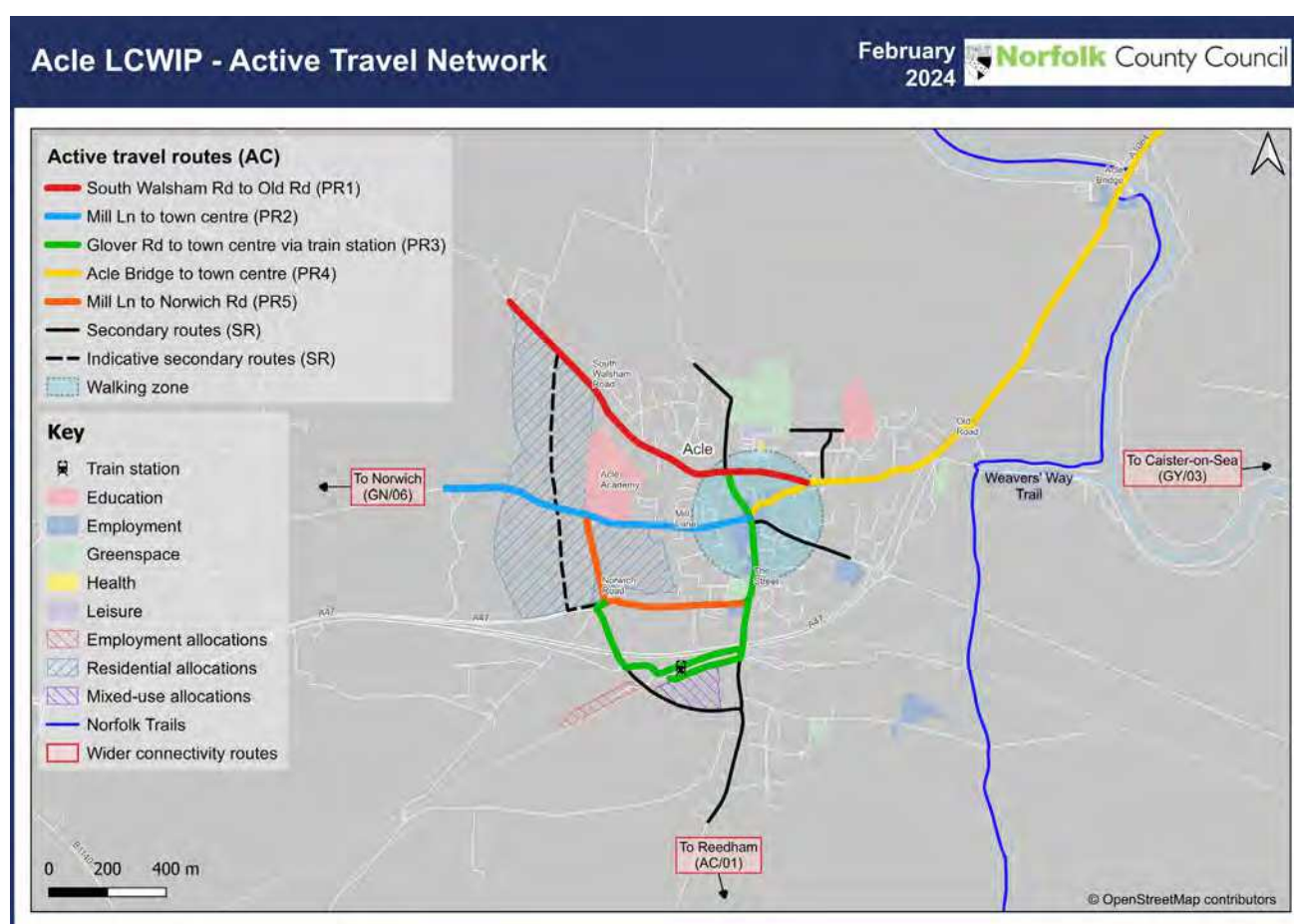
Acle train station is located in the south of the town and is accessible via the road and by foot. Weavers' Way is a walking, cycling and horse-riding Trail running north to south and is located a 5-minute walk east from the town centre, providing direct access to greenspace.



## ii. Active travel network

The priority active travel routes in Acle aim to improve connectivity by linking new and existing residential areas with public transport, central employment areas and greenspace via Weavers' Way. Secondary routes also enhance connectivity by linking residential areas in Acle with local schools and places of employment and recreation. The network embeds policies and proposals contained within the Acle Neighbourhood Plan 2015–2026.

The Acle Walking Zone study area includes the central employment area in the town centre and aligns with the Acle Neighbourhood Plan “Village Centre Development area” including The Street, Old Road and Bridewell Lane. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

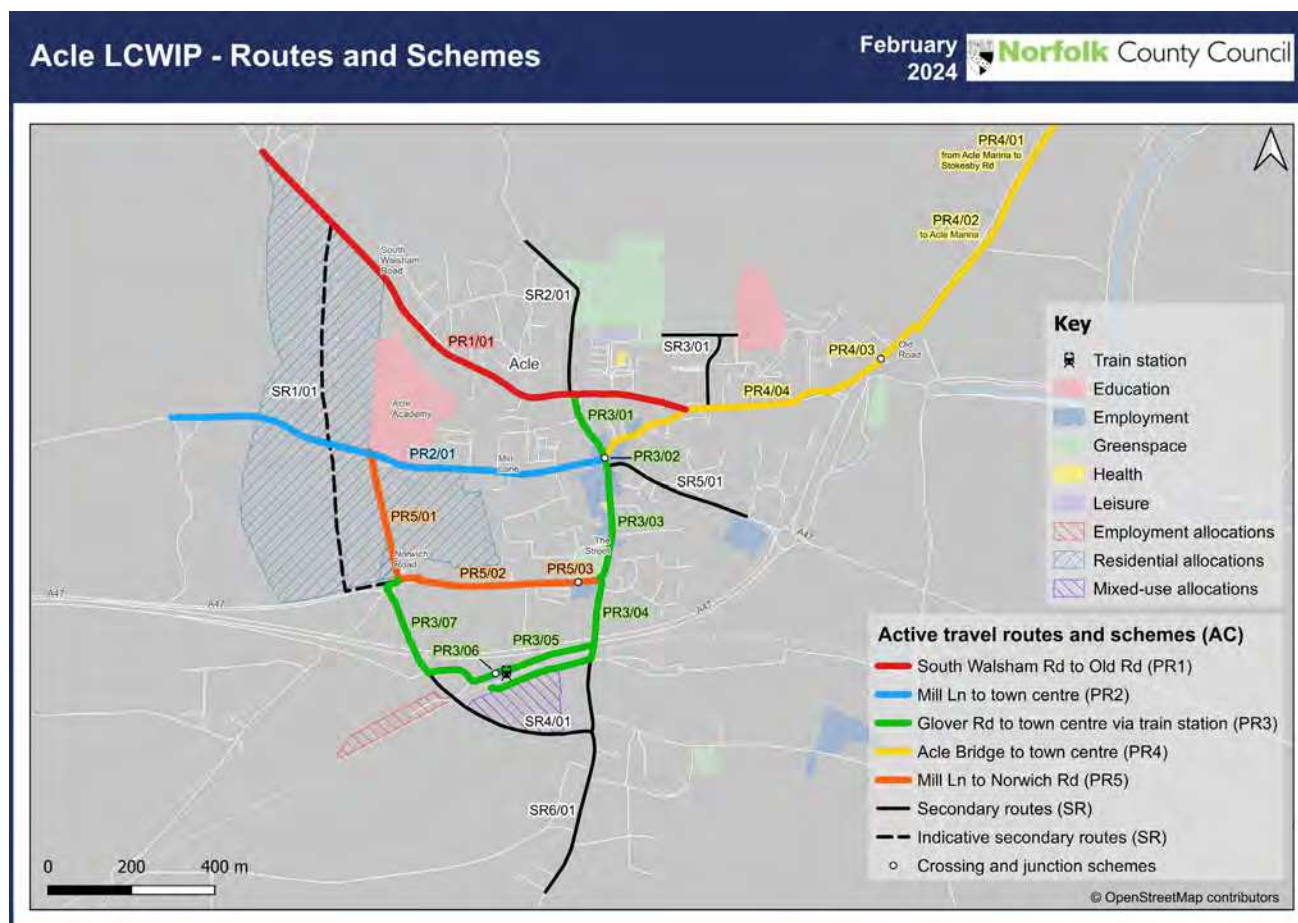


**Map 6:** Acle area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	South Walsham Road to Old Road	A 1.3km cycling and walking route linking new and existing residential areas in the northwest with Acle Academy and key services and employment areas in the town centre via South Walsham Road.
Route 2 (Blue)	Mill Lane to town centre	A 1.1km east to west linear cycling and walking route linking new and existing residential areas with the town centre, employment areas via Mill Lane and connecting to Jubilee Wood. This route could also include a link to Acle Academy.
Route 3 (Green)	Glover Road to town centre via train station	A 1.5km route linking new housing allocations on Glover Road with the train station as well as providing a direct link between the train station and town centre.
Route 4 (Yellow)	Acle Bridge to town centre	A 2.2km cycling and walking route linking the town centre with Acle Bridge and Stokesby Road. This route would include additional walking and cycling crossing points over the A1064 enabling improved access to Weavers' Way.
Route 5 (Orange)	Mill Lane to Norwich Road	A 0.8km direct cycling and walking link between new housing allocations on Glover Road, places of education and the town centre.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 7:** Acle active travel network and schemes.



## ► Attleborough

### i. Introduction

Attleborough is a market town located on the A11 between Norwich and Thetford, approximately 24km south of Dereham. In 2021, Attleborough had a population of 13,069 with 20% of residents aged 65 or over<sup>v</sup>.

The town is undergoing significant growth with a Sustainable Urban Extension (SUE) being built south of the train station. The SUE is a sustainability-focused development, which will deliver up to 4,000 new homes, two primary schools and a high street with shops, restaurants and community facilities. The site is expected to boost the economically active population of Attleborough, which stood at 60% in 2021<sup>vi</sup>.

In the same year, driving by car or van was the preferred method of travel to work for residents aged 16+ at 59%. A further 8% of residents travelled by foot, 1.9% by bus or train and 1.8% cycled. Other methods accounted for 4.6% of journeys<sup>vi</sup>.

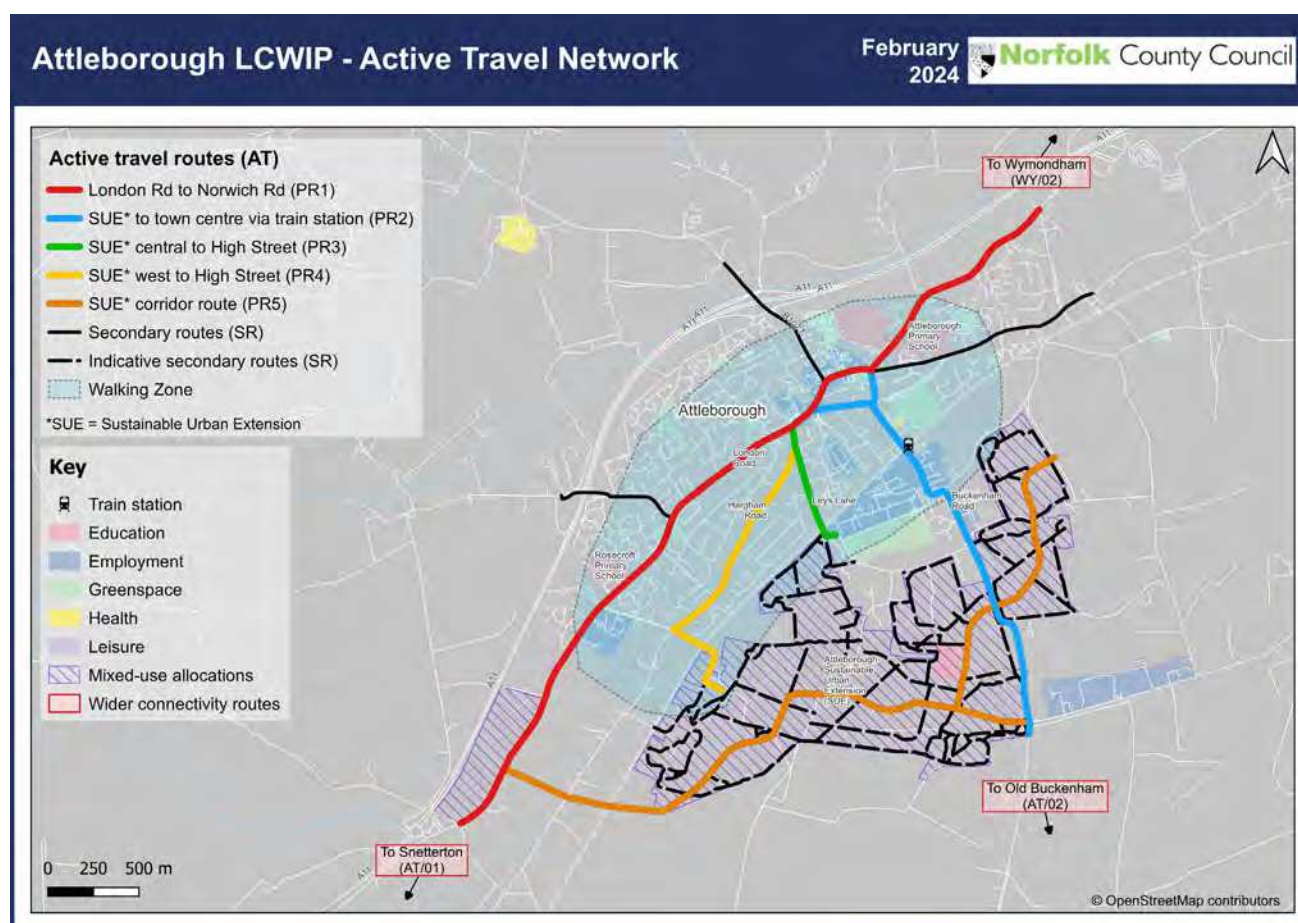
Attleborough has a train station providing links to Norwich, Peterborough, Cambridge, the Midlands and the North West. Bus services allow travel to Wymondham and Norwich. The town currently has no active travel options to surrounding towns and greenspaces.

## ii. Active travel network

The active travel network developed for Attleborough aligns with proposals outlined within the Attleborough Town Delivery Plan 2021–2031, Attleborough Town Centre Transport Study 2013, Attleborough Neighbourhood Plan 2016–2036, Attleborough Smarter Choices Study 2012 and Attleborough Link Road Concept Options Report 2013.

The priority active travel routes aim to create a linear north to south route providing connectivity between existing residential areas along Norwich and London Road and central services, employment areas and places of education. A network of priority and secondary routes will also provide connectivity between residential areas, including housing areas in the SUE, as well as central services, public transport and places of education and employment.

The Attleborough Walking Zone study area incorporates Attleborough Academy and Primary School in the north, the town centre, central employment areas and the train station as well as connectivity with the SUE and areas of new employment in the south on London Road. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

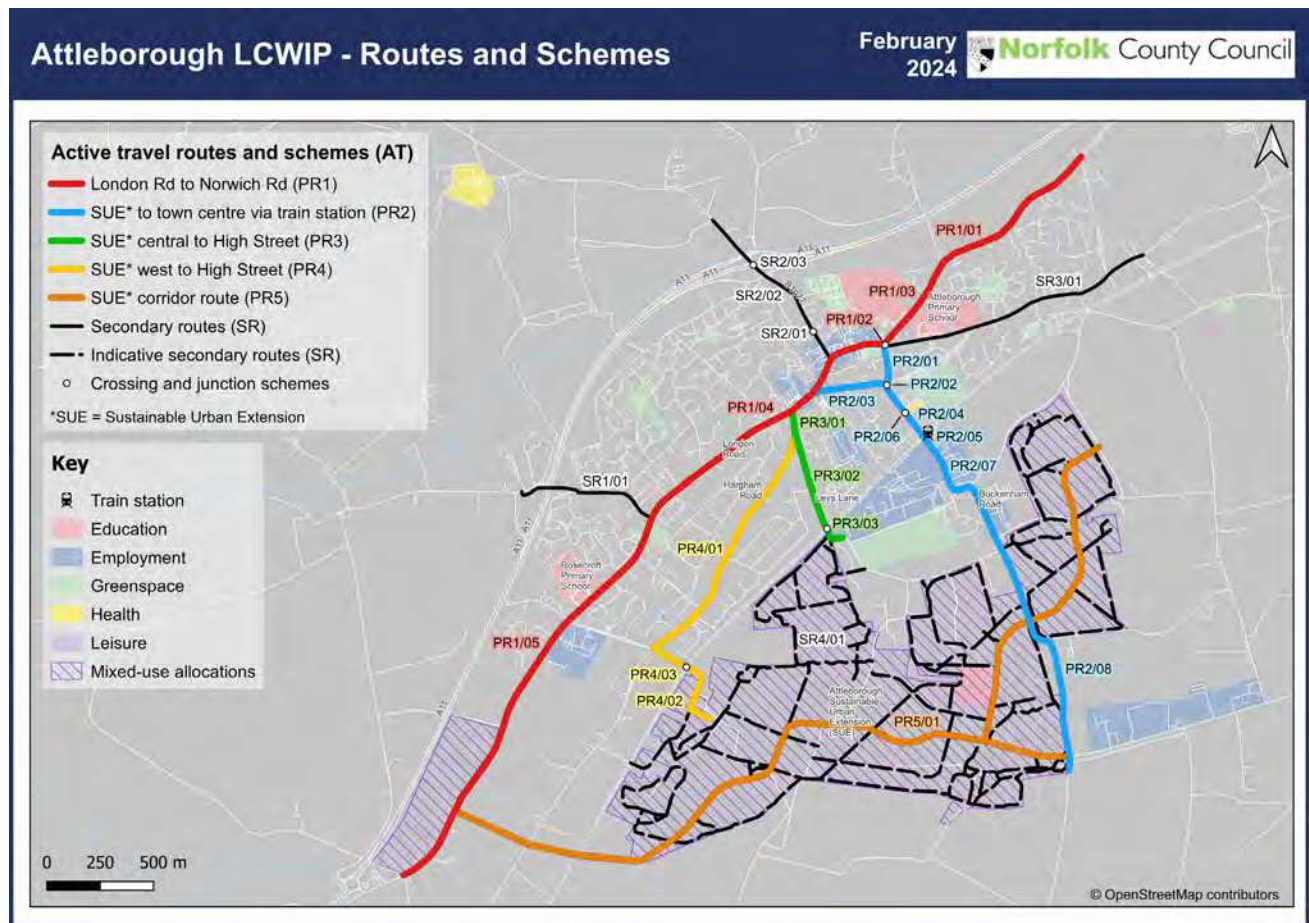


**Map 8:** Attleborough area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	London Road to Norwich Road	A 4.8km linear cycling and walking route connecting new residential and employment areas in the southwest with the town centre and central employment areas via London Road. This route also links with Rosecroft Primary School on London Road as well as Attleborough Academy on London Road.
Route 2 (Blue)	Sustainable Urban Extension (SUE) to town centre via train station	A 2.3km route connecting residential areas within the SUE with employment areas on Maurice Gaymer Road, greenspace at Gaymers Park as well as public transport, central services and places of employment in the town centre.
Route 3 (Green)	Sustainable Urban Extension (SUE) central to High Street	A 0.7km route connecting residential areas in the SUE with employment areas on Maurice Gaymer Road and key services and employment areas in the town centre via Leys Lane. Leys Lane has been identified as a crossing point over the railway line for the SUE.
Route 4 (Yellow)	Sustainable Urban Extension (SUE) west to High Street	A 1.6km cycling and walking route connecting residential areas in the SUE with central services and employment areas in the town centre via Flowers Lane and Hargham Road. Flowers Lane has been identified as a crossing point over the railway line for the SUE.
Route 5 (Orange)	Sustainable Urban Extension (SUE) corridor route	A 5km corridor route to enable cycling, walking and wheeling connectivity with and within in the SUE. The route will provide access to central services within the SUE and to residential, education and employment areas. The route will also connect to housing and employment allocations in the south of Attleborough via London Road.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 9:** Attleborough active travel network and schemes.

## ► Aylsham

### i. Introduction

Aylsham is a historic market town situated 19km north of Norwich on the west side of the A140. In 2021, the population stood at 8,936, with 26% of residents aged 65 or over<sup>v</sup>. The town has a new housing and employment allocation, which is expected to boost employment in the area. In 2021, 52% of residents were in employment or looking for work<sup>vi</sup>.

In the same year, driving by car or van was the preferred method of travel to work for residents aged 16+ at 56%. A further 6.5% of residents travelled by foot, 1.5% by bus or train and 2.3% cycled. Other methods accounted for 3.6% of journeys<sup>vi</sup>.

There are no current public transport hubs in Aylsham and the Regional Cycle Network, which previously connected directly into the town centre from the northwest, was decommissioned following a review in July 2021.

However, Aylsham is well connected with the Norfolk Trails network. Weavers' Way is a walking, cycling and horse-riding Trail running along the north of the town, linking with Blickling and Cromer in the north and with North Walsham in the east. To the south, Marriott's Way, which is also a walking, cycling and horse-riding Trail, connects with Reepham in the west. Lastly, the Bure Valley Path (walking and cycling only) links with Hoveton and Wroxham in the east.

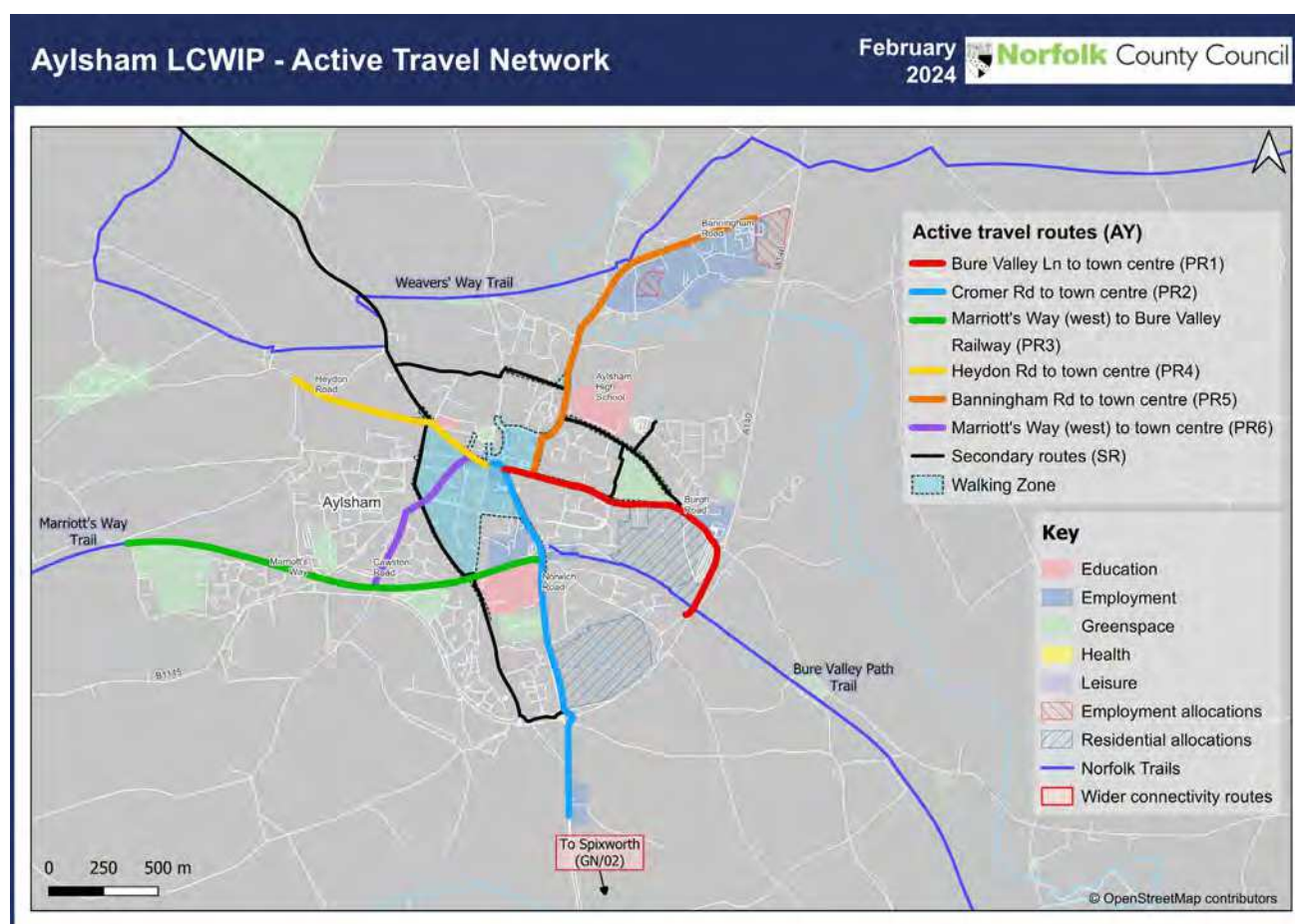


## ii. Active travel network

The priority active travel routes aim to improve connectivity in Aylsham by enabling cycling and walking between new and existing residential areas and creating links with central services, employment areas and schools. They also aim to connect to the existing cycling and walking Trails network.

The network is further supported by secondary routes across the town, as well as a Walking Zone. The Walking Zone study area covers central areas which see high levels of footfall as well as places of education and employment. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

The active travel network developed for Aylsham aligns with proposals from the Aylsham Network Improvement Strategy 2020, Aylsham Town Council Transport Strategy 2022, Aylsham Neighbourhood Plan 2018–2038 and Aylsham Cittaslow report.



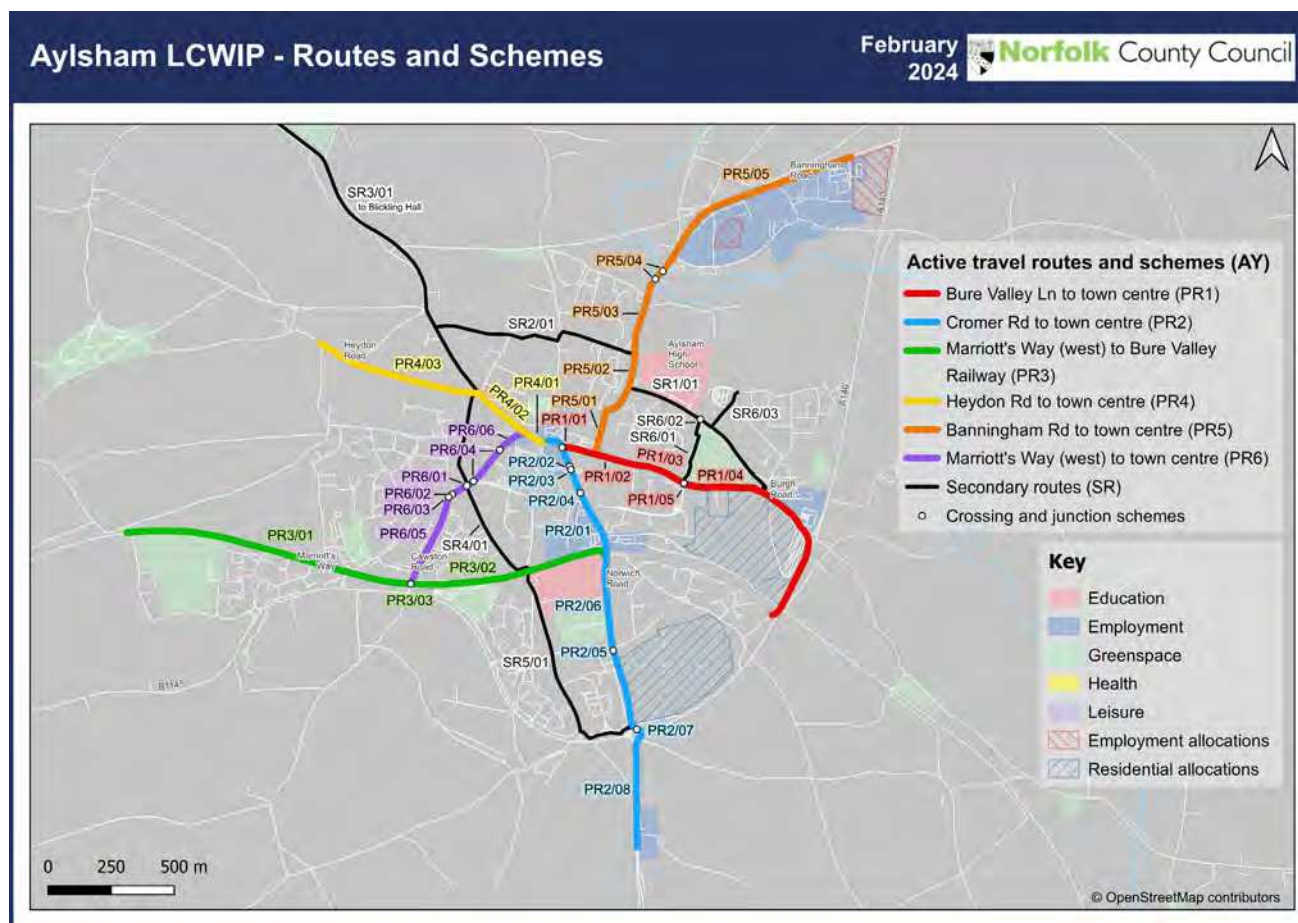
**Map 10:** Aylsham area map showing the current active travel network and LCWIP network.



### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Bure Valley Lane to town centre	A 1.4km route connecting the Bure Valley Path with the town centre via Burgh Road and providing access to Aylsham Recreation Ground.
Route 2 (Blue)	Cromer Road to town centre	A 1.7km route joining up the wide segregated walking and cycling path on Norwich Road to Aylsham town centre along Norwich Road, intersecting Marriott's Way and the Bure Valley Path.
Route 3 (Green)	Marriott's Way (west) to Bure Valley Railway	A 1.9km section of Marriott's Way, identified for Trail scheme improvements. This section of Marriott's Way begins at the intersection of Green Lane and Marriott's Way and ends at the Bure Valley Railway (Aylsham station).
Route 4 (Yellow)	Heydon Road to town centre	A 1km route heading westerly from Aylsham town centre to provide access to greenspace and to connect to the Blickling Mausoleum Loop via Heydon Road.
Route 5 (Orange)	Banningham Road to town centre	A 1.7km route heading northeast out of Aylsham, crossing the River Bure and ending at the large employment and industrial area in northeast Aylsham.
Route 6 (Purple)	Marriott's Way (west) to town centre	This 0.8km route connects Marriott's Way with Aylsham town centre via Jewels Lane track and Cawston Road. Beginning at the Historic Pump House in the north, the route takes in a mixture of residential and businesses before connecting to Marriott's Way via a public right of way on Jewels Lane.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 11:** Aylsham active travel network and schemes.

## ► Cromer

### i. Introduction

Cromer is a Victorian resort town located east of Sheringham on the North Norfolk Coast. In 2021, the population stood at 4,992, with 33% of residents aged 65 or over<sup>v</sup>. In the same year, 43% of residents were in employment or looking for work<sup>vi</sup>. The figure is set to increase in coming years as several areas have been allocated for employment or residential development.

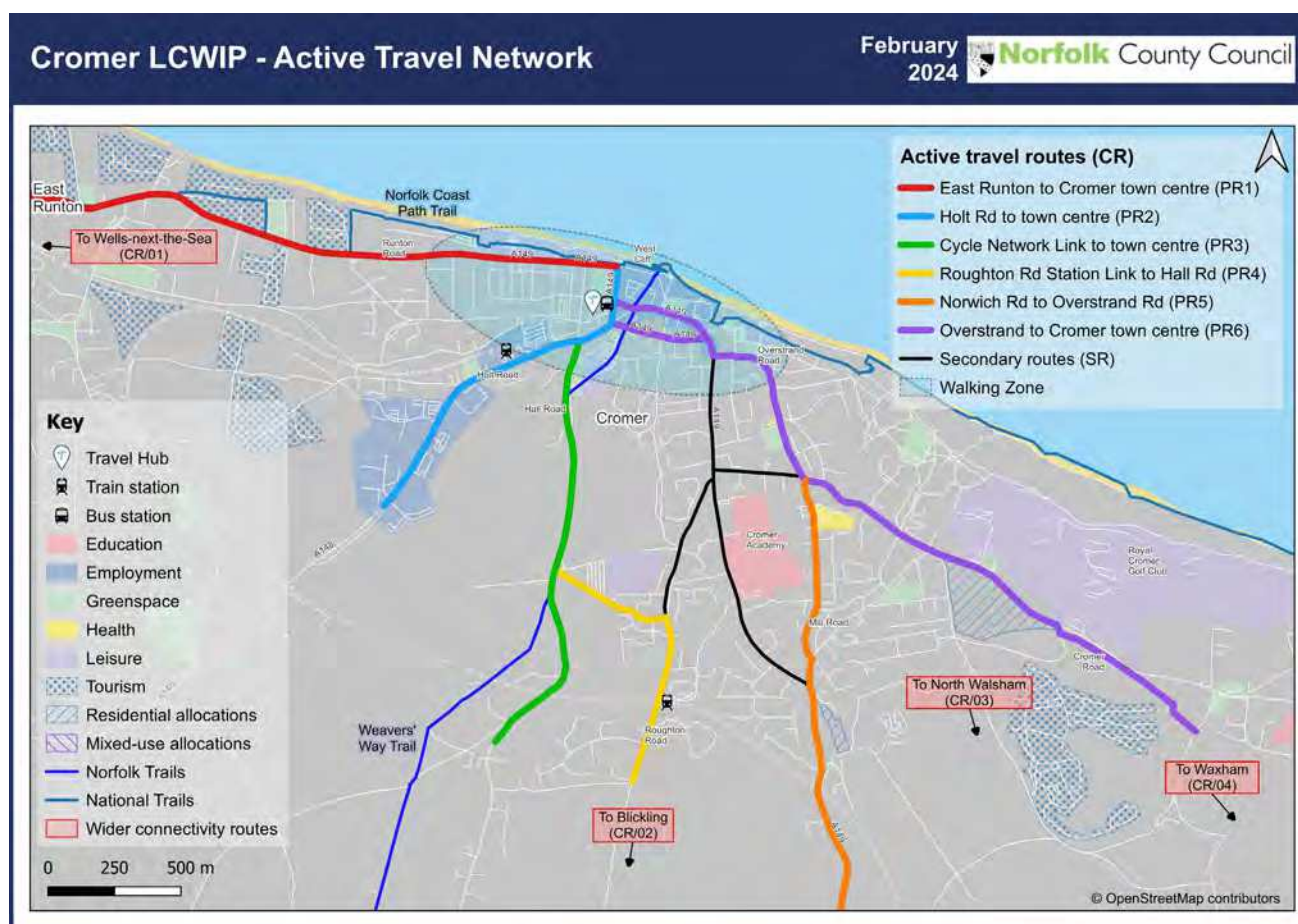
In 2021, driving by car or van was the preferred method of travel to work for residents aged 16+ at 44%. A further 22.1% of residents travelled by foot, 3.2% by bus or train and 2.2% cycled. Other methods accounted for 4.7% of journeys<sup>vi</sup>.

Public transport in Cromer offers travel to Norwich and Sheringham by train and by bus. Active travel routes include Paston Way, a walking and cycling Trail, and the Norfolk Coast Path and Weavers' Way, which allow walking, cycling and horse-riding. All Trails link into the centre of the town. The Regional Cycle Network, which previously provided cycling connectivity with Holt, Aylsham and Stalham, was decommissioned following a cycling network review in July 2021.

## ii. Active travel network

The priority active travel routes in Cromer aim to improve connectivity by enabling short and long-term visitors and residents to access central employment areas, local attractions, schools and public transport. The network also provides cycling and walking links to connect people with greenspace and surrounding areas, as well as secondary routes which help link residential areas in the southeast of the town with the rest of the network. The network embeds policies and proposals contained within the Cromer Market Town Land Use & Transport Strategy Report 2008.

The Walking Zone study area within Cromer includes the busy seafront area along Runton Road, services in the centre and routes to the train station on Holt Road and to the bus station on Cadogan Road. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



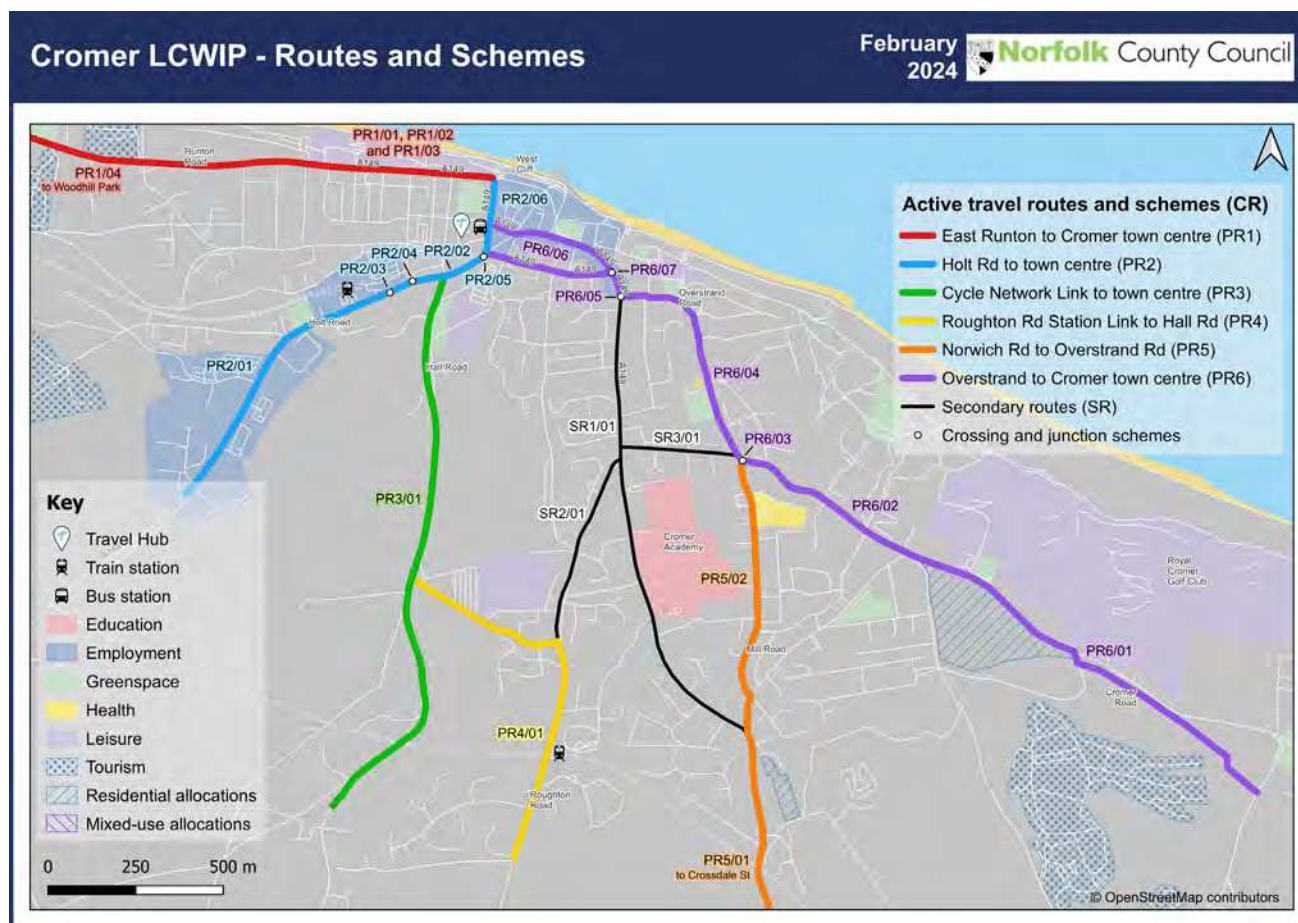
**Map 12:** Cromer area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	East Runton to Cromer town centre	A 2.5km route linking tourism areas with the town centre via Cromer Road.
Route 2 (Blue)	Holt Road to town centre	A 1.4km route connecting employment areas, Cromer train station and the bus station and Travel Hub with the town centre.
Route 3 (Green)	Cycle Network Link to town centre	A 1.7km route to enhance the existing cycle network to provide access to greenspace and leisure facilities via Hall Road.
Route 4 (Yellow)	Roughton Road Station Link to Hall Road	A 1.1km route to linking Roughton Road train station, new and existing residential areas in the south with Hall Road. The route will utilise the existing segregated cycling and walking path between Roughton Road and Hall Road.
Route 5 (Orange)	Norwich Road to Overstrand Road	A 1.6km route linking new and existing residential areas with health services and central employment areas.
Route 6 (Purple)	Overstrand to Cromer town centre	A 2.9km route linking new and existing residential areas with key services in the town centre. There is an opportunity to extend the route to enable wider connectivity with Overstrand.



Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 13:** Cromer active travel network and schemes.



## ► Dereham

### **i. Introduction**

The town of Dereham is situated 19km east of Swaffham and 27km west of Norwich along the A47. In 2021, the population stood at 19,259 with 21% of residents aged 65 or over<sup>v</sup>. Several areas have been allocated for residential and/or employment development, which is expected to boost the number of residents and the economically active population of Dereham, which stood at 56% in 2021<sup>vi</sup>.

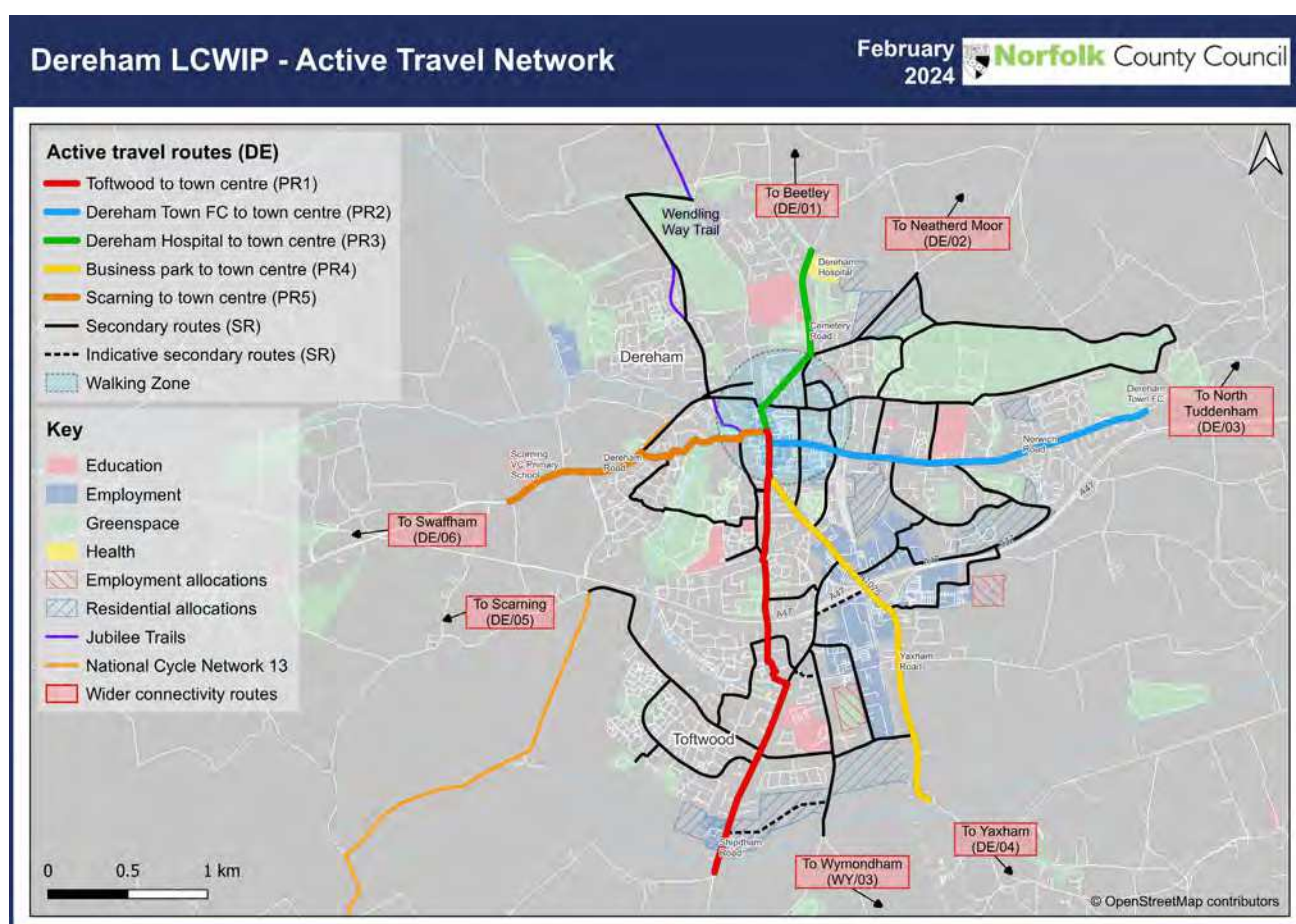
In the same year, driving by car or van was the preferred method of travel to work for residents aged 16+ at 61%. A further 9.7% of residents travelled by foot, 2.3% by bus or train and 2.2% cycled. Other methods accounted for 5.4% of journeys<sup>vi</sup>.

Dereham does not have a passenger train station. However, bus routes provide links all over the county and National Cycle Network Route 13 runs through the centre of the town providing access to the employment areas and greenspace. The walking trail The Wendling Way was completed in 2023 and connects Dereham with Gressenhall and the walking Trails of Wensum Way and Nar Valley Way.

## ii. Active travel network

The priority active travel routes in Dereham aim to improve connectivity by linking new and existing residential areas with central employment areas and key services as well as health services, schools and greenspace. Connectivity is further enhanced by a network of secondary routes across the town. The network schemes align with proposals from the Dereham Network Improvement Strategy 2019 and Dereham's Town Delivery Plan 2021–2031.

The Walking Zone study area within Dereham includes busy pedestrian routes within and leading to the central employment area. Market Place, Church Street, Theatre Street, Wellington Road, Norwich Street and High Street are all included. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

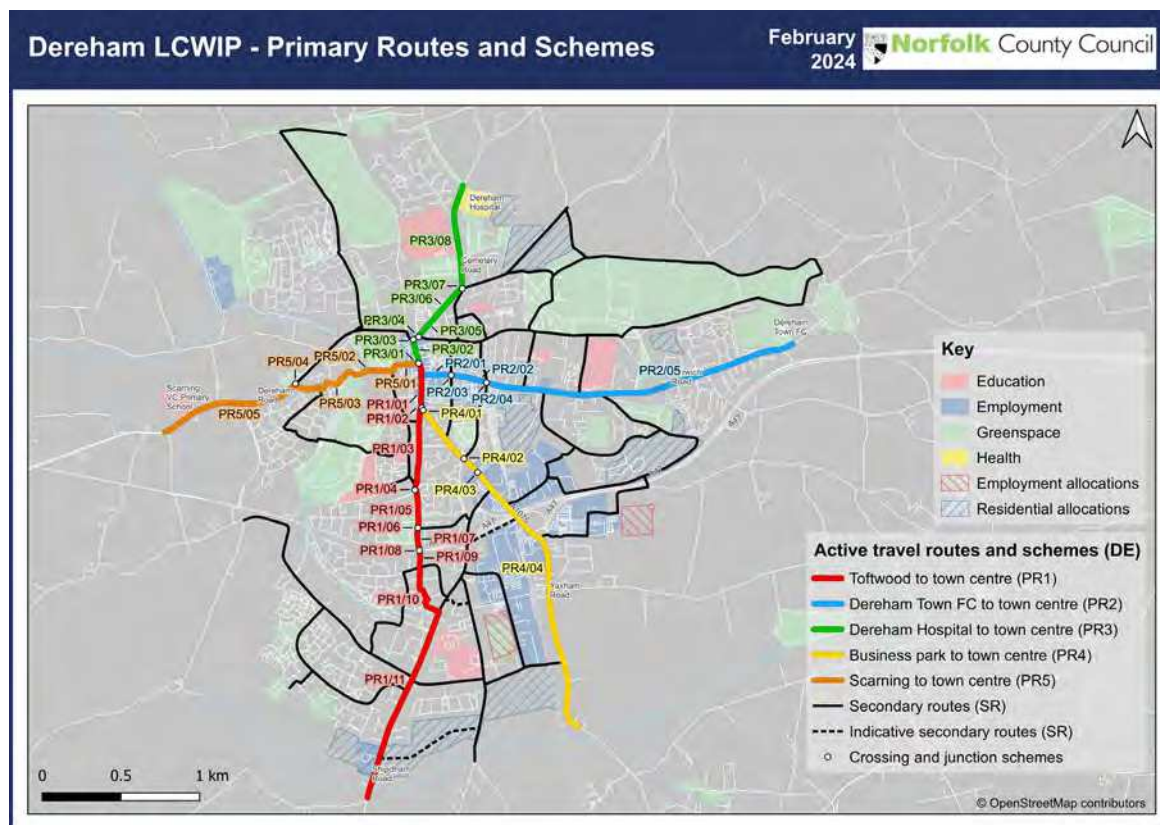


**Map 14:** Dereham area map showing the current active travel network and LCWIP network.

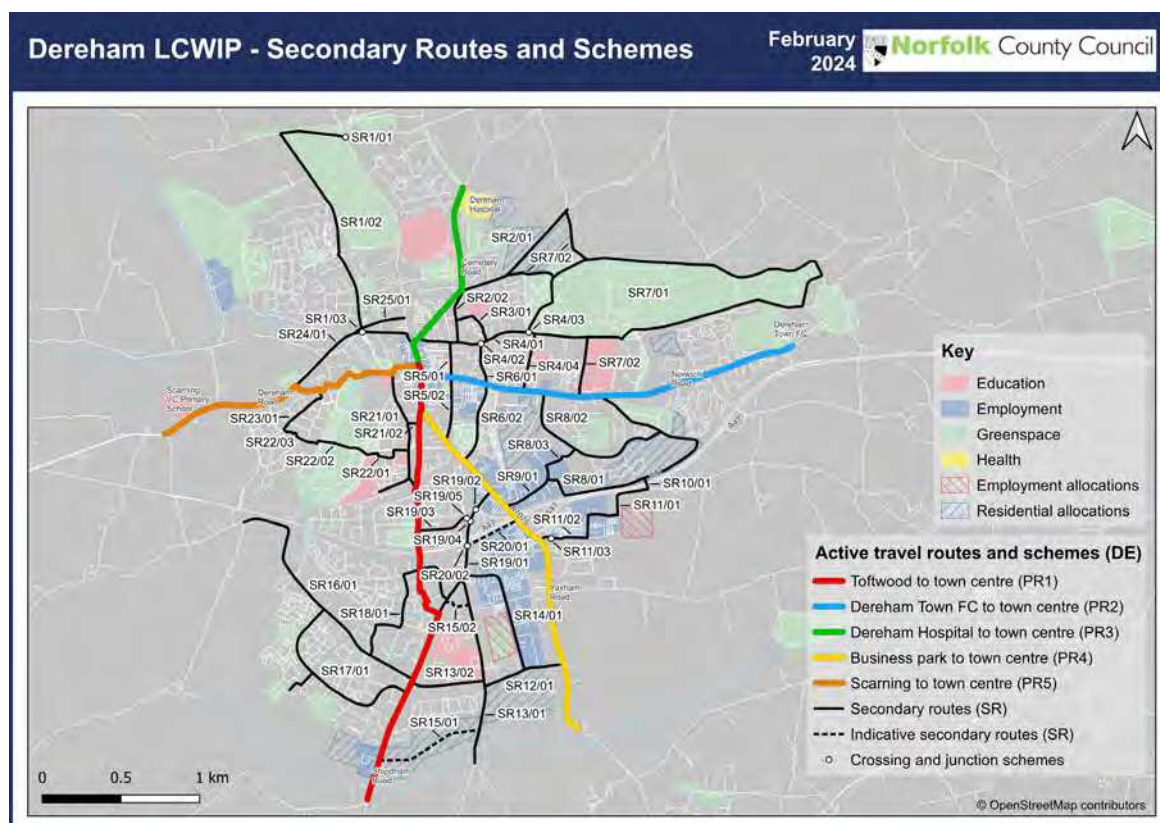
### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Toftwood to town centre	A 2.9km route along Baxter Row, Southend, along a section of the National Cycle Network and through Toftwood. The route provides access to recreational facilities and to education; Grove House Infant and Nursery School, Dereham Church of England Junior Academy, Fred Nicholson School and Toftwood Junior School. This would be the primary cycling and walking route for residents of Toftwood and the new development to the south.
Route 2 (Blue)	Dereham Town FC to town centre	A 2.5km route along Norwich Street and Norwich Road from the town centre to Dereham Town FC. The route provides access to recreation, education, including Dereham Neatherd High School and Neatherd Moor, and access to employment sites along Norwich Street and to the new development off Norwich Road.
Route 3 (Green)	Dereham Hospital to town centre	A 1.3km route along High Street, Theatre Street and Cemetery Road from the town centre to Dereham Hospital. The route provides access to recreation and education facilities, including Dereham Northgate High School and Dereham Golf Club, and to the new developments adjacent to Swanton Road.
Route 4 (Yellow)	Business park to town centre	A 2.4km route along London Road and Yaxham Road connecting the town centre to key employment areas, including the industrial estates of Yaxham Road and Rash's Green, the Business Hub and Breckland Council. The route also provides access to the new development to the south of Dereham.
Route 5 (Orange)	Scarning to town centre	A 1.8km route along Church Street, Washbridge, Lucy's Meadow and Dereham Road. The route provides access to the education facilities of Dereham Infant School and Scarning Primary School and provides access to recreation such as Lucy's Meadow. It also provides cycling and walking access to the town centre for residents living in the west of Dereham.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 15:** Dereham active travel primary route network and schemes.



**Map 16:** Dereham active travel secondary route network and schemes.



## ► Diss

### **i. Introduction**

Diss is a town located 40km south of Norwich on the A140. In 2021, the population stood at 10,920 with 22% of residents aged 65 or over<sup>v</sup>. The number of residents is set to increase in coming years with the allocation of new housing developments. Employment levels are also likely to rise – in 2021, the economically active population of Diss stood at 57%<sup>vi</sup>.

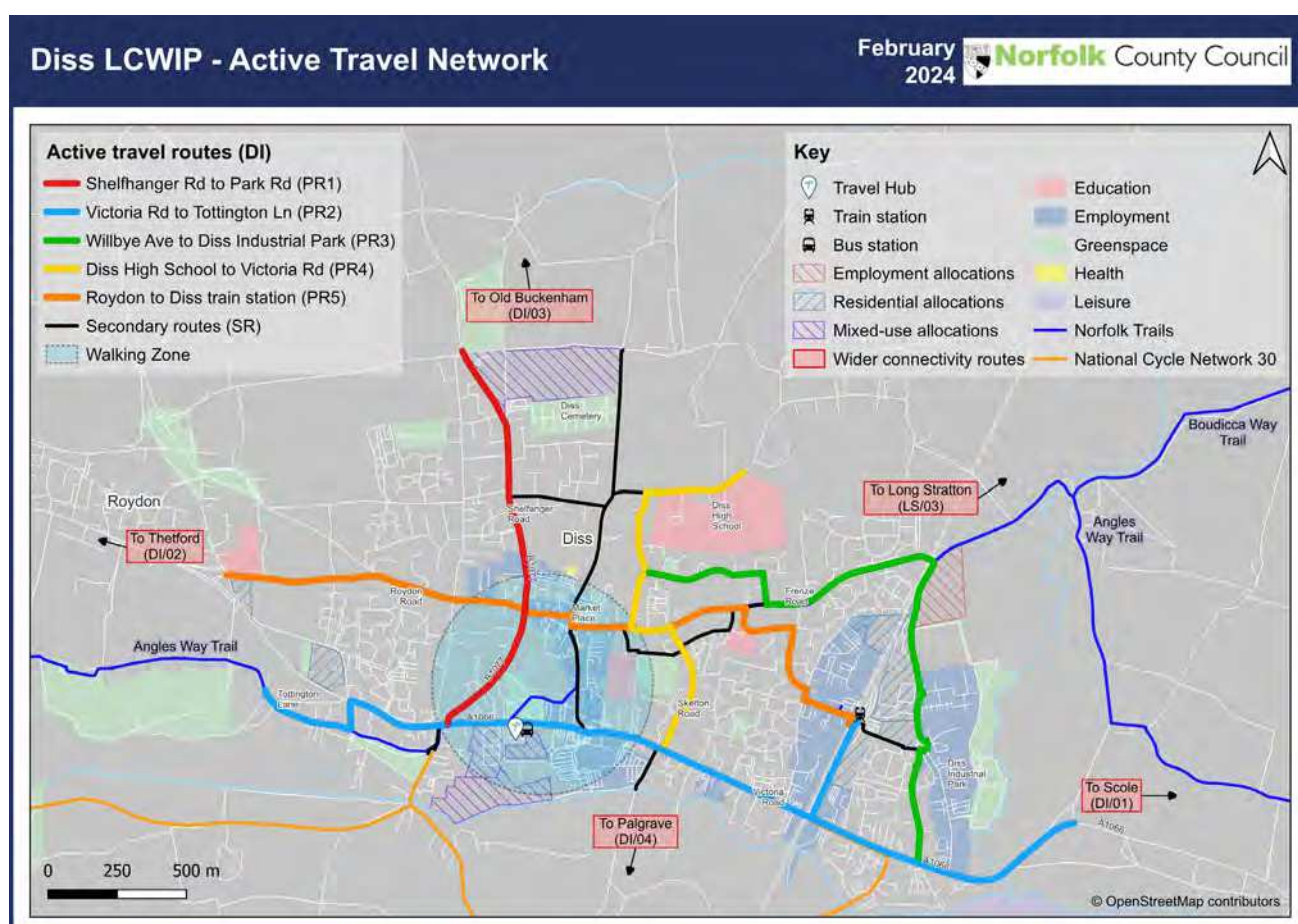
In the same year, driving by car or van was the preferred method of travel to work for those aged 16+ at 55%. A further 11.8% of residents travelled by foot, 1.5% by bus or train and 3% cycled. Other methods accounted for 6.3% of journeys<sup>vi</sup>.

Diss train station provides rail services to Norwich and London allowing people to commute to work by train. Two walking Trails also connect to Diss: Boudicca Way, which heads north and terminates in Norwich and Angles Way which links east to west from Great Yarmouth to Thetford. National Cycle Network Route 30 also links with Diss via Denmark Street and connects with rural locations in Suffolk and to Thetford via National Cycle Network Route 13.

## ii. Active travel network

A network of priority and secondary active travel routes in Diss aim to improve connectivity by linking new and existing residential areas with central employment areas, schools, health services and public transport services. The network also allows access to greenspace via direct links to Angles Way in the east and west of the town and to the National Cycle Network in the south. The network schemes align with the Diss & District Neighbourhood Plan 2021–2038 and the Diss Network Improvement Strategy 2020.

The Diss Walking Zone study area includes the central employment area in the town centre as well as the bus station and Travel Hub on Park Road. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



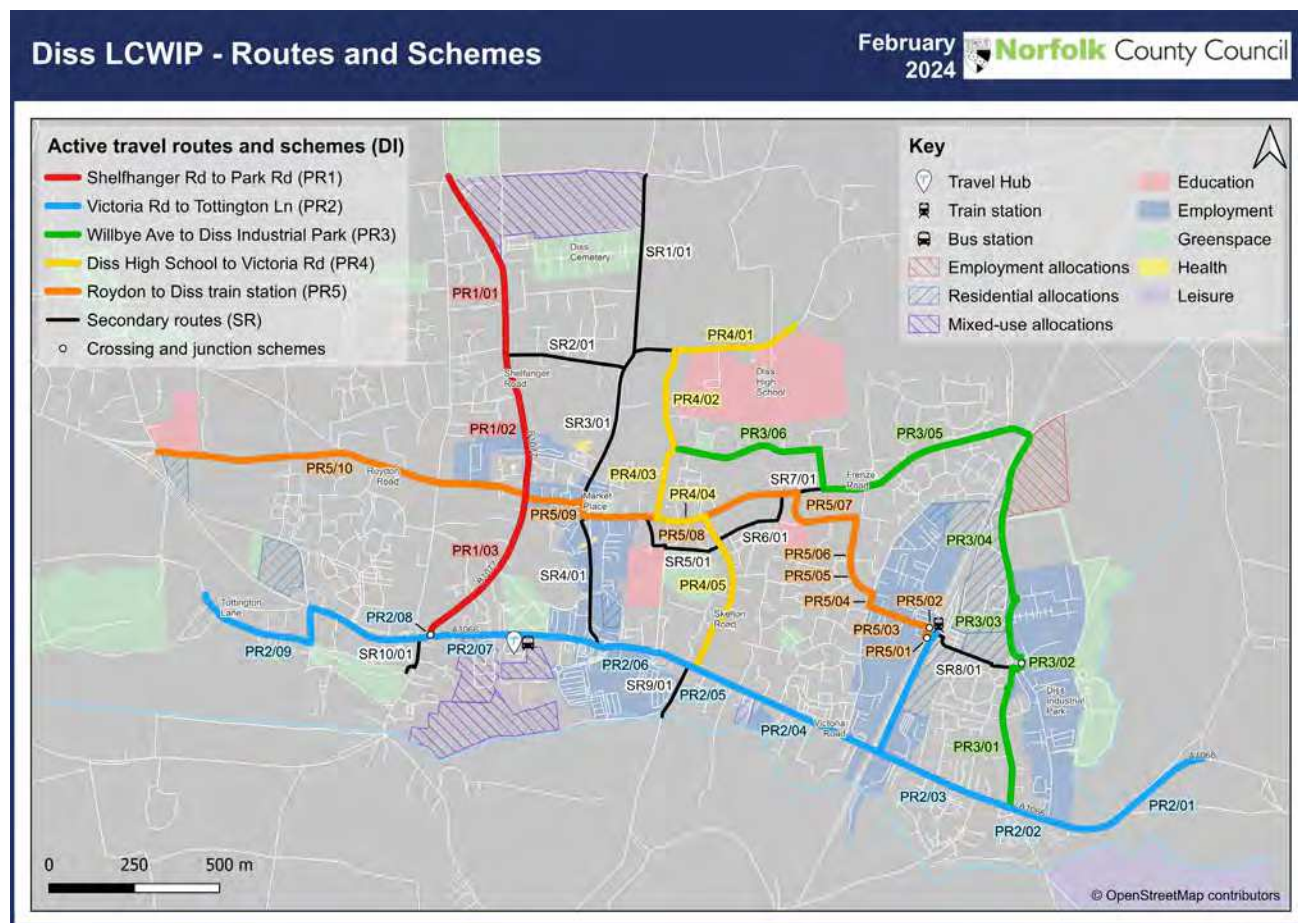
**Map 17:** Diss area map showing the current active travel network and LCWIP network.



### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Shelfanger Road to Park Road	A direct north to south 1.5km route using Shelfanger Road and Denmark Street (B1077) providing connectivity to new developments and greenspace at the most northerly point of Diss. The route also joins with links to central Diss via St Nicholas Street and Park Road and terminates near the National Cycle Route 30 on Denmark Street.
Route 2 (Blue)	Victoria Road to Tottington Lane	A 3.7km lateral east to west route providing residents with access to public transport, employment areas (Diss Business Park and town centre) and central key services including supermarkets and leisure facilities. The route also connects with National Cycle Network route 30 on Denmark Street.
Route 3 (Green)	Willbye Avenue to Diss Industrial Park	A 2.4km route from the southeast of Diss, where Mission Road meets the A1066. The route heads north up Walcot Green, intersects Angles Way and turns west onto Frenze Hall Road, taking in Willbye Avenue. The route connects residential areas with the new and existing employment area in the east and provides a link with Diss High School.
Route 4 (Yellow)	Diss High School to Victoria Road	A 1.5km north to south route connecting residential areas with Diss High School on Walcot Road. The route also connects to Victoria Road (A1066) via Uplands Way and Skelton Road.
Route 5 (Orange)	Roydon to Diss train station	A 2.7km route connecting new and existing residential areas with central services, places of education and public transport.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 18:** Diss active travel network and schemes.

## ► Downham Market

### i. Introduction

Downham Market is a market town situated 18km south of King's Lynn on the edge of the Fens. In 2021, the population stood at 11,349 with 17% of residents aged 65 or over<sup>v</sup>. The population is set to increase in coming years with the allocation of new employment and residential developments which aim to boost employment levels. In 2021, the number of economically active people stood at 57%<sup>vi</sup>.

In the same year, driving by car or van was the preferred method of travel to work for residents aged 16+ at 53%. A further 13.7% of residents travelled by foot, 4% by bus or train and 0.9% cycled. Other methods accounted for 6.1% of journeys<sup>vi</sup>.

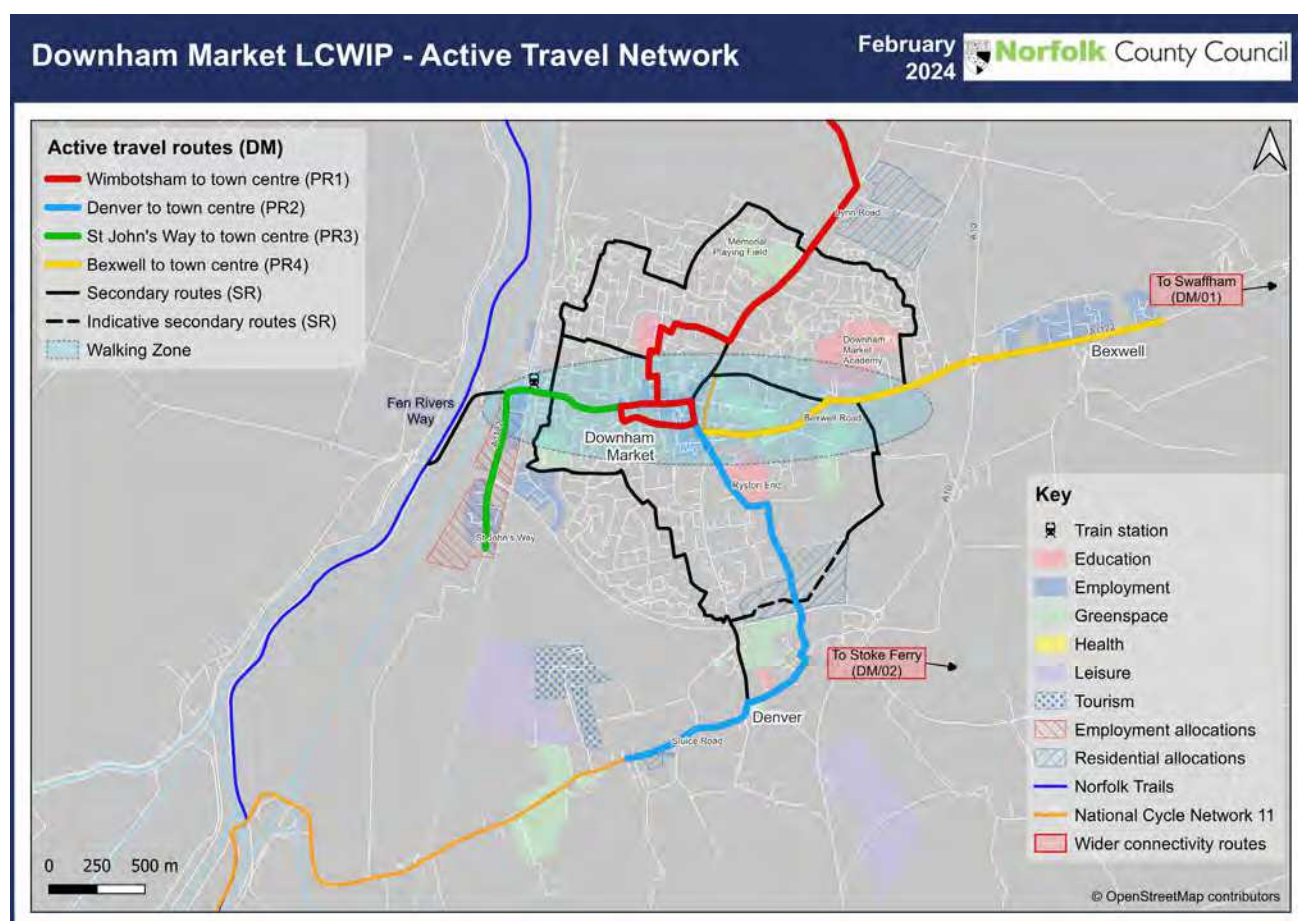
The town has a central bus station and a train station which provide rail links to King's Lynn, Cambridge and London. Fen Rivers Way is a walking Trail which runs to the west of Downham Market and is accessible from Bridge Road via a public right of way, making it a 5-minute walk from the train station. National Cycle Route 11 also connects directly with the town centre and links up Wimbotsham in the north and Denver in the south. The cycle route also joins Fen Rivers Way at Sluice Road.

## ii. Active travel network

The priority active travel routes for Downham Market aim to link new and existing residential areas with central services, employment areas and greenspace. The network incorporates the existing National Cycle Network which runs through the town centre, as well as a network of secondary routes which create a circular loop round the town and provide connectivity to residential areas.

The Walking Zone study area in Downham Market covers central employment and education areas, which see high levels of footfall and it extends westward to include the train station. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

The network for Downham Market embeds policies and proposals contained within the Downham Market Network Improvement Strategy 2020 and the Downham Market Neighbourhood Plan 2022–2042.



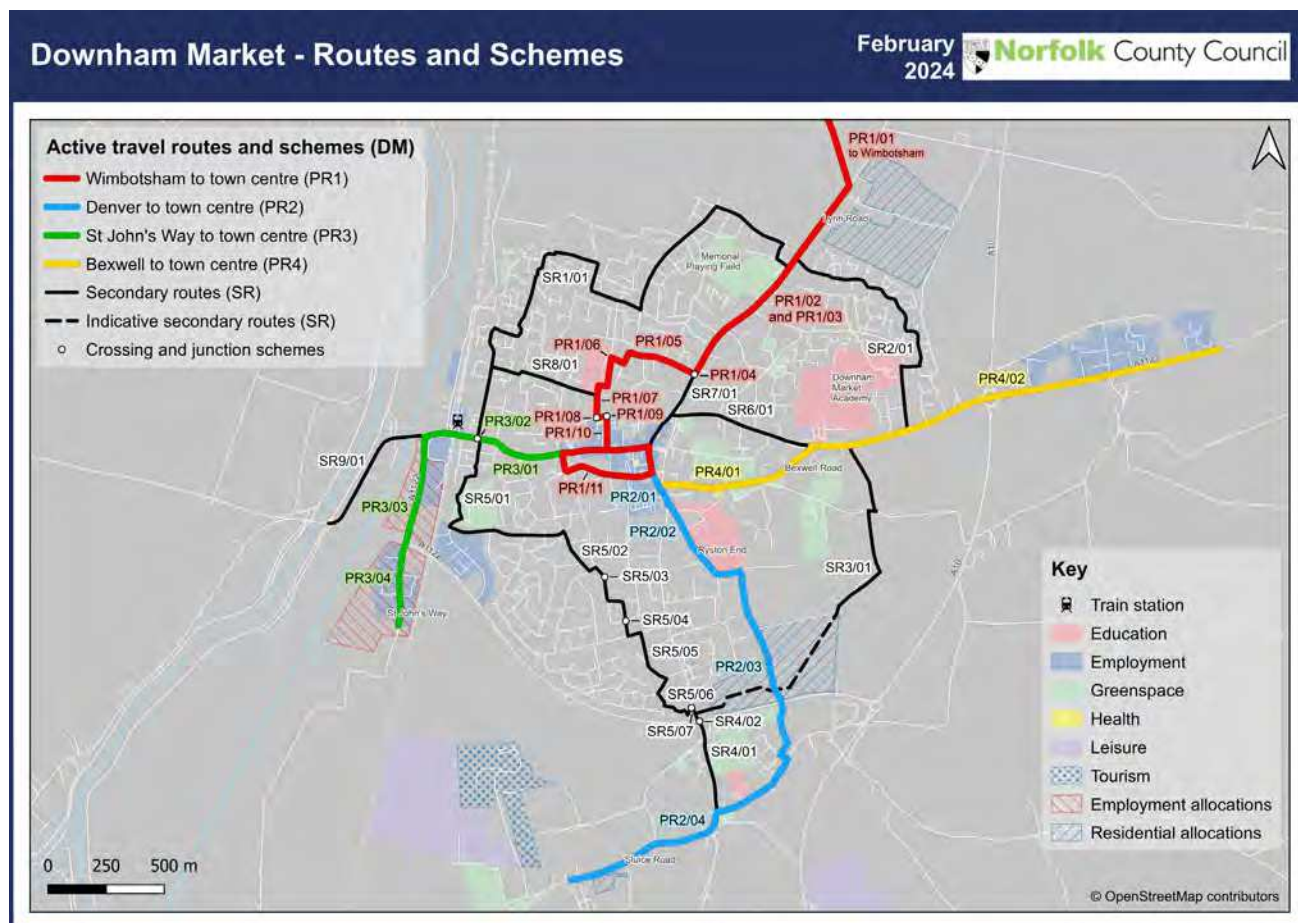
**Map 19:** Downham Market area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Wimbotsham to town centre	A 4km route linking National Cycle Network 11 at Wimbotsham with new and existing residential allocations, places of education and central employment areas.
Route 2 (Blue)	Denver to town centre	A 2.6km route proving connectivity between the town centre, residential allocations, places of education and Denver, where the route joins National Cycle Network route 11.
Route 3 (Green)	St John's Way to town centre	A 1.4km route connecting existing and future employment areas on St John's Way, Downham Market train station and the town centre.
Route 4 (Yellow)	Bexwell to town centre	A 2.5km route providing connectivity between central employment areas, public transport and employment allocations in Bexwell.



Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 20:** Downham Market active travel network and schemes.



## ► Fakenham

### **i. Introduction**

Fakenham is a town situated adjacent to the A148 approximately halfway between King's Lynn (37km southwest) and Cromer (37km northeast). In 2021, the population stood at 8,011 with 25% of residents aged 65 or over<sup>v</sup>. The town has seen over 350 homes completed since 2001 with planning permission currently being determined for an additional 950 homes to the north of the town. This is expected to boost the number of residents and economically active population of Fakenham which stood at 53% in 2021<sup>vi</sup>.

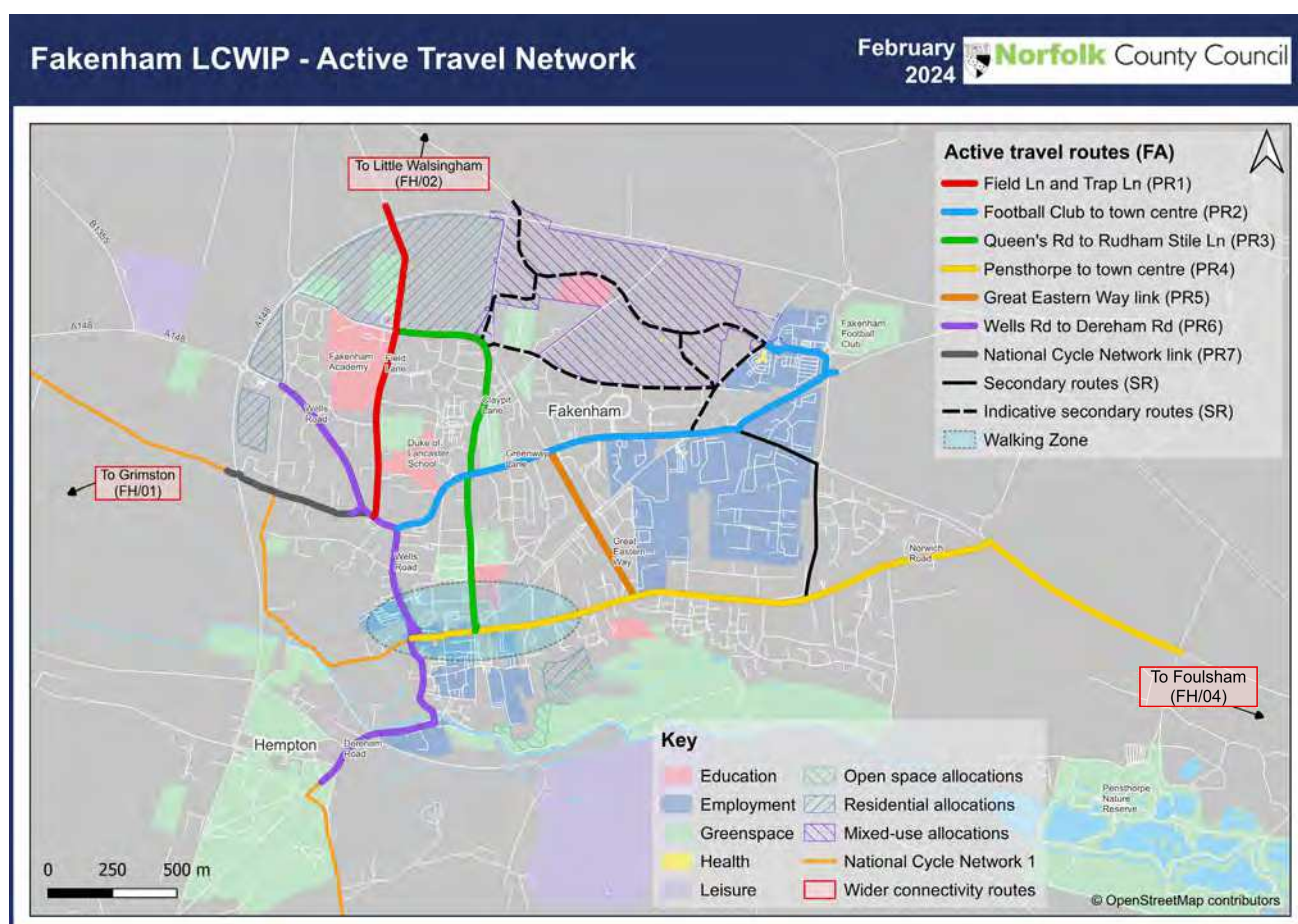
In the same year, driving by car or van was the preferred method of travel to work for residents aged 16+ at 60%. A further 15.1% of residents travelled by foot, 1.1% by bus or train and 2.5% cycled. Other methods accounted for 4.8% of journeys<sup>vi</sup>.

There is no train station in Fakenham although bus services do connect into the town centre. Fakenham is also served by National Cycle Network Route 1 which runs to the west of the town and crosses the river Wensum in the south.

## ii. Active travel network

The priority active travel routes in Fakenham aim to link existing residential areas across the town and the approved Urban Extension in the northwest with central services, places of education and employment and greenspace. Connectivity is further enhanced by a series of secondary routes in the Urban Extension and west of the town. The network aligns with proposals outlined within the Fakenham Network Improvement Strategy 2020.

The Walking Zone study area is located in the town centre and includes areas of employment and education on Oak Street, Market Place and Norwich Road. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

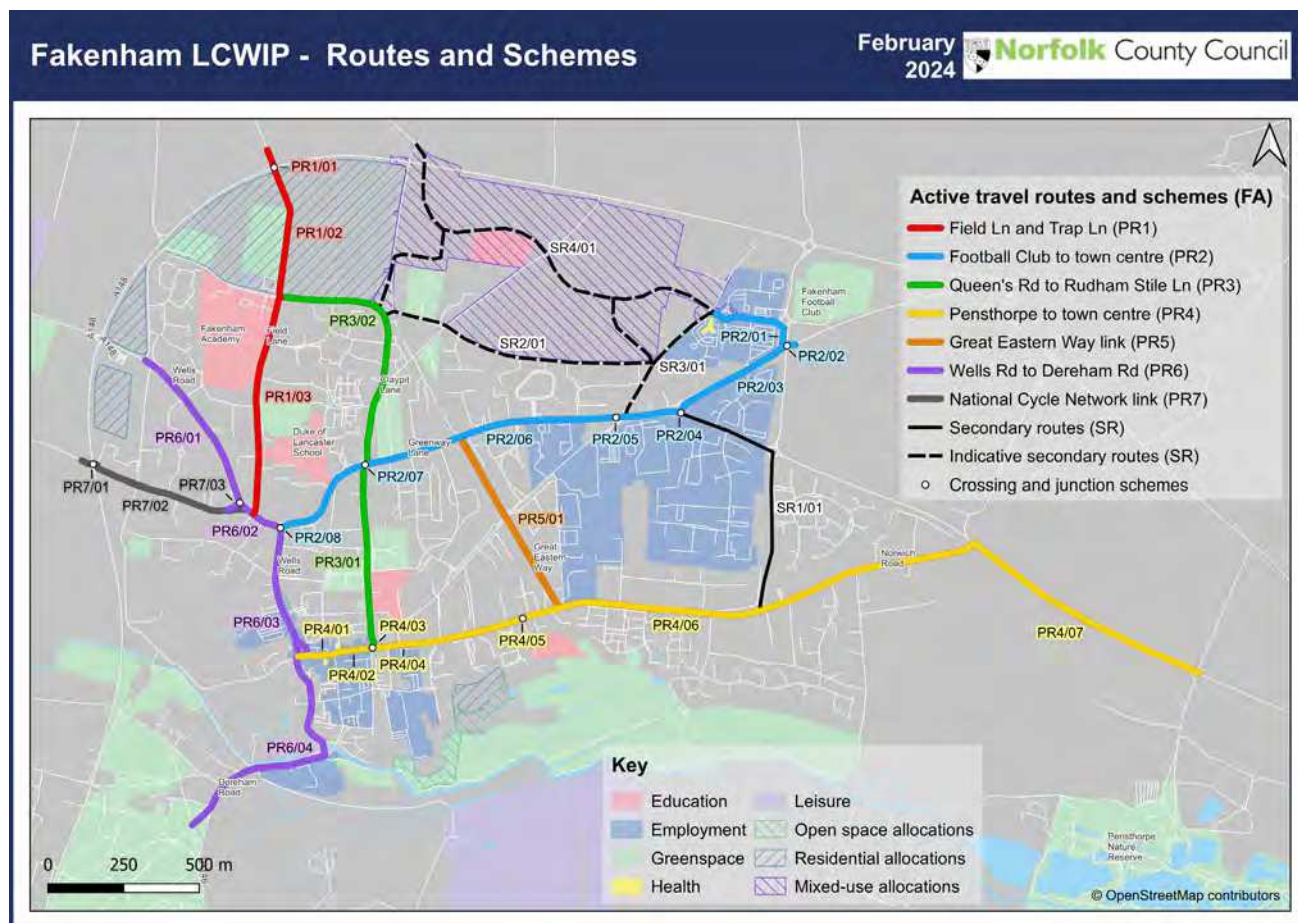


**Map 21:** Fakenham area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Field Lane and Trap Lane	A 1.3km route connecting new and existing residential areas with central services and schools via Field Lane and Trap Lane and providing access to greenspace.
Route 2 (Blue)	Football Club to town centre	A 2.2km linear route providing connectivity between residential areas and places of employment and leisure via Holt Road and Greenway Lane.
Route 3 (Green)	Queen's Road to Rudham Stile Lane	A 1.5km route providing improved access with places of education and areas of employment in the town centre.
Route 4 (Yellow)	Pensthorpe to town centre	A 3.2km route connecting residential areas in the east with central employment areas and services along Norwich Road. The route also extends along the A1067 to connect to Pensthorpe.
Route 5 (Orange)	Great Eastern Way link	A 0.6km linear route to provide an off-road central cycling and walking corridor via the disused railway line along Greater Eastern Way.
Route 6 (Purple)	Wells Road to Dereham Road	A 2.2km route connecting new and existing residential areas in west Fakenham with central services, employment areas and greenspace. The route also extends south to Hempton.
Route 7 (Grey)	National Cycle Network link	A 0.6km link to the National Cycle Network from Wells Road along Sculthorpe Road.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 22: Fakenham active travel network and schemes.**

## ► Harleston

### **i. Introduction**

Harleston is a compact town which sits on a plateau between Starston Beck in the north and the river Waveney in the south. In 2021, Harleston had a population of 6,127, of whom 25% were aged 65 or over<sup>v</sup>. In the same year, 45% of residents were in employment or looking for work<sup>vi</sup>. This figure is set to rise with large areas allocated for residential and employment development.

In 2021, driving by car or van was the preferred method of travel to work for residents aged 16+ at 44%. A further 22.1% of residents travelled by foot, 3.2% by bus or train and 2.2% cycled. Other methods accounted for 4.7% of journeys<sup>vi</sup>.

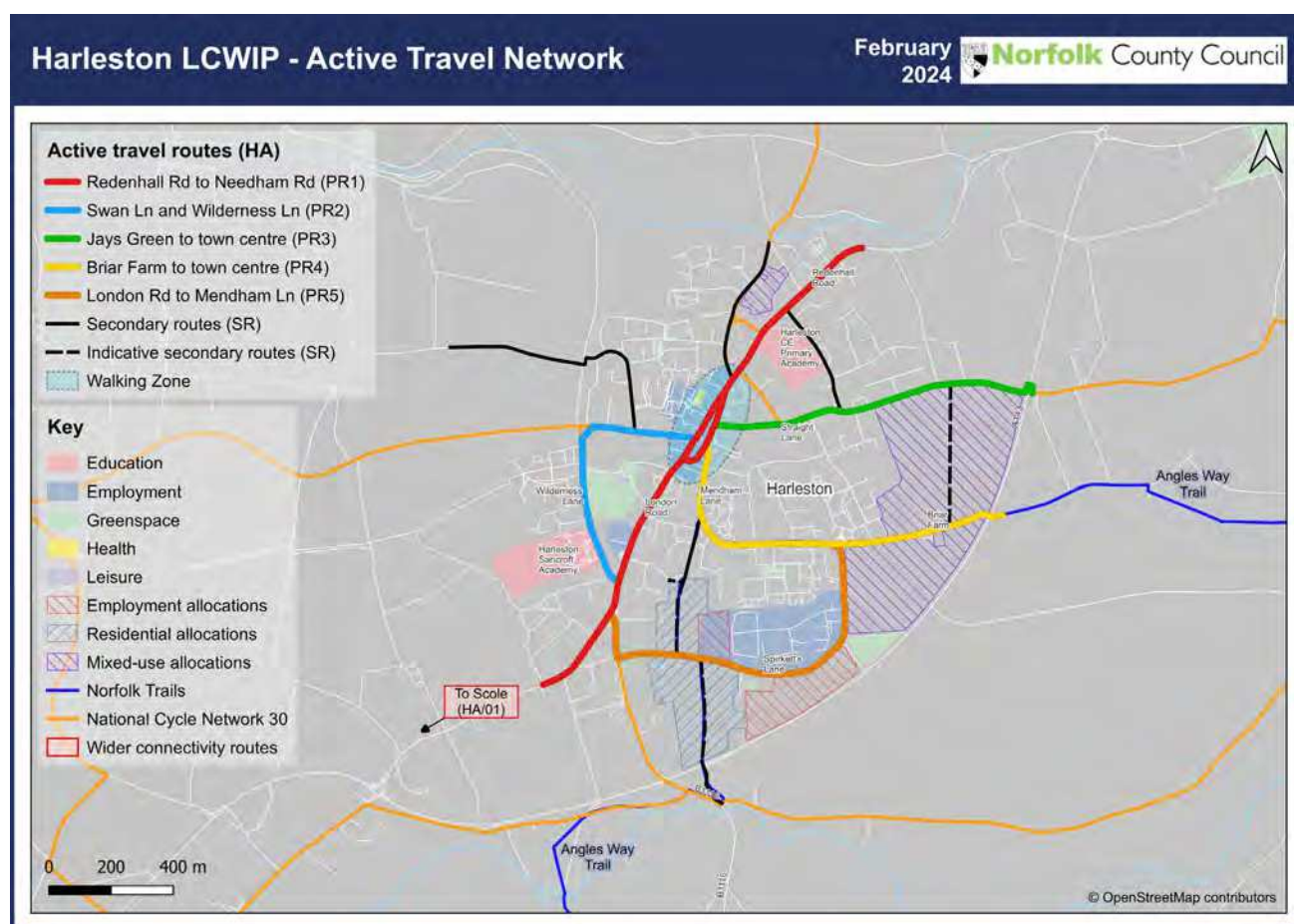
The town has a bus station with links to all major towns across the county. Active routes are provided by National Cycle Network Route 30 and the Angles Way walking Trail.



## ii. Active travel network

The priority active travel routes aim to link the north of Harleston with the south with the aim of providing connectivity between residential areas, central services, places of education and greenspace. The network, which includes a number of secondary routes, will also connect future residential and employment developments in the southeast with the rest of the town. The network aligns with the Redenhall with Harleston Neighbourhood Plan 2022–2038 and the Harleston Town Centre Improvements 2022.

The Walking Zone study area in Harleston covers the town centre which sees high levels of footfall, including Redenhall Road and The Thoroughfare. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



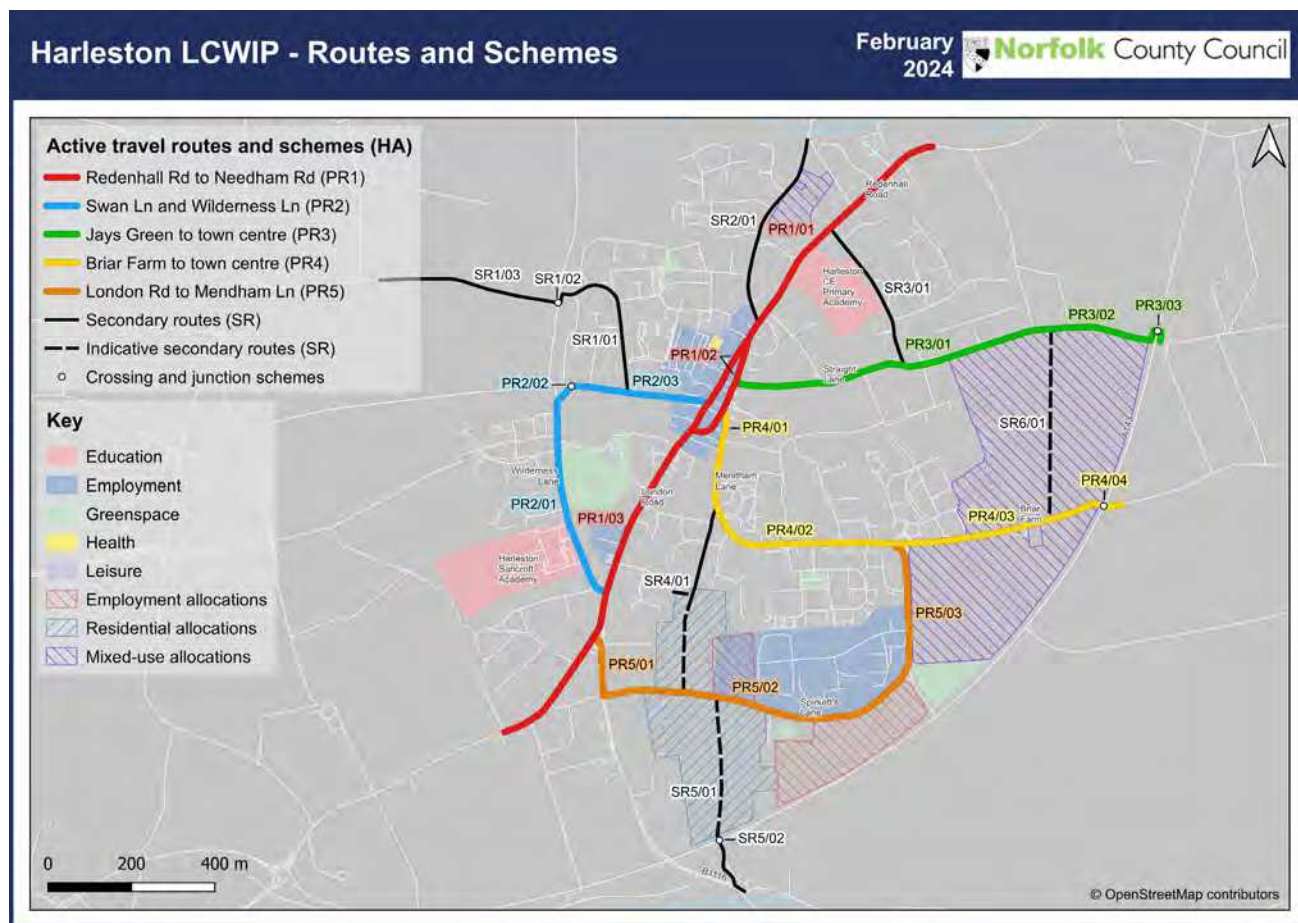
**Map 23:** Harleston area map showing the current active travel network and LCWIP network.



### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Redenhall Road to Needham Road	A 2km north to south linear route connecting residential areas with central services, employment areas and schools.
Route 2 (Blue)	Swan lane and Wilderness Lane	A 0.9km route to improve connectivity between residential areas, greenspace and places of education along Swan Lane and Wilderness Lane.
Route 3 (Green)	Jays Green to town centre	A 1.1km route between the town centre and new and existing residential and employment areas as well as providing access to greenspace east of Harleston.
Route 4 (Yellow)	Briar Farm to town centre	A 1.3km route providing access to central services for new and existing residential areas as well as access to greenspace.
Route 5 (Orange)	London Road to Mendham Lane	A 1.2km route linking residential areas with employment areas in the south of Harleston via Spirkett's Lane.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 24:** Harleston active travel network and schemes.

## ► Holt

### i. Introduction

Holt is a town situated 37km north of Norwich, 15km from Cromer, 56km east of King's Lynn, and is accessible to the Norfolk Area of Outstanding Natural Beauty. The population stood at 4,725 in 2021, with 35% of residents aged 65 or over<sup>v</sup>. With housing and employment allocations planned south of the A148, the population is expected to rise in coming years. The number of economically active residents is also set to increase from 37% in 2021<sup>vi</sup>.

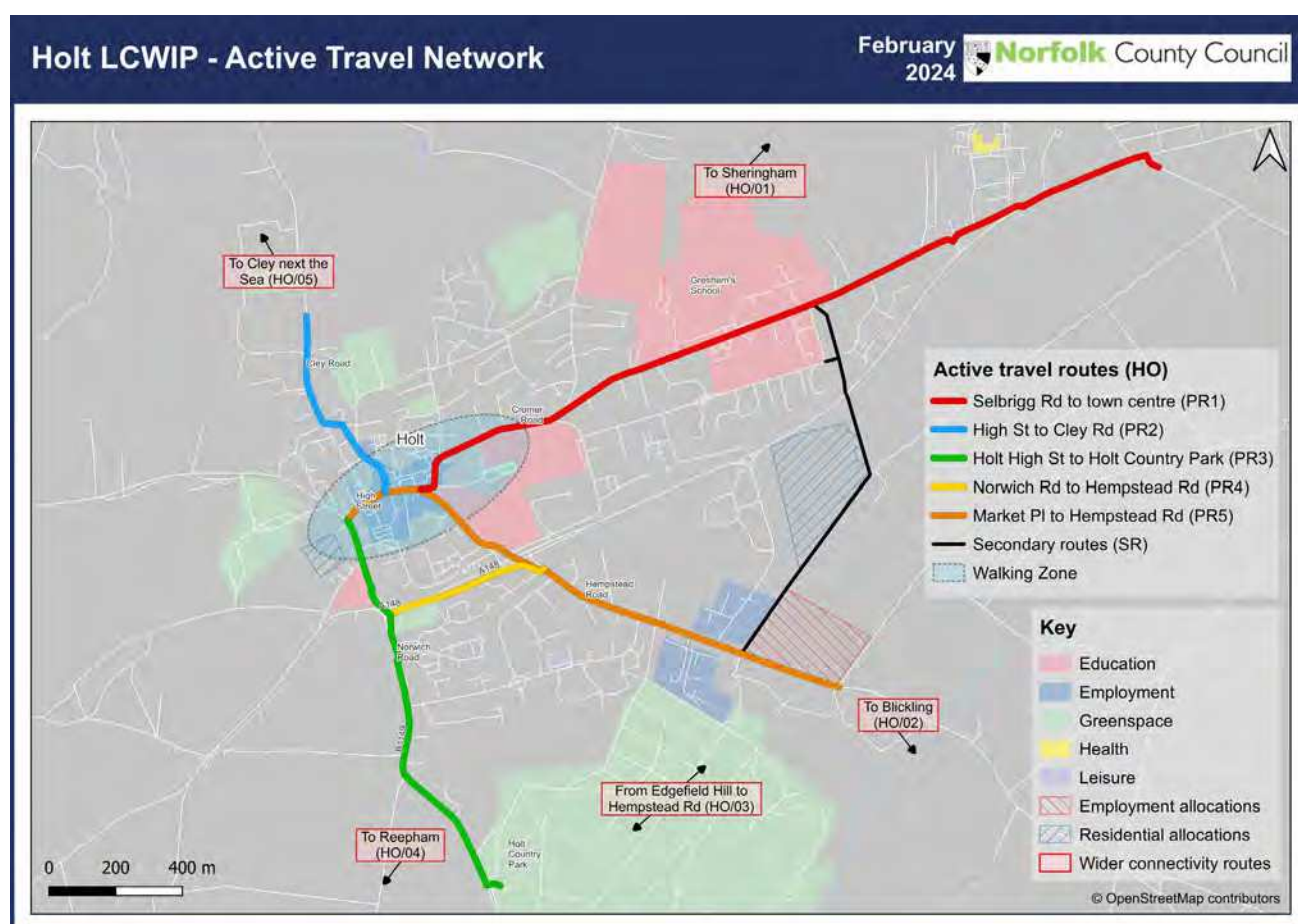
In the same year, driving by car or van was the preferred method of travel to work for residents aged 16+ at 48%. A further 15.2% of residents travelled by foot, 1.7% by bus or train and 2.3% cycled. Other methods accounted for 4% of journeys<sup>vi</sup>.

Holt has no dedicated cycling or walking connectivity routes or a train station, other than the heritage railway station of The Poppy Line. However, bus services provide connectivity to Sheringham and Fakenham and further afield.

## ii. Active travel network

The priority active travel routes in Holt aim to improve connectivity by linking residential areas with central services and areas of employment and education. Connectivity in the south of Holt will also allow access to greenspace in Holt Country Park, and a secondary route in the southeast of the town will provide access to future employment and housing allocations. The network routes align with the Holt Neighbourhood Plan 2016–2036.

The Walking Zone study area in Holt incorporates areas of high pedestrian footfall, including sections of Cromer Road, White Lion Street and Market Place, which are the main roads through Holt. The network also includes Fish Hill, Bull Street, Albert Street and Shirehall Plain Street, which are roads in busy commercial areas and attract residents and tourists. These streets are currently narrow with little pavement provision. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

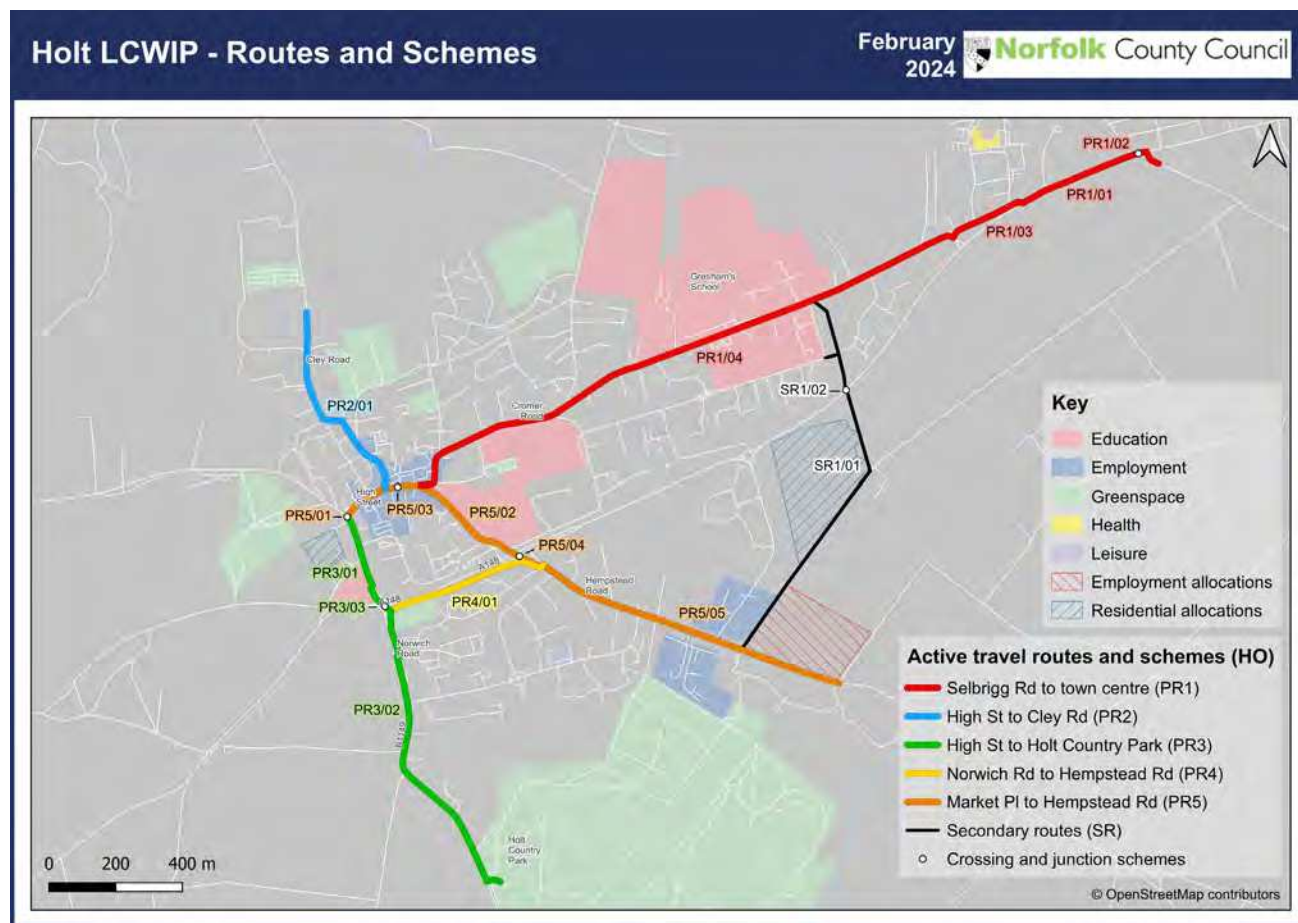


**Map 25:** Holt area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Selbrigg Road to town centre	A 2.5km route linking residential areas with central employment areas, places of education and green space via Cromer Road.
Route 2 (Blue)	High Street to Cley Road	A 0.7km route linking residential areas with central services and greenspace via Cley Road and Albert Street.
Route 3 (Green)	High Street to Holt Country Park	A 1.2km route providing connectivity between the town centre, schools and greenspace at Holt Country Park.
Route 4 (Yellow)	Norwich Road to Hempstead Road	A 0.5km stretch to improve existing segregated cycling and walking infrastructure parallel to the A148.
Route 5 (Orange)	Market Place to Hempstead Road	A 1.7km route connecting new and existing employment areas with the town centre.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 26:** Holt active travel network and schemes.



## ► Hunstanton and Heacham

### i. Introduction

Hunstanton is a North Norfolk seaside resort situated 27km north of King's Lynn. Originally developed around the former railway terminus, it offers short-stay and day-visit attractions. Heacham is a large village 3km south of Hunstanton, which overlooks the Wash. In 2021, Hunstanton and Heacham had a combined population of 9,399 with 36% of residents aged 65 or above. The latter figure far surpasses the national average of 18%<sup>v</sup>.

In 2021, 40% of residents were employed or looking for work<sup>vi</sup>. With new allocation for housing and employment planned in the area, the population is expected to grow along with the number of people commuting in for work.

In 2021, driving by car or van was the preferred method of travel to work for residents aged 16+ in Hunstanton and Heacham at 57%. A further 10.9% of residents travelled by foot, 2.4% by bus or train and 1.8% cycled. Other methods accounted for 4.8% of journeys<sup>vi</sup>.

Travel options in the area include the Hunstanton bus and coach station, which provides links to nearby King's Lynn and the surrounding area. Active travel routes include the Norfolk Coast Path which begins in Hunstanton and Peddars Way which links from the Coast Path. Peddars Way also provides connectivity to National Cycle Network Route 1 in the east of Hunstanton. The Norfolk Coast Path is a walking-only Trail and Peddars Way allows walking, cycling and horse-riding.

### ii. Indicative active travel network

The active travel network developed in Hunstanton and Heacham aligns with the Hunstanton Regeneration Masterplan, the Hunstanton Neighbourhood Plan 2020–2036 and the Heacham Neighbourhood Plan 2017–2036.

The priority active travel routes aim to create a network which improves connectivity for residents and visitors who wish to access key destinations, including places of education and employment in Hunstanton, Old Hunstanton and the town centre. Routes in Heacham follow the coastline and link in with existing cycling and walking provision along the A149. Secondary routes also enhance connectivity within Hunstanton and Heacham by linking residential areas with central services, schools and employment areas.

The Hunstanton Walking Zone study area extends from the top of North Promenade to Northgate and includes The Green and Southend Road in the west. The bus station, retail areas on the High Street and St Edmunds Terrace are also included. The Walking Zone also incorporates Seagate Road, South Beach Road and Southend Road and provides walking connectivity with South Parade and the seafront via Southend Road and Beach Terrace Road. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

# Hunstanton and Heacham LCWIP - Active Travel Network

Norfolk County Council

February 2024



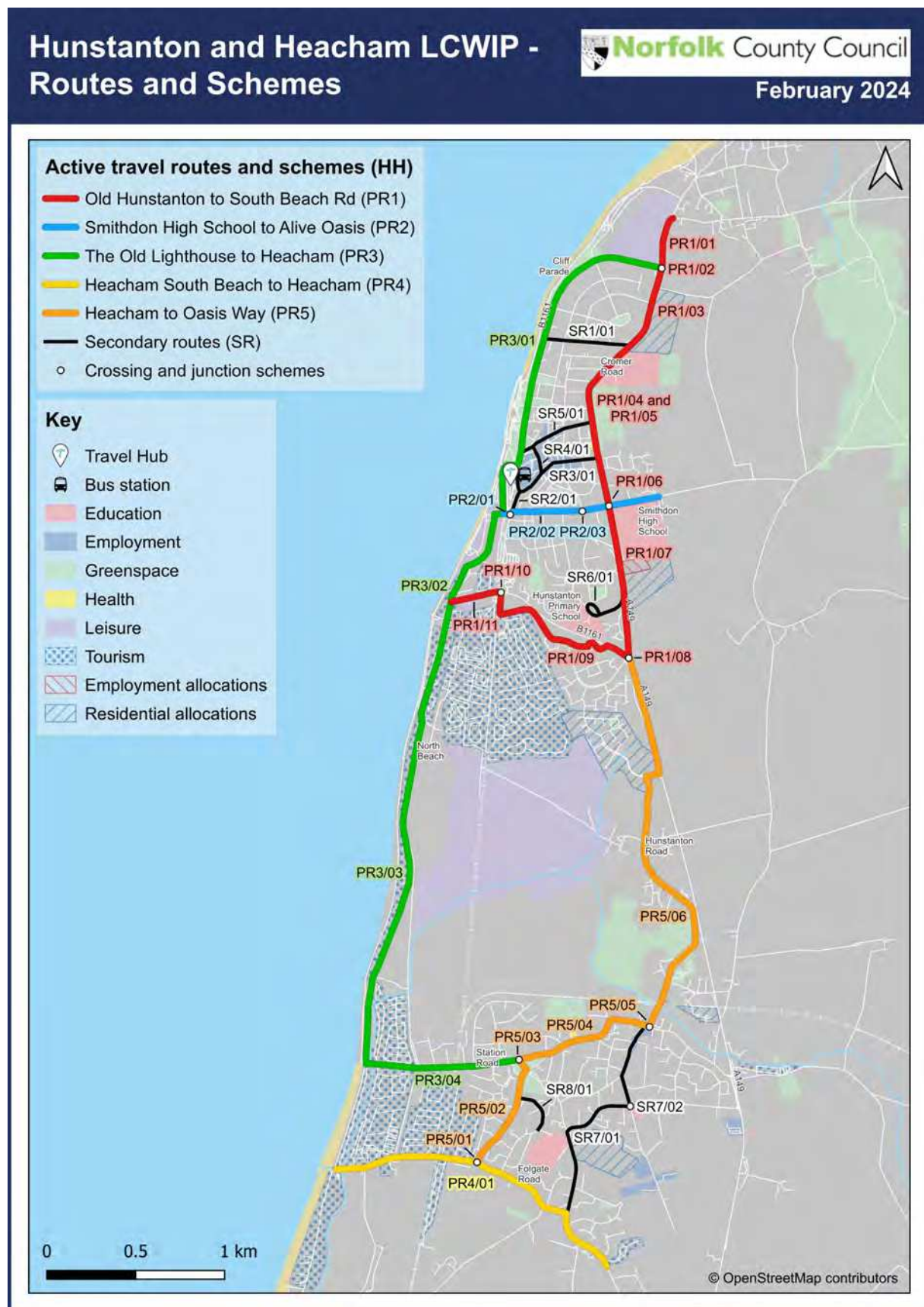
**Map 27:** Hunstanton and Heacham area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Old Hunstanton to South Beach Road	A 3.9km route linking Old Hunstanton and residential areas with schools on Cromer Road and King's Lynn Road. The route also provides access to greenspace and to the coast via South Beach Road.
Route 2 (Blue)	Smithdon High School to Alive Oasis	A 0.8km route providing seafront connectivity between schools and residential areas along Downs Road and Park Road.
Route 3 (Green)	The Old Lighthouse to Heacham	A 6.2km cycling and walking route linking Hunstanton and Heacham to enable connectivity with tourism destinations, key services and employment areas.
Route 4 (Yellow)	Heacham South Beach to Heacham	A 1.8km network extension enabling connectivity with existing residential locations and tourism destinations in Heacham.
Route 5 (Orange)	Heacham to Oasis Way	A 3.7km route connecting an existing shared use cycle path on Redgate Hill with residential areas and schools in central Heacham.



Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 28:** Hunstanton and Heacham indicative walking zone.

## ► Long Stratton

### i. Introduction

Long Stratton is located approximately halfway between Norwich and Diss at the heart of the South Norfolk District. The town had a population of 4,441 in 2021 with 18.4% of residents aged 65 or over<sup>v</sup>. The population is set to grow in coming years with the planned construction of 1,800 homes. Employment levels are also expected to rise – in 2021, the economically active population of Long Stratton stood at 62%<sup>vi</sup>.

In the same year, driving by car or van was the preferred method of travel to work for residents aged 16+ at 57%. A further 7.7% of residents travelled by foot, 2.1% by bus or train and 1.2% cycled. Other methods accounted for 3.4% of journeys<sup>vi</sup>.

The A140 is the town's principal travel corridor, linking Norwich with Ipswich. The route is set to be bypassed on the east side of Long Stratton, creating opportunities for cycling and walking connectivity.

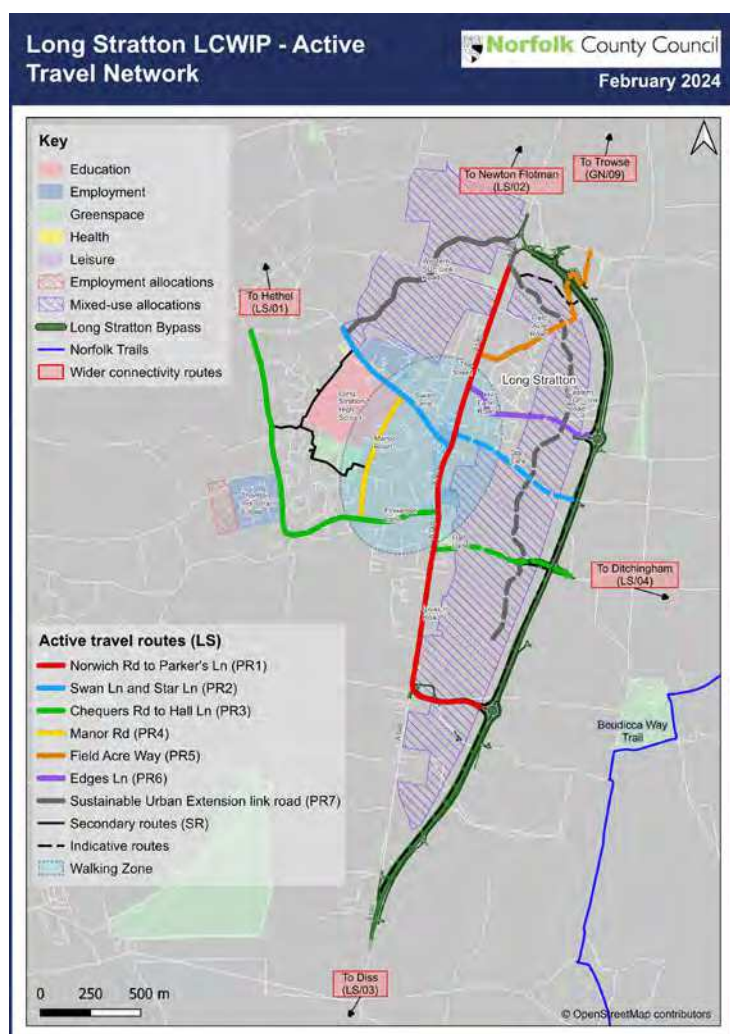
Long Stratton has a frequent bus service which provides connectivity with larger urban areas including Diss, Harleston and Norwich as well as local rural communities. Active travel options include the Boudicca Way walking Trail which runs north to south on the east side of the town and is 1.5km away from the Village Hall. The Rebellion Way, which is a Norfolk-wide cycling leisure route, connects with Long Stratton on the east at Chequers Road.

## ii. Active travel network

The priority active travel routes link the north and south of Long Stratton, with the aim of providing connectivity between places of education and employment, central services, healthcare services and residential areas. The network, which includes a number of secondary routes, also connects to new and future mixed-use developments in the north and east of the town and goes over the proposed Long Stratton Bypass in the east of the town.

The network schemes for Long Stratton align with proposals from the following documents: the Long Stratton Neighbourhood Plan Design Guidelines 2020, Long Stratton Neighbourhood Plan 2019–2036, Long Stratton Master Planning Final Report 2018 and Long Stratton Area Action Plan 2016.

The Walking Zone study area in Long Stratton aligns with the town centre boundary included in the Long Stratton Area Action Plan. The zone consists of the core spinal corridors along Norwich Road, The Street and Ipswich Road and key routes to areas of education and employment along Swan Lane and Flowerpot Lane. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



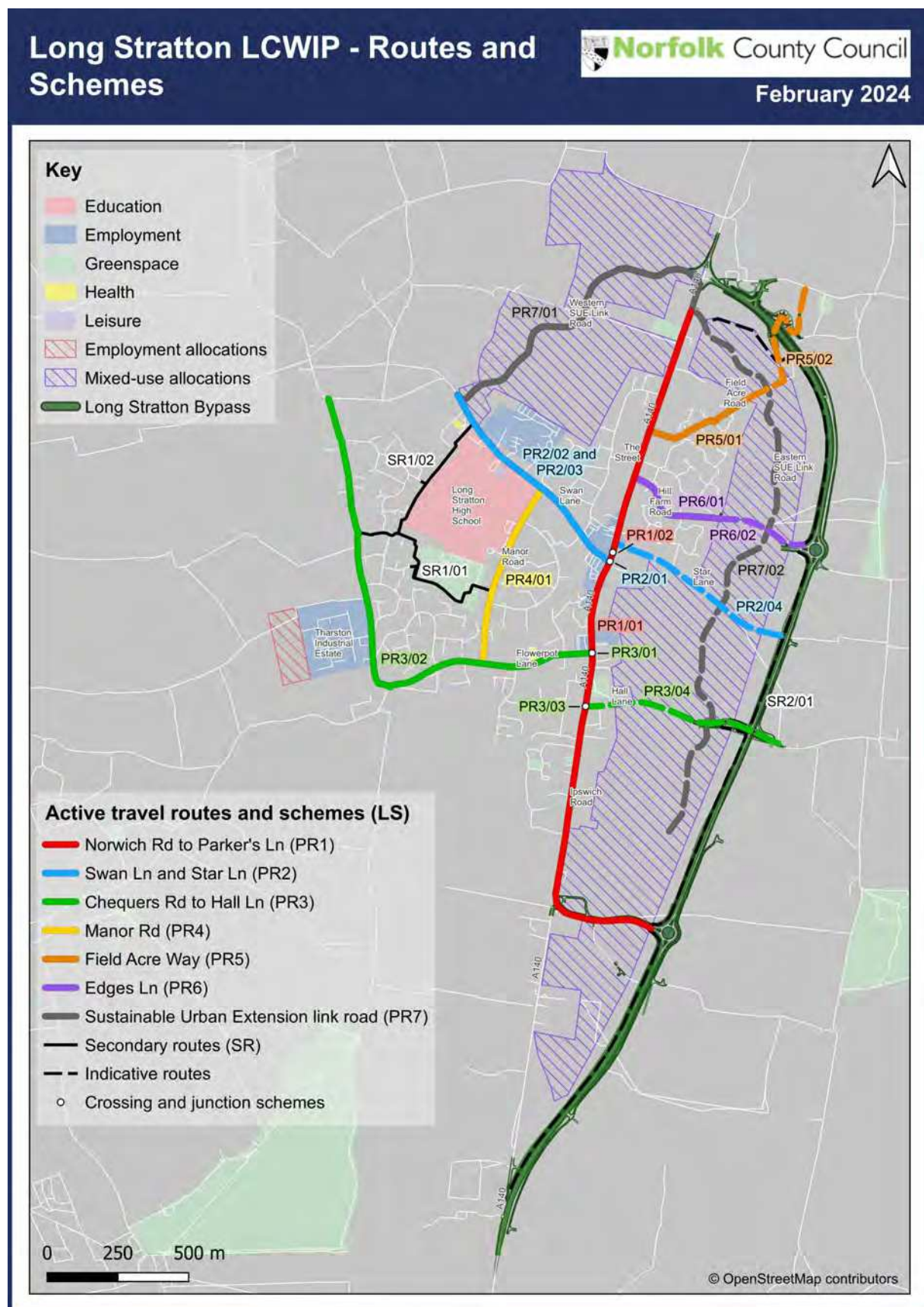
**Map 29:** Long Stratton area map showing the current active travel network and LCWIP network.



### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Norwich Road to Parker's Lane	A 2.7km central spinal route linking new and existing residential areas with central services and employment areas between Norwich Road and Parker's Lane
Route 2 (Blue)	Swan Lane and Star Lane	A 1.6km route along Swan Lane and Star Lane providing new and existing residential areas with access to healthcare services, central employment areas and places of education.
Route 3 (Green)	Chequers Road to Hall Lane	A 2.7km route to improve cycling and walking connectivity between new and existing residential areas in the east of Long Stratton with schools and employment areas.
Route 4 (Yellow)	Manor Road	A 0.7km route to improve cycling and walking connectivity along Manor Road and providing a link between residential areas and schools.
Route 5 (Orange)	Field Acre Way	A 0.6km route extending an existing cycle route to connect with new and existing residential areas to the east of Long Stratton.
Route 6 (Purple)	Edges Lane	A 0.7km route to provide additional connectivity for new and existing residential areas with central services, schools and employment areas.
Route 7 (Grey)	Long Stratton Urban Extension link road	A 3.3km spinal route through the proposed Long Stratton Urban Extension and linking with other primary routes in the network.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 30:** Long Stratton active travel network and schemes.

## ► North Walsham

### **i. Introduction**

North Walsham is located 23km north of Norwich and 16km north of the new Broadland Northway (previously named the Northern Distributor Road, or NDR). It is one of Norfolk's larger market towns with a population of 13,007 in 2021 (with 25% of residents aged 65 or over)<sup>v</sup>.

North Walsham has seen over 530 homes completed since 2001 and has plans for further employment and housing allocations. These are set to raise employment rates in the town – 51% of residents were in employment or looking for work in 2021<sup>vi</sup>.

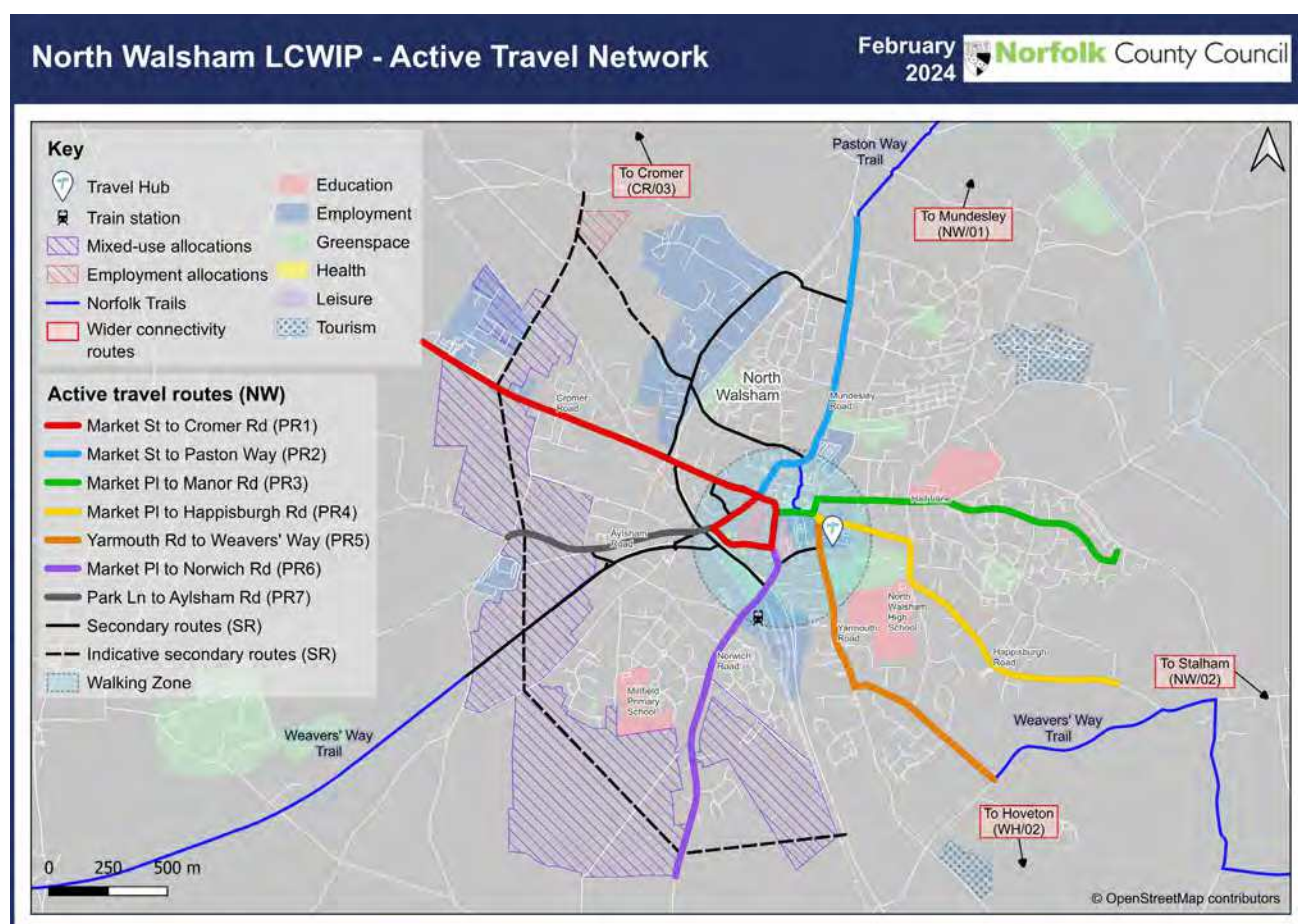
In 2021, driving by car or van was the preferred method of travel to work for residents aged 16+ at 60%. A further 11% of residents travelled by foot, 2.4% by bus or train and 2.8% cycled. Other methods accounted for 4.8% of journeys<sup>vi</sup>.

The North Walsham bus and train station give access to the surrounding towns and provide a direct route to Norwich. Active travel options include the Weavers' Way and Paston Way Trails which run through the town centre and meet on Market Place. Weavers' Way is a walking, cycling and horse-riding Trail which travels south out of the town and is accessible from the bus and train station via a 7-minute walk. Paston Way runs northeast and allows walking and cycling.

## ii. Active travel network

The priority active travel routes in North Walsham aim to provide connectivity between residential areas, places of education and employment, healthcare services and the town centre. The network, which includes a number of secondary routes, also connects to new housing and employment developments in the north and west of the town and connects to greenspace via Weavers' Way. The network schemes align with proposals outlined within the North Walsham Network Improvement Strategy 2020, North Walsham Heritage Action Zone and North Walsham West Sustainable Urban Extension plan.

The Walking Zone study area includes central areas with anticipated high levels of footfall, including areas of employment and education along Market Street, New Road and King's Arms Street. It also provides connectivity with North Walsham train station and the Travel Hub in the town centre. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



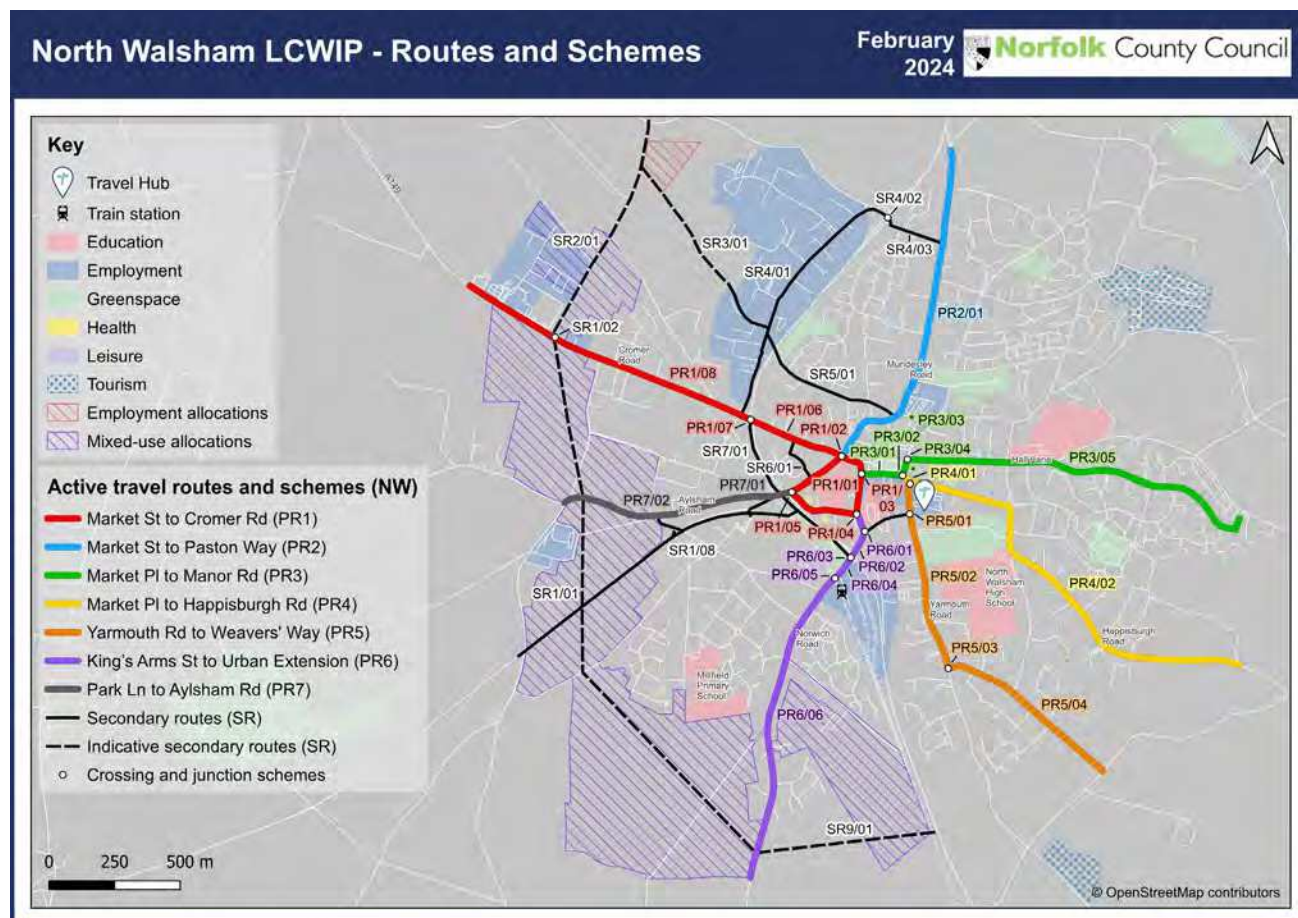
**Map 31:** North Walsham area map showing the current active travel network and LCWIP network.



### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Market Street to Cromer Road	A 2.4km route linking new mixed-use allocations in the west with central services and employment areas via Cromer Road.
Route 2 (Blue)	Market Street to Paston Way	A 1.3km route connecting residential areas with central services and employment, as well as connecting with greenspace via Paston Way.
Route 3 (Green)	Market Place to Manor Road	A 1.5km route to enhance connectivity between residential areas and places of education.
Route 4 (Yellow)	Market Place to Happisburgh Road	A 1.7km route connecting residential areas with schools, public transport and central services.
Route 5 (Orange)	Yarmouth Road to Weavers' Way	A 1.4km route connecting residential areas with central services and employment, as well as connecting with greenspace via Weavers' Way.
Route 6 (Purple)	King's Arms Street to Urban Extension	A 1.8km route linking new and existing residential areas with the train station and town centre.
Route 7 (Grey)	Park Lane to Aylsham Road	A 0.9km route along Aylsham Road to link current and future residential areas with central services and areas of employment.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 32:** North Walsham active travel network and schemes.



## ► Reepham

### i. Introduction

Reepham is a rural market town located 19km northwest of Norwich and is identified as a key service centre within the Greater Norwich Local Plan. In 2021, the population stood at 2,656 with 26% of residents aged 65 or over<sup>v</sup>. The town has new allocation for residential housing, which are expected to increase population and employment levels. In 2021, the number of economically active residents stood at 55%<sup>vi</sup>.

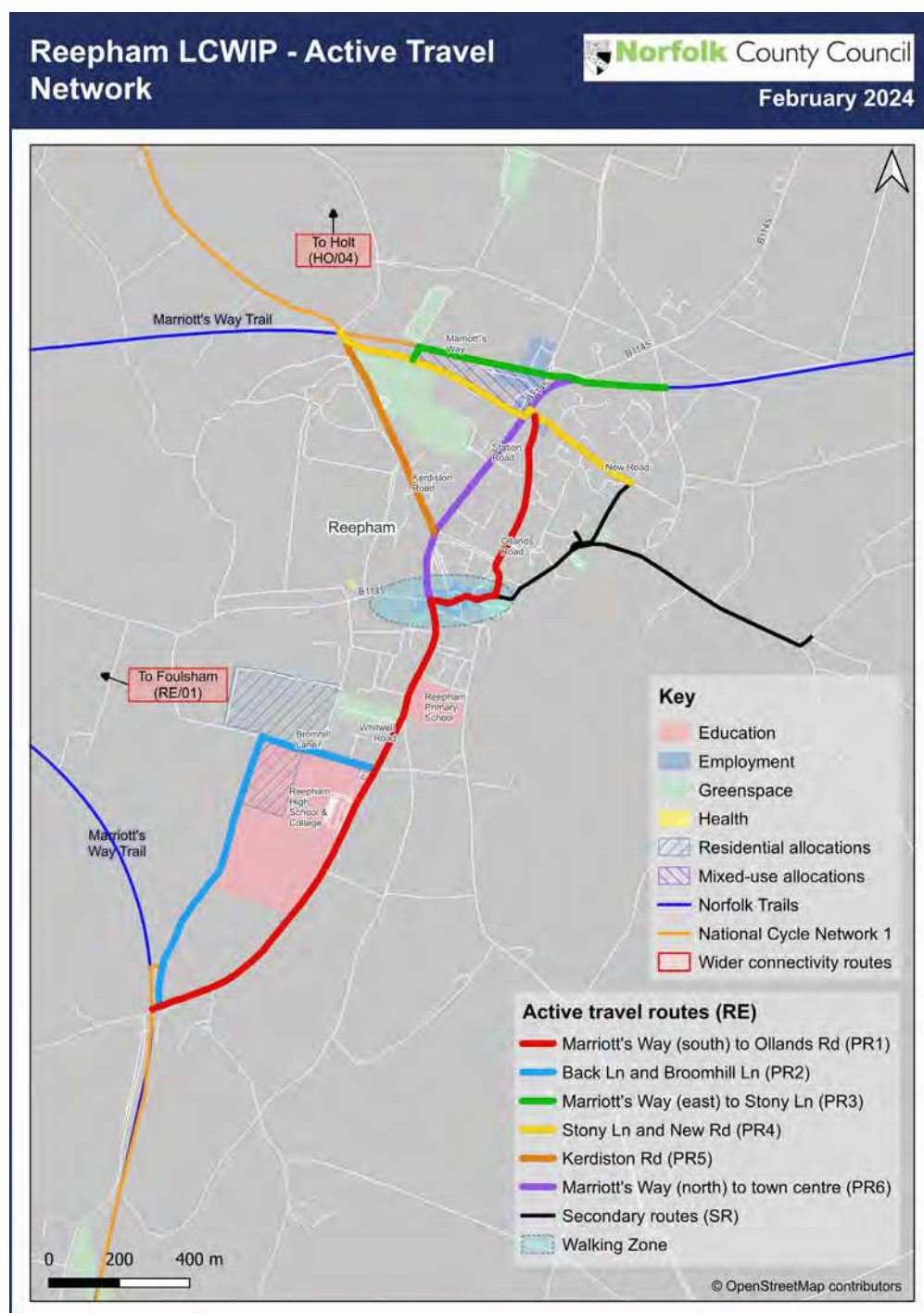
In the same year, driving by car or van was the preferred method of travel to work for residents aged 16+ at 55%. A further 7.4% of residents travelled by foot, 0.8% by bus or train and 1.4% cycled. Other methods accounted for 3.6% of journeys<sup>vi</sup>.

There are no public transport hubs in Reepham. However, there are some active travel alternatives. National Cycle Network (NCN) Route 1 runs through the centre of Reepham and Marriott's Way walking, cycling and horse-riding Trail comes in from the northeast of the town, crosses over the north and joins the NCN in the south.

## ii. Active travel network

The priority active travel routes in Reepham aim to provide connectivity between the centre of town, residential areas and greenspace in the north. In the south of the town, the network links to residential allocations and schools and connects to the National Cycle Network and Marriott's Way. Connectivity is further enhanced by a network of secondary routes in the east of the town which mainly connect to housing.

The Walking Zone study area in Reepham includes the central employment areas on Market Place and Church Hill and the junction between School Road and Dereham Road. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

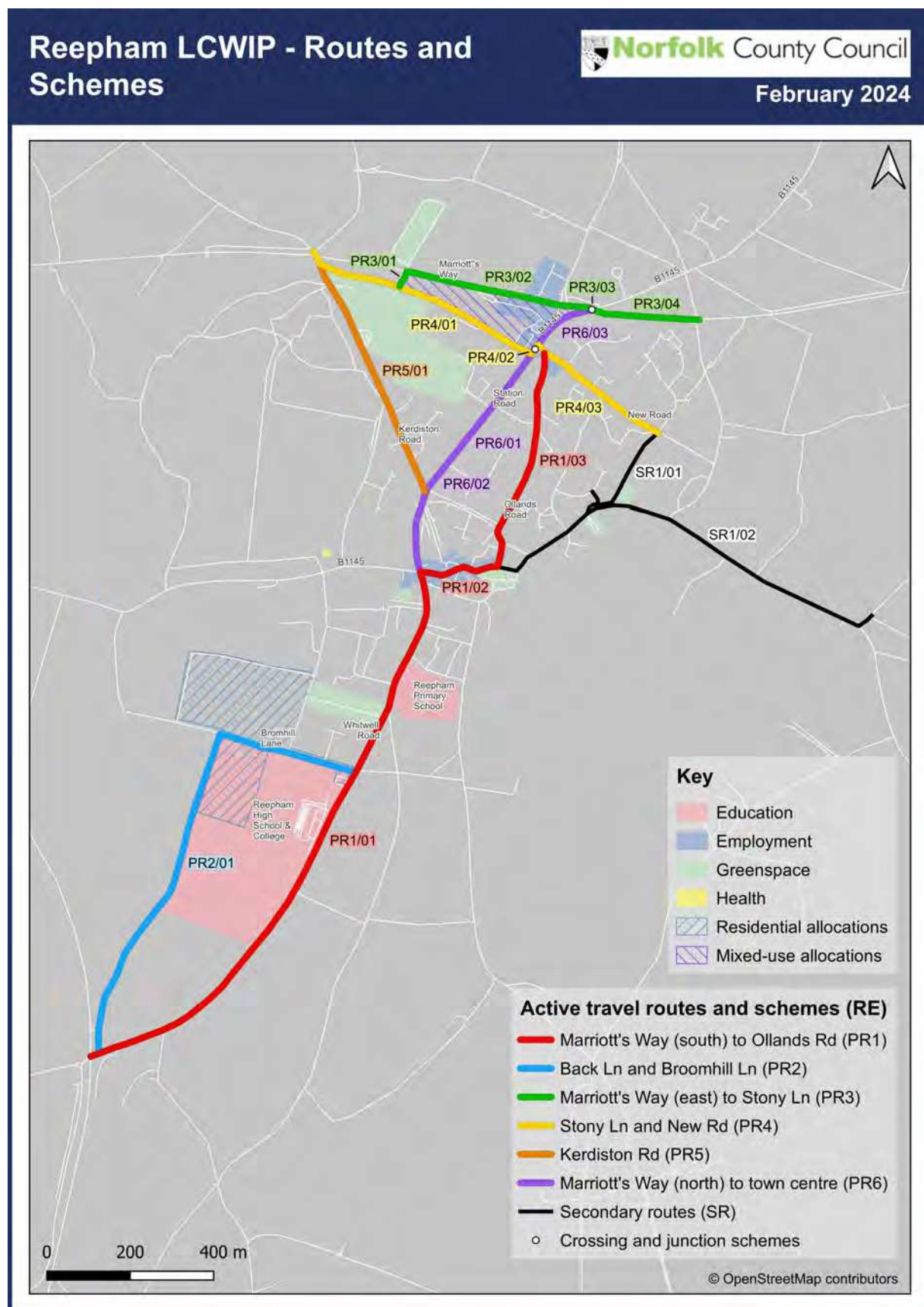


**Map 33:** Reepham area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Marriott's Way (south) to Ollands Road	A 2.2km north to south route connecting new and existing residential areas with schools, central services and employment areas in the north. This route would also provide links to greenspace via Marriott's Way.
Route 2 (Blue)	Back Lane and Broomhill Lane	A 1.2km route, partially off the carriageway, linking new housing allocations, schools and Marriott's Way.
Route 3 (Green)	Marriott's Way (east) to Stony Lane	A 0.7km route to improve connectivity between Marriott's Way and the NCN via Stony Lane. The scheme includes improved surface conditions, drainage and signage.
Route 4 (Yellow)	Stony Lane and New Road	A 1.1km route connecting residential areas in the east with central services and linking with Marriott's Way and the NCN.
Route 5 (Orange)	Kerdiston Road	A 0.6km route enabling access to greenspace via the NCN in the east and providing a direct link to the town centre.
Route 6 (Purple)	Marriott's Way (north) to town centre	A 0.8km direct route linking Marriott's Way in the north with central services via Station Road.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 34:** Reepham active travel network and schemes.

## ► Sheringham

### **i. Introduction**

Sheringham is a popular seaside resort town nestled between the sea and the Cromer ridge. In 2021, the population stood at 7,356, with 34% of residents aged 65 or over<sup>v</sup>. The population is set to increase in coming years with the allocation of new residential areas.

In 2021, 42% of residents were in employment or looking for work. Driving by car or van was the preferred method of travel to work for those aged 16+ at 51%. A further 14.9% of residents travelled by foot, 2% by bus or train and 1.7% cycled. Other methods accounted for 4.5% of journeys<sup>vi</sup>.

Sheringham train station provides fast and direct transport to the east of Norfolk and to Norwich and regular buses services travel to Holt, Cromer and Norwich. Active travel options include the Norfolk Coast Path which runs along the north Norfolk coast to neighbouring towns including Cromer. The walking-only Trail is a 6-minute walk from Sheringham train station.



## ii. Active travel network

The priority active travel routes in Sheringham aim to provide connectivity between residential areas, leisure facilities, greenspace, schools and central services, including Sheringham train station. Upper Sheringham is also connected via routes in the southwest of the town.

The Walking Zone study area encompasses the core town centre including East Cliff, High Street, Station Road, Church Street and Cromer Road. Within this area there are high levels of footfall, especially around Sheringham train station and the station car park and along Station Road and High Street leading to the Promenade. Currently, pavement widths are intermittent and very narrow in parts forcing people walking and driving cars to share the same space. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



**Map 35:** Sheringham area map showing the current active travel network and LCWIP network.



### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Weybourne Road to Cromer Road	A 3.2km east west linear route providing connectivity with leisure facilities, central employment areas, public transport, greenspace and schools.
Route 2 (Blue)	Upper Sheringham to East Cliff	A 2.3km route connecting residential areas with the town centre, schools and Upper Sheringham.
Route 3 (Green)	Holway Road to Hight Street	A 1.5km route to link and improve existing cycling and walking infrastructure along Holway Road with the town centre.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 36:** Sheringham active travel network and schemes.

## ► Swaffham

### **i. Introduction**

Swaffham is a market town situated 24km east of King's Lynn along the A47. In 2021, the town had a population of 8,565, with 33% of residents aged 65 or over. This figure is noticeable higher than the UK average of 18%<sup>v</sup>. New allocations for housing and employment are expected to attract more people to the town and increase the demand on active travel commuter routes.

In 2021, 48% of residents were in employment or looking for work. Driving by car or van was the preferred method of travel to work for those aged 16+ at 61%. A further 10.9% of residents travelled by foot, 1.4% by bus or train and 1% cycled. Other methods accounted for 5.3% of journeys<sup>vi</sup>.

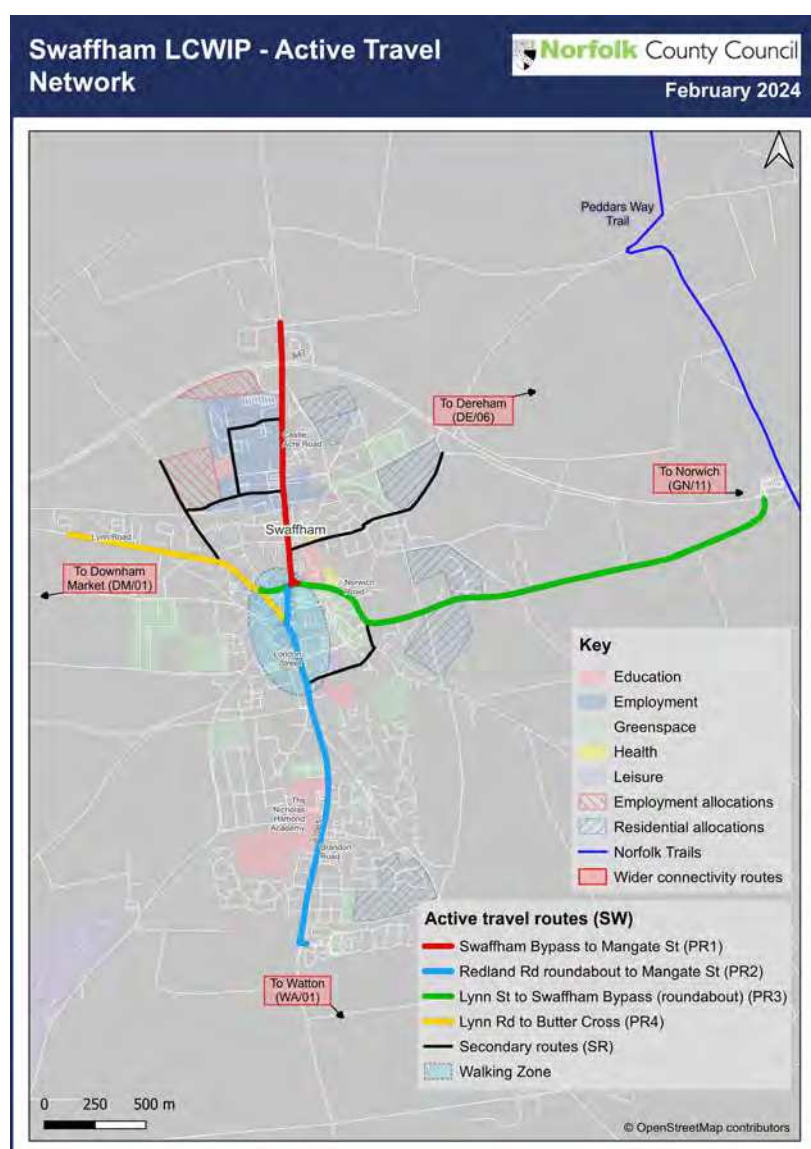
Swaffham does not have a train station but has several bus routes, which provide access to the surrounding towns and villages. Peddars Way to the east is a walking and cycling Trail and currently partially a horse-riding Trail with limited direct access to Swaffham.

## ii. Active travel network

The priority active travel routes in Swaffham aim to provide connectivity by linking the north, south, east and west of the town via four routes that meet in the town centre. The routes connect residences, businesses, schools, caravan sites and central services. The route heading northwards also has potential to link to any new cycle path to Watton via the Crab and Winkle Line.

Connectivity is further enhanced by a series of secondary routes, notably in the north of Swaffham, which link to current and future employment allocations. The network schemes align with the Swaffham Town Delivery Plan 2021–2031, Swaffham Network Improvement Strategy 2020, Swaffham Neighbourhood Plan 2016–2036, Swaffham Air Quality Action Plan (AQAP) 2018 and High Streets Heritage Action Zone (HSHAZ) in Swaffham 2021.

The Walking Zone study area includes employment areas and healthcare services in the town centre, which see high levels of footfall. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



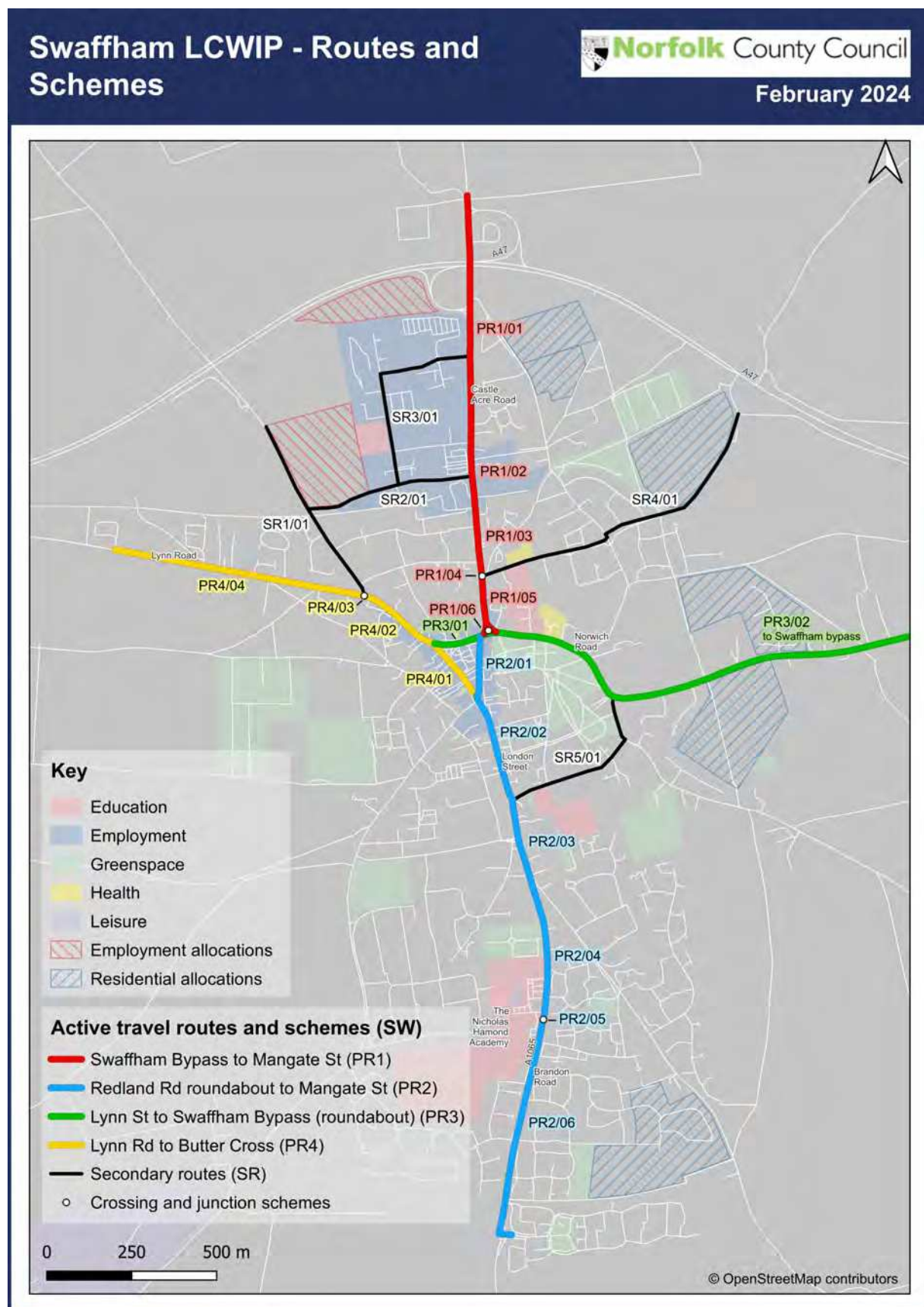
**Map 37:** Swaffham area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Swaffham Bypass to Mangate Street	A 1.3km route that runs north to south from Swaffham Bypass in the north to the town centre. The route links employment areas such as the retail park on the east of Castle Acre Road with residential areas. The route also provides connectivity north of Swaffham and has potential to link to any new cycle path on the Crab and Winkle Line to Watton.
Route 2 (Blue)	Redland Road roundabout to Mangate Street	A 1.8km route starting from the northeast point of Swaffham town centre and linking the south of the town centre to the Brandon Road/ Redland Road Roundabout in the south of Swaffham. The route also joins Swaffham Junior School and Leisure Centre.
Route 3 (Green)	Lynn Street to Swaffham Bypass (roundabout)	A 2.7km route linking new and existing residential areas with central services and places of education. This route also provides a link with future wider connectivity opportunities and services at the Swaffham bypass roundabout.
Route 4 (Yellow)	Lynn Road to Butter Cross	A 1.2km route from Swaffham Market to Breckland Meadows Touring Park. The route connects residences, businesses and caravan sites to the town centre.



Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 38:** Swaffham active travel network and schemes.



## ► Thetford

### i. Introduction

Thetford is Norfolk's largest market town and fourth largest urban area, located 50km southwest of Norwich via the A11 on the Norfolk and Suffolk border. In 2021, Thetford had a population of 25,258 with 17% of the population aged 65 or over<sup>v</sup>.

A Sustainable Urban Extension (SUE) is being built to the north of the town with 5,000 new homes. The development is likely to increase the population by around 15,000 residents. As well as the SUE, Thetford has development areas allocated for employment. In 2021, the number of economically active residents stood at 63%<sup>vi</sup>. In the same year, driving by car or van was the preferred method of travel to work for those aged 16+ at 57%. A further 10.4% of residents travelled by foot, 2% by bus or train and 3.1% cycled. Other methods accounted for 6.9% of journeys<sup>vi</sup>.

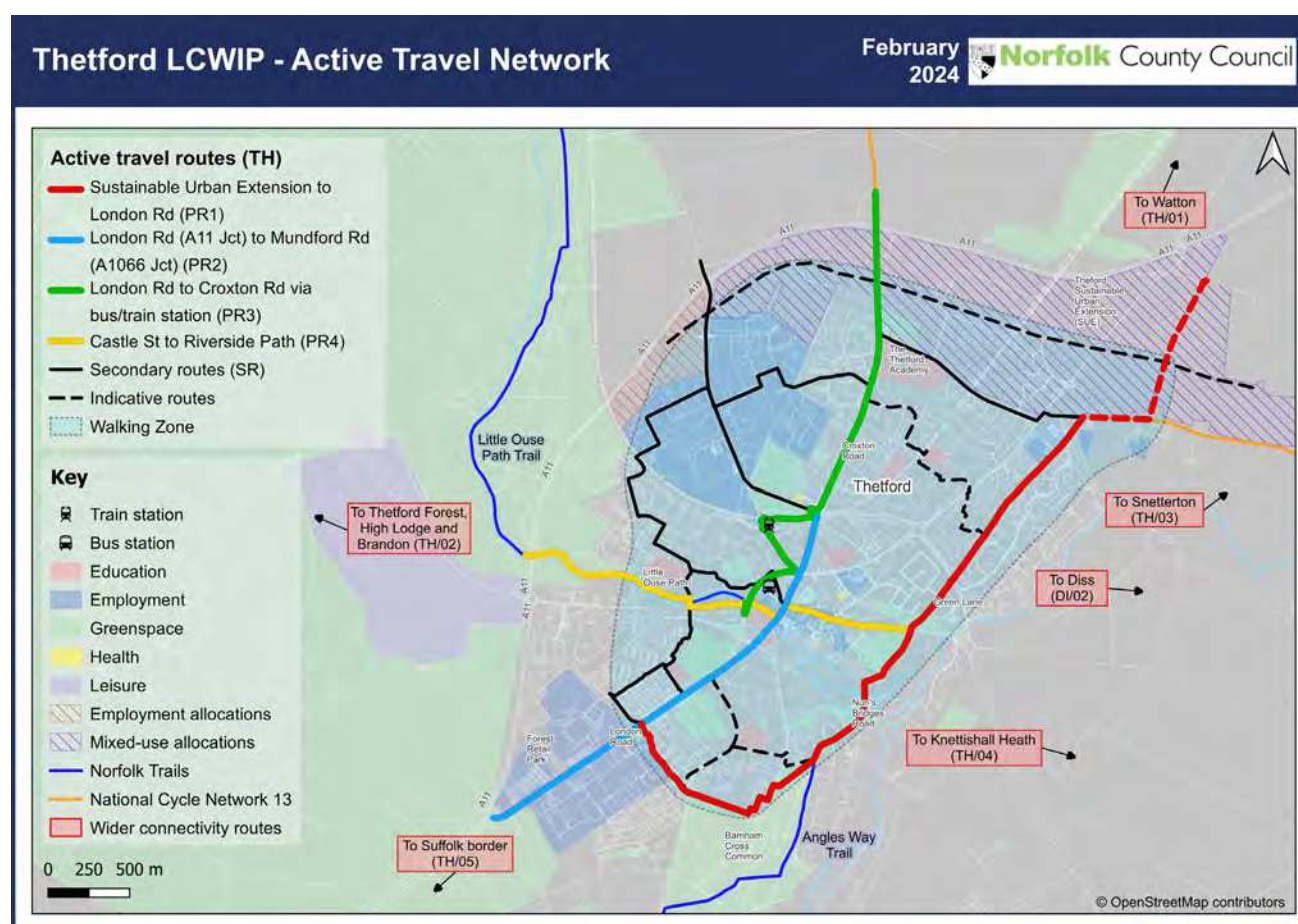
Thetford has a bus and train station providing links to Norwich, Cambridge and London. Active travel options are currently provided by National Cycle Network Route 13 which links the town to Peddars Way in the east and to Angles Way to the south. Peddars Way is a walking, cycling and horse-riding Trail and Angles allows walking only.

## ii. Active travel network

The active travel routes in Thetford align with proposals from the Thetford Town Delivery Plan 2021–2031, Thetford Network Improvement Strategy 2020, Thetford Town Centre Masterplan 2013 and Thetford Area Action Plan [TAAP] 2012.

The priority routes aim to provide connectivity between residential areas, places of employment and education, commercial areas and central services including the Thetford train station and bus station. The network, which includes several secondary routes, will also link to new housing and employment developments in the north of Thetford and will provide access to greenspace by connecting to the Little Ouse Path and Angles Way.

The Walking Zone study area extends beyond the existing pedestrian area within the town centre and includes a large extent of the town including the new developments in the north, the bus station and train station. In the south, the Walking Zone extends all the way to the northern boundary of Barnham Cross Common. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity..

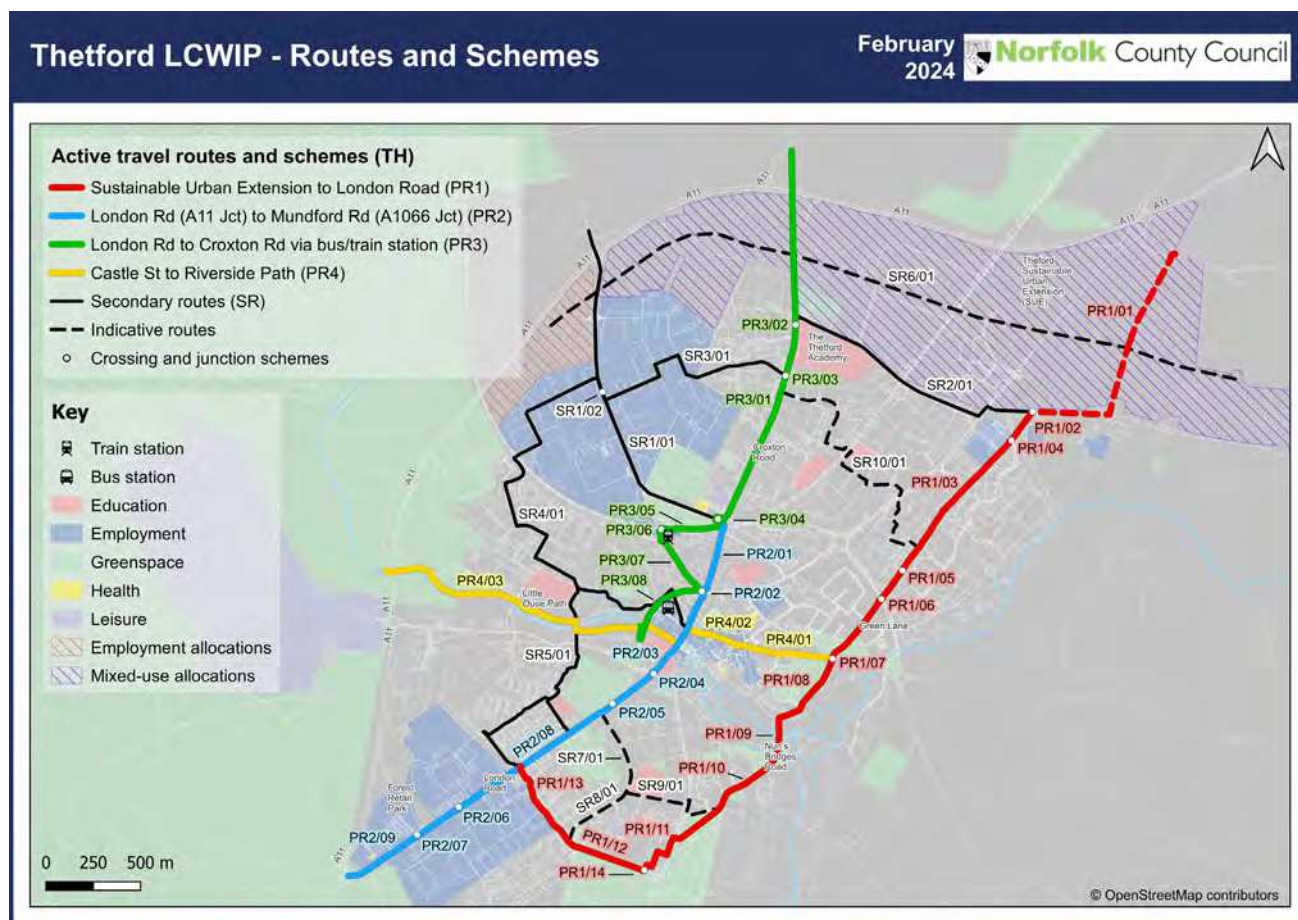


**Map 39:** Thetford area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Sustainable Urban Extension to London Road	A 5.5km route enabling connectivity between the Sustainable Urban Extension (SUE) and Kingsfleet Housing Development (east) to Kilverstone, the central services in the town centre, residential areas and greenspace.
Route 2 (Blue)	London Road (A11 Junction) to Mundford Road (A1066 Junction)	A 2.5km route enabling connectivity with areas of employment in the south and central services in the town centre. This route also links with the existing shared use path at the London Road (A11) roundabout.
Route 3 (Green)	London Road to Croxton Road via bus and train station	A 3.2km route which connects the river and residential areas to the west of town with the town centre, bus station, train station and schools. The route extends to the north of Thetford, linking up residential areas with the Sustainable Urban Extension (west) and National Cycle Network.
Route 4 (Yellow)	Castle Street to Riverside Path	A 2.7km route connecting residential areas in with the town centre with National Cycle Route 1 and greenspace.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 40:** Thetford active travel network and schemes.

## ► Watton

### **i. Introduction**

Watton is a rural market town situated 37km west of Norwich along Watton Road [B1108]. In 2021, the population stood at 8,967, with 25% of residents aged 65 or over<sup>v</sup>. With future residential allocations planned within the town, the town population is set to increase in coming years<sup>v</sup>.

In 2021, 54% of residents were in employment or looking for work. Driving by car or van was the preferred method of travel to work for those aged 16+ at 59%. A further 13.5% of residents travelled by foot, 1% by bus or train and 2.6% cycled. Other methods accounted for 7.4% of journeys<sup>vi</sup>.

Watton does not have a train station but has several bus routes which provide access to surrounding towns and villages. National Cycle Network Route 13 connects with Swaffham and provides connectivity with Dereham and Thetford. To the west of the town, Peddars Way is a walking and cycling Trail and allows horse-riding in sections.

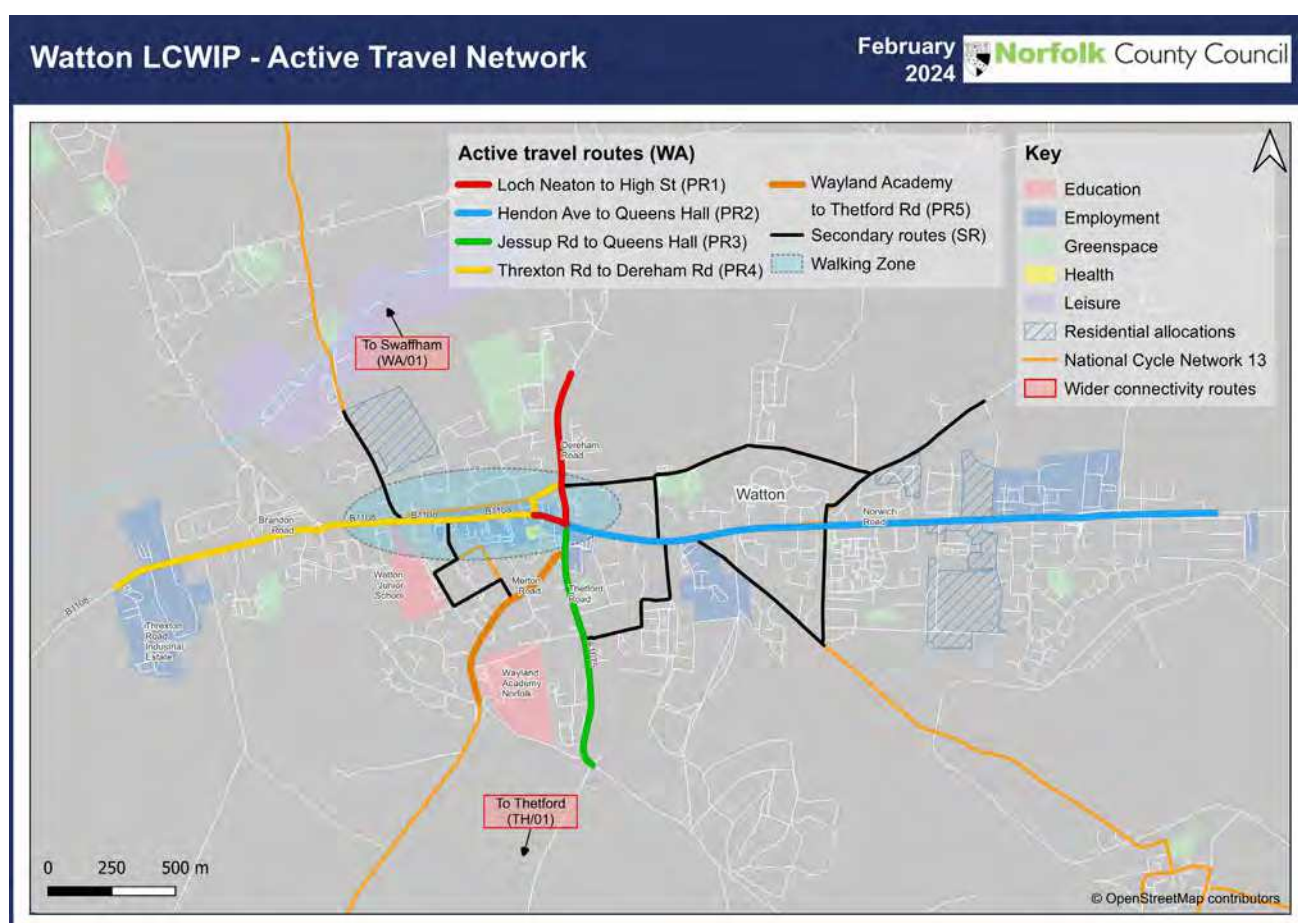


## ii. Active travel network

The priority active travel routes in Watton aim to provide connectivity between residential areas and places of education and employment. The network, which includes several secondary routes, also connects to market locations in the centre, leisure facilities and Loch Neaton in the north of the town. The network routes align with the Watton Town Delivery Plan 2021–2031 and support the ambitions of the emerging Watton Neighbourhood Plan 2021–2036.

The Walking Zone study area in Watton encompasses the core town centre including High Street, Brandon Road, Cadman Way, Norwich Road and Thetford Road as outlined in the Watton Town Delivery Plan 2021–2031. The Queens Hall Road junction connecting High Street, Cadman Way, Norwich Road and Thetford Road is also included, as well as Middle Street and Dereham Road which will enable connectivity to leisure facilities and to Loch Neat via Cadman Way.

The Walking Zone aligns with the Future Breckland Town Delivery Plan which highlights the need for more and improved pedestrian crossing points along the Brandon Road and High Street. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



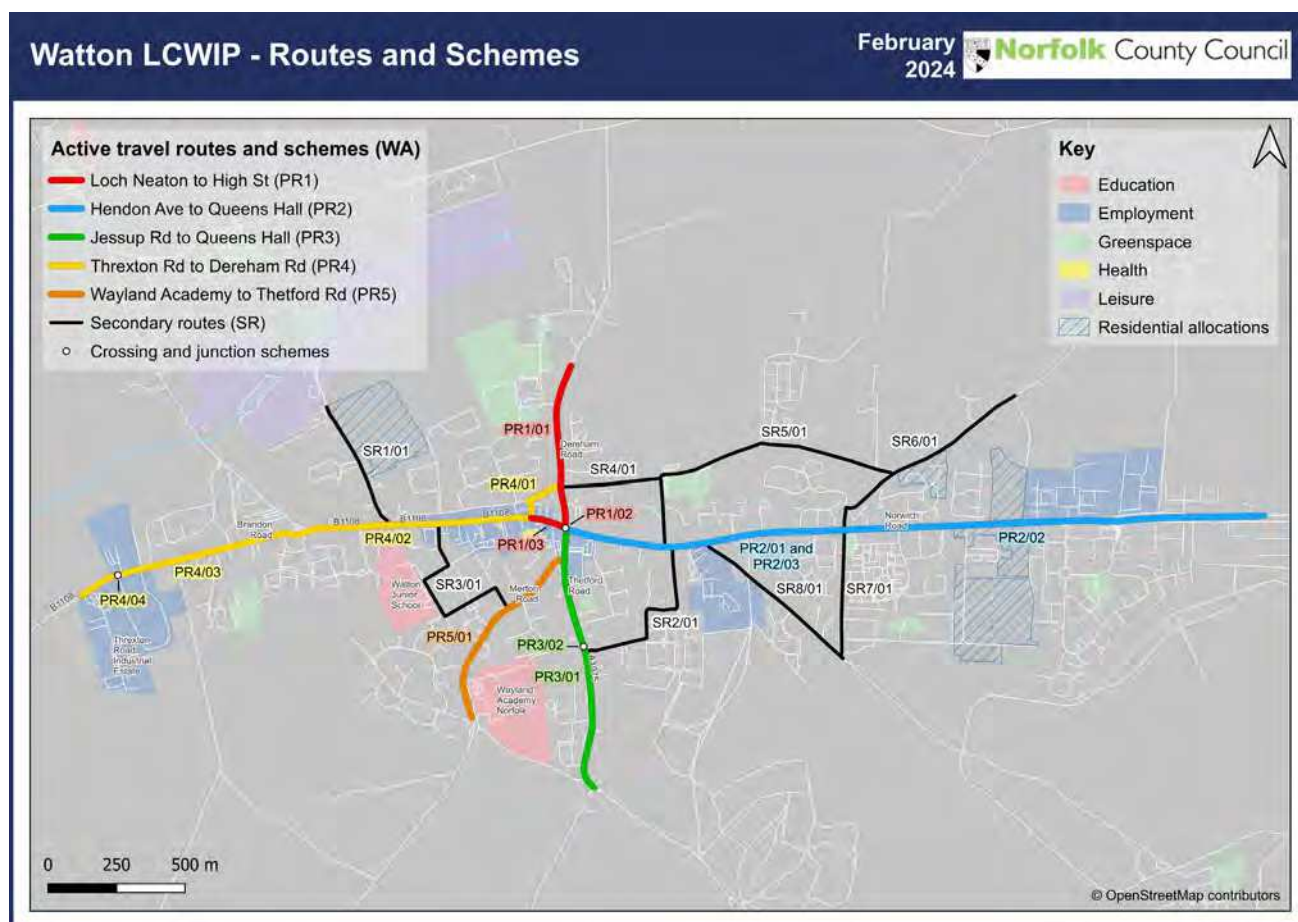
**Map 41:** Watton area map showing the current active travel network and LCWIP network.



### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Loch Neaton to High Street	A 0.7km route providing connectivity between residential areas, greenspace (Loch Neaton) and leisure facilities along Dereham Road and Cadman Way with central areas of employment on High Street.
Route 2 (Blue)	Hendon Avenue to Queens Hall	A 2.5km route from the Queens Hall junction on Norwich Road. The route connects residential areas with areas of employment and central market locations.
Route 3 (Green)	Jessup Road to Queens Hall	A 1.2km route connecting new residential areas in the south of Watton at Queens Hall to Wayland Academy Norfolk and central areas of employment.
Route 4 (Yellow)	Threxton Road to Dereham Road	A 1.9km route connecting residential areas to a major employment area in the west of Watton. The route passes central places of employment and education (Watton Primary school) along High Street and Brandon Road.
Route 5 (Orange)	Wayland Academy to Thetford Road	A 0.7km route connecting Wayland Academy Norfolk, residential areas and the town centre.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 42: Watton active travel network and schemes.**

## ► Wroxham and Hoveton

### i. Introduction

The towns of Wroxham and Hoveton are located 16km northeast of Norwich along Wroxham Road and are separated by the river Bure. Their combined population was 10,662 in 2021 with 27% of residents aged 65 or over<sup>v</sup>.

With the allocation of residential developments in both towns, the demand for cycling and walking routes is expected to increase in coming years. Employment levels are also set to rise – in 2021, the economically active population of Wroxham and Hoveton stood at 52%<sup>vi</sup>.

In 2021, driving by car or van was the preferred method of travel to work for residents aged 16+ at 58%. A further 4.1% of residents travelled by foot, 1.4% by bus or train and 1.6% cycled. Other methods accounted for 3.5% of journeys<sup>vi</sup>.

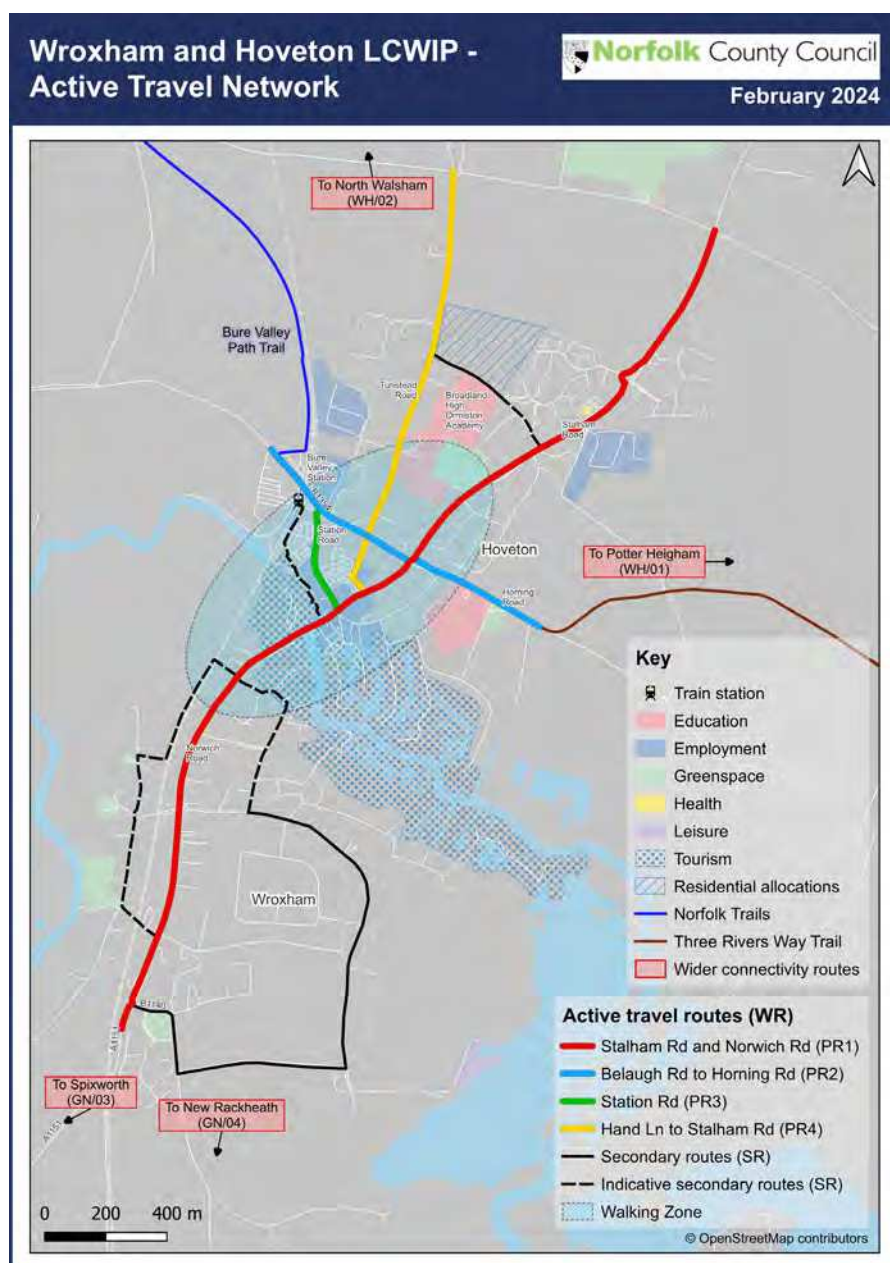
Hoveton and Wroxham train station sits in the heart of Hoveton just south of the Bure Valley Railway. The Bure Valley Path is a walking and cycling Trail which is accessible from the train station and provides access route to the northwest of the towns towards Aylsham. To the west, Three Rivers Way is a walking and cycling Trail to Horning.

## ii. Active travel network

The active travel network for Wroxham and Hoveton embeds policies and proposals contained within the Wroxham and Hoveton Network Improvement Strategy 2020 and the Wroxham Neighbourhood Plan 2019–2039.

The priority active travel routes aim to provide connectivity between Hoveton and Wroxham via a linear north to south route. The network, which includes several secondary routes, also provides access to Hoveton and Wroxham train station, tourist attractions, schools and current and new residential developments.

The Walking Zone study area covers the Wroxham and Hoveton town centre, Hoveton and Wroxham train station, schools and areas which see high levels of footfall, including Norwich Road and Stalham Road. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.



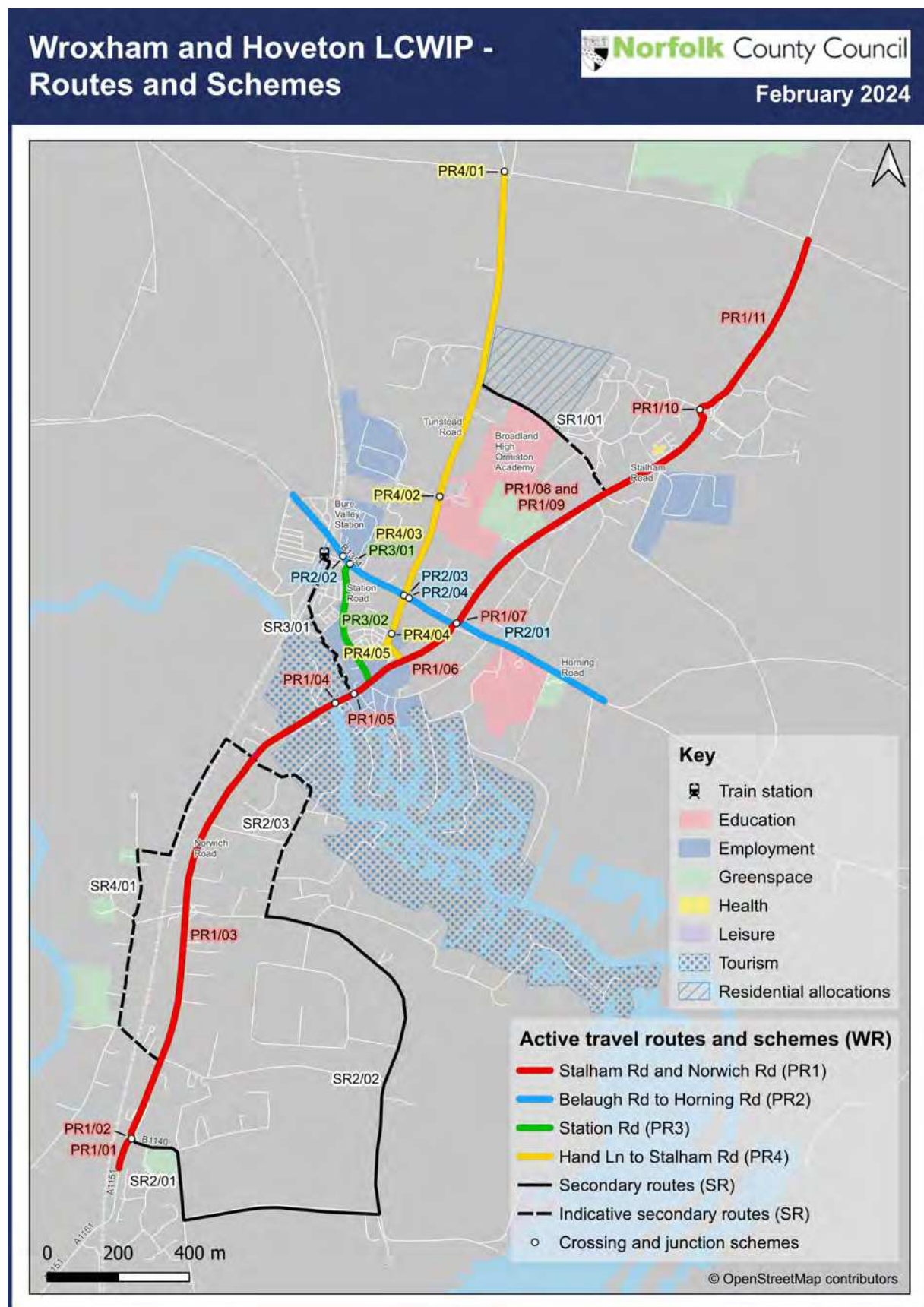
**Map 43:** Wroxham and Hoveton area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Stalham Road and Norwich Road	A 3.5km linear route on Norwich Road starting to the west of the railway south of Wroxham and continuing through the centre of the town and along Stalham Road to the junction with St Peter's Lane.
Route 2 (Blue)	Belaugh Road to Horning Road	A 1km route that links part of the existing Three Rivers Way with the Bure Valley Route. From east to west, the route starts at the junction of New Lane and Horning Road. The route connects two well established recreational cycle routes and provides wider connectivity to surrounding areas.
Route 3 (Green)	Station Road	A 0.4km route from Hoveton and Wroxham train station to the town centre on Station Road.
Route 4 (Yellow)	Hand Lane to Stalham Road	A 1.5km route on Tunstead Road in the north of Hoveton, heading south past Broadland High Ormiston Academy, across Horning Road West.



Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 44:** Wroxham and Hoveton active travel network and schemes.



## ► Wymondham and Hethersett

### i. Introduction

Wymondham is a market town situated 19km southwest of Norwich within the district of South Norfolk. In 2021, the population stood at 18,284 with 19% of residents aged 65 or over<sup>v</sup>. In the same year, 61% of residents were in employment or looking for work in Wymondham<sup>vi</sup>. The town has allocation for new housing in the west, south and east which is set to increase the population and levels of employment.

Hethersett is a nearby large village roughly halfway between Wymondham and Norwich. In 2021, the village had a population of 8,784, of whom 21% were 65 or over<sup>v</sup>. A significant new housing and employment development has been allocated in the north, which is likely to boost employment levels. In 2021, 58% of residents were economically active<sup>vi</sup>.

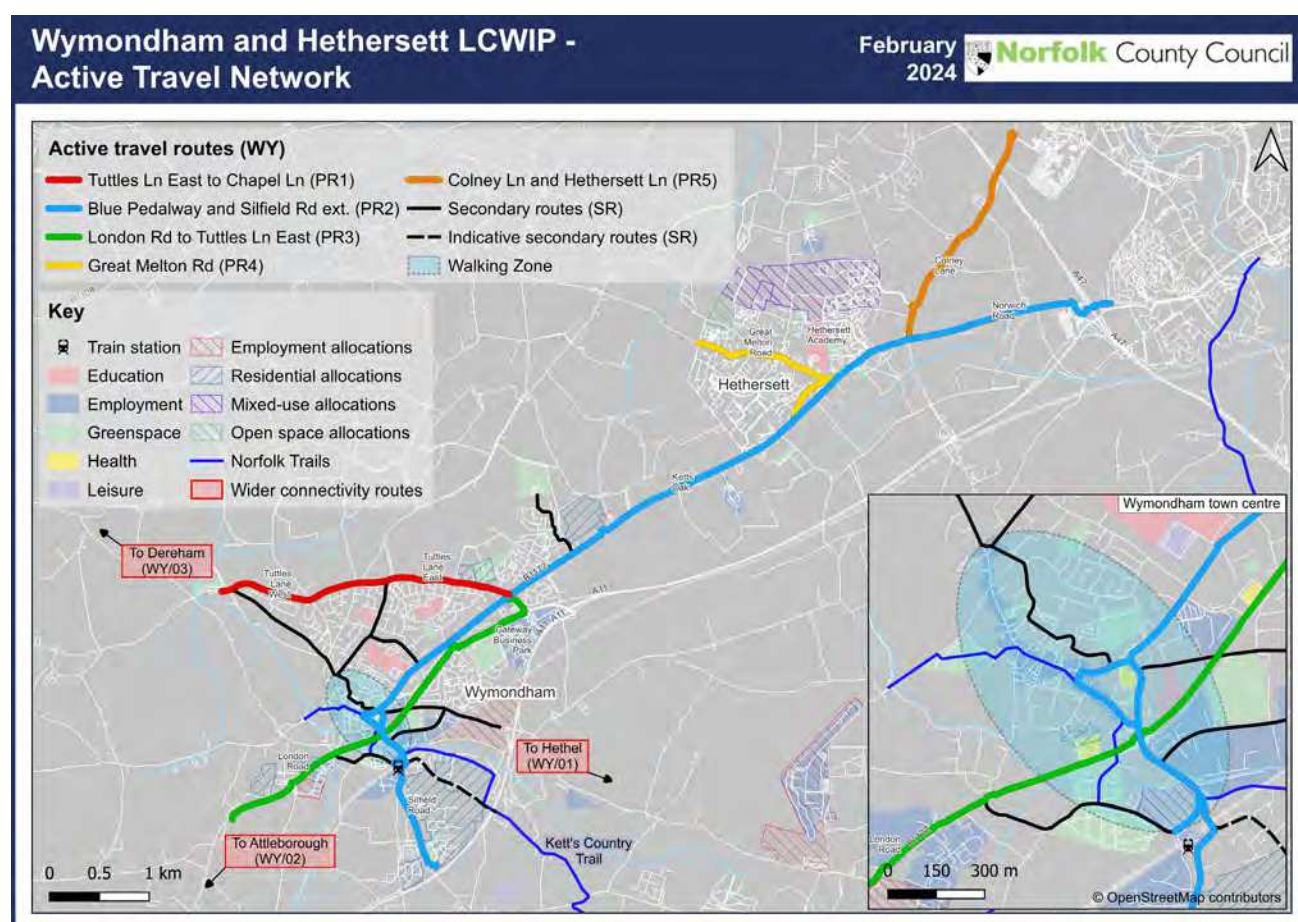
In 2021, driving by car or van was the preferred method of travel to work for residents aged 16+ in Wymondham and Hethersett combined, at 53%. A further 5.6% of residents travelled by foot, 2.4% by bus or train and 2.6% cycled. Other methods accounted for 3.5% of journeys<sup>vi</sup>.

Both Wymondham and Hethersett are connected to Norwich with an existing shared-use cycling facility running parallel to the B1172. Wymondham also has a bus station and a train station on the Breckland Line with access to Norwich, Attleborough and further west to Cambridge. Norwich can also be accessed by foot via the Kett's Country walking Trail which begins in the south of Wymondham.

## ii. Active travel network

The priority active travel network aims to connect residential areas, central services, places of employment and education and new developments in Wymondham and Hethersett. The network will also link the towns via the existing Blue Pedalway. Connectivity is further enhanced in Wymondham by a network of secondary routes across the town. Schemes align with the Wymondham Neighbourhood Plan 2023–2038, the Wymondham Network Improvement Strategy 2020 and the Wymondham Area Action Plan 2015.

The Walking Zone study area, located in Wymondham, aims to cover services in the town centre which see high levels of footfall. The next step is to conduct feasibility studies and walking route assessments within this area to identify schemes to improve walking and wheeling connectivity.

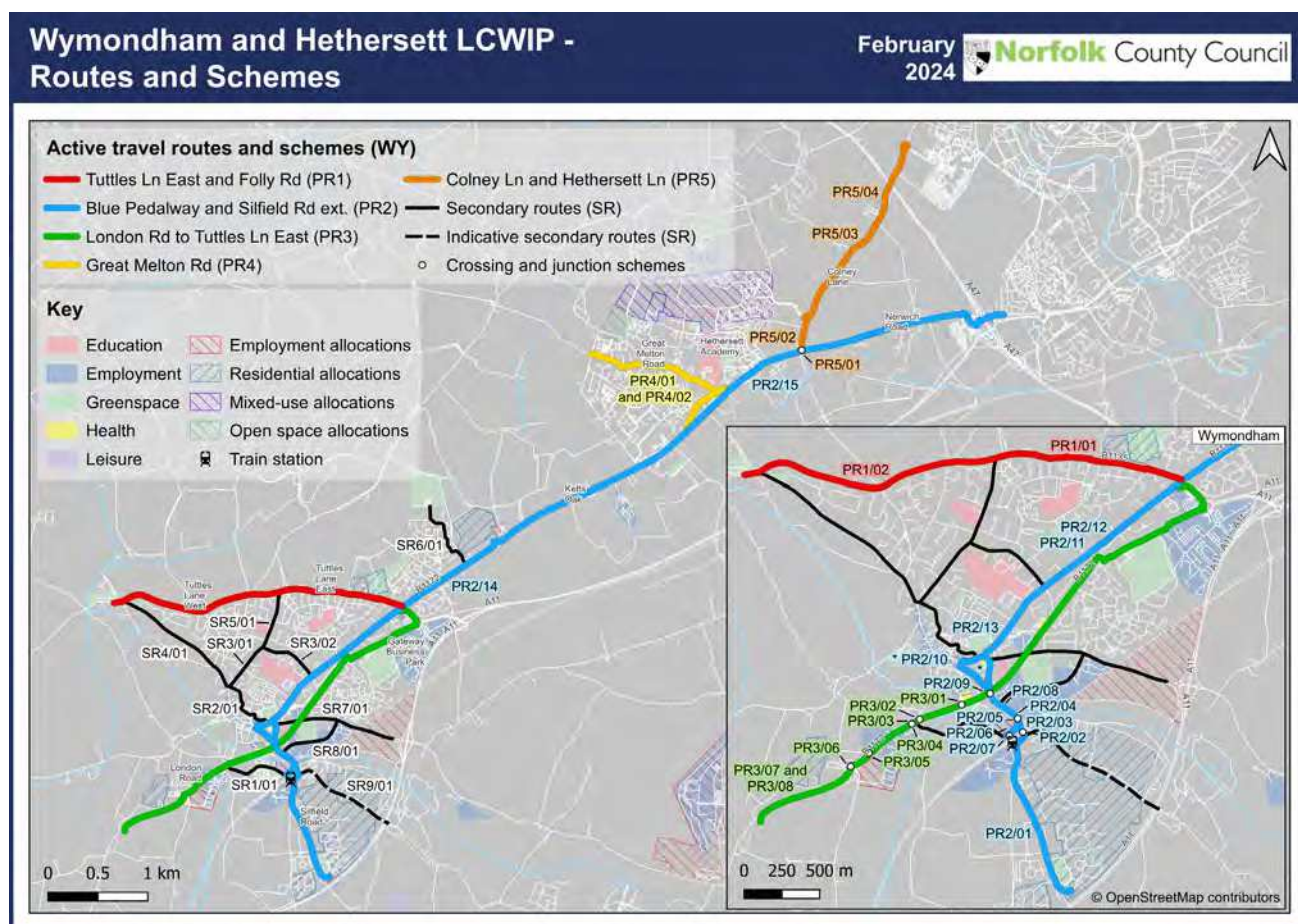


**Map 45:** Wymondham and Hethersett area map showing the current active travel network and LCWIP network.

### iii. Summary of priority active travel routes and schemes

Route Number	Route	Route Description
Route 1 (Red)	Tuttles Lane East to Chapel Lane	A 3km route to provide connectivity in the north of Wymondham along Tuttles Lane West and Tuttles Lane East.
Route 2 (Blue)	Blue Pedalway and Silfield Road extension	A 10.5km linear route to improve connectivity along the existing Blue Pedalway and an extension to connect with public transport and residential areas along Silfield Road.
Route 3 (Green)	London Road to Tuttles Lane East	A 3.9km route providing connectivity in Wymondham between Gateway Business Park to the town centre, as well as linking new and existing residential and employment areas in the south.
Route 4 (Yellow)	Great Melton Road	A 2km route providing connectivity between residential areas and places of education within Hethersett.
Route 5 (Orange)	Colney Lane and Hethersett Lane	A 2.4km route to link the Norfolk and Norwich University Hospital and new housing allocations in the north of Hethersett.

Further information for specific schemes along each of the primary and secondary routes can be found in Annex A.



**Map 46: Wymondham active travel network and schemes.**



## 9. Norfolk Trails Network

### i. Introduction

The Countywide LCWIP includes a range of infrastructure proposals to improve the accessibility of the existing Trails network. The network improvements have been identified through a review of local plans and policies, public feedback and Norfolk Trails Officer inspections.

When designing new infrastructure or upgrading existing infrastructure, it will be important that the needs of all users of public rights of way are considered, including horse-riders. Improvements include improved access for people with mobility issues, improvements to surface conditions, better drainage, realignment of routes, new crossing points at road junctions, boardwalk replacements and improved conditions for horse-riders. The full list can be found in Annex A: Programme of Cycling, Walking and Wheeling Improvements for Norfolk.



Map 47: Norfolk Trails network.

## ii. Trails and scheme summary

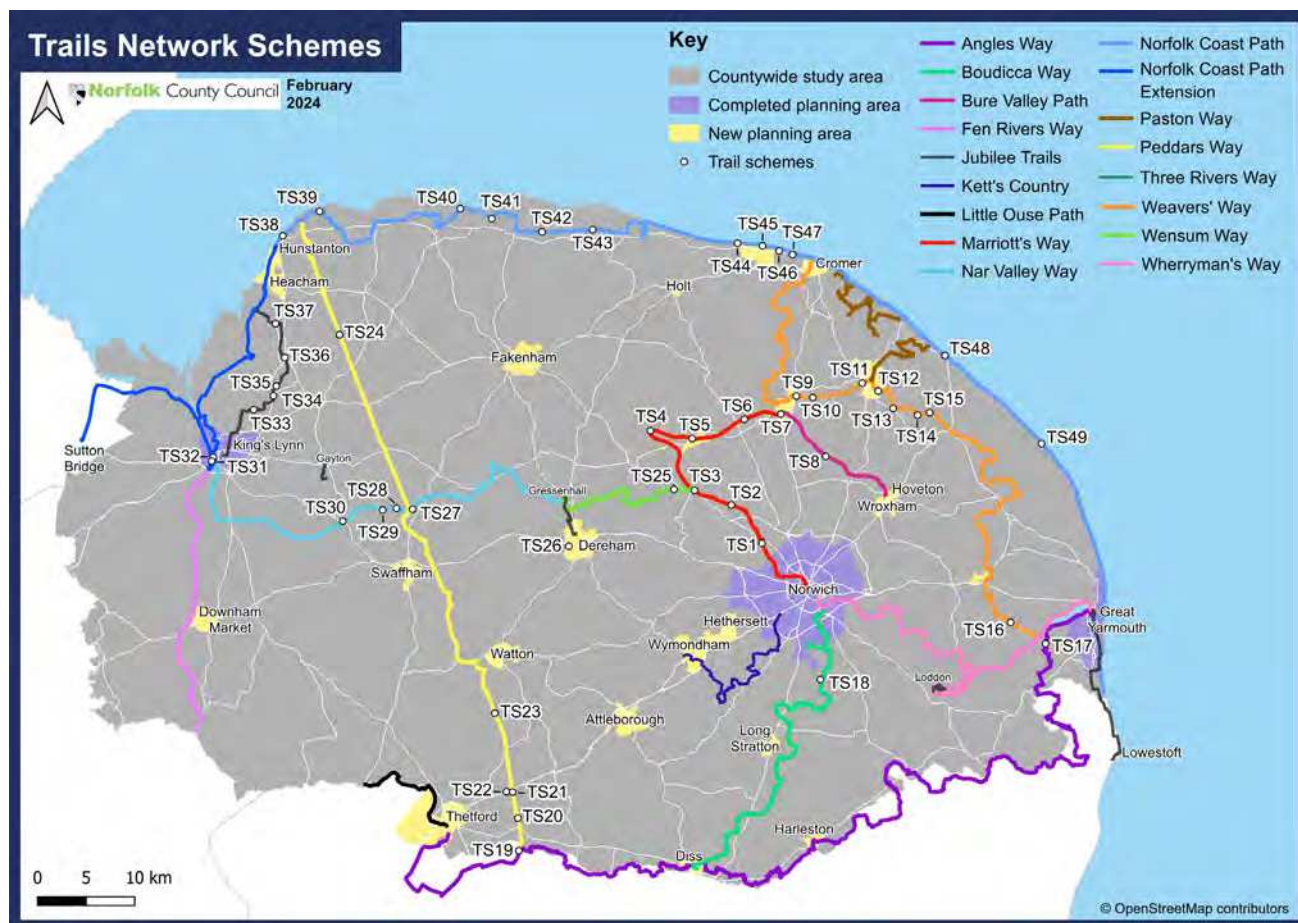
The table below describes each of the main Trails in Norfolk. Please note, these are often a mix of user type and status – the table below describes what type the Trails are for most of their length.

Trail name	Trail type	Route description
Angles Way	Walking only	A 150km walking Trail running from Thetford, through Diss, Harleston, Bungay and Beccles to Lowestoft then north to Great Yarmouth via Somerleyton. The Trail also connects to Peddars Way near Riddlesworth Park, Boudicca Way in Diss and the Norfolk Coast Path and Wherryman's Way in Great Yarmouth.
Boudicca Way	Walking only	A 58km Trail running south from Trowse Newton in southeast Norwich to Diss via Shotesham, Tasburgh and Pulham Market. The Trail connects to Wherryman's Way in Trowse Newton and to Angles Way in Diss.
Bure Valley Path	Walking and cycling	A permissive 14km Trail running southeast from Aylsham to Wroxham and Hoveton via the historic Bure Valley Railway (now a heritage railway). The Trail goes through Brampton, Buxton, Coltishall and Wroxham and Hoveton train station and connects to the start of Marriott's Way in Aylsham.
Fen Rivers Way	Walking only	A 79km Trail heading south from King's Lynn to Cambridgeshire through Downham Market. The Trail also connects to Nar Valley Way at King's Lynn.
Kett's Country	Walking only	A 29km Trail linking Wymondham and Norwich. Launched in March 2022, it is Norfolk's newest Trail. The route contains a series of circular walks it Wymondham, Wreningham, Mulbarton, Swardeston and Cringleford.
Little Ouse Path	Walking only	A 16km Trail through the Little Ouse Valley. The Trail follows the old towpath and links Thetford and Brandon.
Marriott's Way	Walking, cycling and horse-riding	A 42km route running east from Aylsham towards Reepham. The Trail loops around Reepham and heads southeast to Norwich via Whitwell Common, Lenwade, Thorpe Marriott and North Earlham. The Trail connects to the Bure Valley Path in Aylsham and Wensum Way in Lenwade.
Nar Valley Way	Walking only	A 53km Trail from King's Lynn to Beetley via Setchey, Narborough, Castle Acre, Mileham and Gressenhall. The Trail links to Fen Rivers Way in King's Lynn, Peddars Way in Castle Acre and Wensum Way in Beetley.



Trail name	Trail type	Route description
Norfolk Coast Path (National Trail)	Walking only	A 135km route along the Norfolk Coast which forms part of the England Coast Path National Trail. It runs from Hunstanton to Hopton-on-Sea via Wells-next-the-Sea, Cromer, Caister-on-Sea and Great Yarmouth. The Trail links to Peddars Way in Holme, Weavers' Way and Paston Way in Cromer and Wherryman's Way and Angles Way in Great Yarmouth.
Paston Way	Walking and cycling	A 35km Trail running southeast from Cromer to North Walsham via Overstrand, Southrepps, Gimingham, Mundesley and Paston. The Trail links to Weavers' Way in both Cromer and North Walsham and runs along the Norfolk Coast Path between Cromer and Bacton.
Peddars Way (National Trail)	Walking, cycling and horse-riding	The 79km linear National Trail runs from Holme to Riddlesworth Park, east of Thetford, via Anmer, Castle Acre, Little Cressingham and Stonebridge. The Trail links to the Norfolk Coast Path in Holme, Nar Valley Way in Castle Acre and Angles Way in Riddlesworth Park.
Weavers' Way	Walking, cycling and horse-riding	The Trail runs for 98km from Cromer to the Broads via Aylsham, North Walsham, Stalham and Acle. The Trail links to the Norfolk Coast Path and Paston Way in Cromer, meets Paston Way again in North Walsham and joins Wherryman's Way near the Berney Arms train station in the Broads. The full length of the Trail is walkable and cycling is permitted for 10km from North Walsham to Aylsham. Cycling and horse-riding are permitted for 7km from Stalham to Bengate.
Wensum Way	Walking only	A 19km Trail running east from Beetley to Lenwade via Swanton Morley, Elsing and Lyng. The path connects to Nar Valley Way in Beetley and to Gressenhall and Marriott's Way in Lenwade.
Wherryman's Way	Walking only	The Trail runs east for 60km from Norwich train station to Great Yarmouth via Bramerton, Surlingham, Hardley, Loddon, Reedham and Berney Arms. The Trail links to Boudicca Way in Trowse Newton, Weavers' Way in Berney Arms and Angles Way and the Norfolk Coast Path in Great Yarmouth.

Further information for specific schemes along each of the Trails can be found in Annex A: Programme of Cycling, Walking and Wheeling Improvements for Norfolk.



# 10.

## National Cycle Network and Norfolk

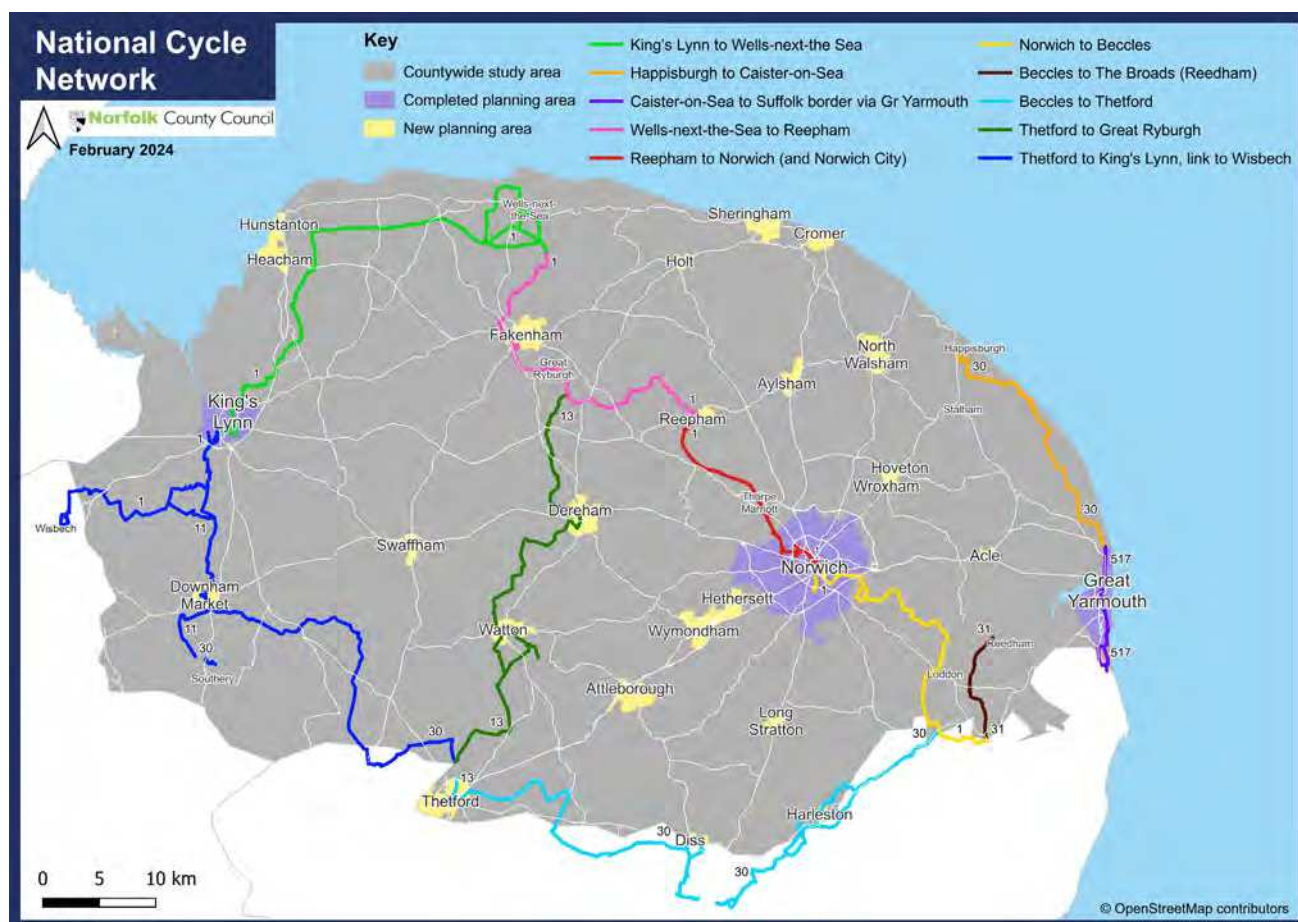
The National Cycle Network (NCN) is a nationwide network of over 26,000km of signed cycling and walking routes spanning the UK<sup>iv</sup>. The routes are used by people walking and cycling, as well as wheelchair users, joggers and horse-riders.

The charity, Sustrans, are the custodians of the NCN, and work with partners and stakeholders across the country with the aim of making it easier for people to walk and cycle.

Norfolk County Council are working with Sustrans and aim to support infrastructure schemes which come forward as part of a network review to improve the National Cycle Network in Norfolk.

Potential improvements can be grouped into 5 categories:

- **Barrier removal schemes** to remove or redesign obstacles which pose a barrier to all forms of active travel along a route. .
- **Traffic survey schemes** to gather traffic volume and speed data to help inform schemes for on road sections of the NCN..
- **Surface improvement schemes** to make routes more accessible and comfortable for all users.
- **Crossing or junction improvement schemes** to enable safe and inclusive crossing for all users.
- **Route realignment schemes** where the current route quality is poor, indirect or there is a better viable alternative route.



**Map 49:** National Cycle Network in Norfolk, divided into 10 routes.

## National Cycle and Regional Cycle Network route summary

Cycle network section	Network number	Route description
King's Lynn to Wells-next-the-Sea	NCN 1	The 64km of NCN between King's Lynn and Wells-next-the-Sea (including the Wells-next-the-Sea loop) is mostly on road, typically along rural lanes, and passes through smaller market towns including Burnham Market and the key tourist attraction of Sandringham.
Happisburgh to Caister-on-Sea	Reclassified for experienced users	A 25km route connecting coastal communities along the Norfolk coast and key tourist attractions in Winterton-on-Sea. This section has been reclassified due to the high motor traffic speeds on many sections and high traffic volumes through settlements and therefore is only promoted to experienced users.
Caister-on-Sea to Suffolk border via Great Yarmouth	NCN 30 and NCN 517	The 17km of NCN 30 and NCN 517 between Yarmouth and the Suffolk border in the south of Hopton (towards Lowestoft) consists of a combination of longer stretches on road and shorter traffic-free sections. This route provides a key link to the coast communities of Lowestoft and Great Yarmouth.
Wells-Next-The-Sea to Reepham (NCN 1)	NCN 1	The 45km stretch of NCN in this section is almost entirely on road, mostly on rural roads and often indirect. This section of NCN is rural in nature, providing connections between small villages and the town of Fakenham.
Reepham to Norwich (and Norwich City)	NCN 1	This section of NCN 1 is approximately 26km and connects Reepham and Norwich. It is mainly traffic free, following Marriott's Way from Norwich. The route travels through farmland, woodland and water meadows, as well as following the River Wensum in places. Marriott's Way, also part of the Norfolk Trails network, continues north to Aylsham, although this section is currently not on the NCN.
Norwich to Beccles	NCN 1	This section of NCN 1 is approximately 40km long and connects Norwich to Beccles (Suffolk). NCN 1 between Norwich and Beccles is almost entirely on road, on rural lanes, away from the more direct, but busier, Loddon Road. The route serves mostly to connect smaller villages, although there is an opportunity to the north of this section for commuter trips by cycle towards Norwich city centre.
Beccles to The Broads (Reedham)	NCN 31	This section of NCN 31 is approximately 16km long and connects the towns of Beccles (just inside Suffolk) with Reedham. This NCN route connects Beccles to the Broads. The route is predominantly on road with short traffic-free sections at the southern end of the route to the north of Gillingham.

Cycle network section	Network number	Route description
Beccles to Thetford	NCN 30 and NCN 13	This section of the network, along NCN 30 and NCN 13, is approximately 72km long and connects the towns of Beccles (in Suffolk) and Thetford. The NCN 30 section travels along the Norfolk/Suffolk border towards Thetford, predominantly along rural roads. The route connects the built-up areas of Beccles (link to NCN 1), Bungay, Harleston and Diss.
Thetford to Great Ryburgh	NCN 13	This section of NCN 13 is approximately 56km long and connects the town of Thetford to NCN 1 near Fakenham. The NCN 13 connects towns and villages in this corridor with a predominantly on road route, with short sections of traffic-free route around Dereham and Watton.
Thetford to King's Lynn and link to Wisbech	NCN 30, NCN 11, NCN 1	This section of the network, along NCN 30 and NCN 11, is approximately 56km long and connects the towns of Thetford, Downham Market and King's Lynn. NCN 30 connects between Brandon and Downham Market via a reclassified section northwards through the villages of Foulden and Stoke Ferry. At Downham Market, NCN 11 heads north towards King's Lynn.

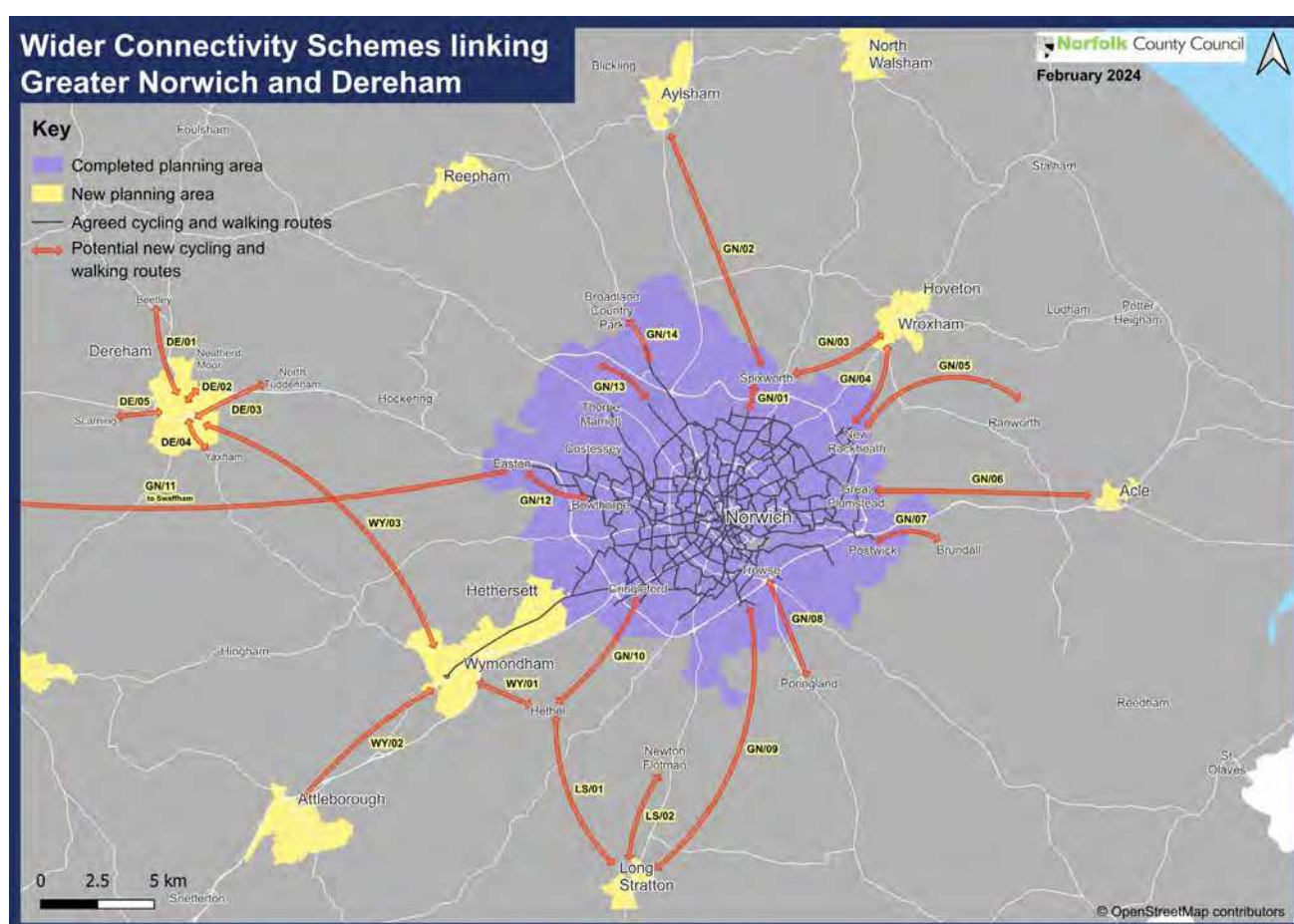


# 11.

## Wider Connectivity Routes

A review of local plans and policies has identified potential new cycling and walking routes in Norfolk, which would enable connectivity with greenspace and link rural communities with central services. When designing new routes, it will be important that the needs of all users of public rights of way are considered, including horse-riders. The following maps and tables provide a summary of the routes within the Countywide LCWIP.

### i. Wider Connectivity Routes Linking Greater Norwich and Dereham



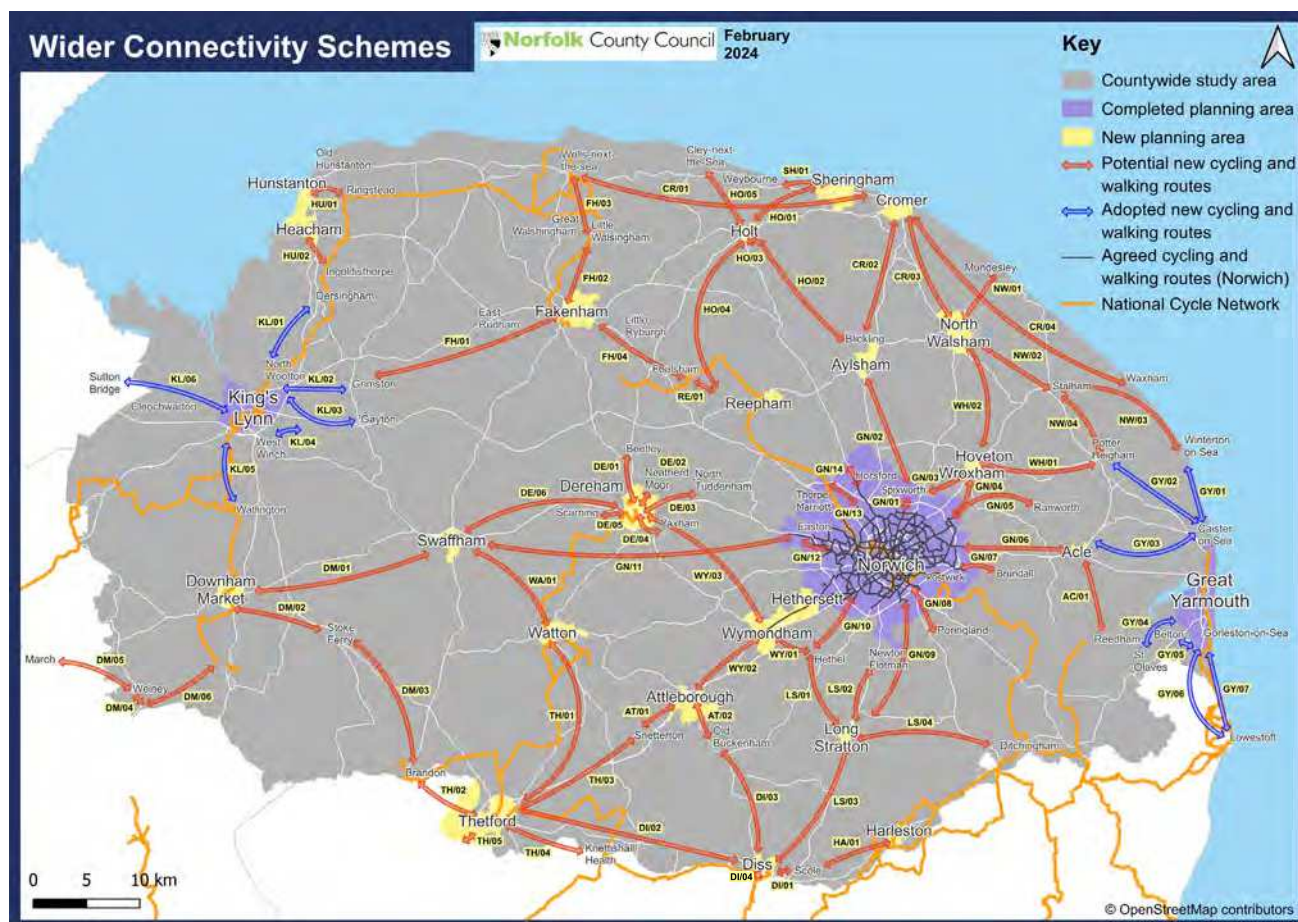
**Map 50:** Potential and agreed cycling and walking routes linking Greater Norwich and Dereham with surrounding towns and villages.

## ii. Route summary

Reference	Location	Description
GN/01	Buxton Road to Spixworth cycle link	Cycling and walking route to connect Spixworth with the existing Greater Norwich cycle network via Buxton Road.
GN/02	Spixworth to Aylsham cycle link	Cycling and walking route providing connectivity between north Spixworth and Aylsham, potentially using quiet lanes.
GN/03	Spixworth to Wroxham cycle link	Development of an existing quiet lane route to provide cycling and walking connectivity between Spixworth and Wroxham which links the closed road at Rackheath Lane to Wroxham Football Club.
GN/04	Broadland Way	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Greater Norwich and Wroxham.
GN/05	Norfolk Broads leisure cycle routes	A cycling and walking route connecting Greater Norwich with the Broads using quiet roads and existing public rights of way.
GN/06	Acle cycle link	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Norwich and Acle.
GN/07	Postwick to Brundall cycle link	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Postwick park and ride and Brundall train station.
GN/08	Poringland cycle link	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity from Poringland and linking with Framingham Earl and the existing cycle network at Trowse in Norwich.
GN/09	Long Stratton to Trowse cycling and walking link	A cycling and walking route providing wider connectivity between Long Stratton and Norwich and linking rural communities by utilising quiet lanes, public rights of way and the Norfolk Trails network.
GN/10	Hethel to Cringleford cycle link	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Hethel and Cringleford.
GN/11	Longwater and Swaffham cycle link	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Longwater (underpass) and Swaffham.
GN/12	Green Pedalway to Easton connectivity	Improvements to the cycling and walking infrastructure along the Green Pedalway and the creation of a link to Easton.
GN/13	Hellesdon to Thorpe Marriott cycle link	A cycling and walking route providing connectivity along Reepham Road linking Hellesdon with development allocations to the north of Thorpe Marriott.

Reference	Location	Description
GN/14	Holt Road and Yellow Pedalway	Building on proposals in the Greater Norwich LCWIP, a further extension to the Yellow Pedalway from Broadland Northway and Horsford and a connection to Broadland Country Park.
DE/01	Dereham to Beetley	A cycling and walking route connecting Dereham to Beetley and the Gressenhall Farm & Workhouse Museum via a series of quiet roads and public rights of way. Gressenhall is also connected to the National Cycle Network and provides onwards travel to Fakenham.
DE/02	Dereham to Neatherd Moore	Utilising the Dereham town centre to Dereham Town FC priority route (Blue) and secondary routes, this route provides access Neatherd Moor and Etling Green common land. Together they are important local assets that provide open greenspace to residents and visitors to Dereham.
DE/03	Dereham to North Tuddenham	This cycling and walking route connects Dereham with North Tuddenham via a series of quiet roads and public rights of way. This route will also provide connectivity with the proposed country park.
DE/04	Dereham to Yaxham	Two priority routes connect Dereham to Toftwood. This wider route extends this connectivity south to Yaxham and provides access to the proposed development in Toftwood.
DE/05	Dereham to Scarning	This route provides an extension to the proposed network for Dereham and connects with Scarning via quiet roads. The route also provides a safe crossing point over the A47.
DE/06	Dereham to Swaffham	Cycling and walking connectivity between Dereham and Swaffham utilising public rights of way and quiet lanes.

### iii. Wider Connectivity Routes for Norfolk (excluding Greater Norwich and Dereham)



**Map 51:** Potential and agreed cycling and walking routes linking towns and villages in Norfolk.

#### Route summary

Reference	Location	Description
HU/01	Hunstanton to the National Cycle Network	Cycling connectivity between the proposed cycling and walking network in Hunstanton and National Cycle Network Route 1 using quiet roads and existing public rights of way.
HU/02	Hunstanton South Beach Road to Ingoldisthorpe	A cycling route using quiet roads and existing public rights of way to provide wider connectivity between South Beach Road and Ingoldisthorpe.
DM/01	Downham Market to Swaffham	A cycling route using quiet roads and existing public rights of way to provide wider connectivity between Downham Market and Swaffham.
DM/02	Downham Market and Stoke Ferry Greenway	A scheme to enable connectivity for all users south of Downham Market along the disused railway to Stoke Ferry via Fordham.



Reference	Location	Description
DM/03	Stoke Ferry to Brandon	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Stoke Ferry and Brandon.
DM/04	Welney Wash Causeway	A cycle and walking route across the Welney Wash Causeway.
DM/05	NCN 11 at Welney Wash Road to March	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between National Cycle Network 11 on Welney Wash Road to March.
DM/06	Ten Mile Bank to Welney Wash Causeway	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity from National Cycle Network 11 at Ten Mile Bank to Welney Wash Causeway.
FH/01	Fakenham to King's Lynn	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between King's Lynn and Fakenham.
FH/02	Fakenham to Little Walsingham	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Fakenham and Little Walsingham.
FH/03	Little Walsingham to Wells-Next-the-Sea	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Little Walsingham and Wells-next-the-Sea.
FH/04	Pensthorpe to Foulsham via Little Ryburgh	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Pensthorpe and Foulsham via Little Ryburgh.
HO/01	Holt to Sheringham	A cycling and walking route providing connectivity between the key destinations of Holt and Sheringham. There is potential to follow the Poppy Line Rail Network route between High Kelling and Sheringham.
HO/02	Holt to Blickling	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Holt and Blickling.
HO/03	Holt Country Park	A walking and cycling route through Holt Country Park linking Edgefield Hill and Hempstead Road.
HO/04	Holt - Melton Constable - Themelthorpe	Cycling and walking connectivity between Melton Constable and Themelthorpe. There are parts of the disused heritage railway line between Holt and Melton Constable which could be transformed into a Greenway with an off-road section connecting to Themelthorpe. This would enable the development of an off-road cycle route from Holt to either Aylsham or Norwich. Melton Constable to Themelthorpe would complete the link to Norwich on Marriott's Way.

Reference	Location	Description
HO/05	Holt to Cley next the Sea	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Holt and Cley next the Sea.
SH/01	Sheringham to Weybourne	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Sheringham and Weybourne.
CR/01	Cromer to Wells-Next-the-Sea (Linking with Holt and Sheringham)	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Cromer and Wells-next-the-Sea linking with Sheringham and Holt.
CR/02	Cromer to Blickling	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Cromer and Blickling.
CR/03	Cromer to North Walsham	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Cromer and North Walsham.
CR/04	Cromer, Trunch, Northrepps and Waxham	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Cromer, Northrepps, Trunch and Waxham.
NW/01	North Walsham to Mundesley	A corridor to create a link between the market town of North Walsham and the large coastal village of Mundesley, passing through smaller villages including Swafeld and Knapton. The route is along the alignment of a disused railway line which could provide a traffic-free route between North Walsham and the coast.
NW/02	North Walsham to Stalham	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between North Walsham and Stalham.
NW/03	Stalham to Winterton-on-Sea coastal route via Waxham	A cycling and walking coastal route using quiet roads and existing public rights of way to provide wider connectivity between Stalham and Winterton-on-Sea via Waxham.
NW/04	Stalham to Potter Heigham	This corridor crosses the Broads Area of Outstanding Natural Beauty. Depending on alignment, the route could connect the settlements of Sutton, Potter Heigham, Martham and Fledborough, which are currently not served by the National Cycle Network. The route could follow the existing Weavers' Way alignment or use a disused railway line.
RE/01	Foulsham to Themelthorpe	A cycling and walking route between Foulsham and Themelthorpe as outlined in the Norfolk County Council Sustrans Network Development Plan 2021.



Reference	Location	Description
WH/01	Three Rivers Way to Potter Heigham.	Feasibility study and schemes incorporating the existing Three Rivers Way Trail to enable cycling, walking and wheeling between Hoveton and Potter Heigham. The feasibility study should identify improvements to the existing shared-use path as well as route solutions to extend connectivity to Potter Heigham.
WH/02	Wroxham & Hoveton to North Walsham	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Wroxham and Hoveton and North Walsham.
AC/01	Acle to Reedham	A cycling and walking route between Acle and Reedham with the view of providing onward connectivity to Loddon and Beccles.
HA/01	Harleston to Scole	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Harleston and Scole.
LS/01	Long Stratton to Hethel	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Long Stratton and Hethel.
LS/02	Long Stratton to Tasburgh and Newton Flotman	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Long Stratton and Newton Flotman.
LS/03	Long Stratton to Diss	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Long Stratton and Diss.
LS/04	Long Stratton to Ditchingham via Hempnall	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Long Stratton and Ditchingham via Hempnall.
DI/01	Diss to Scole	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Diss and Scole.
DI/02	Diss to Thetford	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Diss and Thetford.
DI/03	Diss to Old Buckenham via Shelfanger and Winfarthing	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Diss and Old Buckenham via Shelfanger and Winfarthing.
DI/04	Diss to Palgrave	Working with key stakeholders, a cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Diss and Palgrave.
WY/01	Wymondham and Hethel cycle link	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Wymondham town centre and train station and the Hethel Engineering Centre.

Reference	Location	Description
WY/02	Wymondham and Attleborough cycle link	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Attleborough and Wymondham. The route will ideally connect rural communities and places of education such as Wymondham College.
WY/03	Wymondham and Dereham cycle link	A cycling route using quiet roads and existing public rights of way to provide wider connectivity between Wymondham and Dereham via Barnham Broom.
AT/01	Attleborough to Snetterton Employment Zone	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Attleborough to Snetterton Business Park.
AT/02	Attleborough to Old Buckenham	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Attleborough and Old Buckenham.
TH/01	Thetford to Watton connecting with Peddars Way	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Thetford and Watton connecting with Peddars Way.
TH/02	Thetford to Brandon via High Lodge	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Thetford and Brandon via High Lodge.
TH/03	Thetford to Snetterton Employment Zone connecting with Peddars Way	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Thetford and Snetterton Business Park.
TH/04	Thetford to Knettishall Heath via Rushford	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Thetford and Knettishall Heath via Rushford.
TH/05	Thetford to Suffolk border	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along the existing shared-use path east of London Road and the A11. Commencing at London Road east of the A11 roundabout, this link connects with the border with Suffolk. Working in partnership with key stakeholders, this route could enable wider connectivity to employment areas and greenspace at in and around Elveden. Attention to surface width and condition and barriers. Also consider wayfinding and lighting.
WA/01	Watton Loch Neaton to Swaffham	A cycling and walking route reconnecting Watton and Swaffham via the disused Crab & Winkle railway line as outlined in the Watton and Swaffham Town Delivery Plans.

## 12.

# Summary of schemes which support cycling and walking

Active travel network support schemes are services, facilities and physical infrastructure which help and encourage people to use the active travel network. Examples include cycle parking facilities, cycle hire schemes, wayfinding signs, cycle training and walking and cycling incentives. .

Norfolk County Council are actively developing the following schemes to help make the network accessible, safe and enjoyable.

### Public Cycle Hire Schemes

Public cycle hire schemes provide members of the public with safe, easy and affordable access to cycles which enable short trips to be made without relying on motorised transport..



**Figure 7:** Beryl fleet of E-scooter, E-bike and standard bike. Source: Beryl, 2021.

Norfolk County Council have partnered with Beryl Bikes and launched an on-street cycle hire scheme in Norwich in March 2020. Currently, Beryl Bikes have a fleet of over 310 pedal bikes, 170 e-bikes and 320 e-scooters available in Norwich and Wymondham, which can be found at one of 147 parking bays.

Since its launch, Beryl has amassed over 78,500 users who have travelled more than 1.2 million journeys and prevented over 172 tonnes of CO2 [figures from end of January 2024].

Also in Norfolk, Great Yarmouth Borough Council worked with Ginger Transport Ltd and launched an e-scooter hire scheme trial in March 2021 for 35 e-scooters across Great Yarmouth. In the first six months of the scheme, the e-scooters were used to complete over 41,500 journeys by more than 9,900 users and the number of assets was later doubled.

---

**Public cycle hire schemes help to provide easy and cost-effective access to bikes.**

### Route Wayfinding (Signage)

Wayfinding signs help guide people along identified walking and cycling routes without the need to refer to a map or mobile device. They are positioned along the journey at key decision points such as junctions and sometimes in between for reassurance.

They also help maintain user safety, cut down user conflict and keep people informed and connected while they travel.

The signs also serve to create awareness of active travel routes and encourage people to use them. Wayfinding signs can be found in Norwich and Great Yarmouth to guide people to key destinations.

New wayfinding interventions, which comply with design guidelines, will be incorporated into any new network schemes which are put forward for future funding.



**Figure 8:** Great Yarmouth wayfinding signs. Source: Great Yarmouth Transport Strategy.

---

**Wayfinding signs help to connect active travel routes and encourage people to use the network.**

## Cycle Parking

Providing the right level and type of cycle parking is essential to enable more trips to be made by bike. Currently, many of Norfolk's towns have little provision for cycle parking. New cycle parking is needed and should be located in visible, well-lit locations; be close to the entrance of destinations; provide sufficient capacity; be well laid out with plenty of locking points for different sizes and shapes of cycle; and be clean and well maintained.

There is also a need to review options for providing secure cycle parking facilities to give people the confidence that their cycle is safe and secure when not in use. Secure cycle parking is often most needed where people leave their bike unattended for longer periods such as at work, when studying, where they live, or when taking a connecting journey by bus or train. The design of the parking will vary depending on where it is located and how long the cycle is being parked.

**Cycle parking** near busy locations such as shops, cafés and town attractions can take the form of simple tubular stands, either on their own or in large quantities depending on demand.

**On-street cycle parking hangers** can provide secure parking in residential areas where storing a cycle at the home is not possible.

**Secure cycle parking hubs** can be found at locations that cater for large numbers of cycles allowing for storing for longer periods of time. Typical locations could be at train stations, travel hubs or places of education and work.



**Figure 9:** Cycle Parking examples.

Norfolk County Council will work to identify opportunities for new cycle parking sites and consider the most effective locations and types of facility.

---

**Access to secure cycle parking provides people with peace of mind when storing their cycle.**



## E-cargo Bike

E-cargo bikes are becoming increasingly popular among logistics operators, retailers and tradespeople looking to deliver packages to homes and other business premises with minimal impact on the local area. The benefits from this flexible transport impact everybody:

- **Air quality benefits:** e-cargo bikes help to reduce carbon emissions and harmful pollutants in towns and city centres
- **Health benefits:** e-cargo bike users benefit from better health through increased exercise and cleaner air.
- **Business benefits:** Businesses which use e- cargo bikes can expect to see considerable savings in both money and time.

With more deliveries being made to our homes than ever before, last mile delivery is an important area of consideration to reduce transport emissions. Norfolk County Council is currently piloting an e-cargo bike loan scheme in the Norwich Air Quality Management Area using funding from Department for Environment, Food and Rural Affairs. This two-year pilot will help local businesses to cut operating costs while lowering their emissions. In a separate project, Norfolk County Council will be using funding from Active travel England to set up a bike grant scheme across Norfolk that will support the purchase of bikes (including e-cargo bikes) in community groups.



Figure 10: Example of an E-cargo bicycle. Source: Zedify, 2021

**Adopting e-cargo bikes can reduce congestion, save costs, help keep people healthy, and improve air quality.**



## Travel Hubs

A Travel Hub (or Mobility Hub) is an emerging concept being used to create space designed specifically to house public, shared and active travel modes alongside other facilities. Services offered within a Travel Hub are influenced by its location, volume of use and type of user. Examples of potential features and services could include: map and transport information services, cycle hire schemes, cycle parking, car charging and parking facilities, cycle repair services, storage lockers, shelter from the weather and refreshments.

Travel Hubs help to raise the profile of shared mobility services and support low car use lifestyles which may lead to lower levels of congestion and demand for car parking spaces. Key quality standards for a Travel Hub include ensuring they are visible and accessible, safe, have practical facilities, offer a range of sustainable travel choices with interconnectivity between modes and have visual, social and community appeal.



Norfolk County Council are working in partnership with local authorities to create new Travel Hubs at strategic locations across the county. So far, a Travel Hub has been delivered in North Walsham with additional Travel Hubs planned for Sheringham, Cromer, Hunstanton, Diss and Great Yarmouth North Quay within the coming years.

The Countywide LCWIP will support the development of Travel Hubs by helping to secure the funding for infrastructure which will connect them to the active travel network, as well as helping to obtain funding for some of the services that they offer.

---

**Travel Hubs help people travel via different modes of transport and make journeys easier.**

## **Cycling and Walking Projects**

Cycling and walking projects are designed to give people the capability, opportunity and motivation to walk and cycle more.

Examples of potential projects include:

- Community cycle clubs to provide cycle activities and training for communities, improve health and help reduce isolation.
- Printed cycle route maps to show how to easily get around on foot and by bike.
- Targeted schools engagement to enable more children to walk and cycle safely via training and activities.
- Cycle loan schemes and grants to help ensure people have access to a suitable bike.
- Workplace travel planning and activities to identify the potential for travel change and to enable more people to walk and cycle.

The variety of projects offered by local authorities can change over time depending on the needs of the local community and the level of funding available.

Norfolk County Council will continue to bid for external funding to deliver an effective programme of cycling and walking projects that complement the network improvements being made..



---

**Cycling and walking projects enable people to use and enjoy the active travel network.**

13.

## How will the priority cycling and walking schemes be delivered?

The Countywide Local Cycling and Infrastructure Plan contains cycling and walking schemes which could be delivered over the next 10 years through new and existing funding sources.

By creating a Countywide LCWIP, Norfolk County Council can confidently put forward active travel development funding bids to access existing and new sources of funding.

Examples of potential funding sources include:

- The **Capability and Ambition Fund** which is a central government fund that provides funding from 2023 to 2024 to support the development of infrastructure plans, community engagement and training initiatives.
- The **Active Travel Fund** is a central government fund which supports local transport authorities with delivering cycling and walking infrastructure and projects.
- The **Community Infrastructure Levy (CIL)** is a charge which can be levied by Local Authorities on new developments and is an important tool for Local Authorities to help pull together funding needed to deliver new cycling and walking infrastructure.
- The **Levelling Up Fund** is a central government fund with the purpose of investing in local infrastructure that has a visible impact on people and their communities and will support economic recovery.
- The **Shared Prosperity Fund** is a new central government fund aimed at levelling up the economy. District councils received an allocation of the three-year fund in April 2022 and have been invited to develop local investment plans to submit to the Department for Levelling Up, Housing and Communities (DLUHC).
- **Town Fund Deals** is a **DLUHC** fund which will help Local Authorities to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills and culture.

In addition to obtaining funding for new schemes, funding will be required longer term to maintain the condition and standard of the active travel network across Norfolk.

---

**The plan enables priority infrastructure improvements to be delivered as soon as funding becomes available.**

14.

## How will the success of the schemes be measured?

There are several ways in which the success of infrastructure schemes will be measured. This includes comparing changes in data collected annually in the National Travel Survey (NTS). The NTS is a household survey designed to monitor long-term trends in personal travel and helps to inform the development of policy. It is the primary source of data on the personal travel patterns of residents in England and is published by the Government each July.

When new infrastructure schemes like those outlined in this report are proposed, Norfolk County Council will collect baseline transport count data to see how the area is used at present. Follow-on count data will then be collected after the scheme has been implemented to review the level of change and appraise value for money.

Norfolk County Council has also set out key indicators and targets within the Local Transport Plan 4 which new schemes will be measured against. These include:

- Per capita carbon emission from transport
- Public satisfaction with transport and highways services
- Number of people killed or seriously injured in road traffic collisions

Finally, Norfolk County Council has appointed the University of East Anglia to provide evaluation on the LCWIP process including feedback from stakeholders. By regularly monitoring outcomes we will be able to target funding opportunities more effectively to achieve our outcomes.

---

**Increases in active travel network access and use are key measures of success.**

15.

## **Annex documents**

Additional information which supports the Countywide Local Cycling and Walking Infrastructure Plan (LCWIP) main report can be found in the following Annexes. These are separate documents available on request.

**Countywide LCWIP: Annex A – Programme of Cycling, Walking and Wheeling Improvements for Norfolk**

**Countywide LCWIP: Annex B – Public Engagement Report**

**Countywide LCWIP: Annex C – Policy Context Summary**

**Countywide LCWIP: Annex D – Neighbourhood Plan Alignment**

**Countywide LCWIP: Annex E – Active Travel Network Planning**

## 16.

# References

- i. [Office for Health Improvement and Disparities \(2015\) Physical activity: applying All Our Health \[online\].](#)
- ii. [Department for Transport \(2020\) Gear Change, A bold vision for cycling and walking \[online\].](#)
- iii. [Department for Transport \(2020\) Cycle Infrastructure Design LTN 1/20 \[online\].](#)
- iv. [Sustrans \(2012\) Paths for Everyone Report Three Years On \[online\].](#)
- v. [Norfolk Insights \(2021\) Population Report for Norfolk \[online\].](#)
- vi. [Norfolk Insights \(2021\) Economy Report for Norfolk \[online\].](#)
- vii. [Beryl \(2021\) Photograph of Beryl fleet provided by Beryl \[online\].](#)
- vii. [Great Yarmouth Borough Council \(2023\) E-scooter trial declared a 'wheel' success as list of registered users grows to nearly ten thousand \[online\].](#)
- ix. [Norfolk County Council \(2020\) About Transport in Great Yarmouth \[online\].](#)
- x. [Zedify \(2021\) Photograph of e-cargo bike provided by Zedify \[online\].](#)





**Norfolk** County Council



# Countywide Local Cycling and Walking Infrastructure Plan: Annex A

**Programme of Cycling, Walking and  
Wheeling Improvements for Norfolk**

**February 2024 (DRAFT)**



## Contents (DRAFT)

*Click on the name of a town in the contents below to navigate to its section in the document.*

<b>Infrastructure Scheme List and Network Maps</b>	1
<b>Acle</b>	1
<b>Attleborough</b>	4
<b>Aylsham</b>	8
<b>Cromer</b>	12
<b>Dereham</b>	15
<b>Diss</b>	27
<b>Downham Market</b>	32
<b>Fakenham</b>	36
<b>Harleston</b>	40
<b>Holt</b>	43
<b>Hunstanton and Heacham</b>	46
<b>Long Stratton</b>	50
<b>North Walsham</b>	53
<b>Reepham</b>	57
<b>Sheringham</b>	60
<b>Swaffham</b>	63
<b>Thetford</b>	66
<b>Watton</b>	71
<b>Wroxham and Hoveton</b>	74
<b>Wymondham and Hethersett</b>	78
<b>Norfolk's Trails Network</b>	82
<b>Norfolk's National Cycle Network</b>	86
<b>Wider Connectivity Routes</b>	88

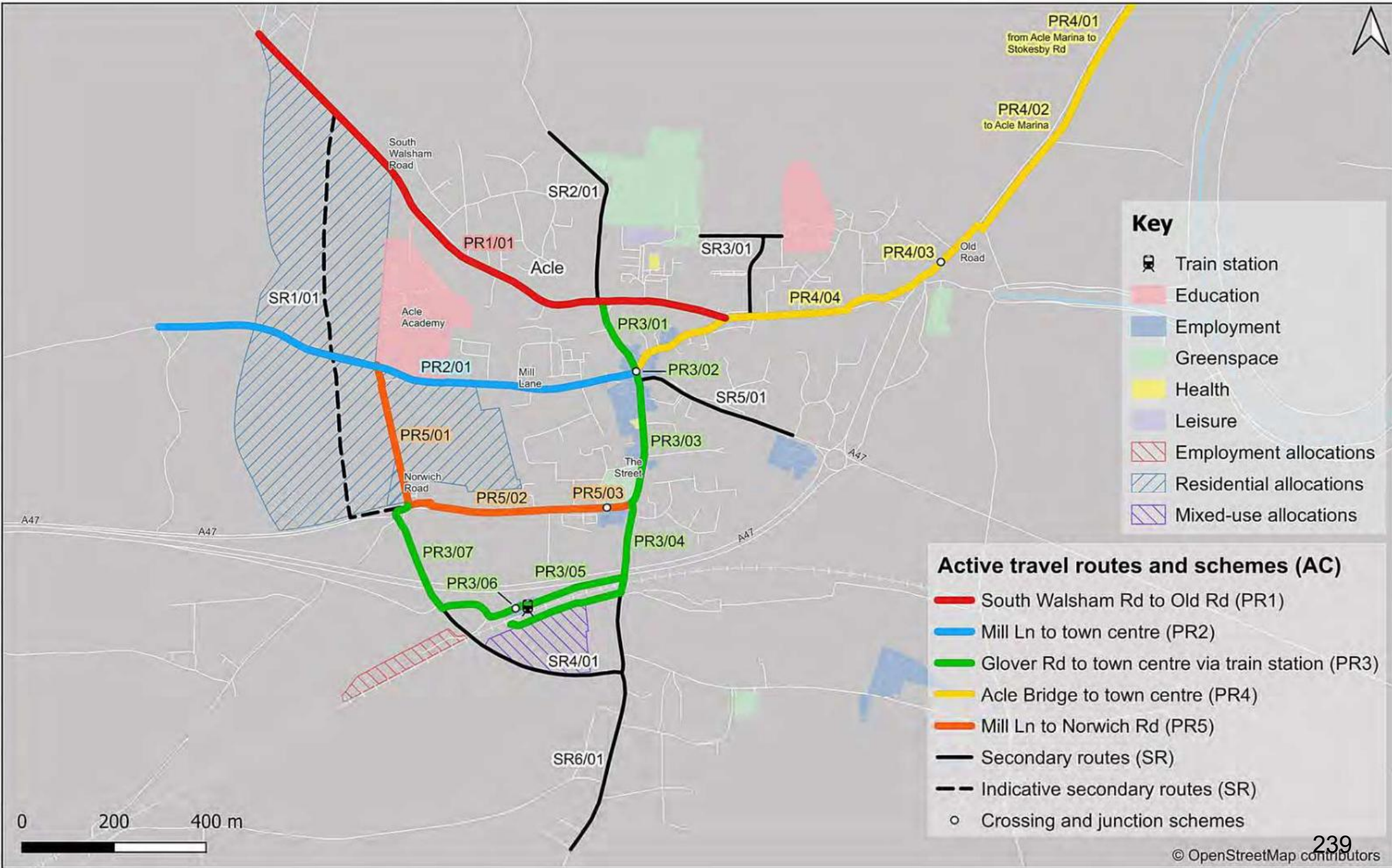
**ACLE****Active Travel Infrastructure Scheme List and Network Map (DRAFT)**[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
AC/PR1/01	AC Route 1 (Red)	Primary	South Walsham Road and Bridewell Lane (between Old Rd Jct and the industrial estate).	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along South Walsham Road between the junction with Old Road and the industrial estate in the west. Attention to pavement widths and condition, traffic calming as well as the crossing on Bridewell Lane near the Acle Medical Partnership. Attention also to priority over side roads at the junctions with The Street and Englands Road.	Cycling, walking and wheeling	1230m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR2/01	AC Route 2 (Blue)	Primary	Mill Lane (from The Street to Jubilee Wood)	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver a safe cycling, walking and wheeling along Mill Lane connecting existing and new residential areas with the town centre and Jubilee Wood. Attention to route width and condition, priority at side roads, lighting and signage.	Cycling, walking and wheeling	975m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR3/01	AC Route 3 (Green)	Primary	The Street (Jct of Bridewell Ln) to the Old Road junction	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along The Street between the junctions with Bridewell Lane and Old Road. Attention to pavement widths and conditions as well as a crossing near the junction of Old Road.	Cycling, walking and wheeling	175m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR3/02	AC Route 3 (Green)	Primary	The junction of Old Road, New Road and The Street	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Junction scheme to enable safe cycling, walking and wheeling at the junction of Old Road, New Road and The Street. Schemes to address the extent of the highway in the village centre (Acle Neighbourhood Plan Policy 2). Increase the width of narrow pavements. Schemes to enable safe turning and crossing at junctions.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
AC/PR3/03	AC Route 3 (Green)	Primary	The Street (between the junction with New Rd and Reedham Rd)	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along The Street between the junction with New Road and Reedham Road allowing for segregated cycle lanes where possible, priority at side roads and wayfinding.	Cycling, walking and wheeling	250m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR3/04	AC Route 3 (Green)	Primary	Reepham Road (between the junction with The St and the train station footpath south of the bridge)	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Reedham Road incorporating the junction with Norwich Road and The Street. Include schemes to enable safe turning for cycling at the junction, considering segregated cycle lanes where possible, priority at side roads and wayfinding. Also incorporate a scheme to include light under bridges - the route links with train station platform footpaths south of the bridge.	Cycling, walking and wheeling	160m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR3/05	AC Route 3 (Green)	Primary	Acle railway station footpaths (north to south) leading to the eastbound and westbound railway station platforms	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling access to the south and north platform at Acle railway station. Schemes to consider route width, surface condition and lighting. Feasibility study required for the introduction of CCTV.	Cycling, walking and wheeling	250m (north path), 230m (south path)	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR3/06	AC Route 3 (Green)	Primary	Railway station footbridge	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and bridge scheme to provide cycling, walking and wheeling connectivity between the north and southbound platform at Acle railway station.	Cycling, walking and wheeling	20m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
AC/PR3/07	AC Route 3 (Green)	Primary	Railway station to Glover Road	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver safe cycling, walking and wheeling route potentially segregated path from the railway station to the new housing development serviced by Glover Road.	Cycling, walking and wheeling	600m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR4/01	AC Route 4 (Yellow)	Primary	Acle Bridge (Stokesby New Road) to the Acle Bridge Inn.	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver safe cycling, walking over the Acle Bridge from the junction with Stokesby Road and the entrance of the Acle Bridge Inn.	Cycling, walking and wheeling	425m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR4/02	AC Route 4 (Yellow)	Primary	Acle Bridge to Acle Marina	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver safe cycling, walking along the length of A1064 Old Road from the Acle Bridge Inn to the Acle Marina. A feasibility study would be required to link and upgrade the existing footpath running on the east side of the A1064. Signage also required.	Cycling, walking and wheeling	915m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR4/03	AC Route 4 (Yellow)	Primary	Crossing near Hermitage Close	Acle	Acle Neighbourhood Plan	Feasibility study and crossing scheme near Hermitage Close to enable walking and wheeling connectivity with locations and developments east of the A1604.	Cycling, walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
AC/PR4/04	AC Route 4 (Yellow)	Primary	Acle Marina to Mill Lane via Old Road	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Old Road between the Acle Marina and Mill Lane with segregated cycle lanes when possible. Attention to traffic speeds, pavement conditions and width and signage.	Cycling, walking and wheeling	845m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

AC/PR5/01	AC Route 5 (Orange)	Primary	Mill Lane (south of Acle Academy) to Norwich Road (Reedham Rd roundabout)	Acle	Acle Neighbourhood Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the existing footway between Norwich Road and the southern boundary of Acle Academy and the roundabout on Norwich Road (part of the Mill Lane development).	Cycling, walking and wheeling	350m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR5/02	AC Route 5 (Orange)	Primary	Norwich Road (Reedham Rd roundabout)	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes which to enable cycling, walking and wheeling along Norwich Road between the roundabout with Glover Road and the junction with Reedham Road. Attention to the turning point to and from Reedham Road, pavement widths and condition and priority at side road crossings.	Cycling, walking and wheeling	490m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/PR5/03	AC Route 5 (Orange)	Primary	Norwich Road crossing	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to review the suitability of the dedicated crossing points close to the East Of England Co-op and Acle Garden Machinery.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
AC/SR1/01	AC Secondary Route 1	Secondary	Mill Lane development (South Walsham Road to Mill Lane)	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling within the Mill Lane development between South Walsham Road, Mill Lane and Norwich Road.	Cycling, walking and wheeling	580m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/SR2/01	AC Secondary Route 2	Secondary	Pyebush Lane (Orchard Cl jct) to Bridewell Lane	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Pyebush Lane only. Attention to route width and condition, lighting and wayfinding.	Cycling, walking and wheeling	430m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/SR3/01	AC Secondary Route 3	Secondary	De Carle Smith Road and Habgood Close	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along De Carle Smith Road and Habgood Close linking with Acle Saint Edmund Church of England Primary School and Acle Cricket Club. Attention to traffic speeds, route width and condition, lighting and wayfinding.	Cycling, walking and wheeling	320m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/SR4/01	AC Secondary Route 4	Secondary	Reedham Road and Station Road link	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Habgood schemes to enable cycling, walking and wheeling connectivity in the south east of Acle via Reedham Road linking with Station Road and the network south of the bridge near the train station footpaths. Attention to narrow footways and traffic speeds.	Cycling, walking and wheeling	640m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/SR5/01	AC Secondary Route 5	Secondary	New Road (Springfield to The St)	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along New Road between Springfield and The Street allowing connectivity between residential areas and the town centre. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	380m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/SR6/01	AC Secondary Route 6	Secondary	Reedham Road (from Station Rd)	Acle	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Reedham Road heading south from the roundabout with Station Road to the extent of the town and to any future housing and employment developments. Attention to traffic speeds and narrow footways crossing residential driveways.	Cycling, walking and wheeling	420m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AC/WZ/01	AC Walking Zone	Walking Zone	Acle town centre	Acle	Acle Neighbourhood Plan	Working with key stakeholders, conduct a walking route assessment and identify schemes to enable and enhance walking and wheeling connectivity within Acle. Pay attention to pavement widths and conditions as well as crossings in the centre Acle. Schemes are to align with policies within the Acle Neighbourhood plan by reducing the dominance of highway within the town centre and supporting connectivity with public transport.	Walking and wheeling	0.16km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2







# **ATTLEBOROUGH**

## **Active Travel Infrastructure Scheme List and Network Map (DRAFT)**

[Click here to navigate back to the contents page.](#)

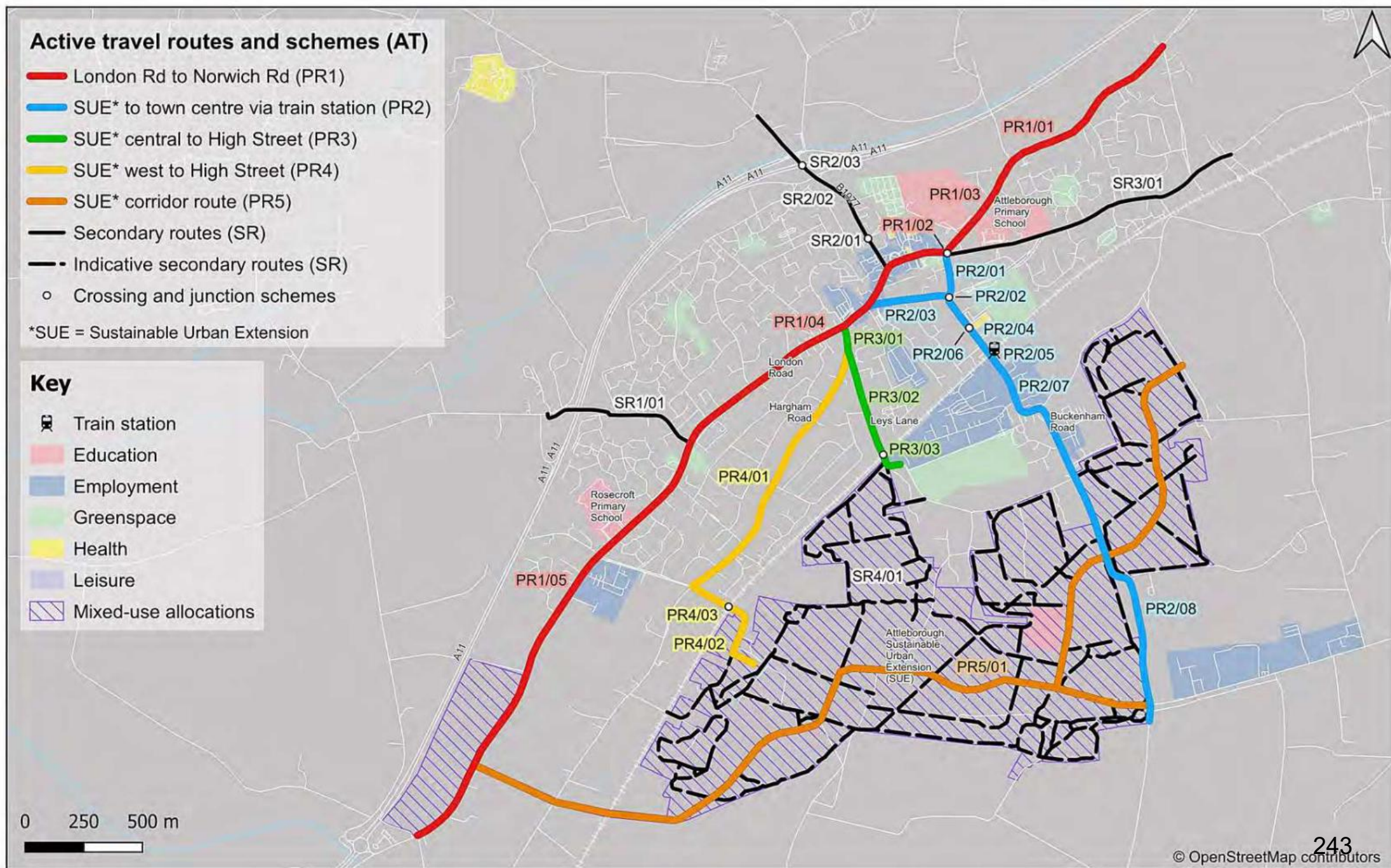
Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
AT/PR1/01	AT Route 1 (Red)	Primary	Norwich Road (Mill Ln to Church St)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	A feasibility study and scheme to deliver safe cycling, walking and wheeling along Norwich Road from Mill Lane to Church Street. Feasibility study and schemes for segregated cycle lanes where possible, priority over side road crossings and traffic calming.	Cycling, walking and wheeling	1300m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR1/02	AT Route 1 (Red)	Primary	Norwich Road, Besthorpe Road, Surrogate Street and Church Street junction	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	A junction scheme to deliver safe cycling, walking and wheeling between Norwich Road, Besthorpe Road, Surrogate Street and Church Street. Attention to pavement widths and connectivity between on road cycling provision and shared-use facilities. Schemes to enable safe cycle turning in all directions.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
AT/PR1/03	AT Route 1 (Red)	Primary	Church Street (Norwich Rd) to Exchange Street (Eden Ln)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Church Street and Exchange Street. Pay attention to pavement widths and conditions and provision of clear priority at side roads.	Cycling, walking and wheeling	470m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR1/04	AT Route 1 (Red)	Primary	High Street (Eden Ln to Chapel Rd)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along London Road from Eden Lane to Blacksmith Lane. Attention to pavement widths and condition, clear priority at side roads and two way cycle provision.	Cycling, walking and wheeling	255m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR1/05	AT Route 1 (Red)	Primary	High Street (Chapel Road) London Road (Blacksmith Lane)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along London Road along High Street (Chapel Road) London Road (Blacksmith Lane). Feasibility study and schemes to enable clear priority at side roads for existing shared-use provision.	Cycling, walking and wheeling	2760m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR2/01	AT Route 2 (Blue)	Primary	Surrogate Street (Besthorpe Rd to Thieves Ln)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Surrogate Street. Attention to providing clear priority at side roads and two way cycle provision.	Cycling, walking and wheeling	180m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR2/02	AT Route 2 (Blue)	Primary	Surrogate Street, Thieves Lane, Station Road and Connaught Road junction	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	A junction scheme to deliver safe cycling, walking and wheeling between Surrogate Street, Thieves Lane, Station Road and Connaught Road. Attention to pavement widths and connectivity between on road cycling provision and shared-use facilities. Schemes to enable safe cycle turning in all directions.	Cycling, walking and wheeling	30m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
AT/PR2/03	AT Route 2 (Blue)	Primary	Connaught Road (Station Rd to Eden Ln)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Connaught Road. Attention to pavement widths and condition, providing clear priority at side roads and traffic calming to enable one-way cycle provision.	Cycling, walking and wheeling	360m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR2/04	AT Route 2 (Blue)	Primary	Station Road (B1077 (Thieves Ln) to railway station (northern platform entrance))	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Station Road. Attention to pavement widths, condition and clear level priority at side roads crossings and entrances. Feasibility study and scheme to enable cycling and walking over the railway crossing.	Cycling, walking and wheeling	300m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR2/05	AT Route 2 (Blue)	Primary	Station Road (B1077) railway station (northern platform east side to southern platform west entrance)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Station Road across the rail line and connecting between the southern and northern platforms. Attention to pavement widths and condition.	Cycling, walking and wheeling	30m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR2/06	AT Route 2 (Blue)	Primary	Station Road rail station crossing near Station Road surgery	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme for people walking or wheeling on Station Road to access the station platforms and medical facilities.	Cycling, walking and wheeling	15m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
AT/PR2/07	AT Route 2 (Blue)	Primary	Station Road B1077 (railway station to White Horse Ln)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Station Road between the station and Whitehart Lane. Attention to narrow pavements and condition and priority at side roads. Consideration for traffic calming.	Cycling, walking and wheeling	360m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR2/08	AT Route 2 (Blue)	Primary	Station Road B1077 (White Horse Ln to Bunn's Ln)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Station Road between Whitehart Lane and Bunn's Lane. Attention to narrow pavements and condition and priority at side roads. Consideration for traffic calming.	Cycling, walking and wheeling	1400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR3/01	AT Route 3 (Green)	Primary	Hargham Road (High St) to Leys Lane	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling along Hargham Road. Attention to narrow pavements and condition and priority at side roads. Consideration for traffic calming.	Cycling, walking and wheeling	110m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

AT/PR3/02	AT Route 3 (Green)	Primary	Leys Road (Hargham Rd) to Sustainable Urban Extension (SUE)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Leys Lane and connecting the with the Sustainable Urban Extension (SUE) cycling and walking network as outlined in the Attleborough SUE Master Plan. Attention to priority over side road crossings, pavement widths, traffic calming, carriageway surface condition.	Cycling, walking and wheeling	560m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR3/03	AT Route 3 (Green)	Primary	Leys Lane Breckland Railway Line crossing	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme to enable cycling walking and wheeling over the Breckland Railway Line.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
AT/PR4/01	AT Route 4 (Yellow)	Primary	Hargham Road (Leys Ln to Flowers Ln)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Hargham Road (Leys Lane to Flowers Lane) and connecting the with the Sustainable Urban Extension (SUE) cycling and walking network as outlined in the Attleborough SUE Master Plan. Attention to priority over side road crossings, pavement widths, traffic calming and surface conditions.	Cycling, walking and wheeling	1220m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR4/02	AT Route 4 (Yellow)	Primary	Flowers Lane and Popular Road	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling Along Flowers Lane and Popular Road connecting the with the SUE cycling and walking network as outlined in the Attleborough SUE Master Plan. Attention to traffic calming, surface conditions and lighting.	Cycling, walking and wheeling	550m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/PR4/03	AT Route 4 (Yellow)	Primary	Leys Lane Breckland Railway Line crossing	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme to enable cycling, walking and wheeling over the Breckland Railway Line.	Cycling, walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
AT/PR5/01	AT Route 5 (Orange)	Primary	Attleborough Sustainable Urban Extension (SUE)	Attleborough	Attleborough Town Delivery Plan (Attleborough Sustainable Urban Extension Structuring Plan)	Feasibility study and schemes to enable cycling, walking and wheeling connectivity within the Attleborough Sustainable Urban Extension (SUE) as outlined in the Attleborough SUE Structuring Plan.	Cycling, walking and wheeling	5000m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/SR1/01	AT Secondary Route 1	Secondary	West Carr Road (London Rd to A11 bridge west side)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along West Carr Road from London Road to West Carr Road west of the A11 bridge. Attention to traffic calming, lighting, pavement widths and condition, level priority at side road crossings.	Cycling, walking and wheeling	670m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/SR2/01	AT Secondary Route 2	Secondary	Queen's Road (B1077)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable walking and wheeling connectivity over Queen's Road to access the school in the vicinity of the junction with the B1077 and Cyprus Road (Edwards Court). (Ref. PLA285 – Attleborough Queen's Road/Cyprus Road Pedestrian Crossing Assessment).	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
AT/SR2/02	AT Secondary Route 2	Secondary	Queen's Road (B1077)	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Queen's Road between Exchange Street and Warrens Lane. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding, pedestrian crossing points as well as providing priority at side road crossings.	Cycling, walking and wheeling	880m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/SR2/03	AT Secondary Route 2	Secondary	Queen's Road (B1077)/A11 underpass	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the B1077 junction and underpass of the A11.	Cycling, walking and wheeling	200m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
AT/SR3/01	AT Secondary Route 3	Secondary	Besthorpe Road and Silver Street	Attleborough	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Besthorpe Road (Norwich Road) and Silver Road (Silver Farm). Attention to traffic calming, pavement widths and condition, level priority at side road crossings and lighting.	Cycling, walking and wheeling	1240m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AT/SR4/01	AT Secondary Route 4	Secondary	Attleborough Sustainable Urban Extension (SUE)	Attleborough	Attleborough Town Delivery Plan (Attleborough Sustainable Urban Extension Structuring Plan)	Feasibility study and schemes to enable cycling, walking and wheeling connectivity within the Attleborough Sustainable Urban Extension and ensuring active travel connectivity between current and future residential areas as outlined in the Attleborough Town Delivery Plan.	Cycling, walking and wheeling	N/A	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

AT/WZ/01	AT Walking Zone	Walking Zone	Attleborough town centre and London Road linking with the Sustainable Urban Extension (SUE)	Attleborough	Attleborough Town Delivery Plan & Attleborough Neighbourhood Plan	Working with key stakeholders in Attleborough, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity in the Attleborough town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians. Walking route assessments and schemes should enable and enhance walking and wheeling connectivity between and within new (Sustainable Urban Extension) and existing residential areas and key trip generators including; places of education, central services, public transport, employment areas, healthcare services, retail facilities and community and leisure venues. Schemes are to align with policies within the Attleborough Town Delivery Plan and the Attleborough Neighbourhood Plan.	Walking and wheeling	3.12km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2
----------	-----------------	--------------	---	--------------	---	---	----------------------	---------	--------	----------	---





**AYLSHAM****Active Travel Infrastructure Scheme List and Network Map (DRAFT)**[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
AY/PR1/01	AY Route 1 (Red)	Primary	Burgh Road and Norwich Road junction	Aylsham	Network Improvement Strategy	Crossing scheme at the junction of Burgh Road and Norwich Road to enable north-south walking and wheeling movement. Attention to pavement widths and condition - the Network Improvement Strategy identified a need for tactile paving.	Walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
AY/PR1/02	AY Route 1 (Red)	Primary	Burgh Road (Norwich Rd to Foster Way)	Aylsham	Network Improvement Strategy	Traffic calming scheme along Burgh Road between Norwich Road and Foster Way.	Cycling, walking and wheeling	510m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR1/03	AY Route 1 (Red)	Primary	Burgh Road (Parmeter CI to Foster Way)	Aylsham	Network Improvement Strategy	A new shared footway/cycleway on the south side of Burgh Road in the grassed area adjacent to the carriageway with a transition point at the western end. It would appear that this grassed area is outside of highway boundary and would therefore require purchase of third party land. It does however provide an opportunity to create a high-quality walking and cycling route connecting the town centre to residents on Parmeter Close/Morton Road, Sir William's Lane and Bure Meadows.	Cycling, walking and wheeling	210m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR1/04	AY Route 1 (Red)	Primary	Burgh Road (Foster Way to St William's Ln)	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Burgh Road from Foster Way linking with the shared-use cycling and walking path near Sir William's Lane.	Cycling, walking and wheeling	320m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR1/05	AY Route 1 (Red)	Primary	Burgh Road (Foster Way)	Aylsham	Network Improvement Strategy	New toucan crossing to connect the proposed path to an existing recreation area near Foster Way.	Cycling, walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
AY/PR2/01	AY Route 2 (Blue)	Primary	Penfold Street (Market PI) to Norwich Road (Buxton Rd)	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver continuous safe cycling, walking and wheeling connectivity along Penfold Street from the junction with Market Place to the shared-use path south of the roundabout near Buxton Road. Attention to pavement widths and conditions as well as priority at side road crossings.	Cycling, walking and wheeling	525m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR2/02	AY Route 2 (Blue)	Primary	Norwich Road supermarket entrance	Aylsham	Network Improvement Strategy	Tightened corner radii at the Budgens car park access with tactile paving and effectively shrinking of the junction for drivers to turn into and out of the car park more slowly.	Cycling, walking and wheeling	7m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
AY/PR2/03	AY Route 2 (Blue)	Primary	Norwich Road crossing (south of supermarket entrance)	Aylsham	Network Improvement Strategy	Crossing scheme to address pavement widths and barriers (Belisha beacon) at the crossing south of the supermarket entrance (Budgens).	Walking and wheeling	7m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
AY/PR2/04	AY Route 2 (Blue)	Primary	Norwich Road crossing (north of Palmer's Ln)	Aylsham	Network Improvement Strategy	New uncontrolled crossing on Norwich Road to the north of Palmer's Lane prior to where the footway on the west side of the road disappears for a short section.	Cycling, walking and wheeling	9m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
AY/PR2/05	AY Route 2 (Blue)	Primary	Norwich Road crossing near Copeman Road	Aylsham	Network Improvement Strategy	Crossing scheme on Norwich Road to link the new and existing shared-use cycling and walking routes near Copeman Road.	Cycling, walking and wheeling	9m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
AY/PR2/06	AY Route 2 (Blue)	Primary	Norwich Road between Orchard Lane and Marriott's Way	Aylsham	Acle Neighbourhood Plan	A new 3m shared footway/cycleway on the west side of Norwich Road between Orchard Lane and Marriott's Way. This path would provide cycle access to existing shared footway/cycleways which are segregated from traffic and the numerous private drives on the east of the road. However, this requires further investigation and design to ensure a path can be implemented around existing physical constraints.	Cycling, walking and wheeling	400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR2/07	AY Route 2 (Blue)	Primary	A140, Norwich Road and B1145 roundabout crossings	Aylsham	Network Improvement Strategy	Wider splitter islands on the east and north arm of the A140/Norwich Road/B1145 roundabout to facilitate movement from the A140 south to Orchard Lane for pedestrians and cyclists. Once on Orchard Lane, walking and cycling is more welcoming given the quieter nature of road.	Cycling, walking and wheeling	15m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
AY/PR2/08	AY Route 2 (Blue)	Primary	Norwich Road (A140) (Hungate Ln to garden centre)	Aylsham	Network Improvement Strategy	Extension of the shared footway/cycleway along the A140 to facilitate access to Aylsham Garden Centre and to connect with the existing shared-use footway/cycleway to the south.	Cycling, walking and wheeling	200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR3/01	AY Route 3 (Green)	Primary	Marriott's Way (Mileham Dr to Green Ln)	Aylsham	Priority scheme within Network Improvement Strategy	Improved bound surfacing along Marriott's Way from the point at which it connects to the housing development currently under construction to the PRoW prior to Mileham Drive.	Cycling, walking and wheeling	1200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR3/02	AY Route 3 (Green)	Primary	Marriott's Way (Green Ln to Norwich Rd)	Aylsham	Priority scheme within Network Improvement Strategy	Scheme to introduce lighting on Marriott's Way to alleviate concerns regarding night-time or evening walking or cycling from Green Lane to Norwich Road.	Cycling, walking and wheeling	450m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2



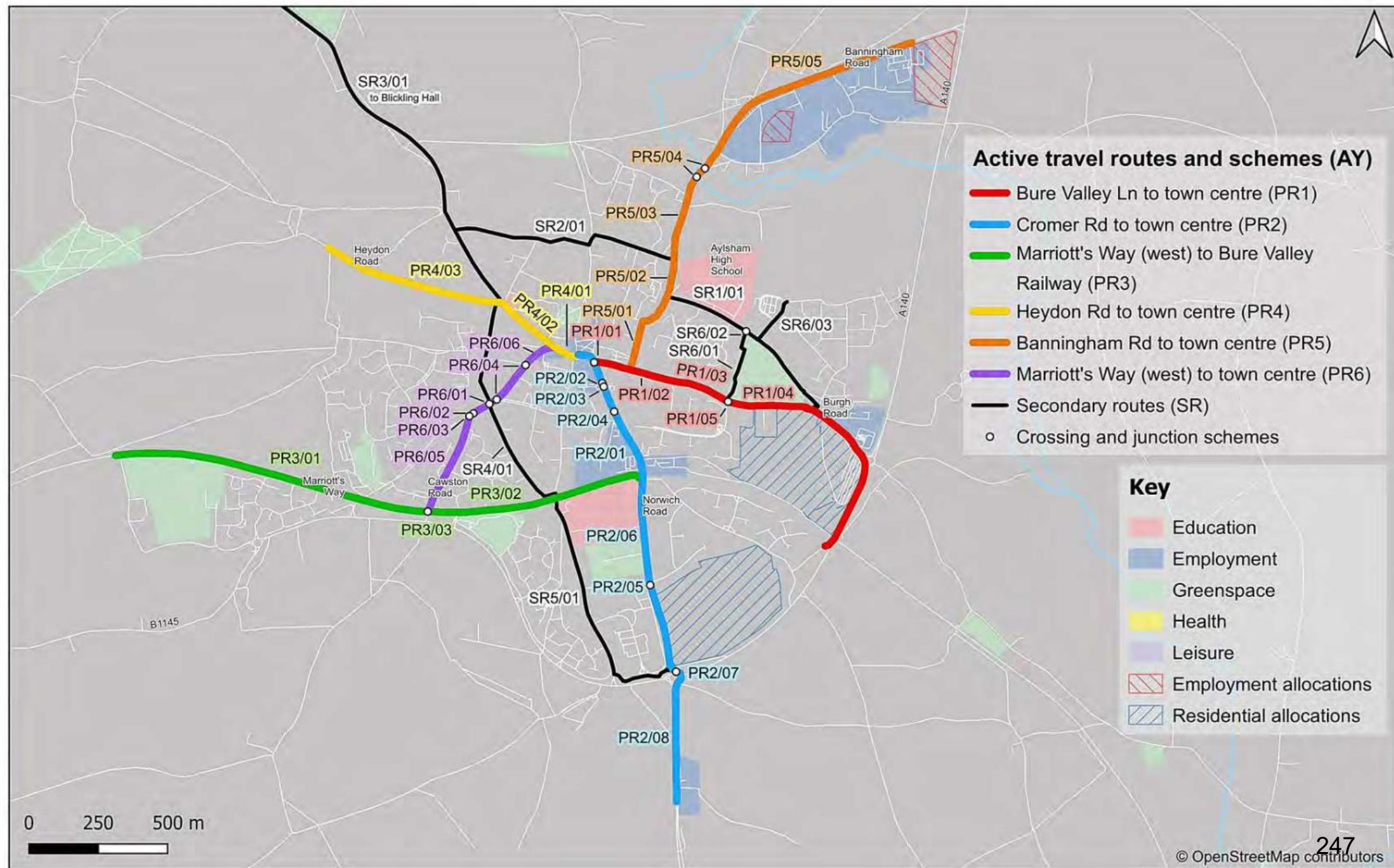
## Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

AY/PR3/03	AY Route 3 (Green)	Primary	Marriott's Way (ramped access from B1145)	Aylsham	Priority scheme within Network Improvement Strategy	Feasibility study and scheme to upgrade the stepped access from Marriott's Way towards town to a ramped access. If this is unachievable, provide shallower steps with a wheeling ramp.	Cycling, walking and wheeling	12m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR4/01	AY Route 4 (Yellow)	Primary	Penfold Street (Market PI to Cawston Rd)	Aylsham	Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous safe cycling, walking and wheeling connectivity along Penfold Street starting and including the junction with Cawston Road. Attention to traffic speeds, pavement widths and conditions and priority at side roads.	Cycling, walking and wheeling	120m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR4/02	AY Route 4 (Yellow)	Primary	Blickling Road (Cawston Rd to Heydon Rd)	Aylsham	Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous safe cycling, walking and wheeling connectivity along Blickling Road, Cawston Road and Heydon Road. Attention to traffic speeds, pavement widths and conditions and priority at side roads.	Cycling, walking and wheeling	240m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR4/03	AY Route 4 (Yellow)	Primary	Heydon Road (Cawston Rd to Green Ln)	Aylsham	Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous safe cycling, walking and wheeling connectivity along Heydon Road between Cawston Road and Green Lane. Attention to traffic speeds, pavement widths and conditions and priority at side roads.	Cycling, walking and wheeling	650m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR5/01	AY Route 5 (Orange)	Primary	Oakfield Road (Burgh Rd to Gashouse Hill)	Aylsham	Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous safe cycling, walking and wheeling connectivity along Oakfield Road. Attention to surface conditions and traffic calming.	Cycling, walking and wheeling	175m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR5/02	AY Route 5 (Orange)	Primary	Gashouse Hill (Oakfield Rd to Bure Way)	Aylsham	Local Cycling and Walking Infrastructure Plan	Feasibility study to identify measures to enable continuous safe cycling, walking and wheeling connectivity along Gashouse Hill considering: traffic calming, segregated cycle lanes where possible, pavement widths and condition, priority at side road crossings and improved footway provision for pedestrians around the junction with Bure Road.	Cycling, walking and wheeling	220m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR5/03	AY Route 5 (Orange)	Primary	Milgate (Bure Way to Dunkirk)	Aylsham	Local Cycling and Walking Infrastructure Plan	Feasibility study to identify measures to enable continuous walking connectivity along Oakfield Road. Consider improved footway provision for pedestrians through Milgate as the footway provision is currently poor or non-existent. Attention to the wide crossing of Mill Road.	Cycling, walking and wheeling	430m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR5/04	AY Route 5 (Orange)	Primary	Milgate Bridges over the River Bure	Aylsham	Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe walking on Milgate Bridges over the River Bure.	Cycling, walking and wheeling	50m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR5/05	AY Route 5 (Orange)	Primary	Banningham Way (Dunkirk to Richard Oakes Rd)	Aylsham	Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling connectivity along Banningham Way.	Cycling, walking and wheeling	430m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR6/01	AY Route 6 (Purple)	Primary	Yaxley's Lane and Pound Lane	Aylsham	Priority scheme within Network Improvement Strategy	Reduced corner radii at the junctions of Yaxley's Lane and Pound Lane to reduce vehicle speeds. A smaller radius on the corner i.e. a tighter turn would force drivers to turn much more slowly through the junction thus improving safety for cyclists.	Cycling, walking and wheeling	7m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
AY/PR6/02	AY Route 6 (Purple)	Primary	Cawston Road	Aylsham	Priority scheme within Network Improvement Strategy	New uncontrolled crossings on Cawston Road to help pedestrians cross from the south to the north side to circumvent a pinch point where there is an insufficient width for a footway.	Cycling, walking and wheeling	9m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
AY/PR6/03	AY Route 6 (Purple)	Primary	Cawston Road	Aylsham	Priority scheme within Network Improvement Strategy	A new uncontrolled central island crossing on Cawston Road at the exit from the PRoW at Jewels Lane to assist people crossing the Cawston Road and cyclists joining the carriageway at this point. It will also reduce traffic speeds and subsequently cycle intimidation.	Cycling, walking and wheeling	9m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
AY/PR6/04	AY Route 6 (Purple)	Primary	Cawston Road (Mill Rd and Foxes Loke jct)	Aylsham	Priority scheme within Network Improvement Strategy	Reduced corner radii at the junction of the cul-de-sac on the east side between Mill Road and Foxes Loke. Reducing the corner radii will shrink the junction and force drivers turning in and out to travel more slowly. The shared footway/cycle should also be raised and continuous at this location for drivers to give way.	Cycling, walking and wheeling	10m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
AY/PR6/05	AY Route 6 (Purple)	Primary	Marriott's Way and Cawston Road	Aylsham	Priority scheme within Network Improvement Strategy	Improved bound surfacing and introduction of spotlights to the existing PRoW between Marriott's Way and Cawston Road.	Cycling, walking and wheeling	400m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/PR6/06	AY Route 6 (Purple)	Primary	Jewel's Lane (Cawston Rd to Marriott's Way)	Aylsham	Priority scheme within Network Improvement Strategy	New/widened 3m shared footway/cycleway along the southeast side of Cawston Road from Mill Road to Holman Road.	Cycling, walking and wheeling	250m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/SR1/01	AY Secondary Route 1	Secondary	Sir William's (Burgh Rd to Gashouse Hill)	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling on Sir William's Lane (Burgh Road to Gashouse Hill) linking with existing shared-use provision on Burgh Road. Attention to traffic speeds, route width and condition, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	720m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/SR2/01	AY Secondary Route 2	Secondary	Bure Way and Peterson's Lane (Gashouse Hill to Blickling Rd)	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Bure Way and Peterson's Lane (Gashouse Hill to Blickling Road). Attention to traffic speeds, route width and condition, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	240m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

AY/SR3/01	AY Secondary Route 3	Secondary	Blickling Road (Heydon Rd to National Trust car park)	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders, conduct feasibility study and identify schemes to enable cycling, walking and wheeling between Blickling Road (Heydon Road junction) and Blickling Hall. Attention to traffic speeds, route width and condition, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	2200m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/SR4/01	AY Secondary Route 4	Secondary	Sandy Lane (Haydon Rd) via Pound Lane to Yaxley's Lane (Hungate St)	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Sandy Lane (Haydon Road) to Yaxley Lane (Hungate Street). Attention to traffic speeds, route width and condition, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	815m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/SR5/01	AY Secondary Route 5	Secondary	Hungate Street (Yaxley's Ln) via Old Orchard Lane to Norwich Road and Cromer Road roundabout (A140)	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Hungate Street (Yaxley's Lane) via Old Orchard Lane to the roundabout with Norwich Road and Cromer Road. Attention to traffic speeds, route width and condition, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	945m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/SR6/01	AY Secondary Route 6	Secondary	Recreation ground and St William's Way	Aylsham	Network Improvement Strategy	Widening of the existing path running north-south through the town recreation area between Burgh Road and Sir William's Lane and linking with entry points to Aylsham High school to enable cycling, walking and wheeling as well as schemes to improve lighting and wayfinding.	Cycling, walking and wheeling	270m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/SR6/02	AY Secondary Route 6	Secondary	Sir William's Lane (Buckenham Rd)	Aylsham	Network Improvement Strategy	New toucan crossing on Sir William's Lane between Buckenham Road to enable cycling, walking and wheeling between the recreation park and Buckenham Road	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
AY/SR6/03	AY Secondary Route 6	Secondary	Sir William's Lane (Buckenham Rd)	Aylsham	Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along Sir William's Lane connecting with the path in the recreation and linking in with existing shared footway/cycleway along Buckenham Road. This provides connectivity into Bure Meadows and the Aylsham Sports Hub.	Cycling, walking and wheeling	200m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
AY/WZ/01	AY Walking Zone	Walking Zone	Aylsham town centre	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in Hoveton and Wroxham, conduct walking route assessments and develop schemes to enable and enhance walking and wheeling connectivity in Aylsham, notably a 20mph zone outlined in the Aylsham Town Council Transport Strategy.	Cycling, walking and wheeling	0.30km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2



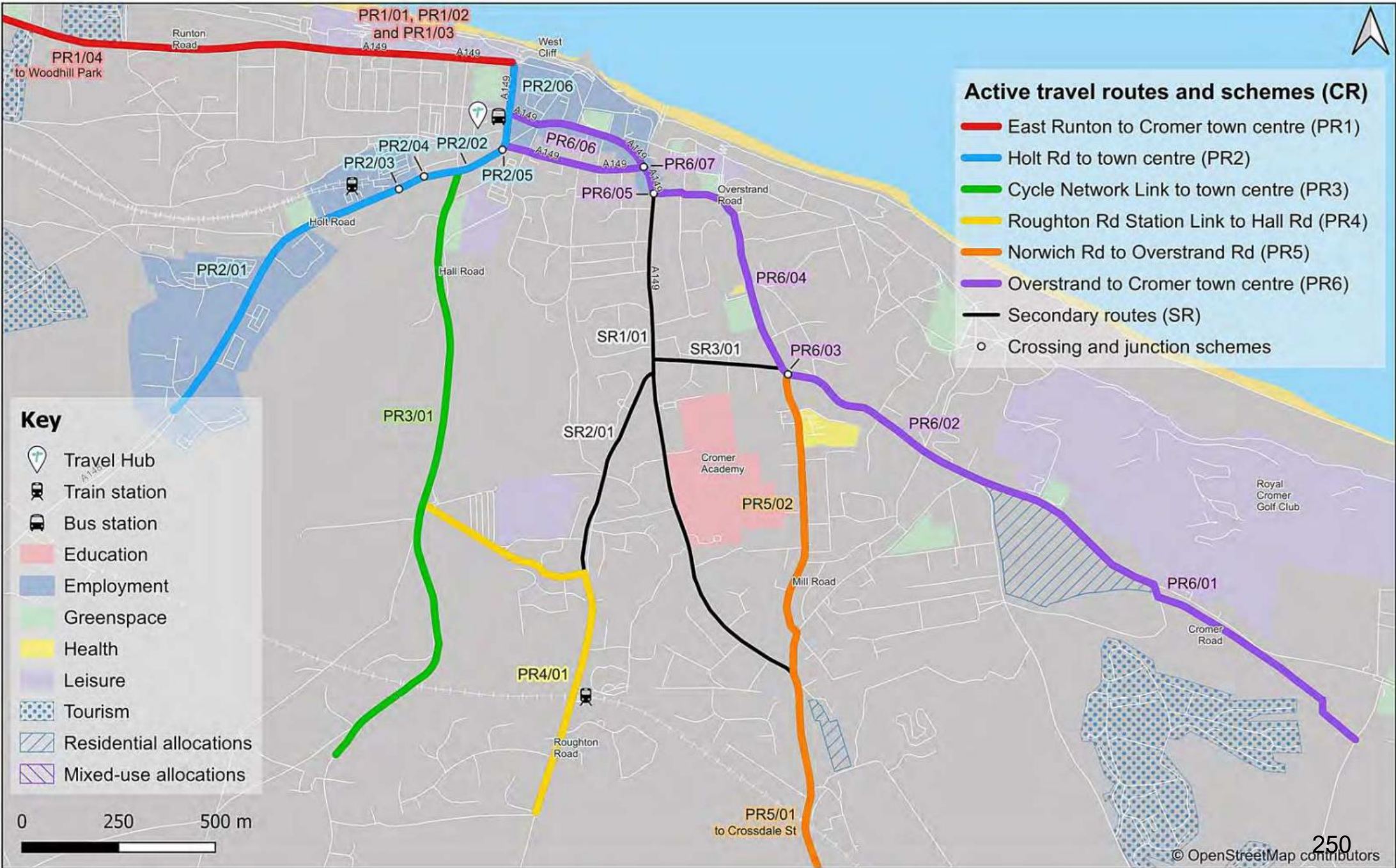
**CROMER****Active Travel Infrastructure Scheme List and Network Map (DRAFT)**[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
CR/PR1/01	CR Route 1 (Red)	Primary	Runton Road A149 (New St to Shipden Ave)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Runton Road between New Street and Shipden Avenue. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings along the south side of Runton Road.	Walking and wheeling	710m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR1/02	CR Route 1 (Red)	Primary	Runton Road A149 (New St to Shipden Ave)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable connectivity with the footpath between Runton Road and The Esplanade for people walking or wheeling. Specific consideration to be given to: steps at the Runton Road crossing point near New Street junction; parked cars and lack of pavement at the access point opposite Anglia Court; steps at the access point between Anglia Court and Beach Road; narrow pavement widths at the access point opposite Beach Road; steps at the access point opposite MacDonald Road; barriers, obstructions and steps at the access point at Marrams Bowling Green.	Walking and wheeling	710m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR1/03	CR Route 1 (Red)	Primary	Runton Road A149 (New St to Shipden Ave)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	A feasibility study and scheme to review and improve the frequency and design quality of crossing points for people walking and wheeling along Runton Road between New Street and Shipden Avenue who wish to access the footpath in between Runton Road and Esplanade.	Walking and wheeling	710m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
CR/PR1/04	CR Route 1 (Red)	Primary	Runton Road and Cromer Road (Shipden Ave to the bus stop at Woodhill Park)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling connectivity along Runton Road and Cromer Road between Shipden Avenue to the bus stop at Woodhill Park. Attention to traffic speeds, pavement widths and conditions, providing priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	1800m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR2/01	CR Route 2 (Blue)	Primary	Holt Road (Stonehill Way to train station)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Holt Road between Stonehill Way and the train station. Attention to traffic speed, volume and type as well as pavement widths and conditions and providing priority at all side road crossings.	Cycling, walking and wheeling	800m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR2/02	CR Route 2 (Blue)	Primary	Holt Road and West Street (train station to Meadow Rd)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Holt Road and West Street between the train station and Meadow Road. Attention to traffic speed, volume and type as well as pavement widths and conditions and providing priority at all side road crossings.	Cycling, walking and wheeling	295m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR2/03	CR Route 2 (Blue)	Primary	Holt Road (train station crossing)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling movement over the Holt Road to enable connectivity with the Railway Station.	Cycling, walking and wheeling	12m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
CR/PR2/04	CR Route 2 (Blue)	Primary	Holt Road and West Street (Beach Road roundabout)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Holt Road, West Street and Beach Road.	Cycling, walking and wheeling	25m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
CR/PR2/05	CR Route 2 (Blue)	Primary	West Street and Prince of Wales junction	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable cycling, walking and wheeling connectivity at the junction of West Street and Prince of Wales Road. Scheme to ensure connectivity between West Street, Loudon Road and Prince of Wales Road	Cycling, walking and wheeling	30m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
CR/PR2/06	CR Route 2 (Blue)	Primary	Prince of Wales Road (West St to New St)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to deliver a safe cycling, walking and wheeling along Prince of Wales Road between West Street and New Street. Consideration to be given to narrow pavements on the east side of the carriageway and an additional crossing point between Cadogan Road and New Street.	Cycling, walking and wheeling	215m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR3/01	CR Route 3 (Green)	Primary	Hall Road (Metton Rd and West St)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to deliver safe cycling, walking and wheeling along Hall Road between Metton Road and West Street. Consideration given to traffic calming and speed reduction.	Cycling, walking and wheeling	1600m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR4/01	CR Route 4 (Yellow)	Primary	Roughton Road (Holway Cl to Randall Cres)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	A feasibility study and schemes to deliver safe cycling, walking and wheeling along Roughton Road between Holway Close and Randall Crescent. Consideration given to traffic calming and speed reduction.	Cycling, walking and wheeling	760m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR5/01	CR Route 5 (Orange)	Primary	Norwich Road (New housing development to Station Rd)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to deliver safe cycling, walking and wheeling along Norwich Road between the new housing development on Station Road. Consideration given to the right-hand turn onto Station Road, speed reduction measures, wayfinding and lighting.	Cycling, walking and wheeling	795m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

CR/PR5/02	CR Route 5 (Orange)	Primary	Station Road and Mill Road (Norwich Rd and Overstrand Rd)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to deliver safe cycling, walking and wheeling along Station Road between Norwich Road and Overstrand Road with consideration given to: providing pedestrians with priority over side streets on Station Road; the junction with Mill Road for cyclists; traffic calming and speed reduction measures along the route.	Cycling, walking and wheeling	775m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR6/01	CR Route 6 (Purple)	Primary	Northrepps Road to Cromer Road	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling between Northrepps Road and Cromer Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Consideration for an off-road route using public rights of way south of Cromer Road linking in with Northrepps Road.	Cycling, walking and wheeling	680m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR6/02	CR Route 6 (Purple)	Primary	Cromer Road (PROW to Mill Road)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling between the PROW on Cromer Road and roundabout at Mill Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1115m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR6/03	CR Route 6 (Purple)	Primary	Overstrand Road (Station Rd to Mill Rd)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the roundabout junctions connecting Overstrand Road, Cromwell Road and Mill Road.	Cycling, walking and wheeling	35m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
CR/PR6/04	CR Route 6 (Purple)	Primary	Overstrand Road (Cromwell Rd to Church St)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Overstrand Road between the double roundabout at Cromwell Road and the junction with Norwich Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	605m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR6/05	CR Route 6 (Purple)	Primary	Overstrand Road and Church Street junction	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Overstrand Road and Church Street.	Cycling, walking and wheeling	15m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
CR/PR6/06	CR Route 6 (Purple)	Primary	Church Street and Loudon Road (Overstrand Rd to West St)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Church Street and Loudon Road between Overstrand Road and West Street with consideration given to schemes to calm traffic to enable cycling.	Cycling, walking and wheeling	75m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/PR6/07	CR Route 6 (Purple)	Primary	Mount Street, Loudon Road, Hamilton and Church Street gyratory	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling around the gyratory with consideration given to schemes that provide pedestrians with priority at side road crossing, pavement widths, crossing points at major junctions and traffic calming to enable cycling.	Cycling, walking and wheeling	800m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/SR1/01	CR Secondary Route 1	Secondary	Norwich Road (Mill Rd to Overstrand Rd)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable to enable cycling, walking and wheeling along Norwich Road between Mill Road and Overstrand Road. Attention to traffic speeds, route width and condition, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	1400m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/SR2/01	CR Secondary Route 2	Secondary	Roughton Road (Randall Cres to Norwich Rd)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Roughton Road. Attention to traffic speeds, route width and condition, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	560m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/SR3/01	CR Secondary Route 3	Secondary	Cromwell Road (Norwich Rd to Overstrand Rd)	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Cromwell Road. Attention to traffic speeds, route width and condition, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	330m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
CR/WZ/01	CR Walking Zone	Walking Zone	Cromer town centre	Cromer	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in Cromer, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity in the town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians.	Walking and wheeling	0.58km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





## DEREHAM

## Active Travel Infrastructure Scheme List and Network Maps (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
DE/PR1/01	DE Route 1 (Red)	Primary	High Street (Church Street to Baxter Row)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling along High Street between Church Street and the roundabout with Baxter Row and London Road. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings. Consider options for a contraflow system to provide southbound cycling provision along High Street between Baxter Row and Church Street. If unsuitable, Saint Withburga Lane and Littlefields could provide a suitable southbound route. Also consider improvements to the visibility of the raised table near the junction of Dereham Baptist Church (Dereham Town Council).	Cycling, walking and wheeling	290m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR1/02	DE Route 1 (Red)	Primary	High Street, Baxter Row and London Road roundabout	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the roundabout between High Street, Baxter Row and London Road. Consider the creation of a segregated northbound cycle lane to enable direct connectivity from Baxter Row to High Street.	Cycling, walking and wheeling	30m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
DE/PR1/03	DE Route 1 (Red)	Primary	Baxter Row and Southend (London Road to Moorgate)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Baxter Row and Southend between London Road and Moorgate. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings. Consideration for traffic calming along the entire length of both roads.	Cycling, walking and wheeling	480m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR1/04	DE Route 1 (Red)	Primary	Moorgate Road and South Green junction	Dereham	Countywide Local Cycling and Walking Infrastructure Plan, Dereham Town Council & National Highways Report	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Moorgate and South Green. Schemes to also include and consider: >Links with Gilpin's Ride and a link to the cycle path leading south from Moorgate. >The junction of Moorgate Lane and Southend will benefit from tighter junction geometry and from slowing vehicle entry speeds. This will in turn enable a new crossing point to be implemented roughly 20m back from the current channel line of the junction. >Moorgate Lane is a bus route and therefore any crossing would need to be "at grade"; traffic flows would be light enough to consider implementation of the new "parallel pedestrian and cycle zebra crossing" facility.	Cycling, walking and wheeling	100m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
DE/PR1/05	DE Route 1 (Red)	Primary	South Green Gardens to Gilpin's Ride (Dereham FP12)	Dereham	National Highways Report	Feasibility study and schemes to enable cycling, walking and wheeling between South Green Gardens and Gilpin's Ride (Dereham footpath 12, FP12). Attention to surface condition and width, lighting and wayfinding. Consideration for: >The creation of new sealed surface links from the existing path to the gateway entrances into the play area. >The section alongside the existing allotments should be improved to provide extra passing or parking areas for allotment holders. To achieve this, and reduce the extent of work necessary, the use of stone infilled "Netpave" or "Cellweb" systems can give an easy and simple installation. >Creation of a new 3.0m wide sealed surface path along the northern edge of the currently fenced-off rough ground where the National Cycle Network meets Moorgate Lane. The path at this point needs to be set a minimum of 2.0m from the current residential property boundary with additional "defensive planting" and/or a new boundary fence.	Cycling, walking and wheeling	250m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR1/06	DE Route 1 (Red)	Primary	Access ramp to South Green Gardens	Dereham	National Highways Report	Scheme for an access ramp to replace existing steps between National Cycle Network Route 13 and South Green Gardens linking to Dereham footpath 12 (FP12).	Cycling, walking and wheeling	250m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR1/07	DE Route 1 (Red)	Primary	South Green Gardens to north side of underpass	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to regrade the existing path between the new access ramp (scheme DE/PR1/06) at South Green Gardens and at the northern end of the underpass to a more acceptable rate of descent/ascent for mobility impaired users. Consideration to be given to lighting and wayfinding.	Cycling, walking and wheeling	135m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR1/08	DE Route 1 (Red)	Primary	A47 Underpass	Dereham	Norfolk County Council Highways	Feasibility study and schemes to enable cycling, walking and wheeling across the A47 underpass. Attention to path widths and condition, lighting and wayfinding. Lighting to be installed under the underpass of the A47 to help with safety and lighting for cyclists and pedestrians. There are two SL columns on either side of the underpass which can provide an electrical feed for the lighting - further investigation required.	Cycling, walking and wheeling	25m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DE/PR1/09	DE Route 1 (Red)	Primary	A47 Underpass to Middlemarch Road (Dereham FP12a)	Dereham	Norfolk County Council Highways	Feasibility study and schemes to enable cycling, walking and wheeling between the A47 underpass and Middlemarch Road. Southbound travel is currently restricted due to width of the path. Private properties are likely to prevent improvements so an alternative cycling route along South Green is to be considered. The existing post located just north of the underpass requires repositioning closer to the footway to improve visibility for cyclists. Hedges need to be maintained to improve visibility and barriers are to be removed on Middlemarch Road.	Cycling, walking and wheeling	100m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR1/10	DE Route 1 (Red)	Primary	Middlemarch Road to Shipdham Road	Dereham	Norfolk County Council Walking Route Assessment Tool	Feasibility study and schemes to enable cycling, walking and wheeling on the path and road between Middlemarch Road to Shipdham Road. Attention to traffic speeds, pavement widths and condition, dropped kerbs and the installation of tactile paving, lighting and wayfinding.	Cycling, walking and wheeling	365m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR1/11	DE Route 1 (Red)	Primary	Shipdham Road (Gospel Hall to Herne Ln)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Shipdham Road between Gospel Hall and Herne Lane south the new development and Toftwood Garden Centre. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Preference for segregated cycle lanes in both directions.	Cycling, walking and wheeling	1350m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR2/01	DE Route 2 (Blue)	Primary	Norwich Street (High St to Commercial Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Norfolk County Council Highways	Feasibility study and schemes to enable cycling, walking and wheeling along Norwich Street connecting with High Street, Commercial Road and Cowper Road. Attention to traffic speeds, pavement widths and conditions (specifically widening sections of footway between High Street and Commercial Road that are less than 1.5m). Consideration for a cycling contraflow system located south of the carriageway to allow access to High Street and link to the National Cycle Network. On the approach to the crossroads, a single lane approach would be advantageous to accommodate the contraflow and cycle filter lane. At the High Street end of Norwich Street, the carriageway is narrow when turning in from High street. Realigning the kerb line would create more width on the carriageway which would be narrowed by the proposed contraflow. The parking bays on Norwich street would be affected with the proposed contraflow - relocating them would need to be considered	Cycling, walking and wheeling	190m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR2/02	DE Route 2 (Blue)	Primary	Norwich Road (Cowper Rd/Commercial Rd jct to cycle path before Crown Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Norwich Road from the Cowper Road and Commercial Road junction and the Norwich Road Cycle Path. Attention to traffic speeds, pavement widths and condition.	Cycling, walking and wheeling	470m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR2/03	DE Route 2 (Blue)	Primary	Norwich Street	Dereham	Norfolk County Council Walking Route Assessment Tool	Feasibility study and scheme to enable walking and wheeling connectivity over Norwich Road. A controlled pedestrian crossing would improve safety at the junction of Cowper Road and Commercial Road.	Walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DE/PR2/04	DE Route 2 (Blue)	Primary	Norwich Street and Matsell Way junction	Dereham	Countywide Local Cycling and Walking Infrastructure Plan, Norfolk County Council Highways & Norfolk County Council Walking Route Assessment Tool	Feasibility study and schemes to enable cycling, walking and wheeling connectivity across the Norwich Street and Matsell Way junction. Consideration for the widening of the staggered crossings and increased green man time at the junction of Matsell Way. Also consider the addition of advanced stop lines on Norwich Street (at the junction of Matsell Way) at either end. Traffic signal modelling, advanced signals for cyclists and traffic calming measures should also to be considered.	Cycling, walking and wheeling	30m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DE/PR2/05	DE Route 2 (Blue)	Primary	Norwich Road (Matsell Way to Dereham Town FC)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Norwich Road from Matsell Way to Dereham Football Club. Attention to traffic speeds, pavement widths and condition as well as providing priority at all side road crossings. Specific consideration for raised tables and line improvements required at all junctions along the shared-use path to provide continuous cycling and walking between Matsell Way and Dereham Town Football Club.	Cycling, walking and wheeling	2000m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR3/01	DE Route 3 (Green)	Primary	Market Place and Church Street junction	Dereham	Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Market Place and Church Street. Consideration for a raised table at the crossing of Church Street near High Street. Note: there is poor visibility when buses are parked and vehicles coming from Market Place will occasionally cut the corner.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DE/PR3/02	DE Route 3 (Green)	Primary	Market Place (High St to Theatre St)	Dereham	Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling along Market Place from High Street to Theatre Street including at the roundabout. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings. Consideration for segregated cycle lanes and/or traffic calming.	Cycling, walking and wheeling	200m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DE/PR3/03	DE Route 3 (Green)	Primary	Market Place roundabout	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Norfolk County Council Walking Route Assessment Tool	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the Market Place roundabout, as there is traffic congestion leading from Market Place along the B1146 with no pedestrian crossing. Pay attention to traffic speeds, pavement widths and condition, and consider adding a signalised pedestrian crossing to the northwestern arm of the roundabout.	Cycling, walking and wheeling	45m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/PR3/04	DE Route 3 (Green)	Primary	Theatre Street, Wellington Road and Glencoe Court Junction (Cherry Tree car park)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Dereham Town Council	Feasibility study and schemes to enable safe cycling, walking and wheeling connectivity at the junctions of Theatre Street, Wellington Road the Cherry Tree car park. Consideration to be given to the installation of dropped kerbs, tactile paving and footway widening to improve visibility adjacent to the Cherry Tree pub.	Cycling, walking and wheeling	25m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/PR3/05	DE Route 3 (Green)	Primary	Theatre Street (St Nicholas St jct to Wellington Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Review options for a southbound contraflow cycling provision from Saint Nicholas Street junction to Wellington Road. An alternative route along St Nicholas Street and Wellington Road is to be considered if the contraflow is unsuitable.	Cycling, walking and wheeling	140m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR3/06	DE Route 3 (Green)	Primary	Theatre Street (St Nicholas St to Cemetery Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Theatre Street between Saint Nicholas Street and Glencoe Court. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	285m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR3/07	DE Route 3 (Green)	Primary	Theatre Street, Cemetery Road, Kings Road and Swanton Road junction	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction between Theatre Street and Cemetery Road.	Cycling, walking and wheeling	20m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/PR3/08	DE Route 3 (Green)	Primary	Cemetery Road and Northgate (Theatre St to Northall Gr)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Cemetery Road and Northgate between Theatre Street to Northall Green. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Review options for a cycle lane and traffic calming.	Cycling, walking and wheeling	670m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR4/01	DE Route 4 (Yellow)	Primary	London Road pavement obstructions	Dereham	Norfolk County Council Walking Route Assessment Tool	Feasibility study and scheme to address the walking and wheeling obstructions on London Road; the north section of footway leading up to High Street roundabout is not suitable due to building and walls obstructions. Review options to realign the carriageway or provide suitable crossing points on both sides of the obstructions.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DE/PR4/02	DE Route 4 (Yellow)	Primary	Yaxham Road, London Road and Station Road roundabout	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the roundabout on Yaxham Road, London Road and Station Road. A junction redesign will be required at this location to enable safe cycle crossing. Currently, there is no cycle designation along Safari Way and cyclists need to dismount in the narrow section. The scheme is also to include safe connectivity with the path leading to Safari Way as it currently has poor visibility. A transition to an existing shared footway/cycleway along Station Road would also be in scope.	Cycling, walking and wheeling	15m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/PR4/03	DE Route 4 (Yellow)	Primary	Yaxham Road wide side road junction	Dereham	Dereham Town Council	Currently, there is a wide junction at entrance to Halfords with no continuation of pavement. Review the options of setting back the crossing or of adding a pedestrian island.	Cycling, walking and wheeling	25m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DE/PR4/04	DE Route 4 (Yellow)	Primary	London Road and Yaxham Road (High Street to Westfield Lane and southern extent of Urban Extension)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along London Road and Yaxham Road between High Street and the new developments on Westfield Road. Pay attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. For consideration: review the potential for a segregated cycle lane from High Street to Westfield Lane. Sections with limited width may need to be shared-use if a segregated cycle lane is not feasible. The northern footway along Yaxham Road from below the A47 bridge to the A47 slip road could be removed to realign with the carriageway and provide sufficient width for the southern footway to be widened and upgraded to shared-use. This would require a signalised toucan crossing at the Yaxham Road/Greens Road junction.	Cycling, walking and wheeling	2400m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR5/01	DE Route 5 (Orange)	Primary	Saint Withburga Lane and Church Street (Market Pl to Washbridge)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Saint Withburga Lane and Church Street (Market Place to Washbridge). Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Consideration for the creation of a contraflow mandatory cycle lane from the junctions with Market Place and Washbridge.	Cycling, walking and wheeling	195m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR5/02	DE Route 5 (Orange)	Primary	Washbridge Lane (St Withburga Ln to Ted Ellis Walk)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Washbridge Lane from Saint Withburga Lane to Ted Ellis Walk. Attention to traffic speeds, pavement widths and condition, road surface conditions, lighting and wayfinding.	Cycling, walking and wheeling	160m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

## Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DE/PR5/03	DE Route 5 (Orange)	Primary	Chestnut Road (Ted Ellis Walk to Dereham Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling between Ted Ellis Walk and Dereham Road via Chestnut Road. Consideration to be given to traffic calming along the entire length of road.	Cycling, walking and wheeling	180m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/PR5/04	DE Route 5 (Orange)	Primary	Dereham Road and Chestnut Road junction	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction between Dereham Road and Chestnut Road. Consider adding a signalised crossing on Dereham Road adjacent to the bus stop and changing the geometry of the Chestnut Drive junction to allow crossing and traffic calming.	Cycling, walking and wheeling	25m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/PR5/05	DE Route 5 (Orange)	Primary	Dereham Road Cycle Path (B1146) (Chestnut Rd to Scarning FP5)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the existing cycle path on Dereham Road between Chestnut Road and Scarning public footpath FP5. Specific attention to the installation of street lighting along the footway and cycle path.	Cycling, walking and wheeling	915m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR1/01	DE Secondary Route 1	Secondary	Gressenhall Road and Quebec Road junction	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction between Gressenhall Road and Quebec Road to improve access to the Wending Way.	Cycling, walking and wheeling	30m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/SR1/02	DE Secondary Route 1	Secondary	Sandy Lane and Gressenhall Road (Quebec Rd to Swaffham Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Sandy Lane and Gressenhall Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Consideration to be given to incorporating the off-carriageway section of Sandy Lane east of Colin McLean Road.	Cycling, walking and wheeling	1900m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR1/03	DE Secondary Route 1	Secondary	Sandy Lane and Swaffham Road junction	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Sandy Lane, Swaffham Road and Old Becclesgate. Requirements include improvements at the junction for people approaching from Sandy Lane.	Cycling, walking and wheeling	35m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/SR2/01	DE Secondary Route 2	Secondary	Swanton Road (Back Ln to Kings Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Swanton Road between Back Lane and Kings Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	860m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR2/02	DE Secondary Route 2	Secondary	Kings Road (Swanton Rd to Neatherd Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Kings Road between Swanton Road and Neatherd Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	350m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR3/01	DE Secondary Route 3	Secondary	Kings Park (Kings Rd to Neatherd Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along King's Park (Kings Road to Neatherd Road) providing connectivity with the King's Park Infant School. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	300m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR4/01	DE Secondary Route 4	Secondary	Wellington Road and Neatherd Road (Theatre St to Crown Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Wellington Road and Neatherd Road and providing connectivity with Neatherd Moore. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding (especially for westbound cycling) as well as providing priority at side road crossings. Consideration for traffic calming and advisory road markings and signage to raise awareness of cyclists between Matsell Way and Crown Road.	Cycling, walking and wheeling	750m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR4/02	DE Secondary Route 4	Secondary	Neatherd Road and Matsell Way junction	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Neatherd Road and Matsell Way. Consider adding advanced stop lines and early starts for cyclists turning right at the Neatherd Road and Matsell Way signalised junction (junction assessment required).	Cycling	15m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/SR4/03	DE Secondary Route 4	Secondary	Neatherd Road crossing (Neatherd Moor)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling over Neatherd Road and connecting with Neatherd Moor. Currently, Crown Road has minimal forward visibility around the tight bend - a new cycle friendly crossing is needed to facilitate cyclists crossing to Neatherd Moor.	Cycling, walking and wheeling	25m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DE/SR4/04	DE Secondary Route 4	Secondary	Crown Road (Neatherd Rd to Norwich Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Crown Road (Neatherd Road to Norwich Road). Attention to traffic speeds, narrow pavement widths and condition, lighting and wayfinding. Schemes should also ensure transitions are put in place on the south of Crown Road to link the cycle route and the existing shared-use path along Norwich Road.	Cycling, walking and wheeling	370m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DE/SR5/01	DE Secondary Route 5	Secondary	Cowper Road	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Commercial Road between Neatherd Road and Norwich Street. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Consideration for a contraflow cycle lane on Cowper Road between Georges Road and Wellington Road. This will need to be accompanied by junction changes at either end of the Cowper Road contraflow cycle lane to ensure safe access and exit for cyclists. This may include tightening of the junction geometry of Cowper Road/Wellington Road and Wellington Road/Kings Road junctions. This will aid cycle journeys to/from the north of Dereham.	Cycling, walking and wheeling	220m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR5/02	DE Secondary Route 5	Secondary	Commercial Road	Dereham	Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling along Commercial Road between Norwich Street and London Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Consideration for a segregated or advisory cycle lane along Commercial Road connecting to Station Road through the park.	Cycling, walking and wheeling	410m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR6/01	DE Secondary Route 6	Secondary	Matsell Way (Neatherd Rd to Norwich Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling along Matsell Way between Neatherd Road and Norwich Road linking to the network. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Consideration for an on-street cycle route with supporting traffic calming and signage. It may be possible to provide a shared footway/cycleway for some of this link, which will require cycle crossings to be put in place (detailed assessment required). Attention to the desire line to the bus stop - walking over verge would require permissive right.	Cycling, walking and wheeling	275m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR6/02	DE Secondary Route 6	Secondary	Station Road	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Station Road between Matsell Way and London Road linking to the network at the roundabout. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	570m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR7/01	DE Secondary Route 7	Secondary	Neatherd Moor and Etling Green (Dereham Country Park), Back Lane and public rights of way	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling in Neatherd Moor and Etling Green (Dereham Country Park). Working with key stakeholders, create a suitable network of walking and cycling routes which are accessible for all users. Also consider supporting network infrastructure including wayfinding and cycle parking. There is potential to utilise existing rights of way including Back Lane and restricted byways (Dereham RB28, RB33 and RB32), public footpaths (Dereham FP8) and Neatherd Moor.	Cycling, walking and wheeling	TBC	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR7/02	DE Secondary Route 7	Secondary	Neatherd Moor and Etling Green Links (Dereham Country Park) and public rights of way	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity into Neatherd Moor and Etling Green (Dereham Country Park) from : >Norwich Road via Cherry Drive: Dereham public footpath 10 (change of status required) >Swanton Road via Dereham public footpath 29 (change of status required) >Swanton Road via Dereham restricted byway 31 (Back Lane)	Cycling, walking and wheeling	TBC	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR8/01	DE Secondary Route 8	Secondary	Cherry Lane and Hall Lane (Norwich Rd to Greens Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Linking with existing cycling, walking and wheeling infrastructure at Mill View, conduct a feasibility study and create schemes to enable cycling, walking and wheeling along Cherry Lane and Hall Lane connecting Norwich Road to Greens Road. Attention to surface conditions and width, lighting and wayfinding.	Cycling, walking and wheeling	1815m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR8/02	DE Secondary Route 8	Secondary	Greenfields Road (Norwich Rd to Cherry Ln)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Greenfields Road linking Norwich Road to Cherry Lane. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1085m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR8/03	DE Secondary Route 8	Secondary	Walking and cycling route linking Greens Road and Greenfields Road	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Barrier removal scheme to replace north and south entrance barriers with an LTN 1/20 compliant solution to enable cycling and wheeling access.	Cycling, walking and wheeling	230m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2



DE/SR9/01	DE Secondary Route 9	Secondary	Greens Road (Greenfields Rd shared-use path to Yaxham Rd)	Dereham	National Highways Report	<p>Feasibility study and schemes to enable cycling, walking and wheeling along Greens Road (Greenfields Road shared-use path to Yaxham Road). Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.</p> <p>National Highways Report:</p> <p>&gt;Create a 3.0m wide shared footway on Greens Road. The verge does not run continuously between Yaxham Road and the existing shared footway link. Therefore, elements of kerb realignment along Greens Road will be necessary.</p> <p>&gt;Proposed changes to the junction of Yaxham Road and Greens Road will allow for the 3.0m wide shared footway to continue along the northern side of Greens Road. Given the nature of this road, protection from parked vehicles will be necessary.</p> <p>&gt;Deliver the 3.0m wide shared footway requires kerb line realignment for the first 250m. The extent of realignment reduces from roughly 1.30m at the western Yaxham Road end, to 1.0m at Ambassador Way, before merging with the verge at the eastern end. Applying either the DfT's Local Transport Note guidance or HE's own guidance on "spatial requirements", already pushes the achievable width to below "Gold Standard", but changes to achieve a 3.0m wide path would still give benefit to pedestrian and cycle users.</p> <p>The changes would result in a road width of 6.2m being deliverable and the southern kerb line left relatively un-touched.</p> <p>The changes would result in the loss of on street parking between Yaxham Road and Hall Lane, but beyond Hall Lane there may be scope for some limited retention although this would be determined by the final location of the shared footway.</p> <p>It would be possible to provide an upgraded existing path within the verge area and retain the current kerb alignments.</p> <p>A buildout is required on the side of the road where the existing shared-use path emerges from behind an existing hedge line. This will aid all round visibility and prevent the point from being blocked by parked vehicles.</p>	Cycling, walking and wheeling	415m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR10/01	DE Secondary Route 10	Secondary	Hall Lane A47 Bridge	Dereham	A47 Dereham Cycle Improvements Study & Walking, Cycling and Horse-Riding Assessment	Feasibility study and schemes to enable cycling, walking and wheeling along Greens Road over the Hall Lane bridge over the A47. Attention to lighting, wayfinding and surface condition. Bridge parapets will need to be modified for cyclists by increasing the height.	Cycling, walking and wheeling	80m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR11/01	DE Secondary Route 11	Secondary	Hall Lane (A47 bridge to Hurn Rd)	Dereham	A47 Dereham Cycle Improvements Study & Walking, Cycling and Horse-Riding Assessment	Feasibility study and schemes to enable cycling, walking and wheeling along Hall Lane between the Hall Lane A47 bridge and Hurn Road. Attention to surface condition and width, lighting and wayfinding. Investigate an alternative route via Green Lane and Dimpling Green if the Hall Lane link is not feasible.	Cycling, walking and wheeling	540m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR11/02	DE Secondary Route 11	Secondary	Hurn Road and Kingston Road (Hall Ln to Yaxham Rd)	Dereham	A47 Dereham Cycle Improvements Study & Walking, Cycling and Horse-Riding Assessment	Feasibility study and schemes to enable cycling, walking and wheeling along Hurn Road and Kingston Road between Hall Lane and Yaxham Road. Attention to traffic speeds, pavement widths and condition, lighting, and wayfinding.	Cycling, walking and wheeling	460m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR11/03	DE Secondary Route 11	Secondary	Kingston Road	Dereham	Highways England Report	A new signalised crossing point on Kinston Road, located 30m south of the main roundabout on the B1135 is required to enable onward connectivity, as identified in item 4.4 of the Highways England Report.	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DE/SR12/01	DE Secondary Route 12	Secondary	Westfield Lane (Yaxham Rd to Westfield Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Westfield Lane from Shipdham Road to Yaxham Road and providing connectivity to the Urban Extension to the south. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	530m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR13/01	DE Secondary Route 13	Secondary	Westfield Road (Shipdham Rd to public footpath Whinburgh FP1)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling along Westfield Road from Shipdham Road to the public footpath (Whinburgh FP1) south of the Urban Extension. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1110m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR13/02	DE Secondary Route 13	Secondary	School Lane	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling along School Lane. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	470m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

## Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DE/SR14/01	DE Secondary Route 14	Secondary	Rash's Green (Shipdham Rd to Westfield Ln)	Dereham	National Highways Report	Feasibility study and schemes to enable cycling, walking and wheeling along Rash's Green (Shipdham Road to Westfield Lane). Attention to traffic speeds, pavement widths and condition and wide side roads and entrances with no dropped kerbs or tactile paving. The route links to Westfield Lane via a narrow path at the south which has potential to be wider subject to further investigation.	Cycling, walking and wheeling	840m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR15/01	DE Secondary Route 15	Secondary	Shipdham Road to Westfield Road (Urban Extension)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Schemes to enable cycling, walking and wheeling between Shipdham Road and Westfield Road within the Urban Extension. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	680m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR15/02	DE Secondary Route 15	Secondary	Shipdham Road to Westfield Road via Sheldrick Place	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity from Shipdham Road to Westfield Road via Sheldrick Place including the current pedestrian link. Attention to the route width, surface condition, barrier removal and lighting.	Cycling, walking and wheeling	170m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR16/01	DE Secondary Route 16	Secondary	Fen Road and Stone Road (The Broadway to Shipdham Rd)	Dereham	Norfolk County Council Highways	Feasibility study and schemes to enable cycling, walking and wheeling along Fen Road and Stone Road between The Broadway and Shipdham Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Consider Norfolk County Council Highways recommendations: travelling north to south, remove existing 30mph terminal signs and post, replace with village gates and Mantle sign displaying speed limit and the parish name. Studies have shown this method of traffic calming to be effective. Approximately 50m north of the proposed gates, install a new post with a sign displaying dia.950 to raise motorists awareness of cyclists on the road. Traveling South to North – Install sign displaying dia.950 to existing post to raise awareness to motorists of the right turn which is a location of possible conflict between cyclists and motorist.	Cycling, walking and wheeling	1650m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR17/01	DE Secondary Route 17	Secondary	Hillcrest Avenue and Charles Close (Stone Rd to Shipdham Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Hillcrest Avenue and Charles Close (Stone Road to Shipdham Road) and linking with the allotments at Charles Close. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1450m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR18/01	DE Secondary Route 18	Secondary	National Cycle Network Route 13 (Stone Rd to underpass link and Middlemarch Rd)	Dereham	National Highways Report	Schemes to enable cycling, walking and wheeling along National Cycle Network Route 13 between Stone Road and the underpass link on Middlemarch Road. If the cycling permeability to the underpass is unachievable, consider extending the route along Middlemarch Road to connect with the proposed network on Shipdham Road. Attention to be paid to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	800m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR19/01	DE Secondary Route 19	Secondary	South Green and Tavern Lane (Gospel Hall to Yaxham Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & National Highways Report	Feasibility study and schemes to enable cycling, walking and wheeling along South Green and Tavern Lane between Gospel Hall and Yaxham Road. Attention to be paid to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Consider the transition between South Green and The Woodlands as bridge restrictions may restrict the provision of a cycle lane, in which case an alternative route for cycling is needed (see DE/SR20/01).	Cycling, walking and wheeling	870m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR19/02	DE Secondary Route 19	Secondary	Tavern Lane A47 on/off slip road junction	Dereham	Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Tavern Lane and the A47 on/off slip roads. Shorten the geometry and improve maintenance of the nearby trees as the visibility is currently poor for people crossing the junction.	Cycling, walking and wheeling	45m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DE/SR19/03	DE Secondary Route 19	Secondary	South Green Gardens and South Green (Dereham public footpath 12 to Tavern Ln)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along South Green Gardens and South Green between Dereham public footpath 12 and Tavern Lane. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	380m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

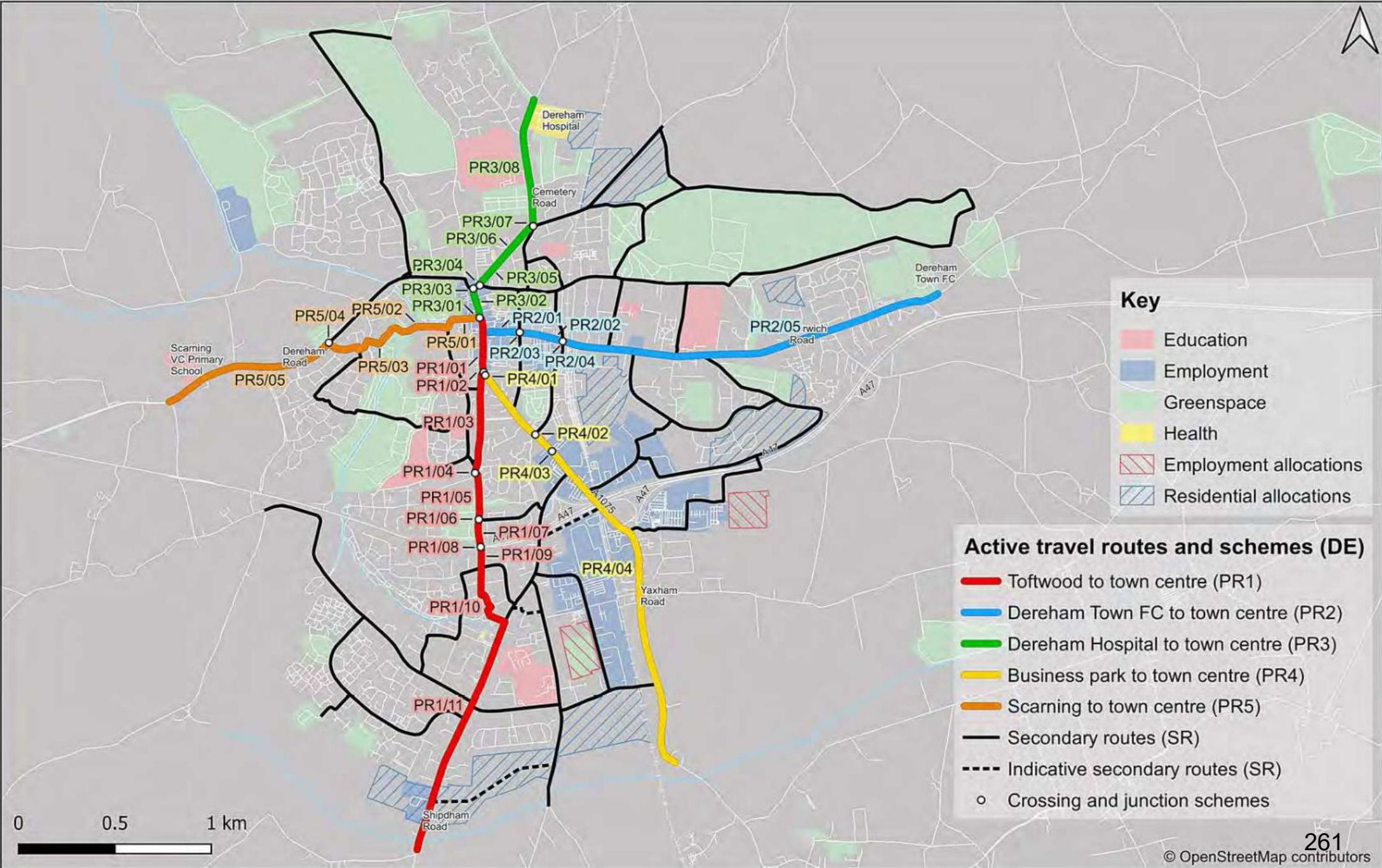
DE/SR19/04	DE Secondary Route 19	Secondary	South Green, South Green Gardens and Tavern Lane junction	Dereham	National Highways Report	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of South Green, South Green Gardens and Tavern Lane. This includes: >Tightening the junction geometry between South Green Gardens and South Green and constructing a new cycle slip link. >Tightening and reconfiguring the current Tavern Lane/South Green junction to set a new parallel pedestrian and cycle zebra crossing point roughly 20m back from the junction channel line >Widening the existing footway link between South Green and Tavern Lane on the north side of the junction to 3.50m (identified as a shared-use path). The presence of existing mature oak trees that are likely to have Tree Protection Orders (TPO) means the route may require an alternative location, no dig, and/or a compromised, but relatively short, path width. Surveys are required as guidance recommends a segregated cycle lane along high volume roads.	Cycling, walking and wheeling	45m Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
DE/SR19/05	DE Secondary Route 19	Secondary	South Green crossing	Dereham	National Highways Report	Feasibility study and schemes to enable cycling, walking and wheeling connectivity on South Green and Tavern Lane. This includes tightening up and reconfiguring the current Tavern Lane/South Green junction to set a new parallel pedestrian and cycle zebra crossing point roughly 20m back from the junction channel line.	Cycling, walking and wheeling	15m Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
DE/SR20/01	DE Secondary Route 20	Secondary	Scout Hut to Recycling Centre and Yaxham Road	Dereham	National Highways Report	Feasibility study and schemes to enable cycling, walking and wheeling connectivity between South Green/Tavern Lane and Greens Road south of the A47. Consider connecting to the Dereham network and to wider connectivity on Greens Road. National Highways Report: >Option 1 - a new 3.5m wide sealed surface path link around the southern edge of the site, and across the current grassed area is easily deliverable but involves a major land take from the Scout group. >Option 2 - a new path along toe of embankment offset 2m from the building line would allow for doors to open, boundary fencing to be retained, and any buried services to (most likely) be avoided. This includes any drainage from the building. Excavating into, even the smallest element of the toe may have profound consequences and ideally should be avoided. Until a detailed topographic survey is available for this area it is uncertain to what extent this problem can be avoided. Elevating the path, either on "no dig" systems such as "Cellweb" or as a more structural boardwalk may provide more workable solutions, but a boardwalk especially will require maintenance, and if entirely on Highways England land this would become their responsibility. There are also concerns over the lack of any natural surveillance through this section and lighting may not be possible if bats or other nocturnal species are in existence. Both route option 1 and route option 2 exit the Scout site at the north east corner, at the point where two piped watercourses merge to create a single drainage ditch with water flowing in a southerly direction. The route would follow the current toe of embankment, but crucially would need to bridge over both of these pipes at the point where they meet, although deviating around is possible it requires further intrusion in Highways England land. The preferred path option would be to cross the single open watercourse south of the confluence of the two pipes using a lightweight timber and steel structure, 4.0m between parapets. The decking for the structure can be formed from GRP style perforated panels, 25mm thick attached to a lightweight steel underframe. The natural alignment for the path is through the adjacent industrial site, using the derelict land between the current boundary fence and hard paved area. This	Cycling, walking and wheeling	TBC Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR20/02	DE Secondary Route 20	Secondary	South Green crossing	Dereham	Highways England Report	Feasibility study and schemes to enable cycling, walking and wheeling connectivity over South Green near the Scout Hut - the crossing links with scheme DE/SR20/01.	Cycling, walking and wheeling	15m Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

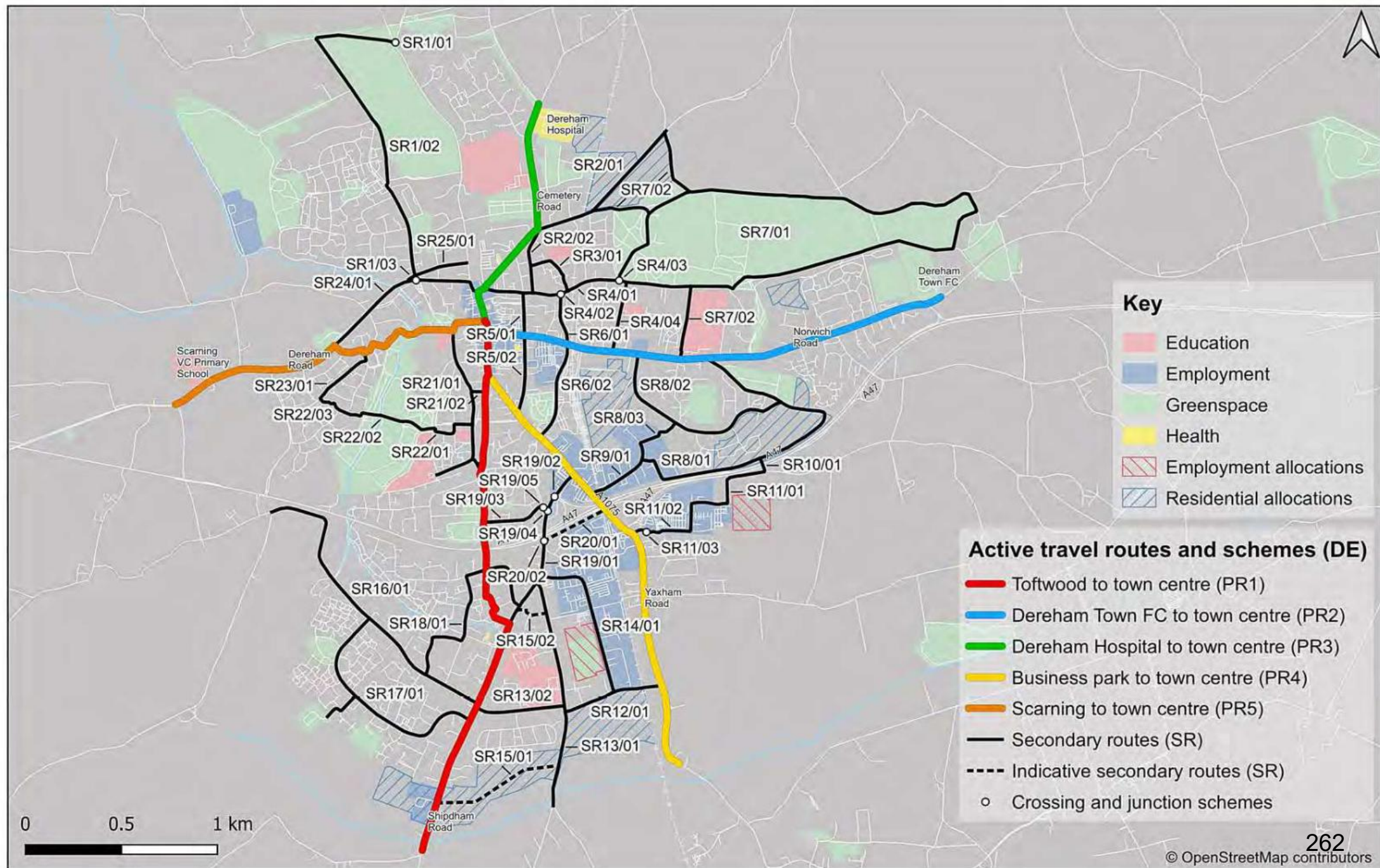
DE/SR21/01	DE Secondary Route 21	Secondary	Gilpin's Ride and Littlefields (Dereham CoE Junior Academy to Washbridge)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Gilpin's Ride and Littlefields linking Dereham Church of England Junior Academy to Washbridge. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Gilpin's Ride adds a flexibility to suit all cyclists' needs. Little work is required to implement this section. Some lighting and security upgrades will be necessary on the existing link between Gilpin's Ride and Southend as will new signage. At the Southend/South Green/Moorgate Road junction, cyclists are required to navigate a priority junction on a tight bend where visibility can act as a constraint. Although National Cycle Route 13 requires turning at this junction, little dedicated cycle provision is in place to aid this movement. Warning is required at Dereham Town Council due to vehicles accessing the site.	Cycling, walking and wheeling	890m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR21/02	DE Secondary Route 21	Secondary	Mary Unwin Road (Baxter Row to Littlefields)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Mary Unwin Road between Baxter Row and Littlefields. Attention to traffic speeds, pavement widths and condition, lighting, and wayfinding.	Cycling, walking and wheeling	75m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR22/01	DE Secondary Route 22	Secondary	The Grove and Sardis Way (Gilpin's Ride to Dereham Common)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along The Grove and Sardis Way (Gilpin's Ride to Dereham Common). Attention to traffic speeds, pavement widths and condition, lighting, and wayfinding.	Cycling, walking and wheeling	245m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR22/02	DE Secondary Route 22	Secondary	Dereham Commonland (Sardis Way to Blackthorn Dr)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling over Dereham Commonland between Sardis Way and Blackthorn Drive. Attention to barriers, surface condition and width, lighting, and wayfinding.	Cycling, walking and wheeling	480m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR22/03	DE Secondary Route 22	Secondary	Blackthorn Drive (Dereham Common to shared-use path)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Blackthorn Drive linking Dereham Common to the shared-use path. If existing cycle route is not suitable consider Bluebell Close or Wright Drive. Attention to traffic speeds, pavement widths and condition, lighting, and wayfinding.	Cycling, walking and wheeling	200m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR23/01	DE Secondary Route 23	Secondary	Shared-use path, Kemp Drive and Allwood Avenue (Draytonhall Ln to Chestnut Rd)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the shared-use path, Kemp Drive and Allwood Avenue between Draytonhall Lane and Chestnut Road. Attention to barriers at the east and west entrances to the shared-use path, traffic speeds, pavement widths and condition, lighting and wayfinding.	Cycling, walking and wheeling	565m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR24/01	DE Secondary Route 24	Secondary	Dereham Road and Swaffham Road (Chestnut Rd to Market Pl)	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Dereham Town Council	Feasibility study and schemes to enable cycling, walking and wheeling along Dereham Road and Swaffham Road (Chestnut Road to Market Place). Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Pay attention to providing protective space for cycling, walking and wheeling between Market place and Becclesgate. Also consider resurfacing to remove defects and widening sections that are less than 1.5m in width.	Cycling, walking and wheeling	855m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/SR25/01	DE Secondary Route 25	Secondary	Elvin Road (Swaffham Rd to Quebec Rd)	Dereham	Dereham Town Council	Feasibility study and schemes to enable cycling along Elvin Road (Swaffham Road to Quebec Road). Pay attention to traffic speeds and consider traffic calming (20mph signage) and wayfinding.	Cycling	327m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DE/WZ/01	DE Walking Zone	Walking Zone	Dereham town centre	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in Dereham, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity in the Dereham town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians.	Walking and wheeling	0.55km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2

DE/SS/01	DE Wayfinding	Wayfinding	National Cycle Network Route 13	Dereham	Countywide Local Cycling and Walking Infrastructure Plan & Norfolk County Council Highways	Wayfinding Audit of the National Cycle Network 13 route in Dereham to ensure user clarity and safety at key decision points. Consideration to be given to: >Church Street: install a National Cycle Route sign on the existing speed limit column for users with confidence and clear direction. >Church Street: move National Cycle Network route sign from the corner of Quebec St/Church Street, attach to the existing giveaway terminal and add repeater signs. >High Street: add repeater and directional signs to the existing columns which will benefit cyclists travelling both ways. >Lavender Grove: remove the existing sticker and replace with a National Cycle Network route sign on a cantilever to improve route direction visibility. >Littlefields: add a right turn National cycle route 13 sticker on the existing speed limit column on the junction of Mary Unwin Road and Littlefields. >Middlemarch Road: additional cycle signage needed. >South Green: some signage and a transition to on-road cycling will be needed for this section to provide a link between this cycle corridor and the existing National Cycle Route 13. >Southend: add a National Cycle route 13 repeater sign to existing speed limit Column. >Saint Withburga: cycle route sign needed to direct cyclists travelling south to north in the direction of Washbridge including repeater sign (just north of Vicarage Meadow). >Stone Road/Orchid Avenue: add a cycle route repeater to the existing street light column on Stone Road to provide cyclists with confidence that they are travelling on the right route; Add VAS's from both approaches to the junction displaying Dia.950; travelling west to east – add a Dia.1057 road marking to the existing "Stop" marking on the road; travelling east to west – add Dia.1057 and 1036.1 road marking on the approach to the junction with Orchid Avenue. >Wellington Road: add a left turn National Cycle Route 13 sticker to the existing sign on the approach to the roundabout.	Cycling	N/A	Short < 3 years	Scheme feasibility Year 1 Detailed design Year 2
----------	---------------	------------	---------------------------------	---------	--	---	---------	-----	-----------------	---









## DISS

## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
DI/PR1/01	DI Route 1 (Red)	Primary	Shelfanger Road (Louie's Ln to Factory Ln)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver safe cycling, walking and wheeling connectivity at the junction between Louie's Lane and Shelfanger Road, taking into consideration the allocations in this area. This includes increasing the amount of signage on approach to the 30mph zone for traffic entering Diss from the north, and tightening the radius of northbound traffic travelling from Louie's Lane to Shelfanger Road.	Cycling, walking and wheeling	540m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
DI/PR1/02	DI Route 1 (Red)	Primary	Shelfanger Road (Factory Ln to Roydon Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver safe cycling, walking and wheeling connectivity between Factory Lane and Roydon Road.	Cycling, walking and wheeling	436m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR1/03	DI Route 1 (Red)	Primary	Denmark Street	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver safe cycling, walking and wheeling connectivity on Denmark Street.	Cycling, walking and wheeling	532m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/01	DI Route 2 (Blue)	Primary	A1066 (Dark Ln to Sawmills Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the A1066 between Dark Lane and Sawmills Road. Attention to pavement widths, traffic speeds and priority over side road crossings.	Cycling, walking and wheeling	525m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/02	DI Route 2 (Blue)	Primary	A1066 (Mission Rd to Sawmills Rd)	Diss	Network Improvement Strategy, Countywide Local Cycling and Walking Infrastructure Plan & Diss & District Neighbourhood Plan (submission draft June 2022)	Feasibility study to extend cycling, walking and wheeling connectivity from Mission Road to the junction of Sawmills Road along the A1066. Schemes to include removing the current 'end of route' sign on Mission Road to allow the cycleway to connect to the A1066, covering a distance of 500m.	Cycling, walking and wheeling	200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/03	DI Route 2 (Blue)	Primary	Station Road	Diss	Countywide Local Cycling and Walking Infrastructure Plan, Diss & District Neighbourhood Plan (submission draft June 2022)	Feasibility study and scheme for improvements to cycle and pedestrian access to the railway station along Station Road, including the provision of signage and an advisory cycle route, new cycle parking and signage at the railway station.	Cycling, walking and wheeling	400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/04	DI Route 2 (Blue)	Primary	A1066 Victoria Road (Station Rd to Diss Leisure Centre)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver safe cycling, walking and wheeling connectivity on Victoria Road, including cycling and walking priority on Bellacre Close and at the entrance to Diss Leisure Centre.	Cycling, walking and wheeling	530m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/05	DI Route 2 (Blue)	Primary	A1066 (Diss Leisure Centre to Whytehead Gardens)	Diss	Network Improvement Strategy, Countywide Local Cycling and Walking Infrastructure Plan, Diss & District Neighbourhood Plan (submission draft June 2022)	Feasibility study and scheme to Continue the existing shared-use cycleway from Diss Leisure Centre to connect with the pedestrian crossing opposite Diss Methodist Church.	Cycling, walking and wheeling	700m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/06	DI Route 2 (Blue)	Primary	A1066 roundabouts serving supermarkets	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to improve the cycling, walking and wheeling connectivity on Victoria Road between the roundabouts leading to supermarkets. Reference the Diss Network Improvement Strategy regarding recommendations for roundabout changes.	Cycling, walking and wheeling	230m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/07	DI Route 2 (Blue)	Primary	A1066 (Park Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver safe cycling, walking and wheeling connectivity onto the westerly section of the A1066/Park Road, and resurfacing the pedestrian provision outside the Diss fire station.	Cycling, walking and wheeling	470m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/08	DI Route 2 (Blue)	Primary	Park Road (Denmark St roundabout)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable the cycling, walking and wheeling connectivity at the roundabout on Park Road.	Cycling, walking and wheeling	30m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR2/09	DI Route 2 (Blue)	Primary	A1066 junction with Denmark Road south to Angles Way	Diss	Network Improvement Strategy	Feasibility study and scheme to improving the signage for National Cycle Network Route 30 to encourage increased use by cyclists - this includes improving 10 signs.	Cycling, walking and wheeling	350m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DI/PR3/01	DI Route 3 (Green)	Primary	Mission Road (Victoria Rd to Sawmills Rd/Nelson Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Mission Road between the A1066 and the shared cycle path to Sawmills Road south of the roundabout. Attention to barriers, pavement widths, priority at side road crossings, lighting and traffic speeds.	Cycling, walking and wheeling	430m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR3/02	DI Route 3 (Green)	Primary	Sawmills Road roundabout	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling across the Sawmills Road roundabout, enabling a continuous journey along Nelson Road to the railway station and connectivity with Sandy Lane. Attention to barriers, pavement widths, lighting and traffic speeds.	Cycling, walking and wheeling	40m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DI/PR3/03	DI Route 3 (Green)	Primary	Sandy Lane (Sawmills Rd roundabout to Walcot Gr)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	New signage on Sandy Lane to the Sawmills Road roundabout to increase cyclist and pedestrian wayfinding from Sandy Lane to the railway station.	Cycling, walking and wheeling	190m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR3/04	DI Route 3 (Green)	Primary	Walcot Green (Sandy Ln to Frenze Hall Ln)	Diss	Countywide Local Cycling and Walking Infrastructure Plan & Network Improvement Strategy	Feasibility study and schemes to enable safe cycling, walking and wheeling on Walcot Green. Attention to pavement provision, vegetation encroachment, traffic speeds, barriers, wayfinding and lighting.	Cycling, walking and wheeling	500m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR3/05	DI Route 3 (Green)	Primary	Frenze Hall Lane (railway bridge and Willbye Ave)	Diss	Network Improvement Strategy, Countywide Local Cycling and Walking Infrastructure Plan, Diss & District Neighbourhood Plan (submission draft June 2022)	Feasibility study and schemes to enable safe cycling and walking along Frenze Hall Lane between the existing shared-use provision at the railway bridge and Willbye Avenue. Consideration to be given to extending the existing shared-use facility, pavement widths, traffic speeds, priority at side road crossings, wayfinding and lighting.	Cycling, walking and wheeling	630m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR3/06	DI Route 3 (Green)	Primary	Willbye Avenue (Frenze Road to Uplands Way)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling and continuous walking and wheeling provision along Willbye Avenue. Attention to priority over side road crossings and traffic speeds.	Cycling, walking and wheeling	530m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR4/01	DI Route 4 (Yellow)	Primary	Walcot Road	Diss	Network Improvement Strategy	Feasibility study and sschemes to enable pedestrian access to Heywood Sports & Fitness Centre by providing footway provision/a crossing point on Walcot Road. Also provide a suitable crossing outside Diss High School - consider tightening the radius of highway entrance to the school. This would slow down entering and exiting traffic and give more footway provision for those approaching/leaving the school by foot and for parents or carers waiting to collect pupils on foot.	Cycling, walking and wheeling	280m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR4/02	DI Route 4 (Yellow)	Primary	Uplands Way (Walcot Way to Willbye Ave including the roundabout)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe on road cycling conditions and continuous walking and wheeling provision on Uplands Way between Walcot Way and Willbye Avenue.	Cycling, walking and wheeling	200m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR4/03	DI Route 4 (Yellow)	Primary	Uplands Way (Willbye Avenue to Frenze Road)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe on road cycling and continuous walking and wheeling provision on Uplands Way between Willbye Avenue and Frenze Road.	Cycling, walking and wheeling	190m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR4/04	DI Route 4 (Yellow)	Primary	Frenze Road (Uplands Way and Skelton Road)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable walking and wheeling connectivity along Frenze Road. Consideration for tightening the junction between Uplands Way and Frenze Road (in particular when leaving Skelton Road eastbound)	Cycling, walking and wheeling	100m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DI/PR4/05	DI Route 4 (Yellow)	Primary	Skelton Road (Frenze Rd to Victoria Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan & Diss & District Neighbourhood Plan (submission draft June 2022)	Feasibility study and schemes to enable walking and wheeling connectivity from the junction of Skelton Road and Frenze Road in the north to connect with the A1066 in the south.	Cycling, walking and wheeling	400m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR5/01	DI Route 5 (Orange)	Primary	Diss train station footbridge	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable cycling, walking and wheeling connectivity over the railway line at Diss train station. The crossing scheme should link with proposed network improvements on Station Road and Gilray Road.	Cycling, walking and wheeling	80m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DI/PR5/02	DI Route 5 (Orange)	Primary	Gilray Road and Diss train station	Diss	Network Improvement Strategy	Feasibility study to identify appropriate cycle parking infrastructure needs at Diss train station. Consideration to be given to location, lighting, and cycle parking (stands or secure cycle parking facilities).	Cycling, walking and wheeling	20m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR5/03	DI Route 5 (Orange)	Primary	Gilray Road (Diss train station to Vince's Road)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Gilray Road to enable access to the train station northbound platform. Consideration to be given to pavement widths, priority at side roads, lighting and wayfinding.	Cycling, walking and wheeling	180m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

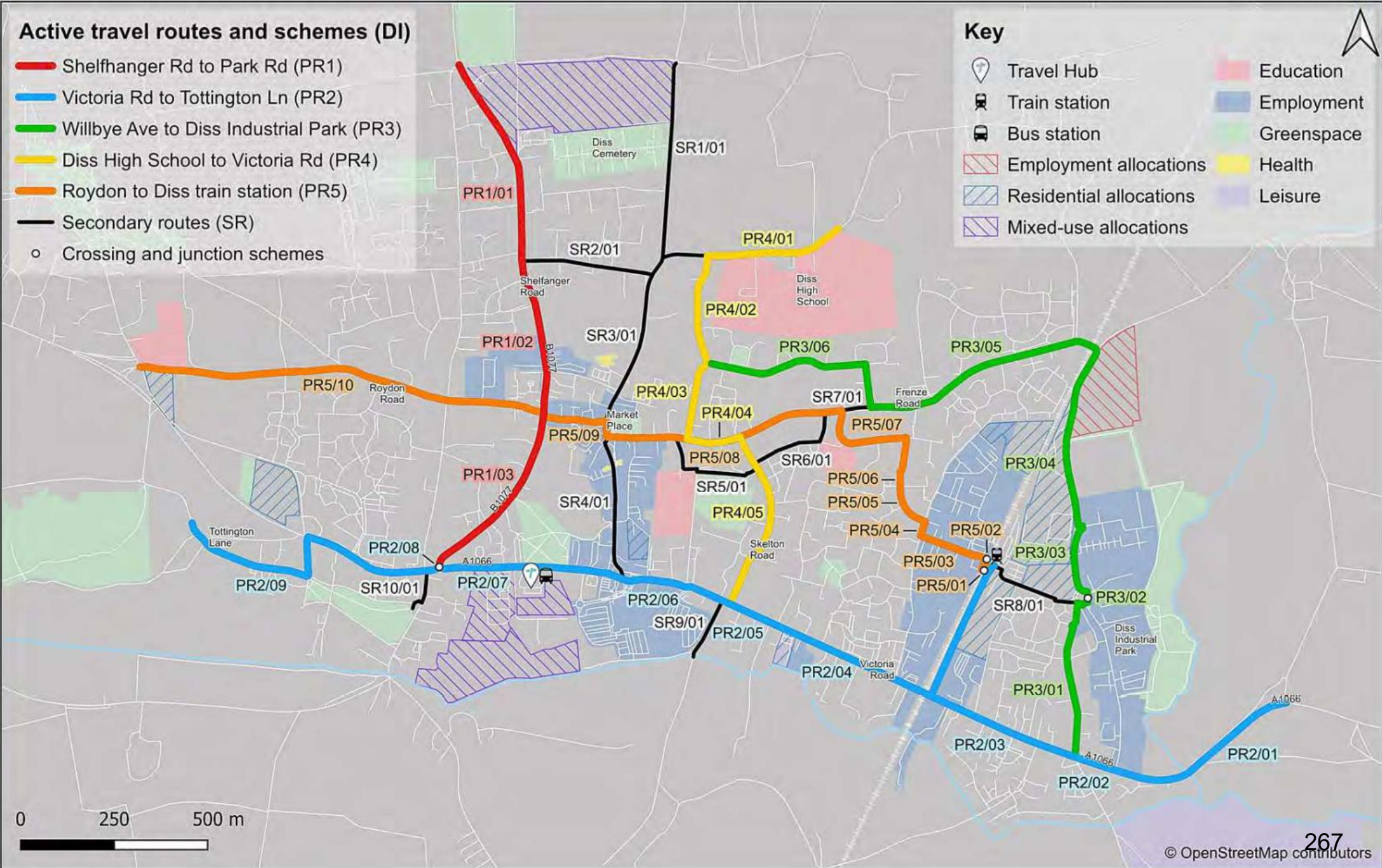
Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DI/PR5/04	DI Route 5 (Orange)	Primary	Vince's Road (Gilray Road to Fisher Road)	Diss	Network Improvement Strategy	A toucan or tiger crossing on Vince's Road to allow for safer movements by pedestrians and cyclists travelling to the train station. Traffic assessment required.	Cycling, walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DI/PR5/05	DI Route 5 (Orange)	Primary	Fisher Road	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to enable safe on road cycling conditions and continuous walking and wheeling provision along Fisher Road.	Cycling, walking and wheeling	125m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR5/06	DI Route 5 (Orange)	Primary	Footpath between Fisher Road and Field House Gardens	Diss	Network Improvement Strategy & Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to widen the existing footpath by removing the metal railings up from Fisher Road and adding wayfinding to encourage the use of the route by people walking or cycling.	Cycling, walking and wheeling	44m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR5/07	DI Route 5 (Orange)	Primary	Field House Gardens	Diss	Diss & District Neighbourhood Plan (submission draft June 2022)	Feasibility study and scheme for widening of the existing footpath and wayfinding signs at Field House Gardens. Tighten the radii at the junction between Field House Gardens and Frenze Road.	Cycling, walking and wheeling	335m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DI/PR5/08	DI Route 5 (Orange)	Primary	Frenze Road and Church Street between Field House Gardens and Market Place	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe on road cycling and continuous walking and wheeling provision on Frenze Road and Church Street. This includes improving road markings and surface conditions at the junction with Skelton Road and tightening the radius at the junction between Frenze Road and Bloomfield Road.	Cycling, walking and wheeling	640m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR5/09	DI Route 5 (Orange)	Primary	Church Street, Market Hill & Saint Nicholas Street	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to understand the potential for new cycling, walking and wheeling connectivity on Church Street, Market Hill and Saint Nicholas Street (including at the junction with Roydon Road). Consider allowing cycles to travel both ways on Church Road.	Cycling, walking and wheeling	260m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/PR5/10	DI Route 5 (Orange)	Primary	Roydon Road and Old High Road (St Nicholas St to Manor Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe on road cycling and continuous walking and wheeling provision on Roydon Road and Old High Road.	Cycling, walking and wheeling	1180m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/01	DI Secondary Route 1	Secondary	Heywood Road (Burstons Rd jct to Mount Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe on road cycling and continuous walking and wheeling provision on Heywood Road between Burstons Road junction and Mount Road.	Cycling, walking and wheeling	520m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/02	DI Secondary Route 2	Secondary	Sunnyside (Shelfhanger Rd to Heywood Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Sunnyside linking Shelfhanger Road to Heywood Road. Attention to pavement widths and barriers, priority at side road crossings, wayfinding and traffic speeds.	Cycling, walking and wheeling	350m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/03	DI Secondary Route 3	Secondary	Walcot Road and Mount Street (Uplands Way to Market Pl)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Walcot Road and Mount Street linking Uplands Way with Market Place. Attention to pavement widths and barriers, priority at side road crossings, wayfinding and traffic speeds.	Cycling, walking and wheeling	645m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/04	DI Secondary Route 4	Secondary	Market Place and Mere Street (Market Hill to Park Rd)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Market Place and Mere Street linking Market Hill with Park Road. Attention to pavement widths and barriers, priority at side road crossings, wayfinding and traffic speeds.	Cycling, walking and wheeling	360m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/05	DI Secondary Route 5	Secondary	The Entry and Rectory Meadow	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along The Entry and Rectory Meadow to enable connectivity with Diss Church of England School. Attention to pavement widths and barriers, priority at side road crossings, wayfinding, lighting and traffic speeds.	Cycling, walking and wheeling	282m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/06	DI Secondary Route 6	Secondary	Fitzwalter Road (Linking Skelton Road and Frenze Road)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Fitzwalter Road and the public footpath to improve connectivity with Diss Infant and Nursery School. Attention to pavement widths and barriers, priority at side road crossings, wayfinding, lighting and traffic speeds.	Cycling, walking and wheeling	277m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/07	DI Secondary Route 7	Secondary	Frenze Road (Field House Gardens to Willbye Ave)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Frenze Road between Field House Gardens and Willbye Avenue. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	80m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/08	DI Secondary Route 8	Secondary	Nelson Road (Diss train station to Sandy Ln)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Nelson Road linking Diss train station to Sandy Lane. Attention to pavement widths and barriers, priority at side road crossings, wayfinding, lighting and traffic speeds.	Cycling, walking and wheeling	240m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/SR1/09	DI Secondary Route 9	Secondary	Denmark Street (Stanley Rd to Fair Gr)	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Denmark Street from Stanley Road to Fair Green. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	135m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DI/SR1/10	DI Secondary Route 10	Secondary	The Lows	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along The Lows from Victoria Road to the bridge over the River Waveney. Schemes to enable wider connectivity with Palgrave connecting with any schemes within the Suffolk Countywide Local Cycling and Walking Infrastructure Plan. Attention to surface condition and width, lighting and wayfinding.	Cycling, walking and wheeling	180m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DI/WZ/01	DI Walking Zone	Walking Zone	Diss town centre	Diss	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in Diss, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity in the Diss town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians.	Walking and wheeling	0.50km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2



## DOWNHAM MARKET

## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
DM/PR1/01	DM Route 1 (Red)	Primary	Low Road (Church Rd to Lynn Rd)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study required to identify options for providing priority pedestrian and cycling connectivity along Low Road and enabling a right turn onto Lynn Road.	Cycling, walking and wheeling	1000m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR1/02	DM Route 1 (Red)	Primary	Lynn Road (Low Rd to Clackclose Rd)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan & Network Improvement Strategy	Feasibility study and schemes to enable continuous safe cycling, walking and wheeling connectivity along Lynn Road (B1507) between the junction with Low Road and Clackclose Road. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings. (Lavender Drive, The Firs, Retreat Estate junction, Civray Avenue and Cock Drove). Network Improvement Strategy: Reallocation of road space on Lynn Road (B1507). A 1.5m new advisory cycle lane across Lynn Road (B1507) on each side of the road (the resulting carriageway width in some sections on Lynn Road will be below 5.5m, where the centre line should be removed). This measure will promote cycling at the and serve as a traffic calming measure - it should be accompanied by the prohibition of waiting at any time.	Cycling, walking and wheeling	1050m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR1/03	DM Route 1 (Red)	Primary	Lynn Road (Low Rd to Clackclose Rd)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable walking and wheeling crossing movements over Lynn Road between Low Road and Clackclose Road at crossing points near key destinations including Downham Nursery School, Downham FC and Memorial Park.	Walking and wheeling	15m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
DM/PR1/04	DM Route 1 (Red)	Primary	Lynn Road and Clackclose Road junction	Downham Market	Priority scheme within Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Lynn Road and Clackclose Road. Scheme to enable a righthand turn for people cycling and turning into Clackclose Road. Network Improvement Strategy: Tighten the Lynn Road (B1507)/Clackclose Road junction and improve the right turn facilities from Lynn Road to Cock Close - this could be in form of a ghost island or mini-roundabout. A mini-roundabout would also serve as a traffic calming measure.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
DM/PR1/05	DM Route 1 (Red)	Primary	Clackclose Road, Wimbotsham Road and Nursey Road	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to provide suitable high-quality continuous safe cycling, walking and wheeling connectivity on National Cycle Network Route 11 along Clackclose Road (starting at the junction with Lynn Road), along Wimbotsham Road and finishing at the nursery school at the end of Nursey Road.	Cycling, walking and wheeling	400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR1/06	DM Route 1 (Red)	Primary	Willow Road and Wesley Close	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to remove all access control points and provide LTN1/20 compliant access control points suitable for people cycling, walking and wheeling along the shared-use path starting at Willow Road, crossing Beach Road and Nursery Road and ending at Wesley Close.	Cycling, walking and wheeling	400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR1/07	DM Route 1 (Red)	Primary	Snape Lane (NCN Route 11 section of Snape Ln from the jct with the shared-use path on Wesley Cl and Paradise Rd)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to provide high-quality continuous safe cycling, walking and wheeling connectivity along the National Cycle Network Route 11 section of Snape Lane between the junction with the shared-use path on Wesley Close and Paradise Road.	Cycling, walking and wheeling	95m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR1/08	DM Route 1 (Red)	Primary	Paradise Road pedestrian crossing point	Downham Market	Priority scheme within Network Improvement Strategy	A new zebra crossing on Paradise Road next to the Clackclose Pre-School and the Downham Market Health Centre.	Cycling, walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
DM/PR1/09	DM Route 1 (Red)	Primary	Paradise Road junction with Morrisons supermarket	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to provide high-quality continuous safe cycling, walking and wheeling connectivity at the junction with Morrisons.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
DM/PR1/10	DM Route 1 (Red)	Primary	Morrisons supermarket car park NCN Route 11 between Paradise Road and Bridge Street	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to provide high-quality continuous safe cycling, walking and wheeling connectivity along National Cycle Network Route 11 at Morrisons between Paradise Road and Bridge Street.	Cycling, walking and wheeling	145m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR1/11	DM Route 1 (Red)	Primary	Bridge Street, High Street and Priory Road	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan & Network Improvement Strategy	Feasibility study and schemes to enable cycling along Bridge Street, High Street and Priory Road one-way system. Network Improvement Strategy: Providing a contraflow cycle lane at the one-way section of Priory Road between Railway Road and Trafalgar Road and changing the priority at the Priory Road/Trafalgar Road junction to create a safer environment for cyclists.	Cycling, walking and wheeling	950m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2



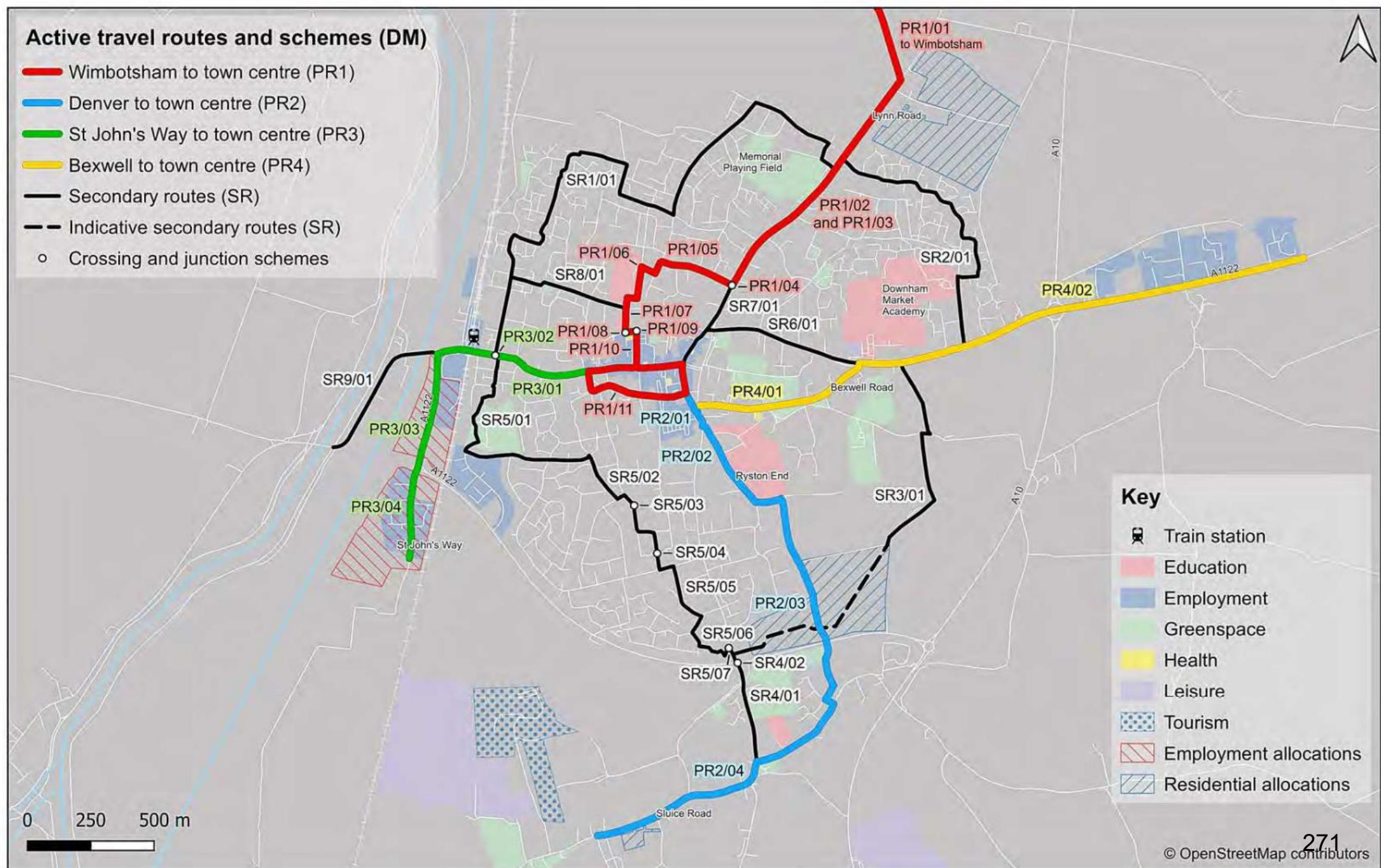
Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DM/PR2/01	DM Route 2 (Blue)	Primary	London Road (jct Priory Rd to jct Ryston End)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify high-quality continuous safe cycling, walking and wheeling connectivity along London Road between Priory Road and Ryston End.	Cycling, walking and wheeling	155m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR2/02	DM Route 2 (Blue)	Primary	Ryston End (NCN Route 11 section)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to provide suitable high-quality continuous safe cycling, walking and wheeling connectivity along National Cycle Network Route 11 route on Ryston End, starting at the junction with London Road and ending at the junction with Nightingale Lane.	Cycling, walking and wheeling	465m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR2/03	DM Route 2 (Blue)	Primary	Nightingale Lane (jct Ryston End to jct Nightingale Close)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to deliver safe walking, cycling and wheeling conditions using a semi-bonded surface along Nightingale Lane. Part of this route crosses a bridge over the A1122 and a section of land north of A1122 is designated for the new housing development.	Cycling, walking and wheeling	835m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR2/04	DM Route 2 (Blue)	Primary	Ryston Road (Nightingale Walk) to Sluice Road (Bradley Cl)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Ryston Road and Sluice Road.	Cycling, walking and wheeling	1120m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR3/01	DM Route 3 (Green)	Primary	Railway Road (jct Priory Rd to A1122 roundabout)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to deliver safe walking, cycling and wheeling connectivity along Station Road from Priory Road to the roundabout on the A1122.	Cycling, walking and wheeling	600m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR3/02	DM Route 3 (Green)	Primary	Railway Road and Bennet Street junction	Downham Market	Priority scheme within Network Improvement Strategy	New advanced stop lanes at the Railway Road/Bennet Street signalised junction.	Cycling, walking and wheeling	20m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
DM/PR3/03	DM Route 3 (Green)	Primary	A1122 (roundabout on Railway Rd to roundabout on St John's Way)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify high-quality continuous safe cycling, walking and wheeling connectivity along the A1122 from and including the roundabout on Station Road and the roundabout on Saint John's Way.	Cycling, walking and wheeling	460m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR3/04	DM Route 3 (Green)	Primary	St John's Way	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to deliver safe walking, cycling and wheeling connectivity along Saint John's Way serving existing and proposed business allocations.	Cycling, walking and wheeling	360m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR4/01	DM Route 4 (Yellow)	Primary	Howdale Road (London Rd to Bexwell Rd)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify high-quality continuous safe cycling, walking and wheeling connectivity along Howdale Road connecting with National Cycle Network Route 11 at London Road and ending at the junction with Bexwell Road.	Cycling, walking and wheeling	715m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/PR4/02	DM Route 4 (Yellow)	Primary	Bexwell Road (jct with Howdale Rd to jct on New Rd)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify high-quality continuous safe cycling, walking and wheeling connectivity along Bexwell Road from the junction with Howdale Road, crossing the roundabout on the A10 and ending in the area of employment on New Road.	Cycling, walking and wheeling	2300m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR1/01	DM Secondary Route 1	Secondary	Bennett Street to Mill Lane	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan & Downham Market Neighbourhood Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity between Lynn Road (via Mill Lane) and Railway Road (via Bennett Street). Attention to creating links with existing green infrastructure provision, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	2570m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR2/01	DM Secondary Route 2	Secondary	Lynn Road (via Lavender Dr) to Bexwell Road (via Hillcrest)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan & Downham Market Neighbourhood Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity between Lynn Road (via Lavender Drive) and Bexwell Road (via Hillcrest). Attention to traffic speeds, lighting and wayfinding and creating links with existing green infrastructure provision.	Cycling, walking and wheeling	1175m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR3/01	DM Secondary Route 3	Secondary	Lynn Road to London Road (via Stonecross Rd and public rights of way)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity between Lynn Road and London Road via Stonecross Road and public rights of way. Attention to surface conditions, lighting and wayfinding.	Cycling, walking and wheeling	1290m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR4/01	DM Secondary Route 4	Secondary	Downham Road (Lynn Rd to Ryston Rd)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Downham Road. Attention to surface conditions, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	445m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR4/02	DM Secondary Route 4	Secondary	A1122 crossing between London Road and Downham Road	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity over the A1122 linking the shared cycle / footpath on the east side of London Road with the path west of Downham Road	Cycling, walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DM/SR5/01	DM Secondary Route 5	Secondary	Willows Nature Reserve and Brickfields Lane	Downham Market	Network Improvement Strategy	Improved bound surfacing and lighting along Willows Nature Reserve and Brickfields Lane.	Cycling, walking and wheeling	300m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR5/02	DM Secondary Route 5	Secondary	London Road to Railway Road (Via Burdock Cl, Churchill Way and Willows Nature Reserve)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan & Downham Market Neighbourhood Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity between London Road and Railway Road. Attention to creating links with existing green infrastructure provision, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	1140m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DM/SR5/03	DM Secondary Route 5	Secondary	Churchill Way and Trafalgar Road	Downham Market	Network Improvement Strategy	Traffic calming in the form of speed humps on Churchill Way and Trafalgar Road to reinforce low speeds and create a safer environment for cyclists. The speed humps should be designed by considering the circulation of buses on Trafalgar Road.	Cycling, walking and wheeling	800m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR5/04	DM Secondary Route 5	Secondary	Churchill Way	Downham Market	Network Improvement Strategy	Introduction of tactile pavement at the uncontrolled crossing on the south end of Churchill Way.	Walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DM/SR5/05	DM Secondary Route 5	Secondary	Footway connecting Palmer Way and Park Lane	Downham Market	Network Improvement Strategy	Remove the bollards on the footway that connects Palmer Way and Park Lane to allow it to be a shared footway/cycleway.	Cycling, walking and wheeling	10m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR5/06	DM Secondary Route 5	Secondary	Shared-use path access controls between Burdock Close and London Road	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to remove all access control points and provide LTN1/20 compliant access controls point suitable for people cycling, walking and wheeling along the shared-use path between Burdock Close and London Road.	Cycling, walking and wheeling	40m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR5/07	DM Secondary Route 5	Secondary	London Road	Downham Market	Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling connectivity over the London Road connecting the shared footway/cycleways.	Walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
DM/SR6/01	DM Secondary Route 6	Secondary	Bexwell Road (jct with Howdale Rd to jct at Lynn Rd)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Bexwell Road. Attention to surface conditions, pavement widths, priority at side road crossings, lighting and wayfinding.	Cycling, walking and wheeling	635m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR7/01	DM Secondary Route 7	Secondary	Lynn Road and High Street (Clackclose Rd to Bridge St)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Lynn Road and High Street. Attention to surface conditions, pavement widths, priority at side road crossings, lighting and wayfinding.	Cycling, walking and wheeling	380m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR8/01	DM Secondary Route 8	Secondary	Snape Lane and Winnold Street (Wesley Cl to Bennett St)	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Snape Lane and Winnold Street. Attention to surface conditions, barriers, pavement widths, priority at side road crossings, lighting and wayfinding.	Cycling, walking and wheeling	480m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/SR9/01	DM Secondary Route 9	Secondary	Station Road (from A1122 roundabout) to Fen Rivers Way	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Station Road (from A1122 roundabout) to Fen Rivers Way. Attention to traffic speeds, pavement provision, width and conditions as well as wayfinding.	Cycling, walking and wheeling	600m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
DM/WZ/01	DM Walking Zone	Walking Zone	Downham Market town centre	Downham Market	Countywide Local Cycling and Walking Infrastructure Plan & Network Improvement Strategy	Working with key stakeholders in Downham Market, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity within the Downham Market town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for people walking or wheeling. Attention to potential schemes highlighted in the Network Improvement Strategy.	Cycling, walking and wheeling	1.07km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





**FAKENHAM****Active Travel Infrastructure Scheme List and Network Map (DRAFT)**[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
FA/PR1/01	FA Route 1 (Red)	Primary	Trap Lane and A148 crossing	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan & priority scheme within Network Improvement Strategy	Feasibility study and schemes to enhance motorist awareness on the Trap Lane crossing point over the A148 and to improve visibility for cyclists and pedestrians when crossing over the A148 to access greenspace and wider connectivity. Consideration to be given to a splitter island and signage.	Cycling, walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
FA/PR1/02	FA Route 1 (Red)	Primary	Trap Lane (A148 to Field Ln)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Trap Lane connecting Trap Lane north of the A148 with Field Lane.	Cycling, walking and wheeling	485m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR1/03	FA Route 1 (Red)	Primary	Field Lane (Trap Ln to Wells Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan & priority scheme within Network Improvement Strategy	Feasibility study and schemes to enable a safe cycling, walking and wheeling environment along Field Lane. Consideration of a traffic calming scheme along the route and providing pedestrians with priority at side road crossings. Consideration for a contraflow cycle lane on the southern section of Field Lane to improve connection from the school to the town centre.	Cycling, walking and wheeling	730m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR2/01	FA Route 2 (Blue)	Primary	Clipbush Lane A1067 (Fakenham Town FC roundabout to Holt Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Vegetation management to enable cycling, walking and wheeling along the existing shared-use path.	Cycling, walking and wheeling	65m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR2/02	FA Route 2 (Blue)	Primary	Holt Road (crossing on the A1067)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enhance motorist awareness of the Holt Road crossing point over the A1067 and to improve visibility for cyclists and pedestrians when crossing over the A1067 to access greenspace and provide wider connectivity to surrounding areas.	Cycling, walking and wheeling	20m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
FA/PR2/03	FA Route 2 (Blue)	Primary	Holt Road (A1067 to Pensthorpe Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Holt Road between the A1067 and Pensthorpe Road. Feasibility study and schemes for consideration include vegetation management and lighting, especially at the north end off-carriageway section. Also consider pavement widening, car parking management and traffic calming.	Cycling, walking and wheeling	400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR2/04	FA Route 2 (Blue)	Primary	Holt Road and Pensthorpe Road junction	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continue cycling, walking and wheeling along Holt Road at the junction with Pensthorpe Road.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
FA/PR2/05	FA Route 2 (Blue)	Primary	Greenway Lane and Holt Road junction	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continue cycling, walking and wheeling along Greenway Lane across the wide junction with Holt Road.	Cycling, walking and wheeling	60m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
FA/PR2/06	FA Route 2 (Blue)	Primary	Greenway Lane and Highfield Road (Holt Rd to Wells Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to review the suitability of the narrow eastbound and westbound advisory cycle lanes and to provide pedestrians with priority at crossings with side roads.	Cycling, walking and wheeling	1260m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR2/07	FA Route 2 (Blue)	Primary	Highfield Road and Greenway Lane (jct with Claypit Ln and Queen's Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Greenway Lane and Highfield Road at the junction with Claypit Lane and Queen's Road as well as the ability to enter and exit Claypit Lane and Queen's Road.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
FA/PR2/08	FA Route 2 (Blue)	Primary	Wells Road and Highfield Road roundabout	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling at the roundabout with Wells Road and Highfield Road. Consider widening the existing off-carriageway provision and improving pedestrian crossing infrastructure, especially over Highfield Road.	Cycling, walking and wheeling	90m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
FA/PR3/01	FA Route 3 (Green)	Primary	Queen's Road (Greenway Ln to Norwich Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe on road cycling conditions (potentially traffic calming and/or speed limit reduction) and continuous walking and wheeling provision along Queen's Road between Greenway Lane and Norwich Road, potentially utilising public rights of way (Fakenham FP17, FP14 and FP13).	Cycling, walking and wheeling	600m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR3/02	FA Route 3 (Green)	Primary	Rudham Stile Lane and Claypit Lane (Trap Ln to Greenway Ln)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Rudham Stile Lane and Claypit Lane between Trap Lane and Greenway Lane. Attention to traffic speeds, pavement widths, pavement conditions and wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	860m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR4/01	FA Route 4 (Yellow)	Primary	Market Place (Quaker Ln to Bridge St)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify a cycling route solution to connect Market Place between Quaker Lane and Bridge Street, allowing one-way traffic.	Cycling	120m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2



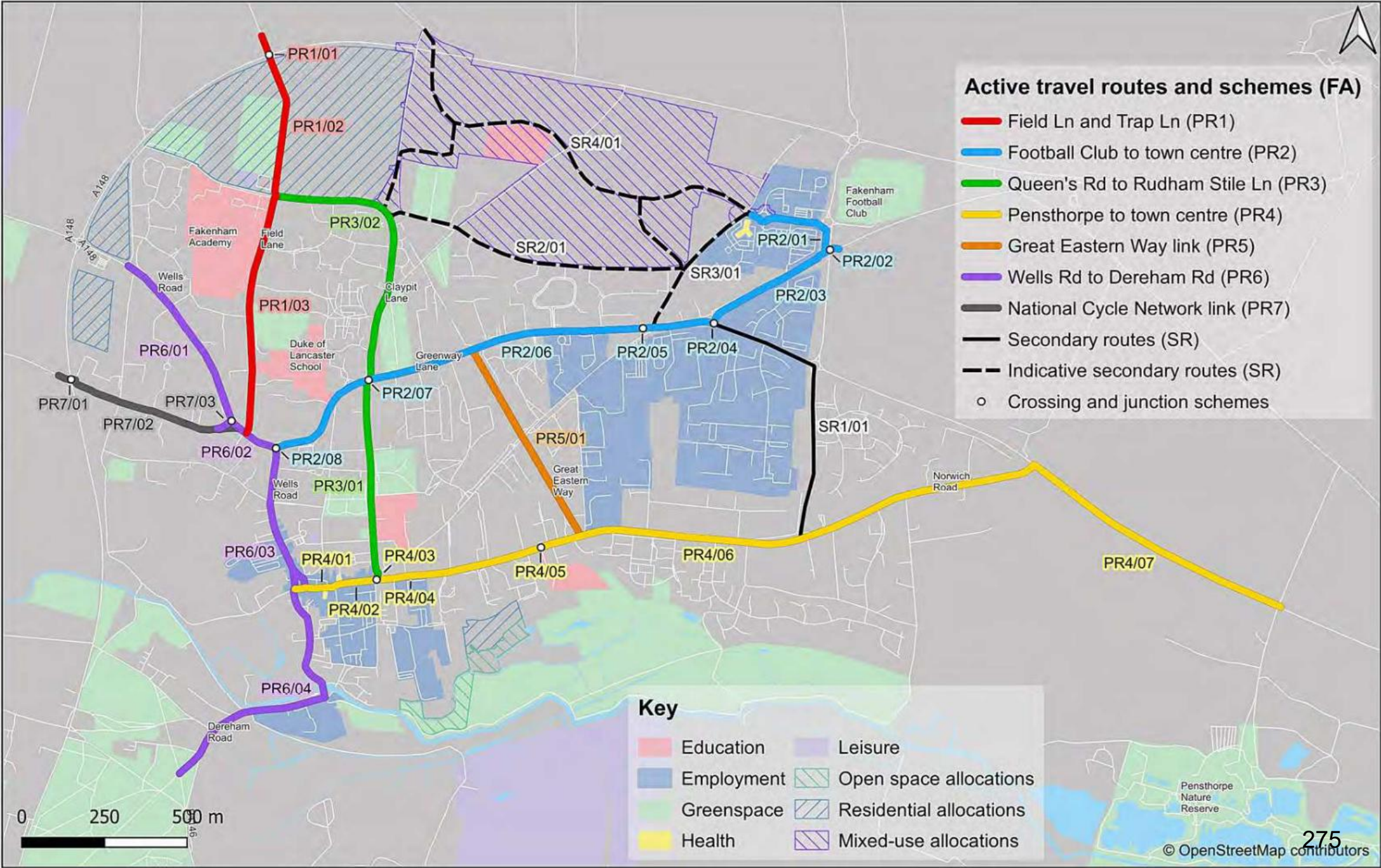
## Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

FA/PR4/02	FA Route 4 (Yellow)	Primary	Norwich Street (Bridge St to Whitehorse St)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify a cycling route solution to connect Norwich Street between Bridge Street and Whitehorse Street, allowing one-way traffic along Norwich Street.	Cycling, walking and wheeling	130m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR4/03	FA Route 4 (Yellow)	Primary	Norwich Street and Norwich Road roundabout	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to improve walking and wheeling accessibility around the roundabouts between Norwich Street, Norwich Road, Queen's Road and Holt Road. Consideration to be given to surface condition, width and physical barriers restricting movement.	Cycling, walking and wheeling	30m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
FA/PR4/04	FA Route 4 (Yellow)	Primary	Norwich Road (Whitehorse St to The Lawn)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling accessibility along Norwich Road between Whitehorse Street and The Lawn. Consideration to be given to pavement surface conditions, width and priority over side roads.	Cycling, walking and wheeling	215m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR4/05	FA Route 4 (Yellow)	Primary	Norwich Road	Fakenham	Network Improvement Strategy	Feasibility study and schemes for a new toucan crossings on Norwich Road at Fakenham Infant & Nursery School.	Cycling, walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
FA/PR4/06	FA Route 4 (Yellow)	Primary	Norwich Road (The Lawn to Pensthorpe Rd - A1067)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling accessibility along Norwich Road between The Lawn and the A1067. Consideration to be given to provide pedestrians with priority at side road crossings and traffic calming measures to promote attractive cycling conditions, potentially utilising the quieter residential Norwich Road side street between Parker Drive and Smiths Lane.	Cycling, walking and wheeling	1830m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR4/07	FA Route 4 (Yellow)	Primary	Norwich Road to Pensthorpe Natural Park	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable cycling, walking and wheeling accessibility along Norwich Road to connect Norwich Road with Pensthorpe Natural Park.	Cycling, walking and wheeling	880m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR5/01	FA Route 5 (Orange)	Primary	Great Eastern Way and The Drift (Norwich Rd to Greenway Ln)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify a cycling, walking and wheeling infrastructure solution which utilises the Great Eastern Way and connects Norwich Road with Holt Road and Greenway Lane via The Drift.	Cycling, walking and wheeling	680m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR6/01	FA Route 6 (Purple)	Primary	Wells Road (Toll Bar Rd to Sculthorpe Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling accessibility along Wells Road between Toll Bar Road and Sculthorpe Road. Consideration to be given to pavement surface conditions, width and priority over side roads. Also consideration for traffic calming measures to create a safer on road cycling environment.	Cycling, walking and wheeling	570m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR6/02	FA Route 6 (Purple)	Primary	Wells Road (Sculthorpe Rd to Highfield Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling accessibility along Wells Road between Sculthorpe Road and Highfield Road. Consideration to be given to pavement surface conditions, width and priority over side roads. Also consideration for traffic calming measures to create a safer on road cycling environment.	Cycling, walking and wheeling	160m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR6/03	FA Route 6 (Purple)	Primary	Wells Road Oak Street (Highfield Rd to Market Pl)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling accessibility along Wells Road between Highfield Road and Market Place. Consideration to be given to pavement surface conditions, width and priority over side roads. Also consideration for traffic calming measure to create a safer on road cycling environment.	Cycling, walking and wheeling	440m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR6/04	FA Route 6 (Purple)	Primary	Quaker Lane, Tunn Street, Mill Lane and Hempton Road (Market Pl to Pond Road)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Quaker Lane(Market Place), Tunn Street, Mill Lane and Hempton Road (Pond Road). Attention to providing priority at side road crossings, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	890m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR7/01	FA Route 7 (Grey)	Primary	NCN Route 1 and Fakenham Road crossing with A1065 leading to Sculthorpe Eastgate	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling over the crossing point with the A1065. Feasibility study and schemes to include vegetation management and widening of the access path either side of the A1065.	Cycling, walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
FA/PR7/02	FA Route 7 (Grey)	Primary	Sculthorpe Eastgate and Sculthorpe Road (A1065 to Wells Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Sculthorpe Eastgate and Sculthorpe Road. Consideration to be given to pavement widening, traffic calming and wayfinding, especially at the junction with Sandy Lane.	Cycling, walking and wheeling	540m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
FA/PR7/03	FA Route 7 (Grey)	Primary	Sculthorpe Road (roundabout with Wells Rd)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling from Sculthorpe Road to the roundabout on Wells Road and connecting north and south on Wells Road. Southbound Feasibility study and schemes to consider widening the existing off carriageway provision to 3m (min 2m).	Cycling, walking and wheeling	20m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
FA/SR1/01	FA Secondary Route 1	Secondary	Pensthorpe Road and Smiths Lane	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling and walking along Pensthorpe Road and Smiths Lane connecting Greenway Lane and Norwich Road. Attention to providing priority at side road crossings, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	860m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

FA/SR2/01	FA Secondary Route 2	Secondary	Thorpland Road (Holt Road to Trinity Road)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling , walking and wheeling along Thorpland Road between Holt Road and Trinity Road connecting with the employment area. Attention to providing priority at side road crossings, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	490m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 3
FA/SR3/01	FA Secondary Route 3	Secondary	Rudham Stile Lane (Claypit Lane to Thorpland Road)	Fakenham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Rudham Stile Lane between Claypit Lane and Thorpland Road. Attention to providing priority at side road crossings, traffic speeds, lighting and wayfinding. This route could potentially be upgraded to a priority route.	Cycling, walking and wheeling	935m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 4
FA/SR4/01	FA Secondary Route 4	Secondary	Fakenham Urban Extension	Fakenham	Fakenham Urban Extension Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling within the Fakenham Urban Extension. Scheme routes to align to the Urban Extension Master Plan. Attention to providing priority at side road crossings, traffic speeds, lighting and wayfinding. These routes could potentially be upgraded to priority routes.	Cycling, walking and wheeling	TBC	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 5
FA/WZ/01	FA Walking Zone	Walking Zone	Fakenham town centre	Fakenham	Network Improvement Strategy	Working with key stakeholders in Fakenham, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity with the Fakenham town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians. Specific attention to: - Crossings on key pedestrian and cycle desire lines at the Holt Road/The Drift junction and Thorpland Road/Holt Road junction. - Movement of pedestrian crossing eastwards to alleviate the existing issues of vehicles overrunning the surrounding footways (especially turning out of George eastwards Road). There are safety resulting from the crossing being located closer to the existing bus stop on the southern footway - NCC to consider the relocation of the existing bus stop to a more suitable location, possibly west of the junction with George eastwards Road or further to the east.	Walking and wheeling	0.20km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2







## HARLESTON

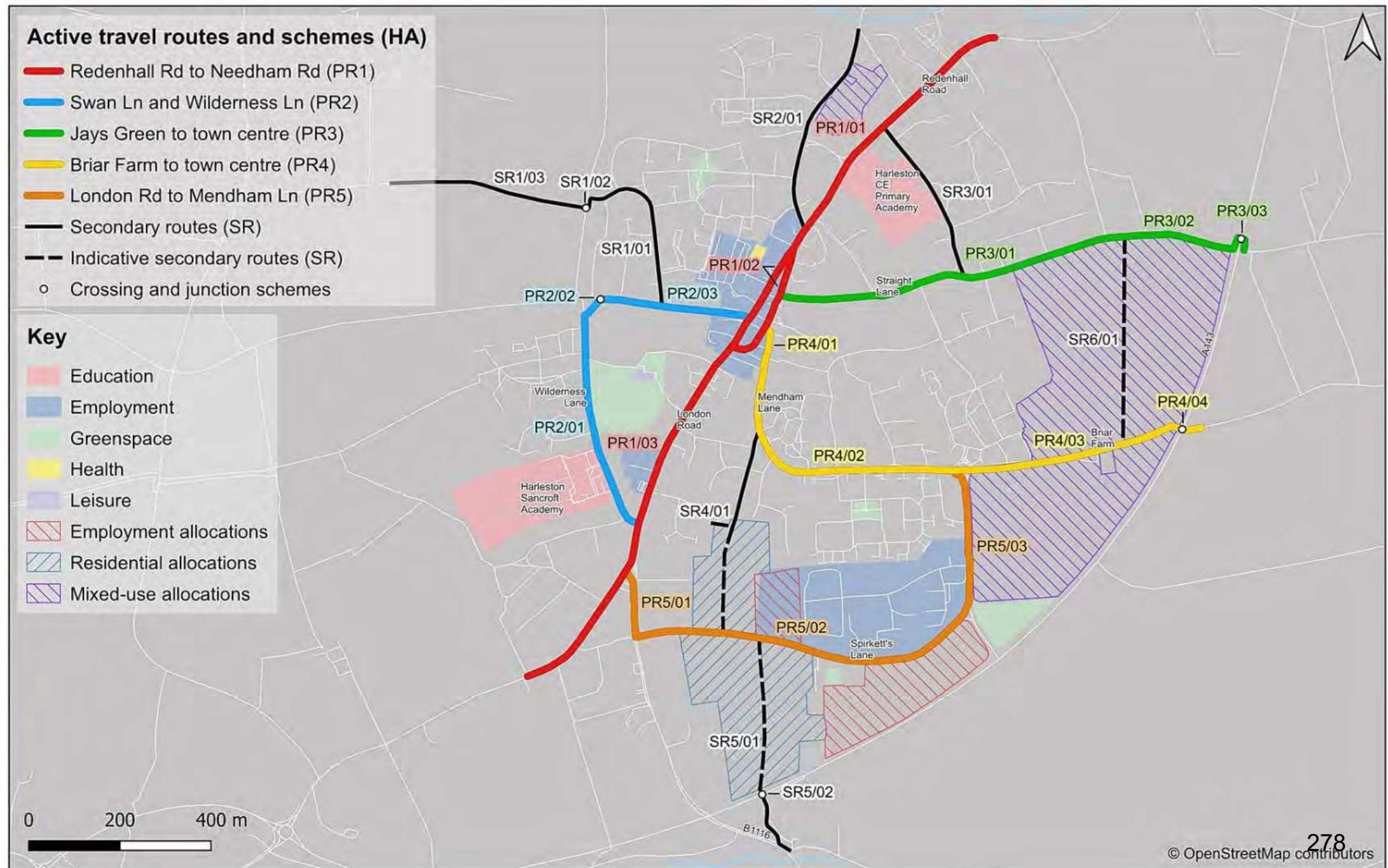
## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
HA/PR1/01	HA Route 1 (Red)	Primary	Redenhall Road (Nelson Cl to The Thoroughfare)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Commencing c.100m north of Nelson Close, a scheme to create safe and continuous cycling, walking and wheeling conditions along Redenhall Road. Attention to narrow pavement widths, providing priority at side streets which have no or minimal dropped kerbs and no visible tactile paving.	Cycling, walking and wheeling	690m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR1/02	HA Route 1 (Red)	Primary	The Thoroughfare, Broad Street and Church Street (Redenhall Rd to Market Pl)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify a solution for enabling safe continuous cycling, walking and wheeling connectivity around the gyratory between The Thoroughfare, Church Street and Broad Street to enable people to connect with Redenhall Road and Market Place.	Cycling, walking and wheeling	535m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR1/03	HA Route 1 (Red)	Primary	Market Place, London Road and Needham Road (Church St to Dove Cl and public footpath 30)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	A scheme to create safe continuous cycling, walking and wheeling connectivity along Market Place, London Road and Needham Road. Ensure priority is provided over side road crossings, and pay particular attention to narrow pavement widths, dropped kerbs in poor condition and non-visible tactile paving.	Cycling, walking and wheeling	870m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR2/01	HA Route 2 (Blue)	Primary	Wilderness Lane (London Rd to Swan Ln)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Wilderness Lane. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	520m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR2/02	HA Route 2 (Blue)	Primary	Swan Lane crossing leading to Herolf Way	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe cycling, walking and wheeling crossing over Swan Lane to provide connectivity with Herolf Way. Attention to barriers, lighting, wayfinding, pavement widths and condition.	Cycling, walking and wheeling	30m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
HA/PR2/03	HA Route 2 (Blue)	Primary	Swan Lane (Wilderness Rd to The Thoroughfare)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Swan Lane. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	350m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR3/01	HA Route 3 (Green)	Primary	Straight Lane (Broad Street) and Jay's Green (to Green Ln)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Straight Lane and Jay's Green to connect with Green Lane. Attention to barriers traffic speeds, pavement widths and conditions along the whole route, wayfinding as well as providing priority over side road crossings.	Cycling, walking and wheeling	540m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR3/02	HA Route 3 (Green)	Primary	Green Lane (Jay's Gr to A143)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Green Lane. Attention to surface width and condition, vegetation encroachment, barriers, wayfinding and lighting.	Cycling, walking and wheeling	280m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR3/03	HA Route 3 (Green)	Primary	Green Lane (A143 crossing)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe cycling, walking and wheeling on the crossing of the A143 to enable continued access to Green Lane.	Cycling, walking and wheeling	68m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
HA/PR4/01	HA Route 4 (Yellow)	Primary	Old Market Place (Church St to Keeley's Yd)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Old Market Place between Church Street and Keeley's Yard. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	95m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR4/02	HA Route 4 (Yellow)	Primary	Mendham Lane (Keeley's Yd to roundabout with public footpath 18)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Mendham Lane to link existing active travel infrastructure between Keeley's Yard and the roundabout with public footpath 18. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	635m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR4/03	HA Route 4 (Yellow)	Primary	Public right of way (FP18) between Harvest Way and A143)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the Redenhall and Harleston footpath 18. Attention to surface width and condition, vegetation encroachment, barriers, wayfinding and lighting.	Cycling, walking and wheeling	465m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR4/04	HA Route 4 (Yellow)	Primary	A143 crossing (public footpath 18 crossing)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify a safe crossing point over the A143 for people walking, wheeling or cycling. Potential solutions include a crossing solution aligned with public footpath 18 connecting with Low Road, or a route via Spirkett's Lane and Shotford Road.	Cycling, walking and wheeling	25m or 900m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
HA/PR5/01	HA Route 5 (Orange)	Primary	Shotford Road (London Rd to Spirkett's Ln)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Shotford Road between London Road and Spirkett's Lane. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	155m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/PR5/02	HA Route 5 (Orange)	Primary	Spirkett's Lane (Shotford Rd to Mendham Ln)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Spirkett's Lane between Shotford Road and Mendham Lane. Attention to traffic speeds, lack of pavement provision, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	785m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

HA/PR5/03	HA Route 5 (Orange)	Primary	Mendham Lane (Spirkett's Ln to roundabout with public footpath 18)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Mendham Lane linking with existing active travel infrastructure between Spirkett's Lane and the roundabout with public footpath 18. Attention to traffic speeds, pavement provision, width and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	310m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/SR1/01	HA Secondary Route 1	Secondary	Weavers' Croft (Swan Ln to Bunn's Ln)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Weavers' Croft (between Swan Lane and Bunn's Lane). Attention to barriers, traffic speeds, pavement widths and condition, lighting and wayfinding.	Cycling, walking and wheeling	410m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/SR1/02	HA Secondary Route 1	Secondary	Station Road crossing on Bunn's Lane	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe cycling, walking and wheeling at the crossing crossing of Station Road to enable access to Bunn's Lane.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
HA/SR1/03	HA Secondary Route 1	Secondary	Bunn's Lane (from Station Rd)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the first 430m stretch on Bunn's Lane. Attention to barriers, surface width and condition, lighting and wayfinding.	Cycling, walking and wheeling	430m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/SR2/01	HA Secondary Route 2	Secondary	Station Road and Station Hill (Redenhall Rd to public footpath 11)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Station Road between Redenhall Road and Redenhall and Harleston public footpath 11. Attention to traffic speeds, pavement widths and condition, lighting and wayfinding. Consideration for a two-way cycling contraflow.	Cycling, walking and wheeling	475m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/SR3/01	HA Secondary Route 3	Secondary	School Lane (Redenhall Rd to Jay's Gr)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along School Lane. Attention to traffic speeds, pavement widths and conditions along the whole route and outside Harleston Sancroft Academy Primary School, wayfinding, lighting as well as providing priority over side road crossings.	Cycling, walking and wheeling	375m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/SR4/01	HA Secondary Route 4	Secondary	Public footpath 25 (Linking Spirkett's Ln to Mendham Ln and Willow Walk)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Redenhall and Harleston public footpath 25 (linking Spirkett's Lane, Mendham Lane and Willow Walk). Attention to barriers, surface condition and width, lighting and wayfinding.	Cycling, walking and wheeling	500m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/SR5/01	HA Secondary Route 5	Secondary	Public footpath 36 (Spirkett's Ln to Low Rd)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Redenhall and Harleston public footpath 36 (Spirkett's Lane to Low Road). Attention to barriers, surface condition and width, lighting and wayfinding.	Cycling, walking and wheeling	490m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HA/SR5/02	HA Secondary Route 5	Secondary	A143 crossing (public footpath 36)	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable a safe cycling, walking and wheeling crossing of the A143 for the Redenhall and Harleston public footpath 36.	Cycling, walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
HA/SR6/01	HA Secondary Route 6	Secondary	Harleston development allocation GNLP2136 corridor route	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along within the Harleston development allocation (GNLP2136) corridor enabling connectivity between Green Lane and Mendham Lane.	Cycling, walking and wheeling	450m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 3
HA/WZ/01	HA Walking Zone	Walking Zone	Harleston town centre	Harleston	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in Harleston, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity within the Harleston town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians.	Walking and wheeling	0.07km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





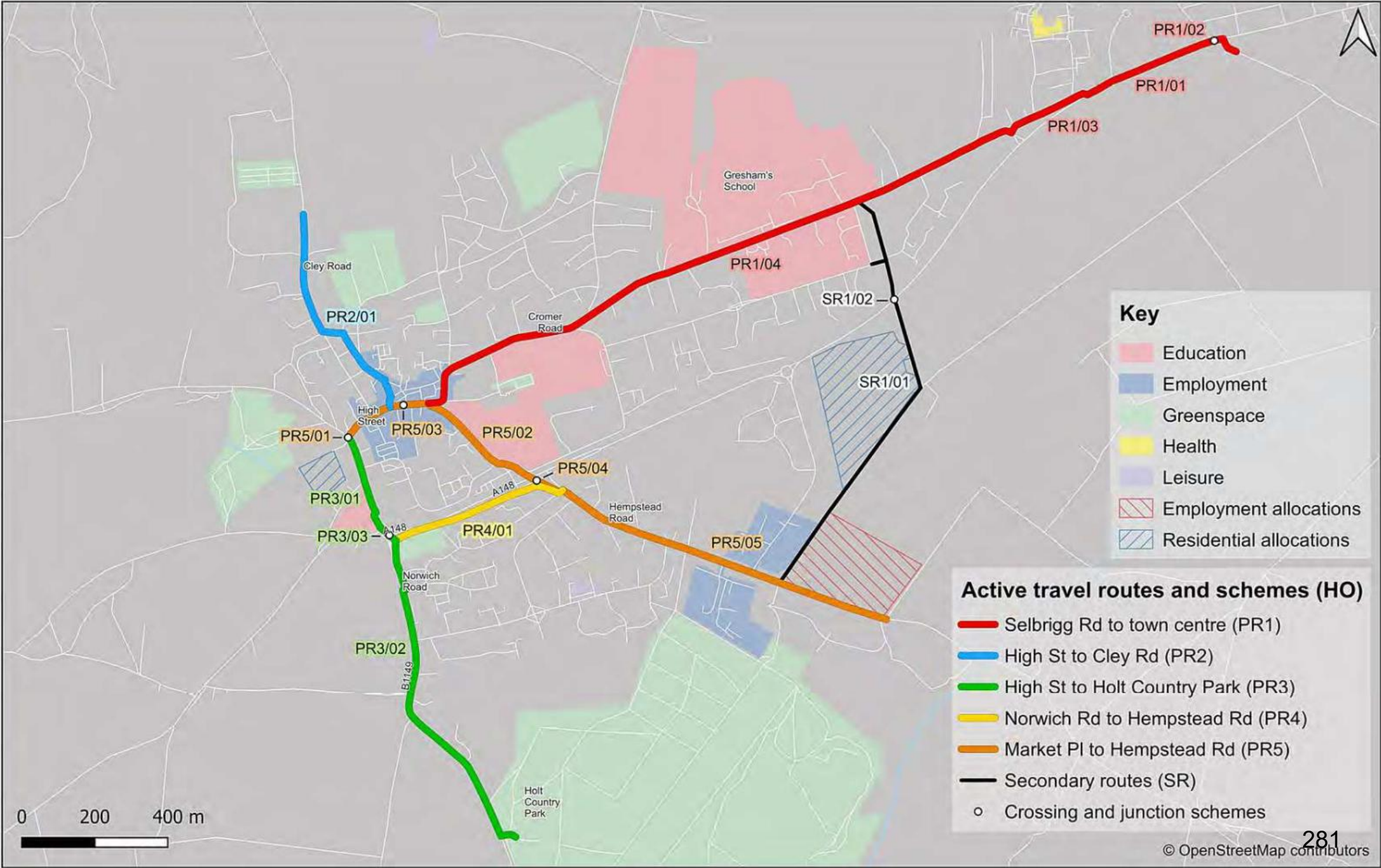
**HOLT****Active Travel Infrastructure Scheme List and Network Map (DRAFT)**[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
HO/PR1/01	HO Route 1 (Red)	Primary	Cromer Road (Selbrigg Rd to Old Cromer Rd)	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling along Cromer Road on National Cycle Network Route 30 from Selbrigg Road to Old Cromer Road.	Cycling, walking and wheeling	440m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR1/02	HO Route 1 (Red)	Primary	Cromer Road (Selbrigg Rd to Bridge Rd)	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling when crossing over Cromer Road from Selbrigg Road to Bridge Road.	Cycling, walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
HO/PR1/03	HO Route 1 (Red)	Primary	Old Cromer Road (Post office on Old Cromer Rd to Cromer Rd)	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling connectivity along Old Cromer Road from the post office to Cromer Road and enable safe connectivity with infrastructure along Cromer Road leading into Holt.	Cycling, walking and wheeling	250m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR1/04	HO Route 1 (Red)	Primary	Cromer Road (Old Cromer Rd to Market Pl and Station Rd jct)	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling connectivity along Cromer Road from Market Place to the junction of Old Cromer Road and Cromer Road and enable safe connectivity with infrastructure along Cromer Road leading into Holt.	Cycling, walking and wheeling	1600m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR2/01	HO Route 2 (Blue)	Primary	Shirehall Plain (Market Pl) to Cley Road (national speed limit sign) via Mill Street	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling connectivity along New Street from and including the junction with Hight Street. An alternative route could be via Albert Street.	Cycling, walking and wheeling	640m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR3/01	HO Route 3 (Green)	Primary	Norwich Road (High St to Holt A148 roundabout)	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling connectivity along Norwich Road starting and including the junction with High Street. The route joins the underpass and ends on the south side of the underpass at the T-junction with the shared-use path.	Cycling, walking and wheeling	330m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR3/02	HO Route 3 (Green)	Primary	Norwich Road (A148 roundabout to Holt Country Park)	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling connectivity along Norwich Road and Edgefield Hill starting at the T-junction on the shared-use path at the south side of the A148 and Norwich roundabout.	Cycling, walking and wheeling	900m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR3/03	HO Route 3 (Green)	Primary	A148 to Norwich Road roundabout underpass	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to remove all access control points at the A148 Norwich Road roundabout underpass and install LTN 1/20 compliant access control points suitable for people cycling, walking and wheeling along the shared-use path.	Cycling, walking and wheeling	50m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR4/01	HO Route 4 (Yellow)	Primary	A148 Holt Road and Norwich Road roundabout to Hempstead Road	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to review width and surface quality of the shared-use path between to the Norwich Road/A148 roundabout and Hempstead Road at the junction with Old Station Way.	Cycling, walking and wheeling	508m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR5/01	HO Route 5 (Orange)	Primary	A148 Norwich Road and High Street junction	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction between A148 Norwich Road and High Street.	Cycling, walking and wheeling	70m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
HO/PR5/02	HO Route 5 (Orange)	Primary	High Street (from Norwich Rd), Market Place and Station Road (ending at Old Station Way)	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe on road cycling conditions (potentially traffic calming and or speed limit reduction) and continuous walking and wheeling provision along High Street, Market Place and Station Road starting at the junction with Norwich Road and ending at the junction with Old Station Road.	Cycling, walking and wheeling	700m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR5/03	HO Route 5 (Orange)	Primary	High Street crossing	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to review and improve access and available space at the existing controlled crossing on High Street. The design should enable safe walking and wheeling connectivity over High Street.	Walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
HO/PR5/04	HO Route 5 (Orange)	Primary	A148 to Station Road underpass	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to remove all access control points in the A148 Station Road underpass and install LTN 1/20 compliant access control points suitable for people cycling, walking and wheeling along the shared-use path.	Cycling, walking and wheeling	140m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/PR5/05	HO Route 5 (Orange)	Primary	Hempstead Road (Old Station Way to Heath Dr)	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe on road cycling conditions (potentially traffic calming and or speed limit reduction) and continuous walking and wheeling provision along Hempstead Road starting at the shared-use provision on Old Station Road and connecting with areas of employment adjacent to Heath Drive.	Cycling, walking and wheeling	644m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

HO/SR1/01	HO Secondary Route 1	Secondary	Cromer Road to Hempstead Road	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity between Cromer Road and Hempstead Road via the existing public right of way (Holt FP9 and FP9a). Attention to route width, surface conditions, lighting, wayfinding and barrier removal.	Cycling, walking and wheeling	1215m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HO/SR1/02	HO Secondary Route 1	Secondary	King's Meadow A148 crossing	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable walking, wheeling and cycling connectivity over the A148 to connect King's Meadow with the public right of way (Holt FP9 and FP9a). Scheme include connectivity with cycling, walking and wheeling infrastructure in the King's Meadow residential estate.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
HO/WZ/01	HO Walking Zone	Walking Zone	Holt town centre	Holt	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in Holt, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity within the Holt town centre. Consideration to be given to the provision of a safe space for people wheeling or walking, including existing pavement widths, condition and accessibility, road crossing points and priority over side roads for people walking or wheeling.	Walking and wheeling	0.18km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





## HUNSTANTON AND HEACHAM

## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
HH/PR1/01	HH Route 1 (Red)	Primary	Cromer Road (Lighthouse Ln to Golf Course Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to extend cycling, walking and wheeling connectivity between Hunstanton and Old Hunstanton along Cromer Road between the junction of Lighthouse Lane and Golf Course Road. A feasibility study and scheme has been identified to extend the current width of the west side pavement to enable safe segregated cycling and walking access.	Cycling, walking and wheeling	306m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR1/02	HH Route 1 (Red)	Primary	Lighthouse Lane (junction with Cromer Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable walking and wheeling connectivity over Lighthouse Lane at the junction with Cromer Road. Consideration for a set back the raised table to enable priority cycling, walking and wheeling connectivity between any new provision along Cromer Road (HS/PR1/01) and the existing shared-use provision along Old Town Way and Cromer Road.	Cycling, walking and wheeling	7m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
HH/PR1/03	HH Route 1 (Red)	Primary	Old Town Way and Cromer Road (B1161 to Clarence Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high-quality continuous safe cycling, walking and wheeling connectivity along Old Town Road and Cromer Road between the Lighthouse Lane and Clarence Road junctions.	Cycling, walking and wheeling	484m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR1/04	HH Route 1 (Red)	Primary	Cromer Road and King's Lynn Road (Clarence Rd to Westgate)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to provide additional crossing points along Cromer Road and King's Lynn Road at key destinations including Glebe House School & Nursery and King's Lynn & West Norfolk Hunstanton Recreation area.	Walking and wheeling	7m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR1/05	HH Route 1 (Red)	Primary	Cromer Road and King's Lynn Road (Clarence Rd to Westgate)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Joining with active travel provision highlighted in HHS/PR1/03, a feasibility study and scheme to provide continuous and safe cycling, walking and wheeling connectivity along Cromer Road and King's Lynn Road between Clarence Road and Westgate.	Cycling, walking and wheeling	720m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR1/06	HH Route 1 (Red)	Primary	King's Lynn Road crossing (near Downs Rd and Park Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to improve accessibility, safety and network connectivity on the existing King's Lynn Road crossing facility near Smithdon High School near the junction of Downs Road and Park Road.	Cycling, walking and wheeling	8m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
HH/PR1/07	HH Route 1 (Red)	Primary	King's Lynn Road (Westgate to Oasis Way roundabout turning)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enhance existing cycling and walking provision along King's Lynn Road by providing continuous and safe segregated walking and cycling provision between Westgate and the entrance to Oasis Way at the roundabout.	Cycling, walking and wheeling	1150m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR1/08	HH Route 1 (Red)	Primary	Redgate Hill and Oasis Way (Princess Dr)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide continuous cycling, walking and wheeling connectivity between existing shared-use provision at the Redgate Hill roundabout and the new proposed provision along Oasis Way and Bennett Close (HS/PR1/09) including a raised table to enable priority cycling and pedestrian connectivity across Princess Drive.	Cycling, walking and wheeling	47m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR1/09	HH Route 1 (Red)	Primary	Oasis Way to Bishop's Road cycle link (via Bennet Cl, Windsor Dr)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to extend cycling and walking connectivity from Oasis Way and King's Lynn Road roundabout utilising quiet direct roads (Bennet Close, Windsor Drive, and Manor Road) and ending at the roundabout on Bishop's Road.	Cycling, walking and wheeling	934m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR1/10	HH Route 1 (Red)	Primary	Bishop's Road, B1161 roundabout with South Beach Road	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the roundabout enabling connectivity between Bishop's Road and South Beach Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing provision for people cycling.	Cycling, walking and wheeling	30m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR1/11	HH Route 1 (Red)	Primary	South Beach Road (Bishop's Rd jct to Seagate Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Segregated cycling and walking provision along South Beach Road connecting with provision along Bishop's Road (HS/PR1/09).	Cycling, walking and wheeling	286m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR2/01	HH Route 2 (Blue)	Primary	Park Road, B1161 roundabout with Beach Terrace Road	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the roundabout enabling connectivity between Park Road, the B1161 and Beach Terrace Road. Attention to traffic speeds, carriageway surface conditions, pavement widths and condition and wayfinding.	Cycling, walking and wheeling	30m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR2/02	HH Route 2 (Blue)	Primary	Downs Road and Park Road	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide continuous segregated cycling and walking provision along Downs Road and Park Road, connecting Smithdon High School on Downs Road with the network and upgrading existing shared-use provision along Park Road. The route connects with Route 3 (Blue) at the junction with Seagate and Beach Terrace Road. This route has a dependency on feasibility study and scheme HS/PR1/04 which provides improved crossing facilities on King's Lynn Road.	Cycling, walking and wheeling	877m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

HH/PR2/03	HH Route 2 (Blue)	Primary	Park Road and Sandringham Road crossing	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide continuous segregated cycling and walking provision over the crossing of Downs Road and Sandringham Road.	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
HH/PR3/01	HH Route 3 (Green)	Primary	Lighthouse Lane and Cliff Parade	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Lighthouse Lane and Cliff Parade between Cromer Road and Seagate. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1650m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR3/02	HH Route 3 (Green)	Primary	Seagate Road and South Beach Road	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Seagate, Seagate Road and South Beach Road between Cliff Parade and the concrete ramp at the end of South Beach. Attention to traffic speeds, pavement widths and condition, wayfinding, lighting as well as providing priority at side road crossings.	Cycling, walking and wheeling	1270m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR3/03	HH Route 3 (Green)	Primary	North Beach Road	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe cycling, walking and wheeling conditions a using a semi-bonded surface along North Beach Road. Starting at and including the concrete ramp at South Beach Road and ending at the roundabout junction with Jubilee Road.	Cycling, walking and wheeling	2000m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR3/04	HH Route 3 (Green)	Primary	Jubilee Road (roundabout to Staithe Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Jubilee Road between and including the roundabout and Staithe Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	874m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR4/01	HH Route 4 (Yellow)	Primary	South Beach Road, Folgate Road and Lamsey Lane	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe cycling, walking and wheeling connectivity along South Beach Road, Folgate Road and Lamsey Lane connecting with Ken Hill South Beach Carpark and Collingwood Close. This route can potentially enable a link with wider connectivity to the east.	Cycling, walking and wheeling	1800	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR5/01	HH Route 5 (Orange)	Primary	South Beach Road and Lodge Road junction	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of South Beach Road and Lodge Road to enable connectivity along South Beach Road, Lodge Road and Folgate Road.	Cycling, walking and wheeling	20m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
HH/PR5/02	HH Route 5 (Orange)	Primary	Lodge Road (Folgate Rd to Station Rd via Staithe Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Lodge Road and Staithe Road connecting Folgate Road to Station Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	670m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR5/03	HH Route 5 (Orange)	Primary	Station Road and Staithe Road junction	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Station Road and Staithe Road to enable safe connectivity along Staithe Road and Station Road in all directions	Cycling, walking and wheeling	20m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
HH/PR5/04	HH Route 5 (Orange)	Primary	Station Road (Staithe Rd to Hunstanton Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Station Road between Staithe Road and Hunstanton Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	820m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/PR5/05	HH Route 5 (Orange)	Primary	Station road and Hunstanton Road junction	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Station road and Hunstanton Road to enable connectivity in all directions.	Cycling, walking and wheeling	20m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
HH/PR5/06	HH Route 5 (Orange)	Primary	Hunstanton Road (Station Rd to Chalk River Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Hunstanton Road connecting Station Road to the shared use facility on Chalk River Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1600m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/SR1/01	HH Secondary Route 1	Secondary	Clarence Road (Cromer Rd to Cliff Parade)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Clarence Road. Attention to priority at side road crossings, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	470m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/SR2/01	HH Secondary Route 2	Secondary	B1161 (Beach Terrace Rd to Park Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along the B1161 (Beach Terrace Road to Park Rd). Attention to providing priority at side road crossings, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	270m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/SR3/01	HH Secondary Route 3	Secondary	The Green and Greevegate (King's Lynn Rd to Southend Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along The Green and Greevegate. Attention to priority at side road crossings, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	430m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/SR4/01	HH Secondary Route 4	Secondary	St Edmund's Terrace	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study required to identify options for providing high-quality pedestrian connectivity along Saint Edmund's Terrace enabling passenger transport users to access key retail areas on High Street and seafront attractions.	Walking and wheeling	160m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/SR5/01	HH Secondary Route 5	Secondary	Westgate (King's Lynn Rd to Southend Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Westgate (King's Lynn Road to Southend Road). Attention to providing priority at side road crossings, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	500m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

HH/SR6/01	HH Secondary Route 6	Secondary	Collingwood Road (Hunstanton Primary School to King's Lynn Rd)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling on Collingwood Road from King's Lynn Road to connect with Hunstanton Primary School. Attention to providing priority at side road crossings, surface width and condition and providing links with existing cycling and walking infrastructure.	Cycling, walking and wheeling	1390m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/SR7/01	HH Secondary Route 7	Secondary	Lynn Road to Lamsey Lane (via High St, School Rd, Lords Ln and Cheney Hill)	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling between Lynn Road to Lamsey Lane (via High Street, School Road, Lords Lane and Cheney Hill). Attention to providing priority at side road crossings, traffic speeds, lighting and wayfinding.	Cycling, walking and wheeling	1390m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/SR7/02	HH Secondary Route 7	Secondary	School Road and The Broadway junction	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling connectivity across The Broadway junction to connect with Heacham Infant and Nursery School.	Cycling, walking and wheeling	20m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
HH/SR8/01	HH Secondary Route 8	Secondary	College Drive	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along College Drive including connectivity with Heacham Junior High School. Attention to traffic speeds, pavement widths and conditions, light and providing priority at side road crossings.	Cycling, walking and wheeling	612m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
HH/WZ/01	HH Walking Zone	Walking Zone	Hunstanton town centre	Hunstanton and Heacham	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in Hunstanton to conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians. Consideration for the following: - Feasibility study to identify options for improving the pedestrian crossing over Cliff Parade (B1161) between the junction with The Green and Westgate, especially near the junction with Beach Terrace Road. - Feasibility study to identify options for providing continuous priority pedestrian and cycling connectivity along The Green from Cliff Parade to High Street. - Feasibility study to identify options for providing priority pedestrian and cycling connectivity along High Street.	Cycling, walking and wheeling	0.34km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2

# Hunstanton and Heacham LCWIP - Routes and Schemes

## Active travel routes and schemes (HH)

- Old Hunstanton to South Beach Rd (PR1)
- Smithdon High School to Alive Oasis (PR2)
- The Old Lighthouse to Heacham (PR3)
- Heacham South Beach to Heacham (PR4)
- Heacham to Oasis Way (PR5)
- Secondary routes (SR)
- Crossing and junction schemes

## Key

-  Travel Hub
-  Bus station
-  Education
-  Employment
-  Greenspace
-  Health
-  Leisure
-  Tourism
-  Employment allocations
-  Residential allocations

0 0.5 1 km

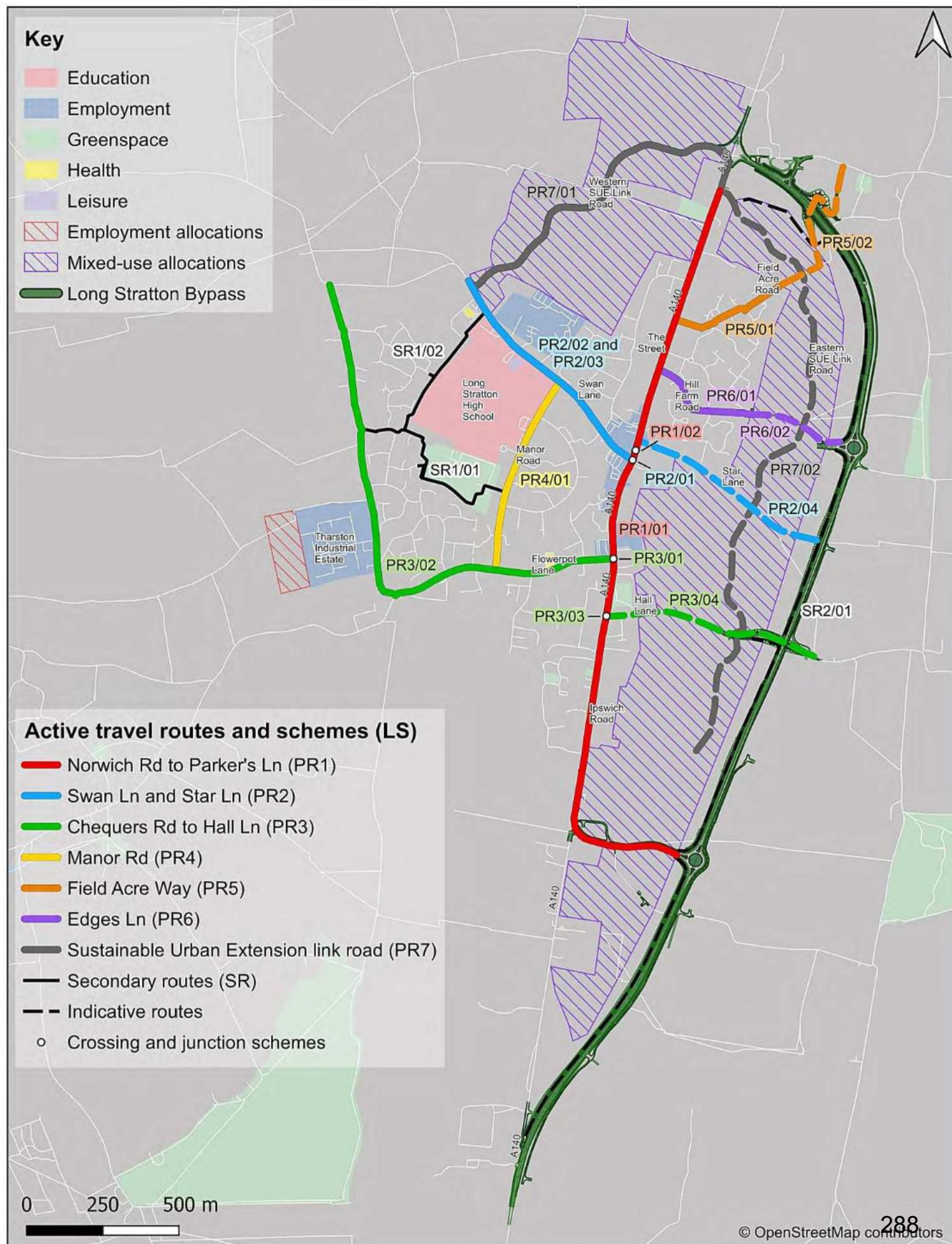


**LONG STRATTON****Active Travel Infrastructure Scheme List and Network Map (DRAFT)**[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
LS/PR1/01	LS Route 1 (Red)	Primary	Norwich Road, The Street and Ipswich Road (Church Ln jct to Parker's Ln)	Long Stratton	Long Stratton Master Planning Report & Long Stratton Neighbourhood Plan 2019-2035	Aligning with the Long Stratton Master Plan, feasibility studies and schemes to enable cycling, walking and wheeling along Norwich Road, The Street and Ipswich Road connecting with the proposed bypass roundabout near Church Lane and the proposed roundabout east of Parker's Lane. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Potential schemes will include pavement widening and traffic calming, raised pedestrian crossings schemes.	Cycling, walking and wheeling	2700m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR1/02	LS Route 1 (Red)	Primary	The Street (Star Ln to Swan Ln)	Long Stratton	Long Stratton Master Planning Report & Long Stratton Neighbourhood Plan 2019-2035	Aligning with the Long Stratton Master Plan and Long Stratton Neighbourhood Plan 2019-2036, feasibility study and scheme to enable walking and wheeling connectivity over The Street between Star Lane and Swan Lane. Consideration for the conversion of the existing signalised pedestrian crossing between Swan Lane and Star Lane into a raised zebra crossing.	Walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
LS/PR2/01	LS Route 2 (Blue)	Primary	Junction between Swan Lane and The Street	Long Stratton	Long Stratton Master Planning Report & Long Stratton Neighbourhood Plan 2019-2035	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction between The Street and Swan Lane. An uncontrolled crossing/pedestrian island is currently in place. The crossing does not provide pedestrian right of way and is offset from the desire line along The Street, which encourages people walking to cross close to the 10m wide junction at a place with no dropped kerbs. The location of this junction and crossing point is on a main walking route to schools and key services.	Walking and wheeling	20m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
LS/PR2/02	LS Route 2 (Blue)	Primary	Swan Lane (The Street to A140 link Rd)	Long Stratton	Long Stratton Master Planning Report & Long Stratton Neighbourhood Plan 2019-2035	Feasibility study and schemes to enable walking and wheeling connectivity at key locations along Swan Lane between The Street and the new A140 link road west of the Long Stratton surgery. Consideration to the location, frequency and type of crossing on desire lines to and between key services, places of education and leisure services.	Walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
LS/PR2/03	LS Route 2 (Blue)	Primary	Swan Lane (The Street to A140 link Rd)	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Swan Lane between The Street and the A140 link road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	830m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR2/04	LS Route 2 (Blue)	Primary	Star Lane	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Star Lane connecting with proposed new housing allocations and extending to and joining with public right of way realignments on the proposed bypass.	Cycling, walking and wheeling	700m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR3/01	LS Route 3 (Green)	Primary	Junction between Flowerpot Lane and Ipswich Road	Long Stratton	Long Stratton Master Planning Report	Feasibility study and schemes to enable walking and wheeling connectivity at the junction between Flowerpot Lane and Ipswich Road. Currently, the traffic signal-controlled junction has no signals for pedestrians, who have to wait for a gap in traffic to cross. Flowerpot Lane is the main access road to and from Tharston Industrial Estate and carries heavy HGV traffic, creating a key point of severance for unaccompanied children walking to secondary school, parents with pushchairs and mobility-impaired pedestrians.	Walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
LS/PR3/02	LS Route 3 (Green)	Primary	Chequers Road and Flowerpot Lane (Jermyn Way to The Street)	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Chequers Road and Flowerpot Lane (Swan Lane to The Street). Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1800m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR3/03	LS Route 3 (Green)	Primary	Hall Lane at the junction with A140	Long Stratton	Long Stratton Master Planning Report	Feasibility study and schemes to enable walking and wheeling connectivity over Hall Lane at the junction with Ipswich Road. Currently, there is only an uncontrolled crossing marked by dropped kerbs with no blister tactile paving slabs.	Walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
LS/PR3/04	LS Route 3 (Green)	Primary	Hall Lane	Long Stratton	Long Stratton Master Planning Report & Long Stratton Neighbourhood Plan 2019-2035	Feasibility study and schemes to enable cycling, walking and wheeling along Hall Lane connecting with proposed new housing allocations and extending to greenspace west of the Long Stratton bypass. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	890m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

LS/PR4/01	LS Route 4 (Yellow)	Primary	Manor Road	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Manor Road. Attention to pavement widths and condition and frequency and condition of pedestrian crossing points, especially near places of education. Also provide priority for people walking or wheeling at side road crossings and include raised pedestrian crossing points at the Swan Lane and Flowerpot Lane junction to improve safety.	Walking and wheeling	500m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR5/01	LS Route 5 (Orange)	Primary	Field Acre Way (Long Stratton FP7)	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Field Acre Way (Long Stratton FP7) between Norwich Road and the southern extent of the Urban Extension. Attention to traffic speeds on Field Acre Way, pavement/footpath widths and condition, barriers, lighting and wayfinding. A change of status for Long Stratton FP7 would need to be considered.	Cycling, walking and wheeling	390m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR5/02	LS Route 5 (Orange)	Primary	Field Acre Way to Church Lane	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Aligning with proposals for the Long Stratton bypass and Urban Extension, feasibility study and schemes to enable cycling, walking and wheeling within the Urban Extension connecting Field Acre Way (currently Long Stratton FP7 and FP6) to Church Lane via the Long Stratton bypass bridge. Attention to pavement/footpath widths and condition, lighting and wayfinding.	Cycling, walking and wheeling	620m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR6/01	LS Route 6 (Purple)	Primary	Edges Lane (The Street to Hill Farm Rd)	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to encourage cycling, walking and wheeling along Edges Lane between The Street and Hill Farm Road. Include schemes to replace barriers at entry points and consider lighting to enable access when dark. Pay attention to encroaching vegetation and surface conditions and widths.	Cycling, walking and wheeling	340m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR6/02	LS Route 6 (Purple)	Primary	Edges Lane (Hill Farm Rd to Long Stratton bypass)	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling within the Urban Extension connecting Edges Lane from the junction with Hill Farm Road to the public right of way realignments on the proposed Long Stratton bypass. Attention to pavement widths, lighting, wayfinding and providing priority at side road crossings.	Cycling, walking and wheeling	850m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR7/01	LS Route 7 (Grey)	Primary	Long Stratton western Urban Extension link road	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the Long Stratton western Urban Extension link road	Cycling, walking and wheeling	1120m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/PR7/02	LS Route 7 (Grey)	Primary	Long Stratton eastern Urban Extension link road	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the Long Stratton eastern Urban Extension link road linking with the new roundabout on Ipswich Road.	Cycling, walking and wheeling	2245m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/SR1/01	LS Secondary Route 1	Secondary	Uppate to Manor Road	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the path between Uppate and Manor Road. Consider path width, wayfinding, barriers at entrances and lighting.	Cycling, walking and wheeling	540m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/SR1/02	LS Secondary Route 1	Secondary	Uppate to Swan Lane	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the path between Uppate and Swan Lane. Attention to width and pinch points at entrances and wayfinding.	Cycling, walking and wheeling	480m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/SR2/01	LS Secondary Route 2	Secondary	Long Stratton bypass public right of way	Long Stratton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the public right of way aligned to the west side of the Long Stratton bypass connecting with the Urban Extension link road, proposed active travel routes, proposed bridges and junctions.	Cycling, walking and wheeling	3885m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
LS/WZ/01	LS Walking Zone	Walking Zone	Long Stratton town centre	Long Stratton	Long Stratton Master Planning Report & Long Stratton Neighbourhood Plan 2019-2035	Working with key stakeholders in Long Stratton, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity with the Long Stratton town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians.	Walking and wheeling	0.60km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





## NORTH WALSHAM

## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
NW/PR1/01	NW Route 1 (Red)	Primary	Market Street, King's Arms Street, Park Lane and Aylsham Road	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Market Street, King's Arms Street, Park Lane and Aylsham Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings. Consideration for a cycle lane contraflow around the one-way system.	Cycling, walking and wheeling	770m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR1/02	NW Route 1 (Red)	Primary	Cromer Road, Mundesley Road, Market Street and Aylsham Road junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Cromer Road, Mundesley Road, Market Street and Aylsham Road.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR1/03	NW Route 1 (Red)	Primary	Market Street, Market Place and King's Arms Street junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Cromer Road, Mundesley Road, Market Street and Aylsham Road.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR1/04	NW Route 1 (Red)	Primary	King's Arms Street and Park Lane junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of King's Arms Street and Park Lane.	Cycling, walking and wheeling	30m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR1/05	NW Route 1 (Red)	Primary	Park Lane and Aylsham Road junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Park Lane and Aylsham Road.	Cycling, walking and wheeling	40m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR1/06	NW Route 1 (Red)	Primary	Cromer Road (Market St to the North Walsham bypass B1145)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Cromer Road between Market Street to the North Walsham bypass (B1145). Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	375m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR1/07	NW Route 1 (Red)	Primary	Cromer Road and North Walsham bypass junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Cromer Road and North Walsham bypass.	Cycling, walking and wheeling	80m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR1/08	NW Route 1 (Red)	Primary	Cromer Road (North Walsham bypass to the employment area in the west on Cromer Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Cromer Road between the North Walsham bypass and the employment area in the west on Cromer Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1140m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR2/01	NW Route 2 (Blue)	Primary	Mundesley Road (Market St to Paston Way)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Mundesley Road linking Market Place to Paston Way. Attention to traffic speeds, narrow pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1343m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR3/01	NW Route 3 (Green)	Primary	Market Place (Market St to Church St)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Market Place between Market Street and Hall Lane. Attention to traffic speeds, pavement widths and conditions and wayfinding.	Cycling, walking and wheeling	160m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR3/02	NW Route 3 (Green)	Primary	Market Place and Church Street junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Market Place and Church Street.	Cycling, walking and wheeling	10m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR3/03	NW Route 3 (Green)	Primary	Church Street (Market Pl to Hall Ln)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Church Street between Market Place and Hall Lane. Attention to traffic speeds, pavement widths and conditions and wayfinding.	Cycling, walking and wheeling	65m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR3/04	NW Route 3 (Green)	Primary	Church Street and Hall Lane junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Church Street and Hall Lane.	Cycling, walking and wheeling	10m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR3/05	NW Route 3 (Green)	Primary	Hall Lane, Manor Road and Brick Kiln Road (Church St to Poppy Cl)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Hall Lane, Manor Road and Brick Kiln Road between Church Street and Poppy Close. Attention to traffic speeds, narrow pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1380m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR4/01	NW Route 4 (Yellow)	Primary	Market Place and New Road junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Market Place and New Road.	Cycling, walking and wheeling	35m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2

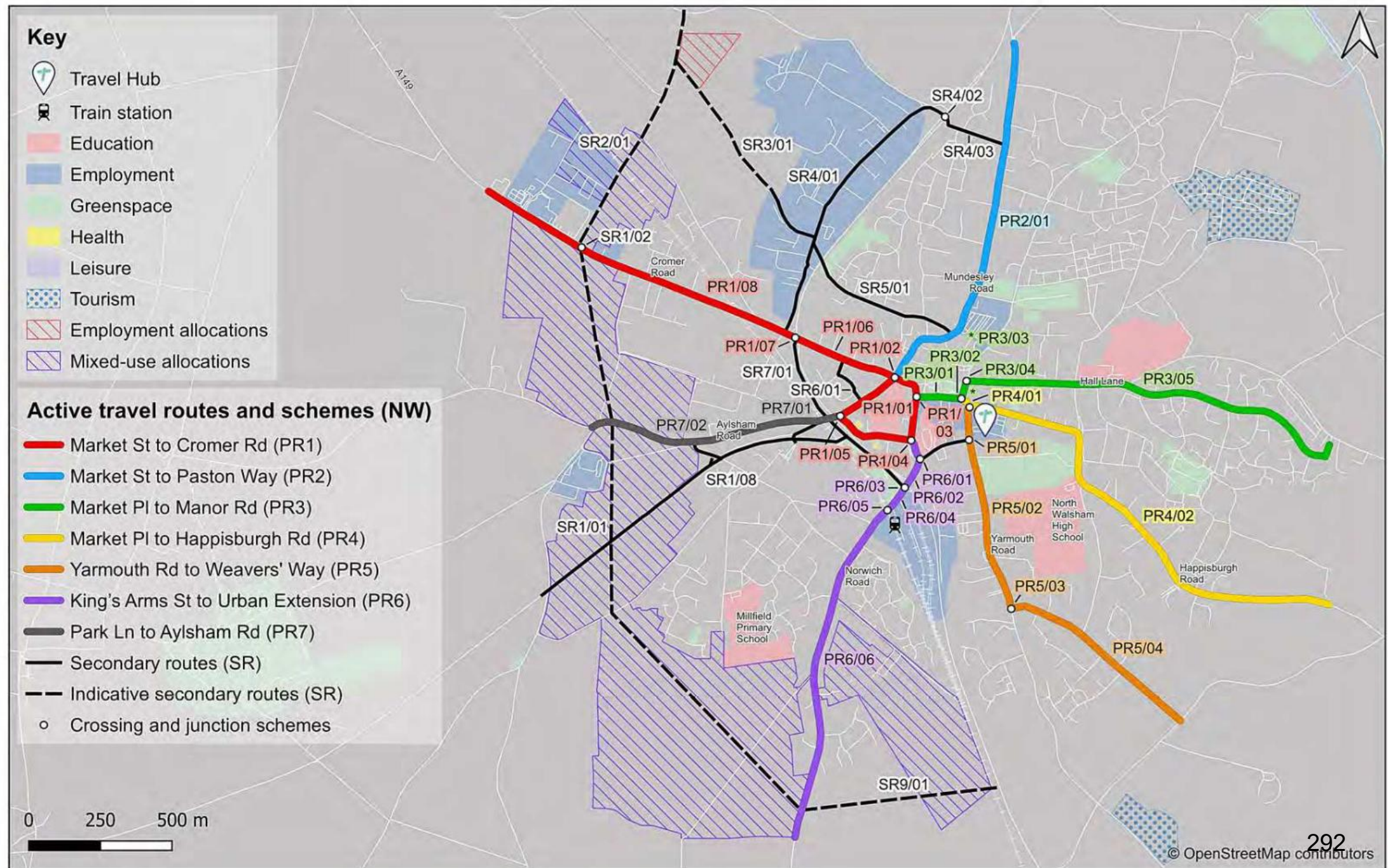
## Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

NW/PR4/02	NW Route 4 (Yellow)	Primary	New Road and Happisburgh Road	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along New Road and Happisburgh Road between Market Place and the urban extent west of North Walsham. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1610m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR5/01	NW Route 5 (Orange)	Primary	Yarmouth Road (Market PI to Thirby Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Yarmouth Road between Market Place and Thirby Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	730m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR5/02	NW Route 5 (Orange)	Primary	Yarmouth Road Grammar School roundabout	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the roundabout connecting Yarmouth Road and North Walsham Grammar School.	Cycling, walking and wheeling	25m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR5/03	NW Route 5 (Orange)	Primary	Yarmouth Road and Thirby Road junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Yarmouth Road and Thirby Road.	Cycling, walking and wheeling	15m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR5/04	NW Route 5 (Orange)	Primary	Thirby Road (Yarmouth Rd to Field Ln)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Thirby Road between Yarmouth Road and Field Lane. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings. Feasibility study to include solutions to enable walking, wheeling and cycling along the North Walsham public footpath 14 connecting Thirby Road and Field Lane.	Cycling, walking and wheeling	730m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR6/01	NW Route 6 (Purple)	Primary	Norwich Road and Grammar School Road roundabout	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the roundabout connecting Norwich Road and Grammar School Road.	Cycling, walking and wheeling	25m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR6/02	NW Route 6 (Purple)	Primary	Norwich Road (Grammar School Rd to North Walsham bypass)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Norwich Road between Grammar School Road and the North Walsham bypass. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	100m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR6/03	NW Route 6 (Purple)	Primary	Norwich Road and North Walsham bypass junction	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Norwich Road and the North Walsham bypass. The junction scheme should connect with secondary routes running along the west side of the North Walsham bypass.	Cycling, walking and wheeling	50m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
NW/PR6/04	NW Route 6 (Purple)	Primary	Norwich Road (North Walsham bypass to train station and bridge)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Norwich Road between the North Walsham bypass and the railway bridge. The scheme should also include connectivity into and out of the train station to enable north and south connectivity along Norwich Road. Attention to traffic speeds, pavement widths and condition, wayfinding and wide entrances to business premises and the train station.	Cycling, walking and wheeling	90m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR6/05	NW Route 6 (Purple)	Primary	Norwich Road Railway Bridge	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity under the railway bridge on Norwich Road.	Cycling, walking and wheeling	25m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR6/06	NW Route 6 (Purple)	Primary	Norwich Road	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Norwich Road between the railway bridge and the southern extent of the proposed Urban Extension. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1230m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR7/01	NW Route 7 (Grey)	Primary	Aylsham Road (Park Ln to Skeyton New Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Aylsham Road between Park Lane and Skeyton New Road. Schemes should include a toucan crossing to enable connectivity along the existing shared-use path which crosses Aylsham Road between the bridges. Attention to pavement provision and condition, lighting, vegetation management and wayfinding.	Cycling, walking and wheeling	90m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/PR7/02	NW Route 7 (Grey)	Primary	Aylsham Road (Skeyton New Rd to Tungate Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Aylsham Road between Skeyton New Road and Tungate Road. Attention to traffic speeds, pavement widths and condition, narrow road widths, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	810m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR1/01	NW Secondary Route 1	Secondary	North Walsham Western Link Road (Cromer Rd to Norwich Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the proposed North Walsham Western Link Road between Cromer Road and Norwich Road. Consideration to traffic speeds, separate space for walking and cycling, provision of crossing of existing roads and trails, lighting, wayfinding as well as providing priority at side road crossings. This route could potentially be upgraded to a priority route. Schemes to align with development plans which come forward.	Cycling, walking and wheeling	2400m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR1/02	NW Secondary Route 1	Secondary	Cromer Road Crossing (Western Link to Bradfield Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity over Cromer Road linking the cycling and walking infrastructure on the North Walsham Western Link with Bradfield Road.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

NW/SR2/01	NW Secondary Route 2	Secondary	Bradfield Road (Cromer Rd to Lyngate Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Bradfield Road between Cromer Road to Lyngate Road. Attention to traffic speeds, pavement widths and condition, narrow road widths, wayfinding as well as providing priority at side road crossings. Schemes to align with development plans which come forward.	Cycling, walking and wheeling	910m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR3/01	NW Secondary Route 3	Secondary	Laundry Loke and North Walsham public footpath 5 (Folgate Rd to Bradfield Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Laundry Loke and North Walsham public footpath 5 between Folgate Road and Bradfield Road.	Cycling, walking and wheeling	800m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR4/01	NW Secondary Route 4	Secondary	Laundry Loke and Folgate Road (Cromer Rd to and North Walsham bypass junction)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Laundry Loke and Folgate Road between Cromer Road and the junction with the North Walsham bypass. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1020m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR4/02	NW Secondary Route 4	Secondary	North Walsh bypass Crossing (Folgate Rd and Lyngate Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity over the North Walsh bypass crossing enabling connectivity between Folgate Road and Lyngate Road.	Cycling, walking and wheeling	25m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
NW/SR4/03	NW Secondary Route 4	Secondary	Lyngate Road (North Walsh bypass to Mundesley Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Lyngate Road between North Walsh bypass and Mundesley Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	235m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR5/01	NW Secondary Route 5	Secondary	North Field Road (Laundry Loke to Mundesley Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Utilising existing cycling and walking infrastructure conduct a feasibility study and develop schemes to enable cycling, walking and wheeling along North Field Road between Laundry Loke and Mundesley Road. Attention to barriers and lighting along the North Walsham Underpass, surface conditions and width, wayfinding as well as providing priority at side road crossings. Consideration to the one way traffic system on Northfield Road and Saint Mary's Way.	Cycling, walking and wheeling	655m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR6/01	NW Secondary Route 6	Secondary	Grammar School Road (Yarmouth Rd to Norwich Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Grammar School Road between Yarmouth Road to Norwich Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	190m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR7/01	NW Secondary Route 7	Secondary	Weavers' Way and cycle path between Norwich Road and Cromer Road	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Weavers' Way and cycle path between Norwich Road and Cromer Road rejoining via the North Walsham bypass. Attention to surface width and condition, wayfinding and lighting.	Cycling, walking and wheeling	675m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR8/01	NW Secondary Route 8	Secondary	Weavers' Way and Skeyton New Road (Tungate Rd to Aylsham Rd)	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Weavers' Way and Skeyton New Road connecting with Aylsham Road and linking with the cycle track running parallel to the North Walsham bypass. Attention to crossing points with roads, traffic speeds, surface condition and width, lighting and wayfinding.	Cycling, walking and wheeling	1490m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/SR9/01	NW Secondary Route 9	Secondary	Proposed Western Link Road - Southern Extension	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the potential Western Link Road Southern Extension connecting Norwich Road to the North Walsham bypass. Attention to traffic speeds, giving priority at side road crossing, segregating all users, pedestrian and cycling crossing points, surface condition and width, lighting and wayfinding. Schemes to align with development plans which come forward.	Cycling, walking and wheeling	690m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
NW/WZ/01	NW Walking Zone	Walking Zone	North Walsham town centre	North Walsham	North Walsham Heritage Action Zone Project, Network Improvement Strategy & Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in North Walsham, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity in the town. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians. Schemes should also include infrastructure improvements within North Walsham Heritage Action Zone projects, including improvements to the key passageways and lokes into the town centre which are dark and uninviting (Bank Loke, Black Swan Loke, Bier Loke (Vicarage Street gateway) and Church Approach (Market Street, between the Shambles and the Hop In). Consideration also to be given to recommendation within the North Walsham Network Strategy including schemes along Market Place, Market Place and King's Arms Street.	Walking and wheeling	0.45km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2



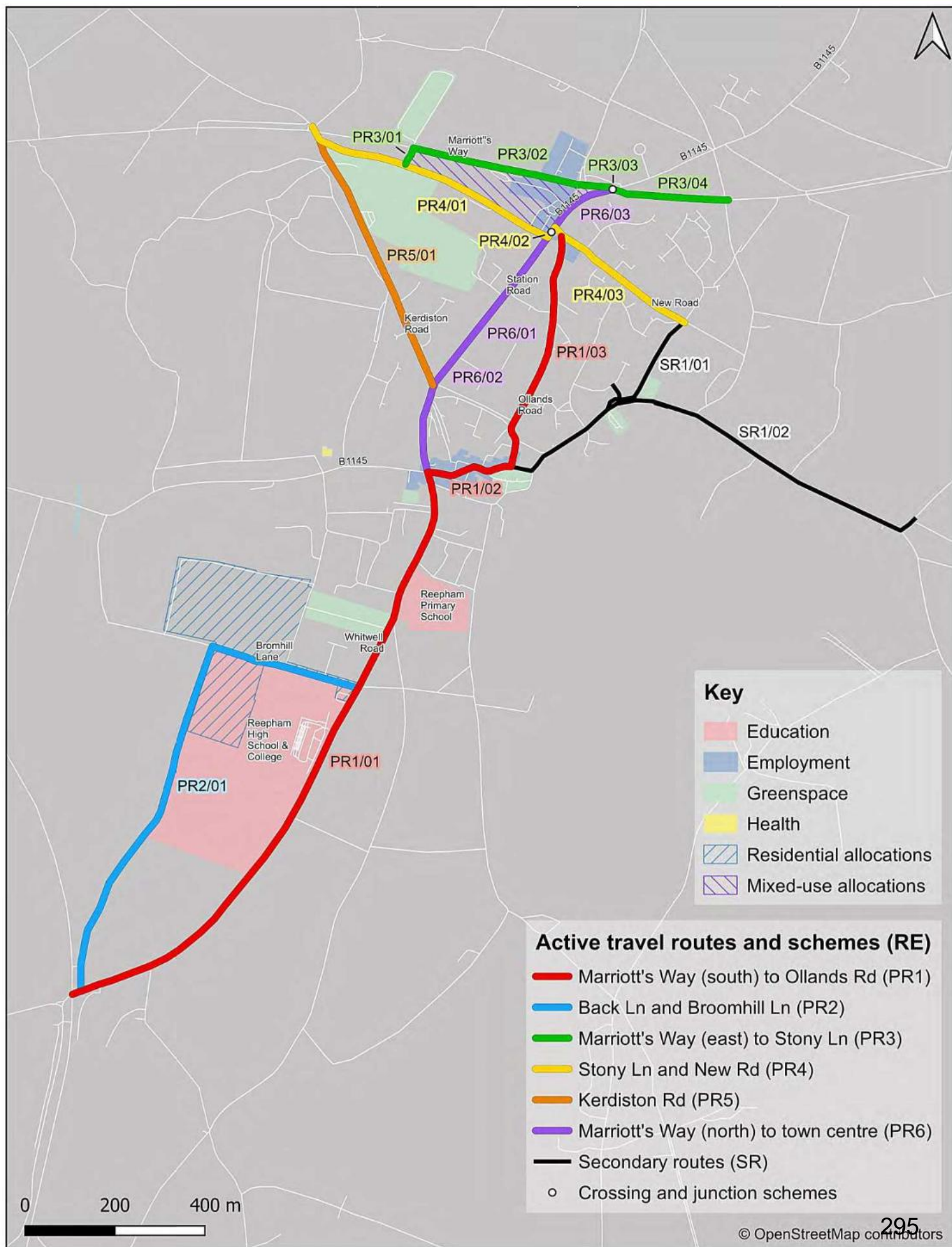


**REEPHAM****Active Travel Infrastructure Scheme List and Network Map (DRAFT)**[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
RE/PR1/01	RE Route 1 (Red)	Primary	Whitwell Road (Whitwell & Reepham Railway Station to Market Pl)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Schemes to deliver safe cycling, walking and wheeling solutions between Whitwell & Reepham Railway Station and Market Place. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	1480m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR1/02	RE Route 1 (Red)	Primary	Market Place and Church Hill (School Rd to Ollands Rd)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Market Place and Church Hill between School Road and Ollands Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR1/03	RE Route 1 (Red)	Primary	Ollands Road (Churchill Rd to New Rd)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Ollands Road between School Road and Ollands Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	480m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR2/01	RE Route 2 (Blue)	Primary	Back Lane and Broomhill Lane	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Back Lane and Broomhill Lane. Attention to surface conditions and drainage, lighting and wayfinding.	Cycling, walking and wheeling	1080m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR3/01	RE Route 3 (Green)	Primary	Marriott's Way (Marriott's Way Link to Stony Ln)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the link to Marriott's Way from Stony Lane. Attention to traffic speeds at the junction with Stony Lane, path width, surface condition and drainage as well as lighting and wayfinding.	Cycling, walking and wheeling	40m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR3/02	RE Route 3 (Green)	Primary	Marriott's Way (Stony Ln to Wood Dalling Rd)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Marriott's Way from Stony Lane to Wood Dalling Road. Attention to path width, surface condition and drainage as well as lighting and wayfinding.	Cycling, walking and wheeling	40m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR3/03	RE Route 3 (Green)	Primary	Cawston Road and Marriott's Way crossing	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and crossing scheme to enable cycling, walking and wheeling connectivity over Cawston Road to allow movement along Marriott's Way. Pay attention to traffic speeds and raise awareness of turning/crossing walking and cycling movements.	Cycling, walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
RE/PR3/04	RE Route 3 (Green)	Primary	Marriott's Way (Cawston Rd to Cawston Rd)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Marriott's Way from Cawston Road heading east. Attention to path width, surface condition and drainage as well as lighting and wayfinding. Schemes should link with schemes along the Trails network.	Cycling, walking and wheeling	30m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR4/01	RE Route 4 (Yellow)	Primary	Kerdiston Road and Stony Lane (north of the bridge to Station Rd)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	A scheme to deliver safe cycling, walking and wheeling solutions along Stony Lane specifically to address traffic speed and consider whether to utilise quiet lane designation on sections with no footway provision.	Cycling, walking and wheeling	540m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR4/02	RE Route 4 (Yellow)	Primary	B1145 (crossing Stony Ln to New Rd)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	A scheme to deliver safe cycling, walking and wheeling at the crossing of the B1145. Road crossing assessment to be carried out to help understand the preferred option and location.	Cycling, walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
RE/PR4/03	RE Route 4 (Yellow)	Primary	New Road (Station Rd to Moor Rd)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	A scheme to deliver safe cycling, walking and wheeling solutions along New Road, specifically to reduce traffic speed and consider continuous footway priority over side roads.	Cycling, walking and wheeling	505m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR5/01	RE Route 5 (Orange)	Primary	Kerdiston Road (Stony Ln to B1145)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	A scheme to deliver safe cycling, walking and wheeling solutions along Kerdiston Road (Stony Lane to B1145) to address traffic speeds. Consider whether to utilise quiet lane designation on sections with no footway provision and consider continuous footway priority over side roads.	Cycling, walking and wheeling	590m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR6/01	RE Route 6 (Purple)	Primary	Station Road B1145 (Stony Ln to Market Pl)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	A scheme to deliver safe cycling, walking and wheeling solutions along B1145 (Stony Lane to Market Place) specifically to consider continuous footway priority over side roads.	Cycling, walking and wheeling	610m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR6/02	RE Route 6 (Purple)	Primary	Station Road (B1145) crossings between Coles Way and Market Place.	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	A scheme to deliver safe cycling, walking and wheeling crossing of the B1145 between Coles Way and Market Place. Road crossing assessment are to be carried out to help understand the preferred option and location, and whether an additional crossing facility is needed to the one outlined at the junction with Stony Lane.	Cycling, walking and wheeling	10m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/PR6/03	RE Route 6 (Purple)	Primary	Station Road B1145 (Stony Ln to Wood Dalling Rd)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Station Road between Stony Lane and Wood Dalling Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	610m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

RE/SR1/01	RE Secondary Route 1	Secondary	Reepham public footpath 17	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along public footpath 15 connecting New Road, Norwich Road and Bircham Road . Attention to surface condition and width, lighting and wayfinding.	Cycling, walking and wheeling	220m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/SR1/02	RE Secondary Route 1	Secondary	Churchill Road and Norwich Road (Market Pl to Booton Common)	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Churchill Road and Norwich Road between Market Place and Booton Common. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1050m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
RE/WZ/01	RE Walking Zone	Walking Zone	Reepham town centre	Reepham	Countywide Local Cycling and Walking Infrastructure Plan and Aylsham Town Council Transport Strategy	Working with key stakeholders in Reepham, conduct a walking route assessments to identify opportunities to improve walking and wheeling connectivity within Reepham town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians.	Cycling, walking and wheeling	0.05km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





## SHERINGHAM

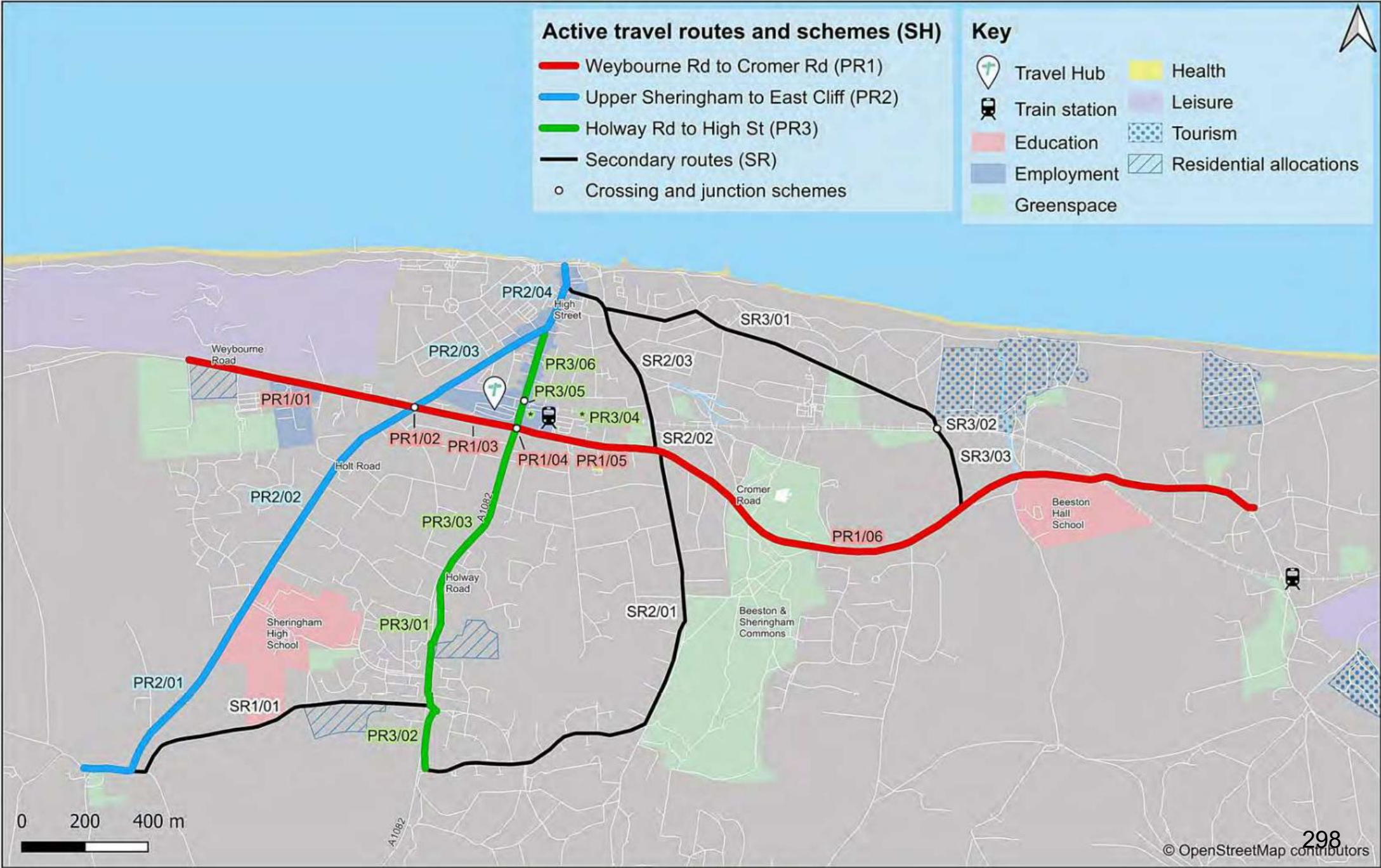
## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
SH/PR1/01	SH Route 1 (Red)	Primary	Weybourne Road (Sheringham Cemetery to Holt Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling connectivity along Weybourne Road from the cemetery junction to the junction with Holt Road.	Cycling, walking and wheeling	720m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR1/02	SH Route 1 (Red)	Primary	Cromer Road and Holt Road junction	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junctions with Holt Road and Church Street and movement across Weybourne Road from Holt Road to Church Street. Junctions are currently very wide and pedestrian islands are very narrow and in poor condition. Any Feasibility study and schemes should specifically include a review of pavement widths and improve pedestrian refuge provision at the junction of Holt Road and Cromer Road.	Cycling, walking and wheeling	24m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
SH/PR1/03	SH Route 1 (Red)	Primary	Cromer Road (between Holt Rd and Holway Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling connectivity along Cromer Road between the junction with Holt Road and Holway Road.	Cycling, walking and wheeling	322m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR1/04	SH Route 1 (Red)	Primary	Cromer Road, Station Road and Holway Road roundabout	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity around and across the roundabout connecting Cromer Road, Holway Road and Station Road. Consideration given to pavement widths and directness of crossing points for pedestrians.	Cycling, walking and wheeling	44m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
SH/PR1/05	SH Route 1 (Red)	Primary	Cromer Road (between Holway Rd and Brook Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver LTN 1/20 compliant cycling, walking and wheeling connectivity along Cromer Road between Holway Road and Brook Road.	Cycling, walking and wheeling	720m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR1/06	SH Route 1 (Red)	Primary	Cromer Road A149 (between Brook Rd and Station Rd in West Runton)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify a cycling, walking and wheeling route solution linking Sheringham from Brook Road to the train station on Station Road in East Runton.	Cycling, walking and wheeling	2000m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR2/01	SH Route 2 (Blue)	Primary	The Green and Sheringham Road (Church Rd to Churchill Cres)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling connectivity along Sheringham Road between Cranfield Road to Churchill Crescent.	Cycling, walking and wheeling	625m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR2/02	SH Route 2 (Blue)	Primary	Holt Road (Churchill Cres to Cromer Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling connectivity along Holt Road between Churchill Crescent and Weybourne Road. Consideration to be given to design solutions which provide pedestrians with priority at side road crossings, especially at wide junctions. Feasibility study and schemes to involve traffic calming measures near the school and a formal crossing facility near the bus stop opposite the Sheringham Woodfields School.	Cycling, walking and wheeling	890m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR2/03	SH Route 2 (Blue)	Primary	Church Street (Holt Rd to Sheringham High St)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling connectivity along Church Street between Holt Road and High Street. Consideration to be given to design solutions which provide traffic calming measures and priority at side road crossings for pedestrians, especially at wide junctions (St Peter's Road, Station Approach, The Boulevard, Water Bank Road and Augusta Street).	Cycling, walking and wheeling	465m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR2/04	SH Route 2 (Blue)	Primary	High Street (Church St to Sheringham Promenade)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling connectivity along High Street between Station Road/Church Street and the Promenade. Consideration to be given to design solutions which resolve the challenges of minimal pavement widths in areas with high footfall (especially at the junction with Wyndham Street and between the Wyndham Street and Promenade junction).	Cycling, walking and wheeling	207m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR3/01	SH Route 3 (Green)	Primary	Holway Road A1082 (Woodland Rise Way to Abbey Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling connectivity along Holway Road between Woodland Rise Way and Abbey Road. Consideration to be given to the continuity of existing cycle provision consisting of parallel side roads (Hazel Avenue and Sheringham Community Centre) and the suitability of shared-use provision on the east side of the carriageway between Hazel Avenue and Abbey Road.	Cycling, walking and wheeling	650m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR3/02	SH Route 3 (Green)	Primary	Holway Road A1082 (Woodland Rise Way to Beech Ave)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to provide a crossing over the Holway Road between Woodland Rise Way and Beech Ave to enable people to connect from the south east of Sheringham with the public footpath (Sheringham FP27).	Cycling, walking and wheeling	210m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

SH/PR3/03	SH Route 3 (Green)	Primary	Holway Road A1082 (Abbey Rd to Cromer Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Holway Road (A1082) between Abbey Rd and Cromer Rd. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings, especially at wide junctions along Holway Road and a continuation of cycle route infrastructure between Abbey Road and Cromer Road.	Cycling, walking and wheeling	515m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR3/04	SH Route 3 (Green)	Primary	Station Road (Cromer Rd and Station Approach)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver safe cycling, walking and wheeling connectivity along Station Road between Cromer Road and Station Approach. Consideration to be given to pavement widths and uneven conditions and priority over entrances to busy car parks.	Cycling, walking and wheeling	95m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/PR3/05	SH Route 3 (Green)	Primary	Station Road and Station Approach junction	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes providing a priority crossing for pedestrians at the junction of Station Road and Station Approach, taking into account high volumes of footfall to and from the train station and Travel Hub on either side of Station Road and movements to the busy commercial area along Station Road.	Cycling, walking and wheeling	20m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
SH/PR3/06	SH Route 3 (Green)	Primary	Station Road (Station Approach and Church St)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to enable safe cycling, walking and wheeling along Station Road between Station Approach and Church Street including providing pedestrians with priority at side roads and traffic calming measures to enable safe cycling along the route.	Cycling, walking and wheeling	235m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/SR1/01	SH Secondary Route 1	Secondary	Butts Lane (The Street to Holway Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Butts Lane. Attention to surface width and condition as well as wayfinding and lighting.	Cycling, walking and wheeling	1000m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/SR2/01	SH Secondary Route 2	Secondary	Woodland Rise West and Common Lane (Holway Rd to Cromer Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to deliver safe cycling, walking and wheeling along Woodland Rise West and Common Lane between Holway Road and Cromer Road. Consideration for Feasibility study and schemes to include traffic calming measures to enable safe cycling and providing pedestrians with priority at side road crossings.	Cycling, walking and wheeling	1620m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/SR2/02	SH Secondary Route 2	Secondary	Common Lane and Beeston Road junction (Cromer Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to deliver safe cycling, walking and wheeling over Cromer Road to enable connectivity between Common Lane and Beeston Road. Consideration for the Feasibility study and schemes to include a review of the suitability and location of the existing pedestrian refuge and cycle lane infrastructure to enable connectivity along Cromer Road and between Common Lane and Beeston Road.	Cycling, walking and wheeling	40m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/SR2/03	SH Secondary Route 2	Secondary	Beeston Road and Wyndham Street	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	A Feasibility study and schemes to deliver safe cycling, walking and wheeling along Woodland Rise West and Common Lane between Holway Road and Cromer Road. Consideration for the Feasibility study and schemes to include traffic calming measures to enable safe cycling and providing pedestrians with priority at side road crossings, especially at the junction between Beach Road and Cliff Road.	Cycling, walking and wheeling	620m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/SR3/01	SH Secondary Route 3	Primary	Cliff Road and Nelson Road (Beeston Rd to Conway Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Cliff Road and Nelson Road between Beeston Road and Conway Road. Attention to traffic speeds, pavement widths and priority at side road crossings.	Cycling, walking and wheeling	890m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/SR3/02	SH Secondary Route 3	Primary	Nelson Road (railway line crossing)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to enable safe cycling, walking and wheeling over the railway line on Nelson Road.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
SH/SR3/03	SH Secondary Route 3	Primary	Nelson Road (Conway Rd to Cromer Rd)	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Nelson Road between Conway Road and Cromer Road. Attention to surface width and condition as well as wayfinding and lighting.	Cycling, walking and wheeling	535m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/WZ/01	SH Walking Zone	Walking Zone	Sheringham town centre	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders in Sheringham, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity in the town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians.	Walking and wheeling	0.29km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2
SH/NS/01	SH Network Scheme 1	Network Scheme	Seafront and promenade cycle parking	Sheringham	Sheringham Town Plan	Feasibility study and schemes to provide secure cycle parking facilities on the seafront and promenade.	Cycling, walking and wheeling	N/A	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SH/NS/02	SH Network Scheme 2	Network Scheme	Sheringham train station	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to provide secure cycle parking facilities at appropriate and well-lit locations outside Sheringham train station.	Cycling, walking and wheeling	N/A	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2





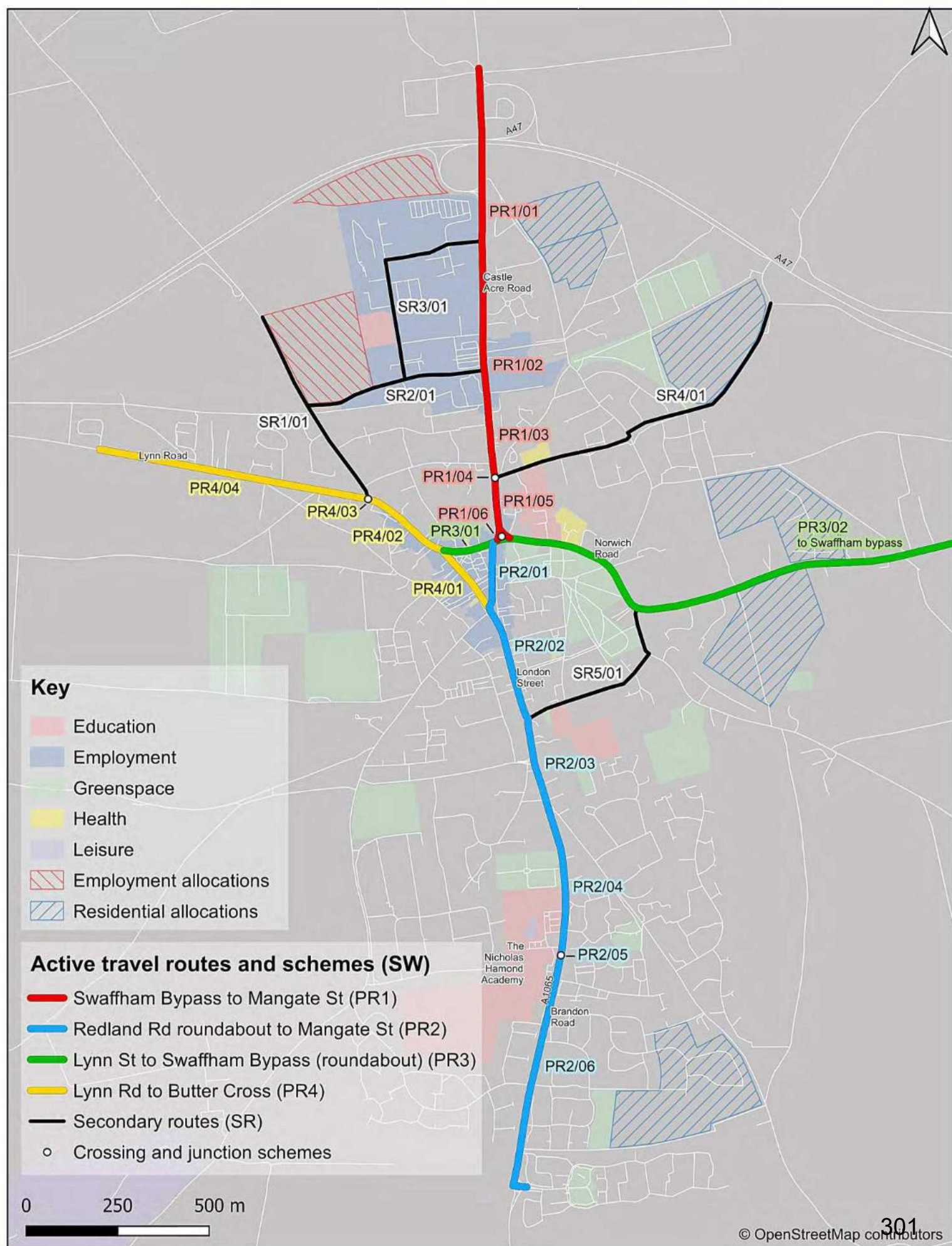
**SWAFFHAM****Active Travel Infrastructure Scheme List and Network Map (DRAFT)**[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
SW/PR1/01	SW Route 1 (Red)	Primary	Castle Acre Road (A47 bridge to Brocks Rd)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling provision at junctions on the west side of Castle Acre Road between the A47 bridge and Brocks Road. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	516m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR1/02	SW Route 1 (Red)	Primary	Castle Acre Road (Brocks Rd to Tower Mdw)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Castle Acre Road. Consideration for tightening the Tower Meadow Road junction on Castle Acre Road to reduce the crossing distance for pedestrians.	Cycling, walking and wheeling	150m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR1/03	SW Route 1 (Red)	Primary	Castle Acre Road (Tower Mdw to Spinners Ln)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Castle Acre Road (between Tower Meadow to Spinners Lane). Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	180m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR1/04	SW Route 1 (Red)	Primary	Lower Sporle Road junction with Castle Acre Road	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Lower Sporle Road Castle Acre Road. Consideration for tightening the radii of the lower Sporle Road junction on Castle Acre Road to reduce the crossing distance for pedestrians.	Cycling, walking and wheeling	40m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
SW/PR1/05	SW Route 1 (Red)	Primary	Station Road section of A1065 (Spinners Ln to Mangate St and Lynn St)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the Station Road section of A1065 (Spinners Ln to Mangate St and Lynn St). Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	160m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR1/06	SW Route 1 (Red)	Primary	Junction of Market Place, Lynn Street, Mangate Street and Station Street	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan & Swaffham Town Delivery Plan 2022	Feasibility study and schemes to improve cycling, walking and wheeling movement at the junction between Market Place and Station Street.	Cycling, walking and wheeling	25m	Short < 3 years	Crossing Assessment Year 1 Detailed design Year 2
SW/PR2/01	SW Route 2 (Blue)	Primary	Easterly section of Market place between Mangate Street and Loddon Street roundabout	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan & Swaffham Town Delivery Plan 2022	Feasibility study and schemes to enable continuous safe cycling, walking and wheeling connectivity refencing public realm and highways improvements identified in the Swaffham Town Delivery Plan.	Cycling, walking and wheeling	170m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR2/02	SW Route 2 (Blue)	Primary	Market Place/London Street roundabout to White Cross Road roundabout	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable pedestrian crossing provision at the mini-roundabout by adding a pedestrian crossing refuge at its north and south leg. Attention to traffic speeds (especially north-south travelling vehicles) pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	300m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR2/03	SW Route 2 (Blue)	Primary	Loddon Street from White Cross Road roundabout to Watton Road junction	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to identify measures to enable continuous safe cycling, walking and wheeling connectivity using public realm and highways improvements featured in the Swaffham Town Delivery Plan.	Cycling, walking and wheeling	230m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR2/04	SW Route 2 (Blue)	Primary	Brandon Road from Watton Road junction to Swaffham Junior School	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Brandon Road from the Watton Road junction to Swaffham Junior School. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings. Continuous walking and wheeling priority on residential roads off Brandon Road.	Cycling, walking and wheeling	400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR2/05	SW Route 2 (Blue)	Primary	Brandon Road outside Swaffham Junior School	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling movement over the Brandon Road outside Swaffham Junior School and Swaffham Leisure Centre.	Cycling, walking and wheeling	20m	Short < 3 years	Crossing Assessment Year 1 Detailed design Year 2
SW/PR2/06	SW Route 2 (Blue)	Primary	Brandon Road between Swaffham Junior School and Redland Road roundabout	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Brandon Road between Swaffham Junior School and Redland Road junction. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings. Attention to the wide radii of the Brandon Road/Sandringham Way junction.	Cycling, walking and wheeling	650m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR3/01	SW Route 3 (Green)	Primary	Northern section of Market Place	Swaffham	Swaffham Town Delivery Plan 2022	Feasibility study to identify measures to enable continuous safe cycling, walking and wheeling connectivity using public realm and highways improvements featured in the Swaffham Town Delivery Plan.	Cycling, walking and wheeling	150m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

SW/PR3/02	SW Route 3 (Green)	Primary	Mangate Street and Norwich Road to Swaffham bypass	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Norwich Road linking with the roundabout on the Swaffham bypass (A47). This will link Swaffham town with the Crab and Winkle line and public rights of way. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	2736m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR4/01	SW Route 4 (Yellow)	Primary	Westerly leg of Market Place	Swaffham	Swaffham Town Delivery Plan 2022	Feasibility study and schemes to enable continuous safe cycling, walking and wheeling connectivity using public realm and highways improvements featured in the Swaffham Town Delivery Plan.	Cycling, walking and wheeling	200m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR4/02	SW Route 4 (Yellow)	Primary	Lynn Street (Market Place to West Acre Rd)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Lynn Street between Market Place and West Acre Road. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	245m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/PR4/03	SW Route 4 (Yellow)	Primary	West Acre Road junction with Lynn Street	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling at the junction of West Acre Road and Lynn Street.	Cycling, walking and wheeling	40m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
SW/PR4/04	SW Route 4 (Yellow)	Primary	Lynn Road (West Acre Rd jct to Breckland Meadows Touring Park)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Lynn Road between West Acre Road and Breckland Meadows Touring Park. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	700m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/SR1/01	SW Secondary Route 1	Secondary	West Acre Road (new employment allocation to Lynn St)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along West Acre Road between the new employment allocation and Lynn Street. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	620m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/SR2/01	SW Secondary Route 2	Secondary	Bear's Lane (West Acre Rd to Station Rd)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Bear's Lane between West Acre Road and Station Road. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	500m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/SR3/01	SW Secondary Route 3	Secondary	Turbine Way and Green Way (Bear's Ln to Castle Acre Rd)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Sporle Road between Turbine Way and Green Way linking Bear's Lane with Castle Acre Road. Attention to traffic speeds, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	600m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/SR4/01	SW Secondary Route 4	Secondary	Sporle Road (Station Rd to public right of way RB39a)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Sporle Road connecting Station Road and restricted byway 68 east of the A47. Attention to traffic speeds, crossing on the A47, pavement widths and conditions as well as providing priority at side road crossings.	Cycling, walking and wheeling	940m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/SR5/01	SW Secondary Route 5	Secondary	White Cross Road and North Pickenham Road (London St to Norwich Rd)	Swaffham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along White Cross Road and North Pickenham Road between London Street and Norwich Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	520m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
SW/WZ/01	SW Walking Zone	Walking Zone	Swaffham town centre	Swaffham	Swaffham Town Delivery Plan 2022	Working with key stakeholders in Swaffham, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity within the town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians.	Walking and wheeling	0.19km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





## THETFORD

## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
TH/PR1/01	TH Route 1 (Red)	Primary	Urban Extension to Kilverstone Road (garden centre)	Thetford	Thetford Network Improvement Strategy	Feasibility study and scheme to deliver cycling, walking and wheeling connectivity from Kilverstone Road to the new housing development in the Sustainable Urban Extension, connecting with Green Lane (National Cycle Route 13). The route could potentially link directly with Green Lane and avoiding Kilverstone Road.	Cycling, walking and wheeling	600m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR1/02	TH Route 1 (Red)	Primary	Kilverstone Road crossing on Green Lane	Thetford	Thetford Network Improvement Strategy	Crossing scheme to deliver cycling, walking and wheeling connectivity over Kilverstone Road linking the new housing development on Green Lane near the garden centre.	Cycling, walking and wheeling	15m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR1/03	TH Route 1 (Red)	Primary	Green Lane (Kilverstone Rd to Hurth Way)	Thetford	Thetford Network Improvement Strategy	Feasibility study and schemes to delivery suitable surface condition and width as well as lighting to enable cycling, walking and wheeling along Green Lane between Kilverstone Road and Hurth Way.	Cycling, walking and wheeling	1200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR1/04	TH Route 1 (Red)	Primary	Charlock Road (Green Ln crossing)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme to deliver cycling, walking and wheeling connectivity across Charlock Road from Green Lane.	Cycling, walking and wheeling	12m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR1/05	TH Route 1 (Red)	Primary	Marlow Road (Green Ln crossing)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme to deliver cycling, walking and wheeling connectivity across Marlow Road from Green Lane.	Cycling, walking and wheeling	12m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR1/06	TH Route 1 (Red)	Primary	Hurth Way (1066) (Green Ln crossing)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme to improve the existing crossing provision on Hurth Way and Green Lane, including removing barriers on the south side of Hurth Way and improving the exit and entrance approach from both sides of Green Lane for people walking, wheeling or cycling.	Cycling, walking and wheeling	12m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR1/07	TH Route 1 (Red)	Primary	Castle Street and Castle Lane junction (Green Ln jct)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme to deliver cycling, walking and wheeling connectivity from Green Lane across Castle Street and onto Castle Lane to enable north and south movement.	Cycling, walking and wheeling	30m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR1/08	TH Route 1 (Red)	Primary	Castle Street to Nun's Bridge Road (via Castle Ln, Old Market St and Ford St)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity between Castle Street and Nuns' Bridge Road.	Cycling, walking and wheeling	150m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR1/09	TH Route 1 (Red)	Primary	Nuns' Bridge (Ford St to Mill Ln)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to improve cycling, walking and wheeling connectivity along Nun's Bridge between Ford Street and Mill Lane.	Cycling, walking and wheeling	180m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR1/10	TH Route 1 (Red)	Primary	Nuns' Bridge Road (Mill Ln to Bury Rd A134)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver cycling, walking and wheeling connectivity along Nun's Bridge Road between Mill Lane and Bury Road (A134). Potential for a new traffic-free cycle path parallel to Nun's Bridge Road through Barnham Common.	Cycling, walking and wheeling	175m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR1/11	TH Route 1 (Red)	Primary	Bury Road (A134) (Nun's Bridge Rd jct to Bracken Rd jct)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to deliver a crossing and a reroute for cycling, walking and wheeling between the junctions with Nuns' Bridge Road and Bracken Road. Feasibility study and scheme to include a cycling and walking crossing over Bury Road (A134) and a reroute to avoid the on-road section along Bracken Road.	Cycling, walking and wheeling	120m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR1/12	TH Route 1 (Red)	Primary	Barnham Cross Common (Bury Rd to Fir Rd)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Barrier removal scheme to replace east and west entrance barriers with an LTN 1/20 compliant solution to enable cycling and wheeling access.	Cycling, walking and wheeling	5m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR1/13	TH Route 1 (Red)	Primary	Barnham Cross Common (Bury Rd to Burrell Way)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to delivery suitable surface conditions and width as well as lighting to enable cycling, walking and wheeling along Barnham Cross Common between Bury Road and Burrell Way.	Cycling, walking and wheeling	830m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR1/14	TH Route 1 (Red)	Primary	Kimms Belt crossing	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Crossing Feasibility study and scheme to deliver cycling, walking and wheeling connectivity between across Kimms Belt and providing connectivity along Burrell Way to London Road, including improvements to the shared-use facility which crosses Kimms Belt to the east.	Cycling, walking and wheeling	110m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR2/01	TH Route 2 (Blue)	Primary	Croxton Road (Mundford Rd A1066 to London Rd/Norwich Rd)	Thetford	Thetford Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Croxton Road between Mundford Road (A1066) and London Road/Norwich Road. Attention to be given to pavement widths and providing priority crossing on side roads for people walking or wheeling.	Cycling, walking and wheeling	360m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

## Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

TH/PR2/02	TH Route 2 (Blue)	Primary	London Road/Norwich Road crossing (jct with Croxton Rd and Whitehart St)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme to enable cycling, walking and wheeling crossing over London Road/Norwich Road from Croxton Road to Whitehart Street. Attention to be given to barrier removal and pavement/shared-use widths at entrances and exists.	Cycling, walking and wheeling	40m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR2/03	TH Route 2 (Blue)	Primary	Whitehart Street and Bridge Street (London Rd/Norwich Rd to Bury Rd)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Whitehart Street and Bridge Street between London Road/Norwich Road and Bury Road. Attention to be given to pavement widths and providing priority crossing on side roads for people walking or wheeling.	Cycling, walking and wheeling	500m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR2/04	TH Route 2 (Blue)	Primary	Bury Road crossing (jct with Newton St and Bridge St)	Thetford	Thetford Network Improvement Strategy	The existing uncontrolled crossing is not directly on the desire line of pedestrians and cyclists between Newton Street and Bridge Street. Scheme to upgrade the crossing and align with the desire line.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR2/05	TH Route 2 (Blue)	Primary	London Road Crossings (Newton to Icknield Way junction)	Thetford	Thetford Network Improvement Strategy	Crossing scheme to enable cycling, walking and wheeling crossing over of the London Road between the junction with Newton and Icknield Way linking shared-use cycling provision on the east and west side of London Road.	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR2/06	TH Route 2 (Blue)	Primary	London Road Crossings (near Caxton Way)	Thetford	Thetford Network Improvement Strategy	Crossing schemes to enable cycling, walking and wheeling crossing over London Road near Caxton Way (Breckland Retail Park).	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR2/07	TH Route 2 (Blue)	Primary	London Road Crossings at Forest Retail Park (near Burrell Way)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Crossing schemes to enable cycling, walking and wheeling crossing over London Road at Forest Retail Park (near Burrell Way).	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR2/08	TH Route 2 (Blue)	Primary	London Road (Newton jct to Caxton Way)	Thetford	Thetford Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along London Road between the junctions with Newton and Caxton Way. Attention to be given to surface conditions and width, priority at side roads, signage and markings.	Cycling, walking and wheeling	600m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR2/09	TH Route 2 (Blue)	Primary	London Road crossings (Caxton Way to A11 junction)	Thetford	Thetford Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling between Caxton Way and the A11 junction linking in with shared-use provision on the A11. Attention to be given to surface condition, width, priority at side roads, signage and road markings.	Cycling, walking and wheeling	760m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR3/01	TH Route 3 (Green)	Primary	Croxton Road (northern Thetford bypass slip road to Old Croxton Road)	Thetford	Thetford Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along Croxton Road between the northern Thetford bypass slip road and Old Croxton Road. Attention given to segregated provision where possible and priority at side road crossings. This section forms part of the Croxton Road Cycle Link.	Cycling, walking and wheeling	2000m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR3/02	TH Route 3 (Green)	Primary	Croxton Road crossing (Thetford Academy)	Thetford	Thetford Network Improvement Strategy	Crossing scheme to provide a crossing facility to enable cycling, walking and wheeling across Croxton Road and connecting with Thetford Academy.	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR3/03	TH Route 3 (Green)	Primary	Croxton Road Crossing (near Woodlands Drive)	Thetford	Thetford Network Improvement Strategy	Feasibility study and scheme to provide a crossing facility to enable cycling, walking and wheeling across Croxton Road near Woodlands Drive and enabling connectivity with key services.	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/PR3/04	TH Route 3 (Green)	Primary	Mundford Road and Croxton Road crossing	Thetford	Thetford Network Improvement Strategy	Feasibility study and scheme to install a level signalised toucan crossing with additional shared-use provision on Mundford Road/Croxton Road connecting to the recently completed shared-use facility on Croxton Road.	Cycling, walking and wheeling	20m	Short	< 3 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR3/05	TH Route 3 (Green)	Primary	Croxton Road to Thetford Railway Station (northern platform)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the shared-use path linking Croxton Road to the northern platform at the train station. Attention to be given to surface condition and width, lighting and barrier removal.	Cycling, walking and wheeling	250m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR3/06	TH Route 3 (Green)	Primary	Thetford train station bridge	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes for a bridge scheme to provide cycling, walking and wheeling connectivity between the north and southbound platforms at Thetford train station.	Cycling, walking and wheeling	20m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR3/07	TH Route 3 (Green)	Primary	Station Road (Thetford railway station southern platform) to the crossing on the junction with London Road	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling between Thetford train station and the crossing on London Road.	Cycling, walking and wheeling	315m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR3/08	TH Route 3 (Green)	Primary	London Road (Station Road junction) to the shared-use path south west of London Road bridge over the Little Ouse	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling between the junction of London Road and Station Road and the shared-use path south west of the London Road bridge over the Little Ouse.	Cycling, walking and wheeling	600m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2



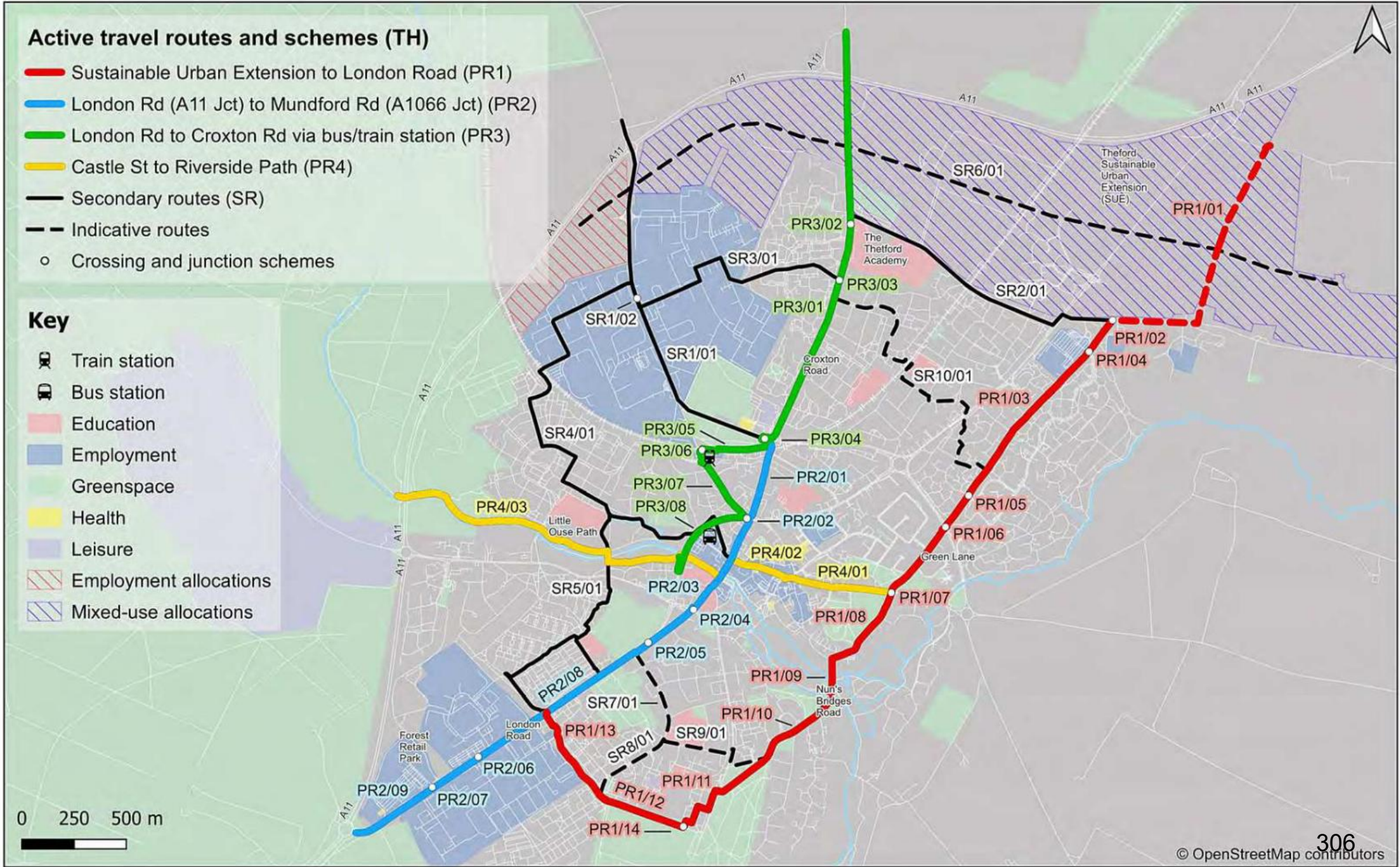
Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

TH/PR4/01	TH Route 4 (Yellow)	Primary	Castle Street (Green Ln jct) to King Street (Well St jct)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling between Castle Street (Green Lane junction) to King Street (Wells Street junction). Attention to be given to roundabouts at Rampart Way and Market Place.	Cycling, walking and wheeling	495m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR4/02	TH Route 4 (Yellow)	Primary	King Street (Well St jct) to Town Bridge (footpath FP7 south west of bridge)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along King Street (Well Street junction) to footpath (Thetford footpath FP7) which follows the Little Ouse River south of the bridge at London Road.	Cycling, walking and wheeling	275m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/PR4/03	TH Route 4 (Yellow)	Primary	Town Bridge to All (Fire Road 27)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along the south and north side of the Little Ouse utilising existing cycling and walking infrastructure and providing connectivity between Town Bridge and Fire Road 27. This routes potentially enables wider connectivity with High Lodge and Thetford Forest (reference R.J. Whittaker Thetford High Lodge Cycle Link study). Attention to be paid to crossing points at Canterbury Road and London Road as well as route width and condition, wayfinding and lighting.	Cycling, walking and wheeling	1530m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR1/01	TH Secondary Route 1	Secondary	Mundford Road (Croxtan Rd jct) to the Sustainable Urban Extension (Kingsfleet Orbital) and A134	Thetford	Greater Thetford Partnership Board Community Sub-Group Cycling and Walking Report	Feasibility study and schemes to enable cycling, walking and wheeling along Mundford Road from the junction with Croxtan Road to the Sustainable Urban Extension, the new Kingsfleet Orbital linking with the A134 north of the A11. Attention to be given to segregated provision for people cycling and walking, priority over side road crossings, wayfinding and lighting.	Cycling, walking and wheeling	1640m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR1/02	TH Secondary Route 1	Secondary	Mundford Road crossing (Fison Way to Brunel Way junction)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity crossing of the Mundford Road between the junctions of Fison Way and Brunel Way.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
TH/SR2/01	TH Secondary Route 2	Secondary	Joe Blunt's Lane (Kilverstone Rd and Green Ln jct to Croxtan Rd)	Thetford	Greater Thetford Partnership Board Community Sub-Group Cycling and Walking Report	Feasibility study and schemes to enable cycling, walking and wheeling along Joe Blunt's Lane (from the junction with Green Lane and Kilverstone Road to Croxtan Road). Attention to be given to the crossing over Norwich Road near the junction of Joe Blunt's Lane and Norwich Road; surface width and condition; a bridge crossing over the railway line (Thetford Area Action Plan Policy TH26); wayfinding and lighting schemes.	Cycling, walking and wheeling	1420m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR3/01	TH Secondary Route 3	Secondary	Fison Way to Croxtan Road Link	Thetford	Greater Thetford Partnership Board Community Sub-Group Cycling and Walking Report	Feasibility study and schemes to enable cycling, walking and wheeling between Croxtan Road and Mundford Road via Ladies Estate and Fison Way utilising existing cycling and walking infrastructure.	Cycling, walking and wheeling	1170m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR4/01	TH Secondary Route 4	Secondary	London Road to Mundford Road via Brunel Way, Abbey Estate and Redcastle Furze Estate	Thetford	Greater Thetford Partnership Board Community Sub-Group Cycling and Walking Report	Feasibility study to identify schemes to enable cycling, walking and wheeling between London Road to Mundford Road via Brunel Way, Abbey Estate and Redcastle Furze Estate utilising existing cycling and walking infrastructure. Attention to be paid to the stepped railway bridge to improve accessibility for all users. Possible rerouting via green north of Canterbury Way to narrow paths and traffic on Gloucester Way and Canterbury Way.	Cycling, walking and wheeling	3000m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR5/01	TH Secondary Route 5	Secondary	Abbey Meadows town centre Link	Thetford	Greater Thetford Partnership Board Community Sub-Group Cycling and Walking Report	Feasibility study to identify schemes to enable cycling, walking and wheeling between Abbey Meadows and the town centre.	Cycling, walking and wheeling	825m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR6/01	TH Secondary Route 6	Secondary	Kingsfleet Orbital	Thetford	Greater Thetford Partnership Board Community Sub-Group Cycling and Walking Report	Feasibility study and schemes to enable traffic-free cycling, walking and wheeling within the planned Sustainable Urban Extension running parallel to the A11 between the Thetford Enterprise Park site to the west and Phase 5 of the Sustainable Urban Extension in the east, crossing Mundford Road, Croxtan Road and London Road. Include a new bridge over the railway line and crossing points with major roads. This route could be potentially upgraded to a primary route within the network.	Cycling, walking and wheeling	3700m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR7/01	TH Secondary Route 7	Secondary	St Martin's Way (Canons' Walk to London Rd)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous cycling, walking and wheeling along Saint Martin's Way between Canons' Walk and London Road to enable connectivity with Redcastle Family School along the existing cycling and walking route.	Cycling, walking and wheeling	210m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR8/01	TH Secondary Route 8	Secondary	Icknield Way and Fulmerston Road (London Rd to Kimms Belt)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous cycling, walking and wheeling along Icknield Way and Fulmerston Road between London Road and Kimms Belt to enable connectivity with Queensway Infant Academy and Nursery and Diamond Academy along the existing cycling and walking route.	Cycling, walking and wheeling	780m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

TH/SR9/01	TH Secondary Route 9	Secondary	Queensway (jct with Fulmerston Rd) to Saint Barnabas Close (jct with Nun's Bridge Rd)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous cycling, walking and wheeling along Queensway from the junction with Fulmerston Road and linking with Nun's Bridge Road at the junction with Saint Barnabas Close. Attention to be given to the crossings at Kingsway and Bury Road.	Cycling, walking and wheeling	500m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/SR10/01	TH Secondary Route 10	Secondary	Woodlands Drive (Croxtan Rd jct) to Green Lane (Thistle Cl jct)	Thetford	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous cycling, walking and wheeling between Woodlands Drive (Croxtan Road junction) and Green Lane (Thistle Close junction) connecting with Drake Primary School & Nursery and Admirals Academy. Attention to be given to the bridge crossing over the railway line and the crossing point over Norwich Road.	Cycling, walking and wheeling	1575m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
TH/WZ/01	TH Walking Zone	Walking Zone	Thetford town	Thetford	Thetford Area Action Plan, Thetford's Town Delivery Plan & Greater Thetford Partnership Board (GTDP) Community Sub-Group Cycling and Walking Report	Working with key stakeholders in Thetford, conduct feasibility studies and identify schemes to enable cycling, walking and wheeling connectivity in Thetford. Including walking route assessments and schemes to enable and enhance walking and wheeling connectivity between and within new Sustainable Urban Extension, existing residential areas and key trip generators including; places of education, central services, public transport, employment areas, healthcare services, retail facilities, community and leisure venues. Schemes to reference and align with any policies within the Thetford Area Action Plan, Thetford's Town Delivery Plan and the Greater Thetford Partnership Board (GTDP) Community Sub-Group Cycling and Walking Report.	Cycling, walking and wheeling	7.22km2	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2







## WATTON

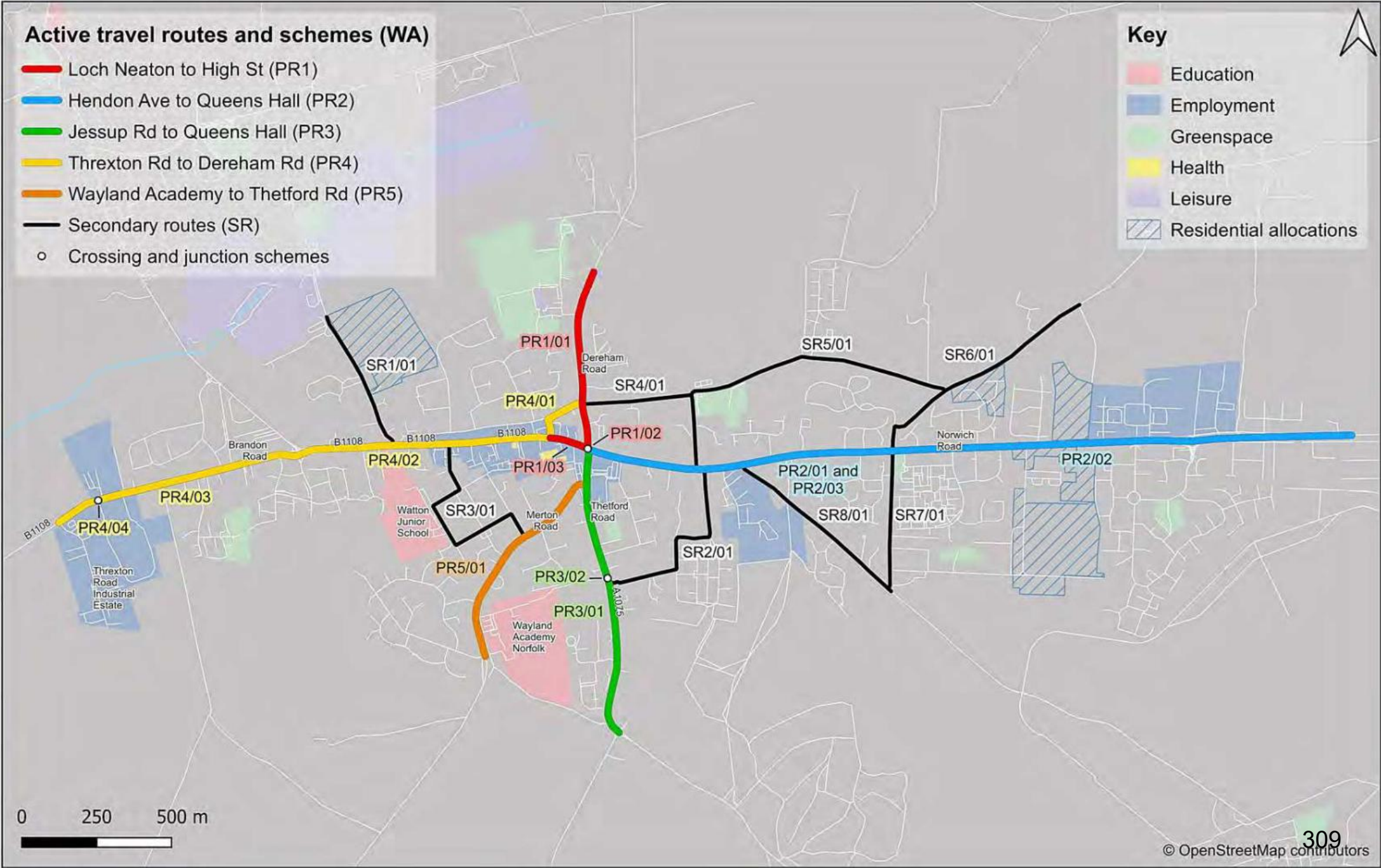
## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
WA/PR1/01	WA Route 1 (Red)	Primary	Dereham Road (Loch Neaton to Norwich Rd)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along Dereham Road and Cadman Way between the entrance to Loch Neaton and the junction with Norwich Road.	Cycling, walking and wheeling	610m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/PR1/02	WA Route 1 (Red)	Primary	High Street and Norwich Road crossroads junction	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity across the major road junction between High Street, Cadman Way, Norwich Road and Thetford Road (A1075).	Cycling, walking and wheeling	100m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
WA/PR1/03	WA Route 1 (Red)	Primary	High Street (jct with Norwich Rd and Dereham Rd)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along High Street between the junction with Norwich Road and Dereham Road.	Cycling, walking and wheeling	125m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/PR2/01	WA Route 2 (Blue)	Primary	Norwich Road (Cadman Way to Blenheim Way)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along Norwich Road (B1108) between the junction with Cadman Way and Blenheim Way.	Cycling, walking and wheeling	870m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/PR2/02	WA Route 2 (Blue)	Primary	Norwich Road (Blenheim Way to the jct with Hendon Ave)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along Norwich Road (B1108) between the junction with Blenheim Way and the junction with Hendon Avenue connecting existing shared-use provision including the roundabout on Lancaster Avenue.	Cycling, walking and wheeling	1700m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/PR2/03	WA Route 2 (Blue)	Primary	Norwich Road (Cadman Way and Blenheim Way)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility scheme to identify pedestrian crossing point locations along Norwich Road. Scheme to provide high quality (LTN1/20 compliant) walking and wheeling connectivity across Norwich Road (B1108) between the junction of Cadman Way and Blenheim Way.	Walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
WA/PR3/01	WA Route 3 (Green)	Primary	Thetford Road and Memorial Way (Norwich Rd jct to Jessup Rd)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along Thetford Road (A1075) between the junction with Norwich Road and the junction with Jessup Road connecting with existing shared-use provision including the roundabout on Jessup Avenue.	Cycling, walking and wheeling	1000m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/PR3/02	WA Route 3 (Green)	Primary	Thetford Road (Monkhams Dr to Victoria Ct)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity across Thetford Road (A1075) from Monkhams Drive to the off-road cycle path leading to Wayland Academy Norfolk School.	Cycling, walking and wheeling	100m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
WA/PR4/01	WA Route 4 (Yellow)	Primary	Dereham Road (jct with Cadman Way to High St)	Watton	Watton Town Delivery Plan 2022	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along Dereham Road between the junction with Cadman Way and High Street.	Cycling, walking and wheeling	175m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/PR4/02	WA Route 4 (Yellow)	Primary	High Street (B1108) and Brandon Road (jct with Dereham Rd and the roundabout with Swaffham Rd)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along High Street and Brandon Road.	Cycling, walking and wheeling	950m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/PR4/03	WA Route 4 (Yellow)	Primary	Brandon Road B1108 (roundabout with Swaffham Rd to Threxton Rd)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along Brandon Road between the roundabout and Threxton Road.	Cycling, walking and wheeling	840m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/PR4/04	WA Route 4 (Yellow)	Primary	Brandon Road (Cranswick Food Site)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Crossing scheme on Brandon Road to enable to enable safe walking and wheeling movement between employment sites north and south of Brandon Road (Cranswick Food Site).	Walking and wheeling	40m	Short < 3 years	Crossing Assessment Year 1 Detailed design Year 2
WA/PR5/01	WA Route 5 (Orange)	Primary	Merton Road (Thetford Rd to Jubilee Rd)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along Merton Road between the Thetford Road junction and Jubilee Road junction.	Cycling, walking and wheeling	730m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/SR1/01	WA Secondary Route 1	Secondary	Saham Road (Fairway Dr to Brandon Rd)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to provide high quality (LTN1/20 compliant) continuous safe cycling, walking and wheeling connectivity along Saham Road between new residential allocations opposite Fairway Drive and the junction with Brandon Road.	Cycling, walking and wheeling	440m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

WA/SR2/01	WA Secondary Route 2	Secondary	Sustrans Link 13 (Norwich Rd to Wayland Academy School)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to remove central obstructions on the shared-use route of Sustrans Link 13 (between Norwich Road and Thetford Road via Priory Road) to enable continuous walking, cycling and wheeling. Additionally, a Feasibility study and scheme to provide improved wayfinding on Link 13 from Norwich Road to Wayland Academy School.	Cycling, walking and wheeling	680m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/SR3/01	WA Secondary Route 3	Secondary	High Street to Merton Road (via Watton Westfield Infant and Nursery School)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity from the town centre to Watton and Westfield Infant and Nursery School. Attention to pavement widths and condition, crossing points for people walking or wheeling, lighting and wayfinding.	Cycling, walking and wheeling	720m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/SR4/01	WA Secondary Route 4	Secondary	Church Walk	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable safe cycling, walking and wheeling along Church Walk. Attention to vegetation encroachment, path width and condition, lighting and wayfinding.	Cycling, walking and wheeling	370m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/SR5/01	WA Secondary Route 5	Secondary	Church Road and Town Green	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Church Road and Town Green Road between Norwich Road and Watton Green. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1140m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/SR6/01	WA Secondary Route 6	Secondary	Watton Green	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Watton Green between Norwich Road and the end of the urban area. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	840m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/SR7/01	WA Secondary Route 7	Secondary	Gillman's Drift	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Gillman's Drift. Attention to vegetation encroachment, path width and condition, lighting and wayfinding.	Cycling, walking and wheeling	460m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/SR8/01	WA Secondary Route 8	Secondary	Grinston Road (Norwich Rd to Gillman's Drift)	Watton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Grinston Road between Norwich Road and Gillman's Drift. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at any side road crossings.	Cycling, walking and wheeling	650m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WA/WZ/01	WA Walking Zone	Walking Zone	Watton town centre	Watton	Countywide Local Cycling and Walking Infrastructure Plan & Watton Town Delivery Plan	Working with key stakeholders in Watton, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity in Watton town centre including; places of education, central services, public transport, employment areas, healthcare services, retail facilities, community and leisure venues. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians. Schemes to align with policies within the Watton Town Delivery Plan (2022). Specifically: - Scheme to deliver a test programme of pedestrianisation on Middle Street with step-free access, as outlined in the Watton Town Delivery Plan. - Schemes to improve the pedestrian crossing points along High Street and to raise their profiles, notably the zebra crossing leading to Watton Junior School which is in poor condition. Also focus on creating new crossing points, including near the junction with Middle Street (ensure step-free accessibility for walking and wheeling users).	Walking and wheeling	0.3km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2
WA/SS/01	WA Walking Zone	Walking Zone	High Street, Brandon Road and Cadman Way	Watton	Watton Town Delivery Plan 2022	Schemes to deliver accessible cycle parking provision at key locations in the town centre including High Street, Chaston Place, Watton Sports Association & Social Club, Loch Neaton and near schools and employment areas along Brandon Road.	Cycling	10m	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





## WROXHAM AND HOVETON

## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

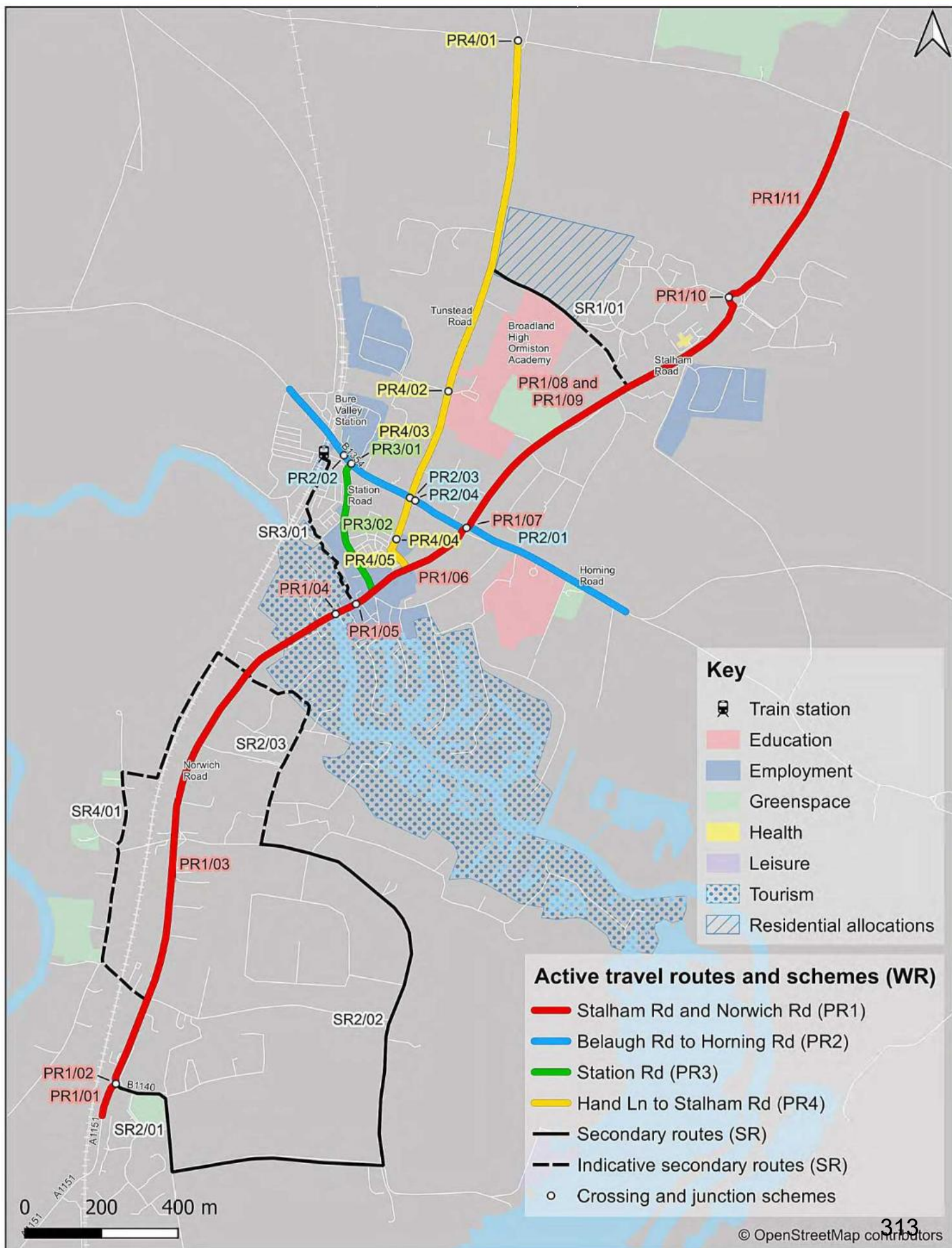
Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
WR/PR1/01	WR Route 1 (Red)	Primary	Norwich Road (A1151)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Norwich Road (A1151) for approximately 100m south of the Salhouse Road (B1140) roundabout. This link would provide a network connection with any potential wider connectivity schemes linking Wroxham and Hoveton with Rackheath and Norwich (Broadland Way). Attention to traffic speeds, provision of pavements, lighting and wayfinding.	Cycling, walking and wheeling	100m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR1/02	WR Route 1 (Red)	Primary	Norwich Road (A1151) and Salhouse Road (B1140) roundabout	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity over Norwich Road (A1151) and the Salhouse Road (B1140) roundabout. Attention to traffic speeds, crossing widths and central reservation provision and pavement widths and condition.	Cycling, walking and wheeling	20m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
WR/PR1/03	WR Route 1 (Red)	Primary	Norwich Road (B1140 roundabout to Wroxham Bridge)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan & Wroxham and Hoveton Parish Councils	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Norwich Road between the roundabout with the B1140 and the southside of Wroxham Bridge. Feasibility study to consider an alternative and/or additional route east of the B1140 which would enable north and south movement via Skinners Lane, Castle Street, Church Lane and Nobel Crescent with a potential route linking back to Norwich Road under the railway line south of the library. In all instances, attention to be paid to traffic speeds, pavement provision, pavement widths and condition, lighting, wayfinding and providing priority at side road crossings. This scheme is linked with scheme WR/SR4/01.	Cycling, walking and wheeling	1400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR1/04	WR Route 1 (Red)	Primary	Wroxham footbridge	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling over the River Bure. Feasibility study solutions to include options for; improving the existing footbridge to accommodate cycling; creating an additional separate bridge for cycling; or replacing the footbridge with bridge to accommodate both people walking and cycling.	Cycling, walking and wheeling	70m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR1/05	WR Route 1 (Red)	Primary	Norwich Road crossing (between Wroxham Bridge and Church Rd)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan & Wroxham and Hoveton Parish Councils	Feasibility study and crossing scheme to enable walking and wheeling movement over Norwich Road between Wroxham Bridge and Church Road. Consideration to be given to measures to encourage the use of formal crossing points for people walking and wheeling.	Walking and wheeling	10m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
WR/PR1/06	WR Route 1 (Red)	Primary	Norwich Road and Stalham Road (Wroxham Bridge to the roundabout at Horning Rd W)	Wroxham and Hoveton	Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along Norwich Road and Stalham Road between Wroxham Bridge and the first roundabout on Horning Road West. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings, especially at the junction between Norwich Road and Church Road.	Cycling, walking and wheeling	380m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR1/07	WR Route 1 (Red)	Primary	Stalham Road roundabouts with Horning Road West and Horning Road	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan & Wroxham and Hoveton Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along Stalham Road at the roundabouts with Horning Road West and Horning Road (and the Three Rivers Way). Working with stakeholders, identify a solution which enables cycling, walking and wheeling connectivity over the roundabouts whilst not compounding traffic congestion along this busy route. Attention to traffic speeds, pavement widths and condition, as well as wayfinding. Consideration to be given, but not limited to a potential solution outlined in the Wroxham and Hoveton Network Improvement Strategy: "The current junction is at capacity and is a significant barrier to pedestrians and cyclists. High level traffic modelling reveal that it might be possible to convert the current double mini-roundabout to a signalised junction with controlled pedestrian crossings. This was shown to increase traffic capacity but also has the benefit of providing safer pedestrians crossings and potential cycling facilities to extend the current Three Rivers Cycle path to Horning Road West. The current staggered road alignment can be altered to a more efficient crossroad junction with the use of highway land to the south being a verge with the Hoveton totem which can be relocated to the north side of the Horning Road."	Cycling, walking and wheeling	40m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

WR/PR1/08	WR Route 1 (Red)	Primary	Stalham Road (Horning Rd roundabout to Salhouse Rd roundabout)	Wroxham and Hoveton	Priority scheme within Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along Stalham Road between the roundabout with Horning Road and Salhouse Road. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	950m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR1/09	WR Route 1 (Red)	Primary	Stalham Road (Horning Rd roundabout to Salhouse Rd roundabout)	Wroxham and Hoveton	Priority scheme within Network Improvement Strategy	Feasibility study and schemes to improve the frequency and location of pedestrian and cycling crossing points along Stalham Road between the roundabouts with Horning Road and Salhouse Road. Consideration to be given to upgrading existing puffin crossing to a toucan crossing and providing connectivity with a walking and cycling a link to Tunstead Road via Summer Drive (Hoveton FP2).	Cycling, walking and wheeling	950m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
WR/PR1/10	WR Route 1 (Red)	Primary	Stalham Road (Salhouse Rd roundabout)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Stalham Road at the roundabout with Salhouse Road providing ongoing connectivity along Stalham Road and access onto and from Salhouse Road. Attention to traffic speeds, pavement widths and conditions and wayfinding.	Cycling, walking and wheeling	40m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
WR/PR1/11	WR Route 1 (Red)	Primary	Stalham Road (Salhouse Rd roundabout to St Peter's Ln)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Stalham Road between the Salhouse Road roundabout and Saint Peter's Lane. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	550m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR2/01	WR Route 2 (Blue)	Primary	Horning Road and Horning Road West	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable continuous safe cycling, walking and wheeling along Horning Road and Horning Road West and connecting to the Bure Valley Railway Path and Three Rivers Way. Attention to traffic speeds, pavement widths and condition, wayfinding and providing priority at side roads. The current cycle route should be extended west to the railway station with links to the proposed Tunstead Road route. It should also link to the Bure Valley Railway path to form a continuous link to Aylsham. The success of the extension is dependent on the improvement at the Stalham Road/Horning Road double mini-roundabout.	Cycling, walking and wheeling	1075m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR2/02	WR Route 2 (Blue)	Primary	Horning Road and Horning Road West pedestrian crossing	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to provide a safe crossing on Horning Road West for people walking and wheeling. There is currently no pedestrian crossing provision over Horning Road West to retail units, train station and bus stops.	Cycling, walking and wheeling	10m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
WR/PR2/03	WR Route 2 (Blue)	Primary	Horning Road West and Tunstead Road junction	Wroxham and Hoveton	Network Improvement Strategy	Feasibility study and schemes to deliver a junction improvement at the Horning Road West and Tunstead Road junction to enable cycling, walking and wheeling in all four directions. Consideration to be given to reducing traffic speeds as well as the radii of the junction bell mouths. This junction is key to enabling a continuous cycling and walking route from the town centre to Broadland High Ormiston Academy and to existing and new residential areas along Tunstead Road.	Cycling, walking and wheeling	40m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
WR/PR2/04	WR Route 2 (Blue)	Primary	Horning Road West and Tunstead crossing	Wroxham and Hoveton	Network Improvement Strategy	Feasibility study and crossing scheme to enable cycling, walking and wheeling movement over Horning Road West near the Tunstead Road junction.	Cycling, walking and wheeling	9m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2
WR/PR3/01	WR Route 3 (Green)	Primary	Station Road and Horning Road West Junction	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction between Station Road and Horning Road West. Schemes should enable connectivity with the train station and access to and from Station Road from Horning Road West.	Cycling, walking and wheeling	15m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
WR/PR3/02	WR Route 3 (Green)	Primary	Station Road (train station to town centre)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Station Road between the train station and Stalham Road. Attention to traffic speeds, pavement widths and condition, parked cars, lighting, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	350m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR4/01	WR Route 4 (Yellow)	Primary	Five Crossways (Tunstead Rd)	Wroxham and Hoveton	Hoveton and Wroxham Parish Councils	Feasibility study and schemes to enable cycling, walking and wheeling connectivity at the junction of Stone Lane, Tunstead Road, Hand Lane and Saint Peters Lane (Five Ways) and providing safe connectivity with the path leading to Wroxham Barns on the east side of Tunstead Road.	Cycling, walking and wheeling	35m	Medium	<5 years	Junction Assessment Year 1 Detailed design Year 2
WR/PR4/02	WR Route 4 (Yellow)	Primary	Tunstead Road crossing (Broadland High Ormiston Academy)	Wroxham and Hoveton	Local Cycling and Walking Infrastructure Plan	Feasibility study to improve road crossing provision for pedestrians at Broadland High Ormiston Academy.	Cycling, walking and wheeling	15m	Medium	<5 years	Crossing Assessment Year 1 Detailed design Year 2

WR/PR4/03	WR Route 4 (Yellow)	Primary	Tunstead Road (from the northern extent of the new development - 70m north of Two Saints Cl - and Newey's Way)	Wroxham and Hoveton	Priority scheme within Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along Tunstead Road between the new development in the north and Newey's Way. Attention to traffic speeds, pavement widths and condition, lighting, wayfinding as well as providing priority at side road crossings. Note that the width of footways on sections of Tunstead Road are below the 1.2m minimum recommendation; improvements and widening of the footways are required.	Cycling, walking and wheeling	1100m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR4/04	WR Route 4 (Yellow)	Primary	Tunstead Road (barrier removal south of Horning Rd W)	Wroxham and Hoveton	Priority scheme within Network Improvement Strategy	Remove the barrier on Tunstead Road (south) to form a cycle and pedestrian route from the north to the town centre. Remove guard railing and replace with bollards as a filtered permeability barrier to allow for the unhindered passage of cyclists and pedestrians and the exclusion of motor vehicles.	Cycling, walking and wheeling	5m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/PR4/05	WR Route 4 (Yellow)	Primary	Newey's Way (Tunstead Rd to Stalham Rd)	Wroxham and Hoveton	Priority scheme within Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along Newey's Way connecting Tunstead Road and Stalham Road. Consider an off-street route from Tunstead Road (south) to Newey's Way via the Roy's car park to the pedestrian crossing on Stalham Road which would be upgraded to a toucan crossing. Consideration also to be given to wayfinding.	Cycling, walking and wheeling	90m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/SR1/01	WR Secondary Route 1	Secondary	Hoveton public footpath (FP2) (Tunstead Rd to Stalham Rd)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	The northern section of the Hoveton public footpath (FP2) has received surface improvements to accommodate cycling in both directions and linking Tunstead Road to Burnt Fen Way. Feasibility study and schemes to extend and cycling, walking and wheeling connectivity along the existing public footpath (Hoveton FP2) and provide further direct connectivity with Stalham Road via Summer Drive. Attention to route width, surface condition, lighting and wayfinding along the entire route between Tunstead Road and Stalham Road. Footpath status change may be required.	Cycling, walking and wheeling	480m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/SR2/01	WR Secondary Route 2	Secondary	Salhouse Road (Norwich Rd to The Avenue)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Salhouse Road between Norwich Road and The Avenue. This section of the secondary route links with the primary route scheme on Norwich Road and Salhouse Road and connects with The Avenue. It has the potential to support any wider connectivity scheme with Salhouse. Attention to be given to traffic speeds, pavement provision and condition as well as wayfinding.	Cycling, walking and wheeling	335m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/SR2/02	WR Secondary Route 2	Secondary	The Avenue (Salhouse Rd to Staithe Way Rd)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along The Avenue between Salhouse Road and Staithe Way Road. Attention to traffic speeds, pavement provision and condition, lighting and wayfinding.	Cycling, walking and wheeling	1660m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/SR2/03	WR Secondary Route 2	Secondary	Staithe Way Road (The Avenue to Norwich Rd)	Wroxham and Hoveton	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Staithe Way Road between The Avenue and Norwich Road. Consideration to be given to how the route connects with Norwich Road. Attention to traffic speeds, pavement provision and condition, lighting and wayfinding.	Cycling, walking and wheeling	565m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/SR3/01	WR Secondary Route 3	Secondary	Riverside Park (Railway Station to Hoveton Town Centre)	Wroxham and Hoveton	Hoveton and Wroxham Parish Councils	Working with the Broads Authority and key stakeholder, feasibility study and schemes to enable walking and wheeling between the railway station and Hoveton town centre via Riverside Park.	Walking and wheeling	475m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/SR4/01	WR Secondary Route 4	Secondary	Wroxham and Hoveton Green Loop	Wroxham and Hoveton	Hoveton and Wroxham Parish Councils	Working closely with land owners and key stakeholders conduct a feasibility study for alternative route east of the B1140 which would enable north and south movement from Norwich Road via Skinners Lane, Castle Street, Church Lane and Nobel Crescent with a potential link back to Norwich Road under the railway line south of the library. The proposed route forms part of the Wroxham and Hoveton Green Loop. This scheme is linked with WR/PR1/03.	Cycling, walking and wheeling	900m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WR/WZ/01	WR Walking Zone	Walking Zone	Hoveton and Wroxham town centre	Wroxham and Hoveton	Priority scheme within Network Improvement Strategy	Working with key stakeholders in Hoveton and Wroxham, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity within the town centre. Consideration to be given to the provision of safe space for people wheeling or walking, including existing pavement widths and condition, accessibility, road crossing points and priority over side roads for people walking or wheeling. Schemes for consideration identified within the Hoveton and Wroxham Network Strategy include: schemes to increase the number of and raise the profile of pedestrian crossing points along Stalham Road between Bure Valley Close and Newey's Way; widen the Station Road footway to above the recommended minimum 1.2m width; new wayfinding signs for pedestrians and cyclists travelling from the train station to Hoveton town centre.	Walking and wheeling	0.58km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2





## WYMONDHAM AND HETHERSETT

## Active Travel Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route	Route Type	Road Name	Settlement	Source	Description	Type	Length (m)	Timescale (<3,<5,5+ years)	Next Steps
WY/PR1/01	WY Route 1 (Red)	Primary	Tuttles Lane East (Norwich Rd to Hewitts Ln)	Wymondham	Network Improvement Strategy & Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to extend the existing shared footway and cycleway along the south side of Tuttles Lane East to provide a continuous walking and cycle link. Consideration also to providing priority over side road crossings.	Cycling, walking and wheeling	1250m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR1/02	WY Route 1 (Red)	Primary	Tuttles Lane West (Hewitts Ln to Tiffey Trail)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Tuttles Lane West between the Tiffey Trail and Hewitts Lane. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1740m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/01	WY Route 2 (Blue)	Primary	Silfield Road (Swallow Dr to Station Rd)	Wymondham	Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along Silfield Road (Swallow Drive to the roundabout with Station Road). Attention to traffic speeds, pavement widths and condition as well as providing priority at side road crossings. Consideration for a scheme to carry out maintenance work required on the existing shared footway and cycleway on Silfield Road and a scheme to install new continuous priority for cycling, walking and wheeling over side roads.	Cycling, walking and wheeling	1180m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/02	WY Route 2 (Blue)	Primary	Railway station (platform 2)	Wymondham	Network Improvement Strategy	Feasibility study and scheme providing improvements to allow disability access to platform 2 at the train station. Funding for this scheme has been awarded through the Transforming Cities Fund and will be progressed through this programme of works.	Cycling, walking and wheeling	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/03	WY Route 2 (Blue)	Primary	Station Road (railway bridge)	Wymondham	Network Improvement Strategy & Countywide Local Cycling and Walking Infrastructure Plan	Scheme to address the pinch point on Station Road where it passes under Wymondham rail bridge. Pedestrian underpass programmed for 2023. This scheme is being progressed and detailed designs have been created. Feasibility needed to understand how to continue cycle facility from Silfield Road. There is a need to lower speeds and raise driver awareness of people cycling at the mini-roundabout.	Cycling, walking and wheeling	85m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/04	WY Route 2 (Blue)	Primary	Station Road	Wymondham	Network Improvement Strategy	Scheme to upgrade the existing footway on the west side of Station Road from Cemetery Lane the up to the pedestrian crossing to the shared footway and cycleway. Consideration for the addition of dropped kerbs at the Cemetery Lane/Station Road junction.	Cycling, walking and wheeling	90m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/05	WY Route 2 (Blue)	Primary	Station Road crossing (Between Station Approach and Valley Side)	Wymondham	Network Improvement Strategy	Scheme to upgrade the zebra crossing on Station Road to a toucan crossing to facilitate crossing between the shared footway and cycleway. This is being progressed.	Cycling, walking and wheeling	15m	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
WY/PR2/06	WY Route 2 (Blue)	Primary	Cemetery Lane	Wymondham	Network Improvement Strategy	Feasibility study and scheme to extend the footway along the south side of Cemetery Lane to facilitate safe access to the railway station.	Cycling, walking and wheeling	140m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/07	WY Route 2 (Blue)	Primary	Wymondham train station	Wymondham	Network Improvement Strategy	Feasibility study and scheme to upgrade cycle storage at the railway station to two tier shelters to accommodate high cycle parking demand.	Cycling	N/A	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/08	WY Route 2 (Blue)	Primary	Station Road	Wymondham	Network Improvement Strategy	Feasibility study and scheme to provide a new shared footway and cycleway on the east side of Station Road from the crossing which will extend north, linking to the signalised junction between B1172 London Road/Station Road/Avenue Road.	Cycling, walking and wheeling	190m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/09	WY Route 2 (Blue)	Primary	B1172 London Road/Station Road/Avenue Road	Wymondham	Network Improvement Strategy	Feasibility study and scheme to simplify crossing arrangements and upgrade crossings to toucan crossings at the signalised junction between B1172 London Road/ Station Road/Avenue Road.	Cycling, walking and wheeling	30m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
WY/PR2/10	WY Route 2 (Blue)	Primary	Fairland Street/Market Place/Bridewell Street/Avenue Road	Wymondham	Network Improvement Strategy	Feasibility study and scheme to install new road marking on Fairland Street, Market Place, Bridewell Street and Avenue Road to alert other road users to expect the presence of cyclists. Suggest a recommended line of travel for cyclists and indicate the route at decision points.	Cycling	290m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/11	WY Route 2 (Blue)	Primary	Norwich Road (Avenue Rd to Tuttles Ln E)	Wymondham	Priority scheme within Network Improvement Strategy	Feasibility study and scheme to install new continuous priority for cycling, walking and wheeling over all sides roads. A new continuous footway/cycleway on the minor arm approaches from Margaret Reeve Close and Oakwood Drive to Norwich Road, to provide priority for pedestrians and cyclists.	Cycling, walking and wheeling	1740m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

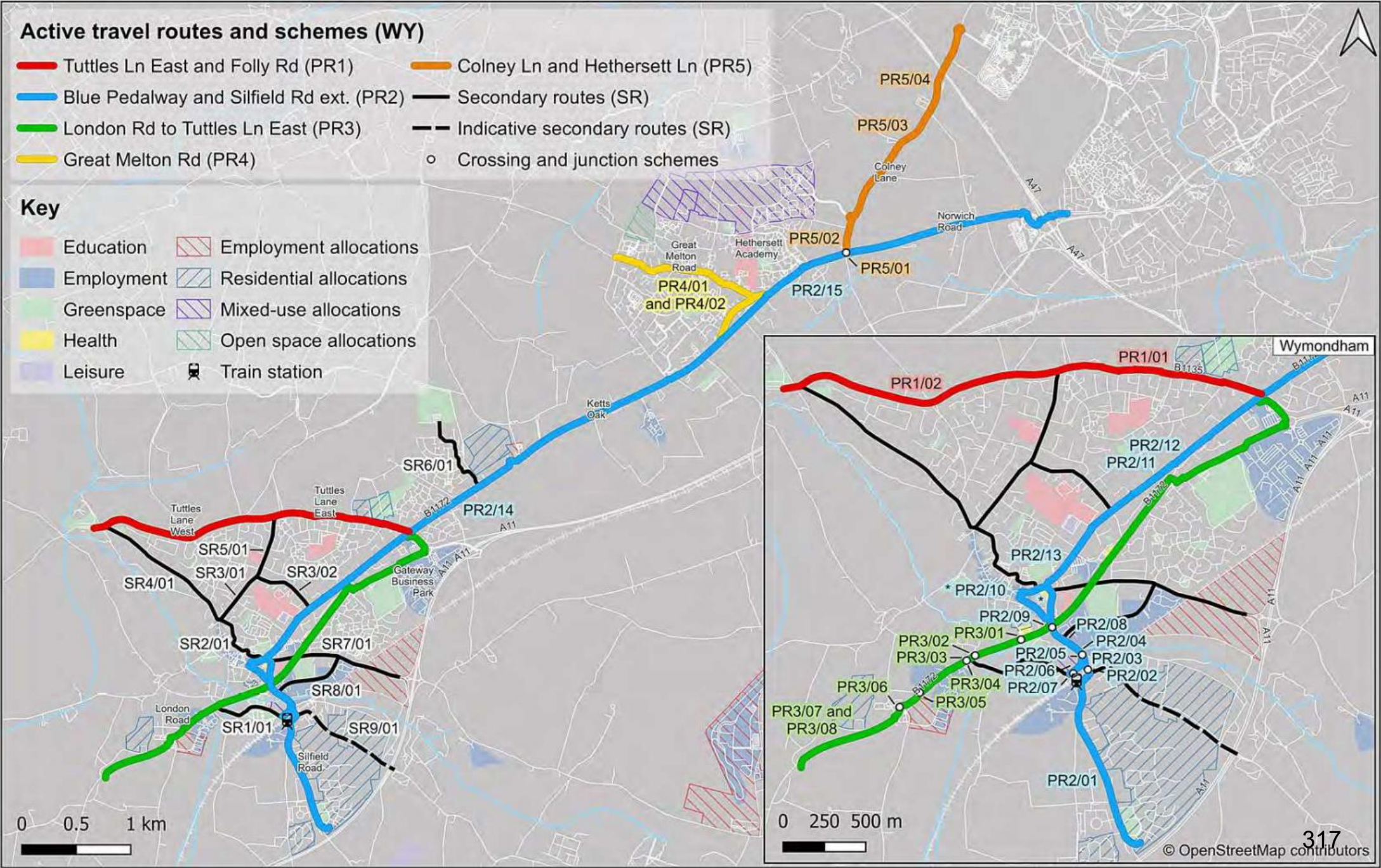
WY/PR2/12	WY Route 2 (Blue)	Primary	Norwich Road (between Garage and Oakwood Dr bus stops)	Wymondham	Priority scheme within Network Improvement Strategy	Feasibility study and scheme to install new road markings on the side road at the north of Norwich Road between Garage and Oakwood Drive bus stops to alert other road users to expect the presence of cyclists. New road markings are also recommended on Norwich Road between Morrisons, the Wymondham Heritage Museum and Avenue Road for the same reason.	Cycling	680m	Short < 3 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/13	WY Route 2 (Blue)	Primary	Norwich Road (Margaret Reeve Cl to Oakwood Dr)	Wymondham	Priority scheme within Network Improvement Strategy	Feasibility study and scheme to install new road markings on the side road at the north of Norwich Road between Morrisons (Postmill Road), the Wymondham Heritage Museum and Avenue Road to alert other road users to expect the presence of cyclists.	Cycling	260m	Short < 3 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/14	WY Route 2 (Blue)	Primary	Norwich Road (Oak Dr to Briggs Mead)	Wymondham	Priority scheme within Network Improvement Strategy	Feasibility study and scheme to carry out maintenance work required on sections of Norwich Road on worn cycle markings.	Cycling	1430m	Short < 3 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR2/15	WY Route 2 (Blue)	Primary	B1172/Norwich Road	Hethersett	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes for continuous walking, wheeling and cycling priority over side roads along Norwich Road. Specifically: New Road, (old) Norwich Road junctions and Churchfields.	Cycling, walking and wheeling	60m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR3/01	WY Route 3 (Green)	Primary	London Road	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes for continuous walking, wheeling and cycling priority over side roads along London Road. Continue the walking and cycling priority over side roads to Windmill Surgery	Cycling, walking and wheeling	25m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR3/02	WY Route 3 (Green)	Primary	London Road	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Widen narrow sections of the shared path between Windmill Surgery and Whitehorse Street (where possible).	Cycling, walking and wheeling	300m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR3/03	WY Route 3 (Green)	Primary	London Road/Whitehorse Street	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes for continuous walking, wheeling and cycling priority over side roads at the junction of Whitehorse Street and London Road.	Cycling, walking and wheeling	35m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR3/04	WY Route 3 (Green)	Primary	London Road	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Maintenance work required on the shared path at the entrance to Abbeygate Accident & Repair Centre.	Cycling, walking and wheeling	50m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR3/05	WY Route 3 (Green)	Primary	London Road/Preston Avenue	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes for continuous walking, wheeling and cycling priority over side roads along London Road at the junction with Preston Avenue.	Cycling, walking and wheeling	25m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR3/06	WY Route 3 (Green)	Primary	London Road/Abbey Road	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to provide walking, wheeling and cycling priority over the Abbey Road arm of the roundabout.	Cycling, walking and wheeling	35m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR3/07	WY Route 3 (Green)	Primary	London Road	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to connect the short section of shared path west of Abbey Road to the new William's Park housing development/Cranes Meadow Way with a new walking and cycling crossing over the B1172.	Cycling, walking and wheeling	675m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR3/08	WY Route 3 (Green)	Primary	London Road	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to create a new 30mph restriction on London Road (east of the roundabout with old London Road) to reflect the new residential nature of this area.	Cycling, walking and wheeling	400m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR4/01	WY Route 4 (Yellow)	Primary	(Old) Norwich Road, Queen's Road and Great Melton Road	Hethersett	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to extend the existing 20mph zone southeast into (old) Norwich Road and northeast up to Hethersett Road.	Cycling, walking and wheeling	200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR4/02	WY Route 4 (Yellow)	Primary	(Old) Norwich Road, Queen's Road, Great Melton Road	Hethersett	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to provide walking, wheeling and cycling priority cycling, walking and wheeling priority over side roads along (Old) Norwich Road, Queen's Road, Great Melton Road.	Cycling, walking and wheeling	2000m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR5/01	WY Route 5 (Orange)	Primary	B1172/Colney Lane (Norwich Rd to Back Ln)	Hethersett	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver a new signalised junction that will provide cycling, walking and wheeling provision along the B1172 and will connect to new provision on Colney Lane.	Cycling, walking and wheeling	230m	Medium <5 years	Junction Assessment Year 1 Detailed design Year 2
WY/PR5/02	WY Route 5 (Orange)	Primary	Colney Lane (B1172 to Back Ln)	Hethersett	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to deliver a safe cycling, walking and wheeling solution along Colney Lane. Consider the viability of continuing the existing shared path to the junction with the B1172.	Cycling, walking and wheeling	10m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR5/03	WY Route 5 (Orange)	Primary	Colney Lane and Hethersett Lane (B1172 to Rosalind Franklin Rd)	Hethersett	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to reduce the speed restriction along this route from national speed limit.	Cycling, walking and wheeling	2380km	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/PR5/04	WY Route 5 (Orange)	Primary	Hethersett Lane (Rosalind Franklin Rd to Braymeadow Ln)	Hethersett	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and scheme to extend cycling facilities from the new development in Hethersett across the A47 and into Norwich Research Park. Feasibility required to see if facilities can be segregated or shared-use. National highways scheme for a short section over A47 with shared-use path.	Cycling, walking and wheeling	1200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR1/01	WY Secondary Route 1	Secondary	Station Approach and Cemetery Lane (Station Rd to London Rd)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Station Approach and Cemetery Lane between Station Road to London Road. Attention to traffic speeds, pavement widths and conditions and lighting.	Cycling, walking and wheeling	812m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

WY/SR2/01	WY Secondary Route 2	Secondary	Back Lane (Bridewell St to Pople St)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Back Lane between Bridewell Street and Pople Street. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	640m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR3/01	WY Secondary Route 3	Secondary	Pople Street (Back Ln to Folly Rd)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Pople Street between Back Lane and Folly Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	530m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR3/02	WY Secondary Route 3	Secondary	Folly Road	Wymondham	Network Improvement Strategy	Feasibility study and schemes to enable cycling, walking and wheeling along Folly road. Attention to schemes highlighted in the Network Improvement Strategy including: - Resurfacing of Folly Road during future roadworks. - Scheme to deliver safe and continuous cycling, walking and wheeling along Folly Road at the junctions of: Folly Close, Sir Thomas Beevor Close, Clere Close, Kett's Avenue, Bellrope Lane and Folly Gardens.	Cycling, walking and wheeling	610m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR4/01	WY Secondary Route 4	Secondary	Chapel Lane and Cock Street (Pople St to Tuttlies Ln W)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Chapel Lane and Cock Street between Pople Street and Tuttlies Lane West. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1390m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR5/01	WY Secondary Route 5	Secondary	Hewitts Lane	Wymondham	Network Improvement Strategy	Feasibility study and schemes to enable safe cycling, walking and wheeling along Hewitts Lane. Attention to schemes highlighted in the Network Improvement Strategy including: - New shared footway and cycleway on the east side of Hewitts Lane which will extend south to link with Folly Road. Ensure this scheme is compliant with the updated guidance. - New continuous footway/cycleway on the following minor arm approaches: Dussindale, Sheffield Road and Kett's Avenue, to provide priority for pedestrians and cyclists which will allow continuity on shared-use facilities. - New large raised table outside Robert Kett Primary School to enforce traffic calming and double up as a level crossing for accessing the school.	Cycling, walking and wheeling	600m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR6/01	WY Secondary Route 6	Secondary	Bray Drive to Norwich Common (B1172) via Reeve Way, Carpenter Close, Albini Way (Wymondham Rugby Football Club)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling between Bray Drive (Wymondham Rugby Football Club) and Norwich Common (B1172) via Reeve Way, Carpenter Close and Albini Way. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	800m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR7/01	WY Secondary Route 7	Secondary	Browick Road (Avenue Rd to public right of way BR25)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Browick Road between Avenue Road and public right of way BR25 west of the roundabout. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1220m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR8/01	WY Secondary Route 8	Secondary	Ayton Road (Browick Rd to Station Rd)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Ayton Road between Browick Road and Station Road. Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	700m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/SR9/01	WY Secondary Route 9	Secondary	Rightup Lane (roundabout with Silfield Rd and Station Rd to Wymondham Bypass bridge)	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling along Rightup Lane (roundabout with Silfield Road and Station Road to Wymondham Bypass bridge). Attention to traffic speeds, pavement widths and condition, wayfinding as well as providing priority at side road crossings.	Cycling, walking and wheeling	1000m	Medium	<5 years	Scheme feasibility Year 1 Detailed design Year 2
WY/WZ/01	WY Walking Zone	Walking Zone	Wymondham town centre	Wymondham	Countywide Local Cycling and Walking Infrastructure Plan & Priority scheme within Network Improvement Strategy	Working with key stakeholders in Wymondham, conduct a feasibility study to identify opportunities to improve walking and wheeling connectivity in the Wymondham town centre. Consideration to be given to pavement widths and accessibility, road crossing points and priority over side roads for pedestrians. Infrastructure changes should also include recommendations from the Network Improvement Strategy including: schemes to tighten the Norwich Road/ Avenue Road/Elm Terrace junction and reducing the corner radii to encourage drivers to turn in and out more slowly; scheme to provide a zebra crossing on Avenue Road to facilitate safe crossing to Elm Terrace; scheme to allow contraflow cycling on Fairland Hill to reduce journey times for cyclists - currently it is one-way eastbound.	Walking and wheeling	0.55km2	Medium	<5 years	Walking Route Assessment Year 1 Detailed design Year 2







## NORFOLK'S TRAILS NETWORK

### Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

Reference	Route / Corridor Name	District	Settlement	Source	Description	Scheme Type	Approx. Length (m)	Timescale (<3, <5, >5+ years)	Next Steps
TS1	Marriott's Way	Broadland	Drayton	Countywide Local Cycling and Walking Infrastructure Plan	Repair to the A-frame bridge (bridge reference TG11402) over the River Wensum at Drayton to provide safer, longer-term access over the River Wensum for users of the Marriott's Way long-distance Trail. This includes pedestrians, cyclists and horse-riders. Without this bridge there is no safe route from Costessey to Drayton as well as wider implications to Marriott's Way.	Bridge repair	40m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS2	Marriott's Way	Broadland	Taverham, Attlebridge	Countywide Local Cycling and Walking Infrastructure Plan	Resurfacing required between Fir Covert Road in Taverham and Station Road in Attlebridge, where surface is in poor muddy condition. Works will improve the surface condition and drainage allowing the route to be accessible year round.	Surface conditions	3300m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS3	Marriott's Way	Broadland	Attlebridge, Lenwade and Whitwell	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify an appropriate resurfacing solution between Attlebridge, Lenwade and Whitwell. The surface is in poor condition and encroachment narrows the path. Works will look to re-establish the width and create a stable level free-draining surface.	Surface conditions	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS4	Marriott's Way	Broadland	Whitwell, Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify an appropriate resurfacing solution for the Themelthorpe Loop between Whitwell and Reepham. The surface in poor muddy condition with poor drainage. The works will create a stable level free-draining surface allowing the route to be accessible year round.	Surface conditions	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS5	Marriott's Way	North Norfolk	Reepham	Countywide Local Cycling and Walking Infrastructure Plan	Resurfacing to improve equestrian and wheelchair access.	Surface conditions	30m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS6	Marriott's Way	Broadland	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Resurfacing required between Chapel Street and Woodgate near Aylsham. The surface is in poor condition and encroachment narrows the path. Works will look to re-establish width and create a stable level free-draining surface.	Surface conditions	4600m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS7	Marriott's Way	Broadland	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to improve surface conditions and address drainage issues (flooding under overhead footbridge) between Mileham Drive and Norwich Road in Aylsham. This is a well-used green corridor linking Aylsham town centre to housing estates past Mileham Drive.	Surface conditions and drainage	1100m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS8	Bure Valley Path	Broadland	Buxton	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to survey active travel infrastructure conditions along the Bure Valley Path and identify recommendations for improvements including design solutions and costs. This is a 9-mile route - 4 miles of improvements have already been completed. The path shares a corridor with the Bure Valley Railway and is currently very narrow and muddy. The audit will look for opportunities to widen the path and install a new stable level surface.	Route audit	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS9	Weavers' Way	Broadland	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify an appropriate crossing point and design scheme along Weavers' Way over the A140. The current crossing needs improving for Trail users as the road is limited to 60mph and traffic is heavy.	Crossing point	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS10	Weavers' Way	Broadland	Aylsham	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to improve surface conditions between the A140 and Stow Heath Road. Current route follows farm route with heavy rutting. The surface conditions are poor and muddy with encroachment issues reducing widths. Scheme will widen and improve surface conditions.	Surface conditions	2900m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS11	Weavers' Way	North Norfolk	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Resurfacing scheme between South Tungate Road and Station Road to improve surface conditions. The surface is currently uneven and stony.	Surface conditions	800m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS12	Weavers' Way	North Norfolk	North Walsham	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify Trails infrastructure and connectivity improvements along Weavers' Way on Thirlby Road and Field Lane.	Route audit	1500m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS13	Weavers' Way	North Norfolk	Bengate	Countywide Local Cycling and Walking Infrastructure Plan	Schemes to design and deliver a new Trails access ramp near the junction of Farm Road and Yarmouth Road, where the current ramp and stairset have eroded out. The new ramp will link North Walsham to the wider Weaver's Way Trail improvements towards Stalham.	Access ramp	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS14	Weavers' Way, Coast Path circular walk, Honing Lock Circular Walk	North Norfolk	Honing	Countywide Local Cycling and Walking Infrastructure Plan	Replace two short end-of-life boardwalks with a wider, more accessible and longer-lasting structure.	Surface conditions and access	50m total (20m+30m)	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS15	Weavers' Way	North Norfolk	East Ruston	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to improve surface conditions between Lock Road and Holmes Road. The surface is in poor muddy condition with railway ballast stones present on top of the surface. Works will improve surface conditions and drainage allowing the route to be accessible year round.	Surface conditions	2500m	Medium <5 years	Detailed design

## Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

TS16	Weavers' Way	South Norfolk	Halvergate, Wickhampton	Countywide Local Cycling and Walking Infrastructure Plan	Signage around marshes and other improvements e.g. gates.	Surface conditions and alignment	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS17	Angles Way	Great Yarmouth	Burgh Castle	Countywide Local Cycling and Walking Infrastructure Plan	Bumper strips to replace broken boards, improving wheelchair access and user safety.	Surface conditions	600m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS18	Boudicca Way	South Norfolk	Shotesham	Countywide Local Cycling and Walking Infrastructure Plan	Drainage solution required on the steep slope on Naiden's Lane to prevent wash out of the road surface - 100 m of binding course or sealed surface is required.	Surface conditions	170m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS19	Peddars Way	Breckland	Knettishall Heath to Holme-next-the-Sea	Countywide Local Cycling and Walking Infrastructure Plan	Re-establish the equestrian route on the National Trail from Knettishall Heath to Holme-next-the-Sea, making use of quite lanes and equestrian PROW (Bridleway, Restricted Byway, Byway Open to All Traffic).	Change of use for horse-riders	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS20	Peddars Way	Breckland	Brettenham	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to improve surface conditions between the A11 Brettenham Heath Underpass and Knettishall Heath Spalding's Chair Hill to improve accessibility.	Surface conditions	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS21	Peddars Way	Breckland	Bridgham	Countywide Local Cycling and Walking Infrastructure Plan	Surfacing of Bridgham BOAT 3 required due to vehicle off-road use.	Surface conditions	600m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS22	Peddars Way	Breckland	Bridgham	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to deliver new alignment of the Peddars Way with the A11 Brettenham Heath Underpass for improved safety and accessibility.	Realignment	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS23	Peddars Way	Breckland	Thompson	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study to identify and design drainage solutions of the Peddars Way at Thompson Common to reduce flooding and improve accessibility.	Surface conditions and drainage	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS24	Peddars Way	King's Lynn and West Norfolk	Fring, Anmer	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to improve surface conditions between Fring and Anmer along a heavily rutted section of the Trail. The scheme will level out and re-establish the surface to reinstate access for all users.	Surface conditions		Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS25	Wensum Way	Breckland	Sparham	Countywide Local Cycling and Walking Infrastructure Plan	Upgrade the existing narrow Sparham boardwalk to raise it above water levels and widen to improve access.	Surface conditions	200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS26	Dereham Circular Walk (HHB)	Breckland	Dereham	Countywide Local Cycling and Walking Infrastructure Plan	Replace a narrow end-of-life boardwalk on Dereham FP14 with a wider, more accessible and longer-lasting structure.	Surface conditions and access	160m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS27	Nar Valley Way, Peddars Way	King's Lynn and West Norfolk	Castle Acre	Countywide Local Cycling and Walking Infrastructure Plan	Signage in the village and to realign around castle and through town. Update GIS and OS Maps.	Signage	N/A	Medium <5 years	Detailed design
TS28	Nar Valley Way	King's Lynn and West Norfolk	Castle Acre	Countywide Local Cycling and Walking Infrastructure Plan	Surface works to FP10, which is currently narrow and subject to flooding. An aggregate surface is required to resolve the issue.	Surface conditions	200m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS29	Nar Valley Way	King's Lynn and West Norfolk	West Acre	Countywide Local Cycling and Walking Infrastructure Plan	Works to FP2 boardwalk, which is currently broken and prone to being waterlogged. A 160m boardwalk/aggregate is required - currently a CMF project.	Surface conditions	160m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS30	Nar Valley Way	King's Lynn and West Norfolk	Narborough	Countywide Local Cycling and Walking Infrastructure Plan	Cut a path into the river bank to remove cross fall on approach to the new A47 crossing to improve overall access.	Surface conditions	150m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS31	Norfolk Coast Path Stretch 4	King's Lynn and West Norfolk	King's Lynn, West Lynn	Countywide Local Cycling and Walking Infrastructure Plan	Following a proposal for improved access between King's Lynn and West Lynn, possible access improvements for wheelchairs/cyclists could be looked at given limited opportunities in the area.	Surface conditions and access	1800m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS32	Norfolk Coast Path Stretch 4, Nar Valley Way, Fen Rivers Way	King's Lynn and West Norfolk	King's Lynn	Countywide Local Cycling and Walking Infrastructure Plan	The information boards situated at Marriott Warehouse on the Quay are broken/outdated. These can be replaced to make a new 'start/ finish' point for the Nar Valley Way/Fen Rivers Way. This includes adding fingers to a new bespoke fingerpost which will be installed as part of Stretch 4 of the King Charles III English Coast Path.	Route signage and interpretation	TBC	Medium <5 years	Detailed design
TS33	King's Lynn and Hunstanton Greenway	King's Lynn and West Norfolk	Castle Rising	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to improve surface conditions between Ling Common Road and Lower Road. The surface is in poor muddy condition. Works will widen and improve surface condition with drainage allowing the route to be accessible year round.	Surface conditions	800m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS34	King's Lynn and Hunstanton Greenway	King's Lynn and West Norfolk	Babingley	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to identify and design a suitable crossing point of the A149 Babingley. The current crossing island is small and cannot accommodate many cycles waiting to cross. The crossing needs improving for user safety.	Crossing point	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS35	King's Lynn and Hunstanton Greenway	King's Lynn and West Norfolk	Babingley	Countywide Local Cycling and Walking Infrastructure Plan	A feasibility study to redesignate Coach Road as a walking and cycling route only to improve safety for active travel users.	Change of use	1000m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS36	King's Lynn and Hunstanton Greenway	King's Lynn and West Norfolk	Dersingham	Countywide Local Cycling and Walking Infrastructure Plan	Scheme to identify and design a suitable crossing point of Lynn Road near Manor Road to improve safety for Trail users.	Crossing point	TBC	Medium <5 years	Crossing Assessment Year 1 Detailed design Year 2
TS37	King's Lynn and Hunstanton Greenway	King's Lynn and West Norfolk	Southgate	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study scheme to identify a link between Ingoldisthorpe and Ken Hill including recommendations and design for a crossing point of the A149. This will link to the Jubilee Trails resurfacing works at Ingoldisthorpe Dersingham and the wider King's Lynn to Hunstanton Greenway to create an off-road walking and cycling route. An improved road crossing at Snettisham will allow users to cross this busy road safely to access the routes beyond.	Route feasibility and crossing point	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

TS38	Norfolk Coast Path (England Coast Path Stretch 3)	King's Lynn and West Norfolk	Old Hunstanton	Countywide Local Cycling and Walking Infrastructure Plan	Works to Hunstanton FP1 to improve surface conditions/accessibility along this stretch. The sand-based footpath leading down the slope is in poor condition. A weight and build up of sand is causing issues for privately owned beach hut retainer walls that are propping the National Trail up.	Surface conditions	800m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS39	Norfolk Coast Path (England Coast Path Stretch 3)	King's Lynn and West Norfolk	Holme-next-the-Sea	Countywide Local Cycling and Walking Infrastructure Plan	An accessible ramp and new boardwalk at The Firs linking through to Thornham is established. There is a weak link from the ramp to the engineered path and the section is sandy with exposed roots.	Boardwalk and ramp	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS40	Norfolk Coast Path (England Coast Path Stretch 3)	King's Lynn and West Norfolk	Burnham Overy Staithe	Countywide Local Cycling and Walking Infrastructure Plan	A boardwalk was removed in 2019 due to health and safety concerns, leaving a section from the end of the floodbank to the beach front without accessible improvements.	Boardwalk	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS41	Norfolk Coast Path (England Coast Path Stretch 3)	North Norfolk	Holkham	Countywide Local Cycling and Walking Infrastructure Plan	Work to Holkham FP1. Replace the boardwalk and switch back the accessible ramp creating wheelchair access to Holkham beach.	Boardwalk	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS42	Norfolk Coast Path (England Coast Path Stretch 3)	North Norfolk	Stiffkey	Countywide Local Cycling and Walking Infrastructure Plan	Surface attention work to Stiffkey BR6. Large amounts of debris deposit along the Trail causing users to divert route, eroding the bank and widening the path. Work is needed to re-establish the engineered path beneath the surface to improve access and protect the surrounding landscape from further erosion.	Surface conditions	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS43	Norfolk Coast Path (England Coast Path Stretch 1)	North Norfolk	Morston	Countywide Local Cycling and Walking Infrastructure Plan	General surface deterioration due to the pandemic - the cliff top edge that has lost its grass exposing sand. Users are having to leave the line of the Coast Path and walk among private owned caravans.	Surface conditions	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS44	Norfolk Coast Path (England Coast Path Stretch 1)	North Norfolk	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Work to Sheringham FP26 - phase 2 of the Skelding Hill access improvement. The clifftop path is heavily eroded through use. The east side is already complete - the west side to Weybourne car park needs surfacing. A longer term solution is needed to the 2022 works along the east where the coastal environment is causing the path to erode prematurely.	Surface conditions	1100m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS45	Norfolk Coast Path (England Coast Path Stretch 1)	North Norfolk	Sheringham	Countywide Local Cycling and Walking Infrastructure Plan	Work to Sheringham FP9 - Beeston Bump. Replacement steps on either side of the hill, surfacing repairs required to improve the user experience and provide better access.	Surface conditions	500m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS46	Norfolk Coast Path (England Coast Path Stretch 1)	North Norfolk	West Runton	Countywide Local Cycling and Walking Infrastructure Plan	Work to Runton FP26. Link from A149 Cromer Road to the beach. Also links West Runton to the beach. Requires landowner engagement and surfacing to improve access.	Surface conditions	300m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS47	Norfolk Coast Path (England Coast Path Stretch 1)	North Norfolk	East Runton	Countywide Local Cycling and Walking Infrastructure Plan	The footway along A149 Cromer Road is in poor condition and of reduced width. Improving the surface condition and re-establishing the width will improve access and user experience.	Surface conditions	500m	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS48	Norfolk Coast Path (England Coast Path Stretch 1)	North Norfolk	Walcott, Bacton	Countywide Local Cycling and Walking Infrastructure Plan	Step repair and engineered surfacing east of West Runton Sea View Café to prevent further erosion of the vegetation and improve access.	Surface conditions	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS49	Norfolk Coast Path (England Coast Path Stretch 1)	North Norfolk	Horsey	Countywide Local Cycling and Walking Infrastructure Plan	Surfacing behind Waxham Sands needs addressing. The route is on the landward side of the dune system. Users have eroded a knee-deep rut overgrown with marram and bramble.	Surface conditions	TBC	Medium <5 years	Scheme feasibility Year 1 Detailed design Year 2
TS50	Weavers' Way	North Norfolk	East Runton	Countywide Local Cycling and Walking Infrastructure Plan	Installation of improved interactive and tactile interpretation, providing greater equity of access for more abilities	Interpretation	N/A	Medium <5 years	Detailed design
TS51	Boudicca Way	South Norfolk	Diss, Pulham Market, Caistor St Edmund, Norwich	Countywide Local Cycling and Walking Infrastructure Plan	Installation of improved interactive and tactile interpretation, providing greater equity of access for more abilities	Interpretation	N/A	Medium <5 years	Detailed design
TS52	Peddars Way	Breckland, West Norfolk	Watton, Swaffham, Castle Acre, Holme	Countywide Local Cycling and Walking Infrastructure Plan	Installation of improved interactive and tactile interpretation, providing greater equity of access for more abilities	Interpretation	N/A	Medium <5 years	Detailed design
TS53	Norfolk Coast Path	Great Yarmouth	Hemsby, Caister-on-Sea, Great Yarmouth, Gorleston-on-Sea, Hopton-on-Sea	Countywide Local Cycling and Walking Infrastructure Plan	Installation of improved interactive and tactile interpretation, providing greater equity of access for more abilities	Interpretation	N/A	Medium <5 years	Detailed design



# Trails Network Schemes



**Norfolk** County Council February 2024

## Key

- Countywide study area
- Completed planning area
- New planning area
- Trail schemes

- Angles Way
- Boudicca Way
- Bure Valley Path
- Fen Rivers Way
- Jubilee Trails
- Kett's Country
- Little Ouse Path
- Marriott's Way
- Nar Valley Way
- Norfolk Coast Path
- Norfolk Coast Path Extension
- Paston Way
- Peddars Way
- Three Rivers Way
- Weavers' Way
- Wensum Way
- Wherryman's Way



0 5 10 km

## NORFOLK'S NATIONAL CYCLE NETWORK

### Infrastructure Scheme List and Network Map (DRAFT)

[Click here to navigate back to the contents page.](#)

The National Cycle Network (NCN) is a 23-year-old network of over 20,500km of signed cycling and walking routes spanning the UK. It is used by people walking and cycling, as well as wheelchair users, joggers and horse-riders.

The charity Sustrans are the custodians of the NCN and work with partners and stakeholders across the country with the aim of making it easier for people to walk and cycle. Norfolk County Council are working with Sustrans and aim to support infrastructure schemes which come forward as part of a network review to improve the National Cycle Network in Norfolk.

Potential improvements can be grouped into 5 categories:

Scheme Type	Description
Barrier removal	Remove or redesign obstacles which pose a barrier to all forms of active travel along a route.
Traffic surveys	Gather traffic volume and speed data to help inform schemes for on-road sections of the National Cycle Network.
Surface improvements	Make routes more accessible and comfortable for all users.
Crossing or junction improvements	Enable safe and inclusive crossings for all users.
Route realignment	Realign routes where current route quality is poor, indirect or there is a better viable alternative route.



# National Cycle Network



Norfolk County Council

February 2024

## Key

Countywide study area

Completed planning area

New planning area

King's Lynn to Wells-next-the-Sea

Happisburgh to Caister-on-Sea

Caister-on-Sea to Suffolk border via Gr Yarmouth

Wells-next-the-Sea to Reepham

Reepham to Norwich (and Norwich City)

Norwich to Beccles

Beccles to The Broads (Reedham)

Beccles to Thetford

Thetford to Great Ryburgh

Thetford to King's Lynn, link to Wisbech



## WIDER CONNECTIVITY ROUTES

### Infrastructure Scheme List and Network Map (DRAFT)

#### i) Wider Connectivity Routes Linking Greater Norwich and Dereham

[Click here to navigate back to the contents page.](#)

Reference	Route / Corridor Name	Road Name	Settlement	District	Source	Description	Timescale (<3, <5, 5+ years)	Next steps
GN/01	Buxton Road to Spixworth cycle link	TBC	Greater Norwich and Spixworth	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route to connect Spixworth with the existing Greater Norwich cycle network via Buxton Road.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/02	Spixworth to Aylsham cycle link	TBC	Spixworth to Aylsham	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route providing connectivity between north Spixworth and Aylsham, potentially using quiet lanes.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/03	Spixworth to Wroxham cycle link	Rackheath Lane	Greater Norwich and Wroxham	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	Development of an existing quiet lane route to provide cycling and walking connectivity between Spixworth and Wroxham which links the closed road at Rackheath Lane to Wroxham Football Club.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/04	Broadland Way	TBC	Greater Norwich and Wroxham	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	The Broadland Way forms part of the 'Green Loop' as identified within the Greater Norwich Infrastructure Plan (GNIP). The feasibility study will support the identification of the route and the infrastructure requirements to enable people to walk, wheel and cycle between Greater Norwich and Wroxham. For context, the Green Loop utilises the existing Marriott's Way and Bure Valley Path and the proposed Broadland Way, including linkages through the city such as the Norwich Riverside Walk.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/05	Norfolk Broads leisure cycle routes	TBC	Greater Norwich and Broadland	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route connecting Greater Norwich with the Broads using quiet roads and existing public rights of way.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/06	Acle cycle link	TBC	Greater Norwich and Broadland	Broadland	Countywide Local Cycling and Walking Infrastructure Plan & Norfolk County Council Sustrans Network Development Plan 2021	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Norwich and Acle.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/07	Postwick to Brundall cycle link	TBC	Greater Norwich and Broadland	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Postwick park and ride and Brundall train station.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/08	Poringland cycle link	TBC	Greater Norwich and South Norfolk	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity from Poringland and linking with Framingham Earl and the existing cycle network at Trowse in Norwich.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/09	Long Stratton to Trowse cycle link	TBC	Greater Norwich and South Norfolk	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route providing wider connectivity between Long Stratton and Norwich and linking rural communities by utilising quiet lanes, public rights of way and the Norfolk Trails network.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/10	Hethel to Cringleford cycle link	TBC	Greater Norwich and South Norfolk	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Hethel and Cringleford.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/11	Longwater and Swaffham cycle link	Quiet lanes	Greater Norwich and Breckland	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Longwater (underpass) and Swaffham. Scheme to consider linking in with rural communities and employment areas on route.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/12	Green Pedalway to Easton connectivity	Green Pedalway	Greater Norwich to Easton	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	Improvements to the cycling and walking infrastructure along the Green Pedalway and the creation of a link to Easton.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/13	Hellesdon to Thorpe Marriott cycle link	Reepham Rd	Greater Norwich	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route providing connectivity along Reepham Road linking Hellesdon with development allocations to the north of Thorpe Marriott.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GN/14	Holt Road and Yellow Pedalway	Holt Road	Greater Norwich	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	Building on proposals in the Greater Norwich LCWIP, a further extension to the Yellow Pedalway from Broadland Northway and Horsford and a connection to Broadland Country Park.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DE/01	DE Strategic Corridor 1	Dereham to Beetley	Dereham	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route connecting Dereham to Beetley and the Gressenhall Farm & Workhouse Museum via a series of quiet roads and public rights of way. Gressenhall is also connected to the National Cycle Network and provides onwards travel to Fakenham. The feasibility study should also include ensuring connectivity with Wendling Beck.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DE/02	DE Strategic Corridor 2	Dereham to Neatherd Moore	Dereham	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	Utilising the Dereham town centre to Dereham Town FC priority route (Blue) and secondary routes, this route provides access for people walking and cycling to Neatherd Moor and Etling Green common land. Together they are important local assets that provide open greenspace to residents and visitors to Dereham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2

Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

DE/03	DE Strategic Corridor 3	Dereham to North Tuddenham	Dereham	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	This cycling and walking route connects Dereham with North Tuddenham via a series of quiet roads and public rights of way. This route will also provide connectivity with the proposed country park.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DE/04	DE Strategic Corridor 4	Dereham to Yaxham	Dereham	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	Two priority routes connect Dereham to Toftwood. This wider route extends this connectivity south to Yaxham and provides access to the proposed development in Toftwood.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DE/05	DE Strategic Corridor 5	Dereham to Scarning	Dereham	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	This route provides an extension to the proposed network for Dereham and connects with Scarning via quiet roads. The route also provides a safe crossing point over the A47.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DE/06	DE Strategic Corridor 6	Dereham to Swaffham	Dereham	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	Cycling and walking connectivity between Dereham and Swaffham utilising public rights of way and quiet lanes.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2

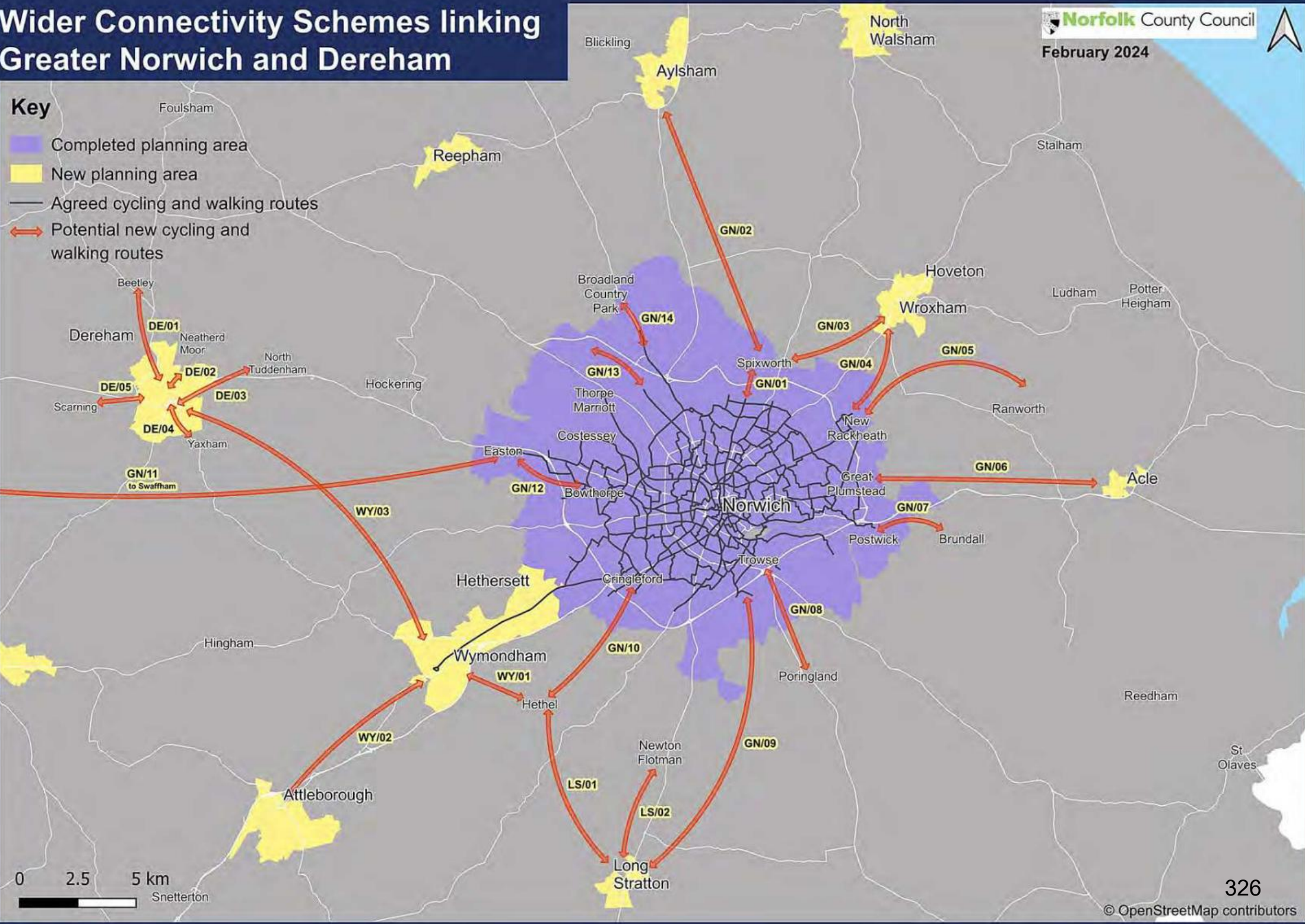


# Wider Connectivity Schemes linking Greater Norwich and Dereham



## Key

- Completed planning area
- New planning area
- Agreed cycling and walking routes
- Potential new cycling and walking routes



## ii) Wider Connectivity Routes for Norfolk (excluding Greater Norwich and Dereham)

[Click here to navigate back to the contents page.](#)

Reference	Route / Corridor Name	Road Name	Settlement	District	Source	Description	Timescale (<3, <5,5+ years)	Next steps
HU/01	HU Strategic Corridor 1	Hunstanton to the National Cycle Network	Hunstanton	King's Lynn & West Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	Cycling and walking connectivity between the proposed Cycling and walking and walking network in Hunstanton and National Cycle Network Route 1 using quiet roads and existing public rights of way.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
HU/02	HU Strategic Corridor 2	South Beach Road to Ingoldisthorpe	Hunstanton	King's Lynn & West Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between South Beach Road and Ingoldisthorpe, linking with Ken Hill and	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DM/01	DM Strategic Corridor 1	Downham Market to Swaffham	Downham Market	King's Lynn & West Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Downham Market and Swaffham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DM/02	DM Strategic Corridor 2	Downham Market and Stoke Ferry Greenway	Downham Market	King's Lynn & West Norfolk	Greenways to Green Spaces	Cycling and walking connectivity south of Downham Market along the disused railway to Stoke Ferry via Fordham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DM/03	DM Strategic Corridor 3	Stoke Ferry to Brandon	Downham Market	King's Lynn & West Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Stoke Ferry and Brandon.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DM/04	DM Strategic Corridor 4	Welney Wash Causeway	Downham Market	King's Lynn & West Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycle and walking route across the Welney Wash Causeway.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DM/05	DM Strategic Corridor 5	NCN Route 11 at Welney Wash Road to March	Downham Market	King's Lynn & West Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between National Cycle Network 11 on Welney Wash Road to March.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DM/06	DM Strategic Corridor 6	Ten Mile Bank to Welney Wash Causeway	Downham Market	King's Lynn & West Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity from National Cycle Network 11 at Ten Mile Bank to Welney Wash Causeway.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
FH/01	FH Strategic Corridor 1	Fakenham to King's Lynn	Fakenham	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between King's Lynn and Fakenham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
FH/02	FH Strategic Corridor 2	Fakenham to Little Walsingham	Fakenham	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Fakenham and Little Walsingham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
FH/03	FH Strategic Corridor 3	Little Walsingham to Wells-next-the-Sea	Fakenham	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Little Walsingham and Wells-next-the-Sea.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
FH/04	FH Strategic Corridor 4	Pensthorpe to Foulsham via Little Ryburgh	Fakenham	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Pensthorpe and Foulsham via Little Ryburgh.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
HO/01	HO Strategic Corridor 1	Holt to Sheringham	Holt	North Norfolk	Norfolk County Council Sustrans Network Development	A cycling and walking route providing connectivity between the key destinations of Holt and Sheringham. There is potential to follow the Poppy Line Rail Network route between High	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
HO/02	HO Strategic Corridor 2	Holt to Blickling	Holt	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Holt and Blickling.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
HO/03	HO Strategic Corridor 3	Holt Country Park	Holt	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A walking, wheeling and cycling route through Holt Country Park linking Edgefield Hill and Hempstead Road as well as the residential area to the east. A car park and track aligned with Hempstead Road with opportunities for improvement for people walking, wheeling and cycling. The feasibility study should include a review of connectivity provision with the park for the residential area, including surface conditions, track widths and wayfinding.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
HO/04	HO Strategic Corridor 4	Holt - Melton Constable - Themelthorpe	Holt	North Norfolk	Norfolk County Council Sustrans Network Development Plan 2021	Cycling and walking connectivity between Melton Constable and Themelthorpe. There are parts of the disused heritage railway line between Holt and Melton Constable which could be transformed into a Greenway with an off-road section connecting to Themelthorpe. This	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
HO/05	HO Strategic Corridor 5	Holt to Cleymouth Sea	Holt	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Holt and Cleymouth Sea.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
SH/01	SH Strategic Corridor 1	Sheringham to Weybourne	Sheringham	North Norfolk	Sheringham Town Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Sheringham and Weybourne.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
CR/01	CR Strategic Corridor 1	Cromer to Wells (Linking with Holt and Sheringham)	Cromer	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Cromer and Wells-next-the-Sea linking with Sheringham and Holt.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
CR/02	CR Strategic Corridor 2	Cromer to Blickling	Cromer	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Cromer and Blickling.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2

## Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

CR/03	CR Strategic Corridor 3	Cromer to North Walsham	Cromer	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Cromer and North Walsham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
CR/04	CR Strategic Corridor 4	Cromer, Trunch, Northrepps and Waxham	Cromer	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Cromer, Northrepps, Trunch and Waxham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
NW/01	NW Strategic Corridor 1	North Walsham to Mundesley	North Walsham	North Norfolk	Norfolk County Council Sustrans Network Development Plan 2021	A corridor to create a link between the market town of North Walsham and the large coastal village of Mundesley, passing through smaller villages including Swafeld and Knapton. The route is along the alignment of a disused railway line which could provide a traffic-free route between North Walsham and the coast.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
NW/02	NW Strategic Corridor 2	North Walsham to Stalham	North Walsham	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan & Norfolk County Council Sustrans Network Development Plan 2021	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between North Walsham and Stalham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
NW/03	NW Strategic Corridor 3	Stalham to Winterton-on-Sea coastal route via Waxham	North Walsham	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan & Norfolk County Council Sustrans Network Development Plan 2021	A cycling and walking coastal route using quiet roads and existing public rights of way to provide wider connectivity between Stalham and Winterton-on-Sea via Waxham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
NW/04	NW Strategic Corridor 4	Stalham to Potter Heigham	North Walsham	North Norfolk	Countywide Local Cycling and Walking Infrastructure Plan & Norfolk County Council Sustrans Network Development Plan 2021	This corridor crosses the Broads Area of Outstanding Natural Beauty. Depending on alignment, the route could connect the settlements of Sutton, Potter Heigham, Martham and Fledborough, which are currently not served by the National Cycle Network. The route could follow the existing Weavers' Way alignment or use a disused railway line.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
RE/01	RE Strategic Corridor 4	Foulsham to Themelthorpe	Reepham	North Norfolk	Norfolk County Council Sustrans Network Development Plan 2021	A cycling and walking route between Foulsham and Themelthorpe as outlined in the NCC Sustrans Network Development Plan 2021.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
WH/01	WH Strategic Corridor 1	Three Rivers Way to Potter Heigham	Wroxham & Hoveton	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes incorporating the existing Three Rivers Way Trail to enable cycling, walking and wheeling between Hoveton and Potter Heigham. The feasibility study should identify improvements to the existing shared-use path as well as route solutions to extend connectivity to Potter Heigham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
WH/02	WH Strategic Corridor 2	Wroxham & Hoveton to North Walsham	Wroxham & Hoveton	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Wroxham and Hoveton and North Walsham.		Scheme feasibility Year 1 Detailed design Year 2
AC/01	AC Strategic Corridor 1	Acle to Reedham	Acle	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route between Acle to Reedham with the view of providing onward connectivity to Loddon and Beccles.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
HA/01	HA Strategic Corridor 1	Harleston to Scole	Harleston	Broadland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Harleston and Scole.		Scheme feasibility Year 1 Detailed design Year 2
LS/01	LS Strategic Corridor 1	Long Stratton to Hethel	Long Stratton	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Long Stratton and Hethel.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
LS/02	LS Strategic Corridor 2	Long Stratton to Tasburgh and Newton Flotman	Long Stratton	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Long Stratton and Newton Flotman.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
LS/03	LS Strategic Corridor 3	Long Stratton to Diss	Long Stratton	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Long Stratton and Diss.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
LS/04	LS Strategic Corridor 4	Long Stratton to Ditchingham via Hempsall	Long Stratton	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Long Stratton and Ditchingham via Hempsall.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DI/01	DI Strategic Corridor 1	Diss to Scole	Diss	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Diss and Scole.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DI/02	DI Strategic Corridor 2	Diss to Thetford	Diss	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Diss and Thetford.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DI/03	DI Strategic Corridor 3	Diss to Old Buckenham via Shelfanger and Winfarthing	Diss	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Diss and Old Buckenham via Shelfanger and Winfarthing.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
DI/04	DI Strategic Corridor 4	Diss to Palgrave	Diss	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	Working with key stakeholders, a cycling and walking route using quiet roads and existing public rights to provide wider connectivity between Diss and Palgrave.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2



Countywide Local Cycling and Walking Infrastructure Plan (LCWIP)

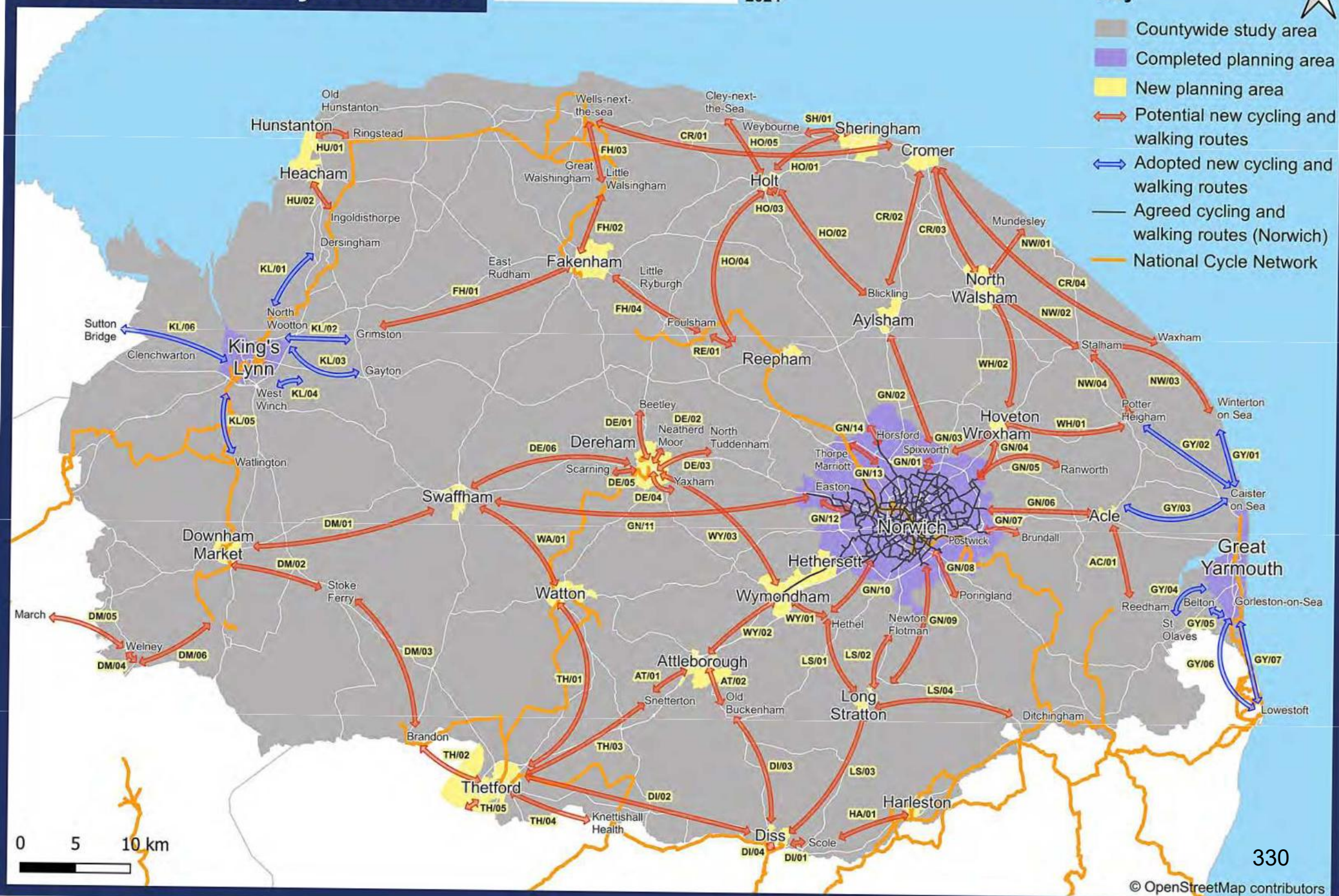
WY/01	WY Strategic Corridor 1	Wymondham and Hethel cycle link	Greater Norwich and South Norfolk	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Wymondham town centre and train station and the Hethel Engineering Centre.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
WY/02	WY Strategic Corridor 2	Wymondham and Attleborough cycle link	South Norfolk and Breckland	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Attleborough and Wymondham. The route will connect rural communities and places of education such as Wymondham College.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
WY/03	WY Strategic Corridor 3	Quiet lanes	Greater Norwich and Breckland	South Norfolk	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Wymondham and Dereham via Barnham Broom.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
AT/01	AT Strategic Corridor 1	Attleborough to Snetterton Employment Zone	Attleborough	Breckland	Future Breckland: Thriving People & Places	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Attleborough to Snetterton Business Park.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
AT/02	AT Strategic Corridor 2	Attleborough to Old Buckenham	Attleborough	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Attleborough and Old Buckenham.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
TH/01	TH Strategic Corridor 1	Thetford to Watton connecting with Peddars Way	Thetford	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Thetford and Watton connecting with Peddars Way.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
TH/02	TH Strategic Corridor 2	Thetford to Brandon via High Lodge	Thetford	Breckland	Greater Thetford Partnership Board Community Sub-Group Cycling, Walking and Wheeling Report	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Thetford and Brandon via High Lodge.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
TH/03	TH Strategic Corridor 3	Thetford to Snetterton Employment Zone connecting with Peddars Way	Thetford	Breckland	Future Breckland: Thriving People & Places	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Thetford and Snetterton Business Park.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
TH/04	TH Strategic Corridor 4	Thetford to Knettishall Heath via Rushford	Thetford	Breckland	Greater Thetford Partnership Board Community Sub-Group Cycling, Walking and Wheeling Report	A cycling and walking route using quiet roads and existing public rights of way to provide wider connectivity between Thetford and Knettishall Heath via Rushford.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
TH/05	TH Strategic Corridor 5	Thetford to Suffolk border	Thetford	Breckland	Countywide Local Cycling and Walking Infrastructure Plan	Feasibility study and schemes to enable cycling, walking and wheeling connectivity along the existing shared-use path east of London Road and the A11. Commencing at London Road east of the A11 roundabout, this link connects with the border with Suffolk. Working in partnership with key stakeholders, this route could enable wider connectivity to employment areas and greenspace in and around Elveden. Attention to surface width and condition and barriers. Also consider wayfinding and lighting.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
WA/01	WA Strategic Corridor 1	Watton Loch Neaton to Swaffham	Watton	Breckland	Watton Town Delivery Plan 2022	A cycling and walking route reconnecting Watton and Swaffham via the disused Crab & Winkle railway line as outlined in the Watton and Swaffham Town Delivery Plans.	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
KL/01 - 06	KL Strategic Corridor	King's Lynn	King's Lynn	King's Lynn & West Norfolk	King's Lynn Local Cycling and Walking Infrastructure Plan 2022	King's Lynn Wider Connectivity Schemes (KL/01 - 06) are detailed within the King's Lynn & West Norfolk Local Cycling and Walking Infrastructure Plan (February 2022).	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2
GY/01 - 07	GY Strategic Corridor	Great Yarmouth	Great Yarmouth	Great Yarmouth	Great Yarmouth Local Cycling and Walking Infrastructure Plan 2022	Great Yarmouth Wider Connectivity Schemes (GY/01 - 07) are detailed within the Great Yarmouth Local Cycling and Walking Infrastructure Plan (February 2022).	Long 5+ years	Scheme feasibility Year 1 Detailed design Year 2

# Wider Connectivity Schemes

Norfolk County Council February 2024

## Key

- Countywide study area
- Completed planning area
- New planning area
- Potential new cycling and walking routes
- Adopted new cycling and walking routes
- Agreed cycling and walking routes (Norwich)
- National Cycle Network







# Cabinet

Item No: 10

**Report Title: Adult Social Services Promoting Independence Five Year Strategy**

**Date of Meeting: 08 April 2024**

**Responsible Cabinet Member: Cllr Alison Thomas** (Cabinet Member for Adult Social Care)

**Responsible Director: Debbie Bartlett, Executive Director**

**Is this a Key Decision? Yes**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: 5<sup>th</sup> March 2024**

## **Executive Summary / Introduction from Cabinet Member**

Our Promoting Independence vision and strategy has been effective in driving the overarching goals of Adult Social Services in Norfolk for the last five years and has informed where we need to transform and change.

To continue to improve our services and meet the changing and increasing needs of our residents, we wanted to update this strategy, creating a clear set of goals and ambitions for the next five years.

In May, we informed Members of our plans to engage with and listen to Norfolk residents' experiences of adult social care, to better understand both their expectations of social care and what independence really means for them.

This large-scale public engagement exercise ran over the summer and included face-to-face drop-in events, focus groups, workshops with residents, care providers and colleagues, facilitated panels/meetings, and wide-reaching communications with stakeholders and partners. There was also an online questionnaire that could be completed in all formats and a British Sign Language Video. This paper aims to inform Members of the feedback of this programme of widespread engagement.

This paper sets out how we have used this feedback to update our Promoting Independence strategy, link it to activities within the County Council's Annual Plan and show how we are meeting the objectives of Better Together, for Norfolk.

The outcomes from People and Community Select Committee have been used to update the strategy and following the views from Cabinet this will be considered by Full Council for agreement.

## **Recommendations:**

- 1. Endorse the refreshed Promoting Independence Adult Social Services Five Year Strategy and recommend for adoption at Full Council.**

### **1. Background and Purpose**

- 1.1 Since 2016, we have had a clear vision for Adult Social Services in Norfolk: To support people to be independent, well, and able to deal with life's challenges. This has been supported by our Promoting Independence strategy, with three themes: Benefitting from prevention and early help; Becoming, being and staying independent; and Living with multiple or complex needs.
- 1.2 Adult Social Care has the power to transform lives. It enables people to live life to the full, giving back or maintaining independence and control – things we all want in life. It provides care and support, safeguards for those who most need it, and increasingly supports carers who look after families and friends.
- 1.3 We currently support over 20,000 of Norfolk's residents with their care needs. It is our duty to be ambitious and progressive in how we meet these needs in a sustainable way. If we are not, we risk being overwhelmed by demand in the future.
- 1.4 The department has a programme of transformation – Promoting Independence, based around its vision which is “to support people to be independent, resilient and well.” This includes the Connecting Communities Programme that has transformed the way we work and improved outcomes for people in Norfolk.
- 1.5 To continue to improve our services and meet the changing and increasing needs of Norfolk residents, we wanted to update this strategy, creating a clear set of goals and ambitions for the next five years.
- 1.6 Improving our preventative offer is fundamental in our vision to prevent, reduce and delay the need for formal care. This work is supported by the existing Promoting Independence Strategy, and programme of transformation within Adult Social Services.

1.7 We started by listening to resident's experiences of adult social care, to better understand their expectations, what independence really means for them, and how our services going forward can help them. To do this, we undertook our biggest public engagement exercise during the summer of 2023.

1.8 The Promoting Independence Strategy forms part of the Policy Framework for Norfolk County Council. Reference Part 5 Full Council – section 1.1.d Adult social care strategy 'Promoting Independence Strategy' Vision, strategy and priorities;. The strategy will be supported by operational delivery plans and enabling strategies.

1.9 As set out in recommendation 1, the Promoting Independence Strategy is to be included as part of the NCC Policy Framework. Adoption of the strategy will therefore require both Full Council approval, and a pre-scrutiny process held in accordance with the procedures and guidance set out in part 11b of the NCC constitution. Cabinet is therefore asked to approve the following governance route for the Promoting Independence Strategy:

Date	Meeting
Monday 8 <sup>th</sup> April	<b>Cabinet</b> – endorsement of proposed Strategy, and referral to Full Council via the Scrutiny Committee
Wednesday 24 <sup>th</sup> April	<b>Scrutiny Committee</b> – scrutiny of proposed Strategy.
Tuesday 7 <sup>th</sup> May	<b>Full Council</b> – the Strategy to be put to Full Council for debate and approval. Full Council will also receive a report from the Scrutiny Committee detailing discussions and associated recommendations.

1.10 A report setting out the plans to engage and seeking input was presented to People and Communities Select Committee in May 2023. Conversations Matter was launched at the Norfolk Show and took place over summer 2023. A draft of the strategy was taken again to People and Communities Select Committee in January 2024.

## 2. Refresh of the Promoting Independence Strategy

2.1 We have a vision for Adult Social Services in Norfolk: we want to support people to be independent, well, and able to deal with life's challenges.

2.2 To achieve our vision, this strategy – Promoting Independence – is shaped by the Care Act which aims to prevent, reduce and delay the demand for social care. This doesn't mean we only provide the statutory minimum for residents.



It helps us manage demand, finances, and plan for our long-term future.

- 2.3 Over the past 5 years, we have changed the way we work to improve the services we offer and try to manage increasing demand. This includes growing our workforce, investing in short-term reablement support for people being discharged from hospital or regaining independence after being unwell and investing in technology which helps people stay in their own homes. It includes supporting young learning disabled and autistic adults with to be independent and have the same opportunity as everyone else in society, such as their own home and a paid job, and to offer support to people to recover from long term mental illness. It also includes our two ambitious housing specialist housing programmes.
- 2.4 For the next 5 years, we need to continue working in this way, with a focus on prevention and targeting support to those who most need it but who are less likely to use our services. We will also continue to work closely with our colleagues and partners in the NHS, voluntary sector, as well as care providers and residents, to offer choices for people at all stages of life – disabled people who want to leave the family home, people who want support at home which fits their lives, people who want access to training, learning and employment.
- 2.5 To find out what matters most to people and understand how we can improve our services, we spoke to hundreds of residents and partners from across Norfolk. This strategy has been developed based on that feedback and other inputs such as national policy, key activities identified through the Council's Annual Plan, and departmental plans and strategies, we refreshed the Promoting Independence Strategy in **Appendix A1 and the supporting infographic Appendix A2**.
- 2.6 The Strategy is built around our three core ambitions we wish to focus on as priorities over the next five years. Our priorities are:
- 2.7 **Priority 1** – Benefiting from prevention and early help. Prevention is about supporting residents' health and wellbeing by offering support as soon as possible to avoid them becoming unwell, losing their independence, or needing more care in the future. This priority shows how we help residents stay well and independent in the place they call home.
- 2.8 **Priority 2** - Becoming, being, and staying independent. Independence means something different to everyone and can change based on how they feel, the support they have around them, or the choices available to them. This priority shows how we are being effective and provide timely support for people to live independently, avoid losing independence, and where possible gain it back.

**2.9 Priority 3 – Living with Complex Needs.** Some people may have long-term or severe needs which affect their physical, mental, social, or financial wellbeing. Multiple needs often interact with each other and worsen, making it harder for people to get the help they need. This priority shows how we recognise that some people might need a higher level of support with many aspects of their daily life in the long-term.



### **3. Implementation and reporting the Strategy**

- 3.1 We want to launch the strategy following Cabinet and Full Council endorsement with some public events to showcase our services and how the feedback has been used. Also, to thank and include the people and stakeholders who participated in the engagement.
- 3.2 The strategy will be available in multiple formats (including British Sign Language videos, easy read, large print, Braille and different languages).
- 3.3 The Promoting Independence strategy is an important document that sits within the Policy Framework and is a vital document which outlines the priorities of Adult Social Services and will set the strategic direction and priorities of the department for the next five years.
- 3.4 A formal launch of the strategy is planned to take place. The delivery plans and activities that will support the implementation of the ambitions and the objectives of the strategy will be monitored as part of the Adult Social Service performance reviews. This is a five-year strategy and vision and will be supported by through a programme of delivery within the department with consideration to our priorities and resource.

3.5 Measuring the success of the implementation of the strategy will be through the operational annual service planning process. Working with our Information and Analytic colleagues to regularly monitor the progress of the Strategy against the high-level outcomes described in the strategy using our ASCOF measures and Vital Signs. Reporting on progress towards the goals of the strategy will form part of the routine cycle of reporting to members.

#### **4. Evidence and Reasons for Decision**

4.1 The Promoting Independence Strategy sets out the core ambitions of Adult Social Services for the next five years, based on the recognition that helping people live independently allows individuals to live healthier, more fulfilling lives.

4.2 Adult Social Services has had a long-standing, transformation programme based on its Promoting Independence vision with the focus of that being on Living Well, strengths based social work; housing; enablement model for Learning Disabilities; improving digital efficiency; expanding reablement in the community and for those leaving hospital. We are committed to continuing this work to ensure we provide support to people who need it and reforming our services to meet current and future challenges.

4.3 The feedback we received from our engagement was rich and diverse. From the analysis of this, six common themes emerged:

**1) People would like to understand more about the services we provide -**

Some of our residents feel they have a limited understanding of what Adult Social Services is. Advertising and promotion would help to address this, alongside working in partnership with residents and communities. It would be really helpful to some of our service users to have a greater understanding of what our Social Workers do and services they provide.

**2) To ensure information is easy to find.** Information can sometimes feel difficult to find. People would like to know how to access our services. Residents would like information and signposting in different formats and based more in the community. This should include advice on health, community groups, employment and volunteering opportunities, and the services we offer. Residents want to be able to access information and support as early as possible to avoid their issues or concerns getting worse.

**3) Be consistent in the way we communicate with people -** The way we communicate with people is really important. Residents would like clear, consistent and accessible information delivered promptly by empathetic and experienced staff with good listening skills. For people with additional needs this should be available in whatever format they need, including in British Sign Language, Braille, different languages, and easy read.

**4) Some carers said they would like more support in certain areas** - Some carers felt that they would like more support with long-term care and contingency planning, as well as adaptable, flexible and reliable respite services. Some carers struggle with their health and wellbeing and as a service we want to continue to acknowledge and support their well-being.

**5) People with sensory support sometimes feel said they would like more support accessing information** - How we support people who have different communication and support needs (for example D/deaf, deafblind, visually or hearing impaired, autistic people, and people with learning disabilities) is very important and should be equitable and easy to access. We want all our information should be accessible to all communities.

**6) Co-production and engagement should be a priority** - We regularly engage with residents, communities, partners and organisations to help develop and adapt our services. People are eager to get involved to share their ideas and experiences, but they want to know how we use their feedback and what difference this has made.

Encouraging people to help us co-produce our services is a brilliant way of ensuring we are meeting people's needs and expectations. We need to be honest and transparent about what is available and achievable.

We also asked what words residents would use to describe their thoughts on our three priorities. The word cloud below shows which words were used most often (the biggest words) and the least often (the smallest words).



## 5. Alternative Options

5.1 The refresh of the Strategy is based on the feedback from Norfolk residents following a significant engagement process. The strategy is focused on continuing to promote independence that improves outcomes for people. No alternative option to this strategy is proposed.

## 6. Financial Implications



6.1 The ambitions of the strategy are building on the ambitions of Norfolk County Council that focus on improving the outcomes of people in Norfolk. Ensuring that Norfolk residents have access to right type of support at the right time, will not only reduce cost pressures but will improve outcomes for residents in Norfolk. The implementation of the new strategy will be taken forward based on the budget allocation of Adult Social Services Department.

## **7. Resource Implications**

**7.1 Staff:** We will require support to design the final Promoting Independence strategy and to create the various formats needed to meet the needs of our residents. This may be met by internal staff or commissioned externally.

**7.2 Property: No Implications**

**7.3 IT: No Implications**

## **8. Other Implications**

**8.1 Legal Implications:** The Promoting Independence strategy is an important document that sits within the Policy Framework and is a vital document which outlines the priorities of Adult Social Services and will set the strategic direction and priorities of the department for the next five years.

**8.2 Human Rights Implications: No Implications**

**8.3 Equality Impact Assessment (EqIA) (this must be included):** Public authorities are required by the Equality Act 2010 to give due regard to equality when exercising public functions. This is called the 'Public Sector Equality Duty'. The purpose of an equality impact assessment is to consider the potential impact of a proposed change or issue on people with protected characteristics. If the assessment identifies any detrimental impact, this enables mitigating actions to be developed. The full Equality Impact Assessment is included in **Appendix B**

**8.4 Data Protection Impact Assessments (DPIA):** Any work undertaken to implement the strategy will be required to comply with the Council's policies, and we will continue to work with our Data Compliance team to ensure good practice in all areas.

**8.5 Health and Safety implications (where appropriate): No implications**

**8.6 Sustainability implications (where appropriate): No implications**

## **8.7 Any Other Implications: No implications**

## **9. Risk Implications / Assessment**

- 9.1 The Council is operating in a challenging economic environment. The financial constraints to the budget in Adult Social Care and the difficulties in attracting social work and care staff will challenge the delivery of the Strategy over the coming years.

## **10. Select Committee Comments**

- 10.1 A report was taken to People and Communities Select Committee in January 2024 to help shape the strategy following the summer engagement. There was a concern around the shortage of GP's and getting an appointment with a Dr and the lack in care staff this was acknowledged in a complex care and health system and the need to provide a system response and work closely and in partnership with the ICB.
- 10.2 Select Committee felt that the report identified how complex Adult Social Services and Promoting Independence can be. There was a request to make things as plain English and understandable as possible.
- 10.3 Committee were pleased that Co-production would remain a high priority.
- 10.4 Committee emphasised that the Workforce Strategy is really important to ensuring we have enough staff to support our priorities.

## **11. Recommendations**

- 1. Endorse the refreshed Promoting Independence Adult Social Services Five Year Strategy and recommend for adoption at Full Council.**

## **12. Background Papers**

- 12.1 Promoting Independence Adult Social Services Five Year Strategy
- 12.2 Summer Engagement Infographic

### **Officer Contact**

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

**Officer name: Claire Sullivan**  
**Telephone no.: 01603 222319**  
**Email: [claire.sullivan2@norfolk.gov.uk](mailto:claire.sullivan2@norfolk.gov.uk)**



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

Promoting   
Independence

# Promoting Independence Strategy

## Adult Social Services

Supporting people to be independent,  
well, and able to deal with life's challenges.

**2024 – 2029**



**Norfolk** County Council

# Contents.

<b>Introduction.</b> Councillor Alison Thomas.	<b>03</b>
<b>Our County</b>	<b>04</b>
<b>Adult Social Services in Norfolk.</b>	<b>05</b>
<b>Better Together, for Norfolk.</b>	<b>06</b>
<b>Promoting Independence: Our vision for Norfolk.</b>	<b>07</b>
<b>What the people of Norfolk told us.</b>	<b>08</b>
<b>Promoting Independence: Our strategy for Norfolk.</b>	<b>09</b>
Benefiting from prevention and early help.	10
Becoming, being, and staying independent.	12
Living with multiple or complex needs.	14
<b>Framework for Success.</b>	<b>16</b>
Benefiting from prevention and early help.	17
Becoming, being, and staying independent.	18
Living with multiple or complex needs	19



# Introduction.

## Councillor Alison Thomas.

Adult Social Services is vital to supporting people in our community who need a little, or a lot, of help to continue living well and it's a commitment I take very seriously.

At a national level, there are funding challenges and recruitment struggles across the social care workforce. In Norfolk we face a higher ageing population as more young people continue to leave the county.

We must consistently meet the changing needs of our residents, and this strategy outlines how we will meet our vision aimed at, supporting people to be independent, live well and to be able to deal with life's challenges.

In developing this strategy, we spoke to a cross-section of people about what they would like, and need, from Adult Social Services in the coming years. Many also shared their personal experiences and I want to thank each and everyone who took part to help shape our priorities. Your input is invaluable.

Although a lot has already been accomplished, we know there is always more work to be done. This strategy reinforces that people in Norfolk are at the heart of our work, we want to empower them to stay safely and happily in the place they call home for as long as possible, while knowing we are there to provide support and help when they need it most.

Thank you,



**Councillor Alison Thomas**  
Norfolk County Council



# Our county.

Norfolk is home to nearly a million residents living in one of seven districts: Breckland, Broadland, Great Yarmouth, King's Lynn and West Norfolk, North Norfolk, Norwich, and South Norfolk. We have a diverse geography spanning rural, urban, and coastal areas.

Our population is generally older than the rest of the country, with the average life expectancy consistently higher than the national average (around 80 years for men and 84 years for women). But the average number of years Norfolk residents can expect to live in good health is between 63 and 64 years. This means the time we spend in ill health is getting longer. This will increase demand on our health and care services, including how we recruit staff and prepare for the future.

**1 in 4**

residents are over  
65 years old

**Most people over  
the age of 65 live  
in rural areas**

(19% vs 22%  
living in urban areas)

**16%**

of Households live  
in fuel poverty

Our environment is linked to our health across our lifetime. Over 140,000 people live in areas categorised as the most deprived 20% in England. People who live in these areas are more likely to have worse health outcomes, be admitted to hospital in an emergency, and die earlier. Our more affluent areas are often the most rural with the highest number of people over the age of 65, making access to services and support often difficult.

In Norfolk, the day-to-day activities of 1 in 5 people are limited by their health or disability. We have a higher number of people with Dementia than the rest of England, which is expected to increase by 25% by 2030. Ongoing care and support needs often mean people need help with everyday living, such as personal care, and their families need support too.

Much of the care and support provided is by unpaid carers, families and friends. There are 114,000 carers across Norfolk who provide unpaid care and support for a friend or family member who cannot cope without their support, due to illness, disability, a mental health problem or an addiction. People who look after friends and family can often be struggling with their own health needs, working commitments, and personal lives and part of our work will be to look at how we can provide people with more support.

By 2024  
our population is expected  
to grow by about

**116,500 people**

Largest growth is  
expected in older age  
groups, with those aged  
65+ increasing by

**95,000**

**33%**

of residents are disabled or  
have work-limiting disability,  
compared to 29% in England

# Adult Social Services in Norfolk.

**Norfolk is a fantastic county in which to work, live and grow old, but we also know there are significant challenges.**

To meet the aspirations and needs of our residents, our aim and ambition is to create a service that is fit for the future - one that is focused on prevention and early help, rather than one that responds to demand and crisis. Our goal is to offer a service that our residents deserve and, by working together, we will achieve it.

Over the past 5 years, we have seen more people coming to us for support. This includes people living at home and people discharged from hospital who need support to be able to continue to live independently.

We have changed the way we work to improve the services we offer and to manage increasing demand. This includes growing our workforce, investing in short-term reablement support for people leaving hospital or who need to regain independence after being unwell, and investing in technology which helps people stay in their own homes.

It also includes supporting young disabled and autistic adults to be independent and have the same opportunities as everyone else in society, such as their own home and a paid job, and to offer support to people to recover from long term mental illness.

We have not been able to keep pace with the increase in people asking for help, and many people are having to wait too long for us to assess their needs and find the right support.

Pressures in the NHS also mean more demand for Adult Social Care, as people need to be discharged from hospital safely. With over 1,400 vacancies in our care sector and care providers struggling to recruit, there is less care available for people. People who receive care and support in residential and nursing homes need higher levels of care, with staff needing more skills and training to provide good quality, safe care. We know that care quality is an issue in Norfolk, with only 71% of care providers rated as 'good' or 'outstanding' by the Care Quality Commission.

Over the next few years, we estimate that people over 75-years-old will need around 15,000 residential and nursing beds and more than 6,000 specialist housing units. We want to develop more appropriate housing options that promote independence and shape the market to increase provision of nursing and enhanced residential care.

We are seeing an increase in demand for services alongside a challenging financial environment. Therefore, we must be ambitious and forward-looking in how we meet these needs in a sustainable way. If not, we risk being overwhelmed by demand in the future.

# Better Together, for Norfolk.

This Promoting Independence strategy is at the core of Norfolk County Council's strategic plan – 'Better Together, for Norfolk.' This ambitious plan aims for the county to be a place where we put people first and where everyone works together to create a better place to live.

## The vision for Better Together, for Norfolk

In Norfolk, we cherish our heritage, we embrace opportunity, and offer an extraordinary place in which to spend a lifetime.

1. We want Norfolk to be the place where everyone can start life well, live well and age well, and where no one is left behind.
2. We want our economy to be vibrant, entrepreneurial and sustainable, supported by the right jobs, skills, training and infrastructure.
3. We want our communities to feel safe, healthy, empowered and connected, their individual distinctiveness respected and preserved.

## Our vision is underpinned by 5 key priorities to enable:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

To support people to be independent, well, and able to deal with life's challenges, we need to work across the whole council and with our partners in the community. By improving educational outcomes, growing skills, helping to create good quality jobs, and putting in place affordable housing and the appropriate infrastructure, we will improve the life-chances of our residents and strengthen our economy.

This is why the Promoting Independence strategy is so important to the whole of Norfolk County Council and shaping how we work together.



# Promoting Independence: Our vision for Norfolk.

**We have an important vision for Adult Social Services in Norfolk: we want to support people to be independent, well, and able to deal with life's challenges.**

To achieve our vision, this strategy – Promoting Independence – is shaped by the Care Act, which aims to prevent, reduce and delay the demand for social care. This means we don't just provide the statutory minimum for our residents; we also continuously look for ways to support people before they face a crisis.

Our strategy outlines our choices of how we will do that into the future, based on what you have told us is important. And through those choices, this strategy will also help us manage the demand for our services, our finances, and plan for our long-term future.

Over the past 5 years, we have changed the way we work to meet the growing demand for our services, and also to improve those services we offer. We have done this by growing our workforce and improving our skills, by investing in short-term support for people leaving hospital or who have been unwell, and by using technology to help people stay in their own homes.

For the next 5 years, we will continue working in this way, focusing more on prevention and targeting support to those who most need it but who are less likely to use our services. We will also continue to work closely with our colleagues and partners in the NHS, the voluntary sector, care providers and residents to offer choices for people at all stages of life – disabled people who want to leave the family home, people who want access to training, learning and employment and people who want support at home which fits their lives.

We have spoken to hundreds of residents and partners from across Norfolk to find out what matters most to them and to understand how we can improve our services. This strategy has been developed based on that feedback and what people in Norfolk have told us.







# What the people of Norfolk told us.

## **People would like to understand more about the services we provide.**

Some of our residents feel they have a limited understanding of what Adult Social Services is. Advertising and promotion would help to address this, alongside working in partnership with residents and communities. It would be really helpful to some of our service users to have a greater understanding of what our Social Workers do and the services they provide.

## **To ensure information is easy to find.**

Information can sometimes feel difficult to find. People would like to know how to access our services. Residents would like information and signposting in different formats and based more in the community. This should include advice on health, community groups, employment and volunteering opportunities, and the services we offer. Residents want to be able to access information and support as early as possible to avoid their issues or concerns getting worse.

## **Be consistent in the way we communicate with people.**

The way we communicate with people is really important. Residents would like clear, consistent and accessible information delivered promptly by empathetic and experienced staff with good listening skills. For people with additional needs this should be available in whatever format they need, including in British Sign Language, Braille, different languages, and easy read.

## **People who look after friends and family said they would like more support in some areas.**

Some people felt that they would like more support with long-term care and contingency planning, as well as adaptable, flexible and reliable respite services. Some people who look after friends and family struggle with their health and wellbeing. We want to continue to acknowledge and support their well-being.

## **People with sensory support sometimes feel that they would like more support accessing information.**

How we support people who have different communication and support needs (for example D/deaf, deafblind, visually or hearing impaired, autistic people, and people with learning disabilities) is very important and should be equitable and easy to access. We want all our information to be accessible to all communities.

## **Co-production and engagement should continue be a priority.**

We regularly engage with residents, communities, partners and organisations to help develop and adapt our services. People are eager to get involved to share their ideas and experiences, but they want to know how we use their feedback and what difference this has made.

**Encouraging people to help us co-produce our services is a brilliant way of ensuring we are meeting people's needs and expectations. We need to be honest and transparent about what is available and achievable and work within our Real Care Deal.**

# Promoting Independence: Our strategy for Norfolk.

From what residents told us, we have updated our priorities and what we think you should expect from Adult Social Services in Norfolk over the next five years. We want to be ambitious and transform the way we deliver our services.

Our priorities are:

## Benefiting from prevention and early help

- How we help people stay well and independent in the place they call home.

## Becoming, being, and staying independent

- How we are effective and provide support for people to live independently, avoid losing independence, and where possible gain it back.

## Living with multiple and complex needs

- How we recognise that some people might need a higher level of support with many aspects of their daily life in the long-term.



# Benefiting from prevention and early help.

**Prevention is about supporting residents' health and wellbeing by offering support as soon as possible to avoid them becoming unwell, losing their independence, or needing more care in the future.**

This priority shows how we help residents stay well and independent in the place they call home.

## What you can expect from us

Easy to find information about your health and wellbeing, finances, employment, and housing, to help you plan for your future. These will be in a range of styles and formats, including British Sign Language and Braille, with clear ways you can use our services

Targeted advice for the most vulnerable and isolated

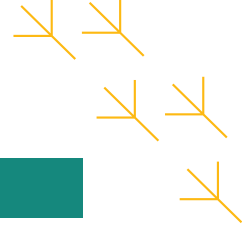
Finding people who may benefit from early help, through community hubs and spaces

Connections to a range of help and support which encourages your independence and offers you choice – everything from gardening to residential care, volunteering or a buddy

If you have a disability, help to find housing, social activities, and employment by listening to you and working with you, your family, and carer

Carers to have identification and support to improve your health and wellbeing, access assessments, and help you plan for your future

People who look after friends and family are able to plan for the long-term with flexible support and a focus on their needs and those of the person you support.



## What we are going to do

Improve information and advice to make it more user-friendly and accessible, helping people to navigate the care system and understand the options available to them

Trial new ways of working with technology and assistive technology to enable staff to use their time more efficiently

Proactively reach out to people who might benefit from assistive technology

Provide digital self-service processes, providing help and support for those who are digitally excluded

Making information and advice easier to access and simpler to use so carers can find out about information available

Understand the Carer experience and make sure our practice reflects that  
Improve our website to ensure the right information is available for people when they need it most including self-assessment

Support young disabled and autistic adults to be independent and have the same opportunities as everyone else in society, such as their own home and a paid job

## How we will know we are successful

Residents know what services we offer, how they can access them and contact us when they need to

Our information and advice is easy to find and available in the way that is needed, when it is needed, to avoid issues or concerns getting worse

Our website reflects new ways of working and has clear and simple guides on how to complete self-assessments and supported self-assessment

Practitioners feel they use their time most efficiently to provide the best service to those who need it most at the time they need it

Increased number of people receiving Care Act assessments with reduced delays in the assessment and review processes

People who look after friends and family will feel supported by Norfolk County Council and will feel supported to tell us how they feel.

# Becoming, being, and staying independent.

**Independence means something different to everyone and can change based on how they feel, the support they have around them, or the choices available to them.**

This priority shows how we are being effective and provide timely support for people to live independently, avoid losing independence, and where possible gain it back.

## What you can expect from us

A range of housing options, including for younger people, to help prepare you for living independently, or whatever solution best meets your needs, and helping you understand what is available

Community and voluntary groups who can keep you connected to people and find you support.

Help for you to re-gain confidence and independence after a fall or being ill

Types of adaptations, technology and equipment for people who want to stay in their own home but who need a little extra help— like handrails or community alarms

Help in your home which is planned with a focus on you and your needs  
Support to live independently, including managing money and cooking, finding activities and support to go out and about, including from voluntary and community services

Support for carer's health, wellbeing, and lives, including putting in support so you can go to medical appointments, work and socialise

Clear information about carer's rights and what services are available to you locally, including linking young carers to employment and education support





## What we are going to do

Create flexible and diverse ways to use community resources to personalise care

Ensure consistent access to care and support across the county

Work alongside our voluntary partners to utilise and promote services, build their resilience, and support local communities

Implement and expand proactive interventions using digital technology to support people to stay independent for longer

Build on our Independent Living and Supported Living Housing Programmes

Listen to what people who look after friends and family need from us and give our practitioners the tools and information they need to support them

Provide reablement services to ensure people get the right support in their own homes to support them be more independent

Develop more appropriate housing options that promote independence and shape the market to increase provision of nursing and enhanced residential care

## How we will know we are successful

Reduced number of permanent admissions to residential and nursing care, and those who need long-term care

Where needed, an increased number of enhanced residential and nursing care beds available across the county

Feedback will tell us where we need to improve services and where we are performing well

People feel supported by Adult Social Services and feel they get the right support at the right time

People in all areas of the county have timely access to home care housing that promotes independent living options

# Living with multiple or complex needs.

Some people may have long-term or severe needs which affect their physical, mental, social, or financial wellbeing. Multiple needs often interact with each other and worsen, making it harder for people to get the help they need.

This priority shows how we recognise that some people might need a higher level of support with many aspects of their daily life in the long-term.

## What you can expect from us

Support to organise and arrange your care, including employing personal assistants and helping you with funding if you are eligible

More availability of specially adapted and accessible homes  
– with care and support nearby

Trained staff who listen to you, your family and support network, and build a plan around your needs

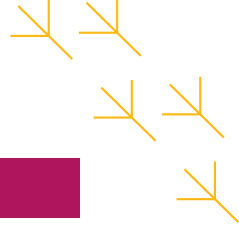
Someone to help you express your views and what matters to you if you need support

A funding process which is easy to understand and clear

Access to, and choice of, good quality and appropriate residential, nursing, home, day, and respite care

Reliable, suitable, and flexible respite for you and the person you care for, so you can have a break and attend appointments or support groups

Early and flexible emergency and long-term planning and support to prevent crisis



## What we are going to do

Continue to identify how we can improve quality and performance in our services

Support the care market and care providers to improve the quality and availability of care, and take action when failures arise

Proactively find ways to provide services where there are gaps  
(day services, hub support, respite facilities)

Expand the opportunities available for respite

Support an increase in good quality nursing and enhanced residential care provision in areas where it is needed

Improving access to information so it is clear, in different formats and understandable in particular around funding and eligibility

Improving access to information so it is clear, in different formats and understandable in particular around funding and eligibility

## How we will know we are successful

People who use our services, their family, and carers are the focus of their care planning, both in an emergency and the long-term

Reduced waiting list numbers

Residents feel that they have choices and are supported to make decisions

Overall satisfaction of people who use our services

An increased number of care providers rated good or outstanding

Providers feel we engage with them and that their voices are heard

# Framework for Success.

Every year we measure how well our services meet the needs of our residents by using a set of national standards. These are called the Adult Social Care Outcomes Framework (ASCOF). The ASCOF sets outcomes-based priorities for care and support, focused on key objectives for people who use Adult Social Services.

We will also use Vital Signs and other tailored measures to help us measure success.



# Benefiting from prevention and early help.

What are we going to do	Measurement of success
Residents know what services we offer, how they can access them and contact us when they need to	▶ ASCOF Measure 3C: the proportion of people and carers who use services who have found it easy to find information about services and/or support
Our information and advice is easy to find and available in the way that is needed, when it is needed, to avoid issues or concerns getting worse	▶ ASCOF Measure 3C: the proportion of people and carers who use services who have found it easy to find information about services and/or support
Our website reflects new ways of working and has clear and simple guides on how to complete self-assessments and supported self-assessment	▶ ASCOF Measure 3C: the proportion of people and carers who use services who have found it easy to find information about services and/or support
Practitioners feel they use their time most efficiently to provide the best service to those who need it most at the time they need it	▶ Measured through Norfolk County Council's Annual Staff Survey Vital Sign: Timeliness of risk management within the holding list Measure: Percentage of new people waiting for an assessment for more than three weeks
Increased number of people receiving Care Act assessments with reduced delays in the assessment and review processes	▶ ASCOF Measures 1E: overall satisfaction of carers with social services (for them and for the person they care for)
People who look after friends and family will feel supported by Norfolk County Council and will feel supported to tell us how they feel	▶ ASCOF Measure 3B: the proportion of carers who report that they have been involved in discussions about the person they care for



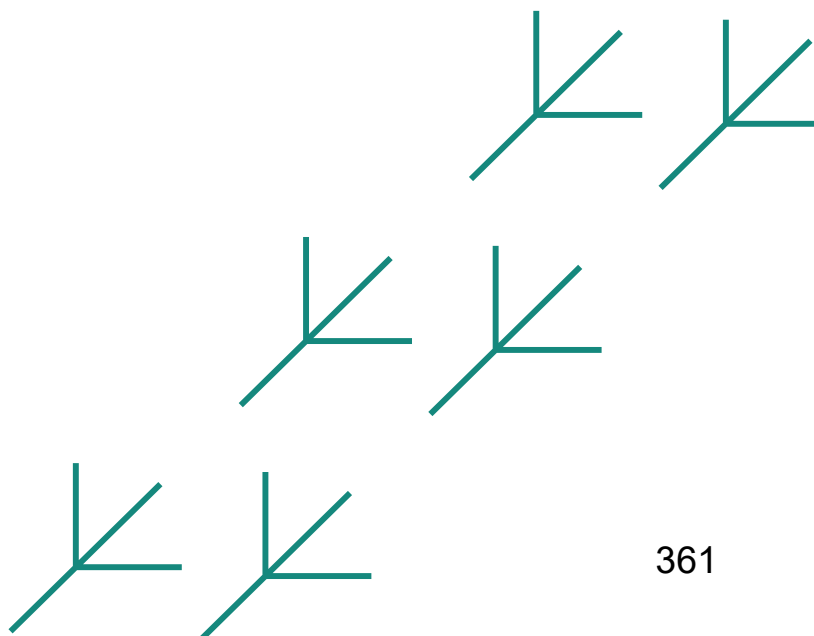
# Becoming, being, and staying independent.

What are we going to do	Measurement of success
Reduced number of permanent admissions to residential and nursing care, and those who need long-term care	▶ ASCOF Measure 2C: the number of adults aged 65 and over whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)
Where needed, an increased number of enhanced residential and nursing care beds available across the county	▶ Measure: Number of enhanced residential and nursing beds in the county
Feedback will tell us where we need to improve services and where we are performing well	▶ ASCOF measure 1D: overall satisfaction of people who use services with their care and support
People feel supported by Adult Social Services and feel they get the right support at the right time	▶ ASCOF Measure 4A: the proportion of people who use services who feel safe ASCOF measure 1D: overall satisfaction of people who use services with their care and support
People in all areas of the county have timely access to home care	▶ Measure: Number of people on the Interim Care List
Housing that promotes independent living options	▶ ASCOF Measure 3A: the proportion of people who use services who report having control over their daily life Measure in development: number of people in independent living options

# Living with Multiple or Complex Needs.

What are we going to do	Measurement of success
People who use our services, their family and carers are the focus of their care planning, both in an emergency and the long-term	Vital Sign: Maximised independence for those who draw on services
Reduced waiting list numbers	Vital Sign: Timeliness of risk management within the holding list
Residents feel that they have choices and are supported to make decisions	ASCOF Measure 3A: the proportion of people who use services who report having control over their daily life
Overall satisfaction of people who use our services	ASCOF Measure 3A: Overall satisfaction of people who use services with their care and support
An increased number of care providers rated good or outstanding	Vital Sign: Quality of the market
Providers feel we engage with them and that their voices are heard	Measure: Feedback to be gathered via NORCA

# Promoting Independence





# Conversations Matter

## What we did

We spoke to hundreds of people about adult social care, what independence means to them and how we can best support them.

We asked people what they thought about our three strategic themes: prevention and early help; being and staying independent for longer and supporting people living with complex needs.

*"To be independent is to be able to live your life well in the community or in residential care."*

## How many responded



**359** people answered our survey



**21** focus groups were run by our partners, with more than **120** participants



We held **20** face to face events



We had **86** postcard responses

## Who responded



Most were women and white British



**41%** had a disability or health issue



A **quarter** were carers



Almost half (**47%**) were aged 55-57

## What we found



Most people (more than **80%**) agreed with our vision and three strategic themes.

[Independence means] *"living my life like everybody else, making my own decisions and choices, only asking for help when needed."*

## To achieve our vision, people said we needed to:

- ensure we have enough adequately paid and trained carers and staff
- support access to the wide range of services people need
- ensure funding is in place to pay for services/care
- improve signposting
- improve communication
- ensure NCC is run efficiently and empathetically
- Improve the type of housing available

*"Hopeful"* - the word used most frequently to describe the vision and themes.





## Equality impact assessment (EqIA) template

### 1. Title of EqIA

Promoting Independence Adult Social Services Strategy

### 2. What is the aim of the proposal? (max. 250 words)

Since 2016, we have had a clear vision for Adult Social Services in Norfolk to support people to be independent, well, and able to deal with life's challenges. This has been supported by our Promoting Independence strategy, with three themes: Benefitting from prevention and early help; Becoming, being and staying independent; and Living with multiple or complex needs.

Adult Social Care has the power to transform lives. It enables people to live life to the full, giving back or maintaining independence and control – things we all want in life. It provides care and support, safeguards for those who most need it, and increasingly supports carers who look after families and friends.

We currently support in excess of 20,000 of Norfolk's residents with their care needs. It is our duty to be ambitious and progressive in how we meet these needs in a sustainable way. If we are not, we risk being overwhelmed by demand in the future.

The department has a programme of transformation – Promoting Independence, based around its vision which is “to support people to be independent, resilient and well.” This includes the Connecting Communities Programme that has transformed the way we work and improved outcomes for people in Norfolk.

To continue to improve our services and meet the changing and increasing needs of Norfolk residents, we wanted to update this strategy, creating a clear set of goals and ambitions for the next five years.

Improving our preventative offer is fundamental in our vision to prevent, reduce and delay the need for formal care. This work is supported by the existing Promoting Independence Strategy, and programme of transformation within Adult Social Services.

We started by listening to resident's experiences of adult social care, to better understand their expectations, what independence really means for them, and how our services going forward can help them. To do this, we undertook our biggest public engagement exercise during the summer of 2023.





The outcome of this engagement exercise was to refresh our Promoting Independence Strategy for Norfolk.

## 3. Context to the proposal

The Promoting Independence Strategy forms part of the Policy Framework for Norfolk County Council. Reference Part 5 Full Council – section 1.1.d Adult social care strategy ‘Promoting Independence Strategy’ Vision, strategy and priorities’

## 4. Who will the proposal impact on?

☐ Everyone in Norfolk

☒ A particular group or cohort of people - please state who they are:

[Adults in Norfolk who may already use Adult Social Services or may do in the future](#)

☐ Employees

☐ External organisations

☐ Other - Please state if anyone else will be affected:

[Click or tap here to enter text.](#)

## 5. The numbers of people affected

Over the past year, we have:

- Spent £1.5 million per day on care services for adults, where we have:
- Received 137,000 requests for support with care.
- Reduced our backlog of people awaiting full care following hospital by 93%
- Supported 11,000 people home from hospital

**More people have come to us for help** – Between Jan 2022 and Jan 2023 – we have 113,000 contacts. In the same 12-month period in 2023, that rose to 137,000

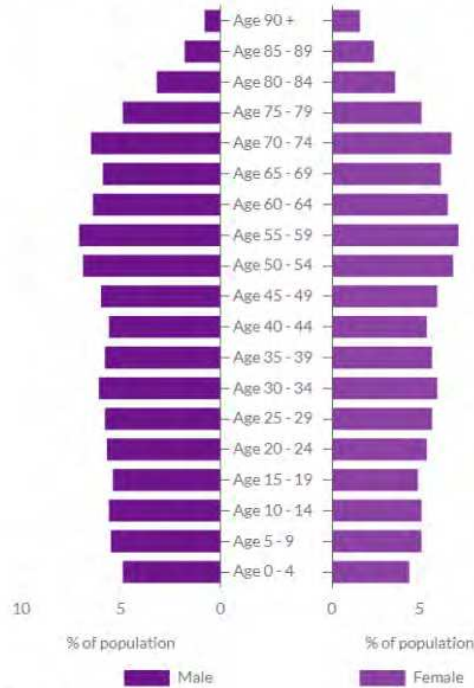
**We have supported more people** – In January 2023 we had just under 14,000 people we were supporting with services. In January 2024, that figure stood at over 18,000.



## 6. The demographic profile of the people affected

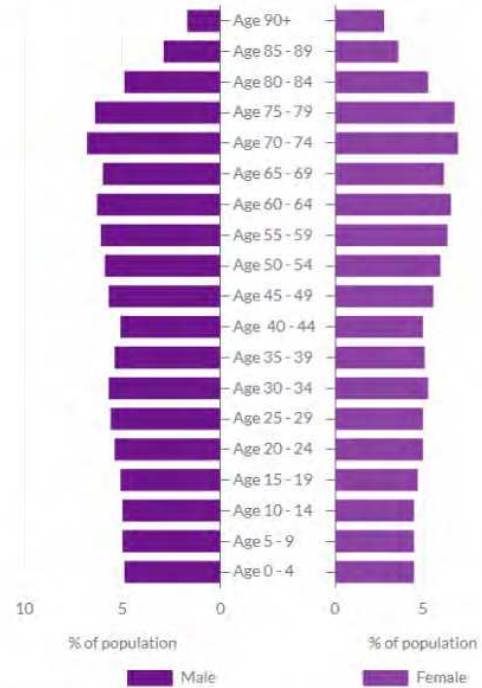
### Population estimates by age, 2021 and 2043

Percentage of population by age and sex for Norfolk (2021)



Source: ONS

Population projections by age and sex for Norfolk (2043)



Source: ONS

### Population aged 65 and over, projected to 2024

Population aged 65 and over, projected to 2024	2020	2021	2022	2023	2024
Norfolk: People aged 65-69	56,300	56,600	57,400	58,300	59,500
Norfolk: People aged 70-74	62,000	61,800	58,100	56,300	55,700
Norfolk: People aged 75-79	44,600	47,300	52,600	55,100	55,900
Norfolk: People aged 80-84	31,700	31,700	32,300	33,500	35,400
Norfolk: People aged 85-89	19,800	20,200	20,700	21,400	21,900
Norfolk: People aged 90 and over	11,700	11,900	12,200	12,300	12,500
<b>Norfolk: Total population 65 and over</b>	<b>226,100</b>	<b>229,500</b>	<b>233,300</b>	<b>236,900</b>	<b>240,900</b>

## 7. Evidence gathering

Please tick all the statements that apply.

If the proposal goes ahead:



- ☒ It will help to deliver our [Council vision and strategy](#).

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

- ☒ Service users will not experience any reductions in the quality, standards, or level of services or benefits they **currently** receive.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

- ☒ Service users who currently receive a service or benefit will continue to do so. Something will not be taken away from them which they have previously had access to.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

- ☒ No changes are proposed to eligibility criteria for services or benefits.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

- ☒ The proposal will not change how service users experience existing services or benefits – e.g., opening hours or travel arrangements.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

- ☒ The proposal will not lead to new or increased costs for service users or employees.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

- ☒ There will be no changes to staffing structures or staff terms or conditions.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

- ☒ If we consult on the proposal, this will be accessible for disabled people. We will include people with different protected characteristics.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

## 8. Potential impact for each protected characteristic

### 8.1. People of different ages

- Will the proposal unintentionally disadvantage people of different ages – or will it promote equality and ease of access? [The strategy supports people of different ages in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of](#)



delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users.

## 8.2. Disabled people

- Will the proposal unintentionally disadvantage disabled people – or will it promote equality and ease of access? The strategy supports disabled people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users

## 8.3. People from different ethnic groups

- Will the proposal unintentionally disadvantage people from different ethnic groups – or will it promote equality and ease of access? The strategy supports people from different ethnic groups in Norfolk through the vision to support people be as independent as possible. Work is ongoing to understand how we can ensure our services are equitable and all voices are heard when we ask for feedback. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users

## 8.4. People with different sexual orientations

- Will the proposal unintentionally disadvantage people with different sexual orientations – or will it promote equality and ease of access? The strategy supports people with different sexual orientation in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users. As part of the evidence gathering for the strategy officers attended Norwich Pride and Kings Lynn's Pride to speak to people about their experiences of Social Care in Norfolk.

## 8.5. Women and men

- Will the proposal unintentionally disadvantage women or men – or will it promote equality and ease of access? The strategy supports women and men in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users



## 8.6. Non-binary, gender-fluid and transgender people

- Will the proposal unintentionally disadvantage non-binary, gender fluid or transgender people – or will it promote equality and ease of access? The strategy supports non-binary, gender fluid and transgender people in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users

## 8.7. People with different religions and beliefs

- Will the proposal unintentionally disadvantage people with different religions and beliefs – or will it promote equality and ease of access? The strategy supports people with different religions and beliefs in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users

## 8.8. People from the armed forces, their families, and veterans

- Will the proposal unintentionally disadvantage people from the armed forces, their families, and veterans, or will it promote equality and ease of access? The strategy supports people from the armed forces, their families and veterans in Norfolk through the vision to support people be as independent as possible. The strategy will be supported by a number of delivery plans, projects and programmes and in turn these will undertake individual EQIA's to understand the impact any changes to services may have on service users. We will continue to strive to work with veterans and all groups to understand how we can continue to improve our services and meet the needs of everyone who needs us.

## 9. Additional information

We have a vision for Adult Social Services in Norfolk: we want to support people to be independent, well, and able to deal with life's challenges.

To achieve our vision, this strategy – Promoting Independence – is shaped by the Care Act which aims to prevent, reduce and delay the demand for social care. This doesn't mean we only provide the statutory minimum for residents. It helps us manage demand, finances, and plan for our long-term future.

Over the past 5 years, we have changed the way we work to improve the services we offer and try to manage increasing demand. This includes growing our workforce, investing in short-term reablement support for people being discharged from hospital or regaining independence after being unwell and investing in technology which helps people stay in their own homes. It





includes supporting young learning disabled and autistic adults with to be independent and have the same opportunity as everyone else in society, such as their own home and a paid job, and to offer support to people to recover from long term mental illness. It also includes our two ambitious housing specialist housing programmes.

For the next 5 years, we need to continue working in this way, with a focus on prevention and targeting support to those who most need it but who are less likely to use our services. We will also continue to work closely with our colleagues and partners in the NHS, voluntary sector, as well as care providers and residents, to offer choices for people at all stages of life – disabled people who want to leave the family home, people who want support at home which fits their lives, people who want access to training, learning and employment.

To find out what matters most to people and understand how we can improve our services, we spoke to hundreds of residents and partners from across Norfolk. This strategy has been developed based on that feedback and other inputs such as national policy, key activities identified through the Council's Annual Plan, and departmental plans and strategies.

The Strategy is built around our three core ambitions we wish to focus on as priorities over the next five years. Our priorities are:

**Priority 1** – Benefiting from prevention and early help. Prevention is about supporting residents' health and wellbeing by offering support as soon as possible to avoid them becoming unwell, losing their independence, or needing more care in the future. This priority shows how we help residents stay well and independent in the place they call home.

**Priority 2** - Becoming, being, and staying independent. Independence means something different to everyone and can change based on how they feel, the support they have around them, or the choices available to them. This priority shows how we are being effective and provide timely support for people to live independently, avoid losing independence, and where possible gain it back.

**Priority 3** – Living with Complex Needs. Some people may have long-term or severe needs which affect their physical, mental, social, or financial wellbeing. Multiple needs often interact with each other and worsen, making it harder for people to get the help they need. This priority shows how we recognise that some people might need a higher level of support with many aspects of their daily life in the long-term.



## 10. Mitigating actions / reasonable adjustments

No.	Action	Lead	Date (dd/mm/yy)
1.	If, during implementation of this proposal, a detrimental impact emerges that it was not possible to predict at the time of conducting this assessment, this to be reported to the decision maker, to enable the decision maker to give due regard to equality before proceeding further.	Senior manager with overall responsibility for the implementation	Debbie Bartlett
2.	HR to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures. If any disproportionality arises, this is to be reported to .....	Senior manager with overall responsibility for the implementation	Debbie Bartlett

## 11. Conclusion

**This proposal is assessed to have the following impact:**

- ☒ **Positive** impact on people with protected characteristics.
- ☐ **Detrimental** impact on people with protected characteristics that can be mitigated.
- ☐ **Detrimental** impact on people with protected characteristics that cannot be fully mitigated.
- ☐ **Positive and detrimental** impacts on people with protected characteristics.
- ☐ **No impacts** on people with protected characteristics.

## 12. Advice for the decision-maker responsible for this proposal

- **Please explain here** (if applicable) why it may be necessary to go ahead with the proposal, even if it could have a detrimental impact on some people: [Click or tap here to enter text or mark as not applicable.](#)



## 13. Evidence used to inform this assessment

Select all that apply:

- ☐ [Norfolk population data](#) (provide links to any population data you draw upon, e.g. [Norfolk's Story](#)):

[Click or tap here to enter text.](#)

- ☒ Data about existing or future service users - please state:

[Click or tap here to enter text.](#)

- ☐ Data about the workforce - please state:

[Click or tap here to enter text.](#)

- ☐ Legislation - please state:

[Care Act](#)

- ☒ National/local research - please state:

[Click or tap here to enter text.](#)

- ☐ Consultation (Tip: Please provide details of any consultation)

Remember - if a proposal constitutes a change to an existing service or benefit or a removal of an existing service or benefit those affected may have a 'legitimate expectation' to be consulted.

[Conversations Matters Summer Engagement](#)

- ☐ Consultancy - please state:

[Click or tap here to enter text.](#)

- ☐ Advice from in-house/external experts - please state:

[Click or tap here to enter text.](#)

- ☐ Other - please state:

[Click or tap here to enter text.](#)

## 14. Administrative information

**Author** (name and job title): [Claire Sullivan, Strategy, Engagement and Co-Production Manager Adult Social Services.](#)

**Decision-maker** (e.g., Full Council, a committee, elected member, working group or officer with delegated responsibility): [Full Council](#)

**EqlA start date:** [08/04/2024](#)

**Contact further information:** [claire.sullivan2@norfolk.gov.uk](mailto:claire.sullivan2@norfolk.gov.uk)



## Norfolk County Council

If you need this document in large print, audio, Braille, alternative format or in a different language please contact [Click or tap here to enter text.](#)on [Click or tap here to enter text.](#)or [Click or tap here to enter text.](#) (Text relay)





## 15. Annex 1

Examples of common barriers that people with protected characteristics may face when accessing services or employment:

### People of different ages

Older and younger people may experience discrimination or negative beliefs that restrict their professional or social opportunities.

Both older and younger people are likely to be on lower incomes.

Older age is associated with lower use of digital technology and an increased likelihood of disability or long-term limiting health conditions.

### Disabled people

Disabled people face barriers to physical environments, information, and communication (as sometimes do people with other protected characteristics).

The nature of these barriers varies tremendously depending upon the nature of someone's disability. It is important to carefully consider the barriers faced by people with physical or mobility impairments; people who are blind or D/deaf; people with learning disabilities; people who are neurodiverse; people with mental health issues or people with a combination of impairments or long-term health conditions.

Disabled people are more likely to experience reduced lifelong outcomes compared to non-disabled people in relation to education, employment, health and housing and barriers to social, sport, leisure, and transport opportunities.

Disabled people may be under-represented in some services; public life; the workforce and participation. They may be more likely to be on a lower income, experience discrimination, hate incidents and social isolation.

### People from different ethnic groups

People from some ethnic minority groups (which includes Gypsies, Roma, and Travellers) experience reduced lifelong outcomes compared to White British people and they may be less likely to do well in education, employment and health, and experience barriers in housing, sport, and leisure opportunities.

People from some ethnic minority groups may be under-represented in some services; public life; the workforce; participation; or over-represented (e.g., in criminal justice). They may be more likely to be on a lower income, experience hate incidents and cultural stereotyping.





People from some ethnic groups (for example Gypsies and Travellers) may have low literacy skills or may not access public sector websites.

## People with different sexual orientations

Consider how you will provide welcoming spaces for people of all sexual orientations.

Some public services assume that heterosexuality is the 'norm'. For example, heterosexual couples are usually presented in marketing materials but rarely lesbian or gay couples.

People with different sexual orientations may experience barriers to some services and workforce opportunities, discrimination and hate incidents.

## Women and men

Women and men experience different lifelong outcomes - e.g., they may have different experiences or be treated differently in education, employment, health, housing, social, sport and leisure opportunities.

Women may experience different life stages to men – e.g., pregnancy, maternity, menopause which can impact them in many ways. Women and men may have different experiences of caring or parenting.

Women and men may be under or over-represented in some services; public life; the workforce, consultation, and participation. They may experience sex discrimination or barriers to accessing support services.

## Non-binary, gender-fluid and transgender people

Consider how you will provide welcoming spaces that recognise gender diversity (unless you are categorised as a [separate or single-sex service](#)).

Check whether your business systems can record a person's sex if the person does not identify as 'female' or 'male', and whether you can meet the needs of non-binary, gender-fluid and trans people.

People who are non-binary, gender fluid or trans may be under-represented in public life and participation. They may experience barriers to some services and workforce opportunities, discrimination and hate incidents.

Remember that some transgender people do not identify as 'trans' – they may identify as 'female', 'male' or non-binary.



## People with different religions and beliefs

Consider how you will provide welcoming spaces for people with different religions and beliefs.

This includes being aware of prayer times, festivals, and cultural practices, where this is appropriate.

“Belief” can refer to an individual’s philosophical beliefs where these are genuinely held and fundamentally shape the way a person chooses to live their life - for example ethical veganism may be a protected belief.

Measures to promote inclusion for people with different beliefs should not impact on the rights of others – e.g., the rights of women or gay people.

People with different religions or beliefs may face barriers to some services; public life; participation and workforce opportunities. They may experience discrimination and hate incidents.

## People from the armed forces, their families, and veterans

People from the armed forces, whether serving, their spouse, partner, family, or a veteran, experience a range of barriers to accessing public services – due to the unique obligations and sacrifices of their role.

This includes being regularly posted to different locations; separation; service law and rights; unfamiliarity with civilian life; hours of work and stress.

# Cabinet

Item No: 11

**Report Title: Learning Disabilities and Autism**

**Date of Meeting: 08 April 2024**

**Responsible Cabinet Member: Cllr Alison Thomas** (Cabinet Member for Adult Social Care)

**Responsible Director: Debbie Barlett, Interim Executive Director of Adult Social Services**

**Is this a Key Decision? Yes**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: 27 February 2024**

## **Executive Summary**

This report focusses on two recent pieces of work carried out in relation to Learning Disabilities and Autism in 2023-24: the new Learning Disability Plan 2023-28; and a joint review process between Norfolk and Waveney Integrated Care Board and Adult Social Services to strengthen commissioning and collaborative working for people with Learning Disability and Autism.

The report also makes a specific recommendation around the commissioning of Specialist Health Services.

## **Recommendations:**

Cabinet is recommended to:

- agree the actions for Adult Social Services in the Learning Disability Plan 2023-28
- agree the actions for Adult Social Services in response to the joint review of Learning Disability and Autism
- agree to transfer the commissioning of Specialist Health Services to the ICB in line with the approach set out in Section 5

- delegate the authority for the financial arrangements relating to the transfer of Specialist Health Services to the ICB to the Interim Executive Director Adult Social Services.

## 1 Purpose and Background

- 1.1 This report focusses on two recent pieces of work carried out in relation to Learning Disabilities and Autism in 2023-24: the Learning Disability Plan 2023-28; and a joint review process between Norfolk and Waveney Integrated Care Board and Adult Social Services to strengthen commissioning and collaborative working for people with Learning Disability and Autism.

### 1.2 Population Data

- 1.2.1 The published figures for the number of people with Learning Disabilities accessing long term support from Adult Social Services at the end of the year 2022-23 were:

18-64	65+	Total
2,338	315	2,653

- 1.2.2 It is estimated that 1.1% of the Norfolk population are Autistic, which mirrors the UK average. This means that there are c10,000 people in Norfolk with autism, as stated in the Norfolk Autism Strategy. This figure is forecast to rise. By 2035 there is expected to be the following number of people autism, if it remains at 1.1% of the population:

0-19	19-64	65+	Total
2,900	5,200	2,800	10,900

Around 130 young people transfer to Adult Services each year. Of which 15 are autistic without a learning disability or mental health issue, 85 have a learning disability with around 50 young people also recorded as autistic. 20 people have mental health needs and 10 have physical disabilities.

- 1.2.3 The Market position statement for Norfolk October 2023 includes population predictions for people with Learning Disabilities for 2020-40. It is estimated, using Projecting Adult Needs and Service Information (PANSI) and Projecting Older people Population Information System (POPPI), that in 2020 there were 17,322 adults living in Norfolk who have a learning disability, which is around 2% of the Norfolk population.

The breakdown by age of the 17,322 people with a Learning Disability and the population prediction in 2040 is estimated as:

	<b>2020 %</b>	<b>2040 %</b>
Between 18 and 64 years of age	73	61
Aged 65 years and above	27	33
Aged 85 years and over	4	6

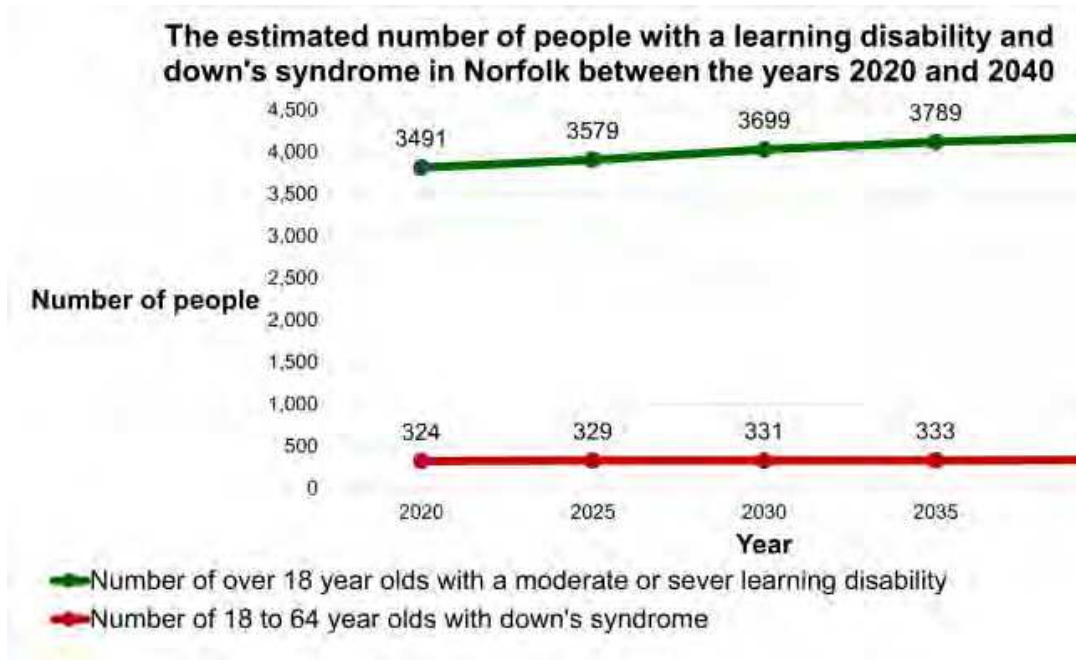
- 1.2.4 However not all people with a learning disability will be in receipt of services. People predicted to have a moderate or severe learning disability are more likely to be in receipt of services.

PANSI estimates that there are 3,491 adults with a moderate to severe learning disability in Norfolk in 2020:

	<b>2020 %</b>	<b>2040 %</b>
Aged 65 years and above	18	21
Aged 85 years and over	2	3

The above highlights that people with a learning disability are living longer.

- 1.2.5 PANSI estimates the number of people with learning disabilities (moderate or severe and Down syndrome) from 2020 to 2040 in Norfolk will be:



## 2 Learning Disability Plan 2023-28

- 2.1 A new Norfolk Adults Learning Disability (LD) Plan for 2023-28 has been developed by the Norfolk Adults Learning Disability Partnership, which



includes NCC, Norfolk and Waveney Integrated Care Board (ICB) and all those providers they work with. The document was formerly known as a 'Strategy' but was renamed by people with a Learning Disability to a Plan as this was a word they understood better. The previous strategy, "My Life, My Ambition, My Future", was for 2018-22.

The full plan and an easy read version is available [here](#).

- 2.2 The process of developing the plan included a range of engagement, consultation, co-production and co-design with people with a learning disability, their parents and carers and professionals and providers. Over seven months from May 2023 to November 2023 more than 361 people shared their ideas and these have been used to develop the new Learning Disability plan:
- 201 people with a LD = 56%
  - 63 unpaid carers = 17%
  - 97 professionals & providers = 27%
- 2.3 The feedback included information from older young people with a learning disability (aged from 14 – 25 years) who are part of the independent Disability Real Action Group of Norfolk (DRAGONS), as part of ensuring that the plan would be helpful for older young people with a learning disability who were approaching adulthood.
- 2.4 The Learning Disability Plan is due to be formally signed off in March 2024 at the ICP (Integrated Care Partnership) and the Health and Wellbeing Board. It has already been signed off by Norfolk and Waveney Integrated Care Board at its January 2024 meeting.
- 2.5 The plan sets out the details of the five priority areas identified through the engagement and co-production and the key actions that will be taken by the different partners working together to deliver this plan over the next five years. See Appendix A for the Easy Read Version of the Learning Disability Plan, including detail on the actions.
- 2.6 The priorities people identified were:

**1 Choices about where I live.**

"I want to be able to choose who I live with".

"I want help to stay living in my own home".

"I would like to be able to move to my own home so that I can cook my own meals instead of these being made for me".

"I want to move nearer the town so that I can be nearer my friend(s)".

"I want to move somewhere that will let me have a dog".

**2. Being healthy.**

"I want support with health and dentist appointments".

"I want support with my mental health".

"I want help in choosing a healthy diet".

"I want help to get exercise".  
 "I want help in losing weight".  
 "I want advice about sex and relationships".  
 "I would like to be sent a text to remind me about my health appointment".

### **3. Help to be an independent as possible.**

"I want help with getting a job".  
 "I would like to know about the different things there are for me to do in my neighbourhood".  
 "I would like help learning to cook".  
 "I would like to feel safe in my own home and when I am out and about".  
 "I would like to know about what is on in the evenings and weekends that I could join".  
 "I want help with managing my money and paying my bills on time".

### **4. Getting out and about.**

"I want there to be more public transport where I live".  
 "I would like more people to be able to use accessible toilets".  
 "I would like to feel safe when I am out and about".  
 "I would like there to be training for people who provide transport for people with a learning disability".  
 "I would like there to be a festival for adults with a learning disability".

### **5. Support for carers.**

"I want to know what help is out there to support me as a carer".  
 "I want to be able to contact someone when things are getting more difficult for me as a carer".  
 "It is not clear to me how I can get help for me as a carer".  
 "I want to know what will happen when I am too old to continue in my role".  
 "I need regular breaks to support me to keep on being a carer".  
 "I would like to be able to join a carers' support group".

- 2.7 Delivery of The Learning Disability Plan 2023 - 28 will be led by the Norfolk and Waveney Learning Disability and Autism Programme Board which includes people from Norfolk County Council, the Integrated Care Board and other health partners.
- 2.8 The Learning Disability Partnership Board will have a role to monitor what is, and what is not, being delivered from the Partnership's perspective and to feed this into the Programme Board.
- 2.9 The Learning Disability Partnership Board will support sharing information from the partners in relation to progress towards agreed actions to assist in improved communications and updates on 'You said, what we are doing / have done'.

## **3 ICB and NCC review of Joint Commissioning**

- 3.1 Alongside the Learning Disability Plan 2023-28 being developed, Norfolk County Council and Norfolk and Waveney Integrated Care Board collaborated on a review process exploring how the outcomes for people with Learning Disabilities and/or Autism (LD&A) in Norfolk, could be improved through the planning, commissioning and provision of LD&A services. This was supported by a specialist external consultancy Tricordant.
- 3.2 In summary the review told us
- The Norfolk 'LD&A System' has strategies, which need to drive all actions.
  - There needs to be more joined-up working.
  - There is no overall funding agreement and no overall shared view of performance and financial information.
  - NHS senior commissioning capacity needs increasing.
    - National good practice is clear.
    - The commissioning of specialist healthcare providers is fragmented.
    - The system spends significant resources on a small number of people.
    - Outcomes for people could be improved, based on the resources invested.
    - A systemic strategic reset in governance and commissioning is needed to further drive system improvement.
- 3.3 In response to this, NCC and the ICB have agreed to act on these following recommendations:
- Declare the improvement of LD&A services a priority in the next Joint Forward Plan (JFP)
  - Establish an LD&A Executive Board to oversee LD&A across NCC and the ICB to provide senior strategic leadership
  - Ensure there is a senior accountable ICB officer for commissioning of specialist LD&A healthcare in the ICB post restructure.
  - Agree revised and improved commissioning structures for LD&A in both NCC and ICB guided by the Commissioning Development Plan.
  - ICB to take back accountability for commissioning Specialist Healthcare Services (SHS) and lead a collaborative service redesign guided by Building the Right Support National Service Model
  - Ensure the transfer of specialist health services to ICB is revenue neutral for both organisations
  - Develop and implement funding agreement policies and procedures for agreeing joint service and individual care package costs including new approaches such as 'small supports scheme'

- Implement a programme of business process improvement including the creation of shared strategic reports underpinned by robust dataflows and processes.
- Design and implement a joint upstream LD&A quality response for oversight and improvement across health and care.
- Establish a Strategic Workforce Planning and Delivery Steering Group, with cross-system membership.

## **4 How Adult Social Services is taking this forward**

- 4.1 The Learning Disability Plan provides a strong direction of travel and a framework for improvement for all those involved in services which support people with learning disabilities to live good lives.

The vision and expectations in the Plan are in line with Adults overall Promoting Independence strategy and build on the department's approach to date for improving services for people with learning disabilities.

Together with the specific actions relating to commissioning from the joint review with the ICB, there is now a clear agenda for improvement and change. Below we set out a summary of the steps Adult Social Services will take under the following headings:

- Accommodation and Choice
- Help to be as independent as possible
- Feeling Safe
- Getting out and about
- Support for carers
- Quality Improvement
- Governance
- Commissioning Objectives

The full, detailed actions that Adult Social Services will take in response to the Learning Disability Plan are at Appendix A.

### **4.2 Accommodation and Choice**

We will:

- support people to think about where they would like to live, who they would like to live with and what help they might need to stay living at home.
- develop promotional / educational materials, including more easy read information, to help provide better information about the different types of housing being developed and how to help people find a place to live.

- work with providers and individuals to identify established friendship groups who require accommodation to help them in choosing who they want to live with.
- make sure that people have the right equipment and technology to feel safe and happy in their home.
- invest in building more types of housing to support people with a learning disability to live as independently as possible, which can include having access to a kitchen.
- support people to develop the skills they need to move into their own home.
- develop housing solutions in market towns so that people are close to local facilities.
- develop a range of housing solutions across Norfolk, including working with landlords to encourage pets to be permitted in housing.

#### **4.3 Help to be as independent as possible**

We will:

- support people with who are currently being supported by Adult Social Services, into paid employment.
- help people to find out about the different activities they can do.
- As part of a person's Care Act assessment or Review, and plan of support discuss how to help a person develop their independence skills and support for a person to develop the money management skills and possible support from the Money Support Service.

#### **4.4 Feeling Safe**

We will take any safeguarding concerns seriously and will encourage an individual to talk to someone they trust and ask for their help to report this.

#### **4.5 Getting out and about**

We will support people to feel confident in travelling independently using travel training such as Titan for Adults or other travel training.

#### **4.6 Support for carers**

Adult Social Services and Carers Matter Norfolk will clarify what support carers can access using the Norfolk County Council website and the types of support available from Carers Matter Norfolk.



Adult Social Services will provide contact information for carers for when things are changing or getting more challenging.

As part of our Care Act assessment or review of the person cared for, we will:

- also discuss possible support for the carer.
- discuss planning for the future care of the person with a LD, such as helping the person develop their independence skills or planning for alternative care or move into own housing.
- look at providing replacement care for the person cared for, to allow the unpaid carer to have a break.

We will provide information about help for carers through an online form or by completing an online request.

We will work together with health and care providers in providing carer break or respite.

#### **4.7 Quality Improvement**

We will help to design and implement a joint upstream LD&A quality response for oversight and improvement across health and care and will align and combine similar quality review processes.

#### **4.8 Commissioning Objectives**

We will:

- Agree revised and improved commissioning structures for Learning Disability and Autism in both NCC and the ICB guided by Commissioning Development Plan.
- Work with the ICB on the recommissioning of Specialist Health Care services by them in line with Health regulations, reporting to the Learning Disabilities and Autism Executive Board.
- LD Commissioning of Day Services will help people to develop life skills, including around handling money and supporting people with complex needs to keep themselves safe.
- The Adult Services Employment Team (Skills & Employment Team) will work with employers to become 'Disability Confident' and more able to support someone with a LD at work.
- LD Commissioners and the Specialist Housing Team will consider the availability of good transport links when developing new housing provisions.

#### **4.9 Governance**

Establish a Learning Disabilities and Autism (LD&A) Executive Board to oversee LD&A across NCC and the ICB. This Board will drive and oversee the implementation of recommendations from the joint review and provide a senior forum where challenges, barriers and opportunities can be explored.

Ensure the transfer of Specialist Health Services to the ICB is revenue neutral for both organisations.

Develop and implement funding agreement policies and procedures for agreeing joint service and individual care package costs including new approaches such as 'small supports scheme'.

Establish a Strategic Workforce Planning and Delivery Steering Group, with cross-system membership.

## **5. Specialist Healthcare Services (SHS)**

- 5.1 Specialist health services include Assessment and Treatment beds, Intensive Support, the Learning Disabilities Psychiatrist service, Inpatient and community forensic services. The NCC costs in relation to the contracts are currently £6.629m a year.

Current arrangements see both the ICB and Adult Social Services commissioning separate aspects of specialist healthcare services – but often from the same providers. Bringing them under a single commissioner, will strengthen the arrangements, avoid fragmentation and improve outcomes for people.

The recommendation was for the ICB (Integrated Care Board) to take back accountability for commissioning Specialist Healthcare Services and lead a collaborative service redesign guided by Building the Right Support National Service Model.

- 5.2 The changes to commissioning of Specialist Healthcare Services are part of the scope of the new Learning Disabilities and Autism Executive Group, which first met in February 2024.

The current contracts for these services end in March 2025, and Adult Social Services has signalled that it will not continue to commission the services after that. Therefore this is an opportunity for the ICB and NCC to jointly lead the development of a new offer that will provide the basis for a strong offer for people in Norfolk and a renewed focus in working together.

A working group will lead the recommissioning reporting to the Learning Disabilities and Autism Executive Group.

Commissioners from Adult Social Care and the Integrated Care Board will work with social care practitioners, clinical experts and the ICB procurement team as part of this working group, to deliver the purchasing on NHS regulations, in line with the review recommendations.

## **6 Evidence and Reasons for Decision**

- 6.1 People with Learning Disabilities and Autism are a relatively small but vulnerable cohort of people with lifelong challenges who can, and deserve to, lead wonderful, ordinary lives with social care and health supporting them where needed. Delivering against the priorities in the Learning Disability Plan 2023-28 and the recommendations from the Review will help to continue the improvement in the provision of services and outcomes for people with Learning Disabilities and Autism.

## **7 Alternative Options**

- 7.1 Without carrying out the actions in the Learning Disability Plan and in response to the Tricordant review of commissioning for Learning Disability and Autism the required improvements to the commissioning of services and the provision of support to people will not be delivered.

## **8 Financial Considerations**

- 8.1 Health and Social Care each year make significant investments into supporting people locally who have a Learning Disability and/or Autism. The Council alone spends in excess of £120m each year. The Norfolk and Waveney ICB also spend significant sums through their Continuing Health Care budgets.

In any one year, the NHS transfers around £60-90m of funds to NCC, which is used to pay for care for people who need it and run services which support the health and social care system, including for shared care, the Better Care Pooled Fund, continuing care and free nursing care.

- 8.2 In September 2023, Cabinet agreed to some specific actions around the funding that flows between Health and Social care. This included debt resolution, new governance and work towards some robust financial arrangements.

The September decisions of cabinet are applicable to this paper as the funding flow relating to services for people with Learning Disabilities and/or Autism are material in nature. Given the type of need and support being provided, there is a number of integrated arrangements and dependencies between Health and Social Care.

- 8.3 Since the report to Cabinet in September 2023:

- The Council has received the ICB net payment agreed and the Council has undertaken the appropriate accounting adjustments required as a result
- The end to end process review of both parties collective payments processes is ongoing. Multiple workshops to map the “as is” process between NCC/ICB have taken place. These are now being drawn up to evolve into robust future proof processes.
- There is a focus on recovery of the newer debt with a positive impact being made.
- There have been initial discussions between NCC and ICB with joint agreement on the need for formal written agreements for some key areas of transactions. Internal NCC governance has been set up. A joint project timescale needs agreeing, and then active development of agreements can commence.

8.4 The Specialist Health Services (SHS) described in this paper are a material budget line for the Council (in excess of the £1.25m key decision threshold). As described in section 4 of this report, the Council currently holds the funding for these services. In agreeing to the recommendations in this report, the Council would seek to make available this current level of funding to transfer the commissioning of these services to the ICB. A formal, legal mechanism for this transfer would be signed by both parties.

## 9 Resource Implications

9.1 **Staff:** Staffing to support the commissioning or delivery will be funded from within existing budgets.

9.2 **Property:** None apply.

9.3 **IT:** None apply.

## 10 Other Implications

10.1 **Legal Implications:** NCC needs to ensure that the new contracts for Specialist Health Services sit with the ICB.

10.2 **Human Rights Implications:** None apply.

10.3 **Equality Impact Assessment (EqIA) (this must be included):** See Appendix B.

10.4 **Data Protection Impact Assessments (DPIA):** None apply.

10.5 **Health and Safety implications (where appropriate):** None apply.

10.6 **Sustainability implications (where appropriate):** None apply.

**10.7 Any Other Implications:** None apply.

## **11 Risk Implications / Assessment**

## **12 Select Committee Comments**

Not Applicable. This report has not been to a Select Committee.

## **13 Recommendations**

Cabinet is recommended to:

- agree the actions for Adult Social Services in the Learning Disability Plan 2023-28
- agree the actions for Adult Social Services in response to the joint review of Learning Disability and Autism
- agree to transfer the commissioning of Specialist Health Services to the ICB in line with the approach set out in Section 5
- delegate the authority for the financial arrangements relating to the transfer of Specialist Health Services to the ICB to the Interim Executive Director Adult Social Services.

## **14 Background Papers and Sources of Information**

Market position statement for Norfolk October 2023 and is available at: [norfolk.gov.uk/business/supplying-norfolk-county-council/norfolk-care-market/market-position-statement-for-norfolk/norfolk-picture/norfolk-population/learning-disability-and-or-autism](https://norfolk.gov.uk/business/supplying-norfolk-county-council/norfolk-care-market/market-position-statement-for-norfolk/norfolk-picture/norfolk-population/learning-disability-and-or-autism)

[projecting adult needs and service information \(PANSI\) and](#) Projecting Older people Population Information System (POPPI)

### **Officer Contact**

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

**Officer name:** Janice Dane, Operational Director for NorseCare Transformation

**Telephone no.:** 01603 223438

**Email:** [janice.dane@norfolk.gov.uk](mailto:janice.dane@norfolk.gov.uk)





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

## Appendix A: Easy Read Learning Disability Plan - The agreed priorities for people with a learning disability and their carers



### Our plan about making life better for people with a learning disability and their carers in Norfolk



this plan is about our work from 2023 to 2028

Norfolk **Adults** Learning Disability Plan 2023 – 2028

### About this Plan (1)



We are the Norfolk Adults Learning Disability Partnership, and this includes Norfolk County Council and the NHS Norfolk and Waveney Integrated Care Board and all those providers who we work with.



This plan is about how we will work together to make life better for adults with a learning disability, and their carers, in Norfolk.



All people with a learning disability should have a good, safe and healthy life.

## About this Plan (2)



From May 2023 to November 2023, people living in Norfolk with a learning disability and their carers helped make this plan.



More than 201 people across Norfolk with a learning disability and 63 unpaid carers shared their ideas for the new plan.

## About this Plan (3)



97 professionals and people from the voluntary sector also shared their ideas for the new plan.



There were other people with a learning disability who shared their ideas with someone who supports them. These ideas were then shared for the plan, but we do not know how many people did this.

## About this Plan (4)



People shared their ideas in face to face meetings across Norfolk or through the easy read and online survey.



This was shared through social media and the Learning Disability Partnership website.

## About this Plan (5)



People also sent their easy read questionnaires to us by post and other people sent us their ideas by email.



All the ideas and things people had said or written were put together into a first version of the new Learning Disability Plan.

## About this Plan (6)



This draft plan was then shared with people to check that it included what people had said and that it made sense.



There were 5 main things people told us were important to support people with a learning disability living in Norfolk.



We have used the words of people with a learning disability and their carers to describe what is important to them in each section.

## About this Plan (7)



There are different organisations and charities who support people with a learning disability and their carers.



This easy read plan will describe the main things that the different organisations will do to help.



## 1. Choices about where I live



I want to move somewhere that will let me have a dog

I want to move nearer the town so that I can be near my friends



I would like to be able to move somewhere that I can cook my own meals instead of these being made for me



I want help to stay living in my own home



I want to be able to choose who I live with



## 1. The main things we will do



Adult Services and Norfolk County Council Housing Services will share information about the different types of housing for people with a learning disability and what new supported housing is being built.



Members of the Learning Disability Partnership and other providers will share information about the housing support they help people with.

## 1. The main things we will do



Adult Services and other providers will support people with a learning disability to live independently.



Adult Services will provide equipment or other changes to support a person in the home and to help keep them safe.

## 2. Being healthy

I want support with my mental health



I want help to get to exercise



I would like to be sent a text to remind me about my health appointment



I want advice about sex and relationships



I want support with health and dentist appointments



I would like help with losing weight



I want help in choosing a healthy diet



## 2. The main things we will do



Primary Health teams will help people to register with a local doctor and to have an annual health check and health action plan.



Health and learning disability providers will help people register with a local dentist.



Health staff will provide extra support to people with learning disabilities to help them be able to attend hospital and other medical appointments.

## 2. The main things we will do



Health will provide information about the named learning disability nurse at hospital and how to get help from them.



Specialist learning disability nurses and care providers will support people with information and training about sex and relationships.



Members of the Learning Disability Partnership will share information about the different groups and activities going on in the local area to support better health.

### 3. Help to be as independent as possible



### 3. The main things we will do



Members of the Learning Disability Partnership, other providers and professionals will work together to find out about the different activities in each area and agree the best way to tell people about these.



Adult Services and learning disability providers will help people with a learning disability into a paid job or other work experience and volunteering opportunities .

### 3. The main things we will do



Norfolk County Council and learning disability providers to tell people about the help for people to manage their money.



Members of the Learning Disability Partnership will tell people about the different groups and activities going on in the local area to help a person feel more independent.



Learning Disability Partnership to develop a wider network of members to develop support available across Norfolk.

### 4. Getting out and about



I want there to be more public transport where I live

I would like more people to be able to use accessible toilets



I would like there to be training for people who provide transport for people with a learning disability



I would like there to be a festival for adults with a learning disability

I would like to feel safe when I am out and about





#### 4. The main things we will do



Adult Services and learning disability providers to help people with travel training.



Learning Disability Partnership members to look at ways to help people to use their bus pass to travel to work before 09:30.

#### 4. The main things we will do

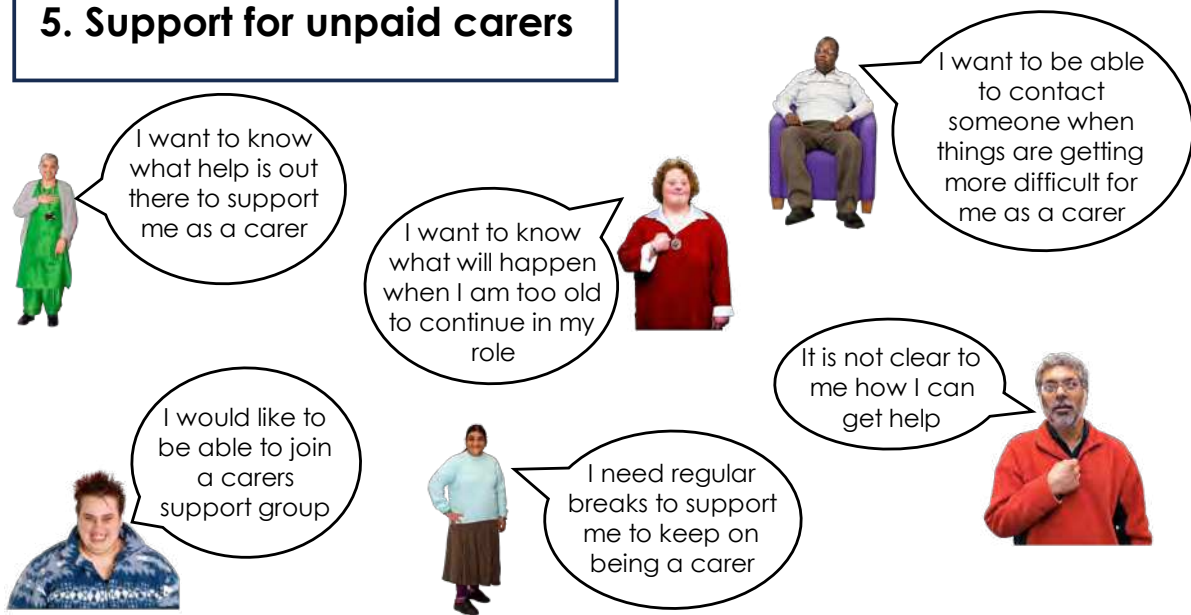


Members of the Learning Disability Partnership will work together to find out how 'Safe places' can be re-started to help people feel safe when they are out and about.



Adult Services, Health partners and other Learning Disability Partnership members to link with About with Friends to see what training is available for taxi drivers to support people with learning disabilities.

## 5. Support for unpaid carers



## 5. The main things we will do



Adult Services, including Business Lead for Carers and Norfolk Carers Matter will make it clearer what support carers can get and how they can get this.



Adult Services and Norfolk Carers Matter will provide contact information for carers to use for when things are changing or getting harder for them.



Members of the Learning Disability Partnership will collect and share information about what support is available nearby for carers, such as carer support groups.

## How we will check whether the plan is working or not (1)



As part of putting this plan together, people with learning disabilities, carers and other professionals and providers shared their ideas for how they can provide feedback on whether the new plan is working or not.



It was agreed that people will be helped to share their ideas in different ways, and to make sure their ideas are at the centre.

## How we will collect feedback (1):



Face to face meetings



Zoom meetings



Using email and / or an online survey

## How we will collect feedback (2):



Using games or tools that help people who do not want to speak, to share their ideas



Having audio or video recordings of the Plan available



Sharing your ideas with someone else who can speak for you

## How we will collect feedback (3):



Social media



Sending a postcard

## How we will check whether the plan is working or not (2)



Every 6 months, members of the Learning Disability Partnership Board will gather together all the feedback from as many people as possible and put this into a report.



The Learning Disability Partnership Board will share this report with the Norfolk and Waveney Learning Disability and Autism Programme Board every 6 months.



This Programme Board includes people from the NHS, Norfolk County Council and organisations they work with.

## How we will check whether the plan is working or not (3)



The Programme Board are responsible for checking whether the Learning Disability Plan is working or not and looking at what changes are needed to make it better.



Members of the Learning Disability Partnership will share information to let people know how the plan is working.



This information will be shared in different ways so that as many people as possible can hear how the Learning Disability Plan is working, or what changes are being made.



## **Appendix B: Equality Impact Assessment (EiQA)**

### **Equality impact assessment (EqIA)**

**Learning Disabilities and Autism Cabinet report for 8 April 2024, incorporating the EqIA for Working in partnership with people to develop a new Norfolk Adults Learning Disability Plan 2023-2028.**

#### **What is the aim of the proposal?**

In developing a new Norfolk Adults Learning Disability Plan (formerly known as 'Strategy') there was the commitment to ensuring that people with a learning disability and their parent or carer in Norfolk were involved from the start, and had an ongoing role in how the plan is co-designed, including how they would be involved in the ongoing evaluation and monitoring of the finished plan, as part of regular reviews of the plan over the next five years.

In carrying out the recommendations for Adult Social Services in response to the Tricordant review of Learning Disability and Autism (LD&A), including working with the Integrated Care Board (ICB) on the commissioning of Specialist Health Services, the aim is to improve the planning, commissioning and governance of services and the outcomes for those adults (people aged 18 and over) who have complex needs arising from LD&A.

#### **Context to the proposal**

A new Norfolk Adults Learning Disability Plan (formerly known as 'Strategy') needed to be developed as the previous LD Strategy was for 2018-2022. This new LD Plan was developed in partnership with members of Norfolk Adults LD Partnership which includes Norfolk County Council, Norfolk & Waveney Integrated Care Board and the various organizations who work with NCC and the ICB. The LD Partnership also includes people with a learning disability and carers, as well as professionals and providers.

In responding to feedback from people about the previous 2018-2022 LD Strategy, it was identified that people did not know what had been achieved, and what still needed doing. As a result, an easy read and non-easy read 'Looking Back on the LD Strategy 2018-2022 – You said, we did' was shared with people as part of starting the process to gather people's ideas about what needed to be in the new LD Plan 2023 – 2028.

It was acknowledged that as many people as possible would be helped to share their views and ideas to be included as part of developing a new LD Plan, and so people were enabled to share their ideas in a range of ways including face-to-face meetings across Norfolk from June through to November 2023 and through

feedback received by email, by post or through an online and easy read survey. Providers working with people with a LD were also asked to help in consulting with people with a LD as part of gathering their views and ideas to develop the agreed LD Plan.

The Norfolk Adults LD Partnership Board will be responsible for gaining agreement from Board members for the suggested easy read LD Plan.

Key considerations for the Review carried out by Tricordant included:

- National policy and guidance for both services for people with Learning Disability and Autistic people
- Norfolk Adult Safeguarding Review around Cawston Park (2021).
- Norfolk Building the Right Support (BtRS) Peer Review (2022).
- Fragile and generally poor-quality care market around LD&A.
- Major workforce challenges.
- Severe operational and financial pressures on health and social care in Norfolk
- Continued overall high levels of health inequity with people with LD&A experiencing significantly worse outcomes.
- An historic debt issue between NCC and ICB.

## **Who will the proposal impact on?**

☐ Everyone in Norfolk

☒ A particular group or cohort of people - please state who they are:

Adults with a learning disability living in Norfolk and their unpaid carer, as well as professionals working with these people as part of providing support for people with a learning disability and their carer to live a good life in Norfolk.

☐ Employees

☒ External organisations

☐ Other - Please state if anyone else will be affected:

[Click or tap here to enter text.](#)

## **The numbers of people affected**

It is estimated that there were 3,541 people with a primary support reason of 'Learning Disability Support' being supported by Adult Social Services in 2023.

From Health records, it is reported that in April 2023, there were 6,683 adults in Norfolk registered as having a learning disability.

Unpaid carers of people with a LD are also to be supported but there are no specific figures at this time.

There is no specific data about number of people across Norfolk working to support people with a LD but we tried to involve everyone supporting a person with a LD and their carer to have the opportunity to contribute their ideas in the development of the new LD Plan.

## The demographic profile of the people affected

The majority of service users will be adults (aged 18 or over) with a moderate to severe learning disability.

Figures indicate that 42% of LD service users are female and 58% male.

96% of service user with a LD report that they are white. Figures for other ethnic groupings can only be recorded as they are less than 5%.

There is insufficient data to report on reported sexuality, religious belief or gender reassignment for people with a LD.

There is no specific data about members of the armed forces who may have an adult child or carer with a LD.

## Evidence gathering

**Please tick all the statements that apply.**

**If the proposal goes ahead:**

☒ It will help to deliver our [Council vision and strategy](#).

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

☒ Service users will not experience any reductions in the quality, standards, or level of services or benefits they **currently** receive.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

☒ Service users who currently receive a service or benefit will continue to do so. Something will not be taken away from them which they have previously had access to.

**If you cannot tick this**, please explain why: [Click or tap here to enter text](#).

- ☒ No changes are proposed to eligibility criteria for services or benefits.

**If you cannot tick this**, please explain why: [Click or tap here to enter text.](#)

- ☒ The proposal will not change how service users experience existing services or benefits – e.g., opening hours or travel arrangements.

**If you cannot tick this**, please explain why: [Click or tap here to enter text.](#)

- ☒ The proposal will not lead to new or increased costs for service users or employees.

**If you cannot tick this**, please explain why:

- ☒ There will be no changes to staffing structures or staff terms or conditions.

**If you cannot tick this**, please explain why: [Click or tap here to enter text.](#)

- ☒ If we consult on the proposal, this will be accessible for disabled people. We will include people with different protected characteristics.

**If you cannot tick this**, please explain why: [Click or tap here to enter text.](#)

## Potential impact for each protected characteristic

### ▪ People of different ages

- Will the proposal unintentionally disadvantage people of different ages – or will it promote equality and ease of access?

The [new](#) LD [plan](#) and the implementation of the recommendations [from](#) the Tricordant review are not designed [to and should not](#) disadvantage anyone based on age and [will](#) promote equal access to all services.

### ▪ Disabled people

- Will the proposal unintentionally disadvantage disabled people – or will it promote equality and ease of access?

The new LD Plan and the implementation of the recommendations from the Tricordant review are not designed to and should not disadvantage anyone based on disability and will promote equal access to all services.

▪ **People from different ethnic groups**

- Will the proposal unintentionally disadvantage people from different ethnic groups – or will it promote equality and ease of access?

The new LD Plan and the implementation of the recommendations from the Tricordant review are not designed to and should not disadvantage people from different ethnic groups and will promote equal access to all services.

▪ **People with different sexual orientations**

- Will the proposal unintentionally disadvantage people with different sexual orientations – or will it promote equality and ease of access?

The new LD Plan and the implementation of the recommendations from the Tricordant review are not designed to and should not disadvantage people with different sexual orientations and will promote equal access to all services.

▪ **Women and men**

- Will the proposal unintentionally disadvantage women or men – or will it promote equality and ease of access?

[Click or tap here to enter text or mark as 'not applicable'](#) The new LD Plan and the implementation of the recommendations from the Tricordant review are not designed to and should not disadvantage women nor men and will promote equal access to all services.

▪ **Non-binary, gender-fluid and transgender people**

- Will the proposal unintentionally disadvantage non-binary, gender fluid or transgender people – or will it promote equality and ease of access?

The new LD Plan and the implementation of the recommendations from the Tricordant Review are not designed to and should not disadvantage non-binary, gender fluid nor transgender people and will promote equal access to all services.

[Click or tap here to enter text or mark as 'not applicable'](#)

▪ **People with different religions and beliefs**

- Will the proposal unintentionally disadvantage people with different religions and beliefs – or will it promote equality and ease of access?

The new LD Plan and the implementation of the recommendations from the Tricordant Review are not designed to and should not disadvantage people



with different religions and beliefs and will promote equal access to all services.

▪ **People from the armed forces, their families, and veterans**

- Will the proposal unintentionally disadvantage people from the armed forces, their families, and veterans, or will it promote equality and ease of access?

The new LD Plan and the implementation of the recommendations from the Tricordant Review are not designed to and should not disadvantage people from the armed forces, their families and veterans and will promote equal access to all services. [Click or tap here to enter text or mark as 'not applicable'](#)

## Additional information

None.

## Mitigating actions / reasonable adjustments

No.	Action	Lead	Date (dd/mm/yy)
1.	If, during implementation of this proposal, a detrimental impact emerges that it was not possible to predict at the time of conducting this assessment, this to be reported to the decision maker, to enable the decision maker to give due regard to equality before proceeding further.	Senior manager with overall responsibility for the implementation	

## Conclusion

**This proposal is assessed to have the following impact:**

- ☒ **Positive** impact on people with protected characteristics.
- ☐ **Detrimental** impact on people with protected characteristics that can be mitigated.
- ☐ **Detrimental** impact on people with protected characteristics that cannot be fully mitigated.
- ☐ **Positive and detrimental** impacts on people with protected characteristics.

☐ **No impacts** on people with protected characteristics.

## Advice for the decision-maker responsible for this proposal

- **Please explain here** (if applicable) why it may be necessary to go ahead with the proposal, even if it could have a detrimental impact on some people:

Not Applicable.

## Evidence used to inform this assessment

Select all that apply:

- ☒ [Norfolk population data](#) (provide links to any population data you draw upon, e.g. [Norfolk's Story](#)):

Information has been gathered from POPPI, PANSI and from the Market position statement for Norfolk Care.

- ☒ Data about existing or future service users - please state:

Predictions are taken from the Market position statement for Norfolk Care

- ☐ Data about the workforce - please state:

[Click or tap here to enter text.](#)

- ☒ Legislation - please state:

Care Act 2014

National Disability Strategy 2021

Building the Right Support updated August 2022

Transitional Integrated Care Strategy and Joint health and Wellbeing strategy

NHS Long Term Plan – Learning Disability & Autism 2019

- ☒ National/local research - please state:

Norfolk and Waveney Integrated Care strategy

<https://www.scie.org.uk/dementia/living-with-dementia/learning-disabilities/>

- ☒ Consultation (Tip: Please provide details of any consultation)

Remember - if a proposal constitutes a change to an existing service or benefit or a removal of an existing service or benefit those affected may have a 'legitimate expectation' to be consulted.

Information from Ethical Framework consultation led by Curators of Change was used to inform the LD Plan. Information from the consultation 'Conversations Matter' to ask people what Adult Social care means to them was used to inform what is written into the new LD Plan.

☐ Consultancy - please state:

☒ Advice from in-house/external experts - please state:

As part of developing the new LD Plan, providers supporting people with a learning disability were involved as part of drawing on their expert support in helping to consult with people with a LD for their views. This included consulting with the older young people's forum (aged 14 – 25 years with a LD) Disability Real Action Group of Norfolk, Opening Doors and the Making it Real Board throughout the process.

☐ Other - please state:

## Administrative information

**Author:** Janice Dane, Operational Director for Norse Care Transformation, and Amanda Johnson, Business Lead – Working Age Adults

**Decision-maker:** Full Council

**EqlA start date:** 28/02/2024

**Contact further information:** janice.dane@norfolk.gov.uk



If you need this document in large print, audio, Braille, alternative format or in a different language please contact [Click or tap here to enter text.](#)on [Click or tap here to enter text.](#)or [Click or tap here to enter text.](#) (Text relay)

# Cabinet

Item No: 12

**Report Title: Trading Standards Service Plan 2024/25**

**Date of Meeting: 08 April 2024**

**Responsible Cabinet Member: Cllr Margaret Dewsbury** (Cabinet Member for Communities & Partnerships)

**Responsible Director: Ceri Sumner** (Chief Fire Officer)

**Is this a Key Decision? No**

## **Introduction from Cabinet Member**

The strengthening of our Trading Standards team with additional resources and capacity to help keep us safe, continues at pace with the cohort of ten trainees appointed in 2022 attaining their Trading Standards Practitioner Certificate (TSPC) in May 2023, enabling them to operate as warranted fair trading officers and their CTSI Animal Health and Welfare Professional Qualification in December 2023. They are currently undertaking further specialist training, the two-year Level 6 Trading Standards Professional apprenticeship. In April they will be joined by a further eight trainees who will embark on their three-year Level 6 apprenticeship.

This investment will enable Trading Standards to continue to fulfil our statutory duties and address the county council's priorities:

- tackling the sale of vapes and tobacco to children and young people
- tackling the sale of illegal and unsafe vapes and tobacco
- responding to animal disease outbreaks such as bluetongue
- removing unsafe products such as flammable children's toys and dangerous electric chargers from the marketplace, and
- ensuring food is safe and as described in line with the Food Standards Agency's new Food Standards Delivery Model (to be implemented by 31 March 2025).

Since Trading Standards joined with Norfolk Fire and Rescue in 2023, we have seen increased collaboration and efficacy in addressing issues with faulty products, such as eScooter chargers, which can have life threatening consequences. We have also seen our teams working well together to support business and our communities.

## Executive Summary

This report describes the Trading Standards Service Plan and associated sub-plans (as annexed to the main plan) that set out the service priorities for 2024/25, taking account of the service budget set in February 2024, and focusing on:

- Responding to business and consumer vulnerabilities
- Environmental protection, ensuring:
  - businesses are supported to comply with new green legislative requirements, and
  - the service operates in a manner to support the council's net-zero ambitions.
- Investment in our workforce to develop a resilient service: recruitment and development of Trading Standards Officers and trainee Trading Standards Officers to ensure we have the staffing resources necessary now and in the future to fulfil our statutory duties and address the county council's priorities.
- Development of our service in response to the Food Standards Agency's new Food Standards Delivery Model.
- Continued integration with the Norfolk Fire and Rescue Service to realise improved services for businesses and communities and inhouse efficiencies resulting in a £25K saving.
- Development of our commercial services: increasing our income, primarily through our calibration and chargeable business advice functions to reduce our reliance on grant funding. This will include relocation of our Calibration Centre and the implementation of a webshop to increase calibration business and efficiency.

## Recommendation:

**To agree and adopt the Trading Standards Service Plan 2024/25 and associated Annexes set out in Appendices 1 to 4**

### 1. Background and Purpose

- 1.1 The Trading Standards service's ambition is for a safe, fair, and legal marketplace for Norfolk, that supports and benefits local businesses and communities. In alignment with Better Together, For Norfolk - Norfolk County Council's strategy for 2021-2025, our five priorities are:
- A vibrant and sustainable economy
  - Better opportunities for children and young people
  - Healthy, fulfilling, and independent lives
  - Strong, engaged, and inclusive communities
  - A greener, more resilient future



## 1.2 Trading Standards has a very broad remit:

- Protecting the integrity of the food chain, from farmed animal welfare and disease control (such as in response to bluetongue), and animal feed hygiene and standards to food safety and standards
- Ensuring goods are safe and trading is fair
- Tackling underage and illegal sales of tobacco and nicotine inhalation products and vapes, cosmetic treatments, alcohol, knives, and corrosive substances
- Environmental protection, ensuring businesses are supported to comply with new green legislative requirements, and
- Ensuring the safety of a number of sports grounds in the county.

## 1.3 The service supports businesses through the provision of:

- information and advice to ensure compliance with trading standards
- calibration, verification, testing and hire of weighing and measuring equipment
- a level playing field by ensuring fraudulent and unfair practices are not allowed to prosper.

The service investigates criminal offences and civil breaches and takes legal action where necessary to protect individuals, in particular the vulnerable, as well as wider legitimate public and economic interests. The service also seeks to protect Norfolk people from fraud, scams and rogue traders through awareness raising and our No Cold Calling Zones and Trusted Trader scheme.

Trading Standards therefore has an important social and economic role in the county, helping communities to strengthen, people and the environment to thrive, and the economy of Norfolk to grow.

## 1.4 During the 2023/24 service year, the Trading Standards Service:

- Calibrated circa 22,000 items of equipment, supplied weights and other weighing equipment, provided hire weights, and verified weighing and measuring instruments for local, national, and international businesses and public organisations, generating an income to support the overall costs of Trading Standards.
- Conducted inspections at second-hand car traders accompanied by a vehicle examiner. Twelve vehicles in total were inspected by the examiner with 9 being found faulty in some way. Of those, 9 faulty vehicles three (25% of the total inspected) were deemed to be unsafe and unroadworthy. The businesses who offered the unroadworthy vehicles are currently under formal investigation or have been cautioned.

- Continued to work with operational partners to tackle the problem of illegal tobacco and vapes in Norfolk, seizing 44,360 illegal cigarettes, 15.15kg of illegal hand rolling tobacco and over 14,961 illegal vapes during the first three quarters of the 2023/24 service year. Following multiple seizures of illegal vapes and complaints of underage sales of disposable vapes at two businesses in Norfolk, we worked with enforcement partners (Norfolk Police and Kings Lynn and West Norfolk District Council) to assist them in successfully obtaining closure orders from the Courts under the Anti-social Behaviour, Crime and Policing Act 2014. Under the 2014 Act such orders can mandate the closure of premises for up to 3 months.
- Undertook proactive market surveillance for product safety compliance (including sampling surveys into Halloween products and cheap heating products). During the first three quarters of 2023/24 we ensured over 57,500 items were removed from the marketplace or recalled. Non compliances found include children's Halloween masks that failed the flammability standard and plug adaptors (for people with poor hand strength and dexterity) which caused a hazard of electric shock, burns and fire.
- Engaged with over 60 businesses, providing them with advice on the Botulinum Toxin and Cosmetic Fillers (Children) Act 2021, which prohibits specific cosmetic treatments on children and the offer of such treatments. Follow up inspections were completed to some of these businesses to ensure they have an age-verification system in place.
- Took 32 food samples for allergen analysis, of which, 10 (31.25%) were found to contain undeclared allergens, such as milk. In all cases follow up work was carried out to identify the source of the undeclared allergens and educate and advise businesses to prevent future non-compliances. In addition, we conducted a project testing for the presence of milk proteins in chocolate and ice cream labelled as 'vegan/dairy free', and for the presence of peanuts in ice cream labelled as 'peanut free'. Of the 11 samples taken, undeclared allergens were found in 5 foods (45.5% failure rate) with a further two samples failing due to incorrect labelling.
- Inspected 47 non-automatic weighing instruments (NAWIs) or 'weighing scales' in various retail outlets, including supermarkets. Three failed. One was disqualified from trade use, one resulted in the issuing of a notice and one was taken out of service as it was unsuitable to be used for trade.
- Completed seven formal investigations, relating to illegal tobacco and vapes, rogue builders/tradespeople, prohibited tenants fees and an unroadworthy vehicle. These resulted in prosecution, caution, penalty notices and formal warnings.

Full details of Trading Standards performance during 2023/24 is available on pages 3 to 9 of the Trading Standards Service Plan 2024/25 (Appendix 1 to this report)

- 1.5 The Trading Standards service takes an evidence-driven approach to strategic and tactical planning and decision making. The service plan has been developed using analysis of information (intelligence), such as consumer complaints recorded by the Citizens Advice Consumer Helpline (CACH), information about threats and rogue traders recorded on the Trading Standards' national intelligence database, and intelligence disseminated by enforcement partners such as the Food Standards Agency (FSA), the Department of the Environment, Food and Rural Affairs (Defra), the Office of Product Safety and Standards (OPSS) and the Home Office. This robust approach ensures that the service plan reflects the issues and problems Norfolk people and businesses face, ensuring our service is focused on the needs of the county. This includes providing part of the 'national shield'; collaborating with National Trading Standards (NTS) to address both national issues that affect Norfolk and the impact of local businesses nationally and globally.

The service plan (Appendix 1) includes our 'plan on a page' (accessible version) (pages 11 and 12) which summarises our strategic control strategy and focus on protecting the public and legitimate business.

- 1.6 There is a national shortage of qualified Trading Standards Officers and, as a consequence of being unable to fill a number of vacancies, the service recruited a cohort of 10 trainees in 2022. The cohort attained their Trading Standards Practitioner Certificate (TSPC) in May 2023, enabling them to operate as warranted fair trading officers and their CTSI Animal Health and Welfare Professional Qualification in December 2023. They are currently undertaking further specialist training, the two-year Level 6 Trading Standards Professional apprenticeship.

Unfortunately, due to the Service's aging demographic, we have continued to lose qualified Trading Standards Officers through retirement. Over the next three years, this trend is likely to continue, and we currently have a number of vacancies. As professional training takes three years, we have recruited a second cohort of trainees, who will join the service in April 2024, and commence their three-year Level 6 Trading Standards Professional apprenticeship. This will ensure we have the staffing resources necessary now and in the future to fulfil our statutory duties and address the county council's priorities.

All our trainees are ably supported by their line manager, Alan Ogg, who recently won the Apprentice Champion award at the NCC Apprenticeship Recognition Awards 2024. He was nominated by both the Trading Standards management team and our apprentices. At the award presentations, it was stated:

"As well as being a supportive and listening manager to the trainees Alan has also successfully engaged with the whole service to ensure that the

Apprentices are given the opportunities for experience and help, they require. Alan identifies the needs of the Apprentices and the Service and then garners the support of all. Alan is dedicated to ensuring the success of the trainees, not just to gain qualification, but to be confident and competent to deliver for the future of the service”.

## **2. Proposal**

- 2.1 The Trading Standards Service Plan 2024/25 (Appendix 1) includes, and attention is drawn to:
- Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco and Nicotine Inhalation Products Plan 2024/25 (Appendix 2 to this report)
  - Annex II: Food & Feed Law Enforcement Plan 2024/25 (Appendix 3 to this report), and
  - Annex III: Delivery of Animal Health & Welfare Framework 2024/25 (Appendix 4 to this report).
- 2.2 The Enforcement of Age Restricted Sales and Illegal Tobacco and Nicotine Inhalation Products Plan enables the County Council to discharge its statutory duty to annually consider and review its enforcement of the Children and Young Persons (Protection from Tobacco) Act 1991 and the Anti-Social Behaviour Act 2003.
- 2.3 The Food and Feed Law Enforcement Plan is a statutory plan required by the Food Standards Agency, which incorporates work that is intended to protect the food supply chain, covering both food production and control of animal feed used for animals intended for human consumption.

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

- 3.1 The Trading Standards service has a track-record of evidence-driven strategic and tactical planning and decision making. Our service plan ensures that we target our resources at those areas of trade that cause the most detriment to Norfolk consumers and businesses and anticipate emerging issues. It enables us to collaborate with partners to achieve complementary aims, such as our work with:
- Public Health, the police, district councils and His Majesty’s Revenue and Customs (HMRC) to tackle the supply of illegal tobacco and vapes, including sales to people under the age of 18, and
  - The Animal and Plant Health Agency (APHA) and the Norfolk Resilience Forum (NRF) to tackle animal disease outbreaks such as avian influenza and bluetongue.

It also enables us to empower communities to protect themselves from frauds and scams, such as through our work with the Norfolk Against Scams Partnership (NASP) and our No Cold Calling Zones. Our planned approach promotes an environment in which businesses and communities can thrive.

- 3.2 Our service plan and associated annexes will also enable us to:
- Engage with the Food Standards Agency (FSA) on the implementation of the new Food Standards Delivery Model by 31 March 2025, and
  - Response to newly proposed legislation to create a smokefree generation, ban single-use vapes and control the flavours, packaging and retail display of vapes and the Government's newly published Illicit Tobacco Strategy - [Stubbing out the problem: A new strategy to tackle illicit tobacco - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/stubbing-out-the-problem-a-new-strategy-to-tackle-illicit-tobacco),

## **4. Evidence and Reasons for Decision**

- 4.1 The Trading Standards Service Plan, inclusive of Annexes I, II and III (Appendices 1 to 4), is considered to be the most effective way to demonstrate how the service intends to fulfil its regulatory/statutory responsibilities, taking into account the available intelligence, resources and the Better Together, for Norfolk priorities we are seeking to support.

## **5. Alternative Options**

- 5.1 The proposed Plan and associated annexes have been prepared following staff engagement and are considered to set out the most effective approach and best fit with the strategic direction of government and Norfolk County Council. Alternative approaches could be taken, but these would require further work to develop, may be constrained by the need to ensure we have capacity to fulfil our statutory duties, and may result in a need to secure additional funding for delivery.

## **6. Financial Implications**

- 6.1 The activities within the proposed service plan and the recruitment detailed in section 7.1 below can be delivered within the agreed budget, using current reserves and utilising the apprenticeship levy to support our 18 trainees, ten of whom are progressing through their two-year Level 6 Trading Standards Professional apprenticeship and eight of whom will be embarking on their three-year Level 6 apprenticeship, as outlined at 1.6 above.
- 6.2 The service actively pursues grant funding from central government departments, directly or via National Trading Standards (NTS) and/or our regional East of England Trading Standards Association (EETSA). The service attracts annual funding for animal feed law enforcement and coordination on behalf of EETSA. We are anticipating new grant funding in 2024/25 from the Department of Health and Social Care (DHSC) to tackle the illegal sale of e-cigarettes (vapes) to children and young people.
- 6.3 As highlighted in the service plan itself, there is a risk that our calibration laboratory will fail to meet income targets due to constraints arising from inadequate facilities and/or technology, which could result in an inability to service the potential customer base leading to underfunding of the service.



## 7. Resource Implications

- 7.1 Staff:** There is a long-standing national shortage of qualified Trading Standards Officers (TSOs) and, consequently, in 2022/23 we took the decision to train our own Trading Standards Professional apprentices. We currently have three vacancies and trainees occupying 30% of the qualified officer positions within the service. Excluding our trainees, we have an aging demographic within the service and a conservative estimate is that a further 5 officers will retire within the next 3 years. As professional training takes three years, as highlighted in the service plan itself, the current age demography presents a significant risk to our ability to meet service demands. In addition, the potential failure to maintain a sufficiently large cohort of qualified staff would severely inhibit our ability to successfully recruit and retain trainees, who depend on the support of these staff to attain their professional qualification.

Investment in our workforce to develop a resilient service has been a priority in our service plan since 2020/21 but was delayed by our focus on our coronavirus pandemic response. We have recently recruited a further eight trainees to join our innovative graduate/job mover recruitment and training programme who have the capability to complete the on-the-job training and gain the experience necessary to attain their Level 6 Trading Standards Professional apprenticeship.

- 7.2 Property:** We are relocating our Calibration Laboratory to enable our Calibration, Verification and Testing services to continue to grow and generate the required income via our commercial services.
- 7.3 IT:** The Trading Standards service continues to develop our case management system, to enable efficiencies in workflows, enhanced mobile working for officers and a reduction in the need for administrative, information management and technical support. During 2024/25 we will be working with the Food Standards Agency (FSA) to modify the risk assessment scheme and re-risk all food businesses in the county in line with the introduction of the new Food Standards Delivery Model.

We will also be transferring all our records from our existing drive to SharePoint in line with the corporate timetable and are seeking to implement a webshop to increase calibration business and efficiency. Digital Services continue to provide technical support for ongoing maintenance and bespoke development.

## 8. Other Implications

- 8.1 Legal Implications:** Statutory duties are addressed in the Trading Standards service plan 2024/25 and associated plans (Appendices 1 to 4 to this report).

The Trading Standards service is principally concerned with preventing or reducing crime and disorder. Enforcement activities are determined via our intelligence-led approach and enforcement action is undertaken in accordance

with the [CES Compliance and Enforcement Policy](#). This policy provides a clear framework within which the service can protect the public, legitimate businesses, and the environment in a consistent, fair, and transparent way, in line with both local and national priorities and the legal requirement arising from Section 17 of the Crime and Disorder Act 1998.

The service has regard to the Freedom of Information Act 2000, the Data Protection Act 2018, and corporate data protection policies and procedures as well as service-specific policies in relation to data protection where these differ in a criminal justice context.

**8.2 Human Rights Implications:** Enforcement activities occasionally necessitate the use of covert surveillance or access to communications data, as regulated by the Regulation of Investigatory Powers Act 2000 (RIPA) and the Investigatory Powers Act 2016 (IPA). In carrying out its enforcement role, the service has regard to these acts, the Home Office Codes of Practice and the County Council's RIPA and IPA policies, when considering the necessity and proportionality of such activities. In addition, in undertaking its enforcement role, the service has regard to the Human Rights Act 1998, in terms of the right to a fair trial, the right to respect for private and family life, prohibition of discrimination and protection of property.

**8.3 Equality Impact Assessment (EqIA) (this must be included):** With the support of the Equality and Diversity team, the Trading Standards Service undertook an equality impact assessment (EqIA) of the Trading Standards Service plan in November 2022, with a view to ensuring that we are meeting the Public Sector Equality Duty and our stated aims and legal responsibilities, in the delivery of the Trading Standards service. Findings from this EqIA have informed our Service Plan 2024/25.

The EqIA determined that, based on the evidence available, this service plan is likely to have a significant positive impact on some people with protected characteristics. However, as we do not have a full understanding of our service users and their protected characteristics, it is possible that some people may be negatively impacted due to our current delivery methods for preventative advice and information. For example, some older people may be digitally excluded, not have access to our scam alerts and, therefore be more likely to become a victim of scams. Therefore, there was a need to:

- widen the recording of the protected characteristics of Trading Standards service users, in order to carry out a more detailed analysis; and
- introduce an assessment of the impact on protected characteristics in the delivery method of identified priorities.

A number of positive actions/activities are embedded as part of service planning/service delivery to ensure people with protected characteristics are not disadvantaged in accessing or receiving our services. Consideration of equality impact needs to be an ongoing consideration when planning the delivery of

service priorities identified through intelligence and we have a project planning process, using a project plan template, which sets out our delivery of identified service priorities, including the requirement to consider equality impact as part of the planning where relevant.

During 2023/24 we have sought to improve the recording of the protected characteristics of Trading Standards service users, by reintroducing demographic monitoring questions to our user surveys. We also contacted the Citizens Advice Consumer Service (CACS) (who provide frontline consumer advice on behalf of Trading Standards nationally and notify us of all complaints made by Norfolk residents or about Norfolk businesses) with a view to exploring improved collection of protected characteristic data. Unfortunately, CACS are not currently in a position to engage.

In November 2023, the Head of Trading Standards was highly commended in the Diversity and Inclusion category of the Chartered Trading Standards Institute (CTSI) Hero Awards for her dedication to support and promote a career path for a more inclusive Trading Standards workforce.

- 8.4 Data Protection Impact Assessments (DPIA):** The service routinely obtains, stores, and shares information to provide advice and guidance, conduct investigations and ensure compliance with relevant laws. Some of this information is personal data, and some of it is confidential or sensitive. The information is securely stored electronically, on the County Council's Network, and in other ways such as on secure databases and in secure paper files. The information is stored and processed in accordance with the law (including the Data Protection Act 2018 and the Enterprise Act 2002) and with proper regard to the council's privacy notices.

Discussion has taken place with the Information Governance Team who advises that a general Data Protection Impact Assessment (DPIA) is not required, as there is no new processing and the relevant privacy notices relating to regulatory provision are in place and have been recently reviewed.

However, specific DPIAs have been conducted on re-procurement of the service's case management system and in accordance with data sharing agreements with HMRC to support our tobacco control enforcement.

- 8.5 Health and Safety implications (where appropriate):** The service follows the County Council's Health & Safety – "Our Commitments policy" and associated corporate policies. The service has comprehensive risk assessments for service-specific activities such as weights and measures inspections, investigation of suspected illegally imported animals and attendance at legal hearings. These enable us to manage the health, safety, and wellbeing of our staff, whether they are working at business premises, in customers' homes, in the office, in our laboratories or in their own homes. Our comprehensive set of

risk assessments are reviewed on an annual basis as part of our Health, Safety & Wellbeing Action Plan.

**8.6 Sustainability implications:** The service will have a focus on environmental protection, ensuring:

- businesses are supported to comply with new green legislative requirements, and
- the service operates in a manner to support the council's net-zero ambitions.

The latter includes:

- transferring all our records to SharePoint in line with the corporate timetable
- implementing the mobile working functionality of our replacement case management system and thus reducing our use of paper forms
- sign-posting businesses to online information and advice and providing bespoke advice via email and thus reducing our use of information leaflets and letters, and
- retaining the positive benefits of home-working and implementation of MS Teams to reduce business travel, especially for meetings.

**8.7 Any Other Implications:** Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

## **9. Risk Implications / Assessment**

9.1 This service plan and its associated annexes provide a clear framework and mitigate any risk of legal challenge regarding the delivery of the regulatory/statutory enforcement functions of the Trading Standards service.

9.2 Plans will need to be revised:

- If the county is impacted by further animal disease outbreaks, such as bluetongue or avian influenza,
- Following engagement with the Food Standards Agency (FSA) on the implementation of the new Food Standards Delivery Model, and
- In response to newly proposed legislation to create a smokefree generation, ban single-use vapes and control the flavours, packaging and retail display of vapes and the Government's newly published Illicit Tobacco Strategy.

## **10. Select Committee Comments**

10.1 The Infrastructure and Development Select Committee commented on and noted the Trading Standards Service Plan 2024/25 (Appendix 1) including:

- Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco and Nicotine Inhalation Products Plan 2024/25 (Appendix 2 to this report)

- Annex II: Food & Feed Law Enforcement Plan 2024/25 (Appendix 3 to this report), and
  - Annex III: Delivery of Animal Health & Welfare Framework 2024/25 (Appendix 4 to this report)
- at their meeting on 13 March 2024.

10.2 The committee commented on the work of the Trading Standards service in relation to recruitment and retention of apprentices, underage sales of vapes, sales of nitrous oxide, movement restrictions on cattle and sheep with bluetongue, and the efficacy of no cold calling zones.

## 11. Recommendation

**To agree and adopt the Trading Standards Service Plan 2024/25 and associated Annexes set out in Appendices 1 to 4**

## 12. Background Papers

12.1 The [CES Compliance and Enforcement Policy](#).

### Officer Contact

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

**Officer name: Sophie Leney**

**Telephone no.: 01603 224275**

**Email: [sophie.leney@norfolk.gov.uk](mailto:sophie.leney@norfolk.gov.uk)**



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



# Trading Standards Service Plan 2024/25

Responsible Senior Officer Name: **Sophie Leney**

Period covered: **1 April 2024 - 31 March 2025**

Latest update: **11 March 2024**

## What our service aims to achieve

The Trading Standards service's ambition is for a safe, fair, and legal marketplace for Norfolk, that supports and benefits local businesses and communities. In alignment with Better Together, For Norfolk - Norfolk County Council's strategy for 2021-2025, our five priorities are:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

## The things we do

We will undertake the following service activities:

1. Support the economy and encourage growth, by providing businesses with access to information and compliance advice, including through chargeable, bespoke services
2. Support the economy by delivering services to the public and private sectors through Norfolk Calibration Services, our traded service
3. Safeguard vulnerable people and build community resilience with partners; by tackling the current most prevalent scams, fraud, and rogue traders; including through our Norfolk Against Scams Partnership (NASP), No Cold Calling Zones and Trusted Trader scheme
4. Protect consumers and support legitimate businesses by tackling non-compliance, focusing on the most detrimental trading

Through programmes of intelligence-led market surveillance, education and enforcement activities:

5. Protect the environment
6. Safeguard communities and public health by tackling the sale of illegal tobacco and vapes and the supply of age restricted products to young people

For further information see **Annex 1: Enforcement of Age Restricted Sales and Illegal Tobacco and Nicotine Inhalation Products Plan 2024/25**

7. Ensure the safety, standards and quality of the food chain, including food, animal feeds and agricultural fertilisers

For further information see **Annex 2: Food & Feed Law Enforcement Plan 2024/25**

8. Safeguard the standards of animal health and welfare and respond to and reduce the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health

For further information see **Annex 3: Delivery of Animal Health & Welfare Framework 2024/25**

9. Ensure fair trading of products and services, and the safety and legal measurement of products
10. Ensure safety of sports grounds, through an inspection and monitoring programme, and by working with partner agencies and other stakeholders via safety advisory groups

Our focus for the 2024/25 service year is on:

- Responding to business and consumer vulnerabilities.
- Environmental protection, ensuring:
  - businesses are supported to comply with new green legislative requirements, and
  - the service operates in a manner to support the council's net-zero ambitions.
- Investment in our workforce to develop a resilient service: recruitment and development of Trading Standards Officers and trainee Trading Standards Officers to ensure we have the staffing resources necessary now and in the future to fulfil our statutory duties and address the county council's priorities.
- Development of our service in response to the Food Standards Agency's new Food Standards Delivery Model.
- Continued integration with the Norfolk Fire and Rescue Service to realise improved services for businesses and communities and inhouse efficiencies.
- Development of our commercial services: increasing our income, primarily through our calibration and chargeable business advice functions to reduce our reliance on grant funding. This will include relocation of our Calibration Centre and the implementation of a webshop to increase calibration business and efficiency.

In all that we do, we commit to being:

- Forward looking
- Innovative
- Empowering
- Collaborative
- Evidence driven
- Prudent, and
- Developmental

## Our service structure

The Trading Standards Service consists of five teams:

- Business and Community Support
- Calibration, Verification and Testing Services
- Food and Farming
- Intelligence and Enforcement Support
- Safety and Fair Trading

The service has a full-time equivalent staffing complement of 43.75 FTE with a headcount of 45.

The service is delivered from three offices, County Hall in Norwich, Priory House in King's Lynn, and Hethel Engineering Centre (Calibration, Verification and Testing Services only).

Norfolk's population is 925,300<sup>1</sup> and there are 33,510<sup>2</sup> active enterprises in Norfolk. With a net budget of £1,982,920, the annual cost of the Trading Standards service is £2.14 per head or £59.17 per enterprise.

## Monitoring our outcomes/performance

### Calibration, Verification and Testing Services

The Calibration, Verification and Testing Services (CVTS) team, trading as Norfolk Calibration Services, is forecasting income of £630,000 for 2023/24 - an impressive 12% over the target of £562,000. Income is generated by the team of six, through calibrating 22,000 items of equipment, supplying weights and other weighing equipment, providing hire weights, and verifying weighing and measuring instruments. Consultancy services with three businesses have provided additional income of £12,000, and also generated additional calibration income. A growth area this year has been the supply of weights to new and existing customers; offering a complete service attracts new business, and recalibration secures future income. The team's excellent reputation and flexibility continues to attract new customers and they work closely with existing customers to ensure that their current and future needs are met, therefore customer retention remains extremely high.

Relationships with public and private sector customers continue to support the local economic recovery and promote Norfolk County Council throughout the UK and Ireland as a centre of excellence for mass calibration and related activities. The CVTS team's activities impact a wide range of products that are bought and sold or used in the county and beyond, so, if you visit a local hospital, care home, veterinary surgery, or supermarket, watch motor sport, or fill your vehicle with fuel, Norfolk's CVTS team may well have calibrated the weights, measures or weighing equipment used to ensure patients, drivers and consumers are kept safe and get what they pay for.

The team supports all their customers, including a number of local manufacturing businesses, with calibration services; providing them with the wherewithal to comply with regulations, customer specifications, Good Laboratory Practice (GLP) and Good Measurement Practice (GMP).

---

<sup>1</sup> 2022 Office of National Statistics figure from Population estimates

<sup>2</sup> 2023 Office of National Statistics figure from UK Business: activity, size and location

The pharma industry is their largest customer sector, who can rely on the team to provide prompt, accurate and reliable measurements, all critical in the production of pharmaceutical products. They have hired weights to a number of boat trip businesses in Norfolk, and beyond, including Brighton, enabling them to perform offset loading tests to demonstrate compliance with Maritime and Coastguard Agency Codes of Practice. To ensure medical weighing equipment meets Care Quality Commission (CQC) requirements, the team works with a number of care providers, including Norse Care, helping to reduce the costs of compliance for those businesses and organisations, including procurement of new equipment. CVTS also provides calibration services to adults with care packages, charities and NHS establishments such as hospitals; the latter includes calibrating their weights so that they can check their own medical weighing equipment in house to generate savings.

The CVTS team is also responsible for maintaining Norfolk Trading Standards' own weights and measures and, via Section 101 agreements, those of Cambridgeshire, Essex, and Suffolk. The team successfully maintained our accreditation with the United Kingdom Accreditation Service (UKAS), ISO9001 certification, and designation from the Secretary of State as a UK Approved Body in 2023/24.

### **Norfolk Against Scams Partnership (NASP)**

We have continued to work with the Norfolk Against Scams Partnership (NASP) to enable organisations to protect people and businesses from fraud, scams, and doorstep crime, and to help those who are defrauded. There are 56 partners which include local organisations, businesses, voluntary organisations, clubs, councils, and other partners. This year the NASP has:

- Started a full review of membership, structure and project planning in order to continually improve the effectiveness and efficiency of the group
- Engaged with the Digital Inclusion Strategy Program to support with scam prevention and help those who benefit from the scheme to be safe online
- Continued to provide materials with information on scams and how to report them, for distribution by partners
- Installed call blockers in vulnerable people's homes using funding from the National Trading Standards Scams Teams. Currently there are 24 blockers installed and in use, 8 of which were installed in 2023/24. Survey feedback is positive: "No problem anymore. Extremely grateful for you installing my blocker. Much appreciated. Thank you very much" and "I feel a lot safer now the scamming has ceased. Hopefully forever"
- Provided information regarding digital switchover to users of call blockers to ensure the technology continues to function and they are not affected by associated scams.

### **No Cold Calling Zones (NCCZs)**

Throughout the year, Trading Standards has continued to support Norfolk communities to activate No Cold Calling Zones (NCCZs) in their locality, enabling residents to declare that they no longer wish to accept traders calling at their homes without an appointment and thus deterring rogue and unscrupulous traders cold calling them. This year we have concentrated on reviewing and refreshing NCCZs which were launched between 2006 and 2013, to ensure these continue to work effectively and all residents within the zones are aware of the protection they afford. At year end there are 314 zones in place, protecting 14,611 properties from unwanted cold callers and rogue traders.

### **Trusted Traders**

There are currently 215 Trusted Traders on the Norfolk Trusted Trader Scheme, which enables local consumers to contract with local traders who have been vetted and

approved by Trading Standards. We have lost some long-standing members primarily through retirement. However, engagement by consumers in the scheme remains strong with contacts, searches and reviews for Trusted Traders remaining high and the number of new Trusted Trader members coming on board remaining steady. The revenue added to the Norfolk economy through the Trusted Trader scheme between 1 April 2023 and 31 January 2024 is calculated to be £388,000<sup>3</sup>.

## Market Surveillance

We continue to conduct inspections, sampling and test purchasing and other enforcement activity to ensure that the Norfolk marketplace is legal and fair and goods, including food, are safe and meet legal standards. Over the last service year:

- We undertook a project looking at second-hand car traders of most concern. Officers from the Service carried out inspections at businesses accompanied by a vehicle examiner. Twelve vehicles in total were inspected by the examiner with 9 being found faulty in some way. Of those, 9 faulty vehicles three (25% of the total inspected) were deemed to be unsafe and unroadworthy. The businesses who offered the unroadworthy vehicles are currently under formal investigation or have been cautioned. Following on from a similar project undertaken in 2022/23, this project has demonstrated that the used car sector, which generates the highest number of consumer complaints each year, still requires considerable ongoing surveillance to address and improve trade practice, level the playing field for all in the car trade, support small business growth and increase consumer confidence.
- We continued to work with operational partners to tackle the problem of illegal tobacco and vapes in Norfolk, seizing 44,360 illegal cigarettes, 15.15kg of illegal hand rolling tobacco and over 14,961 illegal vapes during the first three quarters of the 2023/24 service year. Following multiple seizures of illegal vapes and complaints of underage sales of disposable vapes at two businesses in Norfolk, we worked with enforcement partners (Norfolk Police and Kings Lynn and West Norfolk District Council) to assist them in successfully obtaining closure orders from the Courts under the Anti-social Behaviour, Crime and Policing Act 2014. Under the 2014 Act such orders can mandate the closure of premises for up to 3 months.
- We undertook proactive market surveillance for product safety compliance (including sampling surveys into Halloween products and cheap heating products) as well as reactive product safety compliance action following receipt of intelligence. As a result of this work during the first three quarters of 2023/24 we have ensured over 57,500 items have been removed from the marketplace or recalled. Non compliances found include children's Halloween masks that failed the flammability standard and plug adaptors (for people with poor hand strength and dexterity) which caused a hazard of electric shock, burns and fire.
- We engaged with over 60 businesses, providing them with advice on the Botulinum Toxin and Cosmetic Fillers (Children) Act 2021, which prohibits specific cosmetic treatments on children and the offer of such treatments. Follow up inspections were completed to some of these businesses to ensure they have an age-verification system in place.
- We continued to prioritise work on allergens, focusing on non-prepacked and loose foods sold by caterers. 32 samples were taken, 17 during a week of action in October 2023, when we visited restaurants and catering establishments. Of the 32 samples, 10 (31.25%) were found to contain undeclared allergens, such as milk. In all cases follow up work was carried out to identify the source of the undeclared allergens and educate and advise businesses to prevent future non-

---

<sup>3</sup> Calculation based on average number of work requests generated by the scheme and average value of work completed



compliances. In addition, we conducted a project testing for the presence of milk proteins in chocolate and ice cream labelled as 'vegan/dairy free', and for the presence of peanuts in ice cream labelled as 'peanut free'. Of the 11 samples taken, undeclared allergens were found in 5 foods (45.5% failure rate) with a further two samples failing due to incorrect labelling. Further allergen inspections and sampling have recently been conducted on foods pre-packed for direct sale, utilising Food Standards Agency (FSA) funding. We are currently awaiting analytic results on the 21 samples taken.

- We carried out a project inspecting non-automatic weighing instruments (NAWIs) or 'weighing scales' in various retail outlets, including supermarkets. 13 inspections were conducted, 47 NAWIs were inspected, of which three failed. One was disqualified from trade use, one resulted in the issuing of a notice and one was taken out of service as it was unsuitable to be used for trade. We continue to focus our weights and measures inspections on weighbridges in the county and plan to carry out tests on approximately 60 weighbridges by year end.
- We maintained our enforcement activity on animal feed standards, much of which is funded by the Food Standards Agency (FSA) via National Trading Standards. Despite having only a small number of competent officers in this specialism, we have conducted Feed Hygiene inspections, taken samples of animal feed and pet food as well as reacting to complaints and feed incidents, and giving advice to new feed businesses.

### **Animal Health and Welfare**

Bluetongue was confirmed in cattle on a premises near Cantley on 8 December 2023. A 10km temporary control zone (TCZ) was declared around the premises, which has since been extended. The UK's Chief Veterinary Officer advises that bluetongue does not affect people or food safety. The virus is transmitted by midge bites and affects cows, goats, sheep and other camelids such as llamas. Not all susceptible animals show immediate, or any, signs of contracting the virus. The impacts on susceptible animals can vary greatly – some show no symptoms at all while for others it can cause productivity issues such as reduced milk yield, while the most severe cases can be fatal for infected animals. Movement restrictions are in place, with all movements of susceptible animals in the TCZ requiring a licence from a veterinary inspector. Norfolk farmers continue to be urged to remain vigilant for signs of the disease in their livestock. Trading Standards' role is to enforce the movement controls, including provision of business advice and investigation of any allegations of unlicensed movements.

### **Safety of Sports Grounds**

We continue to work with seven venues across Norfolk to deliver our statutory functions under Safety of Sports Grounds legislation. These include stadia used for football, greyhounds, speedway, stock car racing and horse racing. The County Council issues and reviews safety certificates which set out the safe capacity of a sports ground (or a spectator stand), and the terms and conditions that the certificate holder must follow. Safety in a sports ground requires both good design and good management. Where there is a designated sports ground with a safety certificate a Safety Advisory Group (SAG) must be set up. This is a multi-agency group formed at local level and chaired by the County Council to ensure that the sports ground remains compliant with the conditions of the safety certificate and with other relevant standards; typically consisting of representatives of the local authority, ground management, building control, police, fire, ambulance services and the Sports Grounds Safety Authority (SGSA).

An audit by the SGSA in December found that the County Council continues to be high performing in delivery of its sports grounds function, scoring 96 out of a possible 100.

This year the SAG has continued to work closely with Norwich City Football Club, including carrying out inspections to ensure the installation of new pitch side electronic advertising hoardings did not adversely impact the safety of spectators. Additional planning meetings have also been held for issues such as a new location for away coach parking and in preparation for the first local derby at Carrow Road for 5 years.

An Arctic Monkeys concert was held at Carrow Road in June 2023. A significant amount of planning took place for this event, again led by the County Council, working with a range of SAG colleagues to ensure a safe and enjoyable event for those that participated/attended. Further work has already started for the Take That concert planned for June 2024 at Carrow Road.

### **Business Compliance and Further Action (including Prosecutions)**

The operation of our intelligence-led enforcement (InLEt) process continues to be hugely successful in achieving compliance with traders at the earliest outset. Of the traders flagged by InLEt as being our most detrimental, and referred on to officers for further action, 94% are brought to compliance within 3 months (April to December 2023 data). The remaining traders are subject to our continued intervention work and/or further action (including formal investigation), with the ultimate sanction being prosecution, until compliance is achieved.

The outcomes of those cases where a formal investigation was raised are given below:

<b>Date Closed</b>	<b>Investigation Type</b>	<b>Outcome</b>	<b>Notes</b>
May 2023	Illegal tobacco	Formal Warning issued	Case included seizure of illegal tobacco
May 2023	Illegal nicotine inhalation products	Formal Warning issued	Case included seizure of illegal vapes
June 2023	Unfair trading – home improvements	Formal Warning issued	Agreement reached for financial settlement for the consumers in the case
July 2023	Illegal tobacco	Formal Warning issued	Case included seizure of illegal vapes & tobacco
October 2023	Tenants fees	Penalty Notices issued	Penalties issued for first breach of the Tenants Fees Act. Issued to both Letting agent and Landlord
November 2023	Unfair trading – Home improvements	12 months imprisonment. Costs of £1,000 awarded	*Criminal behaviour order issued restricting future trading activities for 5 years
January 2024	Unroadworthy vehicle	Caution issued	First breach of the Road Traffic Act

\*Criminal behaviour orders require those convicted to trade fairly and legally in the future, with sanctions if they do not. Thus, protecting those Norfolk consumers who contract with these traders.

Performance Measure	How we did in 2018/19	How we did in 2019/20	How we did in 2020/21	How we did in 2021/22	How we did in 2022/23	How we did in 2023/24	Our target for year
Percentage of businesses brought to compliance with trading law	Target = 95% Actual = 95.66%	Target = 95% Actual = 94.87%	Target = 95% Actual = 97.80%	Target = 95% Actual = 98.42%	Target = 95% Actual = 98.75%	Target = 95% Actual = 96.67%	96%
Percentage of rogue traders and most detrimental businesses brought to compliance with trading law	Target = 85% Actual = 86.16%	Target = 95% Actual = 98.81%	Target = 95% Actual = 95%	Target = 95% Actual = 100%	Target = 97% Actual = 98.15%	Target = 97% Actual = 94.59%	97%
Number of members of our Norfolk Trusted Trader scheme	Not measured	Not measured	211	215	217	215	240
Number of No Cold Calling Zones and households protected by them in Norfolk	Not measured	Not measured	277	295	310 14,511	314 14,611	No target set
Amount of money that, as a result of Trading Standards intervention, is not lost to or is recovered from fraudsters and rogue traders	Not measured	Not measured	£166,809	£466,620	£2,071,211	Figure not yet available	No target set
Percentage of products, including foods and feeds, sampled or test purchased, which are found to be non-compliant and are subsequently brought to compliance or removed from the marketplace	Target = 93% Actual = 98.27%	Target = 93% Actual = 97.34%	Target = 96% Actual = 100%	Target = 96% Actual = 100%	Target = 96% Actual = 95.65%	Target = 96% Actual = 97.30%	96%

## Feedback from our customers

Performance Measure	How we did in 2018/19	How we did in 2019/20	How we did in 2020/21	How we did in 2021/22	How we did in 2022/23	How we did in 2023/24	Our target for year
Business satisfaction with Trading Standards services	Target = 93 Actual = 93.50	Target = 97% Actual = 94.40%	Target = 97% Suspended due to covid-19	Target = 97% Suspended due to covid-19	Target = 97% Relaunch of surveys delayed due to AI	Target = 97% Actual = 100%	97%

## Our key risks (Managed and monitored via the Trading Standards Risk Register)

- There is a risk that Trading Standards cannot meet our statutory duties or chargeable business advice income targets due to a lack of specialist skills or competency within the service, which could result in putting the public at risk of injury, a negative impact on the local economy, reputational damage and underfunding of the service. We are currently seeking to mitigate this risk through continued investment in our workforce.
- There is a risk that our calibration laboratory will fail to meet income targets due to constraints arising from inadequate facilities and/or technology, which could result in an inability to service the potential customer base leading to underfunding of the service, an inability to deliver statutory duties, putting the public at risk of injury, a negative impact on the local economy, and reputational damage. We are currently seeking to mitigate this risk through continued development of our commercial services.

### Measures (to monitor risks)

Performance Measure	How we did in 2018/19	How we did in 2019/20	How we did in 2020/21	How we did in 2021/22	How we did in 2022/23	How we did in 2023/24	Our target for year
Proportion of Trading Standards Officers/Managers who hold necessary qualifications and current competencies to be authorised to deliver the Trading Standards Service priorities (as required by statute and as set out in the Control Strategy).	Not measured	Not measured	Target = 100% Not measured due to covid-19	Target = 100% Actual = 73.17%	Target = 100% Actual: October = 81.10%	Target = 100% Actual: October = 88.48%	100%
Income generated through our commercial activities of calibration, verification, testing and hire services	Target = £375,000 Actual = £420,407	Target = £425,000 Actual = £512,976	Target = £452,000 Actual = £534,584	Target = £512,000 Actual = £542,027	Target = £562,000 Actual = £581,150	Target = £562,000 Actual = £630,000 (forecast)	£571,460
Income generated through our commercial activities of Primary Authority Partnerships and bespoke advice	Target = £21,030 Actual = £15,485	Target = £21,280 Actual = £25,532	Target = £41,280 Actual = £16,612	Target = £41,280 Actual = £29,007	Target = £41,280 Actual = £14,437	Target = £41,280 Actual = £15,975 (YTD)	£41,150

## Supplementary information

In addition to the local ambition and priorities outlined on page 1 of this service plan and Norfolk Trading Standards' Strategic Assessment 2023/24 recommendations, the Trading Standards Service Plan has regard to:

- a) the Chartered Trading Standards Institute (CTSI)'s vision that the UK prospers economically through fair and safe trade and their mission to support and reinforce the protection of consumers and achieve a level playing field for business,
- b) the National Trading Standards (NTS) Strategic Assessment 2023 priorities, and
- c) the East of England Trading Standards Authorities (EETSA) Strategic Assessment 2022/23 priorities, which are listed below:

### **National Trading Standards (NTS) priorities**

- Doorstep and cold calling (including energy fraud)
- Lettings (England only)
- Mass marketing fraud/scams
- Illicit and underage sale of vapes (England only)
- Illicit tobacco
- Used cars
- Intellectual property
- Other fair trading issues
- Estate agency
- Animal feed work

### **East of England Trading Standards Authorities (EETSA) priorities**

- Doorstep Crime and Rogue Trading
- Fair Trading
- Product Safety
- Tobacco
- Vapes
- Animal Health
- Food
- Scams

This Service plan is supplemented by our 2024/25 control strategy and with the following functional specific plans which describe how we will address statutory responsibilities relating to underage sales; food and animal feed safety and standards; and farmed animal welfare and disease control:

- Annex 1: Enforcement of Age Restricted Sales and Illegal Tobacco and Nicotine Inhalation Products Plan 2024/25
- Annex 2: Food & Feed Law Enforcement Plan 2024/25
- Annex 3: Delivery of Animal Health & Welfare Framework 2024/25.

Please see the Trading Standards Service's "plan on a page" for 2024/25 (accessible version) overleaf.



# Trading Standards Plan on a Page 2024/25

## Objectives and priorities for the year

A safe, fair, and legal marketplace for Norfolk, that supports and benefits local businesses and communities

- Responding to business and consumer vulnerabilities
- Environmental protection
- Investment in our workforce to develop a resilient service
- Development of our service in response to the Food Standards Agency's new Food Standards Delivery Model
- Continued integration with the Norfolk Fire and Rescue Service to realise improved services for businesses and communities and inhouse efficiencies
- Development of our commercial services and chargeable activities

## Key deliverables

- Increase in number of qualified Trading Standards Officers
- £25K saving within Trading Standards
- New Calibration Centre
- Web shop, to increase calibration business and efficiency

## Key activities

- Support the economy and encourage growth, by providing businesses with access to information and compliance advice, including through chargeable, bespoke services
- Support the economy by delivering services to the public and private sectors through Norfolk Calibration Services, our traded service
- Safeguard vulnerable people and build community resilience with partners; by tackling the current most prevalent scams, fraud, and rogue traders; including through our Norfolk Against Scams Partnership (NASP), No Cold Calling Zones and Trusted Trader scheme
- Protect consumers and support legitimate businesses by tackling non-compliance, focusing on the most detrimental trading
- Through programmes of intelligence-led market surveillance, education and enforcement activities:
  - Protect the environment
  - Safeguard communities and public health by tackling the sale of illegal tobacco and vapes and the supply of age restricted products to young people
  - Ensure the safety, standards and quality of the food chain, including food, animal feeds and agricultural fertilisers
  - Safeguard the standards of animal health and welfare and respond to and reduce the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health
  - Ensure fair trading of products and services, and the safety and legal measurement of products
- Ensure safety of sports grounds, through an inspection and monitoring programme, and by working with partner agencies and other stakeholders via safety advisory groups

## Contributing to:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

### **Vital signs and targets**

- (a) Percentage of businesses and (b) Percentage of rogue traders and most detrimental businesses brought to compliance with trading law
- (c) Amount of money that, as a result of Trading Standards intervention, is not lost to or is recovered from fraudsters and rogue traders
- (d) Number of members of our Norfolk Trusted Trader scheme and (e) Number of No Cold Calling Zones and households protected by them in Norfolk
- (f) Percentage of products, including foods and feeds, sampled or test purchased, which are found to be non-compliant and are subsequently brought to compliance or removed from the market place
- (g) Business satisfaction with Trading Standards services
- (h) Proportion of Trading Standards Officers/Managers who hold necessary qualifications and current competencies to be authorised to deliver the Trading Standards Service priorities
- Income generated through (i) Norfolk Calibration Services (our traded service) and (j) our business advice and other chargeable activities

### **Key risks on risk register**

- There is a risk that Trading Standards cannot meet our statutory duties or chargeable business advice income targets due to a lack of specialist skills or competency within the service
- There is a risk that our calibration laboratory will fail to meet income targets due to constraints arising from inadequate facilities and/or technology, which could result in an inability to service the potential customer base

### **Key budget headings**

- Trading Standards revenue budget = £1,982,920
- Public Health grant = £47,280 (included in total above) for tobacco and nicotine inhalation products control



# Norfolk County Council

## Community & Environmental Services

### Trading Standards Service

#### Annex 1: Enforcement of Age Restricted Sales and Illegal Tobacco and Nicotine Inhalation Products Plan 2024/25



A review of our activities in 2023/24 and a strategy for 2024/25 to deter the sale of age restricted products to young people and the sale of illegal tobacco and nicotine inhalation products in Norfolk, with the intention of improving community safety and public health



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

## Context

The Children and Young Persons' (Protection from Tobacco) Act 1991 requires a Local Authority to review its enforcement activity relating to the supply of cigarettes and tobacco to persons under the age of 18 on an annual basis. This legislation specifically requires an authority to consider "the extent to which it is appropriate for them to carry out, in their area, a programme of enforcement action". There are similar duties arising from Section 54A of the Anti-Social Behaviour Act 2003. The Trading Standards Service has a responsibility to enforce the compulsory health warning requirements on tobacco products and the age restrictions and composition legal requirements applicable to e-cigarette liquids which contain nicotine.

This Plan fulfils our obligation to review our programme of enforcement action on the above-mentioned specific matters. It also outlines the broader extent of our work in this area, to improve community safety and public health.

The supply of illegal tobacco products continues to be a problem in Norfolk. There is continued evidence of supply spreading to smaller market towns in addition to the larger urban areas of Norwich, King's Lynn, and Great Yarmouth. These products fail to carry the health warnings of legitimate tobacco products and are often counterfeits of established brands. Their unknown composition and unregulated production present an additional health hazard to smoking, already the major cause of death in the UK. Illegal cigarettes do not have the self-extinguishing qualities of legal cigarettes and pose a greater fire risk. The Service receives intelligence that sales of illegal cigarettes are being made to young people. The relative cheapness of these products makes them attractive to buyers; including those under 18 years old, and undermines smokers' attempts to quit. This plan integrates the Trading Standards Service actions to tackle these illegal products along with the obligations outlined above.

During 2023/24 the Service saw a continued increase in the number of matters reported to us regarding non-compliant Nicotine Inhalation Products, more commonly known as "vapes". Such matters related to both the compliance of the vape items themselves; in terms of the allowable liquid capacity in the vape, the allowable nicotine strength of such liquid, the required labelling of such products, and the illegal supply of vape products to those under the legal age for supply (18 years). Small disposable vapes with child appealing packaging and/or flavours are a particular issue. Non-compliance is a national issue highlighted in the Government's recent announcement to ban disposable vapes: <https://www.gov.uk/government/news/disposable-vapes-banned-to-protect-childrens-health>

## Background

Trading Standards community safeguarding activities are intelligence-led and focus on both national and local priorities. A key priority for the service is to safeguard communities and public health by tackling the sale of illegal tobacco and vapes and the supply of age restricted products to young people, through a programme of intelligence-led market surveillance, education and enforcement activities.

Trading Standards recognises that effective enforcement of legislation to prevent the sale of age restricted goods requires a multi-agency approach and seeks to work in partnership with a range of agencies and stakeholders to ensure accurate identification of priority and high-risk areas, share best practice and engage in collaborative work, such as joint operations and licence reviews.

Trading Standards aligns its service delivery, wherever possible, to support the priorities of other Council services. In order to align its community safeguarding activities with Public Health priorities, the Service will focus activities on:

- Preventing the sale of alcohol to young people
- Taking action through alcohol licensing requirements
- Preventing the sale of cigarettes, vapes, and tobacco to young people
- Disrupting the supply of illegal tobacco products
- Disrupting the supply of illegal vapes
- Working with the Norfolk Tobacco Control and Vaping Alliance, and
- Working with Community Alcohol Partnerships (CAPs)

Service delivery will take place across the whole of the county; based on the intelligence derived from information received about the sale of age restricted products and illegal tobacco products and vapes.

## **Review of 2023/24**

The amount of intelligence received regarding businesses selling age restricted products to underage persons overall continues to rise, with the number of reports received once again increasing significantly from that of the previous (2022/23) year. This includes complaints made to the Police and District Council Licensing departments in the County.

The joint working undertaken this Service year has contributed to the increase in the number of reports we have received. Relationships and processes have been introduced to ensure that all relevant parties are sharing information.

Many of the reports include information which covers more than one of the areas outlined below.

### **Alcohol**

In the first three quarters of the 2023/24 service year, intelligence was received about 23 businesses selling alcohol to underage persons (during the same period in 2022/23 it was 26). Businesses were advised by either remote means, or by a visit, on their responsibilities in relation to underage sales. Some of these businesses received secondary advice following the receipt of further intelligence about underage sales still taking place.

Where further intelligence was received about continuing underage sales at premises, following staged advice, such businesses were identified to be subject to a test purchase exercise (see test purchasing below).

The Service continues to contribute to the Community Alcohol Partnerships (CAP) in Norfolk including the newly formed Caister and Rural Villages which was launched in November 2023.

Of the 23 premises that were subject to reports of underage alcohol sales, 7 were in an area covered by a CAP.



The Trading Standards Service is a Responsible Authority in licensing matters. Trading Standards continues to work closely with the other Responsible Authorities, in particular, Norfolk Constabulary Licensing Team, in order to ensure the licensing objectives are upheld in Norfolk. Where a business is found to be selling alcohol to underage persons, Trading Standards, in conjunction with Norfolk Constabulary, will apply for a review of the premises licence.

During the year 2023/24 there were no alcohol licence reviews. However, the Service worked with Partner Agencies on focused work on Closure Orders. These were obtained against two unlicensed businesses whose activities included reportedly selling alcohol to persons under age.

### **Tobacco**

In the first three quarters of the 2023/24 service year, we received intelligence of 15 premises selling cigarettes to persons aged under 18 (during the same period in 2022/23 it was 9). The premises were given advice by remote means or received an inspection by the Service.

The Government's Tobacco Control Strategy is key to the Trading Standards Service's response in enforcing legislation in relation to both the supply of illegal tobacco products and underage sales, as well as ensuring that legal tobacco products are stored and labelled as required by law.

In line with our staged enforcement approach, we have undertaken a number of notable seizures of illegal cigarettes and hand rolling tobacco (HRT) from premises during the 2023/24 service year:

- Dereham 5,940 cigarettes, 4.3kg HRT
- Attleborough 2,320 cigarettes
- Norwich 3,340 cigarettes 3.4 kg HRT

Some of these seizures were made under Operation CeCe, which is a joint initiative between National Trading Standards (NTS) and His Majesty's Revenue and Customs (HMRC). The aim of Operation Cece is to remove illegal tobacco products from sale.

The Service has continued its work with the landlords of business premises in conjunction with Closure Orders.

### **Nicotine inhalation products**

Nicotine inhalation products are commonly known as vapes. Vape products are subject to the same age restrictions as cigarettes and tobacco, in that buyers must be at least 18 years old. Vape products are also subject to strict controls regarding the amount of nicotine liquid they contain and the strength of that liquid.

Vapes were originally introduced as a smoking cessation device and remain an effective tool in achieving such a goal. The Khan Review "Making Smoking Obsolete" (published in June 2022) recognises the effectiveness of vapes and recommends their use in smoking cessation programmes.

The use of such products also forms part of Norfolk County Council Public Health's Tobacco Control and Stop Smoking plan. During the 2023/24 year, as part of its wider collaborative work with the Council's Public Health service in this area, the Service has been developing vetting procedures, for those businesses Public Health engage with to supply vaping products as a cessation tool. In doing so we can ensure that any vapes provided for smoking cessation purposes are compliant with the legislation.

Whilst vapes remain an effective smoking cessation device, during the 2023/24 period, the Service has seen growth in the receipt of reports of both underage sales of vapes and sales of illegal vapes. Very often the two issues go together, with those businesses who are unconcerned with the illegality of the vape products they supply also unconcerned with any age restriction that should be applied (as is also the case with illegal tobacco). At the end of the third quarter of 2023/24 60 businesses involved in the supply of vapes have been the subject of such reports (in 2022/23 there were 53 premises). Norfolk has not been alone in experiencing such issues. Both the Local Government Association (LGA) and the Chartered Trading Standards Institute (CTSI) have issued press releases in the last quarter of 2022 highlighting issues surrounding vapes, including the supply of vapes to those underage and the supply of illegal vapes.

This Service has continued its staged enforcement approach to tackling such matters with the provision of early intervention advice in the first instance. As part of that staged approach the Service has undertaken a number of notable seizures of illegal vapes during the 2023/24 year:

- Thetford 1,838 vapes
- Gorleston 1,731 vapes
- Thetford 1,019 vapes
- Gorleston 886 vapes
- Dereham 825 vapes
- Thetford 801 vapes
- Attleborough 757 vapes
- Thetford 627 vapes
- Thetford 590 vapes
- Dereham 577 vapes

During the above seizures, a number of the premises were also found to have illegal tobacco products.

In total, at the end of the third quarter of 2023/24, 14,961 illegal vapes have been seized.

Following multiple seizures of illegal vapes and complaints of underage sales of disposable vapes at two businesses in Norfolk, Closure Orders were issued by the Court. Unfortunately, legislation does not allow Trading Standards to apply for closure orders directly but in both cases we worked with partners to provide joint evidence to support the applications.

## **Knives**

Trading Standards received no reports about businesses in Norfolk selling knives to persons under 18 in the first three quarters of 2023/24.

Work with Norfolk Constabulary as part of a national campaign, Operation Sceptre, was undertaken in November 2023 with 13 joint visits being carried out. During these joint visits, age-verification policies were discussed and recommendations were made, covering the accessibility of knives and the consideration of adoption of a Challenge 25 policy, if not already in place.

### **Cosmetic Fillers (including Botox)**

The Botulinum Toxin and Cosmetic Fillers (Children) Act 2021 prohibits specific cosmetic treatments on children and the offer of such treatments. Trading Standards and the police are responsible for enforcing the legal requirements with businesses and practitioners operating in their locality.

The Service engaged with over 60 businesses during 2023/24 providing them with advice on underage sales and highlighting the requirements of the 2021 Act. Follow up inspections were completed to some of these businesses to ensure they have an age-verification system in place.

### **Fireworks**

Norfolk Constabulary takes the lead on sales of fireworks to under-18s, and we will support. No intelligence has been received about underage sales of fireworks this service year.

### **Other Products**

Intelligence regarding the underage sales of other products is rare and during the 2023/24 service year no reports regarding other products were received.

### **Age Restricted Sales**

The Service reintroduced underage sales test purchasing operations during the service year 2023/24. During one operation in August, two businesses sold disposable vapes to an underage volunteer. Further operations are planned during this Service year.

## **Looking ahead to 2024/25**

### **Enforcement Activities (including test purchasing programmes)**

Trading Standards will continue to focus its resources on alcohol, tobacco, and nicotine inhalation products (NIPs). We will also respond to intelligence relating to other products, where there is an identified need.

A staged approach is adopted with due regard to the Community and Environmental Services (CES) Compliance and Enforcement Policy. In respect of age restricted sales this includes:

- The provision and publicity of advice and support materials
- The delivery of advice and help to new retailers of age restricted products
- The investigation of complaints together with the delivery of advice and assistance to prevent the recurrence of underage sales
- Targeted test purchasing utilising young people and where appropriate, underage volunteers
- Recommendation to adopt a "Challenge 25" type policy
- Working with and supporting national or regional initiatives
- Multiagency/community group/industry partnership working including Community Alcohol Partnerships (CAPs), and

- Encouraging reporting of sales of illegal tobacco and vapes and sales of age restricted products to underage people and improving the flow of intelligence in this regard.

### **Enforcement Approach**

Where intelligence is received about the sale of age restricted goods to underage buyers, the Service will provide advice to the business in question, which may be provided by remote means. However, if the intelligence also indicates the supply of illegal goods, such as illegal tobacco or vapes, then the Service will undertake an intervention visit at the outset to address any product issues and, if necessary, seize any non-compliant stock.

This direct early intervention approach to addressing product issues was brought in by the Service during 2022/23 in response to the increasing prevalence of non-compliant vapes.

Following the provision of advice and support, the Service will test the business' underage sales policies. Where information continues to indicate that underage sales are taking place, test purchasing by underage volunteers will be undertaken with support from Norfolk Police.

We will also continue to provide officers and utilise Trading Standards' young volunteers to support Norfolk Police, in relation to their lead role for underage sales of alcohol at 'on licence' premises.

The recruitment, selection, and utilisation of young persons for test purchasing will be in accordance with the protocols, systematic procedures and risk assessments adopted and developed in line with the Home Office and other guidelines. These protocols and procedures are maintained in the Service's Policies and Guidance system and are thus subject to rigorous internal audit. All officers involved in the test purchase programme have been subject to police vetting procedures.

Where Trading Standards carry out test purchasing utilising underage volunteers, this is carried out in accordance with the Regulation of Investigatory Powers Act 2000 (RIPA). Generally, test purchasing using underage volunteers is only used where other methods of preventing a business from selling age restricted products to underage persons have failed.

Enforcement activity will also be carried out at businesses where intelligence is received regarding the sale of illegal tobacco products and/or illegal vapes. This activity will include visits with specialist tobacco detection dogs to find concealed illegal tobacco. Formal action will be taken against businesses where it is found, and where it is appropriate to do so in accordance with the Community and Environmental Services (CES) Compliance and Enforcement Policy.

The Service, working with our police partners, will take a robust stand in response to anyone found to be purchasing alcohol or tobacco products on behalf of a young person.

We will, in conjunction with Norfolk County Council Public Health and with other agencies, as appropriate, promote ways of reporting sales of illegal tobacco products and vapes, and sales of age restricted products to young persons.

Whilst the Service will continue to undertake enforcement action against those businesses who perpetrate underage sales of illegal tobacco and/or illegal vapes, by seizing such products and pursuing the criminal prosecution of those involved, it is becoming ever more apparent that such action is effective only in temporarily disrupting rather than stopping such criminal behaviour, where those associated with the premises in question are determined to continue. It is now not uncommon for the service to undertake successive seizures at certain business premises, particularly those suspected of being associated with organised criminal gangs. It is often the case that the Service, having undertaken a seizure, will shortly afterwards receive intelligence that the business has restocked with illegal product soon after. As a result, during the end of the 2022/23 service year, the Service began actively engaging with Norfolk Police and certain local district councils to develop an enforcement approach to tackle such premises by obtaining a closure order from the Courts under the Anti-social Behaviour, Crime and Policing Act 2014. Under the 2014 Act the Police and district councils can apply for such orders, which can mandate the closure of premises for 3 months. The continued development and implementation of this enforcement approach will be a key priority for the Service during 2024/25 and will be pivotal to the success of tackling those businesses that persist in the supply of illegal tobacco and vapes.

### **Tobacco and Vapes**

During 2024/25 it will remain a priority to gather and then act upon any intelligence received, including that received from our partners. Trading Standards is an active member of the Norfolk Tobacco Control and Vaping Alliance and will continue to work towards the shared objectives of the group.

In line with our Compliance and Enforcement Policy we will continue to provide an effective response to secure compliance of and/or disrupt Norfolk businesses engaged in supplying illegal tobacco products and vapes, including:

- Seizure and destruction of illegal tobacco and vape products
- Seizure of criminal assets (including vehicles & cash)
- In conjunction with Norfolk Police and respective district councils, effective use of closure orders on problem tobacco and vape premises
- Institution of proceedings with a view to prosecution and the issue of simple cautions
- Preventing the issue of and securing the revocation of Premises Licences
- Carrying out safety testing, where appropriate, on illegal cigarettes and vapes, and
- Working with the landlords of properties used for the supply or storage of illegal tobacco and vapes with a view to securing the eviction of tenants who continue to break the law. Where appropriate, legal proceedings will be instituted where landlords fail to co-operate.

Trading Standards, with partners, will carry out the highlighted activities at retail level. In parts of Norfolk, currently Great Yarmouth and King's Lynn, criminal organisations are thought to control the illegal tobacco/vape supply. It will be necessary to work with enforcement partners to effectively tackle these groups.



Operation CeCe is a joint His Majesty's Revenue and Customs (HMRC) and National Trading Standards (NTS) operation. Funding is provided by HMRC to NTS to carry out visits at a retail level to disrupt the supply of illegal tobacco. During the 2024/25 service year the Service will participate in Operation CeCe and undertake a number of visits in Norfolk, as part of the funded bid coordinated by our regional Trading Standards Association, East of England Trading Standards Authorities (EETSA).

### **Knives**

Norfolk Constabulary take the enforcement lead on the underage sale of such items. Trading Standards will assist Norfolk Constabulary with Operation Sceptre, the national initiative to reduce knife crime; by carrying out joint advice visits to knife retailers.

During the 2022/23 service year the enactment of the Offensive Weapons Act 2019 gave Trading Standards a strengthened enforcement role with regard to online sales of bladed items and the prohibition of their delivery to persons under 18 years of age. The Service was referred one report of non-compliance during the 2023/24 year, however the sale occurred out of County.

The Service will continue to support Norfolk Constabulary through Operation Sceptre and adopt a staged enforcement approach to addressing any matters during 2024/25.

### **Cosmetic Fillers (including Botox)**

The Botulinum Toxin and Cosmetic Fillers (Children) Act 2021 prohibits specific cosmetic treatments on children and the offer of such treatments. Trading Standards and the police are responsible for enforcing the legal requirements with businesses and practitioners operating in their locality.

Following the engagement with 60 businesses in 2023/24 an established process of dealing with complaints about cosmetic treatments on children and the offer of such treatments has been implemented. The Service will adopt a staged enforcement approach to addressing any matters reported during 2024/25.

### **Corrosive Products**

The Offensive Weapons Act 2019 creates offences of supplying a corrosive product to a person under 18 years of age whether in person or by remote means and of delivering a corrosive product to an underage youngster. The Service did not receive any reports of non-compliance during the 2023/24 year. The Service will adopt a staged enforcement approach to addressing any matters during 2024/25.

### **Alcohol & anti-social behaviour**

The link between anti-social behaviour and the consumption of alcohol and substance abuse is established. The strategy of preventing the upstream supply of a number of restricted products to underage persons and thus reducing the level of anti-social behaviour associated with the use of these products will continue to be supported.

This plan will contribute to community objectives and those arising from Government strategy for community safety and public health. Alcohol and associated anti-social behaviour will continue to be a particular focus. We will continue to support the Community Alcohol Partnerships (CAPs) in Norfolk.

## **Proof of Age Schemes**

The Trading Standards Service does not promote any specific proof of age scheme but supports those schemes that conform to the National Proof of Age Standards Scheme (PASS) criteria. Many retailers have adopted the “Challenge 25” policies in relation to all age restricted products.

Trading Standards will continue to encourage all businesses involved in the sale of any age restricted products to adopt a policy which achieves the aims of “Challenge 25”.

Our ‘Minor Sales Major Consequences’ pack includes a section on adopting a “Challenge 25” type policy. The Trading Standards Service will also encourage and promote the use of a ‘Refusals Log’ by traders to provide evidence that proof of age is being sought and sales refused in appropriate circumstances.

Please note: Our enforcement activities within this plan will be revised in response to newly proposed legislation to create a smokefree generation, ban single-use vapes and control the flavours, packaging and retail display of vapes and the Government’s newly published Illicit Tobacco Strategy - [Stubbing out the problem: A new strategy to tackle illicit tobacco - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/stubbing-out-the-problem-a-new-strategy-to-tackle-illicit-tobacco), which is likely to result in an expansion of Operation CeCe.



# Norfolk County Council

## Community & Environmental Services

### Trading Standards Service

## Annex 2: Food and Feed Law Enforcement Plan 2024/25



**Produced in accordance with the requirements of the  
Food Standards Agency Framework Agreement**



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

## Contents

### [Section One: Trading Standards Service Aims and Objectives](#)

- 1.1 Aims and Objectives
- 1.2 Links to Corporate Strategic Ambitions
- 1.3 Trading Standards' Plan on a Page

### [Section Two: Background](#)

- 2.1 Profile of the Local Authority
- 2.2 Organisational Structure
- 2.3 Scope of the Animal Feed and Food Service
- 2.4 Demands on the Animal Feed and Food Service
- 2.5 Enforcement Policy

### [Section Three: Service Delivery](#)

- 3.1 Animal Feed and Food Premises Inspections (Interventions)
- 3.2 Animal Feed and Food Complaints
- 3.3 Primary Authority Partnerships
- 3.4 Advice to Business
- 3.5 Animal Feed and Food Sampling
- 3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease
- 3.7 Animal Feed/Food Safety Incidents
- 3.8 Liaison with Other Organisations
- 3.9 Animal Feed and Food Safety and Standards Promotion

### [Section Four: Resources](#)

- 4.1 Financial Allocation
- 4.2 Staffing Allocation
- 4.3 Staff Development Plan

### [Section Five: Quality Assessment](#)

- 5.1 Quality Assessment and Internal Monitoring

### [Section Six: Review](#)

- 6.1 Review Against the Service Plan
- 6.2 Identification of any Variation from the Service Plan
- 6.3 Areas of Improvement

### [Food and Feed Sampling Policy](#)

The Food Standards Agency (FSA) Framework Agreement and Section 2.4 of the Food Law Practice Guidance (England) document require Food & Feed Law Enforcement Plans to be laid out in a common format but recognises that, as local authorities may have corporate service plan templates, they may use the corporate format as long as the information requirements laid out in the Agreement guidance are included and are separately identifiable. Therefore, wherever possible this Annex makes reference to the applicable sections of the Trading Standards Service Plan 2024/25 rather than replicating the information it contains.

## Section One: Trading Standards Service Aims and Objectives

### Aims and Objectives

- 1.1 The Trading Standards service's ambition is for a safe, fair, and legal marketplace for Norfolk, that supports and benefits local businesses and communities. In alignment with Better Together, For Norfolk - Norfolk County Council's strategy for 2021-2025, our five priorities are:
- A vibrant and sustainable economy
  - Better opportunities for children and young people
  - Healthy, fulfilling and independent lives
  - Strong, engaged and inclusive communities
  - A greener, more resilient future

### Links to Corporate Strategic Ambitions

- 1.2 Our ambition and priorities accord with the County Council's 2021-2025 Strategic Plan for the County, Better Together, for Norfolk, and its vision, priorities, guiding principles and commitments:

#### Vision

In Norfolk, we cherish our heritage, we embrace opportunity, and offer an extraordinary place in which to spend a lifetime.

- We want Norfolk to be the place where everyone can start life well, and age well, and where no one is left behind
- We want our economy to be vibrant, entrepreneurial and sustainable, supported by the right jobs, skills training and infrastructure
- We want our communities to feel safe, healthy, empowered and connected, their individual distinctiveness respected and preserved

#### Priorities

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

#### Guiding Principles

- No one left behind
- Prevention over cure
- A local approach

#### Commitments

- Forward looking
- Innovative
- Empowering
- Collaborative
- Evidence driven
- Prudent
- Developmental



- 1.3 How Trading Standards helps to deliver the County Council's vision and strategy is captured in our plan on a page (accessible version) on pages 11 and 12 of the Trading Standards Service Plan 2024/25.

## Section Two: Background

### Profile of the Local Authority

- 2.1 The population of Norfolk in 2023 was 925,300<sup>1</sup>. The age profile of Norfolk's population is much older than England as a whole with 24.4% of people being aged 65 and over, compared to 18.4% for England<sup>2</sup>.

Norfolk is the third<sup>2</sup> largest of the 21 two tier (or shire) counties in England, with a geographical area of 5,384 square kilometres. The population density is the third lowest for any of these counties, giving Norfolk a predominantly rural character.

There are 33,510<sup>3</sup> active enterprises in Norfolk. Norfolk has a large rural economy with 74.9% of Norfolk's SMEs being in rural areas<sup>4</sup>.

Agriculture remains a large employment sector with 9%<sup>5</sup> of enterprises in this sector. The total farm labour force is large with nearly 11,838<sup>5</sup> people employed on commercial holdings. In comparison with other local authority areas the county has one of the largest livestock populations of commercial poultry (16,945,780<sup>5</sup>) and pigs (787,583<sup>5</sup>).

The health and life sciences sector is also an important part of the economy in Norfolk. The Greater Norwich area in particular is home to a cluster of internationally renowned research organisations, such as the Quadram Institute. These organisations employ some 3,000 scientists, which is the largest concentration of health, food, plant and bio scientists in Europe. The Greater Norwich area has also been awarded Food Enterprise Zone Status.

### Organisational Structure

- 2.2 The structure of the Trading Standards service is set out on page 3 of the Trading Standards Service Plan 2024/25.

The Trading Standards service reports, via the Chief Fire Officer, Ceri Sumner, to the Interim Executive Director of Community and Environmental Services, Grahame Bygrave.

---

<sup>1</sup> 2022 Office of National Statistics figure from Population estimates

<sup>2</sup> UK Population data 2021/22 - [English Counties by Population and Area 2023](#)

<sup>3</sup> 2023 Office of National Statistics figure from UK Business: activity, size and location

<sup>4</sup> [Norfolk Rural Economic Strategy 2021-24](#)

<sup>5</sup> 2022 Office of National Statistics figure from [Structure of the agricultural industry in England and the UK at June](#)

The Interim Executive Director of Community and Environmental Services reports to the Council's Cabinet. The cabinet member for Communities and Partnerships is Councillor Mrs Margaret Dewsbury, [margaret.dewsbury@norfolk.gov.uk](mailto:margaret.dewsbury@norfolk.gov.uk).

The Council has 84 elected Members. The current political make-up of the Council is: 54 Conservative council seats, 11 Liberal Democrat, 10 Labour, 4 Green, 3 Independent (non-aligned), 2 Independent.

Feed and food law enforcement is the responsibility of the Food and Farming Section of the Trading Standards service. The section's functions are:

- Providing support for Norfolk based businesses in the food and farming sectors, to further economic growth:
  - delivering targeted business information to achieve compliance, promoting self-help
  - providing business advice and support on request, including chargeable advice
  - acting as 'primary authority' for food and farming sector businesses.
- Ensuring the standards of animal health and welfare; the quality, safety and hygiene of the food chain and metrology standards through delivery of intelligence-led compliance programmes, including sampling, inspections, verifications and market surveillance enforcement activities in the following areas:
  - Animal health and welfare, including disease control and licensing
  - Primary food production including fertilizers, animal feeding stuffs and food hygiene
  - Food standards
  - Legal metrology.
- Intelligence-led criminal and civil interventions and investigations, tackling issues emerging from the tasking and coordination process and focusing on the most detrimental offending within the food and farming sectors.

2.2.1 The manager responsible for the delivery of official feed and food controls is:

Duncan Carter  
Food and Farming Manager  
Email: [duncan.carter@norfolk.gov.uk](mailto:duncan.carter@norfolk.gov.uk)  
Tel: (01603) 222613

The Lead Feed Officer is Colin Maxwell and the Lead Food Officer is Paula Crowson, both of whom are based in the Food and Farming Team. The Food Law Code of Practice lays down the responsibilities and competencies of the Lead Food and Feed role (which may be more than one person) which are shared in the Service between Duncan Carter, Colin Maxwell (feed) and Paula Crowson (food).

- 2.2.2 The Authority has contracted with Public Analyst Scientific Services Ltd (PASS) to provide the public analyst and agriculture analyst functions for the county.

### **Scope of the Animal Feed and Food Service**

- 2.3 The Trading Standards service delivers a range of animal feed and food enforcement services. Specific functions are detailed below:

- Programmed inspections at animal feed and high-risk food premises
- Targeted enforcement activities
- Inspections and other enforcement activities arising from complaints and referrals
- Sampling of food and animal feed for analysis and/or examination as part of national, regional and local programmes
- Primary Authority responsibilities
- Responding to food and feed safety incidents
- Provision of information, advice and support for businesses
- Publicity including public awareness campaigns
- Working in partnership with other agencies involved in the protection of the food chain including the Food Standards Agency (FSA); the Department of the Environment, Food and Rural Affairs (Defra); the Department of Health (DH); Public Health (PH); the other ten local Trading Standards authorities who together make up the East of England Trading Standards Authorities (EETSA) and the seven District Council Environmental Health Departments in Norfolk.

The animal feed and food law enforcement service is delivered exclusively by officers employed by the County Council, alongside other similar services, for example, the inspection of weighing and measuring equipment.

### **Demands on the Animal Feed and Food Service**

- 2.4 Using the appropriate risk scoring profile, food businesses are scored on a high, medium or low risk basis. There are **44 high-risk, 7,609 medium-risk and 5,177 low-risk** food businesses recorded on the Trading Standards service's database, totalling **12,821** food businesses. There has been an overall increase in the number of recorded food business premises from the previous year.

There are **6,800** agriculture businesses recorded on the Trading Standards service's database. The appropriate risk scoring profile for feed businesses scores them on a frequency of inspection basis from 1 to 5 years with a score of 1 being the highest risk and 5 being the lowest. The inspection programme, based on risk, is agreed with the FSA as part of the national grant funded audit and inspection programme.

A number of businesses are designated both food and feed businesses. The Trading Standards service conducts food standards, feed standards, feed hygiene and food hygiene at primary production inspections or a combination of these interventions at these businesses.

There are 522 food manufacturers in Norfolk, 4% of the sector, ranging from major multinational companies to cottage industries. The majority of food businesses are caterers (8,216) (64%) such as public houses, restaurants and hotels, or retailers (3,340) (26%) including general stores and bakers. The county has 48 animal feed, including pet food, manufacturers as well as a very large number of on-farm mixers.

The Trading Standards Service has office locations at County Hall, Norwich and Priory House, Kings Lynn. These locations are open to the public 9.00 – 17:00 Monday to Friday.

### **Enforcement Policy**

- 2.5 The Community and Environmental Services (CES) directorate is responsible for a range of regulatory functions, including Trading Standards, Planning enforcement (mineral and waste sites), Flood and Water (land drainage), Norfolk Fire and Rescue (fire safety), Highways (networks, maintenance and blue badge enforcement) and Safety of Sports Grounds, and the CES Compliance & Enforcement Policy has been implemented, having regard to the established legal framework for decision-making, the Code for Crown Prosecutors (CPS) and the “Regulators’ Code” published by the Office of Product Safety and Standards (OPSS).

## **Section Three: Service Delivery**

### **Animal Feed and Food Premises Inspections (Interventions)**

- 3.1 The Trading Standards service reviews its policy in relation to inspections (interventions) at business premises on an annual basis in accordance with the principles of better regulation, the Food Law Code of Practice (England) and the Feed Law Code of Practice (England). In relation to farm premises the service also considers the Animal Health and Welfare Framework Agreement and the Farm Regulators’ Charter.
- 3.1.1 In relation to feed businesses, this service leads the regional approach to feed enforcement with its East of England Trading Standards Authority (EETSA) partners and liaises with National Trading Standards (NTS) and the Food Standards Agency (FSA).

At the time of compiling this plan the number of feed visits required by the NTS/FSA programme for the forthcoming year, based on a full risk-based inspection programme, is not confirmed but is expected to be similar to that required for the 2023/24 service year, with an estimate of 75 inspections at Norfolk based premises, out of a total of 250 inspections required across the EETSA region. This programme is entirely financed by grant funding provided by the FSA and administered by NTS. This proposed programme takes full account of earned recognition for businesses that are members of an assurance scheme and covers equally the full range of feed businesses. Livestock and arable farms are the main types of premises to be visited; reflecting the importance of having feed controls in place at primary production.

The NTS/FSA programme of interventions and activity is produced using agreed risk models and desktop modelling of our premises database. The programme is agreed by the FSA prior to commencement and funding. As such it is accepted that this programme satisfies the requirements for interventions laid down in the Food Law Code of Practice (England).

- 3.1.2 In relation to food businesses, the service will inspect all food businesses in Norfolk that are deemed to be high-risk by virtue of the previous trading history or the appropriate risk scheme, on at least an annual basis. In addition, intelligence-led inspections or other interventions will be conducted at those business sectors presenting the highest risk to the food chain and consumers/other legitimate businesses. It will also be appropriate, on occasion, to respond with inspections or other interventions where intelligence is received via consumer/trader complaints or referrals from other enforcement agencies about the non-compliance with trading standards of individual businesses. In line with Hampton principles<sup>6</sup> and the resources available the service will not therefore, as a matter of routine, carry out inspections at medium or low risk food businesses unless they are visited as a result of the aforementioned factors.

The above measures are intended to focus our available resources on the areas of greatest risk, using available intelligence, and as such the service will not be able to fulfil a food inspection programme in accordance with the requirements of the Food Law Code of Practice (England). This discrepancy is covered in greater detail under section 4: Resources.

Whilst the Food Law Code of Practice (England) requirements remained in place in relation to inspection programmes over the last two years, the FSA produced a "Covid-19 Local Authority Recovery Plan" that recognised the pressure that local authority resources had been under in responding to Covid-19. The FSA is currently in the process of moving from the Recovery Plan towards a new inspection regime based on an 'intelligence led' food standards delivery model.

- 3.1.3 The service has assessed the value of carrying out unannounced inspections as opposed to announced inspections. It applies the following policy on animal feed and food inspections and audits:
- (a) Where official controls take the form of an audit or there is a need to have the feed or food business operator present e.g. so that records can be examined, then such visits will be announced. In these cases, prior notification will be kept to a minimum.
  - (b) In all other cases and in particular where previous visits or intelligence suggests that serious non-compliances have occurred, visits will be unannounced. All establishments will be subject to ad hoc visits which will be unannounced.

---

<sup>6</sup> Reducing administrative burdens: effective inspection and enforcement: Philip Hampton – March 2005



The service will keep this policy under review and, if the policy leads to a disproportionate negative impact on the use of resources of both the service and Feed and Food Business Operators, it will be revised.

The policy will also be kept under review in light of the enhanced requirements of the assimilated Official Control Regulations (EU) 2017/625 (as amended) and the requirement for competent authorities to perform regular and unannounced risk-based controls to identify fraudulent activities. The service believes that the above policy is still valid, as the requirements of the legislation are met by activities covered in part (b) of the policy.

3.1.4 The inspection programmes for food and animal feed are shown below:  
(FTE means Full time equivalent)

<b>Project Name</b>	<b>Project Description/Outcomes</b>	<b>Staffing/ Other Resources* 2023/24</b>	<b>Staffing/ Other Resources* 2024/25</b>
Feed Hygiene & Standards Inspection Programme	To inspect <b>75</b> agriculture businesses, e.g. selected feed mills, importers, retailers and farms. To ensure compliance in relation to feed labelling/packaging, stock rotation/storage, feed hygiene, record keeping/traceability and sale or use of prohibited materials.	0.15 FTE	0.15 FTE
Inspection of High-Risk Food Businesses	To carry out inspections at <b>44</b> businesses identified as high risk for food.	0.60 FTE	0.60 FTE

\*Excluding managerial, administrative and legal support but including revisits and follow up action

Animal feed and food inspections are carried out by suitably qualified, competent and experienced Trading Standards Officers. Some targeted enforcement activities are carried out by Trainee Trading Standards Officers, studying for qualifications under the Chartered Trading Standards Institute (CTSI)'s Professional Competency Framework (CPCF) and/or the Level 6 Trading Standards Professional Apprenticeship, adequately supervised by qualified staff.

Feed/Food Standards Inspections are carried out in accordance with the Feed Law Code of Practice (England) and the Food Law Code of Practice (England).

Other intelligence-led inspections or other interventions will be conducted during the year. The majority of such inspections also involve targeted sampling and an outline of the sectors to be inspected, and the resources required, is included in 3.5 below. We will also continue to undertake focused allergens compliance project work, including the additional requirements for prepacked for direct sale products (Natasha's Law) which came into force in October 2021. The resources for this project work, which also includes inspections and sampling, is also included in 3.5 below.

### **Animal Feed and Food Complaints**

- 3.2 Anticipated resource requirements for handling animal feed and food complaints are based on the complaint/contact numbers received in previous service years, the nature of those complaints/contacts and the level of enforcement response required. The number of food complaints/contacts is anticipated to be 176 (based on 2023) and the number of agriculture complaints/contacts is anticipated to be 21.

The staffing resources required are given below (FTE means Full time equivalent):

<b>Project Name</b>	<b>Project Description/Outcomes</b>	<b>Staffing/ Other Resources* 2023/24</b>	<b>Staffing/ Other Resources* 2024/25</b>
Complaints and Referrals	To undertake reactive enforcement in response to complaints from other enforcement agencies, businesses and the general public in relation to animal health, agriculture and food matters to ensure legal compliance. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.05 FTE (feed)	0.05 FTE** (feed)
		0.80 FTE (food)	0.60 FTE** (food)

\*Excluding managerial, administrative and legal support

\*\* Forecast based on Jan-Dec 2023 figures

In addition to reactive complaints/referrals work, information and advice is made available to consumers. This is achieved through signposting to the Citizens Advice 'Advice guide' website via our [Trading Standards pages on our website](#) and through our social media posts on twitter and Facebook.

### **Primary Authority Partnerships**

- 3.3 The service supports Primary Authority Partnerships administered by the Office of Product Safety and Standards (OPSS).

The service will provide the following levels of service to Primary Authority businesses:

- Actively promote the benefits of the Primary Authority scheme to businesses within Norfolk and outside of Norfolk
- Designate Primary Authority Officer(s) to each partnered business, with the relevant competencies or access to the necessary expertise to be able to offer advice
- Respond to requests for advice and guidance
- Issue assured advice, where it is appropriate to do so
- Facilitate a response to enquiries raised by other authorities
- Maintain records of relevant incidents, business policies and diligence procedures, where known
- Maintain confidentiality in relevant circumstances
- Ensure businesses are aware of our procedure for dealing with complaints or disagreements

- Have in place arrangements to notify other authorities of indulgences relevant to “subsequently corrected” errors
- Participate in relevant sector groupings with enforcement partners where our Primary Authority Partners’ businesses operate in the applicable market sector
- Support national advice and conciliation procedures, where appropriate.

Primary Authority businesses will be inspected/visited or otherwise contacted:

- As part of the inspection programme for high-risk businesses, or
- As part of the planned series of targeted enforcement activities, or
- As a result of a complaint/referral received, or
- To maintain the Primary Authority Partnership relationship.

Currently, the service has Primary Authority Partnerships with one food business and one feed business. The resources required to handle complaints and service requests relating to these Primary Authority businesses are included in Sections 3.2 and 3.4.

### **Advice to Business**

3.4 The Trading Standards service works with businesses to help them to comply with trading standards and to encourage the use of good practice. On receipt of business requests for advice we will respond in a number of ways including:

- directing the business to our website or that of a partner organisation, such as the Chartered Trading Standards Institute (CTSI)’s Business Companion and/or the New Anglia Growth Hub
- referring the business to another agency, for relevant advice/support
- providing leaflets produced by partner organisations, our business briefings or standard letters
- providing comprehensive bespoke information or advice via the telephone, email or a letter, on a cost recovery basis and/or
- visiting the business to provide comprehensive advice, on a cost recovery basis.

In each case, our response will be proportionate to:

- the potential risk to consumers caused by a failure on behalf of the business to understand the information/advice provided,
- the experience of the business in question, and
- the impact upon the economic prosperity of the business or its competitors in not achieving compliance in the respective area(s) of the law.

In line with our Business Services Policy, if a business requires more detailed or interpretative advice on trading standards law then we will provide the advice on a cost recovery basis at a pro-rata hourly fee. In dealing with any requests for advice we will prioritise requests for advice from new businesses, Primary Authority businesses and members of our Norfolk Trusted Trader Scheme.

The Service reviews all information and advice it provides to consumers and businesses on an annual basis. This is with a view to signposting customers to the

most appropriate source of online information available to enable self-service and assisted service.

Animal feed and food service requests will be handled by virtue of the projects detailed on page 14 below and further projects developed during the 2024/25 service year. Anticipated resource requirements are based on the service request numbers received in previous service years, the nature of those service requests and the level of enforcement response required.

The number of food service requests is anticipated to be 90 (based on January – December 2023). The number of agriculture service requests is anticipated to be 122.

As outlined in Section 3.3 above the service currently has Primary Authority Partnerships with one feed business and one food business. An estimate of billable hours of advice under Primary Authority Partnerships is included in these figures. (FTE means Full time equivalent)

<b>Project Name</b>	<b>Project Description/Outcomes</b>	<b>Staffing/ Other Resources* 2023/24</b>	<b>Staffing/ Other Resources* 2024/25</b>
<b>Business Advice</b>	To provide enforcement and compliance information and advice in relation to agriculture (animal feed, feed hygiene, pet food, fertilisers) and food in response to requests from businesses. Analysis will be undertaken to identify further proactive work, identify trends and report on significant outcomes and impacts.	0.15 FTE (feed)  0.75 FTE (food)	0.10 FTE** (feed)  0.85 FTE** (food)

\*Excluding managerial, administrative and legal support

\*\* Includes estimated hours of advice to be delivered under Primary Authority Partnerships

### **Animal Feed and Food Sampling**

3.5 The Trading Standards service's Food and Feed Sampling Policy is annexed to this Plan.

The Trading Standards service targets its proactive sampling at locally produced animal feed and foods, those products/ingredients from companies that manufacture in, are based in, or import into Norfolk. In line with a letter from the FSA (ENF/E/08/061) the service is committed to ensuring that at least 10% of all food samples are of foods imported into the United Kingdom. In addition, animal feed/foods are targeted which are causing current concerns. These are identified through communication with the Food Standards Agency (FSA) and the Department of the Environment, Food and Rural Affairs (Defra); through local, regional and national intelligence held by local authorities; and through consultation with the Public Analyst. The service's sampling programmes therefore include projects run in

conjunction with the Food Standards Agency (FSA) and the East of England Trading Standards Authorities group of local authorities (EETSA).

Listed overleaf are sampling surveys that will be carried out in 2024/25. This list will be added to as, for example, intelligence identifies other animal feed/food that should be targeted. At the time of writing this plan the service planning cycle for food and feed sampling has not been concluded and further surveys will be added as a result of this process.

Through the examination of available intelligence and data the service is already aware that compliance with allergen requirements, including the additional requirements for prepacked for direct sale products (Natasha's Law), will again be an area of high priority for 2024/25. The Service will continue to develop activities under its long-term comprehensive programme of allergen compliance work, including sampling, business and consumer engagement and enforcement, if need be.

All sampling by officers is, wherever possible, undertaken in accordance with relevant legislation and all formal animal feed and food samples are taken in accordance with the Feed Law Code of Practice (England) or the Food Law Code of Practice (England) as applicable.

Samples are analysed and/or examined by the service's nominated Public/Agriculture Analyst in accordance with the procedures laid down in the Food Safety (Sampling and Qualifications) Regulations 2013, the Food Law Code of Practice (England) and the Feed Law Code of Practice (England). Alternatively, some samples are examined/tested in house, if it is appropriate to do so. The Public/Agriculture Analysts appointed by the Authority are employed by Public Analyst Scientific Services Ltd (PASS).  
(FTE means Full time equivalent)

<b>Project Name</b>	<b>Project Description/ Outcomes</b>	<b>Staffing/ Other Resources* 2023/24</b>	<b>Staffing/ Other Resources* 2024/25</b>
Agricultural Sampling	To undertake animal feed and fertilizer sampling to ensure compliance in relation to composition, safety, hygiene and labelling.	0.80 FTE  £2,500 Purchase and analysis costs	1.00 FTE  £3,000 Purchase and analysis costs

\* Excluding managerial, administrative and legal support

Surveys under the sampling project will include:

- Feed materials which are the subject of a complaint to the service
- Imported feeds/ingredients that have been the subject of feed hazard notifications
- Surveillance sampling for undesirable substances in pet food
- Mineral feed for trace elements
- Livestock feed samples to check for statutory statement compliance



Project Name	Project Description/ Outcomes	Staffing/ Other Resources* 2023/24	Staffing/ Other Resources* 2024/25
Allergens project	Allergen compliance work, including pre-packed for direct sale products; including sampling, business and consumer engagement and enforcement	0.45 FTE	0.50 FTE
Food Sampling Programme (excluding Allergens Project)	Targeting food sampling at areas identified as causing the most harm to consumers in terms of food safety, quality or nutritional standards	1.20 FTE £25,000 Purchase and analysis costs	1.50 FTE £24,000 Purchase and analysis costs

\* Excluding managerial, administrative and legal support

Surveys under the sampling projects will include:

- Undeclared allergens in non-prepacked food/drink
- Undeclared allergens in foods pre-packed for direct sale
- Sampling during the investigation of complaints
- Sampling during the investigation of food fraud
- Food supplements – health claims
- Foods produced in Norfolk or imported by Norfolk based businesses
- Foods imported from outside the United Kingdom
- Foods identified by Food Standards Agency priorities

**3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease**  
Food poisoning notifications do not usually fall within the remit of the Trading Standards Service. If, however, the service becomes aware of any incident of food poisoning or infectious disease, the facts will be reported to the appropriate authority.

**3.7 Animal Feed/Food Safety Incidents**  
On receipt of any animal feed or food alert, the Trading Standards service will respond as directed and as appropriate and in accordance with the Feed Law Code of Practice (England) or the Food Law Code of Practice (England).

The Food Standards Agency (FSA) issues Food Alerts and Allergy Alerts to let local authorities and consumers know about problems associated with food. In some cases, a “Food Alert for Action” is issued which requires intervention action by enforcement authorities. **44** food alerts were issued by the FSA in 2023 (January to November) None of these were Food Alerts for Action. The FSA also issued **58 allergy alerts** (January to November 2023).

During 2023, as a result of sampling and enforcement activity, the service raised 2 food incidents with the FSA regarding undeclared allergens in prepacked foods; as well as handling 11 complaints in-relation to undeclared allergens in non-prepacked foods, which caused illness/injury.

Feed alerts are far less frequent than food alerts. During 2023 the service was involved in 6 feed incidents raised by the FSA. All were in relation to pet food.

It is estimated that, for the coming service year, 0.10 FTE will be required for feed/food safety incident work.

In cases where the service receives reports of chemical contamination of food and there is a subsequent threat to human health, it will liaise with the appropriate district council environmental health department, with a view to taking over responsibility for the case, or for undertaking a joint investigation, as the situation demands.

### **Liaison with Other Organisations**

- 3.8 The Trading Standards service works with a wide range of organisations, to varying degrees of formality, in carrying out its animal feed and food law enforcement function. These include the Food Standards Agency (FSA), the Department of Health and Social Care (DHSC), the Department of Environment, Farming and Rural Affairs (Defra), the Animal Medicines Inspectorate (AMI), National Trading Standards (NTS), the other ten local authority Trading Standards Services in the East of England (EETSA) and District Council Environmental Health Departments.

The service maintains a strong commitment to the regional work of EETSA and officers from Norfolk contribute to the EETSA Food Group and the EETSA Agriculture Group. Via quarterly meetings and regional Knowledge Hub groups, the service aims to ensure that local food and feed enforcement activity is consistent with neighbouring authorities. The service participates in the National Agriculture Panel, with that panel being chaired by an officer of this service. A recently retired officer of this service was also a long-time member and chair of the National Food Standards & Information Focus Group.

The service also ensures co-ordination with Norfolk's Environmental Health Departments through the Norfolk Food Liaison Group (NFLG), set up to co-ordinate activities in line with the requirements of the Food Law Code of Practice (England).

The service is fully committed to working with the Food Standards Agency on the implementation of the new food standards delivery model by 31 March 2025.

The estimated staffing resource for liaison work during the year is 0.50 FTE.

### **Animal Feed and Food Safety and Standards Promotional Work, other non-official Controls and Interventions**

- 3.9 Animal feed and food safety and standards promotional work for the year is linked to the results of our sampling and other enforcement projects, to any relevant prosecutions, and to information provided by our enforcement partners, primarily the Food Standards Agency (FSA). Promotional work consists of [postings on our trading standards website](#); including scam alerts, postings via our twitter feeds and Facebook pages and regular press releases, locally, regionally and nationally. In addition, we occasionally develop our own promotional material to assist with consumer and/or business education work, the most recent example being material we developed for our allergens project (resources in relation to allergens promotional work have been accounted for in 3.5).

Information and intelligence gathering work is carried out by feed and food officers as part of their ongoing duties. Information and intelligence are also gathered and analysed by our intelligence lead and technical support staff in the Intelligence and Enforcement Support Section. Such work informs our control strategy, tasking and coordination function, our service planning cycle and operational work.

Resourcing details are provided in the table below (FTE means Full time equivalent):

<b>Project Name</b>	<b>Project Description/Outcomes</b>	<b>Staffing/ Other Resources* 2023/24</b>	<b>Staffing/ Other Resources* 2024/25</b>
Promotional Work, Intelligence Gathering	Promotional work including results of market surveillance, enforcement projects, prosecutions and information dissemination. Promotion will include use of our website, social media pages and feeds, local, regional and national press releases and liaison with media organisations.  Intelligence gathering work will include complaints and information monitoring, review of local, regional, national and international data to inform market surveillance and enforcement activity.	0.05 FTE** (feed)  0.05 FTE** (food)	0.05 FTE** (feed)  0.05 FTE** (food)

\*Excluding managerial, administrative and legal support

\*\*Intelligence gathering work also undertaken by Intelligence and Enforcement Support Section

## Section Four: Resources

### Financial Allocation

- 4.1 The net budget for the Trading Standards service for 2024/25 is £1,985,200. A breakdown of the Trading Standards budget for feed and food enforcement is shown below (F&F means Food and Farming Team, FTE means Full time equivalent and TS means Trading Standards):

Budget description	2023/24 Outturn	2024/25 Estimate
Staffing	Total F&F: £385,454 Food & Feed: £309,280 (based on 5.40 FTE)	Total F&F: £451,190 Food & Feed: £349,515 (based on 6.05 FTE)
Sampling (food & agriculture purchase and analysis)	£27,500	£27,000
Travel	Total Operational TS: £13,000 Food & Feed: £2,275 (based on 5.40 FTE)	Total TS: £25,090 Food & Feed: £3,930 (based on 6.05 FTE)

At the time of writing this plan the Service is applying for grant funding for feed/hygiene audits and feed sampling to supplement the 204/25 sampling budget. The results of any grant bid will affect surveys proposed in Section 3.5 above. Whilst the overall grant funding is likely to be slightly increased in comparison to 2023/24 funding, changes to the timing and allocation of these resources means we are unable to confirm the exact amount at this time.

The relative amounts allocated to food and feed law enforcement are based on the staff allocation breakdown given in Section 4.2.

- 4.1.1 The Food Law Code of Practice currently requires the service to inspect its food businesses over a prescribed cycle. In addition to the inspection of all high-risk businesses and other interventions detailed in this plan, the expectation is that all medium risk businesses will be inspected every 2 years and that an inspection or alternative enforcement strategy be undertaken at low risk premises once every 5 year. As outlined in 3.1.2 above, the FSA has produced a “Covid-19 Local Authority Recovery Plan” that currently allows local authorities to diverge from the required schedule of programmed interventions, during the recovery period outlined in that plan.

The service has determined that, if it were to conduct the routine food inspection programme detailed above, the following resource would have to be redeployed from other enforcement activities, such as fair trading, animal health & welfare or product safety work:

- 9.5 Full Time Equivalents (FTE) for medium risk food business inspections
- 0.25 FTE for low risk food business alternative enforcement strategies.

However, mindful of the recommendations of the Hampton<sup>6</sup> and Macdonald<sup>7</sup> Reviews which state the service should only carry out inspections of businesses where there is a clearly identified risk presented by that business, the service will, as in previous years, conduct intelligence-led inspections or other interventions within those business sectors or at those food business operators presenting the highest risk to the food chain and consumers/other legitimate businesses. A flexible approach to resourcing enables us to respond appropriately to incidents and our local approach to risk assessment and effective targeting of resources, rather than the execution of a routine inspection programme, will provide the necessary protection to the county's food chain. A more intelligence-led approach to inspection/intervention will be introduced by the FSA's new food standards delivery model, which is to be implemented by 31 March 2025.

- 4.1.2 The service continues to invest in modern ICT systems. Access to the Internet, to the Civica Cx database and to other information systems is seen as a vital resource for operational staff. The service currently uses the UK FSS iNet database for recording, managing and submitting food and feed sampling data. As a result of withdrawal of funding by the FSA the service is aware that UK FSS iNet, whilst still in operation, no longer benefits from external ICT support. At the time of writing this plan the service is awaiting further instruction from the FSA as to how the replacement system for data transfer will operate.

The service has signed up to the "Register a Food Business" national online portal operated by the FSA to enable it to receive real-time food business registration data.

All food and feed law enforcement officers have been issued with hybrid laptops that incorporate detachable tablets, smart mobile telephones and digital cameras. The current devices, along with the mobile working functionality of the Cx platform, will, in time, allow officers to directly record and update database information whilst off site at business premises.

The service has issued all of its operational officers, including all food and feed officers, with purchasing cards. This has greatly enhanced our ability to undertake online market surveillance sampling activities.

The service does not have an individual budget for ICT as such matters have previously been transferred to corporate budgeting.

- 4.1.3 No fixed amount is set aside for legal costs with specific regard to food and feed law. However, a general legal cost subjective is allocated to the budget, the budgeted amount for 2024/25 being £26,000, which may be supplemented from contingency, if necessary.

---

<sup>6</sup> Reducing administrative burdens: effective inspection and enforcement: Philip Hampton – March 2005

<sup>7</sup> Review of Regulation in Farming: MacDonald – May 2011



### Staffing Allocation

- 4.2 The current staffing allocation to food and feed enforcement has been calculated on the basis of the projects/activities described in Section 3 above as summarised and unless otherwise stated FTE figures quoted relate to competent staff:  
(FTE means Full time equivalent and n/a means non-applicable)

Plan Section	Project/Activity	FTE 2023/24 Feed	FTE 2023/24 Food	FTE 2024/25 Feed	FTE 2024/25 Food
3.1	Feed Hygiene & Standards Inspection Programme	0.15	n/a	0.15	n/a
3.1	Inspection of high-risk food businesses	n/a	0.60	n/a	0.60
3.2	Complaints and Referrals	0.05	0.80	0.05	0.60
3.4	Business advice	0.15	0.75	0.10	0.85
3.5	Agricultural sampling	0.80	n/a	1.00	n/a
3.5	Food Sampling Including Allergens Project	n/a	1.65	n/a	2.00
3.7	Food/feed alerts	n/a	0.10	n/a	0.10
3.8	Liaison	0.15	0.10	0.15	0.35
3.9	Promotional Work, Intelligence Gathering (including non-qualified staff)	0.05	0.05	0.05	0.05
<b>Total</b>	<b>Total full time equivalents</b>	<b>1.35</b>	<b>4.05</b>	<b>1.50</b>	<b>4.55</b>

**Total FTE for 2023/24 = 5.40**

**Total FTE for 2024/25 = 6.05**

### Staff Development Plan

- 4.3 The service focuses on the needs of both specialist feed and food law enforcement officers and other staff in terms of their training and continuous professional development (CPD).

The current training arrangements are reflected in the Learning and Development Framework and the Learning and Development Plan. Over recent years the number of qualified food and feed officers within the service has reduced, as officers have left the service. The service has invested in supporting trainees to study for the Trading Standards Practitioner Diploma (TSPD) and the Level 6 Trading Standards Professional Apprenticeship in order to attain the qualifications necessary to be able to undertake food and feed standards work. At present the Service has ten trainees.

Skills and competency are assessed at annual staff personal development plan discussions, midyear reviews and 1-2-1 meetings and a programme of continuous professional development is implemented to ensure the maintenance of essential knowledge and skills.

The Food Law Code of Practice England (2021) lays down competency demonstration requirements for food officers (20 hours CPD per annum) The service ensures that sufficient time and resources are provided to allow food officers to attain the required 20 hours of CPD per annum.

The service has developed its competency assessment process in line with the requirements of the Competency Framework and the Food Law Code of Practice (2021).

Similarly, the Feed Code of Practice (England) (2018) requires that competent officers are able to evidence 10 hours CPD per annum. Again, the service ensures that sufficient time and resources are provided to allow feed officers to attain this CPD.

## **Section Five: Quality Assessment**

### **Quality Assessment and Internal Monitoring**

- 5.1 The following arrangements will be used to assess the quality of the Authority's service:
- All procedures and work instructions relating to feed and food law enforcement are subject to established in-house quality improvements and auditing procedures which apply to the whole of the Trading Standards service
  - Evaluation surveys sent out to a sample of businesses following an inspection or request for advice
  - Review of a random number of inspections, service requests and complaints by section/line managers
  - Feedback at 1-2-1 meetings, midyear review and personal development plan discussions on individual performance
  - Feedback at team meetings.

## **Section Six: Review**

### **Review Against the Service Plan**

- 6.1 The Service uses a performance measurement toolkit, "PMR", to collate, report and review performance on a monthly basis.

At monthly intervals the Trading Standards Management Team undertakes a performance review. The meeting includes recognition of any variance from target, the reasons for variance and any appropriate measures to be put in place to address such variance.

The Trading Standards Management Team also reviews progress against our Control Strategy Priority Actions of:

- Through programmes of intelligence-led market surveillance, education and enforcement activities ensure the safety, standards and quality of the food chain, including food, animal feeds and agricultural fertilisers, and
- Support the economy and encourage growth, by providing businesses with access to information and compliance advice, including through chargeable, bespoke services

at monthly Tasking and Coordination meetings.

These priority actions include the provision of business advice, liaison with regulatory and business partners, intelligence-led market surveillance and enforcement activities, including risk-based inspection and sampling.

The allocation of suitable resources to tackle any emerging food or feed issues or trends can also be raised for consideration by the Trading Standards Management Team at the monthly Tasking and Coordination meeting.

Information on performance measures and targets is set out on pages 8 and 9 of the Trading Standards Service Plan 2024/25.

#### **Identification of any Variation from the Service Plan**

- 6.2 As outlined in Section 6.1 above the Service, on an ongoing basis, monitors its performance using the above means and takes action to address variance from target throughout the year.

#### **Areas of Improvement**

- 6.3 The service is committed to addressing areas of improvement highlighted by the ongoing quality assessment and internal monitoring as outlined in Section 5.1 above and the monthly reporting as outlined in Section 6.1 above.

# Food and Feed Sampling Policy

## Background

Our five priorities are:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

## Introduction

This policy outlines our general approach to the sampling of food and animal feed. This policy is produced in accordance with the service's obligations under the Framework Agreement on Official Food and Feed Controls and the respective Food and Feed Codes of Practice.

## Policy

This service recognises that sampling and analysis is an essential part of food and feed standards enforcement, which enables authorised officers to assess compliance with food and feed standards, composition, safety and labelling requirements. This includes using sampling and analysis as part of proactive market surveillance and reactive responses to complaints.

The service is committed to maintaining a contract with a suitably qualified Public/Agriculture Analyst for the analysis of formal food and feed samples.

On an annual basis we will formulate and commit resources to a sampling programme for food and animal feed products. This programme will be developed taking into account factors including the nature of the food and feed businesses in the county, our intervention plan, Primary Authority functions, the Food Standards Agency (FSA) food and feed priorities and other available local, regional and national intelligence pointing to areas of most concern. We will also develop our sampling programme in consultation with the service's appointed Public/Agriculture Analyst.

This service is committed to participation in national and regional sampling surveys where proposed sampling/analysis fits in with the above-mentioned factors.

Although developed as an annual programme, this service will continue to monitor intelligence for emerging issues and will change or amend the sampling programme as necessary.

This service will target its proactive sampling at locally produced animal feed and foods, those products/ingredients from companies that manufacture in, are based in or import into Norfolk. In line with guidance issued by the FSA this service is also committed to ensuring at least 10% of all food samples are foods imported into the United Kingdom.

All formal food and feed sampling will be undertaken in accordance with the Food Law Code of Practice (England) or the Feed Law Code of Practice (England), as applicable. All formal samples are analysed and/or examined by the service's nominated Public/Agriculture Analyst in accordance with the applicable legislation. Officers who take formal samples are suitably qualified and competent to do so in accordance with the respective Food and Feed Codes of Practice.

Where it is the case that informal samples are taken by officers, wherever it is possible, these samples shall be taken in accordance with relevant legislation.

All food/feed samples and the result of examination/analysis will be recorded. Food and Feed Business Operators will be notified of both the samples taken and the results of analysis. Where sample results are considered to be unsatisfactory, the service will take appropriate action to ensure compliance is achieved. Any action will be carried out in accordance with the CES Compliance & Enforcement Policy.





# Norfolk County Council

Community & Environmental Services

## Annex 3: Trading Standards Service Delivery of Animal Health & Welfare Framework 2024/25



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

# Delivery of Animal Health and Welfare Framework 2024/25

County councils, metropolitan boroughs and unitary authorities in England have a statutory duty to help local communities comply with laws to prevent the spread of animal disease and protect the welfare of animals. It is compliance with these laws that gives our farming industry the freedom to trade freely and thrive, ensuring that the food we eat is safe and as described, shaping our countryside and making a major contribution to local economies.

The agriculture sector is a major industry in Norfolk and is synonymous with the character of the county. 9%<sup>1</sup> of active enterprises in Norfolk are in the agriculture, forestry and fishing sector. The total farm labour force is large with 11,838<sup>1</sup> people employed on commercial holdings. In comparison with other local authority areas, the county has one of the largest livestock populations of commercial poultry (16,945,780<sup>1</sup>) and pigs (787,583<sup>1</sup>) in the United Kingdom.

Central and local government partners have produced an updated [Animal Health and Welfare Framework](#)<sup>2</sup> that offers local authorities a set of practical principles to help deliver duties under animal health and welfare legislation in a way that:

- Is responsive and accountable to local communities;
- Is focused on high risk activities to make best use of limited resources;
- Recognises why national consistency is important for businesses, the public and to protect against animal disease;
- Delivers controls in a way that supports European and international trade agreements;
- Promotes collaborative working.

The Framework is a partnership agreement that aims to increase mutual understanding and collaboration between the Department for Environment, Food and Rural Affairs (Defra), the Animal and Plant Health Agency (APHA) and local authorities in relation to animal health and welfare work. It includes responsibilities for all partners to achieve this. The information on the following pages outlines the responsibilities for Norfolk County Council Trading Standards and how these are achieved.

<sup>1</sup>2022 Office of National Statistics figure from [Structure of the agricultural industry in England and the UK at June](#)

<sup>2</sup>Produced in partnership between [Defra](#), [the Animal Plant Health Agency \(APHA\)](#), the [Association of Chief Trading Standards Officers \(ACTSO\)](#) and the National Animal Health and Welfare Panel (NAHWP). It is supported by the [Local Government Association \(LGA\)](#).

# **Responsibilities of Local Authorities**

## **Action Required 1**

Undertake annual service planning based on the principles in the Animal Health and Welfare Framework.

## **Planned Service Delivery 1**

This document, outlining the responsibilities of local authorities under the Animal Health and Welfare Framework, is included as an annex to the Trading Standards Service Plan. Safeguarding the standards of animal health and welfare and responding to and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health is a defined priority action in the Service Plan and the Trading Standards service's control strategy.

## **Action Required 2**

Develop a risk based, consistent and accessible process for responding to complaints relating to animal health matters on farms.

## **Planned Service Delivery 2**

The actions of the Service are informed by the Community & Environmental Services (CES) Compliance & Enforcement Policy. The policy includes reference to the Farm Regulators' Charter and the Regulators' Code.

The service has adopted the Intelligence Operating Model (IOM) to direct its activities and prioritise its resources. Safeguarding the standards of animal health and welfare and responding to and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health is a defined priority action of the service's control strategy and activities take account of local, regional, and national priorities.

The service operates a duty system where all matters that have the potential to require further action, including complaints relating to animal health matters on farms, are reviewed by a Lead Trading Standards Officer. If further action is required, the Lead Trading Standards Officer allocates matters to qualified/competent staff, providing handling instructions to ensure a consistent approach. Within the general process, the service has a number of guidance documents, which have been developed to aid the duty team to respond consistently to animal health and welfare complaints, including:

- a flow diagram for allocating animal health matters
- a step-by-step guide to dealing with illegally imported animals
- a guide for dealing with alleged breaches of the requirements of avian influenza controls
- a guide for dealing with multiple animal welfare issues/complaints relating to the same keeper
- guidance on how to deal with abattoir and welfare in transport notifications
- a TB work instruction, and
- instructions for dealing with missing ear tag referrals.

### **Action Required 3**

Provide transparency about how the local authority responds to animal welfare complaints, including collaborative arrangements with other partners and charities.

### **Planned Service Delivery 3**

As outlined in 2 above, the service's standard policy and protocols for handling referrals and complaints include our response to animal welfare complaints.

The CES Compliance & Enforcement Policy and the Trading Standards Service Plan, including this framework annex are published.

The service has an information exchange protocol with Norfolk Constabulary and has information sharing agreements with Citizens Advice and World Horse Welfare. In addition, the Service has memoranda of understanding with:

- the East of England Trading Standards Association (EETSA), to enable the use of a shared intelligence database
- Suffolk Trading Standards, to share resources in the event of an animal disease outbreak or major animal welfare event
- the Animal and Plant Health Agency (APHA) (facilitated for the service by the Association of Chief Trading Standards Officers (ACTSO)), outlining roles and responsibilities to deal with the safe disposal of anthrax carcasses.

Referral handling instructions, covering matters including animal welfare complaints, are maintained for Citizens Advice and Norfolk Police.

Where appropriate, the Service will arrange joint visits with Veterinary Officers (VO) from the Animal and Plant Health Agency (APHA) to investigate welfare complaints.

Where a complaint raises serious welfare concerns the service will seek to investigate the matter within 24 hours of receipt.

Liaison is also maintained with other appropriate agencies to try and establish if the subject of the complaint is the subject of any other complaints/investigations, so a consensus on how to move forward can be agreed.

### **Action Required 4**

Identify high risk businesses and activities on an annual basis.

### **Planned Service Delivery 4**

The service uses a business risk assessment scheme based on that promoted by the Food Standards Agency (FSA) and has adopted the National Trading Standards Intelligence Operating Model (IOM) to inform its activities and prioritise its resources. The service uses available intelligence sources to risk-assess businesses and identify high risk businesses and activities on an ongoing basis. This informs our priority activities outlined in our control strategy, including our annual high-risk inspection programme, and informs tasking and coordination decisions.

### **Action Required 5**

Produce an annual programme of interventions for all high-risk businesses and activities based on the risk presented by the activities carried out, intelligence, history of compliance and available resources.

### **Planned Service Delivery 5**

The service produces an annual programme of interventions for all identified high risk businesses. In producing the programme, the service considers factors including risk, compliance history, local, regional and national priorities and any other available intelligence.

Progress against targets (for interventions carried out) is monitored monthly by the Trading Standards Management Team via reports provided by Lead Trading Standards Officers.

### **Action Required 6**

Undertake an annual audit of each livestock market and collection centre in partnership with APHA to review documentation and procedures. Produce an annual programme of interventions based on the outcomes of the audit, which remains flexible to changing risk through the year.

### **Planned Service Delivery 6**

There are one livestock market and two poultry sales operating in Norfolk (although poultry sales have not been operating due to prevailing Avian Influenza outbreaks and controls) and the service regularly liaises with the market operators.

The service works with officers from APHA to undertake the annual audit of the livestock market, reviewing the market premises and their systems, processes and documented arrangements. This audit informs our agreed programme of interventions with the market, which is fed into our annual intervention programme, as outlined in 5 above.

### **Action Required 7**

Actively engage in regional animal health and welfare groups, attending meetings where possible and contributing to regional discussions about the implementation of the Framework. Ensure membership of the KHub.

### **Planned Service Delivery 7**

The Service contributes significantly to regional and national groups. The Service is represented at the East of England Trading Standards Authorities (EETSA) Animal Health and Welfare Regional Group and uses this route to contribute to National Groups as well as being proactive on KHub.

The EETSA regional group is active, and members support each other with the mutual provision of information and advice to ensure a consistent approach to the application/ interpretation of legislation.

The EETSA regional group also maintains a close working relationship with the National Animal Health and Welfare Panel. Officers of the service are members of the Animal Health and Welfare group on Knowledge Hub (KHub) (a public service digital platform).



## **Action Required 8**

Work closely with other local authorities to share knowledge and expertise, including opportunities for shared training, joint inspections, opportunities for contracting and peer to peer reviews.

## **Planned Service Delivery 8**

In addition to that outlined in 7 above, the service has an ongoing commitment to work closely with Suffolk Trading Standards. The service has agreed a Memorandum of Understanding with Suffolk Trading Standards to enable sharing of resources (including cross border authorisation arrangements) to respond to animal disease outbreaks and animal health and welfare issues. Other collaborative working areas with Suffolk Trading Standards include collaborative intelligence functions, shared best practice, a common compliance & enforcement policy and shared learning and development activities.

The EETSA Animal Health and Welfare Group has provided and maintains a regional store of equipment to facilitate responses to breaches of the legislation controlling rabies.

## **Action Required 9**

Proactively exchange and use information and intelligence to inform the delivery of animal health and welfare controls, using national intelligence databases where appropriate.

## **Planned Service Delivery 9**

As outlined in 3 and 4 above the service has adopted a number of information sharing agreements/protocols and memoranda of understanding, and the National Trading Standards Intelligence Operating Model (IOM).

All operational officers have access to the national intelligence database, IDB, and are encouraged to make submissions and review IDB intelligence in relation to their activities.

The service employs an Intelligence Lead and an Intelligence Technical Support Officer to support and facilitate our intelligence led approach. The Intelligence Lead scrutinises all incoming complaints, received via the Citizens Advice portal, and partner referrals, such as those from APHA, all of which are received via [trading.standards@norfolk.gov.uk](mailto:trading.standards@norfolk.gov.uk).

On a day-to-day basis, if the Intelligence Lead receives any intelligence that raises a concern relating to a matter that has the potential to be a cross border issue this matter is sent to the EETSA Regional Intelligence Analyst (RIA) for further dissemination.

Each month the Intelligence Lead produces a tactical assessment for the Tasking and Coordination meeting. This assessment includes analysis (from IDB and Civica Cx) by subject area including "Animal Disease Control Measures", the level of IDB submissions and horizon scanning for areas of concern. The report also highlights the level of use of IDB by individual officers via their last timed login.

The Intelligence Lead and Animal Health Officers of the service have given training to Norfolk Constabulary Control Room staff on Trading Standards matters, including those relating to animal health. The Intelligence Lead and an Animal Health Officer from the Service attend the Norfolk CRAG (Crime Rural Advisory Group) meetings. These measures have and will improve the channels of communication and sharing of intelligence relating to matters concerning animal health and welfare.

As outlined in the Service's 2024/25 Strategic Assessment document, Norfolk Trading Standards has recorded more animal health intelligence on IDB than any other authority in the EETSA region and is nineteenth highest for all UK authorities in the category.

### **Action Required 10**

Regional groups to discuss and agree how each local authority will be involved in the recording, accessing and analysis of intelligence relating to animal health and welfare with the aim of making a staged improvement in the level and quality of intelligence recorded and the influence this has on service planning across the region.

### **Planned Service Delivery 10**

The Regional Intelligence Analyst (RIA) for the EETSA region has previously attended a meeting of the EETSA Animal Health and Welfare regional group and given advice on how to improve the quality and frequency of intelligence recording on the national intelligence database, IDB, relating to animal health and welfare matters. The EETSA regional group maintains communication with the EETSA RIA.

As mentioned in 9 above the service currently records more animal health intelligence on IDB than any other authority in the region.

### **Action Required 11**

Each regional group to review the level of intelligence being recorded and use the intelligence to identify any potential threats on at least an annual basis. Steps should be taken to resolve any concerns about the level or type of intelligence being recorded and a response be formulated to any criminal activity that has been identified.

### **Planned Service Delivery 11**

As per 10 above the EETSA Regional Intelligence Analyst (RIA) has previously attended the EETSA Animal Health and Welfare regional group and given advice on how to improve the quality and frequency of intelligence recording on IDB relating to animal health and welfare matters.

The RIA will also highlight any concerns about the level or type of intelligence being recorded within the region. Such concerns are disseminated through senior management meetings within EETSA.

The EETSA RIA produces an annual strategic assessment document that includes reference to the regional and national priorities.

As mentioned in 9 above the service currently records more animal health intelligence on IDB than any other authority in the region.

### **Action Required 12**

All local authorities should actively engage in the sharing of environmental, political, legislative or organisational changes at regional meetings that may influence service planning and activities.

### **Planned Service Delivery 12**

Such information is shared at the EETSA Animal Health and Welfare regional group. It is also shared at the EETSA Senior Management Group meetings, where progress of the agreed EETSA regional animal health and welfare workstream is reviewed on a quarterly basis. Issues of particular strategic importance are also discussed at EETSA Heads of Service meetings.

In addition, as outlined in 8 above, such information is shared with Suffolk Trading Standards through a programme of collaborative working including collaborative

intelligence functions, shared best practice, a common compliance & enforcement policy and shared learning and development activities.

### **Action Required 13**

Ensure that services consider the requirements laid down in the On Farm Charter and Regulators' Code where appropriate.

### **Planned Service Delivery 13**

The Community and Environmental Services (CES) Compliance & Enforcement Policy has been devised with due regard to the Regulators' Code and the Farm Regulators' Charter and both documents are referenced in that policy.

### **Action Required 14**

All services should consider how they meet EU standards for the delivery of Official Controls and any future standards that support trade agreements.

### **Planned Service Delivery 14**

The service is aware of the requirements of Article 6 of 2017/625 (as amended) and the requirement to have transparent and accountable audit processes in place.

The service has an annual programme of internal audits that can deal with all aspects of service delivery. If the need arises this programme would include an audit of official controls.

Officers who undertake animal health and welfare activities must maintain a level of competency. The service has devised a definition of competency (including required qualifications) for this area of delivery. Officers must complete a learning and development log form where they evidence competency. This evidence can include reference to work completed (including the handling of reactive complaints). This log form is reviewed by line managers at least twice a year. Demonstration of competency is linked to the service's warrant issue process. Our modular approach to warrants means that we can add or revoke service delivery areas in officers' warrants in line with their individual competency review.

Individual officers are also subject to the Council's performance management framework with annual goal setting and performance monitoring against those goals occurring at regular intervals during the year. In addition, line managers routinely quality monitor work undertaken by officers and give feedback as part of their 1-2-1 meetings.

As outlined in 15 below, the service provides national returns as per the government's single data list, including mandatory returns relating to official control delivery.

The service has a number of performance measures that are reported to Councillors and senior managers of the council. These performance measures, which can include aspects of official control delivery, are reviewed against target on a monthly basis by the Trading Standards Management Team.

As stated in 4 above, the service has adopted the National Trading Standards Intelligence Operating Model (IOM). This helps to manage prioritised threats and identified risks through enforcement and other activities, as well as reviewing the effectiveness of measures taken.

Norfolk County Council also carries out audits of services within its organisation to ensure compliance with, for example, financial controls.

The service is monitoring and horizon scanning to keep up to date with any potential issues as a result of EU exit, the Trade and Cooperation Agreement signed with the EU and other international trade agreements.

### **Action Required 15**

Complete statutory data returns in a timely manner.

### **Planned Service Delivery 15**

The service has a programme, outlining all the required national and regional statutory returns, which is monitored for progress. This programme includes the statutory animal health returns such as the annual return relating to inspections carried out under the Welfare of Animals (Transport) (England) Order and the bi-annual return relating to the number of animal health prosecutions.

### **Action Required 16**

Each local authority must have an up to date animal disease contingency plan in place, which is shared internally and with partners. Contact details are to be revised as changes happen. The plan should be updated within two years of any changes to the national template.

### **Planned Service Delivery 16**

This Service has an Exotic Notifiable Animal Disease Contingency Plan based on the current national template (which is produced by the National Animal Health and Welfare Panel and the Association of Chief Trading Standards Officers). The Service's plan was updated to reflect improvements made to operational practice during the response to the 65 outbreaks of avian influenza that occurred in Norfolk during 2022/23.

A separate Exotic Notifiable Animal Disease Contingency Plan for Norfolk Resilience Forum (NRF) Partners is also in place.

### **Action Required 17**

Local authorities should ensure that contact details on the Local Authority Master Contact List are updated in a timely fashion. This information is used by APHA to communicate details of possible animal disease outbreaks, make referrals and share intelligence.

### **Planned Service Delivery 17**

The list of Norfolk contacts is currently up to date. The Senior Manager within the Service with responsibility for animal health and welfare is responsible for ensuring the currency of the information provided to the Master Contact List.

### **Action Required 18**

Officers involved in the delivery of animal health and welfare controls should be trained and qualified in line with local standards and authorisation processes. Local processes should ensure officers are competent in the delivery of effective animal health and welfare controls. As with all responsible employers, local authorities should support staff with personal development processes and training. These principles are reflected in [Article 5\(4\) of Assimilated EU Regulation 2017/625](#)

### **Planned Service Delivery 18**

The service's approach to ensuring officers are qualified, maintain their competency and are suitably authorised is outlined in 14 above.

In addition, as part of the annual service planning process, a learning and development plan is produced. This includes input from Lead Trading Standards Officers, including those who have a specialist lead in animal health and welfare matters, to ensure that required courses and briefings for the forthcoming service year are provided to line managers for discussion at proposed attendees' personal development plan discussions. Lead Trading Standards Officers are also responsible for ensuring that learning and development requirements are identified on an ongoing basis and are delivered.

### **Action Required 19**

Use the Framework to promote the delivery of animal health and welfare controls to managers and local politicians.

### **Planned Service Delivery 19**

The annual Trading Standards Service Plan includes as an annex this document relating to the Animal Health and Welfare Framework Agreement. This plan is reviewed and agreed by the Trading Standards Management Team, presented to the Infrastructure & Development Select Committee and then put forward for approval by members of the Council's Cabinet.



# **Cabinet**

**Item No: 13**

**Report Title: Authority to Enact Revenue Pipeline**

**Date of Meeting: 08 April 2024**

**Responsible Cabinet Member: Cllr Jamieson** (Cabinet Member for Finance)

**Responsible Director: Al Collier, Director of Procurement & Sustainability**

**Is this a Key Decision? Yes**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: 21 February 2024**

## **Introduction from Cabinet Member**

In agreeing the budget for this year council has heard that a significant proportion of the council's spend is via third party contracts. The effective management of these contracts, to ensure both value for money and proper standards of service, is critical.

Expiry dates and break points in these contracts provide the council an opportunity to review the services and procurement arrangements. The budget having been approved, Cabinet is now asked to take the necessary executive decisions in respect of the council's larger revenue contracts, with expiry dates and break points in the next twelve months.

## **Recommendations:**

**Cabinet is asked to agree:**

- 1. To proceed with the procurement actions set out in Annex A;**
- 2. To delegate to each responsible chief officer authority to discuss with the contractors concerned the issues around extension of contracts designated herein as open for extension and to determine whether to extend the contracts (with such modifications as the chief officer considers necessary) or whether to conduct a procurement exercise to replace them;**
- 3. To delegate to the Director of Procurement and Sustainability authority to undertake the necessary procurement processes**

**including the determination of the minimum standards and selection criteria (if any); to shortlist bidders; to make provisional award decisions; to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;**

- 4. That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Contract Standing Orders and procurement law and in consultation, as appropriate, with the responsible Cabinet Member.**

## **1. Background and Purpose**

- 1.1 We spend some £900m each year on works, services and goods for Norfolk people so we need to ensure that we are managing these contracts well.
- 1.2 As an organisation we want to be good to do business with, and to be efficient and business-like in the way we work. High quality contracting and procurement is a critical enabler for us to do this.
- 1.3 We have adopted an approach which is proactive and ensures we have coherent, upstream arrangements for the 'contract pipeline', which is set out in this paper.

## **2. Proposal**

- 2.1 Cabinet is asked to take the executive decision to dispose of existing contracts and let new contracts as set out at Annex A.
- 2.2 So that the procurement processes can be undertaken, Cabinet is asked to delegate to the Director of Procurement and Sustainability authority to undertake the necessary procurement and contract extension processes. This will include:
- the authority to implement extension options contained in existing contracts where set out at Annex A;
  - determination of the minimum standards that must be met by bidders; of the selection criteria, if the process involves shortlisting; and of the award criteria that will be used to select the winning tender;
  - the authority to shortlist bidders in accordance with the selection criteria; the authority to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme) and to award contracts;
  - the authority to negotiate where the procurement process so permits; and
  - the authority to terminate award procedures if necessary – for example because no suitable or affordable offer is received.
- 2.3 In exercising these authorities, officers must comply with the council's Contract Standing Orders and procurement law.

- 2.4 It is for chief officers to deliver contracts or groups of contracts within the relevant budget allowances or, if necessary, to approve or seek approval for budget virements in accordance with the financial regulations.
- 2.5 Some larger revenue contracts that fall within the relevant period but where no approach has yet been agreed are also listed at Annex A, for information. These will be the subject of individual cabinet member decisions in due course.

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

- 3.1 The anticipated impact in respect of each contract or group of contracts is set out at Annex A.
- 3.2 The impact of the proposed delegations is that it will be possible to implement the pipeline of contract renewals, extensions and cessations in a more-expeditious manner.

### **4. Evidence and Reasons for Decision**

- 4.1 Cabinet recommended adoption of the budget and it is now logical that it approves the decisions in respect of contracts needed to deliver the budget. Expeditious execution of the contract pipeline requires the delegations to officers set out in this paper.
- 4.2 Reasons for decisions about individual contracts or groups of contracts are set out at Annex A.

### **5. Alternative Options**

- 5.1 Cabinet could choose not to approve the delegations set out herein. This would require a plethora of individual cabinet or cabinet member decisions and be likely to delay programme execution: this course of action is not recommended.

### **6. Financial Implications**

- 6.1 Financial implications are set out in Annex A.

### **7. Resource Implications**

- 7.1 **Staff:** Management of the programme will be undertaken within existing staff resources. Where additional professional resources are required, these are included in the budget.
- 7.2 **Property:** N/A
- 7.3 **IT:** N/A

## **8. Other Implications**

### **8.1 Legal Implications:**

The proposals meet the requirements of public sector procurement.

### **8.2 Human Rights Implications:** none identified

### **8.3 Equality Impact Assessment (EqIA) (this must be included):**

A public consultation process on the 2023-24 Budget has been undertaken. As in previous years, this public consultation has informed an equality impact assessment in respect of both new 2023-24 Budget proposals and the Council's Budget as a whole, which includes the revenue impact of capital spending decisions. In addition, councillors have considered the impact of proposals on rural areas.

Decisions around service redesign and changes to specifications for goods and services will need to include appropriate considerations for use of the resultant services and goods by all relevant groups (with further EqIAs as necessary).

### **8.4 Data Protection Impact Assessments (DPIA):** DPIA is not required as the data reported in this paper does not drill down to the personal data level.

### **8.5 Health and Safety implications (where appropriate):**

Specifications and contract management arrangements will need to take health and safety considerations into account.

### **8.6 Sustainability implications (where appropriate):**

Service design for each contract will include sustainability considerations.

### **8.7 Any Other Implications:**

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

## **9. Risk Implications / Assessment**

### **9.1** Officers will need to consider contract-specific risks as procurement activity is undertaken.

## **10. Select Committee Comments**

### **10.1** Not applicable

## 11. Recommendations

As set out in the Introduction, Cabinet is asked to agree:

1. To proceed with the procurement actions set out in Annex A;
2. To delegate to each responsible chief officer authority to discuss with the contractors concerned the issues around extension of contracts designated herein as open for extension and to determine whether to extend the contracts (with such modifications as the chief officer considers necessary) or whether to conduct a procurement exercise to replace them;
3. To delegate to the Director of Procurement and Sustainability authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any); to shortlist bidders; to make provisional award decisions; to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
4. That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Contract Standing Orders and procurement law and in consultation, as appropriate, with the responsible Cabinet Member.

## 12. Background Papers

N/A

### Officer Contact

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

**Officer name:** Al Collier  
**Telephone no.:** 01603 223372  
**Email:** [al.collier@norfolk.gov.uk](mailto:al.collier@norfolk.gov.uk)



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



## Annex A: Revenue pipeline

Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure	Cabinet Member and Responsible Director	Proposed approach	Reasons for proposed approach
Adult residential and nursing services Circa £200m per year, contract extension value circa £400m plus inflation based on a contract extension of 2 years. Various suppliers.	Cllr Alison Thomas Debbie Bartlett	Extend current framework until 31/03/2028 which is the final extension allowed under the current agreement.	Service users have a choice of care homes, subject to the home accepting the council's contractual terms and usual price. An open process is needed to enable homes to sign up to the council's terms and for compliance to be checked.
Home Support Principal Providers for each Primary Care Network in Norfolk (excepting NN4 and Gorleston)  Circa £11m per year, contract life value circa £110m plus inflation based on a contract duration of 120 months. Various suppliers.	Cllr Alison Thomas Debbie Bartlett	This is a contract with a guaranteed minimum number of hours with one principal provider per primary care network area being appointed. There are mechanisms in the contract to move the guaranteed minimum up or down depending on need. The contract length is 10 years, including suitable break provisions. The requirement will be competitively tendered.	New provider model to drive efficiencies and to enable collaboration.

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
Home Support Framework Providers for each primary care network area in Norfolk (excepting NN4, Gorleston and Great Yarmouth and Northern Villages). Various suppliers  Circa £6m per year, contract life value circa £60m based on a contract duration of 10 years	Cllr Alison Thomas Debbie Bartlett	A small number of framework providers will be appointed for each primary care network area. They will work with the principal provider and other framework providers to create efficient rounds and coverage. Circa 30% of the hours in a particular primary care network area will be available for the framework providers. This requirement will be competitively tendered.	New provider model to drive efficiencies and to enable collaboration.
Specialist home support for those with complex mental health needs First Choice Home Care Ltd Circa £800k p.a. Length of contract still to be determined, but likely to be up to 7 years giving a total value of circa £6m	Cllr Alison Thomas Debbie Bartlett	Reprocure via a competitive process	This contract has already been extended to its maximum end date, but the service is still required.
Digital Postmortems on behalf of the coroner.  Estimated value £1.5m.	Cllr Kay Mason Billig Caroline Clarke	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023, either through open competition or under a framework.	This is a new above-threshold service and so competitive tendering is required

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
Tier 2 weight management service for children and young people for Public Health. Whole lifetime value £2.1m over 7 years.	Cllr Bill Borrett Stuart Lines	This will be openly competed using the Competitive Process under the Health Care Services (Provider Selection Regime) Regulations 2023	This was removed from the Healthy Child Programme to enable a focus on weight management. The initial contract term will be 3 years, with options to extend for 2 further periods of 2 years each. Officers will negotiate extensions at that point if the service is performing well.
Care services at three new supported living schemes in King's Lynn, Norwich and Swaffham which are due to open. Each site will accommodate about 20 people, and it will provide support for adults with a learning disability and or a physical disability. Value circa £2.5m per year but this will be dependent on the needs of the individuals. Proposal will be to offer a 10-year contract (5+5yr) at a whole life cost of £25m.	Cllr Alison Thomas Debbie Bartlett	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023, either through open competition or under a framework.	New supported living schemes are coming on-line and there needs to be a procurement to meet the needs of those adults living in the schemes.

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
Supported living for adults with learning difficulties at Haspalls Road The Benjamin Foundation £267k p.a. Proposal will be to award a 10-year contract (5+5yr) at a whole life value of £2.67m.	Cllr Alison Thomas Debbie Bartlett	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023, either through open competition or under a framework.	The current provider has served notice on the contract, but the service is still required for the individuals living in this scheme.
Caring for Better Outcomes (c. £2m p.a. The annual split between care providers and the NHS staff cost is £1.5m / £547k) Contract length to be determined but likely to be up to 7 years which would give a total value of £14m	Cllr Alison Thomas Debbie Bartlett	Following a pilot, the plan is to procure for long term provision via a competitive tender process	Successful pilot shows that the service is required long term
Combatting Loneliness and Social Isolation Voluntary Norfolk, Community Action Norfolk, Kings Lynn and West Norfolk BC. Currently £810k p.a. Proposal will be to do a new procurement for 5 years (3+2) at a whole life value of £2.5m	Cllr Alison Thomas Debbie Bartlett	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023 when it comes to its end 31/03/2025	The contract will reach its final end date in March 2025 and there is no possibility for further extension. However, the service is still required and so we will need to organise a replacement once this contract finishes.

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
Health checks in the community and workplace for Public Health. Value will be approximately £420,000 per year. Whole lifetime value circa £3m over 7 years	Cllr Bill Borrett Stuart Lines	This will be openly competed using the Competitive Process under the Health Care Services (Provider Selection Regime) Regulations 2023	Current contract is expiring. Seeking one provider to achieve value for money. The initial contract term will be 3 years, with options to extend for 2 further periods of 2 years each.
Public health primary care contracts Various pharmacies and GP practices £1.93m p.a. Contract length to be determined but likely to be in the region of 7 years with a further extension option of 3 years which would give a total value of £19.3m	Cllr Bill Borrett Stuart Lines	This will be an “any willing provider” model under Direct Award Process B of the Health Care Services (Provider Selection Regime) Regulations 2023	This is the appropriate procurement route as patients have a choice of providers and the number of providers is not restricted by the relevant authority
Community Stop Smoking Service (level 2) £250,000 per year Total value over 7 years £1,750,0000	Cllr Bill Borrett Stuart Lines	This will be openly competed using the Competitive Process under the Health Care Services (Provider Selection Regime) Regulations 2023	This is new provision to complement the Primary Care and Specialist Stop Smoking (level 3) provision to ensure Norfolk cover. Will be accessed via the Healthy Lifestyles Framework.



<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
Alcohol and Drug Behaviour Change Service CGL £6.9m p.a. Total value £14m for a 2-year contract extension	Cllr Bill Borrett Stuart Lines	To utilise the option allowed in the contract and extend until 31/03/2028	The current arrangements are working well, and an extension is required from 31/03/2026.
Healthy Child Service (£16.2m per year) - Cambridgeshire Community Services. Contract duration to be determined.	Cllr Bill Borrett Stuart Lines	Procurement process under the Health Care Services (Provider Selection Regime) Regulations 2023	Existing contractual arrangements are expiring October 2026. Full justification for the proposed procurement approach will be brought for a separate key decision – no decision is sought from Cabinet at this point.
Early Childhood and Family Service Action For Children Services Limited £5.1m p.a., total value £10.2m based on a contract extension of 2 years	Cllr Penny Carpenter Sara Tough	To utilise the option allowed in the contract and extend until 30/09/2026	This will align the end date with the end date of Public Health's Healthy Child Programme. These services benefit from alignment, and we are looking to introduce further alignment benefits as we move forward to a new contract after 30/09/2026

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
<p>Services for looked after children and children with special educational needs Framework with multiple suppliers</p> <p>Circa £8.4mp.a., contract extension value circa £25.2m based on a contract extension of 3 years</p>	<p>Cllr Penny Carpenter Sara Tough</p>	<p>To utilise the option allowed in the contract and extend until 31/03/2027 which is the final end date allowed under the current contract.</p>	<p>These statutory services will continue to be required, and the current framework works well.</p>
<p>Integrated Sexual Health Services (£6m per year) - Cambridge Community Services.</p> <p>Anticipated contract duration likely to be up to 10 years, giving total value of circa £63.5m</p>	<p>Cllr Bill Borrett Stuart Lines</p>	<p>Procurement process under the Health Care Services (Provider Selection Regime) Regulations 2023.</p>	<p>Existing contractual arrangements are expiring March 2026. Full justification for the proposed procurement approach will be brought for a separate key decision – no decision is sought from Cabinet at this point.</p>
<p>Grant Funding to the Citizens Advice Bureau (CAB)</p> <p>Circa £420k for 2025/2026</p>	<p>Cllr Alison Thomas Debbie Bartlett</p>	<p>To continue to provide grant funding to support the provision of a CAB service within Norfolk in 2025/26.</p>	<p>The council has historically provided grant funding to enable the provision of a CAB service for Norfolk and we would like to continue to do so.</p>

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
myOracle Oracle Corporation UK Ltd £1.5m per year Total value of a 5-year extension from October 2026 will be approximately £7.5m	Cllr Andrew Jamieson Harvey Bullen	Extend the current contract using the built-in extension option	This has been reviewed by the myOracle Board. It would make no sense, having implemented MyOracle comparatively recently, to start a project costing many millions of pounds to replace it.
Three-year extension to the Council's software reseller contract with Bytes (circa £15m total value for 3 years) taking us to October 2028	Cllr Jane James Geoff Connell	This is an extension that was allowed for when the contract was originally let.	The contract is performing well, and the most important aspect is quality of advice, which enables licensing expenditure to be optimised – the actual reseller margin is a small part of the total cost.
Security Information and Event Monitoring (SIEM)  Circa £400,000 per year Contract duration likely to be up to 4 years, total value £1.6m	Cllr Jane James Geoff Connell	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023, either through open competition or under a framework.	We need to test the market to attain best value
Provision of Insurance Services (Casualty and Motor) Zurich Insurance plc One year extension with a value of £1.3m Replacement contract up to 5 years, circa £5-7m	Cllr Andrew Jamieson Harvey Bullen	<ol style="list-style-type: none"> <li>1. To utilise the option allowed in the contract and extend until 31/05/2025 which is the final end date allowed under the current contract.</li> <li>2. Undertake a suitable procurement exercise to replace the contract.</li> </ol>	The Council still requires this type of insurance and there is no benefit to switching before the final possible end date of our current arrangement. After that, we will need to implement a replacement so that insurance continues.

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
Highways/Infrastructure Professional Services Contract (circa £5m per year with a total value of circa £60m plus indexation based on a 12-year contract.) – WSP This is subject to a final view being taken on the contract length.	Cllr Graham Plant David Allfrey	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023.	Existing contractual arrangements are expiring. Full justification for the proposed procurement approach will be brought in a separate Cabinet paper – no decision is sought from Cabinet at this point.
Highways/Infrastructure Works Contract (Circa £42m per year with a total value of circa £504m plus indexation based on a 12-year contract) – Tarmac This is subject to a final view being taken on the contract length.	Cllr Graham Plant David Allfrey	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023.	Existing contractual arrangements are expiring. Full justification for the proposed procurement approach will be brought in a separate Cabinet paper – no decision is sought from Cabinet at this point.

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
<p>Traffic signals and intelligent systems</p> <p>Swarco UK &amp; Ireland Limited (circa £1m per year with a total value of circa £12m plus indexation based on a 12-year contract)</p> <p>This is subject to a final view being taken on the contract length.</p>	Cllr Graham Plant David Allfrey	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023.	Existing contractual arrangements are expiring. Full justification for the proposed procurement approach will be brought in a separate Cabinet paper – no decision is sought from Cabinet at this point.
<p>Operation of Herring Bridge (circa £250-£400,000 per annum) with a total value of circa £5m based on a 10-year contract (with break points).</p> <p>This is subject to a final view being taken on the contract length.</p>	Cllr Graham Plant David Allfrey	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023.	One year's operation was included in the construction contract to ensure that the contractor has control during any teething troubles, but the ongoing contract needs to be tendered

<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
Framework Agreement for residual waste. This procurement vehicle would be used for additional ad hoc waste above that contracted for elsewhere. The value is not known as it depends on annual waste volumes. It will be a 4-year framework of circa £6-7m.	Cllr Eric Vardy David Allfrey	This will be openly competed under the Public Contract Regulations 2015 or the Procurement Act 2023.	Arrangements are needed to cover these ad hoc requirements. There is no suitable framework agreement available, so an open tender is needed.
Bulk Salt Supplies for Highway De-icing Compass Minerals UK Ltd.  Circa £1m per year, contract extension value circa £3m based on contract extension of 3 years	Cllr Graham Plant David Allfrey	Extend the current contract for 3 years from 1 <sup>st</sup> May 2025 in line with the extension provisions contained in the contract	The current arrangements are working well, and continuity is key.
Neutral vendor for temporary staff resources Magnit Global GRI Ltd One year extension at circa £12m p.a. Followed by a replacement contract of up to 5 years – total circa £60m – value depends entirely on volume of usage	Cllr Kay Mason Billig Derryth Wright	<ol style="list-style-type: none"> <li>1. To utilise the option allowed in the contract and extend until 02/07/2025 which is the final end date allowed under the current contract.</li> <li>2. Undertake a suitable procurement exercise to replace the contract.</li> </ol>	The requirement for temporary staff continues, and the current contract works well. We have explored the option of moving to the ESPO alternative, but this would not produce savings at the moment.



<b>Contract title(s), name of incumbent contractor(s) if applicable and approx. annual expenditure</b>	<b>Cabinet Member and Responsible Director</b>	<b>Proposed approach</b>	<b>Reasons for proposed approach</b>
School catering service Norse Eastern Limited	Cllr Penny Carpenter Sara Tough	To be confirmed – consultation with schools ongoing	Existing arrangements are expiring 31/03/2025. Full justification for the proposed future approach will be brought for a separate key decision – no decision is sought from Cabinet at this point.

# Cabinet

**Item No: 14**

**Report Title: Corporately Significant Vital Signs**

**Date of Meeting: 8th April 2024**

**Responsible Cabinet Member: Cllr James** (Corporate Services and Innovation)

**Responsible Director: Paul Cracknell, Executive Director Strategy and Transformation**

**Is this a Key Decision? No**

## **Executive Summary / Introduction from Cabinet Member**

The purpose of this Quarter 3 report is to provide Cabinet with an update on the Council's performance against its Corporately Significant Vital Signs.

Each performance report provides the opportunity to review and understand context, current performance, trends, identify performance risks, and by regular monitoring during the period, allow for early interventions and to validate the actions that have been taken to address performance deviation and identify further opportunities for improvement.

Our Vital Signs are made up of an array of different types of performance measures, some of which are focused workload or output measures, like the Museum visits measure which focuses on services received/visits made, and some which measure our timeliness or productivity, like % of Education, Health, and Care Plans completed within Timescale, in Children's services. Where possible we focus on being outcomes driven, but recognise that for some of our Vital Signs, performance is often affected by circumstances outside of our control, such as the Looked after Children measure in Children's Services, which is affected by the volume of UASC Children allocated to the area. That being said, it remains important for us to understand the challenges and extenuating circumstances that affect our service delivery and achievement of our strategic outcomes, and we continue to monitor trends and establish insights around such measures to aid effective planning, allocation of resources and to monitor demand and forecasting.

As a Council, we continue to operate in a period of challenge, and have been actively responding to changes in the national landscape around performance, with the strategy for the Office for Local Government confirmed and with more scrutiny expected in this area in relation to new Productivity Plans that are to be submitted in July 24. Alongside this we continue to respond to internal pressures on how we are

using resources to reach the best outcomes for residents whilst also reaching a balanced budget for 24/25.

We are continuing efforts to review our Vital Signs across Departments, including revised targets for retained measures, and new composite measures for Children's Services, ready for 24/25, with the aim of ensuring that our focus on performance across our services remains on the right areas, with the right targets and stretch goals in place. Proposals relating to changes in measures where finalised are included within this report and Members are asked to agree these for the year 2024/25 measurement.

Across Quarter 3 we have conducted a self-assessment and peer review of our Commercial Activity under the Cabinet Office's Commercial Continuous Improvement Assessment Framework (CCIAF) and achieved a rating of 'Good' which matched the wider rating of our Assessment Cohort. This rating demonstrates a positive recognition of our commitment to improvement and good performance management and will act as a tool moving forward for us to benchmark our Commercial Activity against in the future.

Performance has improved across our activities in relation to reducing the need for care within Adult Social Services and our Transformation activity in relation to this area remains positive, however we still continue to face challenge in the activity in relation to the Quality of our Care Market measure.

In Children's Services, we have seen improvement across 3 measures, with 2 measures moving from performing under target, to now reaching Green. As expected, and previously reported, we have continued to see a decline in performance against % of Education, Health and Care Plans completed within Timescale, whilst we implement our refresh of the Local First Inclusion strategy, redesigning support to meet the needs of children earlier and in turn reducing future demand. Alongside this the high needs SEND team has sustained significantly improved performance across 2023 as a whole, with 2335 plans issued in 2023, compared to 1093 in 2022.

Performance remains stable across our CES measures and static across our Strategy & Transformation measures, with the exception of our Adults Social Worker Vacancies - % establishment filled (Grade I – L) measure, which has improved by 5% and is now just 3% under target.

There continues to be risk reported around the savings targets for Finance, with shortfalls anticipated in Adults, Children's Services and CES. Monitoring of these programmes shall be reported via the Monthly Finance Report and clear actions outlined for any mitigations against the anticipated risk.

As with the last quarter's report, performance across this quarter has seen an uplift from measures now reporting as Green, with an increase of 6 and just 3 measures reporting as Amber. We are reporting 4 Red measures for Quarter 3.

For areas of underperformance the relevant supportive narrative on these measures discusses the corrective actions that will take place to improve performance and the expected return to target dates. These measures shall be actively discussed at

Executive Leadership Level, and at Directorate DMTs to ensure that trends continue to be monitored and mitigative actions put in place, where we have the influence to do so. Actions are clearly highlighted at the end of each Directorate Section.

This report utilises the Corporately Significant Vital Signs that underpin portfolio outcomes using a traffic light visual rating. 38 monthly and quarterly Corporately Significant Vital Signs are being reported in this period, where performance for the monthly measure is drawn from the last month in quarter (December).

Performance is measured using Red, Amber, and Green (RAG) ratings based on the current level of performance against target. The table below shows the proportion of corporately significant vital signs at each RAG rating in the last month at the end of Quarter 3. Performance in the last month of Quarter 3 is compared to that in the last month of Quarter 2 of 23/24.

<b>38 Corporately Significant Vital Signs- please note that this Quarter includes 3 measures that are not RAG rated, therefore the total below will not equal 38.</b>	
<b>Green</b>	28 Vital signs met or exceeded the target (22 last month in last quarter)
<b>Amber</b>	3 Are within the accepted tolerance of the set target (6 last month in last quarter)
<b>Red</b>	5 Vital Signs are below or behind the target set (4 last month last quarter)

In the review of performance, in addition to the “RAG” ratings, the trajectory of performance against target is noted as -

Improving  Deteriorating  Static 

For measures to be classed as improving or deteriorating there will be more than a 2% tolerance shift against the previous report. For those classed as static this will be within the 2%. The exception to the rule will be for those with targets that are set at under 10%, where a 0.5% rule shall apply.

## Recommendations:

- 1. Review and comment on the end of Quarter 3 performance data and associated narrative.**
- 2. Agree the 18 highlighted actions as set out.**
- 3. Agree the proposed changes to the Vital Signs Measures for 24/25 where relevant.**

## 1. Background and Purpose

- 1.1. Vital signs provide measurements of operational processes (internal) and strategic outcomes (external). Poor performance and or a deteriorating trajectory represents a risk to the organisation in terms of our ability to meet**

legal responsibilities, maintain financial health, meet the needs of our citizens and a reputational risk.

1.2. The Corporately Significant Vital Signs are closely aligned to the principles underpinning our Council Plan - Better Together, for Norfolk:

- A VIBRANT AND SUSTAINABLE ECONOMY
- BETTER OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE
- HEALTHY, FULFILLING, AND INDEPENDENT LIVES
- STRONG, ENGAGED, AND INCLUSIVE COMMUNITIES
- A GREENER, MORE RESILIENT FUTURE

1.3. Each vital sign has a target which has been set based on the performance required for us to work within a balanced budget and meet statutory requirements. Where the measure relates to the delivery of services, benchmarking data where relevant, has also been used to assess our performance against that of our statistical neighbours.




## 2. Proposal

2.1 This report uses data from the last month in the quarter, during which there has been some success during this time in increasing areas of previously poor performance.

2.2. There do remain however, several areas where performance is a cause for concern and potential risk, and these are identified in the relevant parts of the report, with mitigating actions described to outline our response to reaching target.





2.3 Highlights for the quarter (shows the total of indicators RAG by portfolio).

2.4. Throughout this report, the Red, Amber, Green “RAG” traffic light system of reporting is used, with some highlights on performance listed below.

	Total Vital Signs				Highlight
<b>Adult Social Services</b>	4	0	2	2	Reduce and delay the need for formal social care (%) has improved by just over 5%
<b>Children’s Services</b>	10	2	0	8	% of schools judged good or outstanding by OFSTED is reporting as Green
<b>Community &amp; Environmental Services</b>	11	0	0	11	All measures are reporting at Green for this Quarter. Increased use of public transport has continued to increase, now at 6977537
<b>Finance Directorate</b>	7	2	0	3	Level of borrowing or debt has reduced down to £822,143,000
<b>Strategy &amp; Transformation</b>	6	0	1	4	Adults Social Worker Vacancies - % establishment filled (Grade I – L) has increased by 5% to 87%

### 3. Impact of the Proposal - Vital Signs overview by portfolio outcome

#### 3.1 Adult Services

Measures	Performance Q2	Performance Q3	Target	Trajectory
Reduce and delay the need for formal social care (%)	77.78%*	83%*	80%	Improving 
Maximised independence for those who draw on services %	60.00%*	60%*	80%	Static 
Timeliness of risk management within the holding lists %	88.89%*	86%*	80%	Deteriorating 
Managing our safeguarding work effectively	55.56%*	56%*	80%	Static 
Quality of the Care Market %	76.67%*	N/A	80%	Feeder indicator reporting issue; not believed that overall the measure is deteriorating. Under investigation

\*Please note, as these are composite measures, the percentages shown represent the combined performance over each month of a number of feeder performance indicators, assigned scores at each month are collated to form these percentages.

3.2 Of the 4 performance measures 3 are below target, 2 at Amber. These are as follows and have 11 associated actions highlighted.

#### 3.3 Vital Sign 112: Maximised independence for those who draw on services %Target 80%. Current performance 60%. **Static** Expected to reach target date: March 25

This composite vital sign includes a range of measures which include new residential placements and the number of people supported by short term services who then did not need ongoing support.

Our Connecting Communities programme is increasing the number of people who have effective short-term support which reduces their need for on-going long-term services. It also supports helping people to stay in their homes with support. We are seeing a reduction in the rate of new long-term placements for people aged over 65.

We are working to reduce how long people stay in a short-term bed – either coming out of a hospital stay, or from the community. We know that if we can support people home from short-stay beds swiftly then they are more likely to keep or re-gain independence. Since June 2023, we have managed to reduce length of stay by 34%, but there is more to do.



Compared with other similar authorities, we do not have as many people taking up direct payments which can give more choice and control, allowing people to manage and arrange their own bespoke care. There are currently 1572 people using DPs, and we want to increase this to 2660.

Key to helping people stay independent for longer is ensuring alternatives to residential care. Our Independent Living programme to date has two schemes open, offering 124 apartments. In the coming year we plan to have a further three schemes start on site, with over two hundred apartments between them.

Analysis of choices for younger people with disabilities highlighted shortcomings in options for people, with a lack of 'step-down' or 'step-up' facilities for people as an alternative to permanent accommodation. In response, we have developed three accommodation-based enablement schemes, and we will be increasing housing and independent living options for younger adults.

**Actions:**

1. Continuing to embed and sustain Connecting Communities ways of working in Community Care Teams (Carried forward from previous report).
2. Reduction of length of stay in short term beds, resulting in more independent outcomes for people. (Carried forward from previous report).
3. Continue work in supporting localities and NFS to work collaboratively to re-able where possible and reduce the reliance on formal care. (Carried forward from previous report).
4. Continue to roll out the accommodation plan, bringing independent and supported living options online. (Carried forward from previous report).
5. Continue the Hospital Discharge programme working with system partners to improve outcomes for people leaving hospital to maximise access to recovery support and promote independence reducing need for long term care & support.
6. Focus on supporting social work practice in a complex environment, using strength's-based approaches in practice, promoting the visibility of preventative and community services as part of assessments and care & support plans, and prioritising the professional development of our staff.

**3.4 Vital Sign 114: Managing our Safeguarding work effectively. Target 80% Current performance 56% **Static**. Expected to reach target date: March 24**

This composite vital sign looks at a series of measures around how we manage safeguarding.

Outcomes for people who have been through a safeguarding enquiry are good, with more than 95% of people having had the risk reduced or removed through the interventions.

This overall composite measure remains amber because some less urgent safeguarding referrals are waiting for the full process but have had initial steps to protect people from avoidable harm. This includes, waiting for information from other statutory partners, waiting for formal sign off by a senior practitioner. People at moderate to high risk of harm are seen quickly, with steps taken to safeguard them from the point of the referral.

We continue to work with providers to improve quality and minimise safeguarding referrals.

Streamlining of the process, including form re-design has now taken place, with changes live at end of February. These will have a positive impact on this vital sign.

Our compliance with basic training has improved, with most staff having completed safeguarding courses.

**Actions:**

- 7. Implement new streamlined process and forms.**
- 8. Implement training and support to embed compliance with adjusted process.**

### 3.5 ASSD- Composite measurement breakdown:

<b>Vital Sign 1 - New Contacts where the need for social care is reduced or delayed</b>
Requests for new clients where sequel was universal services/signposting
Requests where the sequel to request for support was low level support or short term other
Requests where the sequel is short term services to maximise independence
<b>Vital Sign 2 - Maximised independence for those that draw on services</b>
Proportion of adults aged 18-64 whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)
Proportion of adults aged 65 and over whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)
Proportion of new clients who received short-term services during the year, where no further request was made for ongoing support (18-64)
Proportion of new clients who received short-term services during the year, where no further request was made for ongoing support (65+)
Average Hours of Home Care avoided through reablement intervention
<b>Vital Sign 3 - Timeliness of risk management within the holding lists</b>
% of people not risk stratified on Holding List
% of people rated RED on the Holding List
% of people with a contact with SCCE more than 7 days with no open assessment or care plan
% of people waiting assessments on Holding List for longer than 3 weeks
<b>Vital Sign 4 - Managing our safeguarding work effectively</b>
<b>Vital Sign 4 - Managing our safeguarding work effectively</b>
% of people who have had initial efforts made to safeguard them within 3 days of referral
Red safeguarding cases on holding list for more than 1 working day
% of s542 safeguarding enquiries where a risk was identified and the reported outcome that this was reduced or removed
<b>Vital Sign 5 - Quality of the Market</b>
% of providers rated as Good or Outstanding by most recent CQC
% of providers rated as Good or Excellent by most recent PAMMS
% of beds in Residential and Nursing providers rated as Good or Outstanding in latest CQC/PAMMS report
% of providers previously rated as inadequate or requires improvement by PAMMS who have improved at most recent PAMMS inspection
% of spend on commissioned care which is with providers rated as good or outstanding in latest CQC/PAMMS report

### 3.6 Revision to Public Health Vital Signs

In moving to the latest iteration of corporate vital signs, the two metrics looking at public health changed from focussing on their highest priority outcomes in service delivery to broader measures, namely:

- Healthy Life Expectancy at birth for male and female (Annual)
- Average ranking across PHE public health dashboard compared to Norfolk's 16 most similar local authorities (Annual).











The ranking was a summary position based across eight different public health outcomes – Best start in life, Child obesity, NHS Health Checks, Tobacco control, Alcohol treatment, Drug treatment, Sexual and reproductive health, and Air Quality.

Unfortunately, as the first annual reporting against the current vital sign set was due, Public Health England (now the UK Health Security Agency) chose to cease producing the dashboard giving average ranking across similar local authorities meaning public health have been unable to report against their current, second Vital Sign.

Consideration as to what might replace the now defunct public health average ranking vital sign has coincided with the formation of the ICS, ICB and ICP; and as a result, greater system level discussions on prevention and health outcomes for the Norfolk population.

As a result of the above, five proposed vital signs relating to public health are being put forwards for final review/ consideration by Norfolk Public Health's SMT on Friday 1 March 2024. They include 3 measures focussing on service delivery outcomes and two relating to population level health (Healthy Life Expectancy) and are summarised in Section 4 of this report.

### 3.7 Children's Services

Measures	Performance Q2	Performance Q3	Target	Trajectory
% of schools judged good or outstanding by OFSTED	84%	86%	86%	Static 
% of Care Leavers who are EET (19 - 21)	61%	63.4%	52%	Improving 
% of family support referrals who have had a referral in the previous 12 months	13.10%	11%	15%	Static 
Decreasing the rate of Looked-After Children per 10,000 of the overall 0-17 population	71%	69.9%	62.3%	Static 
% of Referrals into social care who have had a referral to social care in the previous 12 months	20.2%	17.4%	20%	Improving 
% of children starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	7.67%	7.61%	11%	Static 
Avg. time (in days) between LA receiving court authority to place a child and deciding on a match to an adoptive family	147	122	221	Improving 
% Attendance of Looked After Children	90% (July 23)	90.3%	90%	Static 
% of Looked After Children with up-to-date Personal Education Plan	94% (Sept 23)	96%	95%	Static 
% of Education, Health and Care Plans completed within Timescale	60.6%	55.7%	60.4%	Deteriorating 

3.8 Of the 10 performance measures, 2 are red. There are 2 actions highlighted.

**3.9 Vital Sign 309: Decreasing the rate of Looked-After Children per 10,000 of the overall 0-17 population. Target 62.3. Current performance 71 Static. Expected date to reach target: March 24.**

We continue to see a large cohort of Unaccompanied Asylum-Seeking Children within Norfolk, who have separate provision which is centrally funded.

When considering the cohort of 'local' children in our care, we are well within our target of 62.3%, currently reporting as 59.4%. Entering into January 2024 we have seen a further reduction in the number of local children who are looked after which has been the trend for some months now. We expect to see the rate of local children looked after to continue to reduce as Court timescales improve further this year and practice embeds that ensures children are only brought into care when there is absolutely no other option.

When comparing our performance with other LAs nationally, we can see that Norfolk is accepting more UASC as a result of requests for help from Kent CC and our rate of 'local' looked after children is lower than other LAs in England.

We continue to operate our Safety at Home Forum, which commenced in April 2023. This forum explores whether safety can be achieved at home, embedding practice principles as a result of this group focus/learning.

Alongside this we continue a focus on reducing timescales for Care Proceedings, working with the Courts, NPLaw and Cafcass, with a clear focus on the family network as an alternative to care.

**Actions:**

- 9. To continue to monitor the volume of non UASC Looked after Children to monitor trend both locally and nationally, (Carried forward from previous report).**

**3.10 Vital Sign 322: % of Education, Health and Care Plans completed within Timescale Target 60.4%. Current performance 55.7%. Deteriorating Expected date to reach target: 31/03/2025.**

Although this percentage has reduced, the high needs SEND team has sustained significantly improved performance, with 2335 plans issued in 2023, compared to 1093 in 2022. 990 of these plans were in timescale, a significant improvement on the 556 plans issued in timescale in 2022. Demand for EHCP assessment has continued to be higher than in 2022, with 2391 requests for initial assessment compared to 2093 in 2022 and 1456 in 2021. In December 2022 there were 1540 EHCPs in workstream, 55% of which were overdue. At the end of 2023 there were 1074 EHCPs in workstream, 31% of which were overdue.












As part of our refresh of the Local First Inclusion strategy, we are undertaking a redesign of support to meet the needs of children earlier. By effectively meeting needs

early, we can prevent demand for EHCP assessment by ensuring available capacity is being used effectively to meet the needs of children.

### **Actions:**

- 10. Continue to implement and embed the refreshed Local First Inclusion strategy.**

### **3.11 Community and Environmental Service**

Measures	Performance Q2	Performance Q3	Target	Trajectory
% of planning applications determined within statutory or agreed timescales	99%	99%	90%	Static 
% of businesses brought to compliance	96.63%	98%	95%	Static 
Kilograms of residual household waste per person per year	242.41	240.39	260	Static 
% of emergency response within 10 minutes to fire incidents where life may be at risk (and 13 minutes to other incidents where life may be at risk)	87.10%	86.99%	80%	Static 
Number of Home Fire Safety Interventions	624 Interventions / 375 required Interventions	409 Interventions / 375 required Interventions	375	Deteriorating 
Percentage of targeted Business Fire Safety inspections completed	58.7%	81.9%	48.5%	Improving 
Number of museum visits	32,019	13,533	8,000	Deteriorating 
% of defects dealt with within timescales	95.8%	95.8%	92.5%	Static 
Customer satisfaction (with council services)	95%	92%	90%	Deteriorating 
Increased use of public transport	6316538	6977537	6000000	Improving 
% of waste diverted from disposal at Recycling Centres.	72.99%	73.02%	72%	Static 

3.12 Of the 11 performance measures, all are performing at Green. The Leadership Team are considering new Vital Signs and targets for 24/25, following a sustained period of positive performance across service areas.

3.13 Performance against the target for increased use of public transport has been positive, which is against a backdrop of public transport use nationally not returning as quickly to pre-pandemic levels. This positive performance for Norfolk is due to several factors relating to our Bus Service Improvement Plan. In the last year, a total of 31 enhancements have been made to services this year bringing;








- More regular bus services to 33% of Norfolk's population across 93 parishes
- More evening services on key routes across 21 parishes in the county including to Dereham, Watton, Thorpe St Andrew and Horsford.
- Enhanced Saturday service for 49 parishes
- Enhanced Sunday service for 5 parishes

Alongside this, Norfolk has signed up to the Government's fare cap, as well as 4 local offers, which are all contributing to increasing rates of use.

Over the past quarter, there have been a number of significant weather events including Storm Babet, which affected Norfolk. These storms resulted in a significant number of additional highways defects, such as flooding and fallen trees. The efforts of the highways teams and contractors have enabled these events to be responded to whilst still maintaining performance above target and within the required timescales.

### 3.14 Finance

Measures	Performance Q2	Performance Q3	Target	Trajectory
Capital receipts for land sold, that will be counted as part of overall capital receipts	£1,232,757	£1,237,757	£5,000,000	Improving 
Revenue monitoring by organisation	£4,363,000	£0.00	N/A	
Savings targets delivered	£57,858,000	£57,858,000	£59,703,000	Static 
FES - Debt recovery	94%	95%	85%	Static 
Payment performance - % of invoices paid within 30 days of receipt	98.4%	98%	98%	Static 
Level of borrowing / debt	£828,111,000	£822,143,000	£935,045,000	Improving 
Capital monitoring- Profiled projected annual spend vs actual to date	35%	64%	82%	N/A

3.15 Of the 7 performance measures 3 are below target, 1 not RAG rated, 1 amber and 1 red, as outlined below, with 2 actions –

**3.16 Vital Sign 401: Capital receipts for land sold, that will be counted as part of overall capital receipts. Target £5,000,000. Current Performance £1,237,757. Improving. Expected date to reach target: March 2024**

There have been fewer properties identified as surplus this year and therefore fewer sales.

## **Actions:**

- 11. To continue monitoring of Assets held for Sale and adjustments to the MRP forecast for the knock-on impact of insufficient capital receipts on the funding of the Capital Programme.**

### **3.17 Vital Sign 404: Savings Targets Delivered. Target £59,703,000. Performance £57,858,000. Static Expected date to reach target: March 2024**

The forecast savings for 2023-24 as at December 2023 is £57.858m against a budgeted savings target of £59.703m. A shortfall of £1.500m has been reported in Adult Social Services, £0.055m in Children's Services and £0.290m in Community and Environmental Services.

#### **Adult Social Services:**

It is also now unlikely that the £1.5m savings associated with the Physical Disability service are to be achieved this year. This is in part due to the delay of the creation of an 18-65 operational service which would have provided increased resource in this area. At the same time, we have seen an adverse underlying movement in cost due to increased numbers of people requiring our support and increased unit costs of care packages. A recovery plan is being put in place in order to try to bring down the overspend as much as possible.

#### **Children's Services:**

The saving for Post 16 transport at £0.055m will no longer be delivered.

#### **Community and Environmental Services:**

Saving (S2324FCS021) relates to further income from commercialisation of property assets including County Hall. Given the new tenants were not using the space from 1 April there will be an estimated shortfall against the saving in 2023-24 of £0.190m due to rent not being charged for the full year.

An increased income target had been applied to Adult Learning over the past two years linked to the development of a creative hub at the Wensum Lodge site. This project is not progressing as it is no longer viable, and as the service will also be withdrawing from the site, the 2023-24 saving of £0.100m is no longer achievable (S2021CES001).

## **Actions:**

- 12. To continue to monitor the risk associated with identified savings programmes, highlighting any material issues within the monthly finance report.**

### **3.18 Vital Sign 401: Capital monitoring- Profiled projected annual spend vs actual to date. Target 45%. Current Performance 35%. Expected date to reach target: March 2024**

Performance is behind the target trajectory because of natural slippage in the capital programme. Once the programme is suitably reprofiled we expect the actual performance will be closer aligned to the target trajectory.

### 3.19 Strategy and Transformation

Measures	Performance Q2	Performance Q3	Target	Trajectory	
New employee retention (24+ months)	68%	70%	65%	Static	→
Sickness absences - % lost time	2.90%	2.90%	3.50%	Static	→
Adults Social Worker Vacancies - % establishment filled (Grade I – L)	82%	87%	90%	Improving	↑
Voluntary turnover rate	10%	10%	10%	N/A	
Absence due to mental health as a % of lost time due to sickness absence (*note measure has changed since quarter 4 and is no longer based on overall absence time)	0.9%	1%	1.2%	Static	→
Children's Social Worker Vacancies Level 1-3 - % operational establishment filled (Grade I - L)	91%	90%	90%	Static	→

The service is currently unable to report on measure 501: Percentage of employees with written and agreed goals. Work is ongoing to develop the business line reporting capability of myOracle to support the reintroduction of this measure later in the year. These improvements will also enable the introduction of a new measure relating to completion of mandatory training. We expect to be able to report on these areas for April 2024.

In terms of measuring our performance against our employee survey, we have now completed survey activity for 23/24. Our employees continue to be highly engaged with our survey tool with 48% of employees completing the survey this year. This is an increase of 1% and a high level of engagement for an organisation of our size. The survey results when compared to other public sector organisations of a similar size indicate we continue to perform well with NCC remaining firmly in the upper quartile of comparable sized organisations, ranking 4th out of 35 against other similar organisations who use the same survey. However, we are seeing some small dips in performance in some areas including an overall drop of 1% in our overall satisfaction rating compared to 2022.

The Executive Leadership Team and Departmental Management Teams are reviewing the results in detail to inform their action plans.

We will be reviewing the vital signs that relate to the employee survey over the next year as we refresh our approach to this essential employee engagement tool.

3.20 Of the 6 performance measures 1 is below target and red, as outlined below, with 6 actions –

**3.21 Vital Sign 503: Adults Social Worker Vacancies - % establishment filled (Grade I – L). Target 90%. Current Performance 87%. Improving. Expected date to reach target: March 2024.**

This measure identifies the number of unfilled posts in the budgeted staffing establishment for Adult Social Care Social Workers. It is important due to the operational impact on service delivery of Social Work, in terms of continuity, consistency and quality of practice to enable positive interventions and outcomes.

Social Work continues to be a national skills shortage occupation and is highly competitive in both the permanent and temporary labour market, increasing the challenge to reach the targeted establishment level.

Previous actions taken through 2023 have reduced the vacancy rate for this measure from 19% in January 2023 to 13% in January 2024

For 2024 We are increasing the number of social work apprentices that we are able to support through 2024-2027 from 13 to 20 per academic year.

In early 2024, we are targeting forthcoming newly qualified social workers at Anglia Ruskin and UEA by attending in person events and working more closely with the university faculties to enhance our profile. We would like to expand this work to University of Suffolk and Essex in 2024.

Whilst we do not specifically target countries from which to recruit social workers, we recognise that a growing proportion of successful applications are from international countries and we have a programme to support these applicants to be successful in their onboarding and initial period of working for the council. We supported 20 social workers to relocate in 2023.

Alongside this we are developing our approach to encouraging young people to work in adult social care by working with the ICS Health and Social Care Academy and attending employability events throughout Norfolk. We are seeking to host a taster event for Adult Social Care at NCC this year and to invite schools to send pupils to attend this.

We continue to improve our data to enable targeted actions with a key focus for the recruitment workstream and a weekly DLT review of performance metrics.

**Actions:**

- 13. “Grow our own” through our award-winning social worker apprenticeship scheme.**
- 14. Targeting newly qualifying social workers at local universities.**
- 15. International social worker recruitment.**
- 16. Targeted matching of domestic (UK based) candidates to vacancies and in-reach to these candidates to attract them to NCC.**

- 17. Develop our approach to encouraging young people to work in adult social care by working with the ICS Health and Social Care.**
- 18. Continued improvement of our data to enable targeted actions.**

These actions will support a streamlined and strengthened offer to this very competitive market.

## **4. Proposed Amendments to Vital Signs Reporting for 2024/25**

### **4.1 Table of proposed measures**

<b>Department</b>	<b>Vital Sign</b>	<b>Target</b>	<b>New Measure Y/N</b>
Adult Services	Reduce and delay the need for formal social care (%)	80%	N
Adult Services	Maximised independence for those who draw on services %	80%	N
Adult Services	Timeliness of risk management within the holding lists %	80%	N
Adult Services	Managing our safeguarding work effectively	80%	N
Adult Services	Quality of the Care Market %	80%	N
Adult Services- Public Health	Number/Percentage of mandated universal checks delivered by the health visiting service	TBC	Y
Adult Services- Public Health	Smoking prevalence	TBC	Y
Adult Services- Public Health	Number/Percentage of eligible people offered & receiving an NHS Health Check	TBC	Y
Adult Services- Public Health	Healthy Life Expectancy (Female)*	TBC	N
Adult Services- Public Health	Healthy Life Expectancy (Male)*	TBC	N
Children's Services	Education Inclusion** These are composite Measures and shall be made up of Sub-Indicators	TBC	Y
Children's Services	Effective Practice **These are composite Measures	TBC	Y

	and shall be made up of Sub-Indicators		
Children's Services	Avoiding Specialist Intervention ** These are composite Measures and shall be made up of Sub-Indicators	TBC	Y
Children's Services	Early Intervention & Prevention ** These are composite Measures and shall be made up of Sub-Indicators	TBC	Y
Children's Services	Managing the Market & Creating Capacity ** These are composite Measures and shall be made up of Sub-Indicators	TBC	Y
CES	% of emergency response within 10 minutes to fire incidents where life may be at risk (and 13 minutes to other incidents where life may be at risk)	80%	N
CES	Number of Home Fire Safety Interventions	375	N
CES	% of targeted Business Fire Safety inspections completed	71.25%	N
CES	% of businesses brought to compliance with trading law	95%	N
CES	% of high priority highway defects dealt with within timescales	92.50%	N
CES	Number of education and training enrolments	Monthly target with an incremental increase across the year	Y
CES	Participation of Early Years Foundation stage activity in libraries (0-5 years)	65,000	N
CES	Library Business and Intellectual Property Centre (BIPC) activity	300 people supported to start or grow a business	Y
CES	Climate actions delivered in year committed	90%	N



CES	Streetlight stock converted to LED (% stock / no. of streetlights)	98%	Y
CES	Level of estate gross carbon emissions	66%	N
CES	OJEU tenders where a PIN was issued	N/A	Y
CES	OJEU tenders delivered on time	100%	Y
CES	OJEU tenders where 3 bids or more were received	100%	Y
CES	Proportion of Gold contracts where the contract manager has completed / is undertaking Contract Manager Practitioner level qualification	100%	Y
CES	Number of museums visits	Target applied Monthly	N
CES	% of planning applications determined within statutory or agreed timescales	90%	N
CES	Increased use of public transport	26.2 million per annum (quarterly increments)	N
CES	EV charging infrastructure for public use per 100,000 of population	850	N
CES	Total number of trips made on shared bikes/e-bikes/e-scooters in Norfolk-Monthly	7.5% uplift against 23/24 performance each month	Y
CES	Number of attendees for library events (reading, social connections, or digital participation)	100,000	Y
CES	% of waste diverted from disposal at recycling centres	72%	N
CES	Kg of residual waste per person per year	260	N
CES	Reduction in % of inactive adults as measured by the Active Lives Survey	29.4%	Y

CES	Repton Property Developments Ltd- Private sector units sold (Annual)	N/A	N
CES	Customer satisfaction with service received from customer service centre	90%	N
Finance	Capital receipts for land sold, that will be counted as part of overall capital receipts	£5,000,000	N
Finance	Revenue monitoring by organisation	N/A Balanced budget	N
Finance	Savings targets delivered	£41,532,000	N
Finance	FES - Debt recovery	85%	N
Finance	Payment performance - % of invoices paid within 30 days of receipt	98%	N
Finance	Level of borrowing / debt	£843,750,000	N
Finance	Capital monitoring- Profiled projected annual spend vs actual to date	85%	N
Strategy & Transformation	New employee retention (24+ months)	65%	N
Strategy & Transformation	Sickness absences - % lost time	3.50%	N
Strategy & Transformation	Adults Social Worker Vacancies - % establishment filled (Grade I – L)	90%	N
Strategy & Transformation	Voluntary turnover rate	10%	N
Strategy & Transformation	Absence due to mental health as a % of lost time due to sickness absence (*note measure has changed since quarter 4 and is no longer based on overall absence time)	1.20%	N
Strategy & Transformation	Children's Social Worker Vacancies Level 1-3 - % operational establishment filled (Grade I - L)	90%	N

Strategy & Transformation	Developer contributions (S106 agreements) secured (Annual)	15%	N
Strategy & Transformation	Number of enterprises assisted	681%	N
Strategy & Transformation	% of properties with access to Superfast (>24mbps)	97.5%	Y
Strategy & Transformation	% of properties with access to Ultrafast (>100mbps)	60%	Y
Strategy & Transformation	% of 4G coverage	88%	Y
Strategy & Transformation	% of employees with written and agreed goals	TBC	N
Strategy & Transformation	Employee Engagement – Employer Contribution	Performing in the upper quartile for public sector employers	N
Strategy & Transformation	Employee Engagement - I believe I can make a difference by giving you my views	Performing in the upper quartile for public sector employers	N
Strategy & Transformation	Employee Engagement – Satisfaction	Performing in the upper quartile for public sector employers	N
Strategy & Transformation	% of employees that have completed the 'all employees' required training	TBC	Y

\*In reviewing the above, readers will note that whilst Healthy Life Expectancy as a measure has been retained; it has been split into two individual metrics of Female and Male. Portrayed separately for females and males allows more accurate comparability with other areas with different population structures, and is the accepted standard measure for healthy life expectancy as used by the Office of National Statistics and the Office for Health Improvement and Disparities.

\*\* Composite measures are aggregated indicators that provide benefit when used to summarise large volumes of data that represent the 'big picture' of performance. When used effectively composite measures can enable the identification of emerging performance challenges with the intention of encouraging early intervention and assisting us to better identify the root cause for some of our emerging performance issues. The intention here is to use composite measurement as a recognition that our performance of measurable outcomes is often determined by more than a singular metric, but several contributing metrics.

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

5.1 Information Report

## **6. Evidence and Reasons for Decision**

6.1 Provided in the narrative under each departmental section.

## **7. Alternative Options**

7.1 Information Report

## **8. Financial Implications**

8.1 None Identified

## **9. Resource Implications**

9.1 Staff: None Identified

9.2 Property: None Identified

9.3 IT: None Identified

## **10. Other Implications**

10.1 Legal Implications: None Identified

10.2 Human Rights Implications: None Identified

10.3 Equality Impact Assessment (EqIA) (this must be included): None Identified

10.4 Data Protection Impact Assessments (DPIA): None Identified

10.5 Health and Safety implications (where appropriate): None Identified

10.6 Sustainability implications (where appropriate): None Identified

10.7 Any Other Implications: None Identified

## **11. Risk Implications / Assessment**

11.1 This report is intended to be read with the Risk Management Report

## **12. Select Committee Comments**

12.1 This report has not been heard at Select Committee.

## **13. Recommendations**

1. Review and comment on the end of Quarter 3 performance data.
2. Agree the 18 highlighted actions as set out.
3. Agree the proposed changes to the Vital Signs Measures for 24/25 where relevant.

## **14. Background Papers**

14.1 None

### **Officer Contact**

If you have any questions about matters contained within this paper, please contact:

**Officer name: Stacey Palmer, Organisational Performance Lead**

**Telephone no.: +44 1603 365794**

**Email: [stacey.palmer@norfolk.gov.uk](mailto:stacey.palmer@norfolk.gov.uk)**



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

# **Cabinet**

**Item No: 15**

**Report Title: Risk Management Report**

**Date of Meeting: 8<sup>th</sup> April 2024**

**Responsible Cabinet Member: Cllr. Kay Mason Billig (Leader and Cabinet Member for Strategy & Governance)**

**Responsible Director: Harvey Bullen, Director of Strategic Finance**

**Is this a Key Decision? No**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: Not applicable**

## **Executive Summary / Introduction from Cabinet Member**

Risk management contributes to achieving corporate objectives, the Council's key priorities and strategy Better Together, For Norfolk, and is a key part of the performance management framework. The responsibility for an adequate and effective risk management function rests with Cabinet, supported by portfolio holders and delivered by the risk owners, reviewers, and the Organisational Risk Management Lead as part of the risk management framework.

This risk management report contains the reviewed and updated corporate risks, as at April 2024.

## **Recommendations:**

**For Cabinet to consider and agree:**

- 1. The key proposed changes to corporate risks since the last report to January 2024 Cabinet (shown in paragraph and 2.2 and Appendix A)**
- 2. The corporate risks as at April 2024 (Appendices B and C)**
- 3. The departmental risk summaries (Appendix D)**



4. Full details of red rated departmental risks (Appendix E)
5. That all risk information covered within the report is satisfactory.

## 1. Background and Purpose

- 1.1 With Cabinet's ownership of the corporate risk register, the purpose of this report is to set out the latest corporate risks for Cabinet to consider and agree following officer review of the Council's corporate level risks. **Appendix A** provides a summary of the proposed changes to corporate risks following this review. **Appendix B** shows a heat map summary of the corporate risks set out on a 5x5 risk matrix, with accompanying table breaking down the risks by their Red, Amber, Green (RAG) status. Full details of the corporate risks are set out in **Appendix C**. Departmental level risks are set out in summary form for all amber and green rated risks in **Appendix D**, with full details of departmental level red rated risks in **Appendix E**.

The Audit and Governance Committee are responsible for monitoring the adequacy and effectiveness of the systems of risk management and internal control, as set out in its Terms of Reference, which is part of the Council's constitution. There are Risk Management controls in place within the Council as per the Financial Regulations of the Council's Constitution.

## 2. Proposal

- 2.1 The key general corporate risk messages are as follows:
- That corporate risk management continues to be sound and effective, working to best practice, and continues to support the Council's strategic objectives.
  - The review and updating of corporate risks has taken place with the input of risk owners and reviewers.
  - This risk management report should be read in conjunction with the performance and finance reports.
  - For ongoing risks with a target date of the end of the financial year 2023/24, these have been amended to reflect a new target date.

2.2 The key specific corporate risk messages are as follows:

Proposed Risk Score Change

**RM030 – Non-realisation of Children’s Services Transformation change and expected benefits**

There is a proposal to reduce the risk score from 15 to 9, lowering the impact from 5 to 3.

**RM031 – NCC Funded Children’s Services Overspend**

There is a proposal to reduce the current risk score from 25 to 15, lowering the current likelihood score from 5 to 3 for the start of 2024/25.

**RM035 – Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets**

There is a proposal to reduce the current risk score from 25 to 20, lowering the current likelihood score from 5 to 4.

Proposed Risk Closure

**RM002 – Income Streams**

There is a proposal to close this risk, to be replaced by **RM042 – Increasing Challenges to Maintaining Financial Resilience**, which is listed below.

**RM024 – Great Yarmouth Third River Crossing (3RC)**

With the Herring Bridge now fully open, there is a proposal to close this corporate risk, which focuses on delivering this project.

Proposed New Risks

**RM042 – Increasing Challenges to Maintaining Financial Resilience**

There is a proposal to open this new risk, replacing **RM002 – Income Streams**.

**RM043 - High Needs Block deficit cannot be resolved**

This proposed new risk centres upon the High Needs Block deficit and the risk of not being able to reduce financial pressure in line with the ‘Safety Valve’ agreement.

### 3. Impact of the Proposal

- 3.1 Risk management plays a key role in managing performance and is a requirement in the Accounts and Audit Regulations 2015 (amended 2020). Sound risk management helps ensure that objectives are fulfilled, that resources and assets are protected and used effectively and efficiently. The responsibilities for risk management are set out in the Financial Regulations, which are part of the Council's Constitution.
- 3.2 Details of the proposals above in 2.2. can be viewed in **Appendix A**, offering further rationale for the proposed changes.

### 4. Evidence and Reasons for Decision

- 4.1 Not applicable as no decision is being made.

### 5. Alternative Options

- 5.1 There are no alternatives identified.

### 6. Financial Implications

- 6.1 There are financial implications to consider, which are set out within the corporate risks at **Appendix C**. The budget for this financial year 2024-25 was set and agreed by Full Council in February 2024, following consultation and we are now at the very early stages of working towards setting the budget for 2025-26. Mitigations supporting the controlled treatment of the risk of increasing challenges to financial resilience are set out in **RM042 – Increasing Challenges to Maintaining Financial Resilience**, and the corporate risk covering the impact of increased inflation is covered in risk **RM035 - Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets**.

### 7. Resource Implications

- 7.1 **Staff:** There are staffing resource implications to consider as part of risk **RM029 - Critical skills required for the organisation to operate effectively**.
- 7.2 **Property:** There is ongoing work to identify and implement opportunities to reduce our carbon footprint throughout our corporate property portfolio. A new corporate property strategy is being developed with risk management input.
- 7.3 **IT:** The Council's Digital Services team are continuing to closely monitor cyber security threat levels with the current geo-political situation and continue to roll

out the technology advances that are helping Members and officers to carry out their duties effectively from home as well as Council offices.

## **8. Other Implications**

### **8.1 Legal Implications:**

There are no current specific legal implications to consider within this report.

### **8.2 Human Rights Implications:**

There are no specific human rights implications to consider within this report.

### **8.3 Equality Impact Assessment (EqIA) (this must be included):**

There are none applicable.

### **8.4 Data Protection Impact Assessments (DPIA):**

There are none applicable.

### **8.5 Health and Safety implications (where appropriate):**

There are no new health and safety implications to consider.

### **8.6 Sustainability implications (where appropriate):**

There are no specific sustainability implications to consider within this report other than to note the corporate risk **RM036 – Non-Delivery of the Environmental Policy** covering the risk of not delivering the key objectives of the NCC environmental policy, which incorporates sustainability.

### **8.7 Any Other Implications:**

There are no other implications to report.

## **9. Risk Implications / Assessment**

9.1 The corporate risk implications are set out in the report above, and within the risks themselves at **Appendix C**.

9.2 Following Cabinet risk management training held in August 2023, risk management training also took place for all Select Committees in January 2024, with further Committee coverage planned for this financial year. The Organisational Risk Management Lead is directing these training sessions to give Committee Members a further understanding of risk management and its application within Norfolk County Council.

## **10. Select Committee Comments**

10.1 There are no recent risk-based comments from the Select Committee to report.

## **11. Recommendations**

**For Cabinet to consider and agree:**

- 1. The key proposed changes to corporate risks since the last report to January 2024 Cabinet (shown in paragraph and 2.2 and Appendix A)**
- 2. The corporate risks as at April 2024 (Appendices B and C)**
- 3. The departmental risk summaries (Appendix D)**
- 4. Full details of red rated departmental risks (Appendix E)**
- 5. That all risk information covered within the report is satisfactory.**

## **12. Background Papers**

12.1 There are no background papers applicable.

### **Officer Contact**

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

**Officer name: Thomas Osborne, Organisational Risk Management Lead**

**Telephone no.: 01603 222780**

**Email: [thomas.osborne@norfolk.gov.uk](mailto:thomas.osborne@norfolk.gov.uk)**



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

## Key Proposed Changes to Corporate Risks

### Proposed Risk Score Changes

#### **RM030 – Non-realisation of Children’s Services Transformation change and expected benefits**

There is a proposal to reduce the risk score from 15 to 9, lowering the impact from 5 to 3. With the proposed introduction of RM043 (below), the High Needs Block risk is addressed specifically there, with RM030 focussing on the remaining transformation change and expected benefits delivery.

#### **RM031 - NCC Funded Children's Services Overspend**

It is proposed to reduce the risk score from 25 to 15 for the start of the new financial year 2024/25. For 2023/24 the score has been 25, but with moving into a new financial year and reporting risks to April 2024 Cabinet, it is argued that the risk score should be lowered to reflect a “possible” (likelihood score of 3) overspend at this stage for 24/25, but not “almost certain” (likelihood of 5) so early on in the financial year. The risk score will be closely monitored throughout 2024/25, in conjunction with financial reporting.

#### **RM035 - Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets**

There is a proposal to reduce the current risk score from 25 to 20, lowering the current likelihood score from 5 to 4. With inflation currently lower than previous levels seen earlier in 2023/24, the likelihood of significant and abnormal levels of inflationary pressure on revenue and capital budgets is now lower.

### Proposed Risk Closures

#### **RM002 – Income Streams**

There is a proposal to close this risk, to be replaced by **RM042 – Increasing Challenges to Maintaining Financial Resilience**, which is listed below. Historically, risk RM002 has focussed primarily on the income streams for the Council, with RM042 broadening in scope to incorporate wider challenges to maintaining financial resilience.

#### **RM024 – Great Yarmouth Third River Crossing (3RC)**

With the Herring Bridge now fully open, there is a proposal to close this risk at corporate level, which focuses on delivering this project. Residual risks from the project continue to be monitored and treated as appropriate at departmental and project level.



## Proposed New Risks

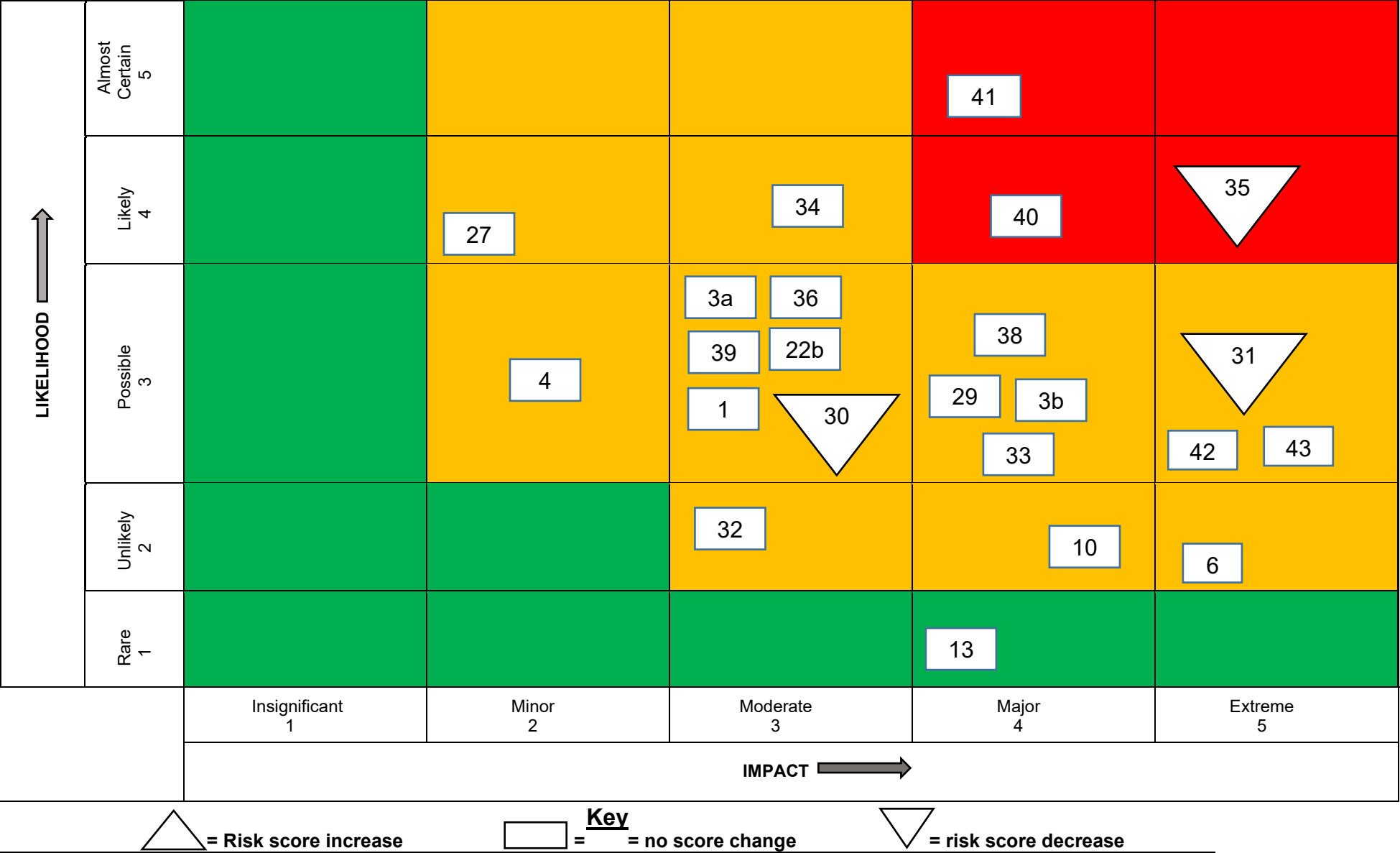
### **RM042 – Increasing Challenges to Maintaining Financial Resilience**

There is a proposal to open this new risk, replacing **RM002 – Income Streams**. As per above, this proposed new risk widens the scope of risk RM002, to look at the wider challenges to maintaining financial resilience driven largely by increasing external demand for our statutory services.

### **RM043 - High Needs Block deficit cannot be resolved**

This proposed new risk centres upon the High Needs Block deficit. Specifically, the risk that the level of need and demand within the Special Educational Needs system remains at such a level that the current financial pressure on the High Needs Block cannot be reduced in line with the 'safety Valve' agreement made with the Department for Education.

# Corporate Risks - Heat Map



Each corporate risk is assigned a unique risk number to be able to easily identify it. These can be seen in the heat map above.

## Red Rated Risks

Risk Number	Risk Title	Score
RM035	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets	20
RM041	Adult Social Services Supplier or Market Failure	20
RM040	ASSD assurance implementation	16

## Amber Rated Risks

Risk Number	Risk Title	Score
RM031	NCC Funded Children's Services Overspend	15
RM043	High Needs Block Deficit cannot be resolved	15
RM042	Increasing Challenges to Financial Resilience	15
RM038	Demand to manage statutory responsibilities	12
RM003b	Information and cyber security requirements	12
RM033	Norwich Western Link Project	12

RM034	Supply Chain Interruption	12
RM029	Critical skills required for the organisation to operate effectively	12
RM006	Service Delivery	10
RM030	Non-realisation of Children's Services Transformation change and expected benefits	9
RM001	Infrastructure funding requirements	9
RM003a	Information compliance requirements	9
RM022b	Replacement EU Funding for Economic Growth	9
RM036	Non-delivery of the NCC Environmental Policy	9
RM039	ASSD financial, staffing & market stability impacts due to implementation of social care reform	9
RM010	Loss of key ICT systems	8
RM027	myOracle	8
RM032	Capacity to manage a large or multiple incidents or disruptions to business	6
RM004	Contract management for commissioned services	6

**Green Rated Risks**

<b>Risk Number</b>	<b>Risk Title</b>	<b>Score</b>
RM013	Governance protocols for entities controlled by the Council	4

Risk Number		RM001				Date of update		14 February 2024		
Risk Name		Infrastructure funding requirements								
Portfolio lead		Cllr. Graham Plant				Risk Owner		Paul Cracknell		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan. 1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • Congestion, delay and unreliable journey times on the transport network • A lack of the essential facilities that create attractive conditions for business activity and investment, and sustainable communities, including good connectivity, public transport, walking and cycling routes, open space and green infrastructure, and funding for the infrastructure necessary to enable the county council to perform its statutory responsibilities, eg education. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	3	2	6	Mar-25	Amber
Tasks to mitigate the risk										
1.1) Work with other county council officers and partners including government, local enterprise partnerships and district councils to compile evidence and the case for investment into infrastructure in order to achieve success through bidding rounds for capital investment. 1.2) Identify and secure funding including Pooled Business Rates (PBR) to develop projects to a point where successful bids can be made for funding through compiling evidence and cases for investment. 1.3) Engage with providers of national infrastructure – National Highways for strategic (trunk) roads and Network Rail for rail delivery – to ensure timely delivery of infrastructure projects, and work with partners on advocacy and lobbying with government to secure future investment into the networks. 1.4) Review Planning Obligations Standards annually to ensure the county council is able to seek and secure the maximum possible contribution from developers. 1.5) Continue to build the relationship with strategic partners including elected representatives, government departments, local enterprise partnerships, regional bodies such as Transport East (the Sub-National Transport Body) and other local authorities to maximise opportunity and work together in the most effective joined-up manner. 1.6) Periodically review timescales for S106, and other, funding contributions to ensure they are spent before the end date and take action as required. Periodic reviews for transport contributions and an annual review process for library and education contributions. 1.7) Manage risk RM033, Norwich Western Link.										
Progress update										



## Progress update

1.1) Working with Transport East on strategic ambitions including on current projects and our intentions on developing future programmes. Current focus on pipeline projects for RIS3 trunk road programme: A11 Mildenhall, A120 and A14 Copdock Junction  
Met DfT officials 4 July to discuss current and potential future programmes  
NWL (See RM033): Outline Business Case (OBC) submitted to DfT for approval at end of June 2021. (Addendum submitted Sept 2022.) Awaiting funding confirmation.  
Long Stratton Bypass: OBC approved by government July 2021. Planning applications consented by S Norfolk planning committee 15 March 2023.  
West Winch Housing Access Road: OBC being progressed.  
A47/A17 Pullover Junction King's Lynn: Draft Strategic Outline Case received from WSP. Has been reviewed and progression to the next stage will now be the subject of member decision-making.  
Working with partners: Continuing to work with Transport East, districts and other partners.

1.2) PBR funding secured for various projects including Norwich Western Link, West Winch Housing Access Road and A47/A17 Pullover Junction (see 1.1). County levelling-up bid for King's Lynn successful, drawing in circa £24m for measures at Southgates and the Gyratory system (January 23). Facilitated bids for unspent DLUHC money for transport infrastructure with District Councils October

1.3) Legal challenge claims dismissed in judgement on Development Consent Orders for A47 Blofield to Burlingham, N. Tuddenham to Easton and Thickthorn 7 July  
A47 Alliance meeting held 26 June. Advocacy being rolled out.  
Responded to consultations on future direction of trunk road programmes on behalf of NCC and A47 Alliance 13 July  
Continuing to work with partners on Norwich to London rail, Ely Task Force and East West Rail

Main Line Partnership. Government confirmed commitment to EWR and preferred route alignment between Cambridge and Bedford May 2023. Working with Transport East on Transport East Rail Plan and advice on next trunk road programme (see 1.1)  
Harfreys Roundabout completed and Herring Bridge open for use. Continuing to work with National Highways on bringing forward Vauxhall Junction improvement.

1.4) The standards for 2023 were agreed by Cabinet in June and have been applied to NCC responses to planning applications from 5th June 2023. The 2024 Planning Obligations Standards have been presented to Executive Leadership Team 16/1 and Informal Cabinet 23/1 where the request was approved to be added to the forward plan for March Infrastructure & Select Committee. Key updates for this year are a new home to school transport contribution, increased library contribution and enhanced monitoring fee.

1.5) Continuing to work with Transport East: Transport strategy now endorsed by Ministers. Working with TE on additional workstreams initiated following three-year funding settlement from DfT. Liaising and attending various wider partnership groups including with DfT, Network Rail and National Highways on strategic road and rail schemes  
Engaging with other authorities on Local Transport Plans

1.6) CCounty Council published 2023 Infrastructure Funding Statement in December 2023. Working with other departments such as Children's Services who collect housing data to develop a SharePoint hub to ensure NCC has as much up to date information to inform the collection of S106 payments. Planning Obligations database will be updated and shared with relevant departments to ensure invoices are raised for S106 payments on time.

1.7) See risk RM033, Norwich Western Link

Risk Number	RM003a					Date of update		27 February 2024		
Risk Name	Information compliance requirements									
Portfolio lead	Cllr.Kay Mason Billig					Risk Owner		Simon Wynn		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of failing to comply with statutory information compliance requirements (e.g. under GDPR, FOI, EIR) which could lead to reputational damage and financial impact from any fines or compensation sought, and operational inefficiencies within the organisation, and loss of cooperation with external partners (eg. NHS). Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	3	9	2	3	6	Sep-24	Green
Tasks to mitigate the risk										
1. Mandatory Information Governance Training for all colleagues, with ongoing awareness of IG responsibilities for colleagues. 2. Information Governance Group and Steering Group occur bi-monthly 3. Detailed management information in place to monitor performance 4. Two-way relationship with ICO maintained to ensure positive working relationship 5. Focus on resource available / required to ensure consistency of service 6. Ongoing improvements underway to improve IG operational efficiency and effectiveness. 7. Working closely with Digital Services to exploit the technical opportunities as described in RM003b.										
Progress update										
Mandatory training for Information Governance (Data Protection Essentials) has a current completin rate of 95% in June 2023 following targeted communications. Monthly reminders are now being sent by IG until an automated myOracle solution is delivered which is due by end 2023. A workbook remains in place to match the online training for non-IT users. All NCC employees and anyone accessing NCC data receive IG training.										
Information Governance Group and the escalation Steering Group comprising the SIRO, DPO, Dir. Digital Services, Audit and Caldicott Guardians continues to meet, occuring bi-monthly to deliver a strong focus and accountability on information related matters. The Group also provides oversight on a number of key information related projects.										
Management information continues to be monitored to allow actions to be taken on activity within the IG team and resource to be appropriately allocated / requested. Performance remains strong in Freedom of Information Requests and Police disclosures. Subject Access Requests (SARs) has seen significant improvements since a single team was created in August 2022 and has seen a 40% reduction in open cases to date and a significant improvement in response times within statutory timescales. An update was provided to the ICO in November 2023 following the ICO reprimand in May 2023 relating to										

**Progress update**

SAR response times and the ICO confirmed that they were pleased to see improvements and now consider the matter closed. The team has been fully resourced since August 2023 and there is a plan in place to ensure all SARs responded to in timescale and the backlog is eliminated during 2024. We continue to look for improvements to process where possible including working with Digital Service to deliver technology solutions to improve performance and reduce risk.

Positive relationship with the ICO in relation to data incidents and responses to subject access request complaints which helps demonstrate a good culture towards information in NCC.

In conjunction with Digital Services, the Electronic Storage Programme underway to reduce risk associated with unstructured information held on Fileshares with the first migrations complete. A schedule of migration and resource is in place to move departments over to the new storage, with retention labels being a key addition.

These activities will enhance many of the mitigations to a higher standard, reducing the likelihood of occurrence - the impact should anything happen would likely result in local or national media attention, depending on the severity of the issue.

Risk Number		RM003b				Date of update		15 February 2024		
Risk Name		Information and cyber security requirements								
Portfolio lead		Cllr. Jane James				Risk Owner		Geoff Connell		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of failure to comply with relevant information and cyber security requirements. This would incorporate Public Sector Network Assurance, NHS Data Security and Protection Toolkit, and Payment Card Industry -Data Security Standards which could lead to operational, financial and reputation impact. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	4	12	1	3	3	Mar-25	Green
Tasks to mitigate the risk										
1. Mandatory Training in place for all colleagues - ongoing. A wider phishing simulation will be delivered in 2023/24. 2. Development and monitoring for breaches - ongoing 3. Implementation of improved security measures - ongoing 4. External networking to ensure best practice - ongoing 5. Completing required accreditations - To gain PSN accreditation and Cyber Essentials by Q3. 6. Cyber communications campaign to be rolled out from Q1 of 2023/24.										
Progress update										
- Regular extensive communications to NCC staff on remaining vigilant against cyber-attacks - Ongoing monitoring of compliance levels of mandatory training for all colleagues - Cyber communications campaign (e.g. lockscreen notifications) delivered - Regular involvement with the National Cyber Security Centre  - Regular simulated phishing exercise delivered for the whole organisation to understand where weaknesses remain and staff directed to training required  - PSN accreditation will continue while new Government standards are developed. PSN Health Check is complete, remediations identified and being applied and submission being prepared for recertification.  - Zero Trust design for laptops is 100% deployed  - NHS DSP Toolkit application for 2023 completed, valid 30 June 2024.  - Regular security patches applied monthly										
Risk score of 12 at present due to a number of continual threats from the geo-political landscape. The impact should anything happen could result in significant operational and financial impact as well as local or national media attention, depending on the severity of the issue.										

<b>Risk Number</b>	RM004					<b>Date of update</b>		06 February 2024		
<b>Risk Name</b>	Contract management for commissioned services.									
<b>Portfolio lead</b>	Cllr. Andrew Jamieson					<b>Risk Owner</b>		Al Collier		
<b>Risk Description</b>					<b>Date entered on risk register</b>			01 October 2022		
There is a risk of failure to deliver effective and robust contract management for commissioned services. Ineffective contract management leads to wasted expenditure, poor quality, failure to achieve anticipated environmental or social benefits, unanticipated supplier default or contractual or legal disputes, and/or reputational damage to the Council. The council spends some £900m on contracted goods and services each year. Overall risk treatment: Tolerate										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	3	6	1	3	3	Mar-25	Green
<b>Tasks to mitigate the risk</b>										
<p>1) New governance arrangements: Stand up the Commissioning and Procurement Leadership Group to add senior rigour to contract and category management across ASS, CS and PH. Ensure similar rigour is ensured for other contracts (ie Non-Light Touch Regime/Provider Selection Regime) via working groups and DLTs. Stand up a Commercial Board for escalation and to endorse significant strategies</p> <p>2) New route for procurement pipeline - annual process with additional ad-hoc plans as they arise Approval from new Commercial Board Endorsement from Corporate Board Agreement from Cabinet</p> <p>3) Segment all contracts into Gold/Silver/Bronze according to a defined framework. Also agree where certain categories should be promoted to a higher segment than that for individual contract. Record this on contract register</p> <p>4) Agree minimum contract management requirements for each segment. Ensure these are monitored regularly at departmental DLTs</p> <p>5) Ensure that staff managing contracts participate in relevant contract management training</p> <p>6) Procure and implement a new contract management system to automate the current manual processes, and to provide a single repository of contract information which is accessible to all relevant stakeholders across both procurement and departmental commissioners/contract managers</p> <p>7) Review arrangements between commissioning departments and procurement - escalation, role boundaries, informal vs formal mechanisms</p>										
<b>Progress update</b>										

## Progress update

- 1) Governance structure agreed by Tom McCabe. Terms Of Reference, Membership, Meeting Frequency etc in place
- 2) To be agreed and implemented through the Governance groups described in (1) above
- 3) Contract segmentation tool finalised. Exceptions will be agreed by Commercial Board. Individual contract segmentation is recorded on contract register.
- 4) Corporate minimum standards headlines agreed. Next step is to embed across the organisation - this will be a big piece of work crossing all departments
- 5) Contract Management Pioneer Programme available for 10 free places in early 2023. NCC has been accepted onto the programme and delegates are part way through the programme with some due to finish in the next couple of months. Once complete (or maybe sooner) we will consider whether additional staff would benefit from the programme - we would need to pay for further places. Commercial Board has agreed that contract managers will complete the Foundation level of the GCC Contract Management Training
- 6) Commercial Board has agreed to implement the contract management module of In-tend: the system we already use for e-tendering. Project Plan under development. Implementation work to start early December 2023. The first stage will be to transfer our contract and grant register onto the new system, together with formal contractual documentation.
- 7) Detailed RACI conversations at CPLG have built a basis for process mapping. Process mapping work has begun, focussing on mapping required for CCIAF.



Risk Number		RM006		Date of update		20 February 2024				
Risk Name		Service Delivery								
Portfolio lead		Cllr. Kay Mason Billig		Risk Owner		Tom McCabe				
Risk Description			Date entered on risk register			01 October 2022				
There is a potential risk of failure to deliver our services within the resources available for the period 2023/24 to the end of 2024/25. The failure to deliver agreed savings or to deliver our services within the resources available, factoring in causation such as rising inflation, resulting in the risk of legal challenge and overspends, requiring the need for in year spending decisions during the life of the plan, to the detriment of local communities and vulnerable service users. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Mar-25	Green
Tasks to mitigate the risk										
<p>'1) Clear robust framework, ' Better Together, for Norfolk - Business Plan' in place which drives the delivery of the overall vision and priority outcomes. The delivery of a council-wide strategy which seeks to shift focus to early help and prevention, and to managing demand.</p> <p>2) Delivery against the strategic service and financial planning, by translating the vision and priorities into achieved, delivered targets.</p> <p>3) A robust annual process to provide evidence for Members to make decisions about spending priorities.</p> <p>4) Regular and robust in-year financial monitoring to track delivery of savings and manage in-year pressures.</p> <p>5) Sound engagement and consultation with stakeholders and the public around service delivery.</p> <p>6) A performance management and risk system which ensures resources are used to best effect, and that the Council delivers against its objectives and targets.</p>										
Progress update										
<p>Regular budget and performance monitoring reports to Cabinet demonstrated how the Council has delivered against the budgets and priorities set for each of our services, with a balanced outturn position for the year being achieved.</p> <p>The Council has a robust and established process, including regular reporting to Members, which is closely linked to the wider Council Strategy, in order to support the development of future year budget plans taking account of the latest available information about government funding levels and other pressures. This process includes reviewing service budgets and taking into account financial performance and issues arising in the current financial year as detailed in the budget monitoring reports. There is financial monitoring of in-year cost, with monitoring of 2023/24 spend being reported to Cabinet on a monthly basis. Midway through the year, the forecast outturn for 2023-24 currently identifies the risk of a small overspend; work is underway to seek to mitigate this and deliver a balanced outturn position. The impact of the 2023-24 monitoring position has been taken into account in the preparation of the 2024-25 Budget. There has been an updated MTFS position reported to Cabinet within the year, and there was a budget setting meeting of Full Council in February 2024, and monthly monitoring reports will be taken to Cabinet in 2024/25.</p>										

<b>Risk Number</b>	RM010					<b>Date of update</b>		15 February 2024		
<b>Risk Name</b>	Loss of key ICT systems									
<b>Portfolio lead</b>	Cllr. Jane James					<b>Risk Owner</b>	Geoff Connell			
<b>Risk Description</b>					<b>Date entered on risk register</b>			01 October 2022		
The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Loss of core / key ICT systems, communications or utilities for a significant period - as a result of a cyber attack, loss of power, physical failure, fire or flood,or supplier failure - would result in a failure to deliver IT based services leading to disruption to critical service delivery, a loss of reputation, and additional costs. Ransomware is currently the highest risk cyber security threat. While every effort is made to avoid such a security breach, it is also important to ensure we are able to recover as quickly as possible if we became infected. Overall risk treatment: Treat.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	4	8	1	3	3	Mar-25	Green
<b>Tasks to mitigate the risk</b>										
Implement Cloud-based business systems with resilient links for key areas										
Review and Implement suitable arrangements to protect against possible cyber / ransomware attacks including;										
Running a number of Cyber Attack exercises with senior stakeholders to reduce the risk of taking the wrong action in the event of a cyber attack										
We will hold a number of Business Continuity exercises to understand and reduce the impact of risk scenarios										
WFH has changed the critical points of infrastructure. Access to cloud services like O365 without reliance on County Hall data centres is critical to ensure service continuity.										
Keep all software security patched and up to date and supported. Actively and regularly review all software in use at NCC and retire all out of date software that presents a risk to keeping accredited to these standards.										
Continue to closely monitor security processes.										
Monitor and further understand cyber risks associated with Artificial Intelligence (AI).										
<b>Progress update</b>										

## Progress update

Ransomware remains the highest cyber security threat.

While every effort is made to avoid such a security risk by following best practice, it is also important to ensure we are able to recover as quickly as possible if we do become infected.

### Cyber / Ransomware

We purchased and implemented a Microsoft Office 365 backup solution which has been implemented to ensure we can recover data in the event that our Microsoft Tenant is encrypted with ransomware.

We have retained our old storage, isolated it and switched it off so we have a point in time offline backup copy of our most critical data that we use onsite.

### Regular activities to protect us

We have completed another Phishing simulation across all of Norfolk County Council to reduce the risk of people being tricked into clicking on a link.

We quarterly scan our environment for vulnerabilities and when identified patch them

We operate a monthly patch night to apply updates to servers and software as patches are released which has been completed each month this year

### Future Network

We are now 90% of the way through implementing our new network which will reduce the complexity, improve security and remove complexity.

"Zero Trust" laptop design is 100% rolled out, removing reliance on County Hall infrastructure for all cloud services including Oracle and Office 365, enabling staff to work from anywhere and access cloud services even if County Hall data centres become unavailable.

### Guidance

Procurement guidance (Cloud Principles) for purchasing cloud based services has been reviewed including cloud security has been refreshed

### Monitoring and Improvement

We have moved our Domain Service (.gov.uk) to Jisc the UK digital, data and technology agency and moved all other domains to GoDaddy the world's fifth largest web host to help us protect against Denial of Service Attacks.

We have reviewed and updated our senior manager protection tool which monitors and intercepts spoof emails from people pretending to be part of our senior team.

Risk Number				Date of update		20 February 2024				
Risk Name		Governance protocols for entities controlled by the Council.								
Portfolio lead		Cllr. Kay Mason Billig		Risk Owner		Harvey Bullen				
Risk Description				Date entered on risk register		01 October 2022				
The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. This incorporates the risk of failure of entities controlled by the Council to follow the new Local Authority Company Review Guidance 2023. This sets out the standards that we as a Local Authority need to adhere to. The failure of governance leading to controlled entities: Non Compliance with relevant laws (Companies, subsidy control procurement, environmental or other) Incurring Significant Losses or losing asset value Taking reputational damage from service failures Being mis-aligned with the goals of the Council The financial implications are described in the Council's latest Annual Statement of Accounts. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	4	4	1	4	4	1	4	4	Mar-25	Met
Tasks to mitigate the risk										
1) All controlled entities and subsidiary companies have a system of governance which is the responsibility of their Board of Directors. The Council needs to ensure that it has given clear direction of it's policy, ambitions and expectations of the controlled entities. The Norse Group objectives are for Business Growth and Diversification of business to spread risks. Risks need to be recorded on the Group's risk register.										
2) The shareholder committee should meet quarterly and monitor the performance of Norse. A member of the shareholder board, the shareholder representative, should also attend the Norse board.										
3) The Council holds control of the Group of Companies by way of its shareholding, restrictions in the Norse articles of association and the voting rights of the Directors. The mission, vision and value statements of the individual Norse companies should be reviewed regularly and included in the annual business plan approved by the Board. Norse should have its own Memorandum and Articles of Association outlining its powers and procedures, as well as an overarching agreement with the Council which outlines the controls that the Council exercises over Norse and the actions which require prior approval of the Council.										
4) To ensure that governance procedures are being discharged appropriately to Independence Matters. The Director of Strategic Finance's representative attends as shareholder representative for Independence Matters.										
5) Shareholder representation required from the Director of Strategic Finance on both the Norse, and Repton Boards.										
6) Understanding and implementing the Local Authority Company Review Guidance 2023 by actively seeking assurance that entities under the control of Norfolk County Council are compliant with this.										
Progress update										

## Progress update

- 1) There are regular Board meetings, share holder meetings and reporting as required. For NORSE, risks are recorded on the Norse group risk register.
- 2) The Norse Group follows the guidance issued by the Institute of Directors for Unlisted Companies where appropriate for a wholly owned LA company. The Norfolk County Council Owned Companies Governance Panel meet quarterly and consider all the Council's corporate entities. This panel has a work programme.
- 3) The Council has reviewed its framework of controls to ensure it is meeting its Teckal requirements in terms of governance and control. The Director of Strategic Finance is responsible for reviewing the ongoing viability of wholly owned entities and regularly reporting the performance of their activities, with a view to ensuring that the County Council's interests are being protected.  
All County Council subsidiary limited company Directors have been approved in accordance with the Constitution.
- 4) The Director of Strategic Finance directs external governance.
- 5) There is Shareholder representation from the Director of Strategic Finance on both the Norse, and Repton Boards.
- 6) We continue to work towards achieving the standards set out in the Local Authority Company Review Guidance 2023 by seeking the required levels of governance assurance from the entities under our overall control.

Risk Number	RM022b					Date of update		08 February 2024		
Risk Name	Replacement EU Funding for Economic Growth									
Portfolio lead	Cllr. Fabian Eagle					Risk Owner		Paul Cracknell		
Risk Description					Date entered on risk register			01 October 2022		
There are two parts to this risk as follows; a) external funding and b) Norfolk businesses a) Risk RM14429 covers the closedown of the France (Channel) England INTERREG programme, managed by NCC. In terms of future external funding, we need to make a compelling case to Government for investment in Norfolk from the UK Shared Prosperity Fund (UKSPF), which replaces EU funding. There is a risk of limited opportunity for future skills funding from the UKSPF that NCC needs to be able to achieve the objectives of the Norfolk Investment Framework. b) We need to understand the implications for Norfolk businesses of the Territorial Cooperation Agreement and work with partners to support Norfolk businesses to trade. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	2	1	2	Mar-25	Amber
Tasks to mitigate the risk										
a) Development of Norfolk Investment Framework to target the UK Shared Prosperity Fund (replacement for EU funding).										
b) Focussed support for business, in conjunction with LEP and Chamber of Commerce.										
Progress update										



## Progress update

a) The Levelling Up White Paper indicates that in the short-term SPF and LU funds will be delivered through Districts. Should a County Deal be agreed, this may change. There is a need to develop a County Deal in order to gain strategic control over key functions and funds, but also to work with districts to maximise strategic use of SPF.

Feedback from Stakeholders confirms the need for a NIF. Approach endorsed by the Steering Committee (including Town Deal Board Chairs/Local Authorities/Business Reps/University & Research Institutes and Private Sector).

The NIF will identify funding options for delivery from a range of options including SPF and LUF, other national funding pots as well as private sector investment. The NIF has now been developed for delivery themes, that consist of skills, public sector services, business development and climate change.

b) There is growth in the economy, but rising inflation and rise of 'cost of goods' and energy pose a risk/ added pressure on businesses at present.

Business advice provided by the LEP's Growth Hub, Norfolk Chamber and Federation of Small Business. While these bodies can provide advice, the challenge for businesses is to invest more resource in producing the paperwork that is now required for the import/export of goods, and still generate a profit. Government has introduced measures to help secure more HGV drivers (to replace those lost due to both Brexit and the pandemic) and increase the number of seasonal agricultural workers who can work in the UK.

01/11/2023 With the change in Govt Policy, requiring LEPs to be brought into Local Authorities, we will have the responsibility and funding to deliver business support, growth and inward investment. We are working with Suffolk CC and the LEP Board to transition the work of the LEP into the 2 councils and where joint delivery is preferably, agree MOUs for the service. The County Deal is on the agenda for the Cabinet in December 2023 and as such funding linked to this i.e SPF, Rural grants as well as the potential linked to this i.e SPF, rural grants as well as the potential of a 20m per year investment fund will be decided at this point in time.

Growth & Investment are developing a strategy in horizon scanning for funding sources, not just for G&I but wider within NCC. Identified opportunities will be disseminated to the relevant directorate.

08/02/2024 The Council has voted to progress the Devolution deal with a further vote In July 24 that would amend the NCC constitution to have a directly elected leader (DEL). If the July 24 vote approves devolution with a DEL, NCC will be responsible for a £20m per annum investment fund as well as Shared Prosperity Fund and Rural Grants Programme which when combined will give NCC control over a further £10m per annum income. A Norfolk Economic Strategy is being with external support and with direct collaboration with teh Districts. The Norfolk strategy will be the evidence base for the framework of future funding at County and District Levels. The Investment Fund detail is being developed in parallel with the economic strategy to ensure investments are aligned to the strategy. An Assurance framework for the fund has been developed and will continue to be fine-tuned in alignment to the economic strategy, the investment fund criteria, the NCC constitution following devolution.

Due to Government Policy, Local Enterprise Partnerships are being integrated into Local Authorities by 31st March 2024. This mitigates some of the loss of EU funding as income will be generated from other sources. NCC alongside Suffolk CC and the LEP are in discussions with the logistics of the integration of staff, projects, programmes, assets, websites, ICT etc. Nplaw and HR are involved and those LEP staff coming to NCC have had a visit to County Hall and transition arrangement discussions will continue.

Risk Number	RM027					Date of update		27 February 2024		
Risk Name	myOracle									
Portfolio lead	Cllr. Jane James					Risk Owner		Geoff Connell		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of failure of the new Human Resources and Finance system whereby key operational processes don't deliver the required outcomes for the organisation and its' traded services customers. Cause: System build, incomplete process for implementation, inadequate training for self service and HR professional functionality. Event: Operational processes not delivering to the processes required. Effect: Not achieving the full value of the myOracle system. Potential reduced employee satisfaction. New employees not being onboarded quickly enough. Not fully delivering the myOracle and HR review savings. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	4	2	8	2	2	4	Jul-25	Amber
Tasks to mitigate the risk										
1) Strong HR subject expert engagement in the system configuration to ensure that myOracle meets the needs of the organisation. 2) Ensure that plans / workarounds are in place to mitigate any residual risks from any issues arising. 3) Ensure that we have the resource in place to be able to deal with any issues as they arise. 4) Increased cadence of senior stakeholder engagement to address any issues arising within operational areas. 5) Extend manager helpline until beyond April 2024.  MyOracle reporting (analytics) is emerging as a specific risk given the high level of demand and the limited system capability combined with the specialist skill sets required to maintain an effective work-around. Tasks to mitigate include: •Upskilling of I&A staff and leverage commons skills (eg: Business Analysts) to manage delivery •Reconsideration/re-scoping of contract support. •Re-assess prioritisation of demand – improved requirements management.										
Progress update										

## Progress update

- 1) The implementation of MyOracle is live (as of 13th April 2022) and any issues arising are being managed as a BAU exercise and myOracle multi-disciplinary improvement programme post mobilisation to address functional gaps.
- 2) Support team and business teams focused on the identified system and process fixes required and plans/workarounds in place to mitigate those risks - some of the more complex issues have taken longer than predicted to resolve, affecting technology exploitation
- 3) Team in place to rectify issues as they are reported and governance in place to manage business and supplier escalations as required
- 4) Completed procurement and on-boarding of Namos as 3rd party support partner call-off contract to add capacity and aid with specialist more complex areas.
- 5) Budget agreed and staffed for helpline. Moved to support model from 1st July 2023.

Integration has been finalised.

Reconsideration/re-scoping of contract support is underway.

The re-assessing of the prioritisation of demand – improved requirements management is underway.

SFTP “secure file transfer protocol” server located in County Hall Data Centre handles payment information from Highways system and LiquidLogic social care system into MyOracle.

Risk of failure of that server or County Hall Data Centre infrastructure would interrupt transfer of payment information into MyOracle. Most significant impact would be delay of Foster Carer payments. Mitigation is that County Hall Data Centre services including the SFTP server are replicated to the Disaster Recovery site, which can be commissioned in under 4 hours of a disaster being declared. Manual process is also possible to extract required information from LiquidLogic for direct upload into MyOracle.

Risk Number		RM029		Date of update		12 February 2024				
Risk Name		Critical skills required for the organisation to operate effectively								
Portfolio lead		Cllr. Kay Mason Billig		Risk Owner		Derryth Wright				
Risk Description				Date entered on risk register		01 October 2022				
<p>There is a risk that a range of critical new/future skills are not available within NCC in the medium to longer term. The lack of these skills will create problems for, or reduce the effectiveness of service delivery. An inability or failure to consider/identify these until they are needed will not allow sufficient time to develop or recruit these skills. This is exacerbated by: 1.The demographics of the workforce (ageing) 2.The need for changing skills and behaviours in order to implement new ways of working including specialist professional and technical skills (in particular IT, engineering, change &amp; transformation; analytical; professional best practice etc) associated with the introduction or requirement to undertake new activities and operate or use new technology or systems - the lack of which reduces the effective operation of NCC . 3.NCC's new delivery model, including greater reliance on other employers/sectors to deliver services on our behalf 4.Significant changes in social trends and attitudes, such as the use of new technology and attitudes to the public sector, which may impact upon our 'employer brand' and therefore recruitment and retention 5.Skills shortages in key areas including social work and teaching 6.Improvements to the UK and local economy which may impact upon the Council's ability to recruit and retain staff. 7.Government policy (for example exit payment proposals) and changes to the Council's redundancy compensation policy, which could impact upon retention, particularly of those at more senior levels and/or older workers. 8. Improvements in T&amp;C in other sectors making the NCC employment deal less attractive/providing fewer points of difference e.g. more flexibility of work in other industries, greater gap on pay Overall risk treatment: Treat</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	4	12	2	4	8	Mar-26	Green
Tasks to mitigate the risk										
<p>*Identification of what new critical skills are required in services – using workforce planning process and toolkit. As each directorate makes their changes to make savings / manage demand.</p> <p>*Identification of pathways to enable employees to learn, develop and qualify into shortage areas – As each directorate makes their changes to make savings / manage demand</p> <p>*Creation of career families and professional communities, providing visible and clear career paths for colleagues.</p> <p>*Embedding a strengths based approach to performance management e.g. Recruit for strengths not just qualifications and skills and experience - supported by career families activity which will harmonise job descriptions</p> <p>*Explore further integration with other organisations to fill the gaps in our workforce</p> <p>*Develop talent pipelines working with schools, colleges and universities</p> <p>*Undertake market rate exercises as appropriate and review the reward package to support attraction and retention</p> <p>*Develop the use of apprenticeships and early career schemes; this will help grow talent and act as a retention tool</p> <p>*Work with 14 – 19 providers and Higher Education providers to ensure that the GCSE, A level and Degree subjects meets the needs of future workforce requirements</p> <p>*Implementation of new workforce strategy that will lead to improved workforce planning</p> <p>*develop our employee value proposition and employer brand to improve attraction of people with the skills we need</p>										
Progress update										

## Progress update

1. Working with education providers to ensure subjects meet future workforce requirements and students see a career in local government as an exciting option
2. Work has begun to make best use of the 'skills' facility in the new Oracle system. It will take time to understand how best to use the functionality but it is planned to help with finding people within NCC with skills not usually associated with their role, as well as providing easy reporting on professional registrations. This functionality is dependent on completion of career families work which is a long term project.
3. Work on how to use the full Talent module in Oracle will commence during 24/25
4. A digital skills learning and development strategy has been developed and resourced. This is a HR and Digital Services partnership activity. Activity has commenced and will continue to be delivered across 23-25.
5. Mandatory training policy is live and has been socialised. Work is ongoing to enable notifications to be sent to employees that are due/overdue on their training to support compliance. A review of our approach to  
and prioritisation of mandatory training areas for focus in in development
6. NCC careers website has been refreshed
7. Workforce strategy being delivered. It identifies a number of themes that will support recruitment and retention of employees with the skills we need to be a successful organisation including refreshing our employer brand and development of clear career families
8. Changes to the organisational design and structure have been implemented. A governance approach to ensure this is maintained has been developed and is in test and learn phase
9. Where a need is identified specific recruitment and marketing campaigns are developed and socialised to support attraction to hard to fill roles
10. Our reward offer is reviewed regularly to identify additional areas that would support attraction and retention. e.g. introduction of mileage loan, electric vehicle lease scheme.
11. Work has begun on the career families and pay and reward review projects
12. Wellbeing strategy has been agreed and actions to implement begun
13. Work has begun to develop workforce strategy for 2025

Risk Number		RM030				Date of update		18 March 2024		
Risk Name		Non-realisation of Children’s Services Transformation change and expected benefits								
Portfolio lead		Cllr. Penny Carpenter				Risk Owner		Sara Tough		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of the non-realisation of Children’s Services Transformation change and expected benefits, encompassing the risk that Children’s Services do not experience the expected benefits from the transformation programme. Outcomes for children and their families are not improved, need is not met earlier and the increasing demand for specialist support and intervention is not managed. Statutory duties will not be fully met and the financial position of the department will be unsustainable over time. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	3	9	1	3	3	Mar-25	Amber
Tasks to mitigate the risk										
1)Well established demand management and prevention strategy and multi-year transformation programme in place. 2)Significant investment has been provided to deliver transformation including 3)Revised Social Care Placement Sufficiency Strategy and Implementation Programme Approved and moving to implementation 4) Proposal for new 'Family Help and Protection' operating model has been successfully piloted ahead of planned roll out across Children's Services 5)A single senior transformation lead, operational business leads and a transformation team are well established and aligned to direct, oversee and manage the change, including dedicated finance leads. This is complemented by additional specialist transformation resource, as part of the Central Support teams following the strategic review. 6)Director led programme and project governance structures in place, including CEO led Portfolio Board, to track and monitor the trajectories of the programme benefits, risks and issues. 7)Services from central departments are partially funded and aligned to provide specialist support to relevant programme and projects. 8)Interdependencies with other enabling transformation programmes, e.g., Smarter Working, will be aligned to help maximise realisation of benefits. 9)Identify areas of best practice from other public and private sector organisations to enhance outcomes for children and families and increase financial sustainability.										
Progress update										



## Progress update

March 2024 update:

- The investment in transformation has proved successful since 2018/19 having met existing targets for specific schemes albeit in the context of overall dept overspends.
  - Overall programme broke even in April 2021 and has delivered gross cumulative savings of £67m, net savings of £50m up to 2022/23. Target for 23/24 stands at £16m and is anticipated to be met, or close to being met.
  - Core indicator of number of Children in Care is now stable and slightly reducing.
  - However, there have been significant cost pressures for 2023/24 that resulted, primarily due inflationary market pressures e.g., relating to increased transport costs per mile and weekly costs for external residential provision. The transformation programme in place has helped to partially mitigate these cost pressures.
  - Revised 5-year transformation programme in place to contribute to the delivery of the Flourish strategy and contribute c. £29m (iterative compared to 23-24 baseline), equivalent to c. £82m gross cumulative savings.
  - This includes the implementation of the Placement Sufficiency Business Case finalised January 2024 which will deliver improved outcomes for children and families and £13m financial benefits (iteratively compared to 2023-24 baseline) for Council as part of the MTFS.
  - Children's Services is the lead Local Authority for the regional fostering pathfinder bid (part of Stable Homes, Built on Love Strategy), that was successfully secured in late Autumn 2023, with the aim of improving the recruitment and retention of foster carers in the Eastern Region during 2024/25.
- The Council has engaged a company called TVI, who have outlined a "Digital Blueprint", identifying common challenges across the public sector and associated digital solutions. Two ideas relating to Children's Services in relation to transport and foster carer recruitment are being validated, to identify any additional benefits in addition to current transformation activity in these areas.
- The following factors need to be taken into account for 2024/25:
- Targets for savings proposals from demand-led budgets are very stretching at a time of substantial pressures. These are considered feasible but there is some potential that it will take longer than modelled to deliver benefits in full, particularly for factors outside of the Council's direct control such as availability of suitable properties or workforce where significant growth is required and market conditions are challenging.
  - Proposals do now include staffing savings in areas which relate directly to the control of demand-led budgets. By reducing staffing capacity in these areas, we create some risk to the delivery of those substantial savings in the MTFS – in particular, the savings relating to reducing numbers of children in care and the Local First Inclusion programme, which seeks to bring the High Need Block back into financial balance. We need to ensure that reducing capacity and delivering restructures does not prevent us retaining the critical focus on preventing demand which is still the primary driver of cost.
  - Scale of change has increased significantly, inherently leading to increased risk that there is insufficient organisational capacity to deliver required change.

<b>Risk Number</b>	RM031					<b>Date of update</b>		18 March 2024		
<b>Risk Name</b>	NCC Funded Children's Services Overspend due to demand pressure									
<b>Portfolio lead</b>	Cllr. Penny Carpenter					<b>Risk Owner</b>		Sara Tough		
<b>Risk Description</b>					<b>Date entered on risk register</b>			01 October 2022		
There is a risk that in-year pressures from service demand and other external factors beyond the department's control materialise and lead to a significant overspend. Risk Treatment: Tolerate										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	3	5	15	2	5	10	Mar-25	Amber
<b>Tasks to mitigate the risk</b>										
<p>1. Portfolio of change in place that targets improvement to operating model, ways of working, and placement &amp; sufficiency to ensure that intervention is happening at the right time, with the right children and families supported, with the right types of support, intervention &amp; placements. This will result in improved value for money through ensuring that money is spent in the right places, at the right times with the investment in children and families resulting in lower, long-term costs.</p> <p>2. Recognition of historic, underlying financial pressures within the Council’s MTFS, and investment in preventative and intervention staff and services to mitigate escalation of need and to enable children and families to remain together wherever it is appropriate to do so.</p> <p>3. Improved monitoring system implemented to identify, track and respond to financial challenges.</p> <p>4. Cohorts will be regularly analysed to ensure that all are targeted appropriately and to develop new transformation initiatives to meet needs cost effectively.</p> <p>5. Executive Director led governance groups in place to monitor financial position of the department and initiate appropriate management action.</p> <p>6. Local First Inclusion programme in place (supported by the Safety Valve deal) that has planned for additional spend in mainstream schools to support children with high level SEND to remain within them, where it is appropriate for them to do so, and enabling the achievement of good outcomes. This investment acts as a key driver to the long-term aim of returning the DSG to an in-year balanced budget and, subsequently, to repay the cumulative deficit, through mitigating the need for further expansion of special schools (above planned increases) or independent provision.</p>										
<b>Progress update</b>										

## Progress update

March 2024 update:

- Improved monitoring systems and financial oversight have become embedded
- Multiple transformation projects been successfully delivered over the past 5 years that will contribute to mitigate this risk
- In Norfolk the number of children in care has bucked the national trend or reducing then remaining stable since Jan 2019, which resulted in reduced overall placement costs. However, unit costs are under considerable pressure due to external market forces, significant inflationary and National Living Wage increases. There are a number of transformation projects aimed reduce unit costs over the medium term.
- There are a wide range of factors that have impacted on the financial pressures faced by Children's Services nationally, including unit costs are increasing significantly due to the cohort with the very highest and most complex needs continuing to grow as a proportion of all children looked after. The pandemic continues to have a substantial impact e.g., delays in the court system and the impact of hidden harm on CYP. Examples of other factors are: (i) lack of supply of placements; (ii) worsening of emotional wellbeing and mental health amongst children, young people and parents; (iii) impact of inflation on families and services such as transport; and (iv) ongoing shortages of staff in key professional specialisms.
- As at period 10, there remains a reported significant in-year cost pressure. The forecast overspend for social care placements and support is c. £7m, primarily due to the significant increase in the average unit cost for external residential and external supported accommodation (although this appears to have now peaked and has reduced towards previous levels), the demand continuing to be high for social care services (as seen and reported nationally), additional costs of supporting a small number of children and young people with very complex needs, as well as a significant increase in the demand for community short-break provision. Home to School Transport forecast for the year is a c. £6m overspend despite the additional budgeted resources provided for 2023-24. The persistent inflationary increases for fuel and the cost of vehicles, along with the rises in National Living Wage, has seen increases in the cost of tenders awarded for transport routes continue to rise.
- Action is under way to positively impact transport related costs, both the demand-side and the supply-side factors. On the supply-side, there is a piece of focused work underway in conjunction with the officers from across the Council to look at the transport provision market and any additional levers that could be developed to have a beneficial effect. Much demand-side activity is already delivering benefits and is continuing to be pursued and expanded, including a focus on supporting young people to be travel independent (such as the TITAN Travel Training programme) and the initial impacts of Local First Inclusion in reducing the distances that have to be travelled for those attending new provisions.
- Children's Services continues to undertake a substantial transformation programme to both improve outcomes for children and young people as well as delivering financial savings e.g. Placement Sufficiency strategic plan. These aim to mitigate risks and pressures that emerge and accompanies management action within the department that continues to be taken to reduce these risks and cost pressures wherever possible.
- The department has sought to identify and implement mitigations of cost pressures in-year, though some actions require a lead-in time to deliver. The department continues to seek additional mitigations.

<b>Risk Number</b>	RM032					<b>Date of update</b>		04 March 2024		
<b>Risk Name</b>	Capacity to manage a large incident or multiple incidents or disruptions to business									
<b>Portfolio lead</b>	Cllr. Jane James					<b>Risk Owner</b>		Sarah Rhoden		
<b>Risk Description</b>					<b>Date entered on risk register</b>			29 October 2021		
NCC is affected by an internal or external incident/emergency that impacts on the authority's ability to deliver critical services. This could be internal threats such as loss of IMT or power or external impacts such as supporting the countywide response to Norfolk's Highest risk such as Coastal flooding or pandemic flu. There is a risk of a large scale incident or series of incidents that cause potential negative impacts on the reputation, resources or financial stability, that affect NCC's ability to deliver it's services. There are a number of ongoing situations which are compounding this risk. 1. Energy providers issue of reasonable worst case scenario for power national power outages. 2. Seasonal weather risks										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	2	6	3	2	6	Mar-25	Met
<b>Tasks to mitigate the risk</b>										
1) Maintain the Corporate Resilience Plan. 2) Maintain a robust Business Continuity process, including training and exercising. 3) Having the appropriate groups in place to be able to support and manage any response to an incident causing business disruption. 4) Supporting and embedding of Business Continuity looking at best practice to support the operational delivery of services. 5) Further training planning for both BC and Emergency Planning. 6) Active engagement and participation in the Norfolk Resilience Forum. 7) On going review of winter risks 8) Member of the NRF and attendance at weekly Norfolk Risk Intelligence Group (RIG) meetings 9) NRF Plans and procedures in place, including training and exercising.										
<b>Progress update</b>										
The BC process and emergency response mechanisms are in place and enabled within NCC, support is in place from the Resilience team who deliver 24/7 response support. Current BC stats = 84% of NCC plans reviewed and 82% plans have been exercised. For situational awareness the Norfolk Resilience Forum (NRF) has in place weekly Risk Intelligence Group (RIG) meetings. Due to global and national uncertainty, pre-emptive planning is on going to look at the risks that NCC and Norfolk will face, these will include: seasonal weather - surface flooding. Health issues- pressure in care systems, outbreaks, re-emergence of COVID, Hospital roof collapse and care home failure. Cost of living impacts. Disruption to power or communications systems, Industrial Action, Animal Health outbreaks, Cyber attacks. Current Score reduced to 6 from 9 due to available mitigation measures under our remit being implemented to control the current risks. On going current weather related risks seasonal weather impacts, closely monitoring the situations with Blue Tongue with Trading Standards and the national spike in measles with UK Health Agency.										

Risk Number	RM033		Date of update		18 March 2024					
Risk Name	Norwich Western Link Project									
Portfolio lead	Cllr. Graham Plant			Risk Owner	Grahame Bygrave					
Risk Description			Date entered on risk register		01 October 2022					
There is a risk that the NWL project could fail to receive funding approvals from the Department for Transport (DfT), and/or statutory approvals necessary within the necessary timescales to achieve the Orders to construct the project (related to planning consent, land acquisition, highway orders) to enable the Norwich Western Link (NWL) project (at £251m) to be delivered to the agreed timescales (target opening by late 2025). Cause: Objection to the project (particularly related to environmental impacts) that results in either DfT or Secretary of State failing to provide the necessary approvals for the funding/Orders. Event: The scale of the project and the funding requirement from DfT (at 85%) is such that without their funding contribution, it will not be possible to deliver the project. Without the necessary Orders in place, it will not be possible to deliver the project. Effect: The benefits that the project would bring in terms of traffic relief, accommodating growth in housing and employment, economic recovery and journey time savings would not be achieved. If ultimately the project does not get constructed there is the possibility that any funding already provided by DfT would need to be repaid and that the capital expenditure up to that stage could need to be repaid from revenue funds (as there would be no capital asset to justify the use of capital funding). Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	1	4	4	Sep-24	Amber
Tasks to mitigate the risk										
1. Work closely with DfT to resolve any queries related to the OBC approval. 2. Ensure programme dates for statutory approvals are achieved and submission details are legally checked. 3. Develop strong team resource to ensure well developed submissions for statutory processes (including public inquiry) are provided. 4. Provide regular updates to the project board to ensure any issues related to programme, cost and risk are reported. 5. Monitor scale of expenditure prior to Secretary of State approval to ensure any potential financial implications can be accommodated within the NCC financial envelope.										
Progress update										

## Progress update

1. OBC submitted to DfT for approval at end of June 2021. July 2022 - Report approved by Cabinet (included revised timescales and budget - 85% DfT contribution retained in OBC addendum submitted to DfT. Feb 23 - No further requests for info. from DfT. March 23 - No funding announcement in March Budget Statement. May 23 - Still no decision from DfT, but no further work required to OBC. Awaiting outcome of Treasury review of funding nationally. Aug 23 - Still awaiting Treasury review outcome and DfT announcement. January 2024 - OBC was approved by DfT in October 2023 and reported to Cabinet in December 2023. Agreed planning application to be submitted asap in 2024.
2. Programme regularly reviewed by project board to ensure realistic timescales for project delivery are in place. July 2022 - Timescales updated in Cabinet report and agreed. Sept 22 - Govt mini-budget on 23rd Sept set out fast-tracking of projects, including NWL. Details awaited to understand any implications. Jan 23 - No further details from (different) government re fast-tracking. May 23 - Awaiting OBC decision is continuing to delay planning application process Aug 23 - Report taken to Cabinet in July setting out reduced activity on project whilst awaiting DfT funding decision. January 2024 - Detailed programme update as part of Cabinet report in December 2023. Allows for revised timescale for statutory approvals and legal process/checking. Scheme completion in 2029, therefore target date amended. March 24 – Planning Application being finalised for submission.
3. Resource review in progress to ensure the team structure is suited to each phases of the project. July 2022 - Team structure in place with some gaps in resource being resolved, but very challenging employment market conditions. Sept 22 - maintaining resources on project is proving challenging. Ongoing recruitment and discussions with WSP. Feb 23 - Resourcing remains challenging, but is an issue within construction sector generally. Aug 23 - Continuing resource issues, notably at Engineer/Project Engineer level, but agreement to reduce project activity has reduced issues. January 2024 - Resources remain challenging. External procurement process ongoing to establish resources for next stages of project (post-planning application).
4. Project board meetings in place and risk, programme, cost regularly reported. July 2022 - All details updated in Cabinet report. Sept 2022 – Board closely monitoring budget including inflation/economic implications. May 23 - Delays to project OBC decision reported to project board. Implications will continue to be considered and reported to Cabinet. August 2023 - Details presented to Cabinet in July discussed/agreed at Board. January 2024 – Board updated on progress following December 2023 Cabinet reporting.
5. Section 151 officer kept updated on expenditure at project board. July 2022 - Details in Cabinet report agreed with s151 officer and budget recommendation and implications accepted by Cabinet and Full Council on 19 July. Delay to OBC funding from DfT covered in item 1 above. May 23 Report taken to July 2023 Cabinet, to consider implications of ongoing delay to DfT OBC approval. August 23 - Report agreed by Cabinet, reducing activity whilst awaiting OBC approval. January 2024 - OBC approval (in October 2023) included ref to up to 100% funding (based on OBC) from DfT. Awaiting further guidance on this from DfT. Details reported to Board and Cabinet. March 2024 – Still awaiting further guidance from DfT regarding up to 100% funding.



Risk Number		RM034		Date of update		06 February 2024				
Risk Name		Supply Chain Interruption								
Portfolio lead		Cllr. Kay Mason Billig		Risk Owner		Al Collier				
Risk Description				Date entered on risk register		01 October 2022				
There is a risk of a supply chain interruption, which could affect any of the Council's supply chains. This could take the form of either a sudden or gradual interruption, affecting the ability to deliver one or more services effectively. Cause: Examples of sudden interruptions include; loss of power; loss of supplies due to panic-buying (fuel being the prime example with knock-on effects); supplier insolvency; inability to replace critical components. Examples of gradual interruptions include; a gradual inability to recruit key in-demand staff (e.g. drivers & care workers); a gradual material shortage (e.g. construction materials); inflation; industrial action; staff absence owing to Covid-19 / seasonal flu, gradually contracting labour markets. Event: The materialisation of a sudden or a gradual interruption or degradation of a NCC supply chain. Effect: Different causes will generate different effects, but the common effect would be a disruption to service delivery stemming from the interruption of the supply chain involved. This could have knock on effects to other services depending on the interconnectedness / scale of the supply chain. Overall risk treatment: Tolerate (treating with general mitigations)										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	3	12	3	2	6	Mar-25	Amber
Tasks to mitigate the risk										
For loss of power: 1) Understanding power resilience of County Hall 2) Understanding failover if we lost County Hall power 3) Reviewing plans for simultaneous loss of power or gas to multiple sensitive sites, e.g. care homes. 4) Thinking through command and control in case of widespread power loss For fuel: 5) Sending out a de-brief form to all involved in the fuel disruption (NCC) and the Resilience team will collate the returns. This will inform changes to the NCC approach and potentially update the Corporate plan. Our work will feed into the wider NRF de-brief to the NRF plan. For food: 6) Consideration of academies and our role with free school meals. 7) Maintain good relationships with key suppliers. For supplier insolvency: 8) Formalising tiering of contracts For critical spares: 9) Work with providers to ensure there is adequate support to just in time (JIT) deliveries (contingency stock of critical spares). For IT: 10) Ensure IT refresh is considered and appropriate stock pre-ordered.  General mitigations against sudden major disruptions include: Early warning and trigger points Supply diversity Supplier relationships Public sector resource pooling Effective plans										
Progress update								555		

## Progress update

For loss of power:

- 1) Power resilience understood.
- 2) Resilience of Disaster Recovery site understood.
- 3) This is being looked at via normal BAU winter preparedness. Resilience Reps and DMT's are supported by the Resilience Team to review BC plans.
- 4) Command and control will follow existing processes. Any issues to be reported by department and escalated to appropriate response level (Silver/Gold) to manage the NCC response. If beyond NCC the NRF will be activated to respond.

For fuel:

- 5) Resilience Team have sent out a de-brief form to all involved in the fuel disruption (NCC) and has collated the returns. We have collated learning and now the Resilience Team are looking at the delivery of an operational plan to help deliver fuel

to critical services and have created a BC exercise for services to work through their fuel issues and supply needs.

For food:

- 6) Work to be carried out with providers to ensure they think about support to just-in-time deliveries (contingency stock of basics).
- 7) Close communication and good relations being upheld with key suppliers of food.

For supplier insolvency:

- 8) Tiering of contracts being formalised.

For critical spares:

- 9) Ongoing work with providers to ensure adequate support is available for JIT deliveries.

For IT:

- 10) Laptops for next round of IT refresh pre-ordered and in supplier's warehouse.

Further detail of the wider resilience work being undertaken to help prevent supply chain interruption can be seen in risk RM032.

Risk Number	RM035		Date of update		01 March 2024					
Risk Name	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets									
Portfolio lead	Cllr. Andrew Jamieson		Risk Owner		Harvey Bullen					
Risk Description			Date entered on risk register		01 October 2022					
There is a risk that significant and abnormal levels of inflationary pressure persist for an extended period of time with a negative impact on both the Council's revenue budget and capital programme. Unusually high levels of inflation across various sectors are being experienced, driven by a number of economic and other factors which are entirely outside the council's control. Forecasts are increasingly suggesting that this situation is likely to persist for a protracted period. There is a risk that this level of inflation will have very significant impacts across several areas of the council including: - Increasing demand for a range of support and services including hardship funds as the cost of living and inflationary pressures impact on wider society. - Direct impact of inflationary pressures on revenue pay budgets - pay awards for 2023-24 and 2024-25 in excess of the level which has been assumed in the budget / MTFS. - Direct impact of inflationary pressures on non-pay revenue budgets including energy and fuel costs. - Direct impact of inflationary pressures on the Capital Programme including the cost of construction for various schemes. This is significantly reducing the Council's purchasing power and creating significant challenges for programme management and scheme delivery. Risk Treatment: Tolerate (overall levels of inflation are outside of the Council's control), but treating the aspects that the Council is in a position to control.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	4	5	20	3	5	15	Mar-25	Green
Tasks to mitigate the risk										
1) Close budgetary control 2023-24 - Monitoring budgets and emerging pressures during the financial year, reviewing activity levels and pressures in order to mitigate and minimise these as far as possible as part of regular budget monitoring and management processes. Where pressures cannot be avoided / mitigated, identifying alternative off-setting savings and / or funding (such as from business risk reserves) to deliver a balanced budget position for 2023-24.										
2) Setting 2024-25 Budget - Developing the 2024-25 Budget to provide as far as possible for known and unavoidable cost pressures, and identifying further income or off-setting savings initiatives to ensure that a robust and achievable Budget can be considered by Full Council in February 2024.										
3) Reviewing capital programme - Review of cost estimates, forecasts and profiling of major projects. The Council will monitor this risk and review the potential pressures on the capital programme and proactively manage the schemes, deferring some schemes where possible to minimise the impact of inflation and continue to deliver the capital programme within the budget available. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process during 2023-24 and as part of setting the 2024-25 Capital Programme.										
4) Articulating the financial challenges faced by the Council to Government and other stakeholders - The Council's work to ensure that sufficient funding allocations are provided / available will include responses to Government consultations, funding announcements, discussions about the 2023-24 pay award, and other engagement.										

## Progress update

- 1) Budget monitoring and reporting of variances, risks and mitigations to Cabinet have been and continue to be reported throughout 2023/24, and the financial monitoring position will continue to be reported monthly going into 2024-25.
- 2) A balanced budget for 2024/25 was agreed and set on 20th February 2024 by Full Council.
- 3) Monitoring of Capital Programme continues in respect of 2023-24 and is regularly reported to Cabinet. Review of capital programme profiling is continuing at pace and has resulted in deferral of borrowing to later years of the programme. The development of new schemes for the 2024-25 programme has been undertaken in the context of the wider position, and as a result in the programme approved by Full Council there were very limited additions to be funded from borrowing.
- 4) Ongoing engagement including formal consultation responses and ad-hoc opportunities.

Risk Number		RM036				Date of update		06 February 2024		
Risk Name		Non-Delivery of the Environmental Policy								
Portfolio lead		Cllr. Eric Vardy				Risk Owner		Al Collier		
Risk Description					Date entered on risk register			01 October 2022		
There is a risk of not delivering the key objectives of the NCC environmental policy. This could stem from not achieving the key objectives within our control to deliver. These include; achieving Net Zero Across the County Council Estate by 2030, working in partnership across the County, especially through the Norfolk Climate Change Partnership on the delivery of; the Climate Action Plan, major environmental infrastructure projects; sustainable travel projects; the 1 Million Trees for Norfolk project; the Pollinator Action Plan as well as continued roll out of LED streetlighting upgrades and implementation of the EV strategy. Event: Non-delivery of the key objectives. Effect: This could lead to greater potential for increased damage to the local and global environment. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	2	2	4	Mar-25	Green
Tasks to mitigate the risk										
1) Achieve Net Zero across NCC Estates by 2030. 2) Develop and deliver Climate Action Plan through Norfolk Climate Change Partnership. 3) Delivery of major environmental infrastructure projects for example Wendling Beck. 4) Delivery of all of the major transport infrastructure projects including ZEBRA. 5) Delivery of the 1 Million Trees for Norfolk project. 6) Delivery of the Pollinator Action Plan. 7) Rollout of 15k LED lights by the end of 2023 8) Rollout of electric vehicles										
Progress update										
Regular reporting cycles are already established for each of the key objectives. 1) Digital dashboard established and strong delivery against scope 1 and 2 emission targets. 2) Development work ongoing with Norfolk Climate Change Partnership. A number of strategic workshops are taking place in the third quarter of 22/23 which will inform the direction and content of the climate action plan. 3) Strong progress to date with all key environmental infrastructure projects on schedule. 4) Sustainable transport projects progressing well and major investment in ZEBRA scheme and cycling and walking programmes secure. 5) Delivery of 1 Million Trees project progressing positively with plan in place to accelerate planting plan following Covid-19 impact on planting programme. Current scoping work ongoing regarding new partnerships and approaches to increase planting. 6) Pollinator Action Plan approved by Cabinet and under delivery - no major issues to report. 7) We have currently replaced 3.7k lights. 8) We are currently developing metrics for the fleet of NCC electric vehicles. With the sign-off of the NCC Climate Strategy, we are now in the process of incorporating this into this risk going forward.										

Risk Number		RM038		Date of update		06 March 2024				
Risk Name		Demand to manage statutory responsibilities								
Portfolio lead		Cllr. Alison Thomas		Risk Owner		Rob Mack				
Risk Description				Date entered on risk register		14 March 2022				
If there is insufficient time and staffing resource in operational teams to focus on recovery actions, then the risk of harm to service users will be unaddressed with the associated adverse impact to staff wellbeing & retention, increased complaints & LGSCO findings; and reputational challenge from Members/the Council and from the public. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	4	12	2	4	8	Mar-25	Amber
Tasks to mitigate the risk										
Existing controls/mitigations updated 06/02/2024. Progress updates contained in Progress Update section.										
- Whole department approach to supporting prioritisation of work plans/actions										
- Dedicated leadership in place										
- OP/PD Service Development Plan for 24-25 in place										
- Learning (Improvement) Cycles embedded in each Locality										
- Refreshed OP/PD performance governance framework reporting to Director Leadership Team (Assurance Board)										
- Performance and outcome data available (Power BI Dashboards) and decision making at all levels from Team Manager upwards										
- Additional scrutiny of operational performance & impact through Connecting Communities programme governance. Fosters strong connection between Social Care Community Engagement (front door), Norfolk First Response and Care & Assessment teams.										
- Engagement with NCC corporate Change Business Leads										
- Hospital Discharge Programme instigated to transform key quality and outcomes of people leaving hospital on to long term care & support arrangements										
- Capacity & demand modelling in progress - numerous areas										
Progress update										



## Progress update

19/02/2024

Older People / Physical Disability (OP/PD) Service Development Plan for 2024/25 draft. Will be taken through OP/PD governance and ASC Assurance governance process for sign off. This outlines service priorities and focus areas for 2024/25. OT plan presented to DLT in January 2024. Requires further development and includes a range of proposals to increase grip on OT recovery for people waiting on holding list. Continued challenges within the Xyla project has led ASC to recruit a small number of agency social workers to face hospital discharge and outstanding review recovery. Refreshed safeguarding dashboard published allowing greater oversight of workflow. Priority focus on improving performance for new referrals ensuring protection plans are in place within 3 days. Increased training compliance achieved through additional safeguarding courses and LAS form changes to be made early March to improve recording of protection plans. Audits undertaken on all SG cases being managed on holding lists to ensure protection action/plans in place – high confidence this is the case. SG case numbers being managed on holding list at lowest level since August 2022. Refreshed OP/PD governance being introduced using improvement cycles and consistent agendas in all 5 localities. Roll out will continue into March and April. Sustainability Leads and E4SC Operations Managers in post with clear work plan to achieve consistency of ways of working introduced through the Connecting Communities programme. Red Flag items for OP/PD reported through to ASC Assurance Board on a regular basis i.e. outstanding reviews, safeguarding and holding list performance & recovery.

06/03/2024 - In addition to progress updates as of 19/02/2024:

OP/PD holding list overall remains static at c.1880 since December 2023.

Prioritisation of outstanding reviews, lapsed provider contracts and

Hospital Discharge Programme, transformation plan for moving to ward attached social work service on community hospital wards agreed. This will change the assessment model and improve contracting arrangements for providers.

Plan being developed to reduce further the number of people in short term beds waiting assessment for long term care and support plan.

Financial planning linked to budget setting and work plan prioritisation in progress

Connecting Communities 'Health Check' to take place w/c 11/3/24 that will provide independent insight into key performance improvement areas

Acute Discharge Fund allocation agreed, subject to Integrated Care Board ratification, to ensure allocation of resource and intermediate care services in 24/25.

Risk Number	RM039		Date of update		06 February 2024					
Risk Name	Financial, Staffing & Market Stability impacts due to implementation of Social Care Reform (now October 2025)									
Portfolio lead	Cllr. Alison Thomas		Risk Owner		Sonia Kerrison					
Risk Description			Date entered on risk register		19 July 2022					
<p>Financial Risk There is a risk that the Government will not provide sufficient funding to support the implementation of Social Care Reform and that we (NCC) will not have any monies to fill any shortfalls or additional costs. There is a risk that the Government has hugely underestimated the cost to implement Social Care Reform and therefore there will be a shortfall in funding to Local Authorities. Added to this, NCC does not have any additional monies to fill any shortfall from the Government or any other additional costs (related to additional cases, more service users that require more input into costs, support &amp; maintenance for Care Accounts etc) associated with the Social Care Reform implementation. Resourcing/Staffing Risk There is a risk that there will be insufficient resources both internally and to recruit externally to meet the new demands of the social care reform. we will not have sufficient resources (SW, Finance and Brokerage) to process the increased care act and eligibility checks as more self funders request LA to purchase care on their behalf or reach the £86,000 cap. In addition we may not be able to recruit the necessary additional staff externally due to lack of social workers both regionally and nationally. We are struggling to recruit for vacancies we have now. Market Stability Risk There is a risk that there will be insufficient capacity in the market to meet the new demands of the social care reform. The implementation of 18(3) whereby self funders can request Local Authorities to purchase care on their behalf, has a destabilising impact on our already fragile care market. In addition the level of provider failures/contract handbacks are really worrying and may impact our ability to provide suitable care or alternatives to those who can no longer afford first and third party top ups once they reach the cap. There also may not be sufficient care in the market for us to provide suitable lower price alternatives if first party and third party top ups are required. Overall risk treatment: Treat</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	2	2	4	Oct-25	Amber
Tasks to mitigate the risk										
<p>Social Care Reform has been delayed by 2 years to October 2025. The SCR Programme will continue working through the Modelling and Impact analysis to understand the impact and plan for implementation.</p> <p>The programme is :Developing the Target Operating Model to deliver Reform, including:</p> <p>How we will approach assessments in the future so that we can better meet demand (proportionality, whether we get partners involved in carrying out some assessments (trusted assessor model), whether we introduce self assessment, self service, and optimising the use of technology).</p> <p>Implementation of changes within reform to Charging and the creation of Care Accounts.</p> <p>Market sustainability and Fair Access to Care.</p> <p>Working with customers, carers and partners to plan and shape the Transformation required to deliver Social Care Reform.</p>										
Progress update										

## Progress update

Update 10/11/2023

SCR reform programme of work reviewed by DLT October 2023. Decision made to dissolve current programme and refocus work activity and priorities following the strategic review and in light of the national political landscape including uncertainty regarding the implementation of the proposed charging reforms and the care cap.

Continue to prepare for expected social care reform, using the delay announced in the Government's Autumn Statement to rescope our project programme to improve our efficiency and outcomes for people.

Key activities to deliver above are: A Digital work programme through the ASC ASTEC Board to implement digital tools using Imosphere to enable on line self-assessment, client portals and client accounts. Governance and work will be via the ASC ASTEC Board. Create a model of Trusted Assessment and work with the Care Market to implement this. Create a Target Operating Model for ASC identifying future workforce requirements.

Update 5/1/2024

Continuation of activities outlined above 10/11/2023. Charging elements of Social Care Reform (Care cap) unlikely to be implemented but this has not yet been confirmed by government.

Updated 6/2/2024

Digital programme of work to deliver tools to enable self assessment, trusted assessment, customer portals, smart flow and revised RAS in progress. Refreshed programme being devised to implement over 2024.

Risk Number	RM040				Date of update		05 March 2024			
Risk Name	Assurance implementation									
Portfolio lead	Cllr. Alison Thomas				Risk Owner		Debbie Bartlett			
Risk Description					Date entered on risk register			22 July 2022		
A CQC rating of good or above indicates a social service department that is providing the right support in the right way to promote positive outcomes for the people who need to draw on adult social care, and those that support them. A rating of less than good indicates that we are not assessing need, providing support or working in partnership with others in a way that enables the best possible outcomes for people in the local area. If we are rated less than good in the upcoming assurance regime, we are likely to have increased difficulty providing timely and high quality intervention for people. It is likely to increase our difficulties recruiting and retaining good staff, which will further impact our ability to manage the demands well, both from staffing and governance perspectives, leading to further loss of practice quality, increased wait times for citizens and less than optimal outcomes more of the time. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	4	4	16	2	3	6	Mar-25	Amber
Tasks to mitigate the risk										
<p>Performance Improvement Group (PIG) in place to drive performance improvements, meeting monthly. Quality Improvement Group (QIG) established Feb 23 to drive quality improvement, including ensuring that increased focus on recovery does not compromise quality of work.</p> <p>The action plan developed following regional mock assurance, updated following ex-director challenge session in Jan '23. This is reviewed regularly at PIG and continues to drive performance improvements and assurance readiness.</p> <p>Performance is majorly impacted by recovery. Recovery tracker maps performance against key metrics weekly and is circulated to senior managers. All areas have recovery plans with routine monitoring.</p> <p>Connecting Communities transformation programme is having a significant positive impact on our ability to ensure optimal outcomes for more people as we change our ways of working, embedding more preventative work and reducing the reliance on formal social care.</p> <p>Our refreshed corporately significant vital signs embed our commitment to prevent the need for formal care, reduce the reliance on formal social care, manage the risk in our waiting lists well, manage safeguarding work effectively and work with provider market to improve the quality of provision. These, and their feeder indicators, are used to direct performance conversations as part of our governance structure, directly linking to aspects of the CQC framework.</p> <p>We closely monitor development of the CQC assurance process, including feedback from the pilot sites as they complete the process.</p>										
Progress update										

## Progress update

April '23: Further clarity regarding assurance regime now available. Desktop exercise for all ASSDs from April 2023. Up to 20 selected for assurance Oct-Dec '23 based partly on perception of risk. Given our recovery pressures and associated waiting times and waiting lists, this increases likelihood of us being assured in first or second tranche. Risk scores remain valid.

July '23: The SALT and ASCOF returns for 22/23 have now been finalised and submitted. We have seen significant improvement in a number of metrics, but remain with low performance when compared with the East of England region or the England average for last year in some measures. Comparative data will not be available until around September/October.

The ADASS Spring Survey was recently submitted and early indications are that we have more people waiting for assessments of various types than the regional average.

The Office for Local Government launched a dataset for local government this week, containing seven measures for adult social care. For five of these measures, we are below the median performance for our nearest statistical neighbours. For two measures we are at or above the median. This is in the public domain but draws on data from 21/22.

Given these datasets being in the public domain, the likelihood of CQC assuring us earlier in the process is increased.

Nov '23: Awaiting final guidance from CQC regarding details of their approach assurance, and are carefully monitoring for information from our networks. Engaging in regional challenge event which will give further indication of our performance from a 'critical friend' perspective.

March '24: We are now in the third tranche of inspections and we continue to monitor how these are conducted and the implications of these for Norfolk.

Risk Number	RM041					Date of update		05 March 2024		
Risk Name	Adult Social Services Supplier or Market Failure									
Portfolio lead	Cllr. Alison Thomas					Risk Owner		Gary Heathcote		
Risk Description					Date entered on risk register			05 September 2023		
The Council contracts with independent providers (of care homes, nursing homes, home care, supported living, housing with care and day care) spending over £330m annually to support around 16,500 adults at any one time. Failure in the care market may be defined as the sudden/unplanned loss of any or all of these services by reason of: inadequate quality, lack of financial viability, deficient supply of workforce, provider decision to withdraw from the market or natural disaster, The Council has a duty under the s5 of the Care Act 2014 to meet the needs of people who require assistance from public funds and to secure a diverse and good quality care market for this purpose.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	5	4	20	4	3	12	Mar-25	Amber
Tasks to mitigate the risk										
1) Annual uplift of fees and consideration of cost of care to ensure a full understanding of a fair price for care 2) Process in places to ensure NCC business is conducted well with invoices paid promptly. 3) Work with providers to ensure early communication of cashflow concerns. 4) Use of a provider at risk dashboard to support earlier conversations with providers 5) PAMMS review to work proactively with all providers to support quality improvement and implementation of quality improvement and escalation policy 6) Agreed workforce strategy and implementation plan including increased focus on recruitment and retention 7) Up to date market position statement to track changes in demand and protections of future need and signal commissioning intentions. 8) Fair cost of care work completed for home support and older people residential and nursing and market sustainability plan reported to Cabinet 9)Weekly multi team meeting to review providers with highest risks and actions required 10) Annual winter resilience plan to help address capacity 11) Specific actions to focus on issues related to providers of services for people with learning disabilities - these include commissioning actions to develop new compliant care including capital investment to increase independent living and residential care review; LD&A quality improvement actions to provide additional support to providers undertaking improvement actions. 12) ICS Social Care Quality Improvement Programme in place										
Progress update										



## Progress update

18/08/2023

Internal capacity meeting to oversee actions and impact

Connecting communities programme with focus on Norfolk First Response - to increase reablement capacity

Weekly provider at risk meeting - focused on actions to monitor and manage providers delivering services to working age adults, with critical risks.

PAMMS Reviews programme on track, and team supporting providers with urgent quality and safeguarding issues

Quality Improvement and Escalation policy in place

Regular review of provider risk dashboard for residential and nursing and development for other parts of the care sector. Further development of the provider at risk dashboard developed

Regular communication with Market via NORCA and engagement programme.

Further incentives put in place when needed for home support from hospital or NFR

### International Recruitment

approach - Community of practice in place and developed offer implemented with ICB. Norfolk is the lead sponsor for the regional programme using government funding for international recruitment.

Home support and OP residential and nursing cost of care work completed. Market Sustainability Plan completed. ICS Social Care Quality Improvement Programme in place and working towards agreed deliverables.

Market position statement presented to Cabinet 4 July. Market Position seminar held with providers.

Paper to DLT setting out specific pressures relating to WAA care providers with further funding agreed to support targeted support. Two Quality Improvement Officers appointed and new wrap around support model being developed.

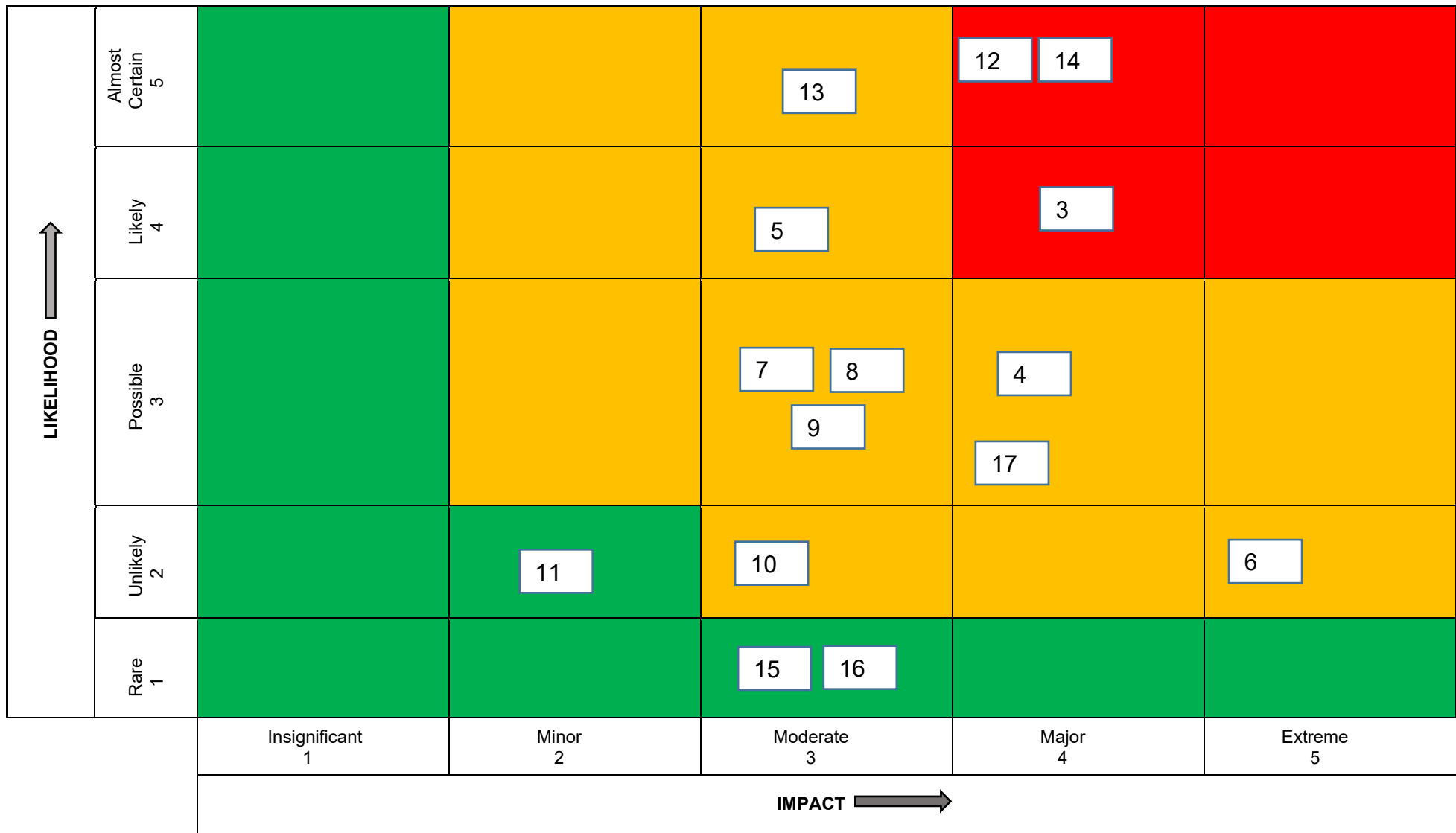
2023-24 fee increase agreed by Cabinet in January 2023.

Proactive sourcing implemented within brokerage.

<b>Risk Number</b>	RM042					<b>Date of update</b>		19 February 2024		
<b>Risk Name</b>	Increasing Challenges to Maintaining Financial Resilience									
<b>Portfolio lead</b>	Cllr. Andrew Jamieson					<b>Risk Owner</b>		Harvey Bullen		
<b>Risk Description</b>					<b>Date entered on risk register</b>			27 February 2024		
There is a risk that the Council becomes unable to maintain financial resilience against increasing external cost pressures. Cause: Sustained externally driven cost pressures in areas where we are legally required to deliver, without greater external funding to support additional demand. Event: Demand driven costs outweigh the ability to deliver services within our set budget. Effect: Significant overspend against budget set, impacts on wider service delivery, greater use of reserves required and unsustainable expenditure.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	5	15	2	5	10	Mar-25	Amber
<b>Tasks to mitigate the risk</b>										
1) Continuous monthly budget monitoring and reporting to Cabinet, identifying and raising any early signs of budget pressure with any budget variances reported. Regular and robust monitoring and tracking of in-year budget savings by Executive Directors and Members. 2) Continued lobbying of central government for grant funding, with close monitoring of central government grant terms and conditions to ensure that these are met to receive grants. 3) Value for money analysis work to be completed. 4) A government-required Productivity Plan to be worked through, agreed and signed off by July 2024 for implementation.										
<b>Progress update</b>										
1) Ongoing monthly budget monitoring and reporting into Cabinet to identify and report any emerging in-year cost pressures. Executive Directors have responsibility for managing their budgets within the amounts approved by County Council. Executive Directors have been charged with reviewing all their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget will be achieved over the course of the year. This is actively supported by the Finance Business Partners.  2) Ongoing lobbying throughout the Council for additional grant funding where available from central government, and continued close monitoring of terms and conditions that need to be met to receive this.  3) External Audit have completed their value for money work in relation to 2021-22 which includes work on the Council's plans to address projected budgets gaps. This concluded that there is no significant risk present in relation to these areas. Value for money analysis underway in relation to the 2022-23 accounts.  4) The Council is now working at pace through the expectations set by central government of the Productivity Plan and is working to deliver this by July 2024 as required.										

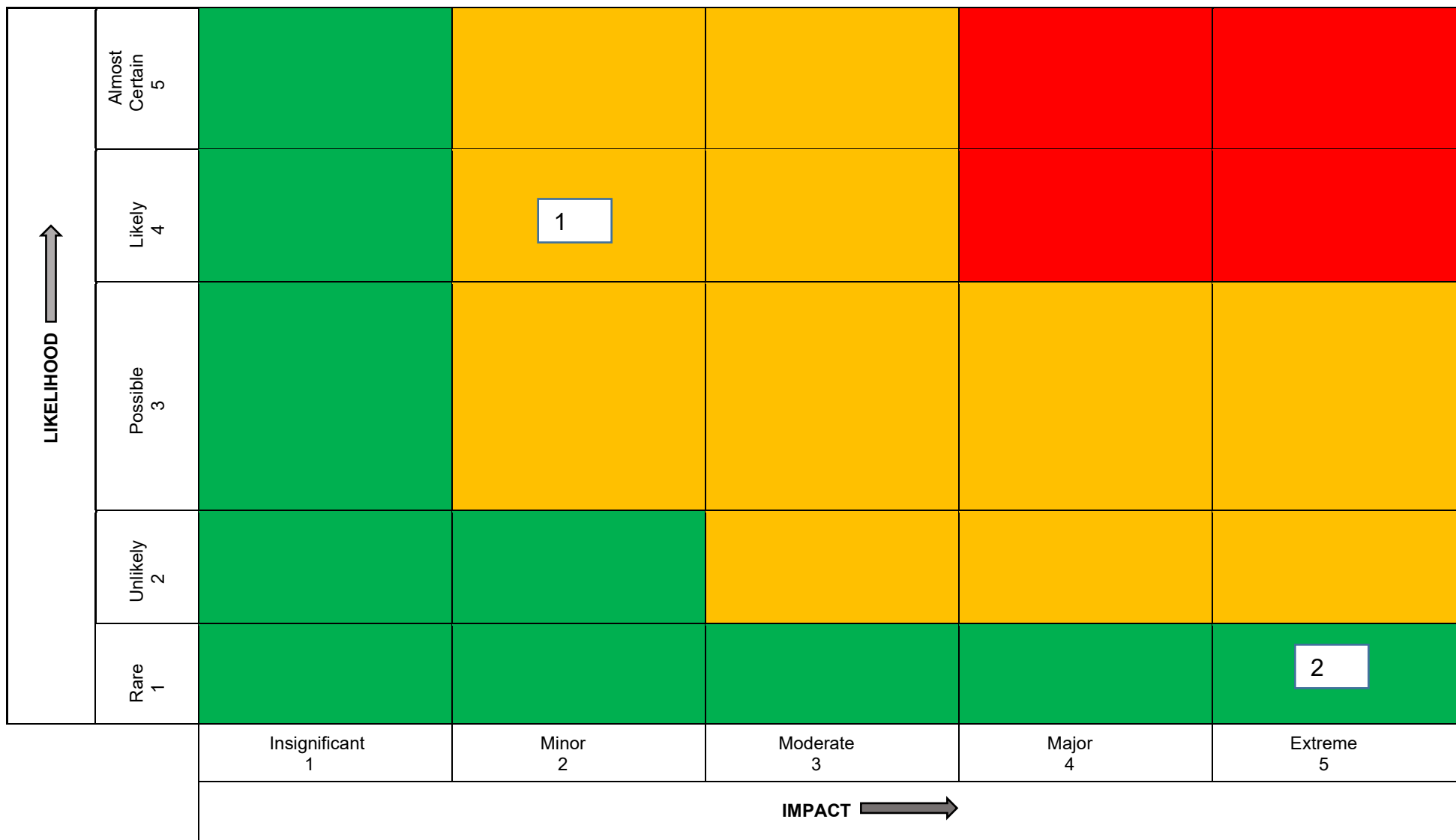
Risk Number		RM043		Date of update		18 March 2024				
Risk Name		High Needs Block Deficit cannot be resolved								
Portfolio lead		Cllr Penny Carpenter and Cllr Andrew Jamieson			Risk Owner		Sara Tough			
Risk Description				Date entered on risk register			18 March 2024			
There is a risk that the level of need and demand within the SEN system remains at such a level that the current financial pressure on the High Needs Block cannot be reduced in line with the 'safety Valve' agreement made with the DFE. If the deficit cannot be reduced ultimately the Safety Valve agreement could end and the financial deficit in the HNB could fall onto the NCC balance sheet.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	2	2	4	Mar-29	Amber
Tasks to mitigate the risk										
Children's Services has put in place a major programme of Transformation (Local First Inclusion) with the intention of reducing the high needs block deficit over time whilst still meeting the needs of children. This focusses on additional support for children with SEN in mainstream schools and the creation of the right specialist provision in the right locations to reduce the reliance on costly independent sector provision. Robust programme management is in place across the programme with corporate oversight as well as that from within Children's Services The programme is supported by a comprehensive financial model and performance management of all workstreams and operational teams										
Progress update										
The Local First Inclusion Programme is well underway and impacting on the ground. New School and Community Teams are in place and working proactively with children, families and schools. The capital programme is progressing strongly and the new model of alternative provision is due to begin implementation in 2024. However the level of demand in the current financial year (2023/24) has continued to be at levels greater than ever previously and as a result the deficit has grown to a greater level than previously modelled. Because of this deviation from trajectory the DFE has instigated its 'Enhanced Monitoring and Support' programme which requires the LA to refresh and resubmit revised trajectories before the Safety Valve agreement can recommence. This remodelling of the programme is in progress.										

# Departmental Risks Heat Map – Community & Environmental Services



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
3	RM14485	Carrow Bridge Disruption	11	RM14429	FCE Programme Decommitment affecting Technical Assistance budget (covering MA, JS, CA and AA)
4	RM14428	Bus operators cannot afford to continue running their bus services	12	RM14500	Impact of abnormal levels of inflation - Part 1 : Capital programme
5	RM14203	The allocation and level of external funding for flood risk mitigation does not reflect the need or priority of local flood risk within Norfolk	13	RM14501	Impact of abnormal levels of inflation - Part 2 : Revenue budget
6	RM14415	Longer lead in times for sourcing vehicle parts	14	RM14515	Separate collection and disposal by incineration of soft furnishings containing fire retardants called persistent organic pollutants (POPs).
7	RM14293	The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda.	15	RM14379a	People related security incident at an NCC site
8	RM14381	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.	16	RM14379b	Physical asset related security incident at an NCC site
9	RM14421	Ability to maintain the highway	17	RM14382	Great Yarmouth Third River Crossing (3RC) Budgets
10	RM14130a	Lack of consistency and delivery of IMT related systems and services for Culture and Heritage Services.			

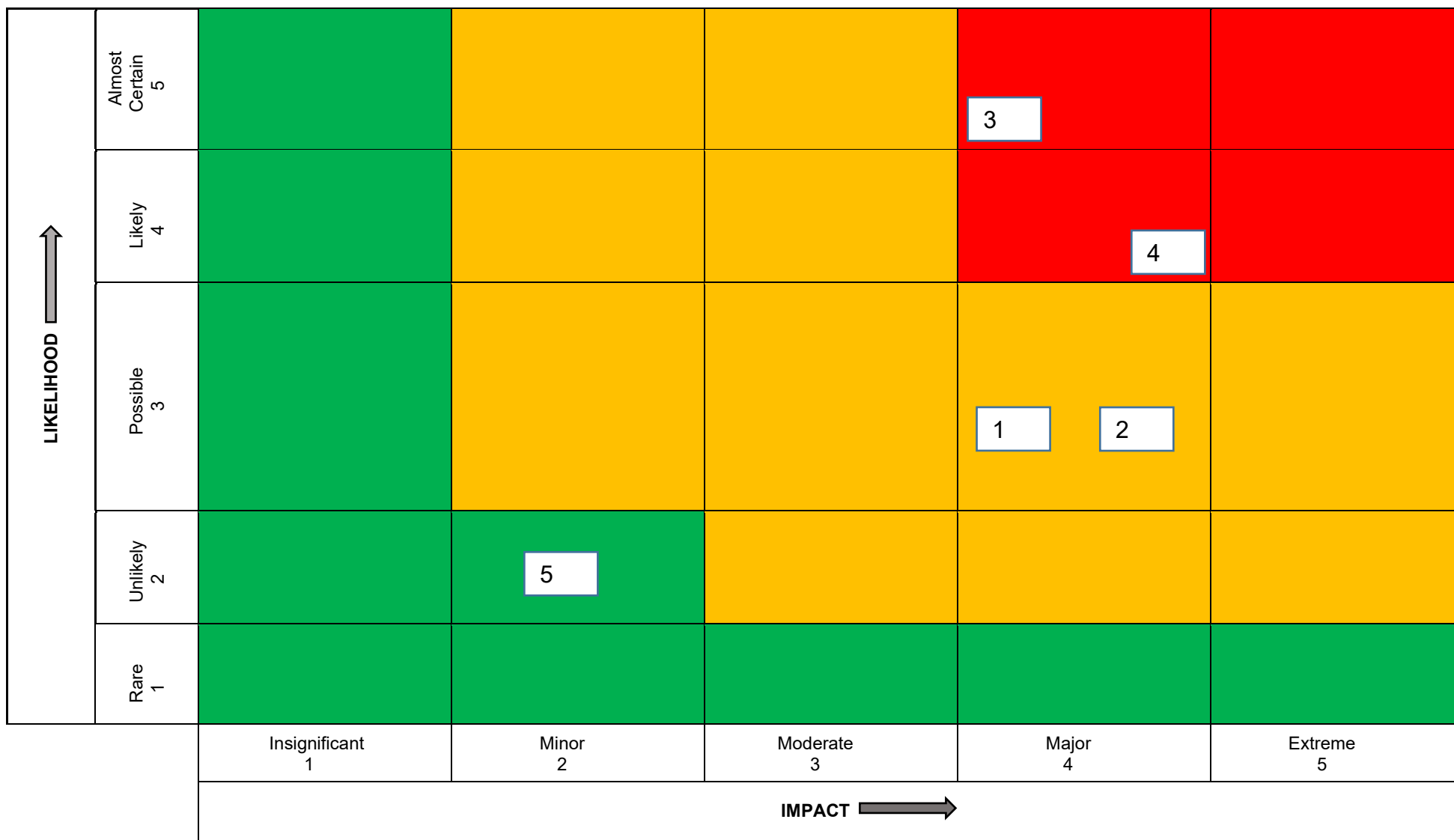
## Departmental Risks Heat Map – Finance Directorate





No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14408	Unanticipated Market Intervention			
2	RM14255	Fulfilling Section 151 Responsibilities			

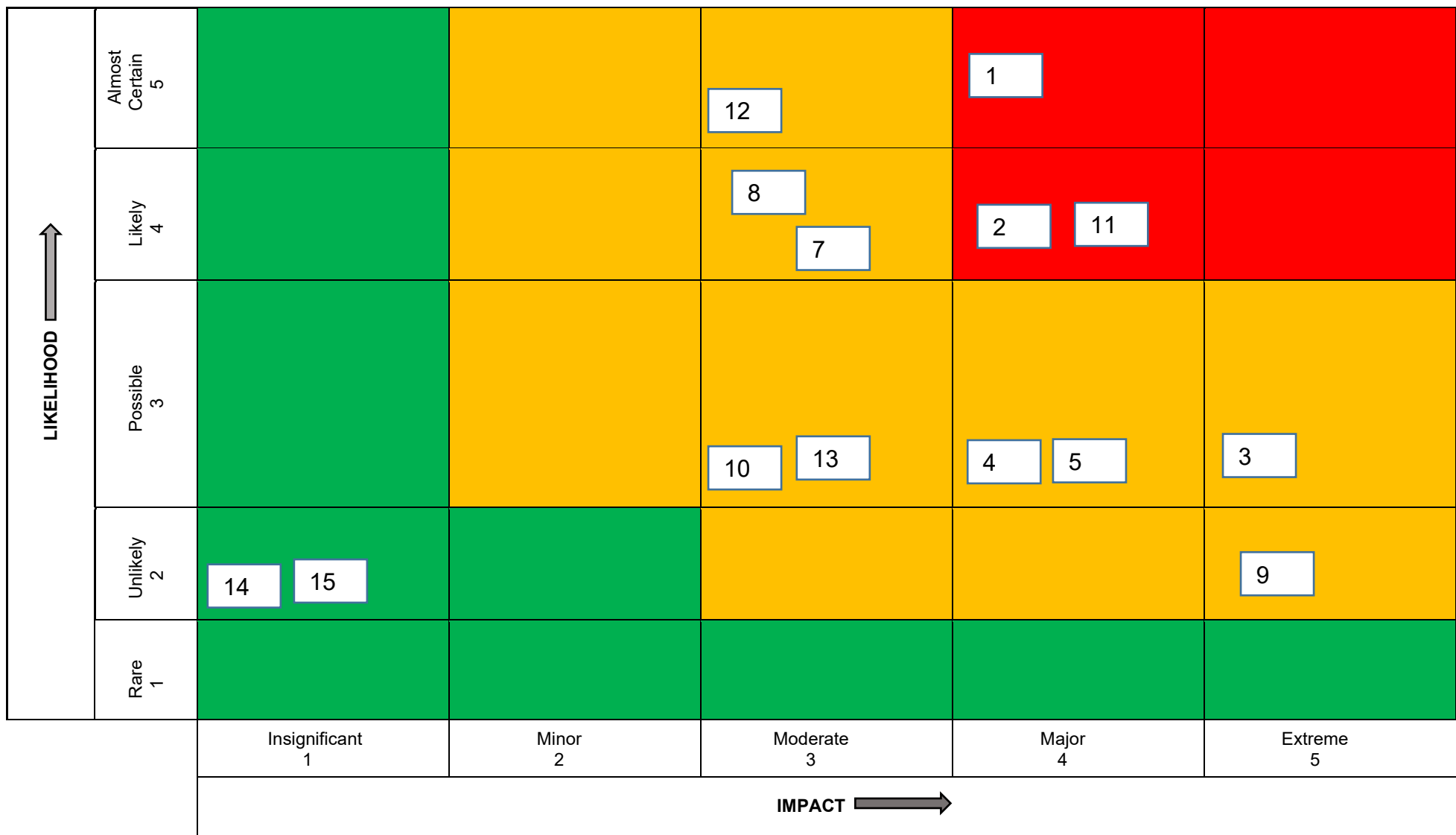
# Departmental Risks Heat Map – Strategy & Transformation



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14489	Failure to support organisational and departmental priorities			
2	RM14347	Increasing pressures on employees and the organisation			
3	RM14417	Impact on Housing Delivery			
4	RM14493	Impact of the shortage of skills funding on the economy			
5	RM14429	FCE Programme Decommittment affecting Technical Assistance budget (covering MA, JS, CA and AA)			

--	--	--	--	--	--

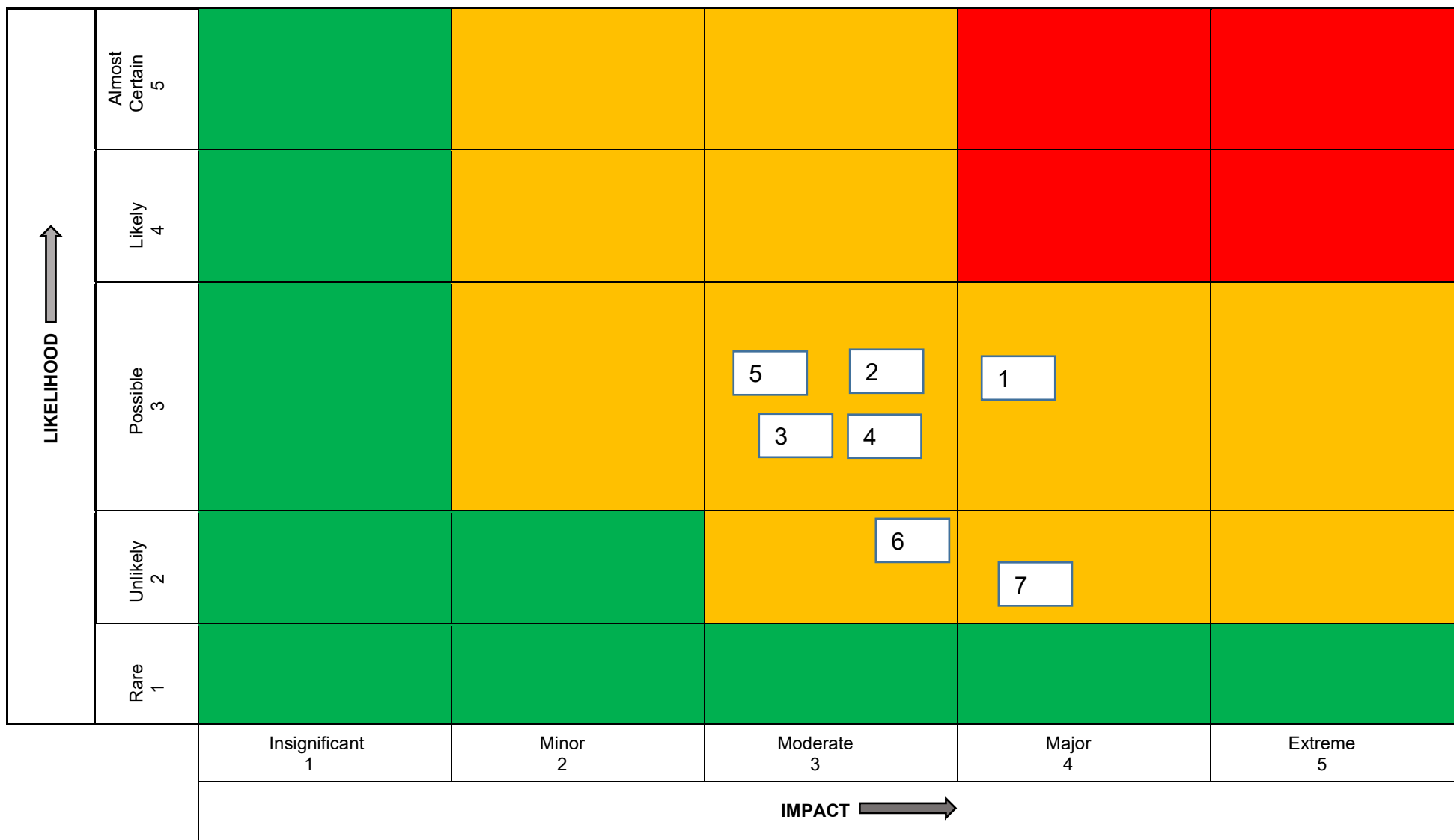
## Departmental Risks Heat Map – ASSD



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14490	Recruitment and Retention	10	RM14238	Failure in our responsibilities towards carers
2	RM14287	Ongoing requirement safeguard adults with care and support needs who are at risk of abuse and neglect in Norfolk.	11	RM14380	NHS Funding of Adult Social Care
3	RM14262	Failure of the ICS to be able to appropriately fund Hospital Discharge Support in the absence of Central Government funding	12	RM14381	Critical Services Children Health (Health Visitors)
4	RM14464	Failure of providers to provide care to vulnerable people	13	RM14382	Norfolk Drug and Alcohol Partnership Outcomes
5	RM14460	Hospital discharges- 1) HFH capacity/sustainability, 2) ensuring system flow, 3) ability to ensure people are followed up following discharge	14	RM14383	Healthy Child Programme Procurement
7	RM14486	Asylum Contingency Accommodation (formerly Jaguar House Asylum Seekers Unit)	15	RM14384	Drug & Alcohol Structured Treatment
8	RM14504	Increasing demand and complexity of social work cases			
9	RM13926	Failure to deliver the service within the ASC budget allocated within the Council's Medium Term Financial Strategy			

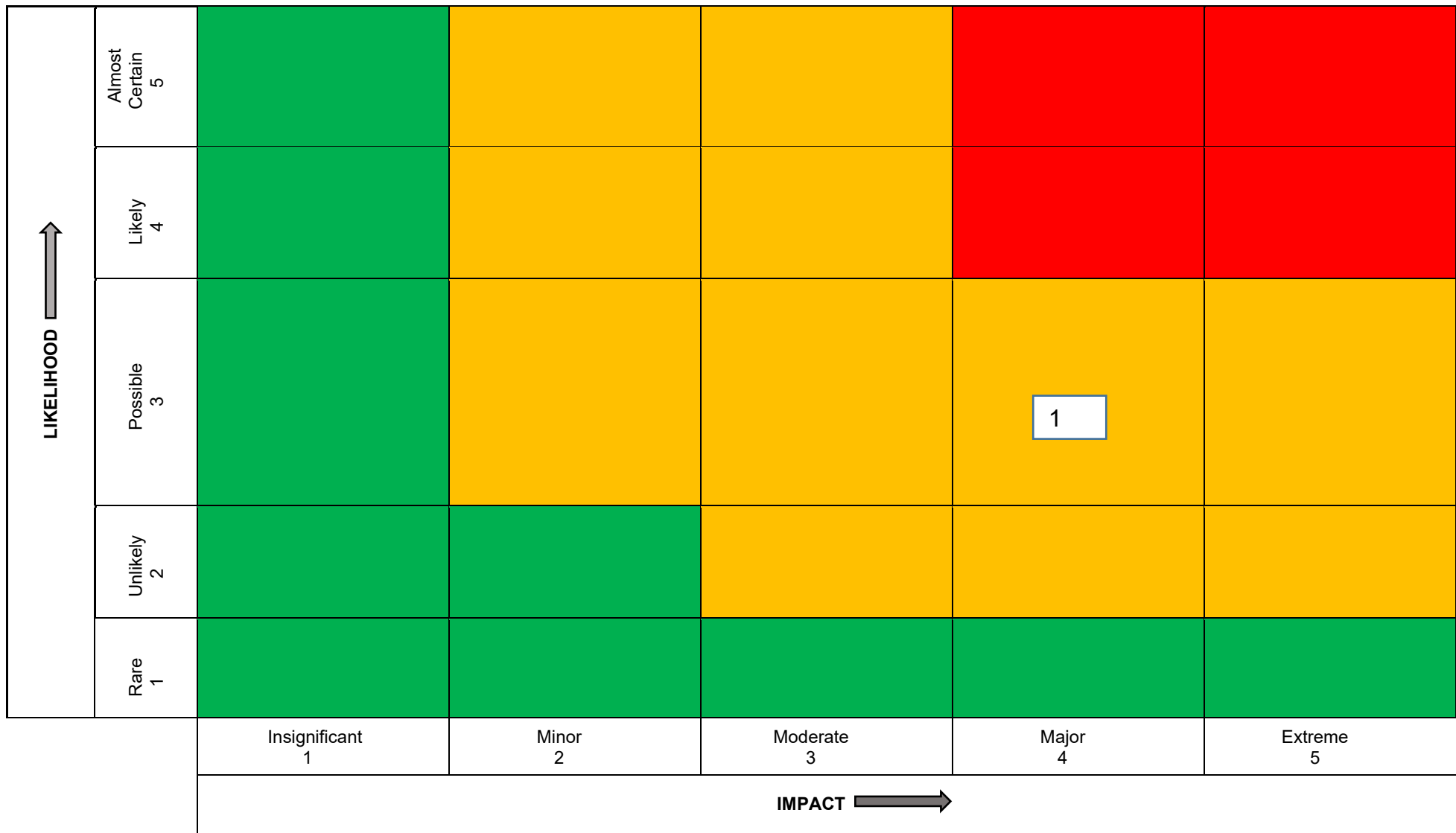


## Departmental Risks Heat Map – Children’s Services



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14506	DSG fund overspend			
2	RM14507	Education outcomes below the national			
3	RM14508	Mental Health and Emotional Wellbeing Needs			
4	RM14509	Recruitment and Retention			
5	RM14510	Demand drives unsustainable costs			
6	RM14511	Care Market Failure and Insufficiency			
7	RM14512	External Inspection Failure			

# Departmental Risks Heat Map – Chief Executive's Office



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14442	Failure to meet income targets/cover operating costs			

Risk Number		RM14500		Date of update		06 February 2024				
Risk Name		Impact of abnormal levels of inflation - Part 1 Capital programme								
Portfolio lead		N/A		Risk Owner		Tom Galer				
Risk Description				Date entered on risk register		25 July 2022				
There has been material increases in the post-COVID cost of construction due to increased demand, higher fuel prices and the impact of the war in Ukraine. These inflationary cost pressures are beginning to impact the capital schemes, especially the highways capital programme. We are currently seeing between 20% and 25% increase in the cost of construction for various schemes. This is significantly reducing the Council's purchasing power and creating significant challenges for programme management and scheme delivery.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	4	20	5	2	10	Sep-24	Green
Tasks to mitigate the risk										
1) Cost estimates / forecasts being worked through for the major projects 2) Update funding requirements for the major projects 3) The Council will continue to monitor this risk and review the potential pressures on the capital programme and proactively manage the schemes, deferring some schemes where possible to minimise the impact of inflation and continue to deliver the capital programme within the budget available. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process.										
Progress update										
1) Cost estimates / forecasts being worked through for the major projects making up the capital programme. 2) Funding requirements being updated to reflect any cost pressures. 3) We are continuing to monitor what is being delivered and identifying any schemes for deferral.										

Risk Number	RM14515					Date of update		06 February 2024		
Risk Name	Separate collection and disposal by incineration of soft furnishings containing fire retardants called persistent organic pollutants (POPs).									
Portfolio lead	N/A					Risk Owner		Joel Hull		
Risk Description						Date entered on risk register		17 October 2022		
The risk is that, costs of services and complexity of service delivery relating to dealing with bulky waste with soft furnishings will increase sharply in 2023 and that enforcement action will be taken by the Environment Agency for any non-compliance with its' requirements. This is based on an Environment Agency notice sent in August 2022 to service providers and waste facility operators, identifying that from 31 December 2022 onwards the Environment Agency may take enforcement action where soft furnishings containing fire retardents called persistent organic pollutants (POPs) are being landfilled, or collected mixed with other materials for incineration. Solutions would require seperate collection and provision of space at recycling centres and shredding of material that is collected and preserving its separation up to the point of disposal.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	4	20	5	4	20	2	2	4	Sep-24	Amber
Tasks to mitigate the risk										
Work with NEWS as Recycling Centre operator and provider of waste transfer station service to establish logistics and costs consequence of compliance. Work with Veolia and Suffolk to establish the requirements, capacity and any cost consequence for dealing with waste POPs. Engage with Environment Agency via national groups to ensure a managed transition.										
Progress update										
Regulatory position statement approach implemented by the Environment Agency in December 2022 for recycling centres, shredding and storage and initial deadline of 31 December 2022 for compliance notification to the Agency has been extended to 31 January 2023 with neighbouring Cambridgeshire County Council initially stopping the acceptance of waste upholstered domestic seating at its recycling centres in early January before changing its mind. Risk of another Government proposal on accepting DIY waste free of charge compounding service effects required to meet compliance raised nationally and regionally with Environment Agency. Meetings and discussion held with contractors to work on compliance options, implications and costs with a contract variation implemented with Veolia to provide a local option for the County Council as Waste Disposal Authority. The Agency approach is being challenged nationally on grounds of overreach and there is a possibility of an additonal regulatory position statement for collection and compaction of such items. County Council response to Environment Agency on route to compliance provided ahead of 31 January deadline. Agency assessments in relation to compliance expected nationally from August 2023.										



Risk Number		RM14485				Date of update		06 February 2024		
Risk Name		Carrow Bridge Disruption								
Portfolio lead		N/A				Risk Owner		David Allfrey		
Risk Description					Date entered on risk register		01 September 2021			
Carrow Bridge is a lifting bridge opened in 1923 which allows tall sailing vessels to access the Port of Norwich. The bridge is also a key point on the strategic highway network where the inner ring road crosses the River Wensum, used by around 25,000 vehicles a day. The bridge deck is in poor condition and subject to regular routine maintenance works. A major maintenance scheme is required and current options include repair works to retain the lifting deck estimated to cost £2m+ and require closure of the road for 3 months plus, or temporarily fixing the bridge deck which would take 1 month. Either option will be very disruptive, with the main risk being the impact of these works on the highway and transport network, economy, environment, tourism, businesses and residents.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	2	4	8	Sep-24	Red
Tasks to mitigate the risk										
1.Maintain dialogue with key stakeholders including the Broads Authority and City Council. 2.Explore the funding opportunities for the various options available. Any option needs to balance street works and network management requirements including input from blue light services.										
Progress update										
1.Dialogue is ongoing with the main stakeholders including the Broads Authority (BA) (who are responsible for navigation rights) and the City Council. The Broads Authority stance is to protect navigation rights even though this is the most disruptive option. A formal works licence application was made in 2021 to the Broads Authority for proposed works that would not maintain the lifting capacity of the bridge. The BA rejected this application as it did not maintain the navigation rights, and suggested NCC revise the proposed options in order to maintain the navigation rights. We are currently refreshing and updating the previous feasibility, including revisiting all previous options and looking at any other new options. Emergency options are also being developed. 2.Eunding for the various options available is also being explored. A Comms Plan and funding bids can then be prepared, with continued engagement with blue light services. 3. Network planning measures also continue to be updated given the significant amount of work already taking place in and around the Norwich highway network.										

<b>Risk Number</b>	RM14490					<b>Date of update</b>		03 February 2024		
<b>Risk Name</b>	Recruitment and Retention									
<b>Portfolio lead</b>	N/A					<b>Risk Owner</b>		Paul Wardle		
<b>Risk Description</b>					<b>Date entered on risk register</b>			07 March 2022		
Risk of inability to deliver core services and to meet statutory requirements if unable to recruit and retain staff to vacancies, specifically the social worker workforce.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	5	20	4	4	16	Sep-24	Red
<b>Tasks to mitigate the risk</b>										
Recruitment plan to close vacancy gap to be developed. Plan to improve retention to be developed. Strategy to underpin both these to be developed for upto 2025.										
<b>Progress update</b>										
16 sw2 interviews took place w/c 03/07/23 and circa 18 sw posts offered.										
Further work has taken place on modelling demand versus establishment to understand current position and trajectory in ASSD.										

Risk Number	RM14287	Date of update		03 February 2024						
Risk Name	Ongoing requirement to safeguard adults with care and support needs who are at risk of abuse and neglect in Norfolk									
Portfolio lead	N/A		Risk Owner	Craig Chalmers						
Risk Description		Date entered on risk register		07 March 2022						
Crimes and safeguarding concerns will unfortunately always occur and there is an ongoing need to provide sufficient resource to reduce risk and investigate concerns. Huge holding lists and systemwide pressures have led to safeguarding cases waiting longer for a response and there is a risk that further abuse and neglect and further harm occurring before the matter is investigated. There are also concerns that some staff have not completed mandatory safeguarding training.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	4	4	16	3	4	12	Sep-24	Amber

**Tasks to mitigate the risk**

Tasks to mitigate the risk

- 1) Multiagency Safeguarding Policy & Local Procedures in place.
- 2) Adults Safeguarding Board in place.
- 3) Delivery of Safeguarding training to providers.
- 4) Appropriate checks / vetting of staff.
- 5) Safeguarding Adult Reviews actioned where appropriate.
- 6) Any recommendations made by Safeguarding Adults Review's (SARs) are monitored by the Safeguarding Adults Review Group and also disseminated quarterly to all managers via the Quarterly Managers Forum (QMF).
- 7) The Care Act sets out the safeguarding duties of the local authority.
- 8) Training programme in place and information is circulated to ASDD staff about being vigilant for signs of abuse and neglect. There is an exception report to highlight any front line staff who haven't carried out any safeguarding training in the last 3 years.
- 9) Guidance on high risk visits has been developed to support during the covid-19 pandemic. This has been updated to include the need to visit where safeguarding concerns have been raised more than once.
- 10) Information is to be circulated to wider safeguarding network by NSAB manager. Easy read information available on NSAB website about the risk of being exploited.
- 15) Workshops led by NSAB chair around health providers and safeguarding thresholds.
- 16) DHRs convened to learn from cases where ASDD has been involved.
- 17) Audit of safeguarding thresholds to be carried out in 2022 - preparation for CQC inspection has started. Feedback from people who use services is likely to be an area where improvement is indicated.
- 18) Procedure for holding list management has been published to support consistency in review of risk and prioritisation.
- 19) DLT has given permission for a review of safeguarding structure and resourcing in the county to consider resourcing against other county models.

**Progress update**

## Progress update

- 1) Multiagency safeguarding policy and procedure refreshed and updated by the Deputy Safeguarding Adults Board Manager of the Norfolk Safeguarding Adults Board (NSAB). Now published on the NSAB and publicised among partners.
- 1b) ASSD is part of all NCCSP groups and subgroups to support the county response to the risk of violence and anti-social behaviour.
- 2) Board is well established and has an independent chair.
- 3) Specific training for providers is delivered (at a cost) via the commissioned training provider, St Thomas'. The NSAB can also signpost providers to safeguarding training.
- 4) Enhanced DBS checks are carried out for all customer-facing staff in ASSD.
- 4b) Safeguarding review underway to examine the county safeguarding model and safeguarding resourcing.
- 5) ASSD has a representative on the multiagency Safeguarding Adult's Review (SAR) Group and the group is attended by NPLaw. There is a robust process in place for evaluating cases referred to the SAR Group against the SAR criteria.
- 6) The SAR Group holds and monitors action plans for each SAR and is developing a thematic approach. They also have a standing item on the NSAB agenda to update the board on progress with actions, and any forthcoming reviews. The Head of Service (for Safeguarding) presents learning from SARs and reviews this alongside the relevant locality Operations Director/Head of Service. The learning is used as a platform for a more detailed look at a particular theme for ASSD.
- 7) No easements
- 8) Training programme in place
- 9) Guidance on myNet
- 10) Information regularly circulated by Head of Service, Safeguarding and NSAB manager
- 15) Ongoing work with NSFT regarding falls at the Julian Hospital and incidents between patients at Hellesdon hospital, and monthly meetings set up with NNUH to manage relationships with the NNUH safeguarding team and resolve issues. Action plan from hospital safeguarding workshops in progress.

## Progress update

ng. Other localities are making attempts to tackle the safeguarding backlog. Safeguarding review report is going to DLT on 11 May and will make recommendations.

Update at 2/6/23 All recommendations from safeguarding review agreed by DLT. Some of these include prioritisation of tackling safeguarding cases on holding lists. Work has commenced to trial a way of gathering feedback from people who have experienced a safeguarding service. A very high profile case which has been in the news, with the potential for reputational damage, will go to Coroner's Court soon and there is an active SAR/DHR. Preparation will be needed.

Update 7/7/23

Action plan developed for implementing safeguarding review actions which were all agreed by DLT. Action owners identified and contacted. Localities continue to work on safeguarding holding lists. Peer audit with Suffolk unable to progress due to Suffolk volunteering as a CQC pilot site but local audit on hand-offs in safeguarding cases and wider safeguarding to be carried out. SAR group has agreed to a further 2 SARs to be completed.

Safeguarding processes and forms are being reviewed - July to September. Update 1/8/23

Work is progressing on implementation of actions from the plan, dates for local audit agreed. We will be having a peer review with Wigan SAB in the autumn.

Concerns remain about safeguarding cases on holding lists and level of oversight of allocated and unallocated cases by managers. The number of waiting cases has reduced from 438 in March 2023 to 337 in July 2023 but further work is needed.

Update 1/9/23

Good progress is being made with the safeguarding action plan. Process updated with the agreement of the police so police are no longer consulted in all safeguarding enquiries, only those where managers believe there may be a need for a police investigation. LAS process reviewed. Group of department-wide managers and practitioners with safeguarding experience, has concluded only minor tweaks are required. Safeguarding cases remain in high numbers on holding lists, particularly in LD and southern locality, due to recruitment issues. Safeguarding submission for SAT submitted. Audit of comparable cases to those reviewed by peer review team in 2022 completed and findings to be reviewed by PIG/QIG. Some concerns remain though good practice also identified.

Update 6/10/23

Concerns exist as the number of safeguarding cases on holding lists is rising again despite efforts in localities to bring them down in recent months. There are significant concerns that we are unable to report on who has carried

Risk Number		RM14380				Date of update		03 February 2024		
Risk Name		NHS Funding of Adult Social Care								
Portfolio lead		N/A				Risk Owner		Leon Ringer		
Risk Description					Date entered on risk register			09 October 2023		
We are now financially intertwined with the local NHS (ICB) which itself is in financial difficulty. This therefore presents two interlinked risks.Due to the level of funding being received, a material divestment of local NHS funding towards Adult Social Care would have a detrimental impact on our ability to deliver servicesOur inability to ensure the local NHS pay the invoices we have raised in a timely way in order to prevent NCC having to write-off unpaid bad debt.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	2	3	6	Sep-24	Amber
Tasks to mitigate the risk										
Income Levels: Our integrated roles within commissioning jointly work across both organisations to ensure joined up planning. NCC is active in working across the ICS to enable the positive impact Social Care has on the NHS is understood. The FBP for Social Care regularly meetings with ICB and ICS Finance leads to understand and influence system financial planning. We secure legal agreements that sustain the level of investment so it cannot be removed without sufficient engagement and impact assessment. Debt Levels: We have a robust end to end process for income across the system. We raise invoices that our secured by written agreementsWe regularly monitor and escalate unpaid debt. We externally report debt levels and take effective action when required.										
Progress update										
Income Levels: Our integrated roles within commissioning jointly work across both organisations to ensure joined up planning. In place: NCC is active in working across the ICS to enable the positive impact Social Care has on the NHS is understood. Developing: The FBP for Social Care regularly meetings with ICB and ICS Finance leads to understand and influence system financial planning. Developing: We secure legal agreements that sustain the level of investment so it cannot be removed without sufficient engagement and impact assessment Developing: Debt Levels; We have a robust end to end process for income across the system. Developing: We raise invoices that our secured by written agreements. Developing: We regularly monitor and escalate unpaid debt. Developing: We externally report debt levels and take effective action when required.										



Risk Number		RM14417				Date of update		27 February 2024		
Risk Name		Impact on Housing Delivery								
Portfolio lead		N/A				Risk Owner		Matt Tracey		
Risk Description					Date entered on risk register			01 October 2022		
Natural England has released Nutrient Neutrality catchment areas incorporating the Wensum and Broads catchments which affects the majority of Norfolk and all LPA areas to some extent. LPAs will not be able to determine housing related planning applications in affected areas until developers have assessed and brought forward appropriate mitigation measures to deal with increased phosphates and nitrates arising from proposed development that involves 'additional overnight accomodation'. Longer term potential impact on housing delivery in Norfolk (incl. NCC-led independant living development proposals) leading to housing related issues, a risk of business failures and a loss of jobs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	4	20	5	4	20	4	3	12	Mar-25	Amber
Tasks to mitigate the risk										
BAU on all activity relating to site consultations to ensure that we are not delaying new starts on already permitted development.										
Working with Norfolk's LPAs/PAS to support the introduction of a vehicle to develop and deliver mitigation measures to help ensure any disruption to the delivery of new housing development is minimised.										
Progress update										
NCC is fully engaged with LPAs and the development community on all relevant planning processes. The number of major planning applications / Norfolk NSIPs remains high although impacts on delivery are starting to be felt.										
Direct LA intervention in partnership with water industry to allow the grant of planning permissions with a programme of mitigation delivered through a Joint Venture (JV) - Norfolk Environmental Credits, which is now operational.. Direct site mitigation measures being considered separately on strategic sites. Royal Haskoning district-commissioned work modelling and the calculator is complete to inform locally derived evidence base linked to a credit-based system. Joint-Ministerial statement clarifies ultimate responsibility lies with the water industry (by 2030). Autumn Statement includes £110m funding to aid delivery - NEC allocation tbc. Delays and additional costs to developments inevitable (inc. NCC-led development proposals)										
(Re-scoped housing delivery risk now focussed on the inability for LPAs to determine housing related planning applications in affected areas - longer term impacts associated with viability could undermine the delivery of affordable housing requirements and possibly S106 planning obligations).										

<b>Risk Number</b>	RM14493	<b>Date of update</b>	27 February 2024
<b>Risk Name</b>	Impact of the shortage of skills funding on the economy		
<b>Portfolio lead</b>	N/A	<b>Risk Owner</b>	Chris Starkie
<b>Risk Description</b>	<b>Date entered on risk register</b> 01 October 2022		

Maintaining skills levels and programme/project interventions across the county faces moderate risk due to the funding landscape and availability of skills specific funding 2022-2024 Concluding in December 2023, European Social Investment Funds (ESIF) provide a substantial vehicle in the delivery of skills programmes, supporting a direct/indirect conduit to training and reskilling activity across the county. Delivered through programmes such as ESF Skills for the Workforce, Building Better Opportunities, Skills for Health & Social care, the Supply Chain skills development fund and NCC-led Chances project, ESIF funds substantially augment the skills system within the county, providing conduit into training for 2000+ low skilled, unemployed residents. With the advent of Shared Prosperity Fund provision and restrictions of eligible skills projects until 2024 (including the challenges of aligning district skills priorities and agreement), there is a risk around funding and provision for skills interventions during this period.

Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	4	4	16	4	3	12	Mar-25	Amber

#### Tasks to mitigate the risk

Mitigating risk, NCC E&S are pursuing additional funding themes to support and maintain previous provision. These include:

- DWP Flexible Funding programme
- District proposals for the adoption and continuation of current programmes through
- Shared Prosperity Fund allocation (at least two districts in Norfolk have set up ETIP-style grant programmes)
- Social Investment funding in the delivery of resident workforce skills and social mobility outcomes
- Voluntary sector led programmes in co-delivery with NCC

Workforce development projects including Supply Chain Skills Development Fund and Skills Progression, Adaptability & Resilience (SPAR) both of which will provide a delegated grant scheme to employers.

Employer engagement and employability projects, should, over time, reduce the high level of vacancy rates and contribute to a reduction in the number of UC claimants. These include:

Chances project - supporting those who are long term unemployed and have a health condition to return to or move closer to the labour market, increasing the supply of work ready individuals.

BOOST - engaging young people in King's Lynn aged 15-30 with employment activities to improve skills levels and employability.

NCC has been awarded a DWP contract for an Individual Placement Support programme (Working Well Norfolk). The project is supporting individuals with low level and mental health issues into employment. Launched 1st October 2023.

#### Progress update

## Progress update

Progress & status is monitored using baseline Skills & Employment data sources.

OFLOG's data measuring adult skills indicates that the further education and skills participation rate per 100,000

population 2021/22 (academic) in Norfolk was 4205. For this dataset, Norfolk stands below England and the mean for Norfolk CIPFA nearest neighbours.

The data also indicates that the proportion of the adult population aged 16-64 with a level 3+ qualification in Norfolk is 56.4%. For this dataset, Norfolk stands below England and the mean for Norfolk CIPFA nearest neighbours.

### Vacancy Data

Most recent update available Jan 2023 – Lightcast Vacancy Sector data for Norfolk looking at the difference between the "peak COVID-19 impact" in 2020 and the

current COVID-19 impact" (adjusted for seasonal trends) to give an indication into the extent of which each sector has "recovered from COVID-19" in terms of job postings (top 5 highest sectors for recovery)

Accommodation & Food +485%

Transportation and Storage +257%

Water Supply +238%

Wholesale & Retail +232%

Real Estate + 224%

Arts, Entertainment & Rec. +202%

CHANCES has supported 1709 individuals (target 1686), with 684 moving into work or active job search (target 478). (August 2023)

BOOST has assisted 367 new learners, with 75 learners, gaining certificates, graduating or completing courses. (August 2023)

# Report to Cabinet

Item No. 16

**Report Title: Finance Monitoring Report 2023-24 P11: February 2024**

**Date of Meeting: 8 April 2024**

**Responsible Cabinet Member: Cllr Andrew Jamieson (Deputy Leader and Cabinet Member for Finance)**

**Responsible Director: Harvey Bullen (Director of Strategic Finance)**

**Is this a Key Decision? Yes**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: 02/03/2023**

## **Introduction from Cabinet Member**

This report gives a summary of the forecast financial position for the 2023-24 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2024, together with related financial information.

## **Executive Summary**

### **Financial monitoring position**

Subject to mitigating actions, on a net budget of £493.707m, the forecast revenue outturn for 2023-24 at the end of period 11 (February) is **a balanced budget**.

General Balances are forecast to be **£25.410m** at 31 March 2024 following transfers of £1m planned contribution from the revenue budget at the end of 2023-24. Service reserves and provisions are forecast to total **£145.309m**.

All significant cost pressures are taken into account in the forecasts in this report. Details of these pressures and progress on achieving savings are addressed in detail in this report.

## **Recommendations:**

- 1. To note the increase of £7.5m to the capital programme to address capital funding requirements previously approved by full Council as set out in detail in capital Appendix 3, paragraph 1.4 as follows:**
  - **£2m CIL funding allocated to the Hethersett High Masterplan refresh**
  - **£2.736m Road resurfacing funded from Department for Transport allocation previously reported in P10 and in the Capital Strategy and approved by the Council in February 24**
  - **£0.5m external funding received for the Adult Social Care Supported Living programme**
  - **£0.257m S106 developer contribution for Watton**
  - **£0.286m external funding received for the Environment Capital maintenance fund**

- £1.571m flexible utilisation of capital receipts for Strategy and Transformation costs
  - £0.148m minor adjustments to capital projects for S106 contributions and revenue contributions as set out in Annex 1
2. To approve the allocation from the SEND and Schools capital programme to specific new schools projects as follows:
    - Watton Junior - £1.717m High Needs Block funding and £0.5m S106 developer contribution funding to create 16 new SEMH places for children in primary school as part of the Local First Inclusion programme.
    - Cringleford - £9.45m Basic Need funding from DfE and £2m CIL funding to build a new 420 place primary school in response to considerable housing development.
 These virements are within the Children Services Capital programme previously approved by Full Council in February 2023
  3. To note the revised current and future 2023-28 capital programme as set out in Appendix 3 including the forecast capital expenditure of £222.536m for 2023-24, the £2.5m allocation of flexible use of capital receipts for the Children's Services Transformation programme, the notification of new funding awarded by the Department of Transport and the significant reprofiling undertaken to date.
  4. To delegate to the Director of Procurement and the Director of Property to undertake the necessary procurement and tender processes to deliver this revised capital programme in accordance with the delegated authority awarded on 6 March 2023 in the Authority to enact Capital Programme paper - [Document.ashx \(cmis.uk.com\)](https://cmis.uk.com/Document.ashx).
  5. To agree the period 11 general fund revenue forecast of a balanced budget, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;
  6. To agree the period 11 forecast of 97% savings delivery in 2023-24, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
  7. To note the forecast General Balances at 31 March 2024 of £25.410m.
  8. To approve the write-off ten debts over £10,000 totalling £179,034.14 due to the exhaustion of estate and legal options where there is no further possibility of recovery, as set out in Appendix 2 paragraph 3.11;

## 1. Background and Purpose

- 1.1. This report and associated annexes summarise the forecast financial outturn position for 2023-24, to assist members to maintain an overview of the overall financial position of the Council.

## 2. Proposals

- 2.1. Having set revenue and capital budgets at the start of the financial year, the Council needs to ensure service delivery within allocated and available resources, which in turn underpins the financial stability of the Council. Consequently, progress is regularly monitored, and corrective action taken when required.

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

- 3.1. The impact of this report is primarily to demonstrate where the Council is anticipating financial pressures not forecast at the time of budget setting, including the implications of the cost-of-living crisis, inflation and rising interest rates, together with a number of other key financial measures.
- 3.2. The additional proposals cover a range of financial matters which will support good governance and robust financial management.

### **4. Evidence and Reasons for Decision**

- 4.1. Three appendices are attached to this report giving details of the forecast revenue and capital financial outturn positions and the background information concerning the other recommendations included in this report:

**Appendix 1** summarises the revenue outturn position, including:

- Forecast over and under spends
- Changes to the approved budget
- Reserves
- Savings

**Appendix 2** summarises the key working capital position, including:

- Treasury management
- Payment performance and debt recovery.

**Appendix 3** summarises the capital outturn position, and includes:

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

- 4.2. Additional capital funds will enable services to invest in assets and infrastructure as described in Appendix 3 section 4.

### **5. Alternative Options**

- 5.1. To deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no further grant or revenue funding has been identified to fund the expenditure, apart from the funding noted in Appendix 3.

### **6. Financial Implications**

- 6.1. As stated above, the forecast revenue outturn for 2023-24 at the end of P11 is a balanced budget linked to a forecast 97% savings delivery. Forecast outturn for service reserves and provisions is **£145.309m**, and the general balances forecast is **£25.410m**.



- 6.2. Where possible service pressures have been offset by underspends or the use of reserves. A narrative by service is given in Appendix 1.
- 6.3. The Council's capital programme is based on schemes approved by County Council in February 2023, including previously approved schemes brought forward and new schemes subsequently approved.
- 6.4. Other specific financial implications are set out throughout the report.

## **7. Resource Implications**

- 7.1. None, apart from financial information set out in these papers.

## **8. Other Implications**

### **8.1. Legal Implications**

In order to fulfil obligations placed on chief finance officers by section 114 of the Local Government Finance Act 1988, the Director of Strategic Finance continually monitors financial forecasts and outcomes to ensure resources (including sums borrowed) are available to meet annual expenditure.

### **8.2. Human Rights implications**

None identified.

### **8.3. Equality Impact Assessment**

In setting the 2023-24 budget, the council has undertaken public consultation and produced equality and rural impact assessments in relation to the 2023-24 Budget. An overall summary Equality and rural impact assessment report is included on page 341 of the Tuesday 21 February 2023 Norfolk County Council agenda. [CMIS > Meetings](#)

The Council's net revenue budget is unchanged at this point in the financial year and there are no additional equality and diversity implications arising out of this report.

### **8.4. Data Protection Impact Assessments (DPIA)**

DPIA is not required as the data reported in this paper does not drill down to the personal data level.

## **9. Risk Implications/Assessment**

- 9.1. Corporate risks continue to be assessed and reported on a quarterly basis to both Cabinet and the Audit Committee. The Council's key financial based corporate risk (RM002 - The potential risk of failure to manage significant reductions in local and national income streams) has been reviewed and refreshed in February 2023 to incorporate the 2023/24 budget and Medium-Term Financial Strategy 2023 - 2027 being set. Key risk mitigations include amongst others regular (monthly) financial reporting to Cabinet, working to the Medium-Term Financial Strategy and setting robust budgets within available resources.
- 9.2. Unlike many other parts of the public sector such as the NHS, local authorities are required by law to set a balanced budget. As part of their duties, the Director of Strategic Finance has a responsibility to report to members if it appears to him that the authority will not have sufficient resources to finance its expenditure for the financial year. At this stage the Director of Strategic Finance has taken

mitigating action to release reserves to offset the forecast overspends in services and ensure that a balanced budget is achieved in 2023-24.

## **10. Select Committee comments**

10.1. None

## **11. Recommendation**

11.1. Recommendations are set out in the introduction to this report.

## **12. Background Papers**

12.1. Summary Equality and rural impact assessment [CMIS > Meetings](#) page 341

## **Officer Contact**

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

**Officer name:** Joanne Fernandez Graham **Tel No.:** 01603 223330

**Email address:** [j.fernandezgraham@norfolk.gov.uk](mailto:j.fernandezgraham@norfolk.gov.uk)



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

## Appendix 1: 2023-24 Revenue Finance Monitoring Report Month 11

Report by the Director of Strategic Finance

### 1 Introduction

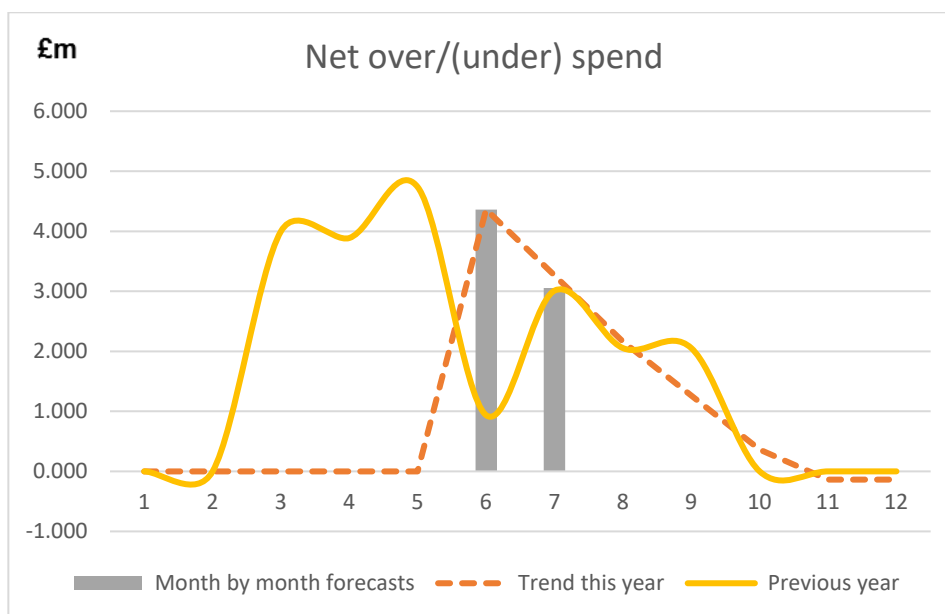
1.1 This report gives details of:

- the P11 monitoring position for the 2023-24 Revenue Budget
- additional financial information relating to one-off funding, cost pressures and delivery of savings initiatives
- forecast General Balances and Reserves as at 31 March 2024 and
- other key information relating to the overall financial position of the Council.

### 2 Revenue outturn – over/(under)spends

2.1 **At the end of February 2024**, a balanced budget is forecast against a net budget of £493.707m.

**Chart 1: forecast /actual revenue outturn 2023-24, month by month trend:**



2.2 Executive Directors have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget will be achieved over the course of the year.

- 2.3 Details of all under and overspends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

**Table 1: 2023-24 forecast (under)/overspends by service**

Service	Revised Budget	Cost Pressures	(Under spends/ Savings)	Earmarked Reserves & Provisions Utilised	Net (under)/ overspend	%	R A G
	£m	£m	£m	£m	£m		
Adult Social Care	249.396	23.501	(15.312)	(6.265)	1.924	0.8%	A
Children's Services	232.638	12.400	(0.400)	(1.000)	11.000	4.7%	R
Community and Environmental Services	188.740	3.964	(3.969)	0.000	(0.005)	0%	G
Strategy and Transformation	27.621	4.384	(3.858)	(0.526)	0.000	0%	G
Chief Executive's Office	4.421	0.236	(0.389)	0.153	0.000	0%	
Finance	(209.109)	0.887	(13.806)	0	(12.919)	6.2%	G
<b>Total</b>	<b>493.707</b>	<b>45.372</b>	<b>(37.734)</b>	<b>(7.638)</b>	<b>0.000</b>	<b>0.0%</b>	<b>G</b>

Notes:

- 1) the RAG ratings are subjective and account for the risk and both the relative (%) and absolute (£m) impact of overspends.
- 2) Planned use of Earmarked reserves and provisions set aside in 2022-23 in order to meet and fund additional pressures in 2023-24 are built into the revised budget. The table above highlights the use of reserves over and above the plan.

- 2.4 **Children's Services:** The forecast outturn for period 11 (end of February) remains at £12m overspend, partially mitigated by (£1m) use of ear-marked reserves. Whilst pressures remain, particularly for both social care placements and support and home to school transport, it is anticipated that those pressures will be managed within the overall forecast position at this stage.
- 2.5 The forecast overspend for social care placements and support remains at c. £7m primarily due to the increase in average cost for external residential and external supported accommodation and continued high demand for social care services. There has been an increase in demand for community short-break provision, potentially reflecting the additional pressures that families are experiencing in the current economic climate.
- 2.6 The number of children being looked after (excluding separated migrant children) has remained relatively stable for much of the financial year, following a small increase in the latter quarter of last financial year, but has recently shown signs of a small, but sustained reduction. This continues to remain counter to the experience of many other local authorities and an outcome of the significant transformation in recent years from the front door and community & partnership teams, through family support and into social work teams. Our in-house residential services have been supporting some young people with very complex needs and additional costs have had to be incurred to meet these needs and to support staff to undertake their roles safely.
- 2.7 The Home to School Transport forecast for the year is c. £6m overspend, despite the additional budgeted resources provided for 2023-24. The primary cause of the pressures includes a combination of fuel inflation, cost of vehicles and National Living

Wage rises, alongside insufficient supply and competition. The average cost of transport per child has significantly increased year-on-year, with this percentage increase being similar for both SEND (Special Educational Needs and Disabilities) and mainstream cohorts. On the demand-side we can see some specific trends linked to areas of school admissions pressures. Action is under way to positively impact both the demand-side and the supply-side factors.

- 2.8 Norfolk is not alone in continuing to see cost pressures despite significant investment in the Children's Services budget in recent years. Nationally, many local authorities are reporting very significant overspends for their Children's Services, and it is due to the level of growth budget resources available to the department to meet pressures for 2023-24 that the overspend position in Norfolk remains at a lower level than many others are facing. Nationally, areas of cost pressures are the same as for Norfolk; key demand-led budgets for social care placements and support along with home to school transport. The longer-term impact of Covid-19 and lockdowns upon children and families, the cost-of-living crisis, high levels of inflation, and challenging market forces continue to exist outside of the control of local authorities, including Norfolk.
- 2.9 Analysis published ahead of the Autumn Statement shows that, by 2024/25, cost and demand pressures will have added £15 billion (almost 29 per cent) to the cost of delivering council services since 2021/22 (Local Government Association (LGA)).
- 2.10 Local authorities are now forecasting that they will overspend their budgets in 2023/24 by a combined £639m; an average of £16m per council, despite delivering challenging savings and recourse to unsustainable use of one-off reserves and asset sales (County Council's Network (CCN)).
- 2.11 While all council frontline services are experiencing higher than expected costs, increasing demand and an acute rise in the costs of placing children in care mean in-year spending on children's services is rising particularly acutely, with almost half (£319m) of the projected £639m overspend attributable to Children's Services (CCN). This primarily relates to three key areas:
- **Children's Social Care** where the greater level of complexity of need combined with the dysfunctional private care market is driving huge increases in the unit cost of placements. This has been exacerbated by the impact of the global pandemic and national shortfall of mental health support which has clearly resulted in a cohort of young people who have experienced substantial trauma and require very high levels of support. Local authorities across England spent approximately £4.7 billion on children's social care placements in 2022/23, resulting in a cumulative overspend of almost £670 million (16%). On average, private residential care providers have made profits of 22.6% per year (Competition and Markets Authority (CMA)) with average price of a residential care placement now well over £250k per child per year, and more than 1,510 children nationally whose cost of care exceeds £10k every week (> £500k per year). (LGA). Nationally numbers of children in care are also rising; this is not the case in Norfolk where our programme is keeping more families together, but the cost of care increases are having a huge impact on spending.
  - **Special Educational Needs** – where nationally the number of referrals for an educational health and care plan increased by 23% in a single year in 2022/23 to 114,457. With some of these young people requiring thousands of pounds in support after a schools' contribution is spent, councils have accrued significant deficits in their SEND budgets. Last year, the national deficit stood at £2.4bn, with

councils in county areas accounting for half of this. Left unchecked, the national deficit for all 152 councils in England is expected to rise to £3.6bn. This national increase in numbers of children with high SEN is mirrored clearly in Norfolk.

- **Home to School Transport** – where the cost of transporting children has dramatically increased because of increasing levels of special education needs, inflationary pressures on providers, and a lack of sufficient provision/competition for specialist transport contracts. The CCN says its 37 members are spending more than £700m a year on school transport for 85,000 children with SEND, compared with less than £400m five years ago; an increase of more than 75% in that period. This national increase in spending on transport is seen clearly in Norfolk, with the inflationary increase in the unit cost per mile being the primary driver of overspending in 2023/24.

2.12 Children's Services continues to undertake a substantial transformation programme to both improve outcomes for children and young people as well as delivering financial savings. These aim to mitigate risks and pressures that emerge and accompanies management action within the department that continues to be taken to reduce these risks and cost pressures wherever possible.

2.13 **Adult Social Services:** The forecast outturn as at Period 11 (end of February 2024) is a £1.924m overspend. With Adult Social Care (ASC) being a demand led service, the budget to provide it always operates under a degree of uncertainty. The ASC service has a significant savings and transformation agenda it is seeking to deliver this financial year. In addition, within its recovery programme there is a significant emphasis on reducing the backlogs that had developed during the COVID pandemic. We are pleased to have seen reductions in a number of these areas, with success in reducing our interim care list from 700 to 100 people in the last 12 months. The financial position for the department is being materially impacted by new demand emerging and the clearance of backlogs.

2.14 Our Purchase of Care budget is experiencing overspends in several places:

- Learning Disabilities has experienced significant price increases, contributing to the overspend, with further details noted in paragraph 2.16.
- Savings related to Physical Disabilities have not been delivered as described in paragraph 6.7,
- Older People care budget is experiencing financial pressure due to increasing numbers of people requiring our support.

Previously these overspends were being offset by wider underspends within the department. However, the increase in recent periods has meant this is now unlikely to be the case. The department is taking actions to mitigate the risk of overspend but at this stage these are not wholly compensating for the underlying overspend.

2.15 As over 70% of the ASC budget is spent with independent providers, it is only right to acknowledge the continued financial risk the current economic conditions place on these care markets. Whilst the Council was able to invest £30m into the market as part of its 2023/24 fee uplift, the continued economic uncertainty may well have a destabilising impact on individual providers. We are now experiencing upward pressure on price, in particular, those care packages supporting people with a



Learning Disability in Residential Care. We continue to work with our care providers and the Care Association to understand the steps required to provide sustainability and quality improvement, including our work on both the Market Position Statement and the Market Sustainability Plan. Our Operations and Commissioning teams, especially those supporting the Learning Disabilities market, are actively working with a number of providers to determine viability and future market intentions. Our ability to find alternative placements for those care providers exiting the market is becoming limited and therefore replacement services are coming at a price premium.

- 2.16 The department continues to work with its partners in the Integrated Care System (ICS) to manage system pressures around hospital discharge both from acute hospital and the wider Transforming Care Programme (TCP). Whilst supporting discharges under TCP is required, it does create an additional financial pressure for the Council with care packages in the community often exceeding £4,000 per person, per week. We work robustly with the Integrated Care Board (ICB) to ensure we collectively support these discharges into cost effective placements and only pay the fair share of our costs. The ICS itself continues to operate in a challenging financial environment, with the ICB having to undertake a significant reduction in operating costs.
- 2.17 Both internally to the department, and within the wider care sector, availability of staff continues to be a challenge. Internally we have had more success recently in recruiting and retaining certain types of roles. Equally, a number of vacancies have been removed via the Strategic Review and therefore it is unlikely that the department will see the level of staff underspends that it has had in previous years. However, there are certain qualified roles that remain hard to fill at scale and therefore it is important we deliver on our longer-term workforce plan.
- 2.18 Whilst recognising the uncertainties described above, the level of ASC departmental reserves to manage the majority of these risks in the short term remain strong. In the previous period we deployed additional reserves to bring down the underlying overspend. This mitigates the in-year risks but will impact on the department's ability to deliver on its 2024/25 reserve commitments. The underlying deficit in 23/24 has been considered when setting the 24/25 budget with a balance of growth and wider compensatory savings added to the Medium-Term Financial Strategy (MTFS). The national landscape of Social Care remains uncertain with elements of its reform delayed until at least October 2025, a newly introduced inspection/assurance regime, and no long-term funding settlement.
- 2.19 **CES:** The forecast outturn as at Period 11 (end of February 2024) is a balanced position.
- 2.20 There are pressures currently being faced within Corporate Property primarily related to utilities, the forecast overspend for the service stands at £1.522m. Whilst significant inflationary uplifts were applied to the budgets for 2023-24 these were insufficient given the sustained price increases in both electricity and gas.
- 2.21 Culture and Heritage are also forecasting an overspend position (£0.987m) driven primarily by Norfolk Museums Service as the main income streams are improved compared to last year, however, are still falling short of target given the sustained reduced offer at Norwich Castle whilst the renovations are completed.
- 2.22 These forecast overspends are being offset primarily by Highways and Waste. Waste volumes at Recycling Centres and kerbside collections have been highly volatile over

the last two years. The current forecast for Waste is a £1.540m underspend driven by residual waste with the latest available data on volumes and unit costs. New legislation with regards to DIY waste came into effect from 31 December 2023. This requires the Council to give householders a free allowance for a given amount of DIY waste at a given frequency. Given this change is unfunded, it is expected to create an annual pressure of around £1m per annum. The pressure related to 2023-24 is expected to be managed within the current forecast underspend position.

- 2.23 For Highways, the reported underspend position (£2.429m) at this stage is primarily driven by the reduced insurance premium, higher street works income and increased level of staff recharges.
- 2.24 The other services within CES continue to be challenged by the level of inflation which places greater risk on achieving the budget across all services but particularly utilities and maintenance costs. These services combined are reporting a net overspend of £1.455m. We will continue to monitor this closely and mitigate cost pressures where feasible.
- 2.25 **Corporate services:** The Strategy and Transformation directorate is forecasting a balanced position making use of reserves. The Chief Executive Office is also reporting a balanced position, meeting extra costs of by-elections and pay award with extra income and vacancy management from within the service.
- 2.26 **Finance:** Finance forecast for P11 is an underspend of £12.919m. Forecast underspends are due to interest payable costs being £2.244m less than budgeted due to the timing of borrowing and sustained low interest rates on borrowing undertaken in 2022-23. The same higher interest rates and cash holdings has contributed to an increased interest receivable forecasted of £6.407m over budget for both treasury and non-treasury investments held. In addition, the Minimum Revenue Provision for 2023-24 is £0.928m lower planned due to Capital Programme slippage from 2022-23 and this is offset by £0.887m of miscellaneous cost pressures. There is also £1.1m accumulated surplus business rates returned to local authorities as part of the distribution of the 2022-23 Pool Funds and a release of £3.127m Business Rates Reserves to offset service area cost pressures noted above.
- 2.27 Further details are given in Appendix 1: Revenue Annex 1.

### 3 Approved budget, changes and variations

- 3.1 The 2023-24 budget was agreed by Council on 21 February 2023 and is summarised by service in the Council's Budget Book 2023-24 (page 19) as follows:

**Table 2: 2023-24 original and revised net budget by service**

Service	Approved net base budget	Revised budget P11
	£m	£m
Adult Social Care	249.526	249.396
Children's Services	232.593	232.638
Community and Environmental Services	191.754	188.740
Strategy and Transformation	22.941	27.621
Chief Executive's Office		4.421
Finance	(203.107)	(209.109)
<b>Total</b>	<b>493.707</b>	<b>493.707</b>

Note: this table may contain rounding differences.

- 3.2 The P11 Budget fully reflects the main elements of the Strategic Review restructure including the creation of the Chief Executive's Office which comprises the Governance (Legal Services) and Democratic and Regulatory Service.
- 3.3 It should be noted that there may be further small budget changes. However, these adjustments will not change the overall County Council Budget for 2023-24 of £493.707m.

### 4 General balances and reserves

#### General balances

- 4.1 At its meeting on 21 February 2023, the County Council agreed a minimum level of general balances of £25.340m in 2023-24. The balance at 1 April 2023 was **£24.410m** following transfers of £0.570m from a contribution to General Balances and Finance General underspends at the end of 2022-23. The forecast for 31 March 2024 is **£25.410m**, assuming a balanced budget is achieved in 2023-24 and a £1m contribution to general balances provided for in the 2023-24 budget.

#### Reserves and provisions 2023-24

- 4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2023. Actual balances at the end of March 2023 were higher than planned, mainly as a result of grants being carried forward, including Safety Valve and COVID-19 grants and reserves use being deferred.
- 4.3 The 2023-24 budget was approved based on closing reserves and provisions (excluding DSG reserves) of £162.995m as at 31 March 2023. This, and the latest forecasts are as follows.

**Table 3: Reserves budgets and forecast reserves and provisions**

Reserves and provisions by service	Actual balances 1 April 2023	Increase in March 2023 balances after budget setting	2023-24 Budget book forecast 1 April 2023	Latest forecast balances 31 March 2024
	£m	£m	£m	£m
Adult Social Services	56.058	10.860	45.198	21.972
Children's Services (inc schools, excl LMS/DSG)	13.951	7.533	6.418	9.584
Community and Environmental Services	65.691	13.179	52.512	59.044
Strategy and Transformation	5.669	0.204	5.465	11.365
Chief Executive's Office				2.319
Finance	44.235	11.460	32.775	30.229
Schools LMS balances	16.078	-4.549	20.627	10.796
<b>Reserves and Provisions including LMS</b>	<b>201.682</b>	<b>38.687</b>	<b>162.995</b>	<b>145.309</b>
<b>DSG Reserve (negative)</b>	<b>(45.877)</b>	<b>27.736</b>	<b>(73.613)</b>	<b>(80.371)</b>

- 4.4 Covid grants and other grants and contributions brought forward at 31 March 2023 resulted in reserves and provisions being £38.687m higher than had been assumed at the time of budget setting. The majority of these reserves will be used to address planned service provision during 2023-24. The latest forecast net total for reserves and provisions at 31 March 2024 has decreased by £56.373m when compared with the opening balance at 1 April 2023, down to £145.309m. The bulk of the forecasted movement in reserves relates to the planned use of reserves to mitigate cost pressures in service areas. This forecast will adjust further at the year-end as services undertake mitigating actions and savings plans, bringing the forecast closer to the Budget Book forecast for 31 March 2024 of £119.518m.
- 4.5 **Dedicated Schools Grant (DSG):** The latest forecast DSG Reserve is based on the Dedicated Schools Grant (DSG) Recovery Plan combined with the latest information available. This includes amendments for the timing of opening of new provision as school organisation processes have progressed, along with revised costings as a result of teacher and support staff pay increases and inflationary pressures for HNB funded provision and continued demand increasing the level of support to enable mainstream schools to effectively meet need and to reduce escalation to specialist provision.
- 4.6 The forecast is currently an in-year deficit of c. £41.994m is forecast, which is £16.845m above the budgeted deficit of £25.149m, which is partially offset by contributions from NCC and DfE through the Safety Valve agreement. In 2023-24, NCC's general fund contribution is (£5.5m), while the DfE contribution received to date is (£2m). This will increase the DSG Reserve to £80.371m by 31 March 2024, much of which is due to the invest to save element of the plan that will deliver significant savings (and subsequently a balanced in-year budget) in future years.
- 4.7 The forecast has increased by c. £960k since the previous report due to additional demand for medical needs provision and section 19 provision for those not currently on a school roll, particularly driven due to increased need along with Norfolk's main provider of alternative provision operating at full capacity due to mixture of the number of young people remaining on roll along with new referrals following permanent exclusion, along with a small number of additional independent placements. Demand

remains very difficult to predict due to the nature of the drivers, such as the medium-term effect of the pandemic and difficulties for young people accessing timely mental health and wellbeing provision, exacerbating pressures already underlying in the system. Similar patterns are seen across the country and substantiated by our external strategic partner who is a member of the DfE alternative provision steering group.

- 4.8 Costs for independent places remain high, with schools experiencing the same inflationary pressures as other parts of economy. Whilst there has been a small increase in the volume of independent places, the overall volume has remained relatively in line with expectations.
- 4.9 The focus on increasing the number of children and young people with high needs SEND to be supported to remain in mainstream provision is a key part of Local First Inclusion. A key intention of the strategic DSG recovery plan is to make additional resources and funding available to mainstream schools to help them meet needs without the need for a referral to specialist settings. As such, the model incorporates an additional strategic investment in funding for mainstream schools for this purpose. Schools are engaging well with this intention more quickly than anticipated when the model was developed and, as a result, we are adjusting the model for future years to reflect greater deployment of this resource which supports positive outcomes for children and remains considerably more cost-effective than specialist provision. It is also promising from the viewpoint of mitigating needs from escalating in future years.
- 4.10 Given the scale of the challenge, the Local First Inclusion programme is complex, with 80 individual projects across five over-arching workstreams. The programme started formally in April 2023 and significant progress has been achieved across the programme. However, as would be expected with a six-year programme of activity the benefits, to children and young people and to the budget, are planned to accrue throughout the period 2023 to 2029 and in the short-term the pressures continue. Indeed, the referrals for Education Health & Care Plans are continuing to rise at record levels. Additionally, inflation levels have been significantly higher than expected bringing additional cost pressures throughout the education system, as seen elsewhere.
- 4.11 All elements of the DSG budget will continue to be kept under close review given the demand-led nature of these budgets. In addition, further work is underway to seek additional mitigations to minimise the impact of additional pressures above the budgeted deficit into future years. Significant work continues to take place between NCC, Norfolk Schools Forum, groups of school leaders and the wider system to reshape the system in Norfolk to ensure that the right specialist provision is in the right place to meet needs (i.e. the capital investment), whilst also progressing work to transform how the whole system supports additional needs within mainstream provision.
- 4.12 NCC reports the forecast position to the Norfolk Schools Forum, in line with DfE expectations and feedback from the Forum continues to be sought. In addition, NCC reports regularly to the DfE in relation to progress with the Local First Inclusion programme. Norfolk has entered into a period of enhanced monitoring and support with the DfE (from October 2023 to March 2024) to ensure that our overall plan remains on track. We are currently undertaking a 'stock-take' of all activity across the programme to review the future years' modelling alongside a comprehensive programme refresh that will identify new initiatives and mitigations that will revise the trajectories and introduce new initiatives with the aim of bringing the plan back on

track to ensure that the joint DfE and NCC investment continues to address the needs of children and young people and addressing the underlying budgetary pressures.

#### 4.13 Provisions included in the table above

The table above includes forecast provisions of £31.724m comprising:

- £11.708m insurance provision,
- £14.971m landfill provision (this provision is not cash backed),
- £3.280m provisions for bad debts,
- £1.639m business rates appeals provision, and
- £0.125m - a small number of payroll related provisions.

### 5 New/Confirmed Funding

- 5.1 **Supported Accommodation Reforms:** On 28 April 2023 the government introduced new requirements for providers of supported accommodation for looked after children and care leavers aged 16 and 17. This new legislation will require all providers of supported accommodation to be registered and regulated by OFSTED from 28 October 2023. The Minister of State for Education announced an extra £14.550m funding to support local authorities in delivering these new requirements. Norfolk County Council's share of this funding is £0.787m, to be received in 4 quarterly instalments of £0.196m.
- 5.2 **Sustainability and Improvement Fund:** On 28 July 2023 the Minister of State for Care announced the [allocation for the Market Sustainability and Improvement Fund](#) which provides additional support to local authorities to make tangible improvements to Adult Social Care to increase the social care capacity and retention of workforce to reduce waiting times and increase fee rates paid to social care providers. Norfolk County Council's share of this funding is £6.355m. Additional funding is also anticipated for 2024-25 and was reflected in the budget process.
- 5.3 **Disabled Facilities Grant (DFG):** On 7 September 2023, DLUHC announced £102m additional funding for the DFG split across 2023-24 (£50m) and 2024-25 (£52m). This capital funding is aimed at providing home adaptations to help eligible older and disabled people to live independently and as safely as possible in their homes. With the express agreements of the district councils, this funding can also be used for wider social care capital projects. In accordance with the Better Care Fund policy, Norfolk's share of this funding is £0.799m, and it will be passed on to the District Councils to deliver the small scale adaptations required.
- 5.4 **Wraparound Childcare Programme :** On 15 March 2023, the government announced an investment of £289m for a national wraparound programme to achieve their ambition of supporting all families who need to access wraparound childcare. The Department of Education (DfE) announced an allocation of £7.421m to Norfolk to build a self-sustaining programme and develop flexible ways of providing childcare. In addition, Norfolk has been awarded £1,578,584.04 Childcare Expansion Capital Grant Funding.

### 6 Budget savings 2023-24 summary

- 6.1 In setting its 2023-24 Budget, the County Council agreed net savings of £59.703m. Details of all budgeted savings can be found in the 2023-24 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.



6.2 The latest monitoring reflects total forecast savings delivery of £57.858m at year end.

6.3 The forecast savings delivery is anticipated as shown in the table below:

**Table 4: Analysis of 2023-24 savings forecast**

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Finance	Total
	£m	£m	£m	£m	£m	£m
Budget savings	28.040	12.517	10.904	2.542	5.700	<b>59.703</b>
Period 11 forecast savings	26.540	12.462	10.614	2.542	5.700	<b>57.858</b>
Savings shortfall (net)	1.500	0.055	0.290	0.000	0.000	<b>1.845</b>

### **Commentary on savings risk areas**

6.4 The forecast savings for 2023-24 as at February 2024 is £57.858m against a budgeted savings target of £59.703m. A shortfall of £1.500m has been reported in Adult Social Services, £0.055m in Children's Services and £0.290m in Community and Environmental Services. Some saving programmes have highlighted risk areas which will need to be kept under review. Any updates to the forecast delivery of savings will be included in future monitoring to Cabinet.

### **Adult Social Services**

6.5 Adult Social Services has a significant £28.040m savings target in 2023/24 comprising additional benefits from existing savings initiatives such as the Connecting Communities Programme (ASS030), delivering market utilisation efficiencies through contract performance management (ASS031), continued implementation of the Learning Disabilities transformation programme (ASS032), ongoing benefits from use of Assistive Technology and substantial further use of reserves.

6.5 Our major departmental transformation Programme "Connecting Communities" continues to work at pace to embed the new ways of working across the service and to ensure that the benefits are sustainable.

6.7 As flagged in previous monitoring reports, it is now necessary to identify an element of forecast non delivery within the Adults Savings Programme relating to prior year savings targets. The non-delivery of these savings directly impacts the revenue forecast but is not included in Table 4.

### **Norse Care**

Our Norse Care contract has had a multi-year savings target to deliver a wholesale transformation of the offer and ensure it is fit for the future types of demand we expect to face. Due to significant delay to the transformation programme it won't be possible

for recurrent savings to be achieved this year. The service is working towards one off partial mitigations but a £1m shortfall in savings delivery is now being forecast for 23/24 relating to a prior year savings target.

### **Physical Disability Service**

It is also now very unlikely that the £1.5m savings associated with the Physical Disability service are to be achieved this year. This is in part due to the delay of the creation of an 18-65 operational service which would have provided increased resource in this area. At the same time, we have seen an adverse underlying movement in cost due to increased numbers of people requiring our support and increased unit costs of care packages. A recovery plan is being put in place in order to try to bring down the overspend as much as possible.

Partly as a result of these shortfalls in savings, Adults is declaring a forecast £1.924m overspend at P11.

### **Children's Services**

- 6.10 It is currently anticipated that all 2023-24 budgeted savings within Children's Services will be delivered in 2023-24 as an overall programme, except for S2324CS035 Post 16 transport: remove option to pay a daily fare (currently only available on local buses which charge fares) £0.055m saving which will no longer be delivered.
- 6.11 Additionally, there is a saving that was partially delayed from 2022-23 (CHS014 £0.1m) that was expected to be delivered within 2023-24 but is now not expected to be delivered until 2024-25. This saving relates to the development of a joint initiative with Norfolk ICB and NSFT, including capital development, co-location of services and additional service offer for young people on the edge of Tier 4 mental health provision. Feasibility work is ongoing for the capital works, funded by NHS England, and the work is complex. All partners are committed to delivering the project and the work will continue.
- 6.12 The forecast assumes that remainder of the savings will be delivered during the remainder of the financial year.

### **Community and Environmental Services**

- 6.13 At this stage it is anticipated, unless stated separately, all budgeted savings within Community and Environmental Services will be delivered in 2023-24. One of the savings (S2324FCS021) relates to further income from commercialisation of property assets including County Hall. Given the new tenants were not utilising the space from 1 April there will be an estimated shortfall against the saving in 2023-24 of £0.190m due to rent not being charged for the full year.
- 6.14 An increased income target had been applied to Adult Learning over the past two years linked to the development of a creative hub at the Wensum Lodge site. This project is not progressing as it is no longer viable, and as the service will also be withdrawing from the site, the 2023-24 saving of £0.100m is no longer achievable (S2021CES001).

### **2024-25 to 2026-27 savings**

- 6.15 Budget setting in 2023-24 saw the approval of further investment in essential services through both the removal of previously planned savings and the recognition of cost

pressures. As such, the savings plan assumes an increase in budget of £6.197m for 2024-25 followed by savings of £0.669m for 2025-26 and £2.285m savings in 2026-27. The deliverability of these savings, including any 2023-24 savings that are permanently undeliverable, has been considered as part of the budget setting process for 2024-28.

## Revenue Annex 1

### Forecast revenue outturn

#### Revenue outturn by service

The forecast net balanced budget is a result of a range of underlying forecast over and underspends which are listed below.

#### Revenue budget outturn by service – detail

	Revised Budget	Overspend	Under spend	Forecast net spend
		£m	£m	
<b>Adult Social Services</b>				
Purchase of Care		22.512		
Director of Assurance & Commissioning			(1.433)	
Director of Communities, Prevention and Partnerships			(0.182)	
Director of Community Health & Social Care		0.975		
Director of Community Social Work			(0.805)	
Director of Strategy & Transformation		0.014		
Public Health		0		
Management, Finance & HR			(12.892)	
Use of Reserves			(6.265)	
<b>Net total</b>	<b>249.396</b>	<b>23.501</b>	<b>(21.577)</b>	<b>251.319</b>
<b>Children's Services</b>				
Sufficiency, Planning & Education Strategy (including Home to School Transport)		6.000		
Family Help & High Needs (including Client Placements)		5.000		
Partnership, Inclusion & Practice		1.400		
Management, Finance and HR			(0.400)	
Use of Reserves			(1.000)	
<b>Net total</b>	<b>232.638</b>	<b>12.400</b>	<b>(1.400)</b>	<b>243.638</b>
<b>Community and Environmental Services</b>				
Cultural and Heritage cost pressures		0.987		
Highways and Transport underspends and additional income			(2.429)	
Waste underspends and additional income			(1.540)	
Corporate Property Utilities inflation cost pressure		1.522		
Other CES cost pressures		1.455		
<b>Net total</b>	<b>188.740</b>	<b>3.964</b>	<b>(3.969)</b>	<b>188.735</b>
<b>Strategy and Transformation</b>				
I&A net overspend			(0.043)	
Communications net overspend		0.268		
HR net overspend		0.313		
SDD underspend			(0.469)	

IMT Digital Services net overspend		0.276		
Growth and Investment net overspend		0.181		
Use of reserves			(0.526)	
<b>Net Total</b>	<b>27.621</b>	<b>1.038</b>	<b>(1.038)</b>	<b>27.621</b>
<b>Chief Executive's Office</b>				
Elections			(0.300)	
Dem services			(0.089)	
NPlaw cost pressures		0.236		
Contribution to reserves		0.153		
<b>Net Total</b>	<b>4.421</b>	<b>0.389</b>	<b>(0.389)</b>	<b>4.421</b>
<b>Finance</b>				
Interest Payable – savings secured on borrowing undertaken in 22-23 at lower interest rates			(2.244)	
Minimum Revenue Provision – 22-23 capital slippage			(0.928)	
Interest Receivable			(6.407)	
Miscellaneous cost pressures and underspends		0.887		
Business Rates release of prior year pool			(1.100)	
Business Rates Risk Reserve			(3.127)	
<b>Net total</b>	<b>(206.109)</b>	<b>0.887</b>	<b>(13.806)</b>	<b>(222.028)</b>
<b>TOTAL</b>	<b>493.707</b>			<b>493.707</b>

## Revenue Annex 2 – Dedicated Schools Grant Reserve

	<b>Reserve as at 31 Mar 23</b>	<b>Budgeted Reserve as at 31 Mar 23</b>	<b>Forecast Spend (B)</b>	<b>Forecast Reserve as at 31 Mar 24</b>
<b><i>Dedicated schools grant</i></b>				
High Needs Block			41.994	
DfE Safety Valve funding			-2.000	
NCC Safety Valve contribution			-5.500	
<b>Increase in net deficit to be carried forward</b>			<b>34.494</b>	
<b>Forecast (over) / under spend</b>				
<b>Net deficit (DSG Reserve)*</b>	<b>(45.877)</b>	<b>(73.613)</b>		<b>(80.371)</b>

\*The Budget Reserve of (£73.613m) was set before the Safety Valve Agreement was confirmed and therefore does not include the £28m received from the Department for Education in March 2023.

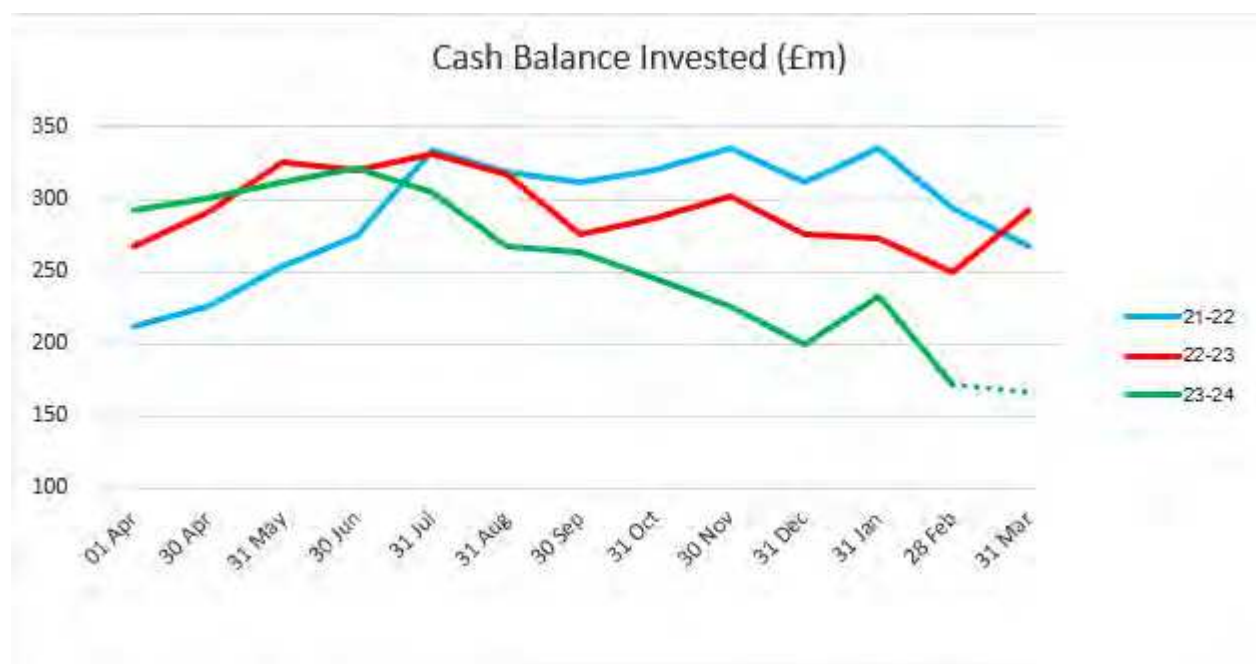
## Appendix 2: 2023-24 Balance Sheet Finance Monitoring Report Month 11

Report by the Director of Strategic Finance

### 1 Treasury management summary

- 1.1 The corporate treasury management function ensures the efficient management of all the authority's cash balances. The graph below shows the level of cash balances over the last two financial years to 31<sup>st</sup> March, and projections to March 2024.

**Chart 2: Treasury Cash Balances**



- 1.2 The Council's Treasury Strategy allowed for £65m new borrowing in 2023-24 to fund capital expenditure in year. However, following the review of the Mid-Year Outturn at the Treasury Management Panel meeting in December 2023, the decision was taken to delay the planned borrowing to 2024-25. The forecast cash flow above takes into account the current capital expenditure forecast, resulting in a closing cash balance of approximately £167.221m.
- 1.3 The Council has healthy cash balances for the immediate future with cash balances of £175.276m as at the end of February 2024. The P11 forecast of Interest receivable from treasury investments held by the Council is £7.0m; which is a £5.842m saving against the revenue budget. The interest receivable from non-treasury investments and capital loans is forecast at £2.363m which is a £0.565m saving.
- 1.4 PWLB and commercial borrowing for capital purposes was £822.143m at the end of February 2024. The associated annual interest payable on existing borrowing is £30.452m.
- 1.5 The forecast interest payable for 2023-24 for P11 is for a £2.244m saving against budget assuming there is no new borrowing in 2023-24.



- 1.6 In accordance with the guidance set out in the Prudential Code 2021 (139) and the Treasury Management Code 2021(1.6), the Council sets out its current and full year forecast Prudential and Treasury Management Indicators in Table 1 below.

Table 1: CFR and Net Borrowing Indicators

Prudential and treasury indicators	29.02.24 Actual – YTD £m	2023/24 TM Strategy £m	31.3.24 Forecast £m
Capital expenditure	197.766	251.054	221.116
Capital Financing Requirement:	1002.056	1,029.268	1,017.502
Gross borrowing	862.748	975.118	860.249
External debt	822.143	935.045	819.295
Investments	<b>192.677</b>	<b>218.203</b>	<b>179.721</b>
Net borrowing	670.072	756.915	680.528

- 1.7 To date the Council has not increased its PWLB borrowing and has repaid £23.055m of its external debt. As such the P8 Gross Borrowing and External Debt balances are below the 23-24 TM strategy estimates set out in Table 2:

TABLE 2

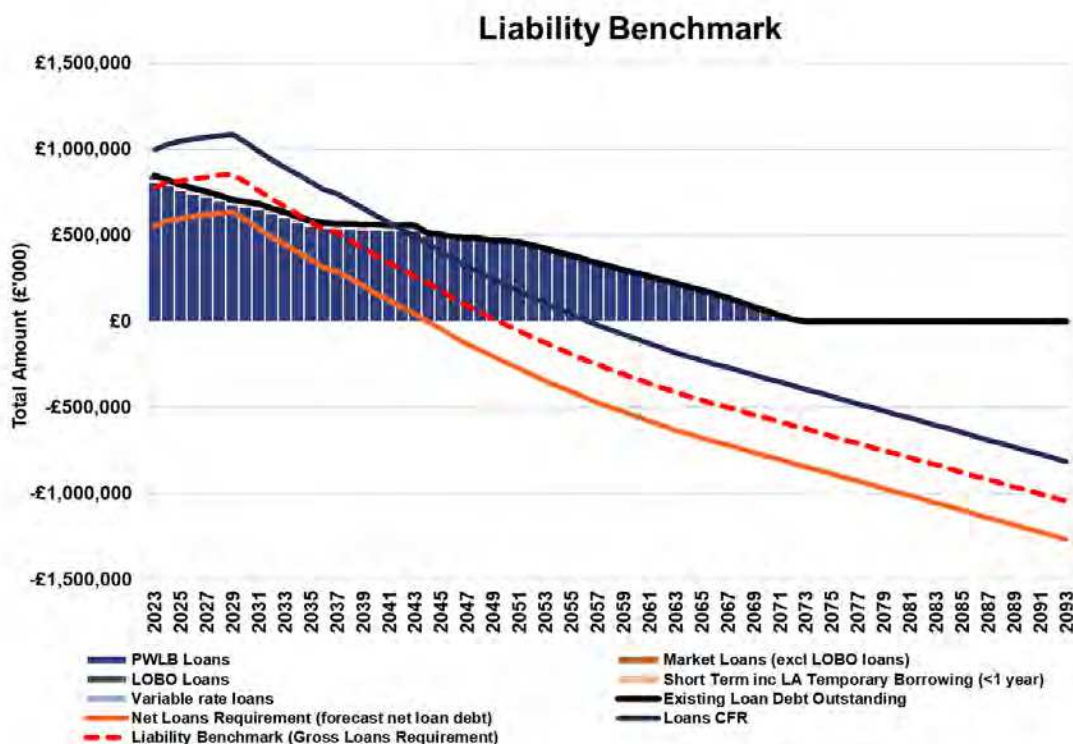
Prudential Indicator 2023/24	P11 2023-24 £m	2023-24 Strategy £m	Forecast 2023-24 £m
Authorised Limit		1082.735	
Maximum Gross Borrowing position during the year	894.617	934.618	867.843
Operational Boundary		1,029.268	1,017.502
Average Gross Borrowing position	834.052	891.835	831.255
Financing Costs as a proportion of net revenue stream (£788.209)		9.12%	8.09%
Capital Financing Requirement		1,029.268	1,017.502

- 1.8 The forecast Prudential Indicators in Table 2 takes into account the P11 Capital Programme, the forecast assumes that reprofiling existing projects in line with historical Capital Programme trends will bring the borrowing requirement down to NIL and as

such the Council will not utilise the £65m borrowing limit set out in the Treasury Management Strategy in 2023-24. Service Managers are actively working on rephasing their capital projects out to the future years 2024-2028 to close this gap and stay within the Operational Boundary Limit of £1,029.268m.

- 1.9 The Liability Benchmark (LB) as set out in Chart 3 is a new prudential indicator for 2023/24. As noted in the Treasury Management Strategy for 2023-24, this prudential indicator will be reported to Cabinet at the end of each quarter. Chart 3 has been updated to reflect the current capital forecast and the current borrowing profile. It shows a net under-borrowed position against the CFR until 2042. This indicator provides a useful snapshot of the Council's current debt and will be updated each month as the Council's capital programme and borrowing profile changes.
- 1.10 The Authority is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum. The LB below remains consistent with the TM strategy as the Prudential Indicators Forecast in Table 2 remains below the TM limits.

Chart 3: Liability Benchmark



- 1.11 There are four components to the LB: -

- Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years.
- Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
- Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.

- Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

## 2 Payment performance

- 2.1 This chart shows the percentage of invoices that were paid by the authority within 30 days of such invoices being received. Some 470,000 invoices are paid annually. 98.9% were paid on time in February 2024 against a target of 98%. The percentage has returned to above the target of 98% since February 2023.

**Chart 4: Payment performance, rolling 12 months**



Note: The figures include an allowance for disputes/exclusions.

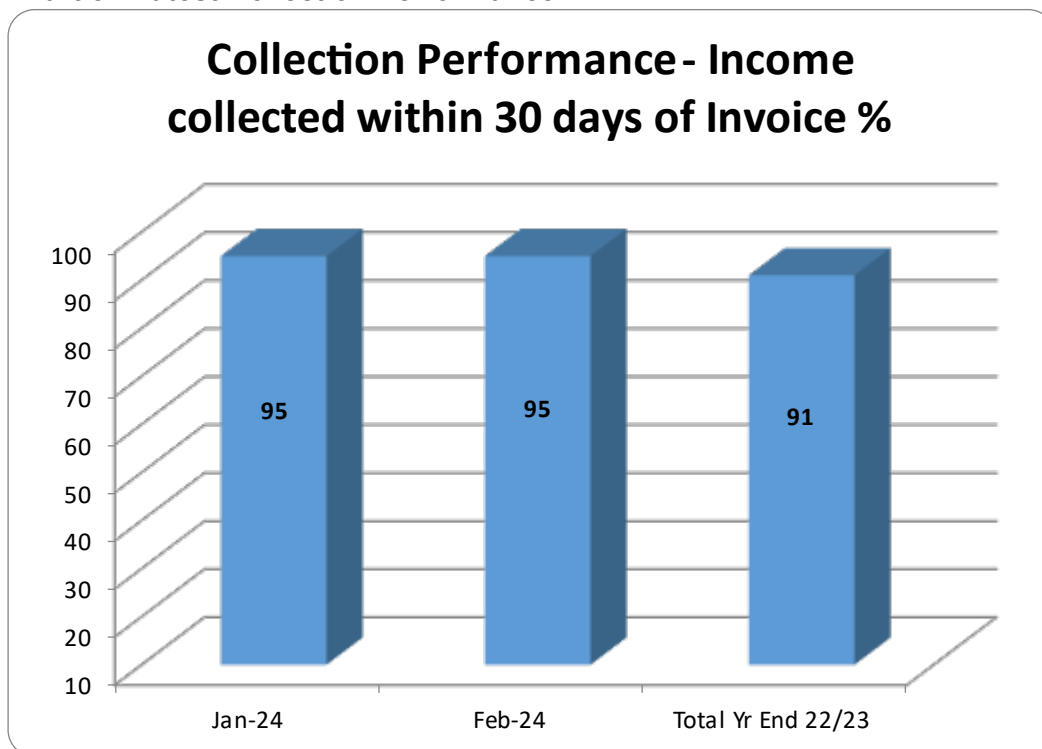
### 3 Debt recovery

- 3.1 **Introduction:** In 2022-23 the County Council raised over 126,935 invoices for statutory and non-statutory services. These invoices totalled in excess of £1.197bn. Through 2022-23 91.2% of all invoiced income was collected within 30 days of issuing an invoice, with 98% collected within 180 days.

#### Debt collection performance measures – latest available data

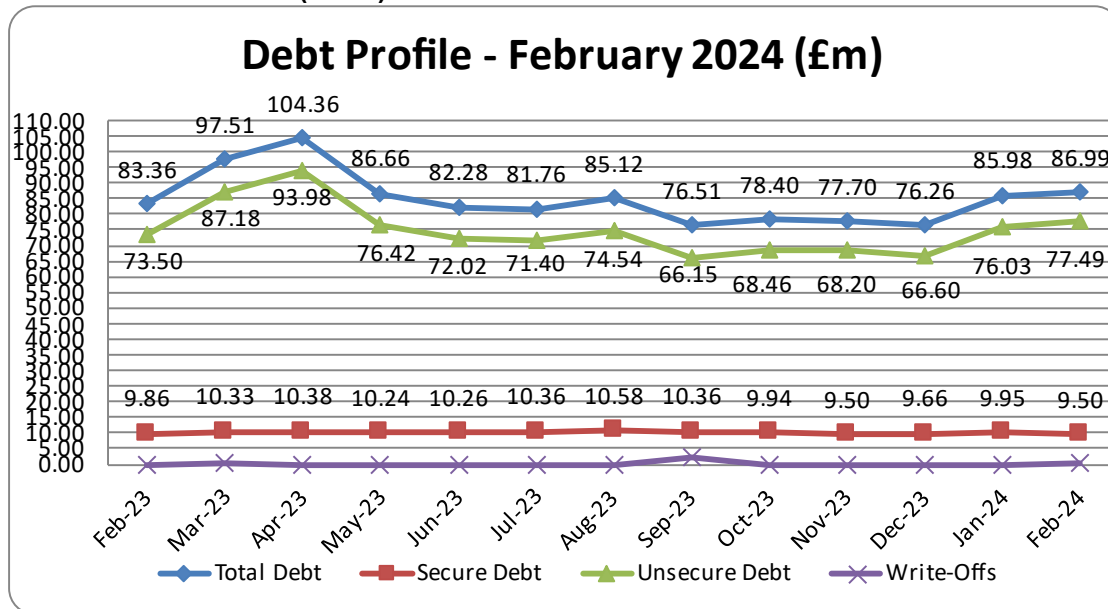
- 3.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 95% in February 24.

Chart 5 : Latest Collection Performance



- 3.3 The value of outstanding debt is continuously monitored, and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council. The level of debt is shown in the following graph:

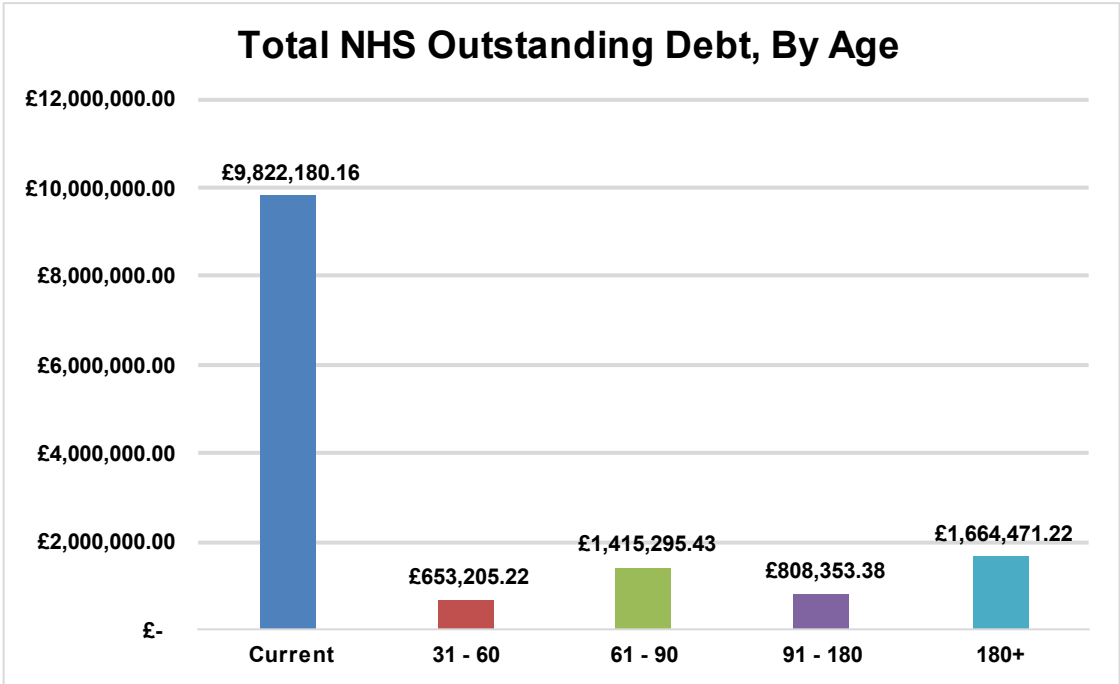
**Chart 6: Debt Profile (Total)**



- 3.4 Secured debts amount to £9.5m at 29<sup>th</sup> February 2024. Within this total £2.75m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 3.5 The overall level of unsecure debt increased by £1.46m in February 2024. Of the £77.49m unsecure debt at the end of February 24; £18.93m is under 30 days, £1.94m has been referred to NPLaw, £1.24m is being paid off by regular instalments and £15.42m is awaiting estate finalisation.
- 3.6 The largest area of unsecure debt relates to charges for social care, £64.68m, of which £14.75m is under 30 days and £14.36m is debt with the Norfolk and Waveney ICB (formerly Norfolk CCG's) for shared care, Better Care Pooled Fund, continuing care and free nursing care. The overall debt with the ICB has increased by £6.26m in February 24 and the level of ICB debt under 60 days has increased by £5.02m whilst the level of debt over 60 days has increased by £1.24m.

3.7 **Norfolk and Waveney ICB Debt**

Chart 7 below shows the debt aging profile of the remaining ICB debt at 29 February 2024



The Council received the ICB net payment of £4,826,974 relating to the Historic Payables and Receivables arrangement agreed at Cabinet in September 2023. Work is now progressing between the organisations to complete the wider elements included within the agreement. This includes:

- An end to end process review of both parties collective payments processes
- A focus on recovery of newer debt
- Formal written agreements for some key areas of transactions

3.8 **Debt write-offs:** In accordance with Financial Regulations and Financial Procedures, Cabinet is required to approve the write-off of debts over £10,000. The Director of Strategic Finance approves the write-off of all debts up to £10,000.

3.9 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.

3.10 For the period 1 April 2023 to 29<sup>th</sup> February 2024, 525 debts less than £10,000 were approved to be written off following approval from the Director of Strategic Finance. These debts totalled £158,729.08. In addition, the Director of Strategic Finance has in March 2024 approved the write off of a further 111 debtors accounts each less than £10,000 totalling £326,128.53.

3.11 For the period 1 February to 29 February 2024, there are 10 debtors accounts over £10,000 to be approved by Cabinet for write off totalling £179,034.14, as follows:

Debt Type	Amount	Reason
-----------	--------	--------



Services provided (150941)	£17,840.32	Company went into liquidation in April 2017 - no further monies to be received
Residential Care charges (157985)	£11,881.42	Estate exhausted, legal options exhausted and uneconomical to pursue
Residential Care charges (7782)	£21,457.76	Estate exhausted, legal options exhausted and uneconomical to pursue
Residential Care charges (171053)	£19,170.36	Estate exhausted, legal options exhausted and uneconomical to pursue
Home and Residential Care charges (14927)	£20,156.62	Estate exhausted, legal options exhausted and uneconomical to pursue
Home and Residential Care charges (206137)	£15,717.66	Estate exhausted, legal options exhausted and uneconomical to pursue
Residential Care charges (212431)	£23,938.19	Estate exhausted, legal options exhausted and uneconomical to pursue
Residential Care charges (166097)	£12,775.77	Estate exhausted, legal options exhausted and uneconomical to pursue
Residential Care charges (247987)	£11,672.44	Estate exhausted, legal options exhausted and uneconomical to pursue
Residential Care charges (205887)	£24,423.60	Estate exhausted, legal options exhausted and uneconomical to pursue

In P10, there are 8 debts over £10,000 approved by Cabinet for write off totalling £122,025.21. Therefore, the year to date total debts over £10,000 submitted to Cabinet for write off is £301,059.35.

All the debts listed above have previously been provided for in the 2022-23 accounts and any decision to write-off will not affect the outturn position.

- 3.12 Following the agreement reached between Norfolk County Council and NHS Norfolk and Waveney ICB, Cabinet approved the write off for £2.4m.

# Norfolk County Council Finance Monitoring Report 2023-24

## Appendix 3: 2023-24 Capital Finance Monitoring Report

Report by the Director of Strategic Finance

### 1 Capital Programme 2023-27+

- 1.1 On 21 February 2023, the County Council agreed a 2023-24 capital programme of £351.054m with a further £605.917m allocated to future years', giving a total of £956.971m. This was based on a forecast outturn for 2022-23 of £283.583m
- 1.2 The Capital Programme was increased by £62.938m in March 2023 following the receipt of various sources of external funding. The bulk of this additional funding was reprofiled into 2023-24 leaving a Capital Outturn of £217.273m for 2022-23 as reported to Cabinet on 5 June 2023.
- 1.3 £125.940m was moved from 2022-23 into 2023-24 and future years resulting in an overall capital programme at 1 April 2023 of £1,085.104m. This prompted a review of the capital programme – Review Round 1, to address the viability of delivering a £462.690m capital programme in 2023-24. Further in-year adjustments have resulted in the capital programme shown below:

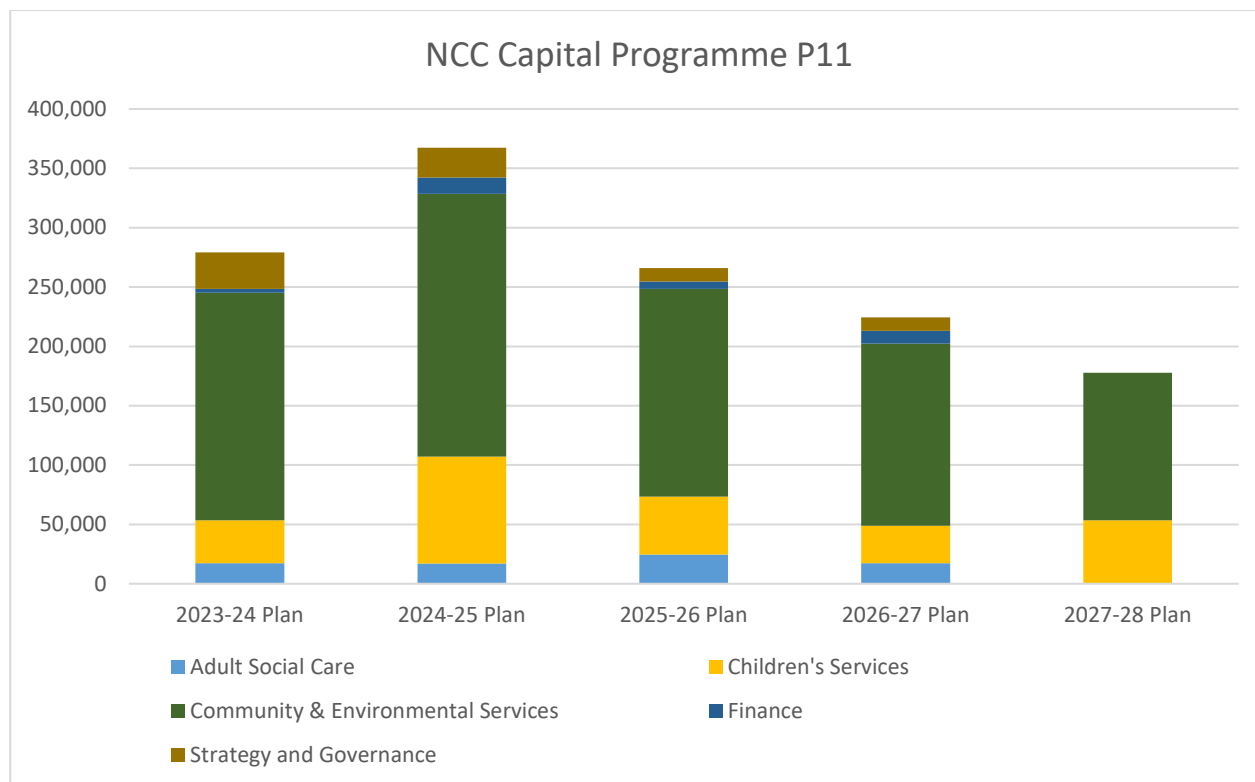
**Table 1: Capital Programme budget**

	<b>2023-24 budget</b>	<b>Future years</b>
	<b>£m</b>	<b>£m</b>
Uplifts to existing schemes approved in February 2023	1.219	4.548
New schemes approved in February 2023	13.685	20.737
Previously approved schemes brought forward	336.150	580.632
<b>Totals in 2022-27+ Budget Book (total £956.971m)</b>	<b>351.054</b>	<b>605.917</b>
Schemes re-profiled after budget setting (£125.940m)	109.443	16.497
New schemes approved after budget setting including new grants received	2.193	
<b>Revised opening capital programme (total £1,085.104m)</b>	<b>462.690</b>	<b>622.414</b>
Net Re-profiling since start of year	-219.226	219.226
Other movements including new grants and approved schemes	35.824	194.140
<b>Total capital programme budgets (total £1,315.068m)</b>	<b>279.288</b>	<b>1,035.780</b>

*Note: this table and the tables below contain rounding differences*

- 1.4 The P11 review of capital schemes takes into account the progress to date resulting in a net reprofiling total from 2023-24 into future years of £219.226m. The review also adjusted for changes in NCC borrowing required and updates for grant funded projects resulting in a net increase of £7.499m in P11, made up of the following changes:
- £2m CIL funding allocated to the Hethersett High Masterplan refresh

- £2.736m Road resurfacing funded from Department of Transport allocation previously reported in P10 and in the Capital Strategy and approved by the Council in February 24
- £0.5m external funding received for the Adult Social Care Supported Living programme
- £0.257m S106 developer contribution for Watton
- £0.286m external funding received for the Environment Capital maintenance fund
- £1.571m flexible utilisation of capital receipts for Strategy and Transformation costs
- £0.148m minor adjustments to capital projects for S106 contributions and revenue contributions as set out in Annex 1

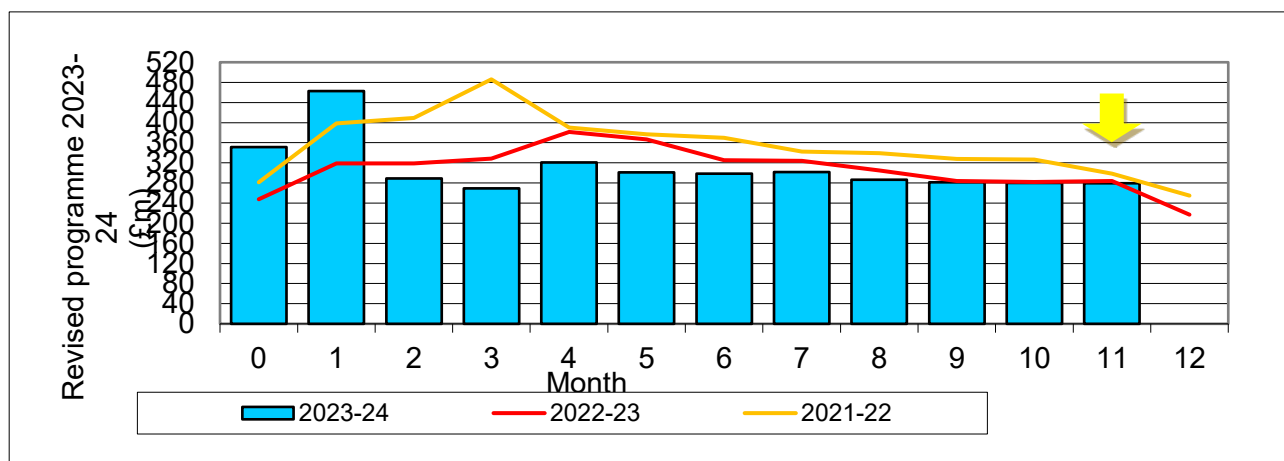


- 1.5 Chart 1 shows the continued reprofiling efforts to address the “spike” in 2024-25 budgets bringing it closer to the average run-rate of the Council’s annual capital programme. The forecast indicates that a further £45m (16%) will be reprofiled into 2024-25 in P12. Therefore the 24-25 Capital Strategy seeks to address this by further reprofiling into future years to bring the 2023-24 and 2024-25 capital programmes down to a sustainable run rate of around £260m per annum.
- 1.6 The full impact of Capital Review Board’s scrutiny of schemes in the capital programme will be reflected in Capital Monthly Reporting to cabinet in future months.

## Changes to the Capital Programme

- 1.7 The following chart shows changes to the 2023-24 capital programme through the year. The current year capital programme is following the same trend of building up in the first half of the year as the Council receives notification of central government capital grants and then gradually settles down to a sustainable delivery level as projects are profiled and reprofiled as schemes develop.

**Chart 2: Current year capital programme through 2023-24**



- 1.8 Month “0” shows the 2023-24 capital programme at the time of budget approval, with schemes reprofiled from the prior year after budget setting shown in month 1, followed by the most up to date programme. The current year programme will change as additional funding is secured, and when schemes are re-profiled to future years as timing becomes more certain.
- 1.9 The P11 Capital Programme of £279.288m is approximately £45m higher than the capital programme delivered in the last two years (£217.0m – 22-23 and £254.87m – 21-22). Therefore, we expect a similar trend of late slippage in P12 to occur in 2023-24 and this has been factored into the 2023-24 forecast.
- 1.10 In P11 the Council departments continued their review to identify any reprofiling due and to release any budgets that are no longer deemed to be economically viable given the current climate of rising interest rates. This resulted in £7.738m being reprofiled into future years in P11.
- 1.11 Following the Strategic Review restructure of services, the capital projects have been moved into their new service areas. The opening programme has been restated to reflect the new structure. The current year’s capital budget is as follows:

**Table 2: Service capital budgets and movements 2023-24**

<b>Service</b>	<b>Previous reported Current Year Budget</b>	<b>Reprofiling since previous report</b>	<b>Other Changes since previous report</b>	<b>2023-24 latest Capital Budget</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Social Care	17.267	0.000	0.000	17.267
Children's Services	36.955	-2.704	1.954	36.206
Community & Environmental Services	193.461	-5.005	3.217	191.673
Finance	3.401	0.000		3.401
Strategy & Transformation	29.200	-0.030	1.571	30.741
<b>Total</b>	<b>280.284</b>	<b>-7.738</b>	<b>6.742</b>	<b>279.288</b>

*Note: this table may contain rounding differences.*

- 1.12 The revised programme for future years (2024-25 to 2027-28) is as follows:

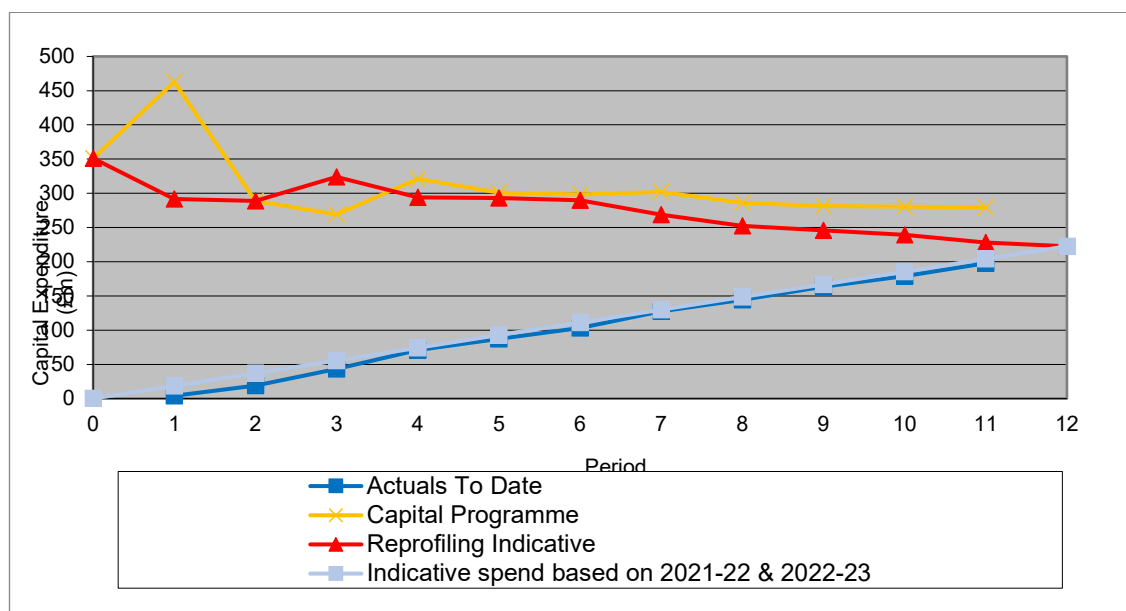
**Table 3: Capital programme future years 2022+**

<b>Service</b>	<b>Previously reported future programme</b>	<b>Reprofiling since previous report</b>	<b>Other Changes since previous report</b>	<b>2024+ Future Capital Budget</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Social Care	58.571		0.500	59.071
Children's Services	220.724	2.704	0.257	223.685
Community & Environmental Services	669.613	5.005	0.000	674.618
Finance	30.666		0.000	30.666
Strategy & Transformation	47.712	0.030	0.000	47.742
<b>Total</b>	<b>1,017.959</b>	<b>7.738</b>	<b>0.757</b>	<b>1,035.781</b>

*Note: this table contains rounding differences*

- 1.13 Chart 3 below shows the movement on the current year capital budget and year to date capital expenditure:

Chart 3: Actual Capital Expenditure to date



- 1.15 The graph shows that actual year to date capital spend is ahead of the opening forecast, which was based on the opening capital programme and an indicative calculation based on previous years' expenditure. It also shows that expected reprofiling of budgets to future years as the progress on projects becomes clearer. As a result, capital expenditure 23-24 forecast at P11 remains £222.536m.
- 1.16 Whilst the forecast takes into account the historical tendencies for capital slippage, it does not fully reflect recent inflationary cost pressures in the costs of construction. We are also currently seeing high levels of inflation on the cost of construction schemes, particularly in the Castle Keep refurbishment project and the major Highways projects. The Council will continue to monitor this risk and review the potential pressures on the capital programme. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process.
- 1.17 The Integrated Community Equipment Store (ICES) is a service that provides equipment to people in receipt of Adult Social Care, often enabling them to retain their independence and continue to live at home. It is an integrated service that operates within a pooled fund across health and social care. During the last 12 months the service has been retendered and transitioned to a new operator. The combination of this new contract, and the departments continued push towards our vision and strategy of Promoting Independence, has meant an upsurge in demand for the equipment. This has therefore shifted expenditure beyond the previous forecast level of £2.68m to £3.566. The additional expenditure will be funded by virements and reprofiling within the ASC Capital Programme whilst further work is being done with the provider and commissioners to model future demand and cost implications.

## 2 Financing the capital programme

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

Table 4: Financing of the capital programme



<b>Funding stream</b>	<b>2023-24 Programme</b>	<b>Future Years Forecast</b>
	<b>£m</b>	<b>£m</b>
NCC Prudential Borrowing	64.998	430.944
Supported Borrowing	8.309	
Use of Capital Receipts (see note 3.3)	21.482	0.000
Revenue & Reserves	1.038	3.089
<i>Grants and Contributions:</i>		
DfE	22.119	77.808
DfT	120.787	464.116
DoH	9.977	0.190
DLUHC	0.330	0.000
DCMS	0.000	0.000
DEFRA	0.139	0.000
Developer Contributions	7.062	45.647
Other Local Authorities	2.307	2.309
Local Enterprise Partnership	1.376	0.000
Community Infrastructure Levy	4.179	1.904
National Lottery	3.039	0.000
Academies	0.000	0.000
Commercial Contributions	0.000	0.000
Business rates pool fund	0.000	0.000
Other	12.144	9.774
<b>Total capital programme</b>	<b>279.288</b>	<b>1,035.781</b>

*Note: this table may contain rounding differences*

- 2.2 For the purposes of the table above, it is assumed that capital receipts will be applied to short-life assets and through the flexible use of capital receipts as set out in section 3 below and will be applied in line with the Council's Minimum Revenue Provision Statement.
- 2.3 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).
- 3 Capital Receipts**
- 3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.
- 3.2 The capital programme, approved in February 2023, gave the best estimate at that time of the value of properties available for disposal in the four years to 2026-27, totalling £18.744m.

**Table 5a: Disposals capital programme forecast**

<b>Financial Year</b>	<b>Property sales forecast £m</b>
2023-24	3.678

2024-25	4.640
2025-26	6.641
2026-27	3.785
	<b>18.744</b>

The timing of future year sales is the most optimistic case and may slip into future years if sales completions are delayed.

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

**Table 5b: Capital receipts and forecast use current financial year £m**

<b>Capital receipts 2023-24</b>	<b>£m</b>
Capital receipts reserve brought forward	21.947
Loan repayments – subsidiaries forecast for year	6.356
Loan repayments – LIF loan repayments to date	1.131
<b>Capital receipts to date</b>	
Capital receipts in year	4.987
Capital Receipts forecasted for asset disposals subject to contract	0
<b>Secured capital receipts to date</b>	<b>4.987</b>
Potential current year farms sales	0.000
Potential current year non-farms sales	0.000
Potential development property sales	0.000
<b>Potential capital receipts</b>	<b>0.000</b>
<b>Forecast available capital receipts</b>	<b>34.421</b>
<b>Forecast use of capital receipts</b>	
Maximum flexible use of capital receipts to support transformation costs (ASC £2.25m, Strategy & Transformation £1.571 and CS £2.5m)	6.321
Repayment of CIL supported borrowing and Capital Loans	7.487
To fund short-life assets – IT and VPE	15.597
<b>Total Capital Receipts Utilisation</b>	<b>29.405</b>
Capital Receipts Reserve to carry forward	5.061
Norwich Western Link Reserve	5.061
<b>Remaining Capital Receipts Unutilised</b>	<b>0.000</b>

3.4 This table details the capital receipts that have been secured to support the use of capital receipts to support transformation costs, short-life capital expenditure and the Norwich Western Link project, previously approved by County Council.

3.5 Further sales will contribute to the capital receipts reserve which can be used to reduce the external borrowing requirement, fund debt repayments, flexible use of capital receipts or to directly fund capital expenditure, thereby reducing the Capital Funding Requirement (CFR).

3.6 On 10 February 2021, the DLUHC announced that the flexibility granted to local authorities to utilise capital receipts to support transformation costs has been extended

for a further 3 years. Table 5b includes £6.267m earmarked for this in 2023-24, of which:

- £2.25m has been utilised within the Adult Social Care Transformation Programme in P8
- £1.571m has been allocated to the Strategy & Transformation Programme in P10
- £2.5m has been utilised within the Children's Services Transformation Programme in P11

#### **4 New capital budget in the pipeline**

- 4.1 There are no further new capital budget adjustments proposed for the 2023-24 financial year. Any adjustments to the future years of the capital programme will be actioned in the new financial year after 1 April 2024.
- 4.2 The Department of Transport (DfT) have confirmed that NCC has been awarded £6.468m following a successful application to the Local Electric Vehicle Infrastructure (LEVI) capital fund. The fund leverages private investment to significantly scale up local charge-point deployment. A further £0.660m has been awarded, from the Traffic Signal Obsolescence Grant and Green Light Fund, to address the backlog in traffic signal maintenance and upgrading works and a further £2.979m under ATF3 and ATF4 across a number of schemes. All these awards were announced after the Highways Transport Asset Management Plan was approved for 2024-25 at March 2024 cabinet, so these new funding allocations will be added to the Highways capital programme in the new financial year.

## ANNEX A: Movements in Capital Budgets – P11 February 2024

Subcommittee	Project co	Project Description	Funding Type	Values				
				Sum of 2:	Sum of 23-24 increase	Sum of Reprofile 23-24	Sum of Reprofile FY	Sum of FY movement
Adult Social Services	SC8170	Supported Living Programme	External Funding		-			500,000
<b>Adult Social Services (Directorate) Total</b>					-			<b>500,000</b>
Children's Services	EC3801	Aylsham Developer cont	External Funding		-	471,880	471,880	
Children's Services	EC3812	Watton Developer cont	External Funding		-			257,120
Children's Services	EC3815	Dereham Developer cont	External Funding		-	166,560	166,560	
Children's Services	EC3820	Harleston Developer cont	External Funding		-	18,000	18,000	
Children's Services	EC3826	Loddon Developer contribution	External Funding		-			
Children's Services	EC3848	Holt S106 Funding	External Funding		-			
Children's Services	EC3863	Docking S106	External Funding		-	129,270	129,270	
Children's Services	EC3864	Clenchwarton S106	External Funding		-	73,410	73,410	
Children's Services	EC3865	Hopton Developer Contribution	External Funding		-	27,500	27,500	
Children's Services	EC4290	Condition Contingency	External Funding		-			
Children's Services	EC4349	CM - Blofiled Primary Masterplan	External Funding		-			
Children's Services	EC4352	AC - Sprowston Academy	External Funding		-			
Children's Services	EC4945	Hethersett High Masterplan Refresh	External Funding		2,000,000	2,000,000	2,000,000	
Children's Services	ECAPAA	SCHOOL BASED PROJECT	External Funding		13,400			
Children's Services	ECAPAA	SCHOOL BASED PROJECT	Revenue and Reserves	- 20,860				
Children's Services	ECAPFM	CAPITAL FORMULA	External Funding	- 38,300				
<b>Children's Services (Directorate) Total</b>				<b>- 59,160</b>	<b>2,013,400</b>	<b>- 2,703,800</b>	<b>2,703,800</b>	<b>257,120</b>
Environment	PQ7009	Capital Maintenance Fund	External Funding		286,310			
Environment	PQ7009	Capital Maintenance Fund	NCC Borrowing and Capital Receipts		-	255,030	255,030	
Environment	PQ7016	1 Million Trees	Revenue and Reserves		23,310			
<b>Environment Total</b>					<b>309,620</b>	<b>- 255,030</b>	<b>255,030</b>	

Subcommittee	Project co	Project Description	Funding Type	Values				
				Sum of 23-24	Sum of 23-24 increase	Sum of Reprofile 23-24	Sum of Reprofile FY	Sum of FY movement
Highways	PAA003	Norwich - Transforming Cities bid	External Funding		-	262,720	262,720	
Highways	PBA026	Countywide ZETC Business Case - Bus Infra Scheme	External Funding		19,110			
Highways	PBA036	Countywide BSIP Programme Resources	External Funding		-	605,410	605,410	
Highways	PEA011	Hethersett, Colney Lane B1172 to B1108 Feas Study	External Funding		-	439,490	439,490	
Highways	PEA059	B1370 Middleton Rd Gorleston - Cycle Scheme	External Funding		-	479,000	479,000	
Highways	PEA060	Great Yarmouth, C628 Jellicoe Road - Cycle Scheme	External Funding		-	347,980	347,980	
Highways	PEA062	Kings Lynn Fairstead -Cycleway Resurfacing Scheme	External Funding		-	52,000	52,000	
Highways	PEA064	Kings Lynn Hulton Rd -Cycle Barrier Review Scheme	External Funding		-	1,980	1,980	
Highways	PEA065	Kings Lynn Queen Mary Rd -crossing Cycle Scheme	External Funding		-	1,980	1,980	
Highways	PEA066	Kings Lynn Bishops Rd -surface imprvmnt Schme	External Funding		-	101,200	101,200	
Highways	PEA069	King's Lynn Sandringham Railway Path - Path widening Cycle Scheme	External Funding		-	5,930	5,930	
Highways	PEA070	King's Lynn Tennyson Avenue - Railway crossing improvement Cycle Scheme	External Funding		-	32,000	32,000	
Highways	PEA074	KingsLyn A149 Hardwick Roundabout Widen Cycle lane	External Funding		-	83,200	83,200	
Highways	PEA077	Norwich Citywide Cargo Bike Access Audit	Revenue and Reserves		-	10,000	10,000	
Highways	PEA078	Dereham C496 Cycle&BridlewayOverbridge RB40	External Funding		-	2,000	2,000	
Highways	PEA081	Norwich Dolphin Path - Shared Use Improvements	External Funding	5,000				
Highways	PFA060	Wimbotsham Trod to link Wimbotsham and Stow Bridge	External Funding		-	3,500	3,500	
Highways	PFA062	KingsLyn FeasibilityStudy Guildhall Enhcmnt KingSt	External Funding		-	10,000	10,000	
Highways	PFA063	Costessey Trod A1074 Dereham Road & Lodge Farm Dev	External Funding	3,000				
Highways	PFA064	Marshland St James Smeeth Road	External Funding	8,000				
Highways	PGA066	Countywide ANoC11 - Countywide LED replacement	NCC Borrowing and Capital Receipts		-	261,940	261,940	
Highways	PGA075	Countywide VAS Replacements	Revenue and Reserves	43,740				
Highways	PGA076	Hillington A148 Speed Camera Installation	External Funding	6,000				
Highways	PHA049	Dereham B1146 Quebec Road - Zebra Crossing	External Funding		-	42,000	42,000	
Highways	PHA052	Hethersett Back Lane - Zebra Crossing	External Funding		-	206,000	206,000	
Highways	PHA054	Sandringham A149 Queen Elizabeth Way CentralRefuge	External Funding	1,590				
Highways	PHA060	Horsford B1149/Mill Lane Crossing Upgrade	External Funding	5,000				
Highways	PJA047	Gt Y - Southtown Rd Traffic Signal removal study	External Funding	1,150				
Highways	PJA055	Broadland District Brown Tourist Signs assessment	External Funding	800				
Highways	PJA059	West Winch, A10 Main Road	External Funding		-	27,620	27,620	
Highways	PJA065	Arminghall & Bixley, White Horse Lane/Stoke Rd	External Funding	100				
Highways	PJA097	Norwich Christchurch Rd - Traffic Manage & Calming	Revenue and Reserves	1,090				
Highways	PJA121	Tibenham Pristow Green Lane - Village Gateways	External Funding	770				
Highways	PJA131	Whinburgh&Westfield ShipdhamRd SpeedLimitReductn	External Funding	40				
Highways	PJA132	Sporle w/ PalgraveTheSt -VillageGateways -S106	External Funding	10,000				
Highways	PK1002	Ringland A47-A1067 Western Link Road	External Funding		-	1,783,710	1,783,710	
Highways	PK5090	Costessey Longwater Lane/Dereham Road	External Funding		-	24,920	24,920	
Highways	PK5092	A1066 Victoria rd/Vinces Road	Revenue and Reserves		-	74,210	74,210	
Highways	PK6044	Watton Traffic Sig Improv	External Funding	15,180				
Highways	PKA011	Fakenham A148/Water Moor Lane Junc Imp Sch	External Funding		-	100,300	100,300	
Highways	PKA024	Long Stratton - Long Stratton Bypass	External Funding		-	195,880	195,880	
Highways	PKA082	Thorpe St Andrew, Plumstead Road - BDC	External Funding		-	728,400	728,400	
Highways	PKA119	Norwich, St Giles Street - Local Road Scheme	External Funding	60				
Highways	PKA132	Countywide Local Electric Vehicle Infrastructure Pilot	External Funding		-	1,002,630	1,002,630	
Highways	PLA941	West Winch Main Road - Ped Crossing	NCC Borrowing and Capital Receipts		-	40	40	
Highways	PM9999	Other Highways Schemes Budget & Forecast	External Funding	2,736,990				
Highways	PM9999	Other Highways Schemes Budget & Forecast	NCC Borrowing and Capital Receipts		-	62,630	62,630	
Highways	PMB389	Additional Surface Dressing funding from extra 10m	NCC Borrowing and Capital Receipts		-	304,930	304,930	
Highways	PN9999	Default Project code for CES schemes	NCC Borrowing and Capital Receipts		-	208,100	208,100	
Highways	PRA005	S278 HADBA Roundhouse Way - roundabout & signalisation 9/7/13/1494	External Funding		-	1,896,640	1,896,640	
Highways	PRA014	HADBA Traffic signal junc Greenfields, Dereham	External Funding	2,500				
Highways	PRA016	S278 HADBA RNGC A1067 - Persimmon 9/5/15/1770	External Funding	430				
Highways	PRA026	S278 HADBA Spixworth - Orbit Homes 9/5/14/1725	External Funding	500				
Highways	PRA028	S278 HADBA Acle, Norwich Rd - Lovells 9/5/19/1215	External Funding	190				
Highways	PRA031	S278 HADBA Caister - Persimmon Homes 9/6/19/0676	External Funding	7,500				
Highways	PRA031	S278 HADBA Caister - Persimmon Homes 9/6/19/0676	Revenue and Reserves	2,410				
Highways Total				2,871,150	-	4,750,020	4,750,020	

Subcommittee	Project co	Project Description	Funding Type	Values				
				Sum of 2:	Sum of 23-24 increase	Sum of Reprofile 23-24	Sum of Reprofile FY	Sum of FY movement
Libraries	LL0772	S106 Land North of Lynn Sport, King's Lynn	Revenue and Reserves		2,830			
Libraries	LL0781	S106 Cygnet House, Swan Lane, Long Stratton	Revenue and Reserves		310			
Libraries	LL0782	S106 Warwick Farm, Cley Lane, Saham Toney	Revenue and Reserves		20			
<b>Libraries Total</b>					<b>3,160</b>			
<b>Waste</b>	PQ3808	<b>Leachate Treatment</b>	Revenue and Reserves		32,810			
<b>Waste Total</b>					<b>32,810</b>			
<b>Community &amp; Environmental Services (Directorate) Total</b>					<b>3,216,740</b>	<b>-</b>	<b>5,005,050</b>	<b>5,005,050</b>
Digital Services	PQ6002	Single Employee Portal	NCC Borrowing and Capital Receipts		-	-	29,640	29,640
<b>Digital Services Total</b>					<b>-</b>	<b>-</b>	<b>29,640</b>	<b>29,640</b>
Strategy & Transformation	KS2324	S&T - Transformation 23/24	NCC Borrowing and Capital Receipts		1,571,000			
<b>Strategy &amp; Transformation Total</b>					<b>1,571,000</b>			
<b>Strategy and Transformation Directorate Total</b>					<b>1,571,000</b>	<b>-</b>	<b>29,640</b>	<b>29,640</b>
<b>Grand Total</b>				<b>- 59,160</b>	<b>6,801,140</b>	<b>-</b>	<b>7,738,490</b>	<b>7,738,490</b>



# Cabinet

Item No: 18

**Report Title: County Farms Rural Estates Strategy 2024-2027**

**Date of Meeting: 8 April 2024**

**Responsible Cabinet Member: Cllr Jane James** (Cabinet Member for Corporate Services & Innovation)

**Responsible Director: Simon Hughes** (Director of Property)

**Is this a Key Decision? No**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A**

## **Executive Summary / Introduction from Cabinet Member**

As part of robust governance and management for, and of the County Farms Estate, the County Farms ***'Estate Objectives and Policies, Key Processes and Criteria report'***, presented to Business & Property Committee on the 18<sup>th</sup> October 2017 has been reviewed, and has now resulted in a new strategy for 2024-2027 to suit the changing nature of the portfolio and needs of its Tenants.

The newly proposed County Farms Rural Estates Strategy firstly ensures that the County Council continues to deliver, as promised in its Strategic Asset Management Framework of 2021-2027, the development of an economically efficient property and land portfolio in support of a vibrant local farming community. This includes ensuring sustainable, gold standard land management for next generation farming. Secondly it sets out an investment plan to maintain and develop the building infrastructure to ensure it is fit for modern agriculture, while reducing the Council's impact on the environment.

## **Recommendations:**

- 1. For Cabinet to approve the principles in this paper, including Appendix 1 and the new Rural Strategy for 2024-2027**
- 2. To approve the plans for individual estates, as set out in the confidential Appendix 2.**

### **1. Background and Purpose**

The County Farms Estate extends to 16,802 acres, supporting 210 tenancies with 139 farmers, 85 dwellings, 506 outbuildings, and is the second largest local authority farms estate in England & Wales. It contributes to the rural economy by creating businesses and employment and generates approximately £2.54 million pounds in income per year, in addition to sales from land and has furthermore supported the County Council's capital receipts programme in providing land for house building, notably for Repton, with surplus land holdings also providing land for infrastructure from trees to land for new roads.

The facilities management of the county farms estate has been incorporated into the Norse Total Facilities Management contract as part of the wider Corporate Landlord Model. This alignment with the corporate facilities management approach results in coherence and a standardised approach to work across the County Farms Estate. All capital projects are planned for over several years by the capital projects team within Corporate Property Team.

The County Farms Rural Estates Strategy will enable clear and transparent investment plans. Officers will draw up business proposals for capital and or other funding over the 5-year period, providing members with a clear picture of expected investment and rationale for each individual holding.

The County Farms Rural Estates Strategy will also improve the physical layout of holdings, in particular where farmland and houses are separated by neighbouring farmland, fields and or other boundaries such as highways.

It proposes changes to boundaries where Farm Business Tenancies are coming to an end, and, or where tenants are approaching or have reached pensionable age and are looking to retire. There are proposals to increase the size of progression farms, as a result of feedback from tenants, to satisfy the need for business growth.

Alternative options to the new strategy have been discussed and discounted; they were:

- Do nothing, leave the County Farms Estate as is.- Farms are on the small side and the economics of this don't add up. They are of insufficient size to be sustainable and work financially or to support tenant farmers to invest in

and operate modern large machinery.

- Disposal of the land and asset portfolio for capital receipts and to eliminate the administrative and management burden. This would entail releasing for sale the land and assets over a period of 5 years. – Norfolk County Council would lose control of the ability to influence and nurture next generation farming through encouraging new entrants into agriculture.
- Adopting a purely commercial model which includes either contract farming and/or reducing the number of tenants, therefore reducing management and administrative burden by having less but larger farms of 800-1000 acres. This would likely lose all individuality along with Norfolk County Council's silver/ gold standard land management in terms of providing for and encouraging the environmental aspects of good land and crop management, as well as losing the ability to contribute towards broader environmental housekeeping.

The County Council, as one of the largest public sector landowners, has a duty as Corporate Citizen to protect the 'moral rights' of its stakeholders and citizens through its policies and strategies. These policies and strategies outline and enshrine the council's values which through its behaviour demonstrates respect for community and environment.

The alternative options have been discounted, due to the fact that they contain little or no community and or environmental benefit in the immediate or long term. Recent consensus by farming and environmental organisations who met in 2023 at the Oxford Farming Conference agreed that:

- *'A healthy natural environment underpins food security.*
- *Farming not only produces food but is central to efforts to tackle nature, climate, and public health crisis.*
- *Diversity in nature, both methods adopted including crop diversity will enable resilience and innovation in the face of climate and economic challenges'.*

Support for this new strategy will ensure a thriving and sustainable County Farms Portfolio for current and future generations, and one which in turn, will directly contribute to the success of the council's associated nature and environmental programmes. In addition, it can directly impact, in a positive manner, at least seven of the UN's Sustainable goals (SDG's), most notably, *SDG 2: Zero hunger, SDG 3: Good health and wellbeing, SDG 8: Decent work and economic growth, SDG 9: Industry innovation and infrastructure, SDG 12: Sustainable consumption and production, SDG 13: Climate action and SDG 17: partnership for the goals.*

## 2. The Proposals

The County Farms Rural Estates Strategy proposes a redraw of the boundary lines for the majority of the County Farms allowing for improved land adjacencies along with the creation of larger farms. This will increase commercial viability due to capacity for larger output, and furthermore facilitate better use of larger machinery. This directly supports *Policy Objectives 2.0, 3.0 and 4.0* in Norfolk County Council's 'Strategic Property Asset Management Framework 2021/22 to 2026/27'.

Image one below, provides an illustration of the effective outcome of the County Farms Rural Estates Strategy. Comparing the before and after images shows how fragmented and spilt holdings are redefined to create larger more regular areas.

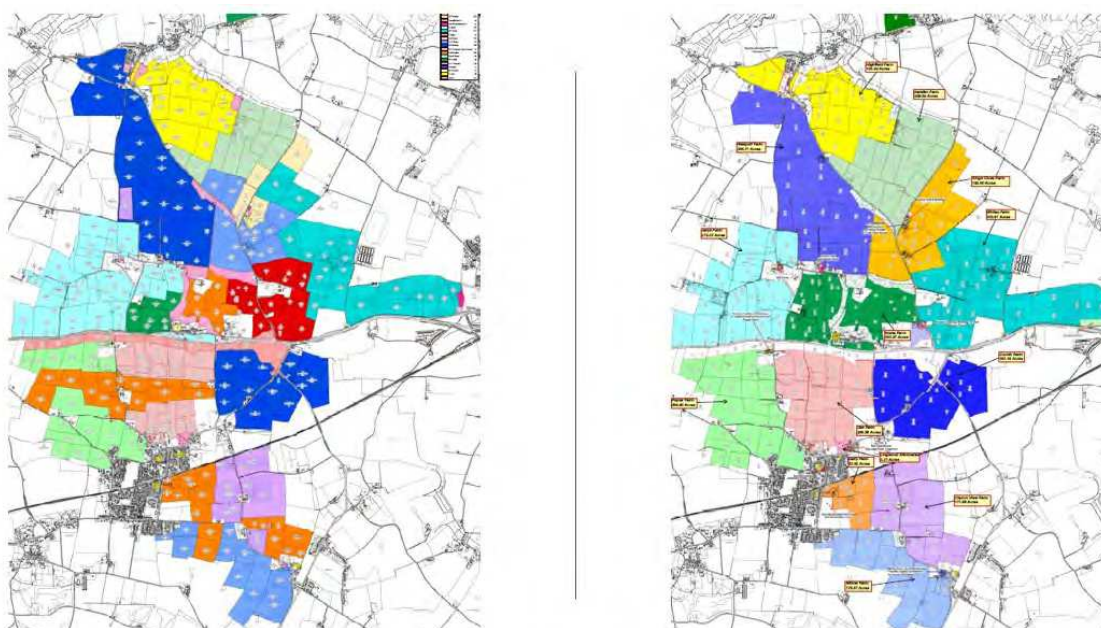


Image one: Depicting refined boundary lines, for illustrative purposes only.

The new County Farms Rural Estates Strategy will absorb smaller and isolated parcels of land. This, together with the newly proposed boundary lines, will group parcels of land and farms into neat blocks allowing tenant holdings to be adjacent to their homes. In addition, the proposals identify several parcels of surplus land yards which can be redeveloped and sold with planning consent, or merely declared surplus and sold, and thus yield capital receipts for the council.

Importantly, the proposals facilitate the creation of new entrant holdings, which under the current situation are becoming limited. This will ensure a steady pipeline of farms to offer to the local market, supporting and inspiring new and young farmers

by giving them the opportunity to take on a farm and learn gold standard land management ways of farming. The council will be safeguarding Norfolk's agricultural future. One such example will be around the Stow and Marshland Estate. Currently such opportunities are becoming limited.

In support of Norfolk County Council's Environmental and Sustainability Policy, fossil fuels in County Farm homes will be replaced in a phased programme with Biomass and or air source heat pumps supporting *Policy Objective 5.0* in Norfolk County Council's 'Strategic Property Asset Management Framework 2021/22 to 2026/27'. More detail is contained within section 8.6 of this paper.

All holdings will be subject to review during the strategy timeframe, with plans identified on a case-by-case basis.

Details of the proposed reorganisation plans are set in the confidential Appendix 2, attached to this report.

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

Redrawing the boundary lines and increasing the size of progression farms will increase the potential for high rental income and increased business viability, despite slightly reducing the number of progression farms. It will furthermore allow for a neater allocation of farm holdings.

### **4. Evidence and Reasons for Decision**

Firstly, by listening to farmers who have the opportunity to grow their business with larger holdings and hearing their frustrations that holdings are in some cases spread across other farms and not adjacent to homes. Secondly, this proposal represents the opportunity to realise capital receipts for parcels of land which might otherwise be economically inactive.

### **5. Alternative Options**

Alternative options have been discounted as it will either be stifling business growth in certain areas where tenants need larger holdings, and in addition is not an optimised allocation of farms where a house and the holding is spread across several parcels. Further options have been discounted based on the lack of value to community and environment.

### **6. Financial Implications**

The revised boundary lines might result in the requirement for capital investment, this is not expected to be in excess or deviation of any current annual capital investment programmes, approved in the past, for example new grain stores, extensions, or refurbishment to houses to facilitate families and so on.

Finally, the planned replacement of fossil fuels in homes, have already been budgeted for in the wider decarbonisation programme with funding of £1.147m already allocated. There is therefore no further impact on the public purse as a result of the sustainability aspects of this Strategy.

## **7. Resource Implications**

### **7.1 Staff:**

No resource implications have been identified as a result of these proposals.

### **7.2 Property:**

As detailed in the report, there will be some impacts on property.

### **7.3 IT:**

No impact on IT provision or use thereof has been identified as a result of these proposals.

## **8. Other Implications**

### **8.1 Legal Implications:**

No legal other than a redraft of tenancy agreement and land boundaries have been identified as part of these proposals.

### **8.2 Human Rights Implications:**

No impact has been identified.

### **8.3 Equality Impact Assessment (EqIA) (this must be included):**

The proposals to redraw boundary lines does not affect the council's Equality, Diversity, and Inclusion policies.

### **8.4 Data Protection Impact Assessments (DPIA):**

No impact as proposals involve current tenants and existing contracts.

### **8.5 Health and Safety implications (where appropriate):**

There are no impacts to health and safety or any laws under the Health & Safety Act which needs to be considered as part of these proposals.



## **8.6 Sustainability implications**

The proposals have no adverse effect on sustainability and the environment, with a proactive plan currently in development to replace fossil fuels in tenants homes. Condition surveys have commenced in July 2023 which will assess the suitability of fossil fuel alternatives in all residential homes on the County Farms estate, while also considering energy performance certificate (EPC) recommendations. Due to fiscal challenges wholesale retrofit of homes will be avoided. The condition surveys will help determine the condition and suitability of building fabric for either biomass or heat pump solutions as alternatives to gas and oil, while minimising fabric interventions where possible and appropriate. Funding has been secured.

## **8.7 Any Other Implications:**

N/A

## **9. Risk Implications / Assessment**

Maintaining the status quo will result in a lack of new entrant holdings and an inability for existing progression farms to develop and grow. Not investing in the properties will result in a deterioration over time of assets across the portfolio and farms which essentially lack modern facilities to facilitate successful agricultural practice.

## **10. Select Committee Comments**

This report was taken to the Corporate Select Committee on 13<sup>th</sup> November 2023., where the County farms Strategy was endorsed.

## **11. Recommendations**

- 1. For Cabinet to approve the principles in this paper, including Appendix 1 and the new Rural Strategy for 2024-2027**
- 2. To approve the plans for individual estates, as set out in the confidential Appendix 2.**

## **12. Background Papers**

Appendix 1 - Norfolk County Farms Estate Objectives and Policies  
Appendix 2: (confidential) Individual Estate Plans

## **Officer Contact**

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

**Officer name: Jeannine de Sousa**

**Telephone no.: 01603 475617**

**Email: [jeannine.desousa@norfolk.gov.uk](mailto:jeannine.desousa@norfolk.gov.uk)**



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

## Appendix 1

### Norfolk County Farms Estate Objectives and Policies

#### 2024-2027 Strategic Objectives

<b><u>Governance</u></b>	
<b>Objective G1:</b>	The Cabinet Member responsible for Property shall be responsible for recommending the over-arching policy for County Farms and for the implementation of policy on each estate as set out in the County Council's constitution.
<b>Objective G2:</b>	<p>The Cabinet Member responsible for Property will work to:</p> <ul style="list-style-type: none"> <li>• Improve and maintain relationships between tenants and the County Council.</li> <li>• Ensure greater transparency in decision making.</li> <li>• Advise the County Council on policy matters.</li> <li>• Approve strategic management plans for each estate.</li> <li>• Advise on acquisitions, disposals and the future investment strategy.</li> </ul>
<b><u>Strategy</u></b>	
<b>Objective S1:</b>	The County Council will maintain the size of the Estate at 16,000 acres or more. Where land or buildings are declared surplus and subsequently sold, the County Council will reinvest a proportion of the capital receipts as detailed in the Council's Financial Regulations in order to support the value of the County Farms Estate, to improve its infrastructure and to help maximise income return.
<b>Objective S2:</b>	The County Farms Estate will prioritise its fundamental aim of supporting new entrants to the agricultural industry and the County Council will manage the estate to reflect this policy aim and consider new ways to support new entrants by providing smaller holdings.
<b>Objective S3:</b>	The County Council will develop a wide range of farm sizes to encourage a variety of business models and support rural development and economic regeneration. New tenancies should be typically based on a period of 10 years (with breaks for appropriate cases), with preference given to applicants who meet the Council's tenant selection criteria whilst generating a return to the County Council.

<b>Objective S4:</b>	The County Council will encourage commercial farm enterprises, maintain farm rental value and charge market rents on all new tenancies and extensions of existing tenancies.
<b>Objective S5:</b>	The County Farms Team will develop strategic management plans for each estate to demonstrate what contribution each estate can make to

	the various policy objectives and enable tenants to plan and invest in their businesses for the future.
<b><u>Financial</u></b>	
<b>Objective F1:</b>	Each year the County Farms Team will provide an estimate of the net income derived from the County Farms Estate to be allocated by the County Council to help support frontline services.
<b>Objective F2:</b>	The County Farms Team will develop an investment programme to improve the infrastructure, buildings and storage capacity for crops on the County Farms Estate.
<b>Objective F3:</b>	The County Farms Team will Identify sites across the County Farms Estate for development potential such as for affordable & market housing and for commercial activities.
<b>Objective F4:</b>	The County Farms Team will develop strategies and processes to minimise rent debt.
<b><u>Estate Management</u></b>	
<b>Objective EM1:</b>	The County Farms Team will demonstrate sound estate management practice, having due regard to the interests, aspirations and responsibilities of both the tenants and the County Council.
<b>Objective EM2:</b>	The County Council will rigorously enforce the terms of each tenancy agreement to ensure the holding is farmed in a proper tenant like manner, repair covenants are adhered to and all breaches, including subletting outside the scope of the terms of the tenancy, are minimised.
<b>Objective EM3:</b>	The County Council will manage the trees on the Estate in the interests of safety and visual amenity and will furthermore engage with the Nature Recovery Programme to participate in the Pollinator Plan & continued pledge to plant 1 million trees / hedges.
<b><u>Environment and Community</u></b>	
<b>Objective EC1:</b>	Will develop the County Farms Estate as an exemplar of innovation, working with Easton and Otley College, the University of East Anglia, Anglia Farmers and others to identify opportunities for partnership working that lead to improvements in training and employment in sustainable farming, providing apprenticeship opportunities, local food production and delivering community benefits.
<b>Objective EC2:</b>	Will provide, organise or facilitate mentoring and training for tenants to encourage better business management and diversification.

<b>Objective EC3:</b>	Will develop strategies to enable older tenants to retire with dignity and for the County Council to meet its obligations to tenants on retirement tenancies.
<b>Objective EC4:</b>	Seek to develop farms to help deliver wider corporate services and objectives, such as, for example, use as an educational resource centre, Care Farm, or developing links with local schools in conjunction with the appropriate County Council directorates.
<b>Objective EC5:</b>	Tenants of intermediate and larger sized holdings will be encouraged to support employment and training opportunities as well as to work with all the County Council's directorates to maximise healthy living and personal development opportunities.
<b>Objective EC6:</b>	<p>Actively encourage tenants to be exemplars of good environmental practice, such as (not a full list):</p> <ul style="list-style-type: none"> <li>• Support for the Campaign for the Farmed Environment.</li> <li>• Actively maintaining permissive paths and rights of way.</li> <li>• Educating the wider community on modern farming methods.</li> <li>• Participation in tree and hedge planting scheme.</li> </ul>