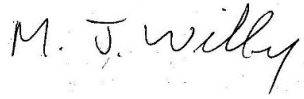


Norfolk County Council

Record of Individual Cabinet Member Decision

| | |
|--|---|
| Responsible Cabinet Member: Councillor Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport) | |
| Background and Purpose: The Department for Transport (DfT) has shortlisted Norwich as a city that is eligible to apply for capital funding from the Transforming Cities Fund (TCF). The County Council's successful application is based on a vision to "Invest in clean and shared transport, creating a healthy environment, increasing social mobility and boosting productivity through enhanced access to employment and learning." The TCF provides the opportunity to deliver a sustainable high-quality integrated transport network for the Greater Norwich area. | |
| Decision: To approve the final detailed Strategic Outline Business Case (SOBC) submission to DfT. | |
| Is it a key decision? | No |
| Is it subject to call in? If Yes – Deadline for Call in | Yes Date: 4pm, Monday 30 December 2019 |
| Impact of the Decision: As detailed in attached report. | |
| Evidence and reason for the decision: As set out in the attached report. | |
| Alternative options considered and rejected: Alternative options include to not submit a bid, or to submit higher or lower programme options. As the bid has been developed with input from the DfT, neither of these alternative options are recommended. | |
| Financial, Resource or other implications considered: As set out in the attached report. | |
| Record of any conflict of interest: None. | |
| Background Documents: <ul style="list-style-type: none">• November Cabinet report: Transforming Cities Funding Submission – (item 10, page 105) | |

| | |
|---|-------------------------|
| | |
| Date of Decision: | 25 November 2019 |
| Publication date of decision: | |
| Signed by Cabinet member: I confirm that I have made the decision set out above, for the reasons also set out <div style="text-align: center;">  </div> Signed: Print name: Cllr Martin Wilby Date: 13/12/2019 | |
| Accompanying Documents: <ul style="list-style-type: none"> • Individual Cabinet Member Decision Report • Appendix A – Executive Summary | |

Once you have completed your internal department clearance process and obtained agreement of the Cabinet Member, send your completed decision notice together with the report and green form to committees@norfolk.gov.uk

Individual Cabinet Member Decision Report

| | |
|---|--|
| Decision making report title: | Norwich Transforming Cities Bid – Funding Submission |
| Responsible Cabinet Member: | Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport) |
| Responsible Director: | Tom McCabe (Executive Director, Community and Environmental Services) |
| Is this a key decision? | No |
| Recommendation: <ul style="list-style-type: none">To approve the finalised detailed Tranche 2 Strategic Outline Business Case (SOBC) submission to DfT. | |

1. Background and Purpose

1.1. At its meeting of 4 November 2019, Cabinet RESOLVED to:

- “1. **Approve** the submission of the Strategic Outline Business Case (SOBC) based on the proposals outlined in the report.
2. **Delegate** sign-off of the detailed submission to the Cabinet Member for Highways, Infrastructure & Transport.”

1.2. This note seeks authorisation to submit the final detailed submission of the Tranche 2 SOBC to DfT. The deadline for the submission is 28 November 2019. The funding announcement, and acceptance of the SOBC will be made by DfT by the end of the 2019/20 financial year.

1.3. A copy of the detailed submission is provided at Appendix A, which is the executive summary that supports the full business case submission documents.

1.4. The Department for Transport (DfT) has shortlisted Norwich as a city that is eligible to apply for capital funding from the Transforming Cities Fund (TCF). The County Council’s successful application is based on a vision to “Invest in clean and shared transport, creating a healthy environment, increasing social

mobility and boosting productivity through enhanced access to employment and learning”.

- 1.5. Congestion across Greater Norwich contributes to poor air quality and the city centre is designated as an Air Quality Management Area. Buses have insufficient priority on main corridors and congestion means that the bus network is not operating at optimal efficiency.
- 1.6. The TCF is intended to encourage an increase in journeys made by low carbon, sustainable modes of transport, with a significant focus on public transport, cycling and walking. Additionally, the TCF aims to support wider cross-cutting priorities such as:
 - Improving access to employment and delivering growth
 - Encouraging the use of new mobility systems and technology
 - Tackling air pollution and reducing carbon emissions
 - Delivering more homes
 - Delivering apprenticeships and improving skills

2. Proposals

- 2.1. The Department for Transport (DfT) has shortlisted Norwich as a city that is eligible to apply for capital funding from the Transforming Cities Fund (TCF). The County Council’s successful application is based on a vision to “Invest in clean and shared transport, creating a healthy environment, increasing social mobility and boosting productivity through enhanced access to employment and learning.” The TCF provides the opportunity to deliver a sustainable high-quality integrated transport network for the Greater Norwich area.
- 2.2. A number of key deliverables were outlined in our original application and these remain valid as we have developed our programme. A summary of these is outlined below:
 - Improvements along three principal transport corridors; Airport to Broadland Business Park; Wymondham to Sprowston; and Easton to Rackheath
 - Quicker journeys by cleaner vehicles serving the Norwich Research Park, University of East Anglia and the hospital, making use of a route crossing the River Yare
 - More frequent bus services that are better co-ordinated between operators, with more evening services

- Improvements to public transport ticketing
- Improvements to walking and cycling networks to support the delivery of enhanced public transport
- Improvements to public transport, walking, cycling and general highway capacity in the Longwater area
- More direct and quicker public transport routes to and from the Broadland Growth Triangle, the UK's largest urban extension
- Provision of much needed additional bus stop capacity in the city centre, better connecting the train and bus stations and providing extra inner ring road junction capacity
- Delivering fully accessible transport hubs that provide a range of facilities and multi-modal transport options.

3 Impact of the Proposal

- 3.1. The SOBC is being submitted at a programme level and is not based around a single individual scheme. Different 'case' documents are required to be submitted to DfT, which makes up the contents of the business case. A summary of the contents of each of these is outlined below:

| | |
|-------------------|---|
| Strategic | Outlines how the programme meets the core policy objectives of the fund for the low, medium and high funding scenarios. |
| Economic | An appraisal of the economic impacts of the programme, such as user benefits, but also including the wider impacts e.g. increasing access to employment through greater connectivity. |
| Commercial | A description of the level of market engagement and procurement strategy for the programme. |
| Financial | Evidence on the financial sustainability, project costs and affordability. This should include a funding profile, broken down by the total scheme cost, fund contribution, total public-sector contribution and/or private sector contribution. |
| Management | Overarching deliver plan and implementation strategy with clear timetable or delivery. |

4. Evidence and Reasons for Decision

4.1. Key benefits are highlighted as:

- Our 'low' bid has a public transport cost benefit ratio of 4.26 (ie High value for money)
- It is expected that there will be 4,000 additional bus trips per day
- The number of people using P&R in Norwich will increase by up to 20%
- 7.2 miles of new cycle lanes will be added
- Greenhouse gas emissions will be reduced by around 1,600 tonnes of carbon dioxide
- More than 100 additional Car Club vehicles will be available

The overall value of our programme to the Norfolk economy is £108m per annum.

4.2. Appendix A summarises the details included within the more detailed SOBC submission.

5. Alternative Options

5.1. Alternative options include to not submit a bid, or to submit higher or lower programme options. As the bid has been developed with input from the DfT, neither of these alternative options are recommended.

6. Financial Implications

6.1 At this current stage of preparing our programme, we are proposing the funding programme as outlined in the November Cabinet Report Section 6.

7. Resource Implications

7.1 It is hoped that DfT will confirm funding before the end of March 2020. This will trigger significant work to deliver a challenging programme of projects within the following three financial years. Resource planning and project development is already underway.

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 Equality Impact Assessment has been carried out for our programme. Should our funding application be successful, assessments will also be carried out as part of the development of individual schemes.

8.4. **Health and Safety implications** (where appropriate)

N/A

8.5. **Sustainability implications** (where appropriate)

The objectives of the business case are specifically targeted at improving the impact transport has on carbon emissions, air quality and public health.

9. Risk Implications/Assessment

9.1. It is unclear how much funding will be provided by DfT towards the SOBC packages proposed - there are three packages, Low, Medium and High. Based on feedback already provided by DfT to the draft SOBC's submitted by all of the Transforming Cities, it is considered highly unlikely that the 'High' package will be successful. However, there is strong hope that the Low or Medium range packages, which are still major investments in Norwich for the next three years, will be successful. We have already received good financial support for our Tranche 1 package (with £6.1m contribution from DfT for works being delivered in 2019/20).

9.2. Timescales will be very tight in order to deliver all of the projects. This will be dependent also on DfT making its funding announcements on or before the end of March 2020. Project teams are already being assembled to ensure we have sufficient resource to deliver the programme of work. Consideration is also being given to the locations and timing of the works on the ground to ensure we minimise disruption in the City during the delivery phase.

9.3. At the time of submitting the SOBC a General Election is awaited on 12 December 2019. The outcome of the election could result in a change of government direction on the Transforming Cities funding, or a delay to any announcements (possibly due to a spending review process). There is therefore uncertainty related to this, but it is important to continue with the process with DfT meeting the original timescales to ensure our funding bid is considered and is able to be delivered should the new government continue the funding as planned.

11. Recommendations

11.1 To approve the finalised detailed SOBC submission to DfT.

12. Background Papers

- 12.1. [November Cabinet report: Transforming Cities Funding Submission –](#) (item 10, page 105)

Officer Contact

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

Officer name: David Allfrey

Tel No.: 01603 223292

Email address: david.allfrey@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.



Norwich

Transforming Cities Fund

Strategic Outline Business Case
Executive Summary



1. Introduction

Welcome to our ‘Transforming Norwich’ programme, which sets out our vision to “invest in clean and shared transport, creating a healthy environment, increasing social mobility and boosting productivity through enhanced access to employment and learning”.

The Transforming Cities Fund presents an opportunity to invest in transport in this region at a critical time for facilitating growth and increasing productivity, whilst at the same time tackling congestion, carbon emissions and poor air quality. Norwich is identified as a priority place in the East of England for economic development but we recognise that, as the area grows, travel patterns become more dispersed and new developments harder to connect.

Our Transforming Norwich programme is the first stage in implementing a much longer-term transport strategy and provides the first decisive step as we move towards a cleaner, more sustainable transport network within the city region.

Our new Environmental Policy seeks to achieve carbon neutrality by 2030 and is an additional driver for major change.

We have developed our programme in partnership with colleagues at Norwich, Broadland and South Norfolk Councils and have strong support from a wide range of stakeholders. The substantial investment by transport operators highlights the strength of our proposals and we are ready to hit the ground running, delivering essential infrastructure from the outset of the funding period.

Yours sincerely



ANDREW PROCTOR
Leader,
Norfolk County Council



ALAN WATERS
Leader,
Norwich City Council



SHAUN VINCENT
Leader,
Broadland District Council



JOHN FULLER
Leader,
South Norfolk Council



2. The Need for Improvement

Norwich is the heart of our regional economy with a workday population of 280,000, is part of the Fast Growth Cities network (Cambridge, Milton Keynes, Oxford, Swindon) and is identified as a priority place in the East of England for economic development.

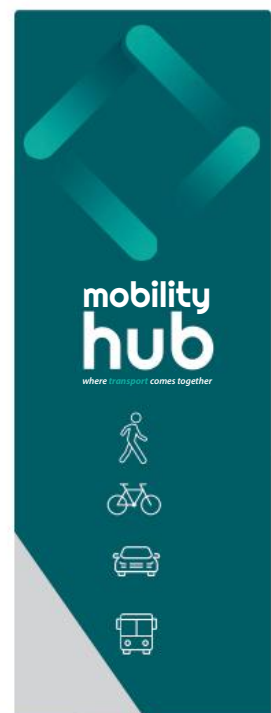
However, as Norwich grows, a key challenge is unlocking employment opportunities and productivity as travel patterns become more dispersed and new developments harder to connect.

The most pressing transport challenges we face are:

- Congestion on corridors and in the city centre means bus operators are currently investing to stand still because extra buses simply maintain rather than boost services.
- Buses have insufficient priority on main corridors and there is the local perception as buses being slow, unreliable and expensive.
- Although bus patronage is growing it will plateau without significant investment by bus companies, which is dependent on rigorous application of bus priority, including separate space for cycling and the creation of mobility hubs as the places where people can access shared transport services.
- Congestion and a reliance on fossil fuels causes poor air quality, with the city centre an Air Quality Management Area.
- Key employment centres (such as the Airport Industrial Estate, the Enterprise Zone at Norwich Research Park and Broadland Business Park) and residential areas in the Greater Norwich Region, are not well connected by bus and rail services.

- Norwich is a social mobility 'coldspot', where it is hard for people from deprived neighbourhoods to access employment and training. Better accessibility to key employment centres and training is essential to harness people's talent as part of extending the labour market available to businesses to unlock economic growth potential.
- In the morning peak, 85% of vehicles on the main radial roads are single occupancy. This use of the highway network is inefficient and delays the movement of goods and people in and around the city.

We are confident that the case for investment in Norwich is strong. Our Transport for Norwich team has an excellent record of successfully implementing large transport programmes and we are ready to start delivering essential infrastructure within Year 1 of the programme, accelerating this throughout the duration of the programme.



3. The Opportunity

Our 'Transforming Norwich' programme is the first stage in implementing a much longer-term Transport for Norwich strategy. The delivery themes and guiding principles of the strategy underpin the programme. 'Transforming Norwich' will provide the first decisive step as we move towards a cleaner, more sustainable transport network within the city region.

The Transforming Cities Funding opportunity has arrived at a critical time in the development of the city region and will enable us to give residents, businesses and visitors compelling reasons to use reliable, clean, shared transport. Without it, growth will be stifled or be at the expense of the social and environmental health of the city. The Norwich Research Park illustrates this very well as recent studies have shown that at the current rate of development of the Park, the surrounding transport network will saturate within two years, restricting the Park's ability to generate jobs unless we make major investment in sustainable transport.

Facilitating a shift from single-occupancy car use to a more efficient use of our wider, multi-modal transport network within the city region is at the heart of our 'Transforming Norwich' programme and is a key component of our emerging Transport for Norwich strategy. Providing better cycling and walking infrastructure, in parallel with investment in public transport and the delivery of a sustained and co-ordinated behaviour change programme, will enable us to extend the multiple benefits associated with more active travel that we have seen through the recent Cycle City Ambition Grant and Access Fund programmes.

We will ensure that streets are redesigned so they are safe and enjoyment environments for the movement of people and the benefit of the local economy.

We have embraced the government's core Transforming Cities objective to reduce carbon emissions and the supporting objective to improve air quality. These are key themes of the 'Transforming Norwich' programme that depend on making shared and clean transport options more competitive and the mode of choice. Government support is vital to help us achieve our target of Net Zero Carbon emissions by 2030.



Transport is pushing at the technological frontier and as new technologies emerge, it is critical that we embrace this and are open to their adoption in Norwich. Our 'Transforming Norwich' and Future Mobility Zone programmes are complementary and embody a strong public sector-led approach that harnesses the potential of technology in terms of achieving the goals of economic prosperity, wellbeing, social equity and environmental sustainability.



Concept diagram



4. Our Solution

Our 'Transforming Norwich' programme recognises that shaping a future of clean and shared mobility requires large, sustained and targeted investment in buses, cycling and walking to make them more competitive than single-occupancy vehicle use in terms of time, cost and convenience.

Our programme will invest in six clean transport priority corridors, in addition to the city centre, that will deliver the maximum impact in terms of:

- improving people's productivity and social mobility by unlocking access to employment and education opportunities across the city region;
- increasing the efficiency of travel and transport and improve the impact transport has on carbon emissions, air quality and public health;
- using emerging technology to prepare the city region for a future of shared and clean mobility.

Our vision is *"to invest in clean and shared transport, creating a healthy environment, increasing social mobility and boosting productivity through enhanced access to employment and learning"*.

We will make this happen through three linked approaches that we have tested through an Equality Impact Appraisal produced in association with fifteen diverse community groups across the city:

- Transforming the bus network;
- Transforming the city centre;
- Transforming the passenger experience.

Transforming the bus network

A co-ordinated package of work will target bus priority measures at locations in the city centre and on six transport corridors that link the edge to the centre of the city where the impact of these measures will have the greatest impact. This will decisively reduce journey times and improve journey reliability for passengers travelling between Park & Ride sites, neighbourhood

centres, education sites and employment clusters. Bus operators are committed to taking advantage of more efficient use of their fleet to introduce new low emission buses, increased frequencies and more services at evenings and weekends, in addition to improvements in ticketing.

Transforming the city centre

Our transport corridors all link through the city centre, which is the top retail centre in the East of England, as well as hosting a large number of financial and creative / media businesses, Norwich University of the Arts and City College, the largest further education institution in Norfolk. Norwich is doing well by comparison with many other UK cities thanks to its large catchment population, historical, cultural and commercial assets and we have bolstered this success as a visitor destination and shopping centre though investing in quality public realm and easing movement around the city. Our 'Transforming Norwich' programme builds on this stable foundation by enabling the city centre to accommodate a more efficient bus network, as well as increasing numbers of people using shared and active travel modes. The heart of the city centre and how this interacts with transport infrastructure will be transformed in its look and feel, creating an environment that is clean, welcoming and accessible for all.

Transforming the passenger experience

Central to the passenger experience is ease of access and smooth interchange between transport modes. Users need confidence that there are key places within the city where they can access shared mobility services – buses, trains, car club vehicles and hire bikes. We will create these places and call them mobility hubs. We will make it convenient for people to reach these places on foot and by bicycle and hubs will be well-designed so that people feel comfortable, secure and well informed whilst waiting for services to arrive or navigating between them. Buses will be able to pull up alongside the kerb in the right place and at the right angle so passengers with limited mobility can board and alight easily. Put simply, the experience of travelling around our network will be transformed.



5. What we will achieve

Statement



Our programmes for Public Transport and Walking / Cycling improvement are rated as “high” Value for Money. Every pound we invest will give the following productivity benefits

| | Bus | Walk/cycle |
|--------|-------|------------|
| Low | £4.26 | £2.63 |
| Medium | £3.02 | £2.66 |
| High | £2.93 | £2.39 |



The **number of people using buses** in Greater Norwich will **increase by 6%**, accounting for 4,000 additional bus trips each day.



Investment in the Airport to City Centre corridor will **benefit 12,300** residents who live in the most and second most deprived quintile of the UK, by giving them better access to employment and training



Investment in the City Centre will **benefit 9,596 residents** living in the most and second most deprived quintiles in the UK, of which 20% come from BAME backgrounds, by giving them better access to employment and training



Investment in the Easton to City Centre corridor will **benefit 9,157 residents** living in the most deprived quintile in the UK, by giving them better access to employment and training



A quarter of existing bus passengers on the TCF corridors will see their average travel time reduce by between 2 and 5 minutes



60 bus stops will be **upgraded** across Greater Norwich with a further **24 new bus stops** being installed as part of the Mobility Hubs



The number of **people using Park and Ride** in Norwich will **increase by up to 20%**



6.6 miles of new **bus lanes** are added



7.2 miles of **new cycle lanes** are added of which **4.4 miles** will be **new segregated cycle lanes**



99 junctions benefit from enhanced levels of traffic light **priority for buses**





The number of **people walking** on a regular basis in Greater Norwich will **increase** by **18%**. This will increase the modal share of people walking from 15.5% to 18.3%.



33 mobility hubs will be provided, bringing benefits of improved walking and cycling access to shared mobility services to **52,786** people living within 400m of the improvement corridors

25

More than 100 additional Car Club vehicles will be available in Greater Norwich

↓%

Air pollution (nitrogen dioxide) in Castle Meadow will be **reduced** by 15%

↓%

Air pollution (nitrogen dioxide) at Norwich Station, will be **reduced** by 18%

↓%

Air pollution (nitrogen dioxide) on Chapel Field Road will be **reduced** by 16%

↓%

Greenhouse gas emissions will be **reduced** by around **1,600 tonnes** of carbon dioxide equivalent annually within the City region

↓%

Greenhouse gas emissions by Park and Ride buses **will be reduced by 64%** (the remaining 36% is due to electricity production elsewhere in the UK, and is expected to decrease as generation becomes more efficient and carbon neutral)

↓%

The number of people along our key corridors able to access the city centre within 30 minutes by bus **will increase by 1,500** by 2023.

£108m

The **overall value** of our programme to the Norfolk economy is **£108m per annum**.

↓%

We will **remove 3,900 single occupancy vehicles from our network** in the AM peak period



57,000 sqm of public realm will be **improved in the city centre**



Access by clean sustainable transport modes will be improved to 14 learning and education sites, 16 historic open spaces, 6 galleries, 22 especially significant listed buildings, 15 conservation areas, 16 performance venues, 4 museums, and 8 sporting venues.

Note - Figures provided are for our Medium Case delivery programme, and are estimated from our current modelling

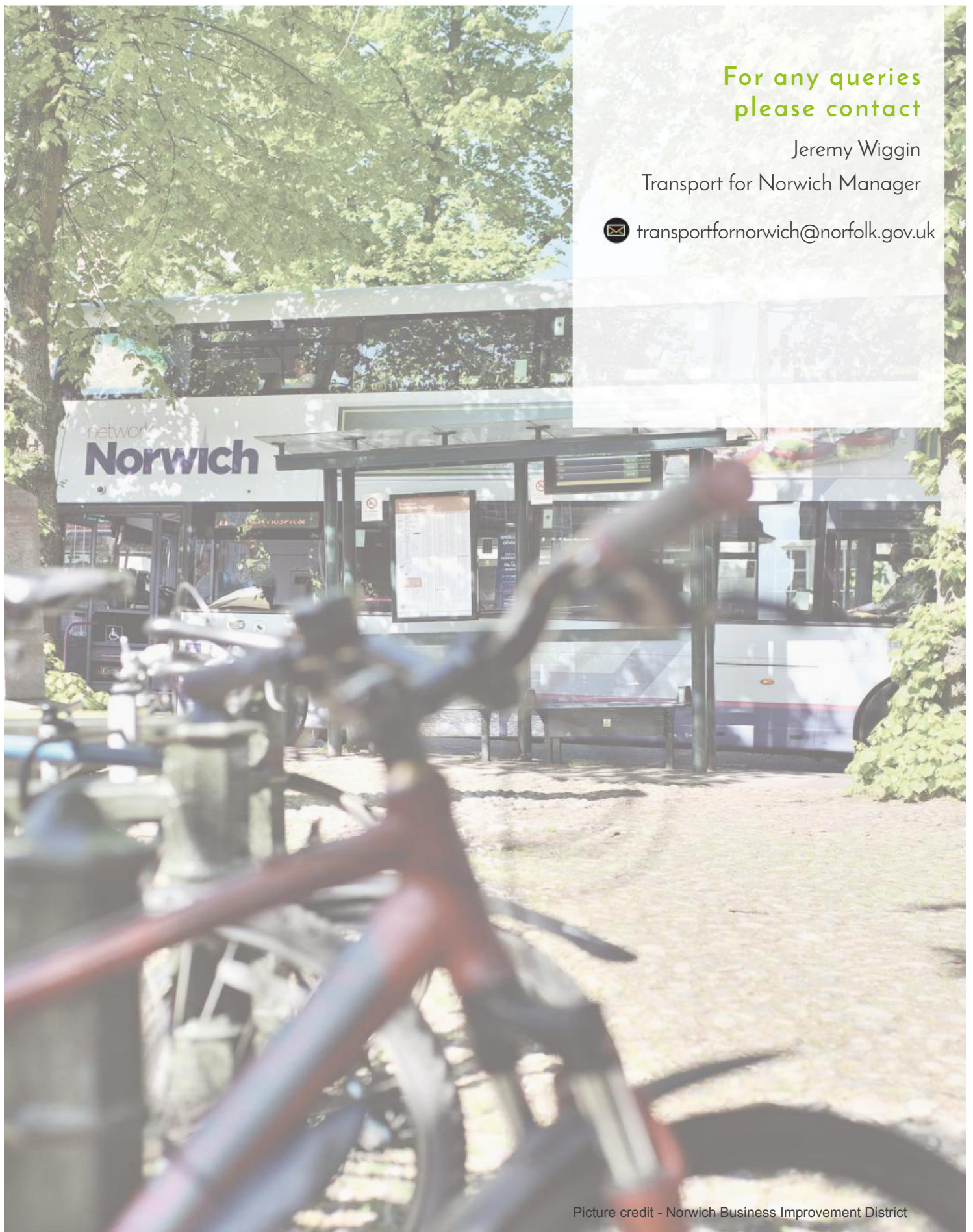


For any queries
please contact

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Transport for Norwich Manager

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Picture credit - Norwich Business Improvement District