

# Environment, Development and Transport Committee

Date: Friday 16 September 2016

Time: 10:00 am

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

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

## **Membership**

Mr M Wilby (Chairman)

Mr R Bird	Mr C Foulger
Mr A Boswell	Mr B Iles
Ms C Bowes	Mr T Jermy
Mr C Bremner	Mrs J Leggett
Mr J Childs	Mr G Plant
Mr S Clancy	Mr J Timewell
Mrs M Dewsbury	Mrs C Walker
Mr T East	Mr A White

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

Hollie Adams on 01603 223029

or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

**Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.**

# A g e n d a

## **1 To receive apologies and details of any substitute members attending**

## **2 To Agree the Minutes of the Meeting Held on 8 July 2016**

**Page 5**

## **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

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

## **5 Public Question Time**

Fifteen minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Tuesday 13th September 2016**. For guidance on submitting public question, please view the Constitution at [www.norfolk.gov.uk](http://www.norfolk.gov.uk) or visit [www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee](http://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee).

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

Fifteen minutes for local members 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 or 01603 223055) by **5pm on Tuesday 13th September 2016.**

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

## **8 Appointments to Outside Bodies – Broads Authority**

At the last meeting of the Committee held on 8 July 2016, Members made appointments to outside bodies for the ensuing municipal year. Cllrs Garrod and Timewell were appointed to the Broads Authority. Cllr Garrod has now indicated he is not able to take up his appointment.

**The Committee is recommended** to consider appointing a replacement for Cllr Garrod as one of the Council's representatives on the Broads Authority.

## **9 Update from Economic Development Sub Committee (Page 21)**

A report by the Executive Director of Community and Environmental Services

## **10 Feasibility of changes to the use of the B1111 Garboldisham – Roudham by HGV traffic (Page 29)**

A report by the Executive Director of Community and Environmental Services

## **11 Ash Die Back (Chalara) – Management of Norfolk County Council estate (Page 56)**

A report by the Executive Director of Community and Environmental Services

## **12 An update on Air Quality Management for Norwich City (Page 112)**

A report by the Executive Director of Community and Environmental Services

## **13 Opportunities to increase commercial activity for the highways service (Page 141)**

A report by the Executive Director of Community and Environmental Services


<b>14</b>	<b>Finance monitoring</b>	<b>(Page 155)</b>
	A report by the Executive Director of Community and Environmental Services	
<b>15</b>	<b>Performance management</b>	<b>(Page 161)</b>
	A report by the Executive Director of Community and Environmental Services	
<b>16</b>	<b>Risk management</b>	<b>(Page 173)</b>
	A report by the Executive Director of Community and Environmental Services	
<b>17</b>	<b>Decisions taken under delegated authority</b>	<b>(Page 184)</b>
	A report by the Executive Director of Community and Environmental Services	
<b>18</b>	<b>Forward Plan</b>	<b>(Page 188)</b>
	A report by the Executive Director of Community and Environmental Services	

**Group Meetings**

Conservative	9.00am	Conservative Group Room, Ground Floor
UK Independence Party	9:00am	UKIP Group Room, Ground Floor
Labour	9:00am	Labour Group Room, Ground Floor
Liberal Democrats	9:00am	Liberal Democrats Group Room, Ground Floor

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

Date Agenda Published: 8 September 2016

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## **Environment, Development and Transport Committee**

**Minutes of the Meeting held on Friday 8 July 2016 at 10am at County Hall.**

**Present:**

Mr M Wilby (Chair)

Mr R Bird	Mr C Foulger
Ms C Bowes	Mr B Iles
Dr A Boswell	Mr T Jermy
Mr B Bremner	Mrs J Leggett
Mr J Childs (Vice-Chair)	Mr G Plant
Mr S Clancy	Mr J Timewell
Mrs M Dewsbury	Mrs C Walker
Mr T East	Mr A White

**Also Present:**

Dr M Strong

**1 Apologies and substitutes**

1.1 No apologies for absence were received.

**2 Minutes**

The minutes from the Environment, Development and Transport Committee meeting held on 20 May 2016 were confirmed as an accurate record and signed by the Chair.

**2.1 Matters Arising**

2.1.1 The Executive Director Communities and Environmental Services apologised for the absence of Air Quality Management information in the Transport for Norwich report. The Committee would receive a report on Air Quality Management at its meeting in September 2016.

**3 Members to Declare any Interests**

No declarations of interest were made.

**4 Urgent Business**

4.1 The Chair read out a statement about the rapid growth of grass verges along rural roads during the current rainy summer conditions and the impact this could have on safety and

visibility on rural roads. The Chair proposed, seconded by Mr A White, that a full cut of rural grass verges on bends, straight sections of road and at road junctions should take place during the scheduled second annual grass cutting programme in July and August 2016.

The Committee also requested a report be brought to a future meeting, so Members could evaluate and consider the current grass cutting policy. The proposals were **AGREED**.

The cost of carrying out this work would be approximately £20,000.

Members also expressed concern about the verge growth along the Acle Straight and asked the Executive Director to write to Highways England expressing the concerns of the Committee.

- 4.2 The Chair read out a statement about Minerals Site Specific Allocations Development Plan Document (DPD) – Single Issue Silica Sand Review. A copy of the statement is attached at Appendix A to these minutes.

The Executive Director Community and Environmental Services clarified that if modifications were required to the DPD, an additional public consultation exercise would be conducted.

## **5 Public Questions**

The public question and its response can be found at Appendix B to these minutes.

## **6 Member Questions**

- 6.1 With regard to the recent occupation of a site at Barnard Bridge in Great Yarmouth by travellers, the Committee was reassured that everything possible was being done to resolve the problem. The Executive Director for Community and Environmental Services reassured Members that the Gypsy Traveller Roma Team were very experienced and had good links with the travelling community. Members requested some information be published on the Norfolk County Council website giving details of the law and information about timescales for moving illegal occupants off private land. The Committee also requested the views of the new Police and Crime Commissioner be sought on what could be done in future instances of illegal occupation.

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

- 7.1 Mr R Bird gave an update on the North West Norfolk Project.

## **8 Transport for Norwich (TfN) and NDR Update Report**

- 8.1 The Committee received a report by the Executive Director of Communities and Environmental Services updating it on the progress made on the Norwich Area Transport Strategy (NATs) since the last update report in July 2015.

- 8.2 The Committee received and **noted** a presentation on the programme and progress of the Norwich Northern Distributor Road by the Major Projects Manager. (Appendix C).
- 8.3 The following points were noted in response to questions from the Committee:
- 8.3.1 All topsoil removed from the NDR construction site area would be stored and used along the route to provide screening bunds, which would be seeded and planted.
- 8.3.2 No indication of the projected final costs of the project could yet be given as it was too early in the main works construction programme. The Committee did note, however, that the programme was approximately one week behind schedule due to the weather conditions which may put pressure on the budget. A detailed review of costs would be carried out in September which would give an indication of whether the project was financially on target.
- 8.3.3 Development Consent Order (DCO) Requirements were set out in the report and were currently on target. The requirements to be discharged during various stages of the NDR construction contained in the DCO were being formulated into an action plan, including proposals for 'Transport for Norwich'.
- 8.3.4 With regard to the Bus Rapid Transport (BRT) feasibility study on the A1067 Fakenham Road, a suggestion was made that this study should be delayed to ensure representative figures were identified showing vehicle movements along the Norwich Northern Distributor Road and the effects of the planned housing development on the Royal Norwich Golf Course. The Committee was reassured that a cautious approach would be maintained although it would be helpful to have some analysis of the A1067 to help safeguard that part of the route.
- 8.3.5 Members were reassured that the proposed minor improvements to the Postwick Hub junction would provide long-term benefits regardless of the expected traffic movement changes once the NDR had been opened.
- 8.3.6 The Executive Director of Community and Environmental Services confirmed that the park and ride service was provided by Konectbus through a commercially let contract at no cost to the local tax-payer.
- 8.3.7 In response to a question about whether the Park and Ride Service operators could be asked to negotiate a special deal to help reduce congestion in the city, the Executive Director said that the operator was very keen to extend the service. The Executive Director also advised that discussions were taking place with car park owners to see if a marshal or warden service could be provided by them at peak times over the Christmas period to ease the problem of cars backing up out of car parks.
- 8.3.8 The Executive Director agreed to try to ascertain Park and Ride opening hours on Sundays over the Christmas period.
- 8.4 The Committee **RESOLVED** to:

- i) Note the projects set out in the report as part of the ongoing commitment to deliver the Transport for Norwich plan.
- ii) Agree the additional works proposed at Postwick junction to improve the operation of one of the existing roundabouts and to provide improved pedestrian and cycle access from the junction to/from the Broadland Business Park.
- iii) Note the latest update on progress of the Northern Distributor Route (NDR) Project.
- iv) Agree to a review of the Norwich Highways Agreement to ensure it continued to be fit for purpose and efficiencies are realised.

## 9 Norwich Western Link Project

9.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the potential that an intervention would provide, taking into account other strategic factors, including delivery of the NDR (now in construction) and delivery of the North Tuddenham to Easton dualling of the A47 (now funded and being progressed by Highways England).

9.2 In response to questions from the Committee, the following points were noted:

9.2.1 Some concern was raised about using part of the £1m A47 reserve to carry out study works to June 2017 as set out in the report. As a safeguard measure the Committee **agreed** the following additional recommendation: "Ensure that the A47 Reserve is maintained at a sufficient level to meet the County Council's requirements in progressing this strategic improvement."

9.2.2 The Executive Director confirmed that any use of the reserve would require Committee endorsement.

9.2.3 The Local Majors Fund, referred to in the report, was a Department for Transport fund that Local Authorities could draw on to complete large projects.

9.2.4 Once each phase of the project had been completed, the Committee would receive a report asking it to endorse the work carried out and agree to move to the next phase of the project.

9.2.5 The Executive Director confirmed that British steel would be used for all piling works associated with the NDR.

9.3 With 16 votes in favour, 1 vote against and 0 abstentions, the Committee **RESOLVED** to:

1. Agree to the proposed staged approach to deliver the project, taking into account the timescales set out and with a requirement to receive update reports at the completion of each stage/milestone.
2. Linked to the above, agree the first step in the process, to gather further evidence to fully understand the extent of traffic problems in the Norwich western quadrant.

3. Agree to the funding proposal for up to £425,000 to be drawn down from the A47 reserve to fund study works up to June 2017 as set out in paragraphs 3.1.1 and 3.1.2 of the report.
4. Ensure that the A47 Reserve is maintained at a sufficient level to meet the County Council's requirements in progressing this strategic improvement

## **10 Finance Monitoring**

- 10.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with information on the budget position for the relevant services from the Community and Environmental Services department for 2016-17. It provided information on the original budget (revenue and capital).
- 10.2 The Committee was reassured that a review of reserves was being planned and that a report would be presented to the Committee at its next meeting.
- 10.3 The Committee **RESOLVED** to **note** the forecast out-turn position for the Environment, Development and Transport Committee.

## **11 Norfolk Waste Partnership Development Plan and Update from Waste Advisory Group.**

- 11.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out the focus of the Norfolk Waste Partnership to deliver a wide range of inter-linked and varied waste services.
- 11.2 The following points were noted in response to questions from the Committee:
  - 11.2.1 Following the Committee's concerns about the amount of packaging manufacturers used to package goods and food, Members were reassured that the Norfolk Waste Partnership regularly considered waste packaging at its meetings, together with the various ways that this could be reduced.
  - 11.2.2 Dr A Boswell proposed, seconded by Mr T East, that in any further negotiations on a devolution deal, the Norfolk Waste Policy would be on the agenda.

It was clarified that the devolution consultation document could not be amended in any way and, once the consultation had finished, Members would make a decision on that document.

In light of that information, the proposer and seconded withdrew the motion.

- 11.3 The Committee **RESOLVED** to:
  - i) Support the Norfolk Waste Partnership's programme of system change including the evaluation of alternative approaches to delivering waste services that are capable of improving performance and reducing costs.
  - ii) Note that the County Council's approach to its longer term residual waste services, ie beyond 2020, was only established after the direction of services provided by the Norfolk Waste Partnership was clear.

- iii) Note whether, in relation to the devolution process, any actions are required to safeguard the County Council's policy that 'any proposed waste treatment facility in Norfolk will reduce dependence on landfill and must be further up the waste hierarchy than incineration' and it was agreed that no action was required at this point.

## **12 Broadband and Mobile Phones – Update from the Member Working Group**

12.1 The Committee received the report by the Executive Director, Community and Environmental Services setting out an update from the Broadband, Mobile Phone and Digital Members Working Group in relation to mobile phone and digital coverage in Norfolk.

12.2 The Committee **RESOLVED** to:

1. Note the information provided and the progress being made.
2. Agree that the next update to Committee will be in November 2016.

## **13 Appointments to Internal and External Bodies**

13.1 The Committee received the report by the Executive Director of Resources setting out the outside and internal appointments relevant to the Committee, together with the current Membership. The Committee was asked to review and, where appropriate, make appointments to those external bodies, internal bodies and Champions positions as set out in the appendix of the report.

13.2 The Committee **RESOLVED** to make appointments to those external bodies, internal bodies and Champions Positions as set out in Appendix D to these minutes.

## **14 Re-establishment of the Greater Norwich Development Partnership (GNDP) Board.**

14.1 The Committee received the report by the Executive Director of Community and Environmental Services asking it to endorse the re-establishment of the GNDP Board in accordance with the terms of reference at appendix 1 of the report and propose three Members to serve on the Board.

14.2 The Committee **RESOLVED** to:

1. Endorse the re-establishment of the GNDP Board in accordance with the terms of reference at Appendix 1 of the report, and
2. Agree the following Members to serve on the GNDP Board:  
Mr M Wilby                      Mr S Clancy                      Mr T East

## **15 Risk Management Report**

15.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with information from the latest EDT Risk

Register as at the beginning of June 2016, following the latest review conducted at the beginning of June 2016.

- 15.2 The Committee **RESOLVED** to **note** the report.

## **16 Performance Management Report**

- 16.1 The Committee received the report by the Executive Director of Community and Environmental Services providing it with the latest performance management information.

- 16.2 The Committee was asked to:

1. Consider whether it was appropriate to extend the exception reporting criteria, as suggested in section 2.2 of the report.
2. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action was required (refer to list of possible actions in Appendix 1 of the report).

- 16.3 The Committee **noted** the report:

## **17 Highway Parish Partnership Programme – unparished wards**

- 17.1 The Committee received the report by the Executive Director of Community and Environmental Services setting out options and recommendations to extend eligibility for the parish partnership programme.

- 17.2 In response to a question from the committee, it was noted that un-parished wards would need to raise funding via their Borough or City Council or from other sources (identified on the website).

- 17.3 The Committee **RESOLVED** to:

1. Support options 1 and 3, with an upper limit on any individual Norfolk County Council contribution of £25,000.
2. Invite unparished wards to submit bids (via their elected County Council Member).
3. Instruct Officers to engage with Borough/City Councils to explore potential match funding/financial support for bids.

## **18 Decisions taken under delegated authority.**

- 18.1 The Committee received and **noted** the report by the Executive Director of Community and Environmental Services setting out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of the Committee, since the last meeting in May 2016, up to 16 June 2016.

## 19 Forward Plan

- 19.1 The Committee received and **noted** the report by the Executive Director of Community and Environmental Services setting out the Forward Plan for the EDT Committee.

The meeting closed at 12noon.

Chairman



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**Minerals Site Specific Allocations DPD – Single Issue Silica Sand Review**

I am able to provide you with an update on the Single Issue Silica Sand Review of the Minerals Site Specific Allocations DPD.

During March and April 2015 a six week Initial Consultation was carried out on the methodology to be used to define areas of search in the Silica Sand Review. Responses were received from 26 organisations and one individual. Following this consultation the areas of search were defined by Planning Officers and during November and December 2015 a six week Preferred Options consultation was carried out on one specific site and ten defined areas of search for future silica sand extraction. Responses were received from 26 organisations and 11 individuals.

Following this consultation, the Pre-Submission version of the Silica Sand Review was written and contained one specific site and six areas of search. It was published for a six week representations period from 16 May to 27 June 2016 to enable representations to be made on the soundness (whether the plan is justified, effective, positively prepared and consistent with national policy) and legal compliance of the document.

Now that the representations period has ended, we are currently assessing all of the representations received and determining whether any modifications are required to the Plan prior to its submission, along with all duly made representations, to the Planning Inspectorate for independent examination.

Over 1,000 representations were received and they will all be available to view on our website by the end of next week.

A feedback report will be produced and published on Norfolk County Council's website in a few weeks' time, detailing the issues raised in each duly made representation and providing the Planning Officer's response to the issues raised.

On an initial assessment of the representations received, the Norfolk Coast Partnership and the Borough Council of King's Lynn and West Norfolk raised objections regarding potential adverse impacts from silica sand extraction on the landscape character of Area of Search A and on the setting of the Norfolk Coast AONB. Therefore we are currently reconsidering the suitability of Area of Search A (land west of Snettisham, Ingoldisthorpe and Dersingham) in landscape terms.

If any main modifications are required to the Silica Sand Review then they would need to be published for a six week representations period. Any representations received on the modifications would also be sent to the Planning Inspectorate, along with the main modifications, as part of the independent examination of the Silica Sand Review.

**Environment, Transport and Development Committee meeting  
Friday 8 July 2016.**

**5. PUBLIC QUESTIONS**

**5.1 Question from Mr Robert Raab**

Now that England is out of the EU and now the pound has decreased and Fluctuating its value compared to other world currencies does this mean the Norfolk County Council can't send the County's Non-Recyclable Waste to the EU countries anymore?

**Response by Chairman of EDT Committee**

No. The County Council's residual waste treatment arrangements continue to operate as usual. Our contracts are with UK based companies.

**Environment, Development and Transport Committee and Economic Development Sub Committee Committees/Boards and EDT Outside Bodies (Economic Development Sub Committee appoints its own Outside Bodies)**

**2016/17 appointments shown**

1. Norfolk Local Access Forum – 3

1 Labour - Julie Brociek-Coulton  
1 Conservative - Ian Monson  
1 UKIP - Stephen Agnew

Committee decided not to reduce the membership to 2

Cycling and Walking Champion is an Ex-Officio Member

This is a statutory body.

2. RAF Coltishall Community Liaison Reference Group (6)

Chairman of Economic Development Sub Committee  
Vice Chairman of EDT Committee  
Local Members for the Divisions of Aylsham, Hoveton & Stalham, South Smallburgh, Wroxham (Nigel Dixon, Tom Garrod, Alison Bradnock).

4. Norfolk Waste Partnership Strategic Management Board (2)

Chairman and Vice Chairman EDT Committee (Martin Wilby and Jonathan Childs)

5. Joint Road Casualty Reduction Partnership Board (4)

A partnership that brings together appropriate public, private and voluntary sector commissioner and provider organisations in Norfolk to reduce the number and severity of road traffic casualties on roads in Norfolk, and to increase public confidence that all forms of journeys on roads in the county will be safe.

The Partnership Board requires a member from the following Committees

**EDT**

Children's  
Communities Committees  
Health and Well-Being Board

Judy Leggett was appointed to represent the EDT Committee on the Partnership

6. Tenants' Advisory Board (East) – 2  
1 Conservative - Beverley Spratt  
1 UKIP - Stephen Agnew
7. Tenants' Advisory Board (West) – 2  
1 Conservative – Tony White  
1 UKIP - Toby Coke
8. Norfolk Energy Futures Investment Panel (1)  
Deputy Leader Alison Thomas (ex-officio)

## **Part B**

### **Environment, Development and Transport Committee Outside Bodies**

1. Wash and North Norfolk Coast European Marine Site Management Scheme (2)  
David Collis  
Brian Long  
Sub – Tony White  
  
The scheme coordinates management by the relevant authorities of the Wash and North Norfolk Coast European Marine Site. The Management Group, which includes representatives from several 'relevant authorities' including the County Council, produces and manages a Management Plan, a statutory requirement.
2. Norwich Urban Fringe Project Advisory Panel (1)  
Margaret Dewsbury  
  
The Fringe Project is a local authority, partnership funded, countryside management project, covering a 4-mile radius around Norwich. Their overall aim is to work with local communities to look after and manage the countryside on their doorstep. Whilst this is not a statutory Panel and the County Council does not fund the partnership any more, a new delivery model is being considered by the employing Authority (Norwich City Council). A Decision is still pending. One option is that the Fringe may be an appropriate vehicle for maintaining Green Infrastructure for the GNDP.
3. Norfolk Coast Partnership (2 plus 2 substitutes)  
Marie Strong (Sub Richard Bird)  
John Dobson (Jason Law sub)

The role of the Partnership Forum is to bring together the perspectives of many organisations through a representative system, to develop policy for the Partnership and to develop, review and implement the AONB Management Plan, the production of which is a statutory requirement.

4. King's Lynn Conservancy Board (1)

David Collis

The Statutory port, harbour and pilotage authority for Kings Lynn.

5. Marriott's Warehouse Trust (Green Quay) (1)

David Collis

The Green Quay is an Independent Registered Charity and its partners are Natural England, RSPB, Wash Estuary Strategy Group, Norfolk County Council and Borough Council of King's Lynn and West Norfolk. The key objectives of the Green Quay are to inform and educate both schools and general public about the Wash, Fens.

6. Environment Agency

(a) Anglian (Eastern) Regional Flood and Coastal Committee (2)

Mick Castle (sub Colleen Walker)  
Richard Bird (sub Brian Iles)

The RFCC is a committee established by the Environment Agency under the Flood and Water Management Act 2010 that brings together members appointed by Lead Local Flood Authorities (LLFAs) and independent members with relevant experience.

(b) Anglian (Central) Regional Flood & Coastal Committee (1)

Brian Long (sub Tony White)

7. Broads Authority (2)

Tom Garrod  
John Timewell

8. Norfolk Windmills Trust (3)

James Joyce  
Fred Agnew  
Brian Hannah.

The above 3 Members have been appointed for a period to run from 1st May 2014 until 30th April 2019.

9. Caistor Roman Town Joint Advisory Board (1)

Roger Smith

Management and Development of Caistor Roman Town.

10. A47 Alliance (5)

Chairman of EDT Committee

Mick Castle

Tim East

William Richmond

Mark Kiddle Morris

The A47 Alliance brings together local authorities, MPs, Local Enterprise Partnerships, businesses and other stakeholders to secure improvements to the A47. The Alliance is led by Norfolk County Council but covers the A47 from Great Yarmouth to the A1 just west of Peterborough.

11. Norfolk Flood and Water Strategic Forum (1) - Toby Coke

12. Norfolk Strategic Planning Member Forum (1) – Mike Sands

13. Ouse Washes Strategy Group (1)

Brian Long

The role of the group is to ensure that all partners who operate on or depend on the Ouse Washes work collaboratively to meet the current and future challenges facing the Ouse Washes and surrounding communities.

**Member Champions**

Cycling and Walking – Hilary Cox

Historic Environment – Brian Watkins

## Appendix D

Transport for Norwich/NDR  
EDT Committee Presentation

8TH JULY 2016



Norfolk County Council

Balfour Beatty


**NDR – Programme and Progress**

**NORWICH NORTHERN DISTRIBUTOR ROAD**

**Construction Start:**  
– 4<sup>th</sup> January 2016

**Programme Completion:**  
– 19<sup>th</sup> February 2018

**Road Opening Target Date:**  
– Christmas 2017



Norfolk County Council

Balfour Beatty

**NDR – Programme and Progress**

Site Clearance/Environmental

- Over 450 archaeological trenches excavated
- 18ha of archaeological strip, map and record
- 7000 linear metres of new/amphibious fence
- Over 1,500 toads, frogs and newts (with more than 350 great crested) captured/relocated
- Over 300ha of site clearance (including over 5000 trees)
- 2 bat houses constructed and 81 bat boxes installed in trees



Norfolk County Council

Balfour Beatty

**NDR – Programme and Progress**

Construction related

- 7 drainage lagoons excavated and over 400 metres of drainage pipe
- Drainage ditches installed to Protect Wensum Valley
- 26km of fencing erected
- 8 Plant Crossings installed
- 9 Site Access Points constructed
- 21 utility company diversions completed



Norfolk County Council

Balfour Beatty

**NDR – Programme and Progress**

Construction related

- 512,000m<sup>3</sup> Topsoil Strip
- 240,000m<sup>3</sup> Bulk Excavation
- Stockpiling of materials for reuse on site (eg 40,000m<sup>3</sup> of gravel)
- Major High Pressure Gas Main Diversion now nearing completion (after 2 years in planning) - on time and budget
- Works already in progress to construct a number of the bridges



Norfolk County Council

Balfour Beatty

**NDR – Programme and Progress: Milestones in the next 6 months**

▪ Fakenham Rd – Surfacing to Phase 1 Start:	07/07/2016
– Fully Open to Traffic:	22/09/2016
▪ Fir Covert Rd Roundabout: Open to Traffic:	02/09/2016
▪ Marriott's Way Bridge Beams Installed:	18/10/2016
▪ SS801 – Section 2, Ch. 3000 > 6400 Start:	19/09/2016
▪ Buxton Rd Bridge Beams Installed:	27/10/2016
▪ Plumstead Rd Bridge Beams Installed:	16/11/2016



Norfolk County Council

Balfour Beatty

**NDR – Programme and Progress: To the end of 2016 in numbers**

- Fencing: Approx 32.6km will be complete
- Bulk Earthworks: Approx 944,000m<sup>3</sup>
- Drainage: Approx 18km to be constructed/excavated
- Road construction sub-base: Approx 50,000m<sup>3</sup> placed
- Road pavement: Approx 50,000 tonnes surfacing material will be laid





# Environment, Development and Transport Committee

Item No. 9

<b>Report title:</b>	<b>Update from Economic Development Sub Committee</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> The Chair of the Environment, Development and Transport Committee (EDT) requested an update for each meeting on the issues and actions from the Economic Development Sub Committee (EDSC). This report summarises those of the 14 July 2016 EDSC meeting.	

## Executive summary

At their July 2016 meeting, the key issues EDSC discussed were:

- EU Referendum
- Employment and Skills Support Project with Prince's Trust
- Norwich Research Park/ Agritech
- Appointments to External Bodies
- Housing and Jobs Growth
- Scottow Enterprise Park – Member Working Group
- Scottow Enterprise Park – Update
- Apprenticeships
- Performance Management
- Forward Plan and Delegated Decisions
- Finance Monitoring Report

## Recommendations:

**Members to note the update and actions from the July 2016 Economic Development Sub-Committee**

## 1. Proposal

- 1.1. The topics discussed by Members at the previous Economic Development Sub-Committee are outlined below.

## 2. Evidence

### 2.1 EU Referendum

- The Chairman wished to highlight that it was “business as usual for Norfolk” and the importance of continuing to grow Norfolk business and sustain jobs in Norfolk with regard to unknown future changes to EU funding. He highlighted the importance of the County and District boroughs working with businesses and felt highlighted issues should be brought to the Sub-Committee so that businesses could be supported where appropriate.

- The Chairman highlighted his support, and that of the Sub-Committee, for the staff on the France-Channel-England programme; he was supportive of Norfolk County Council working with staff on other programmes moving forward.

## 2.2 **Employment and Skills Support Project with Prince's Trust**

- The Sub-Committee received the report from the Economic Development Manager which originated from a resolution agreed at Full Council on 22 February 2016 to allocate £200,000 of one-off Council funding for supporting young people into work and enterprise working with the Prince's Trust. It was proposed to use £100,000 of County Council funding to work with other partners who would provide additional funding to create the £200,000+ fund required to deliver the programme.
- Through discussion the following points were raised:
  - Councillor Walker wished to thank the author of the report and gave her support for the continuation of the scheme which she felt was an excellent scheme for young people in Norfolk.
  - Queries were raised, arising from attendance at a recent launch of a Prince's Trust garden, regarding where referrals originated from for young people to access the Prince's Trust, access to the service, and involvement of businesses. The Economic Development Manager Clarified that:
    - It was more manageable for a smaller number of large employers to offer the scheme to young people.
    - Referrals came from a range of services and, because it was well known, young people themselves approached the Prince's Trust
    - Access to services was a known issue for some young people, but there was a budget to support overcoming this and other barriers, for example, safety clothing.
    - Some young people who lived over the County border had been accepted onto the scheme i.e. if they attended school in Norfolk, however it remained primarily for Norfolk children and this would be monitored.
- The Sub-Committee **RESOLVED** to **AUTHORISE** the Executive Director of Community and Environmental Services, in consultation with the Chairman and Vice Chairman of this Sub-Committee to allocate the remaining funding towards other enterprise, learning and community development initiatives as appropriate.

## 2.3 **Norwich Research Park/ Agritech**

- The Sub-Committee received and **NOTED** the presentation by the Economic Development Manager about Norwich Research Park, future enterprises and Agritech.
- Some of the key points from the presentation were:
  - The sector grew during the recession by 25% and was an important sector for the County's economy
  - The two funds available were a Growth Fund, to help companies invest, and a Research and Development grant to lead to innovations and improvements in processing, which could cover up to 50% of the project cost.
  - The Genome Analysis Centre (TGAC) had been renamed "The Earlham Institute".

- Information was given on the recent technology project developed by the Earlham Institute which was funded by an R&D grant; this would lead to affordable crop monitoring technology being available to farms across the country.
- Information was given on the National Environmental Research Council grant being applied for by the University of East Anglia.
- Through discussion the following points were raised:
  - It was confirmed that Norwich Research Park and Agritech work with Anglian Farmers.
  - The innovative technology that has come about from the funding and the benefits to industry arising from small amounts of investment was noted.
  - The Chairman thanked the Economic Development Manager for the valuable work of the project and for the information on practical applications of the project and funding grants.
  - A suggestion was made that grants could be considered as an opportunity for release of equity in order to generate financial return for Norfolk County Council. The Economic Development Manager felt that including this term in the agreement may dissuade some applicants, but also that it was worth considering. The Chairman felt that this may be worth considering once more was known about the impact/potential impact of changes brought about by Brexit.

## 2.4 Appointments to External Bodies

- The Sub-Committee reviewed the appointments to external bodies, internal bodies and Champions positions.
- The Sub-Committee **RESOLVED** to:
  - **AGREE** the existing appointments to external bodies, internal bodies and Champions positions shown in the report **SUBJECT TO THE FOLLOWING CHANGES:**

### Outside Bodies:

- Norwich Airport Board (Non-Executive Director): George Nobbs replaced by Cliff Jordan. George Nobbs to replace Mike Sands as Substitute.
- Norfolk Rail Group: Colleen Walker replaced by Tony White.
- New Anglia Skills Board for Norfolk and Suffolk: Colleen Walker replaced by Brian Iles.
- Great Yarmouth Town Centre Partnership Company Ltd: Jonathan Childs replaced by Mick Castle.
- Hethel Innovation Ltd: John Timewell replaced by Colin Foulger.
- Local Transport Body (Local Enterprise Partnership sub-group): Colleen Walker replaced by Stuart Clancy.

### Member Champions:

- Apprenticeships – Colleen Walker replaced by Stuart Clancy.
- County Farms – Ian Mackie to remain as representative subject to the funding of the County Farms review. Terry Jermy and Colleen Walker asked that it be minuted that they did not support this proposal.

## 2.5 Housing and Jobs Growth

- The Sub-Committee received a report by the Executive Director of Community and Environmental Services detailing the origins of the key housing and jobs growth targets, and providing high-level annual performance data for the past three years.
- Through discussion the following points were raised:
  - The Chairman apologised to the author of the report; he felt that in order for an effective analysis to be drawn, information on supporting infrastructure would be needed. This information had not been asked for by the Sub-Committee at the Economic Development Sub Panel meeting on the 12 May 2016 where this report was originally requested.
  - The Chairman requested a future report containing information on infrastructure and infrastructure projects including progress and timescales, and including information on the key infrastructure projects such as the dualling of the A47 and the Yarmouth river crossing analysed in terms of jobs and housing, in order to identify areas for investment.
  - Mapping of jobs and location of housing across Norfolk (on a district basis) was also requested to be included in the revised report to show whether new jobs were located across Norfolk or localised in a particular area, such as Norwich.
  - A leaflet from a recent A47 Alliance meeting in Peterborough which showed pictorial data on jobs and housing was shared with the Chairman. The Executive Director of Community and Environmental Services agreed to share this leaflet with the members of the Sub-Committee.
  - The Executive Director of Community and Environmental Services agreed to look into which data related to water, gas and electricity, which were known key barriers to infrastructure, could be included in future reports.
- The Sub-Committee **AGREED** to **REQUEST** a further report at the Economic Development Sub-Committee meeting in November including the information detailed above on infrastructure, infrastructure projects, mapping and data related to water, gas and electricity.

## 2.6 Scottow Enterprise Park – Member Working Group

- The Sub-Committee received and **NOTED** the report suggesting for the Working Group to continue, with a smaller, more focused Membership, consisting of:
  - 3 Norfolk County Council Members
  - 1 North Norfolk District Council Member; and
  - 1 Broadland District Council Member.
- The Chairman shared the proposal for appointments to the newly structured Scottow Enterprise Park Member Working Group: Tom Garrod, Tony White and Stuart Clancy.
- Through discussion the following points were raised:
  - The practice of not taking minutes at Member Working Group meetings was queried. The Executive Director of Community and Environmental Services confirmed that the monitoring officer had produced guidance outlining that, since these were not decision making groups, they did not require minutes to be taken. The Sub-Committee suggested that these guidelines be reviewed so that minutes were taken at Working Group

meetings.

- The positive changes that had been seen at Scottow since the establishment of the Member Working Group were highlighted.
- The change in membership was disputed as to why not all District Councils were represented, and a lack of cross party representation within the appointment proposal was queried.
- With 5 votes for, 2 against and 2 abstentions the Subcommittee **AGREED** to **APPOINT** Tom Garrod, Tony White and Stuart Clancy to the Scottow Enterprise Park Member Working Group.

## 2.7 Scottow Enterprise Park – Update

- The Sub-Committee received the report setting out the Scottow Enterprise Park (SEP) Business Plan, Development Vision and Operating Plan, and seeking Member endorsement on the next steps in the development of the business.
- The Manager of Scottow Enterprise Park gave further information to the Sub-Committee:
  - Hethel Innovation took over running of the Scottow Enterprise Park in December 2015, which led to team changes which would be completed within 2 weeks.
  - 116 buildings, amounting to 540,000 sq ft of space, had been identified for use, and occupancy had gone up to 60%. A further 23% of occupancies were in the pipeline.
  - Open days, local start up masterclasses and school STEM (Science, Technology, Engineering and Mathematics) masterclasses were being planned.
  - Management systems and performance monitoring were being improved, and they planned to reintroduce e-newsletters
  - Over the next 18 months they planned to achieve savings of £200,000.
- Through discussion the following points were raised:
  - Following a query regarding timescales around infrastructure on site, the Scottow Enterprise Park Manager clarified that:
  - Phase 1 for water supply installation started in February 2016 and was 70% complete.
  - It consisted of a new water line through the site, supplying a small number of buildings.
  - Phase 2 of water supply installation was underway to supply all but 33 of the buildings located in zone D.
  - The cost to supply zone D with water was £25,000, but it was not financially viable to cover this cost unless a bore hole was used. This was not required by the tenants who used the buildings for storage.
  - Phase 1, detailed above, cost £1.8 million including a contingency of £200,000 which would be used; phase 2 was estimated to cost some £1.4 million including a contingency of £400,000. In total, completing all 3 phases of supplying water to the site was presently estimated to cost £3.5-3.6 million.
  - Broadband would be in place by the end of August or September.
  - Phases 1 and 2 of electricity installation were now complete.
- The Sub-Committee **RESOLVED** to:
  1. **NOTE** the SEP Business Plan, Development Vision and Operating Plan and **REQUESTED** further information be brought to a future meeting to

agree a timescale for a detailed proposal to take to Policy and Resources Committee.

2. **NOTE** that a detailed Capital Investment Plan was in preparation.
3. **AGREE** that the future operating model for SEP was a work in progress, and **REQUESTED** further information be brought to a future meeting to agree a timescale for a detailed proposal to take to Policy and Resources Committee.

## 2.8 Apprenticeships

- The Sub-Committee heard the update on apprenticeships given by the Employment and Skills Manager and the Apprenticeships Strategy Manager:
  - Data and a letter were circulated
  - A photograph of the recent apprentices' graduation ceremony was displayed, and information about the event was discussed.
  - Data showed that Norfolk's apprenticeships "starts over time" had increased 8%, which was 5% over the national figure.
  - North Norfolk and Broadland had low growth, however other areas in the County had shown good growth.
  - The Employment and Skills Manager agreed that when further data was available it would be brought to the Sub-Committee.
- As a precursor to devolution, the Skills Funding Agency had taken over the apprenticeships grant for employers; this grant was due to be devolved to Norfolk and Suffolk for administration. Norfolk County Council had been collaborating with colleagues across Cambridge and Suffolk with a view to reduce and hopefully halve the time that employers waited to receive grants, which at that time was 6 months. A letter was circulated detailing this, which had been sent to colleges and other providers.
- Through discussion the following points were raised:
  - The Chairman thanked Councillor Walker for her work with Apprenticeships in the Champions role.
  - The Chairman wished to note his pride in "Apprenticeships Norfolk" and felt it was a flagship for Norfolk, providing jobs for young people and was a service that should continue; it was important for employers to have a fast and responsive service.
  - The Chairman felt that "Apprenticeships Norfolk" should be publicised in "Your Norfolk Magazine" to ensure that young people were aware of apprenticeships across the County and raise the publicity of the service.
  - Following queries relating to the data, the Employment and Skills Manager confirmed that the data represented the residency of the apprentice and not the location of the apprenticeship. She clarified that apprentices were supported by usually being paid above the National Minimum Wage, however, there was limited support to provide transport for apprentices; she felt that employers tended to be supportive to apprentices.
  - Councillor Walker thanked the Chairman for his comments, the Employment and Skills Manager for the experience working with "Apprenticeships Norfolk" and highlighted the importance of the feedback being brought to the Sub Committee about the work of "Apprenticeships Norfolk"
- The Sub-Committee **AGREED** to **REQUEST** publicity about "Apprenticeships Norfolk" in "Your Norfolk Magazine".

## 2.9 Performance Management

- The Sub-Committee **NOTED** the performance management report which was based upon the revised Performance Management System, implemented as of 1<sup>st</sup> April 2016, and the committee's 4 vital signs indicators.
- It was noted that discussions had been held regarding alternative sources of data with the Environment Development and Transport Committee.
- Through discussion the following points were raised:
  - Data was requested on a more-timely and regular basis, in order for the Sub-Committee to be more proactive and react more quickly, and for future reports to include more information related to the data shown in the Performance Dashboard, broken down by District to support effective targeting of economic help.
  - A query was raised asking whether monitoring and targets around housing, lack of housing and Scottow Enterprise Park could be built into the Monitoring Report. The Senior Analyst for Business Intelligence and Performance clarified that monitoring of housing was reported in an annual report but that could be revisited if the Sub-Committee wishes.
  - A query was raised around how data was collected. The Senior Analyst for Business Intelligence and Performance clarified that this was via collection of national data sets and also by finding meaningful local data with a beneficial timescale.

## 2.10 Forward Plan and Delegated Decisions

- The Sub-Committee reviewed the Forward Plan.
- The Sub-Committee **AGREED** to include in the Forward Plan for the meeting on 24 November 2016:
  - An additional Housing and Jobs Growth report with further information on housing, infrastructure and growth, infrastructure projects, mapping and available data related to water, gas and electricity
  - A report giving information on Norfolk County Council procurement.
  - A report into the ongoing relationship with New Anglia Local Enterprise Partnership (LEP) and District Councils.
  - A report or presentation giving information about the A11 Technology Corridor which links with Thetford Technology Park
  - Further information on the future operation model for Scottow Enterprise Park to agree a timescale for a detailed proposal to take to Policy and Resources Committee

## 2.11 Finance Monitoring Report

- The Sub-Committee received and **NOTED** the report providing the financial position for the service as at the end of May, period 2 – 2016-17 financial year, covering the revenue budget, capital programme and balance of reserves.
- The Finance Business Partner for Community and Environmental Services added that that the performance would be picked up in performance monitoring going forward.
- Through discussion the following points were raised:
  - The monitoring of Scottow Enterprise Park's finances and accounting was discussed. It was clarified that the financial support team were supporting the issues around Scottow Enterprise Park's accounting.

- A suggestion was made that risk management be undertaken to consider potential loss of funds received from the European Union with the upcoming changes brought about by Brexit.

### **3. Issues, risks and innovation**

3.1. None as a result of this report

### **4. Background**

4.1. This report has been produced at the request of the EDT Chair

#### **Officer Contact**

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

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# Environment Development and Transport Committee

Item No 10

<b>Report title:</b>	<b>Feasibility of changes to the use of the B1111 Garboldisham – Roudham by HGV traffic</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Community and Environmental Services</b>

## **Strategic impact**

In March 2016, EDT committee agreed to “ask officers to investigate what can be done to improve the current situation along the B1111 between Garboldisham and Roudham, and to come back to the EDT committee with options to improve the situation and examine the potential for similar revisions across the county, in other areas seriously affected.”

## **Executive summary**

This report provides a review of options that could result in reduced numbers of Heavy Goods Vehicles (HGVs) travelling along the B1111 in East Harling. Options considered are:

1. Do nothing
2. Re-classification of the B1111 as a C-road
- 3, 4, 5 & 6 Implement a form of weight restriction on the B1111

Whilst options 3, 4, 5 & 6 are considered feasible, more information is needed to assess the full effects, and therefore an experimental order is recommended. Reference has been made to the informal consultation responses for a part-time weight restriction through Southery on the B1160, which helps to illustrate the wider implications of changes to current HGV routes.

### **Recommendations:**

- 1) It is recommended that an environmental weight restriction could be considered for implementation with an experimental traffic regulation order, covering either East Harling Village or a wider area (between A11 and A1066). This could target vehicles either above 7.5 or above 18 tonnes.
- 2) The cost to implement an experimental order is expected to be around £90,000 which officers should seek to fund from the revenue budget for highway improvements.
- 3) Option 6 is recommended as the most practical way of balancing concerns of local residents with businesses and other potentially affected communities.
- 4) It is not recommended that the B1111 is re-classified as this approach could be disproportionate and may not be effective in significantly reducing levels of HGVs.
- 5) Following the responses received to the informal consultation on a part-time weight restriction through Southery (see Appendix C), officers should be asked to undertake further consultations on alternatives to the currently proposed options.
- 6) Consideration of any further changes to HGV routes in Norfolk should follow the criteria set out in Section 4 of this report.

# Options

## Consultation

A meeting took place with Cllr Askew and representatives of East Harling parish council to explain the aim of this study at an early stage. A further meeting was held to share the technical findings and discuss any recommendations which would come from these.

No further external consultation has taken place regarding options that are considered in this report. Internally, options have been discussed with network and asset management colleagues in order to draw up benefits and dis-benefits.

## Options considered

Re-classification of the B1111 and different forms of weight restriction have been considered as measures to reduce HGVs within East Harling. Full details of the technical assessments are given in Appendix A.

### 1. Do nothing (£0)

Main benefit/s:

- no cause for concern by residents in other areas about diverted traffic
- no additional cost to businesses from extra distance due to alternative routes

Main dis-benefits/s

- Does not achieve the objective of reducing HGVs in East Harling.

### 2. Re-classify B1111 as a C-road (£60,000)

Main benefit/s:

- Lowest cost 'do something' option

Main dis-benefits/s

- Places no restriction on HGVs travelling through East Harling
- Disproportionately targets all vehicles travelling through the area
- 5-10 years before full effects are felt
- Lower levels of funding for highways maintenance

### 3. Implement 7.5t weight restriction – East Harling Village (£90,000)

Main benefit/s:

- Significant number of the large HGVs diverted from East Harling = 155 (65% of total)

Main dis-benefits/s

- Increased distance travelled by diverted HGVs = Up to 2770 vehicle-km per day
- Residents of other areas may be concerned about the impact of HGVs diverting to alternative routes including the B1077

### 4. Implement 18t weight restriction – East Harling Village (£90,000)

Main benefit/s:

- Significant number of the largest HGVs diverted from East Harling = 135 (56% of total)

Main dis-benefits/s

- Increased distance travelled by diverted HGVs = Up to 2420 vehicle-km per day
- Residents of other areas may be concerned about the impact of HGVs diverting to alternative routes including the B1077

## **5. Implement 7.5t weight restriction along B1111 between junction with A11 and A1066 (£90,000)**

Main benefit/s:

- Targets non-local through traffic only with 110 HGVs diverted from East Harling = (46% of total)

Main dis-benefits/s

- Increased distance travelled by diverted HGVs = Up to 1960 vehicle-km per day
- Residents of other areas may be concerned about the impact of HGVs diverting to alternative routes including the B1077

## **6. Implement 18t weight restriction along B1111 between junction with A11 and A1066 (£90,000)**

Main benefit/s:

- Targets the largest non-local through traffic only with 100 HGVs diverted from East Harling = (42% of total)
- May be most practical way of balancing concerns of local residents with businesses and other potentially affected areas

Main dis-benefits/s

- Increased distance travelled by diverted HGVs = Up to 1790 vehicle-km per day
- Residents of other areas may be concerned about the impact of HGVs diverting to alternative routes including the B1077
- Area wide weight restrictions are harder to enforce than shorter sections

### **Weight restrictions - General comments**

Area wide weight restrictions allow exemptions for emergency vehicles, public service vehicles and HGVs that are loading/unloading within. For this reason, the smaller the area covered, the more effective the weight restriction is likely to be.

If taken forward, it is proposed that traffic monitoring is carried out on alternative routes (Appendix B) that may also be affected and a review be undertaken not less than 6 months following implementation of a temporary traffic regulation order. This would allow for a period of adjustment and review at a later stage before a decision would be made whether to make the order permanent.

If the recommendations in this report are approved by the Committee, there would be a further report to Committee at the end of the monitoring period which could:

- Decide to make the experimental order permanent
- Decide to remove the experimental order and return to the existing arrangements
- Decide to commit further resources to make an alternative order for the B1111 and potentially for other parts of the network, depending on the results of the experiment.

Further additional reports would be required if any issues are raised which require a change to the route hierarchy policy, or to decide on the funding of additional orders.

## **2. Evidence**

Traffic surveys carried out in April 2016 along the B1111 between A11 and A1066 and on roads surrounding East Harling. Traffic analysis has focused on HGVs over 7.5t as

this is the lowest weight category that could be considered for any form of restriction. The following figures represent 24hours two-way flows:

- During a typical day 240 HGVs over 7.5t travel within East Harling, of which,
- 110 HGVs travel between the A11 and A1066 without stopping, referred to here as 'through traffic'

Through traffic is highlighted as these vehicles do not need to travel along this route and because the majority of them were recorded as the largest legal weight. Regarding through traffic (110 HGVs):

- 105 (95%) were between 18t and 44t, of which,
- Over half were the largest size 44t

See Appendix A for more detail of observed traffic and weight distributions.

It is acknowledged this route is used by traffic as it is the most convenient for these trips, and so any change would need to consider potential impact on businesses and residents arising from vehicles being diverted to alternative routes.

### **3. Financial Implications**

The cost to implement an experimental order is expected to be around £90,000 which officers should seek to fund from the Highways revenue improvements budget.

There may be potential to approach the parish or district for contributions.

Cost breakdowns are included in Appendix A. A financial contingency has been included in the cost estimates to allow for removal of the weight restriction if the results of monitoring do not support the order being made permanent.

### **4. Issues, risks and innovation**

Any measure that is implemented to reduce the level of HGVs will result in vehicles being diverted to alternative routes and longer distances travelled. This is very likely to increase the levels of vehicle emissions including carbon and nitrogen oxides which would be counter to the Council's targets for reduction. Alternatively, there could be some suppression of economic activity, as business costs increase, which would be counter to our priorities for promoting real, sustainable jobs in Norfolk.

The preferred (signed) alternative routes would be on higher class roads (A11, A1075 and A1066). It is acknowledged that some vehicles may divert to use routes of at least a similar class (B1077).

The section of A1075 within Thetford (between A11 and A1066) may need to be considered for additional measures to restrict HGVs if it were felt that the A1066 were more appropriate to take any diverted HGV traffic.

In terms of the wider changes to the existing route hierarchy, this feasibility study of options for the B1111 provides a useful basis for consideration of the factors to be assessed. Three criteria have been used which can help to determine the case for a review of the current policies, which have been in place in Norfolk since the early 1990s in most cases. These are:

- **Feasible** - it can be implemented and maintained within the resources available, and it will deliver the required outcomes.
- **Proportionate** - the outcomes balance any expected negative effects with the expected benefits, and take account of relevant policies and priorities.
- **Value for money** – the costs are reasonable and the investment will be viewed as a good use of available funding.

In most cases the assessment of whether a change in the route hierarchy is feasible will depend on the existence of an alternative route. In the case of the B1111 Garboldisham – Roudham this is available via the A-class network. Similarly, at the B1160 through Southery, an alternative route using the A-class network was specifically considered when the original HGV Cell Review report was considered by the Highways Sub-committee. In both these cases there are additional factors which have been considered to assess whether proposed changes in route hierarchy would represent proportionate and value for money schemes.

In the case of the B1111 it is recommended that the proportionality and value for money can be fully assessed by the implementation of an experimental order and on-going monitoring of the effects identified in the initial feasibility work. In Southery, based on the identification of an alternative route in the original committee report, officers have moved directly to informal consultation on a proposed part-time Environmental Weight Restriction (EWR) order, and will use the responses to this to inform the development of the proposals. A copy of the consultation information and a summary of the responses received is included in Appendix C.

In other locations where concerns about the levels of HGV movements have been raised, it is not possible to identify alternative routes as a basis for carrying out further feasibility assessments. Usually the currently identified route is the only, or if not, then the most suitable, route for HGV movements, as determined in the original Cell Review work in the 1990s. Following that review the patterns of traffic use and highways management have now become long-established principles of the economy and communities in Norfolk.

As is evident in the two examples above, judgements about the proportionality and value for money of any changes to the existing route hierarchy can only be supported by evidence after a significant amount of data and information has been gathered and assessed. This element of the options assessment process is likely to require a substantial budget which needs to be considered in addition to any costs for feasibility work and scheme implementation, both of which will be entirely dependent on the particular conditions at a specific location, but which can be expected to be greater in proportion to the level of changes required to the existing arrangements for network management.

## Officer Contact

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

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## **Appendix A - B1111 East Harling: Options to reduce HGVs**

### **Purpose of report**

- 1) In March 2016, EDT committee agreed to:

*“Ask officers to investigate what can be done to improve the current situation along the B1111 between Garboldisham and Roudham, and to come back to the EDT committee with options to improve the situation and examine the potential for similar revisions across the county, in other areas seriously affected.”*

- 2) This report provides a review of options that could result in reduced numbers of Heavy Goods Vehicles (HGVs) travelling along the B1111 in East Harling.

### **Background**

- 1) Currently, the B1111 provides a link between the A1075 and A143 via a grade separated junction with the A11 and an at grade junction with the A1066. The route has no form of restriction for any type of vehicle.
- 2) The A11 between Roudham Heath and Attleborough (9.9km) was upgraded from single to dual carriageway in 2003. The Highways England ‘post opening project evaluation’ report describes the route availability for HGVs:

#### **“HGV Restrictions**

*Side road orders were introduced by Norfolk County Council in July 2003 to exclude HGV movements from all but the B1077 and B1111 routes south of the A11. In October 2006, a further HGV restriction was enforced north of the A11 towards Shropham. These traffic regulation orders were aimed to reduce ‘rat running’ described by Norfolk County Council as affecting the Class III and unclassified road network predominantly south of the A11 and across the A11 corridor leading to Shropham and the part of Snetterton Industrial Area that lies north of the A11. London Road (B1077) and Harling Road (B1111) have local route signing and are now the only links open to HGV traffic between the A11 and A1066 corridors.”*

- 3) HGVs travelling through East Harling along the B1111 have been a concern for many years. Local residents are concerned about the number and size of HGVs, road safety issues and intimidation experienced by vulnerable road users.
- 4) The junction of Cheese Hill with Market Street is a particularly tight turn for large vehicles which makes it effectively one-way in either direction. Historic vehicle overrun at this location has led to the installation of bollards to prevent building from being struck and which require regular repair.

## Existing HGV traffic

- 1) The B1111 provides a route between the A1075 and A143 via junctions at the A11 and A1066 and currently has no form of restriction for any type of vehicle.
- 2) Automatic number plate recognition (ANPR) traffic surveys carried out on the 13<sup>th</sup> & 14<sup>th</sup> April 2016 have been used to understand movements of HGVs to/from different locations on the B1111 between the A11 and A1066. Figure 1 illustrates the journey start/end points of HGVs observed in East Harling, 0700-1900hrs. Figure 2 shows the size distribution of 'through traffic' only.

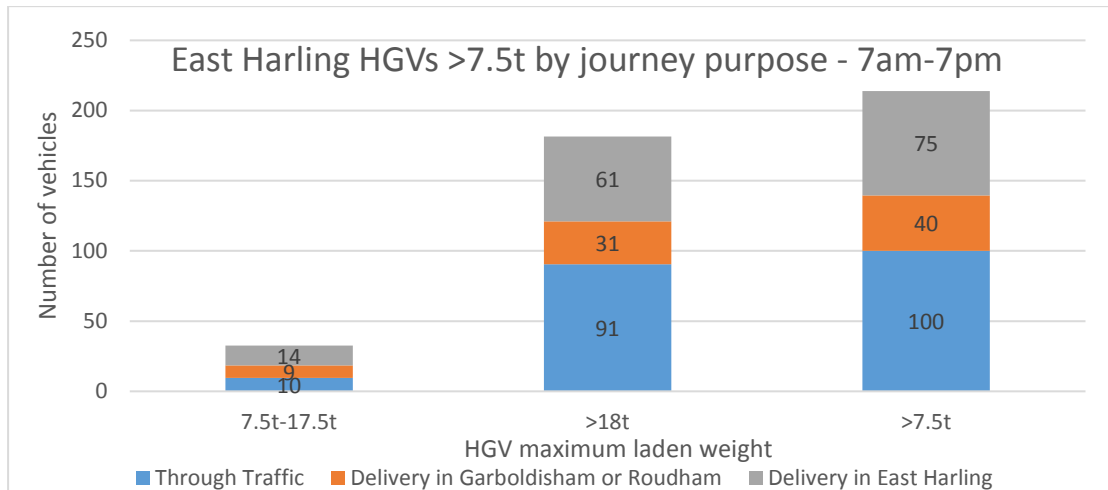


Figure 1

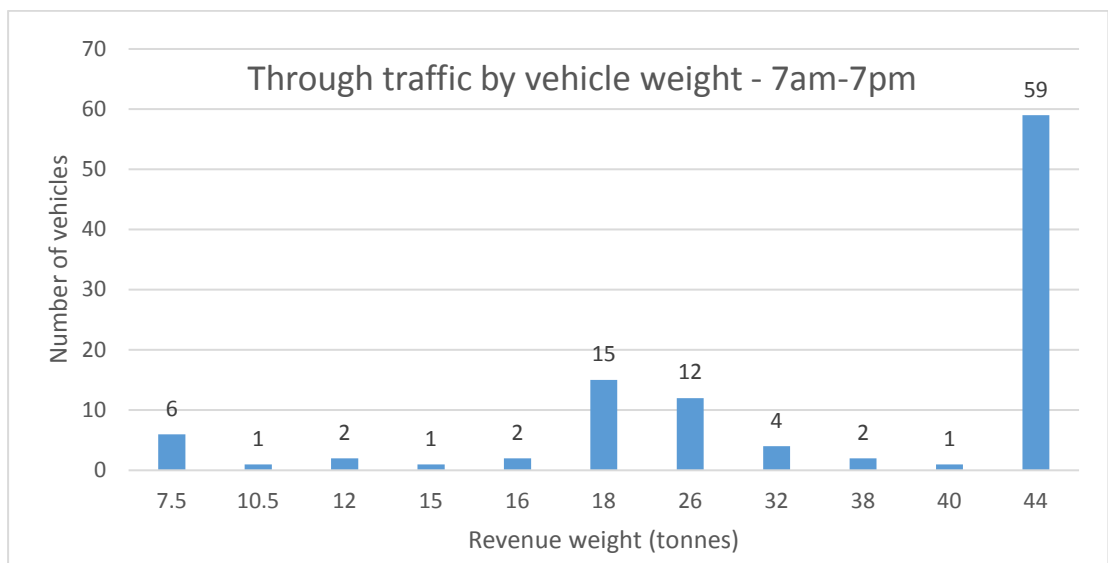


Figure 2

- 3) 24 hour automatic traffic counters were used to factor the ANPR data from 12 to 24hours. During a typical weekday, it is estimated that:
  - The B1111 through East Harling carries a total of 240 HGVs >7.5 tonnes, of which,
  - 205 (85%) are over 18 tonnes

Table 1 shows where all HGVs seen in East Harling are travelling to/from over 24 hours.

<b>Journey purpose \ vehicle size category</b>	<b>7.5t-17.5t</b>	<b>&gt;18t</b>	<b>&gt;7.5t</b>	<b>% of all HGVs</b>
Through Traffic (between A11 and A1066)	10	100	110	<b>46%</b>
Delivery to surrounding areas (Garboldisham or Roudham)	10	35	45	<b>19%</b>
Delivery in East Harling	15	70	85	<b>35%</b>
<b>Total</b>	<b>35 (15%)</b>	<b>205 (85%)</b>	<b>240</b>	

*Table 1: Journey purpose of HGVs in East Harling over 24hours*

In conclusion:

- 35% of HGVs >7.5t were making a delivery within East Harling and 65% were making a through trip, including 19% to either Garboldisham or Roudham areas.
- For HGVs >18t, 66% were making a through trip, again with 17% to either Garboldisham or Roudham areas.
- Two fifths of all HGVs >7.5 tonnes within East Harling is through traffic over 18 tonnes, of which, the majority are the largest size (44 tonnes).

#### 4) **B1111 %HGV content of total traffic**

12 hour manual traffic counts on the B1111 provide the % HGV content – note this includes HGVs from 3.5 tonnes to 44 tonnes.

##### **13.4.2016 – 7am-7pm**

- B1111 at railway level crossing, between A11 and Roudham Park Industrial Estate:
  - o Total vehicles = 2135
  - o **Total HGVs = 321 (15%)**
- B1111 at junction with A1066:
  - o Total vehicles = 3246
  - o **Total HGVs = 488 (15%)**

##### **16.2.2016 -6am-6pm**

- B1111 within East Harling outside Post office:
  - o Total vehicles = 3582
  - o **Total HGVs = 281 (8%)**

##### **14.4.2016 -7am-7pm**

- B1111 at railway level crossing, between A11 and Roudham Park Industrial Estate:
  - o Total vehicles = 3163
  - o **Total HGVs = 600 (19%)**
- B1111 at junction with A1066:
  - o Total vehicles = 1941
  - o **Total HGVs = 237 (12%)**



## 5) Comparison site B1077 - % HGV content of total traffic

Manual traffic counts undertaken on the B1077 in Attleborough provide a comparison site.

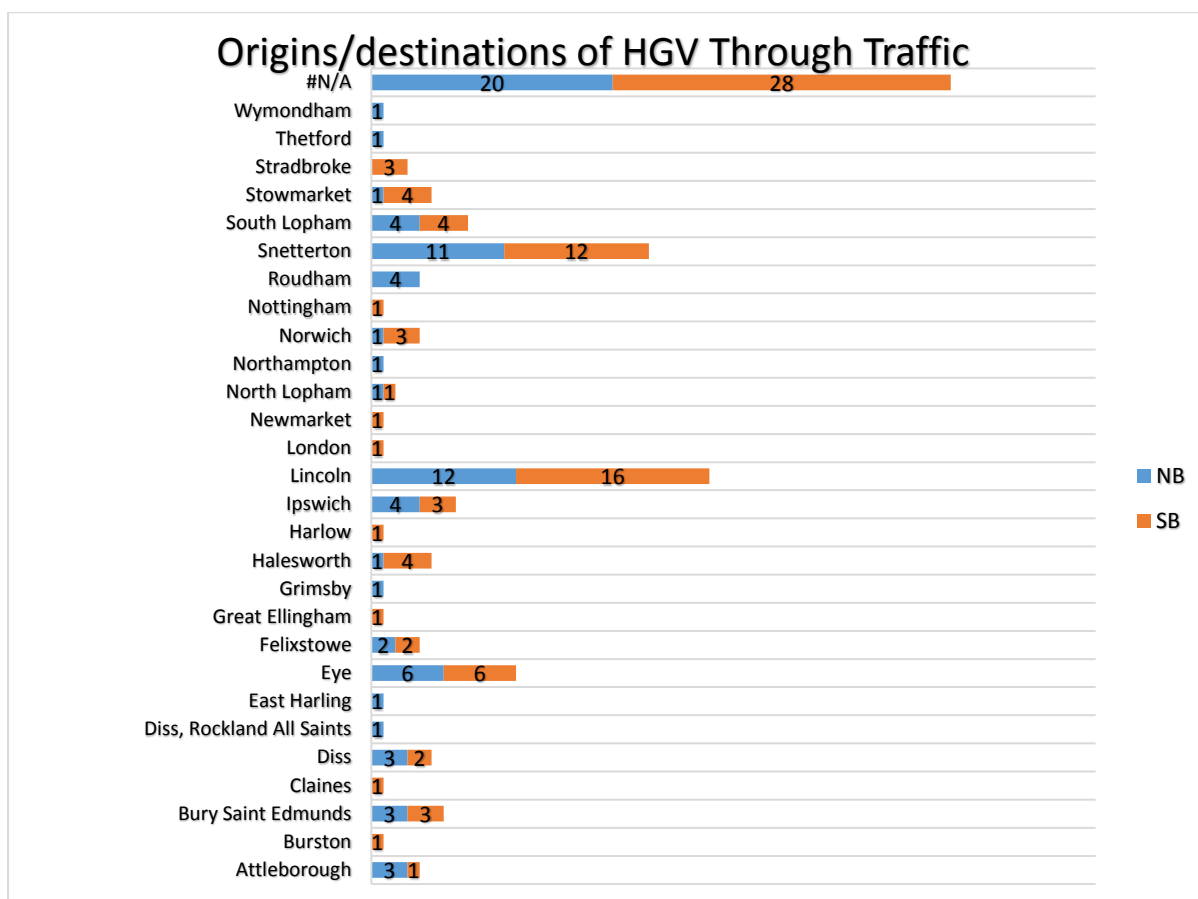
### 3.11.2015

- B1077 Queens Road junction with Attleborough Gyratory:
  - o Total vehicles = 7723
  - o **Total HGVs = 253 (3%)**
- B1077 Station Road junction with Attleborough Gyratory:
  - o Total vehicles = 8911
  - o **Total HGVs = 397 (4%)**
- B1077 Norwich Road junction with Attleborough Gyratory:
  - o Total vehicles = 7222
  - o **Total HGVs = 172 (2%)**

## 6) Origins and Destinations of HGV through traffic

Analysis of ANPR and video survey data provides some understanding of companies that route their HGVs along the B1111 between A11 and A1066. The graph below shows the identified (and unidentified) company locations for HGVs, by direction of travel.

- Traffic is predominantly generated locally in Norfolk or Suffolk.
- Identified businesses are located or operate within a triangular area between Norwich, Newmarket and Felixstowe with a small proportion of HGVs from further afield.
- Some companies based further afield (Lincoln) are operating on a local contract and observed to make several journeys per day.



Manual traffic counts were undertaken at the B1111 junction with A1066 over two days. Multiple trips by concrete mixers occurred on the first survey day and so the 2<sup>nd</sup> survey day is considered to be most representative.

#### 14.4.2016 – Day 2

From	To	OGV1	OGV2	Total	%
B1077 (Garboldisham)	B1111 toward Stanton (A143)	16	8	24	20%
	A1066 toward Thetford	7	14	21	18%
	A1066 toward Diss	24	50	74	62%
Total to all destinations					
From	To	OGV1	OGV2	Total	%
B1111 Stanton (A143)	B1077 Garboldisham	12	9	21	18%
A1066 Thetford		8	16	24	20%
A1066 Diss		28	45	73	62%
Total from all origins		48	70	118	

Considering HGVs entering and leaving the B1111 at its junction with the A1066

- The majority, three fifths are to/from the Diss direction via the A1066.
- A fifth are to/from the Thetford direction via the A1066, and,
- A fifth are to/from the Stanton direction which links to Bury St Edmunds via the A143

## Options

Officers have been requested to consider the feasibility of different options to reduce HGVs within East Harling. The aim of this review is to present options for review by members how HGVs could be reduced within East Harling.

### Alternative routes for diverted HGVs

The following routes are considered to be the preferred alternative and would be signed as such, to influence drivers to use them:

From the northern end of the B1111, the preferred alternative route would be via the A1075 / A1066 which increases the distance from 10.4 to 16.8 miles, an extra 6.4 miles, to get to the A1066 junction with B1111.

From the A11 or from the southern end of the B1111 at the A1066, the alternative route would be via the A11 / A1066, which increases the distance from 5.5 to 18.1 miles, an extra 12.7miles.

At this stage, it is considered that the slightly shorter route between the A11 and A1066 via the A1075 may not be appropriate due to the future plans for developing the area, this position could be reviewed at a later stage.

Some vehicles coming from the A1066 may divert to the B1077 at Diss as this road runs parallel to the B1111.

### Redistribution of affected HGVs

#### Re-classification of the B1111 as a C-road (option 2)

This measure does not restrict HGVs from using the B1111. Reclassification affects all types of vehicles and would try to influence driver behaviour by changing signs to discourage the use of the B1111. It is likely that the majority of local drivers that are using this route would ignore this change as the alternative routes are longer. However, over a long period of time (5-10 years) as maps change, compliance should increase. It is expected that some vehicles would use the signed alternative and others may divert to use the B1077 between the A1066 and A11 via Attleborough.

#### Weight Restriction (options 3,4,5 and 6)

This would restrict HGVs >7.5 tonnes or 18 tonnes from travelling through East Harling. As above, some would use the preferred alternative route, whilst others would favour the B1077.

Compliance rate is likely to be higher for options three and four compared with five and six as the effectiveness of an HGV restriction diminishes as the area covered increases. The most effective restriction will be one that covers a short length of road only as this will have has very few exemptions.

It is difficult to predict the likely changes to traffic patterns over such a large area when considering HGVs which are potentially visiting many different locations.

It is for this reason that an experimental TRO is proposed in order to review the effects of a weight restriction before making it permanent.

## **Option 1: Do nothing**

### **Benefits:**

Low cost compared with 'do something' options

No increase to traffic in other areas

No increased cost to businesses arising from increased mileage

No reductions to 'passing trade' from general traffic

### **Dis-benefits:**

Volume and sizes of HGVs within East Harling do not change

Problems associated with large HGVs travelling through East Harling remain

Ongoing costs for repair to damaged bollards at Valentines corner

**Costs to implement this option: £0**

## Option 2: Re-classify B1111 as a C-Road

### What would change?

This option would aim to influence route choice of all ‘through traffic’ between the A1075, A1066 and A11 along the existing B1111 – so that this traffic uses an alternative. It would cover a 10.4 mile stretch of the B1111 from its junction with A1075 to the junction with A1066 at Garboldisham, this is required so that the existing B1111 is not cut in two pieces.

Re-classification from B-road to C-road would reflect a change in NCC policy on how we want this stretch of road to be used. It would still be classed as an HGV Access Route in NCCs route hierarchy between the A11 and Roudham Park industrial estate and a Local Access Route from there south to East Harling and Bridgham. It would no longer be signed as a route through to other places.

Monitoring and maintenance of the road condition would reduce along with funding for repair as the asset management regime is based on the route hierarchy.

All directional signing that currently indicates this route can be used to get to/from locations elsewhere would be removed or changed so that only locations accessed directly from the route are shown.

### Reductions to HGV traffic?

The majority of local traffic is likely to continue to use this route and visitors to the area are likely to avoid it. Regarding HGV through traffic, of the companies identified, the majority are local to the area and so this option is unlikely to meet the aim of reducing HGVs within East Harling.

### Benefits

Relatively lower cost option compared to weight restriction as it a legal order

### Dis-benefits

This would place no restriction on the ability for HGVs of any size to enter or travel through East Harling and so there is no guarantee of a reduction in HGVs

Puts in place signage which encourages non-HGV traffic to use other routes which may impact any local businesses that rely on an element of ‘passing trade’

It would take between 5-10 years for the full effects to be felt as it relies on updates to maps and sat nav.

### Cost to implement this option:

Summary	
Preliminaries (inc. traffic management)	£5,000
Construction	£30,000
Re-classification process	£2,500
Monitoring & Analysis	£5,000
Design fees	£6,500
Contingency	£4,500
Restricted working hours	£4,000
<b>TOTAL</b>	<b>£57,500</b>

**This option is not recommended to be considered further.**

### Option 3: 7.5t Weight restriction - East Harling village

It is likely that an experimental TRO would be required, for at least 6 months, in order to assess the effects of this option and report back to members before any decision is taken to make the weight restriction permanent.

A legal restriction would be placed on the B1111 covering the village of East Harling that restricts HGVs over 7.5t from being able to pass through, except for access. Advanced signage on approach would provide opportunity for these vehicles to follow an alternative route.

Affected traffic:

- Through traffic A11/A1066 = 110 HGVs
- Delivery traffic in Garboldisham or Roudham = 45 HGVs
- **Maximum number of HGVs diverted from East Harling per day = 155 (65% of total HGVs >7.5tonnes in East Harling)**
- **Estimated total extra distance travelled = 2770 vehicle-km**

Assuming:

- 3/4 of traffic is to/from the A11 and 1/4 is to/from the northern end of the B1111.
- All diverted to signed alternative routes (A11/A1066/A1075)
- 100% compliance with weight restriction

155 HGVs \*  $\frac{3}{4}$  \* 20.4km = 2372 (2370) – Diverted via A11 / A1066

155 HGVs \*  $\frac{1}{4}$  \* 10.3km = 399 (400) – Diverted via A1075 / A1066

#### Benefits

Two-thirds of large HGVs diverted from East Harling

Potential reduction in the frequency repairs are required to bollards at Valentines corner

Improved environment within East Harling for local residents

#### Dis-benefits

Increased mileage for businesses travelling through East Harling and those who operate from the local area (Roudham / Garboldisham).

Residents of other areas may be concerned about the impact of HGVs diverting to alternative routes including the B1077.

#### Cost to implement this option:

Summary of costs	
Preliminaries (inc. traffic management)	<b>£12,000</b>
Construction	<b>£40,000</b>
TRO process	<b>£12,000</b>
Monitoring & Analysis	<b>£5,000</b>
Design fees	<b>£9,500</b>
Contingency	<b>£7,000</b>
Restricted working hours	<b>£4,500</b>
<b>TOTAL</b>	<b>£90,000</b>

**It is recommended that members consider this option as potentially viable**

## Option 4: 18t Weight restriction - East Harling village

It is likely that an experimental TRO would be required, for at least 6 months, in order to assess the effects of this option and report back to members before any decision is taken to make the weight restriction permanent.

A legal restriction would be placed on the B1111 covering the village of East Harling that restricts HGVs over 18t from being able to pass through, except for access. Advanced signage on approach would provide opportunity for these vehicles to follow an alternative route.

Affected traffic:

- Through traffic A11/A1066 = 100 HGVs
- Delivery traffic in Garboldisham or Roudham = 35 HGVs
- **Maximum number of HGVs diverted from East Harling per day = 135 (56% of total HGVs >7.5tonnes in East Harling)**
- **Estimated total extra distance travelled = 2420 vehicle-km**

Assuming:

- 3/4 of traffic is to/from the A11 and 1/4 is to/from the northern end of the B1111.
- All traffic uses preferred alternative routes
- 100% compliance with weight restriction

135 HGVs \*  $\frac{3}{4}$  \* 20.4km = 2066 (2070) – Diverted via A11 / A1066

135 HGVs \*  $\frac{1}{4}$  \* 10.3km = 348 (350) – Diverted via A1075 / A1066

### Benefits

Just over half large HGVs diverted from East Harling,

Potential reduction in the frequency repairs are required to bollards at Valentines corner

Improved environment within East Harling for local residents

### Dis-benefits

Increased mileage for businesses travelling through East Harling and those who operate from the local area (Roudham / Garboldisham).

Residents of other areas may be concerned about the impact of HGVs diverting to alternative routes including the B1077.

### Cost to implement this option:

Summary of costs	
Preliminaries (Includes traffic management)	<b>£12,000</b>
Construction	<b>£40,000</b>
TRO process	<b>£12,000</b>
Monitoring & Analysis	<b>£5,000</b>
Design fees	<b>£9,500</b>
Contingency	<b>£7,000</b>
Restricted working hours	<b>£4,500</b>
<b>TOTAL</b>	<b>£90,000</b>

**It is recommended that members consider this option as potentially viable**

## Option 5: 7.5t Weight restriction – B1111 between A11 and A1066

It is likely that an experimental TRO would be required, for at least 6 months, in order to assess the effects of this option and report back to members before any decision is taken to make the weight restriction permanent.

A legal restriction would be placed on the B1111 between the A11 and A1066 that restricts HGVs over 7.5t from being able to pass through, except for access.

Advanced signage on approach would provide opportunity for these vehicles to follow an alternative route.

Affected traffic:

- Through traffic between A11/A1066 = 110 HGVs
- **Maximum number of HGVs diverted from East Harling per day = 110 (46% of total HGVs >7.5tonnes in East Harling)**
- **Estimated total extra distance travelled = 1960 vehicle-km**

Assuming:

- 3/4 of traffic is to/from the A11 and 1/4 is to/from the northern end of the B1111.
- All traffic uses preferred alternative routes
- 100% compliance with weight restriction

$110 \text{ HGVs} \times \frac{3}{4} \times 20.4\text{km} = 1683 \text{ (1680)} - \text{Diverted via A11 / A1066}$

$110 \text{ HGVs} \times \frac{1}{4} \times 10.3\text{km} = 283 \text{ (280)} - \text{Diverted via A1075 / A1066}$

### Benefits

Nearly half of large HGVs removed from East Harling,

Potential reduction in the frequency repairs are required to bollards at Valentines corner

Improved environment within East Harling for local residents

### Dis-benefits

Increased mileage for businesses travelling through East Harling and those who operate from the local area (Roudham / Garboldisham).

Residents of other areas may be concerned about the impact of HGVs diverting to alternative routes including the B1077.

### Cost to implement this option:

Summary of costs	
Preliminaries (Includes traffic management)	£12,000
Construction	£40,000
TRO process	£12,000
Monitoring & Analysis	£5,000
Design fees	£9,500
Contingency	£7,000
Restricted working hours	£4,500
<b>TOTAL</b>	<b>£90,000</b>

**It is recommended that members consider this option as potentially viable**



## Option 6: 18t Weight restriction – B1111 between A11 and A1066

It is likely that an experimental TRO would be required, for at least 6 months, in order to assess the effects of this option and report back to members before any decision is taken to make the weight restriction permanent.

A legal restriction would be placed on the B1111 between the A11 and A1066 that restricts HGVs over 7.5t from being able to pass through, except for access.

Advanced signage on approach would provide opportunity for these vehicles to follow an alternative route.

Affected traffic:

- Through traffic between A11/A1066 = 100 HGVs
- **Maximum number of HGVs diverted from East Harling per day = 100 (42% of total HGVs >7.5tonnes in East Harling)**
- **Estimated total extra distance travelled = 1790 vehicle-km**

Assuming:

- 3/4 of traffic is to/from the A11 and 1/4 is to/from the northern end of the B1111.
- All traffic uses preferred alternative routes
- 100% compliance with weight restriction

$100 \text{ HGVs} \times \frac{3}{4} \times 20.4\text{km} = 1530 \text{ (1530)}$

$100 \text{ HGVs} \times \frac{1}{4} \times 10.3\text{km} = 258 \text{ (260)}$

### Benefits

Up to two-fifths reduction in large HGVs from East Harling,

Potential reduction in the frequency repairs are required to bollards at Valentines corner

Improved environment within East Harling for local residents

### Dis-benefits

Increased mileage for businesses travelling through East Harling and those who operate from the local area (Roudham / Garboldisham).

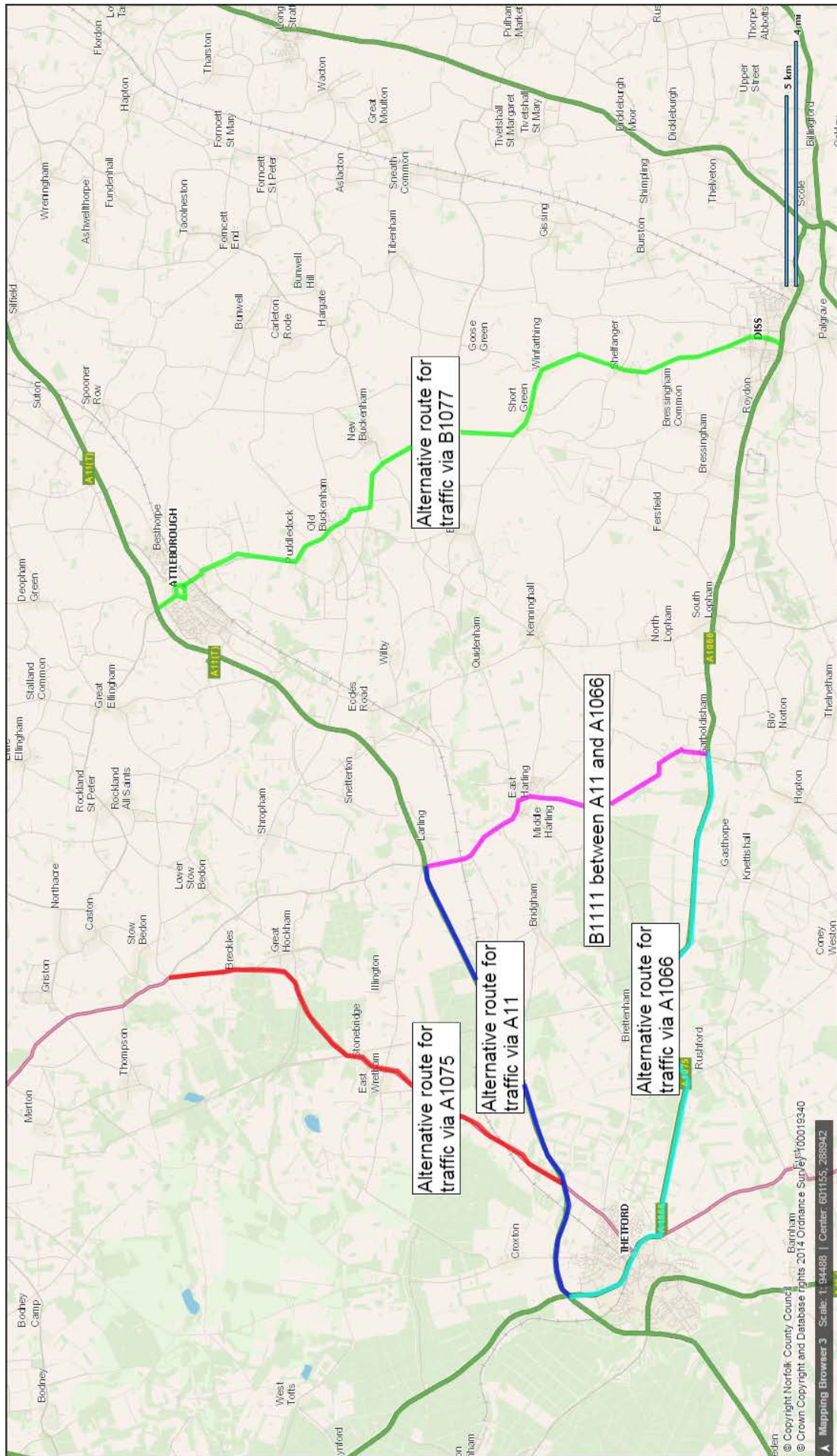
Residents of other areas may be concerned about the impact of HGVs diverting to alternative routes including the B1077.

Not as substantial a reduction of HGVs through East Harling – compared to other options.

### Cost to implement this option:

Summary of costs	
Preliminaries (Includes traffic management)	<b>£12,000</b>
Construction	<b>£40,000</b>
TRO process	<b>£12,000</b>
Monitoring & Analysis	<b>£5,000</b>
Design fees	<b>£9,500</b>
Contingency	<b>£7,000</b>
Restricted working hours	<b>£4,500</b>
<b>TOTAL</b>	<b>£90,000</b>

**It is recommended that members consider this option as potentially viable**



## **B1160 Southery – informal consultation on options for a part-time 7.5 tonnes Environmental Weight Restriction order**

### Summary of responses to informal consultation

A copy of the consultation letter and plans dated 19 October 2015 are included as an appendix to this note (Appendix 1).

A total of 25 submissions were received, of which 3 were in favour of the proposed part-time restrictions, and 19 were opposed. Three of the returns either made no comments or were neutral in terms of support for the options presented.

The three expressions of support for the restrictions were from parish councils and therefore reflect the views of the wider communities affected by traffic issues associated with HGV movements. Southery PC gave support specifically to Option 2, whilst Lakenheath and Crimplesham made no reference to a specific option.

One of the submissions which opposed the proposals also came from a parish council, and highlighted the concerns about safety on the A134 and at the A134 /Lime Kiln Road junction. The parish has an existing concern about HGV drivers ignoring the 7.5T weight restriction on Lime Kiln Road.

The main concerns raised about the proposals are as follows:

### **1) Effects on agricultural vehicles**

#### **Illustrative comments:**

*'As I farm in and around the village, have a fleet of tractors as well as four HGVs this is of great importance to me. Before I respond I need to know if this would affect agricultural vehicles as well as HGVs?'*

#### **Response:**

Traffic Orders for Environmental Weight Restrictions permit exemption for Agricultural Vehicles (tractors trailers, combines etc.).

Heavy commercial vehicles are defined in section 138 Road Traffic Regulation Act (goods vehicle with an operating weight exceeding 7.5T). Agricultural Vehicles have their own separate definition in the Road Vehicles (Construction & Use) Regulations 1986 as included in the Order for clarity of enforcement by the Police.

Here is an extract from the typical wording used in our orders:

'Nothing in Article 1 shall make it unlawful for any vehicle to proceed along the lengths of road specified in the Schedule to this order if the vehicle being used -

- (d) is an agricultural motor vehicle/agricultural trailer/agricultural trailed appliance/agricultural trailed appliance conveyor requiring access to the locality.'

## **2) Road safety**

### **Illustrative comments:**

*'The traffic safety record through Southery is good. Over the last 10 years there have been no recorded injury accidents involving HGVs during the proposed ban periods, and compliance with the 30 mph speed limit has been exemplary.'*

*'In contrast, the alternative diversion route via Stradsett junction has a much poorer safety record with over seven times the number of accidents, and is prone to congestion. Increasing the HGV traffic flows north through Stradsett junction would almost certainly exacerbate these risks.'*

*'I disagree with this traffic management proposal. It will place unnecessary pressure on the junction at Stradsett and present arrangements appear the safest option.'*

### **Response:**

It is accepted that there is no existing highway safety concern in Southery, and that the proposed alternative route has generally higher numbers of road casualties. However, over 10 years there have been no casualties recorded at weekends, and the County Council's view is that the rate of casualties is in line with that expected for this class of road.

## **3) Congestion and network efficiency**

### **Illustrative comments:**

*'The proposed diversion route would add 27 km (16.8 miles) to the HGV journeys affected, so increasing the total HGV distance travelled by over 343,000 km (213,000) miles each year.'*

*'There would also bound to be an amount of heavy traffic using the single track Fen Roads, (Anchor Drove –Black Drove-Long drove- Sedge Fen Drove) as a rat run to save a 30 mile diversion around Downham Market. These roads are just about acceptable for the present low traffic levels but it would cause havoc if through traffic was to be forced onto these World War 11 construction roads on a regular basis.'*

*'As well as HGVs using the Wissington Sugar Beet factory there is a huge amount of other traffic which is necessary to bring things in and remove produce from what is a very rural location and heavily farmed area.'*

*'Access from the A10 will need to be kept open for Waldersey Farms (Northfield Farm) which is some 800 m inside the proposed restriction on the outskirts of the village.'*

### **Response:**

Option 1 was included as a means to allow non-Wissington HGV traffic to continue to have access via the B1160 through Southery. All agricultural vehicles would also be exempt from any restrictions, and as a result the effect on the Fen Roads is unlikely to be an issue.

Under Option 2 there would be exemptions for any vehicles requiring access to sites within the restricted area.

#### **4) Environmental impacts**

##### **Illustrative comments:**

*'Extra diversion miles for a lorry is counter to government requirements of reducing mileage and air pollution reduction.'*

*'We feel that by placing these time restrictions it will have an impact on our business, we operate close to the proposed area and would have to re-route around the area which will have a financial bearing on us and will have an environmental impact as we would be having to travel further around the area to complete our work.'*

##### **Response:**

The impacts on the environment are noted. However, as part of the original Methwold Cell review work, it was decided that removal of the B1160 through Southery is an option that Members accepted, subject to the concerns about safety at the Stradsett junction.

#### **5) Economy and Jobs**

##### **Illustrative comments:**

*'In summary, the consequences of the Southery 7.5 tonne weight restriction would be to reduce the company's bottom line by more than £50,000 per year, as we don't believe we can mitigate the extra costs forced onto the business. It will also massively increase our carbon footprint, unnecessarily increase our food miles and create inefficiency.'*

*'The proposed travel restrictions to Wissey beet factory will make the viability of beet growing to us, ever closer to the point of unprofitability. We grow 50,000 T of beet and it is a major crop for us, so to lose this income could have a negative effect on our labour numbers.'*

*'The 08.00 to 09.30 restriction will be an expense and an inconvenience and something that we could well do without, but the weekend ban will be catastrophic for beet deliveries coming in to Wissington from anywhere West or South West of Wissington as it will add another 16 miles to every trip. This will probably make beet deliveries over the weekend uneconomic for growers in that region.'*

*'It is unacceptable to put restrictions in place to what is otherwise an efficient and well-conceived farming system. As a matter of interest it is the case that when for instance snow is forecast or there is some significant weather factor in play, the existence of a large volume of immediately available local sugar beet has been an important element in the procurement system for British Sugar at Wissington. Part-time weight restriction will enter a random element into sensitive procurement systems in many other ways as well.'*

*‘As well as HGVs using the Wissington Sugar Beet factory there is a huge amount of other traffic which is necessary to bring things in and remove produce from what is a very rural location and heavily farmed area.’*

**Response:**

The County Council’s priorities are to deliver:

- ✓ Real jobs
- ✓ Good Infrastructure
- ✓ Excellence in Education
- ✓ Support for vulnerable people

In drafting the options for part time weight restrictions the aim has been to achieve a balance which best reflects these priorities for the communities and businesses in the vicinity of the B1160.

The responses to this informal consultation have shown that there are likely to be significant costs to businesses in the area. The County Council was not in a position to identify the range and extent of these costs at the outset, so we will need to give very careful consideration to these impacts in framing the final proposals, to ensure the resulting outcomes balance employment and business concerns with the effects on communities.

**6) Operational issues**

**Illustrative comments:**

*‘The signage for the road closure would also be very difficult as most drivers on the B1112 and A10 would not know which bit of road was closed and possibly cause more traffic to go through Southery. Any signage would need to be in multiple language as a huge number of drivers in the haulage industry do not have English as their 1<sup>st</sup> language.’*

*‘By having a part-time weight restriction ..... you will get HGVs timing their breaks prior to the restrictions and then going through the village in convoy shortly after, which would be a much worse situation than already exists.’*

*‘For the 1.5 hour morning ban, lorry drivers would time their breaks to fit in and come through the village in convoys, there would be a queue of lorries waiting to nip through the village every day at 9:30.’*

*‘The confusion a partial ban would cause would be ridiculous, more and more of the lorries that use the route are foreign drivers. Signage would have to be very comprehensive and in many languages, (see British Sugars signs). Many of these drivers rely solely on Sat-Nav to reach their destinations, lots arrive in our yard with nothing but a text message with a name and post code, speaking little English. I wouldn’t want the job of explaining the partial ban to them.’*

**Response:**

The signing of part-time weight restrictions is not currently permitted under the Traffic Signs Regulations and General Directions, and we are awaiting new regulations to

be issued by the government which we expect will bring these in. It may be that a simplification of the times of the restrictions could help to overcome the concerns about how they operate.

## **7) Effects on other communities**

### **Illustrative comments:**

*'The Parish Council already has an issue with some HGVs ignoring our 7.5 tonne weight restriction on Lime Kiln Road and this proposal will result in more traffic diverting through West Dereham.'*

### **Response:**

The specific concerns of West Dereham PC are noted and we will consider these as part of any final proposals taken forward.

## **8) Alternative solutions**

### **Illustrative comments:**

*'A total ban on heavy traffic through the Southern entrance to Southery would have a partial effect, it would just need a major improvement at the Northern junction with the A10 (a roundabout) to allow traffic from the south to use it and a widening of two corners before the village. All the traffic could then use the Lynn road access and drivers would know what they were doing, not having to check the time each time when passing through the village.'*

*'Persuading British Sugar to stop all Sunday deliveries and collections would go a long way to giving Southery a peaceful Sunday. After all Wisington managed for 80 years not to have Sunday loadings, and could now with just a little more stockpiling. Most of the unrest in the village of Southery has resulted since the move to Sunday loading by British Sugar.'*

*'20 mph zones in the village especially past the school strictly policed with automatic speed cameras would be a quick and comparatively cheap measure. We would all rather travel slowly through Southery than take an 18 -30 mile detour.'*

*'..... would suggest that you revisit the part-time restrictions and consider putting a 20 mile an hour speed limit through the village and policing it to ensure it is adhered to.'*

### **Response:**

The County Council has very limited resources to bring forward road improvements, and these are currently being used to target locations with a history of road casualties. We have previously considered a 20mph zone through the village but this does not comply with the Speed Management Strategy for Norfolk and would require significant investment in measures to control speeds.

## **Conclusions and Recommendations**

Based on the responses received it can be concluded that there are some significant issues raised by the intended part-time environmental weight restriction (EWR) as

currently framed by the two options included in the consultation. These issues can be summarised as:

1. **Congestion and network efficiency.** Whilst Option 1 allows for non-Wissington HGV traffic to use the Southery route, Option 2 could lead to some inappropriate use of less suitable roads to avoid the restrictions.
2. **Economy and jobs.** The responses to this informal consultation have shown that there are likely to be significant costs to businesses in the area. The County Council was not in a position to identify the range and extent of these costs at the outset, so we will need to give very careful consideration to these impacts in framing the final proposals, to ensure the resulting outcomes balance employment and business concerns with the effects on communities.
3. **Operational issues.** It may be that a simplification of the times of the restrictions could help to overcome the concerns about how they operate.
4. **Effects on other communities.** The specific concerns of West Dereham PC are noted and we will consider these as part of any final proposals taken forward.
5. **Alternative solutions.** We have previously considered a 20mph zone through the village but this does not comply with the Speed Management Strategy for Norfolk and would require significant investment in measures to control speeds. Currently we do not support camera enforcement unless there is evidence of a casualty history.

In conclusion, at this time Option 1 is considered to offer a feasible solution, although there would need to be some further consideration of the timing of restrictions to address operational issues. Option 2 is not considered to be a feasible solution due to the potential for inappropriate use of less suitable roads to avoid the restrictions.

It is not clear, based on the responses received, that the implementation of an Environmental Weight Restriction would be a proportionate measure. In particular, there is a view that alternative solutions should be considered fully before the County Council decides whether or not to pursue the weight restriction as the most appropriate way to address the concerns of Southery residents.

For instance, a 20mph speed restriction would avoid the impacts on economy, jobs and other communities as highlighted in the informal consultation exercise. Based on the responses received to the informal consultation, this solution could offer a more proportionate approach to the issues in Southery.

However, use of an average speed camera enforcement system to support a 20mph limit on Feltwell Road through the village is not currently supported by the Safety Camera Partnership as there is no evidence of a casualty history in Southery sufficient to meet the criteria for police enforcement.

In the absence of an alternative solution, the County Council's view is that neither of the options included in this consultation represents a feasible, proportionate and value for money proposal, and an alternative approach is required.



Text of consultation letter

Dated 19 October 2015

Dear

**B1160 via Southery: Part-time 7.5tonne weight restriction**

I am writing to advise you that following the meeting of the Southery Parish Council on 1 December 2014, Norfolk County Council wishes to make a permanent Traffic Regulation Order (TRO) to the effect that vehicles above 7.5 tonnes would not be permitted to use the B1160 through Southery in either direction during the following times:

00:00 Saturday through until 24:00 Sunday, and

08:00 to 09:30 Monday to Friday inclusive.

Two options could be taken forward for formal consultation, as shown in the attached plans for Option 1 and Option 2. The signing for the part-time weight restriction is dependent on the issue by the Department for Transport of its revised Traffic Signs Regulations and General Directions which is expected in early 2016.

During the times of the weight restriction the alternative route for vehicles to access the B1160 would be via the A10, A1122 and the A134. A review of the safety of the Stradsett junction of the A134 and A1122 has shown that this site is not a concern for the periods of the intended order.

The purpose of the TRO is to improve the balance between the need for HGV to access facilities in the area (including the Wissington plant operated by British Sugar), and the impacts of large volumes of HGV through the village of Southery.

I would be grateful if you would consider the information contained in this letter and let me have any comments by no later than Friday 4 December.

If you expect to need more time to submit your views, I would be grateful if you can let me know as soon as possible.

In the meantime, if you would like any further information about this matter please contact me on 01603 222311.

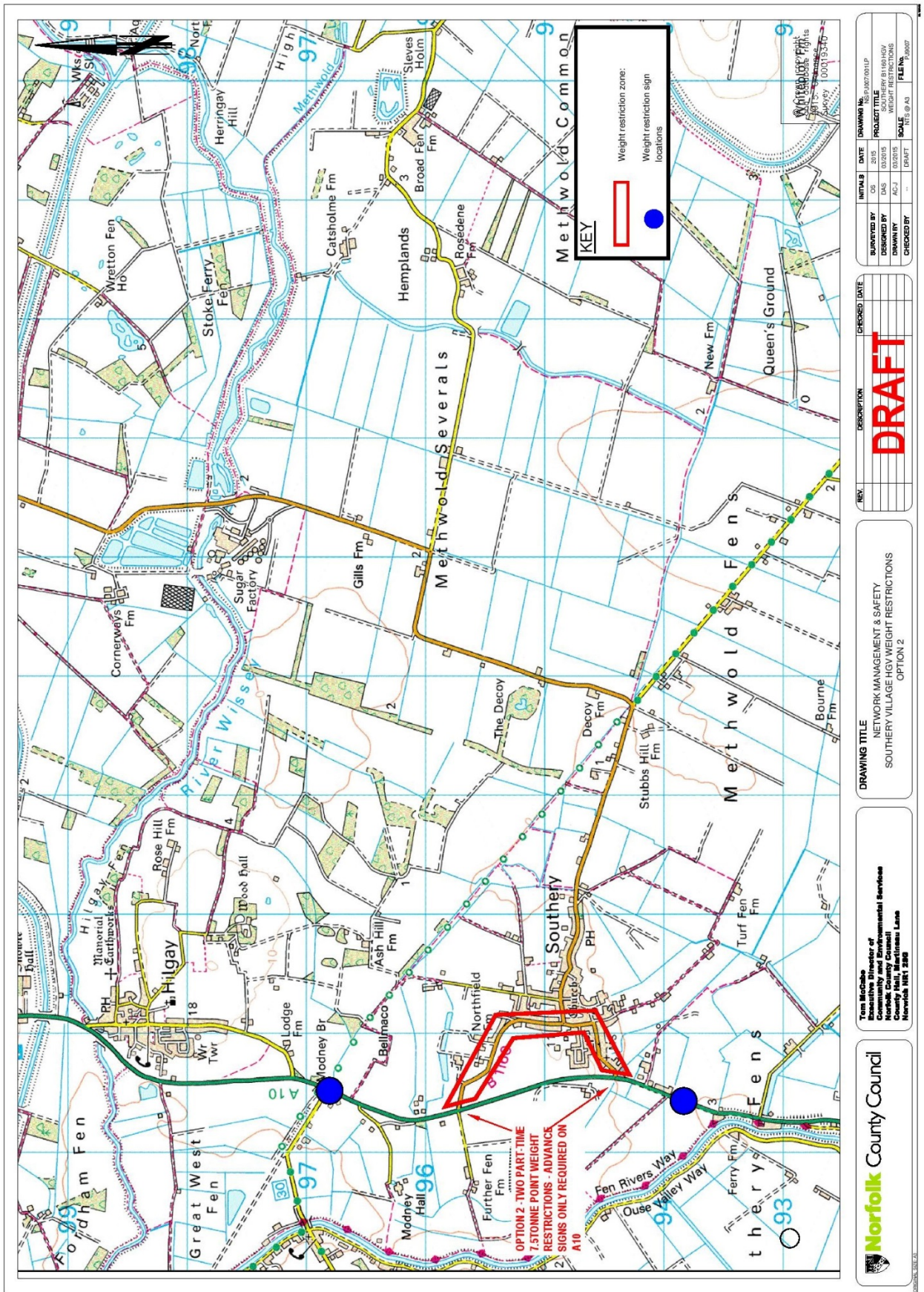
Yours sincerely



Team Manager Network Management (Analysis & Safety)







# Environment, Development and Transport Committee

Item No. 11

<b>Report title:</b>	<b>Ash Die Back (Chalara) – Management of Norfolk County Council estate</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director Community and Environmental Services</b>
<b>Strategic impact</b> <p>Ash dieback disease (referred to as Chalara in this report) can be compared to Dutch Elm disease which killed 30 million largely non-woodland trees in hedges and fields across Britain. The impact of Chalara in Norfolk should be considered significant, as ash is the second commonest hedgerow boundary tree throughout the County. It is vital to ensure that timely and appropriate inspections and safety work are carried out in a planned and measured way. It is not possible to effectively manage the implications of this disease without the measures set out in this report, which are limited specifically to Norfolk County Council's own responsibilities and exposure to risk.</p>	

## Executive summary

This paper highlights the risks of ash dieback disease to Norfolk's public safety, economy and environment, and the potential resource implications for the council. Appendix A describes the disease, its spread, risks and the impact of Chalara in Norfolk to date.

The County needs to be prepared and adequately resourced both to respond to the immediate effects of the disease and to minimise the long term adverse impacts. The indication from government is that there will be no financial help available to deal with the problem.

NCC owns and is responsible for trees on its extensive estate including highways land, schools, adult social care homes, county farms, corporate property sites, libraries and fire stations. NCC as a landowner has a duty of care under the Occupiers Liability Act 1984 to ensure that its trees do not pose a danger to people or property. It also has a duty under the Highways Act 1980 Section 41 to maintain the public highway and Section 154 to require owners of private trees to deal with those trees that overhang or are a danger to roads or footpaths. As a result of Chalara, ash trees on NCC sites will need to be inspected more frequently than at present, and made safe as necessary.

NCC needs to fully establish the extent of the problem and produce a Chalara Strategy incorporating an action plan to determine the most cost effective and efficient ways to manage the disease over the next 20 years. To this end a 3 year project has been set up, with funding from highways as detailed in Sections 1.4 to 1.6. In addition, a report will be taken to the Policy and Resources Committee in October / November 2016 to highlight the issue for trees on other NCC properties.

Councillor Martin Wilby attended a Ministerial visit in July with Lord Gardiner, the Defra Minister with responsibility for Tree Health and Plant Biosecurity and Professor Nicola Spence, Defra's Chief Plant Health Officer, to gain an understanding of the issues and challenges presented by this disease and provide feedback to Defra.

The Senior Arboricultural and Woodland Officer represents NCC at a national level at the Ash Dieback Safety Interventions Meetings organised by Defra.

Officers will report back to EDT Committee annually, or more frequently if required to keep Members appraised of progress.

**Recommendations:**

**Members are asked to**

- 1. Review and note the contents of this report**
- 2. Consider the suggested approach to work in collaboration with the Policy and Resources Committee to deal with the council-wide responsibilities for public safety and property.**
- 3. Determine whether the council should request financial support from Defra**
- 4. Support the need for officers to engage with landowners where their trees would affect NCC (e.g. Trees next to roads) to reduce the resource implications for NCC and streamlining the procedure to charge landowners if we have to undertake work on their behalf**

## **1. Proposal**

- 1.0. Currently NCC has no accurate records mapping where ash trees occur and no reliable information on age and condition of the trees.
- 1.1. NCC has a duty of care to ensure that its trees do not pose an unreasonable risk to people or property and therefore there will be additional work and the expense that NCC and landowners and managers will incur as a result of ash dieback is likely to be considerable. Unlike oaks, dead ashes and those that are dying back rapidly become unstable, readily shedding limbs and falling, so posing a substantial and often unpredictable threat to human safety and property.
- 1.2. Initially we need to identify and assess the condition of ash trees growing in our highest risk areas which are school grounds and along highway corridors; this will need to include all classes of roads and Public Rights of Way. We estimated that for public highways this task would take at least three growing seasons to conclude.
- 1.3. There are 5,965 miles of public highway in Norfolk and 420 schools (but currently 120 of these are academies who are directly responsible for their grounds and do not receive free advice from the tree officers at NCC). As a guide, Suffolk County Council have stated that it will take two people working together, on average one day to survey both sides of a road for a distance of 15 miles. A more accurate assessment for Norfolk's highways, using the survey methodology that has been adopted this summer, will be forthcoming as the data is analysed this winter.
- 1.4. To address the public highways issue, in February 2016 highways allocated £110,000 funding for a 3 year period that will deliver the following activities for the Chalara project:-
  - a) Desk top surveys to gather all useful existing information and identify gaps to determine survey routes and priorities
    - i) *The Woodland Trust has supplied us with data from the National Tree Map to complement in-house datasets.*
  - b) Populate the existing NCC tree database with location maps and records of ash trees on highways land

- c) The Tree Council recommends use of the free open source software iTree. We will look to include this tool, if feasible, as part of a holistic management plan for NCC's trees.
- d) Checking and verifying the condition of trees on the ground and assessing risks
- e) Organising the production of advisory material to raise awareness and mobilise the public to involve them in identifying ash trees
- f) Representing this Council at Defra and Local Task Group Meetings
- g) Organising for the safe removal of dangerous trees
- h) Producing a prioritised and costed 20 year Action Plan for Norfolk

1.5. And will cover the cost of:

- i. An initial one-off cost of £20,000 to help to cover emergency tree felling work highlighted in the ground-truthing exercise
- ii. Resource to employ a year in industry student annually for 3 years to carry out the GIS information management, assist in ground-truthing, collation and dissemination of information, and coordinating contact and advice for landowners (£15,000 p.a.)
- iii. Resource to employ an additional arboricultural specialist for 3 months annually for 3 years to assist the Arboricultural and Woodland Officers to carry out the additional proactive and professional tree inspections on NCC property (£10,000 p.a.)
- iv. Resource to cover training days, software, ICT equipment, legal charges and promotional material (£5,000 p.a.)

1.6 The preliminary data from this year's surveys is given in Appendix D for information. The map of Norfolk is divided into the four current highways inspection areas. For each area, the length of road inspected, the number of ash trees present and their average tree height are given with pie charts illustrating the percentage dieback found in the surveyed trees. Over the coming months the results of all of the surveys will be analysed in more detail to inform future work plans and the survey programme for 2017.

1.7 Based on the results and evaluation of the work this season, we will need to identify a further £50,000 in 2017/18 to deal with additional emergency works on the public highway, identified as a result of the ground-truthing inspections. A more accurate assessment of 2018/19 costs will be forthcoming by September 2017 and the 20 year Chalara Strategy will define ongoing costs beyond 2019.

1.8. We have set up a Norfolk officer working group led by the Environment Team to take forward the initial project work. This officer group includes representatives from Highways, Trails, Children's Services, County Farms, Corporate Property, Risk and Insurance, Emergency Planning, NPS, corporate communications and Business Support. District and Borough Council colleagues and organisations such as the John Innes Centre and the Forestry Commission will be kept updated of actions arising from the meetings as required.

1.9 The Senior Arboricultural and Woodland officer will work with a representative from Corporate Property to take a report to the October meeting of the Policy and Resources committee to address how to deal with Chalara on other NCC property. We need to work collaboratively across committees to address the impacts of Chalara across all NCC property.

1.10. We will engage with private landowners and will work with Suffolk and Essex County Councils to develop better working relationships with them via



organisations such as the Country Landowners Association (CLA), the National Farmers Union (NFU), Defra and the Tree Council. We will work on a cross county approach to provide training to disseminate information on best practice for managing Chalara on trees close to public land and to provide support and advice.

- 1.11. A copy of this committee report will be forwarded to all departments with responsibility for land through the Chalara Working Group. It will also be forwarded to academies so that they are aware. Advice and training will be offered to all NCC departments and academies as well as to private landowners (as per Section 1.7 above).

## 2. Evidence

- 2.1. Mature ash trees infected with Chalara typically decline and die within 5-10 years. We already have dead mature ash trees in Norfolk.
- 2.2. NCC's current tree inspection regime is dictated by the Tree Safety Management Policy (referred to as the Tree Policy, see Appendix B) which sets out a procedure to ensure that NCC fulfils its duty of care with regard to tree safety. Due to the high number of trees owned by NCC across Norfolk and only two specialist arboricultural and woodland officers employed, the system of inspection was set up so that officers at specific localities would be trained to a basic level to inspect trees on their sites or patch and identify obvious defects that may cause them to be a danger (See Section 2.4 and 2.5 of the Policy). These 'Level 1 Tree Inspectors' comprise staff such as highway inspectors and technicians, teachers, grounds staff and designated officers. When the Level 1 Inspectors identify a tree of concern, they are able to request a professional tree inspection from the Arboricultural and Woodland Officers. (Section 5 of the Policy).
- 2.3. The inspection regime in the Policy was set up for existing staffing levels at NCC and was not designed to cope with a major disease outbreak such as Chalara where large numbers of mature trees will be declining and dying simultaneously and can only be inspected for the disease whilst the trees are in leaf. **The Tree Policy's inspection regime will therefore only be fit for purpose for the inspection of ash trees where there are low numbers of trees on a site** such as a small village school or a library.
- 2.4. To assist level 1 inspectors to inspect ash trees for signs of Chalara, an addendum to the policy has been produced and placed on the Tree Information page on iNet – see Appendix C
- 2.5. On 24 June a Ministerial Visit took place in Suffolk with Lord Gardiner (the Defra Minister with responsibility for Tree Health and Plant Biosecurity) and Professor Nicola Spence, Defra's Chief Plant Health Officer. This meeting had the purpose of informing and receiving feedback from Officers and Members of the councils of the 3 counties most affected by ash dieback – Norfolk, Suffolk and Kent, with additional input from The Woodland Trust, Fera, CLA (Country Land and Business Association), Forestry Commission and Network Rail. Councillor Martin Wilby (Chair of EDT Committee) attended with the Senior Arboricultural and Woodland Officer. Some of the key points that Defra and the Tree Council took away from the meeting are that large landowners such as local authorities will be looking to Defra for financial support for tree surgery and felling work, changes in

regulatory requirements such as Felling licences, as well as the local action plans and guidance already being produced. Also for grants to help with replanting from organisations such as the Defra, Woodland Trust and the Tree Council.

- 2.6 The Senior Arboricultural and Woodland Officer attends the national Ash Dieback Safety Intervention Meetings organised by Defra. In July a presentation to update the group on Norfolk's Chalara Project was given. Details of our methodology and early survey results were well received and the Tree Council are keen to share our methodology with other authorities in the Country.

### 3. Financial Implications

- 3.1. Until we fully establish the extent of the problem within Norfolk through the Chalara project work over the next 3 years we are unable to fully quantify the financial impacts for Norfolk County Council. Work already undertaken elsewhere, in Counties such as Kent and Suffolk, suggest costs in the order of £7m to £16 million to fell infected non woodland ash trees.

The responsibilities for dealing with effected trees will rest in a number of different areas

Area	Who's responsibility	Comments
Highways, libraries, museums, fire stations.	NCC CES – EDT/Communities committees	
General NCC land (Including County Farms, Corporate property)	NCC - P&R committee	Paper being taken to P & R committee October 2016
Schools	NCC - Children's services	Parts of Voluntary Controlled and Voluntary Aided schools are not owned by NCC
Academies and Foundation Schools	Not NCC	Responsible for their own grounds
Private land	Land owners	We would need to streamline the procedure currently used by highways to charge land owners if NCC have to undertake work (See 4.2 and 4.4 below)

- 3.2. The additional £50,000 identified in Section 1.7 will need to be considered as part of the budget forward planning process for 2017/18.
- 3.3. The project will enable us to formulate the most cost effective approach for managing the disease and dealing with the parties responsible.



- 3.4. In the current market it is unlikely that significant revenue will be made from the sale of wood or wood products from diseased trees. Ash is only commercially viable if removed from a woodland with a harvester as part of woodland thinning operations. As soon as roadside costs are factored in (traffic management and arborists) there will be a net cost. Chalara is therefore not a commercial opportunity for a landowner but a liability.
- 3.5. In addition to the cost of felling ash trees or making them safe, there will be costs associated with replacing the trees we have lost. (See Section 4.4 below). Nationally, the Tree Council and the Woodland Trust are looking at ways to address how this may be funded.

#### **4. Issues, risks and innovation**

- 4.1. It is only possible to assess trees adequately for Chalara when they are in full leaf. This restricts the proactive inspection period to the months of June to September.
- 4.2. NCC as the Highway Authority, has a system in place in accordance with Section 154 of the Highways Act 1980 to notify landowners where trees are posing an imminent risk to highway users and to carry out the work and recharge the costs if the landowner fails to act within the designated time period. Due to the potential high numbers of notifications required to deal with trees with Chalara, the procedure will be revisited to ensure it is fit for purpose.
- 4.3. However it is important to recognise that in the order of 80% of highway trees are privately owned and this disease poses a significant problem not just for this Council but for land owners and managers as well. To ensure we approach the problem constructively it is important to work closely with these land owners and managers right from the outset to reduce the number of notifications issued under the Highways Act 1980. The best way to tackle this problem is to work cooperatively together at the outset (see section 1.7 above).
- 4.4. As well as the health and safety risks outlined above, Chalara will impact our landscape connectivity and biodiversity, and also reduce the ecosystem services provided by trees such as improving air quality and flood amelioration. NCC officers will be seeking new and innovative ways of addressing funding for replanting to continue to work towards greater connectivity within the landscape. Planting will, in accordance with the Tree Safety Management Policy, and will continue to look towards planting a wider suitable variety of species and provenances to create a more resilient tree population both to future pests and diseases and the changing climate. We will work closely with the Tree Council, Woodland Trust and other NGOs for guidance on funding streams for planting
- 4.5. We already have established links with the John Innes Centre who keep us up to date with their latest genetic research that they strongly believe will soon enable rapid identification of resistant or tolerant trees. We will support their work and provide data on trees that appear tolerant. They hope that it will be possible to produce a genetically diverse population of ash that are tolerant to Chalara. We also continue to work closely with the Forestry Commission who are using two 10 hectare plots of NCC land (Farmland at Burlingham and Strumpshaw Landfill) which we offered to them for their Chalara ash dieback resistance screening trials in 2013. We will publicise the results of the research when it is produced.

## 5. Background

- 5.1. Please see Appendix A for the background to the disease and an explanation of dieback assessment that is used.

Please see Tree Safety Management Policy (referred to as the Appendix B Tree Policy) and Addendum 1 to the Policy (Appendix C).

Please see Appendix D for Preliminary Survey Data.

### Officer Contact

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

**Officer name :** John Jones

**Tel No. :** 01603 222774

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

## 1. Background Information on Chalara

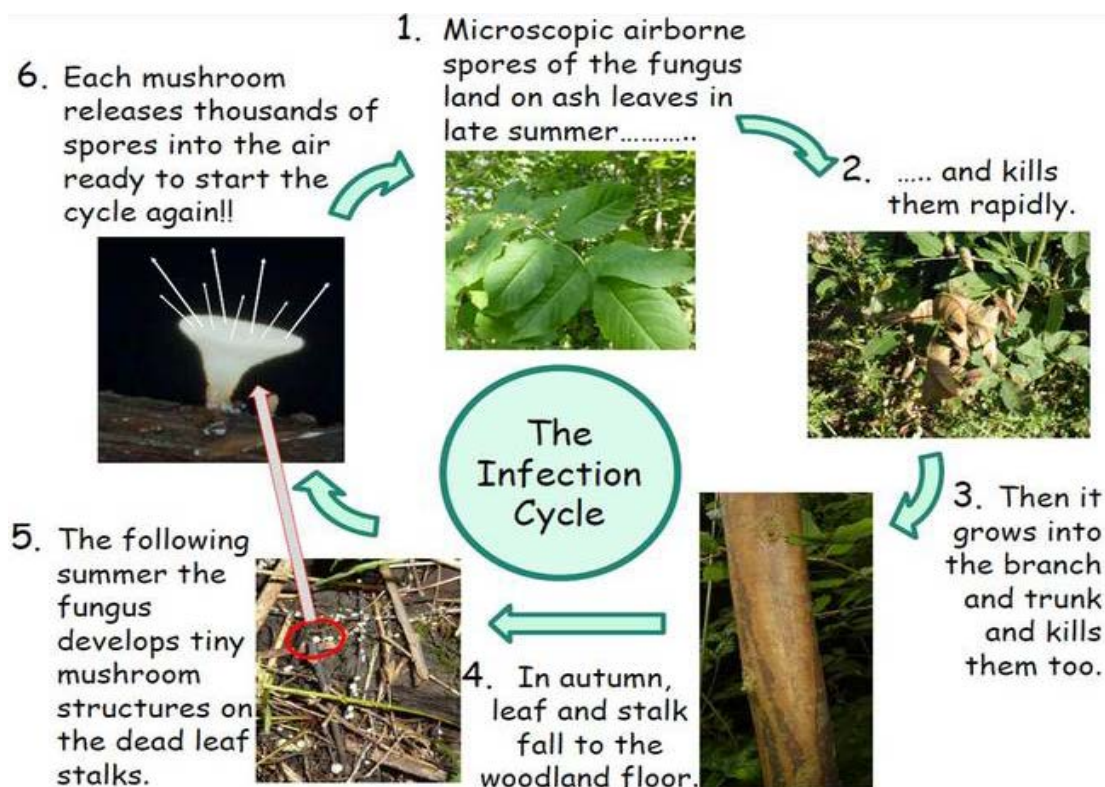
1.1. Chalara or ash dieback is a serious disease of ash (the scientific name of the fungus is now *Hymenoscyphus fraxineus*). It has been spreading across northern Europe since 1992 when it was first reported in Poland. It is thought to have originated in Asia, east of the Urals, where it had evolved to live on a different species of ash, likely to be Manchurian ash (*Fraxinus mandschurica*). It has had a devastating effect on European ash, which is vulnerable because it has little or no resistance to the disease.

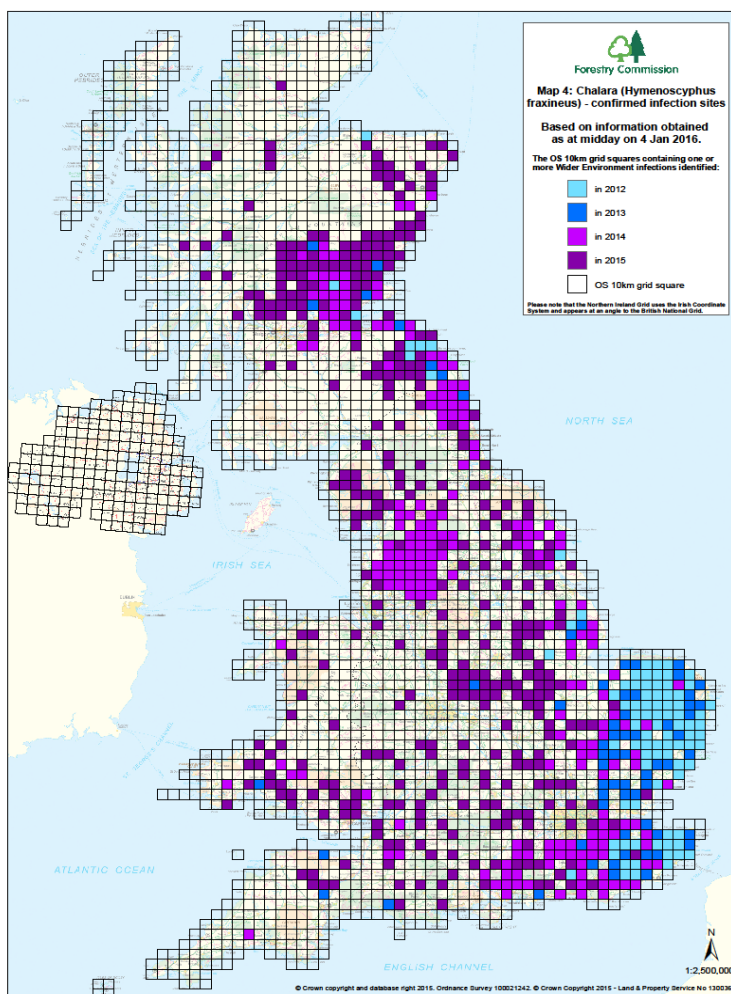
1.2. The disease spread has been assisted by the transport of nursery trees between countries. But it also spreads via windblown spores produced from fruiting bodies on fallen leaves and infected shoots (See Fig 1 below). Scandinavia has been particularly affected with Denmark having more than 90% of its ash trees infected. The remaining 10% of its trees have been found to be moderately resistant to the disease, with 1-2% having high resistance.

1.3. Chalara entered Great Britain on planting stock imported from nurseries in Continental Europe and by windblown spores. Infected older trees were found in 2012 in East Anglia, Kent and Essex with no apparent connection with plants supplied by nurseries and this supports windborne spore dispersal. Progress of the disease appears to have been more rapid than was originally predicted. Figure 2 shows the current extent of the disease.

1.4. Many factors including the density of trees, their age, genetic variability and climatic conditions are likely to influence the impact that the disease has on the ash tree population in the UK. In a worst case scenario, 90% of non-woodland trees may be affected over the next 10 to 20 years to the extent that they will at least shed large limbs. However research has revealed that Britain's ash trees have a greater genetic diversity than those in Denmark, offering hope that fewer of our trees may succumb. This supports the current guidance that clear felling is not appropriate management.

**FIG 1 - Life cycle of Chalara**





**FIG 2 - Forestry Commission map showing infections confirmed in England to June 2015, showing that East Anglia was the first area to be infected and has the highest incidence of the disease.**

1.5. The disease is particularly destructive of young ash plants, killing them within one growing season of symptoms becoming visible. Older trees can survive initial attacks, but tend to succumb eventually after several seasons of infection. Working estimates, based on information from the continent, suggest that:

1.5.1. Trees under 10 years of age are likely to die within 2-5 years

1.5.2. Trees under 40 years old are likely to die within 3-5 years.

1.5.3. For mature trees more than 40 years old, trees are likely to decline and die within 5-10 years. Secondary infection by diseases such as Honey fungus is likely to be the cause of death in mature trees infected with Chalara. There are already examples of dead ash trees in Norfolk.

1.6. The John Innes Centre have recently identified genetic markers that confer resistance. This may mean that in the near future it will be possible to very quickly assess a tree's resistance through DNA analysis. The Living Ash Project, established by a partnership of organisations including Defra and Forest Research, is also currently carrying out tagging, screening and selection trials to identify individuals with a high degree of tolerance which may be cloned or bred for future restocking.

## 2. Chalara in Norfolk

2.1. Over the last 10 years we have seen decline in ash trees from a number of causes that include *Inonotus hispidus* (a fungus that decays trunk and branches), insect defoliators, pigeon damage and ash bud moth.

In 2012, when Chalara was found in Ashwellthorpe Woods, dieback in landscape trees was becoming noticeable. Since then, we have seen the evidence of the disease spread including all age stages of trees, both within and outside woods in hedgerows and field boundaries. There are now very few trees that are not showing signs of infection by Chalara in Norfolk.



2.2. NCC's Natural Environment Team has provided advice about Chalara to officers, schools and the public since 2012 in line with Central Government advice. They are working with the Forestry Commission John Innes Institute on disease resistance research, and working with Suffolk and Essex County Councils and the Tree Council on Local Action Plans.

2.3. See Figure 3 for the photos of dieback used in NCC's Tree Safety Management Policy Addendum 1 which has been produced to educate and inform the Council's Level 1 Tree inspectors on how this disease will impact on NCC's current policy procedures:

**FIG 3 Photos showing percentages of ash tree dieback**



0% Dieback - Healthy Crown



25% Dieback



50% Dieback



75% Dieback

2.3.1. Where 0-25% of the crown is dead or dying – likely to be low risk with no immediate management requirements and may include trees found to be resistant or show resilience to the disease. The Tree Policy Addendum 1 sets out how these should be monitored.

2.3.2. Where 25% - 50% of the crown is dead or dying – trees are likely to be of increasing risk and likely to decline further. Management and monitoring guidelines have been specified by the Tree Policy Addendum 1.

2.3.3. Where 50-75% of the crown is dying or dead – trees are likely to have increasing dead branch diameters that will become increasingly unstable. Felling is likely to be required where ash trees are in high-risk target areas (such as roadside, urban areas) and where dead branches are greater than 15cm/6inches in diameter. Group felling may need to be

considered where clusters of diseased ash trees with 50% or more dieback exist and they are located in medium and high-risk target areas.

2.3.4. Where more than 75% of the crown is dying or dead – felling will be required in medium and high-risk areas, prioritising those trees where dead branches are greater than 15 cm/6 inches in diameter.

2.4. Pre-emptive felling of NCC owned trees would only be carried out under exceptional circumstances with the agreement of the arboricultural and woodland officers. Infected trees will be felled once they have more than 75 dieback, are clearly dying or pose an imminent danger. This advice is given mainly on the basis that we must take every opportunity to identify and retain those rare trees that are highly resistant to dieback. There are also issues that need to be resolved with regard to the necessity for Felling Licences and the speed with which they are issued, and, for farmers in the Basic Payment Scheme (i.e. nearly all farmers), compliance

with GAEC7c (Good Agricultural and Environmental Conditions. See *The Guide to cross compliance in England 2015* - Defra). Very occasionally, where the risk posed is low, it may be recommended that trees are pollarded, rather than felled to make them safe, to encourage deadwood habitat.

2.5 Some local authorities in other infected areas have made estimates of the potential financial cost, but these vary significantly. Kent County Council estimates that, if most or all of the 20,000 ash trees on its land (including highways) are affected, it could cost up to £16 million in clearance costs. West Sussex estimates a cost of £1,250 per tree for dealing with each affected mature tree on a highway. ), Devon County Council suggests that in a worse case situation which assumes 90% mortality and based on a figure of £400 to fell a tree adjacent to a road, the potential total cost to farmers and others could be in the order of £160 million.



# **Tree Safety Management Policy**

Norfolk County Council

Adopted 29 October 2009

Version 3 - November 2015



Natural Environment Team

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



**Norfolk** County Council





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### Version 3 - November 2015

If you have any comments regarding this document please contact:

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**Phone** 01603 222763

# Tree Safety Management Policy Statement

Norfolk County Council, as a tree owner, has a direct responsibility to ensure that its trees do not pose a danger to the public or property. To address this risk the County Council has produced this Tree Safety Management Policy.

The Policy will ensure:

- An overall assessment of risk is completed to identify high, medium and low risk tree zones
- A system of tree inspections is in operation in relation to risk
- A record of trees and inspections is retained
- Systems and processes are identified that control and mitigate risks as identified from inspections
- Staff who carry out inspections are competent to do so

Operation of this Policy will enable the County Council to mitigate tree risks to as low a level as is reasonably practicable.





## Introduction

Trees by their nature are dynamic living systems. They have evolved to cope with losing limbs, breaking apart and being wounded and they grow adaptively in response to the environment around them. Trees and woodlands can make a significant contribution to quality of life, the local economy and the environment. However, where trees and people co-exist, there is a need to ensure that a tree's natural processes do not pose a risk to the people and property around them.

Owners of trees have a legal duty of care and are obliged to take all reasonable care to ensure that any foreseeable hazards can be identified and made safe. Although it is not possible to completely eliminate the risk of a tree failing\*, there are often indications that a tree may be in decline, have structural faults or be suffering from decay or pests and diseases. Many of these signs can be recognized by trained inspectors who can then instigate further investigations by a qualified arboriculturist.

The safe and appropriate management of its trees is important to the County Council who want to ensure that a balance is maintained between public safety and sustaining a healthy tree population with the benefits it provides.

Some examples of the many aesthetic, social, economic and health benefits of trees are listed below:

- Trees play a vital role in urban and rural ecosystems by helping to support a great variety of wildlife
- Studies of patients in hospital found that they recovered more quickly with a view of trees and nature from their windows (Ulrich 1984). Two reports, sponsored by RSPB, published in 2004 and 2007 outlined the benefits to physical and mental health arising from contact with the natural environment. These included the reductions in obesity, heart disease, diabetes, cancer, stress, ADHD, aggression and criminal activity, amongst others
- A large beech tree can provide enough oxygen for the daily requirements of ten people
- Property in tree lined streets is worth 18% more than in similar streets without trees
- Trees intercept water, store some of it and reduce storm runoff and the possibility of flooding; a 5% increase in tree cover can reduce runoff by 2%
- Trees help to lock up the carbon emissions that contribute to global warming. For example, 1 hectare of woodland grown to maturity and looked after forever would absorb the carbon emissions of 100 average family cars driven for one year (Climate Care/Trees for Cities estimate)
- Trees have a positive impact on the incidence of asthma, skin cancer and stress-related illness by filtering out polluted air, reducing smog formation, shading out solar radiation and by providing an attractive, calming setting for recreation
- Trees can save up to 10% of energy consumption through their moderation of the local climate

The importance of trees has been emphasised by a number of Government reports including a national survey of England's urban trees and their management in 2008 entitled Trees in Towns II. In December 2011, the National Tree Safety Group released its guidance on how tree owners should approach tree safety management – see page 4.

\*Tree failure – failure can be defined as a decline in strength or effectiveness – in the case of trees this would be as a result of the breakage or splitting of the whole or part of a tree.

## National Tree Safety Group

The National Tree Safety Group (NTSG) comprises representatives from 20 organisations. These range from tree specialists such as the Arboricultural Association and the Institute of Chartered Foresters, to tree owners and managers such as the Country Land and Business Association, National Farmers Union and the Forestry Commission, to conservation organisations such as the National Trust, Woodland Trust and Ancient Tree Forum.

The aim of the NTSG is to develop a nationally recognised approach to tree safety management and to provide guidance that is proportionate to the actual risks from trees. Its national guidance document entitled Common Sense Risk Management of Trees was released in December 2011.

The NTSG guidance is underpinned by 5 key principals:

- Trees provide a wide variety of benefits to society
- Trees are living organisms that naturally lose branches or fail
- The overall risk to human safety is extremely low
- Tree owners have a legal duty of care
- Tree owners should take a balanced and proportionate approach to tree safety management

The NTSG has produced three documents:

1. Common sense risk management of trees (The main guidance document)
2. A Landowner Summary (for estates and smallholdings)
3. Managing Trees for Safety (for the domestic tree owner)

These are downloadable free from the Forestry Commission's [Publications](#) website.

**Norfolk County Council's Tree Safety Management Policy conforms to, and does not exceed the guidance recommended by the NTSG.**



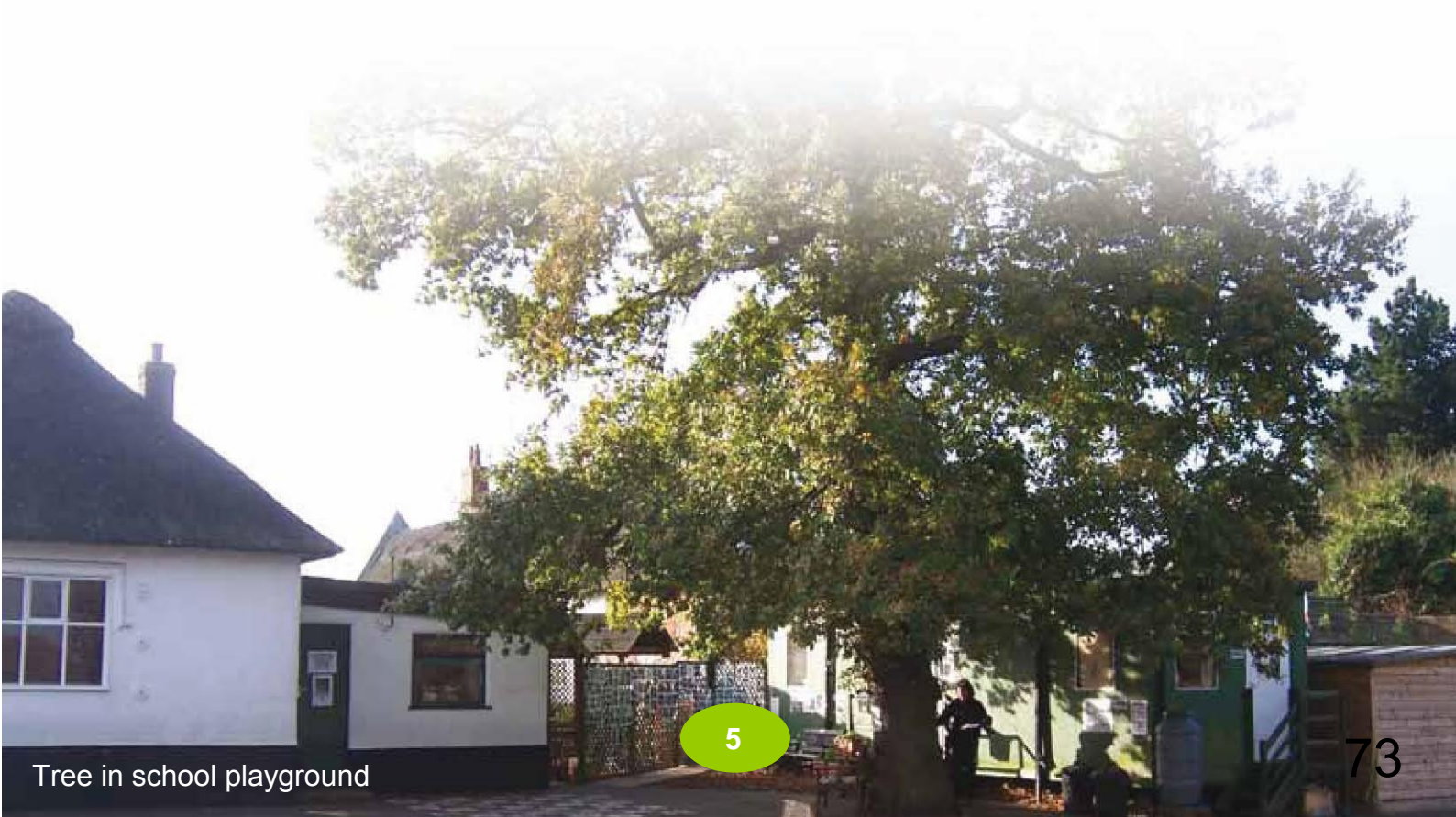
Burlingham Estate, County Farms



Street tree, Kings Lynn

# 1. The County Council Estate

- 1.1** This Tree Safety Management Policy outlines the base level inspection regime required for trees in Norfolk County Council ownership.
- 1.2** If an establishment or department considers there is a need for a full tree survey, inspection regime and safety policy for an individual site, there are private services and consultants available who can do this. Details are shown in Appendix 8.
- 1.3** The inspection of privately owned trees within falling distance of Norfolk County Council property is referred to in Appendix 7.
- 1.4** For ease of reference and management, Norfolk County Council's estate has been divided into 3 broad areas:
- Establishments (for example schools, social services premises, field study centres)
  - Highways
  - County Farms, woodlands, public open spaces
- 1.5** Each of these service areas have designated one or more responsible officers whose duty will be to ensure that the correct procedures are followed to fulfil the policy requirements.
- 1.6** Each of these service areas has produced draft working documents following the adoption of this policy. The documents demonstrate how the inspection regime will be achieved for the land each service area is responsible for, dictated by the site zoning regime in Appendix 1.
- 1.7** Adequate records of tree inspections (as per Appendices 2 and 3) will be retained and there will be an adequate budget available for ongoing tree maintenance as a result of the inspections.





## 2. Planned tree inspections

Three types of planned tree inspections will be used by the County Council - Highway Tree Inspection, Level 1 Tree Inspection and Professional Tree Inspection.

### 2.1 Highway Tree Inspection

This type of inspection is restricted to the highways area of the County Council's estate. The inspections will be carried out by Highways Inspectors as part of the highway inspection process using the Highways Management System (HMS). The frequency of inspections will be dictated by the site zoning regime in Appendix 1.

Highway Inspectors are trained to Level 1 and have gained the Level 1 Tree Inspection Certificate. The procedure will consist of a "drive-by" inspection by 2 people (one being a dedicated driver), or a walked inspection consistent with current highway inspection procedures. The Inspector will observe the trees within the highway on both sides of the road. The Inspector will systematically look for the obvious defects that are identified in the Level 1 Tree Inspection training day (see section 2.4). When carrying out a drive by inspection, if a defect is seen that requires closer investigation, the Inspector will stop the car and carry out a more detailed inspection of the defect on foot.

### 2.2 Level 1 Tree Inspection

This inspection procedure will be carried out at all other County Council sites - establishments, County Farms, woodlands and open spaces. The frequency of inspections will be dictated by the site zoning regime in Appendix 1. The persons carrying out the inspection will have attended the Level 1 Tree Inspection course, passed the assessment and gained the Level 1 Tree Inspection Certificate. The procedure will consist of a walked inspection of trees on a site, viewing them from all sides and using a systematic process to look for the obvious defects that are identified in the Level 1 Tree Inspection training day (see section 2.4).

### 2.3 Professional Tree Inspection

This will be undertaken by the Arboricultural and Woodland Officers who have training and experience and can demonstrate competence to undertake systematic expert tree inspection, in order to identify and recommend remediation for hazards arising from impaired condition or structural integrity in trees. These inspections will be undertaken following identification of significant defects by Highway Tree and Level 1 Inspections. Professional Tree Inspections will also be carried out in response to reactive Level 1 Inspections (see Section 3). Systematic inspections of high risk trees identified by the Arboricultural and Woodland Officers will be carried out at the designated times (see Section 5.4). The information on inspections will be available for staff to view on the mapping browser, based on the information in the tree database.

## 2.4 Level 1 Tree Inspection Course

The Council will ensure the provision of a Level 1 Tree Inspection Course based on the Lantra Basic Tree Inspection Course. This one day course is designed for people with limited or no arboricultural knowledge such as land managers, highway engineers, tree wardens, rangers, premises managers, head teachers, caretakers, etc. It is also a preliminary course for tree surgeons, dedicated tree inspectors, assistant and principal arboricultural officers wishing to complete a higher level programme. There is an assessment at the end of the day. A certificate is awarded to those candidates who pass the assessment.

On the course, the candidates are trained to look for obvious defects, record them, assign a hazard rating and provide a report of their findings. The types of defects that a candidate is trained to look for are detailed below:

- Fungal fruiting bodies (at the base or on the trunk and branches)
- Dieback of the crown – i.e. foliage not dense, foliage not the right colour or size
- Dead branches
- Dead trees
- Detached branches, hanging branches or branches lodged within the canopy
- Compression forks
- Cracks and splits
- Major or numerous cavities
- Dead bark
- Significant bulges
- Evidence of root damage or severance
- Presence of ivy and its significance
- “Bleeding” areas and fluxes

## 2.5 There can be only 3 outcomes of a Norfolk County Council Level 1 inspection:

- i. The tree has no observed significant defects and therefore requires no action
- ii. The tree requires a more detailed inspection, or the inspector needs further advice or clarification from the Arboricultural and Woodland Officers. The inspectors will be trained to assign a priority of low, medium or high on the form so that the professional tree inspection can be programmed accordingly
- iii. The work is an emergency (such as a hanging branch over a highway or footpath or a tree in imminent danger of collapse). In emergency situations the Level 1 inspector can order the work directly with a tree contractor. Due to the wildlife and European Protected Species legislation (see Appendix 5) the work ordered must be carried out by a tree surgeon from Norfolk County Council’s list of tree surgeons (see Appendix 4, Section 5) **and must include the statement in Appendix 5xii**. Although emergency work is exempt from the Tree Preservation Order and Conservation Area legislation, it would be courteous to inform the relevant District Council where work has been carried out

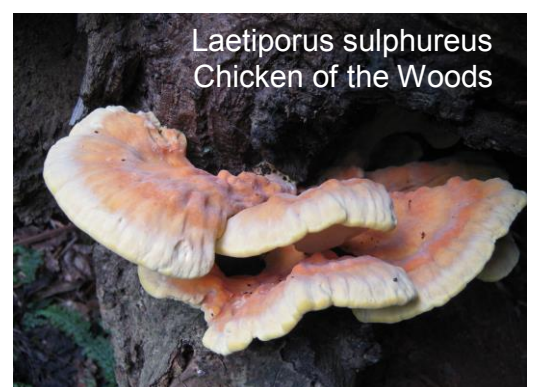
Depending on the competence and confidence of individual employees, Level 1 Tree Inspection training may need to be refreshed. However, the skills learnt on the course will be applied regularly through inspection and the employee will learn informally from the Arboricultural and Woodland Officers as and when further advice is sought. It is therefore possible that refresher training will be rendered unnecessary. This will be monitored through feedback received by the Arboricultural and Woodland Officers. For Council employees it can be highlighted as a need through the appraisal process.

### 3.1 Reactive Tree Inspections

In addition to the planned inspections detailed in sections 2.1 to 2.3, there are situations where reactive Level 1 Tree Inspections will be carried out within all 3 areas of the County Council Estate. These could be routine inspections as a result of customer complaints, concerns and enquiries or as a result of damage to a tree or its root system from accidental or environmental causes. Please refer to Appendices 4 and 5 that detail the Council's policies on pruning and felling trees, wildlife and legal constraints.

### 3.2 Emergency tree inspections and High Winds

Each County Council Estate area must (through the department's own procedures and guidance) have a procedure in place to respond to emergency situations such as gale force winds. It will be necessary for non highway sites to be inspected after high winds for windblown or potentially hazardous trees, particularly if the sites are not being regularly visited by officers for other reasons. This will apply, for example, to woodlands in the moderate or low risk zones of Appendix 1. **Please refer to the high winds guide on [INET](#) and the [schools website](#) for more information.**





## 4. Procedure for Level 1 Tree Inspections and Highway Tree Inspections

This procedure is summarised in the flowchart on page 11.

### 4.1 Recording of data

#### Highway Tree Inspections

When a Highway Tree Inspection is carried out according to the frequency determined in Appendix 1, a record of the inspection will be retained within the Highways Management System (HMS). The use of FORM A will therefore not be required.

Where a tree with significant defects is identified, a Tree Defect Report Form, FORM B (Appendix 3) will be filled in. One FORM B is required for each tree with a defect.

However, where there are a number of trees with defects at one site, the Multiple Trees Defect Report Form, FORM B2 (Appendix 3A) can be used.

#### Level 1 Tree Inspections

When a site is inspected, according to the frequency determined in Appendix 1, the Level 1 Tree Inspector will fill in a Site Tree Inspection Form, FORM A (Appendix 2). If no trees with significant defects are found, this will be stated on the form.

Where a tree with significant defects is identified, in addition to FORM A, a Tree Defect Report Form, FORM B (Appendix 3) will be filled in. One FORM B is required for each tree with a defect. However where there are a number of trees with defects at one site, FORM B2 (Appendix 3A) can be used.

**NB.** It is important that Highway Tree Inspectors and Level 1 Tree Inspectors are aware of current legislation relating to trees and wildlife and Norfolk County Council's Tree Management Guidelines when carrying out their inspections (Appendices 4 and 5).

#### Guidelines for Hazard Ratings on FORM B and B2

The assessment of risk on FORM B and B2 is designed to give an indication to the Arboricultural and Woodland Officers of the risk posed by the defect identified to help to determine the timescale that is required for a Professional Tree Inspection. The assessment of risk in this policy is based on 3 factors. The Level 1 or Highway Tree Inspectors are asked to consider each of these factors and to rate each as high, medium or low and assign the numbers shown on FORM B and B2 to calculate the total hazard rating.

**HAZARD** - The size of the branch or part of the tree that is the most likely to fail and the distance it would fall.

**LIKELIHOOD OF FAILURE** – This is a matter of informed judgement, based on the Level 1 training and experience gained from feedback from the Arboricultural and Woodland Officers.

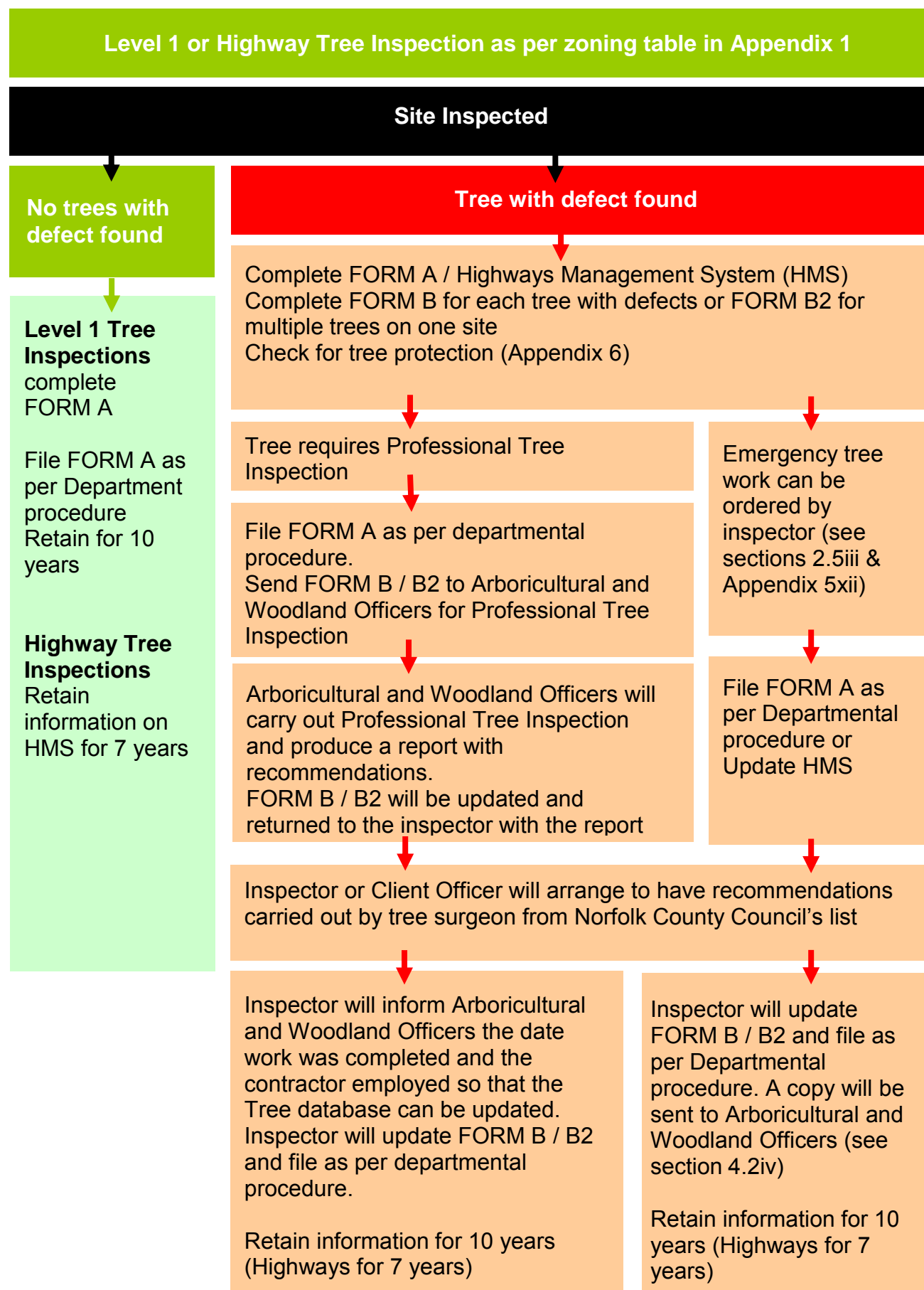
**TARGET** – This is dependent on the location of the tree and the usage of the area – for example, a high target could be a tree next to a school entrance, a tree within falling distance of queuing cars at traffic lights or a tree with a bench below it.

## 4.2 Action

- i. If no further Professional Tree Inspection is required, FORM A should be filed as per departmental procedure. For Highways the site visit details will be saved on the highways inspection system. The designated responsible officer for the site will ensure that all inspection forms and site inspection information are retained for 10 years (except Highways where the retention period is 7 years) to ensure that Norfolk County Council has an accountable system in place
- ii. Where the Highway Tree Inspector or Level 1 Inspector decides that a tree needs a professional inspection, FORM B or B2 will be completed and a copy will be sent to the Arboricultural and Woodland Officers so that a Professional Tree Inspection can be carried out
- iii. FORM B / B2 will be returned to the inspector by the Arboricultural and Woodland Officers after the Professional Tree Inspection has been carried out. The Inspector then needs to fill in the final section of the form, stating the date the tree surgery was completed and the name of the contractor that carried out the work. This information must be passed to the Arboricultural and Woodland Officers before FORM B / B2 is filed
- iv. If a tree requires emergency action that can be organised by the inspector (see examples in section 2.5iii), FORM B or B2, should be filled in accordingly showing the actions that were taken. The work must be carried out by a contractor who is listed on Norfolk County Council's list of tree surgeons (see Appendix 4, Section 5) and the works order must contain the statement in Appendix 5xii. FORM B / B2 must show the name of the tree surgeon that carried out the work and the date it was completed. This information must be passed to the Arboricultural and Woodland Officers either by phone or email before FORM B / B2 is filed. It will then be entered onto the tree database for audit purposes.



## Flowchart to show procedure for Level 1 Tree Inspections and Highway Tree Inspections



## 5. Procedures for Professional Tree Inspections

### 5.1 Recording

The Arboricultural and Woodland Officers will carry out a systematic inspection of a tree, recording significant defects and assessing the tree's physiological and structural condition. If remedial work will be required, an assessment will also be made as to whether the tree is a likely habitat for a European Protected Species (see Appendix 5). In particular, the Arboricultural and Woodland Officers will look for signs that may indicate the presence of bats. Details of Professional Tree Inspections will be recorded on the tree database. The database will hold historical information on all inspections, work and management recommendations.

### 5.2 Reporting

A professional report will be produced and sent to the appropriate Level 1 Tree Inspector, Highway Tree Inspector or Client Officer as appropriate, detailing any remedial works required. The degree of remedial work required for a tree will depend both on the hazard and the level of risk. The safety considerations may also be linked to the landscape, wildlife and cultural value of a tree. Recommended actions may include further detailed tests such as a Picus tomograph, which uses ultrasound to map the amount of decay within a trunk or branch; or may be a request to Natural England for a licence where works would otherwise risk breaching legislation relating to protected species using the tree. Work specified will be prioritised according to urgency. Identified actions must then be followed through. This will require clear lines of communication between the Arboricultural and Woodland Officers and those responsible for ordering the tree work. FORM B / B2 will be updated by the Arboricultural and Woodland Officers and returned to the appropriate officer or Tree Inspector.

### 5.3 Action

Work will be ordered by the relevant Client Officer within the timescale recommended by the Arboricultural and Woodland Officers. Tree contractors asked to quote for work will be selected from Norfolk County Council's list of tree surgeons (see Appendix 4, Section 5). It will be the responsibility of the Client Officer who authorises the work to inform the Council's Arboricultural and Woodland Officers of the date the work was completed and the contractor who did the work. FORM B / B2 must be updated to show this information. The information must be passed to the Arboricultural and Woodland Officers either by phone or email or via a copy of the completed FORM B / B2 before the form is filed. It will then be entered onto the tree database for audit purposes.

### 5.4 High risk trees identified by the Arboricultural and Woodland Officers

The site zoning regime in Appendix 1 sets out the base standard for the inspection of trees on Norfolk County Council sites. However within these identified risk zones, there may be reasons why certain sites or trees may need to be inspected on a more frequent basis. Examples include well used cycle routes through areas of mature trees, or trees that due to their species, size, condition or location may pose a higher risk. Veteran trees in particular may require more frequent inspections (see Appendix 4, Section 6i). The inspection regime for identified high risk trees will be determined by the Arboricultural and Woodland Officers. Future re-inspection dates for Professional Tree Inspections on particular high risk trees will be flagged up by the tree database at the required time, and will be carried out by the Arboricultural and Woodland Officers.



## 6. Monitoring

In order to ensure adherence to the Tree Safety Management Policy, services and departments must ensure that adequate records are kept for 10 years (however the highways system can only retain records for 7 years) and that systems demonstrating compliance with the Policy are put in place. These may be subject to periodic internal audit.

The Senior Arboricultural and Woodland Officer will ensure that the Tree Safety Management Policy is kept under constant review and is formally reviewed every 5 years.



Site zoning regime for Norfolk County Council

Risk Zones	County Council Sites
High risk	<div>13</div> <ul style="list-style-type: none"><li>▪ <a href="#">Street trees in defined town centre inspection areas</a></li></ul>

<p>Highway or Level 1 Inspection every 18 months</p>	<p><u>(includes Category 1 footways)</u></p> <ul style="list-style-type: none"> <li>▪ <u>Street trees on Category 2 footways</u></li> <li>▪ <u>Street trees on urban Category 2 &amp; 3 roads (40mph and below)</u></li> <li>▪ Schools &amp; Social Services (high use areas) *</li> <li>▪ Field Study Centres &amp; Outdoor Education Centre</li> <li>▪ Play areas</li> <li>▪ Sites or trees identified by the Arboricultural and Woodland Officers as high risk (see paragraph 5.4)</li> <li>▪ Park and Ride sites</li> </ul> <p>* High use = &gt; 36 people per hour</p> <p><u>Sites to receive Highway Tree Inspections are marked in blue and underlined</u></p>
<p><b>Moderate risk</b></p> <p>Highway or Level 1 Inspection every 2 1/2 years</p>	<ul style="list-style-type: none"> <li>▪ <u>Street trees on Category 2 &amp; 3 rural routes (over 40mph)</u></li> <li>▪ Schools &amp; Social Services (all other areas)</li> <li>▪ Public buildings and sites</li> <li>▪ Works depots</li> <li>▪ Woodlands (moderate use) **</li> </ul> <p>** Moderate use = 1 – 36 persons per hour</p> <p><u>Sites to receive Highway Tree Inspections are marked in blue and underlined</u></p>
<p><b>Low risk</b></p> <p>Highway or Level 1 Inspection every 5 years</p>	<ul style="list-style-type: none"> <li>▪ <u>Street trees on remaining roads, detached footways or cycle ways</u></li> <li>▪ Norfolk County Council owned trees on public footpaths</li> <li>▪ County Farms hedgerow trees</li> <li>▪ Other woodlands and open spaces</li> <li>▪ Surplus land</li> </ul> <p><u>Sites to receive Highway Tree Inspections are marked in blue and underlined</u></p>

The timing of high and moderate risk inspections is designed to ensure that trees are seen at different times of year, both in the winter and when in leaf. This will give a better overall indication of a tree's physiological and structural condition. It would be an advantage if the low risk inspections are carried out at different times of the year for the same reason. **In addition to the inspections above, sites must be checked for hazardous trees or branches after strong winds. Please see Section 3.2 on Page 8.**

## Appendix 2

### FORM A Site Tree Inspection Form

Location

<b>If the inspection only covers part of the site, please state which areas are included (e.g. this situation may occur where a larger site has been sub divided into different risk zones according to usage)</b>	
<b>Map included</b> Yes / No	
<b>Type of Inspection (e.g. planned as per the site zoning inspection regime, after storms, or reactive)</b>	
<b>Date</b>	<b>Time</b>
<b>Inspector's Name</b>	
<b>Findings (Please state if no significant defects are found)</b> Please continue on other side or separate sheet if necessary	
If a tree with significant defects is found, FORM B must be filled in for each tree or FORM B2 for multiple trees on a site and sent to the Arboricultural and Woodland Officers for a Professional Tree Inspection.	

## Appendix 3

### Form B Tree Defect Report Form

<b>Location</b>	<b>Grid Reference</b>
	<b>Map, photo, email or sketch attached?</b> Yes / No

<b>Date</b>	<b>Time</b>	<b>Tree Ownership</b> (if known)	
<b>Inspector's Name</b>			
<b>Species</b> (if known)		<b>Age</b> (please circle or highlight) Young / Semi-mature / Mature / Veteran	
<b>Condition/Defects</b> (Please continue on other side or separate sheet if necessary)			
<b>Hazard Rating</b> <b>See section 4.1 for explanation of terms</b> (Please circle or highlight)		<b>Total Hazard Rating</b>	
		<b>Total</b> (Target + Hazard + Likelihood)	
Target	3 = High    2 = Medium    1 = Low		8+ = <b>High</b>
Hazard	3 = High    2 = Medium    1 = Low		5-7 = <b>Medium</b>
Likelihood of failure	3 = High    2 = Medium    1 = Low		1-4 = <b>Low</b>
<b>Total Hazard Rating Key</b> <b>High</b> = Professional tree inspection required within 7 days / work required within 7 days <b>Medium</b> = Professional tree inspection required within 28 days / work required within 3 months <b>Low</b> = Professional tree inspection required within 50 days / work required within 6 months			
<b>Follow up action by Inspector and date</b> (e.g. passed to Arboricultural and Woodland Officers / emergency work order)			
<b>Unless the tree requires emergency work (see section 2.5iii), it must be referred to the Arboricultural &amp; Woodland Officers for arboricultural &amp; protected species / EPS assessment</b>			

<b>This section is to be filled in by the Arboricultural and Woodland Officers and the form will then be returned to the Inspector</b> Date of professional tree inspection Date report sent back to Inspector		Inspected by
Date tree surgery work completed Contractor employed		
NB: This information must be passed to the Arboricultural and Woodland Officers before this form is filed.		



## Appendix 3A

### Form B2 Multiple Tree Defect Report Form

Inspectors Name	Date	Time	Grid Ref:	Site	Date Prof. Tree Inspection & Inspector	Date tree surgery completed and name of contractor employed

Location / Tree Number	Tree Ownership (if known)	Age / Class * Y, S/M, M, V	Species (if known)	Condition / Defects	Hazard Rating ** High Medium Low	Follow up action ***	Map, photo or email attached Yes / No

\* Young, Semi Mature, Mature, Veteran

\*\* **Hazard Rating:** Target: 3 = High 2 = Medium 1 = Low **Hazard:** 3 = High 2 = Medium 1 = Low **Likelihood of failure:** 3 = High 2 = Medium 1 = Low

8+ = **High** - Professional tree inspection required within 7 days

5-7 = **Medium** - Professional tree inspection required within 28 days

1-4 = **Low** - Professional tree inspection required within 50 days/

## Form B2 Multiple Tree Defect Report Form (Side 2) (Form B2 is a double sided sheet)

Location / Tree Number	Tree Ownership (if known)	Age / Class * Y, S/M, M, V	Species (if known)	Condition / Defects	Hazard Rating ** High Medium Low	Follow up action ***	Map, photo or email attached Yes / No

\*\*\* Unless the tree requires emergency work (see section 2.5iii) it must be referred to the Arboricultural and Woodland Officers for Arboricultural and protected species / EPS assessment

## Appendix 4

# Norfolk County Council's Tree Management Guidelines

### Tree Management Objectives

The Arboricultural and Woodland Officers within the Natural Environment team will:-

- Protect, maintain and enhance Norfolk's tree population as part of the wider green infrastructure, for the benefits it provides to residents and visitors. This is in line with the Council's priority for good infrastructure, to fulfil its Duty of Care and conform with the Natural Environment and Rural Communities Act (2006)
- Increase awareness of the values of trees both to Council Officers and members of the public
- Encourage best industry practice through planning legislation and adherence to the relevant British Standards and National Guidelines
- Support real jobs in local businesses by promoting local tree surgery companies through the Council's List of Tree Surgeons. These are contractors who have demonstrated that they work to industry best practice and have the correct certification and insurance

#### 1. Felling

No live tree is to be cut down without seeking agreement with the Arboricultural and Woodland Officers. Norfolk County Council will retain trees for as long as possible where it is safe to do so and will avoid felling trees unless it is absolutely necessary. Each case will be carefully judged on its merits. Tree felling will not be permitted for individual healthy trees of amenity value unless there is very clear justification for the work.

Felling is unlikely to be recommended in the following circumstances

- i. To improve television or internet signals
- ii. To improve the energy capture of solar panels
- iii. To allow more light into properties
- iv. Due to nuisance caused by honeydew from aphids
- v. Due to nuisance caused by falling leaves, flowers or fruit
- vi. Due to nuisance caused by pollen
- vii. Due to nuisance caused by bird droppings
- viii. Due to minor structural damage to non supporting structures such as garden walls
- ix. Where tree roots have entered sewers (tree roots rarely break drains, but roots will enter a broken or damaged drain)
- x. To allow the construction of a new access or driveway to a property
- xi. If the tree is considered by a member of the public to be too big or too tall

The following are situations where felling **may** be recommended:

- xii. A dead, dying or dangerous tree that is a danger to public safety
- xiii. A tree causing an obstruction to a public highway, public right of way, access to property or footpath, where the obstruction cannot be overcome by pruning the tree or other reasonable measures
- xiv. A tree causing a legal nuisance to an adjoining property, where pruning would not address the problem. A "legal nuisance" is one that is actionable in law and a tree cannot be a "legal nuisance" to its owner. Felling is acceptable only when the nuisance is severe and where pruning would not remedy the problem

- xv. A tree which is shown to be a major contributor to soil shrinkage and serious structural damage to buildings, where pruning alone would not provide a solution. Damage to walls or paving is generally relatively minor and removal of the tree would not necessarily be acceptable. Structural problems must always be carefully investigated, particularly where there is the possibility of a potential claim against the Council. Private owners who consider that Council owned trees are causing damage to their property will be expected to provide an independent Structural Engineer's Report that demonstrates that a particular tree is causing damage
- xvi. A tree which is clearly of a size and species inappropriate to its location

## 2. Replanting

- i. Any tree that is felled must be replaced with one or more new trees of an appropriate species (also stated within the Highways Corridor Document 2005). The number of replacements will be at the discretion of the Arboricultural and Woodland Officers but would generally follow the rule of a 1 for 1 replacement of young and semi-mature trees, 2 for 1 for medium sized trees and 3 or more replacements for mature trees. The species and location are to be agreed with the Council's Arboricultural and Woodland Officers or Green Infrastructure Officers. The new tree or trees do not have to be replaced in exactly the same site as the original. This will depend on the site characteristics and usage and the presence of services above and below ground
- ii. The replacement tree will receive at least 3 years establishment maintenance to include formative pruning, stake and tie adjustment, weeding and at least 2 years watering. The cost for this maintenance must be made available at the time of ordering the planting
- iii. Tree planting contracts for the Council can be arranged by the Arboricultural and Woodland Officers or Green Infrastructure Officers who can provide planting specifications and draw up establishment maintenance contracts
- iv. All tree planting and young tree maintenance will be specified in accordance with the British Standard BS8545 (2014) Trees: from nursery to independence in the landscape
- v. Where the removal of trees or hedges has been approved to facilitate a development, the developer will be expected to provide a landscape plan showing adequate mitigation planting and a 5 year planting and maintenance specification in agreement with the Arboricultural and Woodland Officers or the Green Infrastructure Officers who are consultees in the planning process
- vi. Parish Councils and schools will be encouraged to undertake tree planting and to ensure aftercare maintenance
- vii. The Arboricultural and Woodland Officers will investigate ways to secure additional funding for tree planting on Norfolk County Council sites
- viii. The Arboricultural and Woodland Officers will encourage planting of native trees and trees of local provenance where appropriate, particularly in rural areas and on designated sites. However resilience to climate change and pests and diseases will be an increasing consideration when selecting planting stock. It will be important to diversify the number of genera within tree populations to ensure that new diseases that attack a particular species or genus (such as *Chalara fraxinea* - Ash Dieback) do not decimate a whole area. Reference tools are available to help landowners make their tree populations more resilient such as the Forestry Commissions [Ecological Site Classification Decision Support System](#) (ESC-DSS). These tools can be used by the County Council to assist in species choice

- ix. The Arboricultural and Woodland Officers will continue to actively source new species, genera and varieties of street trees in urban areas both to increase biodiversity and provide a more dynamic adaptable population. The forms chosen should have low future pruning requirements and consideration will be given to genera and varieties that are likely to be able to adapt to changing climatic conditions, that are tolerant of restricted space both above and below ground, wounding, pruning, road salt and herbicides. The guidance contained within the Trees and Design Action Group Guidelines "[Trees in Hard Landscapes, A Guide for Delivery](#)" (2014) will be promoted, referenced and specified by the Arboricultural and Woodland Officers and the Green Infrastructure Officers

### 3. Tree pruning

Pruning trees will not be carried out if it is not necessary, since any cutting can weaken the tree and allow decay organisms to enter exposed and vulnerable tissue. Over-pruning of a healthy tree will usually cause it to respond by producing vigorous new growth. In certain species the harder the pruning, the more vigorous will be the re-growth. Older trees do not tolerate pruning as well as younger ones and substantial pruning can be very damaging particularly in species which are not naturally tolerant of cutting.

Tree pruning will not be permitted where the tree is of high amenity value and there is no justification for the work. Work will also be resisted if the tree has been pruned during the previous 2 years, unless there are special circumstances agreed by the Arboricultural and Woodland Officers. As with felling, each case will be carefully judged on its merits.

The following are situations where pruning works are likely to be recommended:

- i. Where tree branches are causing an obstruction to or growing low over a public highway, public right of way, footpath, access to a property, over gardens or open spaces where the public have access. Generally a minimum clearance of 2.4 metres will be maintained over pedestrian accesses and 5 metres over the highway
- ii. Where trees are causing an actionable nuisance to an adjoining property (e.g. physically in contact with buildings, roofs, walls and fences)
- iii. Where it is proven that trees are contributing to soil shrinkage and structural damage to adjacent buildings or other built features, where it is felt that pruning is appropriate to restrict the size and moisture demand of the tree
- iv. Where trees restrict repairs and maintenance of property, or authorised construction work
- v. Where trees give rise to justifiable fears about the risk of crime or where trees have provided access and/or cover for criminal acts, vandalism and harassment of local residents
- vi. Trees growing close to and likely to obstruct or interfere with street lighting and other services equipment
- vii. Where trees obstruct highway and other signage or are likely to do so
- viii. Where trees obscure sight lines at road junctions and accesses
- ix. Where trees obstruct essential police or council-monitored CCTV surveillance cameras or are likely to do so
- x. Where trees need formative pruning to ensure the desired form and to correct structural faults
- xi. Where trees require removal of diseased material and removal or stabilization of dead wood

- xii. Where trees require pruning to remedy storm damage, mutilation or vandalism to make them safe and encourage a good crown structure
- xiii. Where coppicing or similar silvicultural operations are required to maintain or develop woodland or groups of trees in accordance with an agreed management plan

### 3.1 Standard of Pruning

All pruning of the Council's trees will be specified and must be carried out in accordance with British Standard BS3998:2010 Tree Work Recommendations unless otherwise directed by the Arboricultural and Woodland Officers.

### 3.2 Timing of pruning

Research has shown that it is better to avoid pruning at times when trees are expending the most energy at bud burst and leaf fall. Due to the number of trees that will require pruning in a year, and taking account of wildlife legislation (Appendix 5), this may not always be achievable for all of the Council's trees. However where the Arboricultural and Woodland Officers consider that trees are particularly vulnerable, they will specify the timeframe when pruning should occur. Certain species such as maples and birch bleed when they are pruned in late winter to early spring. Although bleeding is not thought to be immediately detrimental to the health of a tree, repeated bleeding may reduce vigour, so pruning at this time should be avoided. Walnuts also have a tendency to bleed profusely when pruned and are best pruned in summer when they are in full leaf. Trees in the Rosacea family, particularly cherries and plums, are susceptible to a fungal disease called Silverleaf (*Chondostereum purpureum*) that can cause death of branches and often the whole tree. Infection is via fungal spores landing on pruning wounds. These trees are therefore best pruned in the summer when spore numbers will be at their lowest.

### 3.3 Height Reductions and Topping

Norfolk County Council will not specify height reductions of trees unless required to ensure the structural stability of a tree that has sustained damage or has root or branch decay that would lead to failure. "Topping" to reduce the height of trees is considered bad practice as it creates large diameter wounds that decay down into the main branch structure. Many species such as beech and birch do not tolerate such heavy pruning and are likely to fall into serious decline or die as a result. If trees survive topping, they tend to produce a large amount of re-growth to restore their energy production through the leaves. The re-growth is often crowded and has weak attachment points and tends to break when it is windy. This increases the risk posed by the tree and increases the amount that has to be spent on maintenance into the future.

The International Society of Arboriculture has produced the guideline entitled ['Why Topping Hurts Trees'](#)

### 3.4 Pollarding

This is the practice of removing branches at a set height above ground level (often 4 to 6 metres) to promote a dense head of foliage. In the past, the re-growth was used either as animal fodder or wood, depending on the length of time between cutting. The height of cutting prevented grazing damage of the new growth. True pollarding is a practice that has to be carried out to trees from an early age; however, similar growth forms can be created by cutting or topping older trees, but can lead to decay as stated above. The Council maintains a number of trees that have been managed as pollards all of their lives, such as the roadside willows that were planted to stabilise the roads in the Broads and marshy areas. These are pollarded on a rolling 3 year cycle.

### 4. Tree roots, root protection and root pruning

- i. The Arboricultural and Woodland Officers and the Natural Environment Team work closely with highways designers and engineers through the Environmental Checklist consultation process. This early input into the design process ensures that schemes that are delivered are cost effective, on schedule and have the least impact on the natural environment. Guidelines on working close to trees are provided on [iNET](#) and are part of the [Environmental checklist](#) form
- ii. The Arboricultural and Woodland Officers will promote and ensure compliance by all staff and contractors with Volume 4 of the National Joint Utilities Group (NJUG) Guidelines for the Planning, Installation and Maintenance of Utility Apparatus in Proximity to Trees (Issue 2) and BS 5837:2012 - Trees in relation to design, demolition and construction. The 'Prevention of Damage to trees and the NJUG Guidelines' section on Tree Information on [iNet](#) provides more information
- iii. Norfolk County Council requires any contractors carrying out works to the highway (such as developers in developer designed highway schemes) also adhere to both the NJUG Guidelines and BS5837:2012 where trees are present on or within falling distance of the highway
- iv. No root pruning is to be carried out without full consultation and agreement with the Arboricultural and Woodland Officers. Cutting tree roots is highly undesirable and root pruning will only be agreed if all other alternative options have been considered and that pruning will not compromise the health and structural integrity of a tree. Pruning of buttress and main supporting roots can make a tree unstable. Severance of more than 30% of a tree's root system is likely to cause slow dieback and eventual death of a mature tree
- v. Where a tree root is causing damage to a footway and repairs are necessary, the path level should be raised to accommodate the tree roots. Where repair cannot be carried out by building up the footpath to remove the trip hazard, the Arboricultural and Woodland Officers must be consulted so that a solution can be achieved that will not compromise the tree's structural integrity
- vi. If agreed with the Arboricultural and Woodland Officers, root pruning must be carried out by a tree surgeon from Norfolk County Council's list of tree surgeons (see Appendix 4, Section 5). Where required, a watching brief will be provided by the Arboricultural and Woodland Officers or by an agreed external arboricultural consultant



- vii. Although removal of roots less than 25mm in diameter is acceptable under the NJUG Guidelines, removal of a substantial area of these roots around a tree will adversely affect its ability to take up sufficient water and nutrients to maintain its health. Therefore, under these circumstances, guidance must be sought from the Arboricultural and Woodland Officers

## 5. Tree Contractors

- i. It will be stipulated on all tree works orders that the tree pruning must be carried out in accordance with BS 3998:2010 Tree Work - Recommendations. In rare cases where this is not achievable, the Arboricultural and Woodland Officers will specify how the pruning should be carried out
- ii. Tree contractors who work on Norfolk County Council owned land must be on Norfolk County Council's "[List of Tree Surgeons](#)". This is jointly administered and used by Norfolk County Council and District Council Tree and Landscape Officers. The list is monitored and updated at the quarterly meetings of the Norfolk Tree and Landscape Officer's Group (NOTaLOG) and is available on the Tree Information webpage on iNet. Schools can access the list using the link to the Tree Information page on the [Norfolk Schools](#) website
- iii. The Arboricultural and Woodland Officers work in partnership with the District Councils and tree contractors to ensure that working practices are in accordance with current research findings and accepted arboricultural practice, that pruning is of the highest standards and that the correct tools are used for the correct jobs to promote the health and longevity of the existing tree population

## 6. Wildlife and Biodiversity

- i. Veteran trees on Norfolk County Council owned land will be identified by the Arboricultural and Woodland Officers. They will be recorded on the tree database and details will also be sent to Norfolk Biodiversity Information Service (NBIS). They will be managed on behalf of the council departments to ensure they are retained in a manner that promotes their continued longevity and that they pose as low a risk as is reasonably practical. They will be logged on the NBIS database for future reference
- ii. Dead trees – where the risk posed is low, dead trunks that are upright and stable will be reduced and retained as wildlife habitats to promote biodiversity. They will be left at an appropriate height specified by the Arboricultural and Woodland Officers, with most or the entire branch framework reduced to stubs
- iii. Where feasible, felled trunks will be left in situ on the ground
- iv. The removal of dead wood from a tree will be specified when essential for health and safety reasons. Where possible it will be recommended that dead branches are stabilised by shortening them to a point where they no longer pose a risk so that they can be retained as a wildlife habitat
- v. Where site conditions allow, deadwood should be left on site below the tree
- vi. Where possible branch wood will be retained on site and left stacked or in habitat piles for wildlife
- vii. Pruning cuts to benefit wildlife will be specified where appropriate, for example in woodlands and natural areas. Contractors will be asked to carry out coronet cuts or allow natural tears to branches and standing stumps to encourage decay



- viii. Cable bracing may be specified to reduce the risk of harm where a tree may have the potential to fail due to compression forks or decay. Non-invasive cabling techniques will be recommended in the majority of cases. Cable bracing is an expensive option that does not remove the risk of tree failure and will usually only be recommended where a tree merits retention due to its cultural, wildlife or landscape value
- ix. Ivy is beneficial for wildlife and biodiversity but obscures potential structural defects. Therefore when it is growing on trees that need to be inspected its removal will be recommended. A guidance note can be found on the [Tree Information](#) pages on iNet and [Norfolk Schools](#) website

## 7. Biosecurity and New Pests and Diseases

The threat to our forest and woodland health from pests has never been greater. Trees and plants can be susceptible to a range of pests and diseases and only a small proportion of these are controlled under plant health legislation. Pest outbreaks can have serious implications for the impact on tree cover and ecosystem services provided by trees. In addition there are cost implications for tree owners in terms of inspection, containment, control and eradication procedures.

Pests can be transported in material like soil or plant material or even casing or packaging. Some microscopic organisms are dispersed in water so the risk that these may be transmitted increases when conditions are wet. Fungal spores can be carried long distances in wind currents.

When a major pest or disease outbreak occurs it is likely to impact on everyone involved. For example, movement around the countryside may be restricted, operations and inspections could be stopped or extra work required responding to the crisis.

The County Council currently has no contingency procedure in place for a major pest and disease outbreak; however, addendum appendices to this policy will be produced to explain how to recognise the pest or disease and will set out procedures to follow if they differ from the standard procedures in the Tree Safety Management Policy.

Information in the addendums will be regularly updated to ensure the County Council complies with National Guidance and advice from Defra and the Forestry Commission.

The [biosecurity measures](#) recommended by the Forestry Commission will be adhered to by County Council employees.

## Appendix 5

### Wildlife Legislation relating to trees

- i. Before any tree work is carried out, an assessment will be made to determine whether a tree is likely to support European Protected Species (EPS), designated under the Conservation of Habitat and Species Regulations 2010 (referred to as the 'Habitat Regulations'), or protected under British law. The assessment to check for signs of protected species will be made by the Arboricultural and Woodland Officers. This will be based on current advice and training from Natural England, the Bat Conservation Trust (BCT) and the Forestry Commission
- ii. All 17 species of British bats are European Protected Species (EPS), of these 14 species are present in Norfolk and most can roost in trees. They are protected under Section 9 of the Wildlife and Countryside Act 1981 and Regulation 41 of the Habitats Regulations 2010. Guidance from Natural England on bats can be found at <https://www.gov.uk/guidance/bats-protection-surveys-and-licences>
- iii. The Habitats Regulations 2010 make it an offence to capture, kill or disturb a EPS, or to damage or destroy their breeding site or resting place, either deliberately or accidentally. According to the law, people carrying out pruning or felling of trees should be aware of the possibility of the presence of EPS and any disturbance or harm caused will be an offence. Note that bat roosting sites are protected even when no bats are present
- iv. Other species listed as EPS that could potentially use woodlands and trees in Norfolk are great crested newt and otter
- v. All wild birds in the UK, including their nests and eggs, are protected under the Wildlife and Countryside Act 1981. Some species have additional protection when nesting, for example barn owls. More information about the legislation can be found on the [RSPB](#) website
- vi. The British Standard BS8596:2015 Surveying for Bats in Trees and Woodland gives up to date best practice guidelines. Practical guidance has also been developed by the Forestry Commission, the Bat Conservation Trust and Natural England for woodland managers and operators on how to conserve EPS and how to modify operations to reduce the risk of anyone committing offences under the wildlife legislation. If activities cannot be modified, an EPS licence can be obtained from Natural England to carry out woodland operations that fall outside the Good Practice Guidance

#### Best Practice Guidance for Norfolk County Council

- vii. Data sets of EPS in Norfolk can be obtained from the Norfolk Biodiversity Information Service – email [enquiries.nbis@norfolk.gov.uk](mailto:enquiries.nbis@norfolk.gov.uk) Website [www.nbis.org.uk](http://www.nbis.org.uk). The information available on current known distribution of EPS and other protected species in Norfolk is used by the Arboricultural and Woodland Officers when producing reports for Client Officers and Level 1 Inspectors
- viii. If possible, medium and low priority tree work should be done outside of the bird nesting season. The main nesting season is between 1 March and 31 July. If nests are known to be present, work should be delayed until the chicks have fledged. Where a tree is imminently dangerous, interim remedial works to make a tree safe or fencing a site or tree off may be acceptable to reduce the risk until fledging has occurred
- ix. The optimum time to carry out tree work to avoid nesting birds and to avoid periods when bats are vulnerable is between September and November

- x. Arboricultural and Woodland Officers will assess potential for bat roosts in trees and will refer to current records held by NBIS and BS8596:2015
- xi. All tree surgeons on Norfolk County Council's list will also be aware of the signs to look for to determine if bats are using a tree. However, bats may offer little or no evidence of their occupation
- xii. The following statement must be attached to any emergency work order sent by an inspector where no Professional Tree Inspection has been carried out

**“Before any work is carried out, Norfolk County Council requires that an assessment is made by the tree contractor as to whether there is the potential for the tree or the part of the tree affected to be used by nesting birds or a European Protected Species, particularly bats.**

**If birds are nesting, work must cease until the chicks have fledged. If bats are found, or if there is evidence of a roost (e.g. the presence of urine staining), the Emergency Bat Helpline number must be called immediately – 0345 1300 228. The Arboricultural and Woodland Officers must also be notified so that agreement can be reached on how to deal with the situation.**

**Where a tree is imminently dangerous, interim remedial works to make a tree safe or fencing a site off may be acceptable to reduce the risk temporarily.”**

- xiii. Norfolk County Council's guidance leaflet 'Trees and Bats' is available on the Tree Information page on [iNet](#) and [Norfolk schools](#) website

## Useful links

The Bat Conservation Trust have produced a leaflet called [Bats and Trees](#).

The British Standards Institute have produced a non-specialist's micro-guide to the new British Standard BS8596 [Surveying for Bats in Trees and Woodland](#).

Details on bats and trees are available from the [Bat Conservation Trust](#) website.

Information on bats is provided by [Natural England](#).

[Guidance on EPS and Woodland operations](#) is available on the Forestry Commission website.

The Forestry Commission has also produced the leaflet '[Woodland Management for Bats](#)' which highlights the indicators for the presence of bats in woodlands in Table 1 on page 6.



Tree with known bat roosts accessed via old woodpecker nest holes

## Appendix 6

### Guidance on other legislation relating to trees

Before any work is carried out to a tree, it must be ascertained whether the tree is covered by a Tree Preservation Order (TPO), is within a Conservation Area or has conditions associated with a planning application. This information is available from the District Councils, although Norfolk County Council's mapping browser shows the locations of Conservation Areas. In addition, the presence of protected species using a tree must be considered. If trees are to be felled it needs to be determined whether a felling licence will be required (See Section 5 below). All of this information will be checked as a matter of course by the Arboricultural and Woodland Officers when a Professional Tree Inspection is undertaken.

#### 1. Tree Preservation Orders (TPOs)

A TPO is an order made by a Local Planning Authority (LPA). In Norfolk TPO and Conservation Area legislation are administered by the District Councils. A TPO makes it an offence to cut down, top, lop, uproot, wilfully damage or wilfully destroy a tree without the LPA's permission. It is designed to protect trees which make a significant impact on their local surroundings. The law on TPOs is in Part VIII of the Town and Country Planning Act 1990, the Town and Country Planning (Trees) Regulations 1999 and the Town and Country Planning (Trees) (Amendment) (England) Regulations 2008. The Act must be read in conjunction with section 23 of the Planning and Compensation Act 1991 which amended some of the TPO provisions in the 1990 Act and added four new sections.

#### 2. Trees in Conservation Areas

Trees in Conservation Areas which are already protected by a TPO are subject to the normal TPO controls. But the Town and Country Planning Act 1990 also makes special provision for trees in Conservation Areas which are not the subject of a TPO. Under section 211 anyone proposing to cut down or carry out work on a tree in a conservation area is required to give the LPA six weeks' prior notice (a 'section 211 notice'). The purpose of this requirement is to give the LPA an opportunity to consider whether a TPO should be made in respect of the tree.

#### Useful links

More information on TPOs and trees in Conservation Areas is available on the Communities and local government website <http://www.communities.gov.uk>.

The leaflet 'Protected trees: a guide to tree preservation procedures' can be downloaded from

<http://www.communities.gov.uk/publications/planningandbuilding/protectedtreesguide>

The book "Tree Preservation Orders: A Guide to the Law and Good Practice" (2000) provides ministerial guidance on TPOs and can be downloaded from

<http://www.communities.gov.uk/publications/planningandbuilding/tposguideaddendum>

### 3. Hedgerows Regulations 1997

Hedgerows provide connectivity in the wider landscape, acting as wildlife corridors and are a valuable source of food, shelter and nesting sites. The Natural Environment Team provides advice to ensure that the County Council manages hedges to conserve their conservation value. Hedge cutting is carried out outside the bird nesting season and to leave seed and berries as a winter food source.

The Hedgerows Regulations protect important countryside hedgerows from being removed or destroyed. The Regulations stipulate the criteria that allow a local authority to determine whether or not a hedge is deemed to be “Important.” Garden hedges are exempt from the Regulations. In Norfolk the Hedgerow Regulations are administered by the District Councils.

### 4. High Hedges

In 2005, High Hedges legislation (Part 8 of the Anti-Social Behaviour Act 2003) came into effect that requires everyone with an evergreen or semi-evergreen hedge to consider the affect that the height of such a hedge will have on their neighbours. High hedges covered by the Act have to:

- Consist of a line of 2 or more trees or shrubs
- Be made up mostly of evergreen or semi-evergreen trees or shrubs
- Be more than 2 metres high
- Block out light or access to a residential property

In Norfolk, it is the District Councils who deal with complaints about high hedges. The charges for this service vary. The Act states that councils can only intervene once it has been demonstrated that all other avenues for resolving a hedge dispute have been exhausted. A council has the power to decide whether a hedge is adversely affecting the reasonable enjoyment of an adjacent property and, if so, can issue a formal notice setting out what must be done to remedy the problem. A council does not have the power to require a hedge to be removed (only reduced in height) and therefore cannot guarantee access to uninterrupted light.

### 5. Felling Licences

It is unlikely that a Level 1 tree inspector will need to have detailed knowledge of felling licence legislation as this would be flagged up by the Arboricultural and Woodland Officers at the time of a Professional Tree Inspection. It is sufficient to know that you only need a felling licence if you want to cut down trees containing more than five cubic metres of wood in any calendar quarter. This includes trees within the highway boundary. There are exceptions to this rule which are set out in the Forestry Act 1967 and Regulations made under that Act. For example, you do not need a licence for felling trees in gardens. For more information, contact the Council’s Arboricultural and Woodland Officers or the [Forestry Commission](#)

### 6. The Natural Environment and Rural Communities Act (2006)

The Natural Environment and Rural Communities (NERC) Act 2006 places a duty on local authorities to have regard to the conservation of biodiversity in exercising their functions. The duty aims to raise the profile and visibility of biodiversity, clarify existing commitments with regard to biodiversity and make it a natural and integral part of policy and decision making. The duty extends beyond just conserving what is already there to carrying out, supporting and requiring actions that may also restore or enhance biodiversity:-



Section 40(1) imposes a duty to conserve biodiversity stating:

*“Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity”*

Section 40(3) of the Act explains that

*“Conserving biodiversity includes, in relation to a living organism or type of habitat, restoring or enhancing a population or habitat”*

The County Council’s commitment to biodiversity is encompassed within the guidance of this Tree Safety Management Policy, particularly within Appendices 4 and 5.

More information on the NERC Act can be found on the [Defra](#) website

## 7. Sites of Special Scientific Interest (SSSIs)

SSSIs are areas of land that are considered to be of special interest for their flora, fauna or geology. Sites are designated and administered in England by Natural England. The designation is intended to protect the particular interest of a SSSI from harm by development, damage or neglect. The County Council would have to apply for permission to carry out any tree work in a SSSI and gain written consent from Natural England before proceeding with the work. SSSIs are shown on the mapping browser and will be flagged up by the Arboricultural and Woodland Officers when a professional tree inspection is undertaken.

## Planning Legislation

### 8. Planning Conditions

Trees, hedges and landscaping schemes may be the subject of planning conditions that require a written application for work to be submitted to the administering District Council for consideration.

### 9. Section 38

A Section 38 Agreement secures the development of new estate roads on private land owned by a developer. The developer prepares detailed technical drawings which often include tree planting and landscaped areas. Once the tree and landscape details have been approved by the Natural Environment Team, the drawings are added to the completed Section 38 Agreement and used to supervise the construction works. The works are carried out by the developer entirely at their own expense. This is a Legal Agreement so everything has to be well documented and researched. Any anomalies encountered, whilst construction is ongoing, require a formal amendment to the plans appended to the Section 38 Agreement. Once the roads and the tree and landscape planting have been completed to the necessary standard, and the compulsory maintenance period successfully completed, Norfolk County Council will adopt them as highway, maintainable at the public expense.

## 9. Section 278

A Section 278 Agreement (of the Highways Act 1980) is a legal agreement between a council and a developer which describes proposed modifications or improvements to the existing highway network to facilitate or service a new development. Examples of such works could be the construction of new accesses, junction improvements or safety related works such as traffic calming or improved facilities for pedestrians and cyclists. Section 278 works often involve the removal of existing trees and new planting schemes. The Natural Environment Team works closely with highways design colleagues and developers to deliver schemes that protect and enhance the existing trees and landscaping.

## 10. Section 106

As part of the planning process a local planning authority and a developer may enter into a legal agreement to enable any adverse impacts of a development to be offset, to enhance the physical environment or to contribute to local facilities where this is not possible through planning conditions.

This agreement, known as a Section 106 agreement (the legislative basis for planning obligations is Section 106 of the Town and Country Planning Act 1990) is a delivery mechanism for the matters that are necessary to make a development acceptable in planning terms and is directly related to a specific development. This can include the provision of open space and tree planting.

## 11. Community Infrastructure Levy (CIL)

Since April 2010, local authorities have been able to charge developers a Community Infrastructure Levy (CIL). The regulations that allow them to do this are The Community Infrastructure Levy Regulations 2010. CIL may be levied on new residential and commercial development new builds and extensions above 100 square metres to contribute towards funding infrastructure needed to support development. CIL revenue may be spent on any infrastructure needed, anywhere in the borough, not necessarily in the vicinity of any particular development.

## Appendix 7

### Privately owned trees

These are trees that are within falling distance of the highway or areas open to the public but are not owned by Norfolk County Council. These trees do not fall within the scope of Norfolk County Council's Tree Safety Management Policy as this inspection regime relates ONLY to those trees owned or managed by Norfolk County Council.

- i. The safety of trees within falling distance of the highway is covered nationally by the Highways Act 1980. The County Council's Highways Inspectors are expected to look for potentially dangerous trees that are within falling distance of the highway when carrying out their routine highway inspections
- ii. It is advisable for Level 1 Tree Inspectors, when looking at trees on the County Council estate, to take account of neighbouring trees within falling distance of County Council land. They should note any trees that may be of concern to them in the course of their planned inspection. They should follow the procedure set out in paragraph 4.1 if they require further advice or assistance from the Arboricultural and Woodland Officers
- iii. Owners are responsible for trees on their property and have a legal duty of care. *"This duty of care is to take reasonable care to avoid acts or omissions that cause a reasonably foreseeable risk of injury to persons or property"* (NTSG 2010). Best practice advice on fulfilling this duty is available from the National Tree Safety Group (NTSG). See page 4 of this Policy for the link to download the guidance documents
- iv. As a responsible land owner, Norfolk County Council, through this Tree Safety Management Policy, has set up system of regular inspection and monitoring of its trees. We will encourage other large landowners to do likewise
- v. We will consider whether neighbouring trees are likely to pose any threat to members of the public using Council property. If we receive reports that a tree or trees are giving rise to concerns, we will carry out a reactive Level 1 or Professional Tree Inspection
- vi. Owners of any trees that are a potential nuisance or danger to the public or to public property will be asked to carry out remedial work. In the event of failure to carry out work, Norfolk County Council can use statutory powers to implement essential works and recharge the costs to the owner
- vii. Norfolk County Council has powers under the Highways Act 1980 and common law to ensure that members of the public are not put at risk when using Council sites. In addition, the District Councils have powers under the Local Government (Miscellaneous Provisions) Act 1976 to deal with unsafe trees.
- viii. Owners of trees that are a potential nuisance or danger will be offered further advice by the Arboricultural and Woodland Officers if this is requested by the relevant department



## Appendix 8

### Services offered relating to tree inspection and management

This policy sets out the basic standards that will be required to ensure that there is an adequate system of inspection of trees that are the responsibility of Norfolk County Council.

However, some individual establishments may choose to go beyond the required standards set out in the Council's Tree Safety Management Policy and have a more detailed inspection, survey or safety policy carried out for their trees. Some establishments may have grounds that are considered large enough to require their own zoning regime. Additional, more detailed policies for a specific establishment are acceptable, as long as the system of inspections, recommendations and tree surgery follow the procedures and guidelines set out in the Tree Safety Management Policy and that an accountable auditable system of records are retained to demonstrate compliance.

#### Private Services available

Appendix 4, Section 5 gives the link to Norfolk County Council's list of tree surgeons. Some of the contractors on this list may offer consultancy services such as providing a Tree Safety Policy for a site and carrying out tree surveys, inspections and formulating a site specific inspection regime.

A tree inspection service is also offered by the [Grounds Advisory Service](#), part of [Norse](#).







# **Addendum 1**

## **Chalara – Ash Dieback**

### **December 2015**

Chalara dieback of ash, also called Chalara and ash dieback, is a disease of ash trees caused by a fungus called *Hymenoscyphus fraxineus*. The disease causes leaf loss, crown dieback and bark lesions in affected trees. Young trees can be killed by the fungus relatively quickly. Older trees can be weakened by the disease to the point where they can succumb more readily to attacks by other pests or pathogens such as honey fungus (see page 6).

Ash trees suffering with Chalara have been found widely across Europe since trees were first reported dying in large numbers in Poland in 1992. These have included woodland trees, trees in urban areas such as parks and gardens, and also young trees in nurseries.

Chalara was first confirmed in the UK in Buckinghamshire in February 2012 when it was found infecting young trees imported from a Dutch nursery. Subsequently other infections were discovered that were traced to infection through imported young trees. But in October 2012, a small number of cases in established woodland, away from recently planted nursery stock, were confirmed in Norfolk and Suffolk. Further finds in trees in the wider environment have since been confirmed across the UK, but the disease remains concentrated in the east and south-east of England.

Over the last 10 years we have seen decline in ash trees from a number of other causes that include *Inonotus hispidus* (a fungus that decays trunk and branches – see page 6, insect defoliators, pigeon damage (page 7) and ash bud moth. However we are now starting to see areas where trees are looking poor because of infection or with Chalara. For example, at the Marriotts Way at Whitwell, crown dieback in several large groups of ash is up to 75% - i.e. only 25% of the crown is healthy.

NCC's current tree inspection regime (as dictated by the Tree Safety Management Policy) is still fit for purpose regarding the inspection of infected trees; however the County Council will also be investigating funding for a proactive management regime of infected ash trees because of the potential safety, financial and resource impact of large numbers of trees dying simultaneously.

This addendum is intended to describe the symptoms of the disease, inform the best time to identify it and to confirm the procedure when infected trees are found. This procedure will apply until any future proactive management is put into place.

For identification of ash trees please see the following link  
<http://www.forestry.gov.uk/forestry/infid-8zsjbc>

More information on ash dieback can be found on the Forestry Commission website  
<http://www.forestry.gov.uk/ashdieback#description>

# Norfolk County Council's

## Procedure for trees showing symptoms of Chalara

See Photos on Page 3 that show examples of percentage dieback of ash trees

We need to ensure that inspections for Chalara are carried out when ash trees are in leaf, which limits the inspection window to the months of June, July and August. This may mean that you need to carry out an ADDITIONAL inspection for Chalara if this is not when your level 1 inspections are due to be carried out.

### **Trees with symptoms of Chalara that have 0-50% dieback**

Trees with lower percentages of dieback may be able to respond initially to the disease by producing epicormic branches, although they may need deadwood removal if over public or high use areas.

#### **Procedure**

- Take photos of infected trees in the summer. Take photos from several specific reference points (e.g. north, south, east, west) to allow for future comparisons. File photos for reference.
- Take photos from the same places the following summer to determine how the crown has changed
- If there are dead branches more than 60mm (thickness of your wrist) and there is a potential "target", use Form B to refer the trees to the Arboriculture and Woodland Officers for a Professional Tree Inspection as per the standard procedure in the tree policy.

### **Trees with symptoms of Chalara that have 50-75% dieback**

Trees with lower percentages of dieback may be able to respond initially to the disease by producing epicormic branches, although they may need deadwood removal if over public or high use areas.

#### **Procedure**

- Take photos of infected trees in the summer. File these for reference.
- Take photos from the same place the following summer to determine how the crown has changed
- Carry out a full inspection of the trunk and branches for other defects, especially fungal fruiting bodies or cavities on the trunk, at the base and on the branches
- If any defects are found on the tree and there is a potential "target", a further inspection is required. Use Form B to refer the trees to the Arboriculture and Woodland Officers for a Professional Tree Inspection as per the standard procedure in the tree policy.

### **Trees with symptoms of Chalara that are more than 75% crown dieback**

We consider that these are unlikely to recover. Trees with dieback due to Chalara may be more at risk to other pests and diseases.

- If a Level 1 tree inspector finds trees with 75% crown dieback or upper crown dieback they need to refer the trees to the Arboriculture and Woodland Officers for a Professional Tree Inspection as per the standard procedure in the tree policy.
- If the tree is considered to be an imminent danger, follow the procedure detailed in Section 2.5iii of the Tree Policy.



## Photos of Dieback of ash trees



0% Dieback - Healthy Crown



25% Dieback



50% Dieback



75% Dieback



## Mature trees showing typical symptoms of ash dieback



Wilting leaves



ABOVE - Mature tree showing approx. 10% dieback on right hand side



Younger tree showing similar dieback symptoms (approx 25% dieback)



## Other defects common on ash trees

There are other diseases that may produce symptoms on ash that may look similar to Chalara. If any tree is showing signs of 75% dieback or more it should still be reported on Form B.



Fruiting bodies of *Inonotus hispidus*

ABOVE - fresh

LEFT - old blackened fruiting bodies that are frequently seen on ash trunks and branches – these fungi are often seen near woodpecker holes (below left). Areas of indented bark or wounds may be sites where the fungus has been present and caused decay. Branches and trunks often break when decayed by this fungus







LEFT - Fruiting bodies of honey fungus are found at the base of infected trees. This disease is likely to be able to take advantage of trees weakened by ash dieback and may cause them to die



When ash trees get honey fungus, one of the symptoms when the mushrooms are not present is a white sheet (called mycelium) under the bark. Honey fungus can cause trees to die and fall over.



Also look for fungal fruiting bodies at the base of ash trees similar to this. These can also make trees decline and show signs of dieback



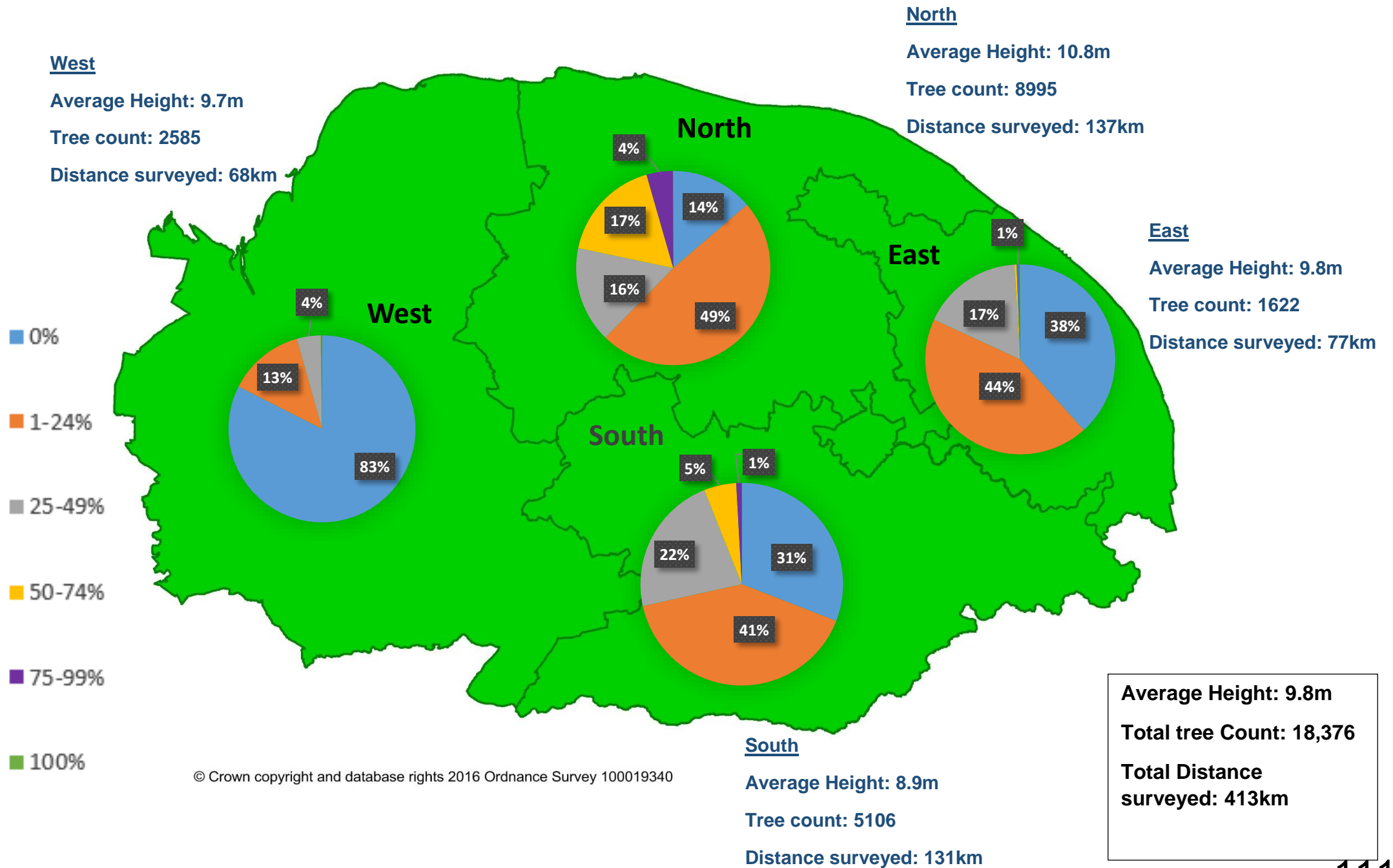
Ash tree showing pigeon damage to leaves at the top of tree, which could, at a distance, be mistaken for Chalara



In the autumn and winter there may be clumps of ash keys (seeds) seen on ash trees which may look like dead leaves from a distance. It is normal to see these and they are NOT a sign of Chalara

## Appendix D: Preliminary Data

### Percentage of Ash Dieback in the Highway Maintenance Boundaries





# Environment Development and Transport Committee

Item No. 12

<b>Report title:</b>	<b>An update on Air Quality Management for Norwich City.</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Environment and Community Services</b>
<p><b>Strategic impact</b></p> <p>The Environment Act 1995 imposes a statutory duty on Local authorities to review and assess the air quality in their districts to determine whether certain air pollutants are likely to meet prescribed government air quality objectives and whether an Air Quality Management Area (AQMA) needs to be declared.</p> <p>Norwich City Council has to consider air quality issues for all new developments and has an Air Quality Action Plan in place. Norfolk County Council has incorporated a local air quality strategy into its Local Transport Plan to deal with air quality issues and to try and reduce pollution associated with traffic in all future plans.</p>	

## Executive summary

In November 2012, Norwich City Council consolidated all previously declared AQMAs into a single central AQMA, broadly encompassing the area inside the inner ring road. An Air Quality Action Plan is a statutory requirement resulting from the declaration of the AQMA and the continued exceedance of the annual mean objective for nitrogen dioxide (NO<sub>2</sub>).

Source apportionment exercises have identified oxides of nitrogen from road traffic to be the most significant source of nitrogen dioxide and, more specifically, buses and taxis to be the main contributor.

By declaring an area of central Norwich as a single AQMA, it allows a more holistic approach to be adopted to try and reduce pollution levels as opposed to dealing with the problem of isolated pollution hot spots.

Air quality continues to be monitored in order to assess progress towards achieving the annual average nitrogen dioxide objective.

The Air Quality Action Plan for Norwich is a progression from the previous Action Plan produced in 2004. It identifies the strengths of the previous Action Plan, the strategies that had the greatest impact on improving air quality, and builds on this progress by concentrating on these strategies. As a result, this Action Plan focuses principally on road infrastructure changes designed to further pedestrianize and divert traffic away from the congested Norwich city centre. The purpose of the road changes are also to improve traffic flow by introducing more one way systems, optimising traffic flow at junctions and reduce vehicle queuing.

## Recommendations:

Members to note the attached Appendix 1 - Norwich Air Quality Action Plan and the response to the attached Appendix 2 - 5 point Action Plan presented at the 8<sup>th</sup> July EDT Committee.



## 1. Proposal

1.1. EDT Committee meeting on the 8<sup>th</sup> July requested a report back to Members on air quality issues in Norwich with particular reference to the 5 point Action Plan presented. Responses to the issues raised are outlined below.

- Add an air quality section to the Bus Charter between the County Council and bus operators

A Voluntary Quality Partnership (the 'Norwich Bus Charter') already exists and the County Council has had an initial meeting with bus operators to discuss the addition of specific wording and commitments relating to air quality. There was general agreement to air quality commitments being added and proposed wording is currently being drawn up. This will focus on factors that include engine switch off when stationary, driver education and monitoring, standards of vehicle and engine maintenance and the introduction of lower emission vehicles as part of vehicle replacement procedures.

- Introduce greater priority for bus emission standards in awarding contracts

The County Council already includes bus emission standards in awarding bus subsidy contracts where applicable. However, there will always be a trade-off between achieving best possible price (or what you can afford) and minimising emissions.

- Continue to submit applications for clean bus technology, electric vehicle infrastructure and other grants related to reducing pollution

The County Council will continue to submit funding applications aimed at reducing vehicle emissions where appropriate.

- Upgrade vehicle emission standards for Castle Meadow Low Emission Zone

The Air Quality Action Plan sets out working with bus companies to aim to achieve Euro V compliance within 3 years and to use best practical means to achieve as close as possible to Euro VI. A move to Euro VI within 3 years will prove a significant challenge due to the substantial investment needed by bus operators to meet higher standards within that timeframe.

- Bring in ultra-low emission vehicles (electric or hybrid) to the bus fleet

The County Council has held preliminary discussions with bus operators about opportunities to bring in electric vehicles. This has highlighted the need to consider a wide range of factors and not just the provision of electric vehicles themselves. These include modifications to bus depots to cater for electrical handling facilities, as well as amendments to vehicle servicing arrangements and the need for revisions to bus operations to cater for recharging of vehicles during the day. There may also be the need for electrical charging facilities to be provided away from bus depots to maximise vehicle use. These factors, along with their associated costs and operational impacts, would need to be fully considered for electric buses to be brought to Norwich/Norfolk.

## **2. Evidence**

- 2.1. An Air Quality Action Plan is in place resulting from the declaration of the AQMA in central Norwich following the continued exceedance of the annual mean objective for nitrogen dioxide (NO<sub>2</sub>). Emissions from road traffic are identified to be the most significant source of nitrogen dioxide and, more specifically, buses and taxis to be the main contributors. Air quality continues to be monitored in order to assess progress towards achieving the annual average nitrogen dioxide objective

## **3. Financial Implications**

- 3.1. The Environment Act 1995 imposes a statutory duty on Local authorities to review, assess and monitor the air quality in their districts. Delivery of transport initiatives affecting Norwich city centre and the associated availability of funding will fully consider air quality implications and the contents of the action plan set out in the Air Quality Action Plan. The County Council will continue to submit funding applications aimed at reducing vehicle emissions where appropriate.

## **4. Issues, risks and innovation**

- 4.1. This report is for information only.

## **5. Background**

- 5.1. Whilst there is a single AQMA which encompasses the whole of the city centre, this larger AQMA does not signify that the whole city centre exceeds the Government's objective level for nitrogen dioxide. The reasoning behind this approach is to allow more holistic and broader ranging actions to be implemented to tackle air quality issues. This approach also discourages the emphasis of simply resolving pollution hot spots, which then tends to just move the problem elsewhere.
- 5.2. Norfolk County Council and Norwich City Council are committed to improving air quality in the AQMA to bring it in line with the National Air Quality Standard for nitrogen dioxide. The Air Quality Action Plan and close working with bus operators will help guide the overall strategy to achieve the government's air quality objective.

### **Officer Contact**

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

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Environment Act 1995 PART IV

Local Air Quality Management

# **Air quality action plan**

## City of Norwich

**August 2015**

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## EXECUTIVE SUMMARY

The Environment Act 1995 imposes a statutory duty on Local authorities to review and assess the air quality in their districts to determine whether certain air pollutants are likely to meet prescribed government air quality objectives. The objectives give maximum allowable mass concentration limits for 8 different pollutants and, if exceeded, there is then a statutory duty to declare an Air Quality Management Area.

Norwich City Council has now completed 4 rounds of Review & Assessment, and is in the final stages of round 5. In November 2012, the council consolidated all previously declared AQMAs into a single central AQMA, broadly encompassing the area inside the inner ring road.

This Action Plan is a statutory requirement resulting from the declaration of the AQMA and the continued exceedence of the annual mean objective for nitrogen dioxide (NO<sub>2</sub>), but for no other pollutants. The purpose of this statutory duty is to produce and implement an Action Plan to reduce local levels of the specified pollutant in the area declared.

Source apportionment exercises identify oxides of nitrogen from road traffic to be the most significant source of nitrogen dioxide and, more specifically, buses and taxis to be the main contributor. Oxides of nitrogen are a by-product of incomplete combustion.

By declaring an area of central Norwich as a single AQMA, it allows a more holistic approach to be adopted to try and reduce pollution levels as opposed to dealing with the problem of isolated pollution hot spots.

Air quality continues to be monitored in order to assess progress towards achieving the annual average nitrogen dioxide objective.

Air pollution has risen up the corporate agenda at Norwich City Council since the first round of Review & Assessment, and the Transport Planning Officer now has to consider air quality issues for all new developments. Norfolk County Council has incorporated a local air quality strategy into its Local Transport Plan to deal with air quality issues and to try and reduce pollution associated with traffic in all future plans.

This Action Plan is a progression from the previous Action Plan produced in 2004 after the first round of Review & Assessment. It identifies the strengths of the previous Action Plan, the strategies that had the greatest impact on improving air quality, and builds on this progress by concentrating on these strategies. As a result, this Action Plan focuses principally on road infrastructure changes designed to further pedestrianize and divert traffic away from the congested Norwich city centre. The purpose of the road changes are also to improve traffic flow by introducing more one way systems, optimising traffic flow at junctions and reduce vehicle queuing.

## 1. INTRODUCTION

The City of Norwich, situated in the east of England is the administrative centre of the County of Norfolk. It covers approximately 39 square kilometres and has a population of about 132,000. Norwich is the fourth most densely populated local authority district in the eastern region with approximately 34 people per hectare.

Although the administrative area of Norwich is geographically small, the role of the City is much larger as a regional centre with an extensive catchment covering most of Norfolk and parts of the adjacent County of Suffolk. Whilst the City itself is relatively compact, it is built on a radial pattern and, with a relatively large but low-density catchment, movement patterns are essentially disparate. Reliance on car-based travel, particularly beyond the urban area is very high, and the travel to work area (i.e. the area of Norwich in which most people both live and work) includes more than 376,000 people. Norwich suffers from traffic congestion, and major routes create blockages. Access by non-car modes to some parts of the City is difficult. In aggregate, it is these circumstances that principally create the air pollution issues in Norwich and, due to the complexity of these circumstances, makes them challenging to resolve.

Transport and traffic management are some of the most difficult issues facing the city. Norwich's economic prosperity depends upon large numbers of people from the surrounding areas being able to get into the city centre for work, for shopping and for leisure or tourist visits. The preferred form of transport for such journeys for most people would currently be the car but extensive Park & Ride facilities aim to reduce this impact and reliance, as does the improvements to public transport and other non-car modes of travel.

Norfolk County Council, in association with Norwich City Council, transport providers, local businesses and local communities have been working to improve accessibility for everyone around the City, as well as enhancing wider accessibility to Norfolk, the rest of the UK and Europe.



## 2. BACKGROUND

### 2.1 Introduction

Air pollution can cause both short term and long term effects on health, particularly in the young and elderly, or people with heart or lung conditions, or other breathing problems.

The pollutant of most concern in Norwich in terms of air quality is nitrogen dioxide (NO<sub>2</sub>), as current levels do not meet the national health-based standard of 40 µg/m<sup>3</sup> as an annual mean. In Norwich, the most significant source of NO<sub>2</sub> is from emissions of oxides of nitrogen (NO<sub>x</sub>) from road traffic.

In developing this Air Quality Action Plan (AQAP) to improve air quality in Norwich, the Council has used Government guidance and the relevant publications by Environmental Protection UK (EPUK).

The main factors taken into consideration when devising the AQAP were to ensure that air quality improvement actions remain consistent with current Norfolk County Council and Norwich City Council policies including the Joint Core Strategy for Broadland, Norwich and South Norfolk councils; the City Centre Transport Plan, the Norwich Area Transportation Strategy and the Local Transport Plan etc.

The AQAP therefore aims to:

- Encourage sustainable transport;
- Increase accessibility and social inclusion;
- Improve health, safety and the environment;
- Support the local economy including commerce and tourism;
- Balance costs and benefits; and
- Maintain public input and support.

## 2.2 Policy Context

The UK Government published its strategic policy framework for air quality management in 1995 establishing national strategies and policies on air quality. This culminated in The Environment Act 1995. The Air Quality Strategy provides a framework for air quality control through air quality management and set standards. These and other air quality standards<sup>1</sup> and their objectives<sup>2</sup> have been enacted through the National Air Quality Standards (NAQS) in 1997, 2000 & 2010.

The Environment Act 1995 requires local authorities to undertake the review and assessment of local air quality. In areas where it is anticipated that an air quality objective will not be met, local authorities are required to declare an Air Quality Management Area. Once an Air Quality Management Area is declared, the local authority must develop an Action Plan which sets out how it will use the powers at its disposal in pursuit of the National Air Quality Objectives. However, local authorities are not obliged to achieve the objectives, as they do not have sufficient control over all of the sources which could potentially give rise to the breach. For example in England, major roads and motorways are usually under the control of the Highways Agency, and large industrial processes, including power stations, are regulated by the Environment Agency. The great majority of Air Quality Management Areas have been declared because of emissions from road transport.

Norwich City Council and Norfolk County Council recognise their role in pursuit of the achievement of the national objectives set out in the NAQS, and have been working closely to try and achieve these targets where Air Quality Management Areas have been declared.

## 2.3 Nitrogen Dioxide and Health Impacts

Environmental legislation introduced over the past fifty years has provided a strong impetus to reduce the levels of harmful pollutants in the UK; as a result, current concentrations of many recognised pollutants are now at the lowest they have been since measurements began. However, although the lethal city smogs of the 1950s, caused by domestic and industrial coal burning, have now gone for good, air pollution remains a problem in the UK. Medical evidence shows that many thousands of people still die prematurely every year because of the effects of

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<sup>1</sup> Refers to standards recommended by the Expert Panel on Air Quality Standards. Recommended standards are set purely with regard to scientific and medical evidence on the effects of the particular pollutants on health, at levels at which risks to public health, including vulnerable groups, are very small or regarded as negligible.

<sup>2</sup> Refers to objectives in the Strategy for each of the eight pollutants. The objectives provide policy targets by outlining what should be achieved in the light of the air quality standards and other relevant factors and are expressed as a given ambient concentration to be achieved within a given timescale.

air pollution. The proportion of air pollutants which comes from traffic has been increasing whilst the traditional heavy industrial pollution sources are in decline. In Norwich, road traffic is the primary source of NO<sub>2</sub> air pollution, as there is very little industrial pollution.

Nitrogen dioxide (NO<sub>2</sub>) and nitric oxide (NO) are both oxides of nitrogen which together are referred to as NO<sub>x</sub>. All combustion processes produce some NO<sub>x</sub> but only NO<sub>2</sub> is associated with adverse effects on human health. Nitrogen dioxide is mainly a secondary pollutant formed by the oxidation of nitric oxide in the atmosphere. On a national level the main sources of NO<sub>x</sub> are road transport (48%), power generation (20%), other industry (15%) and domestic sources (4%). The remainder arises from other forms of transport and commercial heating systems. In urban environments, the contribution from road traffic is much higher and, in the absence of localised point sources, accounts for the majority of NO<sub>2</sub> pollution. Measures to reduce road traffic pollution will therefore play a major role in meeting the air quality objective for NO<sub>2</sub>.

As NO<sub>2</sub> has both short term and long term health effects, two objectives have been set for NO<sub>2</sub> concentrations. The first is an hourly objective currently set at 200 micrograms per cubic metre (µg/m<sup>3</sup>) not to be exceeded more than 18 times a year. The second is an annual objective of 40 µg/m<sup>3</sup>. Real time monitoring carried out in the city has shown that, for the most part, the hourly objective for NO<sub>2</sub> is being met in most locations. Where there have been exceptions to this hourly objective, i.e. the Castle Meadow area, specific circumstances such as road works causing traffic congestion have found to be the most likely cause. However, the results of the real time monitoring and monthly diffusion tube surveys indicate that the annual objective is currently being exceeded at several kerbside and roadside locations around the city and, unless circumstances change, may continue to do.

### 3. AIR QUALITY REVIEW AND ASSESSMENT

#### 3.1 Overview

The main elements of the National Air Quality Strategy (NAQS) can be summarised as follows:

- The use of a health effect based approach using national air quality standards and objectives.
- The use of policies by which the objectives can be achieved and which include the consideration of important factors such as industry, transportation bodies and local authorities.
- The pre-determination of timescales with a target date for the achievement of objectives, and a commitment to review the Strategy every three years. At the present time, this Strategy is under review by Defra.

NAQS provides a framework for the improvement of air quality that is both clear and workable. The strategic principles to achieve this include:

- clear Governmental aims regarding air quality;
- clear and measurable targets;
- a balance between local and national action; and
- a transparent and flexible framework.

The air quality objectives set for specific pollutants can be found in **Appendix 1**.

#### 3.2 Methodology

Government guidance suggested a phased approach to review & assessment (R&A). The intention was that local authorities should only undertake a level of assessment that is commensurate with the risk of an air quality objective being exceeded. Not every authority will therefore need to proceed beyond the first step in future rounds of R&A. In Norwich air quality was originally assessed in 4 stages:

- Stage 1: an initial study to identify which pollutants require further investigation;
- Stage 2: estimation, modelling or measurement of pollutants where this indicates national objectives will not be achieved;
- Stage 3: advanced modelling techniques used and emission inventories determined – Detailed Assessment.

Following the above process, Air Quality Management Areas (AQMA) must be declared where it is concluded that local air quality will not meet national targets.

- Stage 4: declaration of AQMA and generation of an Air Quality Action Plan (AQAP) to develop and implement strategies that will ultimately deliver the National Air Quality Standards in the AQMA for each of the pollutants identified.

Though the Environment Act 1995 does not prescribe any timescale for preparing an action plan, the Government expects them to be completed between 12-18 months following the designation of any air quality management areas.

### **3.3 Results and Declaration**

The Stage 1 review and assessment concluded that three pollutants required further investigation in order to ascertain whether the 2005 objectives would be achieved. These are nitrogen dioxide (NO<sub>2</sub>), sulphur dioxide (SO<sub>2</sub>) and particulate matter (PM<sub>10</sub>).

The Stage 2 review and assessment for SO<sub>2</sub> and PM<sub>10</sub> concluded that objectives for 2005 would be achieved.

The review and assessment for NO<sub>2</sub> was taken straight to Stage 3 as it was clear from the initial review and assessment that it would not achieve the 2005 annual mean objective. The Stage 3 review and assessment subsequently confirmed that this to be the case.

As a result of the Stage 3 Review and Assessment, on 1<sup>st</sup> June 2003, Norwich City Council declared three AQMAs at St Augustine's Street, Grapes Hill and the Castle Area. All three areas were considered likely to exceed the 2005 NO<sub>2</sub> annual mean objective. An Action Plan was finalised in March 2004.

In 2009, Riverside Road was declared an AQMA, thus making four AQMAs in total.

In 2012, on account of further areas within the inner ring road being identified as borderline AQMAs, the four existing AQMAs were amalgamated into a single area, encompassing the whole of the inner city.

### 3.4 Source Apportionment

It is necessary to attribute exceedances of air quality objectives to a particular sector in order to subsequently identify how the air quality can be improved. Source apportionment work undertaken by AEA Technology identified emissions of oxides of nitrogen ( $\text{NO}_x$ ) from traffic on roads close to the AQMAs as the most significant source contribution of  $\text{NO}_2$ . Emissions of  $\text{NO}_x$  from local traffic accounted for approximately 68 - 79% of the total modelled  $\text{NO}_x$  concentrations at the most affected properties within the AQMAs. Since this work was carried out there have been no significant changes in Norwich in terms of industrial development etc, so it is considered that this model is still applicable.

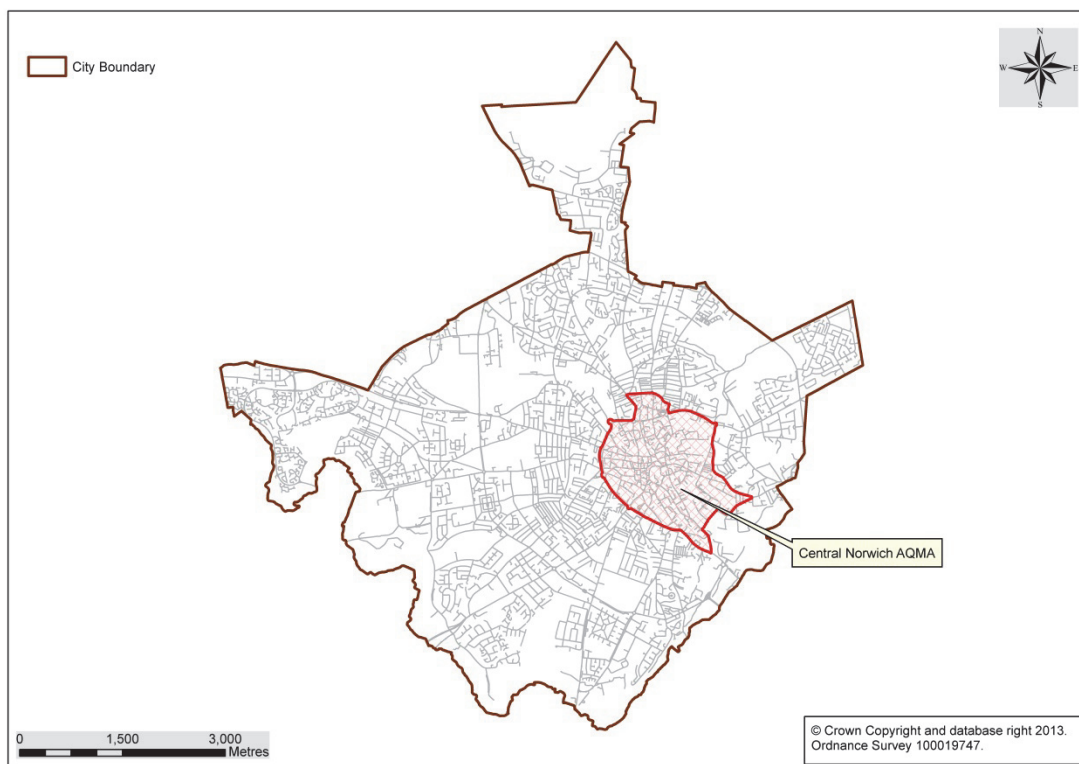


## 4. AIR QUALITY MANAGEMENT AREAS

### 4.1 Overview

In November 2012, Norwich City Council amalgamated all four previously declared AQMAs into a single AQMA which encompasses the whole of the city centre, the boundary of which is essentially defined by the inner ring road. This larger AQMA does not signify that the whole city centre exceeds the Government's objective level for nitrogen dioxide. The reasoning behind this approach is to allow more holistic and broader ranging actions to be implemented to tackle air quality issues. This approach also discourages the emphasis of simply resolving pollution hot spots, which then tends to just move the problem elsewhere.

**Figure 1**     **Norwich Air Quality Management Area**



## 5. SUMMARY OF ACTION PLAN MEASURES IMPLEMENTED TO DATE

Action plan measure	Timing	Outcome	Brief Comments
<b>Infrastructure</b>			
Declare area inside inner ring road an AQMA for NO <sub>2</sub> and revoke existing AQMAs	Nov-12	All existing AQMAs, plus those under review, have been amalgamated into a single AQMA. This encourages a more holistic approach to AQ when planning infrastructure changes.	Declaration of AQMA initiates requirement to generate an Action Plan.
Castle Meadow Low Emission Zone	Designed 2004/05, phased implementation on 2006/07, completing in 2009	Continuous automatic monitoring showed a reduction in year on year NO <sub>2</sub> levels from 2007 to 2009. By contrast, 2010 to date shows a relatively stable, though increased, annual mean level. There have been increased hourly mean episodes during the same period also. Individual tubes on Castle Meadow show relatively stable levels.	Low Emission Zone includes application of Road Traffic Regulation Order & bus retro-fit programme. Measures still being implemented.
Bus/Rail Interchange	2009/10	Greater use of bus/rail link up	Part of CIVITAS funding
St Augustine's Road Layout Changes	2011	One-way gyratory system to reduce traffic levels in St Augustine's Street. In first 2 years of operation NO <sub>2</sub> levels reduced by approx 8µg/m <sup>3</sup> and 4µg/m <sup>3</sup> respectively	Air quality has shown improvement on St Augustine's Street following completion of the scheme. It has not yet achieved the objective, but NO <sub>2</sub> levels show a marked reduction over the preceding two years. Has also delivered regeneration and road safety benefits

Action plan measure	Timing	Outcome	Brief Comments
Establish central AQMA for NO <sub>2</sub> to incorporate existing AQMAs	2012	Implemented Nov 2012. Declaration requires Action Plan to be drafted within 18 months. Air quality is a material planning consideration for all developments inside AQMA which could have impact on NO <sub>2</sub> . Promoted AQ consideration in infrastructure changes.	Allows more holistic approach to improving AQ and reducing NO <sub>2</sub> levels in areas where exceedances of AQ objective.
Chapelfield North/St Giles/Bethel St area scheme	2014	Diffusion tubes installed on Chapelfield North to determine existing conditions prior to road changes being implemented.	Diffusion tubes expected to show improvement in NO <sub>2</sub> concentrations if new road layout reduces congestion as expected. Reduced congestion onto Chapelfield roundabout would have beneficial impact on congestion on Grapes Hill also.
Two way on Cleveland Road and a new junction arrangement at Cleveland Road/Chapelfield North	2014	Detailed scheme approved. Linked with work to deliver Norwich Area Transport Scheme Implementation Plan (NATS IP)	New junction arrangements to facilitate Chapelfield North scheme.
Bus only through-traffic on Theatre Street and removal of general traffic except buses, taxis and cyclists from Rampant Horse Street	2014	Detailed scheme approved. Linked with work to deliver NATS IP	Part of city centre measures to reduce through traffic
Little Bethel Street closure	2014	Detailed scheme approved. Linked with work to deliver NATS IP	Part of Chapelfield North scheme and city centre measures.

Action plan measure	Timing	Outcome	Brief Comments
Southbound bus lane on Grapes Hill	2014	Detailed scheme approved. Linked with work to deliver NATS IP	Improvements to facilitate bus rapid transit on Dereham road bus corridor.
St Stephens Street and Surrey Street bus only	2014	Detailed scheme approved. Linked with work to deliver NATS IP	Part of Chapelfield North scheme and city centre measures.
Grapes Hill Road Layout Changes	2006	Layout and traffic light sequence changes resulted in reduced queuing on Grapes Hill. As a result, the 2008 detailed assessment concluded that the AQMA could be revoked.	AQMA now included in new central AQMA
<b>Area Wide Measures, Initiatives &amp; Policy Changes</b>			
Bus Partnerships in LEZ	2009	Voluntary joint investment partnership established between First Bus, County Council and City Council during 2007 - 2010 period. This has delivered new Euro IV buses and improved fleet management.	Ongoing review of LEZ - Possible joint investment partnership to achieve minimum Euro V compliance in LEZ
Freight Distribution Centre	2009/10	Foulgers taking project forward. Increasing no. of companies using distribution centre resulting in fewer HGV's in city.	Distribution vehicles can use bus lanes. Funded by Civitas.
Park and Ride	2005	6 Park and Rides sites in Norwich with over 5,000 spaces - the most in the country. Circa 2.5 million passengers using Park and Ride each year Coach parking at Harford P&R	Along with promotions to use P&R, Norfolk County Council is developing a SMART ticketing system, meaning that those who travel more often pay less. NCC are also currently implementing a coach parking facility at Harford P&R. City centre parking tariffs encourage short/medium stay use which reduces peak hour movement, and consequently

Action plan measure	Timing	Outcome	Brief Comments
			reduces congestion and traffic queues.
Norfolk Car Club - <a href="http://www.norfolkcarclub.com/">http://www.norfolkcarclub.com/</a>	implemented in 2011 but ongoing	16 car club cars in Norwich & further 12 locations designated for use within 2 years. All planning developments >200 units will be required to fund at least one new car but in time expect to achieve funding for every 100 units. Research shows every new car club car equates to 12 cars not bought. Now contracted out to "Common Wheels".	Success grows membership numbers as users can be confident car will always be available when required.
Norfolk Liftshare <a href="https://norfolk.liftshare.com/default.asp">https://norfolk.liftshare.com/default.asp</a>		Norfolk Liftshare was set up by Norfolk County Council to help residents get around the county by sharing car journeys. The service is free and is available to all who live, work and travel in and around Norfolk.  This site matches residents up with potential partners as a driver or passenger. Residents can choose to share car journeys as little or as often as they like	Ongoing
School Travel Plans	Ongoing process	All existing schools now have travel plans. New schools must have a travel plan implemented through their planning application. Norfolk County Council monitor these travel plans	Norfolk County Council to re-visit progress of school travel plans for schools located in new AQMA.
Parking Permits priced according to vehicle size	2007-08	Aim is for residents to opt for smaller, more fuel efficient car.	Pricing policy still in place
Real time bus smartphone App	-	Aim is for more people to use buses due to reliable timetabling information being readily available.	Buses fitted with a transmitter send a signal to a satellite that locates the exact position of the bus. This information is then sent to a real-time system.
Land Use Planning	Ongoing	High density developments encouraged in areas of high accessibility to encourage sustainable travel. Concept	Ongoing

Action plan measure	Timing	Outcome	Brief Comments
		retained in emerging LDF.	
<b>Alternative Fuels</b>			
Retro-fit	2005-2009	Bus fleet using Castle Area AQMA refitted to comply with Euro III standards or better. No further action	<a href="#">Retro-fit evaluated as part of CIVITAS SMILE project as part of wider project to introduce a Low Emission Zone</a>
Bio-diesel	2005+	CIVITAS funded research identified up to 20% bio-diesel blends have no negative impact on engines but potentially improves NOx emissions.	<a href="#">Trials evaluated as part of CIVITAS SMILE project.</a>
Bio-gas	2013+	Currently 7 biogas buses powered by gas sourced from food waste. Bio-gas has CO <sub>2</sub> and NOx benefits.	County encouraging introduction of more biogas fuelled buses.
<b>Leading by Example</b>			
Vehicle Fleet	2012	Norwich City Council car fleet now includes electric as well as petrol efficient cars. County Council intend making better use of alternative fuels in its vehicle fleet.	4 Electric hook up points installed in St Giles car park for NCC electric vehicles.
Workplace Travel Plans & Initiatives	Ongoing process	Travel to work survey undertaken annually. Cycling and pedestrian routes reviewed and improvements made including increased cycle storage facilities. Increased promotion of buses serving County Hall. Financial incentives to encourage staff to cycle to work. A Travel Plan officer, sponsored through LSTF, was employed by Norfolk County Council to work on both the Council's Travel Plan and promote Travel Planning in key businesses.	Work is ongoing to install alternative technologies to promote remote working.



## 6. ACTION PLAN GOING FORWARD - 2015 ONWARDS

Action plan measure	Timescale	Outcome to date/AQ Progress	Comments
<b>Infrastructure Changes</b>			
Castle Meadow Low Emission Zone	2015-2018	Castle Meadow LEZ fully introduced with application of Traffic Regulation Condition & bus retro-fit programme. Outcome unclear as in recent years NO <sub>2</sub> been increasing but probably would have been worse without LEZ.	<p>Ongoing review of LEZ and the requirement to further reduce bus emissions. We will work with the bus companies and aim to achieve Euro V compliance within a time period of 3 years and use best practical means to achieve as close as possible Euro VI compliance.</p> <p>Review of ticketing procedure to reduce passenger queuing</p> <p>Work with taxi operators to achieve improved Euro standards</p> <p>Enforce engine switch-off within zone and elsewhere</p>
Westlegate - removal of straight ahead traffic movement	2013-2022	Detailed scheme approved. Linked with work to deliver NATS IP	Part of city centre measures to reduce through traffic
Extension of Postwick Park and Ride site	2013-2023	Linked with work to deliver NATS IP	Capacity Improvements
Review of traffic light times/synchronisation	2014/15	Review congestion patterns before and after new road layout schemes. Yet to be implemented	Congestion should be minimised

Action plan measure	Timescale	Outcome to date/AQ Progress	Comments
to optimise traffic flow for all new road layout schemes			
Construction of Northern Distributor Road (NDR)	2018	Moving traffic out of city will help relieve congestion in the city. Yet to be implemented	Diffusion tube monitoring will show any generic decline in NO <sub>2</sub> levels once NDR complete
Bus only on All Saints Green	2017 Long term	Waiting detailed design. Linked with work to deliver NATS IP	Closure of All Saints Green to all general traffic except buses.
Golden Ball Street and Farmers Avenue two-way	2017 onwards	Awaiting detailed design. Linked with work to deliver NATS IP	To reduce congestion and facilitate city centre road layout changes
Removal of general traffic except buses, taxis and cyclists from Red Lion Street	2017 onwards	Awaiting detailed design. Linked with work to deliver NATS IP	To reduce congestion and facilitate city centre road layout changes
Full closure of Westlegate	2017 onwards	Awaiting detailed design. Linked with work to deliver NATS IP	To reduce congestion and facilitate city centre road layout changes
Ring road junction improvements	2017 onwards	Awaiting detailed design. Linked with work to deliver NATS IP	To reduce congestion
Removal of general traffic except buses, cyclists and taxis from Prince of Wales Road (except Eastern section)	Long term - post NDR	Awaiting detailed design.	Long term goal once NDR has been completed

Action plan measure	Timescale	Outcome to date/AQ Progress	Comments
Bus only on Prince of Wales Road and Agricultural Plain	Long term - post NDR	Awaiting detailed design.	Long term goal once NDR has been completed
Removal of some non-bus, taxi or cycle through traffic from Tombland	Long term - post NDR	Awaiting detailed design	To reduce congestion and facilitate city centre road layout changes
CCAG programmes	Funds secured 2013 and 2015	Funding has been secured for a transformation of the pink, yellow and blue pedalways helping to encourage more cycling and reduced use of motorised transport.	Cycle routes extended and more joined up. Will encourage cycling as well as improved road safety.
Bus rapid transit	On-going	Awaiting detailed design. Linked with work to deliver NATS IP	Bus rapid transit extended. Will encourage greater use of public transport/reduced use of private motorised transport
<b>Informative Measures</b>			
Signage to inform of AQMA in known congested areas. Signage to also encourage engine switch-off and display waiting time at traffic lights.	2014	Secure funding from County to implement signage.	Signage educates road users & reinforces AQMA
Education/information campaigns to encourage more responsible driving and the use of	On-going	Continuation of work to promote Transport for Norwich objectives	

Action plan measure	Timescale	Outcome to date/AQ Progress	Comments
alternative modes			
<b>Area Wide Measures &amp; Procedural Changes</b>			
Relocation of diffusion tubes to more representative locations, in accordance with best practice.	Completed	More representative assessment of NO <sub>2</sub> levels with respect to exceedances of annual objective.	Typical monitoring locations for sensitive receptors to give more accurate assessment of NO <sub>2</sub> concentrations.
School Travel Plans	Implemented but requires updating	To date 88 school travel plans in place. County to request updated travel plans for schools inside new AQMA. Travel Plan to focus on using buses, cycling and walking to school to ensure travel by private car is minimised.	New schools must have a travel plan implemented through their planning application.
Biogas	2015+	Anglian buses currently have 7 biogas buses powered by gas sourced from food waste. Biogas has both NO <sub>x</sub> , CO <sub>2</sub> and particulates benefits. Aim is to increase the number of biogas buses in operation and encourage more bus companies to follow suit.	

## 8. CONCLUSIONS

In November 2012 due to high levels of nitrogen dioxide emissions from road traffic, and the possible requirement to declare further AQMAs, Norwich City Council declared the whole of the city centre bounded approximately by the inner ring road as a single Air Quality Management Area. As a result, an Air Quality Action Plan is required under the Environment Act 1995.

Source apportionment studies, and results from the previous action plan measures, identified road infrastructure changes would probably have the greatest impact on tackling air pollution issues. This was particularly well demonstrated for the St Augustines area. Soft measures were seen to have less quantifiable and more long-term impacts. The Action Plan therefore concentrates significantly on road changes. The overall aim of the modifications is to divert as much non-essential traffic out of the city centre by way of restricted road access measures and re-routing of main traffic flows. In addition, bus lanes and cycle routes are increased to give greater connectivity. Park & ride facilities are continuously reviewed for ongoing improvement to enhance passenger utilisation. In conjunction with road infrastructure changes, the plan is to also include new signage to encourage eco driving, and traffic optimisation measures (such as traffic light synchronisation), to optimise traffic flow, ease congestion and reduce queuing.

Improvements in air quality in Castle Meadow are anticipated as a result of building on the air quality measures already in place, principally in connection with the Low Emission Zone. This will include working with bus companies to take minimum vehicle emissions standards beyond Euro 3, aiming to achieve Euro 5 standard and work towards Euro 6. It will also include reinforcement of the Road Traffic Regulations to ensure engine switch-off is complied with.

Both City & County councils are committed to improving air quality across the whole of Norwich. Many of the measures implemented in the 2004 Action Plan are still ongoing and supported. These include school and workplace travel plans, promoting alternative fuel use, land use planning, leading by example, continued support of Norfolk's car sharing and Car Club schemes, Travelwise initiative and promoting freight distribution centres. All major developments in the city centre will have significant regard to air quality with a strong emphasis on sustainable travel methods. The NDR is expected to divert traffic away from Norwich as a whole, and hence contribute to the more general improvement in Norwich's air quality.

It is expected that the road infrastructure changes, in addition to all of the other proposed and ongoing measures, will achieve measureable improvements in air quality, particularly in the central AQMA.

Norwich City Council and Norfolk County Council are committed to improving air quality in the AQMA to bring it in line with the National Air Quality Standard for nitrogen dioxide. This Air Quality Action Plan will help guide the overall strategy to achieve the government's air quality objective.

## APPENDIX 1: NATIONAL AIR QUALITY OBJECTIVES

National air quality objectives and European Directive limit and target values for the protection of human health						
Pollutant	Applies	Objective	Concentration measures as	Date to be achieved by	European obligations	Date to be achieved by
Particles (PM <sub>10</sub> )	UK	50µgm <sup>-3</sup> not to be exceeded more than 35 times a year	24 hour mean	31/12/04	50µgm <sup>-3</sup> not to be exceeded more than 35 times a year	1/1/05
	UK	40µgm <sup>-3</sup>	Annual mean	31/12/04	40µgm <sup>-3</sup>	1/1/05
	Indicative 2010 objectives for PM <sub>10</sub> (from the 2000 Strategy and 2003 Addendum) have been replaced by an exposure reduction approach for PM <sub>2.5</sub>					
Particles (PM <sub>2.5</sub> ) Exposure Reduction	UK	25µgm <sup>-3</sup>	Annual mean	2020	Target value 25 µgm <sup>-3</sup>	2010
	UK urban areas	Target of 15% reduction in concentrations at urban background		Between 2010 and 2020	Target of 20% reduction in concentrations at urban background	Between 2010 and 2020
Nitrogen dioxide	UK	200µgm <sup>-3</sup> not to be exceeded more than 18 times a year	1 hour mean	31/12/05	200µgm <sup>-3</sup> not to be exceeded more than 18 times a year	1/1/10
	UK	40µgm <sup>-3</sup>	Annual mean	31/12/05	40µgm <sup>-3</sup>	1/1/10
Ozone	UK	100µgm <sup>-3</sup> not to be exceeded more than 10 times a year	8 hour mean	31/12/05	Target of 120µgm <sup>-3</sup> not to be exceeded more than 25 times a year averaged over 3 years	21/12/10



Sulphur dioxide	UK	266 $\mu\text{gm}^{-3}$ not to be exceeded more than 35 times a year	15 minute mean	31/12/05		
	UK	350 $\mu\text{gm}^{-3}$ not to be exceeded more than 35 times a year	1 hour mean	31/12/04	350 $\mu\text{gm}^{-3}$ not to be exceeded more than 35 times a year	1/1/05
	UK	125 $\mu\text{gm}^{-3}$ not to be exceeded more than 35 times a year	24 hour mean	31/12/04	125 $\mu\text{gm}^{-3}$ not to be exceeded more than 35 times a year	1/1/05
Polycyclic Aromatic Hydrocarbons	UK	0.25 $\text{ngm}^{-3}$ B[a]P	As annual average	21/12/10	Target of 1 $\text{ngm}^{-3}$	31/12/12
Benzene	UK	16.25 $\mu\text{gm}^{-3}$	Running annual mean	31/12/03		
	England and Wales	5 $\mu\text{gm}^{-3}$	Annual average	31/12/10	5 $\mu\text{gm}^{-3}$	1/1/10
1,3-butadiene	UK	2.25 $\mu\text{gm}^{-3}$	Running annual mean	31/12/03		
Carbon monoxide	UK	10 $\text{mgm}^{-3}$	Maximum daily running 8 hour mean/in Scotland as running 8 hour mean	31/12/03	10 $\text{mgm}^{-3}$	1/1/05
Lead	UK	0.5 $\mu\text{gm}^{-3}$	Annual mean	31/12/04	0.5 $\mu\text{gm}^{-3}$	1/1/05
	UK	0.25 $\mu\text{gm}^{-3}$	Annual mean	31/12/08		

## **APPENDIX 2: STAKEHOLDER CONSULTATION LIST**

Anglian Buses  
Broadland DC  
Chamber of Commerce  
Environment Agency  
First Bus  
National Express  
Norfolk County Council  
Norwich City Council  
South Norfolk DC

M G Stephenson  
Public protection manager

If you would like this information in another language or format  
such as large print, CD or audio cassette or Braille please contact:

Public protection  
City Hall  
Norwich  
NR2 1NH  
t: 0344 980 3333  
e: [info@norwich.gov.uk](mailto:info@norwich.gov.uk)

Information correct at time of publication.  
Published by Norwich City Council, February 2016.

Five point Action plan from the Green Party Group, Version 3, March 3<sup>rd</sup> 2016

*We appreciate discussion of an earlier draft with Jeremy Wiggan of Norfolk County Council.*

**Action plan to drastically improve Air Quality from the Norwich/Norfolk bus fleet**

1. Add an Air Quality section to the Bus Charter between the County Council and the bus operators - *both County and operators recognise the importance of air quality and lowering emissions as quickly as possible.*
  - Introduce a graduated plan which sets out quantitative standards (percentages of fleet operating at different engine emission standards, Euro VI etc) for bus operators when the bus infrastructure provided by County such as BRT corridors, and also routes with the City. The graduated plan should set levels which are stretch targets and set a new level of aspiration.
  - Introduce emphasis in Bus Charter on (commercial) driver education (switching off engines when stationary etc), and driver health and safety (risks to drivers from air pollution).
2. Introduce greater priority for bus emission standards in awarding contracts.
  - This could equally apply to taxis and private hire cars as well as buses
  - Reflect this in contract evaluation matrices, and increase the weighting annually.
3. Continue to submit applications for clean bus technology, electric vehicle infrastructure and other grants related to reducing pollution.
  - Aim to significantly increase funds coming to County from external funders
4. Upgrade vehicle emission standards for Castle Meadow Low Emission Zone – currently set at Euro III.
  - Stretch targets for Euro V and Euro VI rollout within next 3 years.
5. Bring in ultra low emission vehicles (electric or hybrid) to the bus fleet. Work to introduce necessary infrastructure (eg: wireless charging) for bus companies to utilise.
  - Ensure Norfolk is ready to be able to use electric buses which will trickle down from Transport for London around 2020. **Failing to ensure adequate electric bus charging infrastructure and depots over the next 4 years will mean that this key opportunity for a step change in Norfolk buses will be missed.**
  - Enable operators to go non-diesel when upgrading buses.
  - Develop local opportunities, for example at the Hethel Engineering Centre, for R&D activities in reducing pollutants from diesel engines, electric engines and battery technology.

# Environment, Development and Transport Committee

Item No. 13

<b>Report title:</b>	<b>Opportunities to increase commercial activity for the highways service</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> Following previous reports taken to the Environment, Development and Transport (EDT) Strategic Review Member Working Group and the report presented to EDT Committee in January 2016, officers were asked to explore business model options for the delivery of highway services with the potential to deliver more externally funded work. This fits well with our ambition to generate income and reduce costs of service delivery.	

## Executive summary

This report illustrates the business models available to provide highway services in a more commercial way to help maximise the opportunity to deliver more externally funded work, provide opportunity to generate more income for NCC, enhance the delivery of existing services and offers potential for delivering more services.

The services considered at this point of the options analysis are:

- Highway Works
- Fast Lane Training Services
- Laboratory and
- Highways Design, Project Management and Delivery Service

These groups are commissioned to provide work by third parties already and are therefore the most obvious to consider providing under a different business model as there is a demand outside of NCC. That is not to say that other service areas that conduct work for third parties outside of NCC could not be considered in due course

The research and analysis undertaken suggests that a Teckal model encapsulating these services under one trading organisation would be a favourable model to evolve towards (as demonstrated by the analysis in Appendix A). However in the short term, it is considered prudent to stage our approach and develop charging opportunities within our existing organisational arrangements. This will give us time to:

- Actively engage the market and explore opportunities, providing the information for robust and considered Business Plans;
- Identify specialist skills and experience to help enhance a commercial business venture;
- Robustly and accurately identify the real service costs and overheads involved for a business of this nature;
- Enable flexibility to adjust the utilisation of existing contracts should the service model and administrative function change;
- Determine the sustainability and support to current NCC highway service provision

that external business may bring; and

- Identify wider areas of NCC delivery that could be included under the business/delivery model.

#### **Recommendations:**

EDT Committee is asked to:

- **Consider the information provided and comment on the options to develop a more commercial approach for Highways Services.**
- **Instruct Officers to develop a Business Case for presentation to EDT Committee within 12 months to help inform the potential for a more commercial trading organisation**

## **1. Proposal**

- 1.1. Following the paper presented to the EDT Committee in January 2016, Members agreed that officers be asked to explore further options and any implications in relation to potential future business models for highways services, analysing the risks and benefits to NCC. Different business models exist to enable local authorities to become more agile in certain situations and to help support continued service delivery.
- 1.2. This paper provides an appraisal of the commercial/trading options considered, illustrating pros and cons of each option and the current financial context of the service areas under consideration at this stage.
- 1.3. Implications have been considered in regards to
  - HR issues in terms of staff transfer and staff protection (staff terms and conditions and benefits)
  - Legal options with the current context of service delivery and operation together with the current activity conducted on behalf of 3<sup>rd</sup> parties
  - Current costs of providing the services, including applicable overhead costs
  - Current financial performance of the service areas delivering services for third parties
- 1.4. When considering service delivery models and their financial viability, one of the key factors is overhead costs. Further work is required to accurately establish overheads specifically applicable to these areas within a NCC framework and overhead levels required to operate within a trading environment.
- 1.5. Service delivery models that were considered in further detail include:
  - 1.5.1
    - **Option 1 - Do Nothing (Mixed Economy)**  
Continue to deliver the services in the same way, working within the capacity of what we know we can deliver with the resources that we have.
  - 1.5.2
    - **Option 2 – Form a Teckal arrangement within NCC**  
A Teckal is a wholly owned company which is allowed to trade, providing that at least 80% of its turnover is provided by the controlling contract authority (ie NCC in this case). Any profit can be used to support the delivery of the Highways Service, either by means of supporting budgets or to develop the business to enable continuous improvement and more efficient delivery (providing benefit to NCC).
  - 1.5.3
    - **Option 3 - Form a Teckal arrangement within NCC and other public bodies**  
As option 2, except there are more controlling contract authorities. There



would need to be a pre-determined agreement on the proportionate distribution of any surplus. That attributable to NCC could be used as per option 2 above.

1.5.4 • **Option 4 – Joint Venture with other existing Teckals/ Local Authorities**

We are aware of other Teckal joint ventures. For example, a Teckal organisation, owned by a county council has partnered with another local authority to assist with the delivery of its highway services. In this example, the Teckal organisation is the majority shareholder and hence retains the majority of any profit that the arrangement generates and has the greater input into how the organisation operates. The 80/20 proportion of turnover would apply as per options 2 and 3.

1.5.5 • **Option 5 – Form a Joint Venture with Private Sector**

Similar to option 4, except the joint venture would be free to trade openly. Any surplus would be distributed according to the distribution of share which would be negotiated with any prospective partner.

1.5.6 • **Option 6 - Form an externalised commercial organisation using Section 95 LG Act 2003**

Enables freedom to trade under the ownership of NCC.

1.5.7 • **Option 7 – Stronger client organisation (more in-house provision)**

Using our existing teams to deliver more of the services that are currently outsourced to our service providers (ie Tarmac and Mouchel). This would mean increasing NCC resource to enable this and would not provide the focus to deliver work for external clients.

1.5.8 • **Option 8 – Community Interest Company (CIC)**

Companies designed for social enterprises that want to use their profits and assets for the public good.

- 1.6. It would be advisable to produce a detailed business case that identifies to a greater extent the market opportunities available to these highway services before making any decision to fully move the service to a trading organisation. It would be necessary to consider the private sector customer base and increase the marketing activity for our services with the intention of generating business in areas that may currently be unfamiliar to us. This may mean refocussing on what is important for the business and possibly recommending stopping delivery of resource intensive, low reward services. It is likely that specialist commercial advice would be required to help formulate and manage the delivery of such a plan. Resource and expertise will be available from Hethel Innovation to support this. Marketing skills would also be needed to help maximise future opportunities.

## 2. Evidence

- 2.1. As highlighted in the report to January EDT Committee, the delivery of the highway maintenance service is currently a mixed economy approach utilising NCC staff, the in-house delivery teams, and the external contracts through Tarmac and Mouchel.
- 2.2. The model of delivery of highways maintenance and improvements was tested against others during the highways services re-procurement in 2014. The current commercial approach taken by the in-house design and works teams, along with a flexible workforce supported by temporary resource contracts, enables additional work to be delivered using existing management and overhead

structures. Although there is scope to deliver additional work over and above existing business plans, opportunities to flex and significantly increase establishments is restricted and not always reactive enough to meet market requirements and make us competitive. Without an increased commercial approach and the adoption of more flexible operating practices, it will become more difficult to improve productivity, our ability to generate further income is inhibited and it is difficult to sustain continued efficiencies. It would be important to recognise that if we were to develop and capitalise on other commercial opportunities available, the service would reach a capacity point at the current resource levels.

- 2.3. Discussions with other authorities has suggested that maintaining a mixed economy method of service delivery has certain advantages. It enables elected member guidance and input into the way that the service is provided and operated and maintains a focus on non-financial metrics, such as public satisfaction.
- 2.4. The pros and cons analysis in Appendix A simply illustrates the number of benefits and disbenefits against each of the appraised options when considering the potential alignment to NCC's objectives in the scenario of this paper.
- 2.5. When considering each option, reference was made to analysis and examples from another, county authority which has considered similar transformation. Also, options were considered utilising guidance from the Highways Maintenance Efficiency Programme (HMEP) – "Procurement Route Choices for Highway Maintenance Services" – work commissioned by the Department for Transport (DfT).  
NCC leads from some of the specialist services potentially affected by any transitions have also contributed to this analysis (which includes procurement, legal and finance advice), together with officers who have facilitated similar change in other departments within NCC.
- 2.6. Nplaw has been engaged throughout the process to advise the service on any legal matters arising from the considered options.
- 2.7. Details of the turnover for each of the four service areas under consideration, illustrating the percentage distribution between NCC and 3<sup>rd</sup> party income are show in Appendix B.

### **3. Financial Implications**

- 3.1. Appendix B illustrates the current turnover and income distribution of the areas under consideration, together with applicable direct costs only.
- 3.2. The NCC staff numbers considered are as follows:

Fast Lane Training Services	5.00 fte
Laboratory	27.60 fte
Highways Design, Project Management and Delivery Service	60.52 fte
Highway Works	111.40 fte
- 3.3. As part of the work required to develop a business case for the commercialisation of these services, it will be necessary to ascertain the support services required to enable these to operate as a separate entity.
- 3.4. Any Teckal or trading organisation would become an admitted body in the Norfolk Local Government Pension Scheme (LGPS). This means that the pension rights of any transferring staff will continue as if they were still employed directly by the Council. It is likely that any transfer will be on a closed basis which means that

the trading organisation will not be able to offer entry into the LGPS to new employees taken on after transfer. The staff transferring under this arrangement would continue to be covered by the relevant legislation in respect of TUPE and pensions in the event of their further onward transfer to another organisation.

- 3.5. Dependent upon the most suitable future business model, there may be a requirement for NCC to support the new venture in terms of set up costs to enable establishment of the business (ie including ICT infrastructure requirements and premises). The new venture would also require operating capital. This can be evaluated in the future business planning and production of the subsequent Business Case.

#### **4. Issues, risks and innovation**

- 4.1. The risks relating to each of the 8 options considered are summarised in Appendix A. This gives a course indication of the number of risks that have been identified against each option, but not necessarily the severity. This can be analysed in greater detail ahead of any future recommendation.
- 4.2. Should we have a situation when we have staff working to different terms and conditions, then this will need to be managed appropriately. Existing NCC terms and conditions can be considered a significant risk in a competitive environment. Not only because of the LGPS financial cost, but also existing contracted conditions can prove quite restrictive when competing with other organisations who may have different expectations and staff incentives in place.

#### **5. Background**

- 5.1. At the EDT Committee meeting of 29 January 2016, Members agreed for officers to investigate more thoroughly options and implications in relation to business models for highway services, analysing the risks and benefits, for presentation at a future EDT Committee.  
[\(link to January EDT Committee paper\)](#)
- 5.2. The highways services that are initially being considered as part of this exercise are Highway Design, Works, Fast Lane Training Services (FLTS) and the Highways Laboratory. These services all currently charge for services provided to organisations outside of Norfolk County Council

#### **Officer Contact**

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

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## Pros and Cons of considered options

### Option 1 – Do Nothing (Mixed Economy)

Pros	Cons
Simple	Restrictive and lacks innovation
No contract changes or pension implications	Potential skills and talent drain to competitors
Known entity	Stagnation of staff skills and Complacency may develop
Current levels of income maintained	Can status quo be maintained under increasing budget cut pressure? If Services don't remain financially viable, then redundancy exists with associated processes and costs. Complacency may develop
Secure turnover (within NCC budget setting)	Can you maintain status quo under increasing budget cut pressure?

### Option 2 – Form a Teckal arrangement with NCC

Pros	Cons
Opportunity to bring together separate arrangements / contracts in future (contract periods depending) to generate more economies of scale	Support services may not be fully utilised from NCC, leading to requirement to reduce residual NCC teams which could be a cost reduction to NCC?
Flexibility in service provision (adapt to change quickly without cost or minimal cost)	Costs to set up processes/procedures, support arrangements, branding, marketing and financial accounting arrangements
Local Authority (LA) able to retain a level of control over service	Costs/time to set up company and governance arrangements
Longer-term savings opportunity to developing T&Cs to suit business	Impact on remaining NCC trading areas by removal of cross subsidies
Company could be developed to absorb other compatible services (within NCC or from other LAs) as opportunity arises	Company fails to recover its costs or make a profit and potential losses would have to be covered by NCC
Works positively with Client and specification	Need to set up and agree 2 <sup>nd</sup> tier of terms and conditions and agree with Unions. May have to reconsider NCC staff benefits. Pension support costs will need to be considered

*Option 2 – Form a Teckal arrangement with NCC (cont.)*

Pros	Cons
Increased competitiveness to win external work by controlling support and overhead costs	Support services may not be brought back from NCC Company fails to recover its costs or make a profit
Flexibility in pay and reward arrangements to suit business	More commercial focus will reduce flexibility to change to requests made by Members and others.
Opportunity to buy-back support services from NCC (or others) or be self sufficient	Need to set up 2 <sup>nd</sup> tier of terms and conditions and agree with Unison, who will push for new recognition agreement with the new company
Opportunity to increase external income to support NCC efficiencies	Would need to appoint specialist skills to operate a successful company arrangement
Strong customer (resident, Member) and client focus/priority	Service changes as a result of requests will need to be charged for
Profits returned to NCC as controlling entity.	
Tested model across a number of LA's	
Strong resilience support	
Secure turnover (within NCC budget setting)	
Commercial operating model will deliver stronger control	
Opportunity to change direction at future time not restricted	.
Local training / apprenticeship opportunities supported	
Retention of local experience and knowledge	
Reduced support service requirement/cost	

### Option 3 – Form a Teckal with NCC and others

Pros	Cons
Positive publicity, LAs working together	Rebranding costs/ set up costs. Initial investment from the participating public bodies may be required
Retention of local experience and knowledge	Staff reductions would affect morale performance in the short term
Less business risk than option 2 as not reliant on one customer for 80% of business	Governance arrangements need to be developed and Joint Committee established
Secure turnover (within clients budget setting)	Company fails to recover its costs or make a profit
Continuing LA/Member overview and influence in service delivery	Requirement to resolve cross subsidies within each LA
Flexibility in service provision (adapt to change quickly without cost)	Divergent customer specifications/policies could limit shared efficiencies
Stronger resilience support, with resources shared across 2 or more LA areas	External trading limited to low %age /surplus capacity
Able to share knowledge and experience/best practice to the benefit of both partners	Retained differing T&Cs create incompatible working arrangements/lost efficiencies
More able to cope with peaks/troughs in workload	Geography may offset any efficiencies gained through economies of scale
More able to cope with peaks/troughs in workload	Potential conflicts if work required by different councils at the same time
Local economy support via direct employment, SME sub-contractors and suppliers	Fluctuating budgets may compromise the ability to enable 80% of Teckal turnover to be generated from the public bodies
Strong customer (resident, Member) focus but possibly reduced due to wider shared priorities	Lead LA may dictate arrangements resulting in impact on other partner and service delivery
Able to progress savings already identified plus other economies of scale such as staff reductions to create shared support/technical teams	Opportunity to change direction will be restricted by partners jointly agreeing, or following period of notice of withdrawal from arrangements
Trading surplus shared between partners	Increased governance bureaucracy.
Procurement pooling to generate efficiencies Opportunity to increase external income to support NCC efficiencies	Other LA's may not be ready for the approach yet or may not support the proposal
Could help with peaks and troughs Procurement pooling to generate efficiencies	Service changes as a result of requests will need to be charged for and will receive more scrutiny from within the business
Local training/apprenticeship opportunities supported	



#### Option 4 – Joint Venture with other Teckals/ Local Authorities

Pros	Cons
Opportunity to bring together separate arrangements / contracts in future (contract periods depending) to generate more economies of scale	Differing views and conflict. Likely to be less responsive to Member overview and influence. Control would need to be split between governing parties. May have to compromise.
Access to additional resources through wider company / supply chain to respond to emergencies etc.	Staff perception of being outsourced and impact on morale (loss of skills within organisation)
Short-term savings due to reduced investment requirements	Negative publicity due to outsourcing services?
Strong client focus	Conflict with already outsourced services
Specified and enforced contractual requirement to support local employment and training	Cost and time of setting up and to prepare specifications, contract, tender process and award Contract
Private sector experience of delivering nationally could bring innovative solutions	Not all efficiencies will be fed back to NCC as savings
Secure some turnover (within NCC budget setting)	Support service reduction redundancy costs
Reduced support service requirement / cost	
Transfer of risk to private sector	

#### Option 5 – Form a Joint Venture with Private Sector

Pros	Cons
Longer term savings opportunity to developing T&Cs and pay and reward arrangements to suit business.	Costs to set up processes/procedures, support arrangements, branding, financial arrangements
Opportunity for private sector capital investment in services (depots, fleet, systems), although to be repaid over term of contract	Arms – Length Management Organisation Priorities (deliver service/return profit) may result in negative perception
Potential for short-term NCC savings due to reduced investment requirements	Cost, time and resource to prepare specifications, contract, tender process and award contract
Opportunity to change direction at future time not restricted	Contractor priorities may not accord with NCC's
Company could be developed to absorb other compatible services (within NCC or from other LAs) as opportunity arises	Non-standard service delivery of service changes have the potential of being at higher cost
Interest from neighbouring LA to join proposal	Long term commitment with partner who may have a different goal to us

*Option 5 – Form a Joint Venture with Private Sector (cont)*

Commercial operating model will deliver stronger control and increased competitiveness to win external work by controlling support and overhead costs	Tie-in for reasonably long period of time, removing opportunity to respond to changing organisational, industry or political direction (unless contractual for performance issue)
Opportunity to increase external income to support NCC efficiencies	Very dependent on whether people remain NCC employees
Opportunity to buy-back support services from NCC (or others) or be self sufficient	May end up in JV with the wrong partner
Reduction in staff and support requirement costs	Significant staff impact and TUPE transfers, pension implications, etc.
Strong client focus	Tax Implications
Opportunity to bring together separate arrangements / contracts in future (contract periods depending) to generate more economies of scale	Very much less likely to respond to requests for changes in service (by Members or others) unless explicitly written into JV arrangement (but very difficult to specify and will generate uncertainty and risk considerations in any potential partners)
Specified and enforced contractual requirement to support local employment and training	Higher risk in terms of overall control and decision making.
Access to additional resources through wider company / supply chain to respond to emergencies etc.	Income shared with JV partner. Balanced against potential to use partners' skills to increase income.
Private sector experience of delivering nationally could bring innovative solutions	
Retention of local experience and knowledge	
Tested model in mature market	
Shared expertise & knowledge (including Commercial)	
Partner could flex workforce more easily than NCC	
Similar to franchise set up	

**Option 6 – Form an externalised commercial organisation using Section 95 LG Act 2003**

<b>Pros</b>	<b>Cons</b>
Positive publicity, more transparent delivery service, but still under LA control and ownership	Pensions – either go for an admitted body status to LGPS and this will mean higher employer pension costs
Longer term savings opportunity to developing T&Cs, pay and reward arrangements to suit business	Costs to set up processes/procedures, support arrangements, branding, financial, company and governance arrangements. TUPE costs could affect the financial viability of the business
LA able to retain a level of control over service with strong resilient support	Short-term savings beyond current efficiencies unlikely
Flexibility in service provision (adapt to change quickly without cost or minimal cost)	Need to set up a company, which if not Teckal compliant, would have to bid for NCC work, which then creates uncertainty.
Opportunity to buy back support services from NCC (or others) or be self sufficient	Impact on remaining NCC trading areas by removal of cross subsidies
Opportunity to increase external income to support NCC efficiencies	External work may be prioritised if it is more profitable.
Company could be developed to absorb other compatible services (within NCC or from other LAs) as opportunity arises	Arm's Length Management Organisation priority (deliver service/return profit) may result in negative perception
Strong customer (resident, Member) focus / priority	NCC does not indemnify for TUPE and subsequent redundancies if the company goes bankrupt
Profits returned to NCC	Tax Implications
Opportunity to change direction at future time not restricted	NCC staff benefits cannot continue if a separate company to NCC. Pension support costs will need to be considered.
Local training / apprenticeship opportunities supported	Support services may not be bought-back from NCC, leading to requirement to reduce residual NCC teams (could be a cost reduction to NCC?)
Retention of local experience and knowledge as TUPE does apply	Staff who are going to take up new management posts will have a dual role in the run up to transfer.
Could bid for a wide range of work without restriction	Staff perception of being outsourced and impact on morale (loss of skills within organisation)
Tested model across a number of LA's	

## Option 7 – Stronger client organisation (more in-house provision)

Pros	Cons
Limited change cost and impact on staff	No change could be perceived as negative
Local economy support via direct employment, SME sub-contractors and suppliers	Loss of autonomy and more bureaucracy as corporate policies apply
Able to progress savings already identified and develop other savings (low value). Surplus retained by NCC	New jobs designed, requiring grading and resourcing introducing different terms and conditions. Overhead charge hampers external competitiveness (including pensions) Standardised NCC T&Cs do not support operational delivery areas. Inflexibility particularly in recruiting & staff T&Cs including salaries
Flexibility in service provision (adapt to change quickly without cost) and can retain control of service delivery.	Unable to find savings beyond routine efficiencies.
Increased payroll costs and investment in equipment, staff training, IT systems	External trading limited to low %age surplus capacity
Works positively with client and provides flexible, resilient support. Strong customer (resident, Member), focus/priority. More control	Potential to expand staff but would be TUPEd from existing service providers (Tarmac, Mouchel in particular), which impacts potential for income generation due to employment costs.
Subsidises other Trading Areas via overheads.	Staff transferring in would bring existing arrangements or gain rights to LGPS pensions.
Not contributing to contractors' overheads & profit margin	Potential redundancy costs of existing contracted services
No immediate contract changes or pension implications	Conflict with ability to trade and LA governance law
Opportunity to change direction at future time not restricted.	If service grows, staffing resources would need to increase & therefore payroll costs increase
Local training/apprenticeship opportunities supported.	Limited ability to cope with troughs in workload
Retention of local experience and knowledge. Local training/apprenticeship opportunities supported	Would need to invest financially to develop staff to take on sales generation role or recruit skills in externally to NCC to deliver this activity.
May need to invest in enhanced assets to support increased work flow.	Innovation limited by experience and investment restrictions.

*Option 7 – Stronger client organisation (more in-house provision) (cont.)*

Pros	Cons
Retention of client functions to provide an integrated service (eg inspection and maintenance).	
Secure turnover (within NCC budget setting)	
Reduced negative public reaction	
Conflict politically with budget cuts/revenue generation/ and rules around local authority trading?	

**Option 8 – Community Interest Company (CIC)**

Pros	Cons
Kudos – Seen as supporting and being influenced by the Community	A CIC is not necessarily Teckal compliant and would have to compete for NCC work in the longer term
Financial savings (e.g. new staff would not have rights to LGPS Pension)	NCC may not be able to award work to the CIC
Offers some advantages as limited company	Non-profit making, surplus to be used for community benefit
Greater focus on core business	Needs strong governance arrangements, which can be complex to set up
Profit can be re-invested into the business to enable growth and increased employment opportunities.	TUPE would apply and all the associate costs with LGPS Pensions as reference for options 5 and 6

## Appendix B

### Current turnover and income distribution of the service areas under consideration, together with applicable direct costs only

Area Income by Source			%age income		Direct Costs		Gross Margin	
Row Labels	Sum of 14-15	Sum of 15-16	14-15	15-16	14-15	15-16	14-15	15-16
<b>FLTS</b>	<b>348,136</b>	<b>403,229</b>						
Ext	189,872	243,525	55%	60%	-295,705	-322,036	52,431	81,193
Int-Capital	786	0	0%	0%	-162,638	-193,222	27,234	50,302
Int-Revenue	157,478	159,704	45%	40%	0	0	786	0
<b>Laboratory</b>	<b>1,333,520</b>	<b>1,584,253</b>			-133,067	-128,814	24,411	30,890
Ext	689,611	978,056	52%	62%	-1,287,287	-1,471,619	46,232	112,633
Int-Capital	533,596	511,684	40%	32%	-798,118	-912,404	-108,506	65,652
Int-Revenue	110,312	94,513	8%	6%	-411,932	-470,918	121,664	40,766
<b>Projects-Bridges</b>	<b>777,014</b>	<b>752,237</b>			-77,237	-88,297	33,075	6,215
Ext	956	0	0%	0%	-1,091,730	-1,147,032	*-314,716	*-394,794
Int-Capital	380,273	357,866	49%	48%	0	0	955	0
Int-Revenue	395,785	394,372	51%	52%	-534,948	-550,575	-154,674	-192,709
<b>Projects-Design</b>	<b>3,001,246</b>	<b>3,101,168</b>			-556,782	-596,457	-160,997	-202,085
Ext	735	2,042	0%	0%	-2,186,087	-2,467,389	815,158	633,779
Int-Capital	2,778,775	2,897,099	93%	93%	0	0	735	2,041
Int-Revenue	221,735	202,027	7%	7%	-2,033,061	-2,294,672	745,714	602,427
<b>Works-Jobs</b>	<b>12,735,234</b>	<b>10,269,644</b>			-153,026	-172,717	68,709	29,310
Ext	32,140	64,460	0%	1%	-12,222,540	-9,571,341	512,694	698,302
Int-Capital	6,749,884	3,159,522	53%	31%	0	-95,713	32,139	-31,253
Int-Revenue	6,017,490	7,045,662	47%	69%	-6,477,946	-2,967,116	271,937	192,405
<b>Totals</b>	<b>18,195,150</b>	<b>16,110,532</b>			-5,744,594	-6,508,512	272,896	537,150
					-17,083,349	-14,979,417	1,111,801	1,131,114

\*Bridges Projects team provides delivery of Bridge Maintenance services. Currently no income recovery is charged to the Highways Maintenance budget (c. £500,000 per annum). This operating model would need to be reviewed in a more commercial environment

# Environment Development and Transport Committee

Item No. 14

<b>Report title:</b>	<b>Finance monitoring</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director Community and Environmental Services</b>
<b>Strategic impact</b> This report provides the Committee with information on the budget position for the relevant services from the Community and Environmental Services department, for 2016-17. It provides information on the original budget (revenue and capital).	

## Executive summary

This report reflects the forecast outturn position for the services from the Community and Environmental Services that are relevant to this committee, which are:

- Highways and Transport Services
- Environment and Planning
- Economic Development, and
- Business Development and support

The 2016-17 net revenue budget for those services is £150.568m. As at July, Period 4 we are forecasting a balanced budget.

The total future years capital programme relating to this committee is £256.418m, with £161.071m currently profiled for 2016-17.

The balances of ETD reserves, as at the 1 April was £29.817m, and forecast balance at 31 March 2017 is £27.184m, the forecast usage over the next 3 years is shown on section 4 of this report.

### Recommendations:

**Members are recommended to note the forecast out-turn position for the Environment Development and Transport Committee and the current risks to the budget as highlighted in the report.**

## 1. Proposal

1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This monitoring report reflects the budgets and forecast position as at the end of July 2016.



## 2. Evidence

### Revenue budget 2016-17

2.1. The 2016-17 Net Revenue budget for the services relevant to this committee is £150.568m.

2.2. The table below summarises the budgets relevant to this committee as at July 2016:

**Table 1 Net Revenue budget 2016/17**

Area	2016/17 Budget £'000	Forecast £'000	Variance
Business support and Development	1.607	1.607	
Economic Development	2.003	2.003	
<b>Environment and Planning</b>	<b>41.655</b>	<b>41.655</b>	
Countryside Management	1.158	1.158	
Travellers	(0.029)	(0.029)	
Residual Waste	22.205	22.205	
Recycling Credits	8.464	8.464	
Recycling Centres	6.434	6.434	
Closed Landfill Sites	1.103	1.103	
Energy and Efficiency	0.089	0.089	
Waste Reduction	0.794	0.794	
Historic Environment	0.611	0.611	
Planning Services	0.826	0.826	
<b>Highways and Transport</b>	<b>94.501</b>	<b>94.501</b>	
Asset management (inc. capital charges)	58.996	58.996	
Highways Trainee Technicians	0.175	0.175	
Highways major Projects	0.377	0.377	
Highways Network	0.980	0.980	
Highways Maintenance	19.461	19.461	
Transport services – inc. Concessionary Fares	14.512	14.512	
Better Broadband	10.802	10.802	
<b>Total EDT</b>	<b>150.568</b>	<b>150.568</b>	

2.3. At this stage of the year we are currently forecasting a balanced budget.

2.4. Asset management is largely £58.676m relating to capital charges, which relate to the notional cost of historic capital spend.

2.5. Transport services includes £11.643m of funding for concessionary fares.

2.6. There is a risk that the amount of waste increases. Each tonne of residual waste

above projected tonnages would lead to additional costs of around £107 per tonne, meaning a 1% increase in tonnages would be a pressure of over £200,000. Such as an increase could be caused by any combination of factors such as increases in household numbers, change in legislation, economic growth, weather patterns, a collapse in the recycling markets or an unexpected change in unit costs, much of which are out of the control of the County Council. The combined impacts of these effects will continue to be monitored extremely closely and will be reported to the committee when there becomes more certainty over the tonnages in 2016/17.

### 3. Capital Budget 2016-17

	2016-17	2017-20	Total Programme
	£'000	£'000	£'000
Economic Development	10.008	1.272	11.280
Highways	121.808	81.725	203.533
EDT Other	10.837	-	10.837
Better Broadband	18.417	12.350	30.767
	<b>161.071</b>	<b>95.347</b>	<b>256.418</b>

- 3.1. The Economic Development capital Programme is related to improvements at Scottow Enterprise Park, where the investment will be subject to approved business cases.
- 3.2. The highways programme is actively managed throughout the year to aim for full delivery within the allocated budget. Schemes are planned at the start of the year but may be delayed for a variety of reasons e.g. planning consent or public consultation. When it is identified that a scheme may be delayed then other schemes will be planned and progressed to ensure delivery of the programme and the original schemes will be included at a later date. Over /(under)spends and slippage will be carried forward and delivered in future years.

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- 3.3. As reported to Committee at the 8 July meeting, since the main construction work started on site in April, progress has been good. With any project of this size and complexity there are a number of risks that could impact on the cost of delivery (e.g. weather, ground conditions, utilities diversions, land acquisitions and working near a rail line).
- 3.4. The project team are actively monitoring and managing all risks. We are expecting a comprehensive out-turn cost forecast from the main contractor Balfour Beatty at the end of September. At that time we will take an informed view of the impact of the risks on the overall project costs and have more certainty of the actual position. For now, we are working with estimated costs and at the time of this report, if the risks are realised this would lead to up to £6.8m of additional cost.
- 3.5. Summary of the key issues as follows:
- 3.6. Rackheath Rail Bridge - Obtaining Network Rail approvals for both design and working methods has significantly delayed the programme for this bridge and increased design and construction. Additional cost is up to £2.35m.

- 3.7. Agricultural land values have continued to increase beyond that anticipated. Additional land acquisition cost up to £3m.
- 3.8. Detailed site surveys resulted in the need for additional excavation, fill and compaction. Additional cost up to £1.25m.
- 3.9. Unseasonal rainfall through June 2016. This is likely to result in additional costs of £0.35m.
- 3.10 Public and Private Utilities – Additional surveys, design, works and risk management associated with existing utilities. Additional cost up to £0.50m
- 3.11 Landscaping being provided direct. Anticipated saving of up to £0.65m.
- 3.12 Officers are continuing to robustly analyse the estimated costs and are working over the next few weeks to bring these firm estimate, with Balfour Beatty and supply chain. Options of how any additional costs would be funded and more details will be presented to EDT Committee in October.

#### **4. Reserves 2016-17**

- 4.1. The Council holds both provisions and reserves.
- 4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will arise. The Council complies with the definition of provisions contained within CIPFA's Accounting Code of Practice.
- 4.3. Reserves (or Earmarked Reserves) are held in one of three main categories:
- 4.4. Reserves for special purposes or to fund expenditure that has been delayed - reserves can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.
- 4.5. Local Management of Schools (LMS) reserves that are held on behalf of schools – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.
- 4.6. General Balances – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.
- 4.7. The reserves falling under this Committee would fall into the first category. Additionally they also may related to income that we have received from specific grants where we have yet to incur the expenditure, or the grant was planned to be used over a period of time (where the grant is not related to a specific financial year).
- 4.8. The department holds a number of specific earmarked reserves which are held for a range of purposes e.g. commuted sums held for future Highways maintenance costs or ICT funds held to cover the cost of replacement ICT systems. We will continue to review the reserve balances to ensure that their

original objectives are still valid and would identify any reserves that could be considered available for re-allocation.

4.9. The balance of reserves as at the 1 April was £29.816m, including £6.995m in respect of the Street Lighting PFI and £9.423m in relation to a statutory reserve for the provision for future maintenance of Closed Landfill sites.

4.10. The table below shows planned use of reserves for 2016/17 and the forecast balances for 2017/18 and 2018/19.

Table 3 – EDT Reserves 2016-17	Current Year opening balance 01 April 2016	Forecast balance 31 March 2017	Forecast Net Change 2016/17	Forecast Balance 31 march 2018	Forecast Balance 31 march 2019
<b>Business Support and development</b>	(0.091)	(0.091)	0.000	(0.091)	(0.091)
<b>Economic Development</b>	<b>(2.863)</b>	<b>(1.251)</b>	<b>1.612</b>	<b>(0.758)</b>	<b>(0.535)</b>
Skills Team	(0.960)	(0.150)	0.810	0.000	0.000
Innovations	(0.415)	(0.415)	0.000	(0.415)	(0.415)
Development Programme	(0.572)	(0.417)	0.155	(0.221)	(0.066)
Commissioning	(0.741)	(0.230)	0.511	(0.122)	(0.054)
Development Programme	(0.126)	(0.039)	0.087	0.000	0.000
Economic Programme	(0.049)		0.049	0.000	0.000
Infrastructure & Economic					
Growth	(0.126)	(0.039)	0.087	0.000	0.000
Scottow Enterprise Park	(0.049)		0.049	0.000	0.000
<b>Environment and waste</b>	<b>(10.740)</b>	<b>(10.476)</b>	<b>0.264</b>	<b>(10.476)</b>	<b>(10.476)</b>
Abandoned vehicles	(0.006)	(0.006)	0.000	(0.006)	(0.006)
Waste management fund	(0.708)	(0.708)	0.000	(0.708)	(0.708)
Closed landfill Sites	(9.423)	(9.123)	0.300	(9.123)	(9.123)
Energy & Efficiency	(0.005)	(0.005)	0.000	(0.005)	(0.005)
Historic Environment	(0.420)	(0.445)	(0.025)	(0.445)	(0.445)
Planning services	(0.047)	(0.058)	(0.011)	(0.058)	(0.058)
Vehicle R&R fund	(0.131)	(0.131)	0.000	(0.131)	(0.131)
<b>Highways &amp; Transport</b>	<b>(15.666)</b>	<b>(14.846)</b>	<b>0.820</b>	<b>(12.228)</b>	<b>(11.660)</b>
Parking Receipts	(0.462)	(0.362)	0.100	(0.262)	(0.162)
Commuted Sums	(1.272)	(1.136)	0.136	(1.013)	(0.880)
Earmarked NDR Funding	(2.000)	(2.000)	0.000	0.000	0.000
Winter maintenance reserve	(0.305)	(0.305)	0.000	(0.305)	(0.305)
Highways Maintenance	(0.224)	(0.134)	0.090	(0.084)	(0.034)
A47 - reserve	(1.000)	(1.000)	0.000	(1.000)	(1.000)
Street Lighting PFI - Sinking Fund	(6.995)	(6.711)	0.284	(6.426)	(6.141)
Highways Network	(0.408)	(0.408)	0.000	(0.408)	(0.408)
Transport Services	(3.000)	(2.790)	0.210	(2.730)	(2.730)
<b>Better Broadband</b>	<b>(0.457)</b>	<b>(0.520)</b>	<b>(0.063)</b>	<b>(0.520)</b>	<b>(0.520)</b>
<b>Total EDT</b>	<b>(29.817)</b>	<b>(27.184)</b>	<b>2.633</b>	<b>(24.073)</b>	<b>(23.282)</b>

## 5. Financial Implications

5.1. There are no decisions arising from this report. The financial position for Communities services is set out within the paper and appendices.

## 6. Issues, risks and innovation

6.1. This report provides financial performance information on a wide range of services responsible to the committee.

## **Officer Contact**

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

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# Environment, Development and Transport Committee

Item No 15

<b>Report title:</b>	<b>Performance management</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe (Executive Director of Community and Environmental Services)</b>
<b>Strategic impact</b> Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

## Executive summary

This is the third performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 15 vital signs indicators.

Details of the revised Performance Management System are available in the 11 March 2016 EDT Committee 'Performance monitoring and risk report' on the Norfolk County Council web site at <http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/421/Committee/18/Default.aspx>

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight - <http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>.

Of the 15 vital signs indicators that fall within the remit of this committee, three have met the exception criteria and so will be discussed in depth as part of the presentation of this report:

- Number of people killed and seriously injured on Norfolk's roads
- % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway.
- % of rural population able to access a market town or key employment location within 60 minutes by public transport.

## Recommendations:

1. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

## **1. Introduction**

- 1.1. This is the third performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 15 vital signs indicators.
- 1.2. This report contains:
  - A Red/Amber/Green rated dashboard overview of performance across all 15 vital signs indicators
  - Report cards for the vital signs that have met the exception reporting criteria.
- 1.3. The full list of vital signs indicators was presented to committee at the 11 March 2016 meeting and is available in Appendix 2.
- 1.4. The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

## **2. Performance dashboard**

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 15 vital signs. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The current exception reporting criteria are as below:
  - Performance is off-target (Red RAG rating or variance of 5% or more)
  - Performance has deteriorated for three consecutive periods (months/quarters/years)
  - Performance is adversely affecting the council's ability to achieve its budget
  - Performance is adversely affecting one of the council's corporate risks.
  - (Additional criteria added following agreement at previous meeting): 'Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.



NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.

'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.

The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Target
{H&T} % of bus services that are on schedule at intermediate time points	Bigger	71.2%	75.8%	70.9%	74.9%	73.3%	71.6%	78.1%	79.4%	77.1%	80.1%	77.9%	78.3%	76.2%	76.0%
{H&T} Number of people killed and seriously injured on Norfolk's roads	Smaller	404	403	405	409	402	385	375	356	367	370	364	364		371
{H&T} Winter gritting - % of actions completed within 3 hours	Bigger					84.4%	89.1%	81.0%	92.9%	90.9%	97.1%				100%
{H&T} Street lighting – CO2 reduction (tonnes)	Smaller	581	697	829	1,037	1,136	1,255	1,200	1,007	915	734	615	522	575	570
{E&P} Planning service – speed of determination	Bigger	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	92.3%	100.0%	100.0%	100.0%	95.0%
{H&T} Average journey speed during morning peak time	Bigger	30.4		30.3	30.3	30.2	30.2								29.5
{CES} Income and external funding successfully achieved as a % of overall revenue budget	Bigger	36.8%	34.8%	35.8%	37.2%	36.9%	36.7%	37.1%	37.0%	29.3%	25.0%	25.0%	29.4%	29.3%	25.4%
Quarterly	Bigger or Smaller is better	Jun 13	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger										83.0%		84.0%		84.0%
{H&T} % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Smaller	26.9%	30.0%	37.5%	16.7%	33.3%	23.5%	27.3%	19.0%	20.0%	16.7%	17.8%	20.4%	24.2%	24%
{H&T} % of rural population able to access a market town or key employment location within 60 minutes by public transport	Bigger	73.8%	73.7%	74.5%	75.7%	74.8%	75.0%	75.1%	75.5%	74.6%	74.1%	71.4%	71.4%	72.0%	75%
{E&P} Kilograms of residual household waste per household per week	Smaller				10.3				10.4			10.2	10.2		10.4
Annual (financial / academic)	Bigger or Smaller is better	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Target
{H&T} Highway improvements for local communities – parish partnerships	Bigger												145	193	

{E&P} % of Local Wildlife Sites in positive management	Bigger								61.0%	61.0%	65.0%	67.0%	75.0%		
{E&P} Number of new and existing properties at high risk (1 in 30 years) of surface water flooding	Smaller													100%	
{E&P} Equality of Access to Nature for All – number of audited routes	Bigger												1	4	4

#### NOTES:

1. Indicators are usually reported on a monthly, calendar year or financial year basis, the colour of the different headings below corresponds with the colour of the indicator title.
2. In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
3. The target displays the latest target from the latest period shown. That target may be different from the target for the latest actual value shown due to profiling.
4. Where cells have been greyed out this indicates: that data is not available due either to the frequency of reporting or the vital sign being under development. In this case, under development can mean that the vital sign has yet to be fully defined or that baseline data is being gathered.

### **3. Report cards**

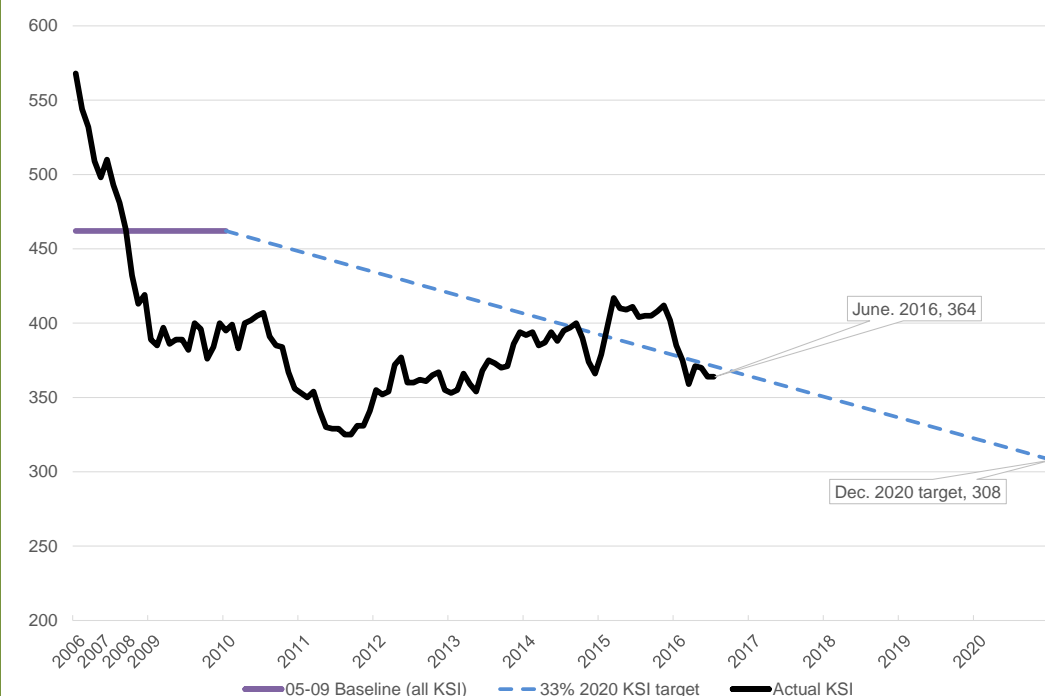
- 3.1. A report card has been produced for each vital sign, as introduced in March's performance report. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and updated on a monthly basis.
- 3.2. Vital signs are reported to committee on an exceptions basis. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are available on the Members' Insight intranet pages as follows
  - <http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>

## People Killed or Seriously Injured (KSI) on Norfolk's Roads

### Why is this important?

Last year, 33 people were killed and 352 were seriously injured in road collisions in Norfolk, representing a significant emotional and financial burden to local people and services.

### Performance



This graph represents the 12-month rolling figure for the number of KSI.

### What is the background to current performance?

- Following the period of positive performance during the latter half of 2015 and start of 2016, the 12-month rolling KSI figure showed an increase in March to a running total of 367. Despite this rise, the number of KSI recorded in the most recent 12 month period remains below the projection for the 2020 reduction target;
- The sharp decline in the number of KSI from early 2006 to late 2010 can be attributed to improved in-car safety standards, greater compliance with speed limits, and the 2008-2013 recession which suppressed casualty numbers by limiting access to certain modes of transport;
- The general rise in the number of KSI from early 2011 is in-line with the national trend in rising KSI casualties;
- Norfolk has a lower KSI rate per 100,000 people, and per billion vehicle kilometres than its statistical neighbour authority Lincolnshire, but is outperformed in both measures by other neighbours Somerset and Suffolk;
- Future performance cannot be accurately predicted due to the number of factors which influence collisions on the road.

### What will success look like?

- A downward trend in recorded KSI casualties against increases in vehicle kilometres and population increases;
- A saving to the local economy and local services of around £1.8 million per fatal casualty prevented, and around £206,000 for every serious casualty prevented.

### Action required

- Continue with targeted local interventions, with other stakeholders under scrutiny of the Road Casualty Reduction Partnership Board;
- Continue regular monitoring of sites which experience higher than expected collision numbers in order to identify remedial schemes;
- Continue regular Safety appraisal of new highway improvement schemes.

### Responsible Officers

Lead: Dave Stephens, Team Manager Network Management (Analysis & Safety)

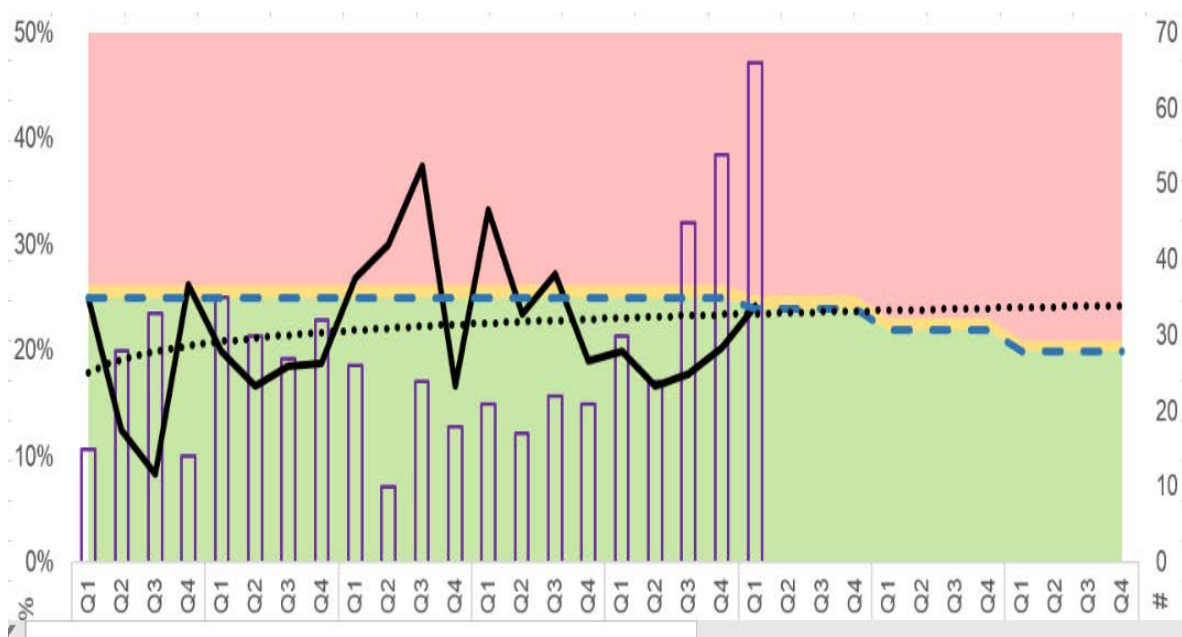
Data: Nile Pennington, Analyst Road Casualty Reduction

## % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway

### Why is this important?

Norfolk's population is expected to rise by 16% over the next 20 years (+ 140,000 people), so growth must come forward in a safe and sustainable manner. Unless appropriately mitigated, new development can give rise to otherwise avoidable safety implications for those living on new developments and the travelling public in general, leaving significant legacy issues for public service providers including the County Council.

### Performance



### What is the background to current performance?

We have a good record of influencing the outcome of planning considerations set against the existing baseline: 25% (2015/16).

The delivery of well planned, safe, sustainable development will deliver:-

- Safe and attractive travel network which will contribute to improved health and wellbeing outcomes
- deliver opportunities to deliver modal choice contributing to a sustainable transport infrastructure which is more resilient and otherwise less congested
- reduce pro-rata the call upon public services

The current shortfall in housing (a five year supply based on objectively assessed needs) is a significant risk factor as it reduces LPA's ability to resist unallocated sites which in turn can compromise the safety and sustainability of new development

### What will success look like?

- Where new development is likely to affect the highway network in terms of safety, capacity and/or sustainability, we are consulted on our views to ensure the impacts are mitigated, avoiding an unacceptable burden on other road users or the County Council. Well connected new development allows travel choice, encouraging safe and healthy lifestyles. Easy access to the public realm leads to greater social interaction, reducing isolation and the call on public services. This measure highlights the importance to influence the decision making process as a planning consultee.

### Action required

- Proactive continued participation to influence positive outcomes through the planning process
- Measure and review success; refine guidance and practices to ensure development safety impacts are suitably assessed and addressed whilst also delivering modal choice and active travel options.

### Responsible Officers

Lead: Matt Tracey, Highways Network Manager

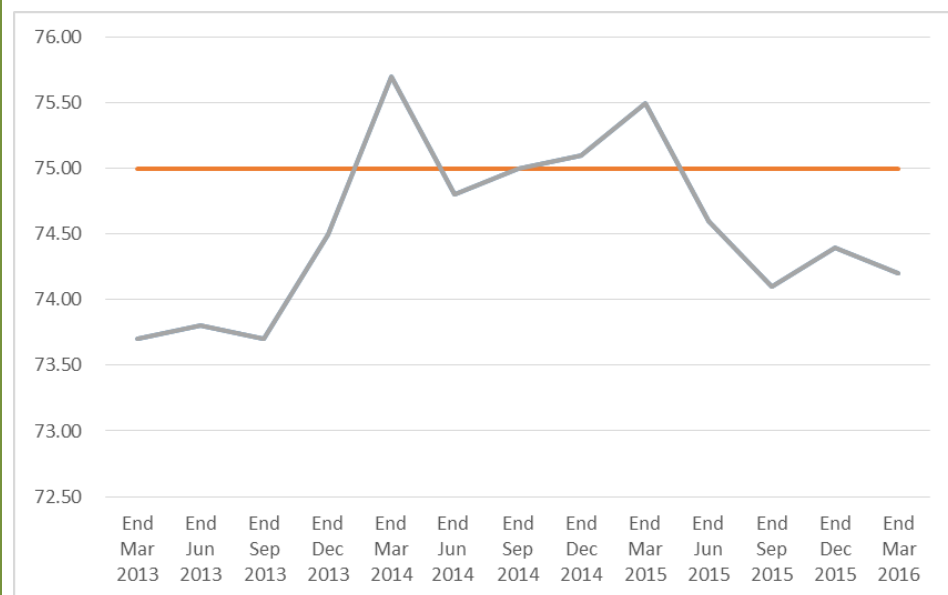
Data: Michelle Melton, Developer Services Officer

## Access to market towns and key employment locations using public transport

### Why is this important?

Access to key locations is important for those living in rural areas so that they can access not only work but also health and other essential services, shopping, education and leisure activities. This in turn reduces social and rural isolation and contributes to overall wellbeing of residents.

### Performance



Graph shows the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport between 0700-1000 with a return between 1600-1900.

### What is the background to current performance?

- Performance has stayed between 73.5% and 75.5% for the last 3 years. It is measured quarterly.
- September 2013 saw the introduction of a journey to work service by the Swaffham flexi-bus. This still exists, but other services will have changed, causing the dip in performance.
- A minor change in service can cause the indicator to dip, but this does not necessarily mean that it affects current customers already using a service.
- This used to be a national performance indicator and we are not currently aware of any other authorities who continue to measure it on a regular basis, therefore there is no benchmarking data.
- The current target reflects the limited opportunities to increase subsidised public transport within the current financial climate – progress will be made by working with commercial operators and integrating with other transport services.
- A key risk is the fluctuation in operational costs, particularly fuel, which could lead to reductions in transport being operated commercially – this is identified on our risk register.

### What will success look like?

- An increase in the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport (at peak times), to 75%
- A reduction in the number of unemployed in Norfolk, including NEETs
- An increase in the number of young people able to access their local market town for work, leisure and education opportunities without the use of a car.

### Action required

- Build journeys to work into future flexibus contracts where possible
- Monitor proposed local bus service changes and work with operators to ensure they do not adversely affect journeys to key employment locations
- Incorporate local bus services into school transport provision as much as possible.

### Responsible Officers

Lead: Laurie Egan, Head of Travel and Transport

Data: Martin Stringfellow/Sean Asplin, Passenger Transport Managers

## **4. Recommendations**

4.1. Committee Members are asked to:

1. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

In support of this, Appendix 1 provides:

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

## **5. Financial Implications**

- 5.1. There are no significant financial implications arising from the development of the revised performance management system or the performance and risk monitoring reports.

## **6. Issues, risks and innovation**

- 6.1. There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance and risk monitoring reports.

### **Officer Contact**

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

**Performance:**      **Officer name :**      Austin Goreham      **Tel No. :**      01603 223138  
                                 **Email address :**      austin.goreham@norfolk.gov.uk



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## Performance discussions and actions

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

### Suggested prompts for performance improvement discussion

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

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

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

### Performance improvement – recommended actions

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

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

### Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

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

## Appendix 2 – EDT Committee Vital Signs indicators

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. There are 15 vital signs indicators for the EDT Committee. The full list with explanations of what the vital sign indicator measures and why it is important, is as below.

<b>Vital Signs Indicators</b>	<b>What it measures</b>	<b>Why it is important</b>
<b>Better Broadband for Norfolk Rollout</b>	<b>% of Norfolk homes with superfast Broadband coverage</b>	<b>Broadband is the fourth utility, essential to all aspects of modern working, learning and home life</b>
<b>Bus journey time reliability</b>	<b>% of bus services that are on schedule at intermediate time points</b>	<b>Better transport networks bring firms and workers closer together, and provide access to wider local markets</b>
<b>Planned growth in the right places</b>	<b>% of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway</b>	<b>Poorly planned developments can place unacceptable burdens on existing resources and infrastructure and negatively impact those living in/near the developments.</b>
<b>Road safety</b>	<b>Number of people killed and seriously injured on Norfolk's roads.</b>	<b>Road casualties are a significant contributor to the levels of mortality and morbidity of Norfolk people, and the risks of involvement in KSI injuries are raised for both deprived and vulnerable groups in the Norfolk population</b>
<b>Highway improvements for local communities - parish partnerships</b>	<b>Cumulative bids for all Norfolk Parishes compared to cumulative bids from Parishes that had not previously submitted a bid</b>	<b>Empowerment of communities to take greater control of the response to locally identified issues supports community resilience and autonomy</b>
<b>Public Transport Accessibility</b>	<b>% of rural population able to access a market town or key employment location within 60 minutes by public transport</b>	<b>Access to work and key facilities promotes economic growth and health and wellbeing</b>

Vital Signs Indicators	What it measures	Why it is important
Winter gritting	% of actions completed within 3 hours	We have a statutory duty to ensure, as far as reasonably practicable, that the safe passage along a highway is not endangered by snow and ice
Street Lighting CO2 reduction	Carbon Dioxide emissions and energy use	Street lighting is one of the Council's biggest energy users. Putting in place measures to reduce carbon will reduce our CO2 emissions and costs
Residential house waste collection	Weekly kg of residential house waste collected per household	<b>The amount of household waste collected and the costs arising from processing it have risen for the past three years. Housing growth (65,000 new houses between 2013 and 2026) will create further pressures</b>
Protection of the natural environment	% of Local Wildlife Sites (LWS) in positive management	<b>The natural environment is one of Norfolk's key assets and a significant contributor to the economic success of Norfolk</b>
Management of flood risk	Number of new and existing properties at high risk (1 in 30 years) or surface water flooding	<b>Flooding undermines existing infrastructure and impacts directly on health and economy</b>
Planning determination	Speed of planning determination	Timely planning decision are important to economic growth and development
Equality of Access to Nature for All	Number of audited routes	Access to green space promotes health and wellbeing and tourism
Road network reliability	Average journey speed during morning peak time	A safe, reliable road network with quick journey times enables business growth
External funding achievement	% of total revenue budget attributable to successful bidding for/generating external funding	High quality organisations are successful in being able to attract and generate alternative sources of funding

One of the vital signs indicators listed above also appears on the Communities Committee list:

- 'Income and external funding successfully achieved as a % of overall revenue budget'.

# Environment, Development, and Transport Committee

Item No. 16

<b>Report title:</b>	<b>Risk management</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> The Environment, Development, and Transport (EDT) Committee's role includes considering the risk management of EDT's risks. Assurance on the effectiveness of risk management and the EDT departmental risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

## Executive summary

This report provides the Committee with information from the latest EDT Risk Register as at the beginning of June 2016, following the latest review conducted at the beginning of June 2016. The reporting of risk is aligned with and complements the Performance and Financial reporting to the Committee.

### Recommendations:

Committee members are asked to consider;

- a) **The progress with Risk Management since the last EDT Committee meeting;**
- b) **The changes to exceptions risks and other departmental risks (Appendices A, B, and E); and**
- c) **Reviewing and commenting on the risk data, information, and analysis presented in the risk register report in Appendix A, and determine whether the recommended actions identified are appropriate, or whether another course of action is required (please refer to the list of such possible actions, in Appendix C).**

## 1. Proposal (or options)

- 1.1. The Communities and Environmental Services (CES) Departmental Management Team (DMT) has been engaged in the preparation of the EDT Risk Register.

As part of the overall development of the performance and risk management framework for the Council, a new approach to corporate and departmental risk management is being adopted. This new approach involves the development of corporate and departmental level risks that are: outcome focussed; linked to strategic priorities; business critical, identifying areas where failure places the organisation in jeopardy; linked to financial and performance metrics. It is dependent upon a shared understanding of the risk appetite of the Council. A key element of this work is cultural change and absolute clarity of roles, responsibilities and process. Specifically, clarity of what these risks are, who is responsible for them, what they are doing to actively manage the risks and what measures are in place to hold people to account.

The lead officers for those areas of risk management that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the risk management framework and how it operates.

## 2. Evidence

- 2.1. The EDT Committee risk data detailed in this report reflects those key business risks that are managed by the CES Departmental Management Team, and Senior Management Teams of the services that report to the Committee including; Environment and Planning, and Highways and Transport. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The EDT risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's "Well Managed Risk – Management of Risk Framework".
- 2.2. The current risks are those identified against departmental objectives for 2016/17. The Exceptions Report in **Appendix A** focuses on risks that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red. There are currently two risks that meet this criteria, as seen in this appendix. A reconciliation of risks since the last July Committee report can be located in **Appendix B**.
- 2.3. To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a new list of such possible actions, suggested prompts and challenges are presented for information and convenience in **Appendix C**. Definitions of the different categories of risks can be found in **Appendix D**.
- 2.4. There are two risks for this Committee that are of corporate significance. These are as follows;
  - 1) RM14250: The potential risk that County Infrastructure is not delivered at the required rate to support existing and future needs.
  - 2) RM14248: Failure to construct and deliver Norwich Northern Distributor Route (NDR) within agreed budget (£178.95m).

These risks can be viewed in **Appendix E**, which provides the Committee members with a summary of the risks on the EDT risk register.

- 2.5. The EDT departmental risk register contains 11 departmental level risks (including the 2 risks above also reported at corporate level), with 2 of these 11 risks with both a current score of 12 or more and the prospect of meeting the target score by the target date at Red or Amber, which fall into the exception reporting category. **Appendix E** provides the Committee members with a summary of the risks on the EDT risk register.
- 2.6. Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.
  - Original risk score – the level of risk exposure before any action is taken to reduce the risk
  - Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks

- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks this can be seen as the risk appetite.

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

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

2.8. There is one risk that the risk owner has identified as ‘prospects of meeting the target score by the target date’ as Red. This risk is RM14231: Increase in the amount of left over waste collected by local authorities. This risk has moved to a red prospect score due to the first month’s indicative data showing a 2% increase on April 2015. The expenditure profile is being closely monitored to ensure that appropriate mitigation action is implemented in a timely manner. A pie chart showing the breakdown of the prospects scores can be located in **Appendix E** with the risk summary.

2.9. The evidence is that risks are being managed to an appropriate level with mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that risk scores and target dates reflect the current position against current service objectives. Risk registers are challenged by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

### **3. Financial Implications**

3.1. There are no significant financial implications arising from this Risk Management report.

### **4. Issues, risks and innovation**

4.1. At the July 2016 Policy and Resources Committee, a further explanation was provided to Members of the County Council’s approach to risk appetite and tolerance, which is applicable to the Communities Committee, and which can be located in paragraph 2.1 on [page 103](#) of the Policy and Resources Risk Management report (P&R agenda reports 18 July 2016).

### **Officer Contact**

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

**Officer name :** Adrian Thompson

**Tel No. :** 01603 222784

**Email address :** [adrian.thompson@norfolk.gov.uk](mailto:adrian.thompson@norfolk.gov.uk)



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<b>Risk Number</b>	RM14250					<b>Date of update</b>		24 August 2016		
<b>Risk Name</b>	The potential risk that County Infrastructure is not delivered at the required rate to support existing and future needs.									
<b>Risk Owner</b>	Vince Muspratt					<b>Date entered on risk register</b>		01 July 2015		
<b>Risk Description</b>										
There is a risk that the necessary infrastructure (including but not limited to transportation, community, school and green infrastructure) will be not be delivered at the required level and/or rate to support the existing population and to support and stimulate future growth, as set out in Local Plans.										
<b>Original</b>			<b>Current</b>			<b>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	4	12	3	2	6	Apr-17	Amber
<b>Tasks to mitigate the risk</b>										
1) Ensure appropriate infrastructure planning is undertaken and documented 2) Continue to investigate all possible funding sources including UK government, European Union and developer 3) Maintain and improve lobbying of government 4) Work in partnership with the district councils who have a Community Infrastructure Levy (CIL) in place to ensure the most effective use of the income 5) Ensure appropriate arrangements are in place for the collection of developer contributions 6) Ensure all the Local Growth Fund allocations from the New Anglia Local Enterprise Partnership, and other funding sources, are spent on appropriate infrastructure and to the agreed timescales 7) Continue to work with Highways England to ensure the Road Investment Strategy is delivered to the agreed timetables										
<b>Progress update</b>										
1) Infrastructure planning is carried out in conjunction with the seven Local Planning Authorities and via the Greater Norwich Growth Board in terms of devising appropriate Local Plans. In addition, this is complemented by strategic transport planning carried out by NCC. 2) Close working with the New Anglia Local Enterprise Partnership, Department for Transport, colleagues in EDS (European funding) and Developer Services. We have been awarded Major Scheme development funding to prepare and Outline Business Case (OBC) for the Great Yarmouth Third River Crossing. 3) A campaign is currently underway to raise the profile of the Great Yarmouth Third River Crossing using Brandon Lewis MP as the focus. This campaign has assisted in the successful OBC funding. 4) CIL is only currently in place in Norwich, Broadland and South Norfolk and we are working through the Greater Norwich Growth Board (GNGB) to influence the priorities. 5) NCC ensures that development contributions are maximised within the extent of the planning framework. 6) Feasibility and scheme development work continues for the various projects. Some are well advanced for delivery to the Local Growth Fund timescales but others are still at the scheme identification stage and could face delays particularly if land acquisition is needed. An increasing reliance will need to be put on resources from the Mouchel partnership. 7) Regular progress meetings are held with Highways England in addition to scheme specific meetings. A further update meeting was held with Highways England on 27 July.										

<b>Risk Number</b>	RM14231					<b>Date of update</b>		24 August 2016		
<b>Risk Name</b>	Increase in the amount of left over waste collected by local authorities.									
<b>Risk Owner</b>	David Collinson					<b>Date entered on risk register</b>		01 April 2007		
<b>Risk Description</b>										
The risk is that the amount of waste exceeds the budget provision in 2016/17. Increases in the tonnage of residual waste above projected tonnages would lead to additional costs of around £107 per tonne. An increase could be caused by any combination of factors such as increases in household numbers, change in legislation, or export related issues, economic growth, weather patterns, a collapse in the recycling markets or an unexpected change in unit costs.										
<b>Original</b>			<b>Current</b>			<b>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	1	5	5	May-17	Red
<b>Tasks to mitigate the risk</b>										
Work effectively with the Norfolk Waste Partnership on waste initiatives. Support waste reduction initiatives. Support recycling initiatives. Continue to optimise use of contracts in response to changing volumes across the county.										
<b>Progress update</b>										
Projected residual tonnage for establishing budget was 209,000t using existing contract prices and valid assumptions where prices were not fixed and before the 2015/16 tonnage was established. The final end of year figure for 2015/16 is now established at 212,141t, ie higher than modelled due to a late year increase, and this creates the risk that if this tonnage level remains in 2016/17 the budget will be under pressure. However, the first month's indicative data for 16/17 shows a 2% increase on April 2015. The expenditure profile is being closely monitored to ensure that appropriate mitigation action is implemented in a timely manner.										

## Risk Reconciliation Report

1. Significant changes to the EDT departmental risk register since the last Environment, Development, and Transport (EDT) Committee Risk Management report was presented in July 2016.

### Risk additions:

There are no risk additions since the last EDT Committee Risk Management report.

### Risk Closures:

There are no risk closures since the last EDT Committee Risk Management report.

### Prospects Score Changes:

There are three prospects score changes:

RM14029: Failure to meet energy reduction and sustainability targets – This risk has moved from a prospects score of meeting the target score by the target date of amber to green.

RM14248 - Failure to construct and deliver Norwich Northern Distributor Route (NDR) within agreed budget (£178.95m): The prospects of meeting the target score by the target date has moved from green to amber. The project team actively monitoring and manage the project risks and following from a review of risks there are a number of issues that may impact to the budget, including the impact of poor weather in June 2016 and approvals from Network Rail over the Rackheath Bridge taking longer than anticipated, leading to additional costs of design and construction. Further details are included in the finance monitoring report.

RM14231 - Increase in the amount of left over waste collected by local authorities: The prospects of meeting the target score by the target date has moved from amber to red. This is due to the first month's indicative data showing a 2% increase on April 2015. The expenditure profile is being closely monitored to ensure that appropriate mitigation action is implemented in a timely manner.

## Risk management discussions and actions

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

### Suggested prompts for risk management improvement discussion

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

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

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

### Risk Management improvement – suggested actions

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

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

### Suggested follow-up actions

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

## Risk Definitions

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









- strong management at a corporate level, thus the County Leadership Team should direct any action to be taken.
- input or responsibility from more than one Executive Director for mitigating tasks; and if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key objectives and/or suffer a significant financial loss or reputational damage.

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

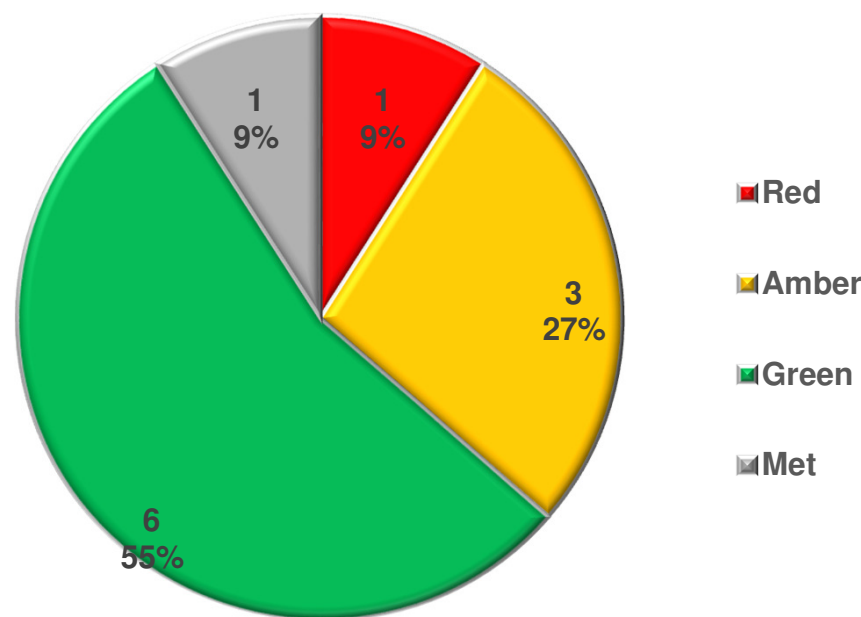
- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- appropriate management. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer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

A **Service Risk** is one that requires:

- strong management at a service level, thus the Head of the Service should direct any action to be taken.
- input or responsibility from the Head of Service for mitigating tasks; if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key service objectives and/or suffer a significant financial loss or reputational damage.

Norfolk County Council, Appendix E - EDT Risk Register Summary													
Risk Register Name:		Appendix E - EDT Risk Register Summary									Red	 Worsening	
Prepared by:		Thomas Osborne									Amber	 Static	
Date updated:		August 2016									Green	 Improving	
Next update due:		October 2016									Met		
Area	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting the Target Risk Score by the Target Date	Change in Prospects of meeting the Target Risk Score by the Target Date	Risk Owner	
Corporate (CES)	RM14250	The potential risk that County Infrastructure is not delivered at the required rate to support existing and future needs.	There is a risk that the necessary infrastructure (including but not limited to transportation, community, school and green infrastructure) will be not be delivered at the required level and/or rate to support the existing population and to support and stimulate future growth, as set out in Local Plans.	3	4	12	3	2	6	Amber		Vince Muspratt	
Corporate & Departmental (H&T)	RM14248	Failure to construct and deliver Norwich Northern Distributor Route (NDR) within agreed budget (£178.55m)	There is a risk that the NDR will not be constructed and delivered within budget. Cause: environmental / building contractor factors affecting construction progress. Event: The NDR is completed at a cost greater than the agreed budget. Effect: Failure to construct and deliver the NDR within budget could result in the inability to deliver other elements proposed in the Norwich Area Transport Strategy (NATS) Implementation Plan. It would also result in a reduction in delivering economic development and negatively impact on Norfolk County Council's reputation. Exceeding the budget will also potentially impact wider NCC budgets and its ability to deliver other highway projects or wider services (depending on the scale of any overspend).	3	3	9	2	2	4	Amber		David Allfrey	
E&P	RM14231	Increase in the amount of left over waste collected by local authorities.	The risk is that the amount of waste exceeds the budget provision of £23.051m in 2016/17. Increases in the tonnage of residual waste above projected tonnages would lead to additional costs of around £115 per tonne. An increase could be caused by any combination of factors such as increases in household numbers, change in legislation, economic growth, weather patterns, a collapse in the recycling markets or an unexpected change in unit costs.	3	5	15	1	5	5	Red		David Collinson	
H&T	RM14029	Failure to meet energy reduction and sustainability targets	Highway fails to meet its energy reduction and environmental sustainability targets, leading to expenditure budgets being exceeded as well as adversely impacting on NCC's targets and reputation. Street lighting energy makes up by far the largest proportion of electricity consumption at over 90% of the departmental total.	4	3	12	3	2	6	Green		Nick Tupper	
H&T	RM12988	Experiencing more extreme weather conditions than planned / budgeted for	Conditions resulting from extreme weather may result in the need to manage / divert resources to minimise associated risk, increase in the number of insurance claims for damage / accidents caused by damaged road surfaces and accelerate the deterioration of the carriageways with consequent need for increased capital investment.	4	3	12	4	2	8	Green		Nick Tupper	

E&P	RM14202	Insufficient drainage controls in place as new development continues to take place increasing local flood risk on site or	The SUDS (Sustainable Drainage Systems) Approving Body role recommended by the Pitt Review and included in the Flood and Water Management Act 2010 has been abandoned. Flood risk controls on new development is to be continued through the planning process. The Local Lead Flooding Authority has been given a role as a statutory consultee but no funding to deliver this role. Without high levels of support, planning authority may continue to overlook flood risk in decision making.	3	3	9	3	2	6	Green	↔	Nick Johnson
E&P	RM14203	The allocation and level of funding for flood risk mitigation does not reflect the need or priority of local flood risk within Norfolk.	There are 37,000 properties at risk from surface water flooding caused by intense rainfall within Norfolk. Historically funding for flood risk management has focused on traditional defence schemes to protect communities from the sea and rivers and not surface water flooding. There is a risk that funding continues to ignore properties at risk of surface water flooding. This is exacerbated by a reduction in the overall level of funding from government and governments requirement to seek local contributions for schemes to be successful.	3	3	9	1	4	4	Green	↔	Nick Johnson
E&P	RM12031	Failure by any service provider to provide contracted services for disposal or treatment of waste	Would result in higher costs for alternative disposal and possible disruption to Waste Disposal Authority and Waste Collection Authority operations. If any service provider, i.e. contractor, Norse via an SLA or another authority via an agreement is unable to provide a service for a significant period due to reasons such as planning, permitting, fuel or weather related issues, the Authority may have to use alternative existing contracts which may cost more and require tipping away payments to be made to the Waste Collection Authorities where they are exposed to additional costs for transporting waste significantly out of their area.	3	3	9	1	3	3	Green	↔	David Collinson
H&T	RM14242	Failure to meet Lafarge Tarmac contract requirements as result of slow implementation of new HMS	The project to replace the Exor system with Yotta has reached mobilisation with target date of 29th February 2016 for works ordering through Yotta for Lafarge Tarmac works and payments from Yotts for Lafarge Tarmac from 1 April 2016. Approx. £40M works are ordered and paid through the HMS system each year and there is a contractual 2 day payment period between receipt of invoice from Lafarge Tarmac and payment by NCC.	2	4	8	2	3	6	Amber	↔	Nick Tupper
H&T	RM14050	Rising transport costs	Rising transport costs and changes to legislation (e.g. Bus Service Operators Grant and concessionary reimbursements) could lead to savings not being made on the local bus budgets	2	3	6	1	3	3	Green	↔	Sean Asplin
E&P	RM14239	Failure to deliver the Recycling Centre service within budget for 2016-17	Contract for Mile Cross Recycling Centre is subject to a five year price review commencing September 2016. Initial submission from the contractor highlights a price increase. This will only apply for the second half of the financial year.  An SLA contract for 19 Recycling Centres delivered through open book accounting NCC pay the full cost of the service. Fluctuating markets for recyclate (including the possibility of a collapse in prices for some materials) and operational issues that affect the costs of the service mean that the cost of the service may go up or down and potentially affect the final outturn position of the 2016-17 budget.	1	3	3	1	3	3	Met	↔	Kate Murrell



Prospects of meeting target score by the target date



# Environment Development and Transport Committee

Item No. 17

<b>Report title:</b>	<b>Decisions taken under delegated authority</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director of Community and Environmental Services</b>
<b>Strategic impact</b> It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

## Executive summary

<p>This report sets out other relevant decisions taken under delegated powers by the Executive Director within the Terms of Reference of this Committee, since the last meeting in July 2016, up to the time of writing this report (31 August 2016).</p> <p><b>Recommendations:</b>  <b>To note the report.</b></p>
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## 1. Proposal

- 1.1. The report sets out in 2.1 (below) any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. Future delegated decisions will also be reported to this Committee for information.

## 2. Evidence

- 2.1. Six relevant delegated decisions are set out below, in date order.

**Subject:** **Petition asking Norfolk County Council to rethink its flawed ‘Silica Review’ before 27 June 2016**

**Decision:** A response has been sent to the Lead Petitioner saying that it was not appropriate for Norfolk County Council to reconsider the Silica Sand Review before the close of the formal representations period on 27 June 2016 as we would not have been able to take into account all of the representations received before coming to a decision. Information on the next steps in the process was also provided to the Lead Petitioner.

**Taken by:** CES Executive Director (Tom McCabe) in consultation with the Chair (Cllr Martin Wilby), Vice Chair (Cllr Jonathan Childs) and Local Members (Cllr John Dobson, Cllr Brian Long and Cllr Toby Coke)

**Taken on:** 7 July 2016

Contact for further information: Caroline Jeffery – Principal Planner  
Email caroline.jeffery@norfolk.gov.uk  
Phone 0344 800 8020

**Subject: Petition for Norfolk County Council to remove area AOS A from the list of potential sites for silica sand extraction**

Decision taken: A response has been sent to the Lead Petitioner to let them know that this petition will be recorded as a duly made representation objecting to AOS A, as part of the representations period on the Pre-Submission version of the Silica Sand Review. Information on the next steps in the process was also provided to the Lead Petitioner.

Taken by: CES Executive Director (Tom McCabe) in consultation with the Chair (Cllr Martin Wilby), Vice Chair (Cllr Jonathan Childs) and Local Member (Cllr John Dobson)

Taken on: 8 July 2016

Contact for further information: Caroline Jeffery – Principal Planner  
Email caroline.jeffery@norfolk.gov.uk  
Phone 0344 800 8020

**Subject: Three Rivers Way Cycle Way Project – Hoveton to Horning Cycleway**

Decision taken: As part of the Project, a 3.7km existing and inadequate footway was upgraded to enable both cycling and walking along the route. A Cycleway Conversation Order was needed to allow this shared pedestrian and cyclist use. A public consultation was carried out and, following consideration of the responses, the Order was approved and sealed as advertised.

Taken by: CES Executive Director (Tom McCabe) in consultation with the Chair (Cllr Martin Wilby) and Vice Chair (Cllr Jonathan Childs)

Taken on: 20 July 2016

Contact for further information: Tim Osborn - Engineer  
Email tim.osborn@norfolk.gov.uk  
Phone 0344 800 8020

**Subject: Petition asking for the introduction of a 20mph speed limit and an electronic sign on corner to show maximum speed incorporating a sign stating slow-concealed entrance on Strickland Avenue, Snettisham**

Decision taken: Letter sent to the Lead Petitioner saying that we are not able to agree to any of the requests at this stage, with reasons to explain why. This included that the road has a good safety record with no personal injury accidents in the last five years, there is already a 7½ tonne weight restriction in place and it does not meet the criteria for a 20mph speed limit or vehicle activated signs. Also

suggested the Lead Petitioner contact Snettisham Parish Council as they have a temporary flashing speed limit sign that could be used at this location.

Taken by: CES Executive Director (Tom McCabe) in consultation with the Chair (Cllr Martin Wilby), Vice Chair (Cllr Jonathan Childs) and Local Member (Cllr John Dobson)

Taken on: 26 July 2016

Contact for further information: Sally Bettinson – Highway Engineer  
Email sally.bettinson@norfolk.gov.uk  
Phone 0344 800 8020

**Subject: Modifications to the Silica Sand Review of the Minerals Site Specific Allocations Plan**

Decision taken: To publish modifications to the Silica Sand Review for a six week representations period from 14 September to 27 October 2016. Further details are available to view on the website at <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/minerals-and-waste-planning-policies/silica-sand-review>

Taken by: Taken by: CES Executive Director (Tom McCabe) in consultation with the Chair (Cllr Martin Wilby), Vice Chair (Cllr Jonathan Childs)

Taken on: 10 August 2016

Contact for further information: Caroline Jeffery – Principal Planner  
Email caroline.jeffery@norfolk.gov.uk  
Phone 0344 800 8020

**Subject: Petition requesting a pedestrian crossing to be installed on A148 Cromer Road, High Kelling following a recent fatal pedestrian accident**

Decision taken: The County Council has commissioned a study to take forward a number of proposals to improve conditions for pedestrians at this location, and a letter has been sent to the Lead Petitioner with details of these. They include removing the bus stop/shelter and hard standing on the southern side of the A148 (based on a recommendation by Norfolk Constabulary), upgrading the existing bus stop on the southern side of C488 Cromer Road and constructing a short section of footway to create a crossing point, and cutting back overgrown trees and vegetation.

Taken by: CES Executive Director (Tom McCabe) in consultation with the Chair (Cllr Martin Wilby), Vice Chair (Cllr Jonathan Childs) and Local Member (Cllr Michael Baker)

Taken on: 16 August 2016

Contact for further information: Philip Schramm – Area Programme Engineer  
Email philip.schramm@norfolk.gov.uk

### **3. Financial Implications**

- 3.1. There are no direct financial implications flowing directly from members noting this report. However the delegated decisions themselves often have significant financial implications that would be managed within existing budgets.

### **4. Issues, risks and innovation**

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

### **5. Background**

- 5.1. There are no background papers relevant to the preparation of this report.

### **Officer Contact**

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

**Officer name :** Sarah Rhoden

**Tel No. :** 01603 222867

**Email address :** sarah.rhoden@norfolk.gov.uk



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# Environment, Development and Transport Committee

Item No. 18

<b>Report title:</b>	<b>Forward Plan</b>
<b>Date of meeting:</b>	<b>16 September 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> <p>The Committee Forward Plan sets out the items/decisions programmed to be brought to this Committee for consideration in relation to environment, development and transport issues in Norfolk. The plan helps the Committee to programme the reports and information it needs in order to make timely decisions. The plan also supports the Council's transparency agenda, providing service users and stakeholders with information about the Committee's business.</p>	

## Executive summary

This report sets out the Forward Plan for the Environment, Development and Transport Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering environment, development and transport issues in Norfolk.

Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 31 August 2016) is included at Appendix A.

### Recommendations:

- 1. To review the Forward Plan and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**

## 1. Proposal

- 1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to environment, development and transport issues in Norfolk.
- 1.2. The current version of the Forward Plan (as at 31 August 2016) is attached at Appendix A.
- 1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website.
- 1.4. There have been some additions and changes to the Forward Plan since it was last reviewed by this Committee in May. Most of the changes have been agreed at Committee meetings; other changes for future meetings are summarised below.

- Norfolk Cycling & Walking Action Plan – moved to October meeting
- Norfolk Energy Futures – moved to October meeting
- Highways asset performance – added for October meeting
- Annual review of the Enforcement Policy – added for October meeting
- Strategic and Financial Planning – Revenue Budget 2017-18 – added for October meeting (there will be a similar item for all service Committees in October)
- Broadband and Mobile Phones – update from Member Working Group and Better Broadband for Norfolk Programme update – added for November meeting

1.5. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

## **2. Evidence**

2.1. Bringing together the business for this Committee into one Forward Plan enables Members to understand all of the business programmed. This is a tool to support the Committee to shape the overall programme of items to be considered to ensure they reflect the Committee's priorities and responsibilities.

## **3. Financial Implications**

3.1. There are no financial implications arising from the Forward Plan. Any financial implications relating to the issues/decisions included on the Plan will be considered and detailed in the relevant report to this Committee.

## **4. Issues, risks and innovation**

4.1. The Forward Plan indicates the issues/decisions which have potential implications for other service committees. There are separate Forward Plans owned by each Committee, including the Economic Development Sub-Committee.

## **5. Background**

N/A

## **Officer Contact**

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

**Officer name :** Sarah Rhoden

**Tel No. :** 01603 222867

**Email address :** sarah.rhoden@norfolk.gov.uk



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Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
<b>Meeting : Friday 14 October 2016</b>			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Norfolk Cycling & Walking Action Plan	None	To consider the results of the public consultation and approve the final Cycling & Walking Action Plan.	Countryside Manager (Andrew Hutcheson and Cllr Hilary Cox)
Highways asset performance	No	To consider the latest asset performance information and agree a way forward, including updates on some operational arrangements.	Head of Highways (Nick Tupper)



Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Annual review of the Enforcement Policy	Also to be reviewed and approved by the Communities Committee	To confirm the CES Enforcement Policy and its appendices meet the requirements of EDT services, prior to consideration by Communities Committee (the approval body for the Policy).	Trading Standards Manager (Sophie Leney)
Strategic and Financial Planning – Revenue Budget 2017-18	All service committees will receive a report in October'	This report will provide details of the specific savings proposals identified in relation to this Committee's budgets which will support the Council in closing the overall forecast budget gap in 2017-18 and will therefore contribute to the County Council setting a robust budget for 2017-18. The Committee's discussion of these proposals will inform Policy and Resources Committee's review of the overall budgetary position in October, prior to a further review of budgets by Service Committees in January 2017 and ultimately budget-setting by County Council in February 2017.	Executive Director of CES (Tom McCabe)
Norfolk Energy Futures	No. This report came from the recommendations of the EDT Strategic Review Working Group.	To review progress and, if a clear return on investment has not been delivered, consider ceasing the service in its current form.	Assistant Director Environment and Planning (David Collinson)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
<b>Meeting : Friday 11 November 2016</b>			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Broadband and Mobile Phones – update from Member Working Group	Link to Economic Development Sub-Committee	To note the work of the Member Working Group.	Chair of the Working Group (Cllr Marie Strong)
Performance management report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Risk management	No – each Committee receives a report on risk	Review and comment on the risk information and consider any areas of	Chief Internal Auditor (Adrian Thompson)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
	management	risk that require a more in-depth analysis	
Better Broadband for Norfolk Programme update	None	None	Programme Director (Karen O'Kane)
<b>Meeting : Friday 27 January 2017</b>			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance management report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of	Finance Business Partner (Andrew Skiggs)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		reserves.	
<b>Meeting : Friday 17 March 2017</b>			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Update from Economic Development Sub Committee	None	To note	Acting Assistant Director Economic Dev and Strategy (Vince Muspratt)
Forward Plan	None	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	No	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance management report	Link to Ec Dev Sub-Committee	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)

Regular and future items	Frequency	Requested committee action (if known)	Lead officer
Update from Economic Development Sub Committee	Every meeting (where the Sub-Committee have met prior)	To note	Assistant Director Economic Dev and Strategy (Fiona McDiarmid)
Forward Plan	Every meeting	To review the Committee's forward plan and agree any amendments/additions.	Business Support and Development Manager (Sarah Rhoden)
Decisions taken under delegated authority	Every meeting (where there are decisions to report)	To note the decisions taken under delegated authority	Business Support and Development Manager (Sarah Rhoden)
Performance management	Four meetings each year – May, July, September and November	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – May, July, September and November	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson)
Finance Monitoring report	Every meeting	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	Every meeting	To receive feedback	Members
Street lighting (for July	None	To receive an update on energy	Highways Maintenance

Regular and future items	Frequency	Requested committee action (if known)	Lead officer
meeting)		savings and consider recommendations on upgrading of remaining street lights to LED	Manager (Nick Tupper)
Broadband and Mobile Phones – update from Member Working Group (for April meeting)	Link to Economic Development Sub-Committee	To note the work of the Member Working Group.	Chair of the Working Group (Cllr Marie Strong)