

# Environment, Development and Transport Committee

Date: **Friday, 15 September 2017**

Time: **10:00**

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

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

## **Membership**

Mr M Wilby (Chairman)

Mr M Castle

Mr S Clancy (Vice-Chairman)

Mr E Colman

Mr P Duigan

Mr T East

Mr S Eyre

Mr C Foulger

Mr A Grant

Mr T Jermy

Mr C Jones

Ms J Oliver

Mr T White

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

Hollie Adams on 01603 223029  
or email [committees@norfolk.gov.uk](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. **Minutes**

Page 6

To confirm the minutes of the meeting held on the 21 June 2017

3. **Declarations of Interest**

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

- 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 such an interest but can speak and vote on the matter.

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

5. **Public QuestionTime**

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

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Tuesday 12 September 2017**.

For guidance on submitting public question, please 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)

Or view the Constitution at [www.norfolk.gov.uk](http://www.norfolk.gov.uk).

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

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Tuesday 12 September 2017**.

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

**8. Proposed Internal Procedures for responding to Consultations on planning applications potentially requiring Infrastructure** **Page 20**  
Report by the Executive Director of Community & Environmental Services.

**9. Hornsea Project Three Windfarm Consultation** **Page 27**  
Report by the Executive Director of Community & Environmental Services.

**10. Recommendations of the Greater Norwich Partnership Board** **Page 44**  
Report by the Executive Director of Community & Environmental Services.

**11. Recommendations of the Norfolk Duty to Cooperate Member Forum** **Page 47**  
Report by the Executive Director of Community & Environmental Services.

**12. Highways Asset Performance** **Page 56**  
Report by the Executive Director of Community & Environmental Services.

**13. Forward Plan and decisions taken under delegated authority** **Page 82**  
Report by the Executive Director of Community & Environmental Services.

**14. Finance monitoring** **Page 93**  
Report by the Executive Director of Community & Environmental Services.

- 15. Major infrastructure improvements – update** **Page 98**  
 Report by the Executive Director of Community & Environmental Services.
- 16. Transport for Norwich and Northern Distributor Route - update** **Page 119**  
 Report by the Executive Director of Community & Environmental Services.
- 17. Strategic and Financial Planning 2018-19 to 2021-22** **Page 127**  
 Report by the Executive Director of Community & Environmental Services.
- 18. Norfolk Waste Partnership and Waste Services** **Page 144**  
 Report by the Executive Director of Community & Environmental Services.
- 19. Market Town Network Improvement Strategy** **Page 152**  
 Report by the Executive Director of Community & Environmental Services.

**20. Exclusion of the Public** **Page**

The committee is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item below on the grounds that it involves the likely disclosure of exempt information as defined by Paragraphs 3 and 3.5 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The committee will be presented with the conclusion of the public interest test carried out by the report author and is recommended to confirm the exclusion.

**21. Exempt Minutes** **Page**

To confirm the exempt minutes of the meeting held on 21 June 2017

**Group Meetings**

Conservative	9:00am	Leader’s Office, 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: 07 September 2017



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# Environment, Development and Transport Committee

Minutes of the Meeting held on Wednesday, 21 June 2017 at 10:00am  
in the Edwards Room at County Hall, Norwich

**Present:**

Mr M Wilby - Chair

Mr M Castle

Mr S Clancy (Vice-Chairman)

Mr E Colman

Mr P Duigan

Mr S Eyre

Mr C Foulger

Mr A Grant

Mr T Jermy

Mrs M Strong

Ms J Oliver

Mr A White

## 1. Apologies and Substitutions

- 1.1 The Chairman welcomed new and returning Members to the first meeting of the newly constituted Committee.
- 1.2 Apologies were received from Mr T East (Mrs M Strong substituting) and Mr C Jones.

## 2. Minutes

- 2.1 The minutes of the meeting held on 17 March 2017 were agreed as an accurate record and signed by the Chairman.

## 3. Members to Declare any Interests

- 3.1 There were no declarations of interest.

## 4. Urgent Business

- 4.1 There was no urgent business.

## 5. Public Questions

- 5.1 No public questions were received.

## 6. Member Questions

- 6.1 Three public questions were received, from Councillors A Grant, A Kemp and a late submission from Cllr B Spratt which the Chairman agreed to accept. See appendices A and B.
  - 6.2.1 Cllr Kemp asked a supplementary question: she noted the road was not a rural

bypass, but included the A10 hi-tech corridor, part of the strategy to get businesses into Kings Lynn who were moving out due to the current road network. She asked if the Committee would follow her example and write to government to prioritise good road networks to support housing growth and access to good, hi-tech jobs.

6.2.2 The Chairman replied that infrastructure was a priority of the Council and **agreed** to write to government regarding road infrastructure for Norfolk.

6.3.1 Cllr Spratt asked his question to the Committee and thanked the Chairman for accepting his question at late notice. See appendix B.

6.3.2 The Chairman believed that delays were caused by some older wires sagging in the heat, resulting in slowing of trains; a full response would be sent to Cllr Spratt after the meeting.

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

7.1 The Major Projects Manager gave an update from the Western Link working group; see appendix C. There was now more engagement with Highways England; a report with more information would be brought to the Committee in September 2017.

7.2 Mrs M Strong updated the Committee that the Broadband Mobile Phones and Digital Member Working Group was now closed.

## **8. Local Member Highways Budget and Parish Partnership Schemes**

8.1.2 The Committee received the report following on from discussions held at the meeting on the 17 March 2017, where Members agreed the setting up of a Local Member Highways Budget of £6,000 per division in 2017/18 for local highway works; this would allow Members to take forward small projects for their local communities.

8.1.3 The budget was available to Members from the day of the meeting; a note would be circulated to all Members giving information on the scheme and a letter would also be forwarded to Members with information on the Parish Partnerships Scheme.

8.1.4 Money to fund the scheme was drawn from Norfolk County Council funds allocated for a Department of Transport bid which became unallocated when the criteria of the original bid was changed.

8.3 The Committee **AGREED** that the Local Member Highways Budget initiative be formally launched; Members were invited to discuss potential schemes that match the criteria in section 1.3 with their local highway officer.

## **9. Update on the Norfolk Preliminary Flood Risk Assessment**

9.1.1 The Committee received the report introducing the draft Preliminary Flood Risk Assessment review, initiated in February 2017, which was due to be submitted to the Environment Agency on 22 June 2017.

9.1.2 It was noted that in the table on page 23, appendix A, the total in row 1 (Norwich)

should read “11146”; the substantive report was correct.

- 9.1.3 The Environment Agency had recommended that Norwich was a priority flood risk area; Great Yarmouth, Thetford and Attleborough could also be considered risk areas. Work to address flood risks was being carried out outside of this assessment such as the urban waterways management plan, where investigations were underway in conjunction with the Environment Agency.
- 9.2 The difference in cost of flood work needed in Great Yarmouth highlighted in this assessment and by the Environment Agency was queried; the Planning Services Manager clarified that costs in the Flood Risk Assessment related to local flood risk mitigation measures such as for flash flooding, whereas the Environment Agency focussed on strategic flooding, resulting in a difference in costings.
- 9.3 The Committee **RESOLVED** to:
- a) **APPROVE** the submission of the draft Preliminary Flood Risk Assessment Review as set out in Appendix A of the report;
  - b) **APPROVE** the identification of a new indicative Flood Risk Area, with the **recommendation** that the Executive Director of Community and Environmental Services, in consultation with the Chair and Vice Chair, be delegated power to make minor amendments to the boundaries of that area if required;
  - c) **AGREE** to **delegate** authority to the Executive Director of Community and Environmental Services in consultation with the Chair and Vice-Chair of the Environment, Development and Transport Committee Service Committee to make minor final amendments to the PFRA Reviewed ahead of publication by the Environment Agency in December 2017.

## **10. Appointments to internal and external Bodies**

- 10.1 The Committee received the report outlining outside and internal appointments relevant to the Committee.
- 10.2 The Committee **REVIEWED** and **AGREED** appointments to the external bodies, internal bodies and Champions positions relevant to the Committee for the municipal year 2017-18; see appendix D.

## **11. Better Broadband for Norfolk (BBfN) Programme Update**

- 11.1.1 The Committee received the report providing an update on the BBfN programme.
- 11.1.2 The Programme Director, Better Broadband for Norfolk, confirmed that Internet Service Providers did not always inform customers when service had been upgraded. Parish and district councils would receive information from Better Broadband for Norfolk about areas due to receive an upgrade, which could be shared with residents.
- 11.1.3 Openreach received information on problems from Internet Service Providers; a high number of reports indicated a major incident, highlighting the importance of customers reporting problems.
- 11.1.4 The Programme Director could give presentations to communities if needed.



11.2 The Committee **REVIEWED** progress of the Better Broadband for Norfolk (BBfN) programme to date.

## 12. Performance management

12.1.1 The performance management report based on the revised Performance Management System and the Committee's 14 vital signs indicators was introduced.

12.1.2 The level of performance in winter gritting was discussed. The Executive Director of Community and Environmental Services acknowledged the target for gritting had been very challenging, at 100%. Only 53 compared to the average of 95 gritting actions had been carried out due to the mild winter. Performance of afternoon gritting had been affected by rush hour traffic when compared to a 3am gritting action, for example.

12.2.1 Gritting routes were being reviewed; it was noted that gritting of the Norwich Distributor Road would need to be factored into this year's gritting routes. The Chairman thanked the gritting teams for their work.

12.2.2 The Assistant Director of Highways explained that gritting routes were reviewed annually. Requests from parishes and Members to add roads onto routes were reviewed following an agreed process.

12.2.3 The Assistant Director of Highways confirmed there were no plans to move gritters from the Caister depot or to change gritting operations from this depot.

12.3 The Committee

- **REVIEWED** the performance data, information and analysis presented in the vital sign report cards; and
- **AGREED** that the recommended actions identified were appropriate.

## 13. Risk management

13.1 The Committee received the report providing information from the latest risk register as at May 2017 following a review conducted at the end of April 2017.

13.2 The Committee:

- a) **CONSIDERED** the changes to the risk judged as an exception (in paragraph 2.2 and Appendix A), and other departmental risks (in Appendix E);
- b) **AGREED** that recommended mitigating actions identified in Appendix A were appropriate;
- c) **AGREED** the definitions of risk appetite and tolerance in Appendix D.

## 14. Finance monitoring

14.1.1 The Committee received the report outlining information on the out-turn position for Community and Environmental Services for 2016-17 reporting to this Committee.

14.1.2 The Financial Business Partner for Community and Environmental Services confirmed there were no risks identified for the financial year 2016-17 and a small underspend for the CES Department as a whole was achieved.

- 14.2 The Committee **NOTED**:
- a) The out-turn position for the Environment Development and Transport Committee;
  - b) That the future reporting of the Economic Development Budgets would be to the new Business and Property Committee.

**15. Forward Plan and decisions taken under delegated authority**

- 15.1.1 The Committee considered the forward plan for the period September to November 2017 and delegated decisions taken by Officers.
- 15.1.2 It was requested that an update on the Great Yarmouth third river crossing scheme be added in the forward plan
- 15.2 The Committee **AGREED** the forward plan

**16. Norwich Northern Distributor Road – construction progress update**

- 16.1.1 The Committee received the report providing a summary of the progress made to date in delivering the construction of the NDR project.
- 16.1.2 The Major Projects Manager reported that sections at the western end of the road may open early, at around October or November 2017, if building work stayed on target; it was not likely that full opening would be achieved by December. Work was being undertaken to ensure an early opening would not cause road disruption elsewhere.
- 16.2.1 The Chairman noted 1 million work hours had been spent on the project so far.
- 16.2.2 Mr Jermy discussed the useful tour of the Norwich Distributor Road site given recently. He felt that engagement with Members in this way would be useful in the future and the Chairman recommended that interested Members contact John Birchall to organise a visit to the site.
- 16.2.3 The Committee
- **AGREED** the details in this construction update report; and
  - **NOTED** the potential to open sections of the Norwich Distributor Road early and in advance of the full scheme being completed (subject to more details on this matter to be presented to Committee in September 2017).

**17. Exclusion of the public**

- 17.1.1 The Committee was asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of items 18 (Norwich Northern Distributor Road - financial update) and 19 (Greater Norwich Partnership) below, on the grounds that they Involved the likely disclosure of exempt information as defined by Paragraphs 3 and 3.5 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.
- 17.1.2 The Committee was presented with the conclusions of the public interest test carried

out by the report authors and was recommended to confirm the exclusions:

17.2 Item 18 – Norwich Distributor Road - Financial Update:

*“An Exemption under Schedule 12A of the Local Government Act 1972 and Part 7.4 of the Constitution was required for the Norwich Distributor Road Financial update (a separate general update public report had been provided). This was to protect ‘Information relating to the financial or business affairs of any particular person (including the authority holding the information)’ being disclosed.*

*I had carefully considered and concluded that in all the circumstances of this matter, there was a public interest in maintaining the exemption which outweighs the public interest in disclosing the information. Primarily, if the information in this report were to be disclosed or otherwise made public; the Authority’s ability to manage the difficult and commercially sensitive dialogue necessary with the supplier of the Norwich Distributor Road contract in the coming weeks and months would be significantly compromised, in particular it was necessary to ensure key financial information and associated decision making was not disclosed.”*

17.3 Item 19 – Greater Norwich Partnership:

*“An Exemption under Schedule 12A of the Local Government Act 1972 and Part 7.4 of the Constitution was required for the Greater Norwich Partnership report. This was to protect ‘Information relating to the financial or business affairs of any particular person (including the authority holding the information)’ being disclosed.*

*I had carefully considered and concluded that in all the circumstances of this matter, there was a public interest in maintaining the exemption which outweighs the public interest in disclosing the information. Primarily, if the information in this report were to be disclosed or otherwise made public it could compromise discussions on a number of issues that the partnership was seeking to agree a position on.”*

17.4 The Committee **AGREED** the exclusions

**18. Norwich Northern Distributor Road - financial update**

18.1 The Committee **AGREED** to the recommendations outlined in the report.

**19. Greater Norwich Partnership**

19.1 The Committee **AGREED** to the recommendations outlined in the report.

The meeting closed at 11.43

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



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## MEMBER/PUBLIC QUESTIONS TO ENVIRONMENT, TRANSPORT AND DEVELOPMENT COMMITTEE: WEDNESDAY 21 JUNE 2017

### 6. MEMBER QUESTIONS

#### 5.1 Question from Cllr Alexandra Kemp

The state of congestion along the A10 was so serious 30 years ago Govt accepted the need for a bypass for West Winch and Setchey from the Watlington Roundabout - Dept of Transport plans dated 1990 are in Norfolk Record Office - the need and the traffic are now greater along the strategic A10 corridor, so what steps has NCC taken to approach Govt and LEP's, to ensure the £0.5 million of public money for the road design, is properly spent on the right road, ensure the bypass is built before new development and expedite A47 Tilney-East Winch dualling?

#### Response by Chairman of EDT Committee

Although the A10 Setchey and West Winch bypass was a priority for Government in the early 1990s, in 1995 it was withdrawn from their trunk road programme alongside other schemes such as the A140 Long Stratton bypass.

<https://www.publications.parliament.uk/pa/cm199596/cmhansrd/vo951219/text/51219w10.htm> Also, in the meantime both the A10 and the A140 have been de-trunked meaning that they reverted back to local authority control with no legacy funding for bypasses.

Rural bypasses such as these no longer attract government funding as they do not generally address the current housing and economic growth priorities and typically have low benefit to cost ratios. The New Anglia Local Enterprise Partnership (NALEP) has set out its investment priorities in its Strategic Economic Plan and this does not include an A10 Setchey and West Winch bypass.

However, due to the significant housing allocation in West Winch and North Runcton, set out in the Local Plan, there is the opportunity to secure a West Winch relief road to provide significant environmental benefits to the A10 in West Winch and facilitate the housing growth largely from developer contributions. This route does not extend to provide relief to the A10 through Setchey and it would be difficult to justify a longer route based on the extent of the planned housing growth.

Pending the outcome of the Borough Councils work on an Infrastructure Delivery Plan (IDP), in terms of development viability, we will know how much of the necessary infrastructure can be afforded by the housing growth and whether there is a need for additional public funding. We will explore all funding avenues for the road including the NALEP and the Homes and

Communities Agency (HCA) and in particular explore advance funding mechanisms to deliver the road at the earliest opportunity.

However, in order to expedite delivery of the West Winch relief road, early scheme development work is required which could cost in the region of £500k in 2017/18 for which we are assembling funds from a variety of sources. This early scheme development work will scope out the objectives and purpose of the road, examine options and alternatives and will need to be robust enough to withstand any challenges to the scheme as it progresses through planning and statutory processes in due course.

With regard to the A47 Tilney to East Winch dualling, this is one of our two next priorities for the A47 and we are lobbying for its inclusion into the Governments next Roads Investment Strategy (RIS2).

## **6.2 Question from Cllr Andy Grant**

Why for the second year on the trot has spraying on kerbs and highways around Great Yarmouth been carried out so late and is Norfolk Highways seeking to be disingenuous by trying to get away with one spray as opposed to the two that are budgeted and paid for?

### **Response by Chairman of EDT Committee**

Our current service standard for weed spraying is two treatments per year. (This standard has remained unchanged for a number of years and is set out in our Transport Asset Management Plan)

Two treatments were carried out in 2016, the first commenced on 6 June and the second on 30 August.

This year our first treatment started on 5 June. We anticipate the second treatment to start at the end of August.

The chemical we use is the industry standard, Glyphosate. Weeds absorb this through their leaves and other green parts and so some weed growth has to exist before the spraying operation starts.

If there are concerns in specific locations about weed growth they should be reported in the normal way for area staff to investigate.

## **MEMBER QUESTION TO ENVIRONMENT, TRANSPORT AND DEVELOPMENT COMMITTEE: WEDNESDAY 21 JUNE 2017**

### **6. MEMBER QUESTIONS**

#### **6.3 Question from Cllr Bev Spratt**

Mr Chairman, a number of my residents have contacted me in the last few days, expressing great concern over the rail delays caused, we are told, by hot weather.

Please can we speak to Network rail, to make the appropriate investment in Norfolk's railway infrastructure so that we are able to rely on trains running on time – something that railways in much hotter countries seem to be able to manage perfectly well?

**Response to be forwarded to Cllr Spratt after the meeting on the 21 June 2017.**

**Norwich Western Link Project - Project update for EDT Committee Chair/Working Group (11 June 2017)**

Further to previous meetings of the Norwich Western Link Project (NWL) Member Working Group and the report provided at the 8 July 2016 EDT Committee meeting; a meeting was held on 20 June to provide an update for the EDT Committee Chair and previous Member Group Members. The following provides a brief summary of the meeting:

1. Highways England (HE) attended the meeting to provide an update and briefing on the Easton to North Tuddenham A47 dualling project following their non-statutory consultation on four route options completed in March/April. Their initial findings from the consultation is a preference expressed for two options, and HE are completing further work to develop the details from the consultation to produce a preferred option. The options assessment takes the following into consideration:
  - The need for intervention
  - Environmental impact
  - Consultation feedback
  - Affordability (within the available budget)
  - Value for money (a cost/benefit ratio of at least 1.5)
  - Buildability (within the agreed timeframe)

An announcement on a preferred route is expected during August.

2. Feedback was provided by NCC Members setting out community concerns regarding the need for the old A47 to be retained and 'bypassed' so that the old road can be available if there are ever any problems on the dual carriageway. A further point was the need to consider accessibility to the existing communities, a point HE confirmed was also raised by communities in consultation responses. HE set out that part of their assessment work is to also consider the junction strategy for the preferred route option, In addition, consideration will also be made, by completing sensitivity tests, to understand the impact of potential growth (Local Plan review), the Food Hub Local Development Order and possible options for a NWL. Impacts on the A47 network close to the project are also to be assessed by HE as part of their work (eg Longwater junction).
3. An update on the Local Plan Review process was provided by Phil Morris (Principal Planner- NCC). Phil confirmed that conceptual growth options are: being developed so that they can be reviewed and a preferred proposal agreed for future consultation. Steve Scowen from Broadland. District Council (BDC) provided an update on the Food Hub proposals and the associated Local Development Order (LDO) that is being progressed by BDC, The LDO was reported to BDC Cabinet in May and was agreed subject to a screening decision being considered by the Secretary of State. Depending on that decision, there is potential for the first occupation of the Food Hub site during 2018/19.
4. The Member Group also received a brief update summarising the ongoing NWL project activities planned to be completed ahead of an update report being provided to EDT Committee in September. Details are being developed to facilitate discussions with Natural England and the Environment Agency. Project costings, appraisal and funding options will also be included as part of the work that will be reported in September. It was also agreed that a further stakeholder group meeting (with parish council representatives) should be held during July to follow on from the meeting held in February. This will be provide an opportunity for further feedback on the specific project objectives from each community and to update on project progress.

For more details, please contact David Allfrey (Major Projects Manager).

Tel 01603 223292

## Environment, Development and Transport Committee Boards/Panels and Outside Bodies

### 2017/18 appointments shown

#### 1. Norfolk Local Access Forum – 2

The Norfolk Local Access Forum (LAF) represents a variety of countryside interests with regards to improving public access across the county. It provides independent strategic advice to a range of organisations who have a duty to consult the Local Access Forum where there are implications or proposals around public access.

1 Labour - Julie Brociek-Coulton  
1 Conservative – Fabian Eagle

The Committee reduced the number of Council representatives from 3 to 2 to free up a space so an additional organisation can be represented on the Forum as overall places are limited. Cycling and Walking Champion is an Ex-Officio Member (see appointment of Member Champions later in this report).

#### 2. Norfolk Waste Partnership Strategic Management Board (2)

Chairman and Vice Chairman of the Committee

#### 3. 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.

No appointment

#### 4. Norwich Western Link Member Group

Tim East (LD)  
Bill Borrett (Con)  
Stuart Clancy (Chair) (Con)  
Shelagh Gurney (Con)  
Margaret Dewsbury (Con)  
Greg Peck (Con)  
Chris Jones (Lab)



## 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. Norfolk Coast Partnership (2 plus 2 substitutes)

Marie Strong  
Andrew Jamieson (Simon Eyre 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.

3. King's Lynn Conservancy Board (1)

Brian Long

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)  
Judy Oliver (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) Anglia (Central) Regional Flood & Coastal Committee (1)

Brian Long (sub Tony White)

7. Broads Authority (2)

Brian Iles  
John Timewell

8. Norfolk Windmills Trust (3)

Philip Duigan  
Martin Wilby  
Tony White

9. Caistor Roman Town Joint Advisory Board (1)

Vic Thompson

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)

Stuart Clancy

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.

14. Greater Norwich Development Partnership Board (3)

Martin Wilby  
Stuart Clancy  
Tim East

15. Great Yarmouth Transport and Infrastructure Steering Group (3)

Graham Plant  
Mick Castle  
Brian Iles

16. Greater Norwich Growth Board

Cliff Jordan

17. Local Transport Body (Chair)

Chair of EDT Committee

18. Local Transport Board (2)

Martin Wilby and Stuart Clancy

19. East West Rail Board (1)

Tony White

**Member Champions**

Cycling and Walking – Simon Eyre  
Historic Environment – Brian Watkins

# Environment, Development & Transport Committee

Item No.....

<b>Report title:</b>	<b>Proposed Internal Procedures for responding to Consultations on planning applications potentially requiring infrastructure as set out in the County Council’s Planning Obligations Standards</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<p><b>Strategic impact</b>          Norfolk County Council is a consultee on planning applications determined by Local Planning Authorities and therefore has the opportunity to seek developer funding towards its own infrastructure impacted by the new development. Responding to such consultations will ensure that the County Council’s views are formally taken into account by the Local Planning Authorities and that appropriate mitigation is secured for County Council infrastructure through developer funding.</p>	

<p><b>Executive Summary</b></p> <p>This report sets out proposed internal procedures for responding to consultations on planning applications where there may be a requirement to secure funding for County Council infrastructure. The attached Internal Procedures provide a mechanism for responding to such consultations allowing:</p> <ul style="list-style-type: none"> <li>(a) Local members directly affected by a planning application to comment;</li> <li>(b) Officers to respond under delegated officer powers or under urgent business as necessary; and</li> <li>(c) This committee where necessary to agree the formal response to such consultations.</li> </ul> <p><b>Recommendation</b>  <b>It is recommended that the attached Internal Procedures be agreed.</b></p>
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## 1. Proposal

- 1.1. This report sets out proposed internal procedures for responding to consultations on planning applications determined by Local Planning Authorities (LPAs) in Norfolk. The County Council is a consultee in the planning application process and has the opportunity through this process to seek developer funding towards its own infrastructure impacted by such development. The County Council already has in place agreed Planning Obligations Standards (see Evidence Section below), which are updated annually and provide the basis for seeking developer funding. These Standards cover education, library, fire service, green infrastructure and other

County Council infrastructure. It should be noted that highway and transport infrastructure is negotiated separately and is generally covered through different legislation. This report focuses on member-level involvement in the above process.

- 1.2. The County Council responds on average to over 100 applications and pre-application enquiries each year. These are typically for residential development, but can also include other development, which may impact on County Council infrastructure and services.
- 1.3. **Proposed Internal Procedures** – These procedures cover those planning applications, which are determined by LPAs in Norfolk and include housing proposals of 20 dwellings or more and any other commercial development of a size requiring a Transport Assessment. These thresholds have been agreed with all LPAs across Norfolk and relate to seeking developer funding through either the use of:
  - (a) planning obligations; and/or
  - (b) community infrastructure levy (CIL).
- 1.4. Even where CIL has been introduced the County Council will need to continue to respond on applications within CIL Charging areas in order to:
  - (a) pick up on any County Council requirements which will still need to be captured through S106 and/or planning condition e.g. those infrastructure items not included on the LPA's CIL Reg123 list (listing infrastructure which CIL can be spent on); on-site fire hydrants and any possible land transfer;
  - (b) provide important evidence as to whether existing County Council facilities, such as schools, can accommodate planned growth and if so whether there is any financial contributions needed (i.e. through CIL funding);
  - (c) provide a mechanism for seeking CIL funding.

These Procedures are set out in Appendix A and include:

#### **(1) Pre-Application Stage**

- 1.5. The Case Officer will prepare a response within 28 days under delegated officer powers. This period may be extended on major sites requiring further investigation (up to 6 weeks). The response will reflect the County Council's most up to date agreed Planning Obligations Standards.

#### **(2) Application Stage**

- 1.6.
  1. Consult local member/s directly affected by the proposal (NB comments will only be sought in respect of the County Council's potential infrastructure requirements in line with its agreed Planning Obligations Standards. Any other comments not directly related to these Standards will either be forwarded onto other teams in the County Council or to other organisations e.g. District Council as LPA).
  2. Respond within 21 days of receipt of the application. A detailed officer-level response will be made justifying the need for the County Council's requirements. This will be done under delegated officers powers in accordance with part 6.2 (Section B – Specific Designation) Paragraph (2) of the County Council's Constitution, providing:
    - (a) The requirements sought are consistent with the County Council's agreed

- Planning Obligations Standards (Policy);
- (b) the local member has been informed of the proposed response;
- (c) the application is unlikely to raise any controversial issues of a strategic nature.

3. Where the local member is not in agreement the Officer's approach in respect to seeking developer funding in line with the agreed CC's Standards, then the case officer will prepare a **report** to a scheduled EDT Committee meeting; or where an urgent decision is required, this will be undertaken in accordance with the Procedures set out in Part 7.1 of the County Council's Constitution.

### (3) Appeals

1.7. The Case Officer will:

- Inform local members directly affected by the Appeal;
- Prepare Evidence for submission to the Planning Inspectorate;
- Attend Hearing or Inquiry as needed to defend the County Council's case.

## 2. Evidence

2.1. Planning Obligations provide a means of securing developer funding for infrastructure made necessary by new development and thereby enables appropriate mitigation to be made. The County Council has produced its own Planning Obligations Standards (April 2017) setting out the infrastructure requirements it may seek in association with new development. This includes potential provision for:

- 2.2.
- |                |  |   |
|----------------|--|---|
| • Schools      | • Community Services –<br>Adult Care               | • Other Potential<br>Infrastructure e.g.<br>Household Waste<br>Recycling Facilities |
| • Library      | • Green Infrastructure<br>and Public Rights of Way |   |
| • Fire Service |  |   |

2.3. The above infrastructure items are secured either through the use of S106 of the Town and Country Planning Act (1990) or through planning condition (for on-site works).

2.4. Highway and transport infrastructure and services directly required from new development is negotiated on a site by site basis and are generally secured under Highway legislation (S.278 of the 1980 Highways Act). However, highway work can also be secured through the use of S106 agreements. Any planning obligation **must** be compliant with the legal tests set out in the Community Infrastructure Regulations (2010) (Reg 122) and be:

- Necessary to make the development acceptable in planning terms;
- Directly related to the development; and
- Fairly and reasonably related in scale and kind to the development.

2.5. In addition any planning obligations sought by the County Council must be compliant with Reg 123 (3) of the above CIL Regulations. This Regulation limits the amount of pooling of S106 contributions by a local authority to no more than five obligations providing "for the funding or provision of that project, or provide for the funding or provision of that type of infrastructure". These restrictions came into force on 6 April

2015 and the County Council's Planning Obligations Standards reflect these pooling restrictions.

### **3. Financial Implications**

3.1. **Finance:** The continued use of planning obligations can potentially yield the County Council significant funding towards expanded / improved infrastructure needed to support growth in the County. Depending on existing capacity within key infrastructure such as schools the County Council could be looking at up to £7,500 per dwelling towards improved County Council infrastructure (See Background Section below).

3.2. **Staff:** There are no immediate staff implications.

### **4. Issues, Risk and Innovation**

4.1. The County Council is a consultee on planning applications, which are ultimately determined by LPAs. Such applications can have significant implications on the County Council in its role as: infrastructure and service provider e.g. for schools, libraries and fire service infrastructure.

4.2. The Council's Planning functions are subject to equality impact assessments. However, the County Council is simply a consultee in the above process and no EqlA issues have been identified at this stage.

4.3. The proposed internal procedures will allow for corporate response/s to be made to planning applications ensuring all the County Council's statutory responsibilities are taken into account.

### **5. Background**

5.1. The District Councils as LPAs have a statutory obligation to consult the County Council on any development which may have an impact on the County's roles e.g. as Education Authority or Highway Authority. As the County Council is not the determining authority, a voluntary agreement (Planning Obligations Protocol) has been reached with all the Local Planning Authorities (LPAs) setting out the threshold figure whereby the County Council would expect to be consulted. This threshold is set at 20 dwellings or more (25 in the City and Great Yarmouth).

5.2. In the last five years alone the County Council has secured over £94 million in legal agreements towards education, library and fire service provision. Since the introduction of the County Council's Planning Obligations Standards in 2000, the County Council has entered into 370 legal (S106) agreements worth almost £137 million towards education, library and fire service provision. In this period a total of almost £33 million has been received from S106 agreements. This still leaves over £100 million of outstanding S106 payments on those sites, which are either:

(a) under construction - 50 sites (covering 12,229 dwellings);

(b) Permitted but not started – 168 sites (covering 15,734 dwellings).

5.3. The County Council prepares an annual monitoring Statement setting out what agreements have been signed, the value of these agreement and where the monies received have been spent (see link below).

- 5.4. The County Council's Planning Obligations Standards are updated on annual basis to reflect any changes in legislation or change in any of the financial or demographic multipliers contained in the document. These updated Standards are agreed by members.
- 5.5. The County Council's Planning Obligations Standards are also valuable tool in those areas now charging CIL as it provides a mechanism for engaging and bidding for CIL funds collected by the CIL Charging Authorities (i.e. the District Councils).

### Background Papers

Town and Country Planning Act 1990 (<http://www.legislation.gov.uk/ukpga/1990/8/contents>);  
 The CIL Regulations 2010 (as amended)

(<http://www.legislation.gov.uk/uksi/2010/948/contents/made>)

Norfolk County Council Planning Obligations Standards (2017)

<https://www.norfolk.gov.uk/rubbish-recycling-and-planning/planning-applications/planning-obligations>

Norfolk County Council Planning Obligations Monitoring Statement (2016)

<https://www.norfolk.gov.uk/rubbish-recycling-and-planning/planning-applications/planning-obligations>

### Officer Contact

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

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



**Internal Procedures for responding to: Consultations on  
Planning Applications potentially requiring Infrastructure as set  
out in the County Council's Planning Obligations Standards**

**Norfolk County Council (NCC)  
March 2017**

<b>Proposals in areas not charging a Community Infrastructure Levy (CIL)</b>		
The County Council will seek developer contributions in line with its agreed Planning Obligations Standards. Obligations sought will be expected to be contained in a legal agreement (S106 agreement) agreed between the Local Planning Authority (LPA); the applicant; and the County Council.		
<b>Proposals in CIL Charging Areas</b>		
It is important for the County Council to continue to respond on proposals within CIL Charging areas in order to:		
<ul style="list-style-type: none"> <li>(a) pick up on any County Council requirements which will still need to be captured through S106 and/or planning condition e.g. fire hydrants and any possible land transfer;</li> <li>(b) provide important evidence as to whether existing County Council facilities, such as schools, can accommodate planned growth and if so whether there is any financial contributions needed (i.e. through CIL funding);</li> <li>(c) provide a mechanism for seeking CIL funding.</li> </ul>		
<b>Planning Applications Stages</b>	<b>Time - scale</b>	<b>NCC procedure</b>
<b>(a) Pre-Application</b>		
Applicant and/or agent seeking pre-application advice; or  Local Planning Authority seeking advice on allocated or potentially allocated site.	No formal deadline but aim for 28 days  6 weeks on major sites	Case officer will prepare a response within 28 days under delegated officer powers. This period may be extended on major sites requiring further investigation (up to 6 weeks)  The response will reflect the County Council's most up to date agreed Planning Obligations Standards.
<b>(b) Formal Application</b>		
The County Council will be consulted by the Local Planning	Min 21 Days	The case officer will:  4. Consult local member/s directly affected by the proposal

<p>Authority (LPA) under the agreed County-wide Planning Obligations Protocol (2014)</p>		<p>(NB comments will only be sought in respect of the County Council's potential infrastructure requirements in line with its agreed Planning Obligations Standards. Any other comments not directly related to these Standards will either be forwarded onto other teams in the County Council or to other organisations e.g. District Council as LPA).</p> <p>5. Respond within 21 days of receipt of the application. A detailed officer-level response will be made justifying the need for the County Council's requirements. This will be done under delegated officers powers in accordance with part 6.2 (Section B – Specific Designation) Paragraph (2) of the County Council's Constitution, providing:</p> <p>(a) The requirements sought are consistent with the County Council's agreed Planning Obligations Standards (Policy); and;</p> <p>(b) the local member has been informed of the proposed response;</p> <p>(c) the application is unlikely to raise any controversial issues of a strategic nature.</p> <p>6. Where the local member is not in agreement the officers approach in respect to seeking developer funding in line with the agreed CC's Standards, then the case officer will:</p> <ul style="list-style-type: none"> <li>• Prepare a <b>Report</b> to a scheduled EDT Committee meeting; or</li> <li>or</li> <li>• Where an urgent decisions is required this will be undertaken in accordance with the Procedures set out in Part 7.1 of the County Council's Constitution;</li> </ul>
<p><b>(c) Appeals</b></p>		
<p><b>Submission of relevant representation</b> to the Planning Inspectorate (PINs)</p>	<p>Normally 28 days</p>	<p>The case officer will:</p> <ol style="list-style-type: none"> <li>1. Inform local members directly affected by the Appeal;</li> <li>2. Prepare Evidence for submission to the Planning Inspectorate;</li> <li>3. Attend Hearing or Inquiry as needed to defend the County Council's case.</li> </ol>

# Environment, Development & Transport Committee

Item No.

<b>Report title:</b>	<b>Hornsea Project Three Windfarm Consultation</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe - Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> The above offshore windfarm and onshore grid connection infrastructure will be determined as a Nationally Significant Infrastructure Project under the Planning Act 2008. Norfolk County Council is a statutory consultee on such projects and therefore has the opportunity to comment and influence the final decision. Responding to such consultations will ensure the County Council's views are formally taken into account prior to a final decision being made by the Secretary of State.	

## Executive summary

Consultation by DONG Energy for an offshore wind farm 120 km off the Norfolk coast and ancillary onshore supporting infrastructure including: a new booster/relay station (if required); buried cable route (55km); and a new substation (adjacent to Norwich Main). The proposal has a generating capacity of 2.4 million Giga Watts, which is sufficient to provide 2 million homes with electricity. Given the scale of the development it is deemed to be a Nationally Significant Infrastructure Project (NSIP) and will be determined by the Secretary of State for Business, Energy and Industrial Strategy.

This is a formal pre-application consultation under Section 42 of the Planning Act 2008. There will be a further opportunity to comment on this proposal when the application is formally submitted under Section 56 of the Act.

While there are a number of detailed issues to be resolved in respect of highway matters; environmental considerations including flood risk and visual impact/mitigation; and economic development opportunities to be more fully considered, overall it is felt that the proposal is consistent with national targets and objectives on renewable energy and climate change.

### Recommendations:

It is recommended that:

- (1) The County Council supports the principle of this offshore renewable energy proposal, which is consistent with national renewable energy targets and objectives, subject to the detailed comments raised below being resolved with the applicant;
- (2) The detailed comments set out in the report and Appendix A are endorsed by this Committee and forwarded onto DONG Energy.

## 1. Proposal

- 1.1. This proposal for an offshore windfarm and onshore ancillary grid connection infrastructure in Norfolk will be determined by the Secretary of State for Business, Energy and Industrial Strategy (Greg Clark) as it is defined as a Nationally Significant Infrastructure Project (NSIP) under the Planning Act 2008. This is a formal pre-application consultation by DONG Energy under Section 42

of the above Act. It is important to note that the County Council as a statutory consultee will also have an opportunity to formally comment on the submitted application (under Section 56), which is expected in Spring 2018.

- 1.2. At this stage the County Council is invited to make comments on the Preliminary Environmental Impact Report (PEIR), made in support of the proposal. The PEIR presents the findings of the Environmental Impact Assessment (EIA) to date.
- 1.3. Members will recall that an information report was brought to this Committee in November 2016 setting the broad scope of this project and another Offshore Wind Project known as the Vanguard Scheme (see Appendix D Map 3 - Offshore Wind Farm Projects in the North Sea). This latter scheme is likely to come forward as a Section 42 consultation later in the year.
- 1.4. The proposal for the Hornsea Project Three Wind farm comprises:

**(a) Offshore**

Location and Distance Offshore	:	Located between 120 km - 160 km north east of Norfolk in the North Sea (see Appendix B Map 1 - Offshore Site Location Plan).
Total Site Area	:	696 sq.m.
Proposed Capacity and number of turbines	:	Installed capacity of 2.4 Giga-Watt (sufficient to supply 2 million households with electricity).
Number and size of turbines	:	Up to 342 turbines with a tip height of up to 325 metres
Offshore works	:	Interconnector Cables and foundations:
	:	Buried onshore export cable route (145 km) – 6 subsea export cables within 1.5 km corridor width.
	:	Offshore transformer sub-stations platforms (up to 12) plus up to 4 HVDC (High Voltage Direct Current) Converter Stations or HVAC (High Voltage Alternating Current) booster stations - all located within the Array Area;
	:	Offshore HVAC booster stations (up to 3) – located between 40 -80 km offshore (potentially on the sea bed).
	:	Up to 3 accommodation platforms for construction and maintenance staff located within Array Area.

**(b) Onshore Work**

Landfall Location	:	Weybourne – all associated infrastructure will be located underground.
HVAC Booster Station (if required)	:	Required if electricity brought ashore using HVAC technology within approx. 10 km of landfall.  Proposed site located at Little Barningham (between Edgefield and Saxthorpe (see Appendix C Map 2 – Onshore Cable route and other Infrastructure).  Maximum height of buildings 12.5 m (excl. lightning protection).  Site maximum footprint 25,000m <sup>2</sup> plus temporary area for construction works (25,000 m <sup>2</sup> )  (NB the decision on whether to use HVAC or HVDC

		will be made after the project is consented.)
Cable route		Buried cable route between Weybourne and grid connection at Norwich Main National Grid Substation (55 km) – (See Map 2). Consultation route based on 200 metre corridor which will be reduced to 80 metres in the final application.
HVDC Converter or HVAC substation Grid Connection	:	A new onshore substation will be required with a footprint of up to 128,000 sq.m. including an area for visual mitigation with a maximum building height of 25 metres. Plus temporary construction area (100,000m <sup>2</sup> )  The proposed substation will be located adjacent to the Norwich Main National Grid Substation – see Map 2.
Ancillary Works	:	The onshore work will require, <i>inter alia</i> :  Construction compounds (see Map 2)– i.e. support buildings private road and hard standing;  Construction of temporary haul roads and access tracks along the onshore cable route;  Archaeological and ground investigation;  Improvements to highway verges;  Highway and private access roads;  Works to move sewers, drains; and cables;  Works affecting non-navigable rivers, streams or water courses;  Landscaping and other works to mitigate any adverse effects of the construction; operation, maintenance or decommissioning of the project including ecological monitoring and mitigation works.

The PEIR indicates that there are a range of transmission options involving using either: (a) High Voltage Alternating Current (HVAC); or (b) High Voltage Direct Current (HVDC). Traditionally HVAC systems have been used in the UK for transmission as the technology is readily available and cheaper. However, HVDC technology is developing and becoming more economically viable. A HDVC solution would remove the need for both an offshore and onshore Booster Station and therefore could be more acceptable in environmental terms.

Hornsea Project Three may use HVAC or HVDC, or could use a combination of both technologies. The PEIR shows the maximum infrastructure requirements needed (i.e. a worse case) based on a HVAC solution. The PEIR also shows the potential infrastructure requirements if a HVDC option is chosen.

## 2. Evidence

2.1. The principal role of the County Council in responding to the above wind farm proposals, and the onshore infrastructure requirements, will be in respect of the Authority's statutory role as:

- Highways Authority;
- Minerals and Waste Planning Authority; and
- Lead Local Flood Authority.

2.2. In addition the County Council has an advisory environmental role and economic development function, which also needs to feed into any response made to the above windfarm proposal.

2.3. Other statutory consultees include:

Natural England	Highways England
Historic England	Drainage Boards
Marine Management Organisation	Public Health England
Maritime and Coastguard Agency	Energy and utility companies with cable and pipeline interests
Civil Aviation Authority	Parish, District and other County Councils

2.4. The remainder of this section of the report assesses the PEIR in respect of the County Council's key functions and sets out the Authority's proposed response / comments. The response largely relates to the onshore infrastructure required to connect the electricity generated to the National Grid. Appendix A provides more detail on environmental and other matters.

## **ASSESSMENT of the Preliminary Environmental Impact Report**

### **Overview**

2.5. The proposal has a maximum capacity of 2.4 Giga Watts (2,400 MW) of electricity, sufficient to power approximately 2 million households (i.e. this represents almost five times as many dwellings in Norfolk (2011)). Current operational offshore capacity in the UK is just over 4 GW (2015), therefore if consented the Hornsea proposal would potentially increase the UK's installed capacity by 60%.

2.6. The proposal will generate forty times more energy than the Scroby Sands wind farm (60 MW) and more than seven times more energy than the Sheringham Shoal wind farm (317 MW). As such the proposal would contribute to the Government's Renewable Energy targets and objectives (see Section 5 below).

### **Comment**

2.7. The principle of this offshore renewable energy proposal is supported as it is consistent with national renewable energy targets and objectives, subject to the detailed comments below being resolved with the applicant.

### **Electricity Supply Issues**

2.8. As indicated above the proposal could involve either HVAC or HVDC technology or a combination of both. The advantage of using HVDC for transmission purposes would result in removing the need for a HVAC Relay station. The Booster Station has a footprint of 25,000 sq.m. and a height of 12.5 metres. While the applicant has not ruled out the use of HVDC technology, it is felt that every effort ought to be made to enable a HVDC solution, which would remove the need for the HVAC Station between Edgefield and Saxthorpe.

2.9. County Council officers have been in discussion with DONG Energy and other potential offshore windfarm developers regarding the potential for electricity generated from these proposals to be used within the local distribution networks (132 kv and below) i.e. to assist where there are electricity deficits. These discussions have also involved National Grid who have made a formal and legally binding grid connection "offer" to DONG Energy.

2.10. National Grid have indicated that the onshore cables from the wind farms will ultimately belong to a future Offshore Transmission Operator (OFTO). In such

circumstances, where the main connection point for the OFTO system is at a transmission substation (National Grid), the regulatory arrangements governing OFTO infrastructure do not provide for secondary interconnection between the OFTO system and a local distribution network operator (DNO)(i.e. UK Power Networks). In other words there is no opportunity of “tapping” into the transmission cables and feeding into the local electricity transmission network.

- 2.11. Members will be aware from the report which went to this Committee in November 2016, that there are other offshore Windfarm proposals, which will make landfall in Norfolk (i.e. the Vanguard and Boreas Windfarms). There have been on-going officer and member discussions/meetings with both DONG Energy and Vattenfall (Company behind Vanguard and Boreas) regarding the potential impact on the County’s infrastructure. As part of these discussions officers have sought assurances that there will be as much practical collaboration between the two companies as possible in order to minimise any environmental impact on the County. However, in practice the opportunities for collaboration will be minimal given that grid connection points and landfall sites are being made in separate locations, and both companies are operating in a competitive market. Notwithstanding these issues DONG Energy and Vattenfall are working together in respect of:
- (a) Where their two transmission cables cross;
  - (b) Stakeholder engagement; and
  - (c) Environmental data and survey work.

### **Comments**

- 2.12. It is felt that DONG Energy should:
- (a) pursue a HVDC solution where economically viable in order to minimise the onshore environmental impacts arising from the proposal;
  - (b) Work with National Grid and UK Power Networks to consider options regarding the potential to feed electricity into the local transmission networks to assist, for example, with the electricity needs along the A 11 (T) corridor; and
  - (c) Continue to work closely with other offshore windfarm developers to minimise any onshore impacts arising from their development.

### **Socio-Economic Issues**

- 2.13. There are potentially significant economic benefits that may arise from the Hornsea proposal in terms of:
- Local employment creation;
  - Business sectors affected by construction; and
  - Operations and Maintenance (O&M) of the wind turbines;

However, these benefits are difficult to predict at the current time as it is uncertain which port, or ports, DONG Energy will elect to use in terms of construction and O&M. DONG Energy is currently constructing 3 other wind farms, including Hornsea Project One. All use bases in the Humber, and DONG has a major operational base in Grimsby. Both Great Yarmouth and Lowestoft ports have experienced considerable investment from other offshore energy developments and the prospects that this will continue in future are very good.

- 2.14. Notwithstanding the above comments, the PEIR recognises that Great Yarmouth does have the potential to benefit from the proposed development given its “supply chain capacity and capability”. The PEIR cites planned investments in Great Yarmouth arising from other offshore windfarms (e.g. Dudgeon Windfarm).
- 2.15. The County Council is working with all energy companies to promote this sector

and the types of skills required for young people in schools and colleges. In addition the County Council is working to create:

- Apprenticeships,
- Work experience; and
- Internship opportunities at an appropriate stage.

### **Comment**

- 2.16. The County Council strongly encourage, on economic development grounds and supporting the Norfolk economy, DONG Energy to use the Port facilities at Great Yarmouth for:
- Construction; assembly and manufacture of windfarm components; and
  - operations and maintenance.

### **Commercial Fishing**

- 2.17. While commercial fishing is an offshore issue it is considered appropriate to comment on the impacts the above proposal may have on this sector as Norfolk is home to many commercial fishing activities from its numerous ports and landing areas (i.e. potential economic issue).
- 2.18. The PEIR considers the impact of the proposed windfarm and ancillary infrastructure (cable route; substations; convertor stations and accommodation blocks) on the commercial fishing sector. The type of fishing carried out in the Array area is typically trawling by UK; Dutch; Belgian; and German Vessels. Closer to shore the type of fishing is predominantly potting by UK vessels (i.e. for brown crab, lobster and Whelk).
- 2.19. The PEIR concludes there will potentially be a “moderate adverse” impact on the commercial fishing sectors referred to above both during construction and operation. The impacts could be long term in the Array area if floating turbines with mooring are used as this would prevent fishing in the area. However, if alternative technology is used (i.e. fixed turbines into the sea bed), then this would allow fishing in the Array area to continue.
- 2.20. The PEIR also considers the wider cumulative impacts arising from other offshore windfarms and other offshore operations (e.g. gas and oil extraction; pipelines; aggregate dredging). The PEIR recognises that the impacts could be “major adverse” on some commercial trawling fleets.
- 2.21. The applicant is, however, proposing the following mitigation:
- (a) Advance warning; accurate location details of construction operations and associated safety zones; advisory safety distances and on-going liaison with all fishing fleets;
  - (b) Disturbance payments will be made in accordance with the procedures as outlined in the Fishing Liaison with Offshore Wind and Wet Renewables Group guidance (2014 & 2015).

### **Comment**

- 2.22. It is felt that where there is likely to be a demonstrable impact on commercial fishing affecting communities in Norfolk that DONG Energy should provide appropriate mitigation and compensation to those fishing communities affected.

### **Local Highway Issues**

- 2.23. The PEIR presents the initial traffic and transport considerations and seeks comments upon various routing options. The construction phase is identified as generating the greatest number of vehicle movements. The transportation of materials and removal of spoil for the trenches will cause the greatest impact. The delivery of abnormal loads also needs to be taken into account.
- 2.24. The anticipated volume of construction traffic upon each route option is



contained within the PEIR. Officers are currently in the process of assessing the applicant's detailed calculations and need to complete this process before being able to comment upon the appropriateness of the various routes.

2.25. The formal planning application, when submitted, must be accompanied by a Transport Assessment (TA). The TA will use the feedback from the PEIR to set out proposed traffic routes and access points to the cable corridor. Baseline traffic scenarios will be assessed using data from the traffic surveys undertaken in June 2017. The TA will assess the effects of the anticipated traffic upon driver delay; severance; pedestrian delay; pedestrian amenity; accidents; road safety; and impact from abnormal loads. A draft TA is set out in skeleton form within the PEIR.

2.26. The County Council is working closely with the applicant on the above matters.

#### **Highway Comment 1**

2.27. Until such time as a Transport Assessment (TA) has been completed by the applicant assessing the finalised route options, the County Council (Highway Authority) is unable to endorse the proposal.

The County Council as Highway Authority continue to work closely with DONG Energy regarding their TA works.

#### **Wider Strategic Highway Issues**

2.28. Members will be aware of proposals to dual the A47 (T) between Easton and North Tuddenham. Highways England have recently announced a preferred route for the A47 (T) (August 2017). Proposals for the dualling of the A47 will follow the same NSIP procedures as the above application. It is understood that formal pre-application work on the A47 dualling will commence later in the year. In addition to the A47 (T) project, the County Council has prioritised the creation of a Western Link between the A47 (T) and the Northern Distributor Road (NDR). The precise alignment of any new Western Link road is not known at the current time and will probably go through the same NSIP procedures as the A47 (T).

2.29. Given the proposed cable route is located to the west of Norwich (see Map 2), it is felt that the applicant (DONG Energy) will need to liaise with both Highways England and Norfolk County Council (as Highway Authority) to ensure that the planned cable route does not fetter any future major road plans in the area and cause additional costs and/or delay to such road schemes.

#### **Highway Comment 2**

2.30. DONG Energy should work closely with Highways England and Norfolk County Council (Highway Authority) to ensure that the proposed cable route to the west of Norwich does not fetter any future plans for the dualling of the A47 (T) or any potential Western Link Road.

#### **Minerals and Waste**

2.31. The County Council in its capacity as the Mineral and Waste Planning Authority has been involved in discussions with DONG Energy regarding mineral and waste safeguarding, both of sites and resources. Throughout the project preparation, information has been exchanged between the parties regarding these safeguarding issues. The County Council welcomes the recognition of mineral safeguarding issues contained within the PEIR.

2.32. The County Council considers that the PEIR correctly assesses the magnitude, sensitivity and significance of the effect of the project on Mineral Safeguarding Areas. The further mitigation suggested in the PEIR is considered to be effective. Therefore, the County Council in its capacity as the Mineral Planning Authority does not object to this proposal provided that the applicant continues to

work with the County Council regarding the mitigation of impacts on the Mineral Safeguarding Areas as the final scheme design continues.

#### **Comment**

- 2.33. It is felt that DONG Energy should continue to work closely with the County Council with regard to mineral and waste planning issues.

#### **Flood and Drainage Issues**

- 2.34. DONG Energy have provided several documents relating to the hydrology and flood risk of the study area, including an overarching document plus 2 Flood Risk Assessments (FRA) for the HVAC onshore booster station and the onshore HVDC converter/HVAC substation. This has considered the impact of the development both during the construction phase and the operational and maintenance phase, including the impact of either trenchless or open cut construction.
- 2.35. The proposed development of the onshore HVDC converter/HVAC substation and HVAC booster station will result in the construction of low permeability surfacing, increasing the rate of surface water run-off from the site. A surface water drainage scheme is required to ensure the existing run-off rates to the surrounding water environment are maintained at pre development rates. The detailed design of the surface water drainage scheme would be based on a series of infiltration/soakaway tests carried out on site and the attenuation volumes outlined in supporting FRAs.
- 2.36. Preliminary results identify that over 90% of the study area is shown on Environment Agency flood maps as Flood Zone 1 (i.e. low probability of flooding) and is not directly at risk of flooding. However, there are localised areas of Flood Zone 2 and 3. An FRA has been prepared for both the onshore HVAC booster station and the onshore HVDC converter/HVAC substation.
- 2.37. The FRAs and supporting documentation show that the proposed development at present meets the requirements of the National Planning Policy Framework. At this stage it has not been determined what method of discharging surface water will be utilised in the final design.

#### **Comment**

- 2.38. The County Council would wish to see further ground investigation work including infiltration testing together with an outline drainage design as part of the final application and request that DONG Energy continue to work closely with the County Council in its role as Lead Local Flood Authority.

#### **Local Member Views**

- 2.39. The Local County Councillor for Melton Constable has made the following comments:
- 2.40.
  - There is generally little opposition to these proposals in absolute terms and local residents appreciate the importance of national infrastructure and securing future energy supply;
- 2.41.
  - There are concerns about the lack of mitigating measures planned in respect of the onshore HVAC Booster Station; and
- 2.42.
  - The Local Member strongly urges the County Council to insist that the developers provide detailed mitigating measures as part of their submission in respect of: height, visibility and noise – relating to the HVAC booster station at Little Barningham.

### **3. Financial Implications**

- 3.1. Staff have engaged with the applicant at the technical scoping stage; attending steering group and topic based meetings and provided technical advice and

information in respect of the County Council's statutory responsibilities. The County Council has charged for some of this advice and technical data provided.

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

- 4.1. The County Council is a statutory consultee on any Nationally Significant Infrastructure Project determined by the Secretary of State within Norfolk or on the borders with Norfolk. The County Council will also be invited to submit a Local Impact Report (LIR), the content of which is a matter for the Local Authority and can include local transport issues and the local area characteristics.
- 4.2. The Council's Planning functions are subject to equality impact assessments. No EqlA issues have been identified at this stage.
- 4.3. The proposed internal procedures will allow for corporate response/s to be made to NSIP consultations ensuring all the County Council's statutory responsibilities are taken into account.

#### **5. Background**

- 5.1. At a national level the key energy objectives are:

- Reducing greenhouse gases (carbon reduction);
- Providing energy security; and
- Maximising economic opportunities.

In order to meet these objectives more infrastructure is required with an increased emphasis on energy generation from renewable and low carbon sources.

- 5.2. The government's long term aspiration is to increase the diversity of the electricity mix, thereby improving the reliability of energy supplies as well as lowering carbon emissions. The Government is committed to the following targets by 2030:
  - A 40% cut in greenhouse gas emissions compared to 1990 levels;
  - At least a 27% share of renewable energy consumption; and
  - At least 27% improvement in energy efficiency.
- 5.3. The Energy Act 2013 includes provision intended to incentivise investment in low carbon electricity generation, ensure security of supply and help the UK meet its emissions reduction and renewable energy targets. The Climate Change Act 2008 underlines the government's commitment to addressing both the causes and consequences of climate change. The Act aims to improve carbon management and help the transition towards a low carbon economy in the UK. The Planning Act 2008 also makes specific reference to the need for local authorities to tackle climate change.
- 5.4. In terms of planning the UK's commitment to renewable energy has been captured in the following National Policy Statements (NPSs):
  - Overarching NPS for Energy (NPS EN 1);
  - NPS for Renewable Energy Infrastructure (NPS EN 3);
  - NPS for Electricity Networks Infrastructure (NPS EN 5).

The Planning Act 2008 requires the Secretary of State to have regard to the relevant NPSs when making their decision.

- 5.5. With regard to local planning issues the National Planning Policy Framework (NPPF 2012) indicates that the planning system has a key role in supporting the delivery of renewable and low carbon energy and associated infrastructure. To help increase the use and supply of renewable energy the NPPF (section 10)

indicates, inter alia, that local planning authorities (LPAs) should:

- Have a positive strategy to promote energy from renewable and low carbon sources;
- Design their policies to maximise renewable and low carbon development;
- Consider identifying suitable areas for renewable development and supporting infrastructure.

5.6. As the above proposal is a NSIP it will be the Secretary of State (SoS) rather than the respective LPAs who will determine the application. The SoS will need to have regard to Local Plan policies and allocations when determining the application. The individual LPAs, including the County Council, are also statutory consultees in the NSIP process and will respond having regard to their Local Plan policies and other statutory responsibilities including environmental health (District Councils).

## **Background Papers**

The Planning Act (2008)

(<http://www.legislation.gov.uk/ukpga/2008/29/contents>)

The National Planning Policy Framework (2012) -

<https://www.gov.uk/government/publications/national-planning-policy-framework--2>

Energy Act (2013)

<http://www.legislation.gov.uk/ukpga/2013/32/contents/enacted/data.htm>

Hornsea Project Three – Preliminary Environmental Impact Report – documents

<http://www.dongenergy.co.uk/en/Pages/PEIR-Documents.aspx>

## **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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## Detailed Environment Comments

### Ecology and Nature Conservation

- 5.7. County Council staff have attended all of the Ecology Working Group meetings and have had the opportunity to contribute to the scoping and methodology of ecological survey work. From the information presented and on-going discussions, it is likely that the ecological surveys and data collection, although not yet complete, will allow for a robust assessment of impacts resulting from the on-shore infrastructure requirements. The PEIR recognises a number of ecological 'sensitivity hot spots' and the County Council agree with the assessments made.

The following comments refer to some specific issues:

- 5.8. (a) The County Council wish to highlight the need for maintaining ecological connectivity throughout the construction phases between the designated sites of Alderford Common SSSI, the River Wensum SAC and the area to the south. This connectivity is particularly important for bats, as there are known bat roosts in the area, including those of Barbastelle bats in the woodland in Morton-on-the-Hill. The County Council would expect that minimal disruption of features used by bats for feeding and commuting would be designed into the construction process.
- 5.9. (b) The County Council welcomes the detailed consideration of Local Wildlife Sites of county importance (CWS) in the PEIR. The County Council would wish to see Horizontal Directional Drilling used where the cable route crosses three CWS: Low Common CWS, Foxburrow Meadow CWS and Old Hall Meadows CWS, and also where the significance of impacts on habitats have been identified as major or moderate. This is important as maximum design scenario of 11 years means reinstatement might not happen until after that period, and that potentially an area could be impacted three separate times.
- 5.10. (c) Where the PEIR refers to White-clawed Crayfish, it should be noted that Weybourne Beck in the area of the landfall has been used as a relocation site for this species. Surveys will be required and mitigation may be necessary.

### Landscape

- 5.11. The potential landscape impacts associated with the temporary construction compounds; HVAC Booster Station and Substation are only preliminary at this stage and the applicant will need to revisit and expand on this in their Environmental Statement (ES) accompanying the final submission proposal. The ES will also need to include specific elements of mitigation that will be required in order to alleviate any significant adverse effects where these arise. These mitigation measures will be set out within the outline Landscape Scheme and Management Plan (LSMP), which will form part of the EIA/ES. The applicant acknowledges that LSMP will need to be agreed with local planning authorities (LPAs).
- 5.12. Notwithstanding this pending further work (LSMP), the PEIR accepts that on a number of visual receptors, including for example Public Rights of Way (PRoW), it is expected that the onshore infrastructure will have a major adverse significance in EIA terms.
- 5.13. Landscape and visual assessment is to be conducted using the Guidelines for Landscape and Visual Impact Assessment (GLVIA) 3<sup>rd</sup> Edition and other industry

best practice guidance. It is noted that the PEIR simply contains viewpoints and wireframes. Viewpoints and visualisations through photomontage are a more useful tool in assessing the likely effects of a proposed development, and the emerging Landscape and Visual Impact Assessment (LVIA) should consider the production of such images, particularly for public consultation at the next stage of the application process. The PEIR indicates that photomontages will be undertaken as part of the Environmental Statement.

#### **Comment**

It is felt that DONG Energy should use photomontages as part of their LVIA and LSMP for assessing the potential impact of onshore infrastructure associated with the above proposal.

It is also recommended that any appropriate mitigation measures are agreed with LPAs including the County Council in respect of the HVAC booster station; the proposed new sub-station and any temporary construction compounds.

#### **Public Rights of Way**

5.14. The County Council have checked the Public Rights of Way and linear routes shown on Figure 6.2 and have identified two additional paths that may be affected by the cable route and that do not appear to be included in the PEIR:

- Salle FP9 may intersect the search area at TH10702428; and
- Keswick FP4 is within the search area, joining Keswick BR4 and East Carleton FP1.

5.15. In terms of PRoW, the network that will be affected comprise:

- The Norfolk Trails: the England Coast Path and the Marriott's Way.

Promoted circular walks that use PRoW and which will potentially be affected: "Explore More Coast" Weybourne Circular; Cromer and Sheringham Health Walk No.6 – Weybourne to Sheringham via Norfolk Coast Path; and Aylsham Health Walk No.10 – Reepham via Salle Church;

- Tas Valley Way; and
- The remaining PRoW network.

5.16. **Comments** - Although routes of regional and national importance are noted above, the wider un-promoted PRoW network serve a number of settlements within or near to the current search areas. Un-promoted PRoW should not be considered of lesser importance; settlements such as Reepham will see disruption to its PRoW network not only from this development but cumulatively through the Vattenfall Nationally Significant Infrastructure Project, which it is understood could co-occur with this project. The closure and diversion of routes near to populated areas such as this need to be considered in the wider context of both the type of use they receive and the potential implications of other projects.

5.17. In terms of mitigation, the County Council would therefore expect that:

- For all PRoW affected, Temporary Traffic Regulation orders should be put in place to cover the periods of closure, with reopening as soon as possible i.e. the very minimum periods of closure. Signed and maintained alternative routes for the closures should be provided where appropriate. These alternative routes should consider cumulative effects and where

possible be of equal value to the communities they affect.

- Alternative routes on the Marriott's Way and England Coast path should be as of high a standard as practicable, should be off-road where possible, and should be identified well in advance of closures so that the information can be advertised.
- Where phasing of works is necessary, the County Council would anticipate that reinstatement of PRow is carried out between construction phases. This will be particularly necessary for the England Coast Path, the Marriott's Way, and other frequently used PRow around settlements. Both the aforementioned Norfolk Trails have ecological value and designations and there may be opportunities for some holistic mitigation for both access and ecology during the potential 11 year maximum duration of construction phase.
- Consideration will need to be given to the public car park on the Marriott's Way at TG12801760 during construction.

Post-construction, the County Council would seek

- Opportunities for enhancements, such as surfacing and connectivity enhancements to the network where appropriate.
- That any trees or other vegetation that was removed during construction is replaced within a reasonable timeframe and that measures are put in place to ensure such reinstatement is delivered.

Norfolk County Council Environment Team would be happy to work with DONG to find effective solutions to issues relating to the PRow network.

### **Historic Environment**

- 5.18. The PEIR considers the impact of the proposed booster station, substation and onshore cable route on the setting of designated heritage assets (principally scheduled monuments, listed buildings, conservation areas and designated parks and gardens). It concludes that, once constructed, the scheme will not have a direct physical impact on any designated heritage assets. However, the booster station and substation will have a minor long-term reversible impact on some designated heritage assets through alteration of their settings. The applicant has indicated that they propose to review this impact as the design of the booster station and substation are further developed and provide visualisations in the EIA to support the conclusions about the level of impact on designated heritage assets (see comment/recommendation above on use of photomontages).
- 5.19. The PEIR provides a minimum baseline assessment of the impact of the onshore cable route, booster station and substation on undesignated heritage assets with archaeological interest. A desk-based assessment has been produced to review information (principally from the NCC Historic Environment Record) about known heritage assets.
- 5.20. The historic environment assessment so far is based only on the known archaeological assets and the potential exists for previously unidentified heritage assets with archaeological interest (yet unestablished significance) to be present along the unevaluated sections of the onshore cable route. Norfolk County Council have previously advised the applicant that further archaeological survey work (including geophysical survey and trial trenching) will be required post-consent along the whole of the onshore cable route which will in turn inform the mitigation measures to be adopted (i.e. to avoid archaeological remains).

Consequently, the assessment of the overall impact of the proposals on undesignated heritage assets with archaeological interest can only be provisional at this stage.

### **Comments**

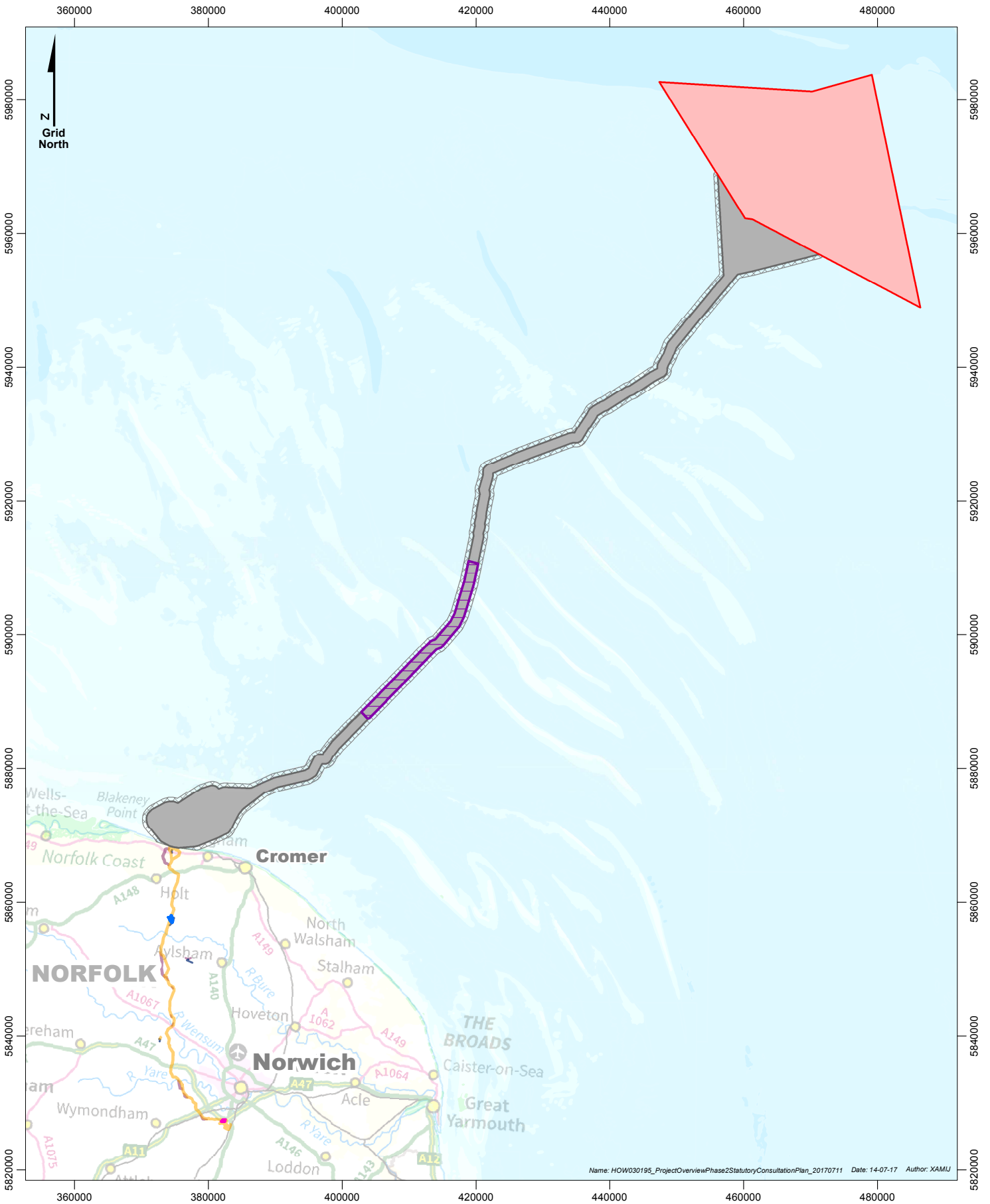
DONG Energy and their heritage consultant (RPS) should continue to review the setting of the designated heritage assets affected by the booster station and substation and produce supporting visualisations for the EIA in consultation with Historic England and Norfolk County Council.

The PEIR and EIA need to explicitly acknowledge that further archaeological survey work is required on the whole of the onshore cable route before mitigation measures for undesignated heritage assets can be agreed. A clear strategy and programme for this work needs to be agreed with Norfolk County Council and Historic England and be fully set out in the EIA.

### **Detailed Minerals and Waste Comment**

- 5.21. There is a typographical error in the quote in section 1.7.3.2 which requires correction to remove 'isn't' and insert 'is' so that the quote reads, "*those areas where there is an underlying mineral resource which may be of economic interest, which should be protected from unnecessary sterilisation by non-mineral development*".





Name: HOW030195\_ProjectOverviewPhase2StatutoryConsultationPlan\_20170711 Date: 14-07-17 Author: XAMUJ

**Offshore**

- Turbine Array Area
- Hornsea Three offshore cable corridor search area
- Temporary Working Area
- Offshore HVAC Booster Station Search Area

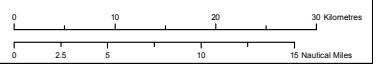
**Onshore**

- PEIR boundary
- Potential access route
- Alternative routes being considered
- Onshore HVAC Booster Station

- Onshore HVDC Converter/HVAC Substation



Coordinate system: ETRS 1989 UTM Zone 31N  
Scale @ A4: 1:750000

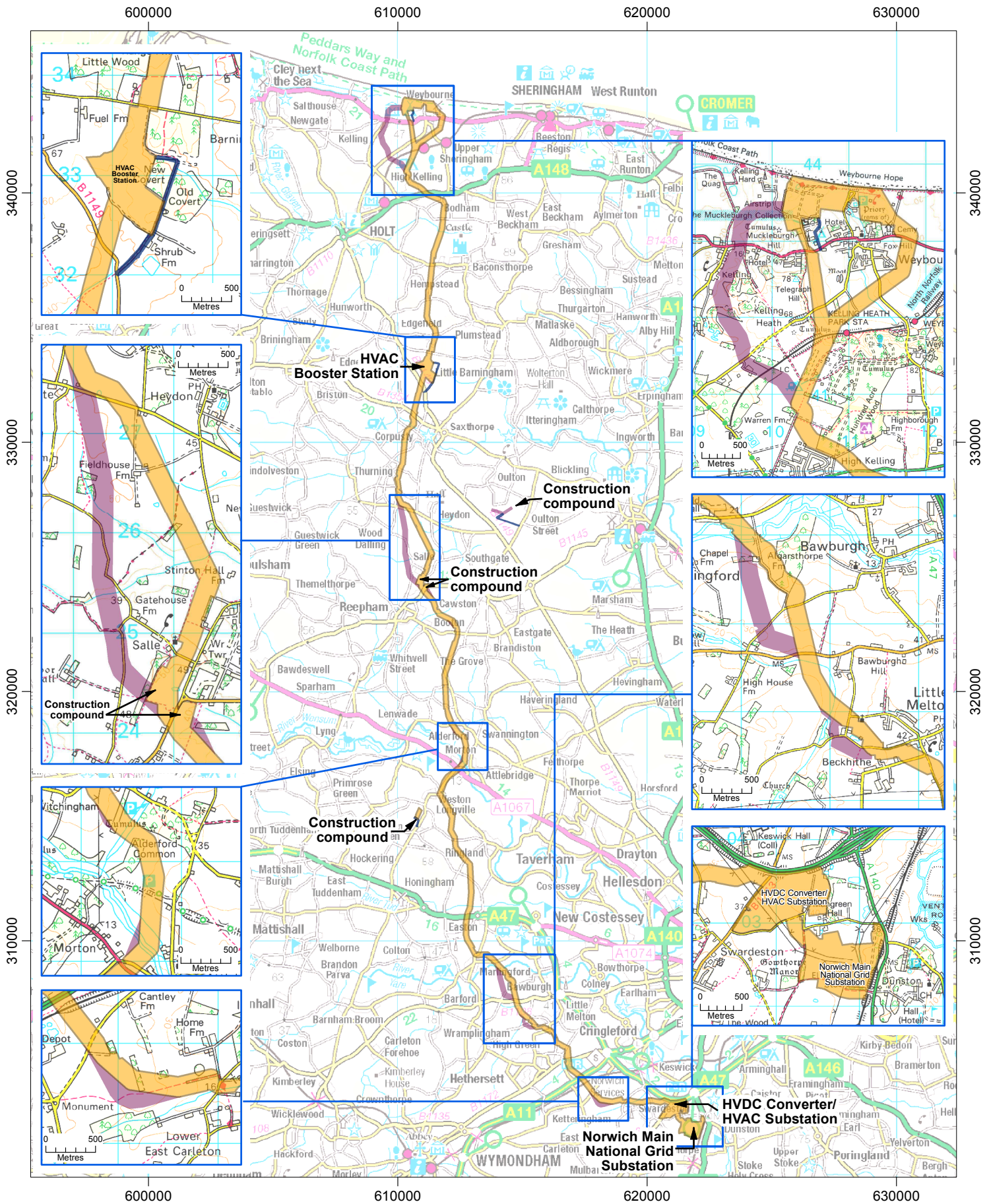


**Hornsea Project Three**  
**Phase 2 - Project Overview**  
**Statutory Consultation Plan**

Document no: HOW030195  
Created by: XAMUJ  
Checked by: EADBR  
Approved by: RICGR



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- PEIR boundary
- Alternative routes & compounds being considered
- Potential access route



Coordinate system: British National Grid  
 Vertical reference: ODN  
 Scale @ A4: 1:200000

**Hornsea Project Three**  
 Phase 2  
**Onshore Statutory Consultation Plan**

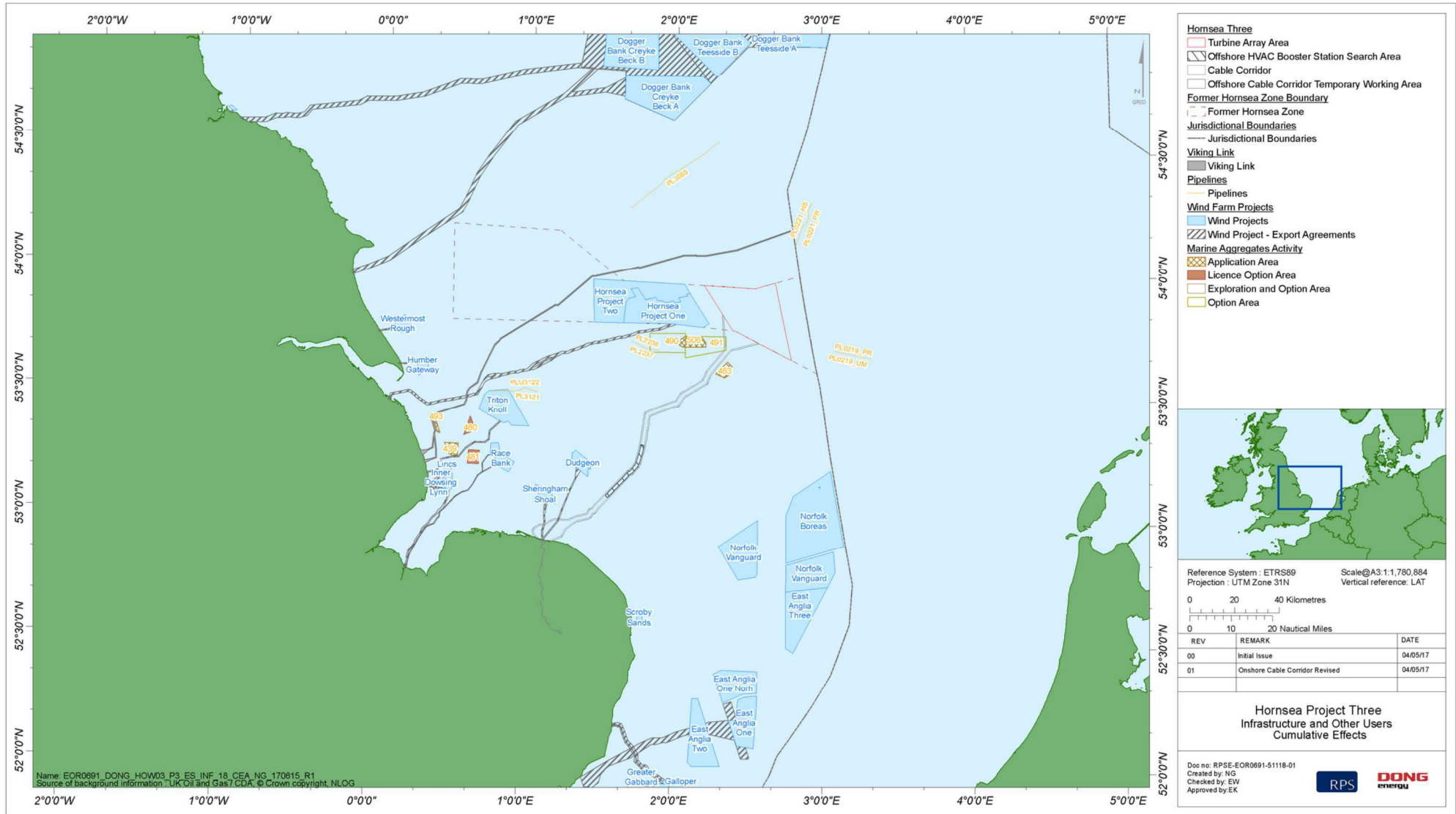
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# Offshore Wind Farm Projects in the North Sea

Map 3



# Environment, Development and Transport Committee

Item No.

<b>Report title:</b>	<b>Recommendations of the Greater Norwich Development Partnership (GNDP) Board</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> Working in partnership across Greater Norwich will help to deliver infrastructure and jobs.	

## Executive summary

The Greater Norwich Development Partnership (GNDP) Board oversees the production of the Greater Norwich Local Plan (GNLP) for Broadland, Norwich and South Norfolk. The Board is not a decision making body and its recommendations are considered by each of the partners. While the plan making responsibility remains with the district councils, in the spirit of partnership, the County Council endorse the recommendations of the Board as appropriate. This helps us discharge our responsibilities under the “duty to co-operate” and demonstrates unity of purpose, supporting the delivery of economic growth and infrastructure in the Greater Norwich area.

A meeting of the GNDP Board took place on 23 June 2017. The Board considered two substantive reports providing guidance on the development of public consultation documents. The first report outlined the approach to deriving the quantity of new housing provision in the GNLP and recommended that, for the Local Plan period to 2036, new allocations should be made capable of accommodating 8,900 dwellings. The second paper set out seven proposed alternatives for the strategic distribution of the additional growth.

The Board agreed that the approach to housing provision and strategic options for growth form a reasonable basis for developing alternatives for public consultation. The full public consultation document is programmed to be considered at the next GNDP Board meeting on the 21 September with the recommendation reported to EDT in October.

## Recommendations

### Members agree to:

- **Note progress on the production of the Greater Norwich Local Plan; and**
- **Endorse the GNDP Board’s recommendations on housing provision and strategy options to help shape public consultation.**

## 1. Proposal

- 1.1. The Greater Norwich Development Partnership (GNDP) Board oversees the production of the Greater Norwich Local Plan (GNLP) for Broadland, Norwich and South Norfolk. The Board is not a decision making body and its recommendations are considered by each of the partners. While the plan making responsibility remains with the district councils, in the spirit of partnership, EDT Committee

endorse the recommendations of the Board as appropriate. This helps us discharge our responsibilities under the “duty to co-operate”, required under the Localism Act 2011, and demonstrates unity of purpose, supporting the delivery of economic growth and infrastructure. The County Council is represented on the GNDP Board by Councillors Clancy, East and Wilby.

- 1.2. The last GNDP Board took place on 23 June 2017. The Board considered two substantive reports on: the scale of housing allocations required in the Plan; and, options for the strategic distribution of growth. The agenda and reports can be found at <http://www.greaternorwichgrowth.org.uk/dmsdocument/2363> and the draft minutes can be found at <http://www.greaternorwichgrowth.org.uk/dmsdocument/2365>

#### *Housing Numbers*

- 1.3. The evidence for housing need is provided by a Strategic Housing Market Assessment (SHMA). In order to increase the prospects of enough homes being developed to meet this need, Local Plans will normally over-allocate sites to provide a contingency or delivery buffer. Including this buffer, it is proposed to identify sufficient sites for a total of 48,500 homes in the period 2015 to 2036. The current housing commitment, made up of development since the 2015 base date, outstanding planning permissions and existing Local Plan allocations, provides for most of this provision. Having taken account of current commitment, the GNLPA will need to find new sites for 8,900 homes. The delivery buffer also provides the flexibility required to deliver extra homes to support enhanced economic growth as envisaged through the City Deal.

#### *Developing Growth Strategy options*

- 1.4. The Board considered the issues that will help shape options for locating new growth, including key economic drivers, new transport infrastructure and the pattern of existing housing commitments. Seven options for locating the sites for the additional 8,900 homes were considered. The seven options are broad and strategic, outlining how much growth could be allocated to general locations and categories of settlement rather than to any specific place.
- 1.5. All the options propose a common approach to locating the sites for 5,000 of the dwellings that both maximises the opportunity for brownfield growth in the urban area and ensures that there are opportunities in more rural locations. Each of the options takes an alternative approach for the remaining 4,900 homes. These options include: urban concentration; supporting the Cambridge Norwich tech corridor; a focus on transport corridors; and various levels of rural dispersal with and without a new settlement.
- 1.6. At this stage we are developing options for consultation rather than determining a preferred way forward. As the plan develops we will need to ensure that the GNLPA reflects County Council policies and priorities. For example, the County Council’s health and transport agendas would require any new housing allocations to provide for safe routes to schools. Members may wish to comment on key issues and themes for the plan.

#### *Next Steps*

- 1.7. These papers are contributing to the development of a draft “Reg 18” document for public consultation. The next meeting of the GNDP Board on 21 September will consider this document with the aim to begin consultation around the end of October. The recommendations of the September GNDP Board will be reported to EDT on 20 October 2017.
- 1.8. Further information on the GNDP Board, including the full set of Board papers, and the emerging Local Plan can be found at <http://www.greaternorwichgrowth.org.uk/planning/greater-norwich-local-plan/>

## **2. Financial Implications**

- 2.1. There are no direct financial implications. Staff support is managed through existing resources.

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

- 3.1. There are no other significant issues that arise from this decision. This kind of partnership remains innovative.

## **4. Background**

- 4.1. The County Council has been working successfully in partnership across the Greater Norwich area for a number of years through the Greater Norwich Development Partnership and through the Greater Norwich Growth Board. Working in partnership has helped bring significant investment for infrastructure to the area.

### **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.

<b>Report title:</b>	<b>Recommendations of the Norfolk Duty to Cooperate Member Forum</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> Working in partnership across Norfolk helps to discharge the “duty to co-operate”.	

## Executive summary

The Norfolk Duty to Cooperate Member Forum helps to discharge the duty to cooperate. This includes overseeing the production of the Norfolk Strategic Framework. The Forum agreed to consult on the draft Norfolk Strategic Framework with consultees including the partner authorities.

The draft NSF sets out guidelines for strategic planning matters across the County, and beyond, and demonstrates how the authorities will work together through a series of potential agreements on planning related topics.

Appendix 1 includes a number of detailed comments that support and seek to improve aspects of the NSF.

### Recommendations

**Members welcome and support the production of the Framework document and support the Vision, Objectives and the Agreements it contains, subject to further consideration of the comments in Appendix 1.**

## 1. Proposal

- 1.1. When preparing Local Plans, authorities are subject to a number of legal and regulatory requirements including a legal duty to co-operate with neighbouring authorities in relation to strategically important land use issues which cross administrative boundaries. The result of such co-operation is expected to be better planning outcomes. The County Council is covered by the duty to cooperate as both a service provider and as a Minerals and Waste planning authority. This report principally concerns the former as the key Minerals and Waste duty to cooperate issues are with other strategic authorities.
- 1.2. In 2015 a formal duty to co-operate Members Forum was established with Terms of Reference to ensure that the duty to co-operate is effectively discharged. All authorities in Norfolk including the County Council participate in the forum which is supported via an officer team drawn from the authorities and other bodies such as the Environment Agency. The forum sought and gained agreement from each of the partner authorities to prepare a Norfolk Strategic Framework (NSF). The County Council is represented on the Forum by Councillor Sands.
- 1.3. The last Forum took place on 17 July 2017. The Forum agreed to publish a first

draft of the NSF for an eight week period of public consultation following which it will be amended and offered to each authority for formal agreement. The agenda and reports can be found at <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/norfolk-strategic-planning-member-forum>. This page also hosts the NSF consultation site. A copy of the draft framework can be found [here](#).

- 1.4. The draft NSF sets out guidelines for strategic planning matters across the County, and beyond, and demonstrates how the authorities will work together through a series of potential agreements on planning related topics.
- 1.5. The draft NSF sets out a proposed *Spatial Vision* and *Shared Objectives* for the Norfolk authorities, having regard to the main spatial planning issues of population growth, housing, economy, infrastructure and environment. Related to these, a number of proposed *Agreements* explain how the local planning authorities will seek to deal with the matters through their spatial planning role. Therefore, although the Framework is not a planning document in its own right, it can be seen as a guide for future planning work.
- 1.6. The framework includes: a high level vision to help guide Local Plans; four high level objectives covering the economy, housing, the environment, and infrastructure; and 20 separate draft agreements that each Council is being asked to sign up to.
- 1.7. In addition the document describes the spatial characteristics of the County drawing on and summarising a range of previously published, and specifically prepared, evidence.
- 1.8. The agreements are intended to ensure that the Planning Authorities work closely together where it is desirable to do so. In summary the agreements are:

**Agreements 1-3** – That the Norfolk planning authorities will plan to a common plan period extending to at least 2036 and in producing Local Plans they will seek to contribute towards the shared vision and objectives as outlined in the Framework.

**Agreement 4.** - That the Norfolk Authorities agree to prepare and maintain a consistent evidence base in relation to housing needs in three separate Housing Market Areas.

**Agreements 5, 6 and 7** – That outside of Greater Norwich each planning authority will continue to prepare separate Local Plans.

**Agreement 8** – That the focus for economic investment in the County will be on what are called the ‘Tier One’ Employment sites. These sites are recognised as having the most significant potential to attract inward investment and support high value sectors.

**Agreement 9-** That Local Plans will be prepared having regard to cross boundary economic and infrastructure issues.

**Agreements 10 -13** – cover overall housing need issues

**Agreement 14** covers the need for each authority to quantify and plan for the delivery of specialist types of accommodation including for gypsies, travelling show people, students and the elderly

**Agreements 15 and 16** cover the assessment of housing and economic land capacity using a common methodology; and to be taken to improve delivery rates



of new housing development.

**Agreement 17-** That the Authorities will work together to developed a combined approach to the roll out of the supporting infrastructure for 5G mobile technology.

**Agreement 18** – That the Authorities endorse the Planning for Health Protocol (see separate item on Agenda).

**Agreement 19** The Local Planning authorities will continue to work closely with the County Council and school providers to ensure a sufficient supply of school places and land for school expansion or new schools

**Agreement 20** –That the planning authorities will work together to produce a County wide Green Infrastructure (GI) strategy.

- 1.9. As part of the current consultation each of the authorities is being asked to formally endorse the Framework. An internal corporate consultation has been undertaken and detailed responses are attached in Appendix 1.

#### *Next Steps*

- 1.10. Following the consultation the responses will be considered by the Member Forum. A revised NSF will then be produced for endorsement by each of the authorities. A report on this will be considered by EDT at a future meeting. The duty to cooperate must be an ongoing process so there will be a need to update and roll forward the NSF.

## **2. Financial Implications**

- 2.1. There are no direct financial implications. Staff support is managed through existing resources.

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

- 3.1. There are no other significant issues that arise from this decision. This kind of strategic framework remains innovative.

## **4. Background**

- 4.1. The duty to cooperate was created in the Localism Act 2011, and amends the Planning and Compulsory Purchase Act 2004. It places a legal duty on local planning authorities, county councils in England and public bodies to engage constructively, actively and on an ongoing basis to maximise the effectiveness of Local and Marine Plan preparation in the context of strategic cross boundary matters.
- 4.2. The duty to cooperate is not a duty to agree. But local planning authorities should make every effort to secure the necessary cooperation on strategic cross boundary matters before they submit their Local Plans for examination.
- 4.3. Local planning authorities must demonstrate how they have complied with the duty at the independent examination of their Local Plans. If a local planning authority cannot demonstrate that it has complied with the duty then the Local Plan will not be able to proceed further in examination.
- 4.4. Local planning authorities will need to satisfy themselves about whether they have complied with the duty. As part of their consideration, local planning authorities will need to bear in mind that the cooperation should produce effective and deliverable policies on strategic cross boundary matters.

## **Officer Contact**

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## Appendix 1

### Detailed comments

	<p>We welcome the environment thread throughout the document as the environment is pivotal in ensuring resilience to climate change, quality of life, health, economic viability etc.</p>
Page 9	<p>Under Agreement 3 (To address housing needs in Norfolk) – suggest another bullet along the lines:  “Ensuring that new homes are served and supported by adequate social infrastructure, including schools, libraries, fire service provision; play space and green infrastructure provided through developer funding (i.e. through S106 agreements and/or Community Infrastructure Levy)”</p> <p>There should be a cross-reference to this point in Section 7 (Infrastructure and Environment) on page 40.</p>
Page 18 and 19	<p>Population tables. – The paragraph on the top of page 19 doesn't appear to tally with the figures in tables 2 and 3 e.g. 15-64 3% growth in para whereas 20-64 in table 3 shows -5.6% ; &amp; 0-16 in para shows 8.6% growth whereas table 3 shows -0.9% (0-19). While they are looking at slightly different cohorts there are quite big differences so should be checked</p>
Page 29	<p>Acronyms have been used without previously being stated in full. (SAC, SPA, SSSI)</p>
Page 48	<p>The section on Education should be updated to read:</p> <p><b>EDUCATION</b></p> <p>Norfolk's School Capacity return to the DfE (SCAP) indicates that Norfolk's school population will continue to grow over the next 10 years. Primary age population including the influence of housing with full permission will rise by around 4% and secondary by 22% (children currently in the school system including the additional 4% covered by growth). Further housing coming forward is likely to produce a higher increase percentage.</p> <p>More specifically, September 2017 school population is over 1300 more than in 2016. Year 10 currently has the lowest cohort of children and numbers have risen steadily since 2006 when that cohort joined the school system in reception. September 2016 reception cohort was nearly 800 pupils higher than it was 5 years ago.</p>

	<p>Recent years have seen a significant rise in the birth rate and demand for pupil places across the area. Pressure is mainly in urban areas which have seen the highest concentration of population growth. The speed of delivering houses is key to the requirements of school places so careful monitoring of housing progress is undertaken between County Council/District/Borough Councils.</p> <p>Standards in Norfolk schools have risen considerably over the past 5 years with 88% of schools being graded Good or Outstanding in 2017 compared with 70% 4 years ago.</p> <p>The Local Authority retains responsibility for ensuring that there is a sufficient supply of school places and works with a range of partners, eg. Dioceses and Academy Trusts to develop local schemes. Norfolk County Council’s School Growth and Investment Plan, published every January identifies three growth areas requiring more than one new primary phase school and a further 10 areas requiring one new school. Expansion to existing schools will also be required in some areas of the County. A new High School for north east Norwich is also being discussed and planned.</p> <p>Agreement 19 (Education) – is supported and would be strengthened by adding:</p> <p>“... and use S106 and / or Community Infrastructure Levy funds to deliver additional school places where appropriate”</p> <p>Also It would be useful if Agreement 19 could be expanded to indicate:</p> <p>“The authorities agree to continue supporting the implementation of the County Council’s Planning Obligations Standards as a means of justifying any S106 payments or bid for CIL funds needed to mitigate the impact of housing growth on County Council infrastructure”</p>
Page 50	<p>Under ‘Current Network’- the text says ‘The A47 continues as the A12 trunk road from Great Yarmouth to Lowestoft’. Highways England have recently resigned this section of road as A47.</p> <p>The document could make reference to development and improvement of the Major Road Network (MRN) following the announcement from DfT to invest monies from road fund duty. (There are no specific schemes identified but we expect to be asked for funding bids within the next 12 months).</p>
Page 57	<p>“New GI can also mitigate impacts on existing <i>ecologically</i> sensitive sites.”</p>

Page 58	The document should clarify what is meant by 'protection and maintaining the Wensum, Coast, Brecks and the Broads' and why these areas are significant. If the reference is targeted at designated sites of most significance to Norfolk e.g. Area of Outstanding Natural Beauty, National Park and European designated sites, these should be referred to in the appropriate context. The NSF should be specific that the GI network will also require <u>enhancement</u> in order to support growth.
Table 15	It is recognised that as the NSF is rolled forward and updated, there will be a need to add GI projects as they reach an appropriate stage in their development.
	<p>Comments from a public health perspective</p> <p>Several of these comments relate to the potential for shared priorities and consistent approaches rather than specific strategic cross boundary issues. Nevertheless, the NSF provides the opportunity to consider this potential.</p> <ul style="list-style-type: none"> <li>• Support the principle to develop a “good relationship between homes and jobs” as it supports active travel and minimises vehicular movements, while recognising the need to avoid any potential adverse environmental impacts on residential accommodation of the employment activity within a close proximity (air quality, noise, access to open spaces etc.) (p.8)</li> <li>• Support “a major shift away from car use towards public transport, walking and cycling” (p.8). Recent <u>evidence review</u> by Public Health England on spatial planning correlates provision of active travel infrastructure and public transport with better outcomes relating to health, cardio vascular disease and road traffic accidents / KSI</li> <li>• Provision of good quality housing (p.9) is a fundamental determinant of health and we would strongly support a mix of accommodation which meets a variety of income and physical needs. The same PHE report emphasises the importance of warm and energy efficient homes on health outcomes. There is also evidence which highlights the importance of upgrading existing stock as well as the quality of new build and some reference to this may be welcome. It may also keep existing housing stock in use for longer, reducing the need for new build.</li> <li>• The review also highlights the need to consider particular housing needs of other groups such as those with a learning disability, history of substance misuse, affordable housing for those who are homeless and those with chronic medical conditions such as HIV / AIDS. The need to plan for older people and students is referenced (p.37) so specific reference here may make sure these groups are not overlooked</li> </ul>

	<ul style="list-style-type: none"> <li>• Access to sporting, physical activity and green and open spaces and facilities is supported and we want to ensure this is available across tenures and locations, with particular reference to the challenges within the housing White Paper on access to open spaces within urban areas<sup>1</sup></li> <li>• With a 2036 end date for the framework, and the recent announcement on sales of petrol and diesel cars ending by 2040, the NSF could usefully reference cross border and cross agency work to support the switch to low emission vehicles, for example, charging points delivered both within new developments and at appropriate points on the road network (p.15). This is supported by recent <u>NICE guidance</u> on air quality</li> <li>• Consideration could be given to a consistent approach on urban design for example the use of green walls and planting to mitigate poor air quality or avoid unintended consequences relating to “air canyons” may be useful</li> <li>• With regard to population and household estimates and the impact of, for example, life expectancy we would also highlight a number of factors to consider from the recent <u>2017 Health profile for England</u> : <ul style="list-style-type: none"> <li>○ Life expectancy continues to rise, albeit at a declining rate, but the number of years spent in poor health is increasing. This will impact the need for particular housing, transport and service delivery solutions</li> <li>○ The life expectancy gap between men and women is closing which may later affect the size of older person households over time</li> <li>○ Deprivation and inequality continue to be key and enduring factors in poor health outcomes and so need addressing. Consequently access to housing and employment and the impact of spatial and economic planning on these factors needs consideration</li> <li>○ There is growing evidence of the link between incidents of flooding (p.55) and poor mental health</li> </ul> </li> <li>• It is recognised (p.31) that affordability is a key barrier to accessing good quality housing. Given the proposed changes in some definitions of affordability within the White Paper<sup>2</sup> we would welcome some consistent approach across the county which would support adequate provision across localities and reduce the risk of development being piecemeal over geographic boundaries.</li> <li>• Given the pressures on the electricity and water infrastructures we would support a countywide approach to increasing capacity which minimises environmental impact through construction materials and processes, noise and loss of green infrastructure</li> </ul>
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<sup>1</sup> See White Paper 1.53 “avoiding a rigid application of open space standards if there is adequate provision in the wider area“

<sup>2</sup> Box 4 p.100

	<ul style="list-style-type: none"> <li>• Without underplaying the importance of physical inactivity and smoking on causes of death (p.47) the 2017 state of England does introduce concerns about other factors, some of which may be ameliorated by spatial planning interventions. These include dementia and Alzheimer’s and poor diet. There are some links back not only to physical activity but also accessibility of affordable and good quality food. A county wide approach to land use and affordable fresh fruit and vegetables in particular would be welcomed</li> <li>• We would support use of the health Protocol, for example, to plan for and manage access to health care, although evidence suggests that other factors related to income, environment, education etc. are much more closely correlated to good health outcomes</li> </ul> <p>Themes</p> <ul style="list-style-type: none"> <li>• Underpinning this response are some key themes around: <ul style="list-style-type: none"> <li>○ Air quality</li> <li>○ Affordable and good quality housing</li> <li>○ Physical activity and transport</li> <li>○ Diet and access to good food</li> <li>○ Employment for all</li> </ul> </li> <li>• We would also welcome cross-authority consistency on some of these key measures to reduce the risk of developments varying within the county and therefore impacting populations in different ways or enabling activity to pick locations where the health requirements are seen to be of a lesser order</li> </ul>

# Environment, Development and Transport Committee

Item No.

<b>Report title:</b>	<b>Highway Asset Performance Report</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Environment and Community Services</b>

## Strategic impact

The highway network is fundamental to the local economy and plays a major part in many aspects of our lives. An effective network enables everyone to move around the county more easily for access to work, key services and leisure.

Our goal for is to provide a value for money highway service, whilst continuing to provide a safe highway network and maintaining public satisfaction, in line with corporate priorities.

## Executive summary

This report highlights performance of the highway asset against current service level priorities, based on previous Member decisions. It covers planned capital structural maintenance of the assets only.

The 2017-18 budget of £38.4m includes the final year of surface water drainage scheme in Greater Norwich funded from the DfT Challenge Fund, together with some National Productivity Investment Fund we were able to use for maintenance, and a County Council contribution of £0.634m for Market Town drainage. The estimated budget is £31.3m in 2018-19.

The condition data for 2006-7 is used as a baseline against which the highway backlog is measured. The overall highway asset backlog at June 2017 is £51.4m, which has slightly increased from the 2015/16 figure of £48.9m. This compares with in £59.4m in 2014/15 and £72.5m in 2013/14.

Public satisfaction with highway condition in Norfolk, remains positive. In the 2016 survey we are ranked 3<sup>rd</sup> overall of 28 shire counties, compared with 2<sup>nd</sup> last year. The slight increase in the backlog and maintenance of comparatively good public satisfaction suggests that the current asset management strategy has been effective.

The report also covers the review of the Code of Practice for Well-Managed Highway Infrastructure and some proposed changes to standards that require Member approval.

### Recommendations:

- 1) **Members to note;-**
  - a) **Progress against the Asset Management Strategy Performance framework and the continuation of the current strategy and targets**
- 2) **Members to review and approve the proposed;-**
  - a) **Adoption of the Recommendations in Well-Managed Highway Infrastructure a Code of Practice**
  - b) **An improvement plan to prepare for the introduction of the Code**
  - c) **The Asset Management Framework**
  - d) **Frequency of highway safety inspections**

## 1. Proposal



## 1.1. **Highway Asset Performance**

- 1.1.1. Our Highway Asset Management Policy was agreed in July 2014 by EDT committee. The Strategy was reviewed on 14 October 2016 by the EDT committee who approved a performance framework.
- 1.1.2. This allows members to be informed on whether the strategy is delivering the performance targets, and to take corrective action or manage changing circumstances such as annual budgets or the regulatory framework. Evidence is in section 2.

## 1.2. **Well Managed Code of Practice for Highway Infrastructure**

- 1.2.1. The Code of Practice is not statutory but provides highway authorities with guidance on highways management. Adoption of the recommendations within this document is a matter for each highway authority.
- 1.2.2. Highway authorities have certain legal obligations to which they have to comply, and which will on occasion be subject to claims or legal action by those seeking to establish non-compliance. It has been recognised that in such cases, the contents of the Code may be considered relevant best practice.
- 1.2.3. The standards included in our Transport Asset Management Plan are developed with reference to the Code, based on our own legal interpretation, risks, needs and priorities.
- 1.2.4. A new Code of Practice was published in October 2016. It changed to a risk-based approach determined by each Highway Authority and will involve appropriate analysis, development and approval through authorities' executive processes. Its use evidenced by Member's approval will aid the development of our service.
- 1.2.5. Approval is sought to adopt the 36 recommendations and an Improvement Plan to manage this change.
- 1.2.6. The individual proposals for highway safety inspections, are detailed in section 4 and have been developed with the new Code in mind.

## 2. **Highway Asset Performance**

### 2.1. **Performance Framework**

- 2.1.1. The progress of our Asset Management Strategy is informed by the performance measures agreed with this committee on the 14 October 2016. The 2016-17 result can be seen in App A. These are generally in line with targets and no change to the strategy and performance targets are suggested at this stage. Members are asked to note the progress.

### 2.2. **Asset Condition**

- 2.2.1. It was recognised that the current level of funding makes the maintenance of current condition challenging and that in most circumstances the strategy will be to manage a slight deterioration.
- 2.2.2. Any shortfall in achieving 2006-07 service levels, or otherwise agreed in 2013-14, is described as a backlog. The overall highway asset backlog at April 2017 is £51.4m. This is a slight increase compared with £48.9m in 2016. This has been summarised in Appendix B.
- 2.2.3. The progress of the Greater Norwich Drainage scheme has reduced the drainage backlog but this has been balanced by the slight decline in road condition. A summary on the performance of individual asset types can be seen in Appendix C.

### 2.3. **Customer Satisfaction**

- 2.3.1. The National Highways and Transport Network Survey is carried out annually. For the 2016 survey 3,300 Norfolk residents, chosen at random, were asked to rate a range of highway and transportation services, including public transport, walking and cycling, congestion road safety and highway maintenance.
- 2.3.2. Altogether 106 local authorities signed up for the 2016 survey. Out of the 28 county councils, Norfolk ranked:
- 2.3.3. Overall – 3rd  
Traffic management – 3rd  
Condition of highways – 5th  
Local bus services – 5th  
Street lighting – 9th  
Road safety education – 10th  
Satisfaction with public rights of way – 25th
- 2.3.4. Overall Norfolk County Council ranked second against comparable county councils, compared with second in 2015.
- 2.3.5. The results of the 2017 survey are due to be released shortly after the committee meeting, and published on 30 October.

### **3. Well-Managed Highway Infrastructure a Code of Practice**

- 3.1 We propose to adopt the 36 recommendations.
- 3.2 An improvement plan (see Appendix D) has been drafted to enable the recommendations of the new Code to be adopted for 2018-19. Approval is sought from members for the plan.
- 3.3 Recommendation 2 states, “An Asset Management Framework should be developed and endorsed by senior decision makers. All activities outlined in the Framework should be documented.
- 3.4 We are currently using the framework described in “The Asset Management Framework Highway Infrastructure Asset Management Guidance Document May 2013” (see Appendix E) in the continuing development of our Transport Asset Management Plan and seek formal approval for this.

### **4. Highway Standards**

- 4.1. As part of the report to this committee in Oct 2016 a change in inspection frequency for our main roads from monthly to 6 weekly, creating an efficiency was agreed for 2017-18 and was approved 14 Oct 2016 for 2017-18.
- 4.2. Upon implementation an opportunity was identified to extend the principle to our Town Centre inspection of both roads and footways.
- 4.3. The table to the attached Appendix F shows the proposals we are seeking approval for.

### **5. Financial Implications**

- 5.1. It is anticipated that proposed changes in highway safety inspection frequency, will allow us to target our available resources as efficiently as possible.

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

- 6.1. We have analysed our traffic data and third party claims and following a risk-based approach believe the change in highway safety inspections frequency and winter service decision making will not diminish highway safety.

- 6.2. If the funding for the quantity of our highways schemes is reduced in future years due to changes in budgets or inflation, the performance framework targets should be revisited as they are unlikely to be sustainable.

## 7. Background

- 7.1. At the EDT committee meeting on 14 October 2016 Members approved the Highways asset management strategy and performance framework- [EDT committee minutes 14 Oct 2016 Highways asset management- Improvement plan](#)
- 7.2. At the EDT committee meeting on 27 January 2017 Members approved the Highway capital programme and Transport Asset Management Plan (TAMP) - [EDT committee minutes 27 Jan 2017 Highways Capital Programme and TAMP](#)
- 7.3. This was subsequently approved by the Full Council meeting on the 10 April 2017. [Norfolk County Council minutes 10 Apr 2016 Highways Capital Programme and TAMP](#)

## 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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**Asset Management Strategy Performance Measures**


Theme	Indicator Description	Vital Sign	Frequency of reporting	Service Level to inform backlog	LTP	14-15	Context	15-16	Context	Agreed performance targets 14 Oct 2016 EDT committee				Actual			
										16-17	17-18	18-19	19-20	16-17	Context	Which is better?	Aim
Safety	Number of people killed and seriously injured on Norfolk's roads	✓	Monthly			410		369		369				402		Higher	Improve
	Repudiation Rate of Highway Insurance Claims		Annual			80%		81%		81%				79%		Higher	Maintain
	Winter gritting - % of actions completed within 3 hours	✓	Monthly							100%	100%	100%	100%	86%		Higher	Maintain
	Highway Safety Inspection carried out on time		Monthly			98.50%		97.76%						TBC		Higher	Maintain
	% Priority A defects attended within response timescale (2 hours)		Monthly			96%		96%						TBC		Higher	Maintain
	% Priority B defects attended within response timescale (Up to 4 days)		Monthly			97%		98%						TBC		Higher	Maintain
Serviceability	Roads	Condition of Principal roads	Annual	2006-7 treatments	4.2%	3.4	marginally better than national average	2.50%		2.80%	3.10%	3.40%	3.80%	2.80%		Lower	Slight decline
		Condition of classified non-Principal roads	Annual	2006-7 treatments		10.7	marginally worse than national average	6.48%		7.49%	8.34%	9.24%	10.12%	7.69%		Lower	Slight decline
		Condition of Unclassified roads	Annual	2006-7 treatments		22%	marginally worse than national average	17%		18%	20%	21%	23%	18%		Lower	Slight decline
	Footways	Condition of Footways 1 - Footway Network Survey (FNS) level 4	Annual	12.50%		13.20%		16.10%		19%	22%	25%	27%	12.70%		Lower	Slight decline
		Condition of Footways 2 - FNS level 4	Annual	25%		26.88		32.70%		36%	39%	41%	42%	27.80%		Lower	Slight decline
		Condition of Footways 3 - FNS level 4	Annual	30%		29.30%		28.90%		29%	30%	31%	32%	27.90%		Lower	Slight decline
		Condition of Footways 4 - FNS level 4	Annual	30%		30%		29.50%		30%	31%	32%	33%	28.90%		Lower	Slight decline
	Structures	Bridge Condition Index Score HGV	Annual	91.92		89.82		89.9		89.3	88.8	88.2	87.8	90.03%		Higher	Slight decline
		Bridge Condition Index Score Non-HGV	Annual	88.93		91.23%		90.92%		91	90.5	90	89.5	90.83%		Higher	Slight decline
		Bridge Strengthening number of bridges requiring strengthening	Annual	2				2		1	0	0	0	2		Lower	Improve
Traffic Signals	Traffic Signals controller age no more than 20 years	Annual	20 yrs.				6		3	0	0	0	5		Lower	Improve	
Street Lighting	% Street Lighting working as planned (lights in light)	Monthly			99.62%		99.63%		99%	99%	99%	99%	99.34%		Higher	Maintain	
Customer Satisfaction	NHT Overall	KBI 01 - Overall (local)	Annual			56.1	3rd best County	56.2	2nd best County	56.2				56	3rd best County	Higher	Maintain
		KBI 11 - Pavements & Footpaths	Annual			57	9th best County	58.8	5th best County	58.8				59	8th best County	Higher	Maintain
	NHT Walking & Cycling	KBI 13 - Cycle routes and facilities	Annual			51.5	10th best County	53.8	3rd best County	53.8				52	9th best County	Higher	Maintain
		KBI 15 - Rights of Way	Annual			58.3	14th best County	58	17th best County	58				57	22nd best County	Higher	Maintain
	NHT Highway Maintenance & Enforcement	KBI 23 - Condition of highways	Annual			40.6	2nd best County	43.6	3rd best County	43.6				40	5th best County	Higher	Maintain
		KBI 24 - Highway maintenance	Annual			50.5	6th best County	55.8	4th best County	55.8				53	7th best County	Higher	Maintain
Sustainability (Economic & Environment)	Street lighting - C02 reduction (tonnes) (Annual emissions)	KBI 25 - Street lighting	Annual			62.5	16th best County	62.6	18th best County	62.6				66	9th best County	Higher	Maintain
		Street lighting - C02 reduction (tonnes) (Annual emissions)	✓	Annual			10532		10517		10711	10375	9870	9814	10352	Target 9814 tonnes by 2020 (12.5% reduction from 2008/9 baseline)	Lower


Key


Variance from Performance Targets

Positive greater than 2% = 

Positive greater than 1% less than 2% = 

within 1% = 

Negative Greater than 1% less than 2% = 

Negative Greater than 2% = 

Appendix B

	Backlog	Budget	Backlog	Budget	Steady State estimate	Budget Need 2018-19*	
	2015-16	2016-17^	2016-17	2017-18^			
Asset type	£m	£m	£m	£m	£m	£m	
A roads	6.9	4.583	8.59	4.384	10.075	18.665	
B roads	0	1.321	0	1.545	3.817	3.817	
C roads**	0	4.852	0	5.112	8.055	8.055	
U roads**	0	3.958	11.72	4.717	5.798	17.518	
Machine Patching		0.681		0.695			
Capitalised Patching/Potholes ex revenue		6.482		7.082	7.082	7.082	
Category 1 footways	0.192	0.45	0.01	0.496	0.811	0.821	
Category 2 footways	1.674		0.459		2.425	2.884	
Category 3 footways	0	1.873	0	1.759	8.668	8.668	
Category 4 footways	0		0		3.261	3.261	
Highway Drainage	Maintenance	0.196	0.34	0.673	0.177	0.673	0.673
	Bid Match Pot		0.075		0.075	0.075	0.075
	Improvement (Challenge)	30.641	3.33	21.123	4.773	0	0.000
	Improvement (Town)				0.634	0.634	0.866
	Improvement (NPIF)				0.4		
Capitalised Drainage small repairs		0		0.33	0.33	0.33	
Bridges	Maintenance Bridges	8.7	0.505	8.2	0.505	2.863	11.063
	Maintenance Culverts	0.0					
	NPIF				0.03		
	Strengthening Assessment etc.	0.245	0.045	0.315	0.045	0.240	0.240
small works (ex. revenue)		0.25		0.25	0.150	0.15	
		0.4		0.4	0.400	0.4	
Traffic Signals	Replacement	0.198	0.45	0.173	0.25	0.250	0.499
	small works (ex. revenue)		0.6		0.6	0.600	0.6
	system		0		0.02	0.02	0.02
Signs & Post (ex. revenue)		0.2		0.2	0.200	0.2	
Park and Ride Sites	0.003	0.025	0.013	0.025	0.037	0.037	
Area Manager Schemes		0.22		0.14	0.140	0.14	
Vehicle restraint systems - planned works	0.11	0.112	0.12	0.092	0.142	0.262	
Vehicle restraint systems - RTA repairs		0		0.05	0.05	0.05	
Contingencies***		3.204		3.665		3.655	
<b>Total</b>	<b>48.859</b>	<b>33.956</b>	<b>51.396</b>	<b>38.451</b>	<b>56.796</b>	<b>90.031</b>	

### Notes

These figures are taken from the price base for each year, not a common price base. 2016/17 Backlog based upon 1-4-17 prices.

The backlog figure refers to the end of year, 31/3/2016

\* Where service condition is linked to condition surveys, the budget need is to recover service condition not just hold condition in year

^ Budgets include winter / Flood damage / additional grants

\*\* These budgets have not been ring-fenced but shared across 'C' & 'U' roads

Trade inflation expected in 2017-18 and 2018-19 has not been taken into account

## 1. Condition of Highway Assets Summary

### 1.1 Roads

- 1.1.1 The results from our condition surveys for 2016-17 were in line with the asset management strategy and performance targets . All roads have all shown a slight decline previous year's results.

	2015/16	2016/17		Local Transport Plan roll-fwd. Target
		Agreed Performance Measure target	Actual	
'A' roads	3% (2.5%)	3% (2.8%)	3% (2.8%)	4.2%
'B' & 'C' roads	6% (6.48 %)	7% (7.49%)	8% (7.69%)	n/a

Note: Lower is better. Figures in brackets are the actual figures, but these are rounded to the nearest whole number when reported.

- 1.1.2 The A roads show a continued increase in treatment costs against are baseline generating a backlog. The B & C network treatment costs are still below are baseline comparison.
- 1.1.3 Unclassified (U) road condition indicator showed a slight decline from 17% to 18% for a 4-year average. The survey showed an increase in the number of structural defects which are more costly than some others. This has generated a backlog in treatment costs against our baseline.

	2015/16	2016/17	LTP Target roll-fwd.
'U' roads	17% (16.9%)	18% (18.3%)	n/a

- 1.1.4 For 2016-17 we have a backlog on our 'A' roads and U roads. Backlogs are shown in Appendix 1;
- 1.1.5 National Statistics 2015-16 provide the most recent comparative data. Our A roads were average, our 'B', 'C' and 'U' below average.

### 1.2 Bridges

- 1.2.1 The Bridges HGV score showed marginal improvement and non-HGV score marginal decline, from 2015-6 to 2016-17. Bridge Condition Index Scores were 89.9 and 90.92 on the HGV and non-HGV networks respectively. These scores are currently (April 2016) 90.03 and 90.83.
- 1.2.2 For 2016-17 we have a backlog on our HGV network of £8.2m.
- 1.2.3 No strengthening works were completed in 16/17. Two bridges still require attention and are in the forward programme.

### 1.3 Traffic Signals

- 1.3.1 During 2016/17 thirteen installations were replaced, consisting of 8 like-for-like replacements, 2 Pelican crossings converted to Zebra crossings, 1 Pelican crossing improved to a Toucan facility and 2 installations effectively replaced by NATS schemes delivered in Norwich City.
- 1.3.2 The resultant backlog at the end of 2016/17 is 5 installations, representing a budget of £0.173m.

### 1.4 Footways

- 1.4.1 Our 2016-17 showed a marginal improvement in our remaining network, which was better than expected.

Footway Hierarchy	Frequency	Service Level	Condition Level 4 (structurally unsound)	
			2015-16	2016-17
Cat 1	2-year data	12.5%	16.1%	12.7%
Cat 2		25%	32.7%	27.8%
Cat 3	4-year data	30%	28.9%	27.9%
Cat 4		30%	29.5%	28.9%

- 1.4.3 There is a backlog against our service level for our higher categories footway totaling £0.496m

### 1.5 Drainage

- 1.5.1 There are not any formal condition surveys of highway drains. Overall condition is assessed from regular road inspections. The identified schemes are a mixture of small scale local interventions and larger “catchment wide” projects. The maintenance drainage backlog has decreased. This reflects the completion of the first major stages of the Greater Norwich Surface Water Drainage Scheme which will continue in 2017-18.
- 1.5.2 Our members have approved NCC capital funding of £1.5m on ‘Market Town’ Drainage over a 3-year period starting 2017-18.

### 1.6 Park & Ride Sites and Norwich Bus Station

- 1.6.1 The service level on these sites is, to fully fund any urgent, essential or necessary structural maintenance works identified by an annual inspection. There is a very small shortfall.

### 1.7 Vehicular Restraint Systems (VRS)

- 1.7.1 Our service level uses information from structural integrity surveys carried out on the whole stock over a 5-year period. We have adopted a service measure whereby if those sites assessed as priority 1 through risk assessment were not to be funded then they would represent a backlog.
- 1.7.2 Two schemes has been deferred into 2017-18, with an estimated cost of £120k.

SUMMARY OF RECOMMENDATIONS Code of Practice for Well-Managed Highway Infrastructure							
Recommendation			Adopt	Existing Practical demonstration	Improvement Plan	Who	When
1	USE OF THE CODE	This Code, in conjunction with the UK Roads Liaison Group (UKRLG), Highway Infrastructure Asset Management Guidance, should be used as the starting point against which to develop, review and formally approve highway infrastructure maintenance policy and to identify and formally approve the nature and extent of any variations.	Yes	1. Norfolk CC has used past Codes in similar way	A. Need review and paper taken to EDT	Asset & Capital Programme Manager	15/09/2017 EDT committee
					B. Update Transport Asset Management Plan (TAMP) to remove old Code of Practice (CoP) references as 2-year review progresses. Starting with 2018-19 TAMP	Asset & Capital Programme Manager	Jul-18
2	ASSET MANAGEMENT FRAMEWORK	An Asset Management Framework should be developed and endorsed by senior decision makers. All activities outlined in the Framework should be documented. (Highway Infrastructure Asset Management Guidance (HIAMG) Recommendation 1)	Yes		A. Review TAMP content and update, members will sign-off in annual paper	Asset & Capital Programme Manager	15/09/2017 EDT committee
3	ASSET MANAGEMENT POLICY AND STRATEGY	An asset management policy and a strategy should be developed and published. These should align with the corporate vision and demonstrate the contribution asset management makes towards achieving this vision. (HIAMG Recommendation 3)	Yes	1. Asset Management Policy & Strategy adopted EDT July 2014,  2. Strategy revisited EDT 14 Oct 2016	A. Reaffirm or review as part of Annual Highways Asset Performance Report	Asset & Capital Programme Manager	15/09/2017 EDT committee
4	ENGAGING AND COMMUNICATING WITH STAKEHOLDERS	Relevant information should be actively communicated through engagement with relevant stakeholders in setting requirements, making decisions and reporting performance. (Taken from HIAMG Recommendation 2)	Yes	1. Consultee list for highway works  2. Consultation Hub 3. BS11000 Communication Strategy adopted EDT 14 Oct 2016 4. Annual Highway Asset Performance Report to members agreed EDT 14 Oct 2016. Common practice since 2008. 5. Inspection and maintenance practices and performance of highway assets are in the TAMP published every year.	A. Review Communication Plan as part of annual management cycle	Highway Services Manager	Annually in November of each year after publication of National Highways Transport (NHT) Customer Satisfaction Survey results



5	CONSISTENCY WITH OTHER AUTHORITIES	To ensure that users' reasonable expectations for consistency are taken into account, the approach of other local and strategic highway and transport authorities, especially those with integrated or adjoining networks, should be considered when developing highway infrastructure maintenance policies.	Yes	<ol style="list-style-type: none"> <li>1. Adjoining authorities on Consultee list for highway works</li> <li>2. Similar for network policy, hierarchy, permit schemes etc.</li> <li>3. Maintenance boundary including bridges agreements with neighbouring authorities are in place</li> <li>4. Noting sometimes local communities want differing things near the boundaries i.e. HGV traffic movements</li> </ol>	A. When developing any Highway Network Management and Maintenance Policies, include review of practices in region. Using existing regional groups such as Eastern Area Consortium (Winter) and Eastern Highways Alliance	Highway Services Manager & Team Manager network Management (Analysis & Safety)	1. When any policy review undertaken
6	AN INTEGRATED NETWORK	The highway network should be considered as an integrated set of assets when developing highway infrastructure maintenance policies	Yes	<ol style="list-style-type: none"> <li>1. Policy development scopes impact on all modes and vulnerable groups. Equality Impact Assessment (EIA)</li> <li>2. Capital Programme managed via an integrated programme management system 'Scheme information management system' (SMIS). Programmes from various themes i.e. walking &amp; cycling, local safety and maintenance are overseen by one team who look for opportunities to combine works at one location.</li> <li>3. Safety Audit considers all modes</li> </ol>	A. Not required – Maintain current practice	Highway Services Manager together with Asset & Capital Programme Manager & Safety Audit & Major Projects	When any policy review undertaken

7	RISK BASED APPROACH	A risk based approach should be adopted for all aspects of highway infrastructure maintenance, including setting levels of service, inspections, responses, resilience, priorities and programmes .	Yes	<p>1. Risk section contained within committee template.</p> <p>2. Risks managed at levels with NCC i.e. Corporate, Departmental, Group within in common framework</p> <p>3. Risk section of our Transportation Asset Management Plan</p> <p>4. Highway defect risk register and response times built around risk principles</p> <p>5. Resilient network, risk areas identified and mitigation</p> <p>6. A risk based approach is currently adopted to set Principal Inspection frequencies for bridges using IAN 171/12 (Risk based Principal Inspection frequencies) We have been reviewing the inspection frequency for culverts over the last year.</p> <p>7. Moving away from a strict application of standards and codes, Street Lighting/Highway Inspections/Winter service? These will all require new documentation See example done for highway inspections in 2012 in order to incorporate PROW inspections that is now being rewritten for new regime starting 2017</p>	<p>A. Review and agree with Risk &amp; Insurance, methodology, analysis and record keeping for risk-based approach to be applied for template for all aspects of highway infrastructure maintenance, including setting levels of service, inspections, responses, resilience, priorities and programmes</p> <p>B. Determine review programme for Highways Group</p> <p>C. Each responsible team needs to carry out a review of its services and incorporate a risk based approach. It needs to be able to demonstrate that it has identified the risks and have systems in place to mitigate that risk whilst still moving away from empirical rules.</p> <p>D. Review Highway Group / Service level risk register and Maintain</p> <p>E. Lessons learnt for 'risk' being considered by Corporate Finance (incentive fund action)</p> <p>F. Develop enhancement to Mayrise to allow cross network reporting Section Nos / USRN Mayrise routine records and rates/inspections/asset. Or suitable alternative Same as 11 &amp; 14</p> <p>H. Review attributes held in 'Figtree', considering analysis requirements for periodic for both insurance section and highway requirements. Same as 18</p>	<p>Highway Services Manager</p> <p>Highway Services Manager</p> <p>Relevant Team Managers to be identified</p> <p>Highway Services Manager &amp; Capital Programme Manager</p> <p>Risk management Officer</p> <p>Highways Support Systems Manager together with Area Manager West and Asset &amp; Capital Programme Manager</p> <p>Highway Services Manager</p>	<p>Jan-18</p> <p>Feb-18</p> <p>Sep-18</p> <p>Nov-17</p> <p>Feb-18</p> <p>Dec-17</p> <p>Nov-17</p>
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8	INFORMATION MANAGEMENT	Information to support a risk based approach to highway maintenance should be collected, managed and made available in ways that are sustainable, secure, meet any statutory obligations, and, where appropriate, facilitate transparency for network users.	Yes	1. Various systems used to hold data	A. Liaise with Risk & Insurance to Update Insurance Claim attributes in '@Figtree' to enable improved reporting. Same as 7.h	Highway Services Manager	Oct-17
				a. Highway Management System	B. Issue guidance / procedure. As determined in Action 7.1	Highway Services Manager	Jan-18
				b. Pavement Management System  c. AMX bridge Management System d. Insurance System e. Key Accident f. Key Lab g. Traffic database h. Arc GIS and Norfolk Mapping Browser, mapping layers from external sources and internal data sources i. Scheme Management Information system (SMIS) j. Surface dressing layer since 2002 and forward k. Maintenance Surfacing Scheme Database – past resurfacing  l. Intranet. Our processes and policies J. Figtree. Insurance data k. Customer Service Centre / NCC website - service requests, distribution, resolution l. Consultation Hub including analysis of returns m. Risk register n. Electronic folders O. Contractor returns gullies, grass cutting	C. Retain information that informs risk assessment, for future reference.	Relevant Team Managers to be identified	Apr-18
9	NETWORK INVENTORY	A detailed inventory or register of highway assets, together with information on their scale, nature and use, should be maintained. The nature and extent of inventory collected should be fit for purpose and meet business needs. Where data or information held is considered sensitive, this should be managed in a security-minded way.	Yes	1. We use various systems used to manage our data	A. Gully Emptying IT development / Process review to enable contractor returns and new adoptions to be captured and issued	Area Manager (West) together with Asset & Capital Programme Manager	Apr-18
				a. Highway Management System b. Pavement Management System c. Bridge Management System d. Insurance System e. Key Accident f. Key Lab g. Traffic database h. Arc GIS and Norfolk Mapping Browser mapping layers from external sources and internal data sources. GIS team is corporate resource. i. Intranet. Our processes and policies 2. Asset Data Management Strategy approved by EDT Committee 14 Oct 2016	B. Maintain current practice	Relevant Team Managers / Asset Data Owners	N/A

10	ASSET DATA MANAGEMENT	The quality, currency, appropriateness and completeness of all data supporting asset management should be regularly reviewed. An asset register should be maintained that stores, manages and reports all relevant asset data.  (HIAMG Recommendation 5)	Yes	1. We use various systems used to manage our data  a. Highway Management System b. Pavement Management System c. Bridge Management System d. Insurance System e. Key Accident f. Key Lab g. Traffic database h. Arc GIS and Norfolk Mapping Browser mapping layers from external sources and internal data sources. GIS team is corporate resource. i. Intranet. Our processes and policies 2. Asset Data Management Strategy approved by EDT Committee 14 Oct 2016 3. Data Management Plan	A. Data Management Plan seek to  a. widen scope of work areas b. ensure being followed through	Asset & Capital Programme Manager together with Highway Services Manager	Jan-18
11	ASSET MANAGEMENT SYSTEMS	Asset management systems should be sustainable and able to support the information required to enable asset management. Systems should be accessible to relevant staff and, where appropriate, support the provision of information for stakeholders.  (HIAMG Recommendation 12)	Yes	1. We use various systems used to manage our data  a. Highway Management System  b. Pavement Management System c. Bridge Management System d. Insurance System 'Figtree' e. Key Accident f. Key Lab g. Traffic database h. Arc GIS and Norfolk Mapping Browser mapping layers from external sources and internal data sources. GIS team is corporate resource. i. Intranet. Our processes and policies 2. NCC website a. Outward facing	A. Develop enhancement to Mayrise to allow cross network reporting Section Nos / Unique Street Reference Numbers (URSN) Mayrise routine records and rates/inspections/asset. Or suitable alternative. Same as 7 and 14	Asset & Capital Programme Manager together with Area Manager West and Highways Support Systems Manager	Nov-17
					B. Not required – Maintain current practice	Relevant Asset Owners	N/A

12	NETWORK HIERARCHY	A network hierarchy, or a series of related hierarchies, should be defined which include all elements of the highway network, including carriageways, footways, cycle routes, structures, lighting and rights of way. The hierarchy should take into account current and expected use, resilience, and local economic and social factors such as industry, schools, hospitals and similar, as well as the desirability of continuity and of a consistent approach for walking and cycling.	Yes	<p>1. The County Council Route Hierarchy was originally approved by Members in December 1980.</p> <p>2. A review was agreed by the Highways Sub-Committee, at its meeting on the 4 September 1991</p> <p>a. For the purpose of the review the County has been divided into cells, which are areas bounded by Trunk, Principal and Main Distributor Routes. Each cell is reviewed to identify the most appropriate routes for traffic from outside the cell to access each significant HGV Operating Centre, HGV Generator, local communities and tourist attractions within the cell via the existing Trunk, Principal and Main Distributor network. These routes are known respectively as HGV Access Routes, Local Access Routes and Tourist Access Routes. The designation of these routes will affect-</p> <ul style="list-style-type: none"> <li>• the priority given to road improvements and maintenance;</li> <li>• the consideration of planning applications;</li> <li>• Traffic Regulation Orders including weight restrictions;</li> <li>• Maps, if a route is removed from or added to the Route Hierarchy and its classification changes.</li> </ul> <p>In addition to the above, the main visible changes will be to direction signing</p> <p>b. The agreed signing policy approved by the Planning and Transportation Sub-Committee on 9 March 1997 is shown in Appendix B</p> <p>3. Bridges inspections based upon span, visibility and condition on risk-assed basis</p> <p>4. Street Lighting by Head of Highways</p>	<p>A. Manage and review hierarchy on needs basis:-</p> <p>a. Review against requirements of new Code of Practice, including table top review on existing hierarchies and traffic volume and new pedal ways / cycling facilities</p> <p>b. Review in future in the case of</p> <ul style="list-style-type: none"> <li>i. Significant development</li> <li>ii. Strategic new Highway Infrastructure Schemes such as NDR and proposed 3rd-river crossing Gt Yarmouth.</li> <li>iii. Significant changes to Traffic Movements</li> <li>iv. Council decision</li> </ul> <p>c. Inform Policy, Strategies and development</p> <p>d. Expert witness in any court proceeding on highway claims</p> <p>B. Winter, Resilient and Traffic sensitive street, P.R.O.W networks</p> <p>C. Street lighting, review need for hierarchy</p> <p>D. Bridges, review need for hierarchy</p>	<p>Team Manager network Management (Analysis &amp; Safety)</p> <p>Highway Services Manager</p> <p>Electrical Services Manager</p> <p>Bridges Manager</p>	<p>Apr-18</p> <p>In the event of</p> <p>In the event of</p> <p>As required</p> <p>Nov-17</p> <p>Sep-18</p> <p>Sep-18</p>
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13	WHOLE LIFE / DESIGNING FOR MAINTENANCE	Authorities should take whole life costs into consideration when assessing options for maintenance, new and improved highway schemes. The future maintenance costs of such new infrastructure are therefore a prime consideration.	Yes	1. Coordination of works facilitated by programme management team. Bid process for available 'pots' sometimes causes revisits.	A. Needs to be reviewed and processes developed to effectively enact	Asset & Capital Programme Manager together with a Design Lead	Jan-18
				2. Guidance on 'palate' of materials to conservation officers 2013 re 'road hump' construction	a. Table 4 & 5 p33 & p34 need to be used within design process similar to environmental checklist. But referred to Head of Highways only in cases of exception.		
				3. Whole life costs considered (often subjectively) when considering maintenance options,	B. Publicise approach a. IMS procedure b. 'Green room' lunchtime training sessions (in-house)	Asset & Capital Programme Manager together with a Design Lead	Jan-18
14	RISK MANAGEMENT	The management of current and future risks associated with assets should be embedded within the approach to asset management. Strategic, tactical and operational risks should be included as should appropriate mitigation measures. (HIAMG Recommendation 11)	Yes	1. Corporate guidance	A. Record management need to maintain evidence on development and management of risk. If we can't evidence our decision making we could be challenged successfully.	Highway Services Manager together with Team Managers	Oct-18
				2. Risk contained within template for committee reports	B. Policy development, how and why conclusion drawn together with information sources. Same as action 7.A	Highway Services Manager	Nov-18
				3. Risk Management embedded at Corporate / Department / Group / Project level	C. Risk Register, develop group level risk register further to capture performance against service levels, critical infrastructure etc. same as 7.D	Highway Services Manager & Capital Programme Manager	Oct-17
				4. Risk section within Norfolk's Transport Asset Management Plan	D. Project delivery, i.e. risk register as part of Programme Development Team feed into Highway Service Risk Register	Asset & Capital Programme Manager	Oct-17
				5. Information sources:-  a. Stats 19 (Police Road Traffic Accidents) b. Highway Management System c. Pavement Management System d. Traffic Flow data 6. Risk based Highway Defect Risk Register  7. Resilient Network established with mitigation 8. Capital Programme Significant risks added to risk register and discussed at Programme Delivery Team	E. Develop enhancement to Mayrise to allow cross network reporting Section Nos / USRN Mayrise routine records and rates/inspections/asset. Or suitable alternative. Same as 7 & 11	Asset & Capital Programme Manager together with Area Manager West and Highways Support Systems Manager	Nov-18

15	COMPETENCIES AND TRAINING	The appropriate competencies for all staff should be identified. Training should be provided where necessary for directly employed staff, and contractors should be required to provide evidence of the appropriate competencies of their staff	Yes	<p>1. All posts have job specifications containing</p> <p>1. Principal accountabilities</p> <p>2. Person spec</p> <p style="padding-left: 40px;">i. Qualifications</p> <p style="padding-left: 40px;">ii. Experience</p> <p style="padding-left: 40px;">iii. Skills/Knowledge</p> <p>3. Ways of working - Behaviours</p> <p>2. How to Manage Risk ~ eLearning</p> <p>3. Risk Management contained with project management training such as PRINCE2</p>	<p>A. Review training matrix within old Highway Maintenances teams, widened to include 'Highways' and maintain.</p> <p>B. Consider whether to send bridge inspectors to do the LANTRA bridge inspection training</p> <p>C. Some form of formal training for asset management team – await IHE course or Institute of asset management. Seek opportunities within EHA funding</p> <p>D. Some form of training in case of challenge on risk Competency. Suggest publicising "How to Manage Risk ~ eLearning" and incorporating into competency matrix</p> <p>E. Check in contracts if contractors are required to submit / refresh info on staff within current contracts</p>	<p>Highway Services Manager with Fast Lane Training Services</p> <p>Bridges Manager</p> <p>Asset &amp; Capital Programme Manager</p> <p>Highway Services Manager together with Team Managers</p> <p>Highway Services Manager together with Team Managers</p>	<p>Dec-17</p> <p>May-18</p> <p>Jun-18</p> <p>Dec-17</p> <p>Dec-17</p>
16	INSPECTIONS	A risk-based inspection regime, including regular safety inspections, should be developed and implemented for all highway assets.	Yes	<p>1. Already in place see TAMP 17-18 App D (i), (v), (vi), (vii), (viii), (ix). Including a risk based approach based on national traffic flow. Should this be itemised i.e. roads, trees PRoW</p> <p>2. Consider exceptional inspections i.e. damage after prolonged period frosts/ severe winter period</p> <p>3. All metalled urban PROW inspected as footway.</p> <p>4. Risk based approach in place for Bridge principal inspections</p>	<p>A. Update TAMP to remove old CoP references as 2-year review progresses.</p> <p>B. Monitor repudiation rate following inspection frequency changes implemented 1<sup>st</sup> April 2017 and review in one and two years' time.</p> <p>C. Guidance required for new street scene inspectors for Culverts (as transferred from Bridges to new team 18-19)</p>	<p>Asset &amp; Capital Programme Manager</p> <p>Highway Services Manager</p> <p>Highway Services Manager</p>	<p>Jun-18</p> <p>Jun-18</p> <p>Mar-18</p>

17	CONDITION SURVEYS	An asset condition survey regime, based on asset management needs and any statutory reporting requirements, should be developed and implemented.	Yes	<ol style="list-style-type: none"> <li>1. Already in place see</li> <li>2. Road / Footway / Cycle ways condition surveys TAMP 16-17 App D (ii). Established practice for 5 years since FNS added</li> <li>3. Inspection of Structures TAMP 16-17 App D (v).</li> </ol>	A. Review Bridges practice	Bridge Manager	Mar-18
18	MANAGEMENT SYSTEMS AND CLAIMS	Records should be kept of all activities, particularly safety and other inspections, including the time and nature of any response, and procedures established to ensure efficient management of claims whilst protecting the authority from unjustified or fraudulent claims.	Yes	<ol style="list-style-type: none"> <li>1. Proven processes                             <ol style="list-style-type: none"> <li>a. Highways within Yotta HMS</li> <li>b. Structures within AMX</li> <li>c. Capital Programme in SMIS</li> <li>d. Condition Surveys in Yotta MARCHpms</li> </ol> </li> <li>2. Repudiation in line with peer authorities in region</li> </ol>	A. Review attributes held in 'Figtree', considering analysis requirements for periodic for both insurance section and highway requirements	Highway Services Manager	Nov-17
19	DEFECT REPAIR	A risk-based defect repair regime should be developed and implemented for all highway assets.	Yes	<ol style="list-style-type: none"> <li>1. Significant areas already in place see TAMP 16-17, Inspection frequency by hierarchy, Inspections of Structures Highway Defect Risk Register App D (i), (v), (vi), (vii), (viii), (ix). VRS TAMP section 2.7</li> <li>2. Structures defects are categorised as Low, Medium or High priority. Current funding levels only allow High priority defects to be addressed and Medium priority on safety critical elements</li> </ol>	A. Add current bridge guidance to TAMP and review as necessary	Bridge Manager	Mar-18
					B. Guidance required for new street scene inspectors for Culverts (as transferred from Bridges to new team 18-19), then add to TAMP	Highways Service Manager with Bridges Manager	Mar-18
					C. Create performance reports for response and order for each priority, monitor results and review with Figtree data, to consider if Highway Defect Risk Register or order/response timescale need review	Highway Service Manager	Mar-18



20	RESILIENT NETWORK	Within the highway network hierarchy a 'Resilient Network' should be identified to which priority is given through maintenance and other measures to maintain economic activity and access to key services during extreme weather.	Yes	1. Resilient Network approved by EDT committee 20 Nov 2015	A. Review every two years going to EDT committee Oct/Nov 17 (in line with DfT incentive questionnaire)	Highway Service Manager	Oct-18
				2. Documentation of Risks identified 3. Documentation of mitigation 4. Eastern Highway Alliance has bought access to Highways Infrastructure Resilience Assessment Modelling (HIRAM) training 30 Nov 2016. 5. 1. Haven Bridge is situated on the resilient highway network. It has been identified as a risk because it is a moving bridge with ageing mechanical and electrical equipment. Funds identified to carry out feasibility study. 6. Part of Multi-criteria analysis from 2018-19 programme year	B. Review use of HIRAM	Asset & Capital Programme Manager with Highway Service Manager and Eastern Highways Alliance	Mar-18
21	CLIMATE CHANGE ADAPTATION	The effects of extreme weather events on highway infrastructure assets should be risk assessed and ways to mitigate the impacts of the highest risks identified.	Yes	1. Climate Change Section 10 of Transport Asset Management Plan gives overview	A. Review UK Climate Projections (UKCP09)LCP 09 data layer and Surface Water Management Plans (SWAMP's_ outputs for anticipate future rainfall levels in review of resilience network report Oct/Nov 17	Highway Service Manager with support of Flood & Water Management Team	Jul-18
				2. App D (x) TAMP outlines Weather and Other Emergencies -Objectives, Standards & Response 3. Resilience network risks identified	B. Review any incidents for review of resilience network report Oct/Nov 17	Highway Service Manager	Jul-18
				4. Surface Water Management Plans produced by Flood & Water management Team with Highways input as flood risk authority 5. 1. Scour assessments completed on relevant structures	C. Review possibility of scour on bridges as part of inspection process to detailed	Bridge Manager	Mar-18

22	DRAINAGE MAINTENANCE	Drainage assets should be maintained in good working order to reduce the threat and scale of flooding. Particular attention should be paid to locations known to be prone to problems, so that drainage systems operate close to their designed efficiency.	Yes	<p>1. Maintenance</p> <p>a. Proactive maintenance is carried on gullies, grips and ditches.</p> <p>b. Reactive maintenance is carried out when required to pipelines, outfalls, soakaways and catch pits.</p> <p>c. Pollution control points have been identified and are part of routine maintenance activities.</p> <p>2. Documentation of Risks identified</p> <p>3. Documentation of mitigation</p> <p>4. Gully emptying contractor capturing gullies fill level i.e. Full / Half-Full</p> <p>5. Surface Water Management Plans produced by Flood &amp; Water management Team with Highways input as flood risk authority</p>	<p>A. Proactive and reactive highway drainage maintenance is carried out. A new risk assessed model needs to be developed in order to demonstrate that the necessary systems are in place to maintain the highway drainage systems so that they operate efficiently.</p> <p>B. Analysis of gully emptying operations and processes fill to consider appropriate cleansing regime</p> <p>C. Non-resilient network, documentation of drainage risks identified from coastal , fluvial pluvial sources Documentation of mitigation</p> <p>D. Pollution control points, i.e. petrol interceptors. Identify and add as asset layer to inform a cleansing regime based upon risk assessment</p>	<p>Area Manager West with BS11000 working group</p> <p>Area Manager West with BS11000 working group</p> <p>Highway Service Manager with support of Area Managers and Flood &amp; Water Management Team</p> <p>Area Manager West with BS11000 working group</p>	<p>Nov-17</p> <p>Nov-17</p> <p>Oct-18</p> <p>Nov-17</p>
23	CIVIL EMERGENCIES AND SEVERE WEATHER EMERGENCIES PLANS	The role and responsibilities of the Highway Authority in responding to civil emergencies should be defined in the authority's Civil Emergency Plan. A Severe Weather Emergencies Plan should also be established in consultation with others, including emergency services, relevant authorities and agencies. It should include operational, resource and contingency plans and procedures to enable timely and effective action by the Highway Authority to mitigate the effects of severe weather on the network and provide the best practicable service in the circumstances.	Yes	<p>1. Norfolk Resilience Forum's (NRF) plans</p> <p>1. Norfolk Emergency Response Guidance (NERG)</p> <p>2. Strategic Flood Plan and Tactical Flood Plan</p> <p>3. Chemical Biological Radiological Nuclear Explosive (CBRNe)</p> <p>4. Exotic Notifiable Animal Disease Contingency Plan</p> <p>5. Fires in Waste Sites</p> <p>6. Flu Pandemic</p> <p>7. Fuel Emergency Plan</p> <p>8. Centres of Major Accident Hazard (COMAH) Plans</p> <p>9. Recovery Guidance</p>	<p>A. Reference to the "authority's Civil Emergency Plan" is now outdated. The current approach is to develop generic plans that can be applied to the consequences of an emergency. Hence, we have the Norfolk Emergency Response Guidance which underpins our emergency planning for a wide range of incidents, including severe weather. Flood Risk is one of our High Risks and therefore we have both a Strategic Flood Plan and Tactical Flood Plans for each of the districts in Norfolk which covers both tidal and surface water flooding. - review</p>	Resilience manager	Nov-17

24	COMMUNICATIONS	Severe Weather and Civil Emergencies Plans should incorporate a communications plan to ensure that information including weather and flood forecasts are received through agreed channels and that information is disseminated to highway users through a range of media.	Yes	<p>1. The NCC Resilience Team have a 24/7 Duty Officer. The Resilience Team Duty Officer (RTDO) receives severe weather and flood warnings which are disseminated to relevant services, including Highways &amp; Comms, partners and the public.</p> <p>2. <a href="#">Norfolk Resilience Forum's (NRF) Emergency Response Guidance. See website, 'Norfolk Prepared', for information disseminated to the public. E.g. Severe Weather guidance: <a href="http://www.norfolkprepared.gov.uk/preparing-your-home/severe-weather/">http://www.norfolkprepared.gov.uk/preparing-your-home/severe-weather/</a></a></p> <p>3. Winter part of BS11000 Communication plan</p>	A. Review process	Resilience Manager	Nov-17
					B. Review website	Resilience Manager	Nov-17
					C. Annual Review of Communications Plan includes weather and civil emergencies	Highways Service Manager	May-18
25	LEARNING FROM EVENTS	Severe Weather and Civil Emergencies Plans should be regularly rehearsed and refined as necessary. The effectiveness of the Plans should be reviewed after actual events and the learning used to develop them as necessary.	Yes	<p>1. Norfolk Resilience Forum's (NRF) plans, training &amp; exercising programme.</p> <p>2. Debriefs of significant emergencies. Examples include surface water flooding event on 23 June 2016; North Sea Tidal Surge of 13 January 2017.</p> <p>3. Winter Service wash-ups</p>	A. Recent significant incidents have identified areas for improvement through a multi-agency debrief process. Resilience Manager to review A dedicated Training & Exercising Officer has been recruited to develop a more comprehensive training & exercising programme.	Resilience Manager	Nov-17
					B. Continue with current practice annual winter service 'wash-up' and similar for significant incidents	Highways Service Manager	01/05/2018 annual thereafter
26	PERFORMANCE MANAGEMENT FRAMEWORK	A performance management framework should be developed that is clear and accessible to stakeholders as appropriate and supports the asset management strategy. (HIAMG Recommendation 4)	Yes	<p>1. <a href="#">Performance Framework adopted EDT 14 Oct 2016. D App available on website</a></p>	A. No improvement plan required established 14 Oct -16 EDT committee	AD(Highways)	NA

27	PERFORMANCE MONITORING	The performance of the Asset Management Framework should be monitored and reported. It should be reviewed regularly by senior decision makers and when appropriate, improvement actions should be taken. (HIAMG Recommendation 13)	Yes	1. EDT 14 Oct 2016 agreed that an annual Highway Performance report be presented to members in order to for them to be informed on whether the strategy is delivering the performance targets, and to take corrective action or manage changing circumstances such as annual budgets or the regulatory framework. Has been commonly taken approach since 2008.	A. Report and review annually with Members	AD(Highways)	15/09/2017 EDT committee and annually thereafter
28	FINANCIAL PLANS	Financial plans should be prepared for all highway maintenance activities covering short, medium and long term time horizons.	Yes	1. Short-term. Revenue based a. Highway Maintenance Fund annually reviewed b. Emergencies i.e. winter 2. Medium & Long-term plans. Capital based a. Highway Capital Programme presented annually to EDT committee who approve two-year financial plan b. 5-year plan exists for both improvement and structural maintenance. c.	A. No improvement plan required – Maintain current practice.	Asset & Capital Programme Manager together with Highway Service Manager	N/A

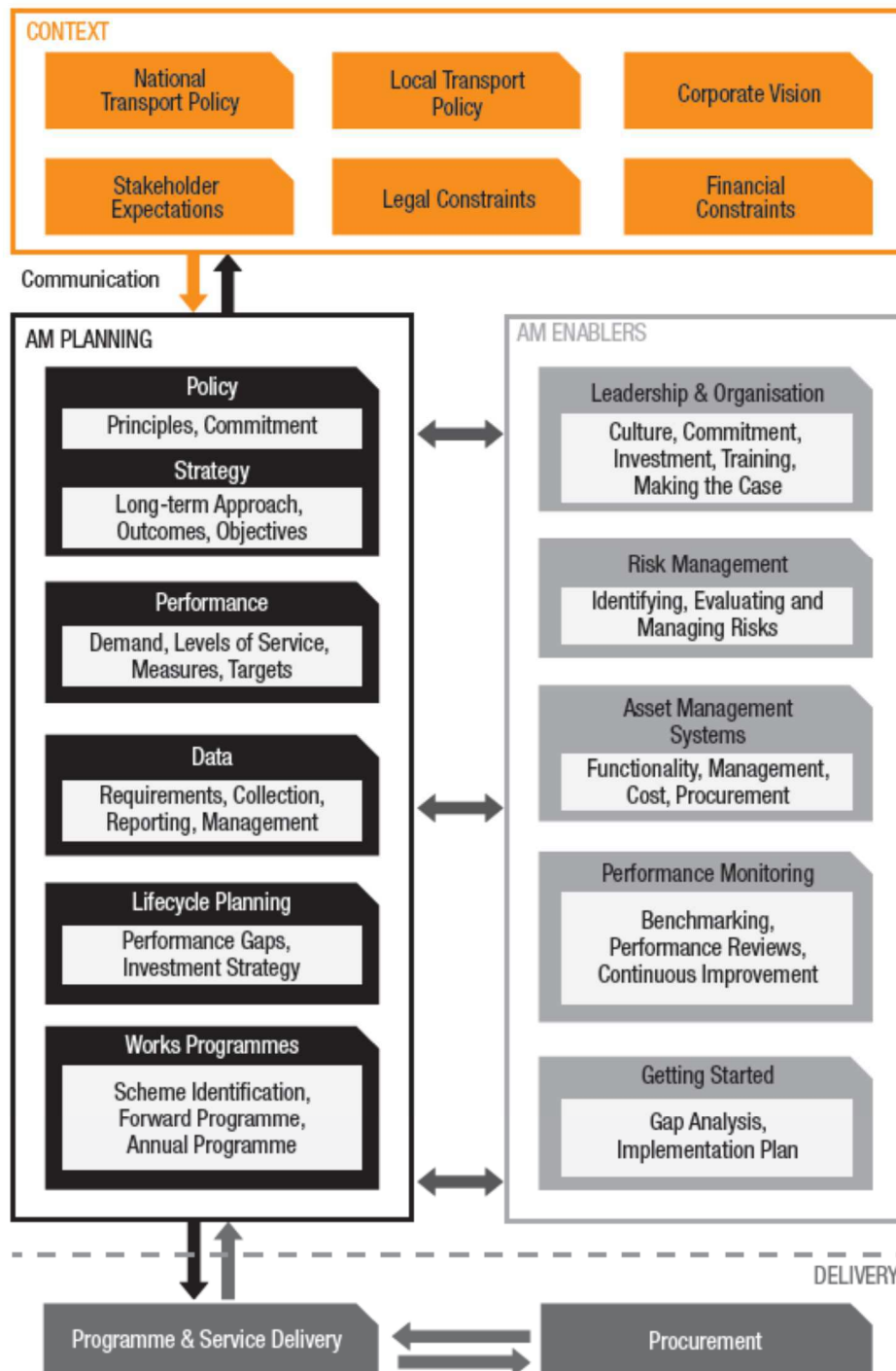
29	LIFECYCLE PLANS	Lifecycle planning principles should be used to review the level of funding, support investment decisions and substantiate the need for appropriate and sustainable long term investment. (HIAMG Recommendation 6)	Yes	<p>1. Lifecycle plans</p> <p>a. contained within the TAMP additional information not published in detail i.e. HMEP toolkit  b. Used to inform budgetary need, service levels, performance framework discussion with members</p> <p>2. Asset Owners Continue to explore best practice tools provided by HMEP or similar and HMS/PMS/Bridge asset systems as they develop.</p>	A. Generally no improvement action required - teams reviewing new tools as and when published	Asset & Capital Programme Manager with asset owners	NA
					B. Bridge Management System is being further developed to do lifecycle planning	Bridge Manager	May-18
30	CROSS ASSET PRIORITIES	In developing priorities and programmes, consideration should be given to prioritising across asset groups as well as within them.	Yes	<p>1. Fully integrated in terms of asset management as Asset Manager determines budget allocations for each type of work based upon Asset Management Strategy and then leads on developing detailed programme of works for roads using condition data and lifecycle planning.</p> <p>2. Capital Programme Manager proactively manages highways programme delivery and 5 year programme enables schemes to be brought forward if funding allows or if originally programmed schemes slip / get delayed.</p> <p>3. Capital Programme team liaises heavily with wide stakeholder groups for differing integrated transport work types</p> <p>4. Area based team liaise heavily with District, Borough and Parish Councils for maintenance schemes</p> <p>5. All programme delivery managed by Capital programme team who seek out opportunities to co-ordinate works where possible</p>	A. No improvement action required - Two teams being merged, maintain current practices	Asset & Capital Programme Manager	N/A

31	WORKS PROGRAMMING	A prioritised forward works programme for a rolling period of three to five years should be developed and updated regularly. (HIAMG Recommendation 7)	Yes	1. Five-year programme exists in detail for a. A & B road b. Bridges c. Traffic Signals 1. Five-year programme exists but in less detail for a. Improvement Programme b. Other structural maintenance c.	A. Develop a 3-year programme for improvement works currently 2-years	Asset & Capital Programme Manager	Feb-18
32	CARBON	The impact of highway infrastructure maintenance activities in terms of whole life carbon costs should be taken into account when determining appropriate interventions, materials and treatments.	Yes	1. We use 'warm-mix' asphalt if the site and timing of the works is appropriate, i.e. distance and if the plant is open. Is not possible for some remote or time restricted sites i.e. Some night or weekend sites  2. Street Lighting - LED programme and options for savings developed	A. No action required - maintain current practice. This will be undertaken only in broad terms upon the review of new material options and life-cycle implications. It is not our intention to measure all of our activities on a continuing basis.	Asset & Capital Programme Manager / Highway Service Manager / Bridge Manager when undertaking significant reviews of materials or treatment options in lifecycle or service planning	When any appropriate review undertaken
33	CONSISTENCY WITH CHARACTER	Determination of materials, products and treatments for the highway network should take into account the character of the area as well as factoring in whole life costing and sustainability. The materials, products and treatments used for highway maintenance should meet requirements for effectiveness and durability.	Yes	1. Agreed palate of materials with district conservation officers, limitation on certain usage such as 'road humps' where certain locations and environments	A. Green Infrastructure officer is to conduct review of 'highway' corridor. Update with latest palate of materials and estate planning guide	Green Infrastructure Officer together with Design Manager and Asset & Capital Programme Manager	Jun-18

34	HERITAGE ASSETS	Authorities should identify a schedule of listed structures, ancient monuments and other relevant assets and work with relevant organisations to ensure that maintenance reflects planning requirements.	Yes	<ol style="list-style-type: none"> <li>1. Heritage             <ol style="list-style-type: none"> <li>a. English Heritage                 <ol style="list-style-type: none"> <li>i. Listed buildings</li> <li>ii. Schedule Ancient Monuments</li> <li>iii. Historic Parks &amp; Gardens</li> </ol> </li> <li>b. Milestones,</li> <li>c. Conservation Areas</li> </ol> </li> <li>2. Planning Services             <ol style="list-style-type: none"> <li>a. Airfields</li> <li>b. Defence infrastructure</li> <li>c. Core River Valleys</li> </ol> </li> <li>3. Listed structures and ancient monuments etc. are identified on Bridge Management System. Relevant authorities are consulted as part of scheme preparation</li> </ol>	A. No action required - maintain current practice	Countryside Manager	NA
35	ENVIRONMENTAL IMPACT, NATURE CONSERVATION AND BIODIVERSITY	Materials, products and treatments for highway infrastructure maintenance should be appraised for environmental impact and for wider issues of sustainability. Highway verges, trees and landscaped areas should be managed with regard to their nature conservation value and biodiversity principles as well as whole-life costing, highway safety and serviceability.	Yes	<ol style="list-style-type: none"> <li>1. Highway Corridor document Environment Best Practice Guide</li> <li>2. Environmental checklist</li> </ol>	<ol style="list-style-type: none"> <li>A. Green infrastructure team have agreed to review highway Corridor document Highway corridor             <ol style="list-style-type: none"> <li>a. Confirm owner of this document</li> <li>b. Has been updated to include latest agreement 2013 on use of materials and anything else? ?</li> </ol> </li> <li>2. Check Environmental checklist             <ol style="list-style-type: none"> <li>a. Confirm owner of this document</li> <li>b. and how it compares with Table 6 &amp; 7 – What is</li> <li>c. Scheme level appropriate</li> <li>3. General management level</li> </ol> </li> </ol>	Green Infrastructure Officer together with Highway Service Manager and Asset & Capital Programme Manager	Jun-18
36	MINIMISING CLUTTER	Opportunities to simplify signs and other street furniture and to remove redundant items should be taken into account when planning highway infrastructure maintenance activities.	Yes	<ol style="list-style-type: none"> <li>1. Current member approved practice is to undertake a risk based assessment of signs in need of replacement to ascertain whether the sign is still needed. This assessment can be applied to all roads, but it is more likely to question sign provision on Norfolk's minor road network. The risk assessment form can be seen in the TAMP 'Appendix D (xiv)'. Replacement signs should be within the framework of the traffic sign regulations</li> </ol>	A. Not improvement action required – Maintain current practice	Highway Service Manager together with Area Managers	N/A

From Shaun  
 This recommendation should be highlighted for discussion at a senior level. We need to test the appetite of members and senior staff for this risk based approach.  
 From Shaun  
 This recommendation should be highlighted for discussion at a senior level. We need to test the appetite of members and senior staff for this risk based approach.  
 Who owns this document?? It is out of date and possible irrelevant  
 Again this need to be reviewed and simplified  
 Yes but the philosophy of risk taking is not embedded in the Highway Inspectors psyche.

# Asset Management Framework

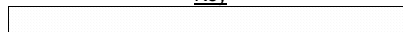


Source Figure 2 – The Asset Management Framework Highway Infrastructure Asset Management Guidance Document May 2013



Network Hierarchy		Highway Safety Inspections in Norfolk					
Draft Code of Practice 2016 (intended to be used as a reference point from which to develop local hierarchies.)		Norfolk County Council Practice		Current	Agreed EDT 14 Oct 2016	Implemented April 2017	
Subject	Category	Category	Sub-Category / Description	Detailed/Safety inspections (combined)	Detailed/Safety inspections (combined)	Detailed/Safety inspections (combined)	
Roads	Strategic Route	2a	Trunk				
		2b	Primary				
		2c	Most principal roads- see 3a(i) & 3b(iii)				
	Main Distributor	3a (Main Distributor)	3a(i) (Some remaining A roads A1062, A1064 only)	1 month	6 weeks	6 weeks	
			3a(ii) all others				
	Secondary Distributor	3b (Access routes)	3b(i) HGV	3 months	3 months	3 months	
			3b(ii) Local				
			3b(iii) Special (A149 Hunstanton-Cromer & C636 Bacton to North Walsham)				
			3b(iv) Tourist				
				Town Centres : All roads , footways, cycleways within these defined areas (Footway Cat 1)	1 month	1 month	6 weeks
	Link Road	4a	4a(i) Typically dense urban terrace in Gt. Yar/KL/Nor with on-street parking	6 months	6 months	6 months	
			4a(ii) Remaining				
Local Access Road	4b	4b Typically urban (40mph or less) cul-de-sac's or loop roads without significant traffic generators	Annual	Annual	Annual		
Minor Road	4c	4c Back Lanes	Annual	Annual	Annual		
	4d	4d Soft roads	Every 5 years (i.e. 1/5 each year)	Every 5 years (i.e. 1/5 each year)	Every 5 years (i.e. 1/5 each year)		

Key



= Highway Agency responsibility

# Environment, Development and Transport Committee

Item No.

<b>Report title:</b>	<b>Forward Plan and decisions taken under delegated authority</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

## Executive summary

This report sets out the Forward Plan for EDT Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering environment, development and transport issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 25 August) is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or his team), within the Terms of Reference of this Committee. There are 11 relevant delegated decisions to report to this meeting.

### Recommendations:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decisions set out in section 1.2 of the report.**

## 1. Proposal

### 1.1. Forward Plan

- 1.1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to communities issues in Norfolk.
- 1.1.2. The current version of the Forward Plan (as at 25 August) is attached at Appendix A.
- 1.1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are

made to the programme in advance of this meeting they will be reported verbally to the Committee.

## 1.2. Delegated decisions

- 1.2.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are 11 relevant delegated decisions to report for this meeting.

**Subject: Petition asking for a footpath to be provided - Hale Road, Bradenham**

**Decision:** Response sent to the petition organiser. The original proposals relating to provision of a footpath (and associated works) was linked to a planning application approved by Breckland District Council. There had been some issues relating to land ownership and officers had held a number of meetings to try to resolve these. The County Council has now asked the developer to commence a scheme (which is less than previously planned). However, a final meeting with all parties will be held to see if agreement to deliver the full scheme can be reached.

**Taken by:** Executive Director in consultation with the Committee Chair and Vice Chair, and the Local Member (Cllr Cliff Jordan)

**Taken on:** 30 May 2017

**Contact for further information:** Paul Sellick, Highway Engineer  
Email paul.sellick@norfolk.gov.uk  
Phone 0344 800 8020

**Subject: Traffic Regulation Order : Prohibition of motor vehicles, Woodfarm Lane, Gorleston-On-Sea**

**Decision:** To approve the Order, as advertised.

During the advertisement of the Order, two objections were received.

As part of the Beacon Park planning consents there is an obligation placed on the developer (Great Yarmouth Borough Council) to promote a prohibition of motor vehicles on Woodfarm Lane. Norfolk County Council as the Highway Authority, are the only organisation that can progress these orders therefore we progressed progressing this order on behalf of the Borough Council (at their expense) so that they are able to discharge their planning obligations. The location of this traffic regulation order has been determined by a development that Great Yarmouth Borough Council are progressing along Woodfarm Lane.

*See note at para 1.2.2.*

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

**Taken on:** 19 June 2017

**Contact for further information:** Antonio Fernandez, Technician / Phil Reilly, Project Engineer  
Email [antonio.fernandez@norfolk.gov.uk](mailto:antonio.fernandez@norfolk.gov.uk) /

[phil.reilly@norfolk.gov.uk](mailto:phil.reilly@norfolk.gov.uk)

Phone 0344 800 8020

**Subject: Traffic Regulation Order : Prohibition of waiting at any time (double yellow lines) in on various roads, Wymondham**

Decision: Approval of the Order.

A public consultation on the proposals was carried out, following the usual process for Traffic Regulation Orders and three objections were received. The proposals were amended and a second consultation carried out, and five objections were received. The amended proposals were approved.

*See note at para 1.2.2.*

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

Taken on: 21 June 2017

Contact for further information: James Quansah, Technician / Phil Reilly, Project Engineer

Email [james.quansah@norfolk.gov.uk](mailto:james.quansah@norfolk.gov.uk) / [phil.reilly@norfolk.gov.uk](mailto:phil.reilly@norfolk.gov.uk)

Phone 0344 800 8020

**Subject: Examination of the Single Issue Silica Sand Review of the Minerals Site Specific Allocations Development Plan Document**

Decision: Agree to publish the Main Modifications and Additional Modifications to the Single Issue Silica Sand Review for representations to be made, as requested by the independent Planning Inspector carrying out the examination of the Silica Sand Review. The Main Modifications can be summarised as follows:

- Amending the Specific Site Allocation Policy SIL01 requirements regarding archaeological assessments, and to clarify that planning applications would need to comply with Policy DM15 on cumulative impacts.
- The removal of Area of Search D (located in the parishes of East Winch and Pentney) from the Silica Sand Review.
- Removing 1 hectare from AOS E (located in the parishes of Marham, Shouldham, Shouldham Thorpe and Wormegay) to exclude the site of Fairstead Medieval Market.
- Updating the supporting text for AOS E regarding: the historic environment, the need for a planning application within AOS E to have regard to the historic landscape character of the wider area, and to note that there is a water main within AOS E.
- Updating the supporting text for Area of Search F (located in the parishes of Runcton Holme and Stow Bardolph) to note that there is a water main within AOS F.
- Amending the Areas of Search Policy requirements regarding archaeological assessments, and to clarify that

planning applications would need to comply with Policy DM15 on cumulative impacts.

EDT Committee agreed 11 March 2016 to delegate power to the Executive Director to make minor modifications.

Taken by: Executive Director of CES  
Taken on: 3 July 2017  
Contact for further information: Caroline Jeffery, Principal Planner – Minerals and Waste  
Email [caroline.jeffery@norfolk.gov.uk](mailto:caroline.jeffery@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: West Winch relief road - scheme development**

Decision: To allocate £125k funding from an existing budget to pay for development work on the West Winch Relief Road. The total estimated value of the development work is £450k. King's Lynn and West Norfolk Borough Council recently agreed to allocate £125k funding, on the basis of the County Council does the same. The remaining £200k can be provided from the Business rates pool.

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

Taken on: 5 July 2017  
Contact for further information: Ian Parkes, Senior Infrastructure Growth Planner  
Email [ian.parkes@norfolk.gov.uk](mailto:ian.parkes@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Traffic Regulation Order : Prohibition of waiting at any time, Colne Road and The Croft, Cromer**

Decision: Approval of the Order.  
A public consultation on the proposals was carried out, following the usual process for Traffic Regulation Orders and some objections were received. The proposals were amended and a second consultation carried out, and two objections were received. The amended proposals were approved.

*See note at para 1.2.2.*

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

Taken on: 5 July 2017  
Contact for further information: Phil Reilly, Project Engineer  
Email [phil.reilly@norfolk.gov.uk](mailto:phil.reilly@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Petition asking for a 7.5 tonne weight limit and 30mph speed limit for Tennyson Road, Goodwins Road and Vancouver Avenue, King's Lynn**

Decision: Response sent to the petition organiser confirming that implementation of a 7.5 tonne weight restriction would be beneficial, and Cllr Kemp is investigating how a scheme can be funded. The response also confirmed that there are

plans to install some form of traffic management on Tennyson Avenue.

Taken by: Executive Director in consultation with the Committee Chair, Vice Chair and the Local Members (Cllr Alexandra Kemp and Cllr Thomas Smith)

Taken on: 19 July 2017

Contact for further information: Sally Bettinson, Highway Engineer  
Email [sally.bettinson@norfolk.gov.uk](mailto:sally.bettinson@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Traffic Regulation Order : Prohibition of waiting at any time (double yellow lines) and prohibition of waiting restrictions between 08:00 to 16:00hrs: Monday to Friday on various roads, Gorleston**

Decision: Approval of the Order.

A public consultation on the proposals was carried out, following the usual process for Traffic Regulation Orders and 23 objections were received. The proposals were amended and a second consultation carried out, and four objections were received. The amended proposals were approved.

*See note at para 1.2.2.*

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

Taken on: 21 July 2017

Contact for further information: James Quansah, Technician / Phil Reilly, Project Engineer  
Email [james.quansah@norfolk.gov.uk](mailto:james.quansah@norfolk.gov.uk) / [phil.reilly@norfolk.gov.uk](mailto:phil.reilly@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Petition asking for a restriction of motor vehicles using Bilney Lane, Brands Lane and Church Lane, Felthorpe and**

**Petition asking for Petition for a restriction of heavy goods vehicles using the Street and Taverham Road, Felthorpe**

Decision: Response sent to the petition organiser (both petitions were organised by the same person so a joint response was sent). The response explained that traffic monitoring of these roads is planned as this was part of the provision agreed in the Development Consent Order for the Norwich Northern Distributor Route (NDR). This monitoring is programme to take place in October/November 2018, after completion of the NDR.

Taken by: Executive Director in consultation with the Committee Chair, Vice Chair and the Local Member (Cllr Tony Adams)

Taken on: 8 August 2017

Contact for further information: Chris Mayes, Highway Engineer  
Email [christopher.mayes@norfolk.gov.uk](mailto:christopher.mayes@norfolk.gov.uk)  
Phone 0344 800 8020

**Subject: Great Yarmouth 3<sup>rd</sup> River Crossing – scheme development**

**Decision:** To continue with the development of the scheme, at risk, pending a decision on funding from the Department for Transport (expected September 2017). Note that further information is included in the Major Infrastructure Improvements report included elsewhere on the agenda for this Committee meeting.

**Taken by:** Executive Director in consultation with the Committee Chair

**Taken on:** 21 August 2017

**Contact for further information:** David Allfrey, Infrastructure Delivery Manager  
Email david.allfrey@norfolk.gov.uk  
Phone 0344 800 8020

- 1.2.2. Note that there is no delegated power for officers to approve Traffic Regulation Orders where objections are received. The decision to approve the Orders set out in this report were made under the urgent business procedure. Traffic Regulation Orders where no objections are received are approved by officers, under delegated powers, and are not included in this report.

## **2. Evidence**

- 2.1. As set out in the report and appendices.

## **3. Financial Implications**

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

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

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

## **5. Background**

- 5.1. N/A

### **Officer Contact**

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

**Officer name :** Sarah Rhoden

**Tel No. :** 01603 222867

**Email address :** sarah.rhoden@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.

## Forward Plan for EDT Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
<b>Meeting : Friday 20 October 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
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).	Head of Trading Standards (Sophie Leney)
Opportunities to increase commercial activity for the highways service	No	To consider a Business Case to help inform the potential for a more commercial trading organisation.	Assistant Director Highways (Nick Tupper)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)
Risk management		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)
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Finance monitoring	No	To review the service's financial	Finance Business Partner



## Forward Plan for EDT Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		position in relation to the revenue budget, capital programme and level of reserves.	(Andrew Skiggs)
Strategic and Financial Planning 2018-19 to 2021-22	No – all service committees will receive a report	To consider full budget savings proposals.	Executive Director of CES (Tom McCabe)
Norwich Western Link project update and next steps	Possibly P&R in relation to funding decisions	To note progress of the project, agree whether to continue the project, and assess funding requirements and arrangements to continue delivery.	Major Projects Manager (David Allfrey)
<b>Meeting : Friday 10 November 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
Adoption of the Silica Sand Single Issue Review	None	To recommend the adoption of an amendment to minerals site specific allocations document following receipt of the Inspectors binding report on silica sand provision to 2026.	Head of Planning (Nick Johnson)
Minerals and Waste Local Plan Consultation	No	To approve the draft document published for public consultation for a minimum period of 6 weeks.	Head of Planning (Nick Johnson)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated	Head of Support and Development (Sarah Rhoden)

## Forward Plan for EDT Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		authority	
Finance monitoring	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)
Ash Dieback Project update	Yes	To receive an update on the ongoing Ash Dieback Project.	Head of Environment (John Jones)
<b>Meeting : Friday 19 January 2018</b>			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	Every meeting	To receive feedback	Members
Strategic and Financial Planning 2018-19 to 2021-22.	No	To consider final budget savings proposals.	Executive Director of CES (Tom McCabe)
Forward Plan and decisions taken under delegated authority	Every meeting	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)
Finance monitoring	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)
Wensum River Strategy	No	To endorse the Wensum River Strategy.	Assistant Director Culture and Heritage (Steve Miller)
Highway capital programme and	No	To approve the highways capital	Head of Highways (Nick

## Forward Plan for EDT Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Transport Asset Management Plan (TAMP)		programme/funding, and some changes to the Transport Asset Management Plan.	Tupper)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Forward Plan and decisions taken under delegated authority	Every meeting	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)
Performance management	Four meetings each year – January, March, June/July, October	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – January, March, June/July, October	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	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	Every meeting	To receive feedback	Members

## Forward Plan for EDT Committee

Regular items	Frequency	Requested committee action (if known)	Lead officer
Groups or bodies that they sit on			

# Environment, Development and Transport Committee

Item No.

<b>Report title:</b>	<b>Finance monitoring</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>	
<p>This report provides the Committee with information on the budget position for services reporting to Environment, Development and Transport Committee for 2017-18. It provides information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provides an update on the forecast use of reserves and details of the capital programme.</p>	

## Executive summary

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

The 2017-18 net revenue budget for this committee is £98.329m and this report reflects the risks and forecast outturn position as at period 4, July 2017-18.

The total capital programme, relating to this committee is £122.832m with £110.795 currently profiled for delivery within 2017-18. Details of the capital programme are shown in section 3 of this report.

The balance of Environment, Development and Transport reserves as of 1 April 2017 was £26.837m, and the forecast balance at 31 March 2018 is £23.213m.

### Recommendations:

**Members are recommended to note:**

- a) **The forecast out-turn position for the Environment, Development and Transport Committee.**
- b) **The capital programme for this Committee.**
- c) **The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.**

## 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 report reflects the budgets and forecast out-turn position as at the end of Period 4, July 2017.

## 2. Evidence

### Revenue budget 2017-18

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

2.2. This report reflects the forecast outturn position for the Services that are relevant to this committee, which are:

- Business support and Development (support of CES department)
- Culture and Heritage – Countryside Management
- Highways
- Planning and Economy

2.3. The 2017-18 net revenue budget for this committee is £98.329m, we are currently forecasting a balanced budget.

**Table 1: Environment, Development and Transport Net revenue Budget Forecast Out-turn 2017-18**

	2017-18 Budget £m	Forecast Out-turn £m	Forecast Variance £m
Business Support and Development	0.851	0.851	0.000
Culture and Heritage – Countryside management	1.142	1.142	0.000
<b>Highways</b>			
Flood and Water management	0.435	0.435	0.000
Highways Operations	14.889	14.889	0.000
ITS management	0.235	0.235	0.000
Major Projects	0.357	0.357	0.000
Networks	0.969	0.969	0.000
Highways Depreciation	23.538	23.538	0.000
<b>Total highways</b>	<b>40.422</b>	<b>40.442</b>	<b>0.000</b>
<b>Planning and Economy</b>			

Residual Waste	23.190	23.190	0.000
Waste and Energy	17.477	17.477	0.000
Infrastructure and economic Growth	0.564	0.564	0.000
Travel and Transport Services	14.272	14.272	0.000
Planning Services	0.410	0.410	0.000
<b>Total for Committee</b>	<b>98.329</b>	<b>98.329</b>	<b>0.000</b>

2.4. We are currently forecasting a balanced revenue budget, however there are a number of budget risks that are being monitored by services:

**Planning and Economy** – Residual Waste 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 £110 per tonne, meaning a 1% increase in tonnages would be a pressure of over £230,000. Such 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.

### 3. Capital Programme

3.1. The overall capital programme for the services reported to this Committee is £122.832m, with £110.795m currently profiled to be delivered in 2017-18.

	2017-18 programme	2018-19 programme	2019-20 programme	Total
	£m	£m	£m	£m
Highways	102.481	8.083	1.204	111.768
Waste management	1.011	2.750		3.751
Other programmes	7.312			7.312
	<b>110.795</b>	<b>10.833</b>	<b>1.204</b>	<b>122.832</b>

3.2. The Highways programme includes the budget for the NDR and the Highways general programme. An update on the NDR is included in a separate report on this agenda. The general Highways programme is currently anticipated to be fully delivered.

3.3. The waste management programme is for the completion of drainage improvements at a number of Household Waste Recycling Centres (HWRC) and the re-provision of Norwich HWRC.

#### **4. Reserves 2017-18**

- 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, and in many cases relate to external Grants and Contributions - 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, balances may relate specific grant income where we have received the income but are yet to incur the expenditure, or the grant was planned to be used over a period of time, not related to a specific financial year.
- 4.8. 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 committees' unspent grants, reserves and provisions as at 1 April 2017 stood at £26.837m.
- 4.10. The table below shows balance of reserves and the current planned usage for 2017-18.
- 4.11. The 2017-18 Budget included plans for available reserves totalling £5.813m to be identified during the process of closing the 2016-17 accounts. We have reviewed the reserves relating to this committee and have been able to identify £0.089m of business support reserves that are no longer required and therefore can be released to help support this requirement and this is reflected in



the tables below.

- 4.12. The planned use of reserves relates to the funding of the street lighting PFI, planned use of commuted sums to fund Highway maintenance and the delivery of projects that have spanned financial years.

<b>Reserves &amp; Provisions 2017-18</b>	<b>Balance at 1 April 2017</b>	<b>Forecast Balance at 31 March 2018</b>	<b>Planned Change</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Business support and development	0.085	0.000	0.085
Highways	11.593	8.488	3.105
Planning and economy	15.159	14.725	0.435
<b>Committee Total</b>	<b>26.837</b>	<b>23.213</b>	<b>3.625</b>

## 5. Financial Implications

- 5.1. There are no decisions arising from this report. The financial position for Environment, Development and Transport Committee 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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# EDT Committee

Item No.

<b>Report title:</b>	<b>Major Infrastructure Improvements</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> The County Council, at its meeting in December 2016, agreed a motion setting out that the ‘Council recognises the vital importance of improving our transport infrastructure and that this will help to deliver the new jobs and economic growth that is needed in the years ahead.’ In addition the motion set out that the ‘Council also recognises the importance of giving a clear message of its infrastructure priorities to the government and its agencies, and so ensure that there is universal recognition of their importance to the people of Norfolk.’ Three projects were identified as priorities for the coming years; Great Yarmouth 3 <sup>rd</sup> River Crossing; Norwich Western Link; Long Stratton bypass.	

## Executive summary

This report sets out an update on the progress to date for the three priority infrastructure projects being undertaken by the county council. It includes detail on the Great Yarmouth 3<sup>rd</sup> River Crossing. This has the most developed case having recently completed the submission of an outline business case to the DfT to seek funding as a large local major project.

This report also includes updates on the progress of the Norwich Western Link (NWL) and the work undertaken since the last committee report. The next stages that need to be considered and funded will be set out in a more detailed report to this committee at the next meeting in October.

The Long Stratton bypass is also being progressed, primarily by the main developer, following the adoption of the Long Stratton Area Action Plan (AAP) in May 2016. A separate bid for funding has been made by the council for an improvement scheme for the Hempnall cross-road junction.

Other A47 improvements are being led by Highways England (HE) and form part of their Roads Investment Strategy programme(s). This report provides an overview of the projects being delivered, setting out details following the Preferred Route Announcements by HE in August 2017.

### Recommendations:

- 1. Members are asked to note and comment on the progress of the infrastructure projects provided in this report.**
- 2. Members are asked to note the decision made regarding the continuation of the Great Yarmouth 3<sup>rd</sup> River Crossing project at risk ahead of confirmation of funding by DfT as set out in Appendix B to this report.**

## 1. Proposal

### 1.1. Great Yarmouth 3<sup>rd</sup> River Crossing

During 2016 a submission was made to DfT to seek funding to develop the Outline Business Case (OBC) for the 3<sup>rd</sup> River Crossing (3RC) as part of a fast track programme of the Local Major Projects funding. This bid was successful and £1m was approved by DfT to support the development of the OBC with a deadline for submission of 31 March 2017.

- 1.2. A report was presented to EDT Committee on 17 March 2017 seeking approval to submit the OBC. Following this approval the submission was made to DfT on 30 March 2017 with a hoped for decision to grant the project 'Programme Entry' status by July 2017. Unfortunately, due to the national elections this date has slipped and a new approval date is awaited from DfT.
- 1.3. As Committee will be aware, the project will provide a new opening bridge (proposed in the OBC as a bascule bridge) over the River Yare. It links directly from Harfreys Roundabout at the A47 (formally the A12) and connects across the river to South Denes Road at a new signal junction.
- 1.4. The 3RC provides significantly improved access to the town centre and importantly to the port enterprise zone and outer harbour areas. As a 3<sup>rd</sup> crossing, it also provides much needed network resilience for the town, and takes pressure off of the existing main route into the town and port via either Haven Bridge or Fuller's Hill.
- 1.5. Norwich Western Link  
A report was taken to EDT Committee in July 2016 (Link) setting out initial work to assess options and next steps for the project. A Member working Group has also been overseeing the work being undertaken and has reported to Committee on a regular basis.
- 1.6. The report outlined a range of work to be completed during the remainder of 2016 and first half of 2017 to further develop the case for the Western Link. This work is due to be reported in more detail to EDT Committee on 20 October 2017.
- 1.7. Long Stratton Bypass  
The A140 provides an important link between the two key regional centres of Norwich and Ipswich. The road is currently mostly single carriageway until it meets the A14 trunk road dual carriageway. There is also a short section of dual carriageway at Diss. There have been calls for decades from the Long Stratton community and users of the A140 for a bypass due to the delay and disruption that travelling through the village creates.
- 1.8. A new dual carriageway design was developed and was close to delivery in 2005, however a lack of funds resulted in this option not being delivered. The preferred route alignment of this option still exists, however in May 2016 an updated Area Action Plan (AAP) was adopted and has established an alternative bypass solution linked to the delivery of significant housing growth in Long Stratton. The plan provides for 1800 new homes and commercial development areas. 600 of the homes are located on the west side of the A140 (to the north of the village) and 1200 are allocated to the east side of the village, along with the main commercial development allocation.
- 1.9. The adopted plan sets out that the provision of a new bypass on the east side of the village must be included as part of the development allocation. It states that: "The bypass will be completed before 250 of the new homes are occupied." and "Given that the bypass is necessary in order to enable housing development to take place on LNGS1, a substantive element of funding is expected to come from the developer."

## **2. Project Progress**

### **2.1. Great Yarmouth 3<sup>rd</sup> River Crossing**

The 3RC Outline Business Case (OBC) submitted to DfT in March 2017 is a comprehensive set of documents that sets out the five tests that DfT consider when evaluating a project for funding. These cover the strategic case, the economic case, financial case, commercial case and management case. More detail is provided in the master document which is published on the county council's website – follow this [LINK](#).

- 2.2. Whilst there has been a delay in the funding decision from DfT, the project has continued to be delivered in line with the overall delivery programme. The programme sets out a construction start date of Autumn 2020 and this remains the target date. The next major process is to undertake a further round of consultation to develop the details of the bridge ahead of submitting the formal application for the necessary Orders to deliver the project. The latest consultation process is being carried out during September, with closing dates for feedback in October 2017.
- 2.3. The key questions in the consultation relate to the design of the bridge, and seek to develop a greater understanding of what stakeholders think is important. We are aware, following further work with stakeholders, that there are concerns regarding the height and operation of the bridge and the possible impacts on their businesses. There is a need to find the right balance for river traffic and road traffic, and the work to date includes for the bridge opening as needed by commercial river traffic, which still also provides significant benefits for road traffic. Details of the consultation boards are included at Appendix A.
- 2.4. In addition to the consultation progress, work has also been undertaken to move forward with the procurement process for the project. Initial work has included an 'industry day' to gather together those contractors and consultants who have an interest in being involved in the project. This event, held on 4 July 2017 was well attended and received positive feedback from those attending. It enabled more focussed discussion around the type of contract, the scope of the work, the range of information that will need to be provided at tender stages and the level of interest in the project.
- 2.5. From the industry day, it is apparent that there is a good level of interest in the project, however key to maintaining this will be the scale and scope of the procurement process, which needs to be carefully considered. The project team are working with the Head of Procurement to ensure a high quality process is developed and delivered. More details on this will be reported to future committees for approvals before the procurement process formally commences, which is expected in January 2018.
- 2.6. Norwich Western Link  
Mouchel (now WSP) was appointed to review work previously undertaken on a NWL, and to assess the need for intervention in this area. They have reviewed available evidence, engaged with local Parish Councils and met with statutory environmental bodies to consider:
  - The need for transport intervention in the western quadrant of Norwich;
  - The case for a Western Link, including a review of previously identified issues and objectives;
  - Local considerations that could influence the project including the NDR and associated mitigation measures, Highways England's plans to dual the A47 between Easton and North Tuddenham, environmental designations and the development of Local Plan;
  - The possible options to progress; and
  - How any assessment could be taken forward.
- 2.7. It is proposed to bring a further report to this Committee at on 20 October. This will set out progress to date (focussing particularly on work completed since

Committee in June 2016) and provide details for the next steps for the project and the funding required to continue the delivery of the project.

2.8. Long Stratton Bypass

The County Council (NCC) has been working with South Norfolk District Council (SNDC) with the aim of jointly developing the Long Stratton bypass proposals with the developer. Most of the work to date has however been undertaken by the developer team and they have indicated that they are likely to submit a planning application in November 2017 that sets out details for the bypass and the adjacent development areas (in line with the allocations included in the adopted AAP). On receipt of the planning application, both NCC and SNDC will formally review and respond to the details.

2.9. A140 Hempnall junction

This junction originally formed part of the bypass solution that was developed in 2005. However the revised and now adopted AAP provides for a new bypass alignment that does not extend as far north as the Hempnall junction, therefore this scheme is now being considered separately to the bypass.

2.10. More recently the DfT has provided scope for bids to be submitted to the National Productivity Investment Fund for 2018/19 and 2019/20 for road and related network funding.

2.11. Meetings have been held with the landowners and developer near the Hempnall junction and they are content to make the land available and have signed an agreement confirming this and provided a letter that also supports the funding bid. The bid for just over £3m was submitted by the 30<sup>th</sup> June 2017 deadline, and the funding announcements are expected in October 2017.

### **3. Financial Implications**

3.1. Great Yarmouth 3<sup>rd</sup> River Crossing

The OBC submission sets out the financial position for the project. The future cost of delivering the Great Yarmouth Third River Crossing, including allowances for risk and inflation is estimated at £121m (at out-turn prices). The project will also give rise to costs for annual operation and maintenance, and for the long term renewal of the infrastructure, with an annual average cost of approximately £260k. The Council will be required to meet the ongoing costs of operation, maintenance and renewal.

3.2. The County Council is seeking a contribution of £98m from the DfT towards the capital costs of the scheme, and the Council will support this with a further local contribution of £22m. A total of £4.9m has been spent up to the submission of the OBC, including £3.8m by the County Council.

3.3. The consultation referred to in paragraph 2.3 above will include details shown at Appendix A. The results of the consultation and any related implications for the project delivery will be brought back to Committee for consideration in November as part of making any decisions regarding the preferred design solution.

3.4. Following submission of the OBC it was hoped that a decision would be provided by Ministers before the close of parliament in July. However, due to the general election this date has slipped. Previously committee had agreed to continue the project to maintain its delivery programme up to the confirmation of a funding decision from DfT. Given the delay, an interim position has been agreed with the Chair of EDT Committee to continue developing the project until a decision is received from DfT. The details previously agreed with the Chair are included at Appendix B. We remain hopeful that an announcement regarding funding of the project will be received during September. If this is delayed beyond this date, a further note will be provided to the Chair and will be reported to Committee.

### 3.5. Norwich Western Link

In terms of a new link road connecting the A47 west and A1067, a previous scoping study noted that the costs of a road scheme could be between £28m-£106m (at 2014 prices), depending on the route chosen and the form of the road (single or dual carriageway).

3.6. Some further work has been completed and is expected to be finalised and reported in more detail to EDT Committee in October 2017. This is currently anticipated to confirm that there is a case to continue with the delivery of the NWL project, however given the scale of the project and the scope of work required to comply with the necessary statutory and other processes, funding is being sought to support the delivery of the project through its next phases.

### 3.7. Long Stratton Bypass

A detailed scheme for the bypass is still to be provided by the developer and until this is completed (as part of a wider master-planning and planning application process) it is not possible to determine the cost of the project. At this time it is also not possible to determine the level of funding that the development will provide towards the cost of the bypass.

### 3.8. Hempnall cross-roads

The funding bid announcement is anticipated in October 2017. If this is successful then this junction improvement will be able to be progressed and delivered during 2017/18 and 2018/19. However, if the bid is unsuccessful, alternative funding sources will then need to be found to enable the scheme to progress.

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

4.1. Robust risk management arrangements are in place for the 3<sup>rd</sup> River Crossing and are being developed for the Norwich Western Link ahead of the next stages of work for that project. Arrangements are still being developed for the delivery of Long Stratton Bypass, working with the main developer. Each project will identify, quantify, manage and review risks, including financial risks as they are progressed.

4.2. Separate to the delivery of the key infrastructure projects, Highways England are progressing their programme of Road Investment Strategy projects. As part of their current phase 1 funding, the projects being progressed in Norfolk are:

- Easton to North Tuddenham dual carriageway
- Thickthorn major junction improvement
- Blofield to Burlingham dual carriageway
- Vauxhall roundabout junction improvement at Great Yarmouth
- Gapton Hall roundabout junction improvement at Great Yarmouth

4.3. Highways England have recently made their preferred route announcements for these projects. These consisted of:

- Easton to North Tuddenham Option 2, which broadly follows the existing route alignment, but moves the road slightly north as it passes Honingham and slightly south as it passes Hockering. This will provide the advantage of retaining the existing local road network, which should also minimise the impact of the project during construction. No junction strategy has been provided and this is to be developed as part of the detailed design work which will be consulted during 2018. More details can be seen via this [link](#).
- Thickthorn junction improvement is for a new link from the A11 northbound to the A47 eastbound, and from the A47 westbound to the

A11 southbound. The alignment removes significant traffic from the existing Thickthorn roundabout and this will remain largely unchanged as a result. This approach should also minimise disruption during construction. The exact details relating to the local road arrangements for Cantley Lane are to be consulted further with residents. More details can be seen via this [link](#).

- Blofield to Burlingham Option 4, which follows a route just south of the existing A47. This will retain the existing local road network and will minimise disruption during construction. More details can be seen via this [link](#).
- Vauxhall roundabout in Great Yarmouth consists of an enlarged oval roundabout, with a new bridge over the railway line to improve overall capacity. It is suggested that the junction will be signalised to balance traffic flows. This proposal includes the delivery of a new right turn out of the existing railway station/Asda junction – which has potential to be delivered early during 2018, possibly by NCC, funded by HE. More details can be seen via this [link](#) for Vauxhall and Gapton roundabouts.
- Gapton roundabout in Great Yarmouth is primarily an upgrade of the traffic signal operation, with minimal changes to the overall layout of the junction.

4.4. The A47 projects promoted by HE will have an impact on the key infrastructure projects being delivered by the county council, particularly the 3<sup>rd</sup> River Crossing and the Norwich Western Link. For both of these projects the county council is working closely with HE to ensure wherever possible the impacts and implications of their delivery is as coordinated as it can be, but still taking into account and respecting the statutory processes and timelines around each project. Implications will be reported via Member Groups and committee meetings as the projects progress.

4.5. The 3<sup>rd</sup> River Crossing and A47 Vauxhall junction improvements are progressing along similar timescales and there will be a need to coordinate the planned works to ensure the construction of each project is well managed and minimises disruption to the road network in and around Great Yarmouth.

4.6. The Norwich Western Link project is following behind the A47 Easton to North Tuddenham proposals. It will therefore be important to work closely with HE to ensure the implications of this scheme are considered. The next stages for the HE project will be to develop more design detail along the preferred route of the A47 improvement and develop the associated junction strategy. The county council team will remain engaged and working with HE as these details are developed. Implications on timing and next steps for the Norwich Western Link project will be reported to Committee at its next meeting on 20 October 2017.

## 5. Background

5.1. Links to previous committee reports:

- EDT Committee 8 July 2016 – Follow this [link](#) (see item 9, page 25)
- B&P Committee 8 September 2017 – Follow this [link](#) (see item 10)

Great Yarmouth 3<sup>rd</sup> River Crossing – Follow this [link](#) to Outline Business Case

Links to Highways England preferred route announcement details:

- Easton to North Tuddenham via this [link](#)
- Thickthorn Junction via this [link](#)
- Blofield to Burlingham via this [link](#)

- Vauxhall and Gapton junction via this [link](#)

## **Officer Contact**

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

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# Welcome

## Great Yarmouth Third River Crossing

We are proposing to build a new bridge between Harfreys Roundabout and South Denes Road, and we would like your views.

This consultation is **stage two** of a three-stage process:

Dates	Stage	Purpose
January 2017	Stage 1 Initial engagement consultation	Understand views on congestion, share emerging proposals and understand level of support
<b>September – October 2017</b>	<b>Stage 2 Scheme development consultation</b>	<b>Understand views on the bridge development work so far</b>
June – September 2018	Stage 3 Pre-application consultation	Present details of the proposed scheme and understand views on it before an application for planning consent

### The key findings from the Stage 1 consultation were as follows:

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

### The purpose of this Stage 2 consultation is to:

- Provide an update on progress
- Explain the current position and what happens next
- Obtain a greater understanding of what is important to you and needs to be considered in the design.

# Why we need the bridge

The new crossing is vital to support the economic growth of Great Yarmouth and help enhance the quality of life for residents, workers and visitors.

The Great Yarmouth Enterprise Zone has the potential to create 5,000 new jobs by 2025, and there are plans for 2,000 new homes and 20-30 hectares of employment development



## Attracting business and industry investment by...

- Reducing congestion
- Making journey times quicker and more reliable
- Improving transport links between the port and the Enterprise Zone, trunk roads and the rail networks
- Supporting regeneration in the town, and the visitor and retail economy as a result
- Making shopping and tourism areas more accessible



## Enhancing quality of life by...

- Creating more skilled jobs
- Helping to build hundreds of new homes by 2030
- Creating a more direct route between employment and residential areas
- Reducing road casualties
- Improving resilience and response times for the emergency services
- Improving walking and cycling links
- Reducing traffic emissions

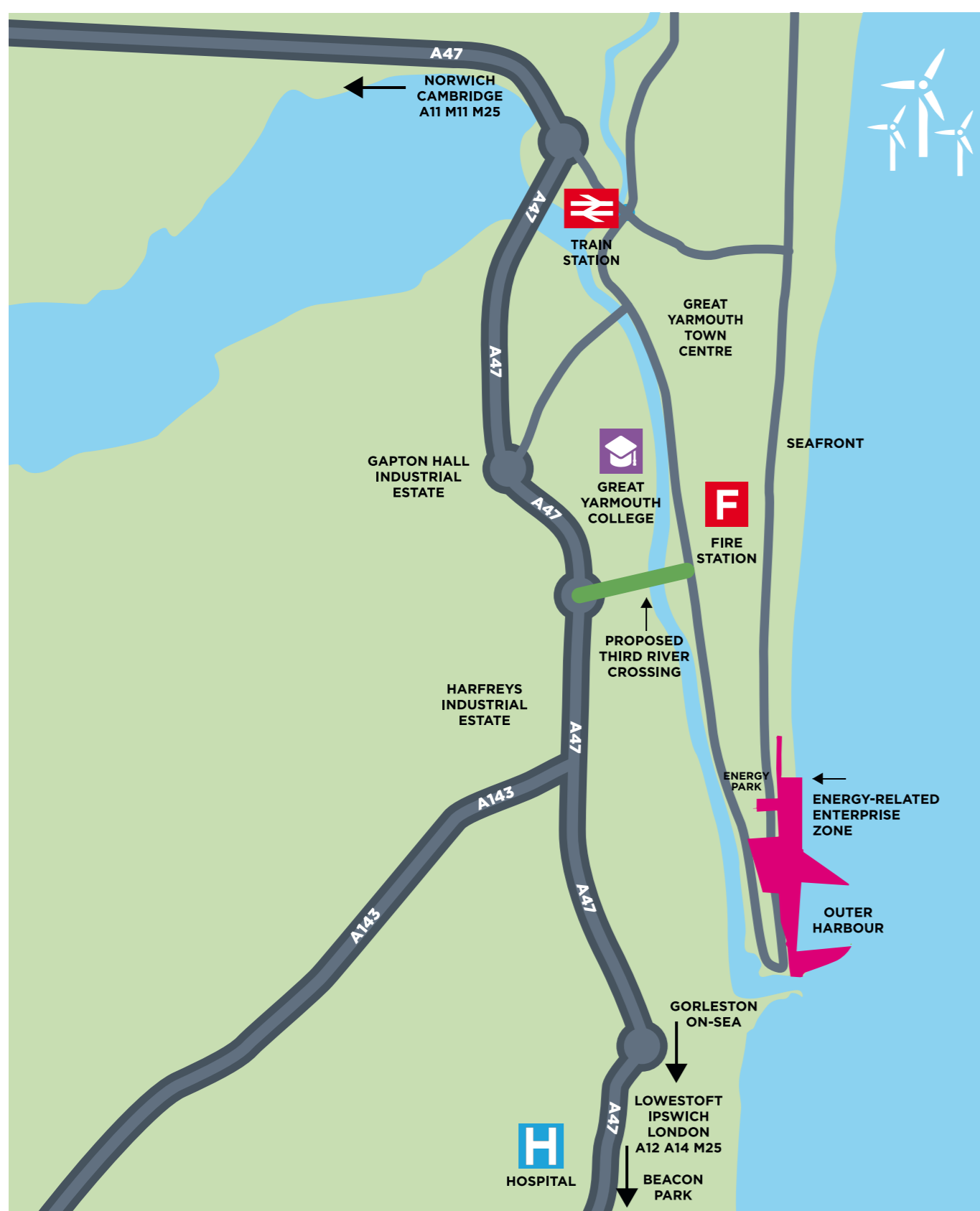


## Evidence of strong support for the bridge

- 80% strongly agreed** or agreed that congestion would be greatly reduced by a new river crossing.  
Feedback gathered from local people, via public consultation
- 79% agreed** that the Third River Crossing would make their journey times shorter

Image Credit: Offshore wind vessel at South Quay - Credit to Dudgeon Offshore Wind Limited.

The crossing links the A47 at Harfreys Roundabout with South Denes Road.



“ I am convinced that the third river crossing needs to be built to help us realise Great Yarmouth’s and Norfolk’s potential ”

**Cliff Jordan**  
Leader of Norfolk County Council

[www.norfolk.gov.uk/3rc](http://www.norfolk.gov.uk/3rc)

**Norfolk** County Council

# Progress to date

Norfolk County Council and partners are investing in the development of the new crossing to help bring forward this important piece of infrastructure.

## Progress to date

### 2003 to 2009

- Initial scheme assessment work
- Different options reviewed and assessed including different alignments and a tunnel option
- Public consultation on Great Yarmouth and Gorleston Area Transportation Strategy
- Preferred route decision confirmed alignment

### 2009 to 2015

- Purchase of properties to safeguard land

### 2015 to 2016

- Secured funding from the New Anglia Local Enterprise Partnership
- Secured funding from the Department for Transport (DfT) Local Majors Fund to prepare an outline business case

### 2016 to 2017

- Assessment of options
- Public consultation
- Development and submission of the outline business case

# Benefits

## Benefits of the scheme include:

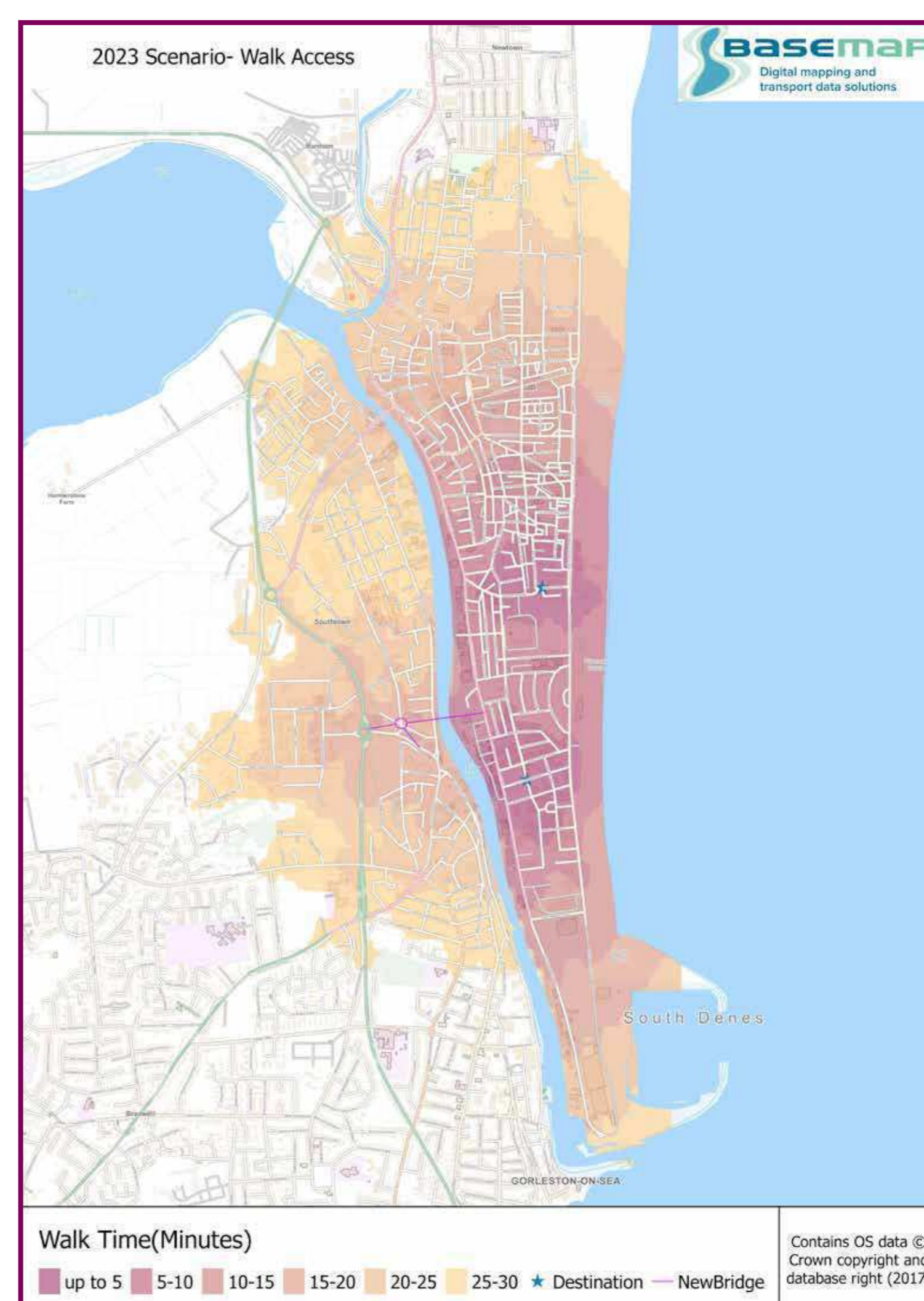
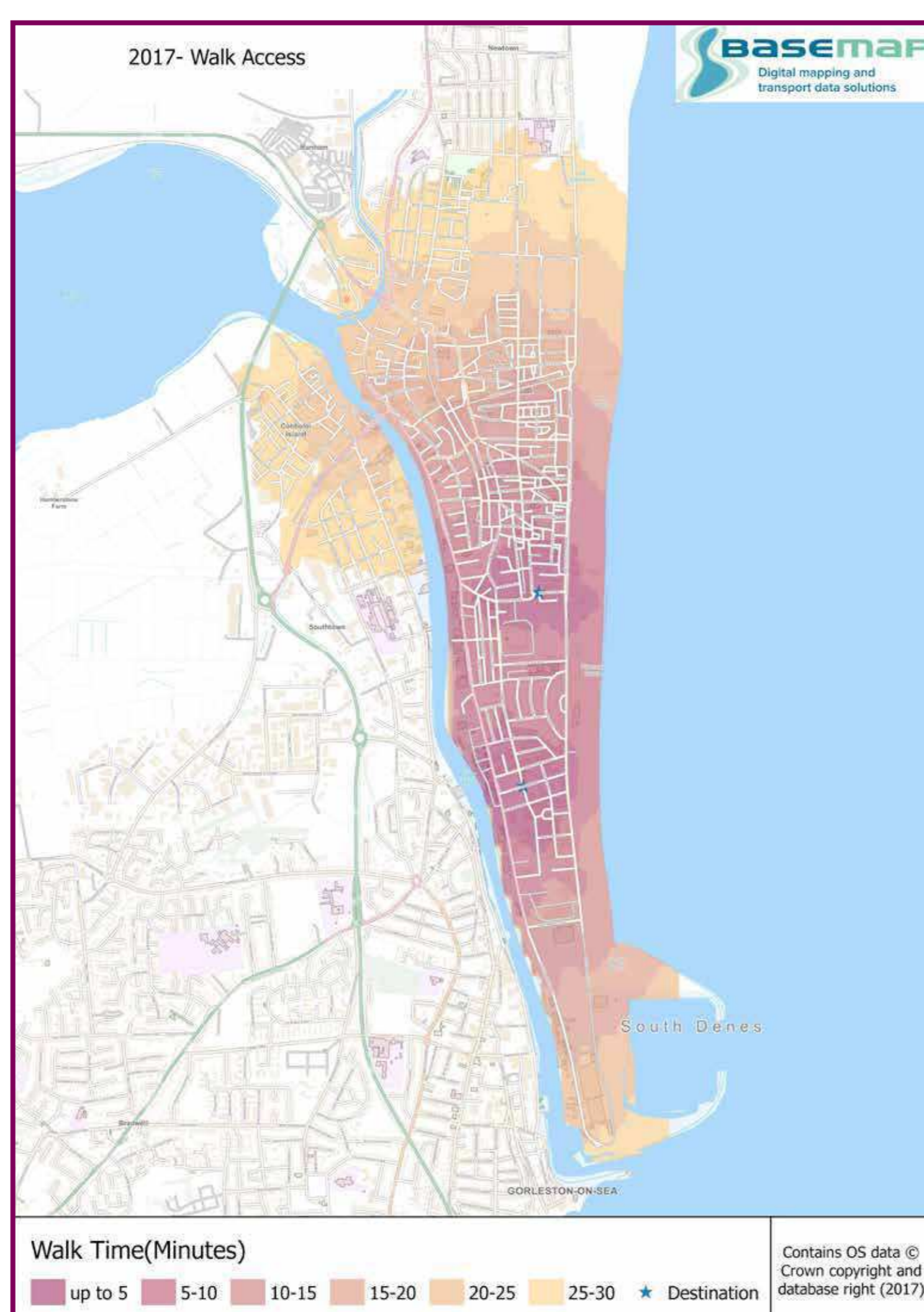
- Providing traffic relief to Breydon Bridge and Haven Bridge
- Reducing congestion and delay in the town centre
- Improving journey time reliability
- Improving access to the Great Yarmouth peninsula
- Improving traffic safety
- Enhancing access for walking, cycling and public transport
- Improving the resilience of the local road network.

We have used computer software to assess the potential impacts of the new crossing on traffic.

The results forecast that in the evening peak period of the opening year (2023) there would be:

- 55% fewer vehicles on Haven Bridge
- 46% fewer vehicles on Pasteur Road
- 23% fewer vehicles on the A47 between Harfreys and Gapton
- 39% fewer vehicles on South Quay.

The new bridge also provides a significant benefit for pedestrians and cyclists by increasing access to and from the peninsula.



# Proposed bridge

The new bridge needs to open and allow the passage of boats and large vessels along the river. Having considered the various options we think the best solution is to provide a bascule bridge with a clearance of 4.5m over the water at high tide.

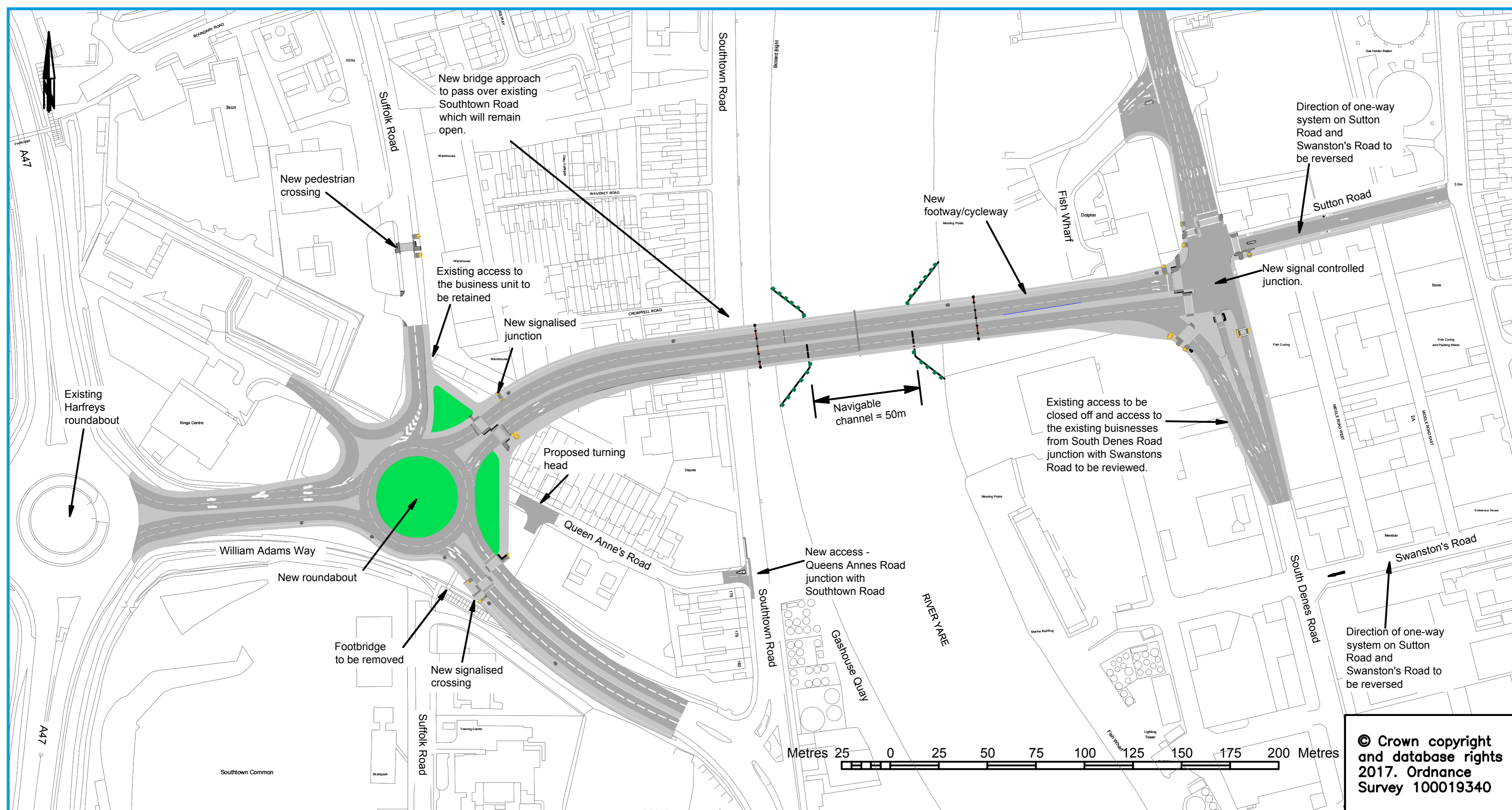


## Key Facts

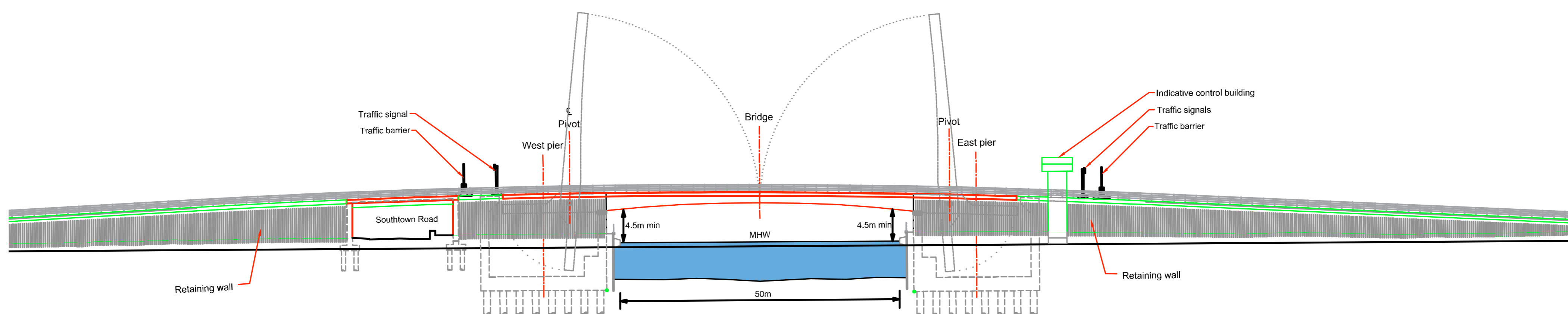
Estimated number of openings on a typical day (in 2023)	15 (based upon our assessment of predicted river traffic).
Combined length of time the bridge is closed to traffic on a typical day	75 minutes (approx average of 5 minutes per opening).
Total time each day the bridge is open to traffic/pedestrians/cyclists	22 hours 45 minutes.
Facilities for pedestrians and cycle users	Max gradient of 5% (1 in 20) in accordance with design standards.
Cost (excluding historic costs)	Approximately £121m.
Scheme footprint	The Suffolk Road roundabout and traffic signal junction on South Denes Road will be built at existing ground levels.
Frontage	Scheme junctions will be at existing ground levels, minimising the impact on frontages of any adjacent buildings.
Marine operations	The bridge will need to be opened for most vessels.

# 4.5m Bascule bridge

The plan below shows the footprint of a 4.5m bascule bridge.

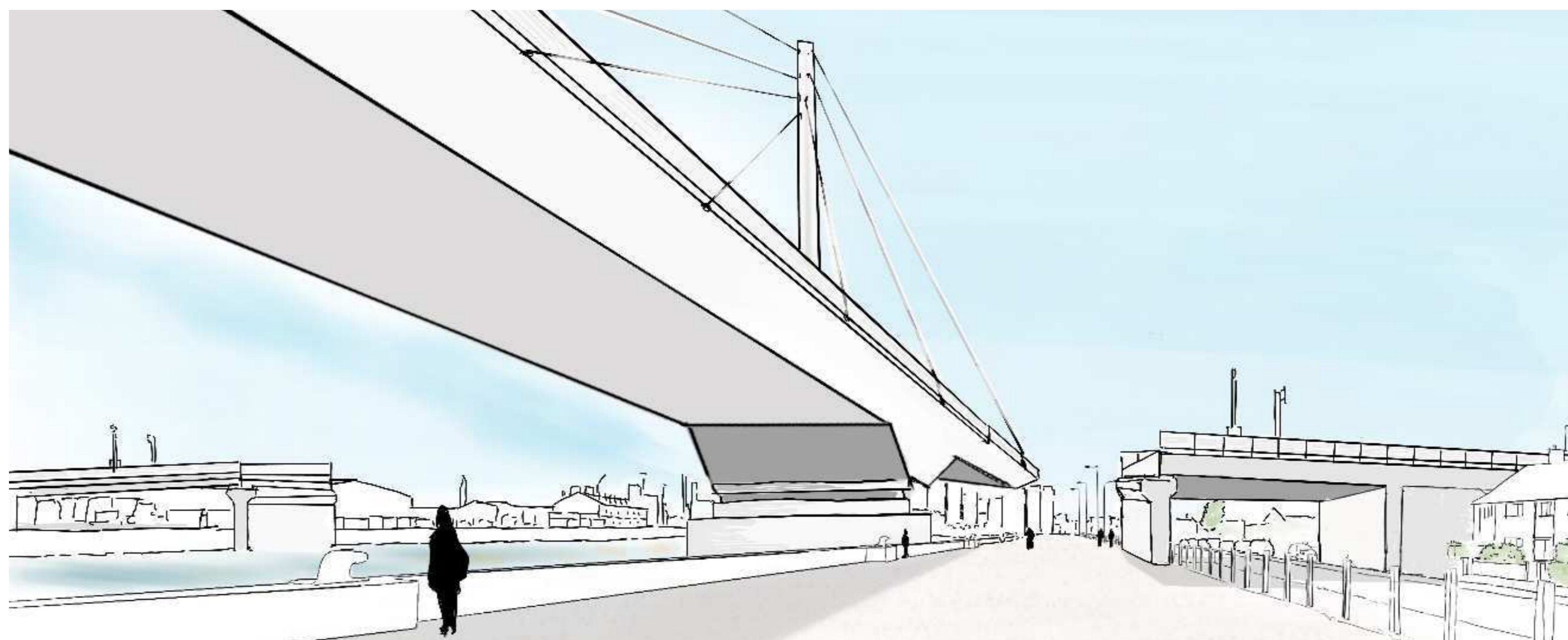


The drawing below shows the side profile of a 4.5m bascule bridge.



# Types of bridge

An alternative type of bridge that could be built is a cable stayed swing bridge.



The table below gives the advantages and disadvantages of our proposed bascule bridge compared to an alternative of a swing bridge.

Frequency of opening	Assuming the same height, the frequency of opening would be similar for both a bascule bridge and a swing bridge. However, swing bridges can take slightly longer to open/close.
Clearance under the bridge	A swing bridge can be supported by cable stays, which allows a thinner bridge deck to be provided. As a result this would provide additional clearances for river vessels.
Construction and maintenance	Construction of a bascule bridge can be more difficult because the counter weight section extends below water level. Maintenance of a swing bridge is likely to be easier as the bridge is easier to access.
Protection against river vessels	A bascule bridge would require less protection against strikes by river vessels than a swing bridge.
Cost	A bascule bridge may be up to 10% less expensive than a swing bridge.
Area of river frontage	A bascule bridge requires less area of river bank than a swing bridge, because a swing bridge needs an area of river bank to accommodate the bridge deck when in the open position.
Appearance	A bascule bridge would be consistent with the existing Haven Bridge. Cabled stayed structures, such as a swing bridge, can be much more imposing on nearby properties for which we are trying to minimise the impact of the bridge.

# Highways and public realm

The new bridge will be designed to integrate with the existing townscape and road network to enhance access for everyone.

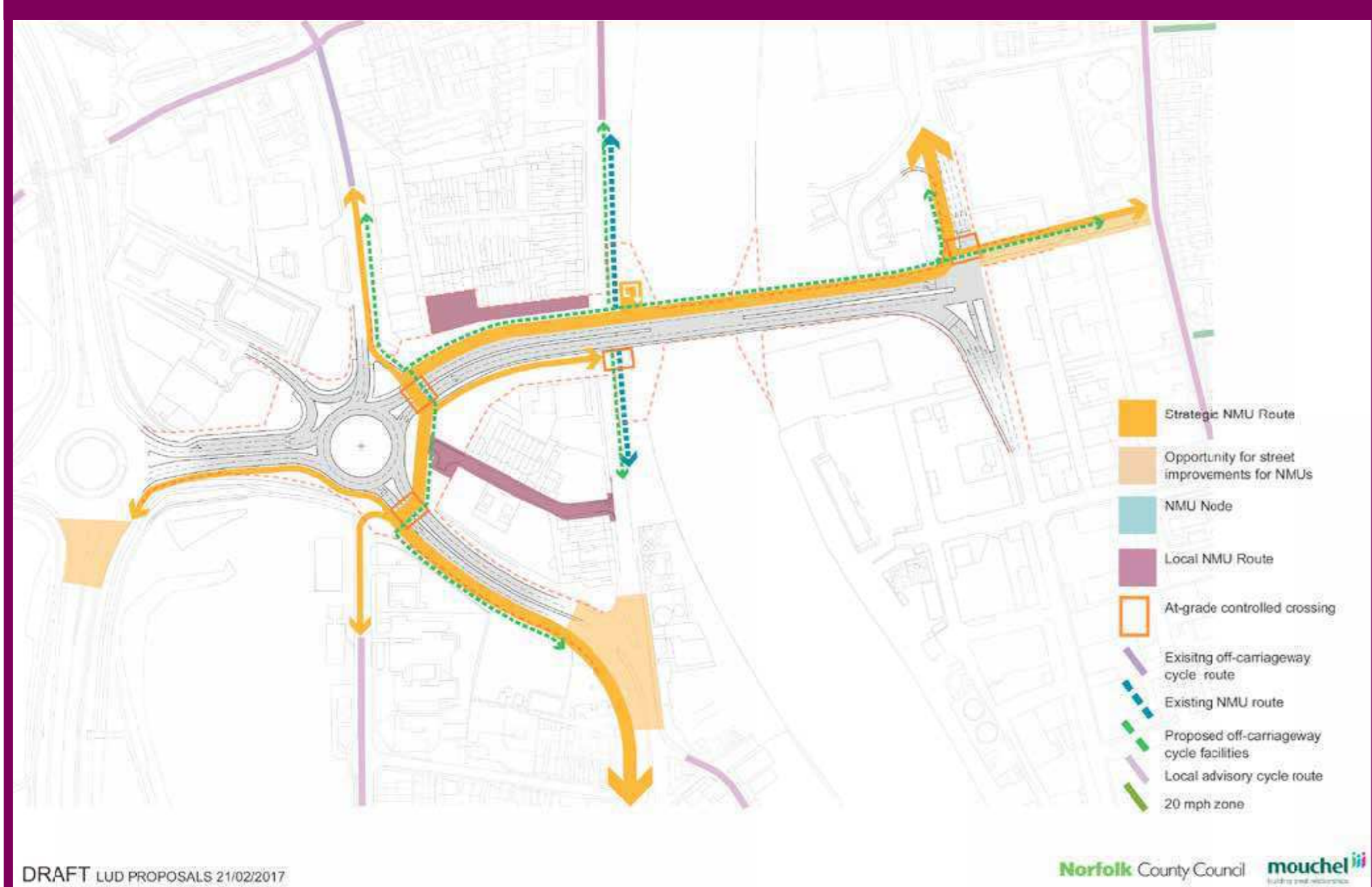
We are proposing to construct a new roundabout on the west side of the river at Suffolk Road with a new

traffic signal junction constructed on the east side at South Denes Road.

Improved and new facilities for walking, cycling (shown as non motorised users (NMU) below) and public transport will be included as part of our plans.

Some of our ideas developed so far are shown below.

## Access and circulation



## Character areas





# Next Steps

Norfolk County Council and partners have an ambitious programme to ensure the new bridge is open as soon as possible. The next steps for the project are:

## 2017 to 2019

- Further design
- Environmental assessment
- Stage 3 statutory pre-application consultation
- Preparation and submission of planning application / statutory orders

## 2019 to 2020

- Planning / statutory orders approval

## 2020 to 2023

- Further development and final funding approvals
- Construction
- Open to traffic in 2023...



# Other schemes in Great Yarmouth

The Third River Crossing forms part of a much bigger package of measures to improve transport in Great Yarmouth.

Highways England are proposing a number of improvements for the A47 as outlined below with construction planned to start by 2020/21.

## (1) Vauxhall Roundabout

The roundabout will be enlarged and have traffic signals to reduce queuing and delay. This scheme includes a change to the railway station junction to allow right turns out and it is hoped it will be implemented in 2018 by Norfolk County Council.

## (2) Gapton Hall Roundabout

Modifications are proposed to the traffic signals to reduce queuing and delays.

Great Yarmouth Borough Council adopted a Town Centre Masterplan in May 2017. This focuses on the public realm and provides a clear vision to transform the central area of the town to make it more attractive for residents, visitors and investors.

This vision is supported by transport investment from the New Anglia Local Enterprise Partnership (NALEP). This includes a range of measures to help reduce congestion and encourage sustainable transport.

## (3) Fullers Hill Roundabout

The roundabout will be altered to reduce queuing and delays particularly on the Lawn Avenue approach with construction starting in autumn 2017.

## (4) Rail Station to Market Place

The pedestrian route to the market place from the railway station via The Conge, including the pedestrian crossing on North Quay, will be improved with construction starting in autumn 2017.

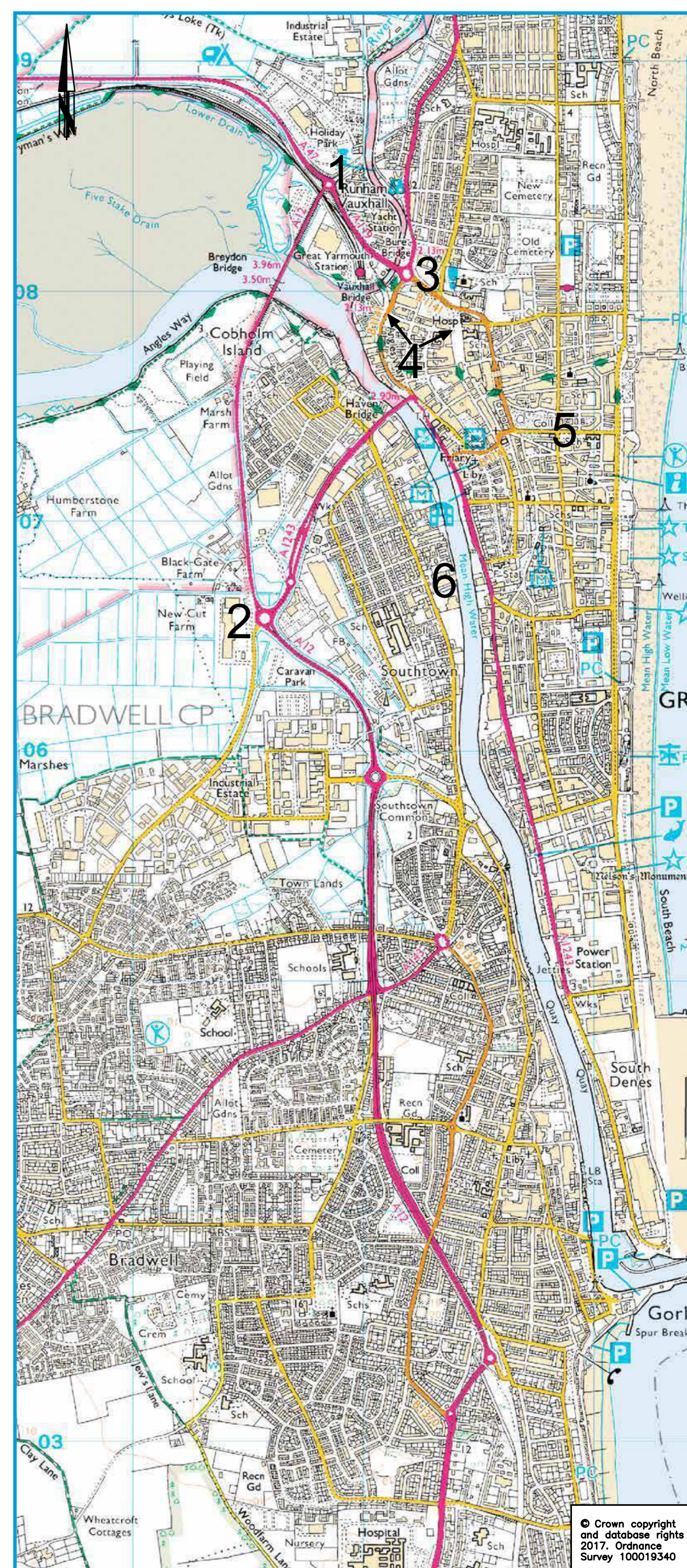
## (5) Trafalgar Road

A new cycle path along Trafalgar Road linking St George's Park to the sea front will be implemented in 2017/18.

## (6) Southtown Road

Bus stop and cycle improvements along Southtown Road will be implemented in 2017/18.

Other transport improvements are being developed over the next two years. Please contact us at [gy3rc@norfolk.gov.uk](mailto:gy3rc@norfolk.gov.uk) for further information on this work.



# Have your say

This consultation is your opportunity to express your views on this important project for Great Yarmouth.

This consultation will run from **Monday 4th September 2017** until **Friday 6th October 2017** and you can provide your views by:

- **Completing the printed feedback questionnaire – you can leave this at the exhibition or post it to:**

**Great Yarmouth  
Third River Crossing  
Major Projects Team,  
Norfolk County Council,  
County Hall, Floor 2,  
Martineau Lane,  
Norwich, NR1 2DH.**

- **Completing the online questionnaire available at [www.norfolk.gov.uk/3rc](http://www.norfolk.gov.uk/3rc)**
- **Emailing the project team at [gy3rc@norfolk.gov.uk](mailto:gy3rc@norfolk.gov.uk)**

Following the consultation we will carefully review and consider all responses received and use them to help develop the scheme.

There will be a further opportunity to comment on the scheme proposal before we make an application for planning consent.

**To contact us or find out more:**

- **visiting our website at [www.norfolk.gov.uk/3rc](http://www.norfolk.gov.uk/3rc)**
- **emailing [gy3rc@norfolk.gov.uk](mailto:gy3rc@norfolk.gov.uk)**



## Great Yarmouth Third River Crossing Project Update

### 1. Background

- 1.1. Norfolk County Council adopted a preferred scheme for the Great Yarmouth Third River Crossing in 2009, comprising a lifting bridge over the River Yare to connect the trunk road network, at the A12 Harfreys Roundabout, to the southern peninsula near to the port and Enterprise Zone sites.
- 1.2. In December 2016, a motion was agreed by the County Council to include the 3<sup>rd</sup> River Crossing project as part of its key transport infrastructure priorities.

### 2. Progress to date

- 2.1. In August 2016 Norfolk County Council successfully bid for development funding in the fast track round of the large local major schemes fund and £1.08m was awarded by the Department for Transport (DfT) for the Council to develop an Outline Business Case (OBC) which will be submitted to DfT by 31 March 2017 as part of a competitive funding process. In total, a budget of £1.2m has been allocated to the project in 2016/17 to ensure the delivery of the OBC.
- 2.2. An Outline business case has been submitted to DfT that sets out the proposed scheme. The OBC and the current development work has been funded from DfT grant. We are awaiting for confirmation from DfT whether the scheme has been accepted for full funding and we were anticipating this decision to be made ahead of the summer recess, although this is unlikely to happen, we are now expecting this to happen August/ September 2017.
- 2.3. The LEP has agreed £2m of Growth deal funding to support further development of the scheme, subject to DfT confirmation of programme entry. In order to meet the timescales set out in the OBC we would need to continue to develop the scheme “at risk”, until confirmation of funding has been received.
- 2.4. Should DfT grant the project ‘programme entry’ status, which is effectively an in principle funding allocation, we will move into the next phase of delivery, which is likely to take the form of a Development Consent Order (DCO). A final business case submission will be necessary to release the funding allocation from DfT on successful completion of the statutory processes.

### 2.5. Programme

The current indicative forward programme and associated costs are:

Stage	Timing	Funding	
		Total	Notes
DfT consider OBC and decide whether to release further funding	Not certain: expected summer '17	NA	We are currently awaiting decisions on progress and whether DfT are will award funding at this stage.

## Appendix B

Detailed Design and Statutory Procedures (see details/dates in para 2.18 below)	2017/18-2019/20	Circa £4m	DfT Growth Deal (£2m allocated)
Scheme development at risk until DfT approval (linked to next item)	April 2017 to summer 2017	(£200,000) included in £4m above	Initially from 2017/18 Growth Deal allocation, underwritten by NCC in case DfT refuse OBC
<b>Early development Work</b>	<b>August 2017 -</b>	<b>£1.375m Included in the £4m above</b>	<b>Funded from Growth Deal allocation, underwritten by NCC in case DfT refuse OBC</b>
DfT review final business case and decide whether to give final funding approval and release funding for construction	Estimated during 2020	NA	
Delivery	Estimated start date late 2020	£116m (outturn prices)	DfT (80%) Local contribution (20%)
<b>Total</b>		<b>£120m</b>	

### 2.6. Indicative statutory process details and timescales:

- Commence Statutory Consultations Spring 2018
- Development Consent Order Application Early 2019
- Examination in Public Summer 2019
- Start of Construction Winter 2020
- Bridge completed and open Winter 2022

### 2.7. In view of the scale of the project and the statutory processes that must be completed, the above programme is challenging but deliverable and demonstrates the determination to fast track the delivery of this project.

**To ensure that the momentum is maintained going forward it is recommended that development work continues at risk, until confirmation from the DfT (expected by the September 2017).**

Key areas of work that would be progressed in advance of the DfT funding announcement would be:

- Commencement of the full Ground Investigation survey - £0.715m
- Environmental surveys and reporting
- Public Engagement/ Consultation
- Work to develop the procurement strategy and contract documents
- Ongoing design development and refinement

### 2.8. The estimated cost of this work is **£1.375m. Norfolk County Council would need to underwrite these costs until the scheme is granted 'programme entry' by the DfT when the costs would be recovered** from the 2017/18 Local Growth Deal allocation, which has been provided for the purpose of scheme development. This financial risk would only be realised if the project is not delivered in the future and would need to be reimbursed by revenue budgets.

### 2.9. The work to be undertaken now is essential to keep the scheme on track, of the £1.375m, a significant element of that cost (£0.715m) is related to Ground investigation works that are required to inform the procurement process to

ensure that the details provided to potential bidders is as robust as possible.

**3. Issues and risks**

- 3.1. A key risk at this stage is the continuation of work until DfT has confirmed programme entry in the summer
- 3.2. There has been an unexpected general election, which may delay the decision on funding. However we are continuing to work with DfT to maintain the original timetable for a decision before the summer recess.
- 3.3. There is a risk that DfT will not approve the Outline Business Case for the project. However any expenditure will not be abortive as it is reasonable to anticipate further possible funding opportunities and the project would be better placed to bid for these.

# Environment Development and Transport Committee

Item No.

<b>Report title:</b>	<b>Transport for Norwich (TfN) and Northern Distributor Road (NDR) update report</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director of Environment and Community Services</b>
<b>Strategic impact</b> The Norwich Area Transport Strategy (NATS) Implementation Plan ('Transport for Norwich' - TfN) includes cycling infrastructure, pedestrian and public transport enhancements and traffic management in the city centre and suburbs, as well as delivery of the NDR.	

## Executive summary

This report provides an update on progress made on delivering the TfN programme of works since the last update report in July 2016.

### Recommendations:

- i) **Committee is asked to comment on the projects set out in this report as part of the ongoing commitment to deliver the Transport for Norwich (TfN) plan**
- ii) **Committee is asked to note the latest update on progress of the NDR project and agree to the phased opening of sections of the NDR as set out in this report (section 3).**

## 1. Transport for Norwich (TfN) – update on scheme delivery

1.1. This report provides an update on key schemes that have been delivered or are being developed since the last update of July 2016 ([Link](#)).

### 1.2. Cycle City Ambition Grant

The programme of work on the second phase of the Cycle City Ambition programme has continued. The second wave of funding for the project saw Norwich City Council secure an additional £8.4m of funding to make further improvements to cycle routes across the city. Two of the other seven cycle routes to benefit from this grant include the Yellow Pedalway between Norwich International Airport and Lakenham and the Blue Pedalway from Sprowston to Wymondham. Key schemes delivered during 2016/17 were cycle and pedestrian improvements along A11 Newmarket Road between Unthank Road and the Outer Ring Road and improved cycling facilities along Hall Road.

1.3. Delivery of improvements to cycle infrastructure continue into 2017/18, with key schemes being delivered along A11 Newmarket Road between the Outer Ring Road and Hannover Road, St Crispins, Eaton/Cringleford, Mile Cross and Brazengate.

### 1.4. Local Growth Fund (LGF)

Significant capital funding has been secured from the New Anglia Local

Enterprise Partnership (LEP) through the Growth Deal, which aims to boost the region's skills, improve transport and infrastructure and help small businesses to grow. Growth Deal funding has been used to deliver significant changes to traffic flow in Norwich city centre where traffic was removed from Westlegate to improve pedestrian and cycle connections with the rest of the city centre and the north-south vehicle access has been simplified by making Golden Ball Street two-way. Westlegate also saw improvements to its streetscape with the installation of new paving, planters and seating.

- 1.5. Work has continued on developing the new transport interchange facility at Roundhouse Way and good progress has been made in terms of preparing works for the delivery of significant cycle improvements between Wymondham and Hethersett later in 2017/18.
- 1.6. Feasibility and design work is underway for transport improvements to Prince of Wales Road / Rose Lane, with the aim of undertaking consultation on this early 2018. Additionally, attention is being focussed on options to improve the Newmarket Road / Outer Ring Road junction.
- 1.7. **Sustainable Travel Transition Fund**

Norfolk County Council (NCC) secured £440k revenue funding from Department for Transport (DfT) for 2016/17 through the Sustainable Travel Transition Fund, which was used to promote increased levels of walking and cycling in Norwich and Great Yarmouth. This funding was used to deliver a wide range of activities, which included personalised journey planning for residents in Norwich, setting up a cycle loan scheme and regular 'Parkride' events, providing cycle riding and maintenance training and delivering a number of walking and cycling festivals that several thousand people attended. Following on from this, NCC then secured a further £1.488m revenue funding from DfT for 17/18-19/20 through the Access Fund, again to promote walking and cycling in Norwich and Great Yarmouth.
- 1.8. **Key transport statistics**

Since 2013, the number of cycle journeys recorded across the Norwich cycle network has increased by around 45%, from 100,000 to about 145,000. This information comes from a series of automated counters distributed across Norwich that are aimed at measuring the result of investment in cycle infrastructure and activities to encourage cycling. These figures only represent those recorded from counters – the overall number of people cycling across Norwich as a whole will be considerably higher. Just under 9% of workers in Norwich cycle to work, which places Norwich as the 8<sup>th</sup> highest local authority area in the UK (Office for National Statistics, Census 2011).
- 1.9. City centre footfall is measured by the Norwich Business Improvement District (BID) from two automated counters in the city centre. For 2016, this showed an increase of 2.6% on the previous year. A typical footfall figure reported for a single month by these two counters is just over 2m. This footfall trend in Norwich is bucking the East of England and national trend, which saw overall decreases of 0.6% and 1.1% respectively.
- 1.10. Bus operator, First, has reported a half-a-million increase in passenger journeys over the last 12 months in Norfolk, with 75% of this increase in Norwich. They attributed part of this increase to the city centre traffic improvement works, which they report has increased bus service punctuality and given people more confidence in the public transport network. To support these figures released by First, bus operator Sanders Coaches reported an additional 100,000 passenger journeys on their rural services into Norwich from North Norfolk.



### 1.11. **Review of the Highways Agency Agreement**

The Highways Agency Agreement and delivery of the TfN programme are separate entities but are closely linked to each other in terms of their impacts on the city.

1.12. The current Highways Agency Agreement is dated 19 September 2014 and unless either the County Council or City Council give not less than 12 months' notice, the Agreement will expire on 31 March 2019. If by 1 April 2018 neither party has given notice, the agreement will be renewed for a period of 5 years from 1 April 2019.

1.13. Officers are currently carrying out an in-depth review of the Highways Agency Agreement and recommendations will be reported back to this Committee in spring 2018. The review is aimed at ensuring the structure for delivery is fit for purpose and continues to provide value for money.

## **2. Norwich Area Transportation Strategy (NATS) - update**

2.1. The current NATS strategy was adopted in 2010 and rolled forward in 2013. A review of the NATS strategy and Implementation Plan was started in early-2017 with the aim of focussing on what NATS has delivered since the last review, how relevant are the NATS policies and what issues have emerged since the last review?

2.2. It is recognised that the delivery of NATS has been successful to date and that the intention of this review is not start again and come up with a brand new strategy and Implementation Plan. Instead, this review is very much focussed with fine tuning what already exists and updating as appropriate.

2.3. The review of the NATS strategy is being undertaken in tandem with the local plan review, which will allow activities to be co-ordinated where appropriate. The timetable for the NATS review envisages consultation on high level transport issues during Autumn 2017 alongside public consultation on the local plan, with a more detailed consultation exercise on an updated strategy and implementation plan being undertaken Spring 2018, with a view to being adopted late 2018.

2.4. A number of pieces of technical work to support the review of NATS are likely to be required including an analysis of access into Norwich and updated traffic modelling. The scope of this work is currently being identified.

## **3. NDR Update**

3.1. A construction progress update report was presented to this Committee on 21 June 2017 ([Link](#)). This report provides a further update on the potential timing of the opening of the NDR and seeks approval to phase the delivery of the NDR construction such that sections of the road are opened in stages.

3.2. The 21 June report set out the potential to open sections of the NDR in phases, as follows:

1. A1067 Fakenham Road to A140 Cromer Road by the end of October/early November 2017.
2. A140 Cromer Road to A1151 Wroxham Road by the end of December 2017.
3. A1151 Wroxham Road to Postwick junction at A47 by the end of March 2018.

These dates remain the current target and therefore consideration needs to be given to the effects on the local road network of opening sections 1 & 2 above

early and in advance of the full scheme being completed (section 3).

- 3.3. Modelling of the network has been undertaken to assess the effects of opening section 1, and then sections 1 & 2. The main findings are:

Opening Section 1 (late October/early November 2017)

- Traffic does make use of the partially opened NDR and doesn't go through Drayton, with the model indicating a similar level of reduction as compared to the fully completed NDR.
- There is a change (increase) of traffic through Weston Longville that is consistent with the full NDR scenario.
- Significant reduction is found at Reepham Rd to the west of Drayton Lane, which shows that traffic is rerouting and using the partial NDR instead of Reepham Road.
- However, further south on Reepham Road, traffic flow increases notably to the east of Hall Lane, with a corresponding decrease on the A140 Holt/Cromer Road. This is mainly considered to be due to delays on inbound traffic at two signal junctions on the A140 Holt/Cromer Road near the airport which appears to cause traffic to re-route onto Reepham Road, with the morning peak period being the worst.
- On the NDR itself, this partial opening is predicted to generate around 9,600 two way AADT (Annual Average Daily Traffic) flows near the A1067 and around 12,000 near the A140. These levels are lower than those expected when the full NDR is opened, with flows then increased to 12,000 and 22,000 respectively.

Opening Sections 1 & 2 (December 2017)

This modelling was undertaken to assess localised impacts and take account of the issues identified above for Section 1. The results show that the opening of sections 1 & 2 indicates a switch of traffic from the existing outer ring road to the NDR. Flows on the NDR remain lower than when the full scheme is opened.

Modelling analysis tested options including re-configuring the timing of the traffic signals on the A140 Cromer Road and at the Boundary junction (A140/Ring Road). This shows a positive effect on the level of traffic on Reepham Road.

3.4. Recommendations

The assessments of opening Section 1 by the end of October/early November 2017 and then Sections 1 & 2 by end of December 2017 will generate some localised traffic issues, particularly at Weston Longville and Reepham Road. However, it is considered that the introduction of traffic calming within Weston Longville will help to discourage traffic using that route. The traffic calming is due to be introduced during October. The short term increase in traffic on Reepham Road can be mitigated by amending traffic signal timings on the A140 Cromer Road and at the Outer Ring Road boundary junction.

- 3.5. With the mitigation measures in place and with further monitoring and evaluation during the temporary period until the full NDR is completed and opened, it is considered viable to open the NDR in sections as set out above. This will ensure that the road is opened as soon as sections become available and provides a balanced position taking into account potential criticism that may be made about the road being largely completed but not opened.

## **4. Financial Implications**

- 4.1. Funding for TfN comes from a variety of sources, including NCC funding from Local Transport Plan, developer contributions, through the Local Growth Fund and other opportunities such as government funding bids. Delivery is phased

over 10-15 years to reflect the availability of funding.

- 4.2. A confidential report setting out the financial position of the NDR was presented to EDT Committee on 21 June 2017. The reason for confidentiality is that the ability to manage the difficult and commercially sensitive dialogue necessary with the contractor in the coming weeks and months would be significantly compromised. Further updates will be provided to the NDR Member Group and Committee in due course.

## 5. Issues, risks and innovation

- 5.1. Following discussion at the June Committee around the NDR risk it was agreed that the risk rating for the project to achieve delivery within budget should be amended to red to reflect a likely increase in costs. The current risk score has been amended to 25. There have been no changes to the agreed risk score since the June Committee. See Appendix A for further details.

## 6. Background

- 6.1. EDT Committee 8 July 2016 – Follow this [Link](#) (agenda item 8, page 19)  
EDT Committee 21 June 2017 – Follow this [Link](#) (agenda item 16, page 124)

### 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 : **David Allfrey (Major Projects Manager)**                      Tel No. : **01603 223292**

**Jeremy Wiggin (Transport for Norwich Manager)**                      **01603 223117**

Email address : [david.allfrey@norfolk.gov.uk](mailto:david.allfrey@norfolk.gov.uk)  
[jeremy.wiggin@norfolk.gov.uk](mailto:jeremy.wiggin@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 – Risk Management Update

Significant change to the risk register since the last Risk Management report was presented in June 2017.

### Current score changes:

#### **RM017 - Failure to construct and deliver the Norwich Northern Distributor Route (NDR) within agreed budget (£179.5m)**

A confidential report setting out the financial position of the NDR was presented to EDT Committee on 21 June 2017. Following discussion Committee agreed that the risk rating for the project to achieve delivery within budget should be amended to red to reflect a likely increase in costs. The current risk score has been amended to 25.

### **Risk:**

Failure to construct and deliver the Norwich Northern Distributor Route (NDR) within agreed budget (£179.5m)

### **Risk Description:**

There is a risk that the NDR will not be constructed and delivered within budget. Cause: environmental and/or 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 would result in the shortfall having to be met from other budgets. This would impact on other NCC programmes.

### **Current Likelihood:**

Score now at 5 (as per June Committee consideration)

### **Current Impact:**

Score now at 5 (as per June Committee consideration)

### **Tasks to Mitigate the Risks:**

The total project budget agreed by Full Council (November 2015) is £179.5m. Since then, November 2016, a risk of £6.8m increased budget was highlighted. In June 2017, this valuation and risk has increased. The new assessment reflects the corporate assessment criteria (i.e. 5 x 5) and was agreed at June Committee. Mitigation measures now reflect the revised position.

- 1) Project Board and associated governance to continue to monitor cost and programme at monthly reporting meeting.
- 2) NCC project team to include increased commercial resource to provide scrutiny throughout the remaining works by Balfour Beatty. This will include an independent audit of Balfour Beatty's project costs.

- 3) Programme to be developed that shows works to be completed as rapidly and efficiently as possible.
- 4) Project controls and client team to ensure systems in place to deliver the project and prepare for any contractual issues to be robustly handled as works are completed and final account process closed.
- 5) All opportunities to be explored to reduce risk and programme duration with appropriate management meetings (at appropriate levels) to be held.
- 6) Provide further assurance of budget management governance through appropriate audits and further specialist advice.
- 7) Seek further contract/legal advice on key contract cost risks as necessary (linked to item 4 above).

Overall risk treatment: Focus on reducing project costs

**Progress update:**

- 1) The project Board is in place and monthly reporting on progress, cost and risk is being provided to the Board. Process will also include updates and feedback from the NDR Member Group who are providing additional project scrutiny.
- 2) The project commercial team has been reinforced to provide increased scrutiny throughout the remaining works. This includes a planned review by external specialists to examine Balfour Beatty's project costs to date. Further resource or specialist advice to be discussed at Board meetings.
- 3) Contractor has been asked to develop a programme demonstrating the activities necessary to complete all the remaining works. Expected to provide details of the planned phased opening of the NDR (in up to 3 stages). Board and NDR Member Group to be provided with details.
- 4) Project administration controls and client commercial team are reinforcing systems and staffing levels to monitor ongoing costs and contract information. The specialist review of allowable costs will provide input to any further cost management requirements. Contract administration will continue to be managed through CEMAR software package. Project cost forecasting also to be updated in line with programme (see 3 above).
- 5) Regular construction meetings held to ensure delivery maintains momentum on site. Further meetings being held between respective commercial teams to deal with closing out necessary contract changes and programme management. Senior management meetings are also being held to discuss the commercial position and find ways of reducing costs. Details to be reported to Board and new NDR Member Group.

Ongoing analysis by the Projects Support Manager assigned to the NDR project will provide additional detailed assessment of project cost issues.

6) A governance (delegated purchasing of land) audit and a contract variations audit are being carried out. Audit scopes established and agreed to complete and report by end August 17. Further cost analysis by specialist consultants also planned to commence at end of August 2017.

7) Specialist contract advice has been requested to deal with specific project issues. The scope of this is under review and may increase. Decisions on this will be discussed at Board and with the Member Group.

# Environment, Transport and Development Committee

Item No.

<b>Report title:</b>	<b>Strategic and Financial Planning 2018-19 to 2021-22</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>

## **Strategic impact**

This report provides an update on the Council's budget setting process, and summarises the Policy and Resources Committee's guidance to Service Committees on the actions required to enable the Council to set a balanced budget for 2018-19. It also provides the Committee with an update on the Council's overall forecast financial position and in particular sets out details of the forecast budget gap for 2018-19 to 2021-22, and the strategic and financial planning framework recommended by the Policy and Resources Committee.

It also confirms key themes to be taken into account in the development of the next iteration of the Council Plan and sets out an overview of the organisational response to financial pressures.

## **Executive summary**

The report sets out Policy and Resources Committee's guidance to the Committee on the actions required to support preparation of a balanced budget for 2018-19. This includes an overview of the Council's budget planning process, the principles for this year's budget-setting activity, and the latest forecast gap for budget planning purposes for the period 2018-19 to 2021-22.

## **Recommendations:**

**The Committee is recommended to:**

- 1) Note the budget planning guidance for 2018-19 agreed by Policy and Resources Committee and in particular note:**
  - a. the budget assumptions set out in this report;**
  - b. the budget planning principles for 2018-19;**
  - c. the forecast budget gap of £100.000m reflected in the Council's latest financial planning;**
  - d. the allocation of saving targets for the MTF period 2018-19 to 2021-22 to Departments and Committees, noting the existing savings for 2018-19 and beyond which were agreed as part of the 2017-18 budget round;**
- 2) Consider and agree the service-specific budgeting issues for 2018-19 as set out in section Error! Reference source not found.,**
- 3) Consider whether any planned 2018-19 savings could be implemented during 2017-18 to provide an in-year saving; and**
- 4) In order to help close the forecast 2018-19 budget gap (as defined in**

**recommendation** Error! Reference source not found., **commission officers to report to the October Committee cycle:**

- a. **whether any savings identified for 2019-20 have the capacity to be brought forward to 2018-19;**
- b. **to identify alternative new savings for 2018-19;**
- c. **to identify further savings for the future years 2019-20 to 2021-22 to close the budget gap identified in those years.**

## **1. Introduction**

- 1.1. The County Council agreed the 2017-18 Budget and Medium Term Financial Strategy (MTFS) to 2019-20 at its meeting 20 February 2017. At this point, the MTFS identified a gap for budget planning purposes of £35.015m. The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation. At its meeting 3 July 2017, Policy and Resources Committee therefore received a report “Strategic and Financial Planning 2018-19 to 2021-22” which updated Members on the Council’s financial position forecasting a gap of £100.000m for the period to 2021-22, and represented the beginning of Committees’ budget planning for 2018-19.
- 1.2. In 2018-19 the budget-setting process will also be closely aligned with development of the new Council Plan and associated corporate strategy work, to be completed in the autumn. Further details of this approach were set out in the report “Caring for your County” and also in the Strategic and Financial Planning report considered by Policy and Resources Committee in July.

### **2017-18 budget position**

- 1.3. The latest details of the 2017-18 budget position are set out in the budget monitoring report elsewhere on the agenda. The budget planning assumptions for 2018-19 set out later in this report include an assumption that the 2017-18 Budget is fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends).

### **Use of reserves to support the budget in 2017-18**

- 1.4. The 2017-18 Budget included plans for available reserves totalling £5.813m to be identified during the process of closing the 2016-17 accounts. This work has now been completed with sufficient reserves to support the Budget having been successfully identified. As a result the potential mitigating actions anticipated at the time the Budget was set will not be required in this respect. Further details of the proposed reserves to be used were provided in the 2016-17 Finance Monitoring Report Outturn to Policy and Resources Committee.

## **2. 2018-19 Budget planning**

### **2017-20 Medium Term Financial Strategy**



- 2.1. The Medium Term Financial Strategy (MTFS) for 2017-20 agreed by Full Council in February set out a forecast gap for the years 2018-19 and 2019-20 of **£35.015m** and included planned net savings of **£72.737m**. The table below shows savings by Committee and the categorisation of these savings is shown in Appendix 1.

**Table 1: Agreed MTFS savings 2017-20 by Committee**

	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult	-11.213	-18.716	-10.000	<b>-39.929</b>
Children's	-1.854	-0.859	-0.535	<b>-3.248</b>
Communities	-1.906	-0.102	0.000	<b>-2.008</b>
EDT	-6.020	-0.156	0.000	<b>-6.176</b>
Policy and Resources	-26.781	6.174	-0.769	<b>-21.376</b>
<b>Total</b>	<b>-47.774</b>	<b>-13.659</b>	<b>-11.304</b>	<b>-72.737</b>

- 2.2. The MTFS position represents the starting point for 2018-19 budget planning.

**Budget planning principles 2018-19**

- 2.3. Policy and Resources Committee have agreed the following key principles for budget planning in 2018-19:

- Budget planning will cover the four year period 2018-19 to 2021-22;
- Budget planning will have an emphasis equally on increasing income as much as reducing cost;
- Budget planning will seek the early identification, and Member agreement, of 2018-19 savings where possible (i.e. before February 2018), in order to facilitate implementation and delivery; and
- Savings targets will be profiled to require savings towards the beginning of the budget period in order to seek to ensure that no savings are necessary in the final year of the Medium Term Financial Strategy 2021-22.

- 2.4. The outline budget-setting timetable for 2018-19 is set out in Appendix 2 to this report.

**Latest forecast budget gap 2018-19**

- 2.5. As set out above, the budget gap identified in the MTFS at February 2017 was **£35.015m**. In spite of the four-year funding settlement from Government for the period 2016-17 to 2019-20, there is considerable uncertainty about future funding levels, in part as a result of the general election. Financial forecasts have now been extended to cover the four year budget period, although the levels of funding to be received in the final two years, 2020-21 and 2021-22, are unknown. There is currently particular uncertainty about the implementation of 100% rates localisation. **Based on previous indications from the government, this forecast assumes that Revenue Support Grant will substantially disappear in 2020-21. This equates to a pressure of around £36m, but significant uncertainty is attached to this and clearly the level of savings required in year three could be materially lower should this loss of**

## funding not take place.

- 2.6. With these caveats, the latest estimate of the budget gap for the four year planning period up to 2021-22 is **£100m**. The table below sets out the summary County Council forecast position. Further details of the budget planning changes as reported to Policy and Resources Committee are shown in Appendix 3.

**Table 2: Revised Norfolk County Council budget gap forecast**

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
<b>Gap as at MTFS February 2017</b>	<b>16.125</b>	<b>18.890</b>	<b>0.000</b>	<b>0.000</b>	<b>35.015</b>
New pressures	13.135	-6.897	20.773	21.366	<b>48.377</b>
Funding changes	-11.612	5.998	42.343	0.000	<b>36.729</b>
Savings changes	0.878	0.535	-10.000	0.000	<b>-8.587</b>
Council tax increase <i>(1.99% 2020-21, 0% 2021-22)</i>	0.000	0.000	-7.657	0.000	<b>-7.657</b>
Council tax base growth <i>(0.5%)</i>	0.000	0.000	-1.914	-1.962	<b>-3.877</b>
<b>Revised gap as at P&amp;R July 2017</b>	<b>18.526</b>	<b>18.526</b>	<b>43.544</b>	<b>19.404</b>	<b>100.000</b>
Reallocate year 4 saving to years 1-3 <i>(split 20/60/20)</i>	3.881	11.642	3.881	-19.404	<b>0.000</b>
<b>Total new savings to find <i>(in addition to savings in 2017-18 MTFS)</i></b>	<b>22.407</b>	<b>30.168</b>	<b>47.425</b>	<b>0.000</b>	<b>100.000</b>
<b>Note: Budget planning assumes:</b>					
<b>Forecast council tax</b>	<b>373.535</b>	<b>382.873</b>	<b>392.445</b>	<b>394.407</b>	<b>n/a</b>
Forecast increase in council tax in budget planning <i>(including ASC precept, council tax increase and council tax base growth)</i>	14.723	9.338	9.572	1.962	35.595
Council tax increase	1.9%	2.0%	2.0%	0.0%	
Adult Social Care precept increase	3.0%	-	-	-	

## **Budget assumptions 2018-19**

- 2.7. The 2018-22 MTFS **forecast position assumes:**

- 2017-18 Budget and savings delivered in line with current plans (no overspend);
- Use of additional Adult Social Care funding during 2017-18 and future years as agreed by Adult Social Care Committee 10 July 2017;
- Substantial loss of RSG will occur in 2020-21;
- Council tax increases are agreed (subject to annual decision by Full Council) as shown in the table above for 2018-19 to 2020-21 (including Adult Social Care precept in 2018-19) with no increase in council tax in 2021-22; and

- Moderate council tax base growth over the period of the MTFS.

2.8. Uncertainties remain about a number of items which **have not been reflected** in the budget planning assumptions, but which could potentially result in an increase in the overall gap. Risks include:

- Implications of work on the National Pay Spine resulting from the National Living Wage (potentially costing 6-7% over three years) this could result in an additional 1% pay pressure each year, as 1% is already included within the MTFS; and
- The potential for transfer of the Fire and Rescue Service to the Police and Crime Commissioner.

2.9. This budget position and the associated assumptions will be kept under continuous review, and updated to reflect any changes arising from the Government's Autumn Budget, or further information about the Council's funding position as it becomes available. Reports on the latest financial planning position will be presented to Policy and Resources Committee up until budget-setting by County Council in February.

#### **Allocation of savings required**

2.10. The following table sets out indicative savings by department (excluding Schools and Public Health) as approved by Policy and Resources Committee. Savings have been based on allocating the budget gap with reference to the planned departmental net budgets for 2018-19. Recognising that Adult Social Care is delivering a significant proportion of the savings planned in the 2017-20 MTFS (see Table 1), and further savings enabled by the additional funding reflected in the budget planning gap, the indicative savings do not include a further apportionment to Adult Social Care for 2018-19. Adults do however receive a share of the year 4 (2021-22) saving to be achieved.

**Table 3: Allocation of 2018-19 savings required by Department<sup>1</sup>**

Allocation of savings by Department excluding Schools and Public Health	Net previously agreed savings 2018-19	Share of new savings 2018-19	Share of year 4 savings 2021-22	Total new savings to find	New savings and proposed changes to agreed savings identified in budget planning	Total net savings to deliver 2018-19
	<b>a</b>	<b>b</b>	<b>c</b>	<b>(b+c)</b>	<b>d</b>	<b>(a+b+c+d)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Social Care	-18.716	0.000	-1.477	-1.477	0.250	<b>-19.943</b>
Children's Services (Non Schools)	-0.859	-6.314	-0.819	-7.134	0.450	<b>-7.543</b>
Community and Environmental Services	-0.178	-8.373	-1.087	-9.460	0.000	<b>-9.638</b>
Managing Director's Department	-1.016	-0.339	-0.044	-0.383	0.300	<b>-1.099</b>
Finance and Commercial Services	-3.489	-0.991	-0.129	-1.119	0.000	<b>-4.608</b>
Finance General <sup>2</sup>	10.599	-2.509	-0.326	-2.835	-0.122	<b>7.642</b>
<b>Total</b>	<b>-13.659</b>	<b>-18.526</b>	<b>-3.881</b>	<b>-22.407</b>	<b>0.878</b>	<b>-35.188</b>

**Table 4: Allocation of new MTFS 2018-22 savings required by Department**

Allocation of new 2018-22 MTFS savings by Department excluding Schools and Public Health	2018-19	2019-20	2020-21	2021-22	Total
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Social Care	-1.477	-11.480	-18.047	0.000	<b>-31.004</b>
Children's Services (Non Schools)	-7.134	-6.369	-10.013	0.000	<b>-23.516</b>
CES	-9.460	-8.447	-13.279	0.000	<b>-31.185</b>
Managing Director's Department	-0.383	-0.342	-0.537	0.000	<b>-1.261</b>
Finance and Commercial Services	-1.119	-0.999	-1.571	0.000	<b>-3.689</b>
Finance General	-2.835	-2.531	-3.979	0.000	<b>-9.345</b>
<b>Total</b>	<b>-22.407</b>	<b>-30.168</b>	<b>-47.425</b>	<b>0.000</b>	<b>-100.000</b>

2.11. The County Council has approved the establishment of two new Committees, the Business and Property Committee, and the Digital Innovation and Efficiency Committee. Taking account of the budgets relating to these Committees, the allocation of savings by Committee is shown below.

<sup>1</sup> Savings are currently shown allocated by Department. However, work will be undertaken over the summer in conjunction with Chief Officers to determine the apportionment of savings to Service Committees following confirmation of the Committee structure and agreement of budgets which are the responsibility of the Business and Property Committee.

<sup>2</sup> The net position of Finance General and CES savings reflects the reversal of a number of one-off savings from 2017-18. Further details can be seen in the 2017-18 Budget Book.

**Table 5 Allocation of new MTFs 2018-22 savings required by Committee**

<b>Allocation of new 2018-22 MTFs savings by Department excluding Schools and Public Health</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Social Care	-1.477	-11.480	-18.047	0.000	<b>-31.004</b>
Children's Services	-7.134	-6.369	-10.013	0.000	<b>-23.516</b>
Communities	-2.460	-2.196	-3.453	0.000	<b>-8.109</b>
Environment, Development and Transport	-6.637	-5.926	-9.316	0.000	<b>-21.879</b>
Policy and Resources	-3.553	-3.172	-4.987	0.000	<b>-11.712</b>
Business and Property	-0.389	-0.348	-0.545	0.000	<b>-1.282</b>
Digital Innovation and Efficiency	-0.757	-0.677	-1.064	0.000	<b>-2.498</b>
<b>Total</b>	<b>-22.407</b>	<b>-30.168</b>	<b>-47.425</b>	<b>0.000</b>	<b>-100.000</b>

### **3. Committee response**

- 3.1. The Council is responding to the financial challenges through a number of strategic initiatives focused on demand management, prevention and early help, and a locality focus to service provision.

Work in the Community and Environmental Services Department has focussed in two main strands. The first is driving savings through business as usual activity. This includes a continued focus on good management, taking forward the digital transformation agenda for NCC to drive efficiency savings, seeking opportunities to increase income, accessing funding from alternative sources and making other back-office changes.

- 3.2. The second strand of work focuses on implementing a new working model across CES services, and introducing new ways of working. CES have also sought to develop opportunities to commercialise services; this has included securing new management arrangements for the Scottow Enterprise Park which has facilitated an increased return on the Council's investment. The locality focus has increased, with more staff based in and working out and about in local communities. Future work-streams include further commercialisation of services, enabling greater focus to front-line service delivery in localities whilst also rationalising our property holdings, and building more effective relationships with partners and the voluntary sector.

#### **Service specific budgeting issues for 2018-19**

- 3.3. There are a number of service specific issues which budget savings proposals are being developed within the context of:-

- Weather/environment - a number of services have risks directly related to the weather/environment. For example, the amount of spend on winter maintenance depends on how hard the winter season is and for how long, waste volumes increase during long periods of good weather (green waste like grass cuttings), flooding events impact local communities and the condition of the highway.
- Waste volumes – there continues to be an increase in the volumes of residual waste to be disposed of.

- Concessionary fares - there continues to be a shortfall in the funding from Government. Another 3 year deal has been successfully negotiated with bus operators to mitigate this.

### **Potential to bring forward 2018/19 savings for early delivery**

- 3.4. The three year programme of savings agreed by Members in the last budget round is set out in Appendix 4. Officers have reviewed the current agreed savings and, from an operational perspective, no suitable savings have been identified for early delivery. However, it should be noted that:-
- Part of the strategy in the previous budget round was to deliver savings as early as possible, and the savings proposed were 'front loaded' for delivery in 2017/18 as far as possible (as can be seen in the profile at Appendix 4).
  - Members already previously agreed to bring forward £0.150m of a total £2.000m saving for waste (Ref EDT032) to be delivered early in 2017/18. In addition, a £1.500m one-off saving through capitalisation of highways maintenance activities has been delivered in 2017/18.

### **Initial thinking on new budget saving proposals**

- 3.5. Work is underway to develop a full set of budget proposals for Members to consider at the next meeting in October. This work includes consideration of:-
- Opportunities for new sources of income, maximising current income streams and commercialisation of services. (Note that a paper on commercialisation options for the highways service will be brought to the Committee for discussion in October.)
  - Making further back office efficiencies e.g. through better use of our ICT systems and changing some processes.
  - Changing the way that some activities funded, in particular considering whether elements can be capitalised to enable a revenue saving.
  - Reductions in staffing levels – there has been a recruitment restriction in place in the Department for some time and, with natural turnover, this helps to provide opportunities to change our approach e.g. by combining or reducing roles.
  - Opportunities for invest to save – this includes further roll-out of LED street lighting.
  - Given the size of the budget savings target, consideration is also being given to the level and standard of service delivery for all services, in the context of ensuring that we have the capacity needed to deliver our statutory responsibilities and Members key priorities. For example, we have a lead role in developing and securing funding for major infrastructure projects for the county, and we need to ensure that we can continue to access sufficient strategic capacity to do this.

## **4. Financial implications**

- 4.1. Financial implications for the Committee's Budget are set out throughout this report.

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

- 5.1. Significant risks or implications have been set out throughout the report. Specific financial risks in this area are also identified in the Corporate Risk Register,

including the risk of failing to manage significant reductions in local and national income streams (RM002) and the risk of failure to effectively plan how the Council will deliver services (RM006).

- 5.2. Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.
- 5.3. Income generation - as we continue to maximise and increase reliance on generation of income, from various sources, and become more reliant on market factors, we increase our risk.
- 5.4. External funding – there are a number of projects and services being fully or partly funded by external funding, for example grants from other organisations and successful funding bids. Many of these include an element of match funding or similar expectations about the County Council's input. Reductions in revenue funding could impact on our ability to do this and we could risk losing funding or our ability to successfully bid for funding in the future.
- 5.5. Staffing - it will not be possible to deliver the level of savings required without some changes and reductions in staffing levels. The CES Department has already made a number of changes/reductions to staff in recent years, including reducing the number of managers in the department, but further reductions will be needed. Although we will take steps to minimise the impact of any changes as far as possible, including by introducing new ways of working, there is a risk that a reduced workforce will directly impact on the level of service we are able to deliver.

## **6. Background papers**

- 6.1. Background papers relevant to the preparation of this report are set out below.

Norfolk County Council Revenue and Capital Budget 2017-20, County Council, 20 February 2017, Item 4:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/444/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2017-20, May 2017:

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/the-2017-2020-budget-book.pdf?la=en>

Caring for your County, Policy and Resources Committee, 3 July 2017, Item 7:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Strategic and Financial Planning 2018-19 to 2021-22, Policy and Resources Committee, 3 July 2017, Item 9:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Finance Monitoring Report Outturn, Policy and Resources Committee, 3 July 2017, Item 11:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1359/Committee/21/Default.aspx>

Additional Social Care Funding, Adult Social Care Committee, 10 July 2017,  
Item TBC:

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1377/Committee/10/SelectedTab/Documents/Default.aspx>

## **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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### Categorisation of previously agreed MTFs savings 2017-20

Categorisation of saving	2017-18	2018-19	2019-20	2017-20
	£m	£m	£m	£m
<b>A) Cutting costs through efficiencies</b>	<b>-32.813</b>	<b>8.967</b>	<b>-0.245</b>	<b>-24.091</b>
(i) Efficiency savings	-32.531	9.589	-0.245	-23.187
(ii) Reducing service standards	-0.282	-0.622	0.000	-0.904
<b>B) Better value for money through procurement and contract management</b>	<b>-1.161</b>	<b>-1.044</b>	<b>0.000</b>	<b>-2.205</b>
(i) Efficiency savings	-1.161	-1.044	0.000	-2.205
<b>C) Service Redesign: Early help and prevention, working locally</b>	<b>-8.978</b>	<b>-18.411</b>	<b>-10.000</b>	<b>-37.389</b>
(i) Efficiency savings	-0.458	-0.950	-0.500	-1.908
(ii) Reducing service standards	-1.170	-7.199	-0.800	-9.169
(iii) Ceasing a service	-0.350	0.000	0.000	-0.350
(iv) Providing statutory services differently	-7.000	-10.262	-8.700	-25.962
<b>D) Raising Revenue; commercial activities</b>	<b>-3.059</b>	<b>-1.561</b>	<b>0.000</b>	<b>-4.620</b>
(i) Efficiency savings	-3.049	-1.561	0.000	-4.610
(ii) Reducing service standards	-0.010	0.000	0.000	-0.010
<b>E) Maximising property and other assets</b>	<b>-1.763</b>	<b>-1.610</b>	<b>-1.059</b>	<b>-4.432</b>
(i) Efficiency savings	-1.763	-1.610	-1.059	-4.432
<b>Total</b>	<b>-47.774</b>	<b>-13.659</b>	<b>-11.304</b>	<b>-72.737</b>

Further details of savings by Department can be found in the 2017-18 Budget Book.

## 2018-19 Budget Timetable

Activity/Milestone	Time frame
County Council agree recommendations for 2017-20 including that further plans to meet the shortfall for 2018-19 to 2019-20 are brought back to Members during 2017-18	20 February 2017
Spring Budget 2017 announced	8 March 2017
Consider implications of service and financial guidance and context, and review / develop service planning options for 2018-20	March – June 2017
Executive Director of Finance and Commercial Services to commission review of 2016-17 outturn and 2017-18 Period 2 monitoring to identify funding from earmarked reserves to support Children’s Services budget.	June 2017
Member review of the latest financial position on the financial planning for 2018-20 (Policy and Resources Committee)	July 2017
Member review of budget planning position including early savings proposals	September – October 2017
Consultation on new planning proposals and Council Tax 2018-21	October to December 2017 / January 2018
Service reporting to Members of service and budget planning – review of progress against three year plan and planning options	November 2017
Chancellor’s Autumn Budget 2017	TBC November / December 2017
Provisional Local Government Finance Settlement	TBC December 2017
Service reporting to Members of service and financial planning and consultation feedback	January 2018
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Late January 2018
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	29 January 2018
Confirmation from Districts of council tax base and Business Rate forecasts	31 January 2018
Final Local Government Finance Settlement	TBC February 2018
County Council agree Medium Term Financial Strategy 2018-19 to 2020-21, revenue budget, capital programme and level of Council Tax for 2018-19	12 February 2018

## 2018-19 to 2021-22 Forecast Budget gap

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
<b>MTFS gap as at February 2017</b>	<b>16.125</b>	<b>18.890</b>	<b>0.000</b>	<b>0.000</b>	<b>35.015</b>
<b><u>New pressures</u></b>					
Additional expenditure funded from ASC allocations announced in Spring 2017 budget	15.841	-3.733	-0.665		11.443
Pressure from ending of Section 75 protection of social care funding agreement		5.100			5.100
ASC demand and demographic growth – future years			6.100	6.100	12.200
Other pressures within Adult Social Care	0.288				0.288
Remove unspecified iBCF pressures from 2017-20 Budget round	-13.943	-12.544			-26.487
Remove 2017-18 growth for ASC 2016-17 overspend lower than forecast	-1.000				-1.000
Children's: New funding School Improvement (Monitoring and Brokering) which may come with additional responsibilities	0.635				0.635
Add back 2017-18 growth in Children's Services as ongoing pressure	9.000				9.000
Assumed waste pressures (based on average annual increase)	1.700	1.700	1.700	1.700	6.800
Coroners – additional ongoing cost for storage of bodies. (Note: may be potential to offset in future through capitalisation – i.e. construction of an NCC facility)	0.080	0.080	0.080	0.080	0.320
CRC - increased price per tonne (£16.60 to £17.20)	0.045				0.045
National Living Wage pressure for NCC staff (based on £0.15 increments)	0.026	0.121	0.271		0.418
NCC Pensions valuation 31 March 2019 for 2020-21 to 2022-23 (estimate)			1.067	1.152	2.219
Other Pensions valuation 31 March 2019 for 2020-21 to 2022-23			0.933	0.848	1.781
Environment Agency Levy pressure for annual increases experienced	0.050	0.050	0.050	0.050	0.200
IR35 Personal Service Companies additional employer's national insurance liability (estimate)	0.138				0.138
Reduced cost of borrowing - defer borrowing to 2019-20	-0.630	2.329			1.699
Inflation – higher than forecast at 2017-20 MTFS and addition of future years	0.905	0.000	11.237	11.436	23.578
<b>Total new pressures</b>	<b>13.135</b>	<b>-6.897</b>	<b>20.773</b>	<b>21.366</b>	<b>48.377</b>
<b><u>Funding changes</u></b>					

	2018-19	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m	£m
War veterans (assumed recurring)	-0.287				-0.287
Additional ASC allocations announced in Spring 2017 budget	-11.901	-5.903			-17.804
Reversal of additional ASC allocations announced in Spring 2017 budget		11.901	5.903		17.804
Children's: Troubled Families Grant less than expected	0.576				0.576
Risk of loss of Revenue Support Grant following implementation of 100% BRRS - probably addressed through increased retention of business rates (though additional responsibilities may be also given). Significant uncertainty around implementation.			36.440		36.440
<b>Total new funding changes</b>	<b>-11.612</b>	<b>5.998</b>	<b>42.343</b>	<b>0.000</b>	<b>36.729</b>
<b>Revised gap / (surplus)</b>	<b>17.648</b>	<b>17.991</b>	<b>63.116</b>	<b>21.366</b>	<b>120.121</b>
<b><u>Potential changes to agreed savings</u></b>					
Removal of saving ASC021 (Information Advice and Guidance)	0.250				0.250
Removal of saving CHL017 (Reducing number of social workers)	0.450	0.535			0.985
Adjustment for duplicated savings not achievable	0.300				0.300
Additional saving from reduction in Second Homes repayment to Districts to 12.5% (saving value updated for latest forecasts)	-0.122				-0.122
<b>Total potential saving changes</b>	<b>0.878</b>	<b>0.535</b>	<b>0.000</b>	<b>0.000</b>	<b>1.413</b>
<b>Revised gap including changes to agreed savings</b>	<b>18.526</b>	<b>18.526</b>	<b>63.116</b>	<b>21.366</b>	<b>121.534</b>
<b><u>New savings identified</u></b>					
Add in ASC saving (ASC006) re-profiled from 2018-19 to 2020-21 in MTFS February 2017			-10.000		-10.000
<b>Revised gap including new savings identified</b>	<b>18.526</b>	<b>18.526</b>	<b>53.116</b>	<b>21.366</b>	<b>111.534</b>
Council tax increase (1.99% 2020-21, 0% 2021-22)			-7.657	0.000	-7.657
Council tax base increase (0.5%)			-1.914	-1.962	-3.877
<b>Final revised gap as at July 2017</b>	<b>18.526</b>	<b>18.526</b>	<b>43.544</b>	<b>19.404</b>	<b>100.000</b>
Reallocate year 4 saving to years 1-3	3.881	11.642	3.881	-19.404	0.000

	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Total savings to find (in addition to savings in 2017-18 MTFS)</b>	<b>22.407</b>	<b>30.168</b>	<b>47.425</b>	<b>0.000</b>	<b>100.000</b>

**Budget savings previously agreed by Members (2017-20 budget round)**

<b>Saving reference</b>	<b>Saving</b>	<b>2017-18 £m</b>	<b>2018-19 £m</b>	<b>2019-20 £m</b>
	<b>A - Cutting costs through efficiencies</b>			
EDT028	Intelligent transport systems - put new technology and models in place for delivery of the intelligent transport systems approaching the end of their economic life, including replacing rising bollard technologies at bus gates with camera enforcement and co-locating the control room with another public service provider	-0.383	-0.085	
EDT032	Waste strategy - implementing a new waste strategy focussed on waste reduction and minimisation with a target to reduce the residual waste each household produces by at least one kilogram per week	-0.150	-1.850	
EDT037	Vacancy management and deletion of vacant posts	-0.488		
EDT038	Further reductions in back office spend	-0.148		
EDT042	Rationalise our highway depot provision and change inspection frequency for main roads	-0.473		
EDT044	Further capitalisation of highways maintenance activities to release a revenue saving	-1.000		
EDT045	One off saving - Further capitalisation of highways maintenance activities in 2016-17, to release a revenue saving to carry forward to 2017-18	-1.500	1.500	
EDT043	Implement new national guidance for winter maintenance	-0.100		
EDT048	Use of Better Broadband Reserves	-0.500	0.500	
	<b>B - Better value for money through procurement and contract management</b>			
EDT040	Waste – efficiency savings through robust management of costs through open-book accounting	-0.080	0.030	
	<b>C - Service Redesign: Early help and prevention, working locally</b>			

EDT027	Environment service - redesign the environment service so that it operates at 75% of current budget and increases use of volunteers and interns		-0.200	
EDT036	Service re-design - introduce a locality based structure for the Community and Environmental Services directorate	-1.038		
	<b>D - Raising Revenue; commercial activities</b>			
EDT019	Economic development sector grants funding – Cease the direct funding to support economic development projects, and work with others to identify alternative ways to secure funding	-0.050		
EDT020	Economic development match funding – cease providing match funding to Hethel Innovation for European funding bids and seek alternative match funding opportunities		-0.051	
EDT039	Reduction in Economic Development project fund	-0.010		
EDT047	Additional income generation Scottow Enterprise Park	-0.100		
	<b>Environment, Development and Transport net total</b>	<b>-6.020</b>	<b>-0.156</b>	<b>0.000</b>

# Environment, Development and Transport Committee

Item No.....

<b>Report title:</b>	<b>Norfolk Waste Partnership and Waste Services</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe (Executive Director – Community &amp; Environmental Services)</b>
<b>Strategic impact</b> The combined value of waste services provided by the authorities in the Norfolk Waste Partnership is around £50m a year. Services provided by the individual authorities include collection services provided by the district, city and borough councils as well as residual waste treatment and recycling centres provided by the County Council. All authorities in the Partnership have an interest in working together to reduce waste and increase recycling.	

## Executive summary

<p>This report provides a summary of recent and planned activities of the Norfolk Waste Partnership.</p> <p><b>Recommendations:</b></p> <ol style="list-style-type: none"><li><b>1. That Members support the continuing work of the Norfolk Waste Partnership and the County Council’s active involvement and ongoing commitment to its activities to reduce waste, increase recycling and deliver service improvements.</b></li><li><b>2. That Members advise whether or not there is a need to establish a successor to the Waste Advisory Group.</b></li><li><b>3. To explore within the Norfolk Waste Partnership the merits of different approaches to helping fund recycling and waste reduction initiatives.</b></li></ol>
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## 1. Introduction

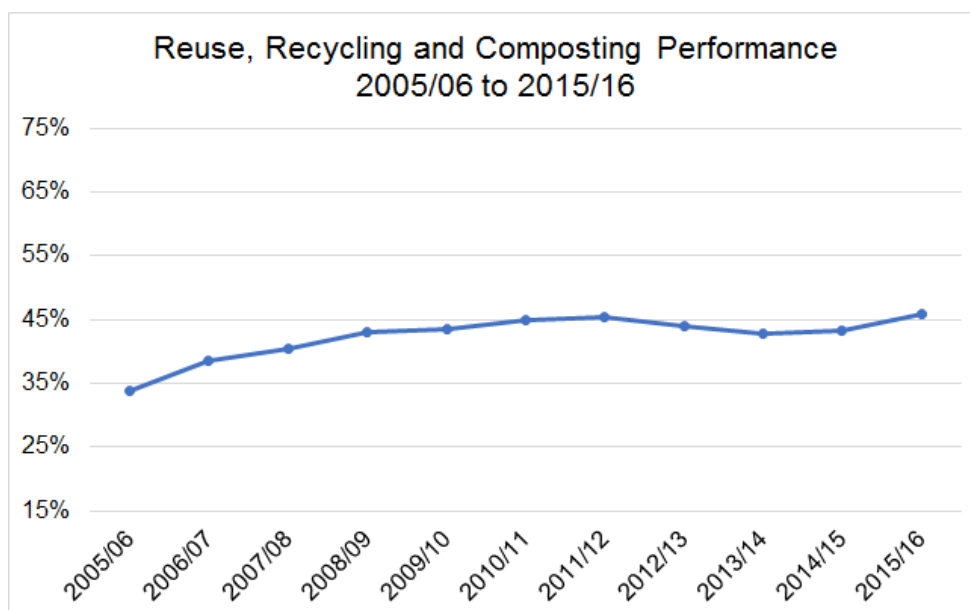
- 1.1 The Norfolk Waste Partnership Board is a member body with no decision making powers that oversees the waste services provided by all the local authorities in Norfolk. It gives guidance and recommendations and establishes directions for the individual local authorities to consider in their decision making processes.
- 1.2 In 2015/16 the Partnership achieved Norfolk’s highest ever recycling rate of 45.8%.
- 1.3 The Partnership cost of managing all household waste is currently around £50m a year and the cost is expected to rise in line with housing growth. The main driver is currently increasing efficiency, as there are no performance targets for individual authorities despite a national recycling target of 50% by 2020.
- 1.4 The separation of functions between the County Council and the district, city and borough councils is a consequence of legislation and to overcome this and enable a total system view to be taken in Norfolk we have created the Norfolk Waste Partnership which is an alternative to establishing a single waste authority.



- 1.5 The County Council’s role as a Waste Disposal Authority includes requiring it to provide Recycling Centres, make payments called ‘recycling credits’ to the Waste Collection Authorities and to make arrangements for dealing with left over waste. Recycling credits are paid in line with legislative requirements – no alternative funding model has been adopted in Norfolk.

## 2. Progress Update

- 2.1 There is a shared interest within the Partnership to improve efficiencies, increase recycling and reduce waste. This is in step with the County Council’s waste policies. The Council’s ‘Moving Towards Zero Waste’ strategy document and seeks to mitigate the effects of growth in demand by reducing the amount of waste each household generates each week.
- 2.2 As mentioned above and shown in the graph below the Partnership achieved its highest ever recycling rate of 45.8% in 2015/16. This was higher than the UK recycling rate of 44.3% and higher than the English recycling rate of 43.9%. In the same year the amount of left over rubbish each household in Norfolk throws away each week decreased to 9.99kg per household.



A breakdown of the Partnership’s performance for 2015/16 is shown in the table below:

Recycling	Reuse	Dry recyclables	Garden waste	Food waste	Residual waste per household per week	Residual waste	Households
45.8%	1,188t	101,101t	69,370t	7,030t	9.99kg	212,818t	409,250

In 2015/16 the County Council’s Recycling Centres processed around 64,483t of which 63.55% was recycled. Of this 927t were reused, 18,518t were dry recyclables and 21,699t was garden waste (these figures are included in the table above).

## 3. Partnership Activities

### 3.1 Key Work Streams

The four key areas agreed by the Partnership are listed below. The thrust of its entire agenda are in step with the County Council's waste policies and approach of 'Moving Towards Zero Waste'.

<b>1. Developing reuse, repair and recycling systems</b>	Projects have been developed to reuse, repair and recycle across a wide range of areas including household collection, community facilities, businesses and third sector organisations.
<b>2. Assessing food waste collections and collection frequency</b>	The Partnership secured a grant from Wrap to appoint consultants Eunomia to assess experiences from authorities in other parts of the country that have changed the frequency of their waste collection services. This assessment led the Partnership to conclude that for a number of practical considerations, including the increased cost of some solutions such as a rollout of food collections to all areas, there was currently not the appetite to deliver such a change in Norfolk.
<b>3. Developing a communications strategy for the NWP</b>	A joint funded Partnership Communication Officer has been appointed to develop and oversee a programme of activities including developing a communications strategy.
<b>4. Reviewing infrastructure need for depots, transfer stations and recycling facilities</b>	This project aims to rationalise depots for waste collection services, waste transfer stations, recycling centres where possible, and the link with other services is being made as a part of the 'One Public Estate' approach.

### 3.2 **Partnership Website**

The Partnership's website ([www.recyclefornorfolk.com](http://www.recyclefornorfolk.com)) has been overhauled to give it a more accessible look – it is the information hub about Norfolk's waste reduction, reuse and recycling services. The website is signposted from individual council websites where appropriate and includes an events calendar and user 'subscribe' option to a Partnership newsletter that is issued three times per year.

### 3.3 **Communications Strategy**

The Partnership has established a communication and marketing strategy to ensure a clear and co-ordinated approach to waste and resource management communications so that residents, constituent local authorities and other key stakeholders are provided with necessary information to fully engage and take part in correct waste and resource management practices.

The costs of campaigns and a Partnership Communications Officer are being shared by authorities and campaigns are all being delivered under variations on the 'Recycle for Norfolk' mark:



### 3.4 **An External View of the Partnership**

A recent report titled 'Delivering Efficiencies in Waste Services in the East of England' by Local Partnerships (a joint venture between Treasury and the Local Government Association) highlighted recent work by the Partnership as a case study (Case Study 1, page 11).

### 3.5 **UEA – Behavioural Change Research**

A PhD has been joint funded with the University of East Anglia (UEA) that will focus on behavioural change and demand management issues around waste and recycling to help inform the design of successful waste reduction and recycling schemes. This complements the wider Partnership work on systems change and this direct link with the UEA has also opened up a flow of project concepts from the Partnership to the same team at the UEA with a current focus on relevant issues such as on food waste and nappies.

## **4. Partnership Developments**

### 4.1 **Partnership Communication**

A series of campaigns is planned between now and spring 2018, each with a different focus agreed by the Partnership:

#### 4.1.1 **Contamination of Recycling**

The first campaign is to reinforce a '*Clean, Dry, Loose (not bagged)*' message to residents and at the same time remind householders what can and cannot be recycling at home, this is to reduce contamination levels which are currently around 13%.

The first phase is messaging to Norfolk households using leaflets, guidance stickers for the home, digital and social media campaigns, vehicle livery, event displays and other media approaches.

The second phase is more targeted messaging, using digital TV to around 20,000 households (around 5% of households) most likely to benefit from additional support based on research and socio-demographic information.

#### 4.1.2 **Waste Prevention / Reduction**

A £49,750 grant has been secured from Sainsbury's to deliver seven 'Waste Prevention Communities' in Norfolk as part of its national 'Waste less, Save more' programme. The programme focuses on food waste prevention at a householder and community level with approximately 7,000 households in each district area by engaging with residents, social housing landlords, schools and community groups and providing information and practical assistance. This will centre on food waste reduction and at the same time promote food waste collection services where relevant, garden waste services and home composting.

#### 4.1.3 **Nappies as a Recycling Contaminant**

A targeted nappy campaign, i.e. disposable nappies cannot be recycled, will be delivered to support parents-to-be and new parents.

#### 4.1.4 **Plastic Packaging**

An extensive list of plastics are accepted for collection. Clear and simple messaging will be used to direct residents to place any rigid plastic bottle, pot, tub or tray in their recycling bin – as long as it is not in a bag, is empty, clean and dry and regardless of whether it is from the kitchen or bathroom.

#### 4.1.5 Textile repair, reuse & recycling

A campaign will be delivered that focuses on up-cycling, re-loved and retro clothing repair and reuse.

#### 4.2 Behavior Change

Research by Wrap has established tools to predict recycling levels in different types of neighbourhoods. This approach is being used as a tool alongside detailed local knowledge and research (eg surveys, focus groups, working knowledge and feedback from frontline service providers). The aim is to help develop targeted communications, activities and messages to address what types of support different parts of the community may find most helpful when we are looking to improve performance.

### 5. Financial Update

5.1 The proposed £1.85m reduction to the costs of the County Council's waste services are now not deliverable in 2018/19.

5.2 The Partnership worked with consultants Eunomia using a grant from Wrap to assess experiences from authorities in other parts of the country to help establish what changes could be appropriate for Norfolk. This suggested systems change to local authority waste services could deliver savings of this scale.

The Partnership concluded that for a number of practical considerations, including the increased cost of some solutions such as a roll out of food collections to all areas, there was currently not the appetite or ability to deliver such a change across Norfolk.

5.3 The position may change as the Partnership continues to review arrangements and if Government imposes recycling targets in the future this could lead to a similar effect. On that basis this savings proposal could remain but start delivering in 2021/22, classed as at a high risk, and subject to an annual review to establish the prospects for change, ie that it is either on track or should be rolled back or its scale amended.

In the meantime the focus will be on reducing the costs through smaller scale efficiencies and service changes for services directly in the County Council's control and driving co-ordinated behavioural change on waste reduction and recycling with the Partnership whilst further assessments of system scale change are made.

5.4 In terms of directly controllable spend the County Council's scope is limited to only a part of its overall waste services budget. It can determine the service standards at its Recycling Centres and it can determine the unit cost of dealing with residual waste. However the amount of recycling that leads to recycling credit payments and the amount of residual waste collected is outside its direct control.

5.5 The County Council's main area of more directly controllable spend, the provision of Recycling Centres, has already delivered significant cost reductions in recent years as shown in the table below.

Year	Recycling Centres		Residual Waste		Recycling Credits	
	Cost	Tonnage	Cost	Tonnage	Cost	Tonnage
2013/14	£6.8m	71,766t	£22.7m	210,895t	£6.8m	127,819t

2014/15	£5.1m	72,422t	£24.5m	211,676t	£7.6m	137,549t
2015/16	£5.1m	71,480t	£24.0m	212,156t	£7.9m	142,781t
2016/17	£5.3m	75,869t	£22.8m	216,047t	£8.4m	148,047t

This is mainly linked to a move from a contracted out service to an open book account approach for 19 of the 20 sites operated by News, with other refinements to service also delivering efficiencies after a Committee review in 2015.

- 5.6 The size of the County Council's other two main areas of spend on waste services relate to services which are not entirely in its direct control, ie residual waste and recycling credits as shown in the table above. This is because decisions by the district, city and borough councils are the main determining factor in both these service areas. In recent years, reducing the unit costs for residual waste by securing more competitive arrangements and ending a reliance on landfill has delivered a unit cost reduction but the number of units (or tonnes) is increasing as also shown in the table above.
- 5.7 Recycling credits are paid to the district, city and borough councils in line with legislative requirements – no alternative funding model has been adopted in Norfolk and therefore payment is prescribed by legislation to increase by 3% each year on all materials collected, ie dry recyclables, garden waste and collected food. Recent year costs in the table above also show an additional stepped increase in 2014/15 linked to a mid-year change in kerbside recycling services, and in particular the approach to include glass in all collections.

## **6. Issues and Risks**

### **6.1 Growth Effect on Costs**

The main issue is that with no change, or delayed change, the impact of increased household numbers and the effects of economic growth will combine to drive the cost of waste services up. For example, the need for around 48,500 new homes identified in the Greater Norwich area over the next twenty years would add over 10% to the total service volume and costs.

In front of the long term trend in any one year the volume of waste is linked to a variety of factors, including the actual number of new builds (for example in 2016/17 there were around 3,200), the effects of economic growth and consumer confidence, weather patterns affecting garden waste generation, legislation change or amendment to services offered to householders. The increasingly volatile and sometimes harsh market conditions for recyclable materials is also a risk than cannot be ignored.

### **6.2 Scope for Reducing Costs**

The scope for reducing the cost of the County Council's responsibilities in isolation as a Waste Disposal Authority is increasingly limited, as many unit cost improvements and other efficiencies have been delivered in recent years or are not replicable.

The quantum of savings possible is increased by taking an approach that involves the whole Partnership by optimising the services offered where it makes commercial sense, with the goal of increasing efficiency, reducing residual waste per household and increasing the proportion of waste that is recycled or reused.

A key risk is actually that due to market conditions and exchange rates unit costs for future contracts could actually be considerably higher than they are now. For

example, although Norfolk's unit costs of exporting waste as a fuel have remained fixed the wider market has been affected by the effects of exchange rates with the Euro.

### **6.3 Partnership Model**

The Partnership has been very innovative in using a total systems approach across authorities to establish how to deliver improved performance and reduce costs. However, it remains the case that legislation splits the remit of the individual authorities and that as the Partnership is not a single waste authority it has no decision making powers and no dedicated budget. To help in this regard the merits of different approaches to helping fund recycling and waste reduction initiatives could be explored within the Partnership.

### **6.4 Recycling Centre Service**

Existing arrangements at Mile Cross Recycling Centre in Norwich extend to September 2021. As a consequence a new site or sites for the Norwich area need to be identified and approved in 2017/18 to allow time for design and planning in time for construction to be undertaken during 2019/20. The search for a suitable location is well advanced and the findings will be presented to Committee at a future meeting before any decisions have been made.

### **6.5 Residual Waste Beyond 2020**

National waste policy and local service changes could occur in coming years which would affect how much left over rubbish we might have and what its composition might be. It therefore appears that for the medium to longer term a flexible and mixed approach to securing services is merited. Before any decision about that approach is considered it is intended to undertake a market testing process in 2018 to help inform a range of options for Committee to consider about services beyond 2020 which could include using the ability to extend existing contracts, delegations, procuring services by contract or establishing direct agreements with other municipality owned waste companies in the UK or abroad.

### **6.6 Future National Policy**

A key consideration is the timetable and outcome of the process to leave the EU which may or may not mean that the UK adopts the yet to be ratified Circular Economy Directive which is expected to mandate recycling targets of up to 70% by 2030. Government intentions for its '25 Year Environment Plan' are not yet clear, however it has stated that in 2017 it plans to provide an updated litter strategy which may offer guidance on charging in relation to service provision at Recycling Centres.

## **7. Background**

### **7.1 Norfolk Waste Partnership**

The County Council's membership is in its role as a Waste Disposal Authority and the district, city and borough council membership is in their roles as Waste Collection Authorities.

The Chairman and Vice Chairman of this Committee are the County Council's representatives on the Board and the seven other authorities are represented by one Councillor each.

### **7.2 Waste Advisory Group**

The Waste Advisory Group was formed at the request of Committee on 08 July 2014 in response to a recognised need by Full Council to draft strategy and policy on waste for the County Council.

During the period from the Group's first meeting on 30 July 2014, to its last meeting on 04 November 2016, this approach helped towards the Full Council adopting 20 waste policies in December 2014 and Committee agreeing the 'Moving Towards Zero Waste' delivery plan in September 2015. Furthermore the Group oversaw the procurement of residual waste contracts for services that started in April 2016 which led to the end of a reliance on landfill for the first time. These were important developments for the County Council and the valuable input from the Group in this process is widely recognised.

## 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

Item No.

<b>Report title:</b>	<b>Market Town Network Improvement Strategy</b>
<b>Date of meeting:</b>	<b>15 September 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> This proposal will facilitate Norfolk's market towns' and larger villages' sustainable development through addressing the transport pressures of planned housing and employment growth by improving access to public transport and reducing congestion.	

## Executive summary

Many of Norfolk's market towns have a considerable amount of planned housing and employment growth identified through Local Plans. In March, Members agreed to a programme of studies looking at the transport impacts of growth in market towns. This would allow the county council to identify and plan interventions ahead of the growth. Members agreed that a further report should be brought back to Committee to recommend the scope of the studies and a programme. Since March, officers have considered readily available evidence around transport and growth issues, had initial discussions with district councils and reviewed any ongoing work. This report proposes a scope of the studies for Members to agree together with a programme setting out which towns it is proposed to study over the next three years, including the current financial year 2017/18. Further reports can be brought back to committee as appropriate to report on progress and outcomes, and to roll forward the programme into future years.

The scope of the studies is set out in detail in Section 1.1. It is broadly proposed to cover:

1. Understand current transport problems and issues
2. Understand the future situation (growth proposals and their impacts on transport)
3. Develop implementation plan.

The evidence suggests eight priorities for market town studies as below. It is proposed that these form an initial programme.

- Dereham
- Long Stratton
- Thetford
- North Walsham
- Fakenham
- Diss
- Swaffham
- Downham Market.

### Recommendations:

#### Members agree:

1. The scope of the market town studies as set out in Section 1.2
2. The top four and second four towns from the list at Section 1.3 to form the first two years of the programme.



# 1. Proposal

1.1. It is proposed to undertake the agreed programme of market town studies in accordance with the following scope; and that the towns listed in 1.3 form an initial programme.

## 1.2. Proposed scope of the studies

The proposed scope of the studies is:

1. Understand current transport problems and issues.

Through discussion with stakeholders – principally the town and district councils, local business organisations, any groups representing particular sectors (eg people with disabilities), local highways area office and transport providers (principally bus companies) – understand current issues of concern:

- Analyse road traffic casualties
- Consider parking: provision for town centre parking for business / retail needs (on and off-street); provision for residents
- Identify traffic issues: local congestion hotspots; inappropriate speeds; traffic on inappropriate streets
- Analyse public transport provision: access to the town from the surrounding area by public transport (bus and rail), quality of public transport infrastructure (stops, stations); need for bus priority
- Assess access to services and facilities including jobs, health, school or other training opportunities
- Map cycle networks and key pedestrian routes between major origins and destinations. Identify any major issues, eg lack of crossing points or direct routes
- Assess the use of intelligent transport systems and driver information systems to help manage the network and off-street parking, optimise public transport services, and provide data for inclusion in information systems
- Placemaking assessment to map planning, design and management of public spaces.

2. Understand the future situation:

- Understand growth proposals identified in the local plans, or other aspirations, eg in neighbourhood plans. Consider what these might produce in the 30-50 year ahead scenario
- Understand the impacts of these growth proposals on the local transport network, including to identify transport infrastructure requirements arising from the growth proposals (ie what is required to mitigate the impacts of the growth), as well as understand what transport infrastructure is required to help bring forward the growth or otherwise overcome either existing or likely future problems (ie what is not required to mitigate the impacts of the development). The first of these will typically be provided and funded by the developers. The second category would fall to local partners to deliver.
- Understand implications of future changes to the economy or transport provision, and the likely future role of the town, from evidence in, amongst other things, the New Anglia Integrated Transport Strategy and New Anglia Economic Strategy
- The work described above is likely to vary for each town. For some, traffic modelling will be required.

3. Develop implementation plan:
  - Identify appropriate interventions to address issues identified in 1 and 2 above
  - Estimate cost of interventions
  - Determine priorities and timescales for delivery
  - Identify potential funding sources and partners for delivery.

### 1.3. **Suggested priorities for studies**

The priorities outlined below are suggested on an analysis of the growth and transport issues; together with some understanding about what – if any – locally-led work is ongoing or being planned. An informal discussion has taken place with district councils, which has helped inform the initial programme. Looking at the issues across the market towns, with growth being the prime consideration, eight towns have been identified as priorities:

1. Dereham (large amount of growth, current traffic issues, locally-led work has already commenced)
2. Long Stratton (large amount of growth, ongoing discussions about a bypass, Area Action Plan identifies need for town centre measures; study would provide means to tackle the town centre issues)
3. Thetford (large amount of growth, growth deal funding being spent on opening up growth site (Thetford Enterprise Park); all ongoing but needing a study to bring together the wider town context)
4. North Walsham (growth and current traffic issues)
5. Fakenham (large amount of growth; issues about how this links to the town centre)
6. Diss (growth and current traffic issues, neighbourhood plan – across a large area – about to start)
7. Swaffham (ad-hoc growth coming forward, current issues especially around north-south traffic and air quality)
8. Downham Market (growth issues).

### 1.4. **Programme**

Given resources available (EDT in March agreed to £20k per study), it is suggested that these form an initial programme. Because of the extent and progress of work ongoing in Dereham a market town study there has in effect already started. It is suggested that this be one of the studies in the first year's (2017/18) programme.

Officers have written to the other seven towns to get a better understanding of any work underway locally, or if towns have an appetite to become involved in the studies. A verbal update will be reported to Committee.

## 2. **Evidence**

2.1. The evidence used to arrive at the proposals set out above comprised: size of settlement; growth plans; known transport issues; and current or planned study work being undertaken within the towns.

2.2. Size of settlement and growth plans

The evidence included existing population, population growth through to 2040, planned housing growth in local plans and other plans eg neighbourhood plans, and the existing numbers of commercial units and residential units.

This evidence shows the largest market towns to be Thetford, Dereham, Wymondham and North Walsham. These towns also have the largest number of commercial and residential units. Population projections to 2040 would suggest that they will continue to be the largest market towns.

In terms of growth, Downham Market has had the largest number of housing completions since 2001 (1,817), followed by Dereham, Thetford, and

Wymondham with 1,428 completions. These towns have had significantly more completions than anywhere else; the next highest being at Attleborough with 830.

Significant planned growth is included in local plans at a number of the market towns, with the most at (in order) Thetford, Attleborough, Wymondham, Downham Market, Dereham and Long Stratton. The neighbourhood plan at Dereham is also suggesting a significant scale of growth over and above that included in the current local plan.

### 2.3. Transport issues

Most, if not all, of the market towns experience transport issues including localised congestion and parking, access to the town from surrounding areas and local safety issues. Of particular note would be traffic congestion at hotspots including at the coastal towns or on market days / summer weekends. Chronic congestion is also experienced on a regular, routine basis in many towns including Dereham.

A small number of the towns have major A class routes running through them including Swaffham (A1065), Diss (A1066), Cromer (A149/A148) and Wroxham/Hoveton (A1151). Others including Watton and Dereham have B class routes running through the town centres. North Walsham is particularly affected by heavy goods vehicles in residential areas due to restrictions caused by low bridges.

Most of the towns have issues affecting people on foot in their central retail and business areas. Most of these areas remain open to traffic, either for parking facilities and/or through traffic. Facilities for cyclists are often not available.

### 2.4. Economy

The towns have varied economies. Some, such as North Walsham and Fakenham have traditional manufacturing backgrounds whilst others, such as Holt, have developed niche retail offers. The town centre vacancy rate of retail units varies from close to 10% vacant units at Dereham and Loddon through to less than 1% at Wells. The market town studies will need to take this into account and consider how transport might support successful market town economies.

### 2.5. Local engagement

District Councils were consulted informally through the Norfolk Spatial Planning Group regarding priorities for the studies. The district councils' views largely corroborated the findings of the county council's desktop review about the top priorities for studies. District councils have more recently been contacted more formally – via a letter to the chief executive – to request that they support the priorities, to understand what existing study work is being undertaken, and about whether they would be prepared to contribute to the county council's work. Each town council for the top eight priorities listed in 1.3 have also been written to in a similar vein.

### 2.6. Summary

A table-top examination of the evidence has been completed. It shows that market towns largely face similar issues around traffic, growth and the economy. However, it also suggests – relatively clearly – a number of towns where getting studies underway in the shorter term would be of most benefit. These are shown as the eight towns in Section 1.3, which also summarises the main supporting evidence for the proposal to progress an initial programme of studies for these towns.

### **3. Financial Implications**

- 3.1. Members agreed at March EDT committee to put £20k to each study, and to undertake three to four per year. A programme of four each year is proposed.
- 3.2. Officers are actively seeking additional match-funding for this work. A bid for Pooled Business Rates has been submitted for three studies, in Dereham, where the town council is commissioning work the county council has allocated some National Productivity Investment Fund money.
- 3.3. The scope of work for each study has been set out above. In the absence of any further funding the study will be completed for £20k, and will cover as much of the scope as is possible, to be agreed between the county council and representatives from the localities. Where additional money is secured it will enhance the work that can be delivered. The work will be undertaken through a mix of officer resource and outsourced work through our existing contractual arrangement with WSP.

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

- 4.1. The market town studies will assist the county council's planning of services. Whilst the studies will focus on transport it will assist in other areas of service planning, most notably access to education and future school transport provision.

### **5. Background**

- 5.1. This matter was first discussed at March EDT Committee where Members agreed to a programme of studies and requested that a report be brought back to agree study scope and priorities.

#### **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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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: Market Towns in Norfolk

The following is a list of Norfolk market towns, as included in Norfolk County Council's Market Towns Report 2015, see:

<https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwiljer82-VAhVQOMAKHWx8C14QFggmMAA&url=https%3A%2F%2Fwww.norfolk.gov.uk%2F-%2Fmedia%2Fnorfolk%2Fdownloads%2Fwhat-we-do-and-how-we-work%2Fpolicy-performance-and-partnerships%2Fpolicies-and-strategies%2Fmonitoring-land-use%2Fmarket-towns-report-2015.pdf&usq=AFQjCNGWs9Sk8HZNt7pAeo-FXe73cehDfQ>

- Attleborough
- Aylsham
- Cromer
- Dereham
- Diss
- Downham Market
- Fakenham
- Harleston
- Holt
- Hunstanton
- Loddon
- Long Stratton
- North Walsham
- Sheringham
- Stalham
- Swaffham
- Thetford
- Watton
- Wells-Next-The-Sea
- Wroxham/Hoveton
- Wymondham