

# Infrastructure and Development Select Committee

Date: **Wednesday 13 July 2022**

Time: **10am**

Venue: **Council Chamber, County Hall, Norwich**

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

## Membership:

Cllr James Bensly (Chair)

Cllr Vic Thomson (Vice Chair)

Cllr Steffan Aquarone (Spokes)

Cllr David Bills

Cllr Claire Bowes

Cllr Chris Dawson

Cllr Jim Moriarty (Spokes)

Cllr William Richmond

Cllr Chrissie Rumsby (Spokes)

Cllr Robert Savage

Cllr Barry Stone

Cllr Maxine Webb

Cllr Tony White

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

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## **Advice for members of the public:**

This meeting will be held in public and in person.

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The Government has removed all COVID 19 restrictions and moved towards living with COVID-19, just as we live with other respiratory infections. However, to ensure that the meeting is safe we are asking everyone attending to practise good public health and safety

behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

## A g e n d a

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

### 2 Minutes

To confirm the minutes of the meeting held on 25 May 2022.

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### 3 Members to Declare any Interests

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

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

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

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

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

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

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

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

### 5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Friday 8 July 2022**. For guidance on submitting a public question please visit [www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee](http://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee)

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

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm Friday 8 July 2022**.

## **7 Blue Badge Policy Update**

Report by the Executive Director of Community and Environmental Services

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## **8 Highway and Transport Network Performance**

Report by the Executive Director of Community and Environmental Services

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## **9 Performance of Key Highways Contracts**

Report by the Executive Director of Community and Environmental Services

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## **10 Forward Work Programme**

Report by the Executive Director of Community and Environmental Services

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## **Group Meetings:**

Conservative	9:15am
Labour	9:00am
Liberal Democrats	9:00am

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

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# Infrastructure and Development Select Committee

**Minutes of the Meeting Held on Wednesday 25 May 2022  
10.00am, held at County Hall, Norwich**

**Present:**

Cllr Penny Carpenter – Chair

Cllr Sharon Blundell  
Cllr Emma Corlett  
Cllr Chris Dawson  
Cllr Ed Maxfield  
Cllr David Bills

Cllr Lana Hempsall  
Cllr Andy Grant  
Cllr Claire Bowes  
Cllr Robert Savage  
Cllr Tony White

**Also Present:**

David Cumming	Strategic Transport Team Manager, CES
Carolyn Reid	Assistant Director, Growth and Development, CES
Matt Tracey	Growth and Infrastructure Group Manager, CES
John Shaw	Developer Services Manager, CES
Nicola Ledain	Committee Officer, Democratic Services
Tom McCabe	Executive Director, Community and Environmental Services
Vince Muspratt	Director, Growth and Development, CES
Sarah Rhoden	Assistant Director, Performance and Governance, CES
Claire Dollman	Transport Planner, CES
Richard Drake	Senior Planner, Minerals and Waste Policy, CES
Caroline Jeffery	Principal Planner, Minerals and Waste Policy, CES
Nick Johnson	Head of Planning, CES

**1. Apologies and substitutions**

- 1.1 Apologies were received from Cllr James Bensly, Cllr Vic Thomson, Cllr William Richmond, Cllr Steffan Aquerone, Cllr Maxine Webb and Cllr Jim Moriarty (substituted by Cllr Penny Carpenter, Cllr Andy Grant, Cllr Lana Hempsall, Cllr Sharon Blundell, Cllr Emma Corlett and Cllr Ed Maxfield respectively). Apologies were also received from Cllr Barry Stone and Cllr Chrissie Rumsby.
- 1.2 In the absence of the Chair and Vice Chair, Cllr Penny Carpenter was elected as Chair for the meeting.

**2. Minutes**

- 2.1 The minutes of the meeting held on 16 March 2022 were agreed as a true record and signed by the Chair.

**3. Declarations of Interest**

- 3.1 There were no interests declared.

#### **4. Items of Urgent Business**

- 4.1 There were no items of urgent business.

#### **5. Public Question Time**

- 5.1 There were two public questions received, and responses had been given.

A supplementary question was asked one member of the public and a written response would be given.

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

- 6.1 There were no local Member issues or questions received.

The Chair agreed that item 11 on the agenda could be moved to this point of the meeting.

#### **7. Strategic and Financial Planning 2023-24**

- 7.1 The Committee received the report along with the Cabinet report, which provided the latest information about the context for 2023-2024 budget setting to support the Select Committee discussion and to enable them to provide input to future meetings of Cabinet to inform budget decisions.

- 7.2 Cabinet Member Cllr Andrew Jamieson introduced the report and invited the Executive Director to add comments.

- 7.3 During discussion, the following points were noted:

- 7.3.1 Although there would be benefits for a digital first approach, there would need close scrutiny of the Equality Impact Assessment of any changes that emerged especially as it seemed that digitally excluded residents were already disadvantaged

- 7.3.2 The Executive Director explained that the net revenue budget was over£130 million and therefore the savings outlined in the report represented approximately 10%. It would be a significant challenge. The strategic review would look at staffing levels and there was the acknowledgement that a large part of the NCC budget was staffing. It was inevitable that in the next few years, people would leave the organisation. Due to massive transformation in certain areas, some areas could see more reduction than others.

- 7.3.3 There were currently different levels of inflation of different elements within the construction industry. Members noted the risk aspect especially with the narrowing gap between the cost of projects and the amount of funding received from Government. It was noted that some Local Authorities had paused major road networks in the last few weeks.

- 7.4 The Select Committee;

1. Considered the Budget and Medium Term Financial Strategy position as reported to Cabinet in April 2022 (Appendix 1 of the report), noting in particular the

following elements as set out in the appended report, which form the context for 2023-24 budget setting:

- a. the budget gap for 2023-24 and the Medium Term Financial Strategy (MTFS) period.
  - b. The Departmental saving targets.
  - c. The outline timetable and approach to developing the 2023-24 Budget.
2. Considered and commented on the overall service strategies as set out within the 2022-23 Budget Book.
3. Considered and commented on the key issues for 2023-24 budget setting and the broad areas the Select Committee would recommend exploring for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2023-24 budget process and inform the saving proposals put forward to Cabinet later in the year. In particular the Committee is asked to consider savings opportunities under the following headings:
- a. New initiatives which would deliver savings;
  - b. Activities which could be ceased in order to deliver a saving;
  - c. Activities which the Council should seek to maintain at the current level as far as possible (i.e. areas where the Committee considers there is limited scope for savings);
  - d. Commercialisation opportunities.

## **8. Norfolk Investment Framework**

- 8.1 The Committee received the report which outlines the evidence base and proposed Investment Framework which Cabinet agreed to commission in August 2021 to address the step change in pay, productivity, and skills that were required to drive the local economy to a more equal footing and converge on the regional and national position.
- 8.2 The following points were noted:
- 8.2.1 As part of the challenges, there would be interventions that would come forward to address those challenges and they would be developed in collaboration via a workshop initially with voluntary sectors and community groups. This would enable ways to be suggested of how those barriers could be addressed. This was an high level framework identifying the challenges, but the solutions that would achieve the long term vision would be achieved collaboratively.
- 8.2.2 On page 159, with regards to the retrofitting commercial buildings, Members questioned if that could expand to residential which would have an impact and feed into the social justice issues.
- 8.2.3 In terms of upskilling and producing people fit for jobs within the County, it was important to remember that NCC had one of the best adult provider centres in the country. Officers explained that Adult Learning were the driver of one initiative that had just been announced and were working alongside officers from growth and development. This framework was the starting place of working collaboratively with other partners such as colleges and this was an opportunity to do that and start to focus funding.

- 8.2.4 The steering group had met on four occasions. There had also been workshops on each numeric which had been reported back to the steering group.
- 8.2.5 It's disappointing that excellent schemes were thought of and then they were abolished not long after. Lots of people want to re-train, and so it would be worth re-diversifying as there are shortages across the board in all sectors of workforce, and there was more need to think long term.
- 8.3 The Select Committee
1. Endorsed the draft Investment Framework, prioritise the four areas for county investment, and encourage partners to invest in these shared objectives.
  2. After considering the draft Investment Framework, the Select Committee agreed that there was no more information to be included, before the Framework would go Cabinet for endorsement on 6 June.

## 9. Minerals and Waste Local Plan

- 9.1 The Select Committee received the annexed report which provided information about the Publication version of the Minerals and Waste Local Plan which includes the proposed planning policies for minerals and waste management development and the proposed mineral extraction sites. The report also included a revised Local Development Scheme, which sets out the remaining stages for the production of the Minerals and Waste Local Plan, and a revised Statement of Community Involvement, which sets out how the authority engages with communities in the production of the Local Plan and in the determination of planning applications.
- 9.2 The following points were noted in response to questions from the Committee:
- 9.2.1 The Bus Service Enhanced Partnership Improvement Board could be included in the Statement of Community Involvement on the list of consultees for relevant planning applications.
- 9.2.2 The officer recommendation to committee is not to include site MIN 212 at Mundham in the Minerals and Waste Local Plan. There would be a public consultation on the Minerals and Waste Local Plan, and then there will be an examination in public where an inspector will listen to representations from those who agreed or disagreed with the contents of the Plan.
- 9.2.3 A Committee Member felt that the process was sound, and the policy does not exclude current gravel pits from extracting for a further period of time. It was important to include as many existing sites as possible, and officers should encourage as much as possible the depletion of existing sites.
- 9.3 The Committee **RESOLVED** to
1. Comment on the revised Minerals and Waste Development Scheme (Appendix A of the report) and recommend Cabinet resolve that the MWDS shall have effect from 11 July 2022.
  2. Comment on the Publication version of the Minerals and Waste Local Plan and recommend Cabinet agreement to publish the Publication document for representations to be made over a six-week period during September and October 2022 and if no fundamental weaknesses are identified in the representations made,

submission of the NM&WLP (and supporting/background information) for independent examination

3. Comment on the 2022 Norfolk Statement of Community Involvement (SCI) and advise Cabinet to recommend Full Council resolve to formally adopt the SCI (Appendix B of the report)

## **10. Local Transport Plan (LTP4)**

- 10.1 The Select Committee received the report by the Director of Growth and Development which set out the results of the consultation on the draft of the LTP4 Implementation Plan including a full report of the results of the public and stakeholder consultation. A draft of the LTP was also included.
- 10.2 Officers confirmed that the LTP was due to be discussed at Scrutiny Committee on 23 June 2022.
- 10.3 Officers explained that ultimately the decision over which priorities and projects are carried out would be one for Members, with officers considering the range of options. There were a whole range of things that could be considered, and officers would balance out the competing priorities based on individuals' needs, the role of the county and the geography of the county. In the past, Norfolk had been successful in receiving funding to bring forward projects.
- 10.4 With reference to point 1.3 of the report, there was concern expressed that grass verges were not being cut as frequently, making areas and junctions dangerous where they were used for walking and cycling to work and school. The Cabinet Member for Highways and Infrastructure responded that it was essential that verges were cut where there were dangerous junctions and areas of high usage. The verge cutting team had started around the county this week, and the priorities were where the dangerous areas were.
- 10.5 Officers explained that there had been discussions with UK Power Networks and others such as National Grid to look at how power that was being created around Norfolk could be grounded to help make the switch from carbon fuels. Infrastructure wasn't just transport related, but this was also about supplying the needs in relation to heating and the delivery of sustainable growth across the county. Work had been carried out and was captured in the Local Energy Plan.
- 10.6 Officers were aware of correspondence received from members of the public and their legal representatives about the process that the service had been going through to produce and deliver the strategy and the implementation plan. There had been letters that had suggested a Judicial Review might be an outcome, however Officers reassured the Committee that they had taken legal advice at every step and were comfortable that the work produced, and timescales set, were compliant with everything that should be done, and therefore had taken away the risk of a successful Judicial Review.
- 10.7 The Norwich Western Link continued to be a priority for the council, and the delivery plan was currently being worked through. The outline business case had been submitted to the Department for Transport (DfT) with an expected start date of 2024.
- 10.8 Officers confirmed that there hadn't been any changes made to the LTP because of the recently published toolkit produced by Government. The toolkit gave best

practice guidance about delivery and Officers would be following the advice in the toolkit, but it was a matter for individual schemes rather than the LTP.

- 10.9 As detailed in the plan, the adopted carbon target was in line with the Government target, and the plan included a range of measures which would support delivery of those targets. The LTP set out a range of actions that were being proposed to help achieve the carbon target such as the way people travel to cleaning up the emissions of vehicles. These targets would be monitored as the plan was delivered and implemented.
- 10.10 Although the plan did not mention specifically using hydrogen as a way of powering vehicles, the wider umbrella of cleaner vehicles would include hydrogen. Some Members were not convinced that electric vehicles were the best option for all vehicles as the electricity to charge the cars was often generated using fossil fuels.
- 10.11 The plan mentioned active travel with actions around extending the disused rail networks in market towns so people could use them for recreational usage and it recognised that they were not suitable for longer journeys. In terms of reinstating railways, previous railway lines had been submitted for funding to reinstate but had been unsuccessful. Members suggested that the old railway lines were used as a greenway before they disappeared so they could be used as corridors for other modes of transport, such as walking and cycling. This would help link villages as they once were to give local support to the communities.
- 10.12 With regards to the 'Beryl Bike Scheme' that had been rolled out across Greater Norwich, Officers explained that they were not aware of any further extension to the roll out of electric bikes now but like all projects was dependent on funding and other factors. Officers would investigate the matter and respond further in writing.
- 10.13 An amendment to recommendation 3 (to the Select Committee) was moved by Cllr Corlett, and seconded by Cllr Blundell;

Delete recommendation 3 and replace with;

"Recommend that Cabinet take a short pause on decision on LTP4 until Quantifiable Carbon Reduction guidance is published by the government in Autumn 2022, so that it can be properly considered. During that pause to work on a Plan B for residents blighted by rat-running, to mitigate the risk of the Western Link Road not proceeding (for reasons of Outline Business Case not approved, planning failure or unacceptable financial risk to proceed due to prohibitive cost increases)."

- 10.14 With 3 votes for and 7 against, the amendment was **LOST**.
- 10.15 Having reviewed and considered the results of the LTP4 Implementation Plan consultation and the updated LTP4 Implementation Plan and Strategy, the Select Committee **RESOLVED** to:
1. **Recommend to Cabinet** that it approve and recommend to full Council adoption of the LTP4 Implementation Plan and Strategy.
  2. **Recommend to Cabinet** that the council look to protect old and disused railway lines for transport use so they can be used as greenways and active travel and, if future circumstances allow, other uses such as rail to be brought forward.

The Committee took a 5-minute comfort break at this point.

**11. Safe, Sustainable Development Aims and Guidance Notes for Local Highway Authority requirements in Development Management, Parking Guidelines and Pre-application charging**

- 11.1 The Select Committee received the report by the Executive Director of Community and Environmental Services which sets out general guidance for use by local authorities, developers, designers, councillors and the community what would be likely to be acceptable to the Local Highway Authority in terms of new developments and their effects on the transport network.
- 11.2 There was agreement with the pre-application charging advice however there was some concern over the scale of fees would be calculated and some not reflective of the scale of the proposal. Several charging mechanisms had been reviewed, most of the proposal would require a transport assessment so it had taken into account that input. Best practice had been researched and the best aspects of other Highway Authority policies had been used. There would be planned opportunities to review it in the future.
- 11.4 Standards state that garages had to be of a certain width if developers were going to include them in their plans. There was agreement that visitor parking on new residential developments there should be enhanced in areas such as bus routes, close to amenities, near schools and near high density residential/flats.
- 11.5 The charges would be introduced from September 2022.

The Select Committee:

1. **REVIEWED** and **CONSIDERED** the updated Safe, Sustainable Development 2022 document and Parking Guidelines 2022.
2. **REVIEWED** and **CONSIDERED** the new proposed pre-app charges.
3. **RECOMMENDED** that Cabinet approve and adopt the updated Safe, Sustainable Development and Parking Guidelines documents with enhancements to visitor parking requirements on new development and agree that any necessary minor future changes be delegated to the Cabinet Member for Highways, Infrastructure & Transport.
4. **RECOMMENDED** that Cabinet approve and adopt the pre-app charges and agree that any necessary minor future changes be delegated to the Cabinet Member for Highways, Infrastructure & Transport.

**12. Policy and Strategy Framework – Annual Review**

- 12.1 The Committee received the report which set out information on the policies and strategies aligned to the work of this Select Committee, in the form of a policy and strategy framework. The framework was scheduled to be reviewed by the Committee annually.
- 12.2 Having reviewed the policy and strategy framework, the Select Committee identified no further appropriate items for inclusion on the Forward Work Programme.

**13. Forward Work Programme**

- 13.1 The Select Committee received the report by the Executive Director of Community and Environmental Services which set out the Forward Work Programme for the Committee to enable the Committee to review and shape.
- 13.2 The Select Committee reviewed the report and **RESOLVED** to
1. Agree the Forward Work Programme for the Select Committee set out in Appendix A.

The meeting closed at 12.25pm

**Chair**



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# **Infrastructure and Development Select Committee**

**Item No: 7**

**Report Title: Blue Badge Policy**

**Date of Meeting: 13 July 2022**

**Responsible Cabinet Member: Cllr Margaret Dewsbury** (Cabinet Member for Communities & Partnerships)

**Responsible Director: Tom McCabe** (Executive Director, Community and Environmental Services)

## **Introduction from Cabinet Member**

The provision of blue badges is key to enabling Norfolk residents to access the infrastructure, services and communities they need to be able to live healthy and fulfilling lives.

Norfolk remains one of the busiest local authorities in England by volume for Blue Badges having received 19,030 applications in the last 12 months and continues to perform favourably against national standards. Since the online application process was updated in 2019, the number of customers applying online has increased to 85% and the turnaround time has greatly improved. Other routes are available for those not able to apply online.

The current policy has been in place for two years. There are a few minor changes proposed to help improve the experience and turnaround times for those who apply for blue badges. I am intending to consider these proposed amendments through a delegated Cabinet Member decision as they are relatively minor and focussed on a better customer experience.

However, before I do that, and reflecting the importance of this vital policy, I want to invite the Select Committee to debate and consider the proposals in the public domain. This will help ensure that we can get the best possible solution and I welcome any comments and feedback from the Select Committee to support my subsequent decision making.

## **Executive Summary**

The council's policy for determining eligibility, managing appeals and enforcement activity relating to the Blue Badge (Disabled Person's Parking) was approved by Cabinet in February 2020 and is due for review.

The fundamental principle underpinning the policy is to assess applications against the national guidelines published by the Department for Transport (DfT) and require applicants to provide evidence where they do not meet the standards for automatic eligibility without further assessment. This is designed to ensure the council issues badges in a fair, equitable and consistent way only to those meeting the criteria and that limited disabled parking remains available for those who need it.

The scheme is administered by a small, specialist customer facing team in Customer Services, currently with support from Occupational Therapists from Adult Social Care. Enforcement activity is managed by Highways with legal process provided by Trading Standards, in line with the CES Enforcement Policy approved annually by Members

No material changes are proposed to this policy, though updates are recommended to reflect:

- the desk-based assessment of medical evidence provided by the applicant wherever possible to reduce the need for face-to-face mobility assessments to determine eligibility, a practice initially adopted during the pandemic, and which has proved beneficial for customers and the council alike
- the extended use of qualified assessors (i.e., occupational therapists or physiotherapists) to support mobility assessments where they are needed, easing the demand on the previously used Adult Social Care Occupational Therapy function and ensuring quicker turnaround times for customers
- terminology changes which clarify or keep the policy in sync with national guidelines

Applications are now processed in an average of 12 working days - the DfT quote an indicative 12 weeks (60 working days). For cases where it is necessary to conduct a mobility assessment, Norfolk's average processing time is 26 days. Around 75% of people who apply for a badge are issued with one. The remaining 25% are not, either because the application does not meet the criteria or was never concluded (e.g., the applicant did not provide the evidence requested).

## **Action Required**

The Select Committee is asked to:

- 1. To review and comment on the proposed changes to the policy as set out in Appendix 1**
- 2. To note that it is intended that the policy will be reviewed at least every four years, with reviews before then if there are any changes to the national guidelines or other significant operational learning changes that may be beneficial.**

### **1. Background and Purpose**

- 1.1 A robust and fair Blue Badge (Disabled Person's Parking) scheme contributes directly to the priorities laid out in the council's strategic plan, Better Together for Norfolk. It helps disabled people live healthy, fulfilling and independent lives and be part of a strong, engaged and inclusive community.
- 1.2 Introduced in 1971 under Section 21 of the Chronically Sick and Disabled Persons Act 1970, the scheme was initially designed to ensure those with physical disabilities and less able to take public transport or walk longer distances could park closer to their destination.
- 1.3 In the biggest overhaul to the scheme since its introduction, it was extended on 30 August 2019 to those with non-visible ('hidden') disabilities such as autism and mental health conditions, which could impact mobility and ability to access everyday facilities. This change and the media coverage around it generated heightened interest, confusion and myths about eligibility criteria plus additional complexity in terms of scheme administration.
- 1.4 To provide a framework for ensuring an equitable and consistent approach to running the scheme, the council developed the Blue Badge Policy and this was approved by Cabinet in February 2020.
- 1.5 The policy is designed to ensure badges are only issued to those who meet the criteria so limited disabled parking remains available for those that need it. To this end, the fundamental principle underpinning the council's approach is to assess applications against the national guidelines published by the Department for Transport (DfT) and require applicants to provide evidence where they do not meet the standards for automatic eligibility without further assessment.

## **2. Proposal**

- 2.1 No material changes are proposed to the policy previously approved by Cabinet at this review, the principles outlined at Section 1.5 remain unchanged
- 2.2 Changes are proposed to the policy to reflect:
  - 2.2.1 the use of desk-based assessments wherever possible to reduce the need for face-to-face mobility assessments to determine eligibility, a practice initially adopted during the pandemic, and which has proved beneficial for customers and the council alike
  - 2.2.2 the use of alternative suitably qualified assessors to support mobility assessments where they are needed, easing the demand on the Adult Social Care Occupational Therapy function and ensuring quicker turnaround times for customers
  - 2.2.3 terminology changes which clarify or keep the policy in sync with national guidelines

- 2.3 The full policy document is included with this report at Appendix 1 with changes highlighted for ease of reference.

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

- 3.1 Norfolk County Council's approach to managing the Blue Badge scheme is designed to achieve fairness and equality and work against the existence of a 'postcode lottery'. It is also designed to ensure disabled parking spaces are available for those who need them.

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

- 4.1 This policy is considered to be the most effective way for the council to fulfil its statutory obligation and ensure a scheme which is fair and equitable for the residents of Norfolk and consistent with national standards.

### **5. Alternative Options**

- 5.1 An alternative option would be to relax eligibility criteria and issue badges to applicants not meeting the guidelines published by the DfT, or without evidence. However, there is a need for consistency at a local and national level which this policy delivers, at the same time as enabling a standard approach to enforcement.

### **6. Financial Implications**

- 6.1 There are no financial implications arising directly from the council's policy contained in this report.

### **7. Resource Implications**

- 7.1 **Staff:** There are no staffing implications arising directly from the council's policy contained in this report.
- 7.2 **Property:** There are no property implications arising from this report.
- 7.3 **IT:** There are no IT implications arising from this report. Norfolk County Council uses a third-party case management system designed specifically for Blue Badge applications and which delivers a standardised approach through automated logic and workflows, enabling efficiencies which help manage financial and resourcing implications and also deliver high standards of customer service.

### **8. Other Implications**

- 8.1 Legal Implications:** Legal implications and considerations are highlighted throughout the report and policy by reference to relevant statute and regulations.
- 8.2 Human Rights Implications:** Management of human rights implications is implicit through the council's adherence to legislation, plus recognised national guidance and regulations.
- 8.3 Equality Impact Assessment (EqIA):** The policy is designed to provide fairness and equity for disabled people eligible for a Blue Badge and to prevent and deter deliberate and perceived misuse. The scheme will ensure residents have access to clear, inclusive and consistent information about who is and is not eligible for a blue badge, the reasons for this and how to appeal a decision.

A high number of applications are made online, so work routinely takes place to review the accessibility of web design. There is information to explain to people what to do if they need help applying.

Disabled people have highlighted that a robust system for managing blue badges during issue, use, renewal and expiry is essential, to deter and prevent deliberate and perceived misuse. Doing this effectively greatly improves the scheme and inclusion for people eligible for blue badges. The misuse of blue badges has a highly detrimental impact on disabled people, as it prevents those eligible from accessing disabled parking and being able to use local services and amenities. The policy takes steps to address this.

When the scheme was extended in 2019 to those with non-visible ('hidden') disabilities such as autism and mental health conditions there was concern amongst disabled people this may mean a significant increase in the number of people using blue badges which would exceed the number of disabled parking bays available. If a blue badge holder journeys to park in a specific disabled bay and find it is already taken, unlike a non-disabled person, they cannot simply park further away and it could mean they have to return home. Whilst application numbers have increased, this has not emerged as an issue and this policy helps mitigate the risk.

- 8.4 Data Protection Impact Assessments (DPIA):** DPIAs are in place to ensure appropriate information and data management protocols are in place relating to third party arrangements for the supply of case management software and independent assessment services.
- 8.5 Health and Safety implications:** There are no health and safety implications arising from this report.
- 8.6 Sustainability implications:** There are no sustainability implications arising from this report.

**8.7 Any Other Implications:** There are no other implications arising from this report.

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

- 9.1 No significant risks are identified relating to the continued implementation of the policy.
- 9.2 There is a risk of not being able to meet local and national service standard targets for the turnaround of applications which require a face-to-face mobility assessment, if third party qualified assessors are not used. This would result in unacceptable delays for customers.

## **10. Recommendations**

The Select Committee is asked to:

1. To review and comment on the proposed changes to the policy as set out in Appendix 1
2. To note that it is intended that the policy will be reviewed at least every four years, with reviews before then if there are any changes to the national guidelines or other significant operational learning changes that may be beneficial.

## **11. Background Papers**

11.1 [February 2020 Cabinet paper](#)

### **Officer Contact**

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

**Officer name: Michelle Carter**

**Telephone no.: 01603 222506**

**Email: [michelle.carter2@norfolk.gov.uk](mailto:michelle.carter2@norfolk.gov.uk)**



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## Appendix 1



**Norfolk** County Council

Blue Badge Policy

Community and Environmental Services



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**Commented [CM1]:** Wording update in line with national guidance

## 1. Introduction

- 1.0 This document confirms Norfolk County Council's policy for determining eligibility, managing appeals and enforcement activity in connection with the Blue Badge (Disabled Person's Parking) scheme.
- 1.1 These activities are carried out by the Community and Environmental Services (CES) Directorate of Norfolk County Council, by a dedicated team in Customer Services who administer applications with support from ~~Occupational Therapists from Adult Social Care~~ suitably qualified Expert Assessors and by Highways who manage enforcement with legal process provided by Trading Standards.
- 1.2 The purpose of the policy is to uphold high standards and consistency in the application of eligibility criteria and provide a framework to ensure Blue Badges are issued and enforced in a way which is fair, equitable and consistent for the residents of Norfolk as a whole and reflects the national criteria. It aims to ensure those meeting the eligibility criteria can fully enjoy the benefits and that disabled parking spaces are available for those that need them most.
- 1.3 To inform this policy, and to encourage as consistent an approach as possible nationally, Norfolk County Council liaises closely with other local authorities in England via participation in national calibration exercises, attendance at conferences and use of Department for Transport (DfT) resources.
- 1.4 This policy is subject to ~~annual review and approval. (The impact every 4 years, or in light of any changes to the policy, including national guidelines or the application administration of the new non-visible ('hidden') disability criteria and resulting impact on enforcement activity, will be monitored and reviewed in 12 months time).~~ scheme.

**Commented [CM2]:** Update to reflect extended use of qualified assessors outside of adult social care Occupational Therapy resources

**Commented [CM3]:** Previously annual review

## 2. Assessing applications and determining eligibility

- 2.0 To ensure badges are only issued to those meeting the criteria and that limited available disabled parking remains available for those that need it, Norfolk County Council will assess applications against the published national guidelines issued by the Department for Transport (DfT) (see 7.1).
- 2.1 Applicants who meet the DfT's automatic criteria (known as 'not for further assessment') will be issued with a badge. A full list of the automatic criteria can be found in Section 4.4 of the DfT guidelines. These applicants must evidence their eligibility and provide the statutory documents such as proof of identity, address ~~and a~~ photograph ~~and payment of the appropriate fee~~.
- 2.2 In line with criteria laid down for local authorities, badges will be issued for a period of 3 years, unless the ~~application~~ applicant is in receipt of an automatically qualifying benefit where the duration is less than 3 years, (in

**Commented [CM4]:** Clarification that a fee is payable

**Commented [CM5]:** Replaced 'application' with 'applicant'

which case the expiry date of the badge will match the benefit award). There is no provision to issue temporary badges (e.g. for a temporary mobility issue such as a broken leg or during a recovery period).

- 2.3 Applicants in receipt of Personal Independence Payment (PIP) (see 7.2) scoring 10 points with descriptor E under 'planning and following a journey' (unable to undertake any journey because it would cause overwhelming psychological distress) will be assessed as automatically eligible in line with the new automatic criterion introduced by the DfT.

**Commented [CM6]:** Update to keep wording in line with national guidelines

- 2.4 Applicants who receive 10 points under "planning and following a journey" with a different descriptor, or 12 points under this category will not be automatically eligible (again in line with DfT guidelines). These applicants must provide a full application and corresponding evidence for further assessment (see 2.6) and some who have held Blue Badges for many years due to automatic eligibility under DLA (see 7.3), will be found not eligible based on their mobility assessment under PIP.

**Commented [CM7]:** Update to keep wording in line with national guidelines

- 2.5 Applicants not meeting the automatic criteria (known as 'with further assessment') are required to complete a full application form and provide medical evidence to support their application. In the case of non-visible ('hidden') disabilities, this The evidence must be from a specialist (as defined by section 4.3 of the DfT's Blue Badge Scheme Local Authority Guidance (see 7.1)), rather than a GP. Other information held by Norfolk County Council about the application applicant may be checked and used to determine eligibility. This would generally include social care records or previous Blue Badge applications. For example, if an applicant has had an assessment with an Occupational Therapist recently, which details their mobility, this information will be used to make a decision.

**Commented [CM8]:** Wording clarified so it is clear this requirement is for all applicants and not just for those with non-visible disabilities, in line with national guidance

**Commented [CM9]:** Replaced application with applicant

- 2.6 If following their desk-based assessment, the decision making officer is unable to reach a decision, the case will be passed to a suitably qualified Occupational Therapist for assessment. If the Occupational Therapist is unable Expert Assessor to reach conduct a decision on the basis of the application, the applicant will be invited for a telephone or face to face mobility assessment to determine eligibility. However, these kinds of mobility assessments may not be appropriate for applicants who are able to walk but who experience, during the course of a journey, another considerable difficulty whilst walking or pose a risk of serious harm to themselves or others. Face to face assessments will not be used for applicants applying under the non-visible ('hidden') disability criteria and for whom this would create additional distress or risk.

**Commented [CM10]:** clarification

**Commented [CM11]:** Updated to reflect extended use of qualified assessors outside Adult Social Care Occupational Therapy function and the introduction of telephone assessments

- 2.7 All successful applicants (apart from those that meet the Armed Forces Covenant) must pay £10.00 toward the cost of their blue badge (this is the maximum allowed in England by the DfT and is to cover some of the cost of administration).

**Commented [CM12]:** Update to clarify the reason for the charge

- 2.8 The final decision on eligibility is for the issuing authority to make, drawing on the information provided, and where applicable, the expertise purveyed by the expert assessor. The DfT has no power to intervene in decisions in individual cases.
- 2.9 Each application will be considered solely on its merits in relation to the scheme eligibility criteria, regardless of condition.
- 2.10 All applicants assessed as eligible will be issued with a copy of "The Blue Badge Scheme: rights and responsibilities in England" booklet when they are issued a badge (see 7.4).

#### 1. Renewals

#### 3. Reapplications

**Commented [CM13]:** Replaced 'renewals' with 'reapplications' in line with national guidance

- 3.1 All applicants will need to reapply for a new blue badge before their current badge expires. The applicant will be required to complete a full application and provide all requested documentary evidence so their status in relation to ongoing eligibility for a badge can be assessed.

- 3.2 In the absence of any set guidance on renewals and to make this reapplication process as straightforward as possible for applicants, previous records will be reviewed to see how the applicant was initially assessed, and whether the assessor recommended the need for re-assessment upon reapplying. Some cases (for example those where the badge holder suffers an ongoing, degenerative condition) may be marked as 'not for further assessment' and in effect automatically renewed.

**Commented [CM14]:** Replaced 'renewal' with 'reapplication' in line with national guidance

### 4 Reviews and appeals

- 4.1 Unsuccessful applicants can request a review of the decision. Reviews will be conducted by a panel independently of qualified Occupational Therapists the initial decision maker or expert assessor.

**Commented [CM15]:** Updated to reflect extended use of qualified assessors outside the Occupational Therapy resources in Adult Social Care

- 4.2 There is no statutory requirement to operate an appeal process but as an additional safeguard, if following review an applicant is found not eligible, they may appeal the decision. Appeals will be carried out by the Contact Centre Delivery Manager and the Blue Badge & Processing Team Manager (Customer Services). In some circumstances the applicant may be asked to provide further information to support their initial application or be asked to attend a mobility assessment.

**Commented [CM16]:** Clarifies full name of the team running the service

**Commented [CM17]:** Clarifies that a mobility assessment may be required

- 5 If after appeal an applicant is still not determined as eligible, they can make an official complaint, and then contact the Local Government Ombudsman (LGO). The LGO does not have the power to overturn decisions, only to investigate the process. Eligibility decisions can only be made by the relevant officer. Elected members may wish to support individuals in their applications, reviews or appeals, but there is no

**Commented [CM18]:** Update to clarify support may also be relevant for applications, for completeness

scope for elected members to be part of the formal decision-making process.

### 5.1 Lost, stolen and replacement badges

5.2 Holders of blue badges issued by Norfolk County Council which are lost or stolen must report this to the council and will be asked to complete a declaration form.

5.3 On receipt of a declaration, the badge will be cancelled on the national blue badge database and subsequent use will constitute misuse.

5.4 Applicants wishing to change the details on their badge (for example, the photograph or name) will also be asked to complete a declaration **form** and provide relevant documentary evidence.

Commented [CM19]: Removed form

5.5 Replacement badges, including those issued to replace lost or stolen badges and also to change details, will be subject to a £10 fee unless the need for replacement was caused by the authority (for example due to an administrative error).

5.6 Badges with less than 6 weeks to run before expiry will not be replaced and the badge holder will be asked to apply for a new badge

5.7 Badges which have been declared lost or stolen and replaced but which are subsequently recovered or found should be returned to the authority. No refund will be issued.

### 6.0 Enforcement

6.1 Consistency in the provision of enforcement is enabled by consistent application of eligibility criteria when badges are issued

6.2 Enforcement is conducted in accordance with:

6.2.1 Chapter 7 of the DfT document "The Blue Badge Scheme Local Authority Guidance (England)". This guidance was updated in September 2019 to accommodate enforcement for the new non-visible ('hidden') disabilities, and

6.2.2 the CES Enforcement Policy and its Annex 5: Blue Badge Enforcement Protocol, which are reviewed and approved by Members on an annual basis, most recently in December 2019 (see 7.5).

6.3 The Blue Badge enforcement officer's role includes, as part of on-street enforcement, education on use of the blue badge by blue badge holders, ensuring they understand the rights and responsibilities of the scheme, and relevant highways legislation (see 7.1). All badge holders are provided with "The Blue Badge Scheme: Rights and Responsibilities" booklet (last updated in 2017)

when they are issued with a badge (see 7.4).

6.4 The Blue Badge Enforcement Officer will share intelligence with the Blue Badge team if there are doubts on a holder's eligibility, which will then be investigated by the Blue Badge issuing team, usually by means of ~~face-to-face~~ mobility assessment.

**Commented [CM20]:** Replaced 'face to face' assessment with 'mobility assessment' as this will now be conducted via phone wherever possible

6.5 Enforcement for mis-use of a blue badge includes enforcement against the driver of a vehicle who may not be the blue badge holder using the badge inappropriately, with or without the holder's permission. Where such enforcement is undertaken, the badge-holder (or their parent/guardian if they are under 18) will be reminded that continued allowance of mis-use could result in withdrawal of the badge.

6.6 Data collected during enforcement will be stored in accordance with the requirements of the General Data Protection Regulation (EU) 2016/679, the Data Protection Law Enforcement Directive (EU) 2016/680 and the Data Protection Act 2018.

6.7 Results of enforcement action undertaken are published on the Norfolk County Council website and enforcement data is provided during the annual review.

## 7.0 References

~~1.1~~ [Blue Badge scheme local authority guidance \(England\)](#)  
~~7.1~~ [Blue Badge scheme local authority guidance \(England\)](#)

**Commented [CM21]:** Link updated

~~7.17.2~~ [Disability Living Allowance \(DLA\) for adults](#)

~~7.27.3~~ [Personal Independence Payment \(PIP\)](#)

~~7.37.4~~ [The Blue Badge scheme: rights and responsibilities in England](#)

~~7.47.5~~ [CES Enforcement Policy](#) ~~CES Enforcement Policy~~

## **Infrastructure and Development Select Committee**

**Item No. 8**

**Report title: Highway and Transport Network Performance**

**Date of meeting: 13 July 2022**

**Responsible Cabinet Member: Cllr Martin Wilby (Cabinet Member for Highways, Transport and Infrastructure)**

**Responsible Director: Tom McCabe (Executive Director, Community Environmental Services)**

### **Introduction from Cabinet Member**

Having strong infrastructure is recognised in the Council's strategy 'Better Together for Norfolk' 2021-25, as an essential requirement for growing the Norfolk economy.

It contributes directly to the strategic priorities of:

- A Vibrant and Sustainable Economy;
- Strong, Engaged and Inclusive Communities; and
- A Greener, More Resilient Future.

With a key outcome of: A well-managed highway network that enables everyone to travel the county freely and easily.

It is therefore imperative that we monitor the performance of our highway assets in order to spend our budgets wisely, react to changing circumstances and use the money where it is most needed.

In an ever-challenging environment it is encouraging that public satisfaction with highway condition in Norfolk remains good. In the 2021 National Highways and Transportation (NHT) Survey, we were ranked 2<sup>nd</sup> overall of 29 shire counties. The good public satisfaction result suggests that the current asset management strategy has been effective.

The Council has a statutory duty under the Traffic Management Act to ensure the expeditious movement of traffic on our highway network. This includes taking action to contribute to the more efficient use of our road network as well as the avoidance or reduction of road congestion.

Nationally, we perform well when compared with other local highway authorities. However, we recognise that demand on our highway network continues to grow, increasing pressure on our infrastructure.

### **Executive Summary**

This report provides an annual summary of how we are managing our highway assets and the highway network overall. It does not include the A11 and A47 which are managed by National Highways.

Highway asset performance is assessed on an annual basis against a set of previously agreed service level priorities to inform investment decisions and make the best use of capital expenditure. Revenue budgets, used for general maintenance and repair, are not part of this report. The capital budget has fluctuated in recent years, some having seen significant in-year additional investment from Government. In 2018/19 it was £46m, 2019/20 was £34m, 2020/21 was £59.2m, 2021/22 was £44.7m and the current budget is £44.9m.

A commonly used measure to indicate how well the asset is performing is by determining a 'backlog' figure, which is the 'gap' between current condition and our service level. We use condition surveys to assess the current road condition. The overall highway asset backlog in April 2022 is £57.4m. This has increased from the 2020/21 figure of £47.9m, which is mainly due to construction inflation, along with a slight deterioration in the condition of 'A' roads, Bridges and Traffic Signal assets on the network.

The Highway Asset Management Policy and Strategy was endorsed by this committee in July 2019 and was agreed at Cabinet in January 2020. Member engagement and monitoring of the Asset Management policy, strategy and performance measures is a requirement of the Department for Transport's (DfT) Incentive Fund to receive the full available allocation. In 2022/23 the incentive grant allocation was £3.973m. The Governments Spending Review was announced in October 2021. It has determined funding in 2022-23 and the following two years. Since the announcement, inflation levels have accelerated within the industry and economy overall. Our Asset Management Policy and Strategy needs to be refreshed to reflect this.

## **Actions required:**

- 1. To note the progress against the Asset Management Strategy Performance framework (Appendix C) and the refreshment of targets, policy and strategy (Appendix C, D and E).**
- 2. To note the progress in the development of congestion and reliability indicators.**

## **1. Background and Purpose**

### **1.1. Highway Asset Management**

1.1.1 The Highway Asset Management Policy was agreed by Members in July 2014. The Strategy was reviewed by Members on 14 October 2016 who also approved a performance framework. All three documents were refreshed and considered by the Infrastructure & Development Select Committee in July 2019, and Cabinet January 2020.

1.1.2 This enables Members to be informed on whether the strategy is delivering the agreed performance targets and take any necessary action to manage changing circumstances such as annual budgets or the regulatory framework. Evidence is in section 2.

- 1.1.3 At the time of 2021 Highway Transport Performance report, the autumn spending review had yet to be carried out, and no indicative funding was available for 2022/23 and beyond. The report stated that “It is proposed to review the Highway Asset Management Strategy and performance framework following the establishment of the hoped for longer-term funding settlement the government spending review planned for the autumn” .
- 1.1.4 The spending review in October 2021, did give a 3-year indicative settlement for the following 3-years. The settlement for 2022/23 has given a similar funding level to that in 2021/22. At the current time, the guidance given is the grant allocations for 2023/24 and 2024/25 will be the same as this year at £44.9m, i.e. with no real term growth to allow for inflationary effects. In real terms, this could represent a 20-25% or more in real terms reduction in funding levels over the term. This three year settlement enables us to revisit our strategy and targets for the future years and develop a longer term implementation programme, which maximises efficiencies and utilisation of the supply-chain.

## **1.2 Managing congestion and reliability**

- 1.2.1 As a local highway authority, we have a statutory duty to manage congestion as set out in the Traffic Management Act.
- 1.2.2 There are several ways that we meet our duty, including by operating the Norfolk Permit Scheme, Civil Parking Enforcement, delivering an annual highway improvement programme as well as assessing likely impact of major development planning applications.
- 1.2.3 Historically there has been no meaningful and consistent way of monitoring our actual performance in managing congestion and journey times or the effectiveness of the schemes mentioned above. This situation is rapidly changing with the maturing connected vehicles market; it is increasingly becoming more cost-effective to access journey-related data.

## **2. Proposals**

### **2.1. Highway Asset Performance**

#### **2.1.1 Asset Condition**

- 2.1.1.1 The existing strategy recognised that at the level of Government funding expected in the short term, the maintenance of current highway condition would be challenging and that in most circumstances the strategy would be to manage a slight deterioration in asset condition. This situation is reflected across the country at current funding levels.
- 2.1.1.2 Any shortfall in achieving 2006-07 service levels, or otherwise agreed in 2013-14, is described as the ‘backlog’. The overall highway asset backlog in April 2022 is £57.4m. This is an increase compared with £47.9m in 2021. This has been summarised in Appendix A. The major difference is the impact of inflation, which is currently affecting both the national construction

industry and wider economy in general. In addition, there has been a slight deterioration in 'A' roads condition, Bridges and Traffic Signals.

2.1.1.3 A summary on the performance of individual asset types can be seen in Appendix B.

2.1.1.4 The Council's Asset Management Strategy Performance Framework has been updated to show results for 2021-22, and can be seen in Appendix C.

2.1.1.5 The 2021-22 Structural Maintenance Capital budget was £44.7m, and in 2020-21 £59.2m, having received significant additional in-year grants from Government amid the Covid crisis. The equivalent budget for 2022-23 is £44.9m. It is currently expected to remain at this level for 2023-24.

2.1.1.6 The County Council has shown its commitment to the prevention of potholes and proactive maintenance by creating a £10m fund to be used over a 4-year period. This funding is split over four financial years and is detailed in the annual Highways capital programme report each March.

2.1.1.7 In August 2021, it was also announced that our traffic signals maintenance bid to the Department for Transport was successful, and we received an additional £250,000 to deliver in 2022-23.

## **2.1.2 Customer Satisfaction**

2.1.2.1 The National Highways and Transport (NHT) network survey is carried out each summer. For the 2021 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. It had a response rate of 27%, a good response rate for surveys of this type, and was above the national average response of 24%.

2.1.2.2 111 local authorities took part in the 2021 survey. Norfolk County Council achieved a ranking of joint 2<sup>nd</sup> out of the 29 county councils that participated.

2.1.2.3 Of those indicators contained in our Asset Performance Strategy Measures in Appendix C we ranked:

- Overall – 2<sup>nd</sup> (previously 1<sup>st</sup>)
- Condition of highways – 3<sup>rd</sup> (previously 1<sup>st</sup>)
- Highway Maintenance – 3<sup>rd</sup> (previously 1<sup>st</sup>)
- Pavements & Footpaths – Joint 4<sup>th</sup> (previously 2<sup>nd</sup>)
- Street lighting – Joint 20<sup>th</sup> (previously joint 2<sup>nd</sup>)
- Satisfaction with public rights of way – 17<sup>th</sup> (previously 4<sup>th</sup>)

2.1.2.4 The survey also gives an indication of the relative importance that Norfolk residents place on the services we deliver. Respondents are asked 'For which of the following service areas is it not acceptable to reduce the level of service'. We know from this and previous results that the service that the public would least want to see reduced continues to be 'Management and

Maintenance of roads.’ This helps inform our priorities and reflects the results above.

2.1.2.5 The overall satisfaction reduced to 52, compared with 56 last year.

2.1.2.6 The survey return show overall performance is good compared to other County Councils and the relative importance that residents place on the condition of the highway network.

2.1.2.7 The 2022 survey was sent out in June and the results are expected to be released later this year.

### **2.1.3 Future Asset Management Policy and Strategy**

2.1.3.1 To maintain the full allocation from the Department for Transport (DfT) incentive fund, an asset management policy and strategy must have been developed, clearly documenting the links with corporate vision and other policy documents providing the “line of sight” for the asset management strategy. It must have been endorsed by the Executive and published on the authority’s website. This document must have been published or reviewed in the past 24 months.

2.1.3.2 The asset management policy was agreed by Members in 2014 and refreshed to align with the Norfolk County Council 6-year Business Plan, ‘Together for Norfolk’, agreed in May 2019.

2.1.3.3 The asset management strategy was similarly refreshed together with the performance framework to monitor it, by Members in 2019. As the Government had not conducted its spending review for beyond 2020-21, we made forward projections based upon similar levels of funding. This updated with our 2021-22 results is contained in Appendix C.

2.1.3.4 The government undertook its spending review in October 2021 and announced a 3-year indicative funding settlement for Highway Maintenance. The longer-term settlement enables us to develop a strategy based upon indicative funding levels. The settlement was ‘flat’ being the same financial value for the years 22/23, 23/34 and 24/25, i.e., with no allowance of real term growth.

2.1.3.5 This settlement would have been challenging if inflation had remained at levels experience over the last decade, as this would have gradually diminished our purchasing power.

2.1.3.6 Unfortunately, the post covid construction boom and the impact of the Russian/Ukraine War has led to significantly higher inflation than predicted or experienced for many years. Highway construction uses materials which require large energy inputs in the manufacturing process and haulage, which have exacerbated this further.

- 2.1.3.7 To secure our supply chain and manage inflationary cost increases, we are reviewing material and construction indices monthly rather than annually. Average highway and construction maintenance indices so far have risen by 20% and this is expected to increase further, significantly reducing the Council's future purchasing power.
- 2.1.3.8 The performance targets in the proposed new Asset Management Strategy reflects this. and the Council's proposed Asset Management Policy, Strategy and Performance Framework (detailed in Appendix C, D and E) have been updated to reflect this. The Policy has also been updated to reflect its association with the Council's Business Plan.
- 2.1.3.9 The Council's Strategy is already heavily weighted to lower-cost, intermediate treatments and no significant change of approach is proposed. The impact of the reduction in our buying power will be fewer longer-term treatment schemes, such as road and footway resurfacing and a reduction in performance targets.

## **2.2. Highway Network Performance**

### **2.2.1. Journey Reliability and Congestion Indicators**

- 2.1.1.1 In the previous Network Performance Report to Select Committee in September 2021, the latest set of congestion and reliability indicators were presented. Further vehicle telematics data has since been procured to enable ongoing reporting, and updated indicators will be produced annually in the autumn.
- 2.1.1.2 In addition, work is underway to analyse the effectiveness of recent improvement schemes by analysing performance at a county level.

### **2.2.2. Customer Satisfaction**

- 2.2.2.1 In September 2020, Members requested that Ease of Access was also reported as a network performance indicator. This is derived from the annual National Highways & Transport Network (NHT) survey; a public perception questionnaire which is distributed randomly to residents across many local authorities, including Norfolk.
- 2.2.2.2 The Council have participated in the survey annually since 2013, with the Ease of Access question set featuring in every questionnaire over this period. The questions in this section seek public opinion on how easy it is to access a range of destinations, including hospitals, workplace and friends/family.
- 2.2.2.3 In 2021, Norfolk County Council achieved a satisfaction score of 75%, which is consistent with the score achieved in every annual survey completed. The average score amongst county councils participating in the survey (approx. 30 per year) was also 75%.

2.2.2.4 Of those indicators within the 'Tackling Congestion' section, the Council ranked against our peers, as follows;-

- Ease of Access (all)\* – 11<sup>th</sup> (previously 16<sup>th</sup>)
- Traffic levels and Congestion – 3<sup>rd</sup> (previously 1<sup>st</sup>)
- Management of roadworks – 13<sup>th</sup> (previously 15<sup>th</sup>)

\*The 'ease of access' indicator reports how easily respondents felt they can access services using different modes of transport, including by car, bus and walking.

2.2.2.5 New questions were added to the latest NHT survey, including on public perception around availability of public electric vehicle charging points and changes in travel habits following the COVID-19 pandemic. Further details on this are detailed in Appendix F.

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

3.1. The main purpose of this report is to update Members and the Committee with the annual highways and transport performance results, and to provide suggestions or endorsement if change is required. This will help ensure that Members and the Committee are able to fulfil the criteria as required in the DfT Highway Incentive Fund process, and to ensure that the Council receives the full allocation and perform our duties under the Traffic Management Act.

### **4. Financial Implications**

- 4.1. The failure to maintain a self-assessed score of 3 within the DfT Incentive fund would lead to the loss of highway maintenance funding of approximately 70% which equates to £2.8m per year.
- 4.2. As detailed in this report, significant inflation is being experienced which is placing pressure on the Highways Capital Programme. Whilst an element of this can be contained within the current programme and resources, if the current level of inflation is sustained in the longer term, then the programme will have to be reviewed along with the potential deferment of some schemes unless additional funding is allocated from the DfT.

### **5. Resource Implications**

5.1. **Staff:** None

5.2. **Property:** None

5.3. **IT:** None

## **6. Other Implications**

6.1. **Legal Implications:** None

6.2. **Human Rights implications:** None

### **6.3. Equality Impact Assessment (EqIA)**

6.3.1 The Highway Asset Management Policy and Strategy relates to the overall capital investment in structural maintenance. As part of any plans and strategies under this framework, equality and accessibility implications will be considered as a core element. The EQIA was completed for this at last year's report and has been reviewed and updated.

6.3.2 Individual schemes will comply with regulations from engineering design manuals, traffic management and liaison with stakeholders. Design and Streetworks processes pick up appropriate design standards and issues regarding maintaining access during roadworks.

6.4. **Data Protection Impact Assessments (DPIA):** None

6.5. **Health and Safety implications:** None

6.6. **Sustainability implications:** The performance framework should aid appropriate interventions to manage the travel experience, congestion, reliability and emissions, resulting in a positive impact on carbon footprint and air quality.

6.7. **Any other implications:** None

## **7. Actions required**

- 7.1
1. To note the progress against the Asset Management Strategy Performance framework (Appendix C) and the refreshment of targets, policy and strategy (Appendix C, D and E).
  2. To note the progress in the development of congestion and reliability indicators.

## **8. Background Papers**

8.1.

1. At the Cabinet meeting on 7 March 2022 endorsed the recommendations in “Highway Capital Programme Report and TAMP, containing the Highway Asset Management Policy, Strategy and Performance Targets and [link to minutes](#)
2. A paper for Cabinet 6<sup>th</sup> September 2021 on the [distribution of £10m Highway Maintenance Pothole Fund](#)
3. [Local Transport Plan 2011-2026](#)
4. [Transport Asset Management Plan](#)
5. [Local Transport Plan Member Task and Finish Group update](#) – July 2020 - Infrastructure & Development Committee.
6. [Norfolk Parking Partnership Annual Report](#) – March 2020 - Norfolk Parking Partnership Joint Committee.

## Officer Contact

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

**Officer name: Kevin Townly**

**Tel no.: 01603 222627**

**Email address: [kevin.townly@norfolk.gov.uk](mailto:kevin.townly@norfolk.gov.uk)**



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## Highway Asset Backlog 2021

		Backlog 2019-20	Backlog 2020-21	Backlog 2021-22	Budget 2022-23	Steady State estimate
Asset type		£m	£m	£m	£m	£m
A roads		10.398	10.941	13.369	4.358	14.684
B roads		0	0	0	1.599	6.001
C roads**		0	0	0		10.111
U roads**		0	0	0	9.95	7.657
Machine Patching					0.4	
Capitalised Patching/Potholes ex revenue					7.782	7.782
Surfacing match (TCF2,EATF2)						
Category 1 footways		0	0	0		1.712
Category 2 footways		1.116	2.083	0.876	0.528	3.007
Category 3 footways		0	0.851	0		11.054
Category 4 footways		0.086	0.638	0.047	2.367	3.672
Footways layered Patching					1.04	
Footways kerbs/small repairs/patch					0.8	
Highway Drainage	Maintenance	0.712	0.891	0.6	0.602	0.755
	Bid Match Pot				0.075	0.075
	Improvement (Challenge)	18.448	17.759	19.116		
	Improvement (Town)				0.876	0.876
Capitalised Drainage small repairs						
Bridges	Maintenance Bridges	13.1	13.1	19.35	1.992	2.834
	Maintenance Culverts	0.0	0.25	0.6		
	Strengthening	0.305	0.305	1.45	0.015	0.305
	Assessment etc				1.011	1.011
	Inspections				0.72	
Traffic Signals	small works (ex. revenue)				0.525	3
	Replacement	0.852	0.925	1.8	0.65	0.65
	small works (ex. revenue) system				0.018	0.05
Signs & Post (ex. revenue) inc PROW					0.64	0.64
Condition Surveys					0.16	0.16
Park and Ride Sites		0.04	0	0	0.04	0.035
Area Manager Schemes					0.14	0.14
Fencing					0.055	0.055
Vehicle restraint systems - planned works risk assessment/design/works		0.125	0.125	0.2	0.1	0.26
Vehicle restraint systems - inspections Tension/condition					0.097	0.097
Vehicle restraint systems - RTA repairs					0.075	0.075
Contract Cost/Contingencies***					5.982	6.624
To be allocated					2.303	
<b>Total</b>		<b>45.182</b>	<b>47.868</b>	<b>57.408</b>	<b>44.9</b>	<b>83.322</b>

## Notes

These figures are taken from the price base for each year, not a common price base. 2019/20 Backlog based upon 1-4-20 prices. 2020/21 at 1-4-21 prices, 2021/22 at 1/4/20

The backlog figure refers to the end of year, 31/3/2022

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

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

# 1 Condition of Highway Assets Summary

## 1.1 Roads

- 1.1.1 The results from our condition surveys for 2021-22 were ahead of the asset management strategy and performance targets, except for 'A' roads. 'A' roads were in line with the LTP3 target of 4.2%.

	2019/20	2020/21	2021/22	
	Actual	Actual	Agreed Performance Measure target	Actual
'A' roads	3% (2.56%)	3.86%	3.86%	4.30%
'B' & 'C' roads	5% (5.4%)	5.58%	7.08%	6.37%
U roads			12%	6.06%

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 our baseline, generating a backlog of £13.369m.
- 1.1.3 The B & C network treatment costs are still below our baseline comparison.
- 1.1.4 We changed the methodology of the Unclassified (U) road condition indicator in 2019-20. It now uses the same method as the classified road network. This will enable improved comparison across the various classes of our roads. The Covid emergency prevented the completion of a full network survey in 2020/21 and our result of 7.44% represented approximately 40% of the network.
- 1.1.5 Our 'U' result for 2021/22 is 6.06% and includes 80% coverage
- 1.1.6 We adopted 11.60% as our new service level following the sample SCANNER result in 2020, which was comparable with our former Coarse Visual Inspection Survey. As our result is better than this, there is no backlog..
- 1.1.7 For 2021-22 we have a backlog on our 'A' roads. Backlogs are shown in Appendix 1;
- 1.1.8 National Statistics 2020/21 provide the most recent comparative condition data.

Our; -

- 'A' roads were average
- 'B', 'C' were average
- 'U' roads better than average.

## 1.2 Bridges

- 1.2.1 The Bridges scores showed marginal change, from 2020-21 to 2021-22. The Bridge Condition Index Scores were 89.04 and 90.42 on the HGV and non-HGV networks respectively. These scores are currently (April 2022) 88.05% and 89.25%. Our service levels being HGV 91.92 and non-HGV 88.93
- 1.2.2 For 2021-22 we have a backlog on our HGV network of £19.35m which remains the same.
- 1.2.3 The culvert stock condition indicator is currently 93.2 which is 1.84 below the service level of 95.04 set on 1 April 2012. Consequently, there is a small backlog which is estimated to be £0.6m.
- 1.2.4 One bridge still requires attention in our strengthening programme and represents a backlog of £1.45m. Rungays Bridge is in the forward programme and four other bridges are the subject of feasibilities.
- 1.2.5 The overall bridges maintenance backlog = £21.4m

## 1.3 Traffic Signals

- 1.3.1 During 2021/22 a total of 9 installations were replaced, consisting of 6 like-for-like replacements and 3 installations were replaced as part of improvement schemes
- 1.3.2 The total backlog at the end of 2021/22 is 25 sites. 5 of these sites are on-hold as they may be affected by other ongoing project work. 2 sites are programmed TCF schemes, and 5 sites are programmed to be replaced by additional DfT funding. The net like-for-like replacement backlog of 13 sites represents a budget of £1.8m.

## 1.4 Footways

- 1.4.1 Our 2021-22 footway survey results showed a marginal decline which was expected.

1.4.2

Footway Hierarchy	Frequency	Service Level	Condition Level 4		
			2019-20	2020-21	2021-22
Cat 1	2-year data	12.5%	11.5%	12.3%	11.5%
Cat 2		25%	30.6%	35.4%	27%
Cat 3	4-year data	30%	29%	30.6%	29.6%
Cat 4		30%	30.5%	31.5%	30.1%

Lower is better

- 1.4.3 There is a backlog against our service level for our categories 2 and 4' footway totaling £0.923m.

## **1.5 Drainage**

- 1.5.1 There are no 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 Greater Norwich Surface Water Drainage Scheme was completed in 2017-18. There is £4,162,758,480,793 of identified need remaining in the ‘fringe’ parishes of Hellesdon, Old Catton, and Thorpe St Andrew. A scheme has been completed at Freethorpe and those in Norwich reviewed. Inflation has been applied at 7.64% on 1<sup>st</sup> April 2022. The improvement drainage backlog has increased as a result.

## **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 no backlog for 2020/21.

## **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. This is currently 2 sites at £200k.

**Asset Management Strategy Performance Measures****Appendix C**

Theme		Indicator Description	Frequency of reporting	20-21		Context	21-22	21-22	New asset management strategy 2022			Which is better?
				Target	Actual				22-23	23-24	24-25	
				Target	Actual		Target	Actual	Target	Target	Target	
Serviceability	Roads	Condition of Principal roads	Annual	2.18%	3.86%	English average 4%	2.21%	4.30%	4.47%	4.82%	5.16%	Lower
		Condition of classified non-Principal roads	Annual	6.77%	5.58%	English average 6%	7.08%	6.37%	7.03%	7.39%	7.86%	Lower
		Condition of Unclassified roads	Annual	11.50%	7.44%	English average 17%	12%	6.06%	6.54%	7.02%	7.49%	Lower
	Footways	Condition of Footways 1 - Footway Network Survey (FNS) level 4	Annual	12.70%	12.30%		13%	11.50%	11%	12%	12%	Lower
		Condition of Footways 2 - FNS level 4	Annual	27.10%	35.40%		27.80%	27.00%	29.60%	30.70%	32.40%	Lower
		Condition of Footways 3 - FNS level 4	Annual	31.30%	30.60%		32.60%	29.60%	31.00%	32.00%	33.10%	Lower
		Condition of Footways 4 - FNS level 4	Annual	31.50%	31.50%		32%	30.10%	30.60%	31.20%	31.50%	Lower
	Structures	Bridge Condition Index Score HGV	Annual	89.84	89.04		89.7	88.05	88.91	88.83	88.78	Higher
		Bridge Condition Index Score Non-HGV	Annual	90.51	90.42		90.2	89.25	88.99	88.83	88.73	Higher
		Bridge Strengthening number of bridges requiring strengthening	Annual	1	1		0	5	5	5	5	Lower
Traffic Signals	Traffic Signals controller age no more than 20 years	Annual	17	11		13	13	20	27	34	Lower	
Street Lighting	% Street Lighting working as planned (lights in light)	Monthly	99%	99.60%		99%	99.55%	99%	99%	99%	Higher	
Customer Satisfaction	NHT Overall	KBI 01 - Overall (local)	Annual	53	56	2nd (Was 1st) best County	53	results expected Oct 2022	53	53	53	Higher
		KBI 11 - Pavements & Footpaths	Annual	55	59	4th (was 2nd) best County	55	results expected Oct 2022	55	55	55	Higher
	NHT Walking & Cycling	KBI 13 - Cycle routes and facilities	Annual	51	50	2nd (was 10th) best County	51	results expected Oct 2022	51	51	51	Higher
		KBI 15 - Rights of Way	Annual	54	56	17th (was 4th) best County	54	results expected Oct 2022	54	54	54	Higher
		KBI 23 - Condition of highways	Annual	33	42	3rd (Was 1st best County)	33	results expected Oct 2022	33	33	33	Higher
	NHT Highway Maintenance & Enforcement	KBI 24 - Highway maintenance	Annual	51	52	3rd (Was 1st) best County	51	results expected Oct 2022	51	51	51	Higher
		KBI 25 - Street lighting	Annual	60	59	20th (was 2nd) best County	60	results expected Oct 2022	60	60	60	Higher
Safety	Number of people killed and seriously injured on Norfolk's roads		Monthly	N/A	360		N/A	436	N/A	N/A	N/A	Lower
	Repudiation Rate of Highway Insurance Claims		Annual	81	86.09%		81	83.00%	81	81	81	Higher
	Winter gritting - % of actions completed within 3 hours		Monthly	80	91.27%		80	93.36%	80	80	80	Higher
	Highway Safety Inspection carried out on time		Monthly	98	98.29%		98	93.10%	98	98	98	Higher
	% Priority A defects attended within response timescale (2 hours)		Monthly	96	99.86%		96	99.90%	96	96	96	Higher
	% Priority B defects attended within response timescale (Up to 4 days)		Monthly	98	96.65%		98	96.90%	98	98	98	Higher
	Street lighting – CO2 reduction (tonnes) (Annual emissions)		Annual	5790.2986	4663		4011	4177	3369	2703	2541	Lower
Sustainability (Economic & Environment)												

# 1 **Norfolk County Council's Transport Asset Management Policy**

## 1.1 **Corporate Vision and Strategy**

- 1.1.1 The Norfolk County Council Plan, "Together for Norfolk – an ambitious plan for our County 2019-2025" was agreed in May 2019 and updated in 2021.
- 1.1.2 The plan outlines how we will invest in Norfolk's future growth and prosperity by:
- Focusing on **inclusive** growth and **improved social mobility**.
  - Encouraging **housing, infrastructure, jobs and business** growth across the County.
  - Developing our **workforce** to meet the needs of the sectors powering our local economy.
  - This way we can help Norfolk have a **growing economy**, full of **thriving people** living in **strong communities** we are proud of.
- 1.1.3 The plan highlights that a strong infrastructure is important for our growing economy. This is reflected in our service plan which is reviewed on an annual basis.
- 1.1.4 It supports the Council's business plan, Together, For Norfolk, and its strategy 'Better Together for Norfolk' 2021-25. The Highways Capital Programme contributes directly to the strategic priorities of:
- A Vibrant and Sustainable Economy;
  - Strong, Engaged and Inclusive Communities; and
  - A Greener, More Resilient Future.
- 1.1.5 Key outcomes for the Highway Capital Programme are:-
- A well-managed highway network that enables everyone to travel the county freely and easily; and
  - A strong infrastructure for our growing economy.

## 1.2 **Service Plans**

- 1.2.1 Based upon the Council's Strategy each Service produces a service plan which outlines the vision, outcomes and priorities for the coming year.
- 1.2.2 Service committees were commissioned by Policy and Resources Committee to develop Committee Plans which will set out objectives for the year, and specifically demonstrate how each area of the Council's work will change to deliver our Norfolk Futures strategy. An extract from the Highway & Waste Service Plan 22/23 follows:-

### **Vision**

Manage, maintain & develop Norfolk's highway network, deliver effective services and a strong infrastructure to support our growing economy and quality of life for residents.

### **Outcomes**

- A well-managed highway network that enables everyone to travel the county freely and easily.
- A priority road network free from ice and snow
- Strong infrastructure to support our growing economy
- Reduction in Waste and increase in recycling
- Maintain and apply local flood risk management strategy.
- An integrated passenger transport service which allows informed travel choices

### **Priorities**

- Maintain the highway at agreed service levels and ensure improvement & maintenance programmes are delivered to time & budget.
- Major projects to secure successful funding bids to deliver better infrastructure.
- A47 advocacy.
- Reduce number & severity of road casualties.
- Deliver winter maintenance services.
- Reduce flood risk & investigate flood reports.
- Deliver new recycling centres for Norwich in 2021 & improve countywide network.
- Upgrade Caister/King's Lynn Waste Transfer Stations.
- Safe aftercare of closed landfill sites.
- Delivering transport for our commissioned services in the most cost-effective way.
- Rebuild public transport use post-Covid.
- Implement the National Bus Strategy and deliver public transport improvements.

### **1.3 Norfolk's Transport Asset Management Policy 2022/23**

- 1.3.1 This policy sets out how we manage the asset in accordance with the Councils strategy and as outlined in our service plan.
- 1.3.2 Norfolk County Council recognises that the need for the highway service is universal amongst all its residents, providing access for business, services and promoting well-being. An effective network is essential for a successful economy and society. A value-managed service is essential to ensure the financial sustainability of the Council.
- 1.3.3 Enabling our Councils strategy and vision, together with achieving the priorities in the County Council Plan requires a focus on the availability, capacity, condition and quality of the highway network and associated assets.
- 1.3.4 The key to this will be the ability to make good, informed decisions, utilising a risk-based approach and optimising the contribution to the service provided by the infrastructure.
- 1.3.5 The principles of which are;
- To deliver the statutory obligations of the authority
  - To be responsive to the needs of users' and the community
  - To utilise the available funding to minimise whole life costs
  - To support effective delivery of the statutory network management duty
  - To support and add value to local transport objectives
  - To support and add value to wider corporate policy objectives
- 1.3.6 The previous policy was endorsed by the Select Committee for Infrastructure and Development on 7<sup>th</sup> July 2019 in response to the paper on Highway Asset Performance. The Transport Asset Management Strategy was also endorsed at this time. Both documents were again reviewed by the committee on the 13<sup>th</sup> November 2019 in response to the paper incorporating them into the Transport Asset Management Plan 2020/21- 2024/25. The Transport Asset Management Plan being approved by Cabinet on the 13 January 2020.
- 1.3.7 Previous policy was adopted by the Environment Development and Transport Committee on 8<sup>th</sup> July 2014 in response to the paper on Highway Asset Performance. The Transport Asset Management Strategy was approved at this time and refreshed on 14 Oct 2017.
- 1.3.8 It will be refreshed again in 2024/25 or following future spending reviews by Government or longer-term budgetary announcements.
- 1.3.9 When our policy is refreshed as part of its approval by members, we realign it with the current corporate and service plans.
- 1.3.10 The Policy is delivered by the Asset Management Strategy see Appendix E, and monitored by the Performance Framework in Appendix C.

# 1. **Transport Asset Management Strategy 2022**

## .1. **Main Components**

- .1.1. The Transport Asset Management Strategy is built around three main components.
- A defined hierarchy for all elements of the network
  - The legal framework and robust policies and objectives for the service
  - A detailed Inventory of all relevant components of the asset
- .1.2. To be effective, these key components are supplemented by the following:
- A comprehensive management system for inspecting, recording, analysing, prioritising and programming maintenance works to optimise their asset management contribution
  - Arrangements to finance, procure and deliver maintenance works, in accordance with the principles of sustainability and best value
  - Arrangements to monitor, review and update as necessary, each component of the strategy and the performance of the strategy
  - A risk management strategy clearly identifying and evaluating the risks and consequences of investment decisions and measures to mitigate
  - A proactive approach to the implementation of innovations and best practice in collaboration with our contractors and other councils
  - Maintain a knowledgeable and robust client to engage with other councils and contractors

## .2. **Detailed Strategy for Transport Asset Management**

- .2.1. The Transport Asset Management Policy can be seen in Appendix D
- .2.2. The detailed elements of the strategy are to:
- .2.3.
- Maintain the condition and preserve the value of our Assets.
  - Utilise asset management practices to ensure protection of the highway infrastructure through the implementation of the Transport Asset Management Plan.
  - Based on whole-life costing to ensure value for money:
    - We utilise a preventative approach, investing a greater proportion of the available budget to treat roads in the early stages of deterioration.
      - This targets assets that are not currently in need of full structural renewal and proposes to extend the assets whole life by arresting/delaying deterioration.
      - This protects the existing investment, extends the life-cycle and postpones higher cost rehabilitations.
      - Minimises the risk of the highway and transportation asset deteriorating.
  - Carry out repairs to the most appropriate standards and methods.
  - Identify needs against National Codes of Practice and survey data.
  - Allocate resources based upon assessed needs basis, to
- Continue to identify improvements in the information and systems necessary to refine this process.

- Seek required funding by demonstrating the maintenance needs, through the Local Transport Plan, for maximum Government support
- Seek additional funding through the County Council's strategic planning and budget cycle.
- Seek to optimise the benefits of maintenance works by incorporating any appropriate safety, availability or accessibility improvement works at the same time.
- Co-ordinate works to reduce disruption.
- Treat as a priority those hazards that could lead to personal injury or damage to vehicles.

### **.3. Strategy for Main Asset Groups**

.3.1. It is recognised that present levels of funding make maintaining the current condition challenging, and that in most circumstances the strategy will be to manage deterioration.

.3.2. The levels of Government grants from the DfT (Needs, Incentive, Pothole) have only been determined in the spending review of Oct 2021. We have a 'flat' 3-year settlement from 2022/23 to 2024/25 . In our projections we have assumed this delivered and no more, together with the impact of inflation..

.3.3. Pressures can be demonstrated with Members supporting part of the Integrated Transport grant being used to support structural maintenance; which in turn is supporting some work previously undertaken using revenue funding such as patching.

### **.3.4. Carriageways**

.3.4.1. Carriageways (roads) are by far the largest of the Council's assets and account for an estimated 85% of the total highway asset value (ignoring land value).

.3.4.2. S Key strategic points:

- .3.4.2.1.
- Extensive utilisation of intermediate treatments such as surface dressing, joint sealing, re-texturing and machine patching. This protects the existing investment, extends the life-cycle and postpones higher cost resurfacing.
  - Use of poly-modified binders and Dense Stone Mastic Asphalt (SMA) to increase the robustness of both surface dressing and resurfacing.
  - Use recycling of existing road materials, where appropriate to reduce the usage of aggregates, carbon and cost.
  - Innovation to examine the use of new techniques.
  - Scheme selection and Programme development informed by an intelligent client.
  - Specification informed by our Norfolk Laboratory.
  - Full condition survey of the network.

### .3.4.3. Planned outcome

- .3.4.3.1. Performance targets have been established in the Local Transport Plan (LTP) for the 'A' road network and in the performance framework for all road classifications. These showed a slight decline over the period to 2021-22. We have now adjusted the targets based upon 2018-19 results.

	2021-22		2022-23		2023-24		2024-25	
	Actual		Target		Target		Target	
'A' roads	4.3%		4.47%		4.82%		5.16%	
'B' roads	6.37%	6.05%	7.03%	7.58%		7.83%	7.86%	8.17%
'C' roads		6.21%		6.93%		7.41%		7.8%
'U' roads	6.1%		6.54%		7.02%		7.49%	

### .3.4.4. Investment Strategy

- .3.4.4.1. We utilise the HMEP asset management toolkit on an annual basis to iteratively improve our investment strategy using the latest condition data. We have modelled projections by road class. In practice, we have found we are out-performing the predicted results.
- .3.4.4.2. The DfT needs based grant is partly calculated on road length for differing classes of road with a local highway authority. The higher classification generating a higher grant per length.
- .3.4.4.3. We spend more per length the higher the function of the road i.e. more on A roads than B roads. This is reflected in proportionally greater percentages of resurfacing on the higher-class roads in the life-cycle necessitated by the heavier use by traffic and goods.
- .3.4.4.4. As the 3-year settlement is flat and significant inflation is expected we will modify our treatment over the 3-year period.
- .3.4.4.5. The investment in our A roads for 2022-23 is; Resurfacing £2.006m , Surface Treatment £1.8m, Reclamite £0.214m & miscellaneous £0.188m. This represents a budget split between Resurfacing 46% and Surface Treatment of 66%. This will be replicated in the following 2-years. Beyond the budgets will be uplifted for inflation.
- .3.4.4.6. The investment in our B roads for 2022-23 and beyond is; Resurfacing £0.539m & Surface Treatment £1.06. This represents a budget split between Resurfacing 33% and Surface Treatment of 66%. Beyond this the surfacing value will be maintained but the surface dressing uplifted for inflation.
- .3.4.4.7. The investment in our C roads for 2022-23 and beyond is; Resurfacing £1.25m & Surface Treatment £0.54m. This represents a budget split between Resurfacing 23% and Surface Treatment of 77%. The Resurfacing investment takes the form of Fen Road repairs (medium and shallow recycling) and small, localised machine patching schemes. . In the following 2-years whilst the surface dressing will be uplifted with inflation the surfacing element other than Fen repairs will diminish and be replaced with localised patching

.3.4.4.8. The investment in our U roads for 2022-23 and beyond is; Resurfacing £0.4m & Surface Treatment £4.55m. This represents a budget split between Resurfacing 9% and Surface Treatment of 91%. The Resurfacing investment takes the form of Fen Road repairs (medium and shallow recycling) and small, localised machine patching schemes. In the following 2-years whilst the surface dressing will be uplifted with inflation the surfacing element other than Fen repairs will diminish and be replaced with localised patching.

### .3.5. **Footways including shared use**

.3.5.1. These are the second largest of the Council's assets and account for an estimated 7% of the total highway asset value (ignoring land value).

.3.5.2. Key strategic points:

- .3.5.2.1.
- Utilisation of intermediate treatments such as slurry seal and machine patching to protect the existing investment, extend the life-cycle and postpone higher cost resurfacing.
  - Full condition survey of the network
  - Use of Hot Rolled Asphalt (HRA) to increase the robustness of resurfacing.
  - Innovation to examine the use of new techniques
  - Scheme selection and Programme development informed by an intelligent client
  - Specification informed by our Norfolk Laboratory.
  - Full condition survey of the network

.3.5.3. Planned outcome

.3.5.3.1. Performance targets have been established and these show a slight decline over the next 3-year period to 2021-22.

.3.5.3.2.

	Service Level	2021-22	2022-23	2023-24	2024-25
		Actual	Target	Target	Target
Category 1	12.5%	11.5%	11.4 %	11.5%	11.6%
Category 2	25%	27%	29.6%	30.7%	32.4%
Category 3	30%	29.6%	31%	32%	33.1%
Category 4	30%	30.1%	30.6%	31.2%	31.5%

.3.5.4. Investment Strategy

.3.5.4.1. We utilise the HMEP asset management toolkit on an annual basis to iteratively improve our investment strategy using the latest condition data.

.3.5.4.2. For 2022-23 we allocated funding of £2.895m; £2.334 for resurfacing/Reconstruction representing longer-term treatments (82.5%) and £0.558m for slurry seal representing intermediate treatments (19.2%). Beyond 2022/23 we will endeavour to uplift these with inflation.

### .3.6. Highway Structures (bridges)

.3.6.1. These are the third largest of the Council's assets and account for an estimated 5% of the total highway asset value (ignoring land value).

.3.6.2. Planned outcome

.3.6.2.1.	Service level	2021-22	2022-23	2023-24	2024-25
HGV	91.92	89.04	88.91	88.83	88.78
Non-HGV	88.93	89.25	88.99	88.83	88.73
Culverts	95.04	93.2	92.93	92.77	92.67
Strengthen or impose weight restrictions	0	5	5	5	3

.3.6.2.2. There is a small strengthening programme , Rungays bridge is in our 5-year programme for 2023-24 and 4 structures are undergoing feasibilities.

.3.6.2.3. Performance targets have been established and these show a slight decline in Bridge Stock Condition Index (BSCI) score over the next 3-year period to 2024-25.

### .3.7. Traffic Signals

.3.7.1. This is a rolling programme with the intent to manage the level of controllers older than 20 years.

.3.7.2. Planned outcome

.3.7.2.1. Performance targets have been established and show managing the asset at similar levels as now but from 2019 demand increased as millennial assets reach their 20-year term.

.3.7.2.2.	2021-22	2022-23	2023-24	2024-25
	13	20	27	34

.3.7.3. Investment Strategy

.3.7.3.1. Annual investment of £525,000 in the replacement programme.

### .3.8. Street Lighting

.3.8.1. Our street lighting is managed using a Private Finance Initiative (PFI). As a result, we do not receive support from the DfT maintenance needs grant.

### .3.9. Drainage schemes

.3.9.1. In valuation terms drainage is part of the carriageway asset and agreed formulas make an allowance for this.

.3.9.2. Investment Strategy

.3.9.2.1. Our funding for maintenance schemes is £0.6m pa and £0.876m pa for small scale repairs. Additionally there is funding of £0.5m per annum by our Council

- .3.9.2.1.1. A small allocation of £0.075m is provided for match funding of bids, typically by our Flood & Water team to the Environment Agency. We will bid to the EA for smaller schemes in-year particularly in those cases of internal flooding by surface water.

### .3.10. **Sudden Asset Failures**

- .3.10.1. Whilst the Strategy advocates a planned and risk-based approach to Asset Management, there may be exceptional circumstances in which a particular asset fails rapidly - beyond prediction.
- .3.10.2. No separate reserve is held for these circumstances and the any occurrence will be dealt with on a case by case basis. Members may sanction the use of reserves, alternatively our structural maintenance programme across all asset types could be adjusted to meet new priorities.
- .3.10.3. The condition of Fen roads is particularly difficult to predict as they can be significantly affected by weather conditions. Fenland areas have soils which are "susceptible to cyclic shrinkage and swelling". This is exacerbated in periods of unusually high or low rainfall and this movement can aggravate cracking and subsistence along roads in affected areas. This can change priorities within 6 months. To have some resilience part of the maintenance fund is ring-fenced for fen road repairs but only allocated to sites in-year to ensure that the changing priorities can be dealt with. We are maintaining this annual allocation to £0.5m from 2022-23.
- ### .3.10.4. **Capital Improvements**
- .3.10.5. The Norfolk Infrastructure Delivery Plan 2018-28 (County and its partners Districts and LEP) was reported to and endorsed by the EDT committee on the 10th November 2017. It identifies the key infrastructure needed to deliver economic growth in Norfolk. It is a working document that will be reviewed on a regular basis as information becomes available and projects progress through to delivery. The Plan will help Norfolk County Council and partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities.
- .3.10.6. Integrated transport funding covers all expenditure on new infrastructure such as improvements at bus interchanges and rail stations, local safety schemes, pedestrian crossings, footways, traffic management, route and junction improvements and cycle paths. It used to be largely funded by the DfT Integrated Transport block Grant. It is now heavily supplemented by other funding sources such as Local Growth Fund, City Cycling Ambition, National Productivity Investment, Community Investment Levy, and Housing Infrastructure Fund.
- .3.10.7. These significant supplementary funding sources enabled the EDT Committee 18<sup>th</sup> Jan 2019 to approve, from 2020-21 the DfT integrated transport grant would be used to implement a £1.3m programme mainly low-cost improvement schemes including the parish partnership programme, and contributions to developing major schemes. The remainder of the DfT £4.14m grant being allocated to structural maintenance. In 2019-20 this total £1.142m and in 2020-21 £2.842m.

### **.3.11. Planning Considerations**

- .3.11.1. Our Council understand the importance that growth and re-development has on the future of the local area and economy. There is a need to ensure that any new development / change of use promoted through the planning process fully consider the impact on the existing highway network and its future maintenance.

### **.3.12. Data Management and Information Systems**

- .3.12.1. In 2016 we implemented a new core Highway Management System. The contract has performed well and has been extended until the next review in 2026. We will continue to seek opportunities to use technology to support the service and make efficiencies.
- .3.12.2. We have a data Management Plan to ensure our asset data is reviewed, maintained and fit-for purpose to enable us to make informed decisions.

## **.4. Performance Framework**

- .4.1. A performance framework linked to the asset management strategy and the themes of:
- Condition or age as proxy for Main Asset groups
  - Customer Satisfaction
  - Serviceability
  - Sustainability (Economic & Environmental)
- .4.2. This can be seen in Appendix H.

## **.5. Approval**

- .5.1. Previously the Transport Asset Management Strategy was approved by members on 17 July 2019 together with the Performance Framework, allied to the strategy for the main asset groups. It formed part of a report on Highway Asset Performance.
- .5.2. Both documents were again reviewed by the committee on the 13<sup>th</sup> November 2019 in response to the paper incorporating them into the Transport Asset Management Plan 2020/21- 2024/25. The Transport Asset Management Plan being approved by Cabinet on the 13 January 2020 and again on the 8 March 2021.
- .5.3. It will be refreshed again in 2024 or following the outcome of the future spending reviews by Governments' Comprehensive Spending Review or longer-term budgetary announcements. in the autumn of 2021.

## **.6. Review Process Monitoring and Reporting**

- .6.1. Highway Asset Performance is reviewed annually, and a report shared with members at committee. It covers planned capital structural maintenance of the assets only.

.6.2. This report highlights:

- Performance against current service level
- Current service priorities
- Customer Satisfaction
- Funding levels and needs
- Options on policies strategies and reviews

.6.3. This allows informed decisions by members.

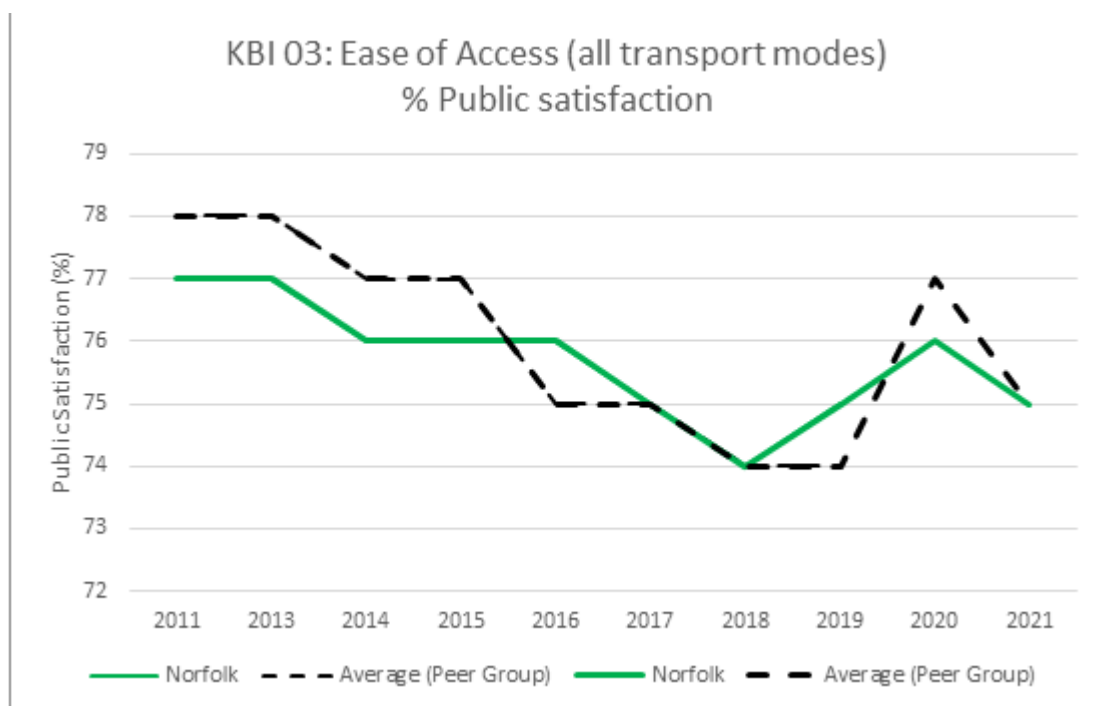
## Network Management Performance

### 1. Public Perception

1.1. The Council have participated in the annual National Highways & Transport Network (NHT) survey since 2011, with the Ease of Access and Traffic Levels & Congestion question sets featuring in every questionnaire over this period. The questions in this section seek public opinion on how easy it is to access a range of destinations, including hospitals, workplace and friends/family as well as satisfaction around the level of congestion and coordination of roadworks.

1.2. The Ease of Access indicator for Norfolk has remained relatively static over this period, and the latest result (75%) is in line with the peer group average (29 county councils).

1.3.



1.4. The Ease of Access indicator consists of several questions that respondents are asked to score. Our ranking on how easy it was to access (by any mode of transport) the following facilities:

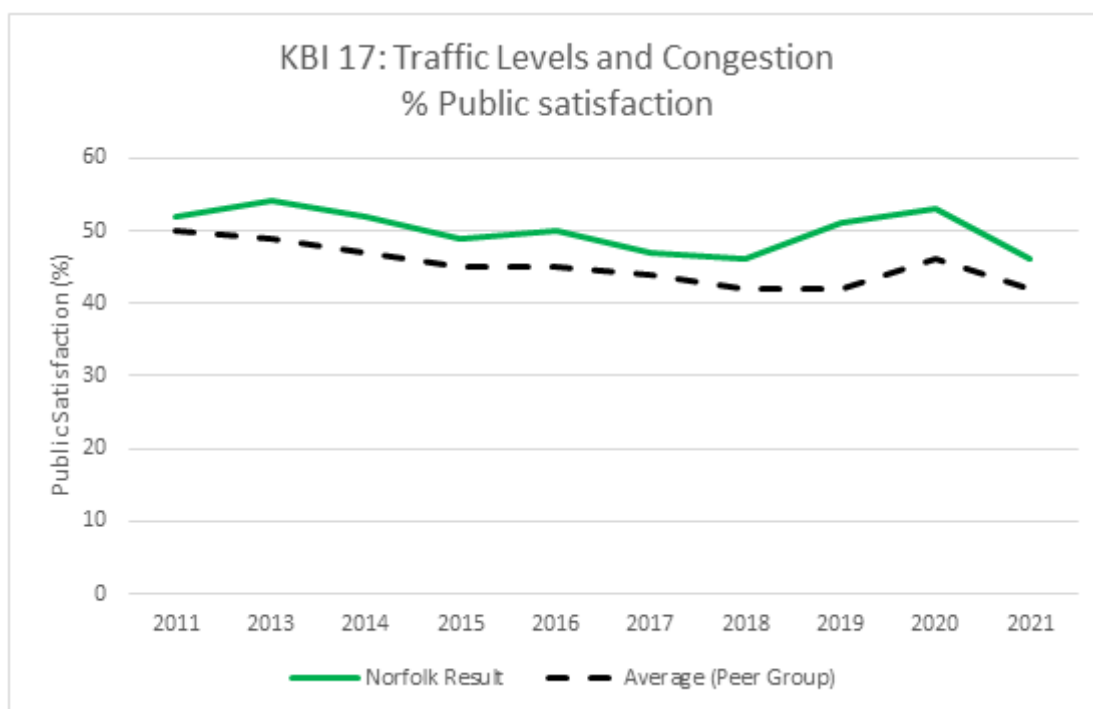
1.5.

Facility	Peer Ranking (out of 29)
Work	20 <sup>th</sup>
Friends and Family	21 <sup>st</sup>
School/college	7 <sup>th</sup>
Post office/banks	6 <sup>th</sup>
Local shops/supermarkets	17 <sup>th</sup>
Leisure facilities	13 <sup>th</sup>

Hospital	21 <sup>st</sup>
Doctors and health facilities	11 <sup>th</sup>

- 1.6. Several new questions have been added to this question set, including access to Electric Vehicle charging points and how much travel habits have changed since the COVID-19 pandemic.
- 1.7. Public perception on whether there are enough electric vehicle charging points in Norfolk ranked 25<sup>th</sup> out of 29 peer county councils. We know that nationally, Norfolk has one of the lowest uptake of electric vehicles and one of the lowest availability of charging points, proportionate to population at around half the national average and the third of that available in London. Plans are in place to address this, including a pilot project to install kerbside public charge points in key areas of Norwich and funding of charge points through the Local Highway Member Fund and Parish Partnership Scheme. A funding application has also been submitted to the Office of Zero Emission Vehicles to address charge point availability in tourist areas.
- 1.8. Respondents stated that they have shifted to using cars more and walking/cycling less compared to other peer county councils. Change in use of public transport was 59, which was average compared to our peer county councils. This change could be explained by our more rural county nature, which we know involves travelling further distances to reach destinations compared to other county council areas. These longer distances mean that walking and cycling are less viable options, meaning use of the car is the only viable alternative to public transport. This demonstrates the important role that public transport plays in achieving sustainable transport objectives in Norfolk.
- 1.9. The survey also asked respondents for their perception on traffic levels and congestion via a series of questions. While the perception has dropped slightly compared to last year, our ranking for this question set was 1<sup>st</sup> out of the 29 peer county councils.

1.10.



- 1.11. The survey also asked respondents what their perception was of congestion locally. Norfolk ranks 3<sup>rd</sup> within the county council peer group. Other questions that Norfolk ranked strongly for (top ten in peer group) included traffic management, traffic pollution, efforts to minimise nuisance to residents, restrictions of parking on bus roads, good park & ride schemes and routes taken by HGVs. We score poorly (bottom ten) for the time taken to complete roadworks and the respondents' ability to walk, cycle or use public transport more.

# Infrastructure and Development Select Committee

Item No: 9

**Report Title: Performance of Key Highways Contracts**

**Date of Meeting: 13 July 2022**

**Responsible Cabinet Member: Cllr Martin Wilby** (Cabinet Member for Highways, Infrastructure & Transport)

**Responsible Director: Tom McCabe** (Executive Director, Community and Environmental Services)

## **Introduction from Cabinet Member**

There are a number of contracts designed to enable the delivery of the Highways service. It is vital that these contracts are proactively managed, and performance is scrutinised to ensure the best value is being achieved and contractors are being held to account.

Through these contracts, Norfolk has efficiently delivered highway maintenance and improvement schemes, along with rising to the challenge of delivering additional works including Transforming Cities via funding from the Department for Transport and continue to deliver private and developer led works across the county.

This report finds that key highways contracts continue to perform well, and existing robust contract management arrangements will ensure this level of performance has been maintained.

In summary, the key contracts continue to perform well and offer good value to the residents of Norfolk.

## **Executive Summary**

Contracts that Norfolk County Council (NCC) have awarded are regularly reviewed to ensure performance targets are achieved.

Over the length of the contracts identified in this report, the Council has seen benefits in terms of innovation to the value of £2.71m. This has reduced scheme costs allowing more schemes to be delivered for the same amount of funding.

Each of the contractors have achieved additional years added to their respective terms through meeting the required performance targets.

## Action Required

The Select Committee is asked to:

1. Review and to comment on key highway contract performance and arrangements.

### 1. Background and Purpose

1.1.1. The following report summarises the active contracts the Council's Highways Service has procured in terms of services provided, performance and value for money. The Highway Service Contracts reviewed in this report are as follows:

- Tarmac;
- Norse Highways;
- WSP;
- Swarco (formerly Dynniq);
- Amey;
- Eastern Highways Alliance (EHA).

1.1.2. Throughout 2021/22 the Senior Executive Review & Joint Management Team consisting of representation from Tarmac, Norfolk County Council, WSP & Swarco continued to deliver on collaboration with efficiencies & innovation continuing to be managed through the following value creation teams:

- Asset Management - Drainage Cleansing to be replaced by Sustainability & Carbon Reduction;
- Materials Innovation;
- Scheme / Early Contractor Involvement (ECI) processes;
- Collaboration.

#### 1.2. Tarmac

1.2.1. The contract became operational in April 2014 and has an average turnover of around £42m per year. This can vary depending on the actual level of Government allocations received. Lafarge Tarmac were rebranded as Tarmac in July 2015.

1.2.2. The Council uses Tarmac for construction and routine maintenance works on the highway. They have a robust network of sub-contractors that allow the Council to access specialist services, as well as utilise the expertise of Tarmac's in-house teams. Tarmac undertake the following works for the Council:

- Grass cutting (both rural and urban);
- Weed treatment;

- Gully clearing and drainage investigation surveys;
- Topographical surveys;
- Surface Dressing;
- Bridge maintenance;
- Bridge schemes;
- Vehicle Restraint System (VRS) works;
- Patching (carriageway and footway);
- Delivery of large schemes (e.g., footway, drainage, resurfacing, etc.);
- Major schemes (e.g., Transforming Cities etc.)
- Externally funded works (S278, Developer funded works and District Council works etc.);
- Road markings.

1.2.3. A performance meeting is held on a monthly basis to:

- monitor task order progress against the agreed programme;
- monitor budgets;
- review performance of the service;
- review available resources;
- discuss health & safety issues;
- review our collaborative approach to deliver the highway service;
- identify value engineering options as new industry practices emerge.

### **1.3. Norse Highways**

1.3.1. Commercialisation of Highways Services was approved in January 2019. The Council's internal Highway Works team was transferred to a new business within Norse, called Norse Highways, from 1 October 2019. Key service areas delivered by Norse Highways include:

- Highway works (routine maintenance e.g. pothole repairs, drainage works, sign repairs & winter services);
- Highways Laboratory;
- CES Fleet Services (including Norfolk Fire & Rescue Service fleet);
- Fast Lane Training Services.

This contract has been operating since October 2019 and has an average turnover of around £16m per year.

1.3.2. Norse also have a robust network of sub-contractors that allow the Council to access expert companies, as well as utilise the skills of Norse Highways in-house teams. Norse Highways undertake the following types of work:

- Verge & hedge maintenance;
- Road signs;
- Structures maintenance;
- Pothole repairs;
- Emergency works (e.g. out of ours service delivery);

- Delivery of allocated capital schemes (e.g. footway, drainage,);
- Public Right of Way (PRoW) maintenance;
- Patching (carriageway and footway);
- Footway repairs;
- Road stud replacements;
- Drainage works;
- Parish Partnership & Road Safety Community Fund schemes;
- Local Member budget works;
- Small private works (e.g. private driveway accesses);
- Winter gritting service.

Performance meetings are held on a monthly basis to:

- monitor task order progress against the agreed programme; &
- monitor budgets;
- review performance of the service;
- review available resources;
- discuss health and safety issues;
- review our collaborative approach to delivering the service;
- identify value engineering options as new industry practices emerge;
- discuss progress made on areas of the service (as 1.3.1 above).

#### **1.4. WSP**

1.4.1. This contract was awarded to Mouchel in October 2013 to commence from April 2014 with an original turnover of £3m per year. This has now increased to around £9m per year which reflects the range of schemes delivered and increases in funding from the Department for Transport, through the award of successful funding bids such as Transforming Cities to the County Council. In many cases, these bids have been supported and developed jointly with WSP. The Mouchel contract was novated to WSP in July 2017 due to the acquisition of Mouchel by WSP in October 2016.

1.4.2. The Council has a contract with WSP for their professional services in Highway Design. WSP employees work collaboratively with our in-house design team in order to deliver the capital programme of works, with an annual turnover of up to £9m (depending on additional Government funding). WSP have experienced staff across the world in numerous specialist fields. We use WSP staff across the UK to help deliver Major Projects (such as the 3rd River Crossing).

1.4.3. WSP staff (currently 51 FTEs) are embedded in the Council's highway design delivery teams. Weekly review meetings ensure the WSP design resource is managed efficiently in order to deliver highway scheme design priorities.

Contract review meetings are held on a quarterly basis to:

- review key issues;

- monitor progress against the agreed programme;
- review performance of the service;
- discuss innovations and any future saving opportunities;
- review available resources.

## **1.5. Swarco (previously Dynniq / Imtech)**

1.5.1. This contract was originally awarded to Imtech and has been operating since April 2014 with an average turnover is £1.2m per year. Imtech were rebranded as Dynniq in June 2016. More recently in April 2022, Dynniq were rebranded as Swarco.

1.5.2. Swarco are contracted to maintain Norfolk's network of permanent traffic signals. Swarco work closely with the Council's Electrical Services Team who manage the county's permanent traffic signals and Intelligent Transport Systems (ITS).

1.5.3. Swarco undertake the following works for the Council:

- Maintenance of existing traffic signal assets;
- Installation of new traffic signal assets;
- Key involvement in schemes with controlled crossings.

1.5.4. Monthly service delivery meetings are held to discuss:

- Contract
  - General issues;
  - Schedule of rate issues;
  - Procurement issues;
- Health & Safety
  - Incidents / Accidents;
  - Site specific risks;
- Performance Management;
  - KPI Review;
- Innovation & Efficiencies
- Routine Works Programme
  - Maintenance issues;
- Installation Works Programme
  - Installation issues.

1.5.5. A contract review meeting is held on a quarterly basis to:

- review key issues (installation, maintenance, communication);
- review health and safety incidents;
- review performance of the service;
- discuss innovations and any efficiencies;
- review available resources.

## **1.6. Amey “Norfolk Streetlighting Private Finance Initiative (PFI)”**

1.6.1. This PFI started in February 2008 and has an average turnover of around £8m per year.

1.6.2. Under the PFI, Amey maintains all the Council owned streetlights, illuminated signs and illuminated bollards. The contract transfers all risks associated with these assets to Amey, throughout the lifetime of the contract. The contract has two main periods of investment to bring aging assets up to relevant standards (agreed at the beginning of the contract) and allows for new assets to be accrued into the scope of the contract (providing they also meet the relevant standards). Amey carry out street lighting design and installation work for all highway improvement schemes.

1.6.3. Amey undertake the following works for the Council:

- Emergency response following RTA (Road Traffic Accident) damage;
- Replacement programme of street lighting assets;
- Liaison with contractors for VAS (Vehicle Activated Sign), streetlighting, etc.;
- Moving electrical supplies to enable safe working on schemes;
- Maintenance of the asset.

1.6.4. Monthly meetings are held to discuss and agree the Monthly Service Performance Report (MSPR). The MSPR sets out the Unitary Charge (the fee Norfolk County Council pays for the service provided by the PFI) and notifies the client (NCC) of all deductions applicable under the terms of the contract. The meeting also covers:

- review key issues;
- monitor progress of the investment programmes; &
- review performance of the service, working with the contractor to improve delivery where required.

## **1.7. Eastern Highway Alliance**

1.7.1. The aim of the Eastern Highways Alliance (EHA) is to support the EHA Members (listed in 1.7.2) to achieve better quality highway, public realm and infrastructure schemes at lower cost by combining and sharing resources.

The Alliance establishes several pre-qualified contractors that have already been assessed for their suitability to deliver highway projects. Highway schemes are tendered through the alliance framework, but it is quicker than an

open tender process. This provides greater resilience for Norfolk in addition to our existing arrangements with Tarmac and Norse Highways.

The Eastern Highways Framework Contract operated from April 2016 to March 2020. The new 4-year Framework commenced in October 2020. The Council currently has several large schemes on the programme for completion via the EHA Framework over the coming years.

1.7.2. Current EHA Members include the following Local Authorities:

- Bedford Borough Council;
- Cambridgeshire County Council;
- Central Bedfordshire Council;
- Essex County Council;
- Hertfordshire County Council;
- Luton Borough Council;
- Norfolk County Council;
- Peterborough City Council;
- Suffolk County Council;
- Southend On Sea Borough Council.

1.7.3. The strategic objectives for this Framework are:

- To provide an efficient and effective means of procuring highways and other construction works for local authorities in the Eastern region;
- To use collaborative procurement to provide cost-effective delivery options to the Eastern Highways Alliance Members;
- To meet the requirements of current and potential future Alliance members for project delivery specifically in terms of cost, quality, and timescales;
- To promote positive and professional relationships between Alliance members and the Framework Suppliers;
- To provide additional capacity and positive challenge to existing delivery options;
- To drive future scheme delivery in accordance with HMEP principles, specifically:
  - Continuous improvement;
  - Cost savings through increased efficiency and innovation;
  - Greater engagement of the supply chain.

1.7.4. EHA Governance

- The Executive Board meets every three months unless otherwise agreed;
- The Framework Steering Group (FSG) meets quarterly unless otherwise agreed and reports to the Board;
- The Framework User Group (FUG) will meet bi-monthly unless otherwise agreed and will report to the FSG.

## 1.8 Highways Defect Location

- 1.8.1 Members can see what defects have been reported by members of the public in their division by opening this map: [Current Enquiries \(norfolk.gov.uk\)](https://www.norfolk.gov.uk). This can also be found via the Councillors Portal Services Page: Council services - [myNet \(norfolk.gov.uk\)](https://www.norfolk.gov.uk)

## 2. Contract Performance Summaries

- 2.1. The contracts, which started their first year in April 2014, were developed following a strategic review of the Highways Service. The contracts include specific requirements around performance targets, which was agreed with Members as part of the fundamental criteria for the new contracts. The performance management regime within the contracts specifies key targets that each supplier has to achieve and is defined in the Contract Service Information.
- 2.1.1. Annex 4 of the contracts detail the Annual Strategic Score banding to be used for performance measures.

Annual Strategic Score	Banding	Result
Less than 3	C	Service period reduced
At least 3, but less than 4	B	Service period unchanged
At least 4	A	Service period extended

For an additional year to be granted for good performance, an Annual Strategic Score of at least 4 has be achieved (not applied in year 1 of each contract).

- 2.1.2. An overview of the annual performance of each contract can be seen in section 2.2-2.6 below.

## 2.2. Tarmac Performance Summary

- 2.2.1. Tarmac's performance is summarised in the table below.:

Year of the contract	Service Delivery (x /5.0)	Public Satisfaction (x /5.0)	Innovation score (x /5.0)	Annual Strategic Score (x /5.0)
Year 1 (2014-15)	3.8	4.0	3.0	<b>3.6</b>
Year 2 (2015-16)	4.9	4.0	1.0	<b>4.2</b>
Year 3 (2016-17)	4.9	4.0	3.0	<b>4.3</b>
Year 4 (2017-18)	4.9	3.0	1.0	<b>4.2</b>
Year 5 (2018-19)	4.4	4.0	5.0	<b>4.5</b>
Year 6 (2019-20)	4.5	4.0	5.0	<b>4.4</b>
Year 7 (2020-21)	4.5	4.0	5.0	<b>4.5</b>
<b>Year 8 (2021-22)</b>	4.5	4.0	5.0	<b>4.4</b>

- 2.2.2. Over the duration of the contract, Tarmac's performance has been consistent with all but the first year achieving over 4.0. Based on their consistent performance, the contract has been extended to 12 years (until 2026), with agreed minimum turnover and savings targets.
- 2.2.3. Service Delivery, which includes the work activities detailed in point 1.2.2, scored highly at 4.6 over the length of the contract despite the year-on-year increase in targets defined within the contract. This has remained consistently high for year 8.
- 2.2.4. Tarmac has a strong focus on customer service. Tarmac issue several customer satisfaction questionnaires each month which relate to highway scheme delivery. On average the response rate is typically 20%. For year 8, the average number of surveys returned was 332, which is an improvement on last year's figure of 223. The service areas they ask for opinions on are as follows:

<b>Service Area</b>	<b>Average Score over 6 years (x /10.0)</b>	<b>Average Score over 7 years (x /10.0)</b>	<b>Average Score over 8 years (x /10.0)</b>
Information received in timely manner	8.8	9.3	8.8
Quality matched expectations	8.3	9.0	8.6
Access to frontages	8.7	9.3	9.0
Site tidiness	8.9	9.4	9.2
Workforce helpfulness & courtesy	9.0	9.6	9.5

The figures show that public perception has remained strong over the last 12 months (year 8) with the average score achieved staying fairly consistent, although dropping marginally in all areas. This is by no means cause for concern, however, will be an area to focus upon in year 9.

Although the response level is improved compared to last year, submissions must be returned by post. Tarmac have trialled use of QR codes on one site to allow online submissions to be made. The uptake of this has been minimal as it relies on the public walking past the sites. Trials of this method of survey distribution will be reviewed in 2022/23. It is anticipated that a trial site in an urban area would result in a higher response rate.

- 2.2.5. Tarmac has a very strong health and safety record which is measured through Accident Incident Rate (AIR) and audit scores. Tarmac have recorded one Lost Time Injury (LTI) & one RIDDOR (Reports of Injuries, Diseases and

Dangerous Occurrences) in Year 8 of the contract. 651 Safety Observations were recorded during the year documenting unsafe acts, unsafe conditions, near hits along with positive reporting thus representing a consistent learning mindset to identifying potential safety risks & resolving them. Each Safety Observation is responded to by one of three operational managers. The outcome of these observations are captured and shared across the business. Through Covid-19, Tarmac have continued to deliver the service and maintain business continuity throughout the year even with 18 positive covid cases amongst their workforce.

2.2.6. Innovation has been scored a 5.0 for the last 4 years of the contract with Tarmac achieving 148% of year 8's original target. To date, Tarmac have identified innovations totalling £1,616,432 (listed in paragraph 3.2.2 below). This reduction in cost enables more highways work to be delivered.

Innovation has been achieved by:

- Identifying ways in which a task can be made more efficient and more cost effective (i.e. Value Engineering);
- Close collaboration between NCC and Tarmac to identify alternative working practices or materials.

2.2.7. For year 8, Tarmac have scored well in both collaboration and prompt payment to sub-contractors, scoring 4.0 in both metrics. This is above the contract-to-date average scores of 3.8 and 3.7 in the respective areas.

2.2.8. For the last year, a new performance metric was introduced to measure the performance of bridge works, to complement the schemes performance score. This has been included as a trial for the year, which has been successful and will continue for the remainder of the contract.

## 2.3. **Norse Highway Performance Summary**

2.3.1. The commercialisation arrangements with Norse Highways have been operational since 1 October 2019. Over this time, the following performance measures have been achieved. The performance is generally very high. The priority C performance is above target, and this compares favourably with pre-Norse Highways (April – September) figures, where the priority C defect response time was 70% completed on time.

The Transport Asset Management Plan (TAMP) outlines the timescales for orders to be completed. This is available in Appendix D (vi) of the TAMP and is reproduced below:

Order	Timescale
Priority A	2 hours
Priority B	Up to 4 days

Priority C	Up to 28 days
Priority D	Up to 84 days

### 2.3.2.

Priority	KPI target	Defects repaired	Completed on-time	Completed late	Completed on-time (Year 2)	Completed on-time (Year 1)	Completed on-time (Year 0.5)
A	95%	1,370	1,370	0	100.0%	99.9%	99.9%
B	95%	4,366	4,230	136	96.9%	97.2%	96.6%
C	85%	11,158	9,829	1,329	88.1%	93.6%	90.3%
D	85%	11,223	10,330	893	92.0%	97.6%	98.7%

2.3.3. The full year 2 scores are slightly lower than last year, apart from the priority A works (100.0%). PB defects are broadly similar to last year with a minor drop of 0.3%. It is noted the drop in performance for PC defects which has fallen by 5.5%. Similarly, PD defects have dropped by 5.6%. These issues have been caused because of resource issues for the contractor due to industry wide challenges such as managing the numbers of positive Covid cases etc. All categories of works, however, are completed well within the targets set out in the contract.

2.3.4. In year 2, 158 (out of 4,412 unique work references) Fixed Penalty Notices (FPN's) have been issued to Norse for failure to comply with the stipulations of the permits granted under the New Roads and Streetworks Act. The target of 95% has again been surpassed for year 2 with a score of 96.4%. FPN values for the other contractors are included within their respective overall strategic KPI performance score. As such, these have not been reported specifically within this report.

2.3.5. In 2021/22 there were 53.9 full route equivalent gritting actions undertaken using 12,904 tonnes of salt (just over half of last year's usage). There were particular challenges this year in regard to fuel shortages and workforce availability due to positive Covid cases, however Norse Highways managed this well. Norse Highways completed 93.4% of winter gritting routes within the target 3-hour window, the target being 80%. It's also worth noting that the timing of the action affects this metric, for example peak traffic will cause over-runs.

## 2.4. WSP Performance Summary

2.4.1. Over the duration of the contract, WSP's performance has been consistently high. For this reason, the contract has been extended to 12 years (until 2026), with agreed minimum turnover and savings targets. This was a Cabinet Member Delegated Decision, approved in October 2020. This brings annual savings of between £30,000 to £40,000 depending on actual turnover.

2.4.2. The table below summarises the performance scores that WSP have achieved over the length of the contract:

<b>Year of the contract</b>	<b>Service Delivery (x /5.0)</b>	<b>Collaborative Working (x /5.0)</b>	<b>Innovation score (x /5.0)</b>	<b>Annual Strategic Score (x /5.0)</b>
Year 1 (2014-15)	N/A	N/A	N/A	N/A
Year 2 (2015-16)	4.4	4.0	4.0	<b>4.2</b>
Year 3 (2016-17)	5.0	4.0	3.0	<b>4.4</b>
Year 4 (2017-18)	4.6	4.0	1.0	<b>3.8</b>
Year 5 (2018-19)	4.8	4.0	5.0	<b>4.5</b>
Year 6 (2019-20)	4.8	4.0	1.0	<b>4.1</b>
Year 7 (2020-21)	5.0	4.0	5.0	<b>4.6</b>
<b>Year 8 (2021-22)</b>	5.0	4.0	5.0	<b>4.4</b>

2.4.3. WSPs annual strategic score of 4.4 for year 8 is within banding A. WSP has achieved strong scores over the duration of the contract, achieving over a 4.0 in all years but one (2017/18). (A score greater than 4 results in an extension to the service period).

2.4.4. Service Delivery scored on average 4.8 over the length of the contract despite the year-on-year increase in targets defined within the contract.

2.4.5. Innovation scores have fluctuated over the length of the contract. The average score has been 3.4. Some years have been poor, where the targets have not been met, whereas some years targets have been exceeded by 165%. Innovation is analysed further in point 3.4 below. Year 8 has seen WSP exceed their innovation target by over 200% which is excellent.

This fluctuation can be explained by the fact that it is difficult for WSP to change the way they work. WSP do not play an operational role in delivering the highways service, as for example Tarmac do. This means they have significantly fewer opportunities to identify innovations.

2.4.6. WSP have achieved strong scores in collaborative working, scoring an average of 4.0. This is achieved by undertaking a 360° appraisal of key staff members across WSP by senior managers from NCC. Leadership & contract commitments has dropped slightly for year 8, scoring 3.0, bringing the average score for the full contract duration to 3.7.

## 2.5. **Swarco Performance Summary**

2.5.1. Over the duration of the contract, Swarco's performance has been consistently above the targets set, apart from the first year. For this reason, the contract has been extended to 12 years (until 2026), with agreed minimum turnover and savings targets. This was a Delegated Decision, approved in October 2020, which brings annual savings of around £12,000.

2.5.2. The table below summarises the scores Swarco have achieved over the duration of the contract:

<b>Year of the contract</b>	<b>Service Delivery (x /5.0)</b>	<b>Public Satisfaction (x /5.0)</b>	<b>Innovation score (x /5.0)</b>	<b>Annual Strategic Score (x /5.0)</b>
Year 1 (2014-15)	4.2	1.0	1.0	<b>3.3</b>
Year 2 (2015-16)	4.2	3.0	3.0	<b>4.1</b>
Year 3 (2016-17)	4.3	3.0	1.0	<b>4.0</b>
Year 4 (2017-18)	4.8	N/A	1.0	<b>4.4</b>
Year 5 (2018-19)	4.3	N/A	5.0	<b>4.5</b>
Year 6 (2019-20)	4.3	N/A	5.0	<b>4.6</b>
Year 7 (2020-21)	4.3	N/A	5.0	<b>4.6</b>
<b>Year 8 (2021-22)</b>	4.8	N/A	5.0	<b>4.8</b>

2.5.3. Swarco's annual strategic score of 4.8 for year 8 is within banding A. The annual strategic score achieved since the start of the contract have been above 4.0 apart from year 1 (2014/15).

2.5.4. Service Delivery scored highly at 4.4 over the length of the contract representing a very good level of performance against contract measures despite the year-on-year increase in targets defined within the contract. Swarco have exceeded the average this year, with a score of 4.8 which is excellent performance.

2.5.5. Public satisfaction was removed from the contract measures in 2017/18 because surveys proved problematic and were only relevant on a small number of schemes where Swarco were Principal Contractor. Norse Highways is now the Principal Contractor, so this measure was no longer required.

2.5.6. Innovation has been scored 5.0 for the past 4 years. The efficiency savings achieved in 2021/22 was just over £19,600, which is 197% of the original target.

2.5.7. Health and Safety has been scored a maximum 5.0 over the last 7 years of the contract which is excellent performance.

## 2.6. **Amey Performance Summary**

2.6.1. Amey provide the street lighting service through a PFI, therefore the performance monitoring is not carried out in the same way as for other contracts.

2.6.2. The contract is structured around several performance standards and Amey self-report on their performance. Deductions for any failures are levied against the monthly Unitary Charge, which incentivises the contractor to perform well.

2.6.3. Key Performance Standards within the contract are:

2.6.4. Performance Standard 2 (PS2) - Lighting Performance and Planned Maintenance

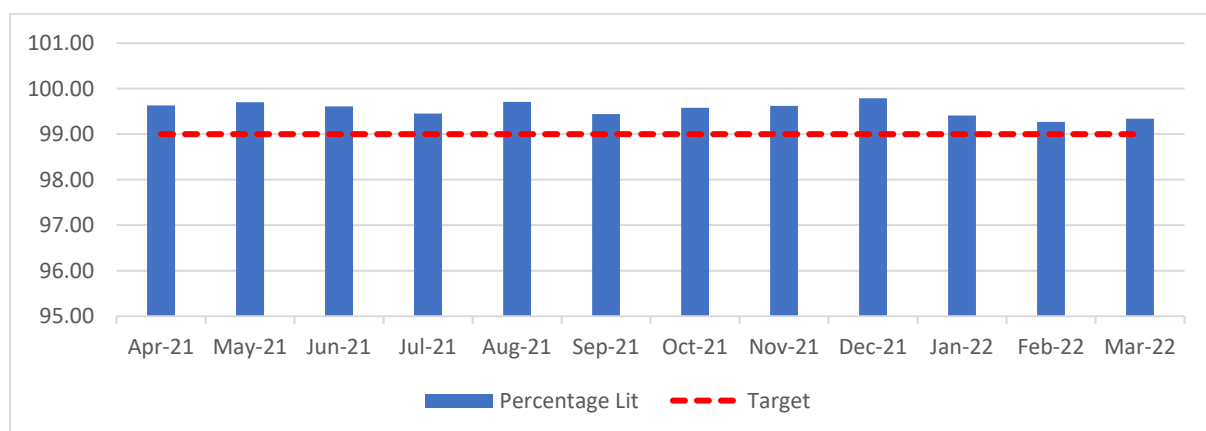
This requires that no less than 99% of all NCC streetlights are in light at any time.

Performance Standard 3 (PS3) - Operational Responsiveness and Reactive Maintenance

This gives timescales for which all reactive maintenance must be rectified. There are different requirements for different kinds of faults. For example, Emergency faults (such as exposed live wires or an RTC) must be attended within 2 hours whereas a fault such as a lamp replacement must be attended to within 5 working days.

2.6.5. The 2021 NHT survey contained in Appendix A, indicated 60% customer satisfaction with the street lighting service, this was an increase of 1% from the previous year. The overall Key Benchmark Indicator (KBI25) score of 60% is just below the national average of 62%.

2.6.6. Percentage units in light 21/22



Amey have ensured that streetlights remain operational above the required 99% target since the beginning of the contract. Performance dipped below this target in the first year of the contract on 4 occasions (worst case = 89.7%), but subsequently has remained above 99%. This equates to 4 months in 171.

2.6.7. Below are some highlight figures from the PFI to date:

- Health & Safety – Amey are currently at 2758 days without a RIDDOR and an Employee Injury rate of nil for 2021/22;
- Emergency Attendance – Amey have attended 8,080 emergency call outs since the start of the contract;
- Out of hours attendance – Amey have attended over 28,000 out-of-hours faults;

- Non-routine faults – Amey have attended over 164,017 non-routine faults with an average repair time of 3.2 days;
- Replacement Units – Amey have replaced over 3,998 units due to knockdowns, damage or age;
- Improved environmental performance by reducing energy consumption by initially upgrading to SON, then LED lanterns. Cumulative savings of 62m kWh and over 20,500 tonnes of CO2 since 2008 have been achieved, along with financial savings of around £9.3m for the County Council.

### 3. Value for money

3.1. Ensuring value for money in the contracts is a key driver for the Council.

3.1.1. Before a contract is agreed, procurement exercises are undertaken where contractors take part in a competitive tender process. They provide their best price, quality and level of service that they can offer to the Council. In each of the contracts identified in this report, the Council has compared all information provided by other suppliers. Contractors that can deliver the required services to meet our standards, and at the best price, were awarded the contract.

3.1.2. In order to guarantee that the level of service provided by the contractors matches the level of service identified within the contract, Key Performance Indicators, as described above, are monitored. Monitoring of the service means the Council can award more contract years for high levels of service delivered. As required, the Council can also deduct income from the contractor if performance falls below the required level. Any deductions are reviewed at the monthly KPI meetings where quantum is confirmed.

3.1.3. One of the main ways in which our contractors demonstrate value for money is through innovation. These innovations need to result in a saving or an improvement in the service levels. Below is a summary of each contractors agreed and approved innovations.

#### 3.2. Tarmac

3.2.1. As mentioned in 2.2.6 above, Tarmac have scored 5.00 for the last 4 years of the contract, achieving 148% of year 8's original innovation target.

3.2.2. The table below summarises the innovation values achieved over the term of the contract.

Target Innovation	Actual innovation	Percentage of target achieved
£1,197,284	£1,616,432	135.01%

	<b>Innovation</b>	<b>Agreed value</b>
1	Value Engineering	£690,929
2	Savings proposal (from 2019-20)	£545,988
3	Patching efficiency	£124,510
4	Weeds efficiency	£67,000
5	Gully innovation	£54,305
6	Grass cutting efficiencies	£27,971
7	Mayrise/Realtime efficiencies	£23,447
8	Various efficiencies	£82,282
	<b>Total</b>	<b>£1,616,432</b>

3.2.3. Tarmac will be looking at other innovative ways of working in 2022, with more focus on sustainable options and how carbon savings can be achieved.

### 3.3. Norse Highways

3.3.1. As part of the approved business plan, Norse Highways are required to deliver savings to the Council. This was set out in the Norse proposal document approved in January 2019. This document profiled the 5-year savings potential of the new arrangements, defined as Initial Savings Efficiency Concepts (ISECs). Although it is early days in terms of identified savings, NCC and Norse Highways have jointly discussed areas where savings could be achieved.

3.3.2. The ISEC/added value achieved for 2021/22 is just over £387,000, which is above the target of £241,000 as detailed in the original proposal document. A breakdown of the added value is shown below:

<b>Area</b>	<b>Financial Year</b>	
	<b>2019/20 and 2020/21 (year 1)</b>	<b>2021/22 (year 2)</b>
Fleet	£136,626	£200,000
Operations	£278,255	£115,801
Overheads	£102,343	£71,547
Private works	£10,545	£0
Fast Lane Training Services	£1,000	£0
<b>Total</b>	<b>£528,769</b>	<b>£387,348</b>

Examples of costs that have been absorbed by Norse Highways which would have otherwise been incurred by Norfolk County Council are shown below:

Examples of absorbed costs include:

- Fleet costs including specialist vehicle diagnostic software, maintenance contracts and increased pump repair and replacement costs.

- Specialist drainage surveys and cleaning in the Council's highways depots.
- Additional resource to assist the highways client teams.

3.3.3. The added value figures for 2021/22 are not as high as those identified in 2019/20 and 2020/21 (year 1) combined because the pandemic resulted in certain Norse improvement programmes being delayed. The programmes of work were restarted in 2021/22 but despite this, £387,000 achieved surpasses the target of £241,000.

3.3.4. In addition to the value-added figures, significant increases to materials and supply chain costs have been absorbed by Norse Highways which have increased as a result of global and inflation related issues.

There has been a shared benefit of a compliance resource for both NCC and Norse Highways, resulting in improvements to environmental, health and safety and ISO compliance.

3.3.5. The net total annual (and ongoing) saving of over £500,000 is anticipated to be realised after 3 years of operation, rather than the predicted five years. 2021/22 financial year is the second year of the new arrangements.

#### 3.4. WSP

3.4.1. As mentioned in 2.4.5 above, WSP innovation scores have fluctuated over the length of the contract. The table below shows the innovation targets and the amount actually achieved by WSP. Typically, the targets equate to 1.00% of the turnover for the year.

3.4.2. The table below summarises the innovation values achieved over the term of the contract to date.

Target Innovation	Actual innovation	Percentage of target achieved
<b>£406,154</b>	<b>£688,938</b>	<b>169.62%</b>

	Innovation	Agreed value
1	Difference in external / internal rates	£199,358
2	Early Contractor Involvement savings	£68,752
3	Covid-19 work from home office saving	£119,616
4	Dereham Road, Costessey Temporary footway matting	£41,292
5	Vendor management on-costs - Commercial Advice	£55,433
6	Extension to contract for 2020 Turnover	£70,000
7	Pool cars for site inspections	£36,875
8	Principle Bridge Inspections (10%)	£17,318
9	Volunteer Day	£12,477

10	Postwick sensors work for lab	£7,289
11	Use of WSP Integrated Complimentary Resource Centre (India)	£6,593
12	Great Yarmouth Third River Crossing Efficiency Saving - High level review of costs and benefits	£3,989
13	Various	£49,946
	<b>Total</b>	<b>£688,938</b>

### 3.5. Swarco

3.5.1. Innovation has been scored 5.0 for the past 4 years. The efficiency savings achieved in 2021/22 was over £19,600 which is 197% of the original target. In 2020/21 Swarco achieved over 300% of their target for the year.

3.5.2. The table below summarises the innovation values achieved over the term of the contract to date.

Target Innovation Saving	Actual innovation Saving	Percentage of target achieved
<b>£167,420</b>	<b>£405,479</b>	<b>242.19%</b>

Examples of the types of savings achieved include:

- Swarco introduced the Mobi RMS unit that monitors the traffic light faults at a fraction of the cost of the old system. New system faults are texted from the signal controller to the control room. This has allowed accurate and fast fault reporting across the county (saving of £284,494 since 2016).

	Innovation	Agreed value
1	Mobi RMS Control	£284,494
2	Fibre Optic Lamps	£25,421
3	Slot Cutting for traffic signals	£18,400
4	Maintenance savings	£24,000
5	Replacement works	£13,882
6	Local traffic signal control (Mesh)	£15,001
7	Traffic light controller	£10,329
8	Various	£13,952
	<b>Total</b>	<b>£405,479</b>

### 3.6. Amey

3.6.1. Ensuring value for money for contract changes, such as LED upgrade programmes, has been more difficult, as all PFI projects are structured differently based on the time they were signed. The Department for Transport does not hold data to enable benchmarking.

- 3.6.2. Amey receive a share of any energy costs saved through innovations introduced by them and carried out at their cost. Since the advent of LED technology, Amey have elected to replace sign and bollard lights with LED as they come up for planned or reactive maintenance. They have also de-illuminated where regulations no longer require the sign/bollard to be illuminated. The introduction of LED technology has generated a total saving of £9.3m to the County Council through reduced energy consumption (62m kWh) and reduction of 20,500 tonnes of CO2 since 2008.

## **4. Financial Implications**

- 4.1. Norfolk County Council monitors the performance of their key contractors regarding value for money, innovation and savings via Key Performance Indicators (KPI's). The KPI's determine whether the Council can award additional contract years to the maximum contract term. Such an award motivates the contractors to perform well.
- 4.2. The above report highlights around £2.71m of savings over the lifetime of the various contracts relating just to innovation. This realisation of innovation reduces scheme costs and allows more schemes to be delivered within the available highways budget.

## **5. Resource Implications**

- 5.1 Staff:**  
No implications to note.
- 5.2 Property:**  
No implications to note.
- 5.3 IT:**  
No implications to note.

## **6. Other Implications**

- 6.1 Legal Implications:**  
No implications to note.
- 6.2 Human Rights Implications:**  
No implications to note.
- 6.3 Equality Impact Assessment (EqIA) (this must be included):**  
No implications to note.

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

No implications to note.

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

Health and Safety monitoring and performance is a key component of the Council's ongoing evaluation of the contracts covered in this report.

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

None to note in this report, other than the reduced energy consumption performance since the start of the Streetlighting PFI of 62m kWh along with the 20,500 tonnes of CO2 reduced since 2008. Going forward we are working with both WSP and Tarmac in improving carbon evaluation and monitoring and will be including these elements in next year's Performance report.

#### **6.7 Any Other Implications:**

No implications to note.

### **7. Action Required**

The Select Committee is asked to:

1. To review and comment on key highway contract performance and arrangements.

### **8. Background Papers**

11.1 [Extension to Tarmac Trading Ltd Contract](#)

11.2 [Highway Asset Performance Report](#)

11.3 [Extension to highways contracts with WSP UK Ltd & Dynniq UK Ltd](#)

#### **Officer Contact**

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

**Officer name: Karl Rands**

**Telephone no.: 01603 638561**

**Email: [karl.rands@norfolk.gov.uk](mailto:karl.rands@norfolk.gov.uk)**



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## NHT Survey Report

# 2021 Authority Annual Report

## Norfolk County Council

NHT NETWORK PARTNERS

[www.nhtnetwork.org](http://www.nhtnetwork.org)



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## Introduction

The National Highway and Transport Public Satisfaction Survey (NHT Survey) collects the public's views on different aspects of Highway and Transport in local authority areas, it covers:

- Pavements
- Cycle Routes/Lanes
- Local Bus Services, Local Taxi (or mini cab) Services
- Community Transport
- Demand Responsive Transport
- Safety on Roads
- Traffic Congestion
- Levels of Traffic Pollution
- Street Lighting
- The Condition of Roads
- The local Rights of Way Network

It asks detailed questions about each of these aspects in turn and there are also questions canvassing opinion on climate change, changing travel habits and congestion charging.

The Survey includes questions on methods and frequency of travel and the ease of access to key services.

### Survey Coverage

The NHT Survey has become an unrivalled resource of public perception on Highways and Transport services in local authority areas going back fourteen years. It has been sent to over 5.2 million households since it was first launched in 2008 and over 1.1 million members of the public have made their views known. The public's responses can be categorised by; age group, gender, whether they have an illness, disability or infirmity limiting their daily activities or are a blue badge holder, employment status and ethnicity.

2021 was another year of very high levels of participation in the NHT Public Satisfaction Survey with 111 Authorities taking part, which was an increase of two from the numbers that took part in 2020. A total of 145 Authorities have taken part in the survey since 2008, including 129 English Authorities, nine Scottish Authorities, six Welsh Authorities and the Isle of Man Government.

### Norfolk's Participation

Norfolk has taken part in the NHT Survey 11 times. This year the survey was sent to 3,300 households across the authority area and 885 members of the public responded. This represents an overall response rate for Norfolk of 26.8% compared with the national average of 23.8%.

#### *Note:*

This report provides highlights of this year's survey results. A full set of results and a comprehensive set of management reports are available on the members website at [www.nhtnetwork.co.uk](http://www.nhtnetwork.co.uk).

## Importance, Satisfaction & Spending Priorities

The Survey asks the public to consider the following and rate **how important** and **how satisfied** they feel with each one. It also asks where they feel that the level of service provided could be **reduced by spending less** or **improved by spending more**.

- |                       |                          |                                   |
|-----------------------|--------------------------|-----------------------------------|
| * Pavements           | * Cycle Routes/Lanes     | * Local Bus Services              |
| * Local taxi services | * Community Transport    | * Demand Responsive Transport     |
| * Safety on Roads     | * Traffic Congestion     | * Traffic Pollution               |
| * Street Lighting     | * The Condition of Roads | * The Local Rights of Way Network |

Most Important  
**Safety on roads**

Least Satisfied  
**Condition of Roads**

Highest Priority  
**Condition of Roads**

### Importance

The Norfolk public placed most importance on '**Safety on roads**' and '**Condition of Roads**' and least importance on '**Demand responsive transport**' and '**Local taxi (or minicab) services**'.

### Satisfaction

In terms of satisfaction the public were most satisfied with '**Local taxi (or minicab) services**' and least satisfied with '**Condition of Roads**'.

### Importance/Satisfaction Gap









The biggest difference between how important and how satisfied the public felt was for '**Condition of Roads**' and the closest alignment was for '**Local bus services**'.

### Spending Priorities

'**Local taxi (or mini-cab) services**' was the most popular choice for a possible reduction in the level of service by spending less, while '**Condition of Roads**' was the most popular choice for improving the level of service and spending more.

## Results Overview by Highway and Transport Theme

Norfolk's theme scores are compared with the NHT Average scores below. Also shown are the year on year change in results (Trend) and the difference from the NHT Average (Gap), which are highlighted in colour; blue and green for positive and amber and red for negative.

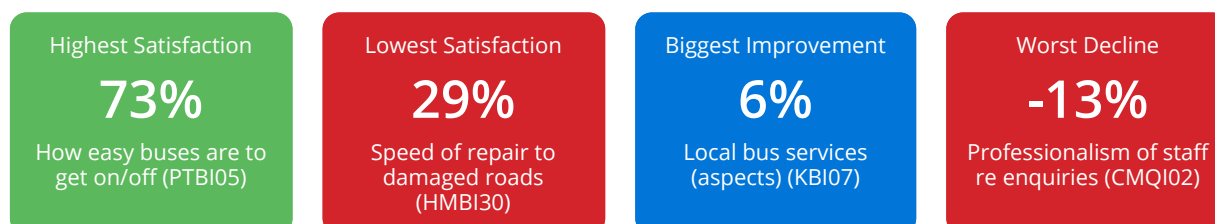
Theme	Description	Norfolk	NHT Average	Trend	Gap
	Overall	52%	51%	-3%	1%
	Accessibility	73%	70%	2%	3%
	Communications	46%	46%	-5%	0%
	Public Transport	55%	55%	1%	0%
	Walking/Cycling	52%	52%	-1%	0%
	Tackling Congestion	46%	43%	-4%	3%
	Road Safety	52%	52%	-2%	0%
	Highway Maintenance	44%	45%	-5%	-1%

## Comparisons and Trends

The gauges below show how Norfolk's results compare with last year and with all other authorities in the survey this year. They show the number of scores that are above and below average this year and the number that are improving or reducing compared with last year.



The gauges below show Norfolk's highest and lowest satisfaction scores in this year's survey and the largest upward and downward changes in satisfaction since last year.



## Other Highlights

Below are the public's view on **Potholes and Damaged Roads**, on how well informed they feel about 'Climate Change and Traffic Pollution' and their views on 'Changing Travel Habits and the effects of Coronavirus'.

### Potholes and Damaged Roads

*Compared to a year ago would you say:*

- \* There are more potholes and damaged roads, there are fewer or no change in the number - **More**
- \* The Council is doing more to repair local roads, doing less, or about the same - **About the Same**

### Climate Change and Traffic Pollution

*The public were asked... 'How well informed do you feel about the following':*

- \* Climate change - sometimes called 'global warming' - **Fairly Well Informed**
- \* The level of pollution caused by traffic in the local area - **Not Very Well Informed**
- \* The actions the Council is taking to help tackle climate change - **Not Very Well Informed**
- \* The actions you can take personally to help tackle climate change - **Fairly Well Informed**
- \* The quality of air alongside local roads - **Not Very Well Informed**

### Changing Travel Habits and the effect of Coronavirus

*To what extent do you agree or disagree with the following statements:*

- \* I could personally travel by car less than I do now - **Tended to disagree**
- \* I could personally walk, cycle or use public transport more than I currently do - **Strongly disagreed**
- \* I am currently travelling by public transport less than I was before the Coronavirus pandemic - **Doesnt apply/Dont know**
- \* I am currently travelling by car more than I was before the Coronavirus pandemic - **Strongly disagreed**
- \* I am currently walking/cycling more than I was before the Coronavirus pandemic - **Neither agreed nor disagreed**
- \* Overall, I have got back to travelling as much as I used to before the Coronavirus pandemic - **Tended to disagree**

## Highest and Lowest Scores

Norfolk's 10 Highest and 10 Lowest Satisfaction Scores are shown in the tables below.

*Note: The following types of indicator are not included in these tables; Importance, Ease of Access, Provision, More or Less or Well Informed.*

### 10 Highest Scores

Reference	Type	Indicator	Theme	Score
PTBI05	BI	How easy buses are to get on/off	Public Transport	73%
PTBI10	BI	Personal safety on the bus	Public Transport	69%
PTBI22	BI	Reliability of taxis or minicabs	Public Transport	67%
PTBI09	BI	Helpfulness of drivers	Public Transport	66%
PTBI21	BI	Availability of taxis or minicabs	Public Transport	66%
PTBI02	BI	Number of bus stops	Public Transport	66%
PTBI12	BI	Raised kerbs at bus stops	Public Transport	66%
PTBI11	BI	Personal safety at bus stops	Public Transport	65%
PTBI08	BI	Quality and cleanliness of buses	Public Transport	63%
KBI09	KBI	Taxi/mini cab services	Public Transport	63%

### 10 Lowest Scores

Reference	Type	Indicator	Theme	Score
HMBI30	BI	Speed of repair to damaged roads	Highway Maintenance	29%
HMBI13	BI	Deals with potholes/damaged roads	Highway Maintenance	33%
TCBI11	BI	Tackling illegal onstreet parking	Tackling Congestion	34%
HMBI31	BI	Quality of repair to damaged roads	Highway Maintenance	34%
CMQI17	QI	Reporting back what had been done	Communications	35%
HMBI01	BI	Condition of road surfaces	Highway Maintenance	36%
KBI23	KBI	Condition of highways	Highway Maintenance	36%
WCBI23	BI	Overgrown footpaths and bridleways	Walking/Cycling	37%
HMBI22	BI	Deals with flooding on roads	Highway Maintenance	37%
HMBI19	BI	Cuts back overgrown hedges	Highway Maintenance	38%

## Highest Ranked and Lowest Ranked

Norfolk's 10 Highest and 10 Lowest Ranked Satisfaction Scores (ranking is out of 111) are shown in the tables below.

*Note: The following types of indicator are not included in these tables; Importance, Ease of Access, Provision, More or Less or Well Informed.*

### 10 Highest Ranked Scores





Name	Type	Indicator	Theme	Score	Rank
TCBI13	BI	Good park and ride schemes	Tackling Congestion	56%	9
PTBI07	BI	Bus fares	Public Transport	55%	12
WCBI03	BI	The cleanliness of pavements	Walking/Cycling	52%	12
WCBI12	BI	Cycle parking	Walking/Cycling	49%	17
KBI19	KBI	Traffic management	Tackling Congestion	44%	17
HMBI23	BI	Speed of repair to damaged pavements	Highway Maintenance	41%	17
PTBI11	BI	Personal safety at bus stops	Public Transport	65%	18
PTBI10	BI	Personal safety on the bus	Public Transport	69%	23
PTBI03	BI	The state of bus stops	Public Transport	61%	25
WCBI02	BI	The condition of pavements	Walking/Cycling	54%	25

### 10 Lowest Ranked Scores

Name	Type	Indicator	Theme	Score	Rank
HMBI11	BI	Provision of Drains	Highway Maintenance	43%	101
HMBI20	BI	Deals with mud on the road	Highway Maintenance	42%	100
RSBI10	BI	Road safety education young drivers	Road Safety	45%	99
KBI26	KBI	Highway enforcement/obstructions	Highway Maintenance	39%	99
HMBI22	BI	Deals with flooding on roads	Highway Maintenance	37%	99
PTBI26	BI	Reliability of community transport	Public Transport	54%	97
RSBI04	BI	Safety of walking	Road Safety	56%	96
CMQI01	QI	Ease of contact for enquiries	Communications	57%	92
RSBI06	BI	Safety of children walking to school	Road Safety	50%	90
CMQI17	QI	Reporting back what had been done	Communications	35%	90

## Year on Year Changes

The table below summarises the change in Norfolk's results compared with last year.

Change	Result	Key Benchmark Indicators	Benchmark Indicators	Key Quality Indicators	Quality Indicators
	4%+ above last year	2	2	0	0
	0-3% above last year	7	38	2	7
	0-3% below last year	10	31	1	10
	4%+ below last year	8	30	2	6

Indicators 4% or more up on last year (10 largest increases)





Ref	Type	Indicator	Theme	Trend	Result
KBI04	KBI	Ease of access (disabilities)	Accessibility	9%	71%
KBI07	KBI	Local bus services (aspects)	Public Transport	6%	59%
PTBI18	BI	Info to help people plan journeys	Public Transport	4%	57%
WCB114	BI	Cycle route information e.g. maps	Walking/Cycling	4%	47%

Indicators 4% or more down on last year (10 largest reductions)

Ref	Type	Indicator	Theme	Trend	Result
CMQI02	QI	Professionalism of staff re enquiries	Communications	-13%	61%
HMQI11	QI	Number of potholes	Highway Maintenance	-12%	21%
CMQI17	QI	Reporting back what had been done	Communications	-12%	35%
HMBI12	BI	Keeping drains clear and working	Highway Maintenance	-11%	40%
KBI24	KBI	Highway maintenance	Highway Maintenance	-10%	42%
HMBI31	BI	Quality of repair to damaged roads	Highway Maintenance	-10%	34%
HMBI11	BI	Provision of Drains	Highway Maintenance	-9%	43%
HMBI30	BI	Speed of repair to damaged roads	Highway Maintenance	-9%	29%
CMQI01	QI	Ease of contact for enquiries	Communications	-9%	57%
KQI01	KQI	Enquiry handling overall	Communications	-8%	46%

## Difference from Average

The table below summarises the difference between Norfolk's results and the NHT average.

Change	Result	Key Benchmark Indicators	Benchmark Indicators	Key Quality Indicators	Quality Indicators
	4%+ above average	6	7	0	1
	0-3% above average	12	49	4	9
	0-3% below average	8	40	1	10
	4%+ below average	1	5	0	8

Indicators 4%+ above NHT Average (top 10)

Ref	Type	Indicator	Theme	Gap	Result
TCBI13	BI	Good park and ride schemes	Tackling Congestion	13%	56%
KBI04	KBI	Ease of access (disabilities)	Accessibility	6%	71%
PTBI07	BI	Bus fares	Public Transport	6%	55%
WCB103	BI	The cleanliness of pavements	Walking/Cycling	6%	52%
KBI05	KBI	Ease of access (no car)	Accessibility	5%	74%
KBI07	KBI	Local bus services (aspects)	Public Transport	4%	59%
KBI17	KBI	Traffic levels & congestion	Tackling Congestion	4%	46%
KBI19	KBI	Traffic management	Tackling Congestion	4%	44%
KBI23	KBI	Condition of highways	Highway Maintenance	4%	36%
HMBI23	BI	Speed of repair to damaged pavements	Highway Maintenance	4%	41%

Indicators 4%+ below NHT Average (bottom 10)

Ref	Type	Indicator	Theme	Gap	Result
HMQUI13	QI	Provision of street-lights	Highway Maintenance	-6%	72%
ACQI25	QI	Provision of electric vehicle charging points	Accessibility	-6%	20%
HMBI11	BI	Provision of Drains	Highway Maintenance	-5%	43%
HMBI20	BI	Deals with mud on the road	Highway Maintenance	-5%	42%
HMBI22	BI	Deals with flooding on roads	Highway Maintenance	-5%	37%
KBI26	KBI	Highway enforcement/obstructions	Highway Maintenance	-4%	39%
HMBI12	BI	Keeping drains clear and working	Highway Maintenance	-4%	40%
RSBI04	BI	Safety of walking	Road Safety	-4%	56%
CMQI01	QI	Ease of contact for enquiries	Communications	-4%	57%
PTQI08	QI	Provision of bus stops	Public Transport	-4%	83%

## Theme Results

Norfolk's results are shown by Highways and Transport Theme on the following pages.

For each theme there are tables summarising how their results have changed since last year and how they compare with the NHT average. There are also tables of individual results, showing their scores, how they have changed from last year (trend), how they compare with others (Gap), the quartile they are in and their ranking (out of 111).

## Overall Indicators

Number of Indicators Up or Down since last year

Type	Up 4%+	Up 0 to 3%	Down 0 to 3%	Down 4%+
KBI	0	0	2	1

Number of Indicators Above or Below Average

Type	4%+ Above	0 to 3% Above	0 to 3% Below	4%+ Below
KBI	0	3	0	0

Individual Indicator Results

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI00	Overall Satisfaction	50%	-6%	48%	2%	3	38
KBI01	Overall (local)	53%	-2%	52%	1%	2	39
KBI02	Overall (national)	53%	-2%	52%	1%	2	40

## Accessibility Indicators

Number of Indicators Up or Down since last year

Type	Up 4%+	Up 0 to 3%	Down 0 to 3%	Down 4%+
KBI	1	0	2	0
BI	0	3	4	1
QI	0	0	0	0

Number of Indicators Above or Below Average

Type	4%+ Above	0 to 3% Above	0 to 3% Below	4%+ Below
KBI	2	1	0	0
BI	0	4	4	0
QI	0	2	2	1

Individual Indicator Results

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI03	Ease of access (all)	75%	-1%	75%	0%	3	59
KBI04	Ease of access (disabilities)	71%	9%	65%	6%	1	4
KBI05	Ease of access (no car)	74%	-1%	69%	5%	1	15
Benchmark Indicator							
ABI01	Ease of access to where you work (if you do)	74%	-4%	75%	-1%	3	83
ABI02	Ease of access to post office/banks	75%	1%	74%	1%	1	25
ABI03	Ease of access to local shops/supermarkets	80%	-1%	81%	-1%	3	78
ABI04	Ease of access to hospital	65%	-3%	68%	-3%	4	87
ABI05	Ease of access to doctors and health facilities	78%	-1%	78%	0%	2	50
ABI06	Ease of access to school/college	80%	2%	79%	1%	2	34
ABI07	Ease of access to leisure facilities	74%	0%	74%	0%	3	57
ABI08	Ease of access to visit friends/family	72%	-3%	74%	-2%	4	90
Quality Indicator							
ACQI25	Provision of electric vehicle charging points	20%		26%	-6%	4	105
ACQI26	Travel less by public transport	59%		60%	-1%	1	60
ACQI27	Travel more by car	38%		38%	0%	3	43
ACQI28	Walking/cycling more	53%		56%	-3%	2	90
ACQI29	Travel as much as I used to	45%		45%	0%	2	49

## Communications Indicators

### Number of Indicators Up or Down since last year

Type	Up 4%+	Up 0 to 3%	Down 0 to 3%	Down 4%+
KQI	0	0	1	1
QI	0	2	6	4

### Number of Indicators Above or Below Average

Type	4%+ Above	0 to 3% Above	0 to 3% Below	4%+ Below
KQI	0	2	0	0
QI	1	5	4	2

### Individual Indicator Results

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Key Quality Indicator							
KQI01	Enquiry handling overall	46%	-8%	46%	0%	3	58
KQI02	Communication (aspects)	46%	-2%	46%	0%	3	64
Quality Indicator							
CMQI01	Ease of contact for enquiries	57%	-9%	61%	-4%	4	92
CMQI02	Professionalism of staff re enquiries	61%	-13%	64%	-3%	2	89
CMQI03	Speed & quality of response to enquiries	49%	-8%	49%	0%	3	57
CMQI04	Informed about public transport	44%	-2%	45%	-1%	3	64
CMQI05	Informed about highways and transport	41%	-3%	43%	-2%	3	80
CMQI06	Informed about action to repair local roads	31%	-3%	30%	1%	2	46
CMQI07	Informed about local air quality	26%	-2%	26%	0%	2	50
CMQI14	Informed about council transport and highways services	37%	-1%	38%	-1%	3	62
CMQI17	Reporting back what had been done	35%	-12%	39%	-4%	4	90
CMQI18	Informed about climate change	62%	1%	61%	1%	1	35
CMQI20	Informed about council actions on climate change	27%	-1%	27%	0%	4	40
CMQI21	Informed about personal actions on climate change	59%	3%	55%	4%	1	16

## Highway Maintenance Indicators

Number of Indicators Up or Down since last year

Type	Up 4%+	Up 0 to 3%	Down 0 to 3%	Down 4%+
KBI	0	1	0	3
BI	0	0	7	16
QI	0	1	0	2

Number of Indicators Above or Below Average

Type	4%+ Above	0 to 3% Above	0 to 3% Below	4%+ Below
KBI	1	1	1	1
BI	2	9	8	4
QI	0	1	1	1

Individual Indicator Results

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI23	Condition of highways	36%	-6%	32%	4%	1	28
KBI24	Highway maintenance	42%	-10%	42%	0%	3	59
KBI25	Street lighting	60%	1%	62%	-2%	2	82
KBI26	Highway enforcement/obstructions	39%	-4%	43%	-4%	4	99
Benchmark Indicator							
HMBI01	Condition of road surfaces	36%	-8%	32%	4%	2	37
HMBI02	Cleanliness of roads	54%	-6%	51%	3%	2	34
HMBI03	Condition of road markings	51%	-6%	51%	0%	3	60
HMBI05	Provision of street Lighting	57%	-1%	60%	-3%	4	89
HMBI06	Speed of repair to street lights	54%	-1%	56%	-2%	3	81
HMBI09	Maintenance of verges/trees/shrub	41%	-8%	44%	-3%	4	88
HMBI11	Provision of Drains	43%	-9%	48%	-5%	4	101
HMBI12	Keeping drains clear and working	40%	-11%	44%	-4%	4	88
HMBI13	Deals with potholes/damaged roads	33%	-7%	31%	2%	2	46
HMBI18	Provides information on Gritting	42%	-3%	42%	0%	2	54
HMBI19	Cuts back overgrown hedges	38%	-5%	40%	-2%	3	81
HMBI20	Deals with mud on the road	42%	-1%	47%	-5%	4	100
HMBI22	Deals with flooding on roads	37%	-7%	42%	-5%	4	99
HMBI23	Speed of repair to damaged pavements	41%	-3%	37%	4%	1	17
HMBI24	Quality of repair to damaged pavements	47%	-4%	44%	3%	1	28
HMBI25	Weed killing on pavements	42%	-5%	43%	-1%	3	69
HMBI26	Condition of road signs	56%	-5%	58%	-2%	4	88
HMBI27	Cleanliness of road signs	53%	-4%	55%	-2%	4	89
HMBI28	Undertakes cold weather gritting (salting)	58%	-2%	55%	3%	2	32
HMBI29	Undertakes snow clearance	53%	-1%	51%	2%	2	41
HMBI30	Speed of repair to damaged roads	29%	-9%	27%	2%	2	55
HMBI31	Quality of repair to damaged roads	34%	-10%	34%	0%	3	63
HMBI32	Weed killing on roads	45%	-7%	48%	-3%	3	81

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Quality Indicator							
HMQI11	Number of potholes	21%	-12%	22%	-1%	3	64
HMQI12	Action to repair local roads	33%	-8%	32%	1%	2	49
HMQI13	Provision of street-lights	72%	1%	78%	-6%	4	99

## Public Transport Indicators

Number of Indicators Up or Down since last year

Type	Up 4%+	Up 0 to 3%	Down 0 to 3%	Down 4%+
KBI	1	2	2	0
KQI	0	2	0	0
BI	1	18	5	2
QI	0	1	0	0

Number of Indicators Above or Below Average

Type	4%+ Above	0 to 3% Above	0 to 3% Below	4%+ Below
KBI	1	1	3	0
KQI	0	1	1	0
BI	2	14	10	0
QI	0	0	0	1

Individual Indicator Results

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Benchmark Indicator							
PTBI01	Frequency of bus services	59%	1%	59%	0%	2	53
PTBI02	Number of bus stops	66%	0%	68%	-2%	3	74
PTBI03	The state of bus stops	61%	0%	59%	2%	1	25
PTBI04	Whether buses arrive on time	58%	2%	57%	1%	2	43
PTBI05	How easy buses are to get on/off	73%	1%	71%	2%	1	28
PTBI06	The local bus service overall	62%	2%	60%	2%	2	35
PTBI07	Bus fares	55%	0%	49%	6%	1	12
PTBI08	Quality and cleanliness of buses	63%	-3%	63%	0%	2	56
PTBI09	Helpfulness of drivers	66%	-2%	67%	-1%	3	57
PTBI10	Personal safety on the bus	69%	0%	66%	3%	1	23
PTBI11	Personal safety at bus stops	65%	-1%	61%	4%	1	18
PTBI12	Raised kerbs at bus stops	66%	-1%	65%	1%	2	33
PTBI13	The amount of information	54%	2%	54%	0%	2	54
PTBI14	The clarity of information	56%	2%	56%	0%	2	45
PTBI15	The accuracy of information	57%	1%	56%	1%	2	42
PTBI16	Ease of finding the right information	51%	0%	53%	-2%	3	66
PTBI17	Information about accessible buses	50%	1%	51%	-1%	3	57
PTBI18	Info to help people plan journeys	57%	4%	57%	0%	2	50
PTBI19	Reliability of electronic display info	49%	0%	52%	-3%	3	80
PTBI20	Provision of public transport info	54%	2%	54%	0%	2	52
PTBI21	Availability of taxis or minicabs	66%	2%	68%	-2%	3	74
PTBI22	Reliability of taxis or minicabs	67%	0%	68%	-1%	2	55
PTBI23	Cost (fares) of taxis or minicabs	53%	2%	53%	0%	2	40
PTBI24	Availability of community transport	53%	-3%	54%	-1%	4	87
PTBI25	Community transport fares	54%	-4%	55%	-1%	3	75
PTBI26	Reliability of community transport	54%	-4%	57%	-3%	4	97

## Results by Theme

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI06	Local bus services (overall)	61%	3%	60%	1%	2	42
KBI07	Local bus services (aspects)	59%	6%	55%	4%	2	31
KBI08	Public transport information	39%	-1%	40%	-1%	2	52
KBI09	Taxi/mini cab services	63%	-1%	64%	-1%	3	69
KBI10	Community transport	56%	0%	57%	-1%	3	65
Key Quality Indicator							
KQI03	Responsive transport	55%	2%	55%	0%	2	46
KQI05	Public transport information (aspects)	53%	1%	54%	-1%	3	66
Quality Indicator							
PTQI08	Provision of bus stops	83%	0%	87%	-4%	4	97

## Road Safety Indicators

### Number of Indicators Up or Down since last year

Type	Up 4%+	Up 0 to 3%	Down 0 to 3%	Down 4%+
KBI	0	0	2	1
BI	0	2	6	2
QI	0	0	1	0

### Number of Indicators Above or Below Average

Type	4%+ Above	0 to 3% Above	0 to 3% Below	4%+ Below
KBI	0	1	2	0
BI	0	4	5	1
QI	0	0	0	1

### Individual Indicator Results

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI20	Road safety locally	56%	-1%	54%	2%	1	27
KBI21	Road safety environment	52%	-1%	53%	-1%	3	72
KBI22	Road safety education	47%	-4%	48%	-1%	3	80
Benchmark Indicator							
RSBI01	Speed limits	60%	1%	61%	-1%	3	76
RSBI02	Speed controls (e.g. road humps)	52%	-2%	52%	0%	3	62
RSBI03	Location of speed control measures	54%	-1%	53%	1%	2	38
RSBI04	Safety of walking	56%	-3%	60%	-4%	4	96
RSBI05	Safety of cycling	48%	-1%	49%	-1%	3	67
RSBI06	Safety of children walking to school	50%	-1%	53%	-3%	4	90
RSBI07	Safety of children cycling to school	44%	2%	44%	0%	2	48
RSBI08	Road safety training/education children	49%	-4%	49%	0%	2	55
RSBI09	Road safety education motorcycles	47%	-3%	49%	-2%	3	79
RSBI10	Road safety education young drivers	45%	-4%	48%	-3%	4	99
Quality Indicator							
RSQI09	Provision of speed controls	59%	-3%	63%	-4%	4	94

## Tackling Congestion Indicators

Number of Indicators Up or Down since last year

Type	Up 4%+	Up 0 to 3%	Down 0 to 3%	Down 4%+
KBI	0	0	1	2
KQI	0	0	0	1
BI	0	0	4	7
QI	0	1	3	0

Number of Indicators Above or Below Average

Type	4%+ Above	0 to 3% Above	0 to 3% Below	4%+ Below
KBI	2	0	1	0
KQI	0	1	0	0
BI	1	5	5	0
QI	0	1	1	2

Individual Indicator Results

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI17	Traffic levels & congestion	46%	-7%	42%	4%	2	33
KBI18	Management of roadworks	46%	-4%	47%	-1%	3	64
KBI19	Traffic management	44%	-3%	40%	4%	1	17
Key Quality Indicator							
KQI04	Traffic pollution	47%	-4%	44%	3%	2	33
Benchmark Indicator							
TCBI01	Advanced warning of roadworks	57%	-7%	57%	0%	3	59
TCBI02	Efforts to reduce delays to traffic	43%	-6%	44%	-1%	3	64
TCBI03	Time taken to complete roadworks	38%	-5%	40%	-2%	3	79
TCBI04	Signposting of road diversions	50%	-1%	53%	-3%	4	88
TCBI05	Helplines to find out about roadworks	39%	-5%	41%	-2%	3	80
TCBI06	Minimising nuisance to residents	47%	-3%	46%	1%	2	42
TCBI07	The management of roadworks overall	45%	-4%	45%	0%	3	60
TCBI11	Tackling illegal onstreet parking	34%	-4%	36%	-2%	3	74
TCBI12	Restrictions of parking on busy roads	41%	-3%	41%	0%	2	51
TCBI13	Good park and ride schemes	56%	-5%	43%	13%	1	9
TCBI14	The routes taken by HGV's	43%	-1%	40%	3%	2	31
Quality Indicator							
TCQI19	Informed about local pollution levels	36%	0%	36%	0%	3	43
TCQI22	Support for congestion charge scheme	38%	-3%	39%	-1%	3	55
TCQI23	Travel less by car	35%	-1%	39%	-4%	4	89
TCQI24	Walk, cycle or use public transport more	39%	-2%	43%	-4%	3	96

## Walking & Cycling Indicators

### Number of Indicators Up or Down since last year

Type	Up 4%+	Up 0 to 3%	Down 0 to 3%	Down 4%+
KBI	0	4	1	1
BI	1	15	5	2
QI	0	2	0	0

### Number of Indicators Above or Below Average

Type	4%+ Above	0 to 3% Above	0 to 3% Below	4%+ Below
KBI	0	5	1	0
BI	2	13	8	0
QI	0	0	2	0

### Individual Indicator Results

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Key Benchmark Indicator							
KBI11	Pavements & footpaths (overall)	55%	-4%	52%	3%	2	34
KBI12	Pavements & footpaths (aspects)	53%	-2%	52%	1%	2	49
KBI13	Cycle routes and facilities (overall)	51%	1%	50%	1%	2	37
KBI14	Cycle routes and facilities (aspects)	49%	2%	48%	1%	2	40
KBI15	Rights of Way (overall)	56%	0%	56%	0%	2	48
KBI16	Rights of Way (aspects)	50%	0%	51%	-1%	3	70
Benchmark Indicator							
WCBI01	The provision of pavements	60%	-2%	61%	-1%	3	73
WCBI02	The condition of pavements	54%	-3%	50%	4%	1	25
WCBI03	The cleanliness of pavements	52%	-1%	46%	6%	1	12
WCBI04	Direction signposts for pedestrians	57%	-2%	58%	-1%	3	69
WCBI05	Provision of safe crossing points	56%	-2%	58%	-2%	4	85
WCBI06	Drop kerb crossing points	57%	0%	57%	0%	2	46
WCBI07	Pavements clear of obstruction	38%	-4%	39%	-1%	3	59
WCBI10	Condition of cycle routes	55%	3%	53%	2%	2	29
WCBI11	Cycle crossing facilities at junctions	49%	0%	49%	0%	2	56
WCBI12	Cycle parking	49%	2%	46%	3%	1	17
WCBI13	Direction signing for cycle routes	51%	2%	50%	1%	2	42
WCBI14	Cycle route information e.g. maps	47%	4%	45%	2%	2	35
WCBI17	Footpaths for walking/running	61%	2%	60%	1%	2	39
WCBI18	Bridleways for horse riding/cycling	56%	0%	56%	0%	2	53
WCBI19	Signposting of rights of way	56%	0%	56%	0%	2	46
WCBI20	Condition of rights of way	54%	0%	54%	0%	2	56
WCBI21	Ease of use by those with disabilities	41%	0%	44%	-3%	3	84
WCBI22	Information on rights of way	46%	0%	47%	-1%	3	74
WCBI23	Overgrown footpaths and bridleways	37%	-4%	40%	-3%	4	87
WCBI27	The number of cycle lanes provided	46%	2%	47%	-1%	3	59
WCBI28	The number of cycle routes provided	48%	3%	48%	0%	2	50
WCBI29	The location of the cycle lanes provided	48%	1%	47%	1%	2	44
WCBI30	The location of the cycle routes provided	50%	2%	49%	1%	2	37

Ref	Indicator	Result	Trend	Average	Gap	Quartile	Rank
Quality Indicator							
WCQI15	Provision of cycle routes	50%	2%	52%	-2%	2	71
WCQI16	Provision of cycle lanes	46%	1%	49%	-3%	4	75

# **Infrastructure and Development Select Committee**

**Item No: 10**

**Report Title: Forward Work Programme**

**Date of Meeting: 13 July 2022**

**Responsible Cabinet Member: N/A**

**Responsible Director: Tom McCabe (Executive Director,  
Community and Environmental Services)**

## **Executive Summary**

This report sets out the Forward Work Programme for the Committee to enable the Committee to review and shape.

## **Action Required**

The Select Committee is asked to:

1. Review and agree the Forward Work Programme for the Select Committee set out in Appendix A.

## **1. Background and Purpose**

- 1.1 This report sets out the Forward Work Programme for the Select Committee to enable the Committee to review and shape it.

## **2. Proposal**

### **2.1 Forward Plan**

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

### **2.2 Member Task and Finish Groups**

- 2.2.1 The Select Committee previously agreed that, to help ensure a manageable workload, there will be no more than two Member Task and Finish Groups operating at any one time. There are currently no active Member Task and Finish Groups established by this Committee.

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

- 3.1 The Forward Work Programme enables the Select Committee to shape agendas for future meetings so that they contain items which the Committee considers are the most important for them to consider.

### **4. Financial Implications**

- 6.1 None.

### **5. Resource Implications**

- 5.1 **Staff:** None.

- 5.2 **Property:** None.

- 5.3 **IT:** None.

### **6. Other Implications**

- 6.1 **Legal Implications:** None.

- 6.2 **Human Rights Implications:** None.

- 6.3 **Equality Impact Assessment (EqIA):** N/A

- 6.4 **Data Protection Impact Assessments (DPIA):** N/A

- 6.5 **Any Other Implications:**

### **7. Action required**

The Select Committee is asked to:

1. Review and agree the Forward Work Programme for the Select Committee set out in Appendix A.

### **8. Background Papers**

- 8.1 None.

## Officer Contact

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

**Officer name:** Sarah Rhoden – Assistant Director, Performance & Governance  
**Telephone no.:** 01603 222867  
**Email:** [sarah.rhoden@norfolk.gov.uk](mailto:sarah.rhoden@norfolk.gov.uk)



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## Forward Work Programme – Infrastructure and Development Select Committee

Draft agendas for the next three meetings.

Report title	Reason for report
<b>14 September 2022 meeting</b>	
Norfolk Fire and Rescue Service Community Risk Management Plan (CRMP) 2023/26	To review and consider the draft CRMP and consultation plan.
Bus Improvement Plan	To consider the proposed plan
Forward Work Programme	To review and shape the Select Committee's forward work programme.
<b>16 November 2022</b>	
Highway Transport Asset Management Plan (TAMP)	To consider proposed amendments and updates for the TAMP.
CES Compliance and Enforcement Policy – annual review	To review any proposed changes to the policy.
Strategic and Financial Planning 2023-24	To input into the development of 2023-24 Budget and comments on specific proposals
Forward Work Programme	To review and shape the Select Committee's forward work programme.
<b>18 January 2022</b>	
Adult Learning annual plan	To review and consider the proposed annual plan.
Forward Work Programme	To review and shape the Select Committee's forward work programme.