

Infrastructure and Development Select Committee

Date: **14 July 2021**

Time: **10am**

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

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

Membership:

Cllr Barry Stone (Chair)

Cllr James Bensly (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

Cllr Robert Savage

Cllr Vic Thomson

Cllr Colleen Walker (Spokes)

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**

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

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:

<https://youtu.be/WG3ClfzUi8k>

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details

of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

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 28 January 2021.

Page 5

3 Members to Declare any Interests

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, 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) by **5pm Friday 9 July 2021**. 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

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) by **5pm Friday 9 July 2021**.

- | | | |
|-----------|---|-----------------|
| 7 | Greenways to Greenspaces: Green Travel and Green Networks along Highways Corridors
Report by the Executive Director of Community and Environmental Services | Page 11 |
| 8 | Local Transport Plan
Report by the Executive Director of Community and Environmental Services. | Page 219 |
| 9 | Apprenticeship Strategy and Action Plan
Report by the Executive Director of Community and Environmental Services. | Page 328 |
| 10 | Policy and Strategy Framework – Annual Report
Report by the Executive Director of Community and Environmental Services. | Page 390 |
| 11 | Strategic and Financial Planning 2022-2023
Report by the Executive Director of Community and Environmental Services | Page 400 |
| 12 | Forward Work Programme
Report by the Executive Director of Community and Environmental Services | Page 432 |

Group Meetings:

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

Tom McCabe
Head of Paid Service
Norfolk County Council
County Hall

Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: Tuesday 6 July 2021



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

Infrastructure and Development Select Committee

Minutes of the Meeting Held on Thursday 28 January 2021

10.00am, held virtually via Microsoft Teams

Present:

Cllr Barry Stone – Chair

Cllr Graham Middleton (Vice-Chair)

Cllr Mick Castle

Cllr Danny Douglas

Cllr Claire Bowes

Cllr Tim East

Cllr Mark Kiddle-Morris

Cllr Beverley Spratt

Cllr John Ward

Cllr Colleen Walker

Cllr Brian Watkins

Cabinet Members Present:

Cllr Margaret Dewsbury

Cllr Martin Wilby

Cabinet Member for Communities and Partnerships

Cabinet Member for Highways and Infrastructure

Also Present:

Tom McCabe

Sarah Rhoden

Tim Edwards

Grahame Bygrave

Jan Holden

Ceri Sumner

Denise Saandvandi

Mark Ogden

John Jones

Steve Miller

Mike Auger

Executive Director for Community & Environmental Services.

Assistant Director, Performance and Governance, CES

Chief Fire Officer, Norfolk Fire and Rescue Service

Director of Highways and Waste, CES

Head of Libraries and Information, CES

Director, Community, Information and Learning, CES

Head of Adult Learning, CES

Flood and Water Manager, CES

Head of Environment, CES

Director, Culture and Heritage

Projects Manager, CES

1. Apologies and substitutions

1.1 Apologies were received from Cllr Graham Middleton, Cllr Vic Thomson and Cllr Jess Barnard, substituted by Cllr John Ward, Cllr Tony White and Cllr Danny Douglas respectively.

1.2 In the absence of the Vice Chair, Cllr Graham Middleton, Cllr Stuart Clancy was elected as Vice Chair for this meeting.

2. Minutes

2.1 The minutes of the meeting held on 11 November 2020 were agreed as a correct record.

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 No public questions were received.

6. Local Member Issues / Questions

- 6.1 The list of Local Member questions/issues is attached at Appendix A.
- 6.2 No supplementary question was asked.

7. Flooding

- 7.1 The Select Committee heard from the Director of Highways and Waste, who explained that the recent intense rainfall on the night of 23rd and 24th December 2020, fell onto already saturated ground which overflowed water courses and ran off into nearby properties creating flooding in properties and impacted the highways network. There was an immediate response by Norfolk Fire and Rescue and the Highways out of hours teams. There had currently been 180 plus reports of internal flooding but these were still being received.
The care operation also continued with immediate repair to the highway network, cleansing the existing highway drainage system.
- 7.2 An additional £650k of revenue and capital money was agreed following the event to allow the essential repair to be carried out. In addition £1.5 million in the next financial year. There had also been a taskforce set up to work with MPs and the Environment Agency.
- 7.3 Members added that the former Environment, Development and Transport Committee had several meetings to discuss this area and to form a taskforce to address this issue, and it seemed that there had been limited progress. Although the additional funding was welcomed, more was needed and an action plan with accountability on the agencies involved could help.
- 7.4 Members felt that there needed to be investment into coastal protection and help with climate change. Since 2015, there had been 212 instances of flooding in Norfolk, excluding the most recent ones.
- 7.5 The Chair reported that there was going to be a working group set up to address the issues and to see how things could be improved moving forwards.
- 7.6 The local highways teams were reviewing and dealing with a variety of reports of the networks, which included the public footpaths and roads. They were aware, for instance that a number of public bridges passed over water courses which were so high, they had moved. Due to the extent of impact on the network, it was an intense piece of work which would carry on over several months.

- 7.7 One of the key components of the working group would be to consider the financial costs of the extreme weather as well as pulling together the future strategy.
- 7.8 The Chair concluded that everyone had a responsibility to tackle the issue of environmental change. He suggested that NCC should have an environmental champion working alongside all local councils and agencies to highlight that we all had a role to play.

8 Adult Learning Annual Plan

- 8.1 The Select Committee received the annexed report (8) which outlined the annual plan. The annual plan had been developed to reflect the changing demands of the current landscape and was closely aligned to both local and national priorities and responded to the needs of the county as a result of the impact of Covid-19.
- 8.2 The following points were noted in response to questions from the Committee:
- 8.2.1 Councillors agreed that Adult Learning had achieved recent success and performance across the board compared favourably with other local authorities across the Council and staff should be congratulated for the consistent high standards. There had been a shift in learner behaviour and as a result and to be flexible to meeting learner demand, there were plans to maintain balance between classroom provision and online provision moving forwards with scope to expand the online provision more widely.
- 8.2.2 There were plans to expand the range of level 4 qualification in other areas to address gaps. Accountancy and a teaching assistant qualification at level 4 was already offered but there were plans in place for the next academic year to expand the apprenticeship programme from level 2 to level 5, and a focus on health and social care. Adult Learning would work alongside other Higher Education Institutes.
- 8.2.3 There had been significant progress made with learner involvement (learner forums, learner awards etc.) since the last Ofsted visit. In order to achieve outstanding, gaps had been identified and they were consistently being worked on. identify gaps and things can improve, persistently work on them.
- 8.3 The Select Committee **RESOLVED** to
1. Note Adult Learning's performance outcomes and contribution to Norfolk priorities
 2. Consider and comment on the Adult Learning Annual Plan for 2020-21 and beyond.

9 Norfolk Library and Information Service Update

- 9.1 The Select Committee received the annexed report (9) which provided an update on how the library service had responded to the pandemic, and how it continued to support reading, learning, literacy and provide information to citizens in Norfolk.
- 9.2 The following points were noted in response to questions from the Committee:
- 9.2.1 Libraries were a vital resource and a huge benefit to so many people. There was a judgement and balance to be made each year with regards to the budget and the purchasing of physical materials. If the purchase of electronic materials rises, the purchase of physical materials decreases. A real change made would be the limited

purchase of newspapers as there were over 12k downloads of newspapers per week.

- 9.2.2 There were approx. 70/80 volunteers available at present, compared to 750 volunteers pre-Covid. Volunteers were still kept up to date and in contact via events via Zoom.
- 9.2.3 Libraries would obviously re-open when it was safe to do so. It was obviously restricted by the guidance but also the primary responsibility would be the safety of the staff who would be in a face to face environment all day. Re-opening the libraries would be done so on a case to case basis.
- 9.2.4 There was no intention to increase library charges next year to make up for the loss of income from the pandemic. However, there would be an income gap, and this would need addressing.
- 9.2.5 The Community Librarian team were a team of 10fte, and had to be reduced by 3.3, leaving 6.7 fte. They were now in charge of the online offer.
- 9.2.6 Newspapers were popular in the libraries, however they were not the most cost-effective as only one person could read one at a time, whereas the electronic version of the newspaper would allow as many people who were logged on to read the copy.
- 9.3 The Committee **RESOLVED** to **NOTE** the report.

10. Progress with the Rights of Way Improvement Plan (ROWIP)

- 10.1 The Select Committee received the annexed report (10) which provided an update for members on progress with delivering the Norfolk Access Improvement Plan (NAIP) which was adopted by the Council in 2015 and runs for 10 years.
- 10.2 The following points were noted in response to questions from the Committee:
 - 10.2.1 It was a priority to look for opportunities for all-abilities access wherever possible. The approach taken is to look at the main settlements and the routes alongside them, such as market towns. The idea behind the NAIP is that the priorities could be changed on a regular basis, so if there were strong messages to alter this approach, it could be done. Recent works had been completed on Holkham path and Weavers Way to improve access for all.
 - 10.2.2 There was concern about the landowners who are not maintaining the public rights of way. Officers explained there were set procedures to deal with obstructions on the public rights of way, but it was complex depending on the obstruction. Landowners were negotiated in a friendly and approachable way where possible. It could lead to legal procedures, but wouldn't want to do this more than when was necessary.
- 10.3 The Committee **RESOLVED**:
 - 1. To note ongoing work to deliver the Norfolk Access Improvement Plan;
 - 2. To note processes in place to monitor the plan;
 - 3. To note recommendations made by the Norfolk Local Access Forum arising from the monitoring reports.

11. Forward Work Programme

- 11.1 The Select Committee received the annexed report (11) by the Executive Director of Community and Environmental Services setting out the Forward Work Programme to enable the Committee to review and agree it.
- 11.2 Some Members would like to see more around Economic Development on future agendas.
- 11.3 The Chair reminded the Committee that the issues surrounding the flooding had been picked up by Scrutiny Committee.
- 11.4 The Select Committee reviewed the report and **RESOLVED** to
- **Agree** the Forward Work Programme for Infrastructure & Development Select Committee.

The meeting closed at 12.05pm

Chair
28 January 2021



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

INFRASTRUCTURE AND DEVELOPMENT SELECT COMMITTEE**5. Public Question Time.**

No questions received.

6. Local Member Issues / Member Questions

What actions have been taken by the County Council to respond to the COVID crisis in terms of the increased use of the Marriot's Way by people using the Norfolk Trail for daily exercise and key workers for going to work, has it moved resources to deal with increased maintenance issues on the footpath and will it assist me in bringing to the attention of Norfolk Police some users concerns about security on the path during the evening?

During the Covid-19 pandemic, the Trails team have been working closely with our communications team to encourage safe use of the Trails such as the Marriott's Way and to follow social distancing guidelines. We have not directed additional resources towards the route in the current financial year, however we intend to deliver a 2021-22 Action Plan that recognises the impact of increased usage due to Covid-19 on the Trails network, including the Marriott's Way, which will prioritise repairs and upgrades that address the user concerns raised in the question.

The Trails team would be happy to work with you and bring to the attention of Norfolk Police some users concerns about security on the path during the evening.

Infrastructure and Development Select Committee

Item No. 7

Report title:	Greenways to Greenspaces: Green Travel and Green Networks along our Highways Corridors
Date of meeting:	14th July 2021
Responsible Cabinet Member:	Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure & Transport) and Cllr Andy Grant (Cabinet Member for Environment and Waste)
Responsible Director:	Tom McCabe – Executive Director, Community and Environmental Services
<p>Executive Summary</p> <p>In line with its adopted Environmental Policy (www.norfolk.gov.uk/environmentpolicy) to tackle climate change and help people adopt healthier more active and sustainable lifestyles, NCC is looking to expand the provision of off-road cycling and walking trails across Norfolk.</p> <p>Greenways to Greenspaces is our overarching theme to improve our green networks for travel and the environment with the delivery of many miles of new routes, connecting market towns, and allowing people to use sustainable options for travelling to school, work and local services. Opportunities include: bringing disused railways back into use as walking and cycling routes; new long-distance paths, such as a proposed route between Swaffham and Thetford; and the development of Local Cycling and Walking Investment Plans (LCWIPs) for Norwich, Great Yarmouth and King's Lynn which will focus on making active travel routes safer. Successful funding bids have been brought together into an integrated behaviour change programme for Norfolk – the Norfolk Active Travel Programme 2021/22 – to look at ways in which we can encourage more people to walk and cycle. Additionally, an updated Walking and Cycling Strategy has been drafted.</p> <p>Greenways and other linear habitats including roadside verges and other highways soft estate assets contribute to the quality of life in Norfolk and play a critical role in habitat connectivity for biodiversity including pollinators. Care for these habitats represents another important way in which the Council can deliver its Environmental Policy.</p> <p>NCC manages a large highway network as local Highway Authority for Norfolk. This network includes all the roads (except trunk roads which are the responsibility of Highways England), footways, public rights of way in addition to all the assets that belong to the network, including the 'soft estate' assets such as roadside verges, trees and hedging.</p>	

The Transport Asset Management Plan (TAMP) sets out how the extensive and complex road network is currently managed, pulling together all the relevant strategies, goals, plans and methods in use within Community and Environmental Services.

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-travel-policies/transport-asset-management-plan>

We propose that a new NCC policy on verge management is established to manage roadside verges for wildlife and habitat connectivity by reducing the frequency and/or timing of verge vegetation cutting (where possible and safe to do so). This will build on the changes already implemented this year where highway verge cutting on C and U class roads has already been reduced. This will deliver key aspects of the Environmental Policy including:

- Sustainable land management;
- Improving nature networks and enhancing the beauty of landscapes;
- Connecting people with their environment for health and wellbeing;
- Increasing resource efficiency (including financial resources) and reducing roadside pollution;
- Help for Norfolk's pollinators;
- Help for the local rural economy through environmental enhancement to boost tourism and the overall visitor experience;
- Supporting people to make sustainable travel choices.

Additionally, reduced cutting of roadside verge vegetation to allow wildflowers to bloom and seed is something that many parish councils across Norfolk are keen to see.

The Council has designated 112 short sections of roadside verge as Roadside Nature Reserves (RNRs) <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/natural-environment-partnerships/local-wildlife-and-geodiversity>. These have been identified as having particularly rare native wildflowers or protected or priority species of wildlife such as water vole or common toad.

We propose that the RNR network in Norfolk is increased to 300 sites and that NCC and Suffolk County Council work together to pilot a 3-year nature recovery demonstrator project involving roadside verges which will be included in the emerging Norfolk and Suffolk 25 Year Environment Plan.

Actions required

1. To review and comment on the following proposals prior to consideration by Cabinet:-

- **The Norfolk Pollinator Plan (as set out in Appendix 3) which identifies the key role that a thriving network of verges plays for Norfolk insect species (including pollinators for agriculture)**

- **The Active Travel Programme for 2021/22 (as set out in Appendix 4) aimed to encourage behaviour change leading to increased take-up of walking and cycling**
- **The expansion of the Norfolk Roadside Nature Reserves (RNR) scheme to 300 reserves by 2024 to improve habitat connectivity of the verges network and other benefits (as set out in Appendix 5)**
- **The Local Cycling and Walking Investment Plans (LCWIPs) for Great Yarmouth and King's Lynn (as set out in Appendix 6) and Norwich (as set out in Appendix 7)**

2. To note the following additional activity already planned or underway:-

- **A refreshed Cycling and Walking Strategy 2021-2030 for Norfolk is in development**
- **A new highways Verge Management Policy will be developed which will include information for parish and town councils wishing to take on responsibility for verge cutting in their local area.**
- **Work on a 3-year nature recovery demonstrator pilot project for roadside verges with Suffolk County Council to inform development of a monitoring mechanism for habitat connectivity for the emerging Norfolk and Suffolk 25 Year Environment Plan**

1. Background and Purpose

1.1. NCC Corporate Environmental Policy

At the end of 2019, the Council approved the NCC Corporate Environmental Policy www.norfolk.gov.uk/environmentpolicy, which sets out how the Council will deliver important benefits for Norfolk's environment and people alongside ambitious carbon reduction targets (net zero by 2030) through new approaches to the management of its own estate and activities.

One of the ways that NCC can do this is through sympathetic management of the roadside verges and other highways soft estate such as trees and hedging, managing it so that it can provide a connected habitat for insects and wildlife.

1.2. 25 Year Environment Plan for Norfolk and Suffolk

NCC's Environment Policy addresses the Council's own desire to reduce its environmental impact. The Policy sits within the wider context of an initiative to develop a 25 Year Plan for the Environment for Norfolk and Suffolk which is being led by Norfolk and Suffolk County Councils and an array of stakeholder partners, forming the Norfolk and Suffolk Nature Recovery Partnership.

The Plan is a regional response to the Government's own 25 Year Environment Plan – 'A Green Future' which sets out how the environment will be improved within a generation.

Considerable work has been undertaken by project partners at UEA to produce a baseline Compendium of Natural Capital assets for Norfolk and Suffolk – an inventory of six categories of natural asset: land; soil; habitats and species; freshwater; coast and marine; and atmosphere; along with the current and future risks to these assets <http://norfolkbiodiversity.org/assets/Uploads/NCC-SCC-Natural-Capital-Assets-Evidence-Compendium-30oct20.pdf>

The Norfolk and Suffolk Nature Recovery Partnership is now working on next steps which will see the Compendium used as a springboard for practical action across the region. The Partnership met on 29 January 2021 and again on 13 May 2021 and agreed to prioritise practical demonstrator projects as a key part of the emerging Norfolk and Suffolk 25 Year Environment Plan.

1.3. Highway verges and 'soft estate'

NCC manages a large highway network as local Highway Authority for Norfolk. This network includes all the roads (except trunk roads which are the responsibility of Highways England), footways, public rights of way in addition to all the assets that belong to the network, including the 'soft estate' assets such as roadside verges, trees and hedging.

The Council's Transport Asset Management Plan (TAMP) <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-travel-policies/transport-asset-management-plan> sets out how the soft estate associated with the highways network (verges, grass areas, landscaped areas, hedges, shrubs and trees will be managed.) See TAMP part 2 section 20.

These are viewed as important assets that contribute both to the quality of life in Norfolk, its sustainability and its biodiversity and also help define the nature of its highway network.

In rural settings roadside verges are useful refuges for pedestrians and horse riders. In all environments they may act as a conduit for highway and utility apparatus, thereby limiting the disruption of road, cycleway and footway surfaces.

As they comprise of living flora and fauna they do not fall into the same patterns as other assets. Highways Teams ensure that these areas of green infrastructure are maintained such that the areas continue to contribute to the landscape of Norfolk and do not compromise the safety of road users.

The subject is topical – Highways England has brought out a policy which will create species-rich grassland verges along all new major road schemes <https://www.gov.uk/government/news/breaking-new-ground-with-eco-drive-to-bring-the-countrys-verges-to-life>. On all major schemes, Highways England contractors will follow a new low nutrient grasslands policy allowing wildflowers to thrive, creating vital habitat for insects and wildlife.

There is growing interest in enhancing road verges for nature and a report was published recently in Science Direct on road verge extent and habitat composition across Great Britain using satellite and ground-level imagery from Google Earth and Google Street View.

<https://www.sciencedirect.com/science/article/pii/S0169204621001225>

1.4. Roadside Nature Reserves

Norfolk has an established network of 112 Roadside Nature Reserves (RNR) – see map APPENDIX 1 and images APPENDIX 2. These are short sections of highway verge designated at a county level, that contain high floral diversity and nationally rare or threatened wildflowers / protected species present.

Launched in 1995 as a partnership between NCC and Norfolk Wildlife Trust, the scheme aims to protect and promote the parts of the highway verge that are remnants of the natural grassland habitats that were once common and widespread in Norfolk but have been lost from the wider countryside as a result of agricultural intensification in the 20th century

<https://www.norfolkwildlifetrust.org.uk/wildlife-in-norfolk/roadside-nature-reserves>.

RNR verges contain several plant species that are now very rare elsewhere in Norfolk, notably the last remaining populations of Sulphur Clover *Trifolium ochroleucon*, as well as significant areas for Pyramidal Orchid *Anacamptis pyramidalis* and Pepper Saxifrage *Silaum silaus*.

The limits of the RNR designated areas are identified on site by posts and shown on our mapping GIS.

Most local authorities have similar schemes as part of meeting the duties to conserve biodiversity under the Natural Environment & Rural Communities (NERC) Act 2006, and are designated where safe to do so, following discussion with highways officers.

Management of RNRs is managed by NCC Environment Team and Norfolk Wildlife Trust to specific arrangements to protect their unique biodiversity.

There is often a misconception that the RNRs do not need management. This is incorrect. For the flora in the grassland RNRs to thrive, two elements of management must happen. Firstly, the annual vegetation growth must be removed. It should be cut after the flowers have set seed; if cut too early, no seeds will be produced, and the plant populations will eventually die out. The second requirement is that the arisings (the cut material) must be removed. If left on site, the cut material will rot and increase the nutrient levels in the soil which in turn will promote the growth of coarse grasses to the detriment of the more interesting flora.

It is the need for these two specific management requirements, which necessitate that RNRs are cut separately from the usual verge maintenance program.

1.5. Verge management cutting

Outside the RNR network, the Council's Transport Asset Management Plan (TAMP) <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-travel-policies/transport-asset-management-plan> (part 2, section 20) sets out current arrangements on how grass verges are cut, which is for safety purposes and to prevent the obstruction of visibility sight lines and traffic signs:

- The NCC service standard for highway verge rural grass cutting is a continuous "single swathe" of 1m & visibility cut' typically in May/June followed by a second cut in July/ August;
- Agreement exist with some districts and parishes to cut areas of highway grass on NCC's behalf: this is to NCC standard and frequency;
- Modification of a local cutting regime is at the discretion of the Highway Area Managers. The TAMP sets out in what instances this might be possible (e.g. flexibility to take account the character of the area).

This year, the Council has changed the annual grass cutting arrangements, which are carried out externally by Tarmac: urban cuts have been reduced from 5 to 4 cuts; rural cuts on roads classified A and B have remained at 2 full cuts; and rural cuts on roads classified as C and Unclassified have been reduced to one cut.

Whilst this approach will result in some budget savings for the Council (which have already been agreed by Members and included in the budget) there will also be environmental benefits for verges cut less often and to allow flowers to complete their full lifecycle rather than being cut down before setting seed – see: <https://www.plantlife.org.uk/uk/about-us/news/road-verge-management-guide>

1.6. Draft Pollinator Action Plan for Norfolk

An action plan for pollinators (APPENDIX 3) was drafted by Environment Team as a requirement of the Council's Environmental Policy. The plan has 2 parts:

- (i) Actions that should be taken by NCC across its various functions and services for pollinators, including management of NCC assets and operations to ensure they are more pollinator friendly
- (ii) Actions that will inspire others to do more for pollinators across Norfolk

In its function as local highway authority, NCC can influence pollinator habitats through pollinator-friendly practices in its maintenance work to manage road verges and Public Rights of Way.

Pollinators are inextricably linked to human health and wellbeing through the maintenance of ecosystem function. They are important in maintaining the yields of a number of our economically important crops and one in every three mouthfuls of our food eaten in Europe depends on pollination taking place. They are also crucial for other wildlife – as food directly or in pollinating the food on which they rely. Insect number are declining primarily due to changes in land use and the intensification of farming. This has resulted in big losses of natural and semi-natural habitats rich in wildflowers.

The verges adjacent to road and public rights of way are often the remnants of habitat which previously surrounded them but have disappeared through land use changes. Road verges have been shown to contain significant numbers and species of pollinators and by their very nature can act as wildlife corridors allowing the movement of pollinators and other wildlife across the countryside and between habitats.

Protecting pollinators will protect Norfolk's plants, local economy and human health.

The National Pollinator Strategy for England

<https://www.gov.uk/government/publications/national-pollinator-strategy-for-bees-and-other-pollinators-in-england> sets out a 10 year plan to help pollinating insects across England. It outlines actions to support the many pollinating insects which contribute to our food production (and biodiversity) and seeks partnership working to ensure the needs of pollinators are addressed as an integral part of land and habitat management.

It asks local authorities to take a lead across many of their work areas and duties, including their role in local planning and also as managers of public and amenity spaces, brownfield sites, schools, car parks, roadside verges and roundabouts

1.7. Active Travel

As part of a drive to tackle climate change and help people adopt healthier more active and sustainable lifestyles, NCC is looking to expand the provision of off-road cycling and walking trails across Norfolk. Our vision to make walking and cycling the natural choices for shorter journeys in Norfolk and an important component of longer journeys for most users will be set out in our Walking and Cycling Strategy 2021 -2030 which is currently being developed.

There are plans to bring disused railways back into use as walking and cycling routes across Norfolk. Greenways to Greenspaces is our overarching theme to improve our green networks for travel and the environment and will deliver many miles of new routes, connecting market towns, and allowing people to use sustainable options for travelling to school, work and local services.

Integration of these green 'slow ways' with existing RNRs will improve the overall effectiveness of these wildlife corridors whilst creating a pleasant environment for people to enjoy.

Further opportunities to join up verge habitats and create better green network connectivity include new long-distance paths under consideration, such as a route between Swaffham and Thetford, and the development of Local Cycling and Walking Investment Plans (LCWIPs) for Norwich, Great Yarmouth and King's Lynn which will focus on making active travel routes safer.

3 key elements form the foundation of our work to develop Active Travel:

- (i) Consideration of the network to ensure we have clearly defined what is required;
- (ii) Consideration of infrastructure requirements to provide detail on the interventions and schemes required;
- (iii) Consideration of behaviour change needed to increase walking and cycling uptake, and any promotion required to inform residents of the network and infrastructure improvements.

1.8. Behaviour change: increasing take-up of active travel. Developing an Active Travel Programme for Norfolk for 2021/22

Behaviour Change programmes look at ways we can encourage more people to walk and cycle and also to move shorter trips from private car to walking and cycling.

In the last year Norfolk County Council has made further successful bids for funds and we have brought these together into a single behaviour change programme for Norfolk: The Norfolk Active Travel Programme Plan for 2021/2022 APPENDIX 4

Recent funding for active travel has come from:

- Department for Transport (DfT) Pushing Ahead- Pushing Ahead is our access funded programme to support behaviour change interventions to increase cycling and walking in Norwich and Great Yarmouth;
- DfT Active Travel Fund- A £298k element of the Active Travel fund is for behaviour change activities alongside the Capital Funded schemes to improvement cycling and walking infrastructure across Norfolk
<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/our-budget-and-council-tax/our-budget/bids-and-funding-weve-won/roads-bids-and-funding-weve-won/emergency-active-travel-fund>;
- DfT e-cycle extension Fund- following a successful bid to DfT a £250K fund to support people to try e cycles with a focus on groups we wouldn't otherwise be able to try them;
- DfT Capability Fund- The DfT Capability Fund is to build future capacity for future Cycling and Walking Infrastructure and Behaviour Change activities. (awaiting DfT confirmation of Funding);
- INTERREG- Mobi Mix- Norfolk County Council is part of a European Project through INTERREG two Seas to reduce the carbon emissions of our transport network. This includes research with university partners of Ghent and Gustave Eiffel and demonstrator pilots of our E-scooters and Mobility Hub developments. Through this funding we have incorporated the Healthy Streets training <https://www.activenorfolk.org/organisations/active-environments/street-and-neighbourhood-design/healthy-streets-approach/> into our Transforming Cities programme.

Existing Active Travel projects include:

- A to Better, a long running programme that focuses on new residential sites, funded through S106 contributions <https://www.norfolk.gov.uk/roads-and-transport/atobetter>

Transport East

Norfolk County Council is a member of Transport East

<https://www.transporeast.org.uk/> a partnership providing a single voice for councils, business leaders and partners on our region's transport. As one of seven sub-national Transport Bodies covering England, Transport East is developing a Transport Strategy and Delivery Plan for the region which ensures that transport fully supports its members shared ambitions for economic growth, quality of life and prosperity. Transport East has investigated how transport in the East of England contributes to overall carbon emissions: transport caused 41% of carbon emissions across the region in 2018, 96% of which was from road vehicles – which is above the national average. The partnership has set out short, medium and long-term actions to reduce carbon emissions which include

focussed investment in public transport, walking and cycling to encourage people to drive less.

1.9. Community

Many parishes are supportive of schemes to become more wildlife friendly. Neatishead Parish in the Broads is encouraging residents to set aside areas of their gardens for wilding and nesting boxes, identify local areas for wildflower and tree planting, as well as becoming involved with and having influence over more wildflower -friendly verge management.

Many of the residents of the village have become frustrated when native flowers are destroyed on the roadside verges and want to become engaged with the processes of maintenance and control of verges within the parish boundary and Roadside Nature Reserves.

NCC has the opportunity to become directly engaged with this new wave of interest in the natural environment which is apparent across Norfolk communities. Elected Councillors can play a vital role to support local efforts which align with the Council's Environmental Policy by making small grants available from their individual Local Member Fund budgets for community projects focused on the environment.

1.10. Visitor economy

Opportunities to promote the county as a green place.

Road verges can play an important role in bringing the countryside into people's everyday lives and are one of the most viewed habitats by locals and tourists. Sights such as the extensive poppy margins in North Norfolk have become emblematic with rural idyll, and a marketing cornerstone for the tourism industry.

The charity Plantlife offers guidance to local authorities on road verge management. They are currently working with over 30 councils and have a dedicated liaison officer and a guidance document.

<https://www.plantlife.org.uk/uk/our-work/publications/good-verge-guide-different-approach-managing-our-waysides-and-verges>

1.11. Images

Images of RNR habitat and species are appended APPENDIX 2

2. Proposals

2.1. Norfolk Pollinator Plan

This Plan identifies the key role that a thriving network of verges plays for Norfolk insect species (including pollinators for agriculture). Norfolk County

Council's Environment Team has prepared an Action Plan for Pollinators for Norfolk (APPENDIX 3) as a requirement of the Council's adopted Environmental Policy.

In its function as local highway authority, NCC can influence pollinator habitats through pollinator-friendly practices in its maintenance work to manage road verges and Public Rights of Way.

2.2. Active Travel Programme for 2021/22

In the last year Norfolk County Council has made further successful bids for funds and we are bringing these together into a single behaviour change programme for Norfolk: The Norfolk Active Travel Programme Plan for 2021/2022 APPENDIX 4.

The combination of these projects into a single programme ensures that monitoring and evaluation can cover all projects to create efficiencies of scale and enable new projects to be set up quickly using existing resources such as those derived from:

- Pushing Ahead (funded via the DfT Access Fund);
- Active Travel Revenue support (funded by the DfT Active Travel Fund)
- E-cycle extension Fund (funded via the DfT e-cycle extension Fund)
- Mobi-Mix (funded via Interreg 2 Seas)

2.3. Three Local Cycling and Walking Infrastructure plans (LCWIPs)

Local Cycling and Walking Infrastructure plans (LCWIPs) provide a strategic overview of opportunities to develop a network for cycling and walking in a locality. They provide a narrative of the existing network and set out requirements for further infrastructure schemes needed. The process to develop these is set out by Government

<https://www.gov.uk/government/publications/local-cycling-and-walking-infrastructure-plans-technical-guidance-and-tools> and the Norwich pilot study area supported our recent Transforming Cities bid <https://www.norfolk.gov.uk/news/2020/09/councils-secure-59-million-for-sustainable-transport>

The recent Towns Funds submissions for King's Lynn and Great Yarmouth have a strong focus on promoting schemes that enable increased Active Travel. To support these submissions and in advance of future bids, Local Cycling LCWIPs have been developed for King's Lynn and Great Yarmouth APPENDIX 6. One for Norwich has already been published APPENDIX 7.

Following completion of these LCWIPs we will continue this work to ensure all areas of Norfolk are covered within a Local Cycling and Walking Plan to provide a clear overview for our priority network and infrastructure requirements.

2.4. Expand the number of Roadside Nature Reserves (RNRs) to 300 reserves by 2024

We propose that the extent of Roadside Nature Reserves (RNRs) is expanded over a three-year period, from just over 100 Roadside Nature Reserves currently, to approximately 300 by 2024 by:

- designating existing candidate RNRs;
- identifying new RNRs adjacent to other sites designated for nature conservation or where there are gaps in habitat connectivity or where there is a geographical imbalance (the west of Norfolk has fewer RNRs);
- developing RNRs on the approach to villages which could not only improve neglected areas of verge for biodiversity, but could also help with traffic calming;
- identifying opportunities for new RNRs when establishing new long-distance walking or cycling trails such as Greenways to Greenspaces
- working with individual parishes and community groups keen to become involved.

Extending the RNR network will be achieved by working in collaboration (Highways; Environment Team; Norfolk Wildlife Trust and local parishes) and will include plans for long term monitoring and maintenance.

Please see full details proposed in APPENDIX 5.

Options for grant funding for parishes interested in becoming directly involved with RNR establishment, monitoring and maintenance are being investigated and would need to be considered as part of the Council's annual budget setting round.

3. Further activity planned and underway

3.1. Development of an updated Cycling and Walking Strategy 2021 – 2030 for Norfolk

Since the last Walking and Cycling Strategy in 2017, there has been a step change in the importance of walking and cycling. The new strategy, which is currently in draft, sets out how Norfolk will meet new standards set out in the Department for Transport's 'Gear Change' vision to put the county in the best position to attract government funding for a variety of new walking and cycling schemes.

3.2. Development of a highways verge management policy

Roadside verges cut across protected landscapes, offering the opportunity to strengthen nature resilience and connectivity.

It is proposed to develop a new highway verge management policy, including options for parish and town councils to take on responsibility for verge cutting in

their local area. This local control will enable parishes wishing to reduce verge cutting and plant more hedgerows to support wildlife corridors.

3.3. Work with Suffolk County Council on a two-county nature recovery demonstrator pilot project for the Norfolk and Suffolk 25 Year Environment Plan for roadside verges as a key component of a connected network of wildlife habitats

The Norfolk and Suffolk Nature Recovery Partnership agreed in their meeting this January 2021, that it was important to include a programme of direct actions to demonstrate improvements for nature across priority areas within the emerging 25 Year Plan for the counties. The Partnership was also keen to see activity in areas outside protected landscapes, where there is significant opportunity for nature recovery.

We propose that NCC and SCC work together to develop a pilot nature recovery demonstrator project involving roadside verges which will be included in the emerging Norfolk and Suffolk 25 Year Environment Plan.

This project will involve UEA which will research/ advise on developing a monitoring regime using an appropriate indicator to measure changes to nature connectivity over time.

Connectivity with other wildlife sites such as County Wildlife Sites (CWS) – areas of land rich in wildlife of importance and value in a county context - would be the next step in developing the highways wildlife corridor network further, working with adjacent landowners to expand the network laterally.

This report recommends testing our approach with one or two connectivity corridors such as the Norfolk Coast and one running along the Yare and Wensum river corridors which have contrasting contexts to develop pilot connectivity plans.

A 3-year pilot period will enable us to test our thinking on changes to verge management before drawing final conclusions on targets and measurables to be included in the 25 Year Environment Plan.

4. Impact of the Proposal

- 4.1. These proposals, alongside other work underway and planned, further demonstrate the County Council's commitment to addressing climate change, as set out in the Environment Policy. They also provide opportunities for the public to get directly involved.

5. Financial Implications

- 5.1. Costs of establishing an extended network of RNRs in Norfolk will be met through the Council's Environmental Policy / demonstrator project for the 25 Year Environment Plan for Norfolk and Suffolk.

The budget for the Active Travel Programme Projects (APPENDIX 4) is as follows:

Project	Budget	Funding	Timeline (funding)
Active Travel Fund (revenue)	£299,630	Dft Active Travel Fund	March 2022
Pushing Ahead	£565,212	Dft Access Fund	December 2021
Capability Fund	£319,871	Dft Capability Fund (Revenue)	March 2022
Mobi-Mix	€399,700	Interreg 2 Seas	September 2022
e cycle extension	£250,000	DfT e Cycle Extension Fund	October 2021

6. Resource Implications

6.1. Staff:

Staff resources required have been identified through the funding sources utilising the revenue elements of the funding to support staff supporting and dedicated to project management. This staff funding is an element of the external funding and is detailed in APPENDIX 4

6.2. Property:

n/a

6.3. IT:

n/a

7. Other Implications

7.1. Legal Implications

n/a

7.2. Human Rights implications

n/a

7.3. Equality Impact Assessment (EqIA) (this must be included)

As part of the Local Cycling and Walking Planning Public Consultation will be undertaken on all the plans. The consultation will seek to engage with groups which have protected characteristics including a specific focus on how the proposed networks will impact users with mobility issues, who are Blind and partially sighted and people who are D/deaf or hearing impaired.

A key positive of the Local Cycling and Walking Plans will be proposed improved infrastructure for users with reduced mobility.

When delivering our Active Travel Programme will be proactively work to engage with transport users with protected characteristics for example the Pushing

Ahead project has purchased adapted bikes for users with reduced mobility to use at events.

7.4. Health and Safety implications

n/a

7.5. Sustainability implications

The proposals will have a positive impact on the environment, both improving our natural environment and increasing reducing the carbon emissions through transport by increasing modal shift to active travel.

7.6. Any other implications

n/a

8. Actions required

8.1. 1. To review and comment on the following proposals prior to consideration by Cabinet:-

- The Norfolk Pollinator Plan (as set out in Appendix 3) which identifies the key role that a thriving network of verges plays for Norfolk insect species (including pollinators for agriculture)
- The Active Travel Programme for 2021/22 (as set out in Appendix 4) aimed to encourage behaviour change leading to increased take-up of walking and cycling
- The expansion of the Norfolk Roadside Nature Reserves (RNR) scheme to 300 reserves by 2024 to improve habitat connectivity of the verges network and other benefits (as set out in Appendix 5)
- The Local Cycling and Walking Investment Plans (LCWIPs) for Great Yarmouth and King's Lynn (as set out in Appendix 6) and Norwich (as set out in Appendix 7)

2. To note the following additional activity already planned or underway:-

- A refreshed Cycling and Walking Strategy 2021-2030 for Norfolk is in development
- A new highways Verge Management Policy will be developed which will include information for parish and town councils wishing to take on responsibility for verge cutting in their local area.
- Work on a 3-year nature recovery demonstrator pilot project for roadside verges with Suffolk County Council to inform development of a monitoring mechanism for habitat connectivity for the emerging Norfolk and Suffolk 25 Year Environment Plan

9. Background Papers

- 9.1. All relevant background papers are included within the Appendices

Officer Contact

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

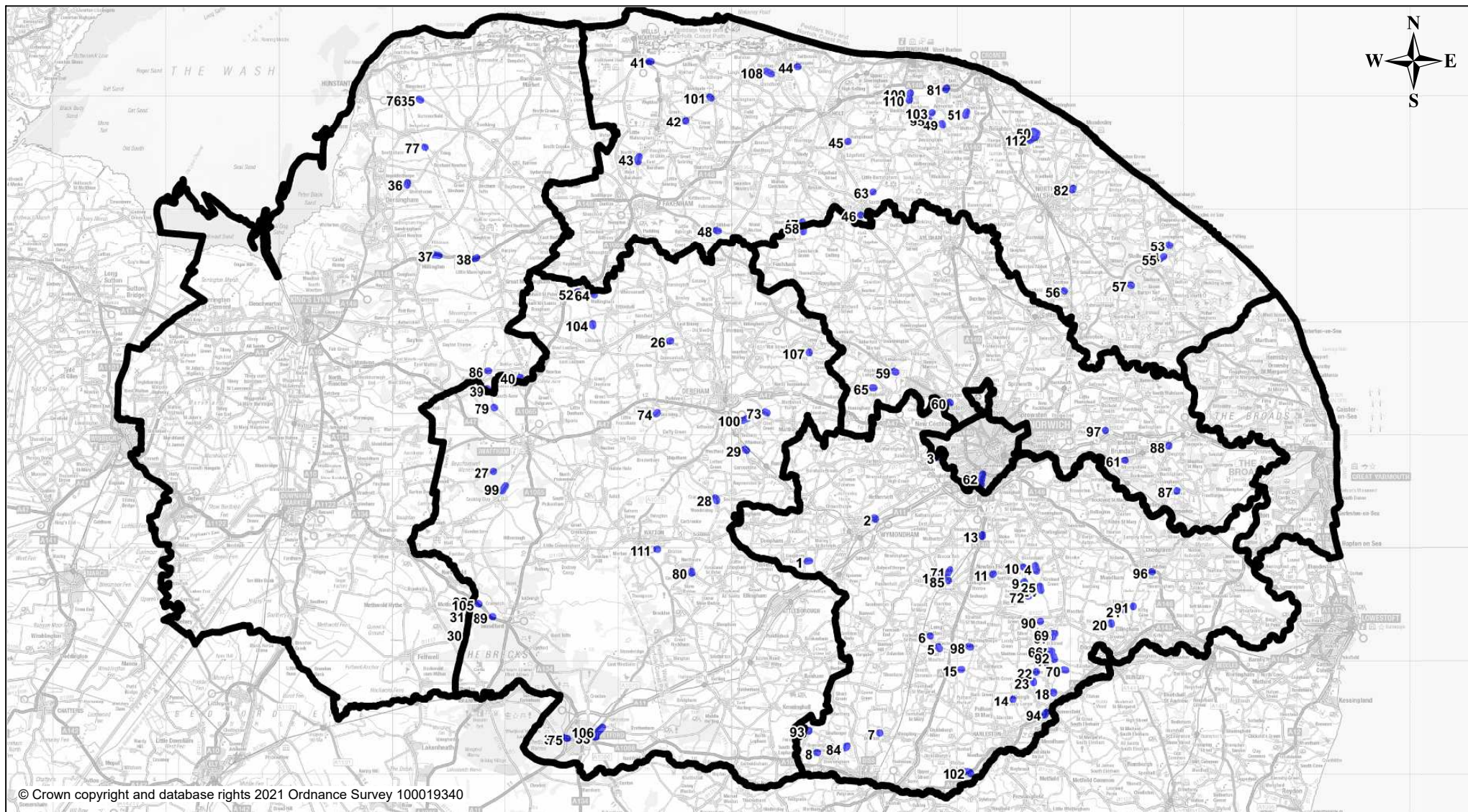
Officer name: John Jones

Tel No.: 01603 222774

Email address: John.jones@norfolk.gov.uk

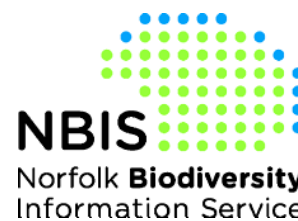


If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



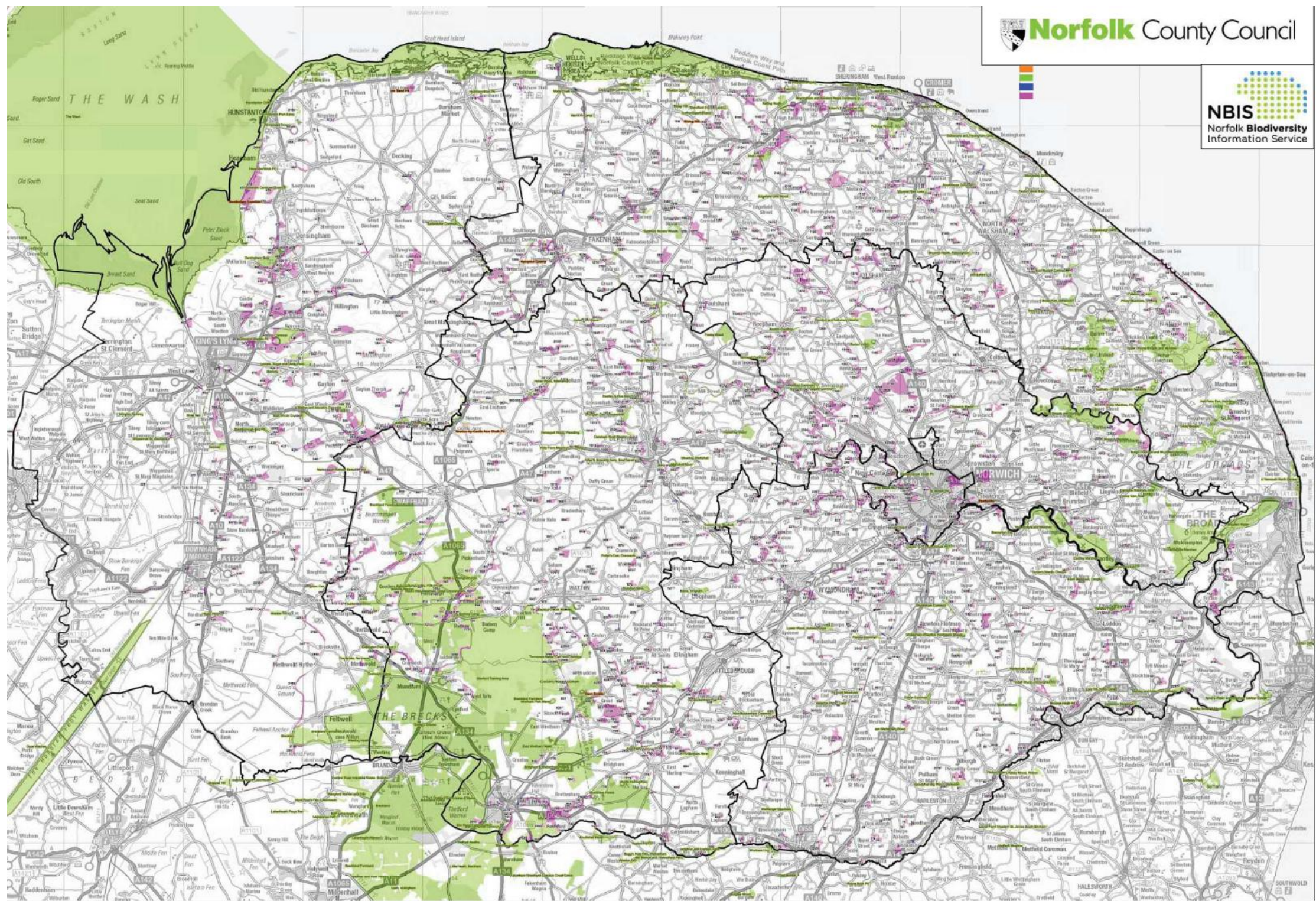
Roadside Nature Reserves in Norfolk

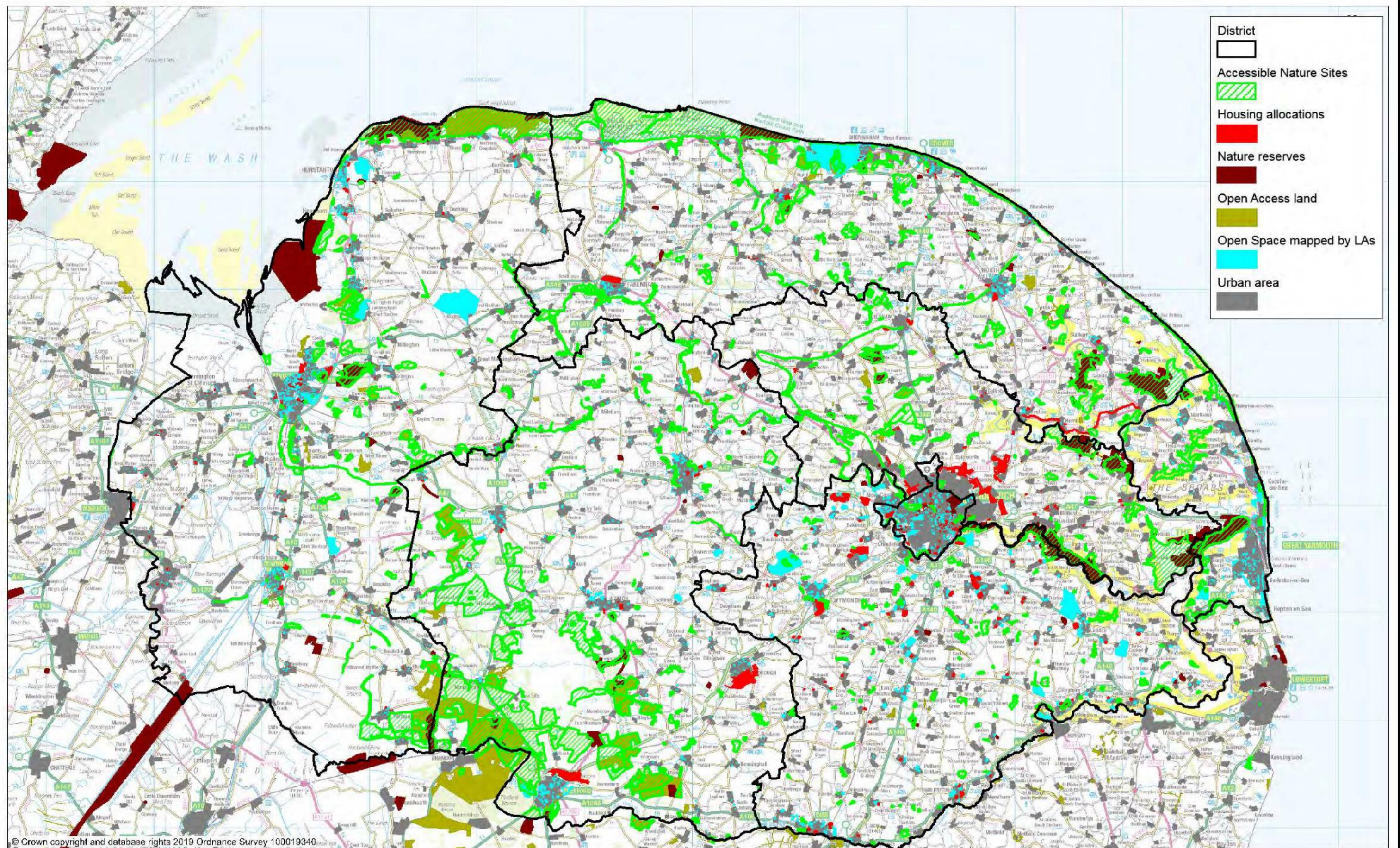
Compiled by NBIS on 11 February 2021



Norfolk Biodiversity Information Service
County Hall
Martineau Lane
Norwich NR1 2SG

Tel: 01603 224458 Fax: 01603 223219





Current GI assets

Scale 1:300000

Compiled by M. Horlock on 4 January 2019

Highways Network

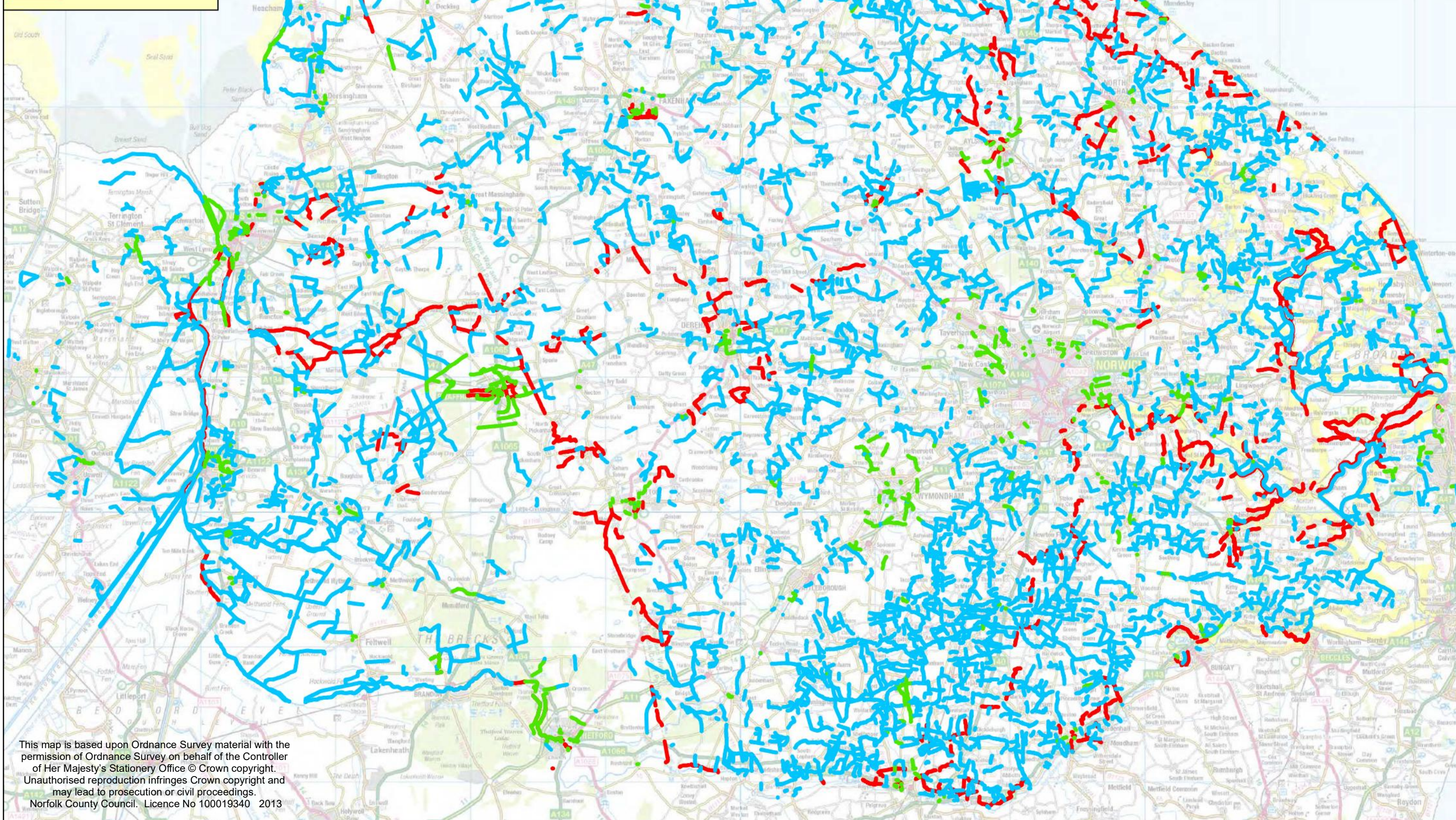
5A

5B

Trails Network

Red line

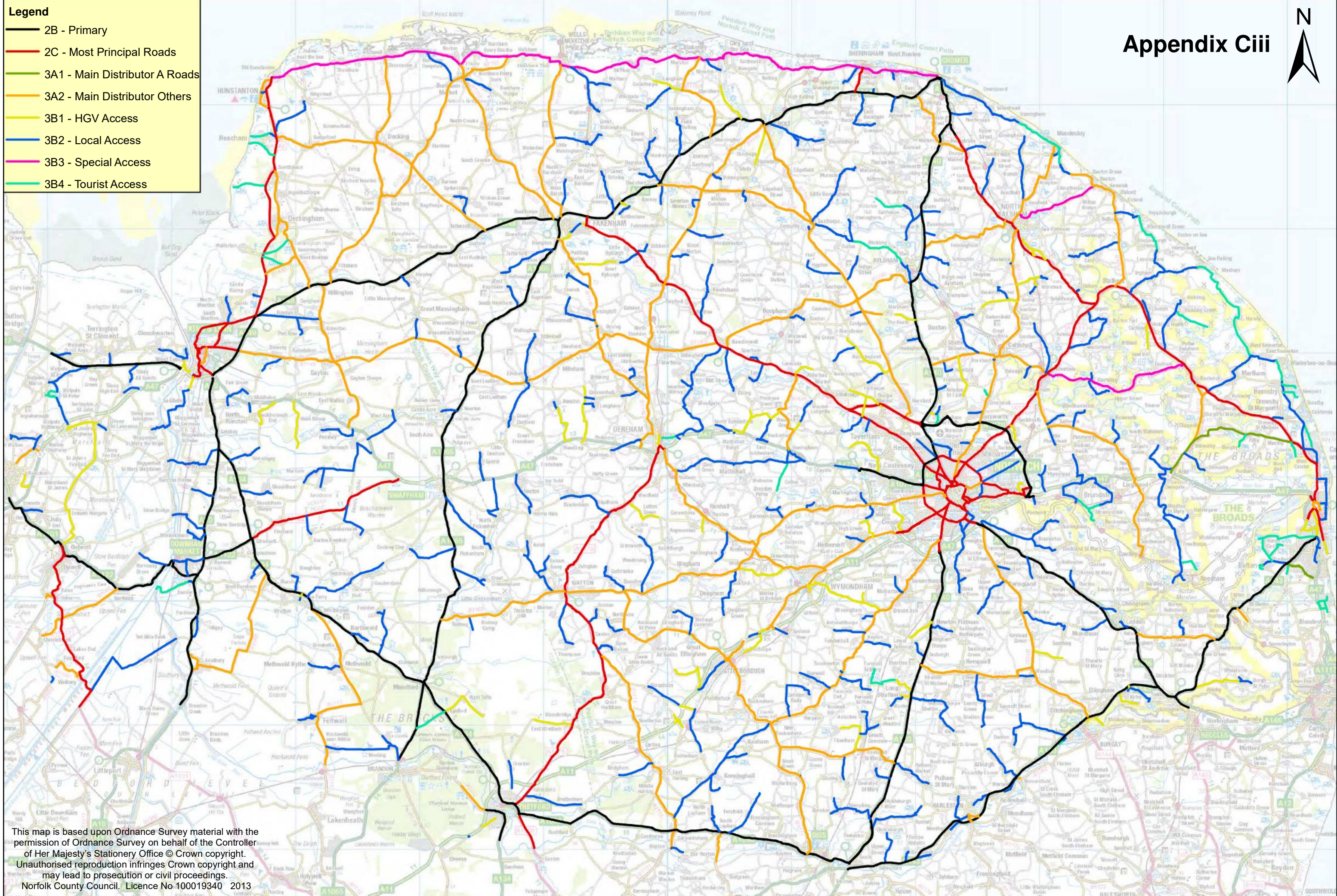
Appendix Cvii



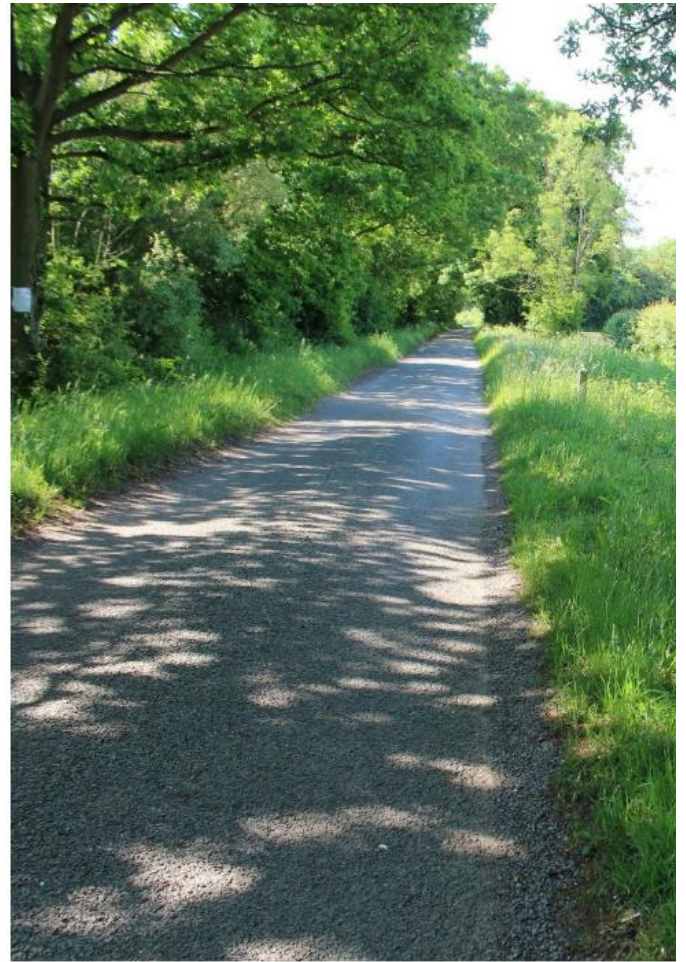
This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Norfolk County Council. Licence No 100019340 2013

Legend

- 2B - Primary
- 2C - Most Principal Roads
- 3A1 - Main Distributor A Roads
- 3A2 - Main Distributor Others
- 3B1 - HGV Access
- 3B2 - Local Access
- 3B3 - Special Access
- 3B4 - Tourist Access



This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Norfolk County Council. Licence No 100019340 2013



Above and below: Roadside Nature Reserves in Norfolk—habitats and native species





Above: Amenity planting in Norfolk - short grassland and garden species



Above: Planting on the Broadland Northway (NDR)

Norfolk's Pollinator Action Plan

Protecting Norfolk's wildlife, economy and human health



Natural Environment Team

Floor 6, County Hall, Norwich, NR1 2SG

Email NET1@norfolk.gov.uk



Norfolk
County Council

Norfolk's Pollinator Action Plan

Contents

Part 1: The Background

What are pollinators?	p.4
Why are pollinators important?	p.5
The needs of pollinators.	p.7
The National Pollinator Strategy	p.7
Six top tips for pollinators.	p.8
What Norfolk County Council can do.	p.9

Part 2: The Action Plan

- Theme 1: Raising awareness of the needs of pollinators within the county council
- Theme 2: Managing County Farms in a pollinator-friendly manner
- Theme 3: Managing Highway verges and Public Rights of Way in a pollinator-friendly manner
- Theme 4: Managing other County Council assets better for pollinators
- Theme 5: Establishing the baseline data of pollinators and their habitats within Norfolk
- Theme 6: Raise awareness to support pollinators-friendly practices throughout Norfolk
- Theme 7: Pollinators and the planning system in Norfolk



Foreword

All photos David White / Norfolk County Council Natural Environment Team, except churchyard photo on page 9: Norfolk Wildlife Trust

Document version 06 September 2019

PART 1

The Background

Who is this plan for and what will it achieve?

This Action Plan emerged as a requirement from Norfolk County Council's Climate Change Motion on 15th April 2019. The motion required the Council to identify a cabinet member with clear responsibility for the environment and to implement a Pollinator Action Plan.



Eristalis nemorum

The Action Plan has two parts. The first part focuses on actions that will be taken by Norfolk County Council across our various functions and services. It requires commitment and support across the Council, from members, officers, and our contractors. This plan will allow us to:

- Manage County Council assets and operations to ensure they are more pollinator friendly;
- Ensure the needs of pollinators are recognised across the breadth of the County Council functions and responsibilities, and are taken account of in relevant strategies and policies;
- Manage the County Farm estate to bring pollinator improvements and provide exemplar actions that could be reproduced by other landowners.

The second part of the Action Plan aims to inspire others to do more for pollinators across Norfolk. The plan aims to increase awareness of the needs of pollinators and to collect and disseminate data to support actions to benefit pollinators and their habitats. It will be used to support landowners, farmers, parish councils, community groups, businesses and individuals to help bring benefits to pollinators and their habitats at a variety of scales.

What are pollinators?

The vast majority of individual flowering plants need to receive pollen from another of their kind to sexually reproduce and set seed. Some can transfer pollen grains using the wind, but most need an animal vector to move pollen from one plant to another.

For some plants, pollination can be achieved by bats, small mammals, or birds, but the most important pollinators are insects, including bees, butterflies, moths, hoverflies, beetles and wasps.

Without these insect pollinators we would not have many of our common fruit and vegetables including apples, strawberries, and tomatoes. Our diet would also be missing chocolate, coffee, and peanuts, and we would not be wearing garments made from cotton. What's more, we would have hardly any flowers in our gardens and countryside. Over 80% of our wildflowers in the UK require pollination by animal vectors.

Why are pollinators so important?

Pollinators are inextricably linked to human health and well-being through the maintenance of ecosystem health and function. They are important in maintaining the yields of a number of our economically important crops (Jackson, 2019) and one in every three mouthfuls of our food eaten in Europe depends on pollination taking place (Juniper, 2015).

Evidence suggests that around 84% of all crops grown in Europe rely on insect pollination to some extent and this service is valued at £12.6 billion pa (Vanbergen *et al.*, 2014). In the UK, it is estimated that pollinators contribute £960 million pa to the economy (Zulian *et al.*, 2013).



As well as being very important to our human needs, insects pollinate our wild and garden flowers and are a crucial food source for other wildlife such as birds, mammals, amphibians and reptiles.

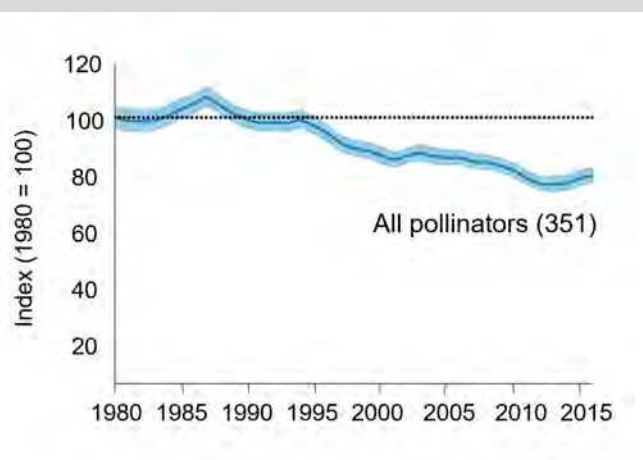
But insect populations are changing. Anecdotally we hear that people are seeing fewer butterflies in their gardens than they used to, and that they see fewer insects on the windscreens of their cars after long journeys than in the past. More and more research is showing that these changes are real (Hallmann *et al.*, 2017). Since the 1950s, the distribution and diversity of some insect groups have changed, with many species declining or even disappearing from large parts of the country.

Bee species are a case in point. In Norfolk 23 species of bee that formerly occurred here are considered extinct (Owens, 2017) and in East Anglia as a whole, a further 25 bee species are considered 'threatened' and 31 species listed as being of 'conservation concern' (Jackson, 2019).

A similar situation can be seen in butterflies. Over 76% of the UK's butterflies have declined in abundance, occurrence or both over the last four decades (Butterfly Conservation, 2015). In Norfolk, the iconic Swallowtail butterfly has declined in 56% of the areas monitored between 1976 and 2014 (Butterfly Conservation, 2015).

These declines are primarily due to changes in land use, and the intensification of farming over many decades, and changes in agricultural systems. This has resulted in big losses of natural and semi-natural habitats rich in wildflowers. Hedges, traditional orchards and meadows have been lost, and habitats suitable for pollinators have become fragmented and isolated. This, combined with the increased use of pesticides and fertilizers, has reduced insect numbers. Climate change is likely to be playing a role too.

Graph showing the change in the distribution of UK pollinators 1980 – 2015



Based on a total of 351 pollinators, comprising 137 wild bee species and 214 hoverfly species. (Reproduced from JNCC (2018) Status of pollinating insects: Biodiversity and Ecosystem Services Indicators, <http://jncc.defra.gov.uk/page-6851>)

Pollinators and pollination in Norfolk



COAST: The north Norfolk coastal marshes and dunes have nationally important populations of several species of bee including Moss Carder Bee *Bombus muscorum* and the Sea Aster Colletee bee *Colletes halophilus*. The Moss Carder Bee was once widespread in Britain but has declined substantially since the early 20th Century and has shown a marked retreat in southern England towards the coast (Jackson, 2017)

THE ECONOMY: Pollinators are important for our agricultural economy. Oil Seed Rape has a 25% dependency on pollination (Vanbergen *et al.*, 2014) and the economic value of insect-pollinated production of Oil Seed Rape in the East of England is £88M or 17.2% of total crop production (Breeze *et al.*, 2012). The cost of replacing UK bee pollination services each year has been calculated as £1.8 billion (Juniper, 2015).



FARMLAND: The attractive Norfolk countryside enjoyed by residents and visitors alike provides many habitats for pollinators. But since WWII we have witnessed the loss of over 95% of our meadows, 100s of kilometres of hedgerows, and many of our traditional orchards. This has resulted in declines in many species of insect. For example, 23 species of bee that formerly occurred in Norfolk are now extinct (Owens, 2017).

WETLANDS: Ponds and wetland habitats are important for pollinators. Some hoverflies have aquatic young. Hoverflies for which Norfolk is important include Dyke Hoverfly *Lejops vittatus* which is found in the Norfolk Broads, and Golden Hoverfly *Callicera spinolae* which breeds in wet rot holes in old trees. The Norfolk Broads is famous for the Swallowtail Butterfly whose larvae only eat the leaves of milk parsley.



The National Pollinator Strategy

In 2014, in response to political concerns around the declines of bees, the UK Government produced a National Pollinator Strategy.

The National Pollinator Strategy focuses on five areas:

- ♦ Supporting pollinators on farmland,
- ♦ Supporting pollinators across towns, cities and the countryside,
- ♦ Enhancing the response to pest and disease risks,
- ♦ Raising awareness of what pollinators need to survive and thrive,
- ♦ Improving evidence on the status of pollinators and the services they provide.

Norfolk's Pollinator Action Plan is designed to contribute to the National Pollinator Strategy outcomes.

How this relates to Norfolk

To support the National Pollinator Strategy, in Norfolk we want:

- ♦ More, bigger, better, joined-up, diverse and high-quality flower-rich habitats (including nesting places and shelter), supporting our pollinators across the country.
- ♦ Healthy pollinators which are more resilient to climate change and severe weather events, and which can support our agriculture and tourist economies.
- ♦ No further extinctions of known threatened pollinating species.
- ♦ Enhanced awareness across a wide range of businesses, other organisations and the public of the essential needs of pollinators
- ♦ Evidence of actions taken to support pollinators.

Protecting pollinators will protect Norfolk's plants, local economy and human health.

The needs of pollinators

To support pollinators, it is necessary to maintain the quality and quantity of semi-natural habitats, which provide food, shelter, nesting sites, and hibernation sites (Senapathi *et al.*, 2017). Different types of pollinating insects have different requirements. As adults, all of them feed on nectar which provides energy in the form of sugars, and some also feed on pollen.

Insects have varied life-cycles and providing for the larvae is necessary too. Butterfly caterpillars feed on plant leaves and different species need different larval host plants. The larvae of some hoverfly species feed on crop pests such as aphids, providing additional value for agriculture.

In addition to their food requirements, pollinating insects need the right types of habitats to complete their life-cycles. Bees need suitable locations to build their nests, which may be below ground (for example bumblebees and mining bees), in dense vegetation (carder bees), or in walls or inside plant stems (mason and leaf-cutter bees). Hoverflies have particularly varied life-cycles, with the larvae of some species developing in ponds and puddles, in rot-holes in trees, in the soil and animal dung.



Swallowtail Butterfly

Six top tips for pollinators

There are things we can all do to help pollinators, whether it is in our gardens or public spaces. Here are six top tips for pollinators.

Top tip 1. Create homes for pollinators

Without safe places to rest, nest, and over-winter, pollinators cannot survive. Undisturbed log piles, leaf litter, twig bundles and compost heaps make great homes for pollinators. You could try making a bug hotel.



Aphid-eating hoverflies, like *Leucozona lucorum*, naturally control pest species in your garden.



Bumblebees are one of the most important pollinators for flowering crops.

Top tip 2. Plant for pollinators

Try to provide plants, trees and shrubs so the area has flowers throughout the year from early spring to early winter. Plant native species like foxgloves, ivy, and local wildflower mixes. Many wild flowers are naturally drought-tolerant and require less watering than other plants. They also tend to need less fertilizer and less pesticides.

Top tip 3. Be less tidy!

Naturally messy places with nettles, brambles and undisturbed rough grasses are vital for both food and shelter for pollinators and other invertebrates. Instead of 'tidying up', leave seed heads and fallen leaves in situ. Garden ponds are great too, but avoid stocking them with fish.

Common Ragwort: Hero or villain?

Huge numbers of insects rely on ragwort because it is a reliable nectar source for many months. Over 80 insect species have been recorded feeding on it. (Buglife 2018) However, it can also be harmful to livestock. Current best practice states it can left in areas where horses are not grazing.



Top tip 4. Plant for pollinators

When choosing plants, try to avoid 'double' or complicated flowers. Some cultivated plants like begonias and busy lizzies actually lack nectar, while double-flowered dahlias and roses are difficult for pollinators to access.

Some cultivated garden plants that have been demonstrated to be particularly visited by foraging insects include Buddleja, Borage, Common Marigold, Lavender, Ox-eye Daisy, and Comfrey (Baldock *et al*, 2019). Mints, if left to flower, common verbenas and sunflowers are good too.



Churchyards can be very important for pollinators. The Norfolk Churchyard Conservation Scheme is run by Norfolk Wildlife Trust in collaboration with the Diocese of Norwich. Nearly half of Norfolk's parish churches are registered under the scheme, which aims to help churches manage their churchyards to protect the plants and their pollinators while observing the requirements of the church.

Top tip 5. Mow less

Reduce the frequency of mowing and leave areas of grass uncut. This will allow wild plants such as dandelion, hawk-bits and clovers to flower, providing another source of nectar.

Top tip 6. Ditch the pesticides

Avoid using weed killers, aphid killers, slug pellets or other pesticides. These products reduce the amount of food and homes available for pollinators and other useful invertebrates and can harm the environment in other ways.

Make sure the plants you buy are grown without peat.

What Norfolk County Council can do

As a local authority, the County Council has an important role to play in supporting, encouraging and promoting practices and actions to benefit pollinators across the county.

- As a landowner, the County Council can undertake actions to encourage the enhancements of pollinator habitats on its land and assets.
- As the local Highway Authority, the way the County Council manages road verges and Public Rights of Way can use pollinator-friendly practices in its maintenance works.
- As the minerals and waste planning authority and as the Lead Local Flood Authority.
- The County Council can also ensure the needs of pollinators are embedded within all strategic and partnership plans, policies, projects and operations.

County Farms and other assets:

The County Council is a significant landowner. Norfolk's County Farms Estate extends to over 6,800 hectares of prime agricultural land and currently has 145 tenants. The estate provides significant income for the Council, which helps to pay for services and to meet the ongoing sustainable development commitments. As well as the financial benefits and opportunities for rural businesses, the estate is used to improve public access to the countryside and to protect biodiversity and archaeology.

The County Council also owns and manages other assets including County Hall, schools, fire stations, libraries, waste disposal sites, highways depots, children's centres and other buildings.

The Highway network:

Norfolk has a total road length of over 10,000km (UK Government National Statistics on Road length 2016) with a further extensive network of Public Rights of Way. These include public footpaths, public bridleways, restricted

byways, byways open to all traffic, and County Soft Roads (public roads that are not surfaced). The County Council also maintains 12 Norfolk Trails, a series of long-distance paths that span the length and breadth of the county, taking in the North Norfolk Coast, The Broads, and the Brecks.

The verges adjacent to roads and public rights of way are often the remnants of the habitats which previously surrounded them but have disappeared through land-use changes such as through agricultural expansion (Roberts *et al.*, 2019). Road verges have been shown to contain significant numbers and species of pollinators, and by their very nature they can act as wildlife corridors allowing the movement of pollinators and other wildlife across the countryside and between habitats (Villemey *et al.*, 2018).

Roadside Nature Reserves:

A tiny fraction of the highway verge network, totally around 15km, is designated as Roadside Nature Reserves. There are 112 of these reserves which contain many scarce and unusual plants that rely on pollinators for their survival, including the very last remnant populations in Norfolk of the nationally-scarce Sulphur Clover and Crested Cow-wheat. These reserves are managed by the County Council in partnership with the Norfolk Wildlife Trust.



References:

Baldock, K., Goddard, M.A., Hicks, D.M., *et al.*, A systems approach reveals urban pollinator hotspots and conservation opportunities; Ecology and Evolution

Breeze, T.D., Stuart, P.M., Roberts, S.P.M., Potts, S.G., (2012) The Decline of England's Bees – Friends of the Earth; Reading University

Butterfly Conservation, (2019) UK Butterfly Monitoring Scheme: UK Summary of changes; Table 2018; http://www.ukbms.org/official_statistics; accessed June 1st 2019

Butterfly Conservation, (2015) The State of the UK's Butterflies Report 2015.

Hallmann C.A., Sorg M., Jongejans E., Siepel H., Hofland N., Schwan H., *et al.* (2017) More than 75 percent decline over 27 years in total flying insect biomass in protected areas. PLoS ONE 12 (10): e0185809.

Jackson, L. (2019) East of England Bee Report: A report on the status of threatened bees in the region with recommendations for conservation action. Buglife - The Invertebrate Conservation Trust, Peterborough.

JNCC (2018) Status of pollinating insects: Biodiversity and Ecosystem Services Indicators, <http://jncc.defra.gov.uk/page-6851>

Juniper, T. (2015) *What nature does for Britain*. Profile Books

Owens, N. (2017) *The Bees of Norfolk*, Pisces Publications

Roberts, B., Phillips, B. (2019), Road verges and their potential for pollinators: A review of the costs, benefits and management options; Buglife

Senapathi D *et al.* (2015) The impact of over 80 years of land cover changes on bee and wasp pollinator communities in England. Proc. R. Soc. B 282: 20150294.

Vanbergen, A.J., Heard, M.S., Breeze, T., Potts, S.G., Hanley, N. (2014) Status and value of pollinators and pollination services: A report to Defra.

Villemey, A., Jeusset, A., Vargac, M., *et al.*, (2018). Can linear transportation infrastructure verges constitute a habitat and/or a corridor for insects in temperate landscapes? A systematic review. Environmental Evidence. 7. 10.1186/s13750-018-0117-3.

Zulian, G., Maes, J., Paracchini, M.L. (2013), Linking Landcover data and crop yields for mapping and assessment of pollinating services in Europe. Land 2 (3), 472-492

Pantaloone Bee



The Action Plan

In the following table, internal actions for the County Council are themes 1- 4 (highlighted in orange) whilst wider actions are Themes 5-7 (highlighted in green).



Action	How this will be achieved?	Measures of progress	Resources	Lead	Partners /others	Key dates
Theme 1. Raising awareness of the needs of pollinators within the County Council						
Action 1.1. Work with elected members and colleagues to promote pollinator-friendly practices.	Internal members and officer group to be formed; County council to run and promote pollinator events and projects. General awareness programme across a range of media including e-newsletters, social media , talks and events.	Track number of media articles, social media posts; Track County Council support of pollinator events and projects.	Officer time; Member time	County Council Environment Team / county ecologists.	Members and officers from relevant depts. Corporate Media Team	Immediate start
Action 1.2. Establish a mechanism to ensure cross-directorate delivery of the action plan.	Internal members and officer group to establish and agree protocols Identify the most effective ways to influence pollinator friendly practices within the authority.	Production of corporate protocols for considering pollinators	Officer time; Member time	County Council Environment Team / county ecologists.	Members and officers from relevant depts. Corporate Media Team	Immediate start
Action 1.3. Ensure the needs of pollinators are embedded within strategic plans and policies.	Internal review of policies and strategies; Identification of existing policies and strategies where there are potential opportunities for including actions for pollinators (e.g. County Council Biodiversity Policy; County Council Tree Management Policy, the Ash Die-back project; a variety of infrastructure projects such as the Norwich Western Link, the Greenways Project, the 'Green Loop'.) Liaison with the Norwich Western Link delivery team;.		Officer time	County Council Environment Team / county ecologists.	Members Environment Task and Finish Group; Academics Norwich Western Link delivery team; Greenways Project Team.	Spring 2020

Action	How this will be achieved?	Measures of progress	Resources	Lead	Partners /others	Key dates
Theme 2. Managing County Farms in a more pollinator-friendly manner						
Action 2.1. Identify and promote pollinator-friendly measures to County Farms Service and tenants.	Establishment of a stakeholder group to discuss ideas, develop actions to benefit pollinators, and to identify training needs. County council support/promotion of pollinator events and projects. General awareness programme across arrange of events, media and audiences.	Track number of media articles, social media posts; Track County Council support of pollinator events and projects. Track number of training events led or supported by the County Council.	Officers time; Funding for training and events would need to be found.	Corporate Property Team	County farm tenants, County Council Land Agents, Norfolk FWAG; County ecologists	Starting 2020
Action 2.2. Establish testing of pollinator-friendly measures on County Farms.	Working with academic partners to produce scientifically-robust experiments to test a number of pollinator measures; these practices, once tested, could be adopted by others across the County. Local adoption of the monitoring measures used in the National Pollinator Monitoring Strategy (POMS). Establish baseline for percentage of county farm assets currently managed for pollinators or in management that would benefit pollinators.	Local monitoring of pollinators using a national standard will establish trends and allow comparison with the national situation. Future study will demonstrate change in the percentage of county farm assets managed for pollinators	Officers time; External funding will be required for trials and to analyse pollinator samples.	County Council ecologists	UEA researchers; County farm tenants, County Council Land Agents, Norfolk FWAG;	Starting 2020
Action 2.3. Seek to reduce pesticide use on County Farms.	Voluntary reporting of annual pesticide use on County Farms to produce pesticide inventory; Promotion of information and training which encourage targeted pesticide use, and integrated pest management. Establish Pollinator Champions among county farm tenants	Numbers of voluntary pesticide reports submitted. Reporting of annual pesticide use will enable trends to be established.	Working with external land agents and farming estates to share specifications and reduce pesticide use across the county.	Corporate Property Team	Land agents, county farm tenants, Norfolk FWAG.	Starting 2020

Action	How this will be achieved?	Measures of progress	Resources	Lead	Partners /others	Key dates
Theme 3. Managing Highways verges and Public Right of Ways in a pollinator-friendly manner.						
Action 3.1. Maintenance of the road verges to deliver their potential for pollinators.	<p>Task-and-finish group of Highways Officers and County ecologists to discuss potential changes to the maintenance strategy.</p> <p>Promotion of the benefits for pollinators of roadside verges through a general awareness programme across a range of media.</p> <p>Encourage district and parish councils with delegated authority for management of grass verges to adopt pollinator-friendly measures.</p>	Inclusion of advice to support pollinators in the <i>Highways Corridor</i> Document.	Officer time "Road verges and their potential for pollinators: A review of the costs, benefits and management options" (Buglife, 2019)	Highways Officers	Environment Team; Main contractor; Corporate Media Team; district and parish councils	Starting Spring 2020
Action 3.2. Maintenance of Public Rights of Way to deliver their potential for pollinators.	Task-and -finish group of Countryside Access Officers and County ecologists. Consideration of projects for pollinators to be included in the <i>Norfolk Access Improvement Action Plan</i> or by 'Pathmakers'.	Monitoring of projects for pollinators included in the <i>Norfolk Access Improvement Action Plan</i> and/ or brought forward by 'Pathmakers'/ Local Access Forum.	Officer time; Input from Local Access Forum/ Pathmakers	Countryside Access Officers	Environment Team; contractors; Local Access Forum	Starting Spring 2020
Action 3.3. Maintenance of the Norfolk Trails to deliver their potential for pollinators.	Task-and -finish group of Norfolk Trails Officers and County ecologists. Develop a management for pollinators section in the Norfolk Trails Management Handbook.	Inclusion of a management for pollinators section in the Norfolk Trails Management Handbook	Officer time; Input from Local Access Forum/ Pathmakers	Norfolk Trails Team	Environment Team, contractors; Local Access Forum	Starting Spring 2020
Action 3.4. Working with Norfolk Wildlife Trust, to manage and promote Roadside Nature Reserves.	<p>Secure appropriate budget to manage the existing RNR network on; establish and fund a 'condition monitoring' programme for RNRs.</p> <p>Promotion of the RNR network through a general awareness programme across a range of media.</p> <p>Identify new potential RNRs, surveying and marking. Ensuring the designation as RNRs of the most important verges for Norfolk's special biodiversity.</p>	<p>Securing funds to manage the existing RNR network;</p> <p>Seeking funds to extend the RNR network.</p> <p>Increase in the number or RNRs;</p> <p>Condition monitoring programme will demonstrate an improvement in the condition of RNRs.</p>	Officer time; NWT Officer time; Funding required to manage existing RNR network and expanding the network.	Natural Environment Team	Norfolk Wildlife Trust; Highways Officer; Corporate Media Team.	Immediate start

Action	How this will be achieved?	Measures of progress	Resources	Lead	Partners /others	Key dates
Theme 4. Managing other County Council assets in a pollinator-friendly manner						
Action 4.1. Seek opportunities to maximise opportunities for pollinators on NCC assets, including the County Hall estate.	<p>Deliver training and / or seminar for</p> <ul style="list-style-type: none"> Highways Designers; Closed Landfill Team. <p>Seek to include actions for pollinators and pollinator-friendly management in the management plan for the County Hall estate.</p> <p>Develop on-line guidance for Highways designers and contractors working on behalf of the authority, to promote pollinator friendly practices.</p>	<p>Track attendance of officers at seminars;</p> <p>Track adoption of pollinator-friendly management actions in managing the County Hall estate.</p>	<p>Officer time</p> <p>Funding to produce guidance</p>	County Council Ecologists	Highways designers; Closed Landfill Team; Corporate Property Team; Contractors .	Commencing 2020
Action 4.2. Ensure pollinator friendly practices are embedded into maintenance works, training programmes, lease agreements and contracts.	<p>Development of criteria for impacts on pollinators against which to assess policies, projects, operations and schemes.</p> <p>All non-routine works to be assessed for their potential impact on pollinators and their habitats prior to works commencing, to ensure no net loss of pollinator habitats and/or populations.</p> <p>Inclusion of pollinators as a consideration on Environmental Checklists ('Green Forms') for small Highways schemes.</p>	<p>Track number of policies, projects, and operations where the criteria are used.</p> <p>Track number of Highways Environmental Checklists where specific actions are undertaken to protect or enhance</p>	Officer time	County Council Ecologists	Highways design of-ficers.	Commencing 2020

Action	How this will be achieved?	Measures of progress	Resources	Lead	Partners /others	Key dates
Theme 5: Establishing the baseline data of pollinators and their habitats within Norfolk						
Action 5.1. Mapping Important Pollinator Areas (IPAs) in Norfolk.	Working with Buglife to devise concept and scope of IPAs, supported by a stakeholder group including species specialists, such as county recorders of bees, hoverflies and butterflies. The mapping will be undertaken by Norfolk Biodiversity Information Service (NBIS), incorporating Buglife's important invertebrate areas and updated, full-resolution 'B-Lines'. Deliver presentations about IPAs at conferences and seminars. Data to be included in commercial data searches requested by consultants and researchers.	Track number of data searches where IPA data is included. Track number of ecological reports which refer to Norfolk's IPAs and Norfolk B-Lines	Officer time; Volunteer time; Funding needed;	NBIS	County recorders, Buglife.	Commencing 2020
Action 5.2. Identifying and promoting increased connectivity for pollinators across Norfolk	Developing and promoting the ecological network mapping, incorporating the IPAs and 'B-Lines'. Seek to include information in local Biodiversity Net Gain strategies. Working with Natural England and Norfolk FWAG to influence Agri-environment schemes. Work with the Norfolk Wildlife Trust in their 'Living Landscapes', with County Wildlife Sites, and with conservation-focused landowners in 'Re-wilding' projects.	Track number of projects which refer to Norfolk's IPAs and Norfolk B-Lines Track number of ecological reports which refer to Norfolk's IPAs and Norfolk B-Lines. Record number of presentations given.	Officer time; Volunteer time; Funding needed.	NBIS	Landowners, Norfolk Wildlife Trust, Norfolk FWAG, Natural England, Nature Reserve managers,	Commencing 2020
Action 5.3. Establishing a baseline of pollinator abundance for Norfolk.	Developing a network of pollinator monitoring stations to establish a baseline of pollinator abundance using the methodology from the National Pollinator Monitoring Strategy (POMS), adding to Norfolk's Species Surveillance Network. Training volunteers and wardens of reserves to undertake monitoring.	Track number of POMS recording stations established in Norfolk Track number of volunteer hours monitoring pollinators through POMS in Norfolk.	Officer time; Volunteer time; Funding needed.	NBIS	Volunteers, Nature reserve managers and staff	Commencing 2020

Action	How this will be achieved?	Measures of progress	Resources	Lead	Partners /others	Key dates
Theme 6: Raise awareness to support pollinator-friendly practices throughout Norfolk						
Action 6.1. Creation of "A Pledge for Pollinators" web page.	This would take the form of a webpage for organisations, individuals, business, schools, community groups, parish councils, farmers, and conservation bodies who would pledge to manage land for pollinators. Promotion of the scheme across a range of media.	Track number of organisations and individuals making a pledge for pollinators. Track area of land that organisations and individuals are pledging to manage with consideration for pollinators.	Officer time; Funding to develop web page; Funding for production of a Pledge Pack, production of promotional materials, banners, posters, social media videos and graphics.	NBIS	County Council Ecologists; community groups, parish councils.	
Action 6.2. A schools/ young people project, potentially in partnership with other organisations.	Schools and/or young persons project ideas to be worked up, promoting a better understanding of our pollinators.		Officer time; Potential need for funding	County Council Ecologists		
Action 6.3. Promoting a better understanding of our pollinators with the public.	Promoting the value of pollinators to Norfolk, and their needs, to a variety of audiences and across a range of media, including: <ul style="list-style-type: none"> Highlighting the importance of pollinators in Norfolk, Advice on how the public can help; Promotion of activities as part of National Bee Needs Week; Delivery of natural history workshops on identifying important pollinators, including a potential public 'Bioblitz' event on a County Farm; Delivery of seminars on actions that can be undertaken to improve areas for pollinators - aimed at individuals, community groups.	Track number of articles and social media posts; Track number of people/ organisations attending seminars and training events; Track number of people attending natural history workshops.	Officer time; Volunteers;	County Council Ecologists / NBIS	Corporate Media team; County Records, The Norfolk Wildlife Trust, The Norfolk and Norwich Naturalist Society.	
Action 6.4. Promoting and advising farmers and landowners about pollinator-friendly practices.	Farm walks and / or seminars for landowners lead by pollinator champions and experts.	Track number of activities.	Funding to organise walks and / or seminar	Norfolk FWAG,	County Council Ecologists,	

Action	How this will be achieved?	Measures of progress	Resources	Lead	Partners /others	Key dates
Theme 7: Pollinators and the planning system in Norfolk						
Action 7.1. Review existing local plans to assess if they provide suitable measures for pollinators.	Identify if current and emerging site allocations that contain habitats which support pollinators, or could support pollinators, (including brownfield sites) are recognised. Highlight allocations where actions for pollinators would be necessary.	Record allocations where advice on actions for pollinators has been provided.	Officer time	County Council ecologists	County Council and District and Borough planning authorities	Commencing 2020
Action 7.2. Encourage district authorities to include specific actions for pollinators in their local plans.	Promote the needs of pollinators, ecology network mapping, and B-Lines for use in site allocations for emerging local plans. Encourage each district/borough to nominate a planning officer as an 'eco-advocate' to support their colleagues.	Track references in new and emerging local plan policy documents to pollinators and the <i>Biodiversity Net Gain strategy for Norfolk</i> .	Officer time	County Council ecologists	District and Borough planning authorities	Commencing 2020
Action 7.3. Inclusion of pollinators and their needs in the <i>Biodiversity Net Gain Strategy for Norfolk</i>	Through advocacy, ensure that pollinators are given a high priority in the emerging <i>Biodiversity Net Gain Strategy for Norfolk</i> .	Track biodiversity (including pollinators) loss-gain over time following the publication of the <i>Biodiversity Net Gain Strategy for Norfolk</i>	Officer time	County Council ecologists	NBIS, County Council and District planning authorities.	Commencing 2020
Action 7.4. Provide training for planning officers on the need for and benefits of actions for pollinators.	Promote Norfolk's Pollinator Action Plan at the annual East Anglia Planning and Biodiversity Seminar. Provide training on Biodiversity Net Gain and the use of the Defra metric to planning officers. Where the County Council Ecology Team has Service Level Agreements with district authorities, include a section on pollinators in ecology training for planners. Include a section on pollinators in ecology training for County Council Planning Committee.	Track number of events and training activities on pollinators	Officer time	County Council ecologists	NBIS, SBIS and local planning authorities.	Commencing 2020



Natural Environment Team
Floor 6, County Hall, Norwich, NR1 2SG
Email NETI@norfolk.gov.uk

No.	Programme	Project	Workpackage	Detail	Budget	Timescale for Delivery
1.1	Active Travel	Pushing Ahead	WP1- Cycling and Walking Initiatives	A comprehensive package of walking and cycling initiatives will be delivered within the study area, which can be summarised as: <ul style="list-style-type: none"> Digital engagement activities to promote active travel during lockdown Develop Community Hubs and identify 10 cycling champions Delivery of the Cycle Loan Scheme and 'Try before you buy' cycles to offer 320 bike trials Delivery of Cycle Maintenance and Training sessions both virtually and in-person, when Government guidance permits Delivery of an awareness campaign Delivery of Welcome Wheels to provide cycles, equipment and training for refugees to enable access to education and training 	£149,489	Oct-21
1.2	Active Travel	Pushing Ahead	WP2- Personalised Journey Planning and Promotional Activity	A programme of PJP will be delivered in the study area focussed on residential communities in areas of highest need and close to planned improvements. To supplement PJP, the following promotional activities will take place that are focussed around encouraging sustainable and active travel in general: <ul style="list-style-type: none"> Delivery and promotion of PJPs Delivery of the Workplace Officer to provide a package of incentives to promote active travel to organisations, including the training of 10 Workplace Champions Delivery of Fun & Fit For All disability bike sessions Delivery of school campaigns to engage with parents and students to encourage active travel Delivery of Sustrans School Streets trial 	£136,123	Oct-21
1.3	Active Travel	Pushing Ahead	WP3- Multi-Modal Activities	Active travel is an element of many multi-modal journeys so we will be working to maximise the use and benefits of walking and cycling. We will be supporting Transforming Cities projects by promoting the Beryl Bike scheme through vouchers offers and campaigns.	£19,500	Oct-21
1.4	Active Travel	Pushing Ahead	WP4- Overall Marketing and Brand Promotion	Maintain a clear brand and produce ongoing marketing and publicity to promote the programme and benefits of active travel.	£65,000	Oct-21
1.5	Active Travel	Pushing Ahead	WP5- Independent Evaluation	Ongoing programme of independent evaluation to demonstrate value of investment and capture success for future investment planning.	£80,100	Dec-21
1.6	Active Travel	Pushing Ahead	WP6- Delivery Team	Project Management	£115,000	Dec-21
2.1	Active Travel	Mobi Mix	WP1- Impact analysis of MaaS and shared mobility for public authorities.- Benefit of shared mobility solutions	The main objective of this work package is to provide practical insights to Rotterdam, Antwerp, Valenciennes, Mechelen and Norfolk County Council about the potential impact of Shared Mobility solutions and MaaS integration for different areas in the cities and target groups.	€ 14,300.00	Jun-22
2.2	Active Travel	Mobi Mix	WP2- Evaluation and development of public-private collaboration models for implementing Shared Mobility and MaaS	The objective of this WP is to collect the best practices regarding sourcing new shared mobility solutions and contracting models for effective public-private collaboration. The main focus lays on designing the best state-of-the-art contractual models and methods for public authorities to source mobility solutions. MOBI-MIX will build on broad, international experience from POLIS, its members, external experts and the MOBI-MIX observer partners.	€ 39,700.00	Mar-21
2.3	Active Travel	Mobi Mix	WP 3- Implementation of demonstrators	The objective of WP3 is that the 5 local authorities each test and validate in practice the effectiveness of green Shared Mobility- and MaaS solutions that is implemented by the private sector with new public-private collaboration models. This means that each local authority will set up at least 1 demonstrator with Shared Mobility and/or MaaS running for 14 months as part of WP3, aiming to avoid/replace 2.6M fossil-fuelled car kilometres (FFCK) leading to 365,000kg CO2 reduction.	€ 176,400.00	Aug-22
2.4	Active Travel	Mobi Mix	WP 4- Improvement of Urban Mobility plans	The objective of this WP is to further scale-up the future implementation (beyond project lifetime) of Shared Mobility and MaaS, leading to a significant decrease of CO2-emissions (at least 10x compared to CO2 reduction during project lifetime). To do so, this work package integrates identified project concepts from WP1 & WP2 and first practical findings of WP3 from all partners into the urban mobility plans of the involved public authorities such as "Antwerpen 2020 / 2025 / 2030", "Mobiliteitsplan Mechelen", "Stedelijk verkeersplan Rotterdam 2016-2030", "Norfolk's Local Transport Plan 2011-26" and Valenciennes Métropole's "Plan Climat 2020-2025". This integration requires an alignment with long-term spatial- and urban planning (e.g. road design, parking facilities, new district developments), economic situation (e.g. impact on employment, change in new public revenues due to less parking fares), social development (what is a fair, non discriminatory solution?), and city branding (e.g. does the city aim to be a Smart Mobility leader?). Therefore, the project partner will work together following the common framework which are the EU guidelines of SUMP development 2.0 by Eltis to ensure effective and long-term uptake of green shared mobility and MaaS in the future (3-10 years). The project partners will be supported by international experts and especially observer partner Urbanism Next who has integrated the Smart Mobility concepts in the Urban Mobility plans of the cities of San Francisco and Portland which both have been very successful in reducing CO2 emissions. The outcomes of WP4 are enhanced action plans building on EU SUMP guidelines to effectively implement shared mobility solutions from the private sector in the upcoming years. Furthermore, the best practices will be bundled in a decision making framework for urban mobility planners to create successful urban mobility plans following EU SUMP guidelines.	€ 91,000.00	Aug-22
2.4	Active Travel	Mobi Mix	WP5- Project management	Project Management (PM) will be the responsibility of the City of Rotterdam in the MOBI-MIX project. They will build on previous experience in project management and apply best practises and lessons learned from (Interreg) projects such as SCALE-UP. The PM work package takes a collaborative approach to project management through a management team (MT) and a steering committee (SC) to ensure a professional and well functioning project implementation and process	€ 62,975.00	Sep-22
2.6	Active Travel	Mobi Mix	WP 6- Communication	The aim of this WP is to create a communication strategy that facilitates communication both between partners and with external parties. The communication activities will be designed to assist partners with the achievements of the work packages and assist knowledge sharing. The activities will also elaborate on how the project should be disseminated to external partners during and after the grant time.	€ 15,325.00	Sep-22
3.1	Active Travel	E Bike Extension Fund	WP1- E-bikes for All	*E-bike loans, available across Norfolk but focussed on key target areas, will build on our existing Cycle Loan Scheme and allow access for those from communities who don't regularly cycle *Subsidies to purchase e-bikes made available to those from communities who don't regularly cycle, building on the E-bike loan offering * Community engagement – through Cycling UK, Active Norfolk, Beryl and other partners – with those from communities who don't regularly cycle * Increasing the fleet size of e-bikes in our existing Beryl bike share scheme and extending the coverage to include residential areas currently outside the operating zone * Adapted e-bikes and standard e-bikes made available to our established 'Fun and Fit for All' disability bike trial sessions to provide opportunities for those with disabilities and limited mobility to try this equipment and take this concept into the wider Norfolk area, such as north Norfolk * Informative and supportive roadshow-style events where individuals can try e-bikes without any obligation to purchase and build cycle confidence with trained cycle instructors	£175,000	By Oct 21
3.2	Active Travel	E Bike Extension Fund	WP2: Keeping your e-bike safe	Security awareness campaign in partnership with Norfolk Constabulary * Promotion of existing city centre secure cycle parking facility * Procurement and installation of new cycle hangers to provide secure bike storage in areas which would overcome this barrier to owning e-bikes *Subsidised secure cycle parking	£50,000	By Oct 21
3.3	Active Travel	E Bike Extension Fund	WP3: Spreading the word	Promotion of the programme and the benefits of e-bikes, especially to those communities who do not regularly cycle	£5,000	By Oct 21
3.4	Active Travel	E Bike Extension Fund	WP4: Monitoring and Evaluation	Rigorous independent monitoring and evaluation to provide the opportunity to explore outcomes and impacts of the programme to inform development of the National E-cycle Support Programme	£20,000	By Oct 21
3.5	Active Travel	E Bike Extension Fund	WP5: The Project Team	A team to project manage all elements of the programme (revenue match funding)	£35,000	By Oct 21
4.1	Active Travel	DFT Active Travel Fund	WP1: Community Engagement	Set-up community cycle clubs, deliver Big Bike Revival, provide grants for training & equipment, land Cycling UK's national programmes – Bike Week, Women's Festival of Cycling	£35,095	Apr-22
4.2	Active Travel	DFT Active Travel Fund	WP2: Workplace Engagement	Mobilityways, Travel Scoping, ACEL reports	£47,400	Apr-22

4.3	Active Travel	DfT Active Travel Fund	WP3: Attitudinal Surveys	Developing an improved understanding of place-based opportunities and barriers to increased walking and cycling	£30,000	Apr-22
4.4	Active Travel	DfT Active Travel Fund	WP4: Development of 'Transport Norfolk' webpage/hub	Single destination to pull together the various streams of sustainable transport activity under one banner/location to ease the customer journey	£43,000	Apr-22
4.5	Active Travel	DfT Active Travel Fund	WP5: School Streets	Schools Streets pilots across Norfolk following Pushing Ahead Work	£15,000	Apr-22
4.6	Active Travel	DfT Active Travel Fund	WP6: The Project Team	Active Travel Manager (K grade) - Oversight of Active Travel programme, partnership working across LAs Engagement and Sustainable Travel Coord (H grade) - Project management, engagement planning, develop proposals Project monitoring, finance support & comms	£69,505	Apr-22
4.7	Active Travel	DfT Active Travel Fund	WP7: Tackling Network conundrums	Commission scoping projects to engage stakeholders on development options for challenging parts of the transport network that require bespoke solutions	£40,000	Apr-22
4.8	Active Travel	DfT Active Travel Fund	WP8: Monitoring & Evaluation	Ongoing programme of independent evaluation to demonstrate value of investment and capture success for future investment planning.	£20,000	Apr-22
5.1	Active Travel	DfT Capability Fund	WP1- LCWIP Development	Delivery of a Norfolk Wide LCWIP	£219,871	By April 22
5.2	Active Travel	DfT Capability Fund	WP2: Monitoring and Evaluation	<p>The funding will be used for LCWIP development rather than the delivery of behaviour change as this will be covered through revenue funding already issued through ATF. Therefore M&E activities will be process-based around LCWIP development rather population outcome-based. The primary challenge will therefore be the need for very close integration between M&E activities and those associated with project delivery so that key activities are adequately captured and understood. This will require M&E staff to have access to project documents and relevant stakeholders as well as attend key project meetings.</p> <p>We anticipate working with one of our long-term evaluation partners and the work will be closely integrated into other active travel evaluations. The requirements will be:</p> <ol style="list-style-type: none"> 1) that the evaluation captures the critical ingredients to successful LCWIP development 2) that the evaluation does not detract from project delivery or cause undue burden on staff overseeing delivery and 3) that the evaluation provides findings that can be applied to support any future LCWIP development. <p>An anticipated challenge with the monitoring and evaluation requirements will be Covid restrictions, so when creating our monitoring and evaluation plan we will ensure all delivery will be able to be completed remotely. We have experience completing LCWIP projects during the last 12 months while Covid restrictions have been in place and are confident we can continue to do so if necessary.</p>	£20,000	By April 22
5.3	Active Travel	DfT Capability Fund	WP3 - Delivery Team	A team to project manage all elements of the programme	£80,000	Apr-22
					£0.00	

Proposals for an expansion of the Roadside Nature Reserves (RNR) scheme over a three year period 2021 2024: Ed Stocker MCIEEM 03/02/21

Overview:

There is scope to triple the number of Roadside Nature Reserves (RNR) over a three year period, from just over 100 Roadside Nature Reserves currently, to approximately 300 by 2024.

Working with our key partner Norfolk Wildlife Trust, parish councils, communities and landowners, we will be able to advise on the management of the existing RNR network and identify new verges where a variety of methods can be applied to increase the diversity and abundance of wildflowers and associated wildlife.

This will lead to a measurable net gain in biodiversity across the county and will meet several key aims of the Norfolk County Council Environmental Policy 2019; namely;

- Using and managing land sustainably
- Recovering nature and enhancing the beauty of landscapes
- Connecting people with the environment to improve health and wellbeing
- Increasing resource efficiency, and reducing pollution and waste

The existing RNR's: are short sections of roadside verge that have been identified as having particularly rare native wildflowers or protected / priority species of wildlife such as water vole or common toad.

RNR's are managed by the Environment Section under a separate management regime to the annual Highways maintenance mowing.

As can be seen on [Figure 1.\(Appendices\)](#), the current distribution of RNR's is limited , often to areas where there has been biodiversity work to target rare plants occurring in areas of high ecological value eg, south Norfolk claylands, Breckland and the chalk soil of North Norfolk.

Potential new RNR's: There is a great potential to increase the biodiversity value of many more roadside verges countywide. [Figure 2 \(Appendices\)](#) Shows the potential distribution of new Roadside Nature Reserves.

- In physical terms it would be easy to identify, designate, manage and monitor a significant number of additional RNR's. The constraints would come from gaining landowner and highways permissions, and funding. NB. We have experience in the Environment Section of successful landowner consultations, cross departmental working, and in partnerships with farming, conservation bodies, Association of Local Councils and the Farm Wildlife Advisory Group who have approximately 300 sympathetic landowners in their membership.

Ways that we can increase the number and distribution of RNR's across the county:

New RNR's would be selected from

- Existing Candidate Roadside Nature Reserve (cRNR) list compiled by NWT surveyors.
- Desktop study to identify roadside verges adjoining sites designated for nature conservation eg. SAC, SPA, SSSI, CWS, LNR, RIGS
- At the request of parish councils/ community groups willing to be involved with the scheme, either management or monitoring ...
- Parish councils, communities and volunteers would engage through the NWT living landscape volunteer program or by adopting their local RNR to manage locally. Current examples of this include Little Cressingham, SouthRepps, Loddon.
- Concerted effort to identify gaps in the distribution of RNR's, when establishing Greenways to Greenspaces, new long distance paths eg. Swaffham to Thetford, LCWIPS, and new circular walks from long distance paths such as Marriott's Way, Peddar's Way, Weaver's Way.
- Biodiversity Audit of County Farm Estate (particularly in the West), to identify potential RNR's.

(NB. particular attention is warranted in the west of the county where there is predominantly an arable landscape and there has historically been a low number of RNR's .

There are suitable soil types including sandy breckland soils, chalk and clay soils. Existing RNR's in these areas could be used as donor sites for wildflowers seed of local provenance.

Bare and lightly disturbed ground can also be a vital component of grassland habitat and the biodiversity of some roadside verges would be increased further by providing specific ecological niches for invertebrates. (reference the Brecks Biodiversity Audit ,Dolman et al 2010

https://www.researchgate.net/publication/281590734_Securing_Biodiversity_in_Breckland_Guidance_for_Conservation_and_Research_First_Report_of_the_Breckland_Biodiversity_Audit

Managing the roadside verges for invertebrates will benefit farming by providing the habitat and resources required by pollinators.

[Link to the Norfolk Pollinator Plan \(D.White 2018\).](#) (Appendices).

Demarcation of Roadside Nature Reserves:

Current practice: each RNR is marked by a wooden post with a Roadside Nature Reserve plaque at each end of the RNR. [\(image/link to appendices\)](#)

The limitations of this are that if a post is removed or overgrown by vegetation, it is easy for an RNR to be mown accidentally during the general highways mowing, due to the location not being clearly marked.

Replacing posts is a time consuming and costly process, involving inspections of RNR posts, purchase of posts, utilities checks before digging in the highway, payment to contractor to travel and install posts.

Proposal: each RNR will have a GPS reading for the beginning and end point of the RNR.

This will save the costs of replacing posts, will be easier to amend if RNR's are extended or shortened, and will make it easier for mowing contractors to check a location when mowing.

A GPS reading is more accurate and easier to use than a Grid Reference and can also be displayed on a public facing website and for monitoring purposes.

Monitoring: a standardised monitoring scheme would be essential to provide evidence of a net gain in biodiversity, and could be carried out by a combination of:

- trained volunteer surveyors already used for RNR surveys by NWT.
- County council ecologists, potentially co-ordinating site inspections with arboricultural officer's inspections of ash trees in summer months.
- Paid contractors. The current RNR contractors are botanists and as well as mowing, have been recording where species diversity has changed, where the location of species on the RNR's is mobile, and also notify us of potential or candidate RNR's (cRNR), where notable wildflowers already exist and are being outcompeted by lack of or inappropriate land management

Creation of new RNR's: This would mainly be achieved by sympathetic management of some existing highways verges ie cutting the grassland in late summer/ early autumn and removing the cutting or 'arisings' from the site. (This reduces the nutrients from the cut/rotting grass going back into the soil and causing grass to grow faster than the wildflowers). This is low cost, but results may be slow too.

- Turf stripping: This is an exciting opportunity to remove nutrient rich soil on verges in arable areas and effectively going back in time', to a subsoil more indicative of the landscape area of Norfolk, eg, chalk, sand, clay , where a seed bank of arable plant species may still be viable.
- Alternatively, this nutrient poor blank canvas can be sown with an appropriate, locally sourced wildflower mix, from a donor RNR.
- (This method will be easier on verges adjoining county farms where we can work with tenants to carry out the work or recycle the soils.
(We will consult relevant planning authorities, EA, NE as appropriate)

- A large scale example of this method was in the building of the Weymouth relief Road, Dorset 2009-2011 [link in appendices](#), where subsoil was left exposed and sown with suitable wildflower species. Ongoing management costs of mowing were greatly reduced and a net gain in biodiversity was achieved.

The Plantlife Charity offers guidance to local authorities on road verge management. They are currently working with over 30 councils, have a dedicated liaison officer and a guidance document. <https://www.plantlife.org.uk/uk/our-work/publications/good-verge-guide-different-approach-managing-our-waysides-and-verges>

Disposal of arisings: As mentioned above the key to the success of wildflower grassland is to remove the cutting and therefore nutrient and 'thatch' from the site.

Due to current funding, the arisings are left on site (stacked at one end or at the rear of the RNR).

Previous methods have included;

- adjoining farms taking small amounts to compost from the RNR on their land
- Taken away in bulk for composting under a contract with May Gurney.

Potential methods with added benefits to the environment:

- Baling of the hay, either with a mini baler as used by the Hawk and Owl Trust 'Baling for Biodiversity' National Lottery Program and removing from the site ([link to appendices](#))
- Baling by private contractor, and removal from site, to spread as 'Green Hay' on receptor sites, eg. NWT Coronation Meadows / NWT Sulphur Clover projects, ([Link to appendices](#)).
- On a larger scale, there may be an opportunity to coordinate the transfer of arisings from the RNR's to Anaerobic Digestion (AD). Ideally an AD plant on a county farm.

- Lincolnshire County Council and Lincolnshire Wildlife Trust have been working with Peakhill Associates Ltd, to generate biofuel from roadside cuttings.
http://www.peakhill-associates.co.uk/dt_portfolios/grass-to-biomass/

Gateway corridors into villages:

Developing Roadside Nature Reserves on the approach to villages could deliver a net gain for biodiversity, by simply improving the management of neglected areas of verge and hedgerow for the benefit of ecology.

With the right design and management, it could also have beneficial effects in reducing vehicle speed by changing the environment to alter motorists' perspectives. Reducing vehicle speed, reduces carbon and providing safer walkways giving people access to nature.

Example: This concept was trialled by Norfolk County Council In 2011, when NCC planted 200 trees in four villages – Martham, Horstead, Mundesley and Overstrand – in an effort to reduce average speeds by two to three miles per hour and cut accidents by 20 per cent.

A managed verge would give the suggestion to drivers that they are close to people and potentially houses.

To maximise the biodiversity gain there would need to be careful design and a balance between nature conservation planting/ habitats and the desire for ornamental planting that may not have the degree of wildlife value (pollen, seed, refuge) that native wildflowers, hedgerow species and habitat pile may have.

An appropriately designed and managed RNR at the gateway to a village would provide and opportunity for local people to engage with nature and each other to manage and study the habitat.

There would be opportunities for communities to enter award schemes (CPRE Norfolk Awards, Norfolk Biodiversity Awards, Norfolk Eco Awards), and apply for their own funding such as national lottery grant scheme, small grant schemes, local business sponsorship.

There could be opportunities for communities to take on the management of their local RNR or propose potential new ones to the Roadside Nature Reserve partnership.

Appendices: to follow.

Relevant maps / Reports/ PDf's. PLantlife – Guidance

https://www.plantlife.org.uk/application/files/3315/7063/5411/Managing_grassland_road_verges_Singles.pdf

King's Lynn

Local Cycling and Walking Infrastructure Plan

Main report



Norfolk County Council

May 2021

Contents

1. Introduction.....	4 -
2. Benefits of improving the active travel network for King's Lynn.....	6 -
3. Creating a Local Cycling & Walking Infrastructure Plan	8 -
4. King's Lynn transport challenges.....	10 -
5. Active travel network design.....	12 -
6. Active travel network scope.....	10
6.1. Core focus study area.....	10
6.2. Wider connectivity study area	10
7. King's Lynn and West Norfolk active travel network.....	11
7.1. Active travel network.....	11
8. Active travel network – prioritised schemes.....	12
8.1. Clenchwarton (Orange): Town Centre to Clenchwarton.....	12
8.2. North Lynn (Green): Bus Station to Grimston Road Error! Bookmark not defined.	
8.3. West Winch (Blue): Bus Station to West Winch.....	19
8.4. The Woottons (Red): Train Station to The Woottons	22
8.5. Hospital (Yellow): King Edward VII Academy to Queen Elizabeth Hospital	24
8.6. Fairstead (Pink): Hardwick Industrial Estate to South Wootton	26
8.7. Walking zone: King's Lynn town centre	28
Public Realm Action Plan Recommendations.....	29
9. Wider network connectivity schemes.....	32
9.1. The wider strategic network	32
9.2. King's Lynn North to Dersingham (1).....	33
9.3. King's Lynn North East to Grimston (2).....	35
9.4. King's Lynn East to Gayton (3)	36
9.5. King's Lynn South to Watlington (4).....	37
9.6. King's Lynn West to Sutton Bridge (5)	38
9.7. Nar Valley Way (Green): King's Lynn to Gressenhall	39
9.8. Fen Rivers Way (Red)	40
9.9. National Cycle Network Route 1	41
9.10. England Coast Path Extension	43
10. Priority Highway cycling and walking schemes	45
11. Other priority schemes to support the active travel network.....	47

11.1.	Docked Public Cycle Hire Schemes	47
11.3.	Secure Cycle Parking	49
11.4.	Micromobility.....	50
11.5.	Mobility Hubs	51
11.6.	Mobility-as-a-service (MaaS).....	51
11.7.	Cycling and Walking Incentives	52
11.8.	Summary of schemes to support cycling and walking	52
12.	Details of Annex 1-7	53
12.1.	Annex 1 Full detailed scheme list	53
12.2.	Annex 2 Information about King's Lynn	53
12.3.	Annex 3 – Local and national policy	53
12.4.	Annex 4 – Vision King's Lynn Survey	53
12.5.	Annex 5 – Neighbourhood Plan Alignment	53
12.6.	Annex 6 – Active travel network planning	53
12.7.	Annex 7 – Economic appraisal of the network	53

1. Introduction

Working in partnership, Norfolk County Council (NCC) and the Borough Council of King's Lynn and West Norfolk (BCKLWN) have carried out extensive study work and devised a transport strategy for King's Lynn which has been adopted by both councils. To develop this strategy further they are working together to create a Local Cycling and Walking Infrastructure Plan (LCWIP) for King's Lynn and neighbouring civil parishes. The purpose of the plan is to identify and prioritise cycling and walking network improvements which can be implemented in the short, medium and long term.

This report contains the detail of the priority cycling and walking network improvements schemes identified by the planning process, all of which have been subject to stakeholder engagement, appraisal and prioritisation using Department for Transport's (DfT) assessment tools.

The objective of the priority schemes identified is to improve the connectivity and accessibility of the King's Lynn cycling and walking network for everyone. The overall aim is that these improvements will encourage more people to choose a form active travel, such as cycling and walking, for making shorter journeys which can bring health, environmental and economic benefits for the region.



Figure 1: DfT Gear Change: A bold vision for cycling and walking

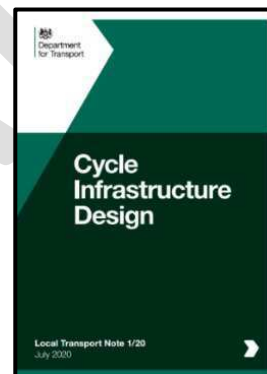


Figure 2: DfT Cycle Infrastructure Design Guidance

The Department for Transport (DfT) has published guidance which supports the development and design process for cycling and walking networks. The network improvement schemes detailed within this report have been developed in line with this guidance. This helps to ensure that the priority schemes meet the transport needs of the region and that they are delivered to a high standard.

The key outputs of the planning process include:

- a cycling and walking network plan which identifies preferred cycling and walking routes and core zones for further development.
- a prioritised programme of cycling and walking infrastructure improvements which can be put forward for funding opportunities as they arise, such as the King's Lynn Town Investment Plan fund and any future Active Travel funding opportunities from government.

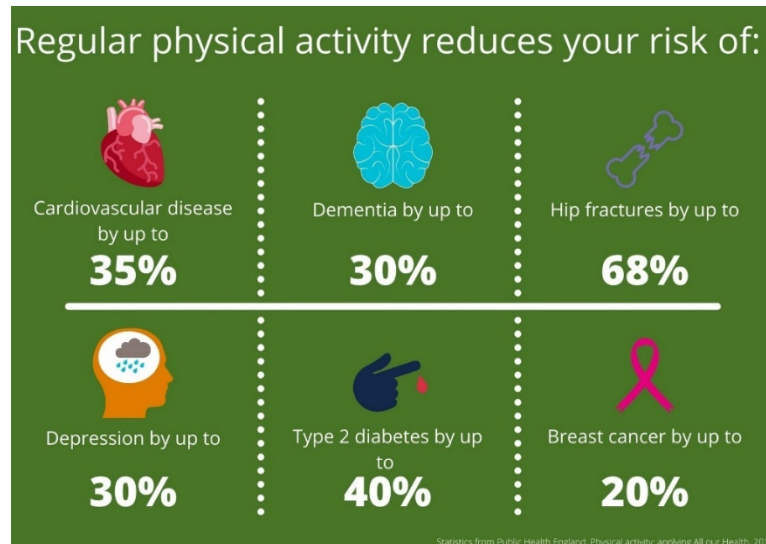
- a report setting out the underlying analysis which has been carried out on the network and provides an explanation of how the network improvements have been identified. This information is contained within the King's Lynn Local Cycling and Walking Infrastructure Plan Annex Report.

Local Cycling and Walking Infrastructure Plans play an integral part in the delivery of the overall transport strategy for Norfolk. They also support Norfolk County Councils ambition to make Norfolk a walking and cycling county where walking and cycling are the natural choice for all types of user for both travel and leisure in both rural and urban areas.

DRAFT

2. Benefits of improving the active travel network for King's Lynn

Research has shown that cycling and walking are good for both our physical and mental health and by making more journeys via active travel modes we can also improve our quality of life, benefit the environment and enhance local productivity, which are substantial gains which benefit individual people and the community.



By investing in the cycling and walking networks across Norfolk we can also help tackle some of the most challenging issues we face as a society by improving air quality, combatting climate change, improving health and wellbeing, addressing inequalities in society and tackling congestion on our roads.

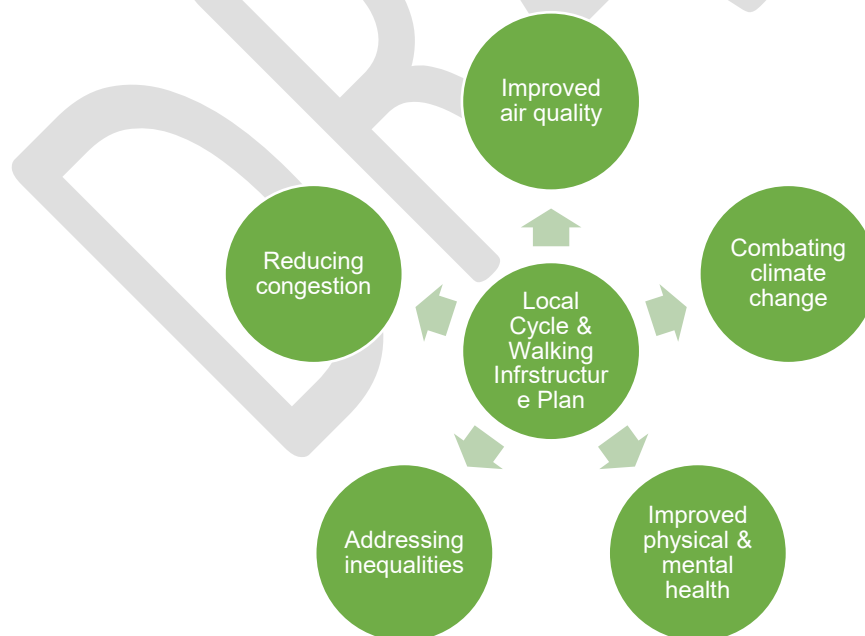


Fig 3: The benefits of increase levels of cycling and walking.

Local Cycling and Walking Infrastructure Plans enable local authorities to identify and prioritise active travel network improvements which promote network use and support submissions for funding opportunities.

DRAFT

3. Creating a Local Cycling & Walking Infrastructure Plan

The Department for Transport (DfT) recently released their 'Gear change: a bold vision for cycling and walking' plan, which reveals a vision to make England a great walking and cycling nation. The 'Gear change' policy document provides guidance for local authorities on how to develop Local Cycling and Walking Infrastructure Plans.

The guidance includes six different stages of work which should be undertaken when preparing infrastructure plans. Norfolk County Council (NCC) and the Borough Council of King's Lynn and West Norfolk (BCKLWN) have followed these stages closely and the table below provides a summary of the objectives for each of these stages and how they have been met for the King's Lynn.

Stage	Objective	Requirements	King's Lynn
1	Determining Scope	Establish the geographical extent of the Local Cycling and Walking Infrastructure Plan, and arrangements for governing and preparing the plan.	The geographical extent of the King's Lynn active travel network plan was established through joint planning meetings between NCC and the BCKLWN. The planning meetings identified a core focus study area and a wider connectivity study area which connects the urban area of King's Lynn with surrounding villages (see section 6)
2	Gathering Information	Identify existing patterns of walking and cycling and potential new journeys. Review existing conditions and identify barriers to cycling and walking. Review related transport and land use policies and programmes.	Existing patterns of walking and cycling and potential new journeys identified through the analysis of Census Data, Strava Metro Data (GPS) and existing traffic count data. Existing network conditions and barriers to cycling and walking identified by reviewing existing policies and network schemes and Project Officer site visits. A review of related transport and land use policies and programmes included a review of adopted Neighbourhood Plans and key strategic transport, environment and public health policy documents.
3	Network Planning for Cycling	Identify origin and destination points and cycle flows. Convert flows into a network of routes and determine the type of improvements required.	Activities completed in order to create a cycle network plan included a review of key attractors within King's Lynn, cycle propensity modelling, analysis of workshop feedback and responses to the King's Lynn Vision Active Travel survey.
4	Network Planning for Walking	Identify key trip generators, core walking zones and routes, audit existing provision and determine the type of improvements required.	Activities completed in order to create a walking network plan also included a review of key attractors within King's Lynn, analysis of workshop feedback and responses to the King's Lynn vision active travel survey.

5	Prioritising Improvements	Prioritise improvements to develop a phased programme for future investment.	The active travel network improvement schemes have been prioritised following stakeholder engagement feedback. Schemes have also been prioritised based on their alignment with the strategic network and deliverability. The outcome of this processes has produced a short, medium and long-term delivery scheme list for each strategic route.
6	Integration and Application	Integrate outputs into local planning and transport policies, strategies, and delivery plans.	Schemes which can be implemented in the short to medium term will be considered for funding through the King's Lynn Town Investment Plan fund and any future active travel funding opportunities.

Table 1: The stages of the LCWIP

Further information about the processes and techniques used to conduct the analysis of the King's Lynn active travel network is contained within the supporting Annex Report which is available on the Norfolk County Council website at www.norfolk.gov.uk/activetravel

4. King's Lynn transport challenges

The adopted King's Lynn Transport Strategy has identified a number of challenges which face people who cycle and walk within the town and surrounding area. These challenges can be categorised into five themes around safety, connectivity, signage, maintenance and education.

Safety

Common safety issues experienced in the town include; parked cars on the roads and on footways which narrows key routes and alters accessibility; a lack of safe crossings for cyclists, particularly on the A149; concerns over cycle storage safety, particularly at the train station where the storage provision is not covered by CCTV.

These safety concerns have the effect of discouraging people from cycling and walking in the town and surrounding area. Therefore, the cycling and walking infrastructure plan for King's Lynn aims to overcome these issues by making the cycling and walking network safer for existing users and in turn encourage new users.

Connectivity

The connectivity of the cycling and walking network is a key challenge highlighted in the King's Lynn Transport Strategy. The network connections between the town centre, surrounding villages and neighbourhoods need to be improved. In addition, the network also needs improved connectivity with other transport modes such as public transport.

The potential benefit of improving network connectivity in King's Lynn will be an increase in the number of people using the network as well as an increase in the numbers of people using more than one form of transport to get to their destination leading to reduced congestion on roads and improvements in air quality.

Signage

The King's Lynn Transport strategy identified that there are some areas where improved signage and way-marking for pedestrians would be beneficial. One of the aims of the infrastructure plan for Kings Lynn will be to improve signage in the town and signage visibility for network users.

Maintenance

The general maintenance of the walking and cycling network in King's Lynn was also highlighted as an issue as it creates a barrier which discourages people from cycling and walking. The infrastructure plan will focus on improving the standard of the cycling and walking network in order to improve safety and address this issue.

Education

The infrastructure plan will support community engagement programmes and workshops to help promote cycling and walking, encourage safe network use and reduce instances which can result in friction between network users, such as cycling on footways and promote the benefits of high visibility equipment for cyclists.

Growth

King's Lynn has been identified as an area of growth and could have in the region of 7,000 additional residential units up to and beyond 2026. It is important that development contributed to improvements in transport infrastructure for all modes to ensure that existing traffic and travel problems are not exacerbated by the growth. Planned housing growth therefore is not expected to impact adversely on active travel and provides opportunities for improvements to the local active travel network.

The cycling and walking infrastructure plan for King's Lynn contains active travel network schemes which help address the challenges identified in the King's Lynn Transport Strategy.

DRAFT

5. Active travel network design

To help create a step change in the number of people cycling and walking the quality of the active travel network and the supporting infrastructure need to be maintained and delivered to a high standard. Therefore, the Department for Transport (DfT) has issued 'Cycle Infrastructure Design' guidance (Local transport Note 1/20) which sets out standards expected of cycle infrastructure, such as cycle lanes, cycle networks and junctions.

Design principles

Application of the design guidance and principles helps to ensure that the needs of people travelling by cycle are met. Government research and experience has found that when people are travelling by cycle they need cycle networks and routes which are accessible to everyone, coherent, direct, safe, comfortable and attractive.

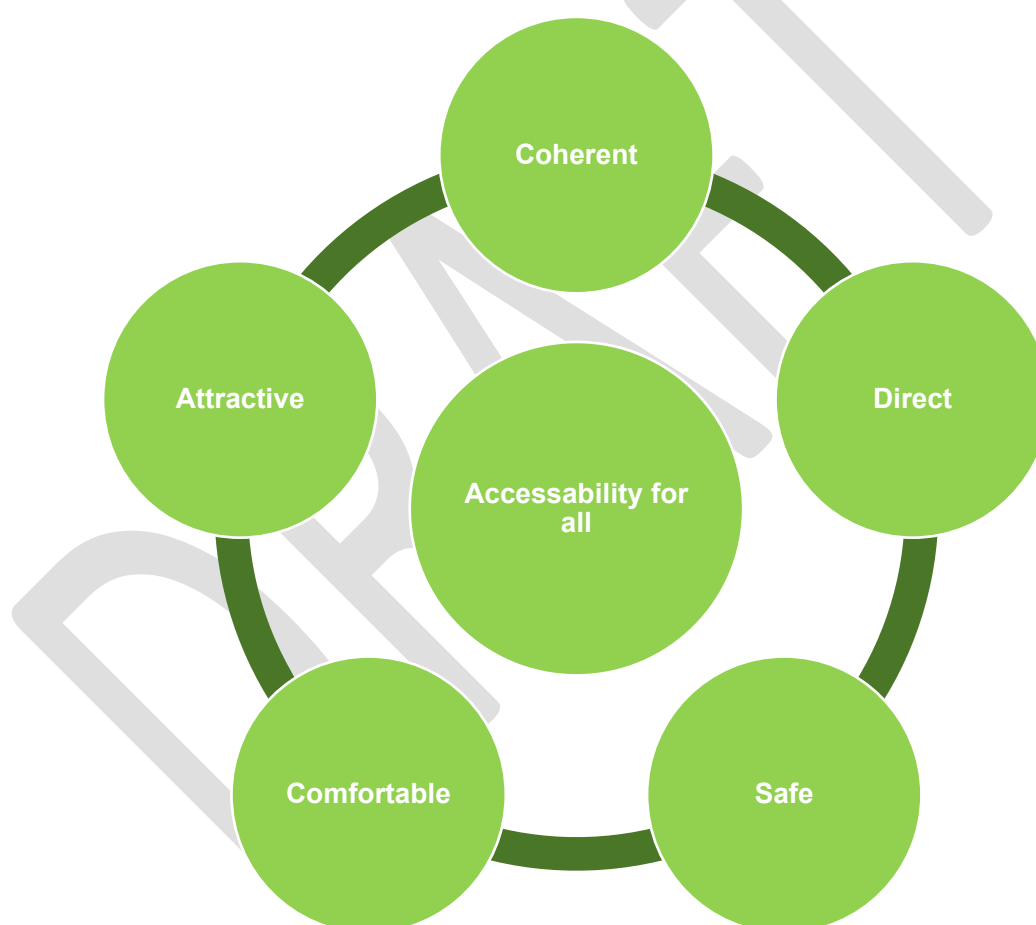


Figure 4: DfT core design principles

Design principles in practice

The Cycle Infrastructure Design principles will be followed and applied to all new and adopted schemes detailed within this report. The table below shows examples of how these principles will be applied in King's Lynn and West Norfolk.

Accessibility for all				
Coherent	Direct	Safe	Comfortable	Attractive
				
Cycle waymarking in Fairstead	Waterloo Street	Spenser Road	Riverside path	Sandringham Railway Path
Design principle				
Cycle networks should be planned and designed to allow people to reach their day to day destinations easily along routes that connect, are simple to navigate and are of consistently high quality.	Cycle routes should be at least as direct – and preferably more direct – than those available for private motor vehicles.	Not only must cycle infrastructure be safe, it should also be perceived to be safe so that more people feel able to cycle.	Comfortable conditions for cycling require routes with good quality, well-maintained smooth surfaces, adequate width for the volume of users, minimal stopping and starting and avoiding steep gradients.	Cycle infrastructure should help to deliver public spaces that are well designed and finished in attractive materials and be places that people want to spend time using.
How the principles are applied				
King's Lynn currently has some cycle waymarking directing people to key places, for example, the town centre, green spaces, and residential areas.	Waterloo Street is a one-way road which allows contra-flow cycling which allows cyclists to travel directly between the bus and railway station without having to travel around the one-way system.	The raised table and road markings at Spenser Road improve safety by highlighting the priority of cyclists at the junction.	The path along the flood bank on the eastern side of the Great Ouse is a high-quality off-road route with width which allows for people to comfortably pass each other.	The Sandringham Railway Path is an off-road cycle route. It is well lit with lots of greenery which makes it a very pleasant area to cycle and walk.

6. Active travel network scope

6.1. Core focus study area

The core focus study area for the infrastructure plan, was determined by officers of both councils. It includes the town centre and the civil parishes of Clenchwarton, West Winch, North Wootton and South Wootton.

Within this area the plan includes details of schemes which will improve the standard of the central walking zone and the quality and connectivity of the cycling and walking network.



Figure 5: Map of King's Lynn showing the geographical scope of the LCWIP.

6.2. Wider connectivity study area

Improving connectivity with key locations within cycling distance of King's Lynn is also important. Therefore, the cycling and walking infrastructure plan includes details of schemes which deliver improved connectivity between King's Lynn and villages such as Sandringham, Gayton, Watlington, and Terrington St Clement, as well as wider connections to Hunstanton and the coast, and existing long distance cycle routes around the district.

7. King's Lynn and West Norfolk active travel network

7.1. Active travel network

The development of the King's Lynn LCWIP has identified a network of key active travel routes which will enable people to make journeys across the town on foot or by cycle. This network comprises six colour coded active travel routes and a dedicated walking zone which connect key transport, shopping, education, health and commercial locations within the town and with nearby civil parishes.

In addition, the key active travel routes are also supplemented by a network of secondary neighbourhood routes which serve to increase accessibility and connectivity across the whole King's Lynn area.

Although many of these routes already exist for use by cycling and walking, there are opportunities to make improvements which can help to improve connectivity and accessibility.

The map below shows the identified active travel network for King's Lynn and includes new cycling and walking routes for future development which are outlined in this report.

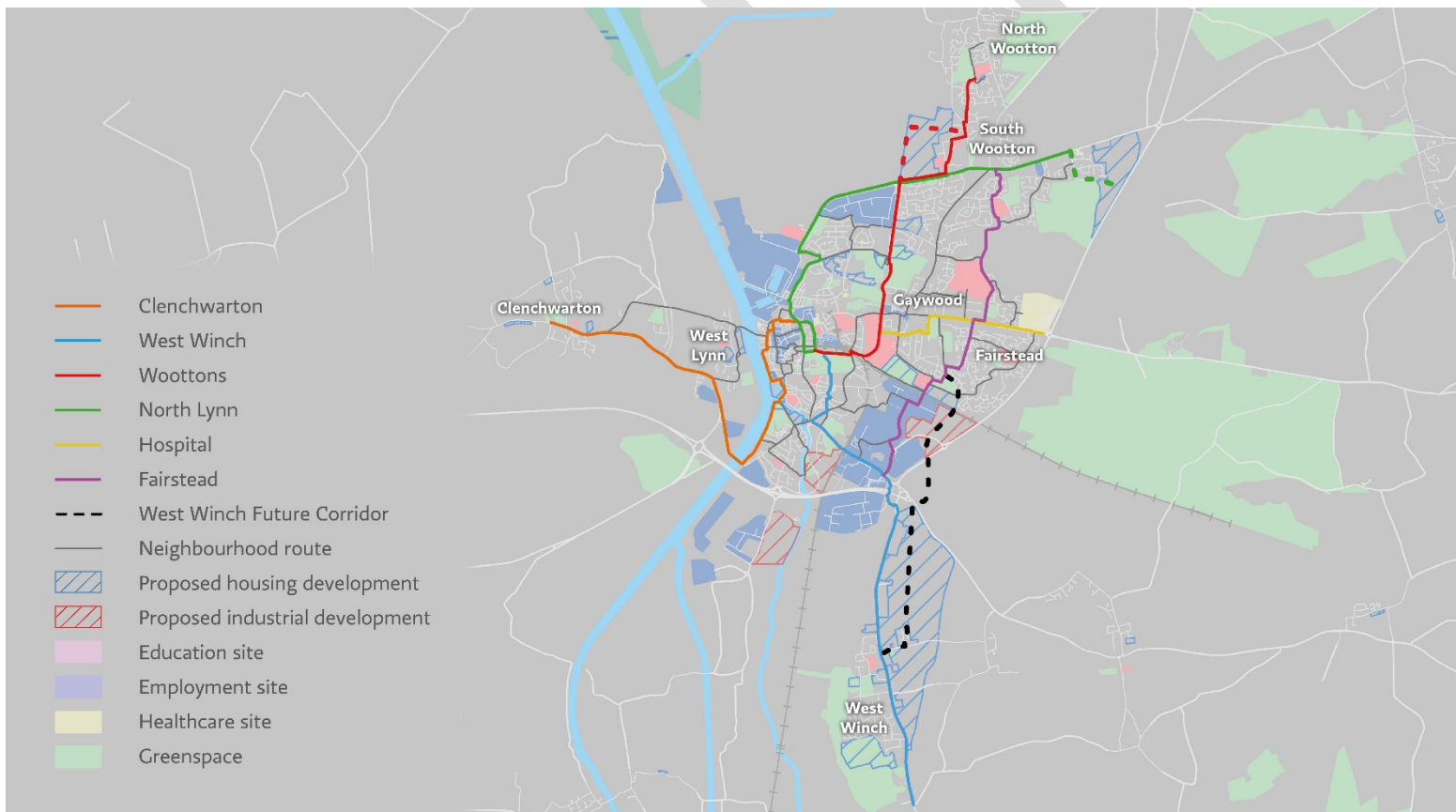
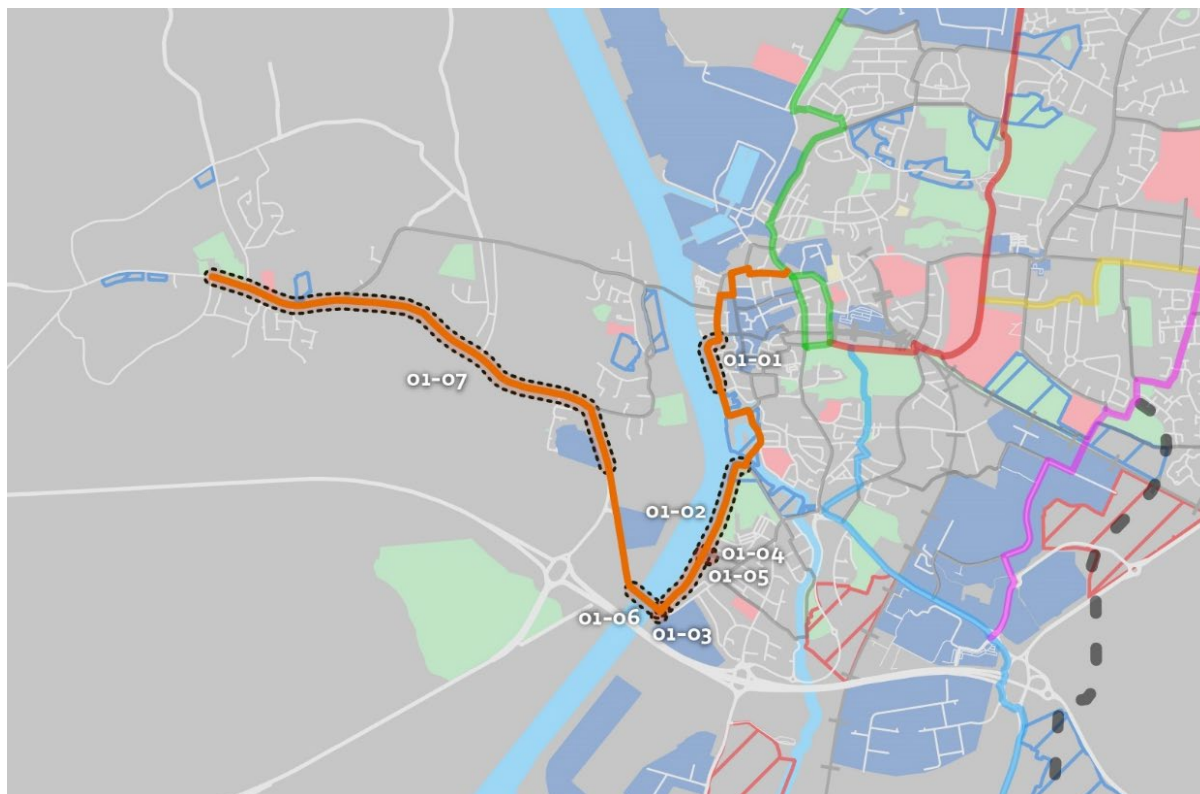


Figure 6: Map of King's Lynn active travel network.

8. Active travel network – prioritised schemes

8.1. Clenchwarton (Orange): Town Centre to Clenchwarton



Route Description

This is a 5.5km route following the river south out of King's Lynn town centre, across the Great Ouse and along Clenchwarton Road to the village of Clenchwarton. The route passes through some very scenic greenspace of Harding's Pit very shortly after leaving the built-up centre, as well as passing alongside residential zones and large areas of employment, including Saddlebow Industrial Estate and East Coast Business Park. The route ends at Clenchwarton Community Primary School. This route would link with the Public Realm Action Plan Riverside route proposal which will see public realm improvements to Outer Purfleet, Boal Quay, the Nar Loop and South Quay where a Riverfront Park has been proposed.

Existing Condition

Beginning on Austin Street, the route requires on-road cycling along narrow roads until it reaches Purfleet Place. South Quay also requires on-road cycling, but the speed limit is reduced to 20mph with low traffic volume; however, this is currently a one-way street. The route continues along a short section of Hardings Way, which is bus and cycle only, before connecting to the river path. The path is a wide shared-used path but lacks lighting or natural surveillance. Crossing the river, Cut Bridge has no cycle provision and only a narrow footway with low parapets. Clenchwarton Road begins with a share-used path with a section of segregated path and then requires on-road cycling.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	01-05	Wisbech Rd	Remove motorcycle barriers near Wisbech Road	Summary principle: 5) Cycle infrastructure should be designed for significant numbers of cyclists, and for non-standard cycles 16) Access control measures, such as chicane barriers and dismount signs, should not be used.
Short-term	01-03	St Valery Lane	Review cycle chicane barriers to ensure they are suitable for all users (incl non-standard cycles)	Summary principle: 16) Access control measures, such as chicane barriers and dismount signs, should not be used.
Medium-term	01-07	Clenchwarton Road and Main Road	Continuation of segregated cycle lane and streetlighting along Clenchwarton Road and Main Road	Summary principle: 8) Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which recognises the importance of nodes, links and areas that are good for cycling. 3) Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them.
Medium-term	01-06	Cut Bridge	Segregated cycle facility over Cut Bridge	Summary Principle: 3) Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them. (10.8.9-13 Bridge widths)
Medium-term	01-02	River Path	lighting or improve surveillance along river path	Core Design principles - Safe: 4.2.12 Cycle routes remote from roads may have other risks relating to crime and personal security. The risk of crime can be reduced through the removal of hiding places along a route, by providing frequent access points, by providing lighting, and by passive surveillance from overlooking buildings and other users
Medium-term	01-01	South Quay	Contraflow to provide access along South Quay from King Street and Purfleet Place	Contraflow cycle lanes and tracks: 6.4.21 There should be a general presumption in favour of cycling in both directions in one way streets, unless there are safety, operational or cost reasons why it is not feasible.
Long-term	01-04	St Valery Lane	Improve gradient of access to river path	Summary Principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond. Alignment of cycle tracks and ramps:

				10.8.23 Ramps of 5% gradient and above should be divided into sections that do not exceed 10m in length, and with intermediate resting places at least 2m long
Long-term	01-08	Boal Quay	Pedestrian / cycle path and bridge connecting Hardings Way to Boal Street. Part of Riverfront Regeneration.	Summary Principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond.

8.2. North Lynn (Green): Bus Station to Grimston Road

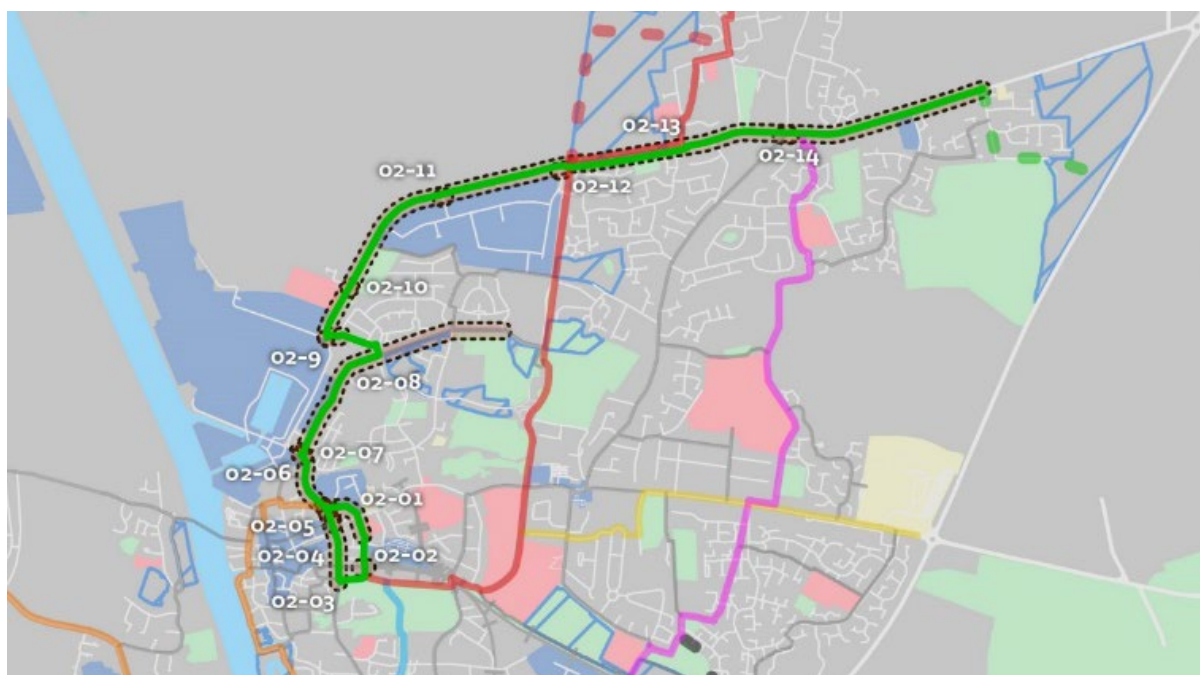


Figure 9: North Lynn cycling and walking route.

Route Description

This is a 6.5km route from the centre of King's Lynn around the outer road, ending to the north east of the town towards South Wootton. The route follows the main roads with a section following a traffic free route to the east of King's Lynn docks. It passes by the major industrial areas of King's Lynn docks and the North Lynn Industrial Estate, fire station, St Nicholas Retail Park, and the large residential area of South Wootton. West of South Wootton also has a large residential site in planning, so a high-quality active travel route would be beneficial to this area before it is built.

Existing Condition

Railway Road sees high traffic volume with a three-lane one-way system for northbound traffic with no cycle provision. The route continues along John Kennedy road which also has no cycle provision and a high volume of traffic. The following section along Bawsey Drain Path is a quiet shared-use path that connects to Edward Benefer Way through a quiet residential road. The remainder of the route along Edward Benefer Way, Low Road and Grimston Road offers a shared-use path.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	02-09	Edward Benefer Way	Create cycle lane along path to connect to St Edmundsbury Road	Summary principle: 8) Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which recognises the importance of nodes, links and areas that are good for cycling.

Short-term	02-14	Low Road	Toucan crossing at junction of Wootton Road	Signal controlled cycle facility: 10.4.21 A signal-controlled cycle facility may be provided where a cycle track is connected across a road or an arm of a junction. The crossing may be for cyclists only, but can be provided adjacent to a pedestrian crossing facility which may be useful where separate but parallel routes exist.
Short-term	02-08	Bawsey Drain Path	Widening and protection from steep bank of drain. Streetlighting along entire length of path. Part of the North Lynn cycling and walking route and neighbourhood route.	Core Design principles - Safe: 4.2.12- Cycle routes remote from roads may have other risks relating to crime and personal security. The risk of crime can be reduced through the removal of hiding places along a route, by providing frequent access points, by providing lighting, and by passive surveillance from overlooking buildings and other users Edge protections: 5.11.1 Unguarded hazards (e.g. fixed objects, steep drops or water hazards) should not be permitted within 4.5m of the route where they would lie in the path of an out of control cycle.
Short-term	02-11	Edward Benefer Way	Pedestrian Island at junction of Bergen Way	Cycle crossings: 10.4.7 Refuges should be free of clutter, and at least 3.0m long (in the direction of travel for the cyclist) to protect users, including the cycle design vehicle, wheelchairs and mobility scooters.
Short-term	02-12	Edward Benefer Way	Toucan crossing over Edward Benefer Way near Hamburg Way junction	Signal controlled cycle facility: 10.4.21 A signal-controlled cycle facility may be provided where a cycle track is connected across a road or an arm of a junction. The crossing may be for cyclists only, but can be provided adjacent to a pedestrian crossing facility which may be useful where separate but parallel routes exist.
Short-term	02-07	John Kennedy Road	Reduce number of guardrails at junction of Loke Road	Walking Route Assessment Tool principles: Attractiveness
Short-term	02-05	John Kennedy Road	Reduce waiting time for pedestrians at Austin Street controlled crossing	Walking Route Assessment Tool principles: Directness
Short-term	02-02	Blackfriars Road	Remove cyclist dismount sign and add raised table over junction to train station parking	Summary principle: 16) Access control measures, such as chicane barriers and dismount signs, should not be used. 19) Schemes must be easy and comfortable to ride Cycle lanes at side roads: 6.4.13 Side road entry treatments are raised tables across the mouth of the side road (see Chapter 10) and help reduce the speeds of vehicles turning in and out of the junction, further

				adding to the safety of cyclists. They also bring significant benefits to pedestrians.
Medium-term	02-13	Edward Benefer Way / Low Road / Grimston Road	Segregated cycle lane from Sandy Lane to Estuary Road. Footway widening and move grass verge between footway and carriageway along Edward Benefer Way and Low Road.	Summary principle: 2) Cycles must be treated as vehicles and not as pedestrians. On urban streets, cyclists must be physically separated from pedestrians and should not share space with pedestrians.
Medium-term	02-10	Edward Benefer Way	Junction improvement at Motokov House park	Summary principle: 19) Schemes must be easy and comfortable to ride Visibility splays: 5.8.2 Any crossing of a highway or junction between cycle routes should be located such that all users have full visibility
Medium-term	02-03	Blackfriars Street	Junction improvements to allow access to St John's Walk from Blackfriars Street	Summary principle: 3) Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them.
Long-term	02-04	Railway Road	Segregated cycle lanes in both directions with southbound being a contraflow. Will require amendments to traffic lights at John Kennedy Road. Widen footway or reposition streetlighting and signage to remove pinch points on eastern side between Waterloo Street and Norfolk Street	Summary principle: 3) Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them. Contraflow cycle lanes and tracks: 6.4.21 There should be a general presumption in favour of cycling in both directions in one-way streets, unless there are safety, operational or cost reasons why it is not feasible.
Long-term	02-06	John Kennedy Road	Segregated cycle lane from Loke Road to junction of Austin Street	Summary principle: 3) Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them. 8) Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which recognises the importance of nodes, links and areas that are good for cycling.
Long-term	02-01	Austin Street / Blackfriars Road	If ref 02-04 southbound contraflow is not feasible: Segregated cycle lane along Austin Street and Blackfriars Road for southbound travel	Summary principle: 3) Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them. 8) Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which

				recognises the importance of nodes, links and areas that are good for cycling.
--	--	--	--	--

DRAFT

8.3. West Winch (Blue): Bus Station to West Winch

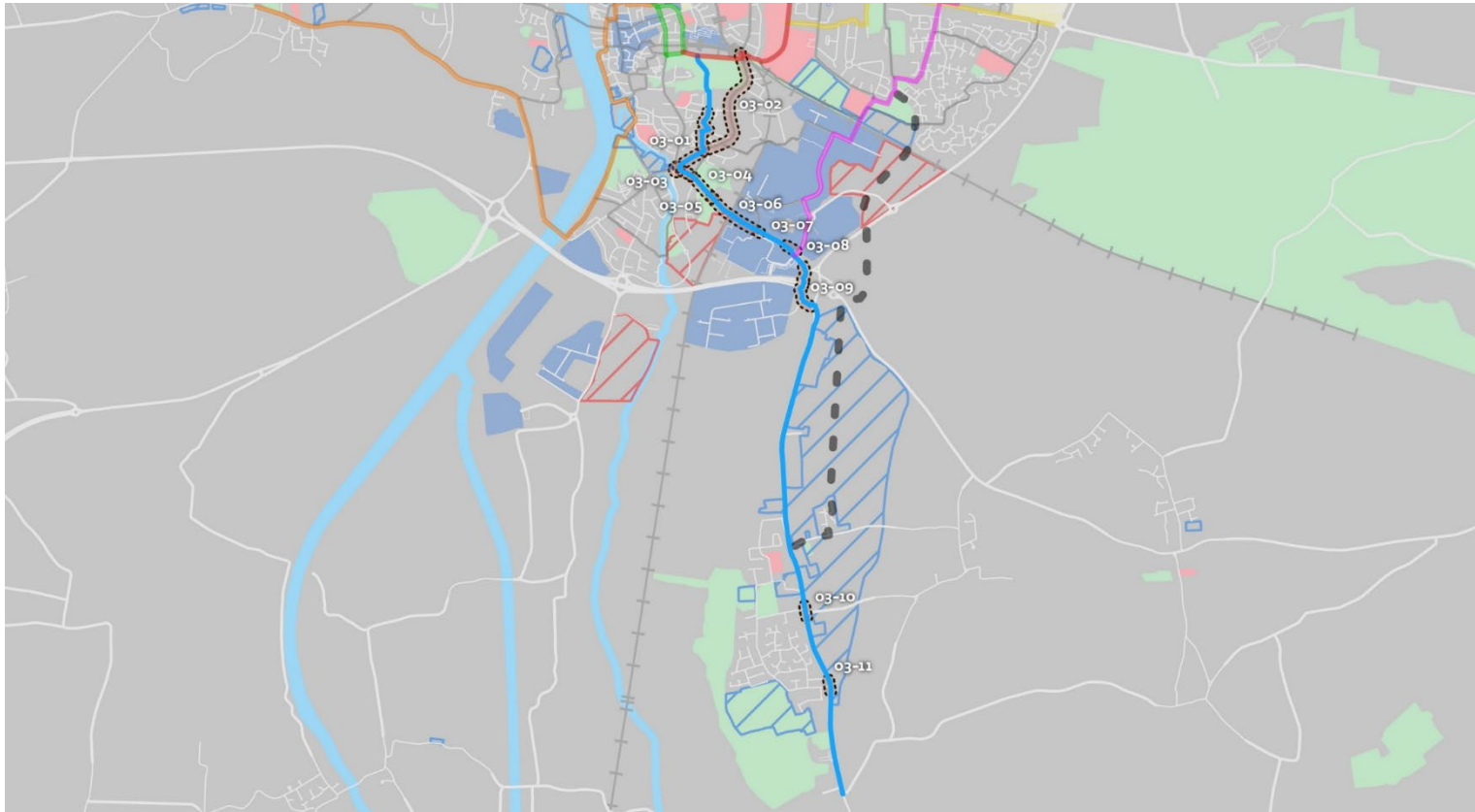


Figure 10: West Winch (Blue) cycling and walking route.

Route Description

This is a 5.3km route from The Walks park to West Winch. The areas of greatest importance to this route, as well as its connections to public transport, is that it passes through the large employment sites of Hardwick Industrial Estate, Campbell's Meadow Retail Park, and Hardwick Narrows Industrial Estate. The proposed growth area to the east of West Winch with 1600 houses allocated is the largest in this area, bringing employment, new greenspace and residential housing. The route also provides access to greenspace, such as The Walks. The route is also in close proximity to the Nar Ouse Regeneration Area (NORA) Enterprise Zone and the proposed Active Travel Hub.

Existing Condition

The route begins by following a shared-use path along The Walks exiting at Windsor Terrace. The route is connected to Vancouver Avenue using several small residential streets. Vancouver Avenue itself sees high volumes of traffic and with no cycle provision. A shared-use path provides refuge from the busy Southgates Roundabout, but a missing section of the path requires users to immediately cross Hardwick Road using the controlled crossing. This shared-use path only continues for approximately 100m before users must use another controlled crossing to return to the other side. The remainder of the route – along Hardwick Road, Hardwick Roundabout and West Winch Road – follows a shared-use path. These roads see high volumes of traffic and require users to cross several large junctions.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	03-04	Hardwick Road	Widen path and convert to shared-use path on northern side between Southgates roundabout and Beech Road	Summary principle: 8) Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which recognises the importance of nodes, links and areas that are good for cycling Shared use: 6.5.6 Shared use may be appropriate in some situations, if well-designed and implemented, such as where a length of shared use may be acceptable to achieve continuity of a cycle route
Short-term	03-07	Hardwick Road	Widen islands at junctions to allow cyclists to safely use them	Cycle crossings 10.4.7 Refuges should be free of clutter, and at least 3.0m long (in the direction of travel for the cyclist) to protect users, including the cycle design vehicle, wheelchairs and mobility scooters.
Short-term	03-08	Hardwick Road	Shared-use signage/markings missing from path between St Hilary Park Road and Scania Way	Summary principles: 11) Schemes must be clearly and comprehensively signposted and labelled.
Short-term	03-06	Hardwick Road	Raised table at junction of Hardwick Bridge Park	Summary principle: 19) Schemes must be easy and comfortable to ride Cycle lanes at side roads: 6.4.13 Side road entry treatments are raised tables across the mouth of the side road (see Chapter 10) and help reduce the speeds of vehicles turning in and out of the junction, further adding to the safety of cyclists. They also bring significant benefits to pedestrians.
Short-term	03-10	Main Road	Toucan crossing near junction of Long Lane	Toucan crossings: 10.4.17 Toucan crossings should be used where it is necessary to provide a shared facility
Short-term	03-11	Main Road	Toucan crossing near junction of Gravelhill Lane	Toucan crossings: 10.4.17 Toucan crossings should be used where it is necessary to provide a shared facility
Short-term	03-09	Hardwick Roundabout	Widen cycle lane and improve signage	Summary principle: 5) Cycle infrastructure should be designed for significant numbers of cyclists, and for non-standard cycles. Our aim is that thousands of cyclists a day will use many of these schemes. 11) Schemes must be clearly and comprehensively signposted and labelled. Cycle lane and track widths: Table 5-2

Medium-term	03-01	York Road / Goodwins Road / Windsor Terrace	Traffic calming	Summary principle: 17) The simplest, cheapest interventions can be the most effective.
Medium-term	03-03	Southgates Roundabout	Remodel roundabout to: • Improve access to shared use when approaching from London Road • Improve crossing over Vancouver Avenue • Improve crossing on London Road	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone.
Long-term	03-02	Vancouver Avenue	Segregated cycle lane or traffic calming with footway improvements	Summary principle: 3) Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them.
Long-term	03-05	Hardwick Road	Traffic calming or fencing/barriers to separate footway and carriageway	Summary principle: 3) Cyclists must be physically separated and protected from high volume motor traffic, both at junctions and on the stretches of road between them.

8.4. The Woottons (Red): Train Station to The Woottons

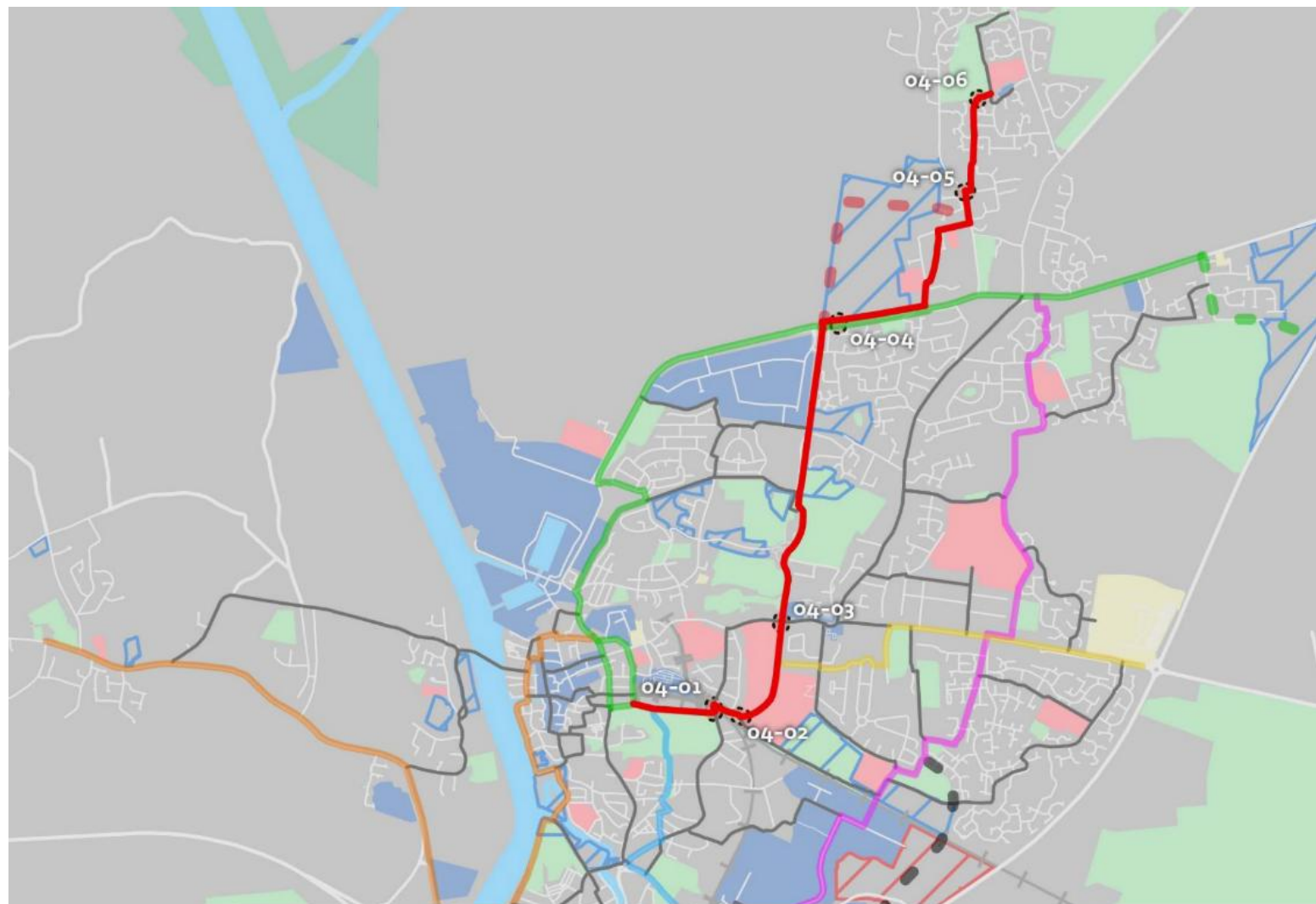


Figure 11: The Woottons (Red) cycling and walking route.

Route Description

This is a 5.3km mostly off-road route from the train station to the north, ending in North Wootton. The route follows the line of the King's Lynn to Hunstanton railway, deviating only along the length of The Walks park until it reaches Edward Benefer Way to the north of the town. It connects large green spaces including Lynnsport and Wootton Park; King's Lynn Academy, King Edward VII Academy and North Wootton Academy; the North Lynn Industrial Estate and the villages of North and South Wootton, including the Larkfleet Homes development.

Existing Conditions

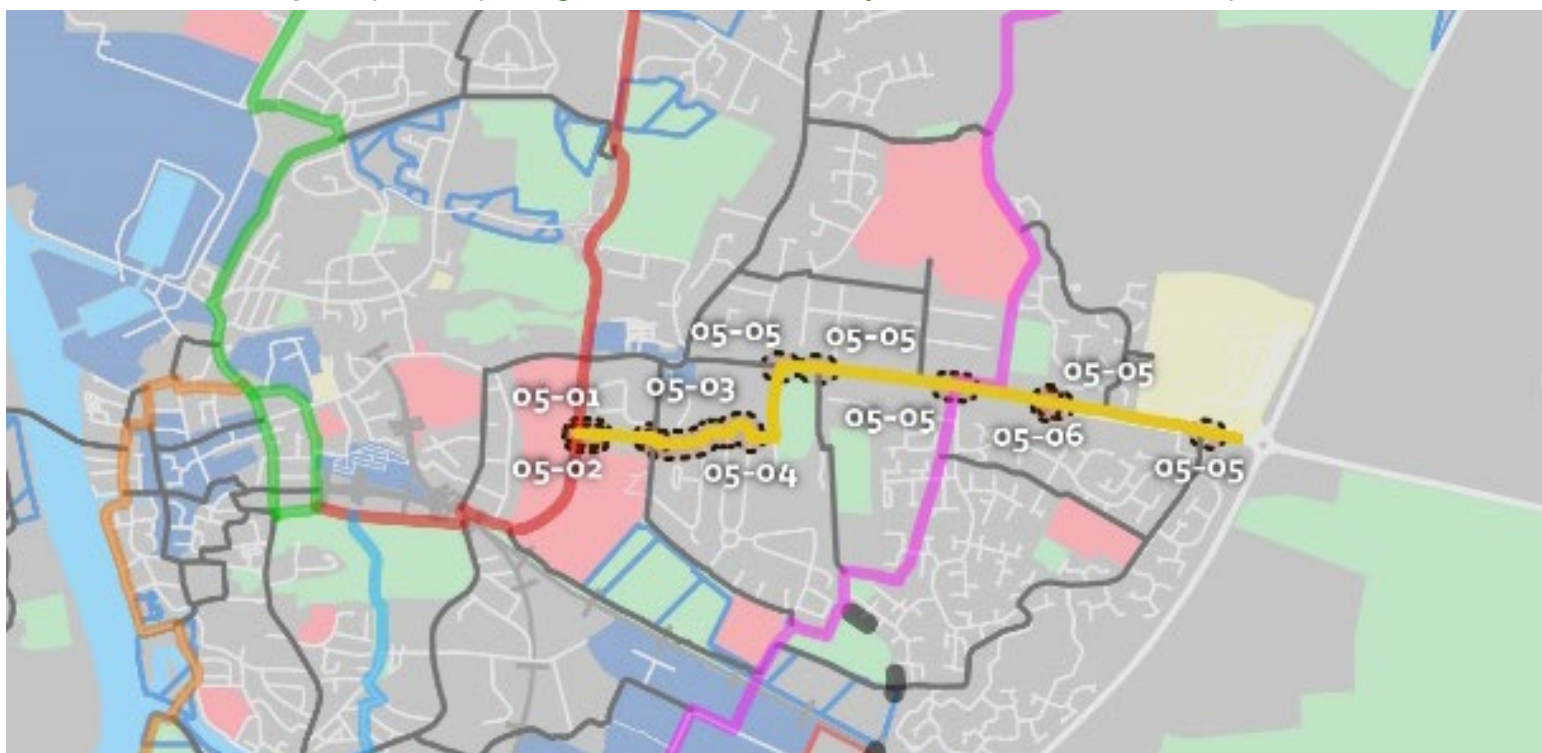
Beginning at The Walks, the route follows a shared-use path along a traffic free route until it reaches Edward Benefer Way to the north of King's Lynn. The sections only require crossing at two major roads: Tennyson Avenue and Lynn Road. The Lynn Road provides a controlled crossing, but Tennyson Avenue has no controlled crossing and has limited visibility on a busy which also crosses the railway line. The

route then briefly follows the shared-used path along Edward Benefer Way before heading north through The Woottons along residential roads and paths.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	04-02	Sandringham Railway Path	Widen path to include desire line that crosses grass verge	Summary principle: 5) Cycle infrastructure should be designed for significant numbers of cyclists, and for non-standard cycles. Our aim is that thousands of cyclists a day will use many of these schemes.
Short-term	04-06	Wootton Park	Review cycle barriers to ensure they are suitable for all users (incl non-standard cycles) at entrances to park and widen path	Summary principle: 16) Access control measures, such as chicane barriers and dismount signs, should not be used.
Short-term	04-05	Nursery Lane	Raised table or traffic calming to improve crossing at Avon Road junction	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond 19) Schemes must be easy and comfortable to ride
Short-term	04-04	Low Road	Toucan crossing at junction of Hall Lane	Signal controlled cycle facility 10.4.21 A signal-controlled cycle facility may be provided where a cycle track is connected across a road or an arm of a junction. The crossing may be for cyclists only, but can be provided adjacent to a pedestrian crossing facility which may be useful where separate but parallel routes exist.
Medium-term	04-03	Lynn Road	Toucan crossing	Toucan crossings: 10.4.17 Toucan crossings should be used where it is necessary to provide a shared facility
Medium-term	04-01	Tennyson Avenue	Improve crossing at railway	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond

8.5. Hospital (Yellow): King Edward VII Academy to Queen Elizabeth Hospital



Route Description

This is a 2.4km route from the geographical centre of King's Lynn to the eastern edge at Queen Elizabeth Hospital. It passes through the residential estates to the east of King Edward VII Academy and provides access to King's Lynn Academy before following the Gayton Road. Gayton Road has links via neighbourhood routes to Springwood High School and the large estates within Fairstead. Queen Elizabeth Hospital serves the whole of West Norfolk and surrounding areas. The hospital is a large employer, as well as a key health care site.

Existing Conditions

The route begins at Sandringham Railway Path with a steep gradient connecting it to Hulton Road. The route then follows quiet residential streets until reaching Gayton Road. A shared-use path along Gayton Road continues along the entire length towards the hospital. There are several large junctions along the road that prevent continuous movement along the path. The southern path ends near the hospital, which is situated on the northern side, with no crossing provision.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	05-05	Gayton Road	Raised tables at each junction along route	Summary principle: 18) Cycle routes must flow, feeling direct and logical. 19) Schemes must be easy and comfortable to ride.
Short-term	05-01	Hulton Road	Review cycle barriers to ensure they are suitable for all users (incl non-standard cycles) for access to Sandringham Railway Path	Summary principle: 16) Access control measures, such as chicane barriers and dismount signs, should not be used.

Short-term	05-04	Gaywood Hall Drive to Hulton Road	Resurfacing to remove defects	Walking Route Assessment Tool principles: Comfort
Short-term	05-03	Bagge Road	Dropped kerb required when crossing Queen Mary Road	Walking Route Assessment Tool principles: Coherence
Medium-term	05-06	Gayton Road	Toucan crossing required as southern footway ends near hospital	Toucan crossings: 10.4.17 Toucan crossings should be used where it is necessary to provide a shared facility
Long-term	05-02	Hulton Road	Improve access up to Sandringham Railway Path	Summary Principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond. Alignment of cycle tracks and ramps: 10.8.23 Ramps of 5% gradient and above should be divided into sections that do not exceed 10m in length, and with intermediate resting places at least 2m long

8.6. Fairstead (Pink): Hardwick Industrial Estate to South Wootton

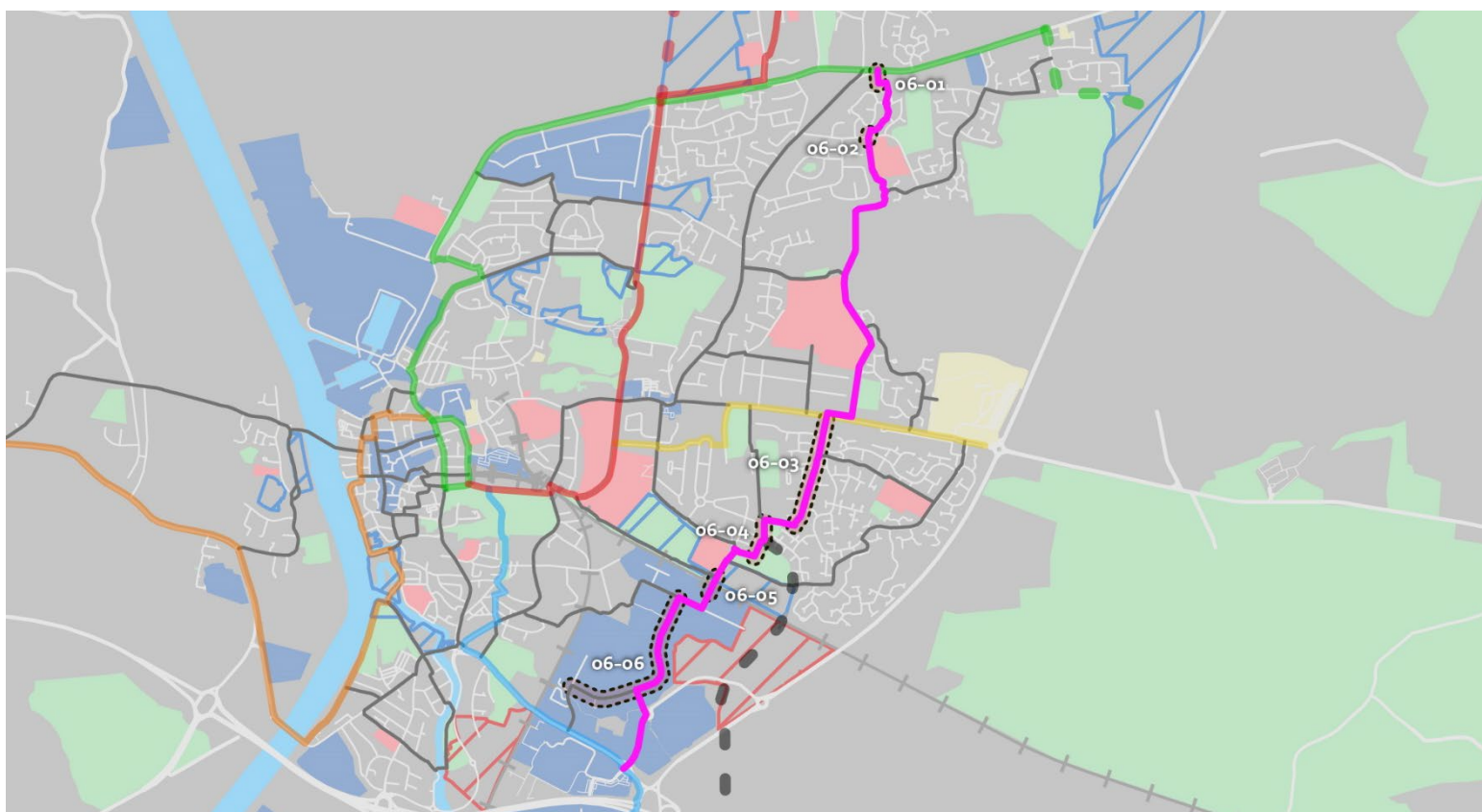


Figure 13: Fairstead (Pink) cycling and walking route.

Route Description

This is a 5.6km route from Hardwick Industrial Estate to South Wootton. The active travel route runs through the industrial estate and the proposed employment expansion area, crossing the railway line, through the residential sites of Fairstead, Gaywood and Reffley, and finishing at the southern end of South Wootton. It provides a connection to several green spaces, including Reffley Wood. It also provides access to three schools: Springwood High School, Reffley Community School & Nursery, Churchill Park, and Howard Junior School.

Existing Condition

The route begins on a shared-use path on Hansa Road which ends shortly afterwards at the entrance to a car park. Accessing the road at the end of the shared-use path can be difficult due to the proximity to traffic lights and busy car park. Although the following section of the route follows large industrial estate roads, there is no cycle provision and the roads will be used regularly by large vehicles. A shared-use bridge allows access over the railway line, but the steep gradients will prove difficult for cyclists. The remaining section of the route is a mixture of shared-use paths, segregated cycle lanes and on-road cycling through residential streets.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	06-03	Fairstead cycleway	Resurface cycleway	Summary principle:

				14) Surfaces must be hard, smooth, level, durable, permeable and safe in all weathers.
Short-term	06-02	Reffley Lane	Review cycle barriers at entrance to shared-use path to Temple Road to ensure they are suitable for all users (incl non-standard cycles)	Summary principle: 16) Access control measures, such as chicane barriers and dismount signs, should not be used.
Medium-term	06-06	Oldmedow Road	Shared-use path	Summary principle: 21) Schemes must be consistent. Shared use: 6.5.6 Shared use may be appropriate in some situations, if well-designed and implemented, such as where a length of shared use may be acceptable to achieve continuity of a cycle route
Medium-term	06-04	Bridge Way	Install streetlighting along path through The Rookery	Core Design principles - Safe: 4.2.12 Cycle routes remote from roads may have other risks relating to crime and personal security. The risk of crime can be reduced through the removal of hiding places along a route, by providing frequent access points, by providing lighting, and by passive surveillance from overlooking buildings and other users
Medium-term	06-05	Railway footbridge	Bridge improvements to reduce gradient, review cycle chicane barriers to ensure they are suitable for all users (incl non-standard cycles) and provide cycle provision. The Parkway bridge in King's Lynn Town Investment Plan will provide an alternative pedestrian and cycling route when developed	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond. 16) Access control measures, such as chicane barriers and dismount signs, should not be used.
Long-term	06-01	Wootton Road to Temple Road Footpath	Review alternative routes through development. Existing path cannot be widened due to adjacent private properties.	Summary principle: 5) Cycle infrastructure should be designed for significant numbers of cyclists, and for non-standard cycles. Our aim is that thousands of cyclists a day will use many of these schemes. Cycle lane and track widths: Table 5-2

8.7. Walking zone: King's Lynn town centre

Walking zone area

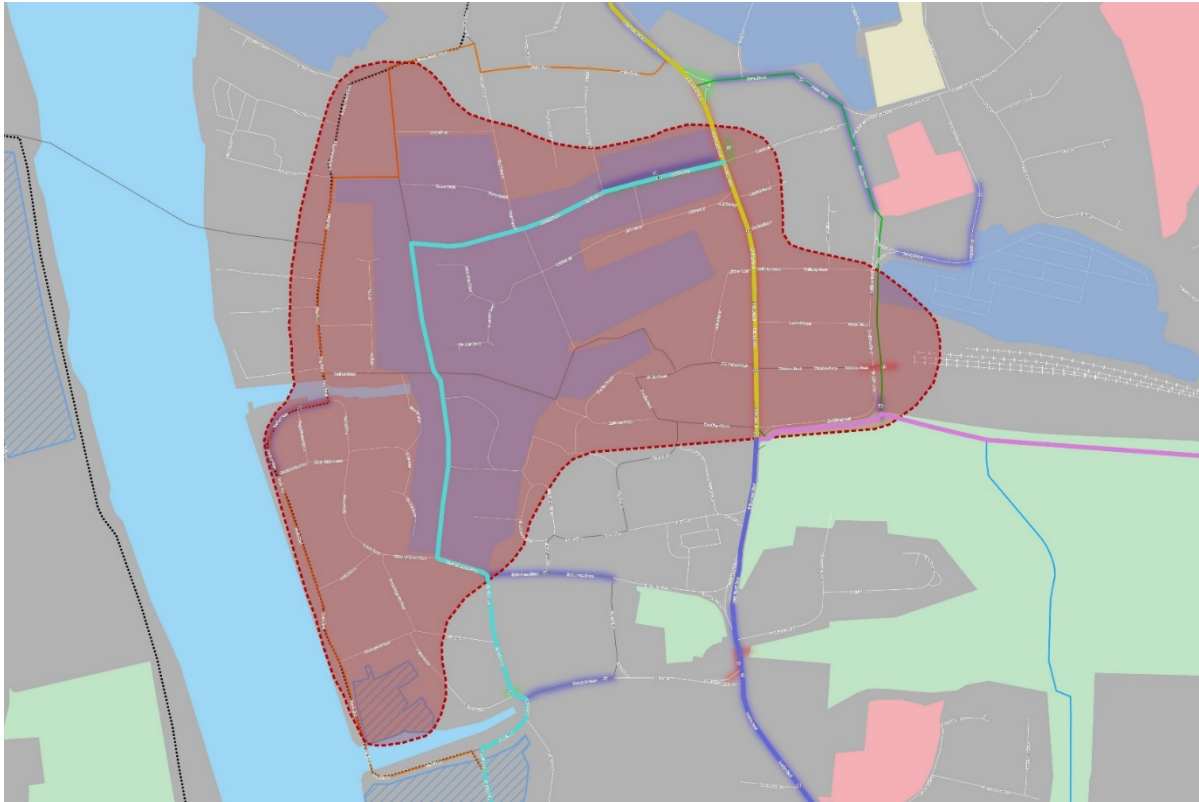


Figure 14: Map of King's Lynn walking zone.

The King's Lynn walking zone covers the core retail area, pedestrian zone as well as key transport hubs including the bus and train stations. The town centre is a large employment area containing most of the town's shops, cinema, museums and the Tuesday Market Place.

The historic structure of King's Lynn's town centre has a range of high-quality civic and public spaces, of a variety of scales and characters. These spaces are connected by a network of streets and lanes that creates a permeable and walkable built fabric.

The walking zone also incorporates the Town Centre Expansion and the Waterfront Regeneration Areas, as outlined in the King's Lynn & West Norfolk Borough Council Core Strategy.

The BCKLWN has recently prepared a King's Lynn Public Realm Action Plan (PRAP) and hope to get this endorsed by their Cabinet in early Summer 2021. This and will underpin and inform a number of important projects to support the town and the Town Investment Plan. The PRAP has been a material consideration in the development of priority schemes that form the Local Cycling Walking Infrastructure Plan and will supplement the above routes and improvements to the walking zone. A key element of the PRAP is the improvement of walking routes and the pedestrian environment and the PRAP priority areas closely align with walking zone identified in this Local Cycling and Walking Infrastructure Plan.

Together all these schemes will help to; improve the quality, continuity and safety of the public spaces for pedestrians; improve connections to public transport and 'active-travel' networks as well as helping to increase the accessibility of the town centre.

Walking zone improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	WZ-02	Railway Road	Remove or reposition bollards at junction of Norfolk Street and provide dropped kerb. ** also part of North Lynn Active Travel Route **	Walking Route Assessment Tool principles: • Attractiveness • Coherence
Short-term	WZ-03	Blackfriars Road	Install tactile paving at junction of Portland Street.	Walking Route Assessment Tool principles: • Coherence
Medium-term	WZ-01	Norfolk Street	Footway widening between Railway Road and Albert Street. Situation made worse with parking on footway and A boards.	Walking Route Assessment Tool principles: • Comfort
Medium-term	WZ-04	Wellesley Street	Footway widening on southern side between Blackfriars Road and dropped kerb.	Walking Route Assessment Tool principles: • Comfort • Coherence
Medium-term	WZ-05	Railway Road	Footway and pedestrian island widening at junction of Old Sunway and installation of tactile paving.	Walking Route Assessment Tool principles: • Comfort
Long-term	WZ-06	Old Sunway / White Lion Court	Installation of footway and improvements to existing sections from Railway Road to Norfolk Street, including improvements to bridge for access to all (currently stairs restrict access)	Walking Route Assessment Tool principles: • Directness

Public Realm Action Plan Recommendations

The active travel schemes recommended in the Public Realm Action Plan are listed below. These are key considerations in the development of the LCWIP schemes to ensure cohesion and the provision of an improved walking network and pedestrian environment.

Timescale	Ref	Location	Description
-----------	-----	----------	-------------

Short-term	PR-04	Purfleet Street	New public space to be formed: new layout at bridge to Baker Street Car Park; furniture, planting, lighting, resurfacing
Short-term	PR-05	Purfleet Quay	New seating and opportunity for trees
Short-term	PR-06	High Street / Norfolk Street	Bespoke junction design
Short-term	PR-07	High Street	Resurfacing to match work at south end of High Street. Introduction of seating and planting. Adjacent to Primark
Short-term	PR-17	Baker Street Car Park	Cycle hub
Medium-term	PR-02	Blackfriars Street	Tree planting for screening to car park and also to be integrated with existing on-street parking
Medium-term	PR-03	Baxter's Plain	New public space to be formed: new layout; furniture, planting, lighting, resurfacing
Medium-term	PR-08	High Street / New Conduit Street	Bespoke junction design
Medium-term	PR-09	High Street	Resurfacing to match work at south end of High Street. Introduction of seating and planting. Opportunities for pop-ups. Adjacent to ex-Debenhams building
Medium-term	PR-10	Tuesday Market Place	Pedestrianisation: explore opportunity to remove car parking to make a people-centred space.
Medium-term	PR-13	King's Staithe Square	Public space to be upgraded.
Medium-term	PR-14	South Quay	New linear park; furniture, planting, lighting, resurfacing. Creation of new public space for town. Opportunity to explore connections to the town's Hanseatic heritage. Consider view to town from opposite bank of the river.
Medium-term	PR-15	Boal Quay	Continuation of South Quay linear park.
Medium-term	PR-16	Norfolk Street	Furniture and planting east of Albert Street using similar palette to High Street
Medium-term	PR-18	Tuesday Market Place	Cycle hub
Long-term	PR-01	Railway Station Forecourt	Public space to be redeveloped: new layout; furniture, planting, lighting, resurfacing
Long-term	PR-11	St George's Guildhall	Create 'space' adjacent to Guildhall to supplement planned building works.
Long-term	PR-12	Purfleet Bridge	New public realm to create a bespoke setting adjacent to the Custom House

Long-term	PR-19	Railway Station	Cycle hub
-----------	-------	-----------------	-----------

DRAFT

9. Wider network connectivity schemes

The Local Cycling and Walking Infrastructure Plan also includes 5 extensions into the wider connectivity study area shown in Figure 5. These are designed to provide wider connectivity between the town centre and nearby settlements for those wishing to use sustainable modes of transport for travel to and from King's Lynn.

9.1. The wider strategic network

The development of the Active Travel network for the infrastructure plan has identified five opportunities to increase the footprint of the active travel network by extending and linking existing cycling and walking networks throughout the West Norfolk region. Plans are also being developed to deliver a cycling and walking infrastructure plan across Norfolk. This would result in the King's Lynn local cycling and walking infrastructure plan network linking with other, new networks across the county. This report includes the detail of proposals which could extended connectivity as illustrated in the map below.

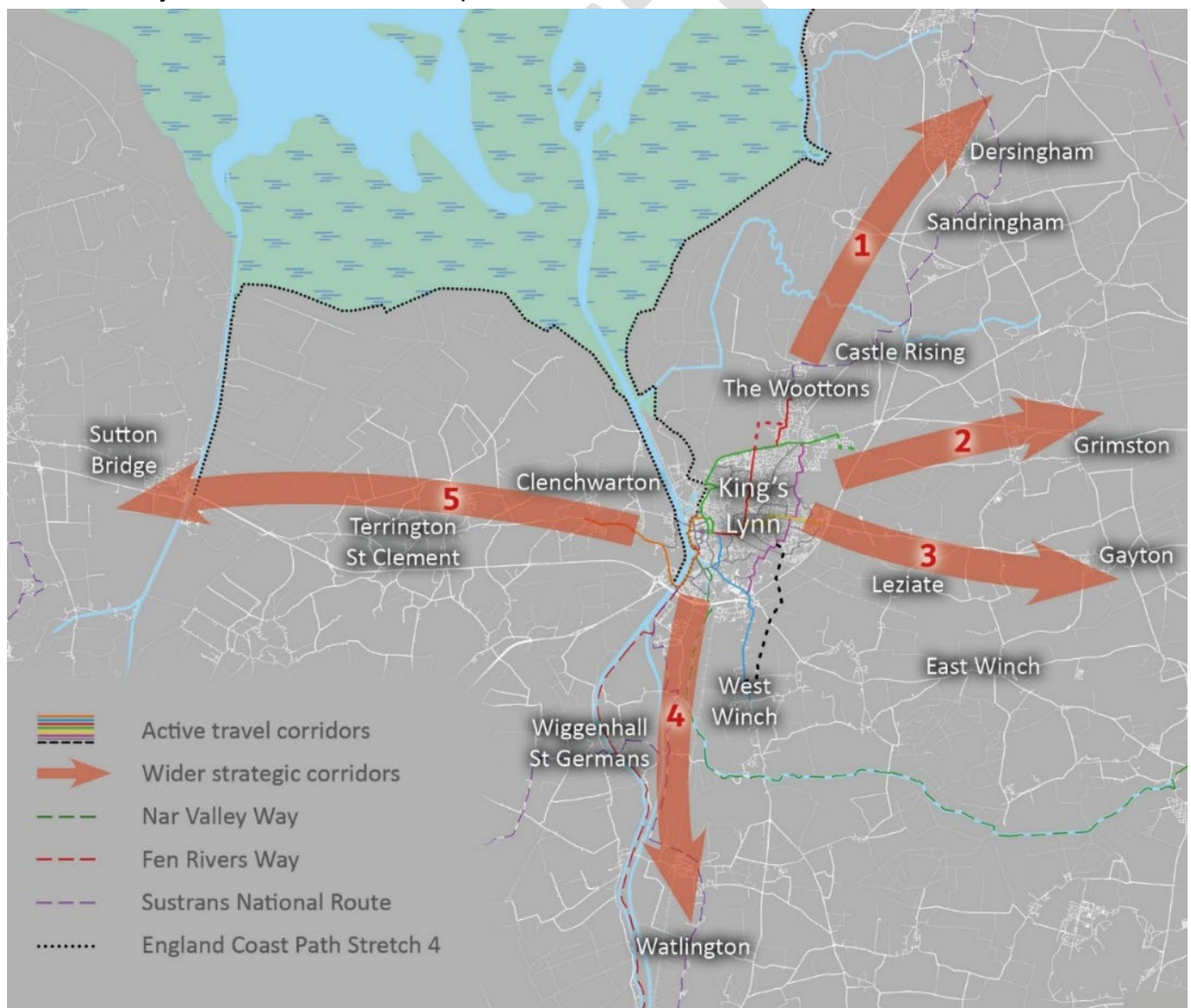


Figure 7: Wider connectivity opportunities for King's Lynn and West Norfolk

9.2. King's Lynn North to Dersingham (1)



Figure 15: King's Lynn North to Dersingham

Route Description

North out of King's Lynn from the red route this route can utilise the existing Sustrans National Cycle Network (NCN) Route 1 to connect the villages of Castle Rising, Sandringham and Dersingham. This section of the NCN is a mixture of traffic-free lanes and quiet roads with one major crossing over the A149 Queen Elizabeth Way. A feasibility study would be recommended to assess the A149 crossing and look at infrastructure improvements to provide safer crossing for all users. Further studies could review the permeability of the NCN to ensure wider access to the route is available through quiet roads and rights of way. This route also aligns to a wider feasibility study to create a Green Way to Hunstanton which also provides opportunities for cycle tourism, enabling people to access and enjoy the coast via a bike.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	WC-04		Detailed design work aligned with Sustrans feasibility for key schemes to develop out connection to Sandringham	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal.
Medium-term	WC-05	A149 – Queen	Improve crossing over A149 to connectivity to Sandringham	Summary principle: 1) Cycle infrastructure should be accessible to

		Elizabeth Way		<p>everyone from 8 to 80 and beyond: it should be planned and designed for everyone.</p> <p>The opportunity to cycle in our towns and cities should be universal.</p> <p>8) Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which recognises the importance of nodes, links and areas that are good for cycling.</p>
Medium- to long-term	WC-06		Rerouting of The Woottons priority route using disused railway line adjacent to new housing development	

9.3. King's Lynn North East to Grimston (2)

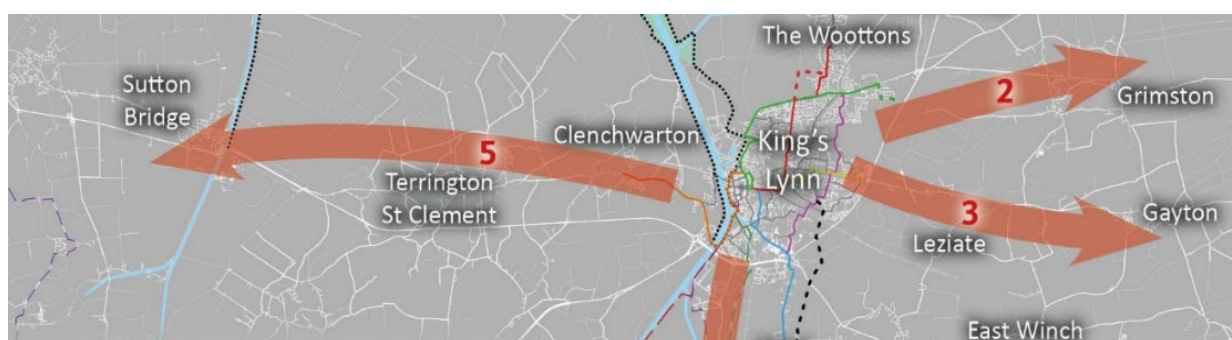


Figure 16: King's Lynn North to Dersingham

Route Description

East out of King's Lynn, this route would utilise the proposed Greenway to Fakenham to connect King's Lynn to the village of Grimston. Sustans have completed a feasibility of this route and have recommended a grade-separated crossing (e.g. bridge or tunnel) to provide access over the A149 along Sandy Lane. Following Sandy Lane, a quiet, traffic-free route along Grimston Warren and Roydon Common, there are options to continue along Cliffe-En-Howe Road or a potential traffic-free route north east, both of which connect to Pott Row. From Pott Row, the identification of a suitable quiet road can provide connection to Grimston.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	WC-01	Sandy Lane	Detailed feasibility/design of A149 walking and cycling crossing	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond.
Short-term	WC-07	Sandy Lane and other locations along route	Detailed feasibility/design of resurfacing of existing Highway infrastructure e.g. Sandy Lane	Summary principle: 14) Surfaces must be hard, smooth, level, durable, permeable and safe in all weathers.
Medium- Term	-	-	To be identified following detailed feasibility studies	-
Long Term	-	-	To be identified following detailed feasibility studies	-

9.4. King's Lynn East to Gayton (3)



Figure 17: King's Lynn North to Dersingham

Route Description

East out of King's Lynn towards, beginning from the yellow route, Sustrans have recommended a grade-separated crossing to provide access of the A149 south of the A1075 / B1145 roundabout. Although the B1145 is not currently suitable for pedestrians or cyclists, a wide southern verge provides suitable space for new infrastructure to access the Crematorium and Bawsey country Park. The second stage of this active travel route would require feasibility studies to investigate a suitable link connecting the country park to Gayton.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	WC-08	A149 / B1145 Roundabout	Detailed feasibility/design of A149 walking and cycling crossing	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal. 8) Cycle infrastructure must join together, or join other facilities together by taking a holistic, connected network approach which recognises the importance of nodes, links and areas that are good for cycling.
Short-term	WC-09	B1145	Detailed feasibility/design of B1145 walking and cycling provision	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal.
Medium- Term	WC-10	Various locations	Detailed feasibility/design of cycling and walking provision between Bawsey and Gayton	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal.
Long Term	-	-	To be identified following detailed feasibility studies	-

9.5. King's Lynn South to Watlington (4)



Figure 18: King's Lynn North to Dersingham

Route Description

South of King's Lynn, the existing Sustrans NCN Route 1 and NCN Route 11 provides connectivity to Watlington, and could also provide links with the Norfolk Trails, Fen Rivers Way and Nar Valley Way. The NCN routes provide sections of traffic-free lane and quiet roads. Work with Sustrans could be undertaken to assess and improve the condition of the route if required. Further feasibility work could look to improve permeability by identifying suitable quiet roads that connect to the NCN.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	WC-11	Various locations	Feasibility to improve cycling routes south of King's Lynn to include Nar Valley and Fen Rivers	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal.
Medium- Term	-	-	To be identified following feasibility study for WC-11 (above).	-
Long Term	-	-	To be identified following feasibility study for WC-11 (above).	-

9.6. King's Lynn West to Sutton Bridge (5)

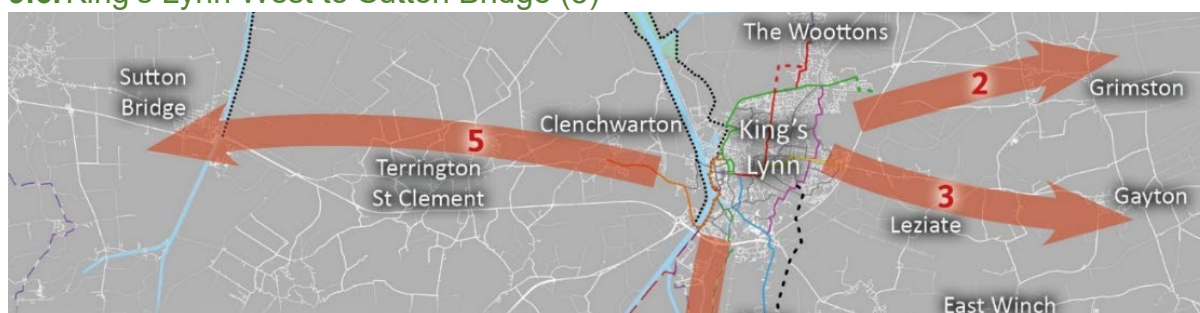


Figure 19: King's Lynn West to Sutton Bridge

Route Description

West out of King's Lynn, this route would connect the proposed orange route to Terrington St Clement. Infrastructure improvements along Main Road and Lynn Road would provide a direct and accessible link for pedestrians and cyclists between Clenchwarton and Terrington St Clement. Continuation of these improvements following Sutton Road would provide access to the A17 that could connect to Sutton Bridge using the old A17, which runs parallel to the current road. Investigation would be required to assess suitability and land ownership.

Route improvement scheme

Timescale	Ref	Location	Description	Design principle alignment
Medium-term	WC-12	Various locations	Feasibility to extend route to Terrington St Clement and through to Sutton Bridge	Summary principle: 1) Cycle infrastructure should be accessible to everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal.

9.7. Nar Valley Way (Green): King's Lynn to Gressenhall

Route Description

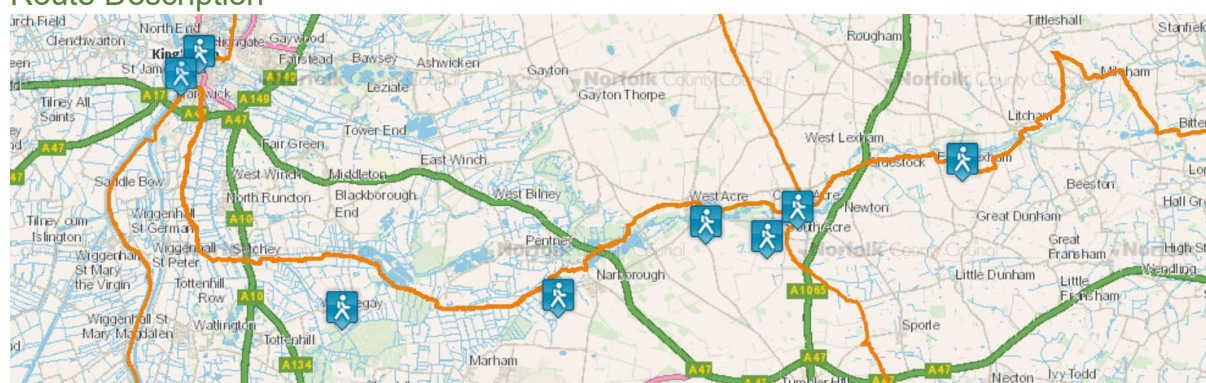


Figure 20: Nar Valley Way

The Nar Valley Way is a 33-mile walking trail which connects King's Lynn to Gressenhall, near Dereham. The route leaves King's Lynn and then connects to the Wensum Way which continues eastwards to Norwich. Nar Valley Way also crosses the Peddars Way National Trail at Castle Acre, which links up the southern Suffolk boarder to the North Norfolk coast.

Route improvement schemes

Timescale	Ref	Location	Description
Medium-term	WC-13	Various locations	Route improvements as identified in Nar Valley Way audits completed by Norfolk Trails and Active Trails to improve year-round access and accessibility

9.8. Fen Rivers Way (Red)

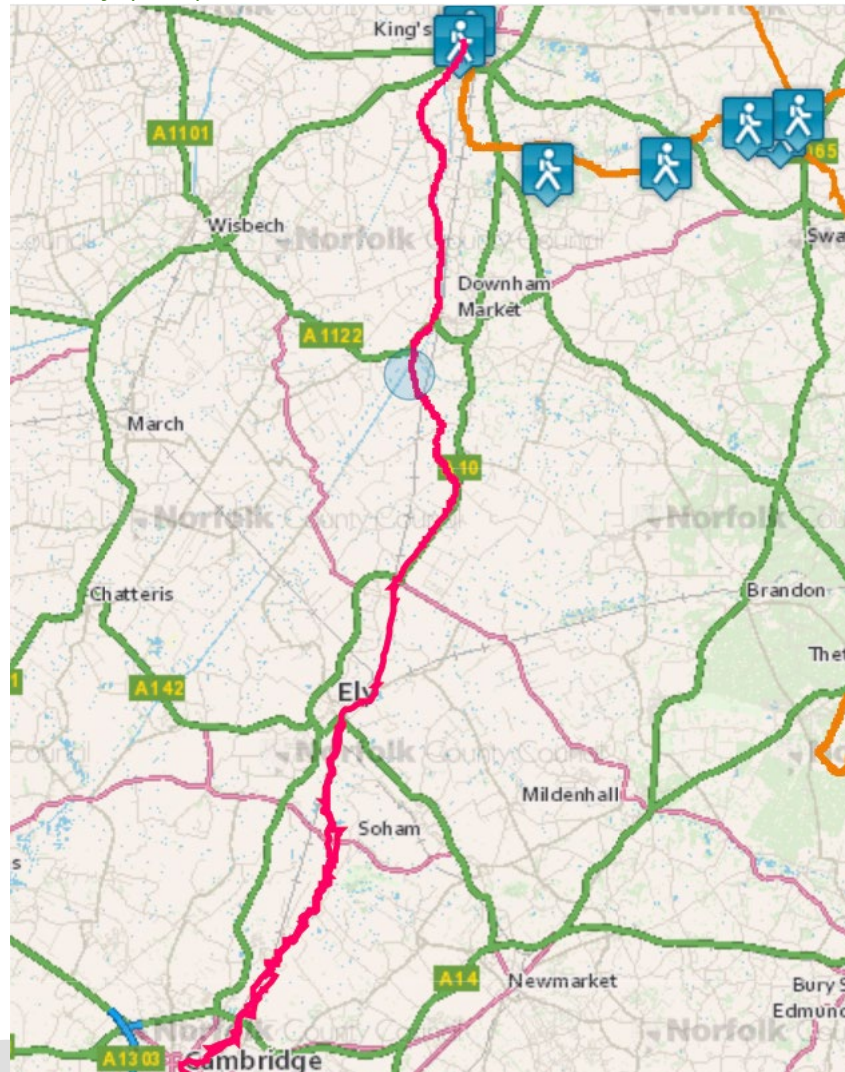


Figure 20: Fen Rivers Way

Route Description

The Fen Rivers Way runs nearly 50 miles between King's Lynn and Cambridge, tracing the course of rivers that drain slowly across the Fens into the Wash. It crosses under the A47 and continues to hug the bank of the Great Ouse south out of the county.

Route improvement schemes

Timescale	Ref	Location	Description
Short-term	WC-18	Various	Accessibility audit of Fen Rivers Way to identify key improvements for all users.

9.9. National Cycle Network Route 1



Figure 21: Nation Cycle Network Route 1

Route Description

The National cycle route 1 is a 1,264 mile promoted route running from Dover to the Highlands of Scotland and runs through King's Lynn connecting from Norwich and Fakenham outward to Lincolnshire and beyond National Cycle Network (NCN) Route 1. In the short term schemes and studies have been identified which increase accessibility and help to develop the design of the route.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	WC-14	Various locations	Barrier removal improvements as identified through Sustrans NCN review	Summary principle: 16) Access control measures, such as chicane barriers and dismount signs, should not be used.
Short-term	WC-15	Various locations	Signage improvements as identified through Sustrans NCN review	Summary principle: 11) Schemes must be clearly and comprehensively signposted and labelled.
Short-term	WC-16	Various locations	Review feasibility study infrastructure improvements as identified through	Summary principle: 1) Cycle infrastructure should be accessible to

			Sustrans NCN review, such as path widening schemes	everyone from 8 to 80 and beyond: it should be planned and designed for everyone. The opportunity to cycle in our towns and cities should be universal.
Medium- Term	-	-	To be identified following detailed feasibility studies	-
Long Term	-	-	To be identified following detailed feasibility studies	-

DRAFT

9.10. England Coast Path Extension



Figure 22: Coast Path Extension

Route Description

Natural England have proposed a coast path extension between Hunstanton and Sutton Bridge. The route goes through King's Lynn however, due to the port activity, a riverside route is not available and so Natural England have proposed that the trail be directed inland through the town before re-joining the river at the first opportunity. The proposed route goes on the landward side of the port on public pavements.

There are plans to regenerate the King's Lynn Riverfront at Nelson Quay in the medium – long term which incorporates improvements to walking and cycling routes as part of the development such as delivering a walkable riverfront. A masterplan for the Riverfront Regeneration has been developed and it will be a key component in bringing forward schemes identified in this Local Cycling and Walking Infrastructure Plan and as part of the coast path extension between Hunstanton and Sutton Bridge.

Route improvement schemes

Timescale	Ref	Location	Description	Design principle alignment
Short-term	WC-17	Various locations	Surfacing improvements on Coast Path at West Lynn	Summary principle: 14) Surfaces must be hard, smooth, level, durable, permeable and safe in all weathers.
Medium- Term	-	-	Following Coast Path feasibility on improvements required	-
Long Term				

10. Priority Highway cycling and walking schemes

As part of implementing the King's Lynn Transport Strategy work is ongoing looking at the following locations:

- Town centre gyratory system
- Hardings Way
- Southgates roundabout

King's Lynn Gyratory

Feasibility and scheme development work for re-configuring the central town centre gyratory one-way system is currently underway. This is to address the issue of poor local air quality on Railway Road, reduce congestion and delay and improve the public realm and walking and cycling journeys into the town centre.

The key objectives for the town centre gyratory improvement are to:

- Improve road safety by removing the existing four traffic lanes
- Improve air quality on Railway Road
- Improve public transport provisions in King's Lynn by favouring bus movements to and from the bus station
- To improve walking and cycling provisions. Achievement of this will be supported from the outcomes of the King's Lynn Local Cycling and Walking Infrastructure Plan
- Improve the highway capacity in the town centre in order to minimise delays and congestion

This study has been given priority consideration within King's Lynn Local Cycling and Walking Infrastructure Plan to ensure that any identified active travel network schemes contribute towards delivering on key objectives of the Highways scheme.

Hardings Way

Hardings way is a public transport, cycling and walking route linking Wisbech Road at its southern end to Boal Street. General traffic is not permitted to use this road which is controlled by rising bollard bus gates at either end which are activated by the buses.

It has been suggested that the resilience of the highway network could be improved by allowing other motorised vehicle types to use this route. A study has been carried out to investigate this issue and determine the most appropriate use for Hardings Way. The study will establish the strengths and weakness of various options.

Hardings Way has been given priority consideration within the King's Lynn Local Cycling and Walking Infrastructure Plan to ensure its walking and cycling benefits are fully realised in conjunction with the proposed active travel network set out in section 7.

Southgates Roundabout

Feasibility work has identified an improvement scheme for the Southgates roundabout to tackle issues of traffic congestion and journey time unreliability at this key access point to the town. The preferred option is to enlarge the current

roundabout and install traffic signals. This will also need to include significant enhancements for walking and cycling at this busy junction.

DRAFT

11. Other priority schemes to support the active travel network

In addition to the active travel network improvements outlined in this report, additional schemes have been identified which help promote the use of the active travel network by making cycling and walking a more convenient and appealing mode of transport within King's Lynn and West Norfolk.

11.1. Docked Public Cycle Hire Schemes



Credit: Beryl Bikes.

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

Norfolk County Council has recently partnered with Beryl Bikes and launched a cycle hire scheme in Norwich in March 2020. Currently Beryl Bikes have a fleet of 580 cycles available in Norwich and have recently introduced e-scooters which can be found at one of the 80 parking bays located around the city.

Since launch Beryl Bikes users in Norwich have covered the equivalent of six and a half laps around the globe, according to figures from Beryl, saving 43.92 tonnes of carbon dioxide emissions.

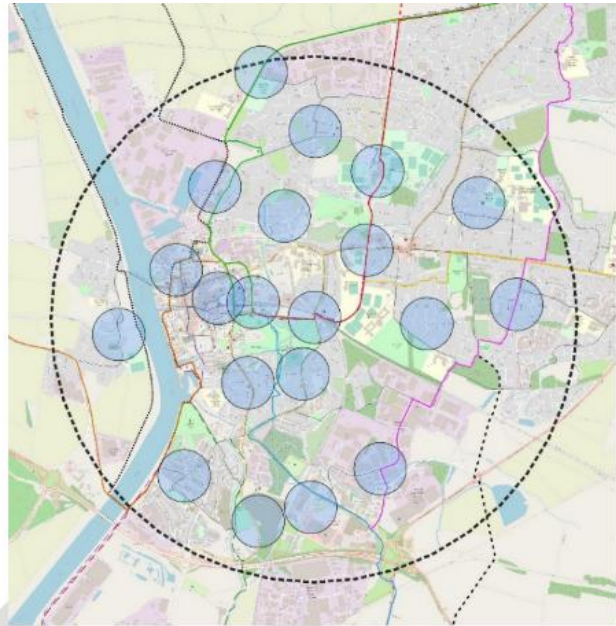
A potential pilot scheme for King's Lynn with a catchment area of 12.5km² containing 20 docking bays with a total of 70 cycles is estimated to cost around £200,000 over 5 years.

Following public consultation, docking bays could be distributed throughout a hire zone to maximise coverage, usage and connectivity.

We have learnt from similar schemes that popular locations for docking bays include transport hubs, such as bus and train stations, industrial parks, colleges, hospitals, parks and recreational areas.

The map represents an example of what a pilot cycle hire scheme could look like in King's Lynn with docking bay positions every 400m.

Should a pilot scheme be approved and prove successful then consideration



NCC and BCKL&WN will seek capital funding opportunities for a pilot scheme in King's Lynn

would be given to extending the scheme to cover a wider catchment area.

11.2. Route Wayfinding

Wayfinding signs help guide cyclists and pedestrians along a defined route without the need to refer to a map or mobile device. They are positioned along the journey at key decision points such as junctions, and sometimes in-between for reassurance. They also help maintain user safety, cut down on user conflict and keep people informed and connected while they travel. The signs also serve to create awareness of these routes and encourage people to use them. Examples of Wayfinders can be found along the existing active travel routes in Kings Lynn.



Wayfinding interventions, which comply with design guidelines, will be incorporated into new network schemes and included within bids for future funding.

Wayfinding interventions will be incorporated into new network development bids

11.3. Secure Cycle Parking

Secure cycle parking facilities provide cyclists with the peace of mind that their cycle is safe and secure when they are not using it. The design of the parking will vary depending on where it is located and how long the cycle is being stored.

On-street cycle parking hangers can provide secure storage in residential areas where storing a cycle at the home is not possible.

Cycle parking for short stays near busy locations such as shops, cafes and town attractions can take the form of simple tubular stands, either on their own or in large quantities depending on demand.

Cycle hubs can be found at locations that cater for large numbers of cyclists storing their cycle for long periods of time. Typical locations for cycle hubs are railway stations, central bus stations, places of education and work, high streets, marketplaces and other public spaces and key attractors.



When opportunities allow cycle parking solutions will be put forward for future capital funding. Short term capital funding opportunities include the Towns s Fund and the Active Travel Fund.

Cycle parking solutions will be included in future capital funding bids

11.4. Micromobility

'Micromobility' is the use of small lightweight electric vehicles to transport people and goods around towns and cities. Examples of these vehicles include low speed electric cycles and electric scooters as well as cargo cycles which are used by businesses to transport goods within central locations.

Increasing the availability and usage of these vehicles helps to reduce traffic congestion, free up parking space and improve air quality which supports a more healthy and sustainable transport system.



Zedify cargo bike. Credit: Zedify (www.zedify.co.uk)

In the short-term Norfolk County Council will identify strategic partners to help pilot the use of lightweight electric vehicles to help transport people and goods within the Kings Lynn region.

Opportunities to pilot the use of lightweight electric vehicles within the Kings Lynn

11.5. Mobility Hubs



A Mobility Hub connects multiple modes of public and non-public transport and offer services which help make journeys safe, convenient and as reliable as possible. The features and services within a Mobility Hub will be influenced by its location as well as the volume and type of traveller who will be using it. Examples of additional transport services which may be available at a Mobility Hub include cycle and scooter hire, cycle parking, car charging and parking facilities, cycle repair services, storage lockers, map and transport information services, shelter from the weather and refreshments.

As well as helping people connect with transport modes Mobility Hubs also help to raise the profile of shared mobility services which can increase their use and commercial viability. In addition, they support low car use lifestyles which could lead to lower demand for car parking spaces

in central locations with space being reallocated for housing or public area improvements.

In the short-term Norfolk County Council will investigate capital funding opportunities to enhance existing transport interchanges to mobility hub standards. An active travel hub scheme is currently underway in King's Lynn as part of the NORA Enterprise Zone. Here an Active Travel Hub is proposed to provide car parking, cycling facilities and associated infrastructure on the outskirts of the town to serve the business park and provide inward town travel.

Opportunities to enhance existing transport interchanges.

11.6. Mobility-as-a-service (MaaS)

Mobility as a Service (MaaS) is a term used to describe a digital transport service platform that enable users to access, pay for, and get real-time information on a range of public and private transport options. These platforms may also be linked to the provision of new transport services. They can save people time and money and help them to stay digitally connected with live transport updates whilst on the move.



Working with Government and strategic partners Norfolk County Council will seek opportunities to invest in digital transport services for Norfolk to enable easy and efficient connectivity through the region.

Norfolk County Council will seek opportunities to invest in digital transport

11.7. Cycling and Walking Incentives

Cycling and walking incentives are design to encourage people within the community



to use and enjoy the cycling and walking network. Examples of incentives can include cycle training programmes for schools and communities, support for workplaces with cycle parking, network maps, cycle loan schemes, plus competitions to win cycling and walking equipment. The variety of incentives offered by local authorities can change over time depending on the needs of the local community and the level of funding available.

Norfolk County Council currently offer a programme of walking and cycling incentives through the “Pushing Ahead” project and we will look to develop a similar programme for King’s Lynn.

Investigate a programme of cycling and walking initiatives for King’s Lynn.

11.8. Summary of schemes to support cycling and walking

Timescale	Ref	Description	Detail
Short-term	AS-01	Docked Public Cycle Hire Schemes	Investigate opportunities for a public/ private partnership to deliver a bike hire scheme covering the main attractors in the King’s Lynn Town Centre Study Area.
Short/ Medium-term	AS-02	Route Wayfinding (for Cycling and Walking)	Following infrastructure improvements improved wayfinding to publicise the priority routes and the destinations they serve.
Short/ Medium-term	AS-03	Secure Cycle Parking	Investigate funding opportunities for cycle parking solutions within King’s Lynn.
Short/ Medium-term	AS-04	Micromobility	Investigate opportunities for public/ private partnerships for micromobility pilots including (but not limited to) e scooters and e cargo bikes
Short/ Medium-term	AS-05	Mobility Hubs	Look at opportunities to enhance existing transport interchanges at the rail station and bus station to improve walking and cycling access
Short/ Medium-term	AS-06	Cycling and Walking Incentives	Development of a targeting behaviour change programme to encourage more people to walk and cycle for economic, social, health and environmental benefits. This will be developed in alignment with key stakeholders including public health.
Medium/Long-Term	AS-07	Mobility-as-a-service (Mass)	Working with wider Norfolk County Council initiatives to investigate opportunities for Mobility as a service pilots e.g app developments to encourage more multi modal trips. This could be aligned with a micro mobility or a bike hire pilot.

12. Details of Annex 1-7

Additional information that supports King's Lynn Local Cycling and Walking Infrastructure Plan (LCWIP) main report and found in the following Annexes

12.1. Annex 1 Full detailed scheme list

Full detailed scheme list for active travel network improvements schemes contained with the King's Lynn LCWIP.

12.2. Annex 2 Information about King's Lynn

LCWIP location, growth, heritage, safety and environmental context.

12.3. Annex 3 – Local and national policy:

LCWIP alignment with local and national transport, environmental and public health policy.

12.4. Annex 4 – Vision King's Lynn Survey:

Key cycling and walking opinion survey findings and LCWIP considerations.

12.5. Annex 5 – Neighbourhood Plan Alignment

Summary of cycling and walking requirements identified following a review of adopted neighbourhood plans within the King's Lynn region.

12.6. Annex 6 – Active travel network planning

Planning tools and outputs used to access the walking and cycling needs of the network.

12.7. Annex 7 – Economic appraisal of the network

Methodology and outputs of the economic assessment of the King's Lynn active travel network improvement schemes.

Great Yarmouth

Local Cycling and Walking Infrastructure Plan

Summary



July 2021

Contents

1. Introduction	- 2 -
2. Why improve the cycling and walking network?	- 3 -
3. Why do we need a Local Cycling and Walking Infrastructure Plan?	Error! Bookmark not defined.
4. How does the cycling and walking infrastructure planning process work?	- 4 -
5. How does the infrastructure plan support national and local policy?	- 7 -
6. What are the active travel network design standards?	Error! Bookmark not defined.
7. What area does the cycling and walking infrastructure plan cover?	Error! Bookmark not defined.
8. Priority active travel development schemes	- 17 -
9. Priority active travel network support schemes	- 38 -
10. How will the priority cycling and walking schemes be delivered?	Error! Bookmark not defined.
11. How will the success of the schemes be measured?	- 47 -
12. What happens next?	Error! Bookmark not defined.

1. Introduction

Norfolk County Council is working in partnership with Great Yarmouth Borough Council to create a Local Cycling and Walking Infrastructure Plan for Great Yarmouth and Gorleston.

The objective of the planning process is to identify and prioritise improvements which can be made to the Active Travel (cycling & walking) network within the region over the short, medium and long term.

The purpose of this summary document is to share information about the active travel network improvement schemes which have been identified during the planning processes and to enable elected members, residents and stakeholders to review and share their feedback.

The summary also sets out the reasons for improving the active travel network for Great Yarmouth and Gorleston and includes details on how the infrastructure plan has been developed, as well as how the new schemes will be designed and delivered.

Norfolk County Council and Great Yarmouth Borough Council are now actively encouraging elected members, residents and stakeholders to review the active travel network schemes contained within this summary and to share their feedback via an on-line survey.

By taking part in the survey you can help to ensure that the priority schemes focus on the right areas of the network and deliver an active travel network which is accessible for everyone living in or visiting the town and surrounding area.

The Great Yarmouth and Gorleston active travel survey is available on-line between the **5th July** to the **31st August**.

For more information and to take part in the online survey please visit www.norfolk.gov.uk/activetravel



This summary provides information about active travel network improvement schemes for Great Yarmouth

2. Why improve the cycling and walking network?

Research has shown that cycling and walking are good for our physical and mental healthⁱ and by making more journeys via active modes of transport, we can improve our quality of life, benefit the environment and enhance local productivity.

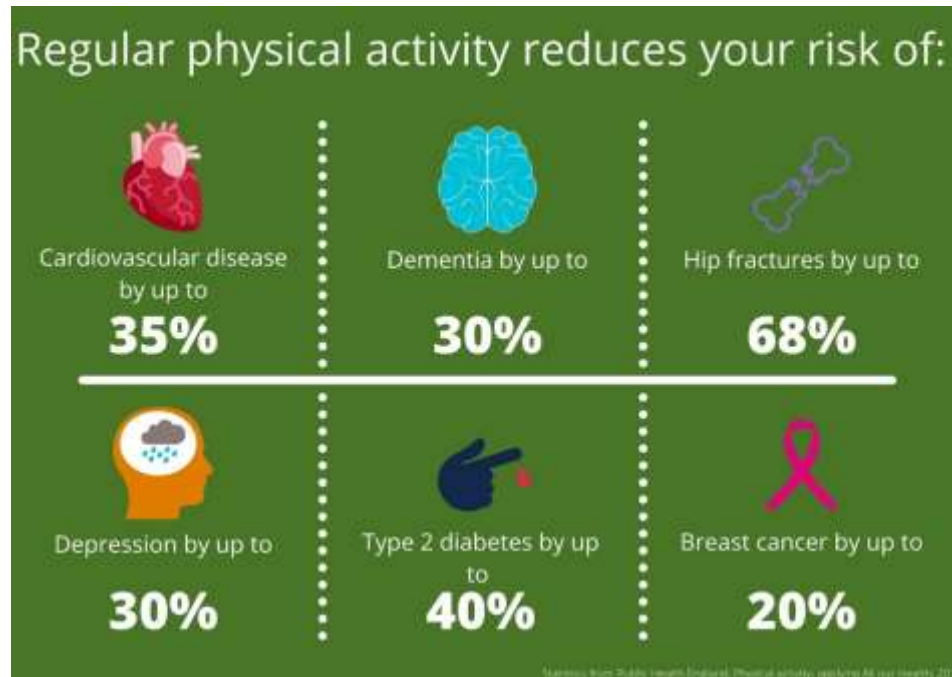


Figure 1: The medical benefits of cycling and walking

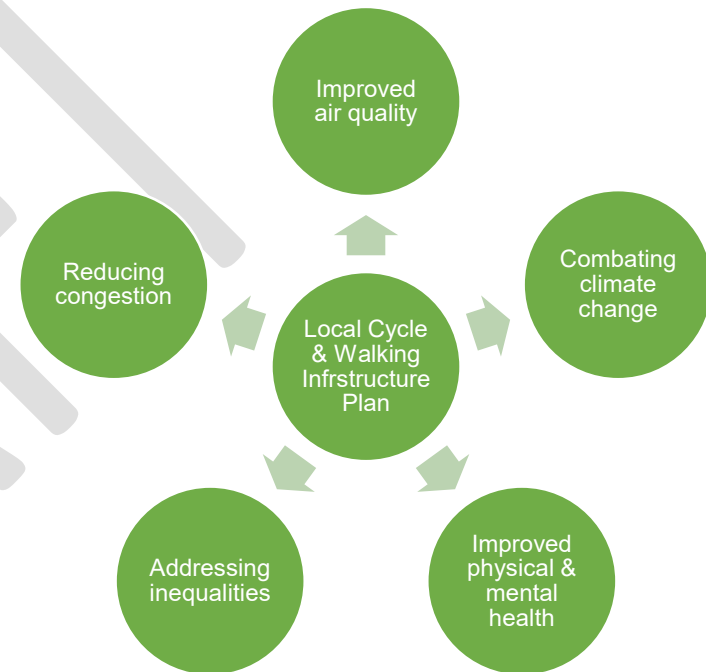


Figure 2: The benefits of increased levels of cycling and walking

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

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

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

In 2017, the Department for Transport (DfT) set out the national vision for cycling and walking and released the “Gear Change”ⁱⁱⁱ policy paper in July 2020, which provides local authorities with guidance on developing active travel networks.

The policy contains four themes, which group together the key actions that need to be taken:

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

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

***Empowering and encouraging Local Authorities** – by enabling, encouraging and empowering local authorities to do more for cycling on their roads, including appropriate maintenance. In addition, £2 billion of new funding will be provided by central government over the next five years to support local authorities with well-defined Local Cycling and Walking Infrastructure Plans.*

***Enabling people to cycle and protecting them when they do** – by ensuring that every adult and child who wants it can be trained how to ride a cycle safely. Working more closely with the NHS and incentivising GPs to prescribe cycling and building cycle facilities in towns with poor health. Combating bike theft and make legal changes to protect vulnerable road users, plus improvements to road safety for all road users. Establish a national electrically assisted bike support programme.^{iv}*

A Local Cycling and Walking Infrastructure Plan enables priority active travel network improvements to be identified and prioritised and also supports applications for government funding to help develop and deliver new schemes.



Figure 3: DfT Gear Change

The planning process enables priority active travel network development schemes to be identified

4. How does the cycling and walking infrastructure planning process work?

The DfT 'Gear Change' policy document outlines six key planning stages which have been followed by Norfolk County Council.

Stage	Objective	How the objective was met for Great Yarmouth
1 Determining Scope	Establish the geographical extent of the plan, and arrangements for governing and preparing the plan.	The geographical extent and scope of the plan was jointly agreed between Norfolk County Council and Great Yarmouth Borough Council.
2 Gathering Information	Identify existing patterns of walking and cycling, and potential new journeys. Review existing conditions and identify barriers to cycling and walking. Review related transport and land use policies and programmes.	Existing patterns of walking and cycling and potential new journeys identified through the analysis of Census Data, Strava Metro Data (GPS) and existing traffic count data. Existing network conditions and barriers to cycling and walking identified by reviewing existing policies and network schemes and Project Officer site visits. A review of related transport and land use policies and programmes included a review of adopted Neighbourhood Plans and key strategic transport, environment and public health policy documents.
3 Cycle Network Planning	Identify origin and destination points and cycle flows. Convert flows into a network of routes and determine the type of improvements required.	Activities completed in order to create a cycle network plan have included a review of key attractors within Great Yarmouth, cycle propensity modelling, and a review of existing schemes identified through funding initiatives.
4 Walking Network Planning	Identify key trip generators, core walking zones and routes, audit existing provision and determine the type of improvements required.	Activities completed in order to create a walking network plan also included a review of key attractors within Great Yarmouth and a review of existing schemes identified through funding initiatives.
5 Prioritising Improvements	Public engagement and prioritise improvements to develop a phased programme for future investment.	Current stage
6 Integration and Application	Integrate outputs into local planning and transport policies, strategies, and delivery plans.	Next stage

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

What are the outcomes of the planning process?

The three key outcomes of the planning process include:

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



The planning process enables local authorities to identify and prioritise active travel network schemes.

5. How does the infrastructure plan support national and local policy?

The plan for Great Yarmouth and Gorleston supports local and national transport, environmental and public health policies:

Great Yarmouth & Norfolk Planning Policy	How the infrastructure plan supports the policy
Great Yarmouth Town Deal initiative Great Yarmouth Borough Council	The plan supports the ambitions of the Great Yarmouth Town Deal initiative by incorporating active travel network schemes which deliver improved public wayfinding and sustainable connectivity as well as physical enhancements and digital connectivity.
Great Yarmouth Local Plan: Core Strategy 2013-2030 Great Yarmouth Borough Council	The vision of the Core Strategy is for the borough to be a more attractive and aspirational place to live, work and play, with strong links to Lowestoft, the Broads, Norwich. The infrastructure plan will support this by providing a coherent and attractive network of walking and cycling routes to key destinations in the borough, as well as providing wider connectivity to surrounding areas such as the Broads and Lowestoft, and to the train station, providing a link with Norwich.
Great Yarmouth Local Plan Part 2 2013-2030 Great Yarmouth Borough Council	The emerging plan supplements the policies within the adopted Core Strategy. It includes policies which seek to safeguard strategic walking and cycling routes across the borough and further to Lowestoft and the Broads, improved walking, cycling and wayfinding connections between Great Yarmouth Town Centre and the Great Yarmouth Seafront.
Norfolk access improvement plan (2019 – 2029) Norfolk County Council Broads National Park National Trails	By improving the cycling and walking network, this plan helps to provide an easy to use, safe, healthy and sustainable way to enjoy and connect with the Norfolk coast and countryside, key ambitions of the Norfolk Access Improvement Plan.
The Norfolk Delivery Plan Norfolk County Council	Increased cycling and walking as a mode of transport supports the response to the economic challenges of the pandemic and can help to maintain social distancing during the pandemic and avoid a car dominated recovery, enabling us to maintain the environmental benefits experienced during pandemic.

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

Local and National Transport Policy	How the infrastructure plan supports the policy
Department for Transport “Gear Change” and Cycle Infrastructure Design Guide (LTN 1/20).	The infrastructure plan closely follows the guidance outlined in the Department for Transport's Gear Change document and the Cycle Infrastructure Design guidance. The plan also shares the ambition of encouraging walking and cycling by making it safer and more practical to travel via these modes of transport.
Great Yarmouth Transport Strategy (2020) Norfolk County Council Great Yarmouth Borough Council	Key objectives of the Great Yarmouth Transport Strategy are to manage congestion; provide a safe environment for all modes of transport; increase active travel on shorter journeys; improve air quality; and increase opportunities for people to use sustainable methods of transport by providing viable options to car use. This infrastructure plan seeks to support the delivery of all such objectives through the identification of improvements to Great Yarmouth's walking and cycling network, promoting an increase in uptake of these modes of travel.
Norfolk Local Transport Plan 4 Strategy 2021 – 2036 (emerging) Norfolk County Council	The Infrastructure plan helps to deliver the objectives within the Norfolk Local Transport Plan 4 bid by: delivering a sustainable Norfolk, enhancing connectivity, enhancing Norfolk's quality of life, increasing accessibility, improving transport safety and providing a well-managed and maintained transport network.
Norfolk Cycling and Walking Strategy 2017 Norfolk County Council	The plan will help to achieve the ambitions of the Cycling and Walking Strategy by encouraging an increase in the number of people cycling and walking for work, education and leisure, by providing safe and attractive opportunities to do so.

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

Environment & Air Quality Policy	How the infrastructure plan supports the policy
Norfolk County Council Environment Policy 2019	The ambition for Norfolk is to have net zero carbon emissions by 2030. In order to achieve this the use of sustainable modes of transport must be increased with a focus on walking and cycling.

25 Year Environment Plan HM Government	The Cycling and Walking Infrastructure Plan supports the Governments 25 Year Environment Plan by helping to reduce congestion and air pollution in the Great Yarmouth area.
The Climate Change Act Revision (2019) HM Government	Consideration has been given to this national policy with the ambition of net zero greenhouse gas emissions by 2050. The plan will deliver improvements to the cycling and walking network which will help towards reducing congestion and carbon emissions from transport in the region.
Clean Air Strategy 2019 HM Government	The plan supports the Clean Air Strategy by helping to reduce emissions from transport.
The Paris Agreement 2015 United Nations	International ambition to keep global temperature rise below 2 degrees Celsius above pre-industrial levels and to pursue efforts to keep this below 1.5 degrees Celsius. The improvements to the cycling and walking network will help towards reducing congestion and carbon emissions from transport in the region.

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

Public Health Policy	How the infrastructure plan supports the policy
Joint Health and Wellbeing Strategy (2018-2022) Health and Wellbeing Board Norfolk & Waveney	The priorities of the Joint Health and Wellbeing Strategy are to support healthy, independent and resilient lives and providing support to those most in need. Increasing the uptake of walking and cycling is an important step for improving health and wellbeing, which is an integral part of what this infrastructure plan aims to promote.
Public Health England: Working Together to Promote Active Travel 2016	The infrastructure plan delivers improvements to the active travel network which are aligned to the policy and practical actions recommended by Public Health England.

Table 5: Public health policy and how the infrastructure plan supports this.

The plan supports the Town Deal which is another potential source of short-term funding for active travel network improvements.

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

6. What are the active travel network design standards?

The Department for Transport has created a set of 'Cycle Infrastructure Design'^v guidelines which help local authorities to deliver improvements to the active travel network and represent the essential requirements for enabling more people to travel by cycle or on foot, based on best practice both internationally and across the UK.

Design principles

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

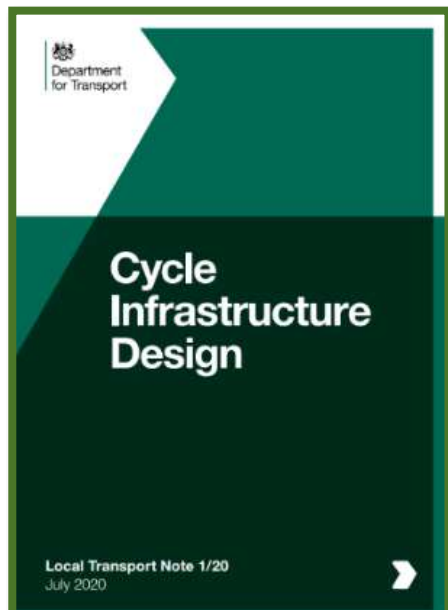


Figure4: DfT Cycle Infrastructure Design Guidance

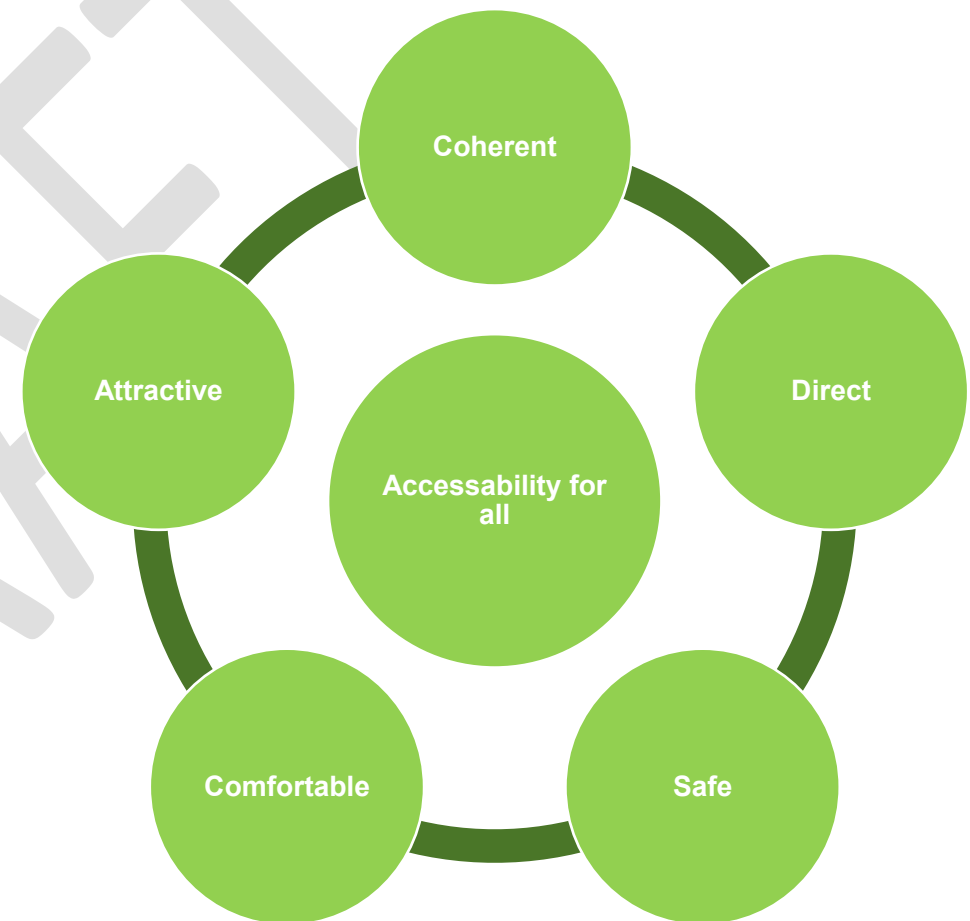


Figure 5: DfT Cycle Infrastructure Design Principles

Design principles in practice

The table below illustrates what the DfT design principles mean and how they could be applied to the active travel network.






Accessibility for all				
Coherent	Direct	Safe	Comfortable	Attractive
				
Great Yarmouth Pedalway	Regent Street	Marine Parade	Beaufort Way	Train Station & Vauxhall Bridge
Design principle				
Cycle networks should be planned and designed to allow people to reach their day to day destinations easily along routes that connect, are simple to navigate and are of consistently	Cycle routes should be at least as direct – and preferably more direct – than those available for private motor vehicles.	Not only must cycle infrastructure be safe, it should also be perceived to be safe so that more people feel able to cycle.	Comfortable conditions for cycling require routes with good quality, well-maintained smooth surfaces, adequate width for the volume of users, minimal stopping and starting and	Cycle infrastructure should help to deliver public spaces that are well designed and finished in attractive materials and be places that people want to spend time using.
How the principles are applied				
Great Yarmouth currently has waymarking on its Pedalways network which is comprised of stickers on lampposts and road signs.	Regent Street contraflow cycle lane provides a direct route for cyclists from Hall Quay to the town centre. The motor vehicle restrictions along this road also provides a direct route when travelling in the opposite direction, towards Hall Quay.	Marine Parade experiences high volumes of traffic during the tourist season and has parking along much of the road. The segregated cycle lane provides a safe route away from people driving and exiting vehicles.	Beaufort Way's shared-use path provides a wide, well-surfaced path that is comfortable for both cycling and walking.	The redeveloped station forecourt and Vauxhall Bridge cycling and walking improvements provide an attractive entrance to Great Yarmouth when arriving by train.

Fig 5: Source: DfT Cycle Infrastructure Design document - core

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

7. What area does the cycling and walking infrastructure plan cover?

Core study area

The Local Cycling and Walking Infrastructure area map represents the geographical area agreed between Norfolk County Council and Great Yarmouth Borough Council for the Local Cycling and Walking Infrastructure Plan.

The blue dotted line on the map outlines the focus area for the plan, which includes new and improved active travel routes and walking zones within the Great Yarmouth and Gorleston area.

Any potential cycling and walking improvement schemes which are located within the wider area of the map, indicated by the red dotted line, will be considered as part of future planning activities.

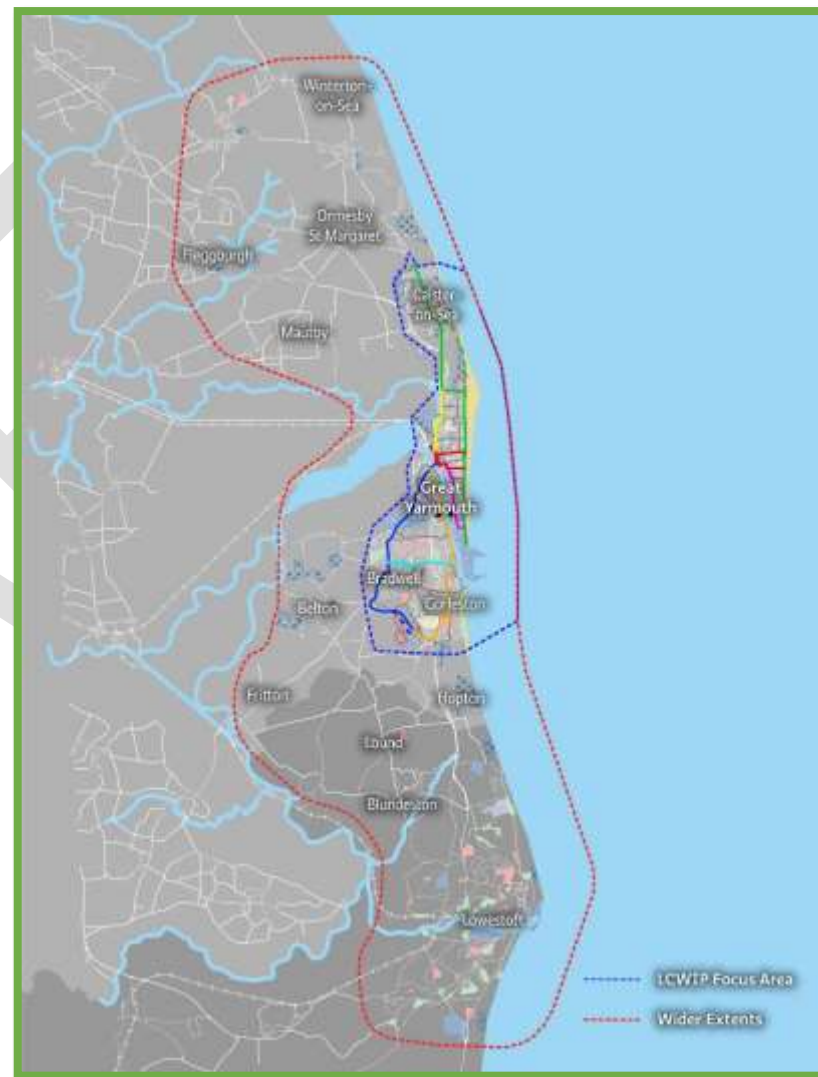


Fig 6: Local Cycling and Walking Infrastructure Plan area map.

Proposed Great Yarmouth active travel network

The Great Yarmouth Cycling and Walking Infrastructure Plan has identified seven priority active travel routes across Great Yarmouth and Gorleston.

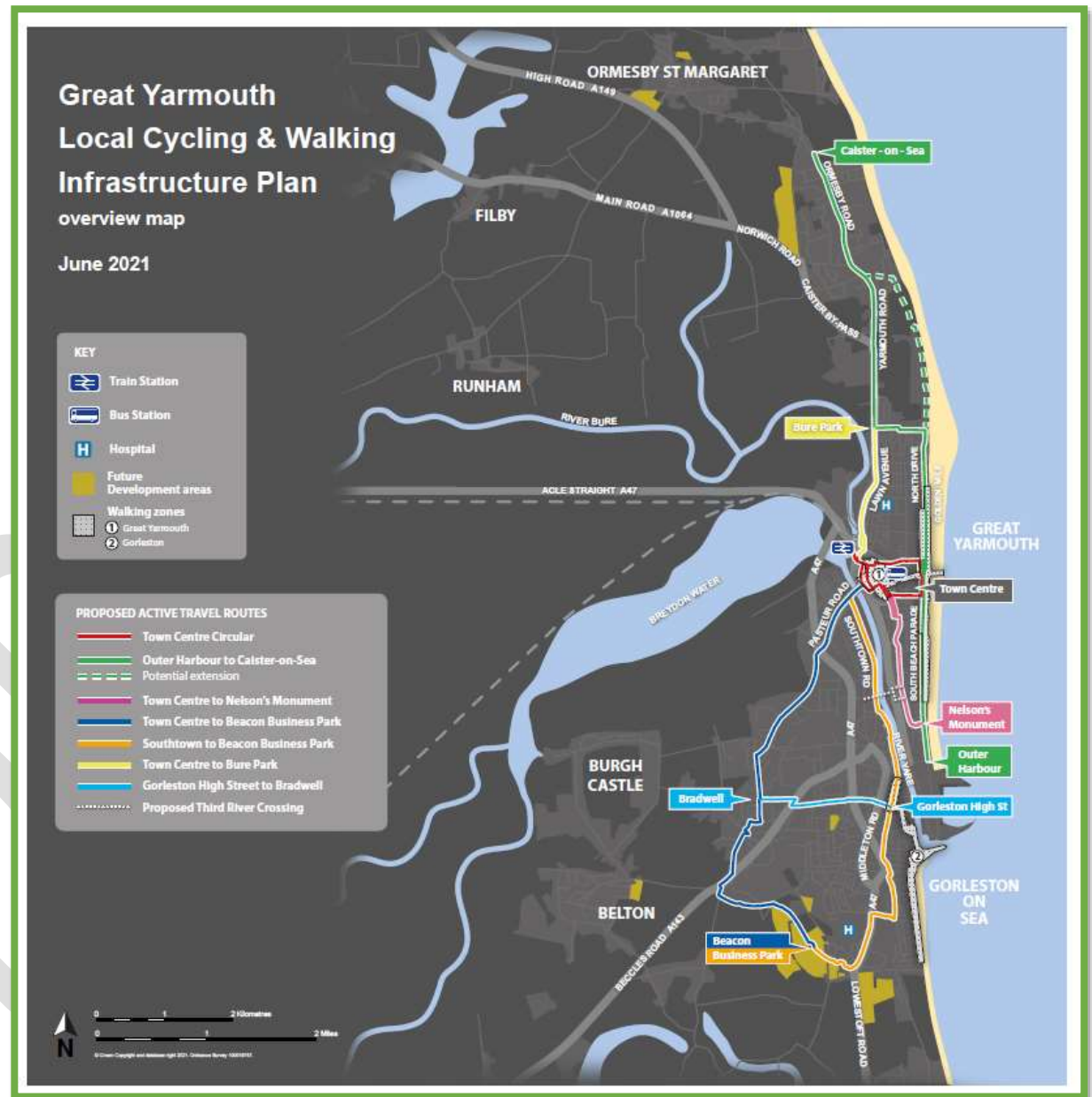
Each route has been colour coded and provides a link between key attractors such as the town centre, residential areas, the train station, hospital, schools, employment sites, green spaces as well as recreational spaces along the coast and Broads network.

The Third River Crossing (black dotted line), which is currently under construction, will also provide active travel connectivity between priority routes.

Walking and cycling infrastructure improvements will be prioritised along these routes, as well as the secondary neighbourhood which add an extra layer of connectivity across the network.

The proposed routes can be seen in Figure 7.

Fig 7: Great Yarmouth proposed priority active travel



Walking zones

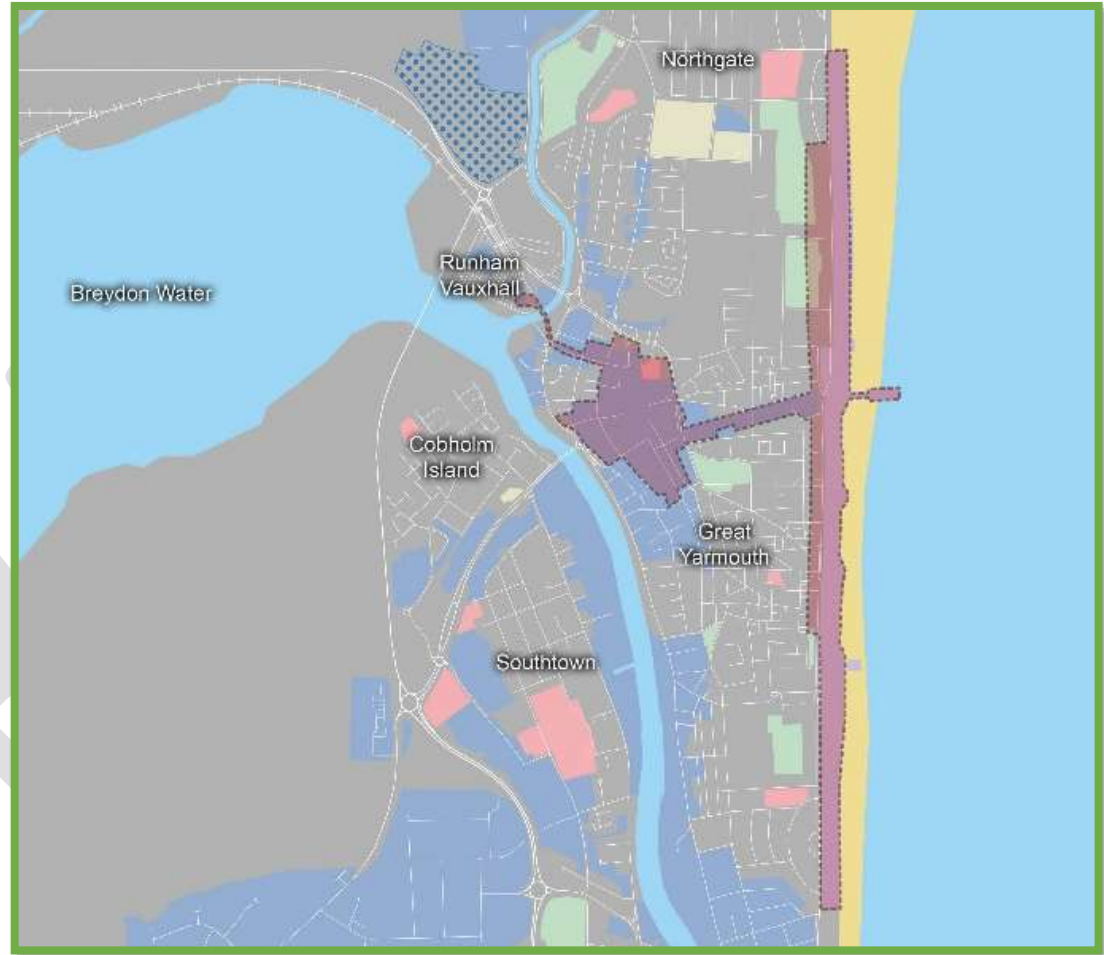
The infrastructure plan also includes schemes to improve the dedicated walking zones within Great Yarmouth and Gorleston.

The two designated walking zones give priority to pedestrians due to the high levels of walking traffic within these areas. Schemes within these walking zones will be given the highest priority.

Great Yarmouth Walking Zone

The first walking zone is in Great Yarmouth town centre with a link to the seafront. Enhanced connectivity between the town centre and the seafront through improved cycling and walking routes is a key ambition of the Great Yarmouth Town Deal. These are also key attractors in the town and areas of high levels of footfall.

Fig 8: Great Yarmouth Walking Zone



Gorleston Walking Zone

The second walking zone is in Gorleston and stretches along the seafront and the high street, which are also areas of high footfall and contains key attractors in the town.

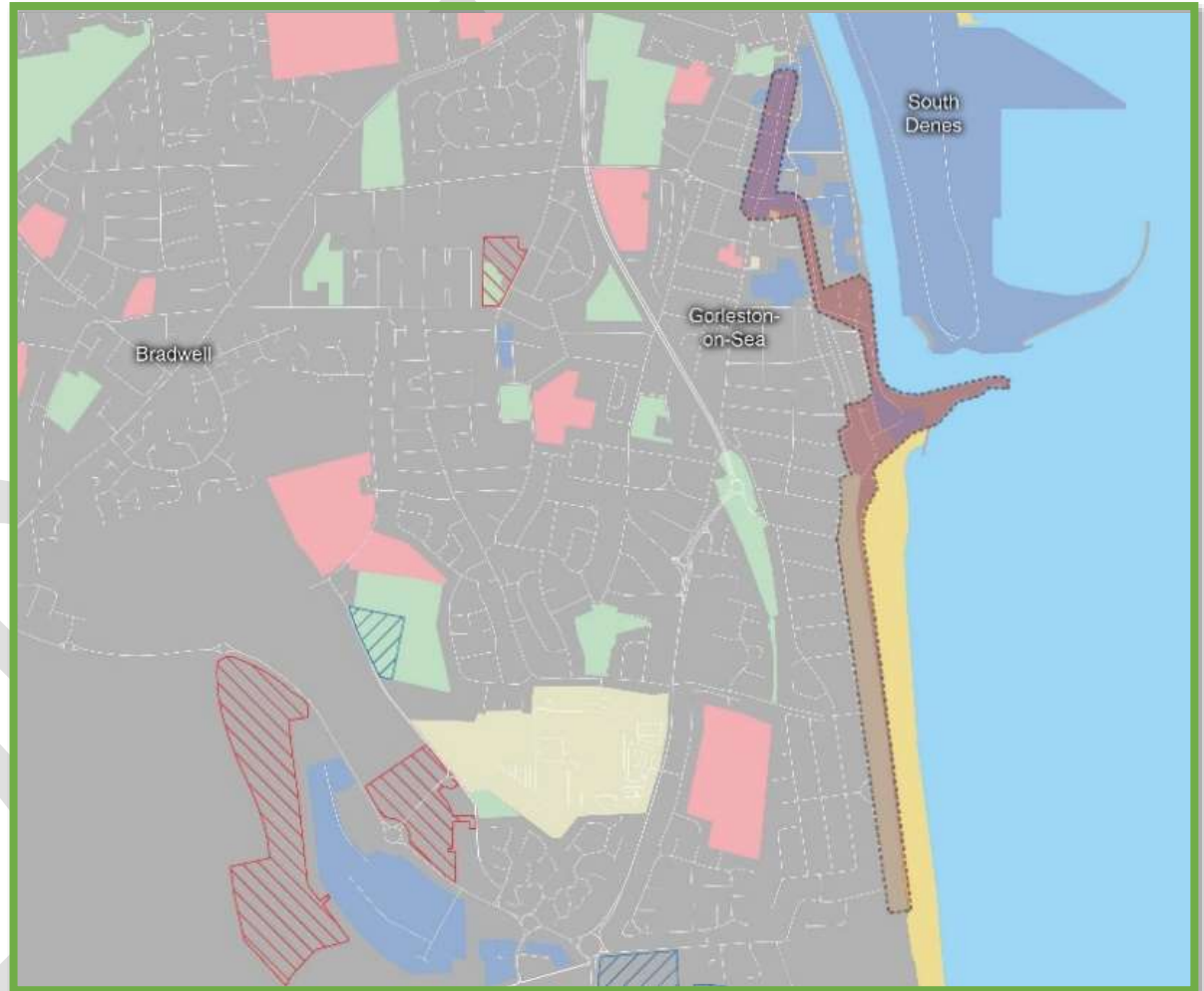


Fig 9: Gorleston Walking Zone

Wider network connectivity

The Local Cycling and Walking Infrastructure Plan also includes seven potential extensions into the wider study area, as shown in Figure 10.

The purpose of these extensions is to provide residents and visitors to the region with sustainable transport access to nearby settlements, green spaces, recreational spaces along the coast and the Broads network.

The proposed extensions will provide wider network connectivity by linking with the National Cycle Network as well as the National Trail and Norfolk Trails networks.



Fig 10: Wider network connectivity map

The purpose of the plan is to help prioritise cycling and walking improvements in Great Yarmouth and Gorleston

8. Priority active travel development schemes

8.1 Cycling routes

Outer Harbour to Caister-on-Sea (Green)

Route Description

This is a 10.5km route which follows the coastal side of Great Yarmouth before extending north to the centre of Caister on Sea. The route passes through one of the major employment areas of the docks to the south, along the beach front and past the pleasure beach and pier before turning slightly more inland through residential areas. This corridor continues north to link up the large neighbouring village of Caister on Sea which has a population of 8,901 (2011 census), Caister Academy, and the large Haven holiday park.

Existing Condition

The route begins on South Beach Parade along a wide road with no cycle provision. Although the road provides sufficient space for cycling, it serves as access to several industrial buildings and will be used by large vehicles. Continuing north along South Beach Parade, a segregated cycle lane can be used from the junction of King's Road. This wide segregated lane continues along Marine Parade until reaching Britannia Pier where cyclists are required to join the road and continue to Euston Road. Cyclists can continue on the road along North Drive, which is a wide road, but parking is permitted for the majority of it, until reaching the residential streets of Milton Road, Madden Avenue and Beatty Road. The route then connects to Caister Road using Jellicoe Road that also requires on-road cycling but sees high volumes of traffic. Caister Road provides sections of segregated and shared-use path, but these are very narrow and require resurfacing. Yarmouth Road provides a short section of mandatory cycle lane and then the requires cycling on the road without any provision. This continues along High Street, which sees high volumes of traffic, before a short section of advisory cycle lane leading up to the traffic lights at the junction of Ormesby Road. The route follows Ormesby Road beginning with a short uphill section bordered by a wall and hedge, which would prevent refuge from traffic should a cyclist struggle with the gradient. On-road cycling is required for the remainder of the route along Ormesby Road up to Caister-on-Sea.



Schemes

Reference	Location	Timescale (Years)	Description
28	North Drive	3-5	Creation of segregated lane along North Drive from Marine Parade to Euston Road. Existing feasibility studies recommend shared-use due to the requirement to remove parking spaces; however, this should be reviewed in light of latest DfT guidance.
29	North Drive	3-5	Create stepped segregated cycle lanes and review parking
30	Jellicoe Road	1-3	Segregated cycle lanes between Caister Road and Beatty Road as per Active Travel Fund scheme. Roundabout improvement to provide access to Beatty Road.
31	Madden Avenue / Milton Road	1-3	Traffic calming along both roads and provide priority for cyclists at junction where both roads connect.
32	Caister Road	1-3	Improve segregated cycle lane and upgrade shared-use sections between Jellicoe Road and Yarmouth Road
36	Yarmouth Road / High Street	3-5	Add light segregation to existing cycle lanes and provide provision along other sections. Improve approach to traffic lights at junction of Ormesby Road
33	Ormesby Road	5+	Narrow road with gradient may require diverting route to Roman Way. Review option of advisory cycle lanes to reduce overtaking.
34	Ormesby Road	5+	Create segregated cycle lane
35	South Beach Parade	3-5	Continuation of segregated cycle lane from Kings Road roundabout to end of corridor. As the cycle lane is on the eastern side of the road, access for northbound travel will need to be included.
37	North Drive / Beach Road	5+	Scheme to connect Beach Road, Caister to North Drive. The preferred alignment for this section would utilise the remains of the existing railway track bed between the existing car park at Beach Road, and the northern end of Seashore Holiday Park, at which point the alignment would cross the existing sand dunes as far as North Drive.

Town Centre Circular (Red)

Route Description

This 3km town centre corridor is a circular route which allows cyclists to navigate the one-way systems in the historic centre. It joins the Caister on Sea to Outer Harbour, Bure Park to Town Centre, Beacon Park Development to Town Centre and Nelson's Monument to Town Centre corridors together, whilst avoiding the heavily used pedestrian only Regent Road. It passes through retail employment areas and along Saint George's Park. The town centre is also home to the bus station and the marketplace.

Existing Condition

The route begins on Trafalgar Road with a shared-use path along the southern side of the road up to Alexandra Road. Dene Side and King Street are one-way streets that provide access for northbound and southbound travel respectively. There is no cycle provision for either road; however, the narrow width of each should keep traffic speeds low. The route continues along King Street and Regent Street that is a one-way bus and cycle route with a contraflow cycle lane for southbound and eastbound travel. Howard Street provides access when travelling northbound requires on-road cycling with sections of the road being one-way. If travelling to the train station, a shared-use path can be used along The Conge, Lime Kiln Walk and over Vauxhall Bridge. From the train station there are two routes available: the first option follows the shared-use path back along The Conge to the marketplace. Cyclists are required to dismount to cross the marketplace and carpark to join St Nicholas Road. The route follows St Nicholas Road and Euston Road back to the seafront



that comprises of on-road cycling with high volumes of traffic. The second option also utilises the shared-use path along The Conge before travelling along George Street. George Street is a primarily a residential street with low traffic speeds, but the on-street parking could cause hazards. George Street connects to Hall Quay with a short section of footpath that requires cyclists to dismount. Hall Quay provides a section of mandatory cycling lane and on-road cycling before connecting back to Regent Road.

Schemes

Reference	Location	Timescale (Years)	Description
78	Vauxhall Bridge Path	1-3	Remove or protect against barbed wire along fencing
79	The Conge	1-3	Improve raised tables at junctions of George Street and Falcon Court
80	The Conge	3-5	Provide parallel crossing at junction with Market Place
81	Market Place	1-3	Provide a shared-use cycle path through Market Place car park to connect The Conge and St Nicholas Road
82	St Nicholas Road / Euston Road	5+	Shared-use path along St Nicholas Road between Marketplace and Priory Plain. Advanced stop lines at Priory Plain / Temple Road junction. Light segregation along St Nicholas Road and Euston Road Between Priory Road and North Drive
83	Broad Row	1-3	Upgrade row to shared-use path from Georges Street to Stonecutters Way. Some feasibility work has already been carried out.
84	Hall Quay	3-5	Segregated cycle lane between Stonecutters Way and Regent Street. Some feasibility work has already been carried out.
85	King Street	3-5	Provide right-turn provision for southbound access at junction of Regent Road
99	Dene Side	1-3	Traffic Calming
100	King Street	1-3	Traffic Calming

Town Centre to Nelson's Monument (Pink)

Route Description

This 2.5km route links the town centre to Nelson's Monument towards the southern end of Great Yarmouth. It passes through large residential areas towards the northern end, as well as linking in large areas of industrial employment towards the south.

Existing Condition

Beginning from the town centre, Dene Side and King Street are one-way streets that provide access for northbound and southbound travel respectively. There is no cycle provision for either road; however, the narrow width of each should keep traffic speeds low. The route continues along Blackfriars' Road, Camden Road and Admiralty Road with no cycle provision for either direction. Monument Road is used to connect to South Beach Parade that also has no cycle provision and is used for parking and access for large vehicles.



Schemes

Reference	Location	Timescale (Years)	Description
75	Admiralty Road	1-3	Traffic Calming

Town Centre to Beacon Park Development (Blue)

Route Description

This 7.4km route links the town centre with the proposed development to extend Beacon Park business park. It passes areas of employment to the east of Southtown Road before entering Harfreys Industrial Estate. Before getting to the enterprise area to the south of Beaufort Way, this corridor goes through Bradwell (population 10,528 in 2011) centre, with links to schools and green spaces, including the large Mill Lane Playing Field.

Existing Conditions

The route begins at Bridge Road that requires cyclists to dismount to cross the bridge. A shared-use path continues along Bridge Road, Pasteur Road, Gaptown Hall Road and Blackbird Close. Several junctions along this section have difficulty with poor visibility and waiting times. The route continues along Mill Lane, Briar Avenue, Homefield Avenue, Morton Crescent and Green Lane, all of which are residential streets. A shared-use path along Beccles Road and Beaufort Way continue to the end of the route at the Beacon Park development.



Schemes

Reference	Location	Timescale (Years)	Description
1	Bridge Road	5+	Cycle provision over bridge
2	Bridge Road	3-5	Improve surface of shared-use path between bridge and Southtown Road. Improvement required to prevent debris being washed onto path from Matalan site.
3	Pasteur Road	1-3	Raised table over junction to Lidl
142	Pasteur Road	3-5	Widen pedestrian island on roundabout at junction of Jones Way
4	High Mill Link Road	1-3	Review cycle chicane barriers to ensure they are suitable for all users (including non-standard cycles) and resurface path
5	Gapton Hall Road	3-5	Move crossing back from junction with raised table and toucan crossing
6	Gapton Hall Road	3-5	Raised table and improve visibility splay at Hewett Road junction
7	Gapton Hall Road	1-3	Raised table at Hunter Drive
8	Gapton Hall Road	3-5	Improve visibility splay and install raised table at Burgh Road roundabout
9	Blackbird Close	5+	Review cycling infrastructure between Burgh Road and Mill Lane. Morrisons junction and carriageway access from end of shared-use path near Mill Lane require improvements.
10	Green Lane	1-3	Create access to shared-use path before Beccles Road junction

Southtown Centre to Beacon Business Park (Orange)

Route Description

This 5.9km route links the blue route near East Coast College to Beacon Park via Gorleston. It takes in Priory Gardens and Gorleston high street before going along Victoria Road Park. It runs alongside James Paget University Hospital before its destination of the Beacon Park business park. This corridor also has an opportunity to link in with the pink corridor when the Third River Crossing has been completed.

Existing Conditions

The route begins following Southtown Road that provides advisory cycle lanes in both directions. On-road cycling is required along Malthouse Lane and Ferry Hill. The route then continues on the road along the High Street, Lowestoft Road and Victoria Road, which all see high volumes of traffic. A shared-used path through Victoria Road Park along the Yarmouth-Lowestoft line path can then be used. Cyclists are then required to dismount to use a narrow path that connects to Orde Avenue. This avenue is a residential road that connects to Lowestoft Road. The underpass is used to cross Lowestoft Road, but the barriers on the cycle path greatly reduce access. A shared-use path along Lowestoft road can be used, but the cyclist dismount signs along the road adjacent to bus stops prevents continuous use. Beaufort Way's shared-use path can then be used to access Beacon Park.

Schemes

Reference	Location	Timescale (Years)	Description
52	Beaufort Way	1-3	Improve desire line at barriers of roundabout with Jenner Road
53	Lowestoft Road	3-5	Create segregated cycle lanes between Beaufort Way and Bridge Road



54	Lowestoft Road	1-3	Review cycle chicane barriers to ensure they are suitable for all users (including non-standard cycles) and improve visibility from footway at the entrances/exits of the Lowestoft Road underpass on Kennedy Avenue and Brasenose Avenue
55	Orde Avenue	5+	Path connecting Orde Avenue to Yarmouth-Lowestoft line has no cycle provision. Path is narrow and would need widening into private land to the east or the embankment to the north.
56	Victoria Road	1-3	Review cycle chicane barriers to ensure they are suitable for all users (including non-standard cycles) at entrance to Victoria Road Park
57	Victoria Road	1-3	Widen or cut back vegetation along segregated cycle lane (opposite Clarence Road junction)
58	Victoria Road	5+	Remove gradient up to A47 crossing for users cycling along Victoria Road
59	Lowestoft Road / High Street	5+	Create cycle provision - consider HE report?
60	Malthouse Lane	1-3	Improve shared-use path access and junction at Beccles Rd
61	Southtown Road	3-5	Cycle lanes along entire length with light segregation.
62	North Quay / Bridge Road	3-5	Segregated cycle lane from junction of The Conge up to Southtown Road with a short section of shared-use path at bus stop adjacent to Matalan
63	Southtown Road	3-5	Segregated cycle lane from Bridge Road to Beccles Road with short sections of shared-use path adjacent to St Mary's Church and Beccles Road traffic lights
64	Malthouse Lane	3-5	Segregated cycle lane along section of Malthouse Lane - from junction of Beccles Road for 160m
65	High Street	3-5	Segregated cycle lane from junction of Ferry Hill to Garnham Road changing to shared-use path at bus stop
66	Lowestoft Road	3-5	Segregated cycle lane from Brasenose Avenue to Beaufort Way changing to shared-use path at bus stop

Town Centre to Bure Park (Yellow)

Route Description

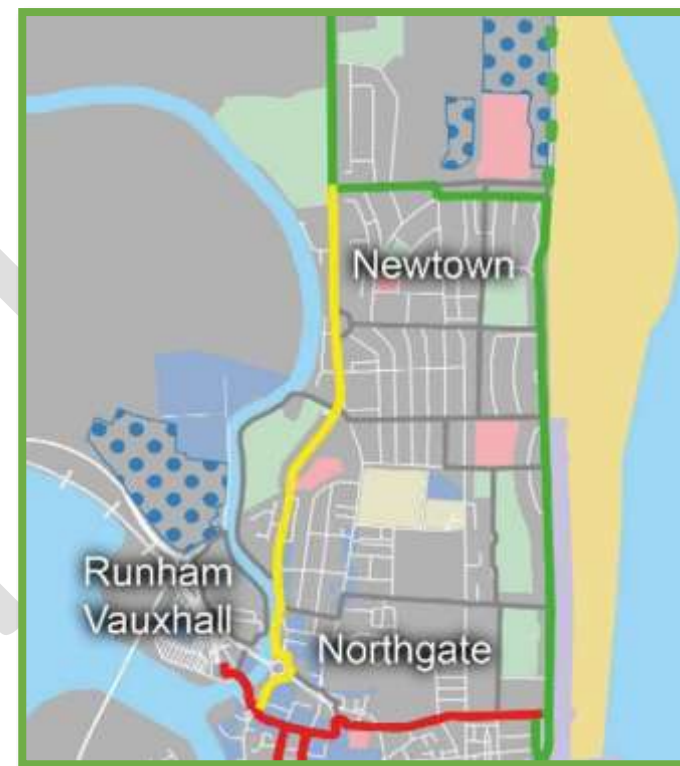
This 2.2km route joins the town centre with the Caister-on-Sea (green) route. It has links to the railway station at the other side of the River Bure and the large residential areas of Northgate and New Town before linking to the green route at Bure Park.

Existing Condition

This route begins on a shared-use path on North Quay that utilises the underpass to cross the Fuller's Hill Road and then North Quay road north of the roundabout; however, cyclists must dismount when using both underpass paths. Advisory cycle lanes are present to allow cycling along North Quay and Lawn Avenue. Upon reaching Caister Road, a shared-use path can be used for the remainder of the route. A controlled crossing at the end of the route, to access the Caister-on-Sea route, does not have cycle provision and the refuge island is not wide enough for a bicycle.

Schemes

Reference	Location	Timescale (Years)	Description
119	Caister Road	1-3	Widen island near junction to Jellicoe Road
120	Caister Road	3-5	Remove shared-use path and provide bidirectional segregated cycle lane along carriageway on western footway. Raised tables required at junctions, including entrance and exit of petrol station.
143	Lawn Avenue	1-3	Upgrade existing controlled crossing over Lawn Avenue (at Caister Road / Tar Works Road crossroad) to toucan crossing to allow southbound users to join cycle lane
122	Lawn Avenue / North Quay	3-5	Light segregation along existing cycle lane



123	North Quay	5+	Toucan crossing north of A149 roundabout to allow cyclists to cross North Quay when travelling northbound - current provision requires use of underpass, which is not accessible for all users.
121	North Quay	1-3	Raised table over junction to Aldi carpark

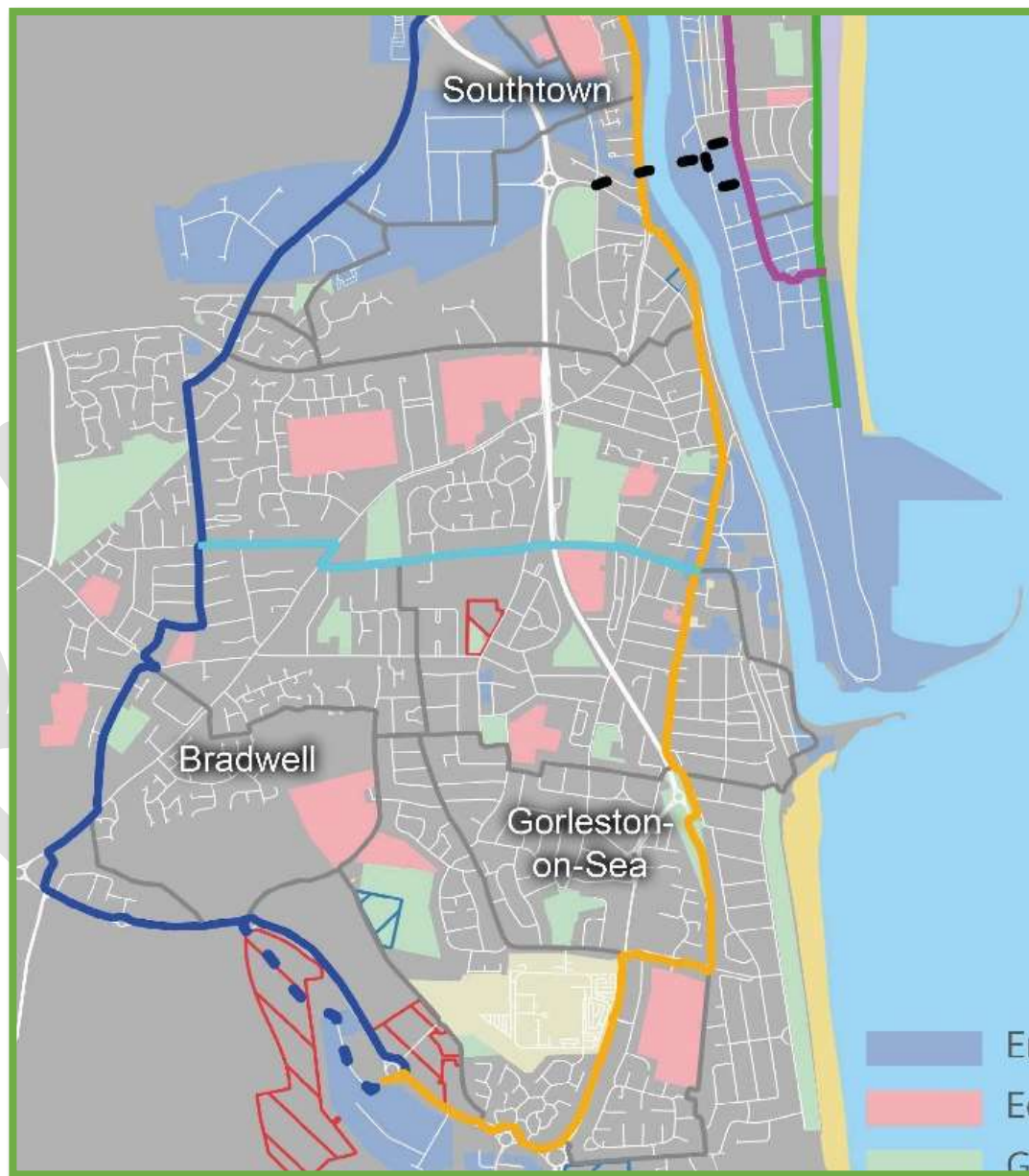
Gorleston High Street to Bradwell (Cyan)

Route Description

This 1.5km route connects Gorleston High Street to the residential area of Bradwell and provides a link between the Beacon Park Development (blue) and Blue Bell Woods (orange) routes. It also provides access to greenspaces, such as Gorleston Recreation Ground and Gorleston Cemetery, and access to East Norfolk Sixth Form.

Existing Condition

The route begins at the Church Lane / High Street crossroads, which only provides advanced stop lines for cyclists to assist in crossing. Following Church Lane requires cycling on the road. Although much of the road is quite wide, this is reduced by parking permitted along both footways and the potential for high volumes of traffic at peak times. The route continues over the roundabout that has no cycle provision. From the roundabout to Crab Lane, on-road cycling continues past East Norfolk Sixth Form. Once again, this section of road is wide but is likely to see high volumes of traffic and buses during peak times. The route continues along Crab Lane that requires cycling on the road. Accessing Beccles Road to connect with Bussey's Loke can be difficult due to the high volumes of traffic causing



long waits at the junction. Bussey's Loke is a quiet access road for a small number of properties that can be used by pedestrians and cyclists to access Willow Avenue. The route continues along a short section the residential street Willow Avenue to connect to the Beacon Park Development route (Blue).

Schemes

Reference	Location	Timescale (Years)	Description
19	Beccles Road	1-3	Shared-use path and toucan crossing to connect Crab Lane and Bussey's Loke
20	Church Lane	3-5	Feasibility study required at roundabout to look at including cycle provision
21	Church Lane	1-3	Traffic calming and 20mph from Church Road roundabout to Crab Lane junction
22	Crab Lane	1-3	Traffic calming from Forsythia Road to Beccles Road
23	Crab Lane	1-3	Shared-use path to the north of Crab Lane between Shrublands Way and Forsythia Road. Toucan crossing required on Church Lane and Shrublands Way to provide access to shared-use path
24	Bussey's Loke	1-3	Review cycle chicane barriers to ensure they are suitable for all users (including non-standard cycles) and resurface path

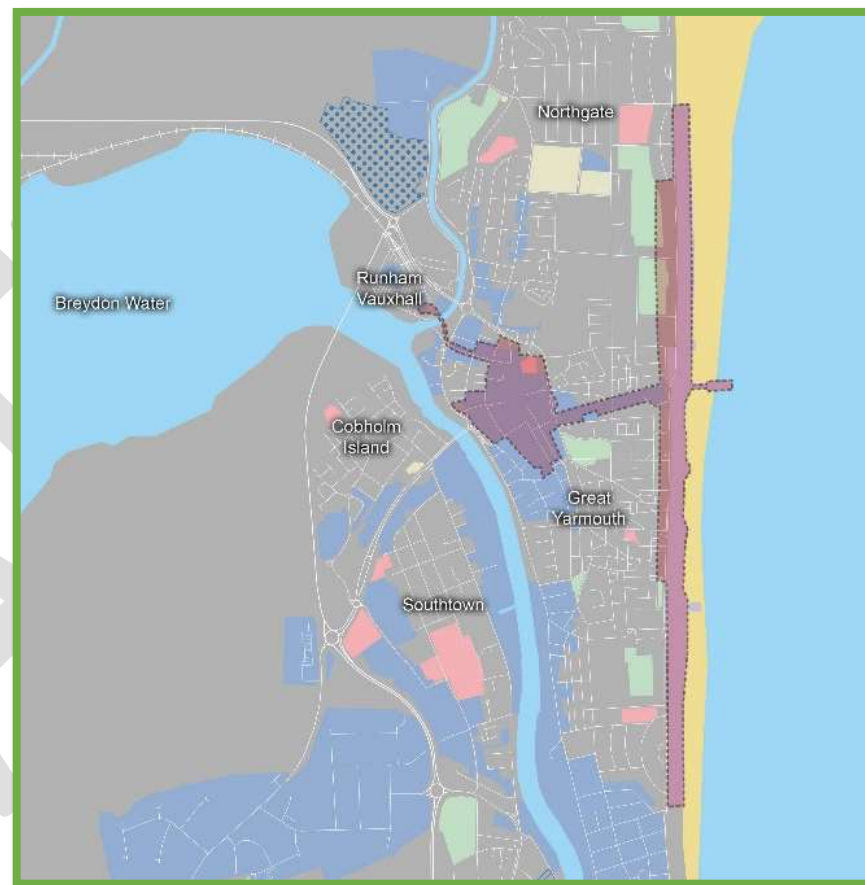
8.2 Walking zones

43	Green (walking) - Gorleston	Church Lane	3-5	Narrow Middleton Gardens junction or install pedestrian island
44	Green (walking) - Gorleston	Church Lane	1-3	Improve raised tables at crossings on A47 bridge and outside community centre
45	Green (walking) - Gorleston	Church Lane	1-3	Tactile paving required at junctions with Spencer Avenue, Baliol Road, Middleton Gardens, and entrance to East Norfolk Sixth Form

Great Yarmouth Town Centre Walking Zone

Zone Description

The Great Yarmouth Walking Zone encompasses the full town centre area as outlined in the Great Yarmouth Town Council Masterplan (2017), with extensions to the north west and to the east. The town centre is a large employment area with most of the town's shops and the marketplace as well as St Nicholas Priory CE VA Primary School. To the north west, there is a pedestrian link to the railway station using the foot bridge over the River Bure. To the east, the town centre is linked to seafront using the pedestrianised Regent Road. The seafront is also included in the walking zone from the Venetian Waterways to the north to the Pleasure Beach to the south.



Schemes

Reference	Location	Timescale (Years)	Description
109	Regent Blvd	5+	Footway realignment to improve width currently restricted by concrete supports
110	Temple Road	1-3	Surfacing improvements at crossing of Market Gates to prevent pooling
111	Market Gates	1-3	Surfacing improvements across junction of Market Gates delivery access
112	St Nicholas Road	3-5	Footway widening outside school

113	Stonecutters Way / Howard Street	3-5	Widen footway at junction with tactile paving
114	Howard Street	3-5	Footway widening adjacent to The Mariners PH
115	Howard Street	1-3	Install tactile paving at junctions with Regent Street
116	Regent Street	1-3	Install tactile paving near Hall Plain for crossing of Regent Street and Hall Plain
117	King Street Car Park	3-5	Improve footway access to car park on Howard Street, from Great Yarmouth Way and Row 78
118	Greyfriars Way	1-3	Install tactile paving at junction with Howard Street

Gorleston Walking Zone

Zone Description

The Gorleston Walking Zone covers Gorleston High Street and the seafront. The High Street provides employment to large numbers of people and links to Riverside Road which is another employment area. The Promenade is a long shared-use zone which is heavily used for tourism and other leisure activities including parkrun.

Schemes

Reference	Location	Timescale (Years)	Description
101	Marine Parade	1-3	Improve dropped kerbs at junctions along western footway
102	Marine Parade	5+	Review streetlighting along footway that restricts width
103	Marine Parade	1-3	Install zebra crossing across Marine Parade (upgrade to existing crossing space between Clarence Road & Avondale Road at entrance to park)
104	Cliff Hill	1-3	Resurfacing section of footway adjacent to property 3 Cliff Hill
105	Cliff Hill	1-3	Dropped kerb at junction of Springfield Road
106	Cliff Hill	5+	Review removal of southern footway to allow widening of northern footway along northern side of Cliff Hotel
107	Upper Cliff Road	1-3	Dropped kerb at junction with Cliff Road
108	Beach Road	1-3	Extend existing island to create pedestrian island for crossing at junction with Pier Walk



8.3 Wider connectivity schemes

Caister on Sea to Winterton-on-Sea (route 1)

This route connects Winterton-on-Sea to Caister on Sea which is at the northern end of the Green corridor of the focus area of the LCWIP. Sustrans Route 30 connects these two villages via Ormesby St Margaret, 2km inland from the coast, whereas the England Coast Path runs very closely to the sea, passing through California, Scratby and Newport.

Schemes

Timescale	Ref	Location	Description
Short-term	133	Newport, Scratby and California	Feasibility study to identify route through quiet residential streets as recommended in Sustrans report
Medium-term	TBC	To be identified following feasibility study	
Long-term	TBC	To be identified following feasibility study	



Ormesby St Margaret to Potter Heigham (route 2)

This route connects Ormesby St Margaret to Potter Heigham, spurring west from Sustrans Route 30 passing through Martham. Potter Heigham is a popular tourist destination for The Broads due to its proximity to Hickling Broad and its medieval bridge over the River Thurne. Potter Heigham also links to Stalham via Weavers' Way, which can be cycled to Aylsham via North Walsham.

Schemes

Timescale	Ref	Location	Description
Short-term	134	Various locations	Feasibility study to identify routes
Medium-term	TBC	To be identified following feasibility study	
Long-term	TBC	To be identified following feasibility study	

Caister-on-Sea to Acle (route 3)

This route connects Caister on Sea to Acle via a series of quiet roads and public rights of way. It passes through several small villages before entering Acle from the north on Old Road. Acle is home to a railway station on the Norwich to Great Yarmouth line, offering public transport options for cyclists. Acle also offers links to Norwich using quiet roads to the north of the A47.

Schemes

Timescale	Ref	Location	Description
Short-term	135	Various locations along existing cycle route	Safety audit to identify improvements
Medium-term	TBC	To be identified following safety audit	

Bradwell to St. Olaves (route 4)

This route connects Bradwell to St. Olaves via Belton. It follows the Angles Way for some of its route, using public rights of way and quiet roads. Across the river from St. Olaves is the Haddiscoe railway station, which is on the Norwich to Lowestoft line.

Schemes

Timescale	Ref	Location	Description
Short-term	136	Various Public Rights of Way	Feasibility to identify route using existing rights of way.
Medium-term	TBC	To be identified following feasibility study	
Long-term	TBC	To be identified following feasibility study	

Bradwell to Belton (route 5)

This is a short route which connects Bradwell to Belton using an off-road shared use cycle path which runs along Beccles Road and New Road.

Schemes

Timescale	Ref	Location	Description
Short-term	137	New Road	Widening and resurfacing of existing shared-use path

Bradwell to Oulton (route 6)

This route allows access into The Broads with Oulton Broad being a popular tourist destination, just outside of Lowestoft. It is an alternate quiet lane route south across the Suffolk boarder, to the coastal route from Gorleston. This route also links in with Somerleyton and Angles Way for some of its length. Work will be carried out on this route in partnership with Suffolk County Council.

Schemes

Timescale	Ref	Location	Description
Short-term	138	Various Public Rights of Way	Feasibility study with Suffolk County Council to identify route using existing rights of way
Medium-term	TBC	To be identified following feasibility study	

Long-term	TBC	To be identified following feasibility study	
-----------	-----	--	--

Gorleston-on-Sea to Lowestoft (route 7)

This route follows the coast south out of Gorleston to the large port town of Lowestoft, Suffolk. It follows the line of the Sustrans National Cycle Network Route 1 for a large proportion of the route, whilst also making use of the disused railway line which once made up the Yarmouth – Lowestoft line.

Schemes

Timescale	Ref	Location	Description
Short-term	139	Warren Lane	Traffic data analysis to determine actual volume and speed
Short-term	140	A47	Feasibility study to look at resurfacing and widening of shared-use path as per Sustrans' report
Medium-term	141	Warren Lane	Following analysis, implement surface improvements traffic calming and signage as per Sustrans' report

9. Priority active travel network support schemes

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

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

Public Cycle Hire Schemes



*Figure 11: Beryl fleet of E-scooter, E-bike and standard bike.
Source: Beryl, 2021*

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

Norfolk County Council recently partnered with Beryl Bikes and launched a cycle hire scheme in Norwich in March 2020. Currently Beryl Bikes have a fleet of 580 cycles available in Norwich and have recently introduced e-scooters which can be found at one of the 80 parking bays located around the city.

Beryl Bikes users in Norwich have covered the equivalent of six and a half laps around the globe, according to figures from Beryl, saving 43.92 tonnes of carbon dioxide emissions.

Great Yarmouth Borough Council are also working with Ginger who are providing a hire scheme for 35 e-scooters across Great Yarmouth. The scheme is part of a government pilot and in the first two weeks of launch attracted 1,512 registered users who travelled a total of 11,183 miles.

Public cycle hire schemes help to provide easy and cost-effective access to cycles

Route Wayfinding

Wayfinding signs help guide cyclists and pedestrians along a defined route without the need to refer to a map or mobile device. They are positioned along the journey at key decision points such as junctions, and sometimes in-between for reassurance. They also help maintain user safety, cut down on user conflict and keep people informed and connected while they travel.

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

New wayfinding interventions, which comply with design guidelines, will be incorporated into any new network schemes which are put forward for future funding bids.



Figure 12: Great Yarmouth wayfinding signs. Photograph sourced from the Great Yarmouth Transport Strategy

Wayfinding signs help to connect active travel routes and encourage people to use the network.

Secure Cycle Parking

Secure cycle parking facilities provide cyclists with the peace of mind that their cycle is safe and secure when not in use. The design of the parking will vary depending on where it is located and how long the cycle is being stored.



Figure 13: Cycle parking examples

Cycle parking for short stays near busy locations such as shops, cafes and town attractions can take the form of simple tubular stands, either on their own or in large quantities depending on demand.

On-street cycle parking hangers can provide secure storage in residential areas where storing a cycle at the home is not possible.

Cycle hubs can be found at locations that cater for large numbers of cyclists storing their cycle for long periods of time. Typical locations for cycle hubs are railway stations, central bus stations, places of education and work. In the short to medium term Norfolk County Council we will work with partners to identify **opportunities** for new secure cycle parking sites with a focus on sites close to key attractors (such as the train and bus station) and also longer term look to secure cycle parking in residential areas where there is a lack of cycle parking facilities.

Access to secure cycle parking provides people with peace of mind when storing their cycle.

Micromobility

'Micromobility' is the use of small lightweight electric vehicles to transport people and goods around towns and cities. Examples of these vehicles include low speed electric cycles and electric scooters as well as cargo cycles which are used by businesses to transport goods within central locations.

Increasing the availability and usage of these vehicles helps to reduce traffic congestion, free up parking space and improve air quality which supports a more healthy and sustainable transport system.

In the short-term Norfolk County Council will be working with strategic partners to pilot the use of lightweight electric vehicles to help transport people and goods within the Great Yarmouth area.



Figure 14: Ginger e-scooters in Great Yarmouth



Figure 15: Example of an E-cargo bicycle. Source: Zedify, 2021

Adopting small lightweight electric vehicles in towns and cities can reduce congestion and improve air quality

Mobility Hubs

A Mobility Hub connects multiple modes of public and non-public transport and offer services which help make journeys safe, convenient and as reliable as possible.

The features and services within a Mobility Hub will be influenced by its location as well as the volume and type of traveller who will be using it.

Examples of additional transport services which may be available include cycle and scooter hire, cycle parking, car charging and parking facilities, cycle repair services, storage lockers, map and transport information services, shelter from the weather and refreshments.

Mobility Hubs help to raise the profile of shared mobility services which can increase their use and commercial viability. In addition, they support low car use lifestyles which could lead to lower demand for car parking spaces in central locations with space being reallocated for housing or public area improvements.

In the short-term Norfolk County Council will be creating a mobility hub within Great Yarmouth and will be working with strategic partners to identify potential new locations to grow the network over the medium term.

INSERT PICTURE

Mobility Hubs enable people to connect with multiple modes of transport

Mobility-as-a-service (MaaS)

Mobility as a Service (MaaS) is a term used to describe a digital transport service platform that enable users to access, pay for, and get real-time information on a range of public and private transport options.

These platforms may also be linked to the provision of new transport services. They can save people time and money and help them to stay digitally connected with live transport updates whilst on the move.

Working with Government and strategic partners Norfolk County Council will seek opportunities to invest in digital transport services for Norfolk to enable easy and efficient connectivity through the region.



MaaS is a digital planning and information service connecting people with multiple transport modes

Cycling and Walking Incentives

Cycling and walking incentives are designed to encourage people to use and enjoy the cycling and walking network.

Examples of incentives can include:

- cycle training and maintenance programmes for schools and communities
- support for workplaces with cycle parking
- network maps,
- cycle loan schemes,
- plus, competitions to win cycling and walking equipment.

The variety of incentives offered by local authorities can change over time depending on the needs of the local community and the level of funding available.

Norfolk County Council currently offer a programme of walking and cycling incentives through the “Pushing Ahead” project ([Pushing Ahead | Your journey, your way \(pushingaheadnorfolk.co.uk\)](http://pushingaheadnorfolk.co.uk)).

Norfolk County Council currently offer a programme of walking and cycling incentives through the “Pushing Ahead” project ([Pushing Ahead | Your journey, your way \(pushingaheadnorfolk.co.uk\)](http://pushingaheadnorfolk.co.uk)). We will continue to develop programmes like this over the short and medium term to help communities and businesses within Great Yarmouth to use and adopt the cycling and walking network.



Incentives encourage people to use and enjoy the active travel network

Supporting network infrastructure scheme list:

Scheme	Timescale	Description
Public Cycle Hire Schemes	Short-term	Norfolk County Council will continue to work with third party cycle hire scheme providers and seek public feedback to help develop and extend schemes within Great Yarmouth and Gorleston over the short to medium term.
Secure Cycle Parking	Short/ Medium-term	Investigate funding opportunities for cycle parking solutions within the Great Yarmouth region.
Wayfinding (for Cycling and Walking)	Short/ Medium-term	Following infrastructure improvements deliver improved wayfinding which publicise the priority routes and the destinations they serve.
Micromobility	Short/ Medium-term	Investigate opportunities for public/ private partnerships for Micromobility pilots including (but not limited to) e scooters and e cargo bikes.
Mobility-as-a-service (MaaS)	Short/ Medium-term	Working with Government and strategic partners Norfolk County Council will seek opportunities to invest in digital transport services for Norfolk
Cycling and Walking Incentives	Short/ Medium-term	Development of a targeted behaviour change programmes to encourage more people to walk and cycle for economic, social, health and environmental benefits. This will be developed alongside key stakeholders, including Public Health England.

Supporting infrastructure schemes make journeys easier and encourage people to choose cycling and walking

10. How will the priority cycling and walking schemes be delivered?

By preparing a Local Cycling and Walking Infrastructure Plan for Great Yarmouth and Gorleston, and gaining feedback from residents and stakeholders, Norfolk County Council is able to identify which cycling and walking network improvements schemes to deliver over the short, medium and long term.

This means that any short term priority schemes could be put forward for development and delivery through existing sources of funding.

Potential funding sources include;

- the **Governments Transforming Cities** fund which aims to improve productivity by investing in public and sustainable transport infrastructure in English cities.
- and the **Active Travel Fund** which was announced by the Government in May 2020 to support short and long term cycling and walking projects.

Any schemes which require Norfolk County Council to make a new funding application will be assessed by a new Government inspectorate called Active Travel England. The role of the inspectorate is to assess all new applications and will decline any applications which are not supported by a Local Cycling and Walking Infrastructure Plan.

The plan enables priority infrastructure improvements to be delivered as soon as funding becomes available

11. How will the success of the schemes be measured?

In 2017 the Government published an investment strategy paper for cycling and walking networks, which includes four indicators for measuring active travel network performance:

a. Cycling activity

Norfolk County Council will monitor the number of people cycling in the Great Yarmouth region in order to measure any changes in activity.

b. Walking activity

Norfolk County Council will monitor and measure actual walking activity and compare data against recent trends in order to measure any changes in activity.

c. Cycle safety

Key indicators of cycle safety will be monitored including, safety data counts and safety survey responses which provide a measure of actual incidents and the public perception of cycling safety.

d. Active travel for education

Norfolk County Council will measure changes in the adoption of cycling and walking as a mode of transport for all pupils traveling to a place of education, including primary and secondary schools as well as places for higher education.

In addition to these measures Norfolk County Council will also monitor the levels of access to the active travel network, levels of single occupancy car use, improvements in road capacity and improvements in air quality.

The Local Cycling and Walking Infrastructure Plan for Great Yarmouth will be reviewed on a regular basis and resident and stakeholders will have the opportunity to provide feedback on current schemes and contribute new scheme ideas.

Increases in active travel network access and use are key measures of success.

12.What happens next?

Norfolk County Council and Great Yarmouth Borough Council now wish to obtain feedback from residents and stakeholders on the proposed improvements schemes outlined in this summary.

This will enable the priority schemes to be identified which will support a phased programme for future investment in the Great Yarmouth and Gorleston cycling and walking network.

If you or your organisation require any further information about the Local Cycling and Walking Infrastructure Plan for Great Yarmouth or wish to share your feedback on the proposed schemes, please visit

www.norfolk.gov.uk/activetravel



To share your views on the Local Cycling and Walking Infrastructure Plan visit
www.norfolk.gov.uk/activetravel

13. References

Beryl. 2021. Photograph of Beryl Fleet provided by Beryl. Webpage: <https://beryl.cc/>

Canva. 2021. Infographics. Webpage: <https://www.canva.com/>

Zedify. 2021. Photograph of E-cargo bike provided by Zedify. Webpage: <https://www.zedify.co.uk/norwich>

ⁱ [Physical activity: applying All Our Health - GOV.UK \(www.gov.uk\)](https://www.gov.uk/physical-activity)

ⁱⁱ Department for Transport: Gear Change, A bold vision for cycling and walking

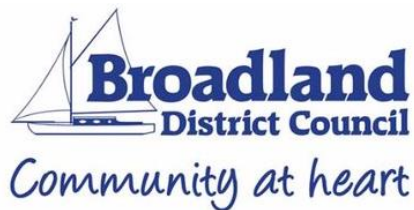
ⁱⁱⁱ Department for Transport: Gear Change, A bold vision for cycling and walking

^{iv} Department for Transport: Gear Change, A bold vision for cycling and walking

^v Cycle Infrastructure Design (publishing.service.gov.uk)

Greater Norwich

Local Cycling and Walking Infrastructure Plan



Summary

May 2021

Contents

	Page number
1. Introduction.....	2
2. Why improve the cycling and walking network?.....	3
3. Why do we need a Local Cycling and Walking Infrastructure Plan?.....	4
4. How does the cycling and walking infrastructure planning process work?.....	5
5. How does the infrastructure plan support national and local goals?.....	7
6. What are the active travel network design standards?	9
7. What area does the cycling and walking infrastructure plan cover?.....	11
8. Priority active travel network development schemes.....	14
9. Priority active travel network support schemes.....	37
10. How will the priority schemes be delivered?.....	45
11. How will the success of the schemes be measured?.....	46
12. What happens next?	47

1. Introduction

Norfolk County Council are working in partnership with Norwich City Council, Broadland District Council and South Norfolk Council to create a Local Cycling and Walking Infrastructure Plan for the Greater Norwich area.

The objective of the plan is to identify and prioritise improvement schemes which can be made to the cycling and walking (active travel) network over the short, medium and long term.

The purpose of this summary is to share information about the active travel network improvement schemes which have been identified during the planning processes and to enable residents and stakeholders to review and share their feedback.

The summary also sets out the reasons for improving the active travel network for Greater Norwich and includes details on how the infrastructure plan has been developed, as well as how the new schemes will be designed and delivered.

Norfolk County Council are now actively encouraging residents and stakeholders to review the active travel network schemes contained within this summary and to share their feedback via an on-line survey.

By taking part in the survey you can help to ensure that the final priority schemes focus on the right areas of the network and deliver an active travel network which is accessible for everyone living in or visiting the region.

The Greater Norwich active travel survey is open from **17th May** to the **28th June**.

To take part in the online survey please visit www.norfolk.gov.uk/activetravel



This summary provides information about active travel network improvement schemes for Greater Norwich

2. Why improve the cycling and walking network?

Research has shown that cycling and walking are good for our physical and mental healthⁱ and by making more journeys via active modes of transport, we can improve our quality of life, benefit the environment and enhance local productivity.

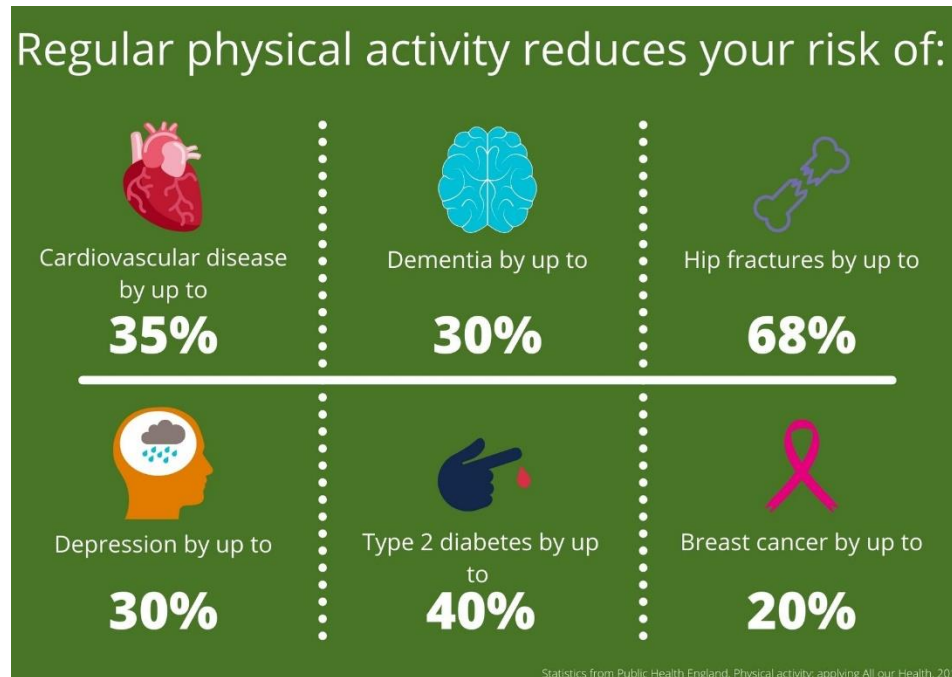


Figure 1: The medical benefits of cycling and walking

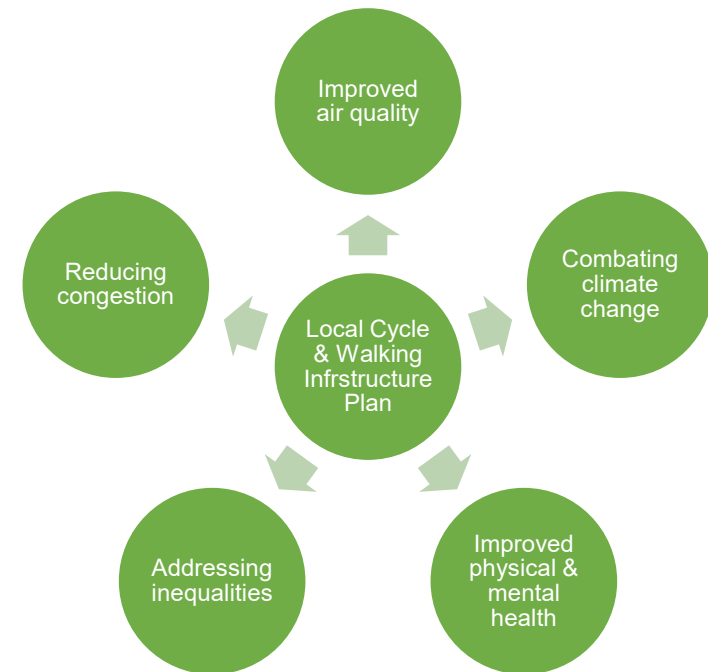


Figure 2: The benefits of increased levels of cycling and walking

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

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

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

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

The policy contains four themes, which group together the key actions that need to be taken:

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

Cycling at the heart of decision-making – by ensuring that new housing and business developments include appropriate provision for cycling. Assessing transport schemes’ value for money with more focus given to the provision of cycling schemes. Railways and bus routes working better with cyclists, more cycle parking, plus promoting cycling for the carriage of freight in towns and cities.

Empowering and encouraging Local Authorities – by enabling, encouraging and empowering local authorities to do more for cycling on their roads, including appropriate maintenance. In addition, £2 billion of new funding will be provided over the next five years to support local authorities with well-defined Local Cycling and Walking Infrastructure Plans.

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

A Local Cycling and Walking Infrastructure plan enables Norfolk County Council to identify and prioritise the active travel network improvements which enable more people to use the network and supports submissions for funding opportunities.

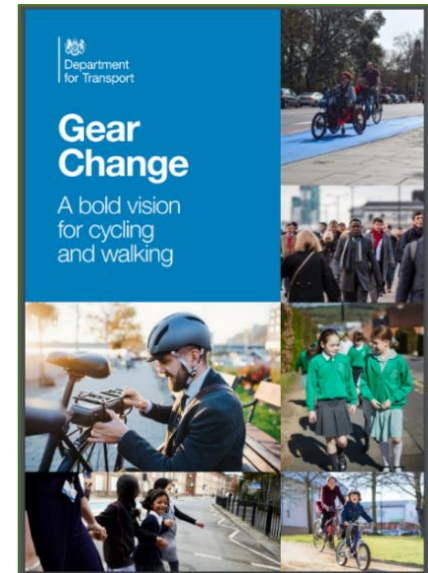


Figure 3: DfT Gear Change

The planning process enables priority active travel network development schemes to be identified

4. How does the cycling and walking infrastructure planning process work?

The DfT 'Gear Change' policy document outlines six key planning stages which have been followed by Norfolk County Council.

Stage	Objective	How the objective was met for Greater Norwich
1 Determining Scope	Establish the geographical extent of the plan, and arrangements for governing and preparing the plan.	The geographical area of the plan links with the Strategic Growth Area for Norwich. This was agreed by all four local council authorities. (see page 11).
2 Gathering Information	Identify existing patterns of walking and cycling, and potential new journeys. Review existing conditions and identify barriers to cycling and walking. Review related transport and land use policies and programmes.	Census Data, Strava Metro Data (GPS) and traffic count data has been analysed to identify existing patterns of walking and cycling and potential new journeys. Network conditions and barriers to cycling and walking have been identified through Project Officer site visits and by reviewing existing plans and schemes. A review of related transport and land use policies and programmes included a review of adopted Neighbourhood Plans and key strategic transport, environment and public health policy documents.
3 Cycle Network Planning	Identify origin and destination points and cycle flows. Convert flows into a network of routes and determine the type of improvements required.	Activities completed in order to create a cycle network plan included a review of key destinations within Greater Norwich, cycle propensity modelling, and a review of existing schemes identified from the Cycle City Ambition Grant Funding and the Transforming Cities funding bid.
4 Walking Network Planning	Identify key trip generators, core walking zones and routes, audit existing provision and determine the type of improvements required.	Activities completed to create a walking network plan also included a review of key destinations within Greater Norwich and a review of existing schemes identified in the Transforming Cities funding bid.
5 Prioritising Improvements	Public engagement and prioritise improvements to develop a phased programme for future investment.	Current stage
6 Integration and Application	Integrate outputs into local planning and transport policies, strategies, and delivery plans.	Next stage

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

What are the outcomes of the planning process?

The three key outcomes of the planning process include:

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



A comprehensive planning process enables local authorities to identify and prioritise active travel network schemes.

5. How does the infrastructure plan support national and local goals?

The plan for Greater Norwich supports local and national transport, environmental and public health policies:

Norwich & Norfolk Planning Policy	How the infrastructure plan supports planning policy
Norwich 2040 City Vision <i>Norwich City Council</i>	The plan ties in with the Norwich 2040 City vision of 'A Connected City' by supporting the ambition for a modern transport system that is at the forefront of digital connectivity with opportunities for all residents to link to each other.
Norfolk access improvement plan (2019 – 2029) <i>Norfolk County Council</i> <i>Broads National Park & National Trails</i>	By improving the cycling and walking network, the plan helps to provide an easy to use, safe, healthy and sustainable way to enjoy and connect with the Norfolk coast and countryside, which are key ambitions of the Norfolk Access Improvement Plan.
The Norfolk Delivery Plan <i>Norfolk County Council</i>	Increased cycling and walking as a mode of transport supports the response to the economic challenges of the pandemic and can help to maintain social distancing during the pandemic and avoid a car dominated recovery.

Local and National Transport Policy	How the infrastructure plan supports transport policy
Department for Transport “Gear Change” and Cycle Infrastructure Design Guide (LTN 1/20).	The infrastructure plan closely follows the guidance outlined in the Department for Transport's 'Gear Change' document and the Cycle Infrastructure Design guidance. The plan also shares the ambition of encouraging walking and cycling by making it safer and more practical to travel via these modes of transport.
Norfolk Local Transport Plan 4 Strategy 2021 – 2036 (emerging) <i>Norfolk County Council</i>	The plan supports the Norfolk Local Transport Plan 4 and the Transforming Cities funding bid by enhancing connectivity, increasing accessibility, improving transport safety and providing a well-managed and maintained transport network.
Norfolk Cycling and Walking Strategy 2017 <i>Norfolk County Council</i>	The plan will help to achieve the ambitions of the Cycling and Walking Strategy by encouraging an increase in the number of people cycling and walking for work, education and leisure, by providing safe and attractive opportunities to do so.

Environment & Air Quality Policy	How the infrastructure plan supports environmental policy
Norfolk County Council Environment Policy 2019	The ambition for Norfolk is to have net zero carbon emissions by 2030. In order to achieve this, the use of sustainable modes of transport must be increased with a focus on walking and cycling.
25 Year Environment Plan HM Government	The Local Cycling and Walking Infrastructure Plan supports the Governments 25 Year Environment Plan by helping to reduce congestion and air pollution.
The Climate Change Act Revision (2019) HM Government	The plan supports the ambition of net zero greenhouse gas emissions by 2050 by delivering improvements to the cycling and walking network, which will help towards reducing congestion and carbon emissions from transport in the region.
Clean Air Strategy 2019 HM Government	The plan supports the Clean Air Strategy by helping to reduce emissions from transport.
The Paris Agreement 2015 United Nations	The improvements to the cycling and walking network will help towards reducing congestion and carbon emissions from transport in the region.

Public Health Policy	How the infrastructure plan supports public health policy
Joint Health and Wellbeing Strategy (2018-2022) <i>Health and Wellbeing Board Norfolk & Waveney</i>	The Joint Health and Wellbeing Strategy aims to encourage healthy, independent and resilient lives and to provide support to those most in need. Enabling more people to cycle and walk as a form of transport supports this ambition.
Public Health England: Working Together to Promote Active Travel 2016	The infrastructure plan delivers improvements to the active travel network which are aligned to the policy and practical actions recommended by Public Health England.

The plan for Greater Norwich also supports the Transforming Cities Programme which is a potential source of funding which could help deliver the improvements to the active travel network in the short-term.

The plan for Greater Norwich supports national and regional transport, health and environmental policies.

6. What are the active travel network design standards?

The Department for Transport has created a set of 'Cycle Infrastructure Design'^{iv} guidelines which help local authorities to deliver improvements to the active travel network and represent the essential requirements for enabling more people to travel by cycle or on foot, based on best practice both internationally and across the UK.

Design principles

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



Figure 4: DfT Cycle Infrastructure Design

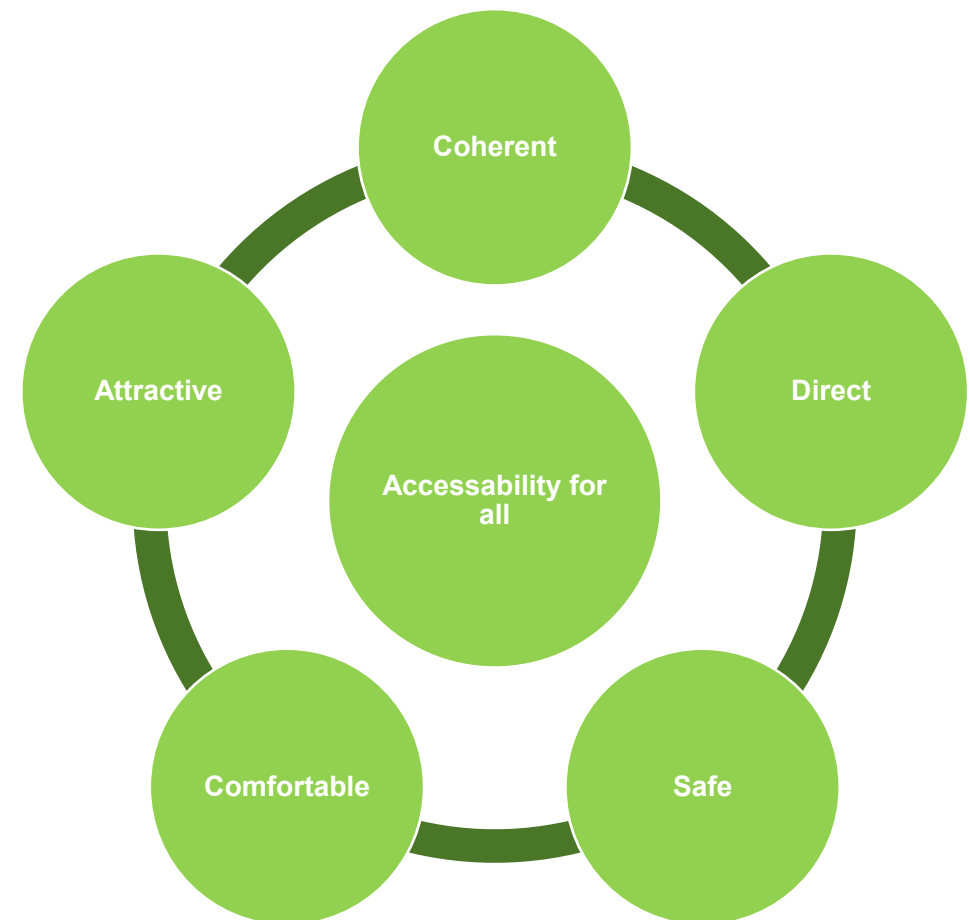


Figure 5: DfT Cycle Infrastructure Design Principles

Design principles in practice

The table below illustrates what the DfT design principles mean and how they will be applied to the active travel network.






Accessibility for all				
Coherent	Direct	Safe	Comfortable	Attractive
				
Norwich Pedalway	Heath Road	Inner Ring Road	King Street	Westlegate
Design principle				
Cycle networks should be planned and designed to allow people to reach their day to day destinations easily along routes that connect, are simple to navigate and are of consistently high quality.	Cycle routes should be at least as direct – and preferably more direct – than those available for private motor vehicles.	Not only must cycle infrastructure be safe, it should also be perceived to be safe so that more people feel able to cycle.	Comfortable conditions for cycling require routes with good quality, well-maintained smooth surfaces, adequate width for the volume of users, minimal stopping and starting and avoiding steep gradients.	Cycle infrastructure should help to deliver public spaces that are well designed and finished in attractive materials and be places that people want to spend time using.
How the principles are applied				
Norwich currently has waymarking on its Pedalways network which is comprised of stickers on lampposts and road signs.	Heath Road has a point closure for motor vehicles, enforced by bollards. At the closure, there is a segregated cycle crossing across Magpie Road.	The inner ring road has very high levels of motor vehicle traffic. This is a photograph of the segregated signalised two stage crossing for pedestrians and cyclists.	King Street, a major road from the city centre to the south, has point closures and pedestrianised areas, creating a very wide, well surfaced road with very low levels of motorised traffic.	Westlegate has undergone pedestrianisation which involved the closure to all motor vehicles as well as the installation of cycle parking, benches, and a new surface.

Fig 5: Source: DfT Cycle Infrastructure Design document - core design

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

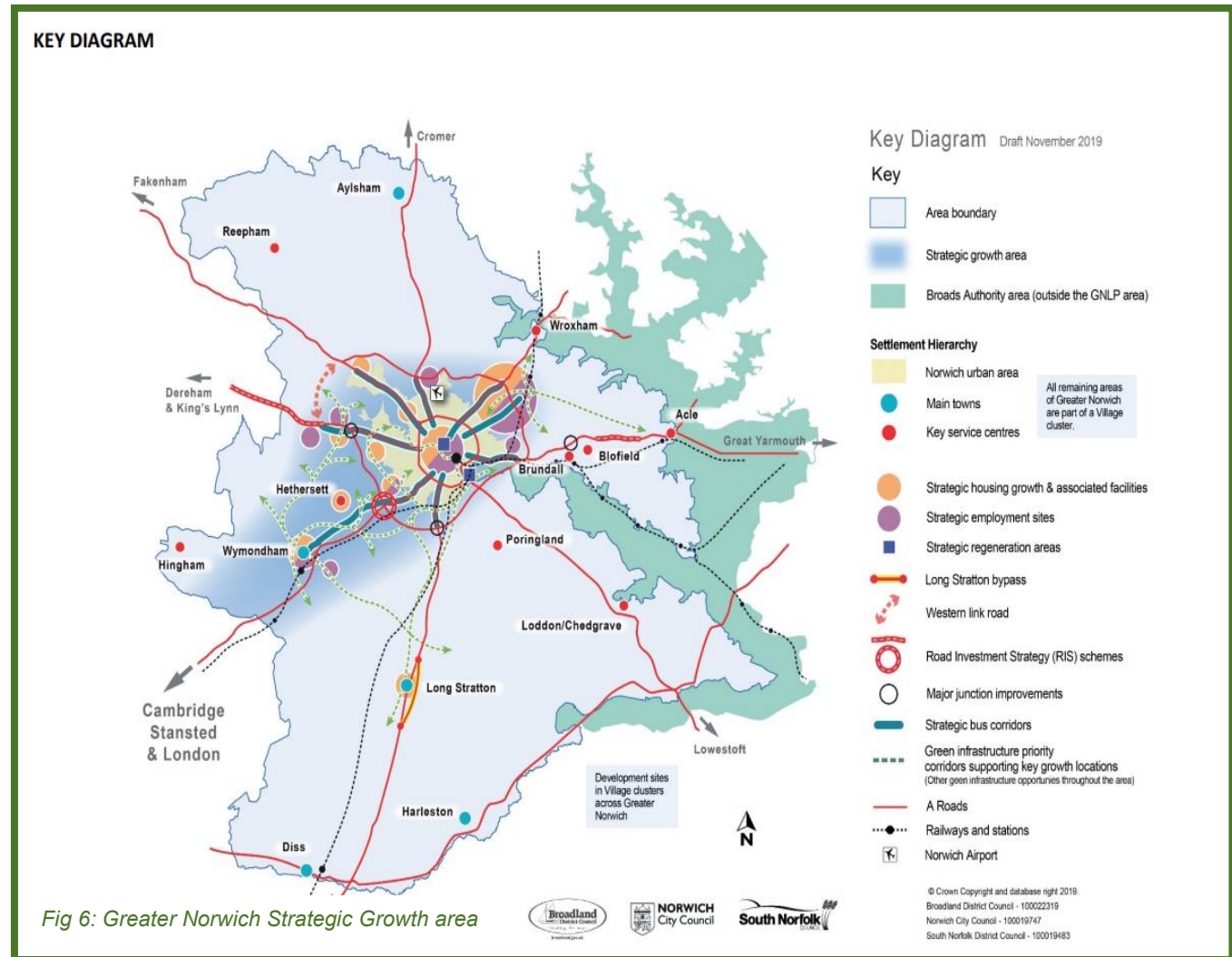
7. What area does the cycling and walking infrastructure plan cover?

The core study area

The strategic growth area, which surrounds Norwich and extends as far as Wymondham, has been identified as the core study area for the Greater Norwich Local Cycling and Walking Infrastructure Plan.

The strategic growth area was originally defined by the Greater Norwich Growth Board, which is a local government and enterprise partnership with responsibility for identifying and funding infrastructure improvement programmes within the area.

Any potential cycling and walking improvement schemes which are outside of the core study area will be considered as part of future planning activities.



Norwich active travel network

Norwich has a network of active travel routes which are locally known as Pedalways.

The network is made up of six arterial routes which cross the city and two inner orbital routes. Each of the routes are colour coded and form a network which link key residential areas to places of education and employment and enable access to green spaces. The network is also supported secondary neighbourhood routes which provide additional connectivity across the network.

Although the current active travel network routes are well established, analysis of the network has identified opportunities which can improve safety, connectivity and accessibility across the region and support the wider delivery of a sustainable transport system for Greater Norwich.

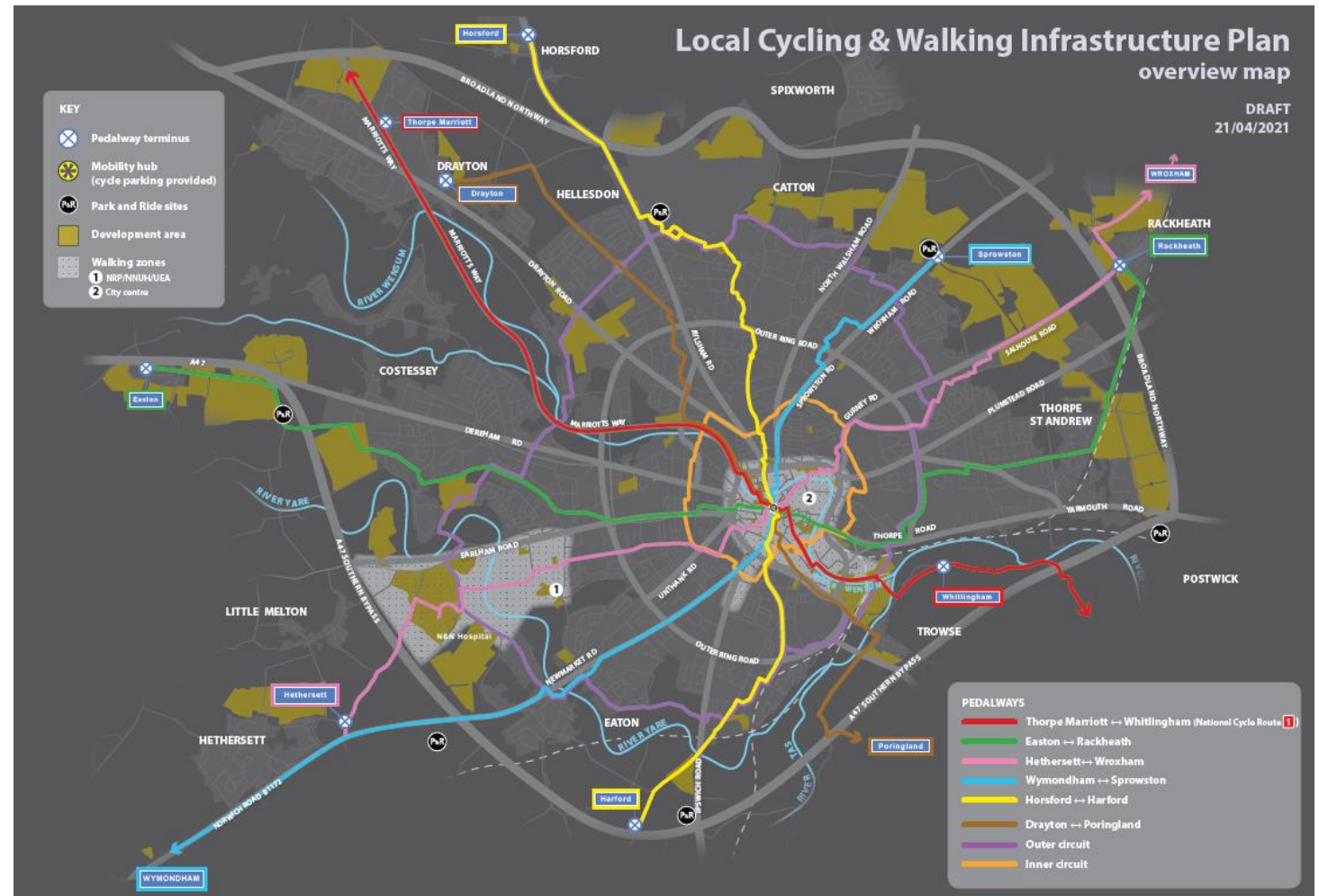


Fig 7: Norwich active travel routes

Walking zones

Norwich has two designated walking zones which give priority to pedestrians due to the high levels of walking traffic within these areas. The first walking zone is located to the west of the city and connects the University of East Anglia campus, the Norwich Research Park and the Norfolk & Norwich Hospital. The second walking zone is in the city centre and covers the historic area within the boundaries of the old city walls. The walking zone improvement schemes highlighted within this summary incorporate improvements which have been identified within the Norwich City Centre Public Spaces Plan.

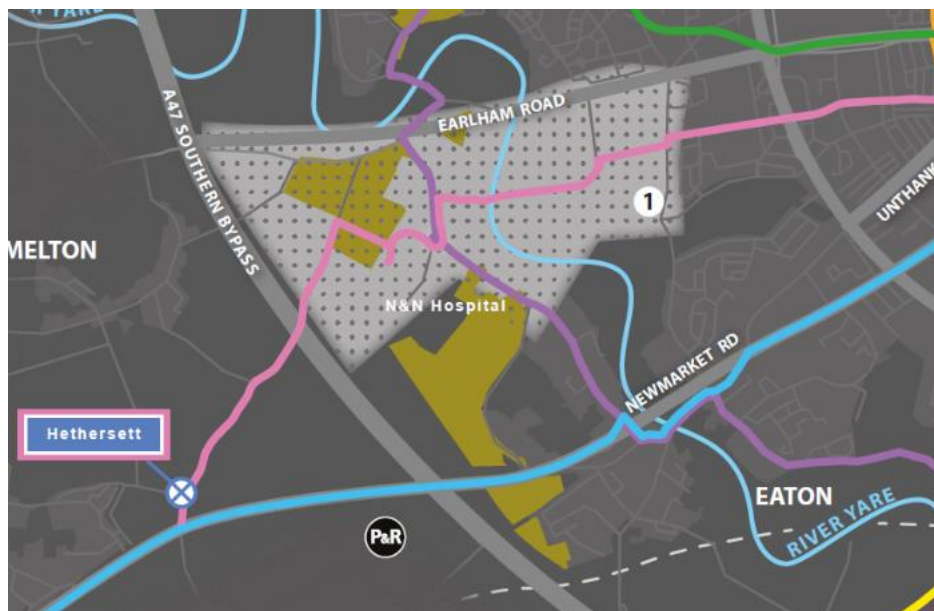


Fig 8: UEA, Norwich Research Park and Norfolk & Norwich Hospital walking zone

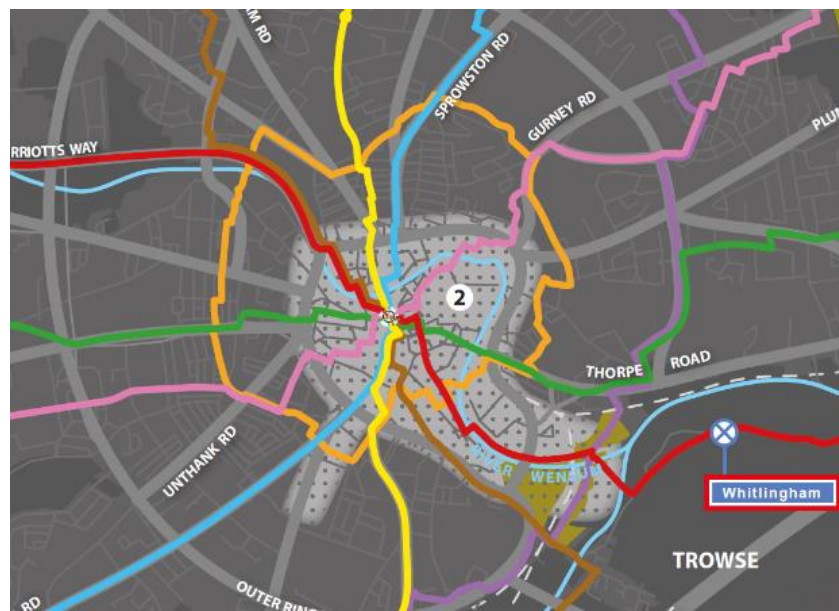


Fig 9: Norwich city centre walking zone

The plan focuses on prioritising cycling and walking routes and zones within the Greater Norwich strategic growth area.

8. Priority active travel network development schemes

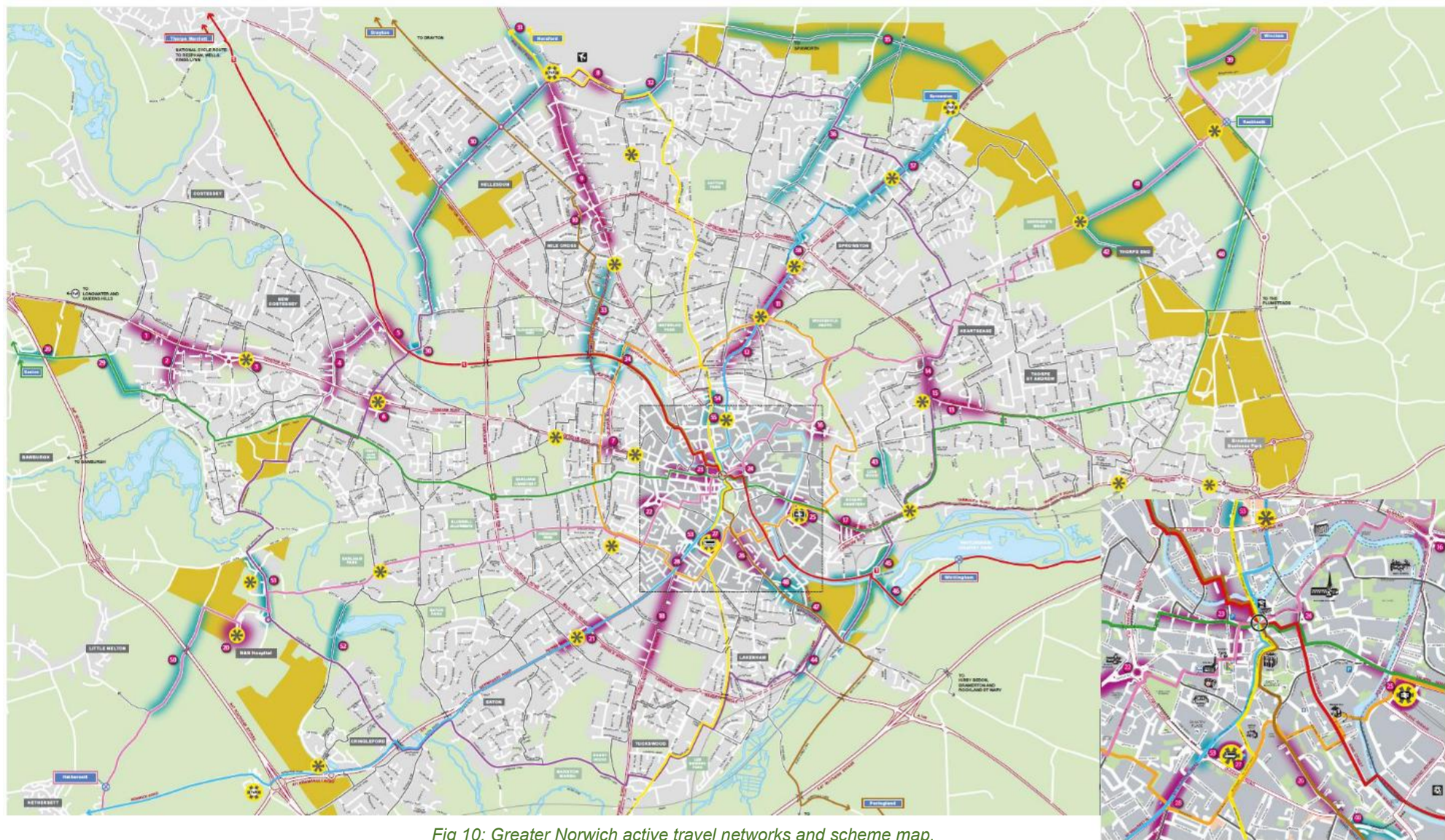


Fig 10: Greater Norwich active travel networks and scheme map.

Horsford to City Centre route (Yellow)

Route description

This route provides active travel connectivity between the village of Horsford and Norwich City centre linking key destinations along its route including the Nest Community Hub, Airport Park & Ride and the Airport Aviation Academy. The route also connects dense residential areas with areas of employment and green spaces, such as Waterloo Park and Catton Park as well as local schools along its route.

An extension of the shared use path on east side of Holt Road between Buck Courney Crescent and the Broadland Northway will extend access to the village of Horsford 6 miles to the north of Norwich. Proposed schemes also improve off road connectivity between the Airport Industrial Estate and the Airport Aviation Academy.

Priority improvement schemes

Reference	Location	Timescale	Description
8	Norwich Airport industrial estate link	Short term	Provide a new sustainable transport link between the International Aviation Academy / Airport industrial estate and Norwich International Airport. This link will be for pedestrians, cyclists and buses only and not general traffic.
31	Yellow Pedalway extension to Horsford	Medium / Long	Off carriageway path on east side of Holt Road between Buck Courney Crescent and the Broadland Northway. Proposal includes a 3m shared walking/cycle path.
32	Hurricane Way	Medium / Long	Widening to accommodate protected cycle lanes
54	Edward Street	Medium / Long	Widening to create wider off carriageway path or cycle contraflow on carriageway with light segregation

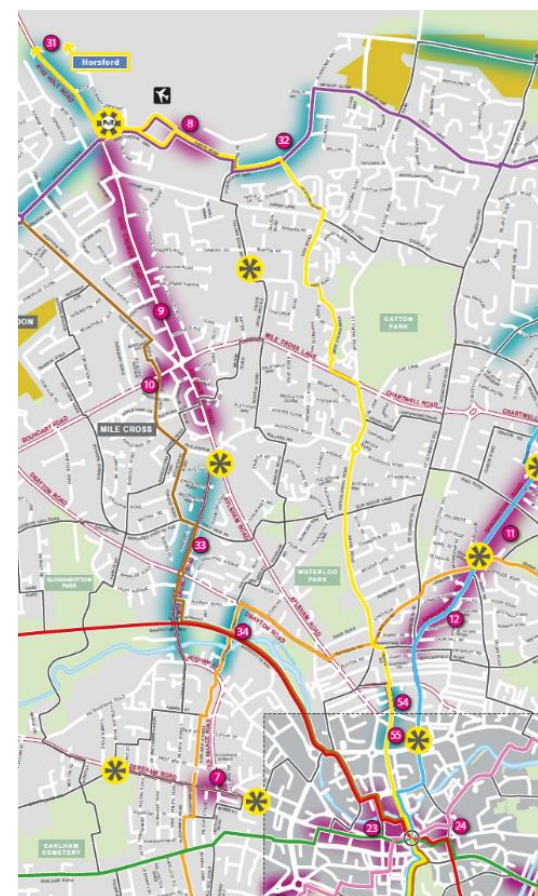


Fig 11: Yellow Pedalways scheme map

Harford Park & Ride to City Centre route (Yellow)

Route description

Connecting Harford Park and Ride and villages south of Norwich with key employment areas along Hall Road. The route enables access to Norwich City College via neighbourhood routes and the segregated off-road section of the Lakenham Way before reaching the bus station and finishing in the city centre.

The proposed scheme for this route would extend cycling and walking provision to the Harford Park and Ride.

Priority improvement schemes

Reference	Location	Timescale	Description
49	Harford P&R cycle link	Medium / Long	Feasibility to allow cycle provision to the Park and Ride either via a shared use path or segregated cycle facility

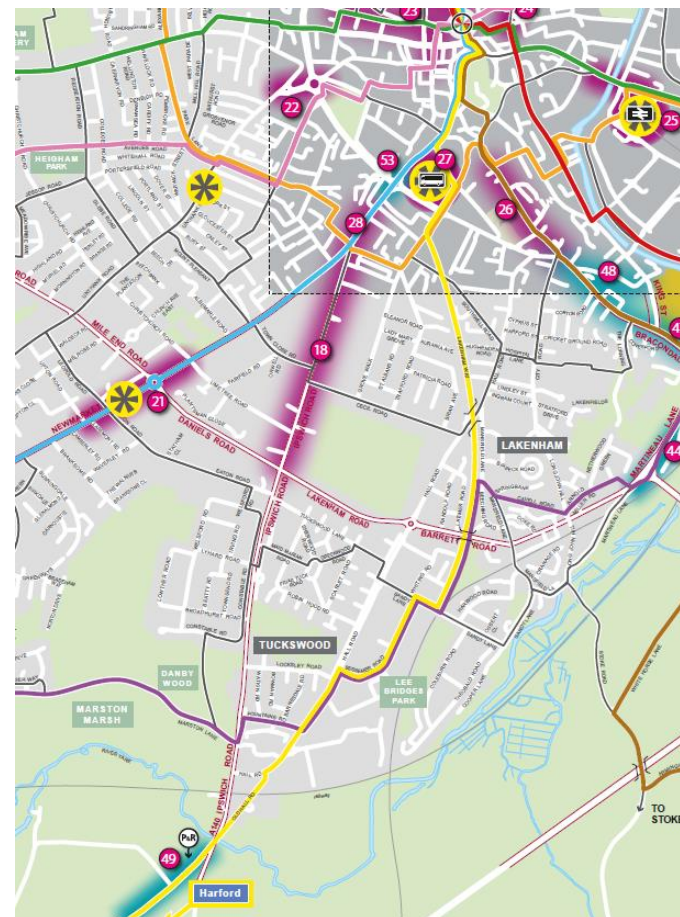


Fig 12: Yellow Pedalway scheme map

Sprowston to City Centre route (Blue)

Route description

From Sprowston Park and Ride, the route connects a planned urban extension area of 10,000 new homes with major retail outlets and schools, including Sprowston Community Academy just off Wroxham Road. The route also provides a key active travel commuter route into the city centre via Magdalen Street and links key retail areas.

New schemes will provide links with mobility hubs along the route which enable people to access the high frequency bus network.

Further changes will make the cycling and walking route safer and more coherent by creating segregated crossing points at junctions with major roads.

Bus time reliability issues caused by narrow streets will be resolved through an assessment of changes in traffic flow in the area.

Hindered pedestrian access on narrow streets will also be addressed by schemes which widen footpaths through kerb realignment.



Fig 13: Blue Pedalway scheme map

Priority improvement schemes

Reference	Location	Timescale	Description
11	Sprowston Road (Denmark Road - Outer Ring Road)	Short Term	Provide an outbound (uphill) protected cycle lane alongside new sections of inbound and outbound bus lanes. This will be facilitated by a combination of kerb realignment, narrower traffic lanes and parking relocation to connect to the Broadland Growth Triangle (BGT).
12	Sprowston Road (Magdalen Road – Denmark Road)	Short Term	Consider that changes in traffic flow and on-street parking may be needed to significantly aid the flow of buses along this main public transport route into the city centre from north Norwich and further afield. This is the most significant cause of bus delay along this corridor. There are significant improvements for pedestrians as cars will park entirely on the carriageway and not half on the carriageway / half on the pavement as presently (due to narrow carriageway widths and two-way traffic flows). Inbound cycling will be safer and more attractive – outbound cycling will be directed onto local quieter road.
37	Wroxham Road	Med/ Long	Extend existing bus lane on Wroxham Road and convert to 24hrs to improve reliability of buses Improve path on west side and allow cycling between Allen's Avenue and Blue Boar Lane with new crossings on Wroxham Road and Chartwell Road
38	Denton Road crossing over Chartwell Road	Med/ Long	Create a new segregated cycle crossing on the ring road built to the Governments Cycling Design Standards.

Wymondham to City Centre route (Blue)

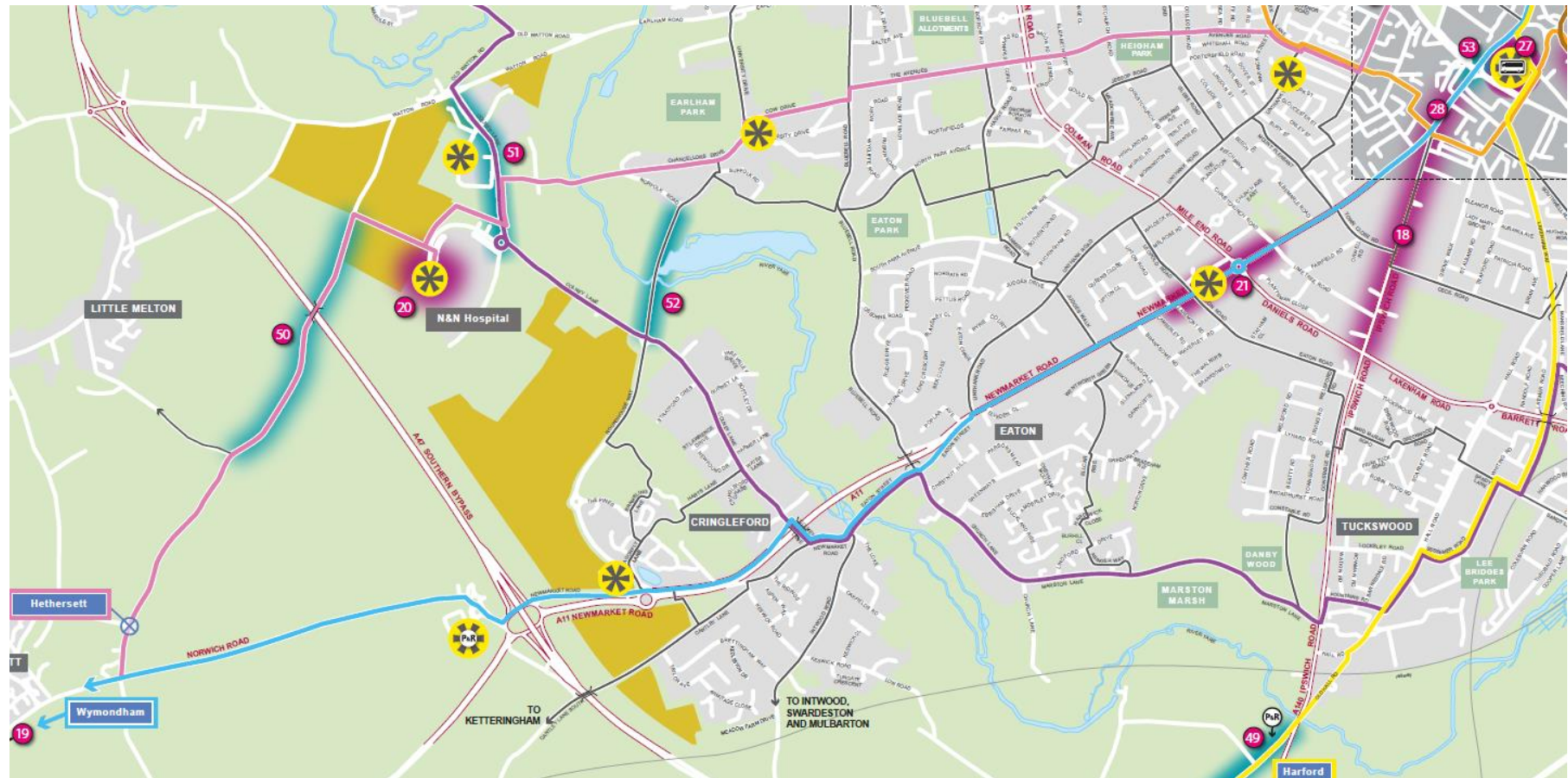


Fig 14: Blue Pedalway scheme map

Route description

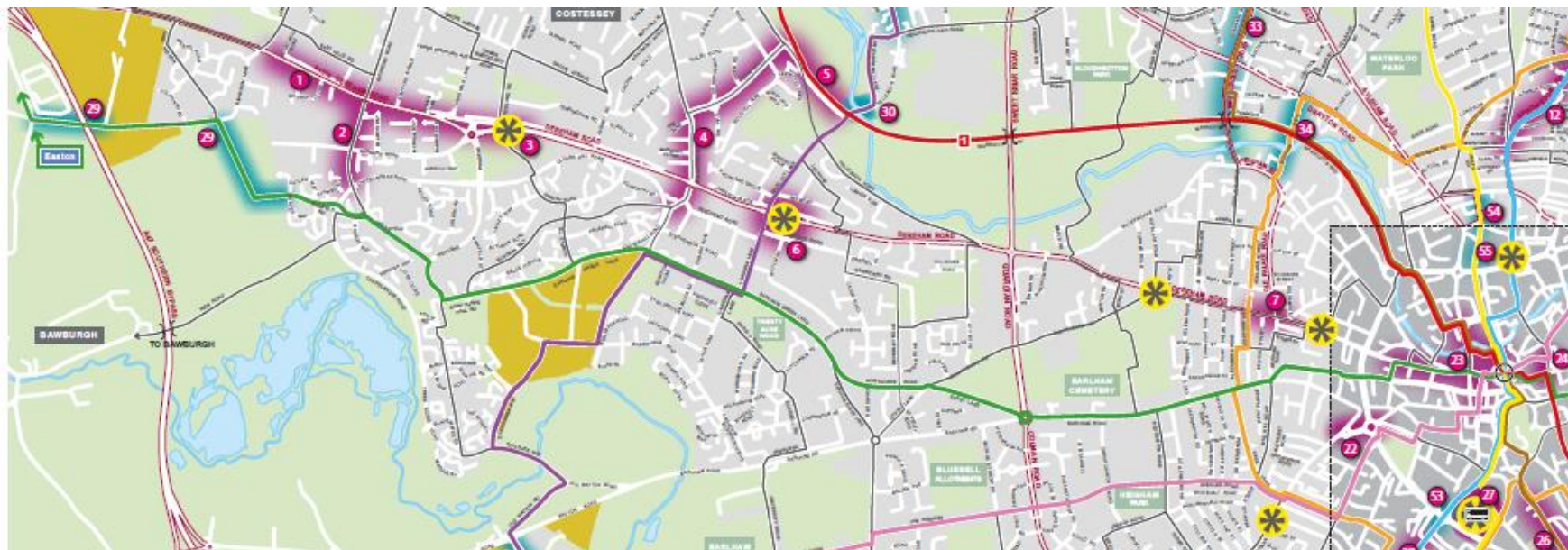
This route starts at the transport hub at Wymondham train station and links with the community hub before heading out onto Hethersett and Thickthorn Park and Ride site. The route will provide connectivity for new large residential developments in the area with key points of education including the University of East Anglia and Norwich City College before reaching the city centre.

New schemes will deliver improved access at Wymondham train station as well as improved safety features for cyclists and pedestrians.

Priority improvement schemes

Reference	Location	Timescale	Description
19	Wymondham Rail Station platform access	Short Term	Deliver step-free access to the Cambridge-bound platform, which is currently not available for those with impaired mobility, suitcases, pushchairs, et
21	Newmarket Road (Eaton Road – Christchurch Road)	Short Term	Extend the high-quality Danish stepped cycle track to the Outer Ring Road (ORR). Introduce a new signalised crossing to accommodate the large numbers of pedestrians and cyclists travelling to the City of Norwich School. Newmarket Road is a key bus corridor and the large flow of buses will see journey time reductions and improved reliability through traffic junctions at this location.

Easton to City Centre Route (Green)



Route description

Fig 15: Green Pedalway scheme map

The Easton route connects the village of Easton with Easton College and links in with the Park and Ride site at Costessey. The route provides access to green spaces and connects with bus services and mobility hubs along the route.

The planned schemes will extend the current route and provide a safe crossing over the A47 and link in with new housing development and Easton.

Priority improvement schemes

Reference	Location	Timescale	Description
29	Green Pedalway extension to Easton	Medium / Long	Path connection between Draper Way and Long Lane; widening Long Lane; cycling and walking bridge over A47; off carriageway shared use path to Easton from Costessey Park & Ride

Rackheath to City Centre route (Green)

Route description

The route links Broadland Business Park and areas of high employment and housing to Norwich City Centre via Thorpe St Andrew, the Heartsease Estate and Norwich Train Station

Planned schemes improve access to Norwich train station at Thorpe Road and extend access to the business park and Rackheath.

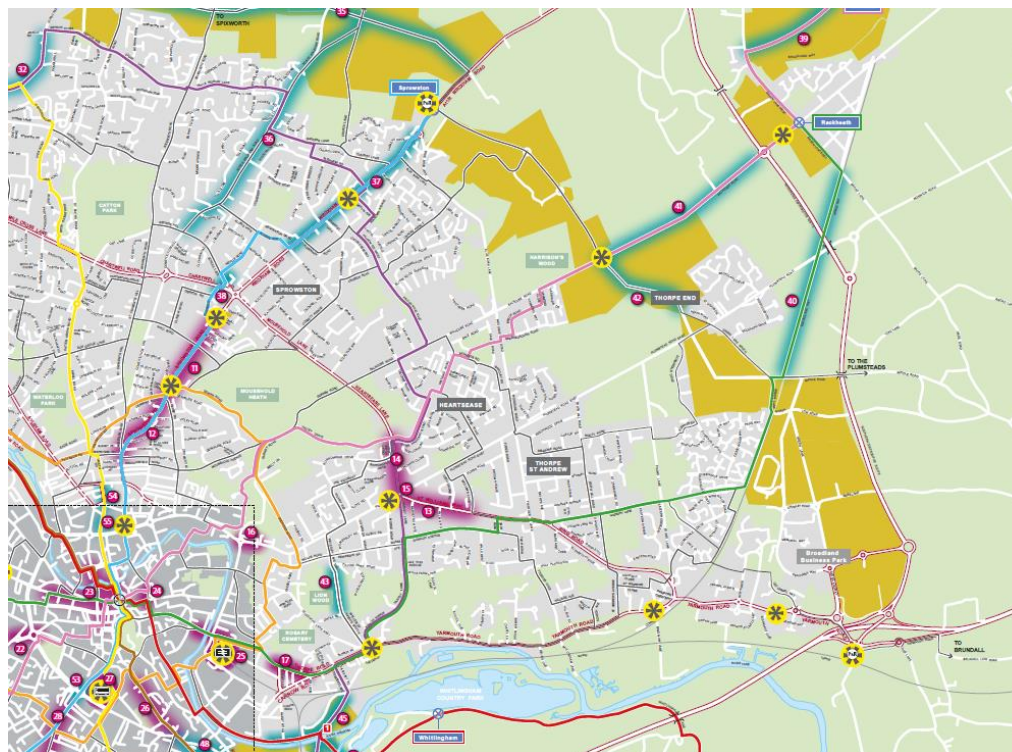


Fig 16: Green Pedalway scheme map

Priority improvement schemes

Reference	Location	Timescale	Description
13	St Williams Way	Short Term	Improvement of cycling link between Thunder Lane and Heartsease Roundabout by incorporating light segregation into cycle lanes
17	Thorpe Road (Clarence Road – Carrow Road)	Short Term	Located on the edge of the city centre, this scheme involves the implementation of a contraflow lane to provide cyclists and bus passengers with a more direct and improved access to the rail station and city centre along this key access route from the east of the city.
40	Broadland Way (Rackheath to Dussindale)	Med/ Long	Traffic free shares use path parallel to railway between Broad Lane and Middle Road built to LTN120 standards

Wroxham to City Centre route (Pink)

Route description

The route links Rackheath into the city via Thorpe End and provides connectivity for major housing growth areas with Mousehold Heath, the historic Cathedral area of the city and city centre.

Development schemes will extend the current route and provide improved cycling and walking access to Rackheath and Wroxham.

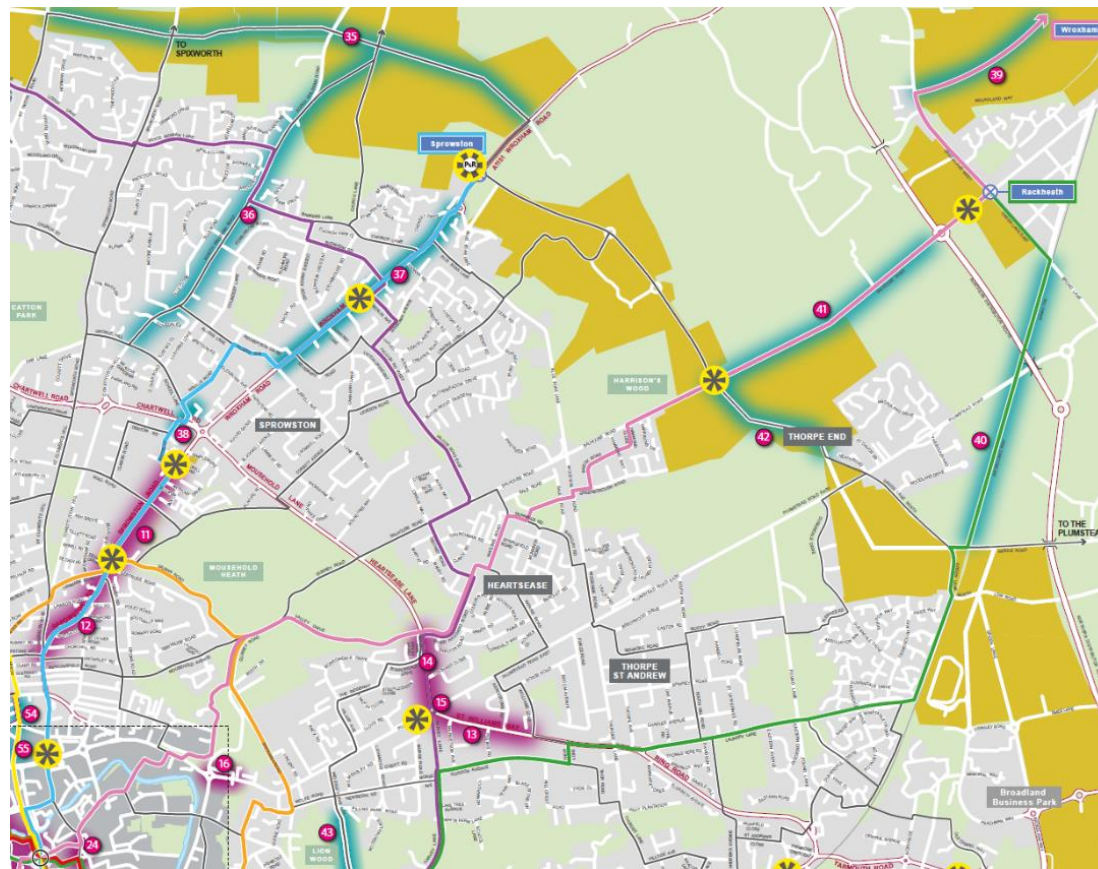


Fig 17: Pink Pedalway scheme map

Priority improvement schemes

Reference	Location	Timescale	Description
39	Broadland Way (Wroxham to Rackheath)	Med/ Long	Traffic free share use path parallel to railway between Wroxham and Salhouse Road built to the Governments Cycle Infrastructure Design Standards
41	Salhouse Road	Med/ Long	Shared use cycling and walking provision on Salhouse road linking the new development area to Rackheath

Hethersett to City Centre route (Pink)

Route description

Starting at the large village of Hethersett, the route connects Norwich Research Park, the Norwich & Norfolk University Hospital and University of East Anglia to the city centre.

New schemes will extend the route at Hethersett which links key areas of housing growth with Wymondham.

A new mobility hub at the Norfolk & Norwich University Hospital will also help to resolve congestion.

Priority improvement schemes

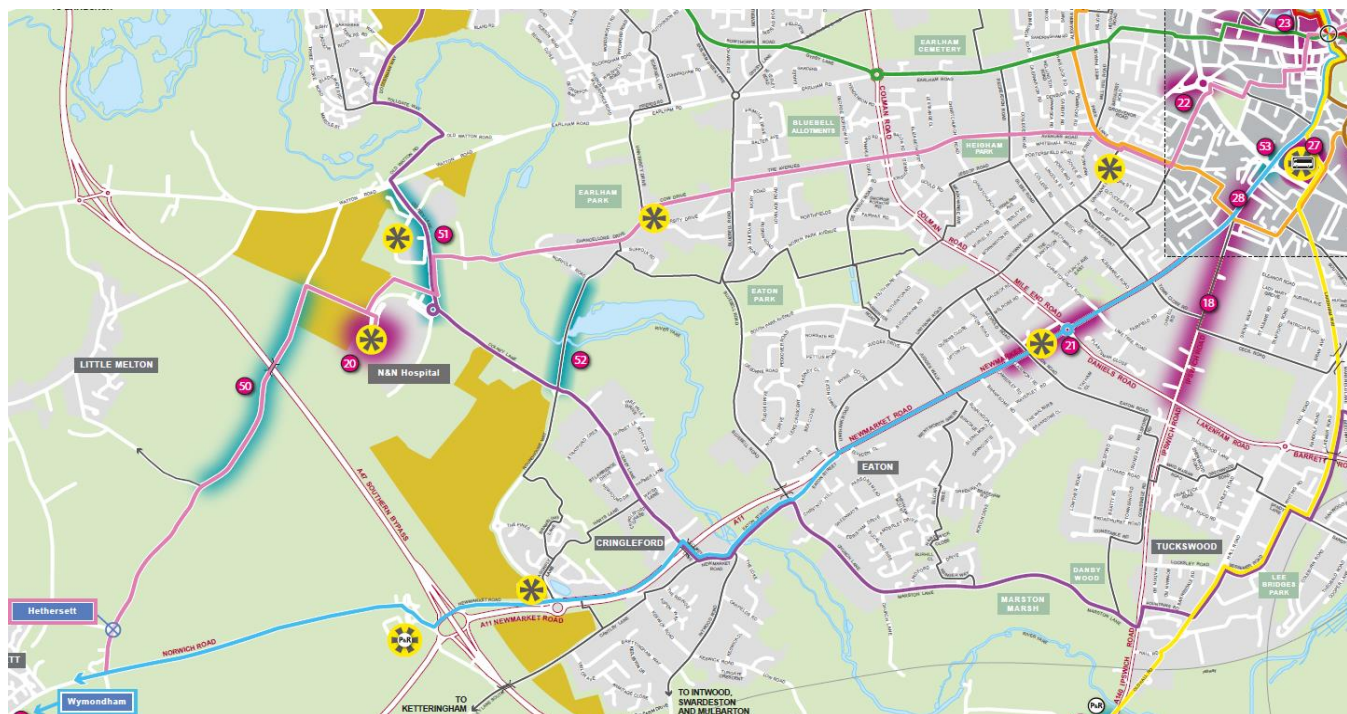


Fig 18: Pink Pedalway scheme map

Reference	Location	Timescale	Description
50	Hethersett Lane	Med/ Long	Extension of cycling facilities from the new development at Hethersett across the A47 and into Norwich Research Park. Feasibility required to see if this can be segregated facilities or shared use
20	Norfolk & Norwich University Hospital mobility hub	Short Term	Provide a new bus interchange that resolves congestion and reduces the conflict with vulnerable users of the disabled car parking area. Also introduce a public cycle service to strengthen the mobility hub provision and increase passenger capacity.

Drayton to City Centre route (Brown)

Route description

The route connects the village of Drayton and areas of large housing growth at Hellesdon with industrial and retail areas to the city centre via the Marriott's Way. The route also serves key areas of employment at the Airport Industrial Estate and provides cycling and walking access to schools including Hellesdon High School and Mile Cross Primary school.

Development schemes will help to overcome difficulties with crossing the Boundary Road at Mile Cross and improve transport services at the Mile Cross Road shopping area.

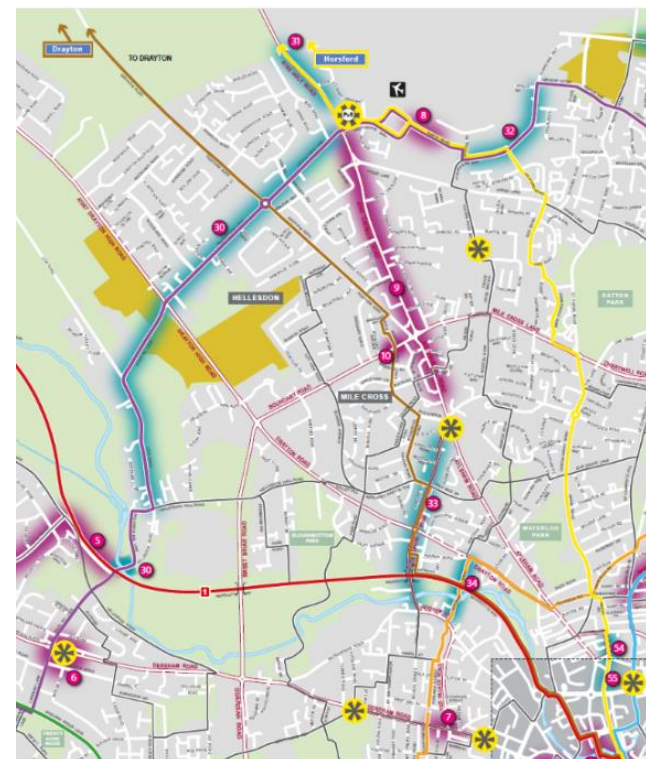


Fig 19: Brown Pedalway scheme map

Priority improvement schemes

Reference	Location	Timescale	Description
10	Cycle and pedestrian crossing of Outer Ring Road (Mile Cross)	Short Term	Access into the city from Hellesdon for cyclists is difficult because there are no crossings over the Boundary Road section of the outer ring road for cyclists. The pedestrian crossing facility at either between Rye Avenue / Vera Road or Marshall Road / Overbury Road will be upgraded for use by cyclists. This will connect to a proposed Pedalway route to Hellesdon via Reepham Road.
33	Mile Cross Road	Med/ Long	Co-locate and consolidate all shared transport services to create an improved transport interchange at this busy, out of city centre shopping arcade.

Poringland to City Centre route (brown)

Route description

Connecting Trowse with the city centre via Bracondale and the bus station, the route enables access to the designated growth areas at the old Colmans site (Deal Ground).

The plan includes a feasibility to extend the route and create connectivity with the large village of Poringland and beyond.

New schemes will also introduce improved safety for cyclists through the introduction of protected cycle lanes at King Street and a traffic free route via Ber Street.

Priority schemes to develop

Reference	Location	Timescale	Description
44	Martineau Lane	Med/ Long	Feasibility required for Improvement to walking and cycling facilities on Martineau lane linking to existing facility on Bracondale
47	Bracondale	Med/ Long	Protected cycle lanes; upgraded King Street / Bracondale junction; closure of Ber Street to traffic between Finklegate and Bracondale

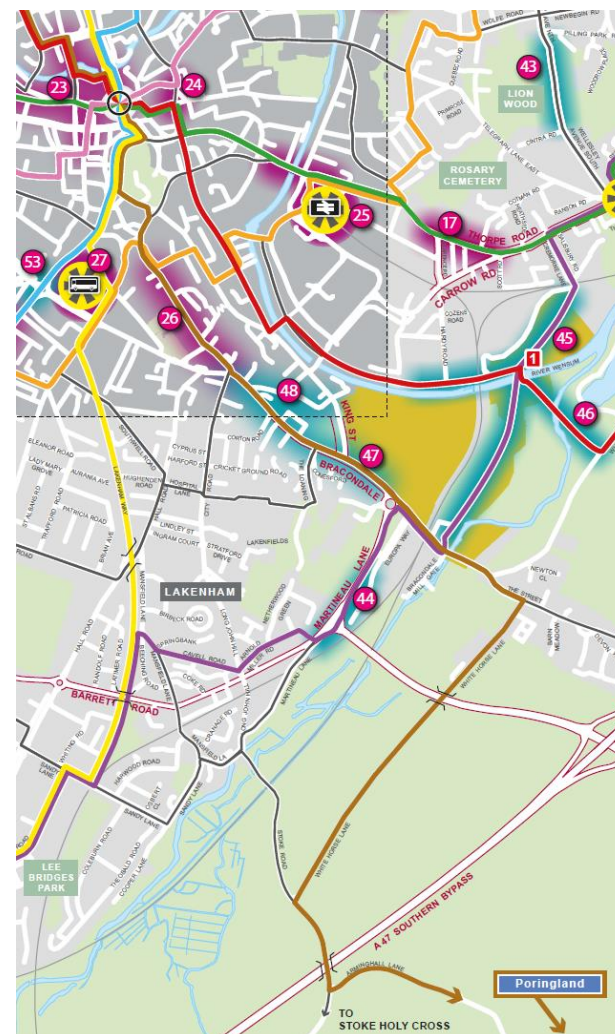


Fig 20: Brown Pedalway scheme map

Thorpe Marriott to City Centre via Marriotts Way (red)

Route description

The route links the communities at Drayton and Taverham through to New Costessey with the employment area off Barker Street and the Jane Austin College. This leads into the City via the Norwich University of the Arts, the Castle and provides wider walking links to the Riverside Walk.

Proposed schemes will create a more coherent and safer cycling and walking route by providing a segregated route on the Marriotts Way and new crossing point near Hellesdon Bridge

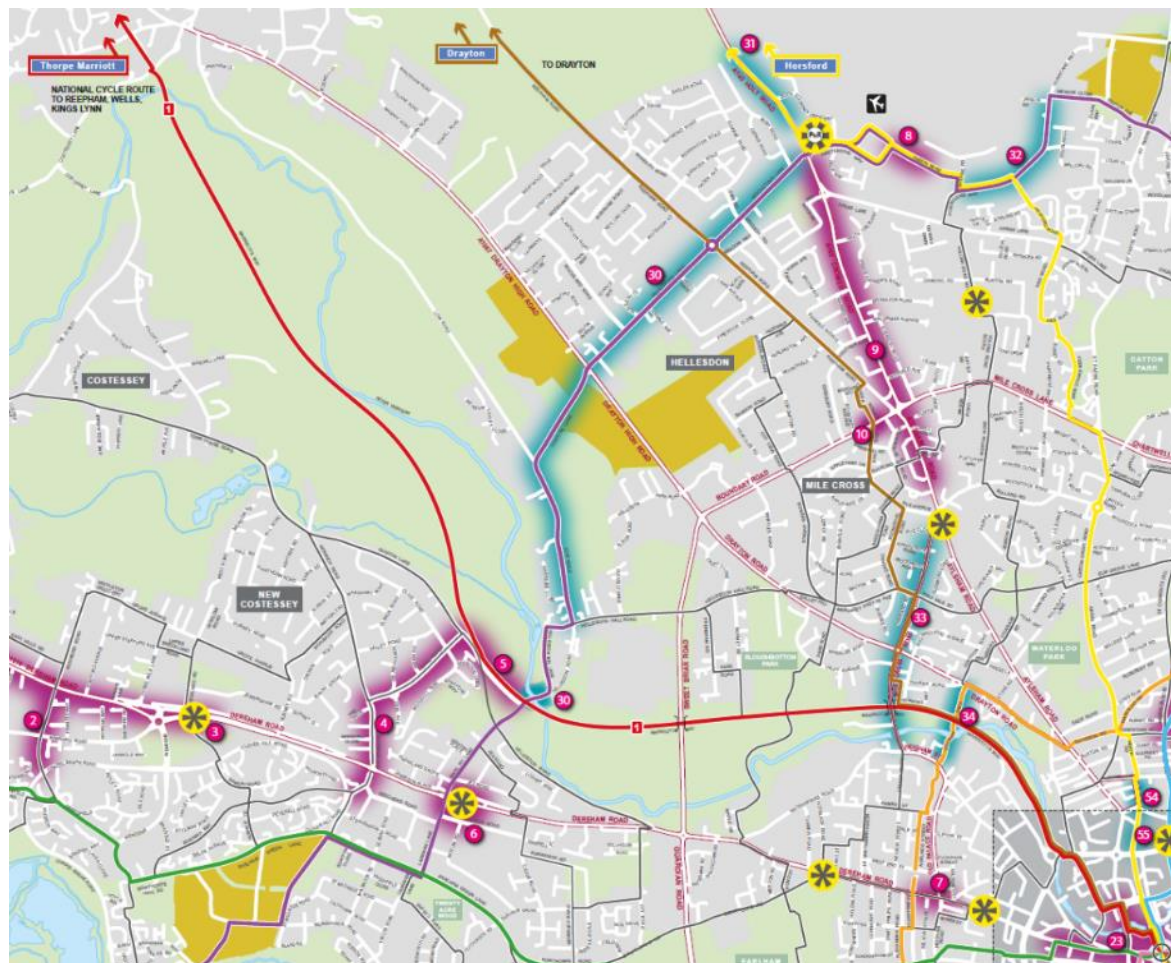
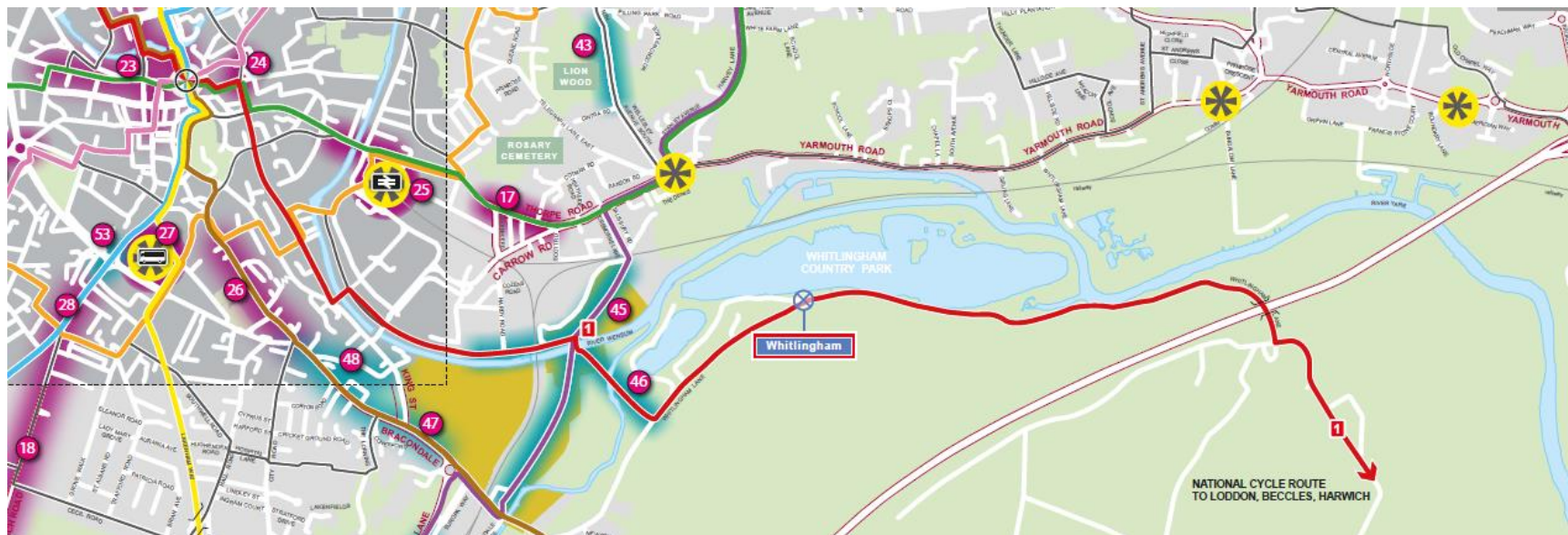


Fig 21: Red Pedalway scheme map

Reference	Location	Timescale	Description
5	Marriott's Way to Hellesdon Road	Short Term	Realign the existing Marriott's Way walking and cycling route to the more direct track bed route with a new sealed surface and a ramped access to a new crossing close to Hellesdon Bridge.

Whitlingham to City Centre route (red)



Route description

The route joins the city centre to the country park at Whitlingham via the new housing developments on King Street and the Deal Ground site (formerly Colmans).

New schemes will enable the route to link villages from south Norfolk to the country park at Whitlingham via a proposed new bridge over the River Wensum. These improvements improve connectivity and access to the river.

Priority improvement schemes

Reference	Location	Timescale	Description
46	East Norwich Regeneration Area (Carrow to Whitlingham)	Med/ Long	Feasibility required for new link, including a new crossing facility over the Yare and Wensum connecting Whitlingham Lane to Geoffrey Watling Way

Outer circuit route (purple)

Route description

This is the wider of the two orbital routes which links all the Pedalways together from the Airport in the north to Lakenham in the south of the city.

The route crosses all six of the linear pedalways twice and passes through key employment and education including Norfolk and Norwich University Hospital, University of East Anglia and Norwich airport.

The proposed schemes for this route improve the safety of the cycling and walking provision which is already in place and help to make the route more coherent.

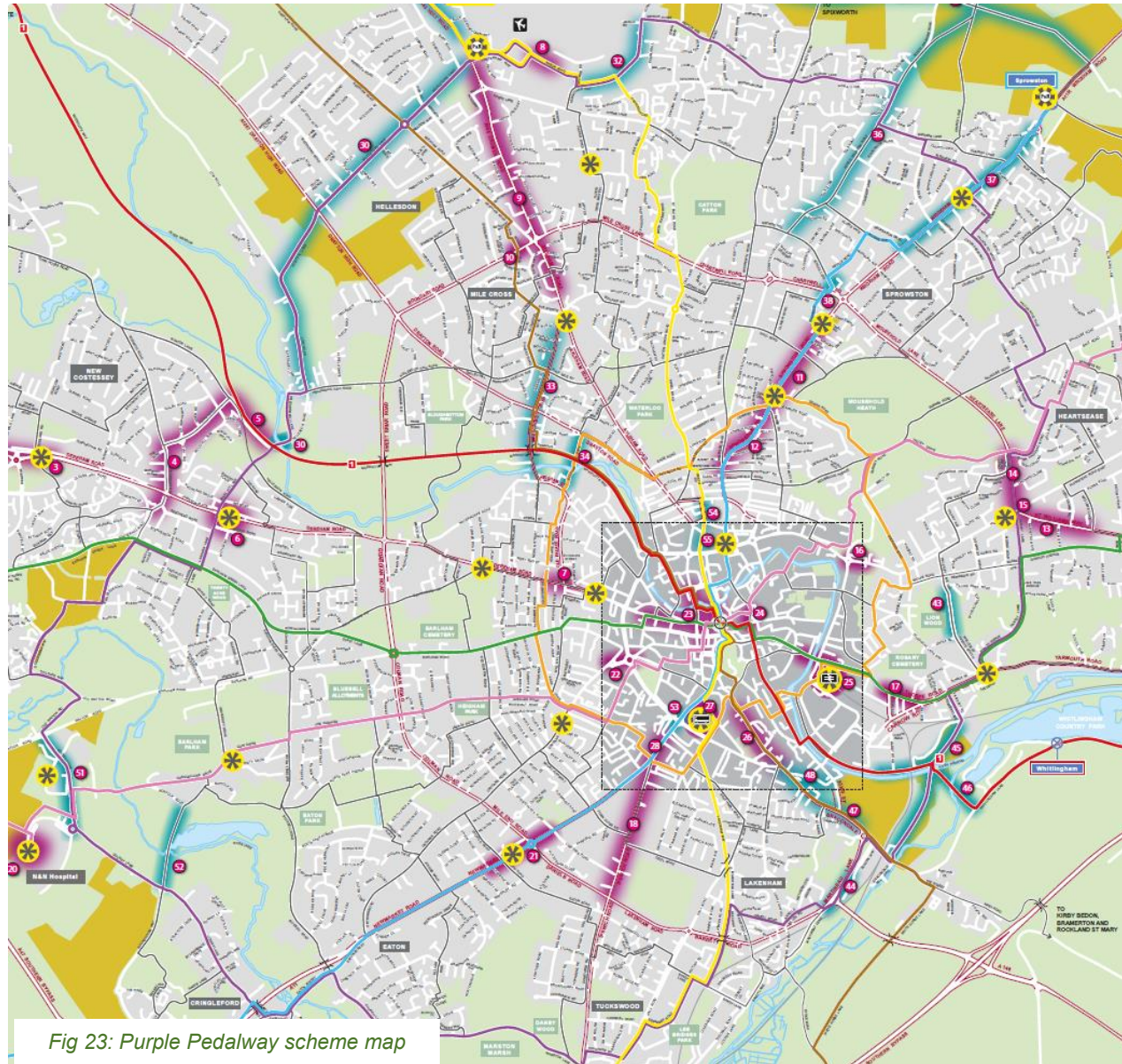


Fig 23: Purple Pedalway scheme map

Priority improvement schemes

Reference	Location	Timescale	Description
14	Heartsease Lane	Short Term	Provision of new mandatory cycle lane facility with wands on both sides of carriageway, improvement to the walking infrastructure with an upgrade of the pedestrian crossing to a segregated crossing and footway widening
15	Heartsease Fiveways junction	Short Term	A redesign of the junction will provide significant improvements for cyclists and pedestrians and enable bus operators to provide more efficient and reliable services.
30	Hellesdon (Low Road, Hospital Lane and Middletons Lane)	Med/ Long	Feasibility required for improved provision for cycling and walking in Hellesdon looking at the possibility of segregated cycle facilities, shared use or traffic calming.
36	North Walsham Road	Med/ Long	20mph and traffic calming inner section, protected cycle lanes outer section; new section of North Walsham Road as part of Beeston Park development
45	East Norwich Regeneration Area (Martineau Lane to Thorpe)	Med/ Long	Feasibility required for new walking and cycling route between Thorpe Road and Geoffrey Watling Way
51	Colney Lane	Med/ Long	Feasibility for improvements to the existing facilities at Colney Lane either via shared use path or segregated cycle facilities

Inner circuit route (orange)

Route description

The inner orbital Pedalway links the Train Station and Bus Station round to the north of the city, through Mousehold Heath and serves key residential areas.

The new scheme will deliver improved cycling and walking conditions along the existing route by widening the shared use path at Dolphin Path.

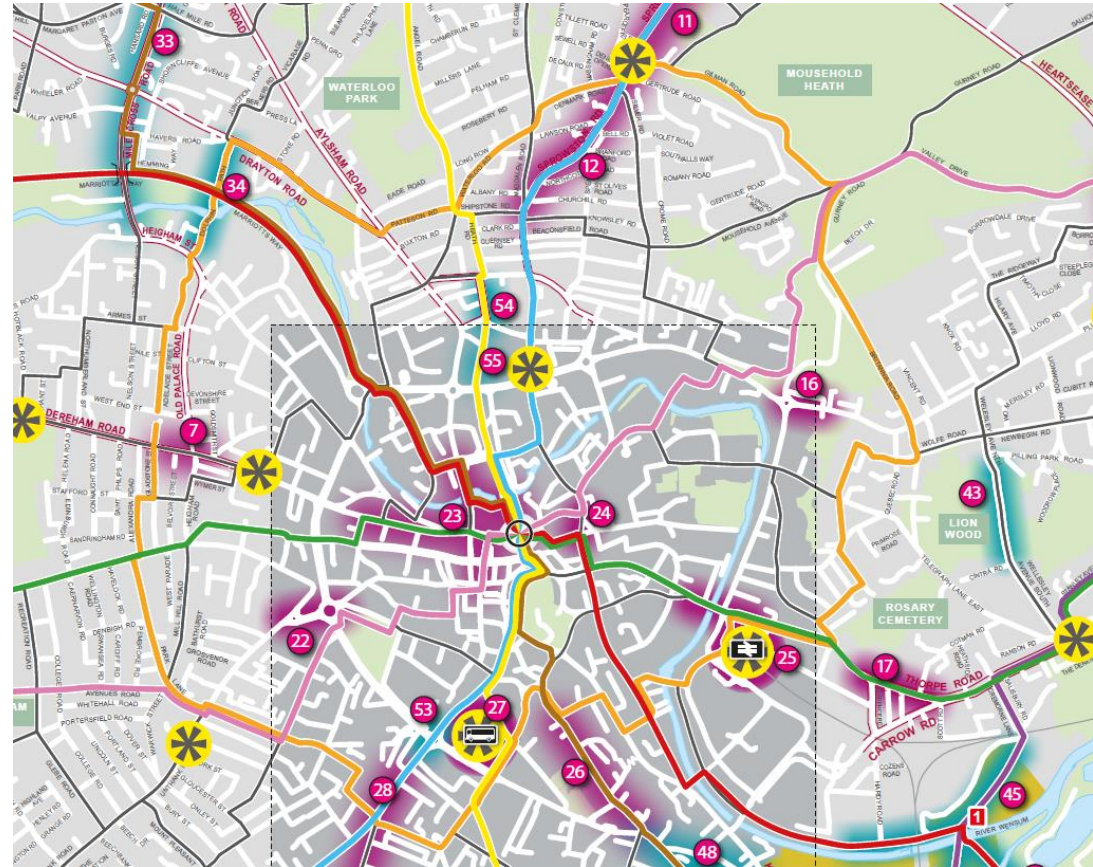


Fig 24: Orange Pedalway scheme map

Priority improvement schemes

Reference	Location	Timescale	Description
34	Dolphin Path	Med/ Long	Widening the shared use path at Dolphin Path which links between the Marriott's Way and Inner circular (Orange) Pedalway

Norwich City Centre Core Walking Zone

Zone description

The Norwich City Centre Core Walking Zone covers the historic city centre and includes key areas of employment, education and recreation. It also contains the major transport hubs of the train station and bus station. This area has the highest levels of walking in the Norwich area and already has pedestrianised zones.

New schemes for the Norwich City Centre Walking zones are constant with the Public Realm Action plan which extends the zone beyond historic wall to incorporate the East Norwich Regeneration Area. This area includes the Carrow Works, the Deal Ground and the Utilities Site along the River Wensum in the south east of the city.

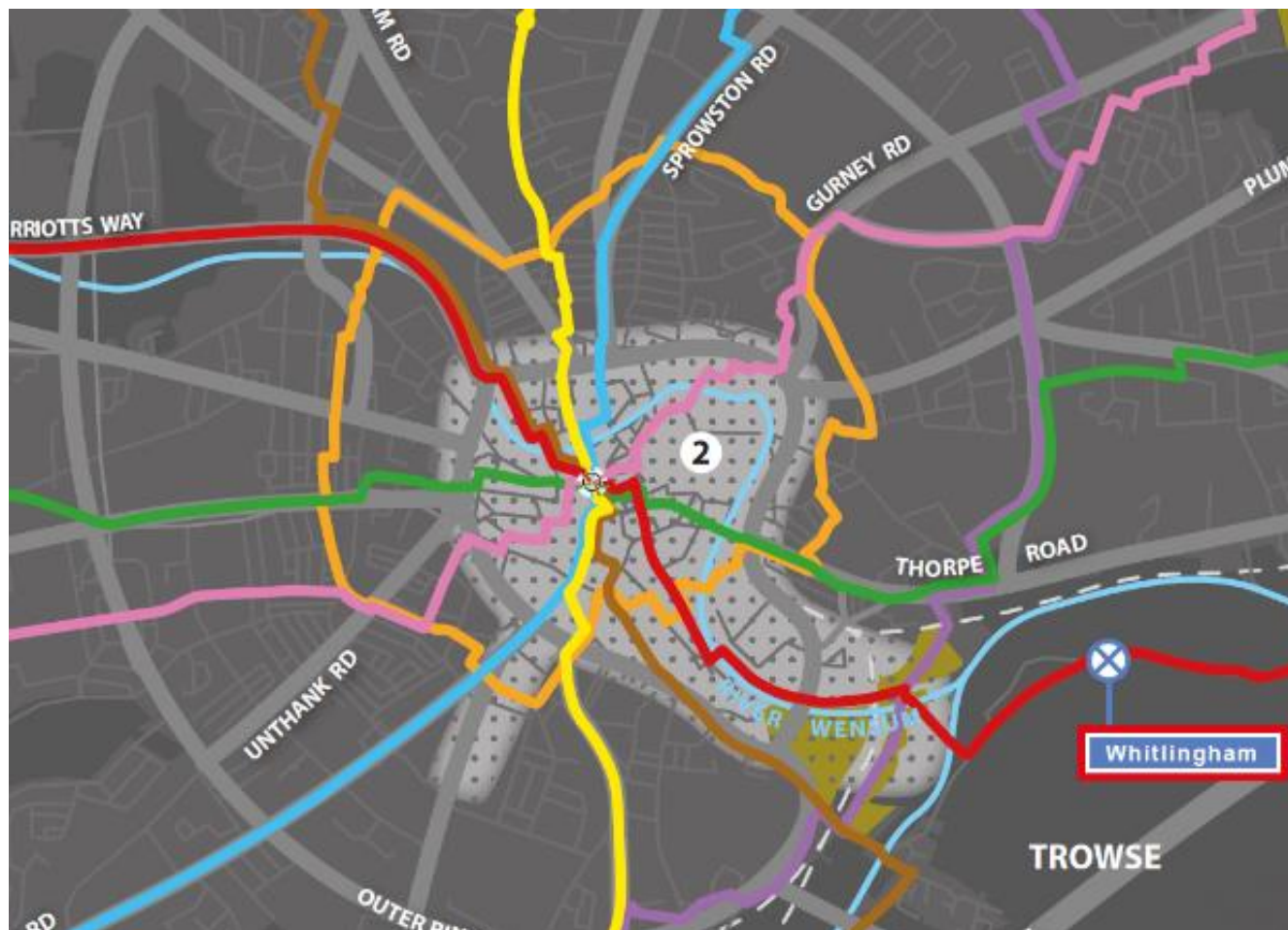


Fig 25: Proposed City Centre walking zone extension

Norwich City Centre Walking Zone priority improvement schemes

Reference	Location	Timescale	Description
23	Connecting the Norwich Lanes (incorporating Eastbound traffic reduction and Wensum Missing Link)	Short Term	<p>1) Duke Street; completed riverside path at Dukes Palace Wharf to St Georges Street will increase footfall across Duke Street, development of NUA site will increase footfall further.</p> <p>2) Fye Bridge Street; pedestrian crossing facility may be beneficial between Mischief Tavern and Fishergate or Quayside.</p> <p>3) Whitefriars Bridge, crossing either side of river to Law Courts and Jarrold St James site may benefit from pedestrian crossing facilities</p> <p>4) Foundry Bridge; crossing from Hotel Nelson to Complete Angler sections of path would benefit from pedestrian crossing facilities e.g. if relocated from junction back towards the riverside path</p> <p>5) Waterside (Bishop Bridge Road steps to Zaks Barrack Street) reconstruction of mud track for all weather use, asphalt with drainage</p>
24	Tombland	Short Term	Enhancements to walking and cycling links within Tombland, as well as public realm and highway improvements
25	Norwich Rail Station mobility hub	Short Term	Improve the Foundry Bridge junction next to the rail station with much more space for pedestrians and simpler crossing arrangements. Improve access for cyclists and provide improved facilities for buses to serve the station.
26	King Street	Short Term	Widen pavements and improve the cycle environment to create a coherent and direct link for walking and cycling along National Cycle Route 1 and improve the connection between cultural institutions, substantial new residential development and the city centre.
27	Norwich Bus Station mobility hub	Short Term	Improve pedestrian access to the Norwich Bus Station from Queens Road, encouraging an increased number of people to access the Norwich Bus Station from the west.
28	St Stephen's Road	Short Term	Improve the footway and pedestrian route along St Stephens Road between St Stephen's Street bus facilities and City.
48	Carrow Hill	Med/ Long	Feasibility into allowing contraflow cycling on Carrow Hill.

53	St Stephens Roundabout	Med/ Long	Feasibility required for at grade segregated crossing facilities at St Stephens Roundabout
55	St George's Street	Med/ Long	New segregated cycle crossing on inner Ring Road to access Anglia Square
22	Grapes Hill Roundabout	Short Term	Review signalling arrangements to improve traffic flow, remove congestion to buses and general traffic through this busy junction and accommodate cycling and walking crossings for users of the pink Pedalway.
16	Kett's Hill roundabout	Short Term	Improve safety for cyclists and introduce a bus lane on the city-bound approach. This scheme strongly complements the Heartsease Fiveways junction scheme as they
23	Connecting the Norwich Lanes (incorporating Eastbound traffic reduction and Wensum Missing Link)	Short Term	<p>1) Duke Street; completed riverside path at Dukes Palace Wharf to St Georges Street will increase footfall across Duke Street, development of NUA site will increase footfall further.</p> <p>2) Fye Bridge Street; pedestrian crossing facility may be beneficial between Mischief Tavern and Fishergate or Quayside.</p> <p>3) Whitefriars Bridge, crossing either side of river to Law Courts and Jarrold St James site may benefit from pedestrian crossing facilities</p> <p>4) Foundry Bridge; crossing from Hotel Nelson to Complete Angler sections of path would benefit from pedestrian crossing facilities e.g. if relocated from junction back towards the riverside path</p> <p>5) Waterside (Bishop Bridge Road steps to Zaks Barrack Street) reconstruction of mud track for all weather use, asphalt with drainage</p>

University of East Anglia & Norwich Research Park Walking Zone

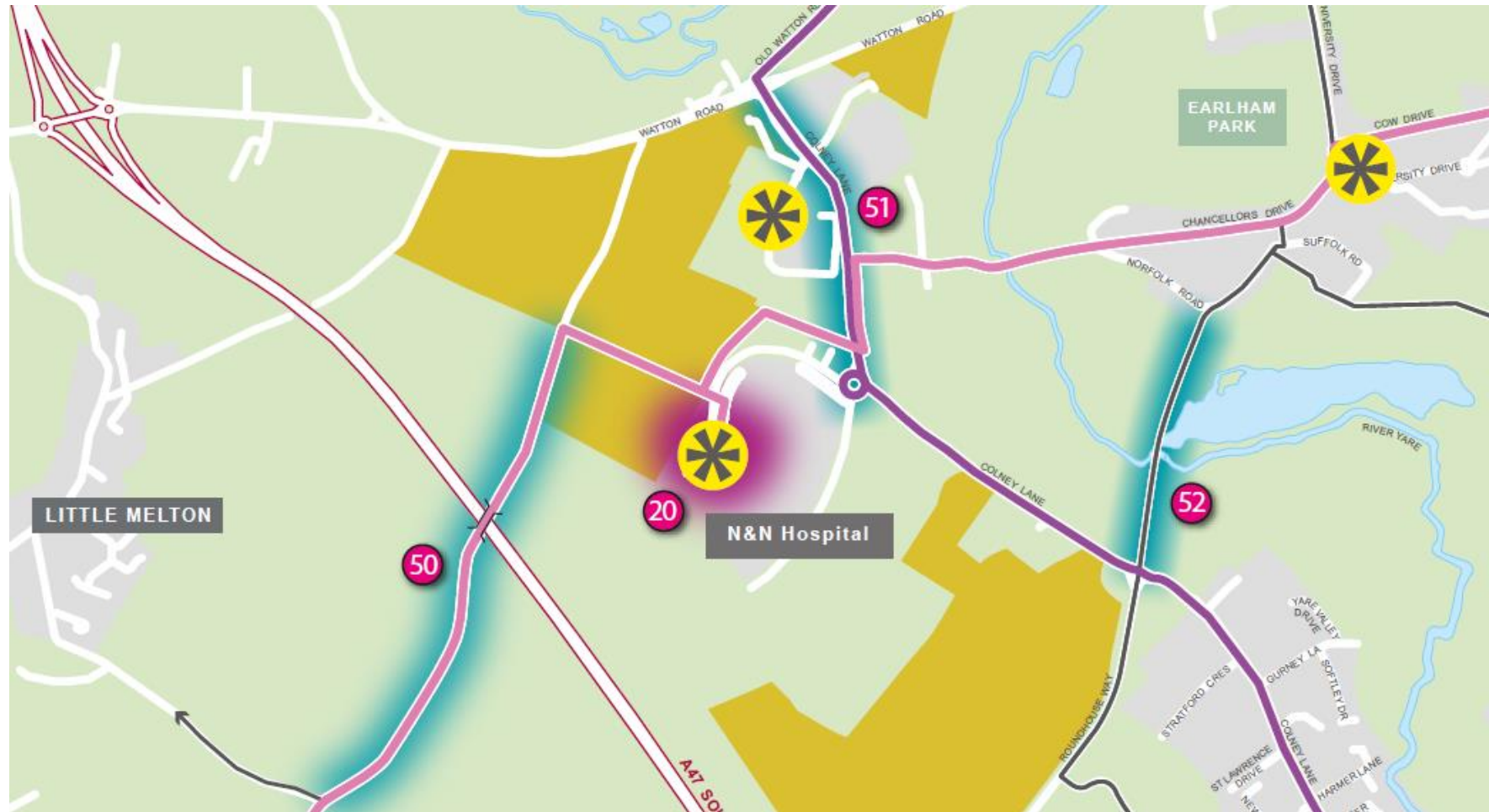


Fig 26: UEA / NRP walking zone scheme map

Zone description

The UEA/ NRP Walking zone covers the campus area of the University of East Anglia (UEA), the Norwich Research Park (NRP) and the Norfolk and Norwich University Hospital.

Development of the zone is intended to account for the future growth of the Norwich Research Park and covers some of the key employment sites in Norwich.

The University Campus has high levels of walking and with the planned growth at this site we want to ensure walking remains a key mode of transport.

A new mobility hub located and public cycle hire service at the Norfolk & Norwich University Hospital will also help to resolve congestion. A new bridge across the River Yare will improve cycling and walking connectivity with the UEA.

UEA/NRP Walking Zone priority improvement schemes

Reference	Location	Timescale	Description
20	Norfolk & Norwich University Hospital mobility hub	Short Term	Provide a new bus interchange close to the outpatient's entrance that resolves congestion and reduces the conflict with vulnerable users of the disabled car parking area. Introduce bike share to strengthen the mobility hub provision and increase passenger capacity.
52	Roundhouse Way – UEA	Med/ Long	Provide new bus, cycle and pedestrian bridge across Yare Valley at the western end of Chancellors Drive as well as appropriate links on either side of the bridge.

9. Priority active travel network support schemes

Active travel network support schemes are services, facilities and physical infrastructure which help and encourage people to use the active travel network. Examples include cycle parking facilities, cycle hire schemes, wayfinding signs, cycle training and walking and cycling incentives. Norfolk County Council are developing the following schemes which help make the network more accessible and enjoyable for all users.

Public Cycle Hire Schemes



Beryl Bikes – Pedal bike, E-bike and E-scooter

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

Norfolk County Council has recently partnered with Beryl Bikes and launched a cycle hire scheme in Norwich in March 2020. Currently Beryl Bikes have a fleet of 580 cycles available in Norwich and have recently introduced e-scooters which can be found at one of the 80 parking bays located around the city.

Since launch Beryl Bikes users in Norwich have covered the equivalent of six and a half laps around the globe, according to figures from Beryl, saving 43.92 tonnes of carbon dioxide emissions^Y.

Norfolk County Council will continue to work with Beryl Bikes and seek public feedback to help develop and extend the scheme within Greater Norwich over the short to medium term.

Public cycle hire schemes help to provide easy and cost effective access to cycles

Network Wayfinding Signs

Wayfinding signs help guide cyclists and pedestrians along a defined route without the need to refer to a map or mobile device.

They are positioned along the journey at key decision points such as junctions, and sometimes in-between for reassurance.

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

The signs also serve to create awareness of active travel routes and encourage people to use them. Wayfinders can be found along the existing Pedalways in Norwich.

Wayfinding signs, which comply with DfT design guidelines, will be incorporated into any new network schemes which are put forward for future funding bids.



Wayfinding sign in Norwich

Wayfinding signs help to connect active travel routes and encourage people to use the network.

Secure Cycle Parking

Secure cycle parking facilities provide cyclists with the peace of mind that their cycle is safe and secure when not in use. The design of the parking will vary depending on where it is located and how long the cycle is being stored.



Tubular cycle parking stands in Norwich



Example of on-street parking hangers



Cycle parking at Norwich Train Station

Cycle parking for short stays near busy locations such as shops, cafes and town attractions can take the form of simple tubular stands, either on their own or in large quantities depending on demand.

On-street cycle parking hangers can provide secure storage in residential areas where storing a cycle at the home is not possible.

Cycle hubs can be found at locations that cater for large numbers of cyclists storing their cycle for long periods of time. Typical locations for cycle hubs are railway stations, central bus stations, places of education and work. In the short to medium term Norfolk County Council will work with partners to identify opportunities for new secure cycle parking sites with a focus on sites close to key attractors (such as the train and bus station) and also longer term look to secure cycle parking in residential areas where there is a lack of cycle parking facilities.

Access to secure cycle parking provides people with peace of mind when storing their cycle.

Micromobility

'Micromobility' is a term used to describes the use of small lightweight electric vehicles to transport people and goods around towns and cities.

Examples of these vehicles include low speed electric cycles and electric scooters as well as cargo cycles which are used by businesses to transport goods within central locations.

Increasing the availability and usage of these vehicles helps to reduce traffic congestion, free up parking space and improve air quality which supports a more healthy and sustainable transport system.

In the short-term Norfolk County Council will be keen to work with strategic partners to pilot the use of lightweight electric vehicles to help transport people and goods within the Greater Norwich area.



Zedify cargo bike in Norwich

Adopting small lightweight electric vehicles in towns and cities can reduce congestion and improve air quality

Mobility Hubs

A Mobility Hub is a location that connects multiple modes of public and non-public transport and offers services which help make journeys safe, convenient and as reliable as possible.

The features and services within a Mobility Hub will be influenced by its location as well as the volume and type of traveller who will be using it.

Examples of additional transport services which may be available include cycle and scooter hire, cycle parking, car charging and parking facilities, cycle repair services, storage lockers, maps and transport information services as well as shelter from the weather and refreshments.

Mobility Hubs help to raise the profile of shared mobility services which can increase their use and commercial viability. In addition, they support low car use lifestyles which could lead to lower demand for car parking spaces in central locations with space being reallocated for housing or public area improvements.

In the short-term Norfolk County Council will be creating mobility hubs within Greater Norwich and will be working with strategic partners to identify potential new locations to grow the network over the medium term.



Mobility Hubs enable people to connect with multiple modes of transport

Mobility-as-a-service (MaaS)

Mobility as a Service (MaaS) is a term used to describe a digital transport service platform that enable users to access, pay for, and get real-time information on a range of public and private transport options.

These platforms may also be linked to the provision of new transport services. They can save people time and money and help them to stay digitally connected with live transport updates whilst on the move.

Working with Government and strategic partners Norfolk County Council will seek opportunities to invest in digital transport services for Norfolk to enable easy and efficient connectivity through the region.



MaaS is a digital planning and information service connecting people with multiple transport modes

Cycling and Walking Incentives

Cycling and walking incentives are designed to encourage people to use and enjoy the cycling and walking network.

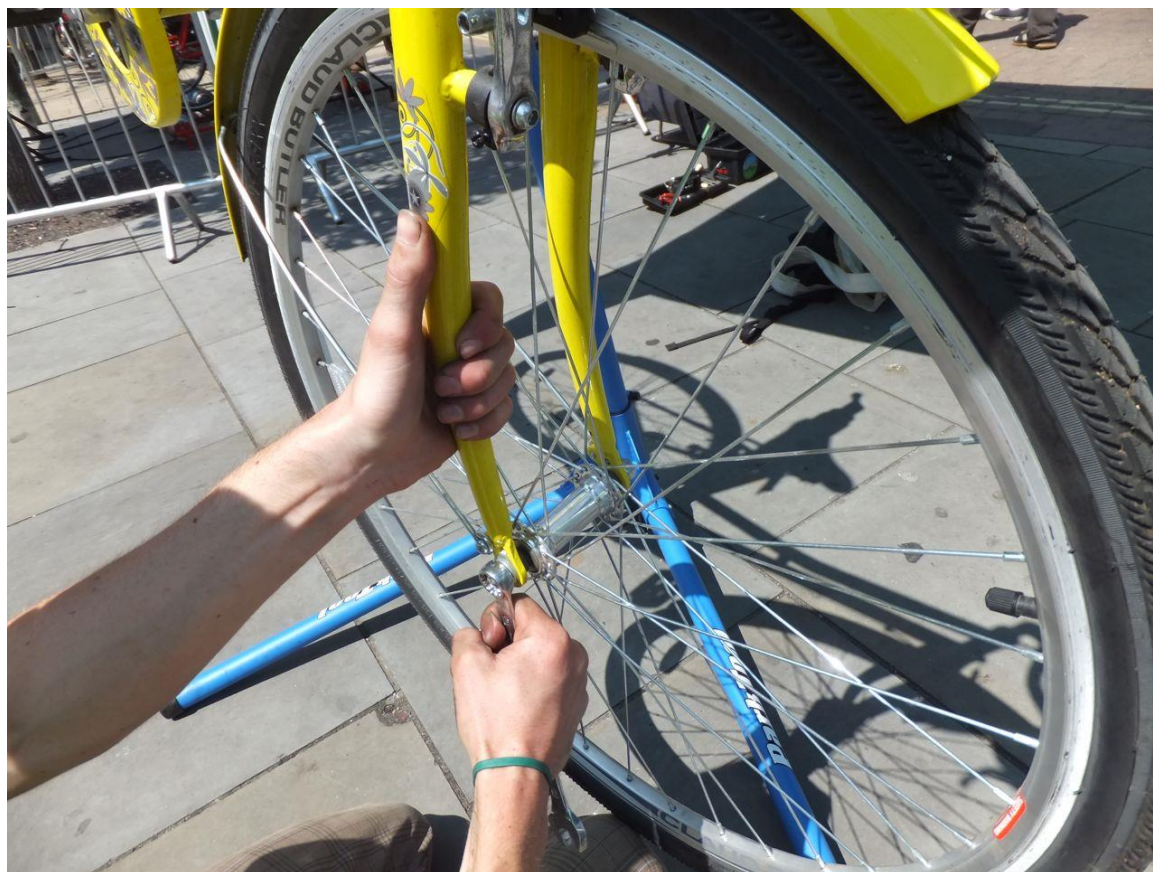
Examples of incentives can include:

- cycle training and maintenance programmes for schools and communities
- support for workplaces with cycle parking
- network maps,
- cycle loan schemes,
- plus, competitions to win cycling and walking equipment.

The variety of incentives offered by local authorities can change over time depending on the needs of the local community and the level of funding available.

Norfolk County Council currently offer a programme of walking and cycling incentives through the “Pushing Ahead” project ([Pushing Ahead | Your journey, your way \(pushingaheadnorfolk.co.uk\)](http://pushingaheadnorfolk.co.uk)).

Norfolk County Council will continue to develop programmes like this over the short and medium term to help communities and businesses within Norwich to use the cycling and walking network.



Incentives encourage people to use and enjoy the active travel network

Supporting network infrastructure scheme list

Scheme	Timescale	Description
Public Cycle Hire Schemes	Short-term	Norfolk County Council will continue to work with Beryl Bikes and seek public feedback to help develop and extend the scheme within Greater Norwich over the short to medium term.
Secure Cycle Parking	Short/ Medium-term	Investigate funding opportunities for cycle parking solutions within Greater Norwich region.
Wayfinding (for Cycling and Walking)	Short/ Medium-term	Following infrastructure improvements improved wayfinding to publicise the priority routes and the destinations they serve.
Micromobility	Short/ Medium-term	Investigate opportunities for public/ private partnerships for micromobility pilots including (but not limited to) e scooters and e cargo bikes
Mobility-as-a-service (MaaS)	Short/ Medium-term	Working with Government and strategic partners Norfolk County Council will seek opportunities to invest in digital transport services for Norfolk
Cycling and Walking Incentives	Short/ Medium-term	Development of a targeting behaviour change programme to encourage more people to walk and cycle for economic, social, health and environmental benefits. This will be developed in alignment with key stakeholders, including public health.

Supporting infrastructure schemes make journeys easier and encourage people to choose cycling and walking

10. How will the priority cycling and walking schemes be delivered?

By preparing a Local Cycling and Walking Infrastructure Plan for Greater Norwich, and gaining feedback from residents and stakeholders, Norfolk County Council is able to identify which cycling and walking network improvements schemes to deliver over the short, medium and long term.

This means that any short term priority schemes could be put forward for development and delivery through existing sources of funding.

Potential funding sources include;

- the **Governments Transforming Cities** fund which aims to improve productivity by investing in public and sustainable transport infrastructure in English cities.
- and the **Active Travel Fund** which was announced by the Government in May 2020 to support short and long term cycling and walking projects.

Any schemes which require Norfolk County Council to make a new funding application will be assessed by a new Government inspectorate called Active Travel England. The role of the inspectorate is to assess all new applications and will decline any applications which are not supported by a Local Cycling and Walking Infrastructure Plan.

The plan enables priority infrastructure improvements to be delivered as soon as funding becomes available

11. How will the success of the schemes be measured?

In 2017 the Government published an investment strategy paper for cycling and walking networks, which includes four indicators for measuring active travel network performance:

a. Cycling activity

Norfolk County Council will monitor the number of people cycling in the Greater Norwich region in order to measure any changes. In recent years Norwich has seen a 40% increase in the number of people cycling as a mode of transport^{vi}.

b. Walking activity

Norfolk County Council will monitor and measure actual walking activity and compare data against recent trends. Norwich has also seen an 18% increase in the number of people walking as a mode of transport over the past 10 years.

c. Cycle safety

Key indicators of cycle safety will be monitored including, safety data counts and safety survey responses which provide a measure of actual incidents and the public perception of cycling safety.

d. Active travel for education

Norfolk County Council will measure changes in the adoption of cycling and walking as a mode of transport for all pupils traveling to a place of education, including primary and secondary schools as well as places for higher education.

In addition to these measures Norfolk County Council will monitor the levels of access to the active travel network, levels of single occupancy car use, improvements in road capacity and improvements in air quality.

The Local Cycling and Walking Infrastructure Plan for Greater Norwich will be reviewed on a regular basis and resident and stakeholders will have the opportunity to provide feedback on current schemes and contribute new scheme ideas.

Increases in active travel network access and use are key measures of success.

12.What happens next?

Norfolk County Council now wish to obtain feedback from residents and stakeholders on the proposed improvements schemes outlined in this summary.

This will enable the priority schemes to be identified which will support a phased programme for future investment in the Greater Norwich cycling and walking network.

If you or your organisation require any further information about the Local Cycling and Walking Infrastructure Plan for Greater Norwich or wish to share your feedback on the proposed schemes, please visit

www.norfolk.gov.uk/activetravel



To share your views on the Local Cycling and Walking Infrastructure Plan visit
[**www.norfolk.gov.uk/activetravel**](http://www.norfolk.gov.uk/activetravel)

References

- ⁱ Physical activity: applying All Our Health - GOV.UK (www.gov.uk)
- ⁱⁱ Department for Transport: Gear Change, A bold vision for cycling and walking
- ⁱⁱⁱ Department for Transport: Gear Change, A bold vision for cycling and walking
- ^{iv} Cycle Infrastructure Design (publishing.service.gov.uk)
- ^v Norwich Beryl Bike riders covered 270,000 km in 2020: Eastern Daily Press article 27th December 2020
- ^{vi} Source Cycle City Ambition Programme: Baseline and Interim Report March 2017

Infrastructure and Development Select Committee

Item No. 8

Report title:	Local Transport Plan
Date of meeting:	14 July 2021
Responsible Cabinet Member:	Cllr Martin Wilby (Cabinet Member for Highways Infrastructure)
Responsible Director:	Vince Muspratt (Director Growth and Development)

Introduction from Cabinet Member

The Local Transport Plan is a key document for the county council. It sets out the council's overall approach to transport, showing how transport can deliver our wider ambitions including a growing economy, strong communities and reducing our impact on the environment. It guides our own delivery of projects as well as providing a framework for how we will influence the plans of others to achieve the best positive outcomes for Norfolk.

It has been developed in a period of uncertainty, with long-term impacts from changes in work and travel patterns likely as a result of the pandemic. Technology is also evolving rapidly and we are increasingly seeing how this can offer positive benefits for people to get to jobs and services, as well as helping how we manage our networks. The county council adopted its environmental policy at the end of 2019. The way that people choose to travel will have a big impact on whether we achieve our ambitious targets for carbon.

A refreshed Local Transport Plan will ensure we continue to be agile to change, meet the challenges ahead and ensure that we are best placed to secure our ambitions and achieve more for our county.

Executive Summary

The Local Transport Plan is a statutory document required by the Local Transport Act 2000 (as amended by the Local Transport Act 2008). The plan sets out the county council's overall approach to transport, including development and delivery of schemes as part of the council's capital programme.

Members agreed to refresh Norfolk County Council's plan in 2019. The final plan will be considered by Cabinet and considered by Full Council in August and September respectively. Members are asked to consider the draft at Appendix A and agree any comments they wish Cabinet to take into account. The plan's development has been overseen by a cross-party Member Task and Finish Group established by the Select Committee, been the subject of consultation and underpinned by technical, evidence-based work including Strategic Environmental Assessment. An Implementation Plan will be developed following adoption of the strategy and brought to the Select Committee to consider prior to Cabinet.

Actions required

- 1. To provide views on the Local Transport Plan, included as Appendix A, that Committee wishes to be considered by Cabinet prior to its adoption**
- 2. To confirm that the LTP Implementation Plan be brought directly to Select Committee for comment prior to adoption by Cabinet**
- 3. To agree on how Select Committee wants ongoing reporting of Local Transport Plan delivery.**

1. Background and Purpose

- 1.1. Local transport authorities are required to have an up to date Local Transport Plan. Members agreed to review Norfolk County Council's current plan, which dates from 2011, at Environment, Development and Transport Committee on 18 January 2019. Members agreed that development of the plan should be overseen by a Member Task and Finish Group comprising Members from the three main political parties representing a geography across both rural and urban areas across the county. This Group has overseen all stages of the plan's development.

Development of the plan has also involved extensive consultation and engagement in early 2020, and consultation on the strategic environmental assessment, alongside which a draft of the plan was published, in late 2020.

- 1.2. The Local Transport Plan sets out the county council's plans and policies on all aspects relating to transport. This includes not only the council's own delivery, but also how it will engage with the plans and programmes of others where these have transport implications. This might be how the council: influences national trunk road and rail delivery plans; works with partners like bus companies to deliver transport provision in a commercial market; responds to consultations on growth plans (as the location of growth has many transport implications including how people travel and people's ability to get to opportunities dependent on where growth is located); and plans and delivers our own services to ensure that implications on travel and transport are taken into account in decision-making. The plan is a high-level, strategic document that is supported by a series of more detailed separate policy and guidance documents.

2. Proposals

- 2.1. The Local Transport Plan is included as Appendix A. Members are requested to provide views on the plan prior to its adoption. This will be via Cabinet and Full Council in August and September. Select Committee comments will be reported verbally to Cabinet. Following this, an Implementation Plan for the LTP will be developed. This will come forward for agreement and adoption by Members in mid-2022.

2.2. As set out in 1.1, development of the plan has been overseen by a Member Task and Finish Group comprising Members from the three main political parties and involved consultation at two stages of its development. This, together with extensive technical work on evidence, and assessment and appraisal of the plan against a range of social, environmental and economic indicators, have been taken into account in the final plan.

2.3. A Member Task and Finish Group was agreed by Environment, Development and Transport Committee on 18 January 2019. The original Terms of Reference for this Group set out its remit as to help guide the review. Since that time, there has been a change in governance with the county council moving to a Cabinet-system.

Members are asked to agree that – in order to expedite development of the LTP Implementation Plan, which will set out how the strategy will be delivered – the Implementation Plan is reported directly through Select Committee prior to its adoption by Cabinet rather than additionally through the Member Working Group. This work will be completed during the course of 2021 and the early part of 2022.

2.4. Members are also asked to agree how they would like ongoing reporting of Local Transport Plan delivery. Members will be aware that the capital programme is agreed annually and this presents an obvious opportunity for yearly reporting.

3. Impact of the Proposal

3.1. The plan will have significant longer-term impacts on shaping the future development of the county including on its residents and economy, and the impact that transport has across a range of social, environmental and economic indicators.

4. Financial Implications

4.1. Development of the plan has been met from existing resources.

4.2. The plan sets out the principles by which the county council will deliver its transport functions and therefore provides a framework for how funding will be prioritised. It does not commit the county council to additional funding on transport services; Members will be asked to consider projects on their own merits as they come forward, in the context of overall council budgets agreed annually. The capital programme for transport delivery is also set annually. External funding will actively be sought to supplement the grant allocations received from government for LTP delivery for improvements and maintenance.

5. Resource Implications

5.1. Staff:

Development of the plan has been met from existing resources.

5.2. Property:

No implications from development of the plan although individual projects might have implications as they are brought forward. These will be dealt with on a project-by-project basis in the usual way.

5.3. IT:

No implications from development of the plan although individual projects might have implications as above. A key tenet of the plan is to use innovative technology, including the use of IT, where it will lead to better outcomes for the county.

6. Other Implications

6.1. Legal Implications

Under Part II of the Transport Act 2000 (as amended by the Local Transport Act 2008) Norfolk County Council (NCC), in its role as a local transport authority, has a statutory duty [s. 108 Local transport plans] to: (a) develop local transport policies which promote and encourage safe, integrated, efficient and economic transport to, from and within the county, and (b) carry out its functions so as to implement those policies. This duty defines “transport” as that required to meet the needs of people living or working in Norfolk, or visiting or travelling through the county; for the transportation of freight; and facilities and services for pedestrians. The report contains the detail of the proposed policies, together with the rationale for each.

Secondly, in both developing its local transport policies, and in carrying out its functions so as to implement those policies, NCC is under a duty to: (1) take into account any policies announced by HM Government; and (2) have regard to any guidance issued by the Secretary of State concerning mitigation of, or adaption to, climate change or otherwise about the environment. The report sets out the details of the Strategic Environmental Assessment; Sustainability Appraisal; and Habitats Regulation Assessment work previously carried out and still to come.

Thirdly, NCC is required to prepare a document (or two or more documents) called “the local transport plan” (LTP) containing: first, the Council’s policies and second, its proposals for the implementation of those policies. NCC intend adopting its LTP 4 in two parts: (i) LTP 4 Strategy 2021 – 2035; and (ii) its LTP Implementation Plan. Beneath the strategic level LTP 4 will sit other documents, including the Transport for Norwich Strategy. The explanation is in the report.

Fourthly, NCC is also required, when carrying out its functions, to have regard to the proposals contained in its LTP.

Fifthly, NCC is required [s. 109] to keep its LTP under review and alter or replace it if considered appropriate to do so. In preparing its LTP, and in keeping it under review, NCC is obliged to consult: (1) the Secretary of State as highway authority [HA 1980, s.1] and (ii) as traffic authority [RTRA 1984, s. 121A]; (2) the councils of the Norfolk districts; and (3) such of the following as NCC consider appropriate – (a) rail operators; (b) operators of transport services, or

organisations representing the interests of such persons; (c) transport users' organisations; and (d) any other persons whom NCC consider appropriate. Details of the consultation process undertaken as part of the formulation of LTP 4 are explained in the report.

Sixthly, as soon as practicable after having prepared LTP 4 NCC is required to: (a) publish it in such manner as the Council think fit; (b) send a copy to the Secretary of State; and (c) to others specified in s. 112(1) guidance. Further, NCC must also: (i) make a copy of LTP 4 available for inspection at such places as the Council think fit; (ii) give notice to bring to public attention places where it may be inspected; and (iii) supply a copy (or part) on request either free, or at a charge only of the cost of providing it.

Seventhly, in carrying out their functions under ss. 108/109B, NCC is obliged to have regard to any guidance concerning: (a) the content and preparation of LTP 4; and (b) the publication and making available of such plans (made or altered) issued by the Secretary of State [s. 112].

Lastly, in developing and implementing its local transport policies NCC is under a statutory obligation to have regard to the transport needs of disabled people (Equality Act 2010); together with those of the elderly and those with mobility problems. The detail of the Equality Impact Assessment undertaken is in the report.

6.2. Human Rights implications

Not applicable

6.3. Equality Impact Assessment (EqIA)

An EqIA has been undertaken as part of the development of the Local Transport Plan. The assessment identified that transport policies are likely to result in primarily positive equality impacts with several neutral impacts at a concept level.

Appropriate assessments will be undertaken on a scheme by scheme basis to identify any scheme-specific impacts as projects come forward to delivery.

6.4. Health and Safety implications

A Health Impact Assessment has been undertaken as part of the development of the Local Transport Plan.

The assessment identified that the proposed transport objectives are all likely to result in positive health outcomes due to their focus on encouraging active and sustainable transport modes. However, enhancing connectivity and increasing accessibility could result in negative outcomes, particularly for air quality, noise and road safety, due a potential increase in the number of vehicles on the road. Overall, the Local Transport Plan is likely to contribute to improved connectivity and accessibility to jobs, services and health care.

6.5. Sustainability implications (where appropriate)

A Sustainability Appraisal (SA), incorporating a Strategic Environmental Assessment, has been undertaken as part of development of the Local Transport Plan. This considered the impact of the plan against a range of social, environmental and economic indicators.

In general, policies performed well against most SA objectives, with no significant negative effects being identified. Some uncertain effects were identified for air quality, noise, biodiversity and geodiversity, water, soils and mineral resources, landscape and townscape and cultural heritage and the historic environment.

The plan includes a policy on carbon, confirming how the LTP will support the target in the council's environment policy of a move towards carbon neutrality by 2030. Further details of how this will be achieved will be included in the LTP Implementation Plan.

6.6. Any other implications

Not applicable

7. Actions required

- 7.1.
 1. To provide views on the Local Transport Plan, included as Appendix A, that Committee wishes to be considered by Cabinet prior to its adoption
 2. To confirm that the LTP Implementation Plan be brought directly to Select Committee for comment prior to adoption by Cabinet
 3. To agree on how Select Committee wants ongoing reporting of Local Transport Plan delivery.

8. Background Papers

- 8.1. None

Officer Contact

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

Officer name: David Cumming **Tel No.:** 01603 224225
Email address: David.cumming@norfolk.gov.uk



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



Norfolk County Council

Local Transport Plan 4 Strategy 2021-2036

DRAFT

Executive Summary

The Local Transport Plan sets out Norfolk County Council's plans, policies and programmes on transport and transport infrastructure. The plan details how we will deliver a transport network in Norfolk through identifying the projects and programmes important to us, and in their design and direct delivery. The plan also shows how we will seek to influence our key partners in government, communities, the commercial sector and the third sector.

This plan is important because transport is important. Transport enables people to get to work and education. It allows us all to visit friends and relatives. We rely on it for days out, for leisure outings and shopping trips. As such, good transport helps people to improve their skills and qualifications. It allows Norfolk's economy to flourish and ensures that we get good delivered to our factories and our doorsteps. People's physical and mental health can be improved, and social isolation reduced, through good transport, especially if people can be given confidence to walk or cycle, and if we can improve our bus and rail links. The plan will set out how we make sure that transport's impacts are minimised; how we will improve the air quality in our towns and built up areas; and how we plan to reduce carbon emissions.

This draft plan contains a transport strategy that looks towards 2036. It will be accompanied by a separate Implementation Plan setting out in detail the short-term schemes, projects and measures that we will implement over a three-year period. The implementation plan will also show, albeit in less detail, the programme over the medium to longer-term. This implementation plan will be developed once we have agreed our strategy in spring 2021.

Achievements

Since the adoption of the previous Local Transport Plan in 2011 some significant achievements have been made. Norfolk County Council has worked closely with local planning authorities to make sure that new growth is in locations that ensure that people are able to access the jobs and services they need; and that this can be done sustainably.

We are a stakeholder in the largest investment in sustainable transport for the last hundred years through the provision of new rolling stock on Greater Anglia routes (which has grown capacity by 30%). London to Norwich rail services in 90-minute services are now a reality, and the Norwich-Cambridge service has recently been extended to Stansted airport. Longer trains now serve King's Lynn.

There are new buses on the county's core bus route on the A47 "Excel" bus service. Our ambitious Transforming Cities and Cycle City Ambition programmes will continue to reap major improvements to bus connections and cycle networks in Norwich. We have grown a network of community transport which increasingly complements the commercial bus network through partnerships with operators and direct operation through transport plus.

We work closely to accelerate housing growth and provide the necessary transport infrastructure including taking forward work on the Long Stratton Bypass and West Winch Housing Access Road. We have completed the Broadland Northway (Norwich Northern Distributor Road). Not only has this allowed a programme of sustainable transport measures to be implemented within the city centre, it has also stimulated housing and jobs growth. We have delivered programmes of sustainable transport improvements including in Great Yarmouth, Attleborough, and Thetford growth areas whilst Norwich has benefitted from roll-out of the cycle city ambition programme of cycle routes.

Government has committed to A47 improvements including dualling schemes as Blofield to Burlingham and Easton to Tuddenham, as well as major junction upgrades in Norwich and Gt Yarmouth. Government has also accepted the strategic outline business case for the Norwich Western Link with construction programmed to start in 2023. Construction of the Great Yarmouth Third River Crossing started in early 2021. This will provide improved access to the port directly from the trunk road and reduce traffic within the town.

We have managed and made improvements to the road condition during a period of austerity. The National Highway Transportation Survey shows that Norfolk performs well against and we came out on top in 2019 with the 'Highway Maintenance' and 'Tackling Congestion' categories.

Our New Plan

We are updating the Local Transport Plan to respond to the challenges ahead. These include carbon reduction and addressing air quality. These remain key priorities. In particular, this plan sets out how we will decarbonise the transport network. The council's Environmental Policy has been adopted, setting out a move towards carbon neutrality by 2030.

Active travel is increasingly important. Government has set out its vision that half of all journeys in towns and cities being cycled or walked by 2030. More recently government has also published its bus strategy, emphasising the place for buses as at the centre of the public transport network, and outlined its intention for reform of the nation's railways. Our new plan responds to these agendas. In our towns and urban areas, in particular, making sure that we have good transport connections is a challenge because of the amount of planned growth. The plan sets out how we will seek to make sure that shorter journeys can be made by active travel and meet government's objective for England to be "a great walking and cycling nation."

Connections to essential services and facilities remain a challenge, particularly in rural areas. This can reinforce social exclusion by preventing people from accessing key local services. We have committed to an enhanced bus partnership, setting out how we will work together with bus operators, and are developing a Bus Service Improvement Plan.

We also need to respond to the fact that society and the economy are changing. Improved technology and communication have led to people behaving differently, and to different travel patterns. Innovation in vehicle technology brings challenges such as how to deal with new vehicle types on the network, whether this be electric

cars, e-scooters or autonomous vehicles. More and more data is becoming available through tools like apps on mobile phones. People are increasingly relying on such tools for their journey choices often putting pressure on certain parts of the system with the county council unable to influence this.

We also need to tackle the infrastructure deficit to ensure journeys on our major bus, road and rail connections are quick and reliable, and can be made by clean modes of transport, or clean-fuelled vehicles. Our priorities include improvements to the major rail links to London and Cambridge, the Norwich Western Link, A140 Long Stratton Bypass, A10 West Winch Housing Access Road, and full dualling of the A47.

A good transport system will encourage investment into the county by businesses including housing developers. This will help meet the future housing needs of a growing population, as well as providing jobs and other essential services.

Covid-19

Since commencing the review of the Local Transport Plan, the Covid-19 pandemic has broken out. This has resulted in many changes to people's everyday life and seen the UK and Norfolk in various stages of lockdown for much of 2020, continuing into 2021. Restrictions around – amongst other things – movement, opening of businesses, retail units and the hospitality sector, physical-distancing and overseas travel have affected the way that people use the transport network; and the reasons why people are travelling. This has been monitored throughout the plan's development at both a local level and nationally. It is too early to say whether life might return to the pre-pandemic-normal or be very different because of it. However, indications suggest that the impact of Covid-19 has accelerated many of the changes that the nation was already going through: more working at home; more online shopping; increased flexibility around working hours and behaviours; major employers looking to reduce office costs resulting in different uses for buildings or in how they are used by employees.

The pandemic and resulting legislation also forced people to change. Workplaces were closed and people no longer travelled into work or for leisure. We saw a reduction in vehicular traffic, down to 50-60% of their usual levels in our urban centres in early April 2020. Bus and train travel reduced by even greater amounts. Traffic levels returned over the summer to pre-pandemic levels, although bus and train travel remain significantly down. We have seen an increase in people walking and cycling. Reports suggest that many large companies are planning for their employees to continue to work remotely whilst property agencies report an increase in people looking for houses outside of urban areas, probably remote from their office base.

We are therefore planning on the basis that it is likely that many of the changes (most of which we were going through in any case) will 'stick.' We also need to plan on the basis that we will encourage people to stick with their new habits of walking and cycling, which bring benefits including reduced carbon and congestion, improved air quality in our urban areas, and better physical and mental health for people participating.

Local Transport Plan Strategy and Policies

This plan sets out that we will:

- Seek to achieve the environmental policy target of working towards carbon neutrality when we make changes and improvements to our transport network, and through working with users on how they choose to use the transport network. This will include:
 - Prioritising a shift to more efficient vehicles, including lower carbon technology and cleaner fuels with a particular emphasis on electric vehicles
 - Looking at behaviour change and interventions that can help to increase the use of sustainable transport
- Prioritise tackling poor air quality problems where air quality falls below the recognised thresholds. This includes investigating vehicular restrictions or charging in urban centres
- Prepare the county for future changes and challenges to ensure the best for our society, environment and economy
- Be proactive when it comes to innovating and adopting new technologies
- Work closely with partners to ensure that new developments are located in suitable areas with access to services and leisure facilities via sustainable and active transport and not in areas that would be reliant on the private car
- Seek to mitigate any adverse effects of new development on the transport network
- Work with partners and make the case for investment to the rail network and trunk roads, which the county council does not manage or maintain, to seek improvements, seeking quick, reliable journey times for longer-distance journeys where there is the highest need
- Improve connectivity between rural areas and services in urban centres with a focus on active travel and public transport
- Tackle accessibility problems in partnership, targeting those communities most in need
- Put in dedicated, segregated lanes for public transport and / or cycling on certain corridors in urban areas and prioritise maintenance of those parts of the network used by people walking and cycling in our built-up areas
- Commit to providing a network where transport and movement can be accessed, understood and used to the greatest extent possible by all people, robustly assessing all schemes and paying due regard to the Public Sector Equality Duty (along with our other duties and responsibilities), to identify potential barriers and determine how best to overcome any barriers and facilitate access to the greatest extent possible for all. Where appropriate, on a case-by-case basis, we will make reasonable adjustments.
- Design or change transport systems to recognise that people make mistakes and to ensure that survivability is maximised
- Use the annual funding allocation from government predominantly for maintenance and maximise other funding sources for new measures like cycleways, roads or public transport infrastructure

- Focus on identifying the key risks from climate change and directing efforts on tackling these where they are likely to be most disruptive to journeys, especially on those parts of the network identified as critical to keep functioning
- Embrace new and innovative technology so that we can (i) better monitor and maintain our networks and (ii) provide information about travel and current performance of the network to users.

Local Transport Plan Implementation Plan

An Implementation Plan is being developed. This will set out the projects and programmes / schemes and measures that will be brought forward to achieve the aims and objectives of the strategy. This will be developed throughout 2021 with its final adoption in January 2022.

DRAFT

Contents

Chapter 1: Introduction.....	1
Chapter 2: Background.....	3
About Norfolk	3
Recent progress and achievements.....	4
The Local Transport Plan.....	5
Chapter 3: Strategic Objectives and policy context.....	7
Strategic Objectives	Error! Bookmark not defined.
Strategic Policy Context.....	8
Chapter 4: Embracing the Future.....	11
Introduction and chapter summary.....	12
Policies	13
Introduction	15
Challenges, changes and trends.....	15
Technology	18
Policy 3	Error! Bookmark not defined.
Policy 4	Error! Bookmark not defined.
Chapter 5: Delivering a Sustainable Norfolk.....	22
Introduction and chapter summary.....	22
Policies	Error! Bookmark not defined.
Achievements	24
Evidence	25
Challenges.....	25
Priorities for delivering a sustainable Norfolk	Error! Bookmark not defined.
Strategy for delivery	25
Growth Principles.....	26
Delivering strong and sustainable economic growth.....	Error! Bookmark not defined.
Innovation	28
Chapter 6: Enhancing Connectivity.....	29
LTP4 Policies	Error! Bookmark not defined.
Achievements	31
Challenges.....	33
Evidence	32
Strategy for delivery	33

Transport gateways	33
Strategic Road and Rail Connections	34
Clean Transport Modes	36
Connectivity from rural areas	36
Innovation	36
Chapter 7: Enhancing Norfolk's Quality of Life	38
Introduction and chapter summary.....	38
Policies	Error! Bookmark not defined.
Achievements	40
Challenges	40
Climate change and Priorities for Reducing Emissions.....	42
Strategy for delivery	42
Travel choice and behaviour	45
Air quality and pollution	43
Transport and the environment.....	Error! Bookmark not defined.
Innovation	46
Chapter 8: Increasing Accessibility.....	48
Introduction and chapter summary.....	48
Policies	Error! Bookmark not defined.
Achievements	51
Evidence	52
Challenges	52
Strategy for delivery	53
Tackling poor accessibility	53
Access to and within Norwich	55
Access to and within towns and urban areas	56
Access in rural areas	57
Access for all.....	57
Alternatives to travel	59
Innovation	59
Chapter 9: Improving Transport Safety.....	60
Policies	Error! Bookmark not defined.
Achievements	61
Evidence	62
Priorities for road safety	62

Strategy for delivery	63
Safe speeds	63
Safe Roads	64
Safe Road Users.....	65
Safe	Error! Bookmark not defined.
Post-crash responses	67
Reducing casualties	Error! Bookmark not defined.
Innovation	67
Chapter 10: A Well Managed and Maintained Transport Network	68
Introduction and chapter summary.....	68
Policies	Error! Bookmark not defined.
Achievements	71
Evidence	72
Challenges	72
Priorities	73
Strategy for delivery	74
Maintaining the network	74
Getting the most out of our highway network.....	75
Highway network resilience.....	76
Innovation	77
Chapter 11: Approach to delivery	79
Partnership working	79
Community action and influence	79
Value for money and resource availability	80

Chapter 1: Introduction

The Local Transport Plan details how the county council deals with a wide range of transport matters to achieve council objectives including a strong and stable economy, the health and well-being of our residents and reducing carbon. The plan shapes the nature of our own projects and the design and delivery of these as well as how we influence the plans and programmes of other agencies and partners including in government, communities, the commercial sector and the third sector where these are relevant to transport (such as district council growth plans or government programmes of schemes on the trunk road and rail network).

The key issues this plan explores include how we: achieve the policy aim to work towards carbon neutrality by 2030 as agreed in the environmental policy recently adopted by the county council; improve air quality in urban areas; meet the challenge of technology and innovation in the transport system and the ways in which people work; and support the economy of the county by ensuring that people can make the connections they need.

The Local Transport Plan objectives are:

- Embracing the Future
- Delivering a Sustainable Norfolk
- Enhancing Connectivity
- Enhancing Norfolk's Quality of Life
- Increasing Accessibility
- Improving Transport Safety
- A Well Managed and Maintained Transport Network.

The Government's Cycling and Walking policy has placed sustainable modes of transport and active travel at the heart of the way we design transport infrastructure

These objectives support the county council's wider strategic objectives and aims, not least as set out in the county council's business plan for 2019-2025, *Together, for Norfolk*. This sets out our ambition for economic growth, managed development and a better future for all, working with a host of organisations, businesses and community groups across our county. Recently, the council has adopted its environmental policies which include a target for a move towards carbon neutrality across all sectors by 2030. The Local Transport Plan sets out transport's contribution to this ambitious target. The plan is supported by a Strategic Environmental Assessment, which has been undertaken as part of a sustainability appraisal so that we understand, and can take account of where appropriate, the plan's impact on environmental, economic and social indicators in its development.

Norfolk County Council is the Highways Authority and is responsible for maintenance and management of most public roads and rights of way in Norfolk (except the A47

and A11 which are the responsibility of Highways England). The county council has a major influence on provision of other transport services such as public transport, but is not responsible for bus services, ports, airport or rail services. Our significant influence is exercised through working with partners, government and operators to improve these where possible.

The strategy is complemented by an implementation plan. This describes the measures that will be delivered over a shorter time period, in accordance with the government's comprehensive spending review period. This implementation plan will be developed once the final Local Transport Plan strategy is agreed.

The plan is supported by a number of more detailed policies and guidance notes. These include:

- Transport for Norwich Strategy, currently being refreshed
- Transport strategies for King's Lynn and Great Yarmouth
- Electric Vehicle Strategy, currently being developed
- Walking and Cycling Strategy, currently being refreshed
- Norfolk Rail Prospectus, currently being refreshed
- Bus Improvement Plan, currently being developed.

These documents contain more detail about individual topics and are signposted within the document.

Chapter 2: Background

About Norfolk

Norfolk is situated in the east of England, bordered with Suffolk, Cambridgeshire and Lincolnshire.

The county has an exceptional heritage and culture, unique landscapes and diverse wildlife habitats. Norfolk also has over 100 miles of coastline, which is designated as an Area of Outstanding Natural Beauty and The Broads National Park, which is home to over a quarter of the UK's rarest species.

Total population of Norfolk is 908,000 and projected to rise to 985,200 by 2036

2019 population data – Norfolk Insight

Norwich is Norfolk's county town and its only city. Norwich is home to an estimated 117,000 jobs and more than 8,000 businesses, and the city is one of the largest centres of employment in greater south-east England. Norwich is one of the fastest growing cities in the UK and contributes more than £3 billion per annum to the national economy.

58.5% of people in Norfolk are aged 16-64

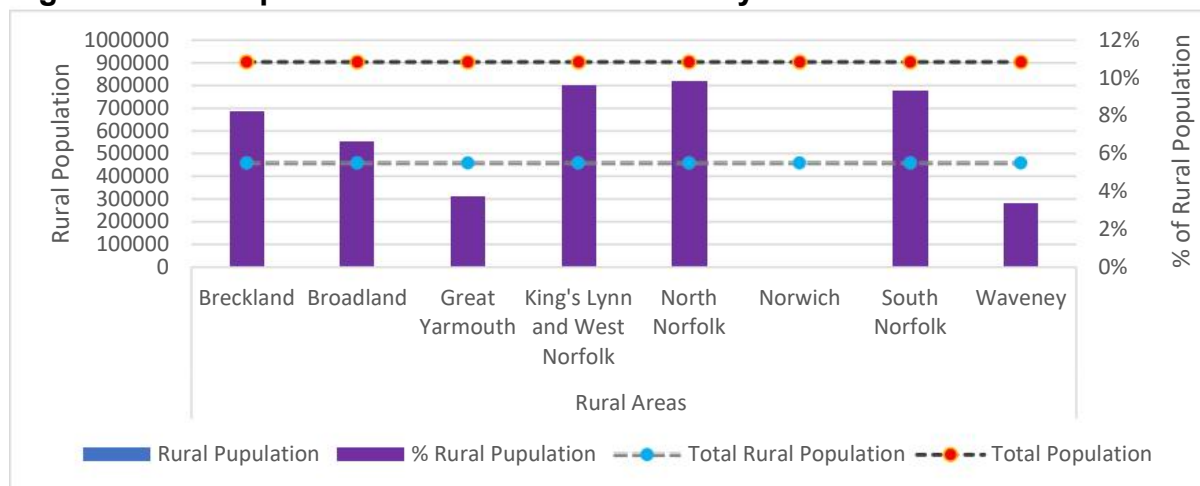
2019 population data – Norfolk Insight

King's Lynn and Great Yarmouth are also important urban areas within the county, forming important centres for their populations and supporting a wider range of businesses including those associated with offshore energy.

Much of Norfolk is rural, with a large number of small, dispersed villages and market towns. Public services, such as GP surgeries and schools tend to be within the larger villages, market towns or urban areas. Therefore, significant numbers of people have to travel relatively long distances to access everyday facilities, often with the added challenge of variable quality public transport. Norfolk also has one of the largest highway networks in the country, around 10,000km or over 6,000 miles, which provides some significant challenges in terms of travel and maintenance. Norfolk's transport network is also largely rural, lengthening journey times. Many

settlements still retain historic street layouts, leading to congestion on some corridors and a lack of space to provide facilities for all different types of user of the network.

Figure: Rural Population in Norfolk and Waveney



Recent progress and achievements

The previous Local Transport Plan was adopted in 2011. Since its adoption several schemes and projects have been delivered. Norwich to London in 90 minutes rail services and complete replacement of all rolling stock in the Greater Anglia franchise have been delivered, transforming many rail journeys in Norfolk. Longer trains now serve King's Lynn.

Across the county we have made significant improvements to walking and cycling. In Norwich, we have adopted a comprehensive pedalway network and invested significantly in improvements to the pink, yellow, blue and green pedalways and the Marriotts Way section of the red pedalway / National Cycle Network 1. A bike-hire scheme is running, and e-scooter trials are currently underway in Norwich and Great Yarmouth.

The Broadland Northway (formerly known as the Norwich Northern Distributor Road) provides a new link around the northwest of Norwich, meaning that traffic no longer has to use city centre or suburban / rural links. It has stimulated housing and jobs growth around the north of Norwich and allowed a programme of active travel and public realm improvements in the city centre including closure to general traffic of St Stephens and Rampant Horse Street, and pedestrianisation of Westlegate.

A11 dualling has been completed. There has also been a commitment to improvements and funding for A47 Great Yarmouth Junctions, Blofield to Burlingham dualling, Thickthorn Roundabout and Easton to Tuddenham dualling. Great Yarmouth Third River Crossing started on site in early 2021. This will significantly improve access to the port as well as taking traffic out of the town.

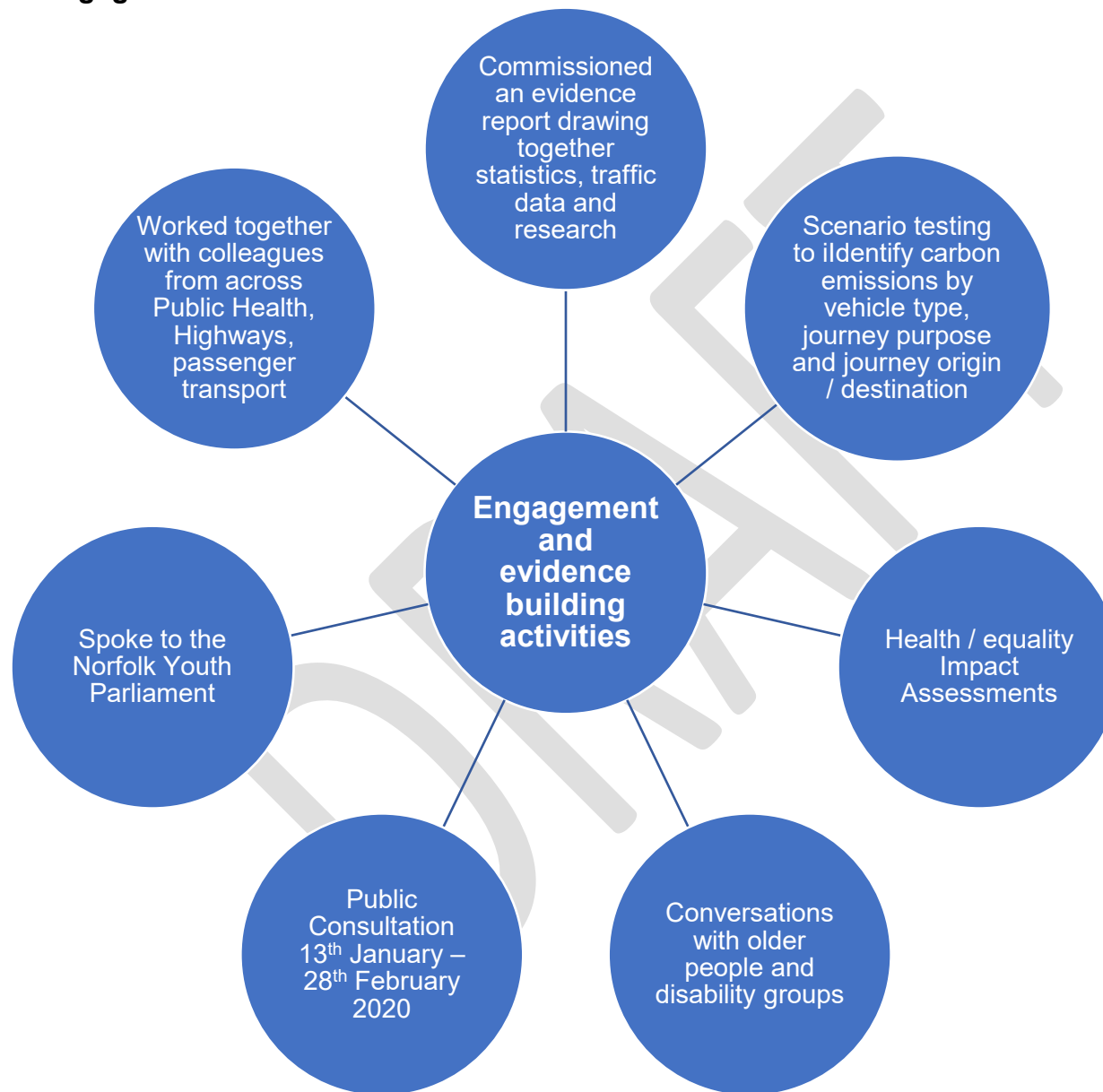
The Local Transport Plan

The Local Transport Plan for Norfolk describes Norfolk County Council's strategy and policies for funding of roads and other transport infrastructure; and how the county council will work with others on matters relating to transport such as location of new housing growth.

Since the previous plan's adoption time there have been many changes to the way that people travel, and how much.

Technology has meant that we are now increasingly able to live our lives without the need to travel, for example using online resources such as internet shopping. This has also become more widespread since the 2020 Covid-19 outbreak, meaning people are now more comfortable using technology to work and socialise. Because of this people now re-evaluate their need to travel so it is important to ensure that people have the right technology to make informed decisions about travel choices. The way we travel is also changing, with more information and more technology being built into vehicles and more options such as car clubs and bike share schemes. Norfolk County Council has also recently adopted an environmental policy to achieve 'net zero' carbon emissions on our estates by 2030, but within our wider areas, work towards 'carbon neutrality' by 2030.

Evidence and engagement



Chapter 3: Strategic Objectives and policy context

Strategic Objectives

<p>Objective 1: Embracing the Future Rapid advances in technology bring opportunities for us to be more innovative and agile in delivering an efficient and effective transport network. Increased data can help to inform how we manage and maintain the network. At the same time, we need to make sure that everyone benefits from the advances that technology can bring.</p>	<p>Objective 2: Delivering a Sustainable Norfolk Delivering sustainable development is highly important, especially with the planned housing growth. We will seek to preserve and enhance our built, natural and historic environment and seek to ensure new development is beneficial to Norfolk's society, economy and environment.</p>	<p>Objective 3: Enhancing Connectivity It is our priority to maintain and enhance important connections to enable movement into and around the county and increase our attractiveness as a location both for businesses and people. Good connectivity is very important for getting from A to B easily whether for work, education, visiting family and friends, and deliveries.</p>	<p>Objective 4: Enhancing Norfolk's Quality of Life Enhancing the quality of life for Norfolk's residents is very important to Norfolk County Council. We want to improve the health of our residents by improving air quality and encouraging active travel options to improve health and fitness. Our commitment is to work towards zero carbon.</p>
<p>Objective 5: Increasing Accessibility Increasing accessibility is important so that everyone has access to the services and opportunities they require. In this plan we aim to increase the accessibility of Norfolk and address the challenges such a rural county faces and also to adapt to accessibility requirements in the future.</p>	<p>Objective 6: Improving Transport Safety We aim to improve the safety of our transport network in order to reduce casualties and help people feel safe when using any mode of transport. Norfolk County Council aims to overcome the various challenges on the network and to create a network which encourages safe usage of our roads and to protect vulnerable transport users.</p>	<p>Objective 7: A Well Managed and Maintained Transport Network Norfolk County Council is responsible for the management and maintenance of 10,000 kms of Norfolk's roads and 4,000 kms of Norfolk's footpaths and other public rights of way. We will apply new and innovative technology where it will be most effective to improve the management and maintenance of the network to keep Norfolk moving.</p>	

Strategic Policy Context

International and National Policy and papers

The Road to Zero 2018

Next steps towards cleaner road transport and delivering the Industrial Strategy.

- Ending the sale of new conventional petrol and diesel cars and vans by 2035 (originally 2040)
- Aim for almost every car and van to be zero emission by 2050.

This ambitious target is relevant to Norfolk's LTP4 as it sets the direction of where transport is headed in the future, enabling us to look ahead and plan infrastructure around zero emission vehicles and the phase out of petrol and diesel cars and vans. The strategy drives the uptake of zero emission cars, vans and trucks.

Transport Act 2000

Requires local transport authorities to write a local transport plan with policies for the promotion and encouragement of safe, integrated, efficient and economic transport within their area and an implementation plan explaining how these policies will be carried out.

Climate Change Act 2008

The Climate Change Act 2008 sets the target to reduce the UK's CO₂ emissions to 80% of 1990 levels by 2050. This has since been updated in 2019 with the aim of the UK being carbon neutral by 2050.

This is relevant to the LTP4 as the transport sector emits the greatest amount of carbon dioxide emissions in the UK and will therefore need to be transformed to meet such ambitious targets.

Decarbonising Transport: Setting the Challenge 2020

Sets out how DfT will work with others to produce a Transport Decarbonisation Plan later in 2020 to ensure we reach net zero transport emissions by 2050, with a vision for how a net zero transport system will benefit us all.

Future of mobility: urban strategy March 2019. Bus Back Better 2021

This strategy outlines government's approach to maximising the benefits from transport innovation in cities and towns.

E-scooters could be a fast and clean way to travel easing the burden on the network. Parts of the county are participating in e-scooter trials to help inform legislation.

Bus Back Better sets government's vision for buses to be at the heart of the public transport network.

Government Cycling and Walking Policy for England July 2020

Government wants to see a step-change in cycling and walking in the coming years.

Increasing cycling and walking can help improve air quality, combat climate change, improve health and wellbeing, address inequalities and tackle congestion on our roads. This policy aims to create connected, healthier and more sustainable communities.

Regional and Local Policy

Norfolk and Suffolk Economic Strategy 2017

The Norfolk and Suffolk Economic Strategy has been formed through the collaboration of businesses, education providers, local councils, the voluntary community sector and the New Anglia LEP. The document outlines the ambitions for future growth across Norfolk and Suffolk.

This is relevant to the LTP4 as the plan should aim to facilitate the achievements of the strategy and take into account the ambitions and future development of the county.

Norfolk County Council's Environmental Policy

A Key part of the Norfolk County Council Environmental Policy was to work towards 'carbon neutrality' in Norfolk by 2030 and to collectively achieve 'net zero' carbon emissions in Norfolk County Council, Suffolk County Council and the Broads Authority estates, also by 2030.

This is relevant to the LTP4 as it sets out an ambition for the County in which transport can have a big effect. The LTP4 should hence aim to help achieve these targets by drastically reducing our transport emissions.

Together, for Norfolk 2019-2025

Together for Norfolk sets out Norfolk County Council's priorities:

- Focussing 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 out local economy
- Work to reduce out impact on the environment
- Help Norfolk have a growing economy, full of thriving people living in strong communities we are proud of.

Local Transport Plan 4 should aim to help achieve these priorities.

Relationship of the Local Transport Plan with other Norfolk transport policies, plans and programmes

The Local Transport Plan sets out the overarching strategy across the whole of the county, across all areas including different transport modes and the overall approach for how we will deal with transport issues arising from growth plans. Alongside the Local Transport Plan there is a series of more detailed plans, policies and programmes. These provide more detail about how the strategic policies of the Local Transport Plan will be implemented at the detailed level. Although not an exhaustive list, these include:

- Bus Improvement Plan. Following release of the government bus strategy, Bus Back Better, in March 2021, we are developing our bus improvement plan by autumn 2021
- Walking and Cycling Strategy: This is currently being refreshed. The county council is developing a series of Local Cycling and Walking Infrastructure Plans (LCWIPs) to provide more detail in local areas. LCWIPs are well-advanced for Norwich, Great Yarmouth, King's Lynn and Dereham, with plans for the rest of the county being developed
- Transport Asset Management Plan: Sets out the management, operation, preservation and enhancement of the transport infrastructure
- Transport for Norwich: This is currently being refreshed to replace the existing Norwich Area Transportation Strategy. This deals with the built-up area of the city, its growth areas and travel to and from surrounding areas
- King's Lynn Transport Strategy. This has recently been adopted
- Great Yarmouth Transport Strategy. This has recently been adopted
- Market Town Transport Network Improvement Strategies: The council has developed ten such studies looking at the market towns across the county to identify transport measures needed to accommodate growth pressures.

As well as county council documents, there are other significant documents including local plans, setting out development plans across the districts, and documents setting out visions for specific areas, such as, for Norwich, the 2040 City Vision and Norwich City Centre Public Spaces Plan.

Chapter 4: Embracing the Future

Introduction and chapter summary

This chapter deals with:

- Challenges, changes and trends. This includes changes in the way we travel, and our reasons for travel, and increased awareness of climate change issues
- Policy. Existing national and local policies and targets we need to consider such as the climate change act, and the move towards electric vehicles (EVs)
- Technology. New technology requiring infrastructure such as EVs, connected and autonomous vehicles, and the way we monitor the network such as using sensors
- Behaviour change. Interventions that can work alongside other policies and programmes to help bring about changes in the choices that people make.

The chapter sets out that:

- Norfolk has a growing population which, if we don't act, will increase traffic and put pressure on the transport network, air quality, climate change, the environment and economy.
- Awareness of climate change is increasing and there is a growing expectation that this will be a large consideration in decision making.
- The increased need to focus on active and sustainable modes of transport such as electric vehicles, cycling and walking.
- We should be ready to trial new technology and work in partnership with the private sector to bring about innovation. Use of innovative technology can also be used to monitor the network and provide real time information to users, which is covered further in the Connectivity chapter.
- Our desire for transformation mixed with the rapid changes and developments in technology mean we need to prepare for new technology such as electric scooters, charging points for electric cars, and advances in the way we keep people informed of changes on the transport network.
- Norfolk has responded well to the Covid-19 pandemic and residents have adjusted to new ways of working, shopping and socialising. As a result, there has been an increased desire to cycle and walk and access green infrastructure. With this has come a heightened awareness of the environment and how transport effects our quality of life, which is covered in the Sustainability and Quality of Life chapters.

We are going through large changes in the transport sector. Our society, economy and environment are all rapidly changing and as a result, the way we travel and the way we will work and shop in the future is also changing.

Policies

This section provides a summary of the policies in this chapter.

Policy 1

We will plan and prepare the county for future challenges and changes to ensure the best for our society, environment and economy, and to actively review these developments through time.

What this means in practice:

- Future changes and challenges in Norfolk may be different from other parts of the country so solutions should be found that are tailored to Norfolk's needs. Working with communities and companies to predict, and respond to, changes can also boost the local economy.
- Norfolk will be best placed to identify and respond to future challenges. We will be able to take a leading role in preparing for the future, and not be left behind the rest of the country.
- Appropriate evidence and data gathering will enable us to identify future challenges and help us react faster to these changes, and therefore avoid the negative consequences.

Policy 2

The priority for reducing emissions will be to support a shift to more sustainable modes and more efficient vehicles, including lower carbon technology and cleaner fuels; this includes the facilitation of necessary infrastructure.

What this means in practice:

- We will facilitate changes in the ways that people travel so that people choose to travel more by walking and cycling or new travel modes like e-bikes and e-scooters.
- We will work with partners in the private sector to make sure that the necessary infrastructure for cleaner vehicles, like charging points, is put in suitable places and are sufficient to encourage people to take up the use of these vehicles. This could include working with the private sector to create a market to provide charging points that satisfies and promotes the demand for electric cars; or to work with passenger transport operators to promote the conversion from diesel operation to electric bus and rail operation.
- Working in partnership to support and deliver infrastructure will enable the council to take a leading role for the market to follow, without shouldering the full financial burden.
- Developing an Electric Vehicle (EV) strategy will help us build EV technology into future infrastructure decisions. EV technology is integral to achieving environmental targets and carbon neutrality.

Policy 3

Innovation and new technologies will be embraced and used proactively in order to achieve our vision, including responding to new targets set by the recently adopted environmental policy.

What this means in practice:

- We will lead in trialling new technology suitable for Norfolk and learn from developments elsewhere. We can build strong partnerships with other sectors that will make Norfolk more resilient to environmental challenges.
- This might mean the use of apps, where the technology is robust, for monitoring how people use the network, or to monitor air quality, or innovative solutions to encourage electric vehicles or e-scooters. Trials of e-scooters are underway in Norwich and Great Yarmouth. These trials, alongside others across the country, will help to inform future government legislation about this new type of vehicle
- The use of new technology will come forward more quickly if we are not reliant on other places adopting it first and might not be suitable for Norfolk. New technology is going to be vital in monitoring success on interventions, so money isn't wasted on projects that don't work for Norfolk.
- We will make the most of data from work done at other locations but also lead in trialling innovative technologies and share information.
- Sensors, apps, data, and surveys can better inform where we target our future budget for maintenance, safety and accessibility and sustainability, which will be covered further in the later chapters.

Policy 4

We will work with people to shape the way they travel, why they are travelling and whether they need to travel, encouraging behaviour change and interventions that can help to increase the use of sustainable transport.

What this means in practice:

- The support of people and communities is vital in making successful interventions in sustainable transport. People need to understand and support changes to encourage uptake of sustainable transport. If infrastructure changes are made without the support of Norfolk residents and businesses, they will be less successful, and it will take longer to see any benefit from investment.
- We will engage with communities to understand their needs and encourage and assist people to use more sustainable transport. This includes working with residents of new developments through our AtoBetter programme. How to influence the design of new growth is dealt with in Chapter 5: Delivering a Sustainable Norfolk
- Covid-19 has accelerated changes in behaviour. We have recently undertaken a survey of households to see how travel has changed through the Covid-19 pandemic. This will enable us to better plan for changes in travel behaviour.

Introduction

Our population and economy are growing and shifting in form, technology is developing fast and increasingly offering new solutions to help solve the social, economic and environmental issues we face.

Environmental policy is setting targets that need to be achieved in ambitious timelines. This chapter covers the challenges, changes and trends transport is facing now, and in the future. We are setting policies that will shape the future of transport and the technologies which will help ease congestion and emissions and improve safety, accessibility and movement in our county.

The chapter also covers behaviour change: what it is, why we need it and how it can help in adapting to and mitigating climate change in the future. The transport sector is the most polluting sector in the UK hence it is vital that we do everything we can to change this in order to reduce our impact on the climate and all the social, environmental and economic consequences that come with this.

It is difficult to predict the future. This is perhaps especially difficult now, given that Covid-19 has had a major disruptive impact in the way that people live, work and travel. However, Covid-19 also shows that people are adaptable to change and has – in many respects – simply accelerated changes, like working from home, that society was in any case going through. This chapter sets out some of the things which could be expected in the years to come. Our population is growing, becoming older and moving to urban centres (although there is some evidence of change to this trend recently). Our lifestyles are becoming more instant and less structured. Our technology is advancing and has the ability to combat the challenges we may face in the future; or react more quickly to change. Our society has the power to make rapid changes to also overcome the challenges of the future.

Evidence and Challenges

Along with the rest of the UK, the population of Norfolk is growing. Currently, Norfolk has a population of 900,000 people. By 2036, this is expected to be over one million. The growth in population needs to be managed if it is not simply to increase pressure and demand on the transport network.

Road traffic growth could have negative effects on air quality, climate change, the environment, society and the economy. This can be minimised through embracing innovative new technologies, like clean fuels where people will still need to travel by car, and focusing on changing people's travel behaviours to those that are more sustainable.

In Norfolk, urbanisation is occurring with more people moving out of rural parts of the county and into the urban centres such as Norfolk's towns and Norwich city centre, although we are seeing evidence that the pandemic might change this. Unless we help people to use more active travel modes, there could be an increase in congestion and higher levels of air pollution. As people in urban areas and market towns might not need to commute as far for work, cycling and walking will be a more feasible option. Public transport is often well connected in urban areas where transport hubs and interchanges can be found.

We have seen an increase in people walking, cycling and using other forms of active travel recently, especially, during Covid-19 lockdown. New options such as e-scooters are becoming increasingly popular even though, at present, their use is very strictly limited. Through being acceptive of change and encouraging innovation and technology, these moments of change can be harnessed, and have beneficial impacts on the transport network and environment.

Many people live outside our urban areas and market towns, and face challenges of accessing jobs and other services, particularly if they do not have a car. These issues are covered further in Chapter 8. This chapter considers how technology might help people be more connected: through better broadband to enable virtual connections; through electrically assisted cycles, which extend the range of bike journeys; or bus information through phone apps.

The LTP consultation showed that people in rural areas are concerned by the unreliability of the bus service, particularly where older people have to wait outside, not knowing when or if a bus will turn up

Norfolk's population is also ageing. With this comes transportation problems and an increasing risk of isolation. The most common transport issues for elderly people, as identified by Age UK, include:

- The lack of sufficient transport links for elderly people in rural locations to healthcare and other vital services
- Transport not being convenient or comfortable for elderly people
- Lack of encouragement to use more active modes of transport for both physical and mental health.

In the UK, the population aged 65 and over increased by 37% in rural areas between 2001 and 2015 and increased by 17% in urban areas. Rural areas are often disadvantaged in terms of access to services and activities due to the low population density in these areas making the provision and maintenance of service infrastructures difficult and expensive. There is some evidence that, because of the pandemic, there has been an increased demand for people who want to move to rural areas.

Society and the economy are changing. People are behaving differently, due to various external factors such as improved technology and communication, meaning people do not have to travel as much or as far. We have seen an acceleration of this behaviour recently during Covid-19 restrictions. The average number of trips per

person across all journey purposes and modes shows a downward trend in the UK. These trends are showing a decrease in trips for work, education, shopping, visiting friends and relatives and personal business between 2001 and 2016. New technologies and ways of communicating such as Skype, online shopping and the ability to work from home are influencers on this.

In England there has been a 24% drop in shopping trips between 1995/97 and 2013

Trends are showing that the gig economy has more than doubled in size over the past three years. This is a labour market characterised by the prevalence of short-term contracts or freelance work, as opposed to permanent jobs. The gig economy is driving a shift away from the traditional nine to five working hours and hence rush-hour congestion could ease. The gig economy can also alter people's personal behaviours as it enables near-instant services such as Uber and Deliveroo. Changes to how people work is also influenced by the ability to work from home. Thanks to new super-fast connectivity technologies, it is now easier than ever to work from home by using laptops and carrying out video conferences. With the growth in popularity of flexi working, or the closure of office accommodation by employers following Covid, the future could see a decline in the peak congestion times and rush hour when people start and finish work: a growing number of people will be commuting at different times or not needing to commute at all.

Popularity in ordering goods online has dramatically increased within the last few years. Due to this, fewer people are making journeys to retail areas which could in the future take more vehicles off the road. However, increasing online purchases could see an increase in delivery vans or lorries due to a higher quantity of deliveries being made.

Another behaviour trend is delayed car ownership. The percentage of young people obtaining driving licences has decreased in the last 20 years. This could be put down to the high cost of learning to drive, high cost of insurance for young people and the financial insecurities of millennials. Alongside this, technological change is also influencing the trend and reducing the need to own a car.

Young people especially are increasingly aware of climate change. This awareness is only expected to grow in the future and hence cycling, walking and public transport could become more popular as these are more sustainable modes of transport.

As Norwich in particular has a large young student population, it is likely to see an increase in the usage of these forms of transport as they are cheaper and align with the climate conscious attitudes of the young. However, Norfolk on a whole is a rural county which makes transport via these more sustainable modes difficult for those living in rural areas and the elderly. It is therefore vital in the future that Norfolk

embraces new technologies to enable those in rural locations to also move in a low-carbon manner.

Technology, innovation and behaviour change have the ability to bring about rapid change when used together.

Strategy for delivery

- Plan and prepare for future changes and challenges. We will embrace new initiatives where these have positive benefits for Norfolk. This might include initiatives such as the use of autonomous vehicles, but we will only do this where it can be demonstrated that these initiatives will bring positive benefits
- Be proactive in using new technology and new methods, for monitoring outcomes, information provision and in our delivery, where these are shown to be robust and effective
- Support a shift to more sustainable modes and more efficient vehicles, including lower carbon technology and cleaner fuels
- Help people to effect a change in the way that they use the transport system to one that is better for the environment, and people's mental and physical well-being.

Planning for change

Policy 1

We will plan and prepare the county for future challenges and changes to ensure the best for our society, environment and economy, and to actively review these developments through time.

Given its unique geography and socio-demographic make-up, Norfolk will face its own unique challenges. The Local Transport Plan sets out how we will respond to these, whether they be from climate change or lack of rural access to services. Appropriate evidence and data gathering, together with working with local communities, businesses and other interests, will enable us to identify future challenges and help us react more quickly to these changes.

It will be necessary to understand what these future challenges might comprise and be prepared to be agile to act to find tailored solutions. Evidence and data gathering will enable us to identify future challenges and help us react faster to these changes, and monitor outcomes. We will take a leading role in preparing for the future, being pro-active in our use of innovation and new technology to ensure that the county is not left behind.

Technology

Policy 2

The priority for reducing emissions will be to support a shift to more sustainable modes and more efficient vehicles, including lower carbon technology and cleaner fuels; this includes the facilitation of necessary infrastructure.

Technology has the potential to reduce transport congestion and emissions and improve safety, accessibility and mobility. Technology therefore plays an important role in shaping how the future of transport will look both in Norfolk and all over the world.

The 2040 ban on the sale of all petrol and diesel cars and vans will promote the uptake of electric vehicles, which are already becoming popular. The UK government aims to invest £1.5billion in ultra-low emission vehicles by 2021, further evidence to suggest that a growth in these vehicles can be expected in the future.

UK Climate Change Committee analysis shows that technological change alone is not enough to reach the UK's net zero goal, social transformation is also required.

Currently, Norfolk lacks an extensive electric vehicle charging network. Most local authorities, including Norfolk County Council, lack the funding and expertise to provide facilities although the market is increasingly providing charging points. With the phasing out of petrol and diesel vehicles and increasing interest in low-emission vehicles, it is likely this will be increasingly rolled-out. Charging points tend to be focussed in urban areas and town centres where there will be most usage. These are also usually the areas with the poorest air quality. The county council is developing its EV strategy and will need to consider whether there is a role for local authorities in providing charging points. This might be in rural areas where market penetration is low. The county council already works with developers and district councils the planning authorities, on provision in new developments.

The county council is also refreshing its walking and cycling strategy. This responds to government's recently published Gear Change which sees England as "a great walking and cycling nation" with "half of all journeys in towns and cities being cycled or walked by 2030."

Policy 3

Innovation and new technologies will be embraced and used proactively in order to achieve our vision, including responding to new targets set by the recently adopted environmental policy.

We are going through a revolution in transport. Applications like Google mapping have collected data on a scale that could not have been envisaged a decade ago. Trials of autonomous vehicles are ongoing; many vehicles on the road today have technology such as lane-assist systems, adaptive cruise control and self-parking that enable them to be semi-autonomous. Such systems can place demands on the transport network, and will affect how we manage and maintain the transport network in the future, but utilization will make the networks perform more efficiently.

The government is investing significantly into the research and development of Connected and Autonomous Vehicles (CAVs), also known as self-driving or driverless cars or other vehicles. Over time, CAVs are likely to have numerous impacts on how we move people around and how we manage highways. These include:

- Providing opportunities for people to connect

- Improving access, especially for those unable to use traditional vehicles. This consequently reduces isolation especially in rural counties such as Norfolk
- Improving road safety through sensors and communicating with other vehicles
- Reducing congestion by using intelligent technology such as planning routes to avoid traffic and communicating with other vehicles on the road network.

Innovation in the bicycle industry is also shaping the future of transport. E-bikes are becoming increasingly popular as they make cycling accessible to different abilities, make journeys faster and more comfortable and make journeys less exhausting by assisting the rider. A growth in E-bikes in the future would mean a greater demand for safe cycling infrastructure on key routes and a reduction of congestion and carbon emissions, especially in urban areas. (Policy 15, in Chapter 8: Increasing Accessibility, sets out our ambitions and intentions for active travel measures.)

In Spring 2020, Norwich launched its own bike sharing scheme called 'Beryl Bikes'. This has placed 600 (manual and electric) bikes on the streets of Norwich

An increase in bike sharing schemes is also leading to the growth of cycling as it makes biking easier, cheaper and more convenient which has the potential to prompt a modal shift towards cycling. Bike sharing initiatives promote the cultural shift towards more sustainable living. Therefore, a future scenario for Norfolk would be improved accuracy in data for popular cycle routes to make informed decisions and plans, increased cycling in urban areas, especially areas with access to bike sharing schemes.

Developments in technology and data collection have also led to the creation of smart traffic management systems. These are systems where centrally controlled traffic signals and sensors regulate traffic flow through a certain area in response to demand. This technology is able to reduce congestion and emissions as it is able to alter signals as and when it is needed and facilitates more efficient driving. Smart traffic signals are able to sense the type of vehicles in a certain traffic flow and hence in some cases provide bus priority. In the long term, this has the potential to make public transport more reliable and possibly change people's perceptions of public transport, prompting greater uptake in its usage.

Advancements in technology and data collection is enabling the growth of Mobility as a Service (MaaS) and seamless transport. MaaS bundles a variety of transport modes together and enables you to plan, pay for and use the modes of transport via one app or card. This makes the use of public transport far easier and seamless hence making it a more attractive choice of travel.

Norfolk is beginning to move towards this with relation to bus services with the A to Better journey planner. It is therefore likely that in years to come, multi-modal services will be increasingly used in our county.

Behaviour Change

Policy 4

We will work with people to shape the way they travel, why they are travelling and whether they need to travel, encouraging behaviour change and interventions that can help to increase the use of sustainable transport.

People's behaviour is often deeply engrained. We need to make it easier for people to change their habits and make sustainable choices about how they choose to travel. This requires more than just infrastructure improvements.

Behaviour change in transport is capable of reducing people's dependence on cars in order to reduce congestion and emissions, and increase the use of active modes of transport, all of which have a positive impact on our environment and health and wellbeing. This means working with people and communities in understanding their points of view and working up solutions together with engagement on development and delivery of individual interventions. Behaviour change initiatives, used alongside transport provision, will ensure that infrastructure is used to its full potential.

Integrating behavioural change strategies into transport developments will enable substantial shifts in how we travel. The Department for Transport states that to be successful in enabling change, new behaviours should seem:

- More advantageous: perceptions of costs and benefits change
- More 'me:' behaviour fits in with perceptions of self or aspirations
- More prevalent: increased awareness of who else is doing it
- More doable: increased confidence in ability to change
- OR make people's old behaviour seem less of any of the above.

We will engage with communities to understand their needs and encourage and assist people to use more sustainable transport. This will be done as part of our transport delivery to reduce impacts on the environment and benefit society and the economy.

Chapter 5: Delivering a Sustainable Norfolk

Introduction and chapter summary

This chapter deals with:

- Growth. Consideration of where new development should go to be best placed for the needs of communities and residents.
- Economy. Ensuring good links to services, jobs, education and skills by sustainable transport methods.

The chapter sets out that:

- As a council we need to meet the needs of the present population of Norfolk, local businesses, and tourism industry without restricting future growth and our ability to meet the demands of future generations. This includes making sure we respond to changes in government policy on development to make it work for Norfolk.
- New developments must consider whether they are in an air quality management area (AQMA), where air pollution is above national targets. Where we have declared an AQMA an action plan sets out measures to work towards an improvement of the air quality in the area. Therefore, this should be considered in the location of new development so increased travel doesn't cause further problems. Air quality is also covered in more depth in the Quality of Life chapter.
- We need to embrace new technology to monitor and respond to how journeys are changing to inform how we respond to the developing needs of existing and new communities. Using technology to inform travel plans.

Public highways and transport networks have a significant influence in shaping the place in which we live. Transport infrastructure connects communities and services together and plays a vital role in the way people move around and access the wider world. It also plays an essential part in the economic vibrancy of Norfolk connecting us to each other and the rest of the country.

Policies

This section provides a summary of the policies in this chapter.

Policy 5

We will work with partners to inform decisions about new development ensuring they are well connected to maximise use of sustainable and active transport options. This will make new developments more attractive places to live, thus supporting a strong sense of the public realm.

What this means in practice:

- We will work with partners to try to ensure that new developments are located in suitable areas with access to services and leisure facilities via sustainable and active transport and not in areas that would be reliant on the private car.
- If this were not the case, people will be reliant on private cars or, if they don't have a private car, are likely to struggle to access services, leading to social isolation and economic disadvantage.
- We will seek to ensure new developments are well-connected to bus networks: it can be difficult to add or change bus routes after a development has been inhabited, and changes to routes could take a long time to introduce.
- New developments with insufficient transport options could lead to social isolation and the inability for people to access services.
- Development without considering transport first could lead to unnecessary congestion and strain on the highway network causing more problems in the future.

Policy 6

We will work with the development community and local stakeholders to ensure greener transport solutions are embedded in land-use planning to significantly reduce traffic generation by private car. We will also work to ensure that the necessary infrastructure to support the transition to a clean transport network is in place. We will seek that any carbon impacts are monitored and offset by locally applicable measures. As part of our ongoing work on developing guidance for how we will deal with new development we will amongst other things consider how to establish carbon plans and budgets and devise methodologies to achieve carbon neutrality.

What this means in practice:

- The county council will engage and work with partners to ensure, where we can, that: development is planned with active and sustainable travel in mind; we secure contributions to active travel infrastructure from developers so that negative impact from developments is minimised; travel plans for new developments are secured and enacted; and carbon (arising from travel to and from the new development) is taken into account
- We will seek to ensure that measures supporting an uptake of cycling and walking, or by bus, in communities are provided as part of the development. Without developer contributions cycleways to encourage active travel and reduce reliance on private cars can be delayed until funds can be found, or not built at all.
- Development can put unnecessary strain on the network without interventions such as road improvements to access the development without disrupting through traffic.
- We are, however, only able to secure measures that directly mitigate the impact of a development as defined by a planning consent.
- The way that these contributions are secured in the future might change as government reforms planning.

Policy 7

In air quality management areas development will need to demonstrate its positive contribution to tackling the air quality problem.

What this means in practice:

- Air quality management areas are places where the national air quality objective for a specific pollutant is exceeded. New developments will not automatically make these emissions worse but could provide funding to provide positive intervention such as new cycle routes and footways to local amenities and schools so fewer existing and new residents need to use cars.
- We could simply raise an objection to planning applications (on which we are consulted as highway authority) where they fall within an air quality management area, but this would constrain housing from coming forward, particularly in locations where it is otherwise well-sited. The preferred policy will result in new developments helping to address air quality problems. It would mean that developers would need to demonstrate how development would address air quality or bring forward measures to address the issue. The National Planning Policy Framework requirement is for a proposed development to mitigate the impacts on air quality only.
- Interventions made by new developments can help air quality with sustainably built housing (eg including electric vehicle charging points) and interventions such as putting in place robust travel plans, car sharing schemes and better broadband (to minimise travel).

Achievements

- ★ We have a strong track record of working in partnership with Local Planning Authorities to develop planning policy such as the Greater Norwich Local Plan. The county council is a partner in the process to help develop and influence that plan to align with county transport objectives.
- ★ AtoBetter is a sustainable travel scheme that works with the community to offer free travel advice to aid people make the best travel choices. This is helping people make journeys as easy as possible and enables more journeys by foot, bike, public transport and car sharing.
- ★ Bringing forward and supporting large growth areas. New ways of working to deliver growth and bring forward strategic infrastructure together, leveraging in both public and private investment. Working with Transport East, Long Stratton bypass and West Winch Housing Access Road – both required to enable housing growth – have been identified in the Major Road Network programme for government funding.
- ★ Attleborough, Thetford and Great Yarmouth Growth Deal: Success in securing growth deal funding through the New Anglia Local Enterprise Partnership capital growth programme. This included packages of measures to reduce traffic congestion and improve sustainable transport in order to sustain and bring forward economic growth in the towns.

Evidence

The economy of Norfolk has particular strengths in sectors such as agri-tech and clean energy but lags behind in other areas. Across Norfolk house-building rates are insufficient to meet the calculated need for housing. Investment in housing and jobs growth can be constrained by perceptions that Norfolk is cut-off from the rest of the country; or because significant improvements to the local networks need to be provided to make the developments acceptable, but these cannot be afforded making the development slow to come forward. (Connections between major places within the county, and to major places outside, are dealt with in Chapter 6: Enhancing Connectivity.) As well as encouraging and enabling housing and jobs growth in the right places to come forward, we need to ensure that this growth is sustainable and does not lead to worsening problems.

The Norfolk Strategic Infrastructure Delivery Plan sets out Norfolk's priorities to help deliver significant economic growth in Norfolk for the next ten years. This is a coordinated approach to growth and transport investment to unlock potential and link people to jobs, homes and local amenities.

District Councils' local plans set out the housing requirements and details of where this, and economic growth, is planned. The county council works closely with district councils in the preparation of these plans and is a consultee on individual planning applications. Planning for the Future White Paper, August 2020, might affect the strategy for delivery in the future. However, government has not yet finalized the full detail of changes to the planning system so it is not clear what changes this could mean for local authorities. This will continue to be monitored and our strategy could be amended accordingly.

Challenges

- We must ensure that the impacts of development are fully met to maintain the function of the transport networks.
- Delivering housing need in locations that minimise the need to travel.
- Forward funding infrastructure to enable growth in the future.
- Balancing growth with its transport and environmental impacts.
- Over the next ten years the population of Norfolk is set to rise by approx. 50,700. With the increase in population new jobs and homes will be needed and there will be additional journeys as a result. We need to ensure these do not lead to detrimental impacts such as an increase in carbon or road congestion
- Norfolk needs to be attractive for new businesses and industries to come to the county.
- Making sure that, where there is an increase in travel, the networks (active and public travel, road and rail) can cope with growth and that public transport options are available.

Strategy for delivery

- Providing advice to local planning authorities and on individual proposals to ensure development is well located and laid out in such a way that it achieves our Local Transport Plan objectives

- Consideration of new settlements to be well connected to services through sustainable and active modes of transport
- Developing the Infrastructure Delivery Plan
- Developing strategies and implementation plans for major growth locations
- Developing the case for funding to promote sustainable growth, housing and employment
- Developing transport strategies to support the vitality of town centres
- Developing our development management and design guidance to enable new growth to deliver increases in sustainable transport (including commercial bus services)
- Travel planning.

Growth and Development

To deliver the most sustainable possible growth in Norfolk, Norfolk County Council needs clear, aligned planning and transport objectives.

The county council recognises the need to develop and follow clear policies and guidance to inform the delivery of growth. Allocation of sites in local plans allows local planning authorities to identify strategic sites that will be delivered, or started, in the period of the plan. By helping local planning authorities to identify sites, we can make sure that development is well-connected to local services, and that consideration is given to the appropriate infrastructure that will be needed to deliver it sustainably.

Policy 5

We will work with partners to inform decisions about new development ensuring they are well connected to maximise use of sustainable and active transport options. This will make new developments more attractive places to live, thus supporting a strong sense of the public realm.

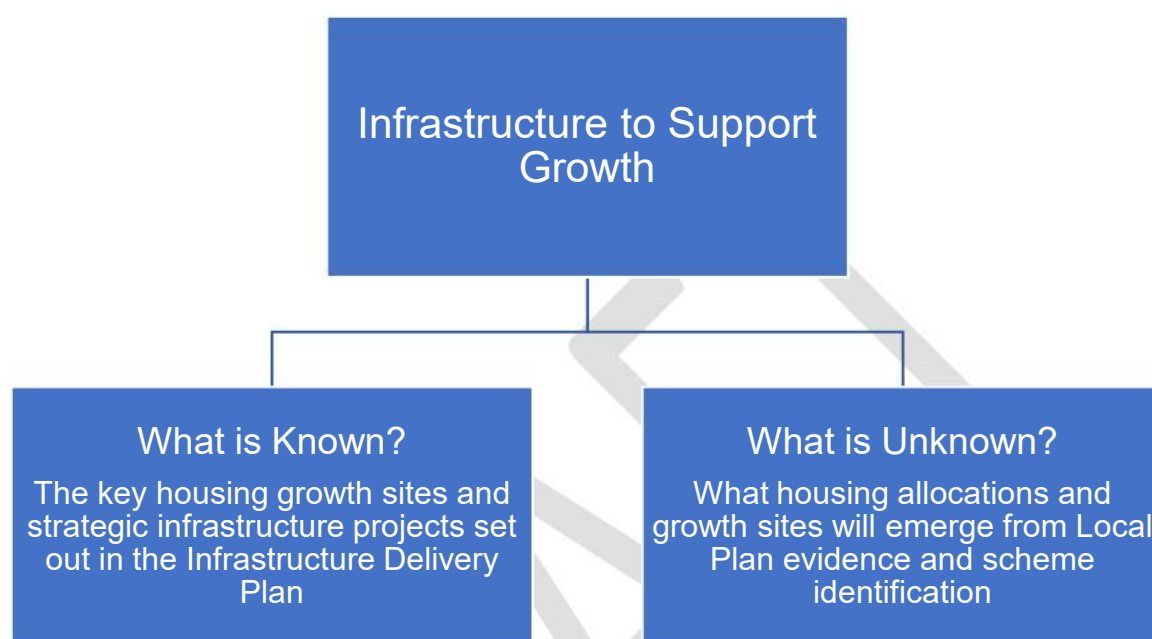
The county council will work with – in particular – the development industry and district councils, who produce local plans, to seek that new development must: take into account access to education and schools; minimise the need to travel; support active travel; support travel planning through schemes such as AtoBetter; and enhance and protect the strategic network. We recognise the role that rural areas including market towns, key service centres and village clusters will play in housing growth.

To support clean growth, our advice will be that new sites must be in locations that promote active travel, and public transport, with good links to local services, but especially education and skills. This was reflected in the public consultation, where people showed a strong desire to see more sustainable transport options championed in the region, particularly in rural areas where this is currently a challenge. Active travel will also help air quality in areas with congestion.

We will:

- Support the production of an evidence base for planned sustainable growth

- Strengthen partnerships and provide clear guidance on the requirements of growth to:
 - Contribute to the Norfolk County Council Environment Policy
 - Promote active travel
 - Work with county council service delivery and help provide access for all.
- Support robust enforceable travel plans.



Policy 6

We will work with the development community and local stakeholders to ensure greener transport solutions are embedded in land-use planning to significantly reduce traffic generation by private car. We will also work to ensure that the necessary infrastructure to support the transition to a clean transport network is in place. We will seek that any carbon impacts are monitored and offset by locally applicable measures. We will consider how to establish carbon plans and budgets, and devise methodologies, to achieve carbon neutrality in new developments.

As part of our work with local planning authorities on their plans, and in responding to individual planning applications, we also influence the layout and design of new housing areas. This is to ensure, as far as we are able, that they can be served by good bus links and have suitable walking and cycling (as well as general traffic) links. As part of this, we also consider things like the provision of charging points for electric vehicles in new developments. More detail on this is in our separate, more detailed development management and residential estate layout guides.

We will seek to work with the development community to ensure that transport planning is connected to land use planning to significantly reduce traffic generation

by private car and ensure greener transport solutions are embedded in the design process. We will also work to ensure that the necessary infrastructure to support the transition to a clean transport network is put in place as part of the development proposals. We will seek that any carbon impacts are monitored and offset by locally applicable measures. As part of our ongoing work on developing guidance for how we will deal with new development we will amongst other things consider how to establish carbon plans and budgets and devise methodologies to achieve carbon neutrality.

Our travel planning team, AtoBetter, works with developers on the larger housing sites to agree travel plans that set out the measures that will help and encourage people to make sustainable travel choices. These plans, and their implementation, are funded by developers.

New developments in areas of poor air quality

Policy 7

In air quality management areas development will need to demonstrate its positive contribution to tackling the air quality problem.

Chapter 7: Enhancing Norfolk's Quality of Life deals with air quality in more detail. It notes that there are currently air quality management areas, where the annual average levels of nitrogen oxides (NOx) exceed recognised thresholds, in parts of Norfolk. New development in these areas could, if no action is taken, contribute to a worsening of air quality whilst also increasing the numbers of people living (or working) in areas with poor air quality. However, in other respects, these locations might be well-suited to new development because they are in places with good access to other services and facilities. We will therefore take an approach where we require developers demonstrate how their proposal can address air quality or bring forward measures to address the issue. Interventions could include sustainably built housing (eg including electric vehicle charging points), active travel networks, robust travel plans, car sharing schemes and better broadband (to minimise travel). Rather than automatically recommending a refusal to development in certain areas we will judge each development on how they propose to mitigate air quality issues.

Innovation

Norfolk County Council and the local planning authorities will need to work even closer together to deliver housing and commercial land that benefits the people of Norfolk and allows for growth in a sustainable way. We need to gather more evidence to understand what journeys people are making, and the journeys people will be making in the future, whether social, economic, or for tourism.

New ways of data collection such as sensors can better inform the decisions, and interventions, we make to ensure people can access services and leisure activities without putting additional strain on the highway network. This includes helping people access information on route planning. The use of new technology in the way we monitor air quality can help us better understand causes and therefore make the most suitable interventions in the most suitable areas, maximising investment and benefit.

Chapter 6: Enhancing Connectivity

This chapter deals with connectivity. This refers to the major connections that people have to make:

- Between the major places within the county; and to major places outside. The strategy sets out that improvement to the major road and rail connections remain a priority for the Local Transport Plan. There must however be a shift to less polluting vehicles using these strategic connections.
- Getting to the major urban centres and market towns to access vital services that people need such as employment, education, health services and retail. For these trips, connectivity will be improved from surrounding rural areas with the focus being on clean transport modes including electric vehicles, public transport and walking and cycling.

Chapter 8: Increasing Accessibility deals with local connectivity and accessibility, such as making trips within built up areas by walking and cycling. The Quality of Life Chapter (Chapter 7) deals with how we will seek improvements to air quality and a reduction in carbon emissions. This considers aspects such as the modes of travel that people choose to make (by bus, car, etc.) and the types of vehicle that people choose, and how these might be made more efficient.

Good connectivity is vital because when people choose to travel it allows them to easily get to where they need to, whether to work, education or visiting friends and families. Connectivity is especially important for businesses because delays in delivering goods, or unpredictable journey times, cost money. Without good connections to other parts of the country many businesses might not choose to stay in, or move to, Norfolk.

Policies

This section provides a summary of the policies in this chapter.

Policy 8

Our priority will be to improve major road and rail connections between larger places in the county, and to major ports, airports and cities in the rest of the UK.

What this means in practice:

- We will work with partners and make the case for investment to the rail network and trunk roads, which the county does not manage or maintain, to seek improvements
- We will seek quick, reliable journey times for longer-distance journeys where there is the highest need as we see this as important to support, in particular, our economic objectives. Initial analysis of the long-term impacts of Covid-19 suggests that these longer-distance trips will remain important over the longer-term (and might even be of increasing importance as people choose to live in places like Norfolk and visit their workplaces in the capital on a relatively

infrequent basis, rather than living in London and commuting to work in the capital every day)

- Our priorities will be the A11 (bottleneck junctions at Thetford and Mildenhall Fiveways) and A47 trunk roads (dualling), Norwich Western Link, the Major Road Network (Long Stratton Bypass, West Winch Housing Access Road, A47/A17 Junction), connections to Norfolk's transport gateways (quick, reliable connections) and the rail lines connecting Norwich to London (more frequent 90 minute journeys, half-hourly frequency), Peterborough and Cambridge/Stansted (more capacity, faster journeys), East West Rail (services from Norwich via Cambridge to the Midlands and southwest England) and King's Lynn to Cambridge/London (half hourly frequency)
- Strategic connections are important for many of the businesses in the county as well as providing vital links for residents and visitors
- It is important to secure investment in their improvement to support, in particular, economic objectives. If journey times, and reliability of journeys, to Norfolk from other major places in the country do not compare well with similar places it is likely that investors would choose instead to invest in other locations, putting the economic prosperity of Norfolk at risk. Policy 9 sets out that there must be a shift to cleaner transport modes on these major links.
- The importance of the above rationale will be kept under review whilst considering the long-term implications of changes arising from the pandemic, but initial analysis suggests they still hold true.

Policy 9

Our priority for improved connectivity will be that the network is used by clean transport modes.

What this means in practice:

- When seeking improvements to the strategic connections we will endeavour to secure, design and implement them in a way that encourages clean transport modes. This means low carbon vehicles including cars and buses using cleaner propulsion (eg electric vehicles) and sustainable modes such as walking and cycling
- This means we will seek to influence the choice of vehicle type or how people choose to travel instead of hoping that individuals can make an informed choice, taking into account factors like their journey's impact on climate change, rather than simply their convenience
- The chosen policy will support our environment policy and emerging government policy. The policy will help to contribute to reducing carbon, improving air quality or the better physical and mental health of people through active travel whilst ensuring that major connections – necessary to support the economy – are suitable for their strategic purpose of transport large numbers of people efficiently and effectively.

Policy 10

We will seek to improve connectivity between rural areas and services in urban centres.

What this means in practice:

- Residents in rural areas need to access employment and services, which are often based in urban areas.
- To connect rural areas to the services and facilities centred within the market towns and urban areas, we will focus on improving the connections between them. This will comprise a variety of actions including: extending sustainable walking and cycling networks in the urban areas to connect with longer-distance facilities; working with public transport operators to improve services and infrastructure connecting into settlements (this is covered in the Accessibility Chapter; Chapter 8); and – recognising the significant role that car travel will continue to play in the future – improving some of the road links and connections. This ties in with our policies set out in A Well Managed and Maintained Transport Network (Chapter 10) where we state that we will prioritise main roads that have most usage
- This means that resources would be targeted to the above connections, rather than on improving connections in rural areas, which would result in improved connectivity within rural areas, but would not necessarily help people to access the urban areas and market towns
- People are increasingly working at home following changes to their habits during Covid-19 lockdown. Often, people need to make local trips to market towns and urban areas, replacing trips they would have previously combined with their journey to work. An improvement to the connections will help people to make these trips and will support the economies of the service centres.

Achievements

- ★ Greater Anglia rail franchise has delivered:
 - New rolling stock on all routes
 - Start of Norwich in 90 services
 - Extension of Norwich-Cambridge service to Stansted Airport
- ★ Improved connectivity in our built-up areas:
 - Major changes in Norwich including cycle network and removal of traffic from the retail and business centre, ensuring the city centre retains its place as one of the country's top retail areas, supports the visitor economy and remains attractive for business investment
 - New bus station in Thetford
 - Improvement of walking and cycling connections between the rail station and market place in Great Yarmouth. This is a key gateway to the town and the improvements have made a real difference to the impression visitors have on arrival.
- ★ Completion of Broadland Northway (Norwich Northern Distributor Road), fully opened to traffic in April 2018, and completion of A11 dualling (December 2014)
- ★ Commitment to over £300m of investment from government for the A47 including:
 - Easton to Tuddenham dualling
 - Blofield to Burlingham dualling
 - Wansford to Sutton dualling

- Thickthorn (A11/A47, Norwich) junction
 - Guyhirn junction
 - Junctions at Great Yarmouth
- ★ Large Local Major Road Schemes are in various stages of development:
- Norwich Western Link. Government has accepted the strategic outline business case and awarded funding for the next stage of work. Construction is programmed for a start on site in 2023
 - Great Yarmouth Third River Crossing. Development consent and funding was secured, enabling construction to start on this project. We aim to have the bridge finished and operational by early 2023
- ★ Major Road Network improvements. Transport East has prioritised Long Stratton Bypass, West Winch Housing Access Road and A47/A17 Pullover Junction King's Lynn for funding under this stream. Government has accepted the strategic outline business case for Long Stratton Bypass and awarded funding for the next stage of work.

Evidence

Strategic connections are important to Norfolk particularly for its continued economic success. This includes connections to London and Cambridge, and to major gateways like the London airports. These major connections, however, tend to be lengthy due in part to the location of Norfolk, but also because many are not of the same high standard as elsewhere in the UK.

The county has two major trunk road routes: the A11 and A47. The A47 is a mixture of poor standard single carriageway road and dual carriageways. This leads to inconsistency of standard, creating safety issues, as well as slow and unreliable journeys.

Compared to other parts of the country, journey times from other major places to Norfolk are lengthy. The availability of rail is poor, with many places in Norfolk some distance from a rail station. There is also a limited number of destinations available by train from the county. As a result, Norfolk has substantially lower numbers of residents commuting by rail compared to the rest of the UK.

The British Chambers of Commerce (The Congestions Question: Business Transport Survey, London) found that almost 60% of UK firms consider transport infrastructure as a major influence on their business location, suggesting that physical transport connectivity remains important for businesses.

Evidence reports, such as the A47 Economic Impact Study, completed by WSP Consultants for the A47 Alliance in 2019, show the value of good strategic connections on the major road network. This found that the Alliance's three priority dualling schemes would create an uplift in gross value added from new employment of over £330m, generate over £200m in benefits from enhanced productivity and bring about benefits of £40m in regional markets by reducing delay and congestion and increasing efficiency.

The county council is refreshing its Norfolk Rail Prospectus. This sets out in detail the ambitions of the council for rail improvements and the rationale for them. This document will be used to support our work with partners to improve accessibility and connectivity by rail.

Challenges

- Slow road journey times on strategic east west links
- Limited rail connections, especially east west
- Methods of sustainable transport are often viewed as unsafe, particularly in rural areas
- Norfolk is a largely rural county with services focussed in market towns and urban centres
- Many parts of Norfolk experience slow and unreliable road journeys for motorists and buses, especially on congested networks in the towns and cities
- Many parts of the county are not close to rail stations, and even then, rail services have a limited number of connections
- Journey times between Norfolk and major destinations like London, Cambridge and major airports are lengthy. It can be quicker to get from London to many other parts of the country than to Norfolk, even if these places are further away from London than we are.

Strategy for delivery

The county council will continue to work with partners and key stakeholders to improve transport links such as working with the A47 Alliance to secure improvements to the A47 trunk road, the East West Rail Consortium (to link Norwich with direct rail services via Cambridge to Bedford, Milton Keynes and the south west of England), and other rail groups including the Great Eastern Main Line Task Force (Norwich to London rail link) and Ely Task Force (critical rail junction for King's Lynn to Cambridge / London services and a range of east west services). We will also work with developers, ports and Norwich Airport to make Norfolk an attractive place to live, work and run a business.

Transport gateways

Transport gateways are the major arrival points, and generally where there is a change in transport modes, from land to sea or air. These gateways are generally international, but gateways such as Norwich and King's Lynn railways stations link Norfolk to national transport networks.

Norwich Airport, Great Yarmouth Port and King's Lynn Port are the gateways in Norfolk linking people, business and freight to international markets. International connections are becoming increasingly important, both recreationally and economically. Norwich Airport provides holiday destinations in Europe via its link with Amsterdam Airport Schiphol allowing people to travel globally. The airport also allows for economic links for businesses, such as tech, financial services and pharmaceutical firms, with global markets and the oil industry. The ports at King's Lynn and Great Yarmouth allow manufacturing businesses to ship goods around the world as well as providing vital services for the offshore energy industry. Neither port, nor the airport, has rail connections. We will continue to work with the operators to improve connectivity.

Offshore energy is a major part of business in Great Yarmouth and the port is the principal support port for offshore energy in the southern North Sea. There are also important links to ports just outside Norfolk, such as Wisbech in Cambridgeshire and Lowestoft in Suffolk and other international gateways such as the Port of Felixstowe and Stansted Airport.

As with many transport modes international gateways will need to respond to the pressures of carbon reduction and clean air targets.

Strategic Road and Rail Connections

Policy 8

Our priority will be to improve major road and rail connections between larger places in the county, and to major ports, airports and cities in the rest of the UK.

The foremost road connections into the county are by the A11 and A47. These are both trunk roads and funding for improvements comes directly from government. They are maintained and managed by Highways England rather than the county council, which manages all other roads. Similarly, rail services are currently run by private companies on a franchise basis from government. Network Rail manage and maintain the infrastructure, including the track. Often improvements to the infrastructure are needed before the rail companies can run improved services.

The focus concentrates on improvements to these strategic networks to ensure quick, reliable journey times for longer-distance journeys. Improvements to the road network will help the longer-distance bus networks. Elsewhere in the Local Transport Plan, principally in Chapter 8, we deal with how these bus links will connect into the centres of our towns and employment areas.

Policy 9, below, sets out that, whilst there is a need to improve the strategic connections, there will need to be a shift towards clean transport modes on these links.

Strategic Priority Connections

- The **A11** which provides the main road connection to London and the south
- The **A47** providing the main east-west road connection and route to the Midlands and north of England
- Connections to **Norfolk's transport gateways**: Norwich Airport and the ports at King's Lynn and Great Yarmouth
- The **Norwich to London** rail line, providing links to London and the south
- The **Norwich to Cambridge/Stansted** and **Peterborough** rail lines, providing **links to the Midlands** and the north of England
- **East West Rail**, supporting rail services from the east through to the south west of England including the construction of a new rail line between Cambridge and Bedford
- The **King's Lynn to London rail line**, providing links to London, the south and Europe via St Pancras / Thameslink
- **Major Road Network**: improvements to the A10, A140, A134 and A146 providing regional connections.

Priorities for enhancing strategic connections

- A11 trunk road (bottleneck junctions at Thetford and Mildenhall Fiveways)
- A47 trunk road (full dualling with appropriate grade separation at junctions)
- Major Road Network (Norwich Western Link, Long Stratton Bypass, West Winch Housing Access Road, A47/A17 Junction at King's Lynn)
- Connections to Norfolk's transport gateways (Third River Crossing at Great Yarmouth, currently under construction)
- Norwich to London rail line (at least hourly 90-minute journeys: likely to require infrastructure improvements including – when linked to other improved services – a double track over Trowse Bridge in Norwich)
- Norwich to Peterborough and Cambridge/Stansted rail lines (more capacity, faster journeys, half hourly frequency)
- East West Rail (services from Norwich via Cambridge to the Midlands (via Bedford and Milton Keynes) and southwest England)
- King's Lynn to Cambridge/London (half hourly frequency throughout the day).

All proposed infrastructure schemes and route options will be subject to the appropriate range of assessments in their conception and subsequent phases including taking into consideration their full range of impacts, and consideration of suitable alternatives. (This would be the responsibility of the agency promoting the project.) We would seek early engagement with inter alia the statutory environmental bodies on major schemes so that impacts can be given appropriate consideration from the outset.

Clean Transport Modes

Policy 9

Our priority for improved connectivity will be that the network is used by clean transport modes.

We see the benefit of improved strategic connectivity, as set out above, because of its benefits to the county's economy and our residents, businesses and visitors. The above priorities for strategic connections will improve people's connectivity. However, improved connectivity needs to be achieved in a way that meets our other objectives, especially to reduce carbon and improve air quality. We will therefore look to improve connectivity by clean transport modes. That is, we will seek to achieve a change in the ways that people use the networks towards clean transport.

We use the term *Clean Transport* to talk about low carbon vehicles including cars and buses using cleaner propulsion (eg electric vehicles) and sustainable modes such as walking and cycling. Increasingly, there is a range of newer ways that people are getting about including e-scooters or, for delivering goods, delivery-by-drone or autonomous pods. We talk in more detail about how clean transport modes will be promoted in our chapters on accessibility and quality of life.

Connectivity from rural areas

Policy 10

We will seek to improve connectivity between rural areas and services in urban centres.

Most services and facilities that people need to get to are sited in our market towns and urban areas. It is important that people can get to these. We set out here how we will improve this at a strategic level; our chapter on Accessibility deals with the details of this including the local connections within settlements.

To connect rural areas to the services and facilities centred within the market towns and urban areas, we will focus on improving the connections between them. This will comprise a variety of actions including: extending sustainable walking and cycling networks in the urban areas to connect with longer-distance facilities; working with public transport operators to improve services and infrastructure connecting into settlements (this is covered in the Accessibility Chapter); and – recognising the significant role that car travel will continue to play in the future – improving some of the road links and connections. As set out above, we will have a focus on clean transport modes in doing this. Good design will be important to make sure that local walking and cycling facilities are attractive to encourage all users. The county council is refreshing its walking and cycling strategy, which will include more detail, but where possible we will seek to provide cycle lanes and footpaths away from busy roads and support their use through behaviour change work including publicity to encourage use.

Innovation

New technologies are being developed at a fast rate but we must choose the right interventions to ensure maximum connectivity in a way that benefits everyone.

Innovative thinking as well as technology are needed as we must think radically in order to fulfil environmental targets.

We will trial innovative technology in different parts of the network for walking, cycling, motorcycling and car journeys by developing prototypes, preferably with local companies to also help economic development in the region. We should use technology to monitor the network to better understand which routes are used, when and why so we can then use this to inform evidence-based decisions where connectivity needs improving.

DRAFT

Chapter 7: Enhancing Norfolk's Quality of Life

Introduction and chapter summary

This chapter deals with:

- Climate change. This includes the equality and social impacts of climate change and emissions and the measures for reducing carbon, increasing active travel and reducing inequalities.
- Strategies. How strategies such as The Joint Norfolk Health and Wellbeing Strategy 2018-22 and The Norfolk Public Health Strategy shape our planning.
- Travel choice and behaviour. How we can encourage cycling and walking and smarter travel choices.
- Air quality and pollution. Understanding causes to design suitable interventions working alongside behaviour change to improve conditions in air quality management areas, street design causes
- Transport and the environment. Looking at how we can improve our built and historic environments through making changes to the transport network.
- Innovation. Using new technology and innovative ideas to improve journey planning and environmental monitoring.

The chapter sets out that:

- The transport sector has the highest carbon emissions, so intervention is needed to reach our environmental target of carbon neutrality.
- There are several areas in Norfolk where air quality falls below defined thresholds due to emissions from transport
- Priority to reducing carbon and emissions is through cleaner vehicles and mode-shift to public transport and active travel.
- We will look to enhance and conserve our built and historic environments through making changes to the transport network
- Consideration should be given to health issues in planning decisions to promote air quality (see Chapter 5: Delivering a Sustainable Norfolk)

Enhancing the quality of life of Norfolk's residents is important. The county council wants to improve the health of its residents through improvements in air quality and encouraging active travel options to improve health and fitness. Transport is a significant source of UK greenhouse gas emissions.

Policies

This section provides a summary of the policies in this chapter.

Policy 11

When making changes and improvements to our transport network, and in working with users on how they choose to use the transport network, we will seek to understand the consequences of the decisions on meeting the collective challenge of protecting and improving our global environment to meet the environmental policy target of working towards carbon neutrality.

What this means in practice:

- The Norfolk County Council Environmental Policy, alongside national and international policies and agreements, means that we have a responsibility to meet targets to reach carbon neutrality.
- As transport is a major contributor to climate change these targets can only be met through intervention on the highway network, such as encouraging electric vehicles, and sustainable and active transport options.
- People now have a greater understanding of environmental issues and expect us to take action on climate change.
- If we did not follow the policy, it would mean that we would not make changes that would help us meet carbon targets and we would see a decrease in quality of life for future generations.
- We are currently developing an Electric Vehicle strategy, which will provide a framework for encouraging the uptake of these types of vehicle and provide guidance on changes to infrastructure to meet these needs.
- As part of the work on development of this plan we have also commissioned work to understand the impact that measures will have on carbon reduction and will be able to report the outcomes in our implementation plan.

Policy 12

Our priority for tackling air quality will be to take action to improve air quality, including investigating vehicular restrictions or charging, where air quality falls below the threshold for Air Quality Management Areas. We will also embrace new ways of monitoring air quality to inform interventions, including in other areas, where this is deemed necessary.

What this means in practice:

- Air quality is integral to health and wellbeing. Good air quality enables communities in locations where people want to live and spaces people want to visit. The recent Local Transport Plan consultation showed that there is support for restricting the most polluting vehicles from entering town and city centres.
- If we took no action, urban centres will not achieve air quality targets and will also become places people don't want to visit, widening the gap between quality of life in urban and rural areas. Budget is not unlimited so priority should be given to the areas with the worst problems.
- Road transport accounts for a third of NO_x emissions and is the dominant source in urban, heavily-trafficked areas. The European Environment Agency estimates that road transport contributes to excessive concentrations about 70% for nitrogen dioxide (NO₂). Therefore, transport modes are integral to achieving environmental targets.
- Monitoring outside schools has not shown breaches of the air quality thresholds (where it is shown to be harmful to human health and requires declaration of a management zone). Therefore, we are not proposing to prioritise action outside schools specifically because of air quality. However, we do intend to be more innovative in our collection of data, which should allow a better understanding of air quality outside schools and will also look to respond to school issues either on an individual basis where problems are found, or collectively through

implementation of our policies for – amongst other things – mode shift and cleaner vehicles.

Policy 13

We will seek to improve quality of place, conserving and enhancing our built and historic environments, when we take action to improve the transport network.

What this means in practice:

- The way a community is planned, designed, developed and maintained all affect the quality of life of people living and working in it, and those visiting.
- Therefore, a sustainable and healthy transport network is an important part of making Norfolk an attractive place for people to live and work and visit.
- Where we live effects our health and wellbeing and Norfolk residents deserve to live in healthy communities and have healthy transport options.
- Transport networks should remain functional, but budget needs to be targeted in areas that improve quality of life in order to achieve wider outcomes such as better physical and mental health of people, to encourage the tourist and visitor economy, to protect the unique characteristics of our places, and to encourage economic investment and sustainability into areas. Interventions to ensure functionality of the network are covered further in the Maintenance chapter.

Achievements

- ★ Norfolk County Council has been working with district council partners through an Air Quality improvement network to develop and deliver a countywide approach, reducing transport emissions being one shared objective.
- ★ Norfolk County Council adopted an Environmental Policy in November 2019. The policy supports the aims of the government's environmental plan and has 'Supporting initiatives that lead to clean air, such as developing new proposals within the forthcoming Local Transport Plan and its supporting strategies' as a key objective.
- ★ The Norfolk Cycling and Walking Strategy recognises that cycling and walking are not only good for the environment but also our children, our health and our economy so the strategy looks at Norfolk County Council's work to support them both now and in the future. This strategy is currently being refreshed.
- ★ AtoBetter is run by Norfolk County Council but funded by developers to make journeys as easy as possible and enable more journeys to be made by foot, bike, public transport, car sharing, and to reduce the need to travel in the first place.

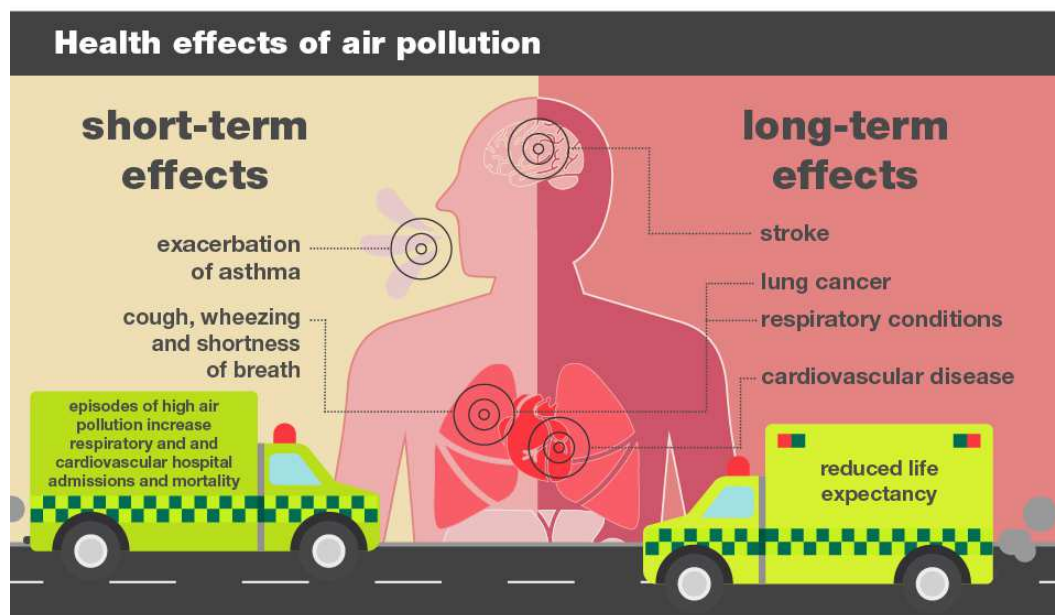
Evidence

There are various government policies which impose targets on international, national and local scales. These targets are often linked to emissions and due to transport being the most polluting sector in the UK. These targets have a large effect on transport behaviours as this is where the most emissions can be cut.

International agreements and policies are influencing what the future of transport looks like. For example, the Paris Agreement 2015 is a United Nations commitment to keep global temperature rise to well below two degrees Celsius above pre-industrial levels. This will influence the future of transport and provoke a widescale increase in low-carbon modes of transport, with growing encouragement for the usage of public transport, cycling, walking and electric vehicles (EVs).

The UK saw a 32.6% rise
in the number of EV
registrations in August
2019

Similarly, national policies are shaping the future of transport in the UK. The Climate Change Act 2008 sets the target for the UK's net carbon account for the year 2050 to be at least 80% lower than the 1990 baseline. As well as this, the UK's 'Road to Zero' strategy bans the sale of all diesel and petrol cars and vans from 2040 in order to move towards EVs and reduce greenhouse gas emissions. This was brought forward to 2035 in order to make the 2050 emissions target more achievable. More locally, Norfolk has made emissions commitments of its own. The recent (2019) Norfolk County Council Environmental Policy sets a carbon neutrality target for 2030 which will result in large changes to the way we move people, goods and services in Norfolk and will require rapid decarbonisation. Norfolk County Council is developing its Electric Vehicle Strategy to encourage the uptake and ownership of EVs.



The EU Air Quality Directive (EU Directive 2008/50/EC) sets legally binding standards for the condition of air in outdoor environments. In the UK district councils are required to regularly review and assess air quality in their area. This has led to Air Quality Management Areas being declared in parts of King's Lynn, Swaffham and Norwich. These have been declared because the annual average levels of Nitrogen Oxides (NOx) exceed recognised thresholds. There are action plans in each of these areas designed primarily to reduce emissions from traffic, improve traffic flow and support public transport and active travel options.

Data shows that, in terms of estimated fuel usage, Norwich is much lower than other parts of the county and has a lower use of diesel engines. However, air quality is also affected by background levels of pollution, traffic flows, street design, engine idling and in some cases types of green infrastructure. It can also be localised and affected by weather. Consequently, transport solutions may need to consider not only absolute volumes but also factors which may trap or otherwise cause build-up of pollutants which may otherwise be dispersed more rapidly. It is important to make sure we can measure air quality so that we can successfully manage it.

Challenges

There are issues with pollution from vehicles causing both local air quality issues and contributing to climate change. CO₂ can be reduced, and air quality improved, by replacing petrol and diesel by electric cars although, beyond the remit of this plan, there will be a need to ensure that the emissions aren't displaced to the power generation for charging these vehicles; and that other environmental impacts, such as materials required for batteries, are minimised. There is currently limited infrastructure to support a significant uptake in electric vehicles and the technology is developing at a fast rate.

Options for how we people and goods move across Norfolk is often restricted as we are a dispersed and rural county. It is difficult for some people to get to services, and there are limited alternatives to the car, especially over longer distances in large areas of Norfolk. Therefore, some approaches that can work in urban areas are more difficult in rural areas where there is currently no obvious alternative to the car.

Behaviour change is important to encourage more people to use sustainable transport but can take time and cannot be done in isolation. Reducing single occupancy car journeys in urban areas can be achieved through a modal shift alongside provision of viable alternatives.

The county council has recently adopted an Environmental Policy including an aim to work towards becoming carbon neutral by 2030. The Local Transport Plan sets out the strategy for how we will achieve this. The implementation plan will set out specific targeted interventions. It is likely that, to be successful – and also to make improvements to air quality – we will all need to change how we travel.

The county council's plan 'Together for Norfolk' sets out Norfolk County Council's ambitions between 2019 and 2025. The priorities outlined in this document include:

- 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
- Work to reduce our impact on the environment

Strategy for delivery

The Joint Norfolk Health and Wellbeing Strategy 2018-22 has a 'prioritising prevention' as a key objective both at a policy level and in decision making. The Norfolk Public Health Strategy prioritises public health action which will:

- Promote healthy living and healthy places
- Work towards the design of healthy streets
- Protect communities and individuals from harm
- Provide services that meet community needs
- Work in partnership.

Specific actions arising from this strategy include:

- Considering health issues in planning decisions and associated policies (including transport policy)
- Increasing physical activity
- Promoting open space, active travel and collaborative approaches to improving air quality
- Addressing the current inequalities in access to a sustainable transport system.
- Addressing air quality issues and the impact of air pollution on inequality.

Climate Change

"Effective and proactive planning can mitigate the threat of climate change impacts on transportation systems" – International Transport Forum, 2016

<p>Summer</p> <p>Warmer and drier with an increased occurrence of heatwaves</p>	<p>Winter</p> <p>Warmer and wetter with an increased occurrence of flooding, storms and extreme winds</p>	<p>Sea level rise</p> <p>Leads to an increased rate of coastal erosion and increased occurrence of storm surge events</p>
--	--	--

Policy 11

When making changes and improvements to our transport network, and in working with users on how they choose to use the transport network, we will seek to understand the consequences of the decisions on meeting the collective challenge of protecting and improving our global environment to meet the environmental policy target of working towards carbon neutrality.

Transport is the largest emitter of carbon in the county and, in recent years, emissions have been rising. We have recently (2019) adopted our Environmental

Policy, which alongside national policies, means that we have a responsibility to meet targets to reach carbon neutrality. The Norfolk target is to move towards carbon neutrality across all sectors by 2030. Emissions from transport on the network will need to contribute towards achieving this target. Policy 11 above reflects the adopted environmental policy. There is a separate target for net carbon zero on our own estate (ie the operations that the council directly undertakes) in our Environmental Policy.

Our strategy, set out in this plan, is to achieve a shift towards active travel and cleaner vehicles. To set out in detail how we will do this we are refreshing our walking and cycling strategy and developing an electric vehicle strategy, amongst other things. As part of the work on development of this plan we have also commissioned work to understand the impact that measures will have on carbon reduction. This shows that car and van electrification is likely to have the most significant impact on reducing carbon emissions in the county, but that accelerating the uptake is needed if we are to meet our ambitious targets. We are developing an Electric Vehicle strategy. This, and the LTP implementation plan, to be developed following adoption of the strategy, will set out how this shift will be made, together with the range of other actions we propose.

We need to ensure that transport infrastructure both mitigates climate change and adapts to it. Norfolk is a vulnerable county as it consists of a large number of coastal communities, communities close to rivers and The Broads. It is also a relatively flat and low-lying county. Therefore, it is important that transport infrastructure is adapted to climate change to mitigate the effects it will have to ensure the transport network is not compromised with a disruptive effect on the county's economy or in the ability of people to be able to continue to get to jobs and other services.

With the increasing occurrences of extreme weather events, vulnerability assessments of transport networks will become increasingly important. These assessments enhance our understanding of risk areas and certain measures which should be taken. This would provide a basis for strategic choices in order to climate proof our transport infrastructure and maintain stable transport networks and services.

Air quality and pollution

Policy 12

Our priority for tackling air quality will be to take action to improve air quality, including investigating vehicular restrictions or charging, where air quality falls below the threshold for Air Quality Management Areas. We will also embrace new ways of monitoring air quality to inform interventions, including in other areas, where this is deemed necessary.

The reduction of Nitrogen Dioxide (NO₂) and particulate matter in areas of high levels, and / or where there are vulnerable residents, is important in tackling the problem of pollution currently felt in Norfolk. Work also needs to be done to identify future problem areas and tackle emissions before they get too high. We can tackle

this by increasing the use of public transport and active travel whilst cleaning up vehicles and facilitating a shift to electric buses and private hire vehicles. Our priority will be to tackle problems in Air Quality Management Areas (AQMAs) that have been declared due to transport emissions. These are areas where monitoring has shown that NOX levels fall below thresholds.

We will also consider people's concerns in other areas, particularly outside schools. An innovative approach to monitoring air quality – through the use of apps or other equipment that has been found to produce reliable results – and the use of data should help to identify the issues and inform appropriate interventions.

In areas where action is taken it must be ensured that those less able to use active and / or public transport options are still able to access services and not left isolated.

Travel choice and behaviour

Whilst the county council can make changes to the transport system this will only be effective if people also choose to adapt the way they use the network. For shorter journeys in urban areas people perhaps have greater choice than for those in rural areas, where journeys tend to be longer and infrastructure – and public transport – provision lower. There will be different solutions for individuals dependent on their circumstances and the journeys people wish to make. Behaviour change in the way we travel is integral in improving quality of life in Norfolk by influencing the choices we make, such as reducing single occupancy car journeys. This issue is covered more extensively in Policy 4, in Chapter 4: Embracing the Future.

Shifting travel from private cars to public transport and active travel is becoming increasingly important, particularly post Covid-19. Reducing the dominance of the car – reclaiming the streets for pedestrians and cyclists as well as making provision for improved quality of life such as green space and play areas.

Ways we can improve health and wellbeing through transport:

- Provide viable sustainable transport options, which helps reduce pollution and improve people's mental and physical health
- Develop and implement a systems approach to travel behaviour change, leading to a modal shift to public and active transport.
- Education to make people feel safer using the transport network on foot and cycling
- Improve infrastructure such as increasing the number of electric car charging points
- Electrification of the bus services and private hire vehicles will be vital to reduce emissions in the long term. The fuel-price stability of electricity over diesel can also benefit the transport providers.
- Restrict some types of vehicles in Air Quality Management Areas or the creation of Low Emission Zones

- Continue to monitor pollution levels across the county and act early to respond to high levels, but also consider interventions to stop levels getting too high or outside of schools or other locations of concern
- Make Norfolk an attractive place to live and work, ensuring access to sustainable and active transport option and recreational space
- Ensure we have a useable transport network, linking people to the services they need to reduce social isolation, which can contribute to poor mental health
- Make improvements for walking and cycling and cycle parking in city/town centres and residential areas to make them a more desirable option.
- Work with public transport providers to better move from different modes of transport. This includes better links between bus and train and improved cycle parking at stations.

Quality of place

Policy 13

We will seek to improve quality of place, conserving and enhancing our built and historic environments, when we take action to improve the transport network.

The transport network also has an impact on the environment through which it passes. This is especially true for built up areas where it is often the defining feature of the place. Norfolk is characterised by many ancient settlements that have retained their historic character, and it is important that we continue to respect this, both in changes we make to the existing network and in how new infrastructure, including new areas of housing, is provided. All proposals will be subject to an assessment of impacts, including on designated sites, townscape, landscape and heritage assets and designed accordingly. These assessments will be proportionate to potential impact and scale of the proposals. The importance of place making, however, in highway design should not be underestimated.

The adoption of a 'Healthy Streets' approach to planning and delivering transport, public realm and urban planning puts people, and their health, at the heart of decision making and results in healthier, more inclusive places where people choose to walk, cycle and use public transport. We will apply a Healthy Streets approach in Norfolk.

The Environment Bill, which is currently going through Parliament, will introduce a requirement for biodiversity net gain as a condition of planning permission in England. We shall seek to meet the objective by assessment of any potential loss of biodiversity as a result of implementation of the transport strategy.

Innovation

Intelligent transport systems improve and innovate services across different modes of transport. Better traffic management enables users to be better informed and make safer, more coordinated, and 'smarter' choices across the transport network. The provision of up-to-date information to bus, train, and even congestion can help

create a better-informed traveller. The collection of Air Quality data can help us tackle the issues of air quality and better understand how it has impacted by different policies in the Local Transport Plan. Working with partners we can introduce new technology, such as sensors, to better understand journeys and develop targeted improvements. Gaining as much data as possible on air pollution means we will be able to use this data to establish a baseline to inform future decision making and better target interventions.

DRAFT

Chapter 8: Increasing Accessibility

Introduction and chapter summary

This chapter deals with how are able to access essential services like jobs. It includes:

- Access to and within Norwich, King's Lynn, Great Yarmouth and our market towns. Access to and within larger urban areas have their own issues such as poor air quality and congestion. Encouraging interventions such as cycling and walking can contribute to easing both
- Access in rural areas. Public transport is often limited compared to urban areas. We want to encourage alternatives to the private car while acknowledging that there are barriers, as well as continuing to work with public transport providers to improve services in rural areas and overcome barriers to improving these services.
- Access for all. We recognise that people who live in, work in and visit Norfolk access the network in different ways, depending on their individual circumstances and characteristics. We want to provide a network where transport and movement can be accessed, understood and used to the greatest extent possible by all people
- Bus Back Better: Government published its bus strategy in March 2021. We are committed to establishing Enhanced Partnerships with bus operators and will publish a local Bus Service Improvement Plan, detailing how we propose to improve services, by October 2021
- Alternatives to travel. Encouraging better broadband and other measures without causing increased social isolation. Covid-19 has led to behaviour change and more activities such as shopping being done from home. Further research and monitoring is currently being done to better understand how travel patterns have been affected; and how much they might change in the future.

The chapter sets out that:

- Poor access can lead to social exclusion and restrict some people from being able to live independently
- Access by sustainable and active modes of transport is key to the design of new developments and needs to be part of existing networks
- Norfolk's dispersed population makes it difficult to provide some forms of transport, such as regular buses, in some areas, which is covered further in the connectivity chapter
- Cycling and walking is increasingly important, as people recognise the financial benefits and benefit to physical and mental health by getting active and cutting down car journeys
- Transport networks need to provide for economic growth and reduce emissions while still providing better accessibility to communities and services. This can be achieved by planning sustainable links within new developments and working with bus companies
- Safety, availability and reliability of some forms of transport, particularly in rural areas, can make people feel private cars are their only option

- Research and data collection are vital to gain as much information as possible on how and why people are making journeys so we can make better infrastructure choices
- The utilisation of new and innovative technology can better inform travel journeys and provide people with up to date information, which is also covered in the sustainability chapter. However, access for all groups is important and some people struggle to access information on the network and journey planning digitally.

Increasing accessibility is important so that everyone has access to the services and opportunities they require; poor accessibility can lead to social exclusion. Inaccessibility can be caused through a lack of public transport availability, lack of awareness of travel options, the cost of travel, long distances or simply having infrastructure that is not accessible. Accessibility can also include bringing services to communities by making sure developments link communities and provide options such as broadband.

Policies

This section provides a summary of the policies in this chapter.

Policy 14

We will work in partnership with agencies in Norfolk to tackle accessibility problems, targeting those communities most in need. We will seek to ensure that accessibility is planned as part of service delivery.

What this means in practice:

- We are committed to establishing Enhanced Partnerships with bus operators and publishing a local Bus Service Improvement Plan by October 2021. Amongst other things we will:
 - Facilitate the commercial operation of the bus network through physical design including busways, bus priority and advising local planning authorities on appropriate estate design
 - Deliver transport to fulfil our statutory requirements to take children to school
 - Work with operators on ticketing schemes, education transport passes and information including allowing passenger transfer between operators and different sustainable modes
- In return we will expect operators to commit to the Enhanced Partnership to work with us and other service providers to improve accessibility and, amongst other things, provide clean, efficient and frequent services that run to time and explore new ways of delivering transport services that connect people with where they need to go
- By saying that “Accessibility should be planned as part of service delivery,” we mean that when providers are considering where to site facilities like doctors surgeries, they should consider how people will be able to access them. Therefore, when planning services and facilities, providers will take account of

the ability for people to get there as well as other factors such as availability of premises and the cost.

- Working in partnership means we get expertise and specialism of other organisations and networks. This allows agencies to consider accessibility problems in the round, taking account of any difficulties and – if necessary – making changes to the way that the services are provided so that people can access them more easily. Building relationships and targeting communities most in need helps us to find out what residents' needs are, and not what we think they are
- By working in partnership with transport providers we do not simply rely on the market to provide the services that people need to get where they want to

Policy 15

We will identify routes important for sustainable and active transport and give priority – especially in urban areas – to sustainable and active modes of transport.

What this means in practice:

- On certain routes in urban areas we will put in dedicated, segregated lanes for public transport and / or cycling. This is likely to make travel for general vehicles slower, but it might be possible to put in complementary measures elsewhere
- This means we will prioritise space for certain types of user in urban areas rather than trying to make provision for all types of user on each corridor, because it is not practicable to do this
- Where we have tried to make provision for access in urban areas to all types of user on each corridor, rather than favouring sustainable and active modes on some roads, it has simply resulted in a compromise whereby no user is satisfied with the provision. For example, general traffic movement is compromised by bus or cycle lanes, but these bus or cycle lanes are, in turn, compromised by the need to cater for general traffic. The layout and constrained nature of roads in our urban areas means it is very difficult to make improvements for all types of user
- Recent government guidance discourages shared use (eg paths shared by pedestrians and cyclists) for active forms of transport. People feel less safe where they share the roads with other users, and will be more encouraged to uptake healthier modes of transport if they are given priority and not sharing space
- Government policy, environmental targets and public feeling all support the encouragement and safe infrastructure for sustainable and active travel. The support for active transport intervention has been particularly heightened with Covid-19.

Policy 16

We commit to providing a network where transport and movement can be accessed, understood and used to the greatest extent possible by all people. We recognise that people who live, work in and visit Norfolk access the network in different ways, depending on their individual circumstances and characteristics, and that what enables good access for one person may act as a barrier to another. We will therefore robustly assess all schemes and pay due regard to the Public Sector Equality Duty (along with our other duties and responsibilities), to identify potential

barriers and determine how best to overcome any barriers and facilitate access to the greatest extent possible for all. Where appropriate, on a case-by-case basis, we will make reasonable adjustments.

What this means in practice:

- When making or considering changes to the network, we will strive to make sure that it is suitable for all users including people with disabilities or restricted mobility
- Considering all users ensures people don't feel social isolation
- Where possible, we will work with partners to provide more information, support and suitable infrastructure to users to help all people feel confident about the full range of transport options available
- We are following this policy in preference to separating different types of users and providing dedicated provision suitable for different needs. There is often not enough space on the network to segregate everyone and provide separate space for all. We would struggle to find the budget to cover the cost of dedicated facilities for all different types of users
- The council encourages a safe and reliable transport network for all users. More information on the safe systems approach is covered in the Safety chapter.

Achievements

- ★ Norfolk County Council has a good working relationship with all of Norfolk's public transport operators, at both a strategic and operational level. This has led to a good level of service provision on a commercial basis, with the council funding plugging the gaps where necessary.
- ★ The county council works in partnership with providers to tackle accessibility issues for everyone and aims to improve movement for all modes of transport.
- ★ All local bus operations are accessible to people with disabilities. All trains have been replaced by brand new ones for the majority of Norfolk's services.
- ★ Norfolk has a good network of community transport operators and community car schemes. Many of these receive no funding from Norfolk County Council and are run entirely by volunteers or through donations. This means that many gaps in rural transport provision by conventional bus services are covered by alternative demand responsive services.
- ★ Norfolk's transport provision is integrated as much as possible, with many school children travelling on local bus services which then enables journeys to be provided throughout the day for shoppers and other travellers.
- ★ Norfolk's key urban areas and a limited number of market towns are served by good rail services. Through the PlusBus scheme tickets can be bought that then allow passengers to make onward travel by bus for a small additional cost.

★ Norfolk County Council manage approximately 3,900 km (2,400 miles) of Public Rights of Way consisting of footpaths, bridleways, restricted byways and byways open to all traffic. We also manage the Norfolk Trails, a network of 13 long-distance paths and associated circular walks covering 1,900km (1,200 miles).

★ Norfolk Trails team has developed further opportunities for short walks and circuits, many with a geographical focus such as market towns or that integrate with public transport. Access testing has been undertaken on the Norfolk Trails, in order to support people accessing the countryside and improve quality of life. This has led to the production of the Access Tested Booklet, which contains key logistical details and a route map, with a description, maps, photos and details, illustrating the ground conditions, width, etc...

★ Successful access initiatives have strong links with quality of life, with successful projects such as 'Pushing Ahead Norfolk' promoting the health benefits of cycling and walking as well as benefits for the environment, but also traffic reduction and being a cheaper alternative to the private car.

Evidence

Evidence shows that Norfolk has high levels of car ownership and use, reflecting that often this is the only viable option people have to get to services and facilities. Whilst the major towns and urban areas are generally well-served by public transport (bus) services from other centres of population, coverage is sparser elsewhere. Large parts of the county are not close to a rail station, though rail is relatively well-used for commuting into the major centres where it is available. Journeys tend to be lengthy – due to the geography of the county – meaning that active travel is often not an option for travel.

This means that accessibility – people's ability to get to essential jobs and services – can be poor. This restricts opportunities available for people and can lead to issues such as social isolation or employers finding it difficult to attract people with the right skills to the workplace.

Norfolk County Council uses evidence of access to services like healthcare (hospitals, GPs and other health services), employment and education by public transport. The Local Transport Plan consultation showed that lack of public transport is considered one of the largest barriers to giving up the private car. The House of Commons Transport and accessibility to Public Services Report and Department of Transport 'The Inclusive Transport Strategy: Achieving Equal Access for Disabled People' are also useful sources of evidence.

Challenges

- The geography of the county, with its dispersed population and many parishes with low population, makes it difficult to provide public transport on a commercially sustainable basis
- Congestion, high levels of non-bus traffic, cheap parking and lack of bus priority in urban areas make it difficult to make public transport an attractive alternative to the car
- Norfolk is the fifth largest county in England and has a limited rail network

- Public transport is frequently seen as a less attractive mode of transport to the car
- The bus and community transport market are very fragile; the county council subsidises several routes
- There is limited funding for transport interventions
- The natural and historic environment needs to be taken into account when considering transport improvements or route diversions
- Problems with transport provision and the location of services can reinforce social exclusion by preventing people from accessing key local services
- How people travel to work is changing and the challenge of getting people to leave their car at home is exacerbated when people don't always work standard hours that fit with public transport timetables
- Challenges of encouraging behaviour change to shift transport to sustainable methods, rather than the private car.

Strategy for delivery

Our focus will be to:

- Establish Enhanced Partnerships with bus operators and publish a local Bus Service Improvement Plan by October 2021
- Maintain current commercial bus network and support operators
- Grow rural transport networks and increase frequency on inter-urban routes if further funding becomes available
- Increase bus priority measures on the most important routes
- Tackle congestion in urban areas so that buses can flow freely, and walking and cycling is a more attractive option
- Ensure access is a key consideration when new services are developed (eg health services, employment areas, and growth)
- Ensure access by sustainable modes (public transport, walking and cycling) is considered as part of any new housing developments
- Robustly assess all schemes to identify, and determine how best to overcome, any barriers and facilitate access to the greatest extent possible for all. Where appropriate, on a case-by-case basis, we will make reasonable adjustments.

Tackling poor accessibility

Policy 14

We will work in partnership with agencies in Norfolk to tackle accessibility problems, targeting those communities most in need. We will seek to ensure that accessibility is planned as part of service delivery.

Poor accessibility can affect a range of outcomes including the economy, and people's health, skills and aspirations. It is not only about whether areas are served by public transport, but that this can be used: All providers have a role in ensuring that people are able to use their services.

We will work in partnership to identify and deliver the most appropriate solution to address need. This could include a range of transport provision including scheduled bus services, taxis, car-sharing, demand responsive transport, informal community-based schemes and car clubs.

The majority of bus routes in Norfolk operate on a commercial basis. We have limited ability to influence the routes, timetables or fares. However, in some cases the council subsidises services which otherwise would not operate. We fund these because they are important to the communities and passengers who use them and help people to get, for example, to and from work, or healthcare and other services. We will continue to work in partnership with transport providers including to:

- Establish Enhanced Partnerships with bus operators
- Publish a local Bus Service Improvement Plan by October 2021
- Facilitate the commercial operation of the bus network through physical design including bus priority and advising local planning authorities on appropriate estate design
- Deliver transport to fulfil our statutory requirements to take children to school
- Work with operators on ticketing schemes, education transport passes and information including allowing passenger transfer between operators and different sustainable modes.

We want accessibility to be planned as part of service delivery. This means that when providers are considering where to site facilities like doctors surgeries, they should consider how people will be able to access them. Therefore, when planning services and facilities, providers will take account of the ability for people to get there as well as other factors such as availability of premises and the cost.

Managing the network to improve public transport accessibility

The county council has a specific responsibility in maintaining and managing the transport network, and in delivery of this we will, amongst other things, facilitate the commercial operation of bus networks through physical design including busways and bus priority and advising local planning authorities on appropriate estate design.

We will work with operators on ticketing schemes, education transport passes and information including allowing passenger transfer between operators and different sustainable modes. In return we will expect operators to work in partnership with us and other service providers to improve accessibility and, amongst other things, provide clean, efficient and frequent services that run to time and explore new ways of delivering transport services that connect people with where they need to go.

Policy 15

We will identify routes important for sustainable and active transport and give priority – especially in urban areas – to sustainable and active modes of transport.

On certain corridors in urban areas we will put in dedicated, segregated lanes for public transport and / or cycling, recognising that this is likely to make travel for general vehicles slower, although it might be possible to put in complementary measures elsewhere. This would enable us to meet the challenges set out by government in their guidance on cycling, where dedicated, segregated cycle facilities

are the only types of provision that they have indicated will receive funding. It will also allow dedicated, segregated bus lanes to be implemented in full on important public transport corridors into the urban centres. This will support government policy and our environmental targets as well as respond to the strong public feedback we got for public transport and safe infrastructure for sustainable and active travel. The support for active transport intervention has been particularly heightened with Covid-19.

In managing the network, and in considering dedicated facilities on some corridors for certain types of user, we will consider access by powered two wheelers (including motorbikes, mopeds, etc...). Powered two wheelers can provide cheap, efficient transport options and can be used by younger people before they are old enough to drive. We will also give consideration to priority for high-occupancy vehicles where this will be effective and can be supported through necessary enforcement.

It is important to ensure good connections for freight, whether this is produce manufactured in the county or for individuals. Improvements to strategic connectivity will help on the main transport corridors. Within urban areas we will need to maintain access balancing this against large vehicles attempting to deliver into the heart of our historic towns and city. Initiatives such as freight consolidation onto smaller vehicles or electric powered cargo bikes might provide an answer.

The county council is refreshing its walking and cycling strategy, taking account of the recently published Gear Change and corresponding local transport note. This sets out, amongst other things, government's vision for active travel as well as the standards for infrastructure provision. We have developed Local Cycling and Walking Infrastructure Plans in our major urban centres and are now setting out on developing one countywide. In the future, the council will need to consider how to deal with newer forms of transport like e-scooters. Although not currently generally legal on the highways network, we are participating in trials in Norwich and Great Yarmouth allowing the use of rental scooters on the carriageway and dedicated cycle facilities.

Access to and within Norwich

The county council is currently reviewing its transport strategy for Norwich. This will set out the detail of how we intend to improve access to and within the city; the following provides a summary.

The county council wants to encourage the use of more sustainable forms of transport, such as public transport, cycling and walking. Completion of the A1270 Broadland Northway has enabled traffic to avoid the city, allowing many improvements to be brought forward without compromising the functionality of the road network. Completion of the Norwich Western Link will connect the Broadland Northway to the A47 in the west and will be complemented by sustainable transport measures. The Norwich Western Link would provide a higher standard route between the western end of Broadland Northway and the A47 and significantly improve travel between these two major roads. Traffic congestion, rat-running and delays to journeys are all significant issues on minor roads to the west of Norwich.

Parts of Norwich have been declared as an air quality management area. The major pollutant source in the city is road traffic. Source apportionment exercises identify oxides of nitrogen from road traffic to be the most significant source of nitrogen dioxide (NO₂) and, more specifically, buses and taxis to be the main contributor. Interventions need to be made to stabilise traffic levels and as a result improve air quality around Norwich. Chapter 7: Enhancing Norfolk's Quality of Life details how we intend to tackle this.

The county council will continue with the programme of increasing the number of walking and cycling routes. We will also create a new public transport route to connect Norwich Airport to the airport industrial estate, enabling longer-distance connections to the growth areas. Other priorities include the expansion of Thickthorn Park and Ride, quicker buses and new transport links to Norwich Airport, the University of East Anglia and Norwich Research Park, principally with the city centre. One priority is to increase the amount of bus priority in the city area and on the core radial routes into the city. By enhancing the Park & Ride offer we can make it a more attractive solution than the car.

We will also continue to work on accessibility issues to key regeneration sites including the East Norwich Strategic Regeneration Area where redevelopment will need supporting vehicular, pedestrian, cycle and public transport access infrastructure. Anglia Square will also need improvements in connectivity and permeability across the site with new and enhanced pedestrian and cycle links and improved shared transport services (buses, car club and bike share).

It is important to make it easy for passengers and all visitors to Norwich to know how to get to the city and how to get around while they are there. The results of the Local Transport Plan consultation showed that better use of technology to update travellers on traffic conditions, public transport and accidents is a priority for residents.

Access to and within towns and urban areas

Transport networks need to provide for economic growth, reduce social inclusion, contribute to environmental improvements, reduce emissions, and provide better accessibility to and within towns and urban areas. Our focus will be on providing sustainable links to connect in and around towns and urban areas including linking to longer-distance rural networks and to, and within, new developments. We will continue to work with bus companies to provide connections and improve the public transport offer. We recognise the need to better integrate public transport with school transport and provide travel training so more young people can access this.

New growth in urban areas has the potential to worsen current congestion areas during weekday peak hours; a concern also for leisure and tourism in coastal and market towns. The county council has completed market town transport network improvement strategies in the ten towns where need was greatest. These provide more detail on (amongst other things) how, and where, sustainable transport links will be provided and where new transport infrastructure should be considered to accommodate growth.

The council has also adopted transport strategies for King's Lynn and Great Yarmouth where more detail can be found about plans in the two towns. Highlights

include, at Great Yarmouth, continuing to improve local connections particularly on the cycle network, working with Highways England on A47 improvements and construction of the Third River Crossing. In King's Lynn there is again a focus on sustainable transport links together with working with the Borough Council on parking, congestion and air quality issues. To the south of the town, partners are working on development proposals at West Winch, including the West Winch Housing Access Road. This is required for 4,000 planned houses and will be complemented by sustainable transport links including links to the town.

Access in rural areas

The Local Transport Plan consultation showed that residents and businesses feel that access in rural areas is the poorest in the county. There is a need, and demand, to enhance walking and cycling connections between parishes, to nearby services and to market towns. Routes for cycling and walking are often seen as too unsafe and public transport seen as too infrequent to be useful, particularly for commuting. The county council is currently refreshing its cycling and walking strategy, which will include development of suitable networks in both rural and urban areas. A Local Cycling and Walking Infrastructure Plan is being developed countywide. Local footpaths and other assets such as longer-distance trails can provide important local connections for leisure and other uses such as connecting people to services.

The council currently works with parishes to formulate solutions for transport in their area, such as the use of car schemes, dial a ride, and feeder services. It is also vitally important that we plan for links from new housing developments at an early stage to make sure infrastructure is in place, alongside transport services and incentives not to drive.

We will continue to look how we get a better understanding of need in rural areas, and how this might be accommodated given the challenges relating to provision of services. Research and data collection will ensure community resilience if we can better understand the real places that people in rural areas want to access to help overcome social exclusion and isolation.

Access for all

It is important to ensure no sector of society is disadvantaged by the local transport offer. Therefore, we need to make sure that transport can cater for those with physical disabilities; that young people have the access they need for education and work opportunities; that the way the roads and streets are laid out does not create difficulties.

Barriers to the network can include, mobility issues, disability, age, hidden disabilities and cost and frequency of transport options.

Policy 16

We commit to providing a network where transport and movement can be accessed, understood and used to the greatest extent possible by all people. We recognise that people who live, work in and visit Norfolk access the network in different ways, depending on their individual circumstances and characteristics, and that what enables good access for one person may act as a barrier to another. We will therefore robustly assess all schemes and pay due regard to the Public Sector Equality Duty (along with our other duties and responsibilities), to identify potential barriers and determine how best to overcome any barriers and facilitate access to the greatest extent possible for all. Where appropriate, on a case-by-case basis, we will make reasonable adjustments.

The ability to physically access places people need to get to is fundamental. However, street environments can be difficult to navigate for some. An understanding of the barriers that people face is needed so that these barriers can be taken into account at all stages of policy making and scheme implementation. When making or considering changes to the network, including to public transport services, we will strive to make sure that it is suitable for all users. To help people access the transport network, information needs to be easily accessible to all people and in a format people can use. Where possible, we will work with partners to provide more information, support and suitable infrastructure to users to help all people feel confident about the full range of transport options available.

The county council will continue to work to support all groups being able to use the transport network. This includes:

- Removing and consolidating signs that restrict footway space and installing dropped kerbs and tactile paving
- Supporting the expansion of the use of talking bus stops outside Norwich city centre and Park & Ride sites, which are fitted with RNIB React software. With these you can use a RNIB React key fob to obtain information about the name of the bus stop and the next bus departure.
- A large tactile map that provides bus travellers with audible information is also now available at Norwich bus station. The map offers live travel information on bus station facilities, nearby bus stop locations and departure times. Designed to be fully inclusive, the map is fitted with an RNIB React module and responds with a location message and sound when a user with a React key fob approaches. If the user presses a button on the fob, the map will announce any message that is being displayed.
- Braille bus hailers are hand-held flipbooks, which are designed to clearly signal to the bus driver which bus you are waiting for. Simply use the braille flipbook to show the number bus you need, or the word bus, and hold it out at the bus stop.
- Our Transforming Cities programme will address (lack of) step-free access to Wymondham rail station. We will continue to explore how we can improve step-free access at others, with priorities being Thetford and Diss.
- We will explore how we can improve the provision of information for public transport. Elderly people report that they are reluctant to use the bus network as they are left waiting at rural bus stops with no information on buses that have been delayed or cancelled.

- A report by Age UK states that 1.45 million of those 65 and over in England find it difficult to travel to hospital, whilst 630,000 of those 65 and over find it difficult or very difficult to travel to their GP. It is the people with the worst health and the lowest incomes who struggle the most to travel to health services. The most frequent reasons for not using public transport among those 65 and over are that it's not convenient and does not go where you want.
- We will encourage active travel. Walking and cycling for older people could help health and wellbeing, and reduce feelings of social isolation
- Streetscape, spacing and infrastructure design for (including for electric infrastructure eg charging, parking, signposting) will need to take account of accessibility for all including those with reduced mobility or disability
- Consideration will be given to those who may not have the same understanding of, or access to, emerging technology.

Alternatives to travel

Increased broadband coverage, particularly in rural areas and ensure new developments include this to enable more people to work and shop at home.

According to the Norfolk Infrastructure Delivery Plan the Better Broadband for Norfolk (BBfN) Programme is expected to increase access to Superfast broadband to 95% of Norfolk properties by the end of March 2020. At the time the plan was written, BBfN has seen access to Superfast broadband speeds increase from 42% in 2013, to 87% of Norfolk properties in March 2017. These figures are taken from the independent organisation "Think Broadband" data.

Behaviour change due to Covid-19 has meant that more people are working from home and accessing services virtually, such as online shopping. Therefore, it is important to monitor the way people are travelling going forward to assess what will be the 'new normal', and how we can support it.

Innovation

We will work towards cleaner bus fleets. This will include investigating how we overcome the challenges of electric vehicle fleets that can meet the – often longer distance journey – needs of the county. We will also consider safe and better journey cards. These cards have been designed for bus users who might need some extra assistance when communicating with drivers. They include messages such as "please give me time to find a seat" and "please speak slowly".

It is important to embrace innovative technologies to increase data collection to better understand how people use the network and the services they want to access. The publication of data on transport, journey times and performance can also help people plan journeys and select the most suitable mode of transport. Data Collection using Sensors can help us plan more reliable journey times and improve decision making. Making data available to people through prototype technologies can help users with accessibility needs better access the right forms of transport for their needs.

Chapter 9: Improving Transport Safety

This chapter deals with Transport Safety.

The chapter sets out that the council will seek to reduce the number of killed and serious injured on the road network by adopting a safe systems approach and working with partners to achieve this vision. The safe systems approach acknowledges that road users will make mistakes and interventions should be designed to tackle that and increase survivability if a collision occurs. It has five pillars of:

- Safe speeds
- Safe roads
- Safe road users
- Safe vehicles
- Post-crash responses.

The priorities will be to reduce the rate of casualties who are killed or seriously injured. This will be achieved in conjunction with other partners and organisations through the road safety partnership. The road safety team in Public Health is prioritising development of communities work and reframing the schools offer.

Safety is important on the transport network, both to reduce casualties and help residents feel safe on the network when using any mode of transport. We also need to consider how we can encourage people to use the roads in a safer manner by encouraging a change in behaviour.

Policies

This section provides a summary of the policies in this chapter.

Policy 17

Using the safe systems approach, the county council and road safety partners will work together to contribute to a reduction in the number of people killed and seriously injured on the road network.

What this means in practice:

- The safe systems approach recognises that road users will make mistakes, and that there are many variables which can cause a collision. A range of factors influence survivability if a collision occurs, including how the road network is designed, the safety of the vehicle, the condition of the road, amongst other factors, many of which are outside the control of a road user.
- A safe system which does not rely on the skills of the road user to avoid a crash but considers the whole experience, can be demonstrated in the following ways:
 - Transport systems and roads are designed to maximise road user survivability
 - The safe separation or integration of different road users are integral to the design process

- Safety schemes and maintenance of networks are prioritised to enhance the road user experience
- Speed management policy and interventions include environmental solutions and don't rely on road user compliance alone
- Road users are encouraged to choose alternative modes of transport, and the safest vehicles possible.
- Compliance is encouraged through initiatives which influence road user behaviour, and enforcement action is taken where required;
- There are fast and efficient emergency responses at the roadside.
- If we followed the alternative policies we have considered, it would mean that we rely on road users to take full responsibility for collisions and focus resource on improving their skill sets and behaviours as sufficient to reduce mistakes and crashes.
- The new approach allows partners to into consideration the variables involved in a collision.
- Promoting alternative, safe forms of transport through active travel initiatives will have health and environmental benefits.
- Using intelligence and evidence to inform action will contribute towards effective allocation of resources to maximise impact.
- Nationally the Department for Transport, and the police chief's council have adopted the safe systems approach following international guidance from the WHO to tackle collisions on the road. Locally Norfolk County Council adopted the safe systems approach in November 2018, followed by the Road Safety Strategic Partnership in 2019.
- In 2009 there was a commitment to reduce the number of killed and seriously injured on the roads by a third by 2020. This has not been achieved, therefore a step change in policy and practice has been agreed by partners.

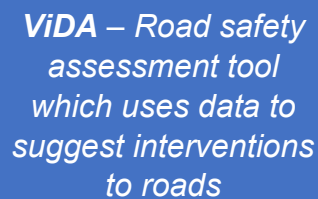
Achievements

- ★ Design and continual implementation of cycling schemes within the greater Norwich area has required significant cross working between differing disciplines across different organisations. The long-term goal of providing accessible cycling facilities should contribute to many strategic aims regarding congestion and air quality in the built environment as well as making cycling a generally safer and more attractive mode of travel.
- ★ Campaigning and engagement with Highways England regarding improvements to single carriageway sections of A47 will lead to safer journeys on one of Norfolk's longest, busiest roads. A route which experiences high numbers of killed or seriously injured casualties (KSIs) due to its busy nature and intermittently poor standard.
- ★ Refreshing the Road Safety Partnership and agreeing the safe systems approach as a county council. The wider partnership has also adopted the approach, including Norfolk Constabulary, Highways England and the Office of the Police and Crime Commissioner.

Evidence

The safe systems approach accepts that road users will make mistakes, and that the system itself should reduce the likelihood of serious harm occurring when these mistakes do happen.

Norfolk County Council is keen to explore the ViDA approach to roadway analysis which will enhance our understanding of key routes and will enable us to explore a more proactive rather than a reactive approach to road safety and road improvements by reducing risk on roads based on the safe systems approach. Use of a standardised risk analysis tool enables meaningful comparisons with similarly developed European neighbours.



*ViDA – Road safety
assessment tool
which uses data to
suggest interventions
to roads*

Challenges

Seeking to reduce the number of people killed or seriously injured on our roads after a decade of stagnant performance in accident reduction. This is the single largest challenge which we face and is the primary reason for work in road casualty reduction.

Addressing risk reduction is made harder by challenging financial circumstances. Opportunities to engage new technologies may help but these are likely to require significant investment.

There is currently a lack of evidence on effective behaviour change interventions aimed at road users of working age, which are a critical target group.

Dealing with Norfolk's continuing aging population. Whilst older people are not necessarily more likely to be involved in road traffic collisions and tend to selectively adapt their driving habits to account for any late life degeneration, they are more at risk of injury in the event of any collisions.

Priorities for road safety

- ★ Reducing the rate of casualties who are killed or seriously injured is the key priority for the road safety partnership.
- ★ The road safety partnership is developing shared data sets through Powerbi dashboards to help target interventions more accurately.
- ★ The road safety team in Public Health is prioritising development of communities work and reframing the schools offer.

Strategy for delivery

Adopting the safe systems approach means using the following sub-topics to formulate our responses to road safety collisions in the county:

- Safe speeds
- Safe roads
- Safe road users
- Safe vehicles
- Post-crash responses.

Safe Systems Approach –
Design roads to reduce the risk of crashes by segregating different road users to make routes safer

This is to ensure that the emphasis is not entirely on the road user, since the approach accepts that people will make mistakes and that this needs to be considered when designing the system.

A key focus for delivery in engineering should be on maximising survivability and including it in the design of networks and interventions.

A key focus for the road safety partnership is to use intelligence to target particular behaviours when developing interventions.

Policy 17

Using the safe systems approach, the county council and road safety partners will work together to contribute to a reduction in the number of people killed and seriously injured on the road network.

Safe speeds

Norfolk County Council is responsible for setting speed limits on local roads and does this through the Norfolk Speed Management Strategy which aims to address road safety issues as well as economic considerations and the environment.

The basis of the Norfolk Speed Management Strategy is to both set appropriate speed limits and achieve a reasonable level of driver compliance with those limits.

Between 2000 and 2010 speed management contributed to a 59% reduction of road collisions in Norfolk with a reduction in killed and seriously injured (KSI) from 862 to 353

This approach to speed reduction and traffic management is informed by the Safe Systems approach to road safety, which refers to the four components of the System as:

- Road Users
- Vehicles
- Roads and roadsides
- Speed Limits.

Potential or proposed changes to speed limits should be based on the following assessments:

1. What is the function of the highway corridor and the surrounding environment? Where ease of access or a sense of place are of greater importance, quality of life and social interaction may benefit from a lower speed limit.
2. Casualty numbers. Are the accident rate and/or severity pattern higher than expected? A lower speed limit or interventions to improve exiting speed limit compliance may be appropriate.
3. The need to increase walking and/or cycling and whether a lower speed limit would help encourage this. Whilst likely to apply in urban areas and in the vicinity of schools this may also warrant consideration in tourism areas.

The 'Self-Explaining' Road (SER)

Physical measures such as speed humps or chicanes force the road user to reduce speed. Another approach is called the 'Self Explaining' Road, to redesign the road environment in order that drivers are persuaded to choose to reduce speed. The SER concept advocates a traffic environment that elicits safe behaviour through its design.

Safe Roads

Intelligence-led route risk identification and targeted reduction methods enable progression towards a safe system. Risk mapping via VIDAS and analysis by Road Casualty Reduction Analyst.

Continuing identification of cluster sites and targeted intervention.

Ongoing programme of pedestrian crossing assessments and implementation, ensuring that sites with the greatest potential benefit are prioritised.

Safe Road Users

Norfolk county council continues to deliver court diversion and other courses aimed at educating drivers about road safety and awareness. A memorandum of understanding with the Constabulary is in place to enable this work, and much of it is regulated by national requirements. The following courses are delivered:

- National Speed Awareness Course
- National Motorway Awareness Course
- What's Driving Us
- Safe & Considerate Driving
- Rider Intervention Development Experience
- Your Belt Your Life, online course facilitated by the Safety Camera Partnership.

Upwards of 30,000 clients per year access courses. These is a blend of behaviour change interventions with an element of on road coaching within the Safe and Considerate Driving course. Each course is delivered by nationally licensed self-employed trainers and courses can be deliver anywhere in the country. Those delivered in Norfolk are internally quality assured and monitored by the Road Safety Team at Norfolk County Council.

The road safety partnership priorities will be supported by the **Road Safety Communities Team**. This is a partnership commitment, and is outlined as follows:

Opportunity for Norfolk	Potential goal
Contributing to the road safety evidence base	For interventions to be monitored, evaluated and adapted as necessary to ensure effectiveness for the residents of Norfolk and to contribute to the national and international evidence base
Habitual/Automated behaviours	Influence the road user to be mindful and alert during their regular journeys
Risk taking behaviours	Target risk-taking behaviours such as speeding, distraction while driving, drink and drug driving and promote desirable behaviours. To achieve this, utilise all elements of the safe systems approach
Build capacity in the community	Work collaboratively with key stakeholders to achieve a Safe Systems approach in Norfolk
Road safety education in schools	Support schools to incorporate road safety education into everyday learning, integrating the messages within other subject lessons to achieve a continuum of learning. This could be through the development of evidence-based resources and training for teachers and schools
Sharing the road	Agree an approach including campaigns and interventions to keep two-wheeled road users safe whilst promoting sustainable active travel

Internal schemes of work consist of the following:

- Taxi assessments for district councils (Broadland, Norwich City, Breckland and South Norfolk)
- Minibus assessments for schools, colleges and academies
- Additional Driver development sessions
- Driving for work guidance and delivery
- Older driver assessments (GOLD) banner
- Motorbike rider Interventions.

Safe vehicles

Modern cars are designed to protect occupants in a crash. Increasingly vehicles are being designed and fitted with systems for collision avoidance and injury mitigation and protection. Driver assistance technologies help keep drivers to speed limits and traffic lanes, ensure occupants wear seat belts and are often able to warn drivers about the proximity of hazards or other vehicles; or take direct intervention and action.

There is a strong track record of Norfolk industries taking the lead in advanced manufacturing and technology and, particularly with the Lotus Group sited within the county, we are well-placed to work with partners to innovate in this area.

Post-crash responses

Working in partnership with other organisations and the emergency services will ensure fast and efficient emergency medical help, diagnosis and care. This forms the final pillar of the Safe Systems Approach.

Innovation

Governance:

Annual delivery plan for the road safety partnership with a range of interventions. A Road Safety Operational Group reports to the Road Safety Strategic Board. There is also a Safety Camera Partnership. All oversee the activities of partners.

The road safety partnership has agreed in addition to business as usual, to work together to target specific road user behaviours such as risk taking and habitual, automated behaviour. It should be noted that efforts to reduce casualties in young drivers and riders (motorbike users) will remain, due to the disproportionately high number of casualties in these areas.

Norfolk County Council has taken steps in the staff structure to make safety a key focus in transport strategy. Our previous 'Team Manager – Network Safety & Sustainability' role, with oversight of safety engineering, traffic signal design, traffic modelling and traffic surveys, has been replaced with a 'Highway Network & Digital Innovation' Manager. This new post will be looking at the issues discussed in this chapter and how new technology and innovation will both affect transport safety and how it can improve it.

Chapter 10: A Well Managed and Maintained Transport Network

Introduction and chapter summary

This chapter deals with:

- Maintenance. This is how the county council looks after the transport network and includes keeping roads, pavements and cycleways in good condition
- Management of the network. This is how the county council deals with issues like information provision, and how the network is used. For example, the principles about which types of road should have bus lanes or cycle lanes on them.

This chapter sets out how we will manage and monitor the network so that we achieve the objectives set out in the other chapters.

The chapter sets out that:

- The county council receives a funding allocation each year from government for its local transport plan. We will use this predominantly for maintenance and maximise our use of other funding sources for new measures like cycleways, roads or public transport infrastructure. The county council has a good record of drawing down such funding.
- We will prioritise spending money on maintenance on the most-used parts of the network: the main roads between urban areas and within the urban areas themselves. In our built-up areas we will prioritise maintenance of those parts of the network used by people walking and cycling
- Within urban areas we will focus on providing bus priority or cycling on certain corridors, even if this means it might take longer for other general traffic to use the routes. We will aim to make all journeys reliable so that people know how long a trip is likely to take. This is something that came across strongly in our consultation. The chapters on accessibility and connectivity set out how we will choose corridors we consider as important, dependent on the journey being made and how people choose to make it
- We will focus on identifying the key risks to the transport network from climate change, such as potential flooding, and focus tackling these where they are likely to be most disruptive to journeys. Our chapter on quality of life shows the strategy for reducing carbon
- We will embrace new and innovative technology so that we can better monitor and maintain our networks and provide information to users. This links strongly with the policy on technology in our future chapter, where we explain this further.

Norfolk has one of the largest transport networks in England, with the County Council being responsible for over 6,000 miles of road, managing all aspects of this network. This includes road maintenance, water drainage arising from the roads and street lighting. The County Council also has responsibility for maintaining 2,400 miles of public footpaths and other public rights of way and cycleways.

Policies

This section provides a summary of the policies in this chapter.

Policy 18

Maintaining the current highway asset will be a key priority for funding. Works should be targeted to ensure A and urban / inter-urban routes are in good condition.

What this means in practice:

- We will use the annual allocation of Local Transport Plan funding from government predominantly for maintenance and maximise other funding sources, like from bids, for new measures like cycleways, roads or public transport infrastructure
- It is not possible to maintain all of the network to the same standard as we currently maintain the most well-used roads. If we didn't prioritise, given the levels of funding available, the network would still be maintained so that it is kept safe, but the condition of the main roads would not be as good as they are currently. The proposal is to prioritise the major roads, even if this means that we cannot maintain the condition of other roads, pavements or cycleways to the same standards
- There is a substantial transport network across Norfolk with only a small proportion of this being A and urban / inter-urban routes. Much of the network comprises minor roads where there is less vehicular (and other) traffic leading to less degradation and therefore less requirement for maintenance at the same standard as A roads and significant multi-purpose routes into urban areas and market towns
- As there is insufficient funding to maintain all roads to the current standards of the most well-used roads, our value for money assessment shows the major roads, which carry much greater volumes would not be kept to their current standard if this alternative was chosen. Solutions should always be cost-effective in context and provide for a safe environment
- All roads, pavements and cycleways (and other parts of the transport network) will be kept safe with repairs when required.

Policy 19

We will identify corridors important for sustainable and active transport and focus maintenance on provision for these users where its impact would be most beneficial in market towns and urban areas.

What this means in practice:

- We will prioritise maintenance of those parts of the network used by people walking and cycling in our built-up areas. This will mean that the condition of cycle lanes and pavements on the most well-used routes is at the highest standard possible
- If more people choose to walk or cycle for short journeys it would help to achieve some of the county council's objectives including contributing towards the carbon target in our environmental policies as well as health outcomes including through air quality improvements. It will also help meet government policy and other environmental challenges
- Ensuring that the most well-used walking and cycling routes are well-managed and maintained will result in more people travelling sustainably
- If we focussed on keeping the carriageway for general traffic at the highest standard possible, rather than focussing on pavements and cycleways, it would not help meet the wider policy objectives and challenges, or support government policy.

Policy 20

In urban areas we will focus on measures to improve public transport corridors to make those journeys quicker and, in areas identified as having less congestion, we will aim to make all journeys more reliable.

What this means in practice:

- In our urban areas the management of the network will favour improving conditions for public transport through the implementation of measures such as bus priority lanes, giving priority to buses at traffic signals and restrictions of general traffic. This is likely to mean that it might take longer for general traffic to use the routes in urban areas.
- Outside urban areas, the roads are generally less congested and do not require bus priority measures. Here we will aim to make all journeys reliable so that people know how long a trip is likely to take, even if this means that sometimes journeys might take longer than they might do on a 'good day' (but less time than on a 'bad day').
- In our consultation, public transport improvements came across as very strongly supported. Also, people wanted more reliable journeys, even if this meant that, on some days, journeys might take a little longer
- Focussing only on car traffic would have knock-on consequences such as slower or more unreliable journeys for other users in buses or walking and cycling. (It might mean buses getting caught in general congestion because there are no dedicated bus lanes for them; pedestrians might find it more difficult to cross roads because the focus would be on keeping car traffic moving; cyclists would need to cycle on the main carriageway as dedicated cycle lanes would not be a priority.) This would not support wider objectives including reducing congestion, improving health outcomes, reducing carbon or support government policy or environmental challenges.

Policy 21

The likely impacts of climate change on the highway network should be addressed to ensure assets are resilient. Where assets can't be made resilient to impacts of climate change, such as coastal erosion, we should have planned alternatives so we can respond faster and avoid disruption. We will use a risk-based approach to determine the priority for action.

What this means in practice:

- Climate change is resulting in, amongst other things, longer, hotter summers and increased incidences of heavy rainfall, leading potentially to the risk of flooding on parts of the network. Our policy will see us focussing on identifying the key risks from climate change and directing efforts on tackling these where they are likely to be most disruptive to journeys, especially on those parts of the network identified as critical to keep functioning
- Taking a risk-based approach to interventions will allow the council to identify the highest risks, both in terms of where the network is likely to be affected, and also the consequences of that risk. As we don't have sufficient resource to tackle all potential impacts, this approach will mean that the areas with highest risk, on the parts of the network considered to be of most consequence, can be focused on first.

Policy 22

New and innovative technology to collect data about the network, inform decisions, assess where to target funding on the network and share information with the public will be embraced and used proactively.

What this means in practice:

- We will be proactive in using new and innovative technology so that we can better monitor and maintain our networks and provide information to users.
- This will mean continuing to move away from labour intensive data collection measures that largely rely on manual counts or – at some sites across the county – the use of specialist equipment to record usage. These do not, in any case, provide the level of analysis that innovative technology can provide
- Public behaviour, electric vehicle technology and priorities for traveling are changing rapidly and Norfolk County Council has a responsibility to respond to this change. We feel this can only be done by adopting new technology and being more innovative.

Achievements

★ We have managed and made improvements to the road condition during a period of austerity. The National Highway Transportation (NHT) Survey shows that Norfolk performs well against its peer group and came out on top in 2019 with the 'Highway Maintenance' and 'Tackling Congestion' categories, both above the NHT peer group average

★ We secured £10.3m through a successful bid for the Greater Norwich Area Surface Water Drainage scheme, which delivered upgrades to key drainage

infrastructure, addressing long standing flooding issues across a wide residential area

- ★ Additional funding has been secured from government, including £22.3m from the Department for Transport in May 2020, a higher sum than that given to any other local authority in the east of England, which will be used to repair and maintain roads, bridges, pavements and cycle paths
- ★ The Norfolk Permit Scheme was established in 2014 and continues to work well. It ensures that disruption to road users is kept to a minimum by managing and coordinating activities on our network, including for our own road maintenance programme, utility works and community events
- ★ Opening of A1270 Broadland Northway in 2018; a £205m road scheme around the north of Norwich to ease congestion and unlock economic growth, which is integral to the development of growth and new sustainable transport measures in Norwich
- ★ Infrastructure changes to support sustainable growth, such as Push the Pedalways in Norwich, which was improvements to Norwich's eight-mile pink pedalway and the connections leading to it.

Evidence

Successful maintenance is assessed in terms of highway condition. Annual condition results look at roads, footways, traffic signals and bridges. The National Highway Transportation survey collects public perspectives on, and satisfaction with, highway and transport services in local authority areas. Around 3,300 Norfolk people were chosen at random to rate a range of highways and transportation services in the 2019 survey. These responses have been compared against our peer group consisting of 28 large counties. In the latest survey Norfolk County Council was ranked 1st in our peer group.

The county council also has a strong track record in securing additional funding and has been successful in receiving competitive funding from government's Maintenance Challenge Fund. In Tranche 1 (2015-18), funding was received for the Greater Norwich Surface Water Scheme, which was a £10.3m scheme to make improvements to Highway Drainage and resilience to flooding. A £2.5m grant has also been received for Tranche 2B (2019-20) towards resurfacing A1122 Marham & A1066 Brettenham to Riddlesworth; £2.8m scheme for delivery in 2020-21. More recently we received £22.3m for the repair and maintenance of roads, bridges, pavements and cycle paths.

Challenges

Maintenance

- There is a great deal of funding uncertainty around highway maintenance and we are currently awaiting the outcome of the next government spending review
- There are limited times when roadworks can be undertaken, which leads to a conflict between closing roads and increasing congestion for a limited period

Managing the Network

- Increased demands on the network push capacity to its limits, causing disruption to road users' journeys. There is a major challenge in being able to provide capacity for fast journeys at the same time as making sure that journeys are reliable
- Influencing decisions made on the trunk roads in Norfolk (A11 and A47) which are managed and maintained by Highways England. These are the main routes used to travel between the three largest urban areas in Norfolk, Norwich, King's Lynn and Great Yarmouth, and have a big impact on journey performance for a large proportion of highway users in Norfolk
- We need to strike a balance between maintaining accessibility for car users whilst encouraging walking and cycling and bus use
- Planning for walking and cycling intervention is becoming increasingly important but we currently have limited data on its usage. Therefore, we need to innovate and develop more tools to monitor and evidence future improvement schemes. Traditional automatic traffic counters do not detect pedestrians, nor do signalled crossings detect walking/cycling particularly well
- More and more data is becoming available through tools like apps on mobile phones. However, the county council currently has no influence over some of the information provided by these technologies and therefore has little or no control over how people use the network, especially route planning or choosing diversions. We will therefore actively consider and deploy technology to collect data and provide information to the public to encourage behaviour change.

"we need to encourage a move away from car use and encourage people to use more sustainable transport options"

Response to the Local Transport Plan Consultation

Priorities

Highway Asset Maintenance Policy and Strategy was refreshed and approved by Norfolk County Council's Cabinet in January 2020 for 2020-23. We will consider the need for a refresh following government budget announcements or the five-year spending review.

It is increasingly important to support an increase in sustainable transport to promote healthier lifestyles and a healthier environment. This shift in need was reflected in the Local Transport Plan consultation, which showed that a large number of people in Norfolk feel that focus should move away from the private car, to focus more on

improving infrastructure for walking, cycling and sustainable public transport. The need for, and public support of, active travel has increased since Covid-19, so this should become an even more integral part of planning and managing the network.

Achieving value for money from our funding remains a priority.

Strategy for delivery

Maintenance

We have established delivery mechanisms to deliver maintenance of the network.

- Works
 - Norse Highways are principally involved in delivering routine and winter maintenance with some small works
 - Tarmac are concerned with improvement and maintenance, and seasonal maintenance such as gullies, weeds, and grass
 - Eastern Highway Alliance 3 is a Regional Framework contract designed to reduce the time and cost of maintenance by created a bank of contractors to manage highway maintenance and management schemes
 - Norfolk County Council has an in-house design function, enabling us to respond quickly to need
 - The council has a contractor partnership with WSP to support the highway works programme
- Major Projects
 - Includes projects such as the Great Yarmouth Third River Crossing, Long Stratton Bypass, West Winch Housing Access Road, and the Norwich Western Link
 - Bespoke procurement routes depending upon size and complexity of project
 - Possible use of Eastern Highway Alliance 3 (a bank of contractors set up across ten councils in the east of England for delivering highway maintenance and improvement schemes).

Network Management

- Developing local indicators for journey reliability and congestion that can evidence the need for future improvement schemes
- Exploring the use of innovative technology, such as Artificial Intelligence cameras to better capture walking and cycling usage data in order to drive future efficiencies.

Various agencies have responsibility for different infrastructure. Highways England is responsible for trunk roads, train operating companies and Network Rail for railways (although government will reform this arrangement with Great British Railways), and utility companies for the pipes and cables underneath the streets providing water, gas, telecommunications (including broadband) and electricity. We will aim to work in partnership with these bodies to provide the most effective and efficient networks.

Maintaining the network

Norfolk County Council has a Highway Asset Management Policy and Strategy of individual asset types such as roads, footways and bridges, aligned with the six-year

Council Plan “Together for Norfolk,” which sets out the council’s priorities for 2020-21 and beyond. A performance framework is in place, with targets agreed by members to monitor at annual review.

The county council receives a funding allocation each year from government for its local transport plan. Given the levels of this allocation, we will make sure that we put enough of this into maintaining the roads, prioritising this above using the allocation to fund improvements to roads, pavements or cycleways. This makes it critically important that we successfully access additional sources of funding, usually through competitive bidding processes, for improvements like new cycleways, roads or public transport infrastructure.

Policy 18

Maintaining the current highway asset will be a key priority for funding. Works should be targeted to ensure A and urban / inter-urban routes are in good condition.

We will prioritise maintenance spend on the most used parts of the network: main roads and urban areas. The whole of the network will be maintained so that it is kept safe, but the condition of other roads, pavements or cycleways will not be maintained to the same standards as urban / inter-urban routes.

Policy 19

We will identify corridors important for sustainable and active transport and focus maintenance on provision for these users where its impact would be most beneficial in market towns and urban areas.

We will prioritise maintenance of those parts of the network used by people walking and cycling in our built-up areas. This will mean that the condition of cycle lanes and pavements is at the highest standard possible in areas where they get most use. We will also consider the implications of banning parking on pavements. This can be a particular problem in narrower streets with parked vehicles blocking pedestrian routes.

Getting the most out of our highway network

Capacity: we have approved a performance framework strategy to capture network congestion and capacity data. This will highlight areas of relatively poor performance on our Primary and Main Distributor Network. This will be used to drive future improvement schemes and support future funding bids by evidencing the need for investment. This is covered in more detail in the chapter on Connectivity.

Reliability: consultee responses tell us that this is an important issue to them, we have therefore developed this in conjunction with congestion data to deliver similar aims. We will trial technology to monitor the network to inform us about capacity to keep the network reliable.

We are exploring ways we can better capture data including for public transport, cycling and walking (eg we now have access to Strava, a mobile phone app for runners and cyclists, analysis tools). This will help identify areas of greatest need for

investment. This is covered in more detail at the end of this chapter, and also in the chapter on the future which explores innovation and technology.

Policy 20

In congested areas we will focus on measures to improve public transport corridors to make those journeys quicker and, in areas identified as having less congestion, we will aim to make all journeys more reliable.

In Policy 15, we set out that we will identify routes important for sustainable and active transport and give priority – especially in urban areas – to sustainable and active modes of transport. On corridors identified as ones important for public transport we will focus on providing bus priority even if this means it might take longer for general traffic to use the routes. This is because we recognise the importance of bus travel for people to access essential jobs and services.

Outside urban areas, the roads are generally less congested and do not require bus priority measures. Here we will aim to make all journeys reliable so that people know how long a trip is likely to take, even if this means that sometimes journeys might take longer than they might do on a ‘good day’ (but less time than on a ‘bad day’).

Highway network resilience

A key recommendation of the 2014 Transport Resilience Review for Local Roads is “that Local Highway Authorities identify a ‘resilient network’ to which they will give priority, in order to maintain economic activity and access to key services during extreme weather.”

Norfolk has established a number of defined networks within the overall transport network:

1. Our route hierarchy is based upon the functional importance of the route and provides a route of access for all parishes and generators of heavy goods vehicles. This is 2,394km, 25% of our network
2. Our winter service priority network is 3,403km, 35% of our network
3. Our core ‘snow plough routes.’ These vary based upon severity of the event and resources available.

Local highway authorities have many resilience responsibilities such as to mitigate the risk posed by flood risk, reduce emissions, reduce carbon footprint, maintain and protect the resilience of the highway network and manage the effects of climate change. A resilient network has been identified taking into account key sites and will become the focus to keep operational in the event of a major incident. The network comprises mainly A roads.

The proposed resilient network has been informed by these defined networks. The resilient network is 741km, 7.5% of our network, and represents a core network to give priority to in extreme weather. It contains key strategic sites which include access to RAF Marham (Defence), Bernard Matthews Gt Witchingham (Food Production (livestock)) and Bacton (Energy production).

The resilient network will be used as a basis for decision-making and is included in the prioritisation criteria for relevant assets. A process will be put in place for annually reviewing the resilient network, alongside the winter service network.

Policy 21

The likely impacts of climate change on the highway network should be addressed to ensure assets are resilient. Where assets can't be made resilient to impacts of climate change, such as coastal erosion, we should have planned alternatives so we can respond faster and avoid disruption. We will use a risk-based approach to determine the priority for action.

Climate change is having an increasing impact on the network with more incidences of severe flooding, as well as other impacts such as soil 'heave' or the requirement to use different materials because of hotter temperatures. We will identify the key risks from climate change and direct efforts on tackling these where they are likely to be most disruptive to journeys, especially on those parts of the network identified as critical to keep functioning.

Climate change resilience for new projects will be assessed through appropriate project level design and assessment. We will also work across disciplines to provide infrastructure that is better adapted for climate change, such as might be achieved through the use of vegetation of permeable surfaces.

Innovation

We have adopted the use of 'warm' asphalt with carbon saving benefits, although its use in Norfolk is limited by the distance from the asphalt plants. We hope to use this method more extensively, depending upon the widened use in asphalt plants and improved distribution in the supply chain. Norfolk County Council seeks to adopt new materials if they are proven to be robust in whole-life costing terms. We are also monitoring developments in the use of Graphine, and recycled materials.

Norfolk County Council developed a method of strengthening the existing sub-grade on the Broadland Northway (formerly known as the Norwich Northern Distributor Road) in Norwich allowing a thinner traditional pavement design. This could be adopted by Highways England in the future.

We are exploring the use of connected vehicle and mobile phone data in order to better understand how our network is used as well as journey performance. We are also currently trialling artificial intelligence cameras to better capture walking and cycling data. We will also exploit key contracts with companies such as Microsoft to trial use of AI technology to improve decision making.

We have developed a prototype for Network management data using vehicle movement data, which subject to committee approval, will provide an objective assessment of our network performance. Building on the Norfolk Innovation network we will trial sensor technology to collect information about air quality and network use. This information would help us understand if changes in the network improve air quality and how use affects the climate. This could be published to the public so people can make decisions that will improve their communities. The information

could also be used to inform route planning, how road works affect journey times and tourism.

Policy 22

New and innovative technology to collect data about the network, inform decisions, assess where to target funding on the network and share information with the public will be embraced and used proactively.

DRAFT

Chapter 11: Approach to delivery

Norfolk County Council is committed to working in partnership with district councils and other key partners to deliver a sustainable future for Norfolk. This Local Transport Plan will focus on working together for mutual benefit: A better connected county benefits residents and businesses alike.

Partnership working

- ★ *Norfolk and Suffolk Economic Strategy* places strong emphasis on working in partnership.
- ★ *Norfolk County Council Environmental Policy* includes working with neighbours Suffolk County Council and the Broads Authority. New targets set by the policy have also meant that we need to work in even closer collaboration with colleagues across the council such as highways, planning, public health and education.
- ★ *Together, for Norfolk* stresses the importance of working collaboratively and in partnership:
 - 'Working with a host of organisations, businesses and community groups county-wide'
 - 'Wherever possible, we'll continue to collaborate with our partners'
 - 'Genuine desire to work together', working in a more 'joined-up way'
- ★ Working with existing partners and suppliers to develop new technology and trial technologies already on the market to kick start innovation.

Example: A11 Cambridge-Norwich Tech Corridor

Norfolk County Council is working in partnership with the private sector, Cambridgeshire County Council and district councils in Norfolk, West Suffolk and Cambridgeshire, bringing together business, and academic and political leaders to grow the region's economy, attract funding and promote the region.

Community action and influence

A consultation on the themes for the plan was conducted Monday 13 Jan to Friday 28 Feb 2020, enabling the community to have their say on current transport in Norfolk, their priorities for the future of transport in Norfolk, and to influence the Local Transport Plan. We used feedback from the public, stakeholders and special interest groups to help us update our Local Transport Plan, making sure that it considers local peoples' current and future priorities for transport to help us shape the future transport provision in Norfolk.

As well as the online consultation we:

- Spoke to Norfolk Youth Parliament and collated their response as well as encouraging them to promote the consultation with the under 18s
- Commissioned an evidence report
- Commissioned a Strategic Environmental Assessment scoping report, which has been consulted on with the statutory environmental bodies (SEBs).
- Commissioned a Strategic Environmental Assessment

- Commissioned a study to test a number of policy levers to assess their impact on carbon emissions.

We undertook further consultation, in autumn 2020, on the Strategic Environmental Assessment (SEA). Alongside this, we published a draft version of the plan and invited comments. We have used these to help refine the plan. The SEA statement, included as an annex to the plan, sets out how the SEA has affected development of the final strategy.

Value for money and resource availability

Value for money is a key component of delivery and one of county council's core values.

Not all projects and ideas have dedicated funding. Therefore, we have created project pipelines, making sure that projects are ready to be implemented when funding becomes available.

Norfolk County Council is seeking funding from wide variety of sources including:

- Capital funding from the Local Transport Plan maintenance and integrated transport blocks
- Large local majors, a government funding stream
- Major road network government funding stream
- Developer funding - Community Infrastructure Levy and S.106 contributions
- Norfolk Infrastructure Fund
- Local Sustainable Transport Fund
- Active Travel Fund
- EU funding and its successor
- Tax Incremental Financing
- Delivery partners, such as Sustrans
- New homes bonus
- DfT "Cycle ambition in national parks" funding
- Cycle City Ambition Grant
- Active Travel Fund
- Roads Investment Strategy (trunk roads)
- National Productivity Investment Fund
- Growth Deal and its successor
- City Deal
- Business Rates Pool
- Enterprise Zone Fund
- Enterprise Zone business rates retention fund
- Local Investment Fund
- Housing Infrastructure Fund
- Homes England
- Transforming Cities
- Heritage Lottery fund.

Many of these funding sources are being reviewed, and we are aware that new ones will be announced during the course of the plan's implementation. We will keep

funding sources under review and continue to tap into them to keep the pace of delivery high. The county council has a strong track-record of securing funding and is confident that this can be maintained.

The plan sets out that we will seek to address air quality issues in urban centres and reduce carbon. Other areas have introduced schemes such as congestion charging or levying a charge against parking places at workplaces in urban areas. The revenue from this type of measure can be reinvested in transport. We are already reinvesting revenue generated from on-street parking charges back into transport.

Local Transport Plan Implementation Plan

An Implementation Plan is being developed. This will set out the projects and programmes / schemes and measures that will be brought forward to achieve the aims and objectives of the strategy. This will be developed throughout 2021 with its final adoption in January 2022.

DRAFT

Norfolk Local Transport Plan
Sustainability Appraisal: SA Post Adoption Statement
DRAFT: June 2021

Contents

1. Introduction How environmental considerations have been integrated into the plan or programme
2. How the environmental report has been taken into account
3. How opinions expressed in response to consultation have been taken into account
4. The reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives dealt with
5. The measures that are to be taken to monitor the significant environmental effects of the implementation of the plan or programme.

1. Introduction

Introduction to the Norfolk Local Transport Plan

Local transport authorities are required to have an up to date Local Transport Plan. The Government's 1998 White Paper on transport, 'A New Deal for Transport: Better for Everyone', introduced the concept of Local Transport Plans (LTPs) to steer the development of national transport policies at the local level. The Transport Act 2000 (now amended by the Local Transport Act 2008) then made it a statutory requirement for local transport authorities outside of London to produce LTPs having regard to Government guidance and policies on the environment.

The Local Transport Plan sets out the county council's plans and policies on all aspects relating to transport. This includes not only the council's own delivery, but also how it will engage with the plans and programmes of others where these have transport implications.

This might be how the council: influences national trunk road and rail delivery plans; works with partners like bus companies to deliver transport provision in a commercial market; responds to consultations on growth plans as the location of growth has many transport implications including how people travel and people's ability to get to opportunities dependent on where growth is located; and plans and delivers our own services to ensure that implications on travel and transport are taken into account in decision-making. The plan is a high-level, strategic document that is supported by a series of more detailed separate policy and guidance documents.

Members agreed to review Norfolk County Council's plan, which dated from 2011, in 2019. Development of the plan involved extensive consultation and engagement in early 2020, and consultation on the strategic environmental assessment, alongside which a draft of the plan was published, in late 2020. The plan was adopted by Cabinet on 2 August 2021.

Appraisal of Sustainability

A Sustainability Appraisal (SA), has been undertaken as part of development of the Local Transport Plan. This considered the impact of the plan against a range of social, environmental and economic indicators. The SA is accompanied by separate:

- Health Impact Assessment (HIA)
- Habitats Regulations Assessment (HRA)
- Equalities Impact Assessment (EqIA).

Strategic Environmental Assessments (SEA) are required by European Directive EC/2001/42 (SEA Directive), which was transposed into UK law by the Environmental Assessment of Plans and Programmes Regulations 2004 (SEA Regulations).

A SEA is mandatory for plans (including strategies) and programmes which are prepared for agriculture, forestry, fisheries, energy, industry, transport, waste or water management, telecommunications, tourism, town and country planning or land use, and which set the framework for future development consent of projects listed in the EIA Directive.

SEA only considers the environmental effects of a plan, whilst SAs consider a plan's wider economic and social effects in addition to its potential environmental impacts, however, it is obligatory that SAs meet all of the requirements of the SEA Regulations.

SA is used to inform the development of a plan, policy or programme. The SA is a systematic process that is undertaken during the preparation of a plan. Its role is to promote sustainable development by assessing environmental, social and economic impacts, as well as mitigating any potential adverse effects that the plan might otherwise have.

Purpose of the Post Adoption Statement

Post Adoption Statements help to improve understanding of, and gives transparency to, the process of how SA was used in the decision-making process. It shows stakeholders how environmental, social and economic factors have been considered throughout the plan-making process, including taking into account the opinion of statutory bodies, other local authorities and the public; it sets out the reasons for choosing the selected approach over alternatives considered; and outlines the measures for monitoring the significant environmental effects of plan implementation.

The SA Statement is a requirement of the SEA Regulations. This requires that, as soon as reasonably practicable after the adoption of a plan, the planning Authority (in this case Norfolk County Council) must make a copy of the plan publicly available alongside a copy of the environmental report and an SA Statement.

The SA Statement must explain:

- How environmental considerations have been integrated into the plan or programme
- How the environmental report has been taken into account
- How opinions expressed in response to consultation have been taken into account
- The reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives dealt with
- The measures that are to be taken to monitor the significant environmental effects of the implementation of the plan or programme.

2. How environmental considerations have been integrated into the plan or programme

Introduction

Environmental – as well as social and economic – considerations have been integrated into the plan throughout the process. The key stages of the SA process are the following:

- Setting the context and objectives, establishing the baseline and deciding on scope
- Developing and refining strategic alternatives and assessing their effects
- Preparing the SA Environmental Report
- Consultation on the draft revised LTP and the draft SA
- Monitoring the significant effects of implementing the revised LTP.

Scoping Report

An initial SA Scoping Report was prepared in January 2019. This report set the context and scope of the sustainability appraisal through:

- Identifying likely options for the delivery of the transport strategies
- A review of relevant policies, plans and programmes
- Collecting baseline information and identifying sustainability issues
- Development of the sustainability appraisal framework.

The SA Framework included fifteen SA objectives to guide the future assessment of policy options in the LTP.

Consultation on the Scoping Report took place for six weeks starting from 17 December 2019. Following consultation with the statutory bodies (Environment Agency, Natural England and Historic England) the report was updated accordingly.

Sustainability Appraisal

The assessment of the draft LTP at this stage included the assessment of both LTP policies and reasonable policy alternatives.

Preferred Draft Strategy

A preferred strategy for the LTP was consulted on for six weeks from 28 September to 9 November 2020. In line with the SEA directive, the draft plan included a number of reasonable alternatives which were also appraised. The publication draft was accompanied by the SA Report.

3. How the environmental report has been taken into account

Introduction

The SA findings and recommendations have been taken into account throughout development of the LTP. This is shown below.

Assessment of policies and reasonable alternatives

As the LTP will have a separate Implementation Plan, to be developed and adopted following adoption of the LTP strategy, the Environmental Report included the assessment of LTP policies and reasonable policy alternatives.

The Environmental Report found that, in general, LTP policies performed well against most SA objectives, with no significant negative effects being identified. Some uncertain effects were identified for air quality, noise, biodiversity and geodiversity, water, soils and mineral resources, landscape and townscape and cultural heritage and the historic environment.

LTP policies were found to generally result in more positive effects and less uncertainties than their policy alternatives. A summary for each SA Topic has been provided below:

- Air Quality: Policies have resulted in predominantly significant positive effects on air quality.
- Biodiversity and Geodiversity: Policies have generally resulted in both positive and negative effects on biodiversity and geodiversity.
- Climate Change, Soils and Resources and Water Resources and Flooding: Policies have resulted in predominantly significant positive effects on climate change (SA5) and carbon emissions (SA3) and neutral and uncertain effects on water, soil and mineral quality and resource (SA4).
- Community Access: Policies have predominantly resulted in significant positive and minor positive effects on the quality and safety of where people live (SA6), reduce poverty and social exclusion, improving access (SA7) and economic growth (SA8).
- Cultural Heritage and the Historic Environment: Policies have predominantly resulted in effects that are either both positive and negative or negligible.
- Economy and Employment: The policies have resulted in both significant positive and minor positive effects on economic growth (SA10) and access to employment (SA11).
- Health and Population: The policies have resulted in both significant positive and minor positive effects on reductions on death and injury (SA12) and encouragement of healthy lifestyles (SA13).
- Landscape and Townscape: Policies have predominantly resulted in effects that are either both positive and negative or negligible.
- Noise: Policies have result in a mixture of minor and significant positive and both negative and positive effects.

Cumulative Effects

An assessment of the potential cumulative effects on LTP with the local transport plans of neighbouring authorities was completed, looking at the potential impacts at a strategic level. Potential positive cumulative effects were identified for population

and health, economy and employment, community access and air quality. Potential uncertain/negative cumulative effects were identified for noise, biodiversity, cultural heritage, landscape and townscape and soils, water resources and flooding.

Health Impact Assessment

A Health Impact Assessment was undertaken as part of the development of the Local Transport Plan.

The assessment identified that the proposed transport objectives are all likely to result in positive health outcomes due to their focus on encouraging active and sustainable transport modes. However, enhancing connectivity and increasing accessibility could result in negative outcomes, particularly for air quality, noise and road safety, due a potential increase in the number of vehicles on the road. Overall, the Local Transport Plan is likely to contribute to improved connectivity and accessibility to jobs, services and health care.

Habitats Regulations Assessment

The LTP was subject to Habitats Regulations Assessment (HRA) screening and Appropriate Assessment (AA) for potential likely significant effects and adverse effects on the integrity of Habitats Sites at a strategic level.

A number of policies were screened-out due to their de minimis or beneficial effects on Habitats Sites, but other policies were screened-in for their further consideration at AA Stage 2. These policies are related primarily to proposed new infrastructure or improvement schemes, for which limited information is currently available.

Given the possibility of likely significant effects associated with the screened-in policies, further, detailed assessment through Appropriate Assessment is considered necessary at a project-level and on a case by case basis to satisfy the requirements of the Habitats Regulations.

Equalities Impact Assessment

An Equalities Impact Assessment (EqIA) was undertaken as part of the development of the Local Transport Plan. The assessment identified that transport policies are likely to result in primarily positive equality impacts with several neutral impacts at a concept level.

Appropriate assessments will be undertaken on a scheme by scheme basis to identify any scheme-specific impacts as projects come forward to delivery.

4. How opinions expressed in response to consultation have been taken into account

Introduction

Consultation has been undertaken in accordance with the SEA Directive. In summary, this has comprised:

- Consultation on the SA Scoping Report 17 December 2019 for six weeks
- Consultation on the public's and stakeholders' views about the future of transport in Norfolk and where they feel Norfolk County Council (NCC) should be prioritising resources between Monday 13 January and Friday 28 February 2020
- Consultation on a preferred strategy for the LTP for six weeks from 28 September to 9 November 2020. In line with the SEA directive, the draft plan included a number of reasonable alternatives which were also appraised. The publication draft was accompanied by the SA Report, which included consultation with statutory consultees (Environment Agency, Historic England and Natural England).

Scoping Report

The Scoping Report was consulted on between December 2019 and January 2020 with the statutory consultees (Natural England, Environment Agency and Historic England). Comments received from the statutory bodies were reviewed and were considered in the update of the Scoping Report. This helped to inform how the sustainability appraisal was carried out.

Public consultation on future of transport in Norfolk

The aim of the consultation was to get the views of residents, local businesses and key stakeholders on main concerns for the future of transport in Norfolk and where they feel Norfolk County Council (NCC) should be prioritising resources. This was not designed as a consultation on a draft plan, but to be used to inform the development of the Local Transport Plan.

The online consultation was open to the public Monday 13th January – Friday 28th February 2020 and was publicised by various means.

Engagement methods:

- Information about the consultation and a link to survey was sent out by email to stakeholders including District Councils, elected representatives, public Transport operators, stakeholder representative groups, eg disability groups and environmental organisations, statutory consultees
- Promoted on social media online: Posts from NCC twitter and Facebook accounts
 - The results were analysed throughout the consultation period and paid Facebook advertising was used to target key areas and demographics that were underrepresented
- Offline survey sent by request
- Telephone calls and in person with Norfolk Youth Parliament and disability and older people's groups.

Within the 6-week period 928 responses were received, of which 889 were from the public and 39 responded on behalf of an organisation.

The consultation was used to inform the development of the LTP from – essentially – its inception. Overall, the consultation showed a great deal of support for a proactive future thinking approach, with the environment at the forefront. There should be a greater focus on carbon neutrality and reducing the need for private cars. However, highway maintenance is still very important to residents and businesses who rely on the road network to commute, move goods or transport tourists.

The majority of responders strongly agreed that encouraging people to walk, cycle and use more public transport is vital. A large number of free text responses were concerned that without a safe and well-maintained infrastructure for public and sustainable transport residents, particularly in rural areas, will not be able to go car free. There was also support for encouraging electric charging points for cars to help encourage uptake of new technologies and a desire for Norfolk to lead in the development and implementation of new green transport technology.

Consultation on a preferred strategy and consultation with statutory consultees on the SA Report

Consultation on the SA report, alongside which a draft of the plan was published, took place in late 2020, between 28 September and 9 November 2020.

A small number of responses were received, largely comprising responses from district councils and the statutory bodies. District councils in the main supported the draft plan although a number of detailed comments were received particularly around how the LTP applied in detail in particular localities, and the relationship between the countywide strategy and the more detailed transport strategies already adopted, or in development, within localities.

5. The reasons for choosing the plan or programme as adopted, in the light of the other reasonable alternatives dealt with

Sustainability considerations have been considered throughout the development of the plan. Consideration of reasonable alternatives, required by the SEA Directive, was formally considered as part of the SA to inform the draft plan, which was published alongside the SA report consultation in late 2020.

The draft plan set out the reasonable alternatives to the preferred policies considered with a rationale explaining why the preferred policies had been favoured. This was informed by the SA. In order to assess reasonable alternatives, different options for delivering strategic level transport across Norfolk were developed and assessed against the established sustainability objectives and environmental baseline. The assessment considered the development and eventual adoption of the policies contained in the Draft LTP Strategy. Where possible, each LTP policy had a proposed policy alternative, with a total of 27 policy alternatives being assessed.

The reasons for choosing the plan or programme as adopted are set out in more detail in the preferred strategy, published by the county council for consultation in September 2020 and the SA Report, Appendix A, which sets out the findings of the assessments of the policy alternatives.

The SEA Regulations require that mitigation measures are considered to prevent, reduce or offset any significant adverse effects on the environment of implementing the plan. The measures are known as 'mitigation' measures. Mitigation measures have been proposed in the SA report, designed to avoid or reduce the effects identified as potentially negative through the policy assessments on the SA Objectives.

This process also identified enhancement measures that aim to optimise positive impacts and enhance sustainability. The SA Report identified that these mitigation measures should be used to inform the subsequent development of specific schemes in line with the strategic objectives and policies. This will be undertaken as part of development of the Implementation Plan for the LTP.

6. The measures that are to be taken to monitor the significant environmental effects of the implementation of the plan or programme

Introduction

The SEA Regulations require that monitoring is undertaken on a plan so that the significant effects of implementation can be identified, and remedial action imposed. The purpose of the monitoring is to provide an important measure of the sustainability outcome of the final plan, and to measure the performance of the plan against sustainability objectives and targets. Monitoring is also used to manage uncertainty, improve knowledge, enhance transparency and accountability, and to manage sustainability information.

Monitoring Framework

The aim of monitoring is to check whether the plan is having the significant effects that were predicted in the SA, and to deal with any unforeseen problems. As the assessment of LTP policies did not conclude any residual significant effects, monitoring was not proposed in the SA for significant effects. However, the SA found that some residual impacts remain uncertain and proposed monitoring for these. These monitoring proposals are set out below:

Table: Monitoring Proposals

Potential Uncertain effect	What needs to be monitored?
Potential negative effects on biodiversity and geodiversity	The number of biodiversity enhancement schemes implemented through LTP schemes
Potential loss of important agricultural land	Total area (ha) of permitted loss of best and most versatile (grades 1-3a) agricultural land
Increase in noise in NIAs	The number of developments located within NIAs Noise assessments submitted with planning applications within NIAs

Glossary

Active Transport	Active mobility, active travel, active transport or active transportation is transport through non-motorised means. The best-known forms of active mobility are walking and cycling, though other modes include running, skateboarding, non-motorised scooters and roller skates. We will mainly be discussing this in terms of walking and cycling.
Carbon neutral	Carbon neutrality refers to achieving net zero carbon dioxide emissions by balancing carbon dioxide emissions with removal (often through carbon offsetting) or eliminating carbon dioxide emissions altogether.
Clean Transport	Low carbon vehicles including cars and buses using cleaner propulsion (eg electric vehicles) and sustainable modes such as walking and cycling. Increasingly, there is a range of newer ways that people are getting about including e-scooters or, for delivering goods, delivery-by-drone or autonomous pods.
Emissions	<i>Emissions</i> is the term used to describe the gases and particles which are put into the air or emitted by various sources. We will focus on tailpipe emissions, Car fuel and CO2 <i>emissions</i> which are a serious threat to human and environmental health.
Highway Asset	Highways assets are all the parts that make up the highway infrastructure, including (but not restricted to): <ul style="list-style-type: none"> • roads • pavements • public rights of way • cycleways • bridges and structures • street lighting • signals and traffic management systems • some drainage systems • signs and road markings • fences and bollards • weather stations
Micromobility	Small, lightweight vehicles designed for individual use, operating at speeds typically below 25 km/h (15 mph). This includes mobility scooters, electric bicycles, electric scooters, electric skateboards,

	shared bicycles, and electric pedal assisted (pedelec) bicycles.
NCC	Norfolk County Council
Net Carbon Zero	Net zero means that any emissions are balanced by absorbing an equivalent amount from the atmosphere. In order to meet the 1.5°C global warming target in the Paris Agreement, global carbon emissions should reach net zero around mid-century.
Safe Systems Approach	<p>Safe System is based on the underlying principles that:</p> <ul style="list-style-type: none"> • human beings make frequent mistakes that lead to road collisions; • the human body by nature has a limited ability to sustain collision forces with known tolerance to injury thresholds; and • it is a shared responsibility between stakeholders (road users, road managers, vehicle manufacturers, etc.) to take appropriate actions to ensure that road collisions do not lead to serious or fatal injuries. <p>A key part of the Safe System approach requires that the road system be designed to take account of these errors and vulnerabilities so that road users are able to avoid serious injury or death on the road.</p>
Sustainable Transport	<p>Sustainable transportation is the capacity to support the mobility needs of a society in a manner that is the least damageable to the environment and can make a positive contribution to the environmental, social and economic sustainability of communities.</p> <p>These modes include walking and cycling but also public transport, electric bicycles, electric vehicles, e-scooters and mobility scooters. Many methods of micromobility and active transport are considered sustainable transport.</p>

Infrastructure and Development Select Committee

Item No. 9.

Report title:	Norfolk County Council Apprenticeship Strategy 2020-2023
Date of meeting:	14 July 2021
Responsible Cabinet Member:	Cllr Graham Plant (Cabinet Member for Growing the Economy)
Responsible Director:	Tom McCabe (Executive Director, Community & Environmental Services)

Introduction from Cabinet Member

This report details the Norfolk County Council (NCC) Strategy for Apprenticeships 2020-2023 and demonstrates the importance of Apprenticeships being at the core of our goal of supporting the Norfolk economy and people living in Norfolk to prosper. The Strategy and accompanying action plan highlight the actions which will provide a clear framework for businesses to grow and individuals to progress.

This strategy outlines how we intend to meet our responsibilities to support the delivery of apprenticeships both as an employer and as a strategic leader. The strategy and the associated action plan are intended to be living documents, and we will be monitoring progress closely against our goals. By working together, we can best support sustainable economic recovery and growth, for the people and businesses in Norfolk.

Executive Summary

This strategy sets out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all relevant areas of NCC, cohesively bringing together the three strategic strands identified by the Local Government Association (LGA) review;

1. Children's Services; supporting a broad range of pathways into Apprenticeships for 16-18 year olds (to age 25 for SEND and care leavers)
2. Growth and Development; driving forward the provision of apprenticeships to support our businesses to prosper and our residents to aspire and grow throughout their working lives'
3. Human Resources; leadership and coordination of the internal Apprenticeship Programme

NCC is committed to helping ensure Norfolk's economic growth and will promote social mobility by helping people who are not in work get the skills they need for 21st century employment. Apprenticeships form an integral part of our workforce strategy to provide the Council with a talent pipeline that supports our current and future skills needs.

Collectively, the strands which underpin the NCC Apprenticeships Strategy, will seek to identify and respond to series of indicators (e.g.: number of vacancies/starts, available local provision, number of young people progressing into apprenticeships – both internally and externally to NCC) - which will provide the focus for developing our action plan, our aims and approach in delivering it.

Monitoring of these indicators, as part of quarterly performance updates reported to the Apprenticeship Board, will help us to provide an agile response to the ever-changing apprenticeship landscape, as we move out of the pandemic and into economic recovery post Covid19 and Brexit

Action required

1. To review and consider the proposed Apprenticeship Strategy and Action Plan

1. Background and Purpose

- 1.1. The 2018 Local Government Association (LGA) review 'Realising Apprenticeship Opportunities at NCC' identified an overall vision and strategy for the delivery of Apprenticeships in Norfolk, both internally and externally to NCC, reflecting individual strategic strands of activity across Growth & Development Children's Services and Human Resources. As a result, we have established an Apprenticeship Board chaired by Councillor Graham Plant, Deputy Leader of Norfolk County Council and Cabinet Member for Growing the Economy. Together we have developed this strategy (and the attached Action Plan) to guide our joint support for and delivery of apprenticeships across Norfolk

2. Proposals

- 2.1. The proposed Norfolk County Council (NCC) Apprenticeships Strategy has been written and developed collectively by officers within Children's Services, Community and Environmental Services - Growth & Development and Human Resources. The supporting 'action plan' [appendix 2] is a live document and as such will be updated in line with the NCC Apprenticeship Board meeting schedule

The key strategic aims/approach for each directorate include:

Children's Services - Pathways into Work Aims/Approach

Aim: Affirm apprenticeships as a key option route for 16-18 learners and drive up the number and % of applications and starts

- Establish the apprenticeship pathway as a strategic priority to increase 16-18 participation and progression (to age 25 for SEND and care leavers)

- Promote apprenticeships for young people in specific sectors of the Norfolk labour market.
- Champion the value of recruiting 16-18-year olds apprentices to key influencers
- Ensure that Children's Services delivery teams working with LAC/Care Leavers, NEET, Home Educated, Young Offenders, SEND other vulnerable young people are informed about apprenticeships and can advise/support young people about work-based options
- Map the intended destinations of school/college leaver cohorts to recruitment needs of Norfolk labour market
- Re-frame the conversation about apprenticeships as an option for school and college leavers

Aim: Increase the numbers of apprenticeship opportunities and starts for 16-18-year olds

- Support employer and provider engagement activities to prioritise apprenticeships for young people including for vulnerable groups
- Identify and promote apprenticeships and traineeship opportunities in sectors of the Norfolk labour market that are actively recruiting
- Challenge and support providers to deliver against the funding made available by ESFA and other bodies for 16-18 apprentices
- Influence providers to develop new provision to address both labour market recovery needs, skills gaps and the needs of young people including vulnerable groups.
- Promote the recruitment of apprentices in the school workforce

Community and Environmental Services - Growth & Development - Apprenticeships Norfolk

Aims/Approach

Aim: Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate

- Develop an apprenticeship strategy for the period 2020-2023 to increase the number, level, range and quality of apprenticeships in Norfolk
- Working with external partners co-ordinate employer engagement across the county to maximise impact and support for businesses.
- Working with external partners co-ordinate provider/stakeholder engagement across the county to maximise impact
- Raise brand awareness of 'Apprenticeships Norfolk' and provide clear information for all stakeholders, which is easy to access and that meets their needs
- Coordinate an information and advice service about Apprenticeships across the county
- Celebrate the achievements of apprentices

Aim: Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers

- Undertake market research to understand challenges in engaging in the apprenticeship agenda
- Dispel myths about apprenticeships

Aim: Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities

- Increase the volume of Apprenticeship delivery at Advanced and Higher level to meet the skills needs of Norfolk businesses

NCC HR - Workforce Apprenticeships Action Plan

Aims/Approach

The NCC Workforce Apprenticeship action plan will be governed by the Norfolk Development Academy Board (NDA). The plan will also be shared with the NCC Apprenticeships Board and progress against the plan will be provided. Plan workstreams are:

1. Creating strategic workforce plans
2. Improving quality and quantity of NCC apprenticeships
3. Supporting a workforce that reflects the Norfolk community
4. Increasing schools' use of apprenticeships
5. Operational activities:
 - Communications to and engagement with NCC managers and wider workforce
 - Levy tracking
 - Reporting against plan
 - Attendance at events such as careers fairs

2.2 Consultation & Summary Position:

To date, senior management in each directorate have approved the paper in line with DMT, HRLT and CSLT processes. The draft paper and finalised paper has been submitted to the NCC Apprenticeships Board for feedback, agreement and approval, prior to submission to Select Committee, and finally Cabinet.

3. Impact of the Proposal

- 3.1. This strategy sets out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all relevant areas of NCC, cohesively bringing together the three strategic strands identified. As a result of the proposal there will be a clear mechanism to support the development and take up of apprenticeships in Norfolk. Ongoing progress and impact will be

measured and articulated in the live action plan, which the three directorates will report quarterly to the Apprenticeships Board.

4. Financial Implications

- 4.1. To achieve the objectives of the Pathways to Work strand of the Strategy, Children's Services have recruited a team of four Pathways to Work Advisers led by a Pathways to Work Coordinator, working in the Education Strategy & Infrastructure team within the learning & Inclusion Service. The Adviser posts are graded on scale G and the Coordinator post on scale K with the costs of the team included within the Children's Services core budget for 2021-22.

CES Growth & Development continue to seek external funding to support ongoing Apprenticeship initiatives (for example; ESF Insight Apprentice Project and a suite of 'Recruit Retain Reward' incentive grants for local employers/apprentices). To support peaks of activity for these additional projects, external funding bids include budgets to provide additional staffing.

5. Resource Implications

5.1. Staff:

Growth and Development/HR will utilise existing resource within the team to deliver their objectives

To achieve the objectives of the Pathways to Work strand, Children's Services intend to appoint a new team of between 3-5 Advisers to be managed within the Learning & Inclusion – Education Strategy and Infrastructure Service.

5.2. Property:

Not Applicable

5.3. IT:

Not Applicable

6. Other Implications

6.1. Legal Implications

Not Applicable

6.2. Human Rights implications

Not Applicable

6.3. Equality Impact Assessment (EqIA)

Assessment undertaken with contributions from all three directorates within the report (Children's Services, CES Growth & Development and HR).

EQIA Conclusion:

There is no legal impediment to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Similar proposals have been implemented elsewhere in the UK.

It is possible to conclude that the proposal may have a positive impact on some people with protected characteristics;

- All three directorates provide information and guidance in a range of accessible formats
- Children's Services prioritise the participation and progression into apprenticeships pathways for young people aged 16-18 and disadvantaged and vulnerable young people with protected characteristics up to 25 years.
- CES Growth & Development provide individualised guidance to all individuals aged 19+ which is inclusive to all, will actively support those with protected characteristics and help signpost to other services as required/relevant.
- HR supports the NCC commitment to ensure increased accessibility and workforce representation for groups with protected characteristics and through the strategy seeks to continue to increase diversity within these groups, creating accessible opportunities.

6.4. Health and Safety implications

Not Applicable

6.5. Sustainability implications

Not Applicable

6.6. Any other implications

Not Applicable

7. Action required

- 7.1. 1. To review and consider the proposed Apprenticeship Strategy and Action Plan**

8. Background Papers

- 8.1. Not Applicable**

Officer Contact

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

Officer name: Vince Muspratt

Tel No.: 01603 223450

Email address: vince.muspratt@norfolk.gov.uk



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

Role/Purpose

The Norfolk County Council (NCC) Apprenticeship Board was established by the Corporate Board in accordance with the recommendations of the LGA Apprenticeship Review '*Realising Apprenticeship Opportunities at NCC*'. The Apprenticeship Board will provide collective leadership and a strategic steer for apprenticeship activity across NCC (HR, Children's Services, Growth and Development) driving commitment to the programme by:

- Developing and agreeing the overall vision and strategy for the delivery of apprenticeships both internally and externally to NCC
- Agreeing an overall apprenticeships action plan that brings together the service area plans for each discrete area of work
- Developing, monitoring and providing challenge on targets and KPI's
- Agreeing areas of collaboration (e.g. literature & information, engagement & events) within NCC to maximise the impact of apprenticeships both internally and externally, (including budgetary responsibility)
- Identifying and agreeing papers to come to the Apprenticeship Board
- Agreeing proposals for the transfer of the NCC apprenticeship levy
- Providing half yearly reports to the Corporate Board on progress against targets

Responsibilities

- Each discrete function i.e. HR, Children's Services, Growth and Development will bring its action plans to the Board for agreement at the first meeting and will provide an update report at each subsequent meeting on progress, proposing additions/changes as necessary
- Each function will have budgetary responsibility for its own area of work
- Each function will have responsibility for leading and co-ordinating any sub-groups relevant to the function and for providing reports to the Board as appropriate

Term

These Terms of Reference are effective from (date of first meeting) and will be ongoing until amended or terminated by agreement between the parties.

Membership

The NCC Apprenticeship Board will comprise:

- Cllr. Graham Plant, (Chair) Deputy leader of the Council and Growth & Development Portfolio Holder
- Vince Muspratt, Director - Growth and Development, Community & Environmental Services
- Sarah Shirtcliff, Head of HR, Strategy & Governance
- Sara Tough, Director - Children's Services
- Ceri Sumner, Director - Community, Information & Learning

Members may appoint an alternate to represent them. Each member may be accompanied by an officer to support with detailed knowledge.

Roles and Responsibilities

The members of the Board will commit to:

- Attending all scheduled Board meetings, nominating a proxy if necessary
- Wholeheartedly championing the Board within and of work areas
- Sharing relevant communication and information across all Board members
- Making timely decisions and acting to facilitate the work of the Board
- Notifying members of the Board as soon as practical, if any matter arises which may be deemed to affect the development/progress/work of the Board

Members of the Board will expect:

- That each member will be provided with complete, accurate and meaningful information in a timely fashion
- To be given reasonable time to make key decisions
- To be alerted to potential risks and issues that could impact on the delivery of apprenticeships in Norfolk

Meetings

All meetings will be chaired by Cllr. Graham Plant

Members with any personal, business or financial interest in a matter being discussed must declare that interest and will not be entitled to take part in discussion/decision making. Any declared interests will be maintained on the meeting notes.

Decisions will be made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If not possible, the chair of the Board will make the final decision.

Growth & Development, will act as the secretariat to the Board, including:

- Coordination of NCC Apprenticeship Strategy & Action Plan
- Preparing agendas
- Preparing meeting notes and actions and following up on progress
- Coordination of any sub-groups

Agendas and papers will be circulated at least 5 working days in advance of meetings. Meetings will be held quarterly for 1.5 hours and will take place remotely via MS Teams. *(Note: If significant decisions are required, guidance will be sought from NP Law, and meeting could be held at County Hall.)*

If required, subgroup meetings will be arranged outside of these times at a time convenient to subgroup members

Sub-Groups

The Board may establish such sub-groups as it sees fit in order to support the implementation of the NCC Apprenticeship Strategy. The Board will be responsible for developing and agreeing the Terms of Reference of any sub-group and deciding on a chair. Any sub-group will be required to establish an action plan to achieve the task set by the Board and will report to each quarterly meeting of the Board.

Amendment, modification or variation

These Terms of Reference may be amended, varied or modified in writing after consultation and agreement at a Board meeting.

Strategic Aims/Objectives/Actions

The overarching strategic aims were previously agreed at the initial Apprenticeships Board meeting.

The aims for the delivery of apprenticeships **externally** to employers and individuals are:

1. Affirm apprenticeships as a key progression route for 16-18-year olds (24 for LAC, SEN and other vulnerable groups) and drive up the number and percentage of applications and starts
2. Increase the numbers of apprenticeship opportunities available to 16-18-year olds
3. Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate
4. Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers
5. Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities

The aims for the delivery of apprenticeships **internally** to employees are:

1. Creating strategic workforce plans
2. Improving quality and quantity of NCC apprenticeships
3. Supporting a workforce that reflects the Norfolk community
4. Increasing schools' use of apprenticeships
5. Operational activities, including Levy tracking, attendance at events and internal communications

Our action plan sets out how we will **collectively** achieve the strategic aims and priorities identified within this paper.

Notes:

Additional actions have been developed since the original action plan was first drafted in Dec 2019.

Actions have been notated & RAG rated to indicate progress towards completion – and as such, this is a working document.

Some target dates have been affected by Covid-19 pandemic; and will be rescheduled as relevant.

Children's Services – Pathways into Work

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	CS Resource Lead (& Support)
Aim 1 - Affirm apprenticeships as a key route for 16-18 learners (24 for SEN, LAC) and drive up the number and % of applications					
Establish the apprenticeship pathway as a strategic priority within Children's Services and a viable progression pathway for young people in order to increase 16-18 participation and progression with priority focus on LAC/Care leavers and other vulnerable groups	CSLT sign off for CS 'strand' for Apprenticeships Pathway for 16-18s (16-25 for vulnerable groups inc LAC/Care leavers, SEN, YOT, Home Educated)	Strategic commitment to promote apprenticeships within Children's Services. Creation of Children's Services <i>Pathways to Work</i> team to take forward CS strand of apprenticeships strategy. Strategic priority for Corporate Parenting Board for LAC/Care leavers to progress into apprenticeships	Oct 2020	CSLT sign off in October 2020. PTW team recruitment commenced Feb 2021. Coordinator + 2 PTW Advisers recruited May 2021. Additional 2 Adviser posts to be recruited – June 2021. Corporate Parenting Board strategy + Plan	SG/MR
	Work with system leaders in schools, sixth forms, Colleges, WBL Providers, business community to promote apprenticeships and other work-based pathways from Level 1-4 (inc. apprenticeships) for: <ul style="list-style-type: none"> 16-year-old school leavers 17-year-old L1 and L2 College leavers 18-year-old sixth form and college L2 and L3 leavers 	Pathways to Work framework agreed with Providers and endorsed by ETSG and SAP for Norfolk's young people aged 16-18 and for vulnerable young people up to age 25. Strategic priority for Corporate Parenting Board	July 2022	Provider and stakeholder working party being established	MR lead/SH

	<ul style="list-style-type: none"> Vulnerable young people inc to 25 years inc. LAC/CLs, SEND etc 				
Promote apprenticeships as a positive and viable option for 16-18-year-old school and college leavers	<p>Identify and review/evaluate existing materials/resources</p> <p>Develop resources for 16-18-year olds (25 SEND), parents and schools/colleges promoting apprenticeship and other work-based learning opportunities in recruiting sectors of the Norfolk labour market.</p> <p>Promote resources through Help You Choose, Apprenticeships Norfolk, ICanBeA and other online and social media platforms</p> <p>Review/evaluate new resources. Recommend improvements</p>	<p>Young people and parents/carers know where to access information</p> <p>Young people and parents/carers understand apprenticeship career opportunities in sectors that are currently recruiting apprentices.</p>	<p>December 2021</p> <p>August 2022</p>	PTW team goal for 2021 to audit and evaluate existing provision in relation to needs of young people and their parents/carers	SH/Pathways team/HYC team
	<p>Create and promote 'Apprenticeship Pathways Maps' for school and college leavers highlighting opportunities and career pathways at Level 2 and 3, with likely available progression routes these can lead to.</p> <p>Promote through Help You Choose, Apprenticeships Norfolk and face to face work</p>	Young people, parents/carers and careers leads/advisers understand progression pathways in Norfolk's key/priority employment sectors	April 2021-July 2022	PTW team goal for 2021/22 to research and develop progression pathways resources	SH/PTW team + HYC team

	<p>Ensure all Y10-13 young people and parents/carers have access to apprenticeships information and advice via:</p> <ul style="list-style-type: none"> • Face to face services, group work, mentoring, class sessions and presentations (Priority given to 1:1 and group work with vulnerable groups) • Help You Choose, Apprenticeships Norfolk, ICanBeA websites • Amazing Apprenticeships, schools/colleges; social media and partner material • Apprenticeships Opps Fair (2022/23) 	<p>Work with TrAC Apprenticeships New Anglia, NEACO and YAAN to ensure joined up communications</p> <p>2500 young people engaged and participating in face to face activities per annum</p> <p>8000 young people accessing online resources through Help You Choose, Apprenticeships Norfolk etc</p>	Dec 2020 – July 2023	<p>Delivery sessions commenced in Norfolk schools from May 2021</p> <p>Help You Choose – over 6000 Year 11s using annually</p>	
	Create and deliver an Annual programme of activity to promote the value of apprenticeships to key influencers including staff in schools and colleges + parents/carers.	<p>To brief/train:</p> <ul style="list-style-type: none"> • 35 school and college leaders; • 60 school/college Careers Leaders • 120 teachers • 10 parents events 	July 2022	<p>3 workshops in Jan/Feb 2021 with Careers leaders and teachers – 45 staff attending.</p> <p>Briefing for Careers Leads 18th March 2021 – 47 attending</p> <p>2 x parents/carers event at UTCN – May 2021</p>	MR/SH /PTW team
	Monitor school, college and CS Teams' engagement with PTW team and apprenticeships support organisations.	<p>Engagement data/evidence.</p> <p>Annual Report + recommendations to Apprenticeships Board</p>	April 2021- July 2023	All school/college/Team/employer engagements to be recorded	MR/SH
	Work with providers, young people and G&D to identify and celebrate success stories	Success stories to be identified and shared	Aug 22	Team objective for new PTW Advisers	PTW Team

Champion the value of recruiting 16-18-year olds as apprentices to providers, employers and other key influencers	To develop NCC's approach to work experience including piloting a model for virtual work experience.	Virtual work experience programme in piloted and evaluated for wider roll out inc. links to apprenticeships recruitment	Aug 2020-July 2021	Completed/ongoing. VWEX events taken place for Engineering, Construction and Inside Business events with Greater Anglia, Millennium Library and Redback	MR/BMN
	CS to work with NCC HR, CS Corporate Parenting, CES and other directorates to support the development of a collective approach to public sector pathways to traineeships and apprenticeships that prioritises the recruitment of young people inc. care leavers, SEND and other vulnerable young people.	<ul style="list-style-type: none"> Public sector pathways traineeships and apprenticeships publicised to young people, schools, colleges, CS teams and other stakeholders. Increase in number and % of apprenticeship vacancies available each year to young people including in NCC and other DCs 	August 2022		HR Lead SG/MR support
	Support Growth & Development's RRR and other campaigns to promote recruitment of 125 young people as apprentices with local employers and Providers, targeting SMEs particularly – rising to 437 by 2022.	Recruitment of 16-18-year olds including young people in vulnerable groups prioritised within RRR campaign	Aug 2020-July 2022	Promotion of RRR campaign to Careers Leads at March 2021 workshop	CES - KD lead/ MR/SH support
Ensure that Children's Services delivery staff who work with VG inc. LAC/Care Leavers, NEET, Home Educated, Young Offenders, SEND are informed about apprenticeships and can advise/support their young people	<p>Virtual School and LAC Personal Advisers provides IAG for LAC and Care Leavers for apprenticeships.</p> <p>Progress reported and monitored by Corporate Parenting Board</p> <p>GAs/YPA provide apprenticeships IAG and support for NEET young people</p>	<p>Data gathered and reported on 16-18 participation in apprenticeships by VG</p> <p>PTW Advisers linked with Teams to provide guidance and support</p> <p>At least 1 CPD session for each NCC Team working with designated vulnerable group</p>	August 2020 – July 2023	PTW to be linked with CS Delivery Teams/staff with responsibility for IAG with young people	SH/PTW team

	<p>IAG staff in SEN Service, Home Education Service, YOT and GRT identified</p> <p>Apprenticeships briefings/updates for LA/CS teams delivered in partnership with G&D and HR</p>	<p>Identified IAG staff in each Team are confident to deliver basic IAG about apprenticeships</p> <p>Increase intended destinations for apprenticeships amongst vulnerable groups from 2020/21 baseline data.</p> <p>Increase in numbers of VG young people progressing into apprenticeships from 2020/21 baseline data</p>		Programme of briefings to take place from August/September 2021	SH/PTW team
Work with internal and external partners/ stakeholders to develop coordinated and coherent approach to young people's apprenticeships information.	<p>Link/work with DfE and with LEP – NCC – SCC group and with DfE to agree/confirm messaging around apprenticeships and traineeships</p> <p>Ensure use of messaging through NCC's Help You Choose website and through work of PTW team. ,</p>	<p>Improved quality and consistency of apprenticeships information to young people, parents/carers and teachers/advisers</p>	October 2021	<p>Help You Choose information of apprenticeships & traineeships + vacancies from NAS displayed and promoted to young people.</p> <p>Direct involvement with DfE re: apprenticeships support and knowledge programme</p>	MR/SH. Link with G&D and LEP
Aim 2 – Increase the numbers of apprenticeship opportunities available for 16-18-year olds (up to 25 years for vulnerable groups)					
Support an approach to employer and provider engagement activities which prioritises the recruitment of young people for apprenticeships including LAC/Care Leavers and other vulnerable groups	<p>Develop work with Growth & Development, the LEP and with Work Based learning Providers to increase the number, range and quality of apprenticeships available to meet the growing demand from young people in Norfolk post Covid 19</p>	<p>Increasing number and % of apprenticeship vacancies available to 16-18-year-old young people each year working from 2020/21 baseline data</p>	August 2020- July 2023	<p>Work under way through G&D.</p> <p>Link direct withy G&D Apps Norfolk team</p>	MR/SH

Identify and promote apprenticeships and traineeship opportunities in sectors of the Norfolk labour market that are actively recruiting	<p>Use information and intelligence from Growth & Development and the LEP mapping about sectors of the Norfolk labour market expected to recruit trainees and apprentices during 2020/21 and 2021/22 e.g. Health & Social Care; Agriculture/Agri-tech; ICT, digital tech.</p> <p>Use this information to inform young people and key influencers</p> <p>Regular meetings/comms with Providers and ESFA</p>	<p>Quarterly analysis of opportunities in key recruitment sectors</p> <p>Ensure that Apprenticeships LMI produced for young people and advisers/teachers through HYC.</p>	August 2020- July 2023	Sector information available through New Anglia LEP and G&D team	MR/SH
Challenge and support providers to deliver against the funding made available by ESFA and other bodies for 16-18 apprentices	Work with G&D, HR, the LEP and the provider networks to identify and lobby for resources from ESFA & the LEP create more/new apprenticeships/traineeship and pre-apprenticeships provision to address local needs	<p>Quarterly meetings with Provider Networks</p> <p>Increasing number and % of apprenticeship vacancies available each year</p>	August 2020-July 2023	Regular meetings with G&D, LEP, ESFA	SG/KP/ MR
Influence Providers to develop new provision to address both labour market recovery needs, skills gaps and the needs of young people including vulnerable groups.	Providers to develop new and innovative work based and work-related learning provision to support more 16-18-year old young people to embark on a pathway to work that is right for them including bespoke provision targeted at vulnerable group categories including LAC/CLs, SEND, Home Educated.	<p>New/increased apprenticeships and traineeships provision</p> <p>Increasing number and % of apprenticeship vacancies available each year</p> <p>Increasing number and % of work-based learning starts amongst vulnerable group categories</p>	August 2020-July 2023	Norfolk Provision Network (CS) and Norfolk Apprenticeship Providers (G&D) quarterly meetings	SH/PTW team

Promote the recruitment of apprentices in the school workforce	Discussion of delivery and partnership arrangements as part of the annual conversations with LA schools, Multi academy Trusts, sixth forms, colleges and other learning providers	Increasing number and % of apprenticeship opportunities available each year in Norfolk schools	July 2020-2022	L&I Service support for LA schools. Arrangements to be reviewed for 2021/22	SP/MR
--	---	--	----------------	---	-------

Growth & Development – Apprenticeships Norfolk

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
Aim 3 - Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate					
Develop an apprenticeship strategy for the period 2020-2023 to increase the number, level, range and quality of apprenticeships in Norfolk	Strategy Design, develop, consult and deliver an apprenticeship strategy for Norfolk, taking account of the key priorities in the NSES and Together for Norfolk	Increased cohesion, communication and collaboration between all directorates delivering Apprenticeship related activity for NCC, in order to strengthen the NCC approach for addressing Apprenticeships county-wide growth, pathways for 16-18s and workforce strategy for NCC employees.	Dec 2020	NCC Apprenticeships Strategy 2020-2023 - developed and final version has been approved by Apprenticeships Board and ready for Select committee and Cabinet to endorse (July/Aug 2021)	KD / LR, MR
	Strategy Continue to review & develop apprenticeship strategy & appendices on a quarterly basis, to ensure currency in line with NART data & national / local updates in policy	Strategy/action plan will be a live working document; updated and amended to stay aligned with changes in progress and policy updates. This will allow us to be agile in reviewing the changing landscape of Apprenticeships – particularly important as we move out of pandemic and into recession – and implement solutions which are current and responsive.	Ongoing (quarterly): August, November, February, May	NCC Apprenticeships Strategy includes live action plan; each directorate updates in line with the quarterly NCC Apprenticeship Board meetings, and key headlines are reported.	KD/ LR, MR
	Establish an operational working group established with representatives from G&D, HR, CS to identify and action joint NCC working opportunities and ensure effective and efficient collaboration	Improved opportunity to drive forward and influence implementation of actions from Apprenticeship Board meetings, within timely milestones.	Establish - August 2020 Ongoing - fortnightly	Operation Working Group established Oct	KD / MR, LR

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
Working with external partners co-ordinate employer engagement across the county to maximise impact	Develop a range of initiatives that respond to various aspects of the apprenticeship agenda, seeking external funding as appropriate, to support SME engagement and/or brokerage.	Recruit Retain Reward Stimulating new starts and supporting redundant apprentices; by way of additional financial support of £1000 to local non-levy (SME) organisations, when recruiting a new apprentice or employing an apprentice made redundant due to CV19, to support them through to completion of apprenticeship.	Launched - 01.08.20 NSF funding extension to RRR - 01.10.20 Anticipated end - 30.06.22	NSF additional funding for RRR – The impact of additional funds has increased the project fund from £125k to £437k which extends the duration the project will be able to run until June 22 (subject to availability), and also provides staffing to actively engage and further support employers to recruit a new apprentice.	KD / SK, SA
		RRR extension: FCE C-Care Funding of £250k will provide 500 apprentices/employers to support social mobility (travel expenses, equipment & digital kit) – until March 2023 Retrospective funding claim supports recruitment for new staffing to lead the RRR suite of initiatives	Expected launch - late summer 2021 Funding ends - 31.03.23	First funding claim completing June 2021 for retrospective funding Recruitment for 2 new posts started May 2021 – <i>these posts will design/implement the FCE C-care strand of activity</i>	KD / SK, SA
		RRR extension: Progression to Apprenticeships (P2A) New strand to RRR to support ringfenced incentive to businesses progressing from feeder programme (Kickstart, Traineeship or SWAP) into an apprenticeship.	Anticipated start - August 2021 Project End – March 2022 (if CRF funds)	£100k NCC funding awarded to support project – March 2021 CRF bid submitted June 2021 to extend project – awaiting progress!	KD / SK, SA

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
		NB: Project has been scaled up for CRF bid (£250k), to include package of support including wage contribution, incentive, wrapround support and training for employer and apprentice.			
		ESF Insight Apprentice New ESF funded project to promote, increase and support SME participation in Apprenticeships. Project will allow creative and innovative ways to encourage increased Apprenticeship activity across all districts in Norfolk, with specific focus on growth sectors across the county (Clean Energy, Digital/ICT, Agritech and Adv Manufacturing) as well as post-pandemic growth sectors (Hospitality & Visitor economy). Project will work closely with Chamber of Commerce.	Funding Agreement Jan 2021 Soft launch 21.06.21 End date 31.12.23	Project funding agreement signed Jan 2021 with Managing Authority. Reprofiled granular budgets and project outline to ensure currency/accuracy (Jan 2021) New match funding agreements with delivery partners – (Jan-April 2021) Contracts issues (May 2021) Project Inception Visit from Managing Authority (June 18 th 2021)	KD / SK
		Increasing collaborative opportunities with related NCC skills projects (eg: Kickstart, Youth Pledge, Chances) will support a network style opportunity to identify progression and pathways into Apprenticeships.	Ongoing	Ongoing collaboration	KD / SK, SA
	Employer Engagement Plan Develop and deliver an employer engagement action plan, screen existing data to identify where	Using data and evidence from employer-engaged projects will help identify (eg: district areas and sectors) where employer apprenticeship activity is lower; meaning	May 2020 - Ongoing <i>(Impacted by Covid19)</i>	Aiming to utilise above projects to continue to support this activity. Data is being tracked and will help	KD / SK, SA

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
	employers are not engaged either geographically or on a sector basis.	Apprenticeships Norfolk can create targeted marketing to increase overall engagement.		feed into interventions for projects above.	
	Employer Engagement (Levy) Engage with at least 5 key large local organisations – e.g. invite to join network, content on website, attend meetings, support levy-share scheme participation with LEP etc	An ambition for Apprenticeships Norfolk is to build a more effective network of local employers who act as ambassadors for apprenticeships. By facilitating an employer network this allows us to consider how the network can share good practice to employers with less experience.	Dec 2020 & ongoing	Target achieved; and work is ongoing to add employer section to website. Continuing to increase numbers of Levy-sized organisations engaging with AN on regular basis and attending network meetings.	KD / SK, SA
	Employer Engagement (non-Levy) Engage with at least 25 small and medium size employers via own marketing presence, partnerships (eg: Growth Hub, Chamber, Districts etc) and wider networking events. Encourage network support through signup process.		Dec 2020 & ongoing	Target significantly overachieved at c100 (May 2021); and work is ongoing to add employer section to website. Continuing to increase numbers of non-levy-sized organisations engaging with AN on regular basis and attending network meetings. Business case for CRM submitted to support more efficient tracking/engagement	KD / SK, SA
	Employer Engagement (non-Levy) Refer non-levy employers into levy-share scheme participation with LEP	Actively referring employers to access levy-share via the NALEP scheme increases support for employers by reducing their financial outlay and keeps apprenticeship levy funding in Norfolk.	Ongoing	Levy-share is discussed with all referrals where this option is potentially required. Information included on newly developed website.	SK / SA
* Working with external partners co-ordinate provider/stakeholder	Provider Engagement – plan Develop and deliver a provider engagement action plan, screen	Creating strong provider engagement is key to Apprenticeships Norfolk having the right information and	July 2020	Currently c35 training providers in AN network, with delivery footprint in Norfolk.	KD / SK, SA

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
engagement across the county to maximise impact	existing data to identify where providers are not engaged. Engage & develop relationships with <u>all</u> local provider organisations; invite to join network, exclusive content on website, attend network meetings, identify support required & collaborate.	communication channels to signpost interested employers to. Collaboration with providers will create a better understanding of apprenticeship provision in order to better promote to stakeholders.	Ongoing (6 monthly): Feb, Aug	Varying levels of engagement but solid relationship with most has been strengthened in last 12 months, with good attendance at network meetings, RRR applications, and market research responses.	
	Provider Engagement – data Share quarterly data-pack for all provider/stakeholders which responds to request for local NART/vacancy data to be provided. Update each quarter and send.	Sharing current data to key stakeholders allows data-based evidence to help create a transparent picture of Apprenticeships in Norfolk and facilitate discussions in how to continue to increase and improve across the different splits – eg: district, level, age, sector.	July 2020 Ongoing (quarterly) Aug, Nov, Feb, May	Ongoing – data pack is issued monthly	SK / SA
	Provider Engagement – offer Develop updated apprenticeship routes matrix to accurately reflect opportunities available in Norfolk, by provider/standard/level detail - confirmed ready for Sept starts.	Collaboration with providers to inform a clear and trusted understanding of apprenticeship provision in Norfolk will allow Apprenticeships Norfolk to best promote and provide impartial guidance to potential apprentices, employers and key stakeholders. Additionally, gap analysis can help inform where future provision needs exist and work to increase supply of a broad variety of apprenticeship standards.	July 2020 Dec 2020	Completed and new interactive matrix on website (Jan 2021) allows internal and external stakeholders to access provision matrix for Apprenticeships being delivered in Norfolk.	SA
Raise brand awareness of Apprenticeships Norfolk and provide clear information for	Marketing Campaign Develop & deliver collective marketing campaign to launch	Marketing campaigns will raise our brand awareness and also apprenticeships as a viable route for	Launch June 2021	Marketing campaign - #MadeInNorfolk has been developed. Campaign is	KD / SK, SA

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
all stakeholders, which is easy to access and that meets their needs	'Apprenticeships Norfolk' aimed at encouraging employers to take on an apprentice (#MadeInNorfolk)	new or existing apprentices; therefore, helping to increase number of new starts. The #MadeInNorfolk campaign aims to bring a local feel to the campaign, celebrating Apprenticeships in Norfolk. This will be used in conjunction with targeting gaps identified by data trends (eg: district and sector)	(delayed due to Covid19)	targeted at SMEs in Norfolk and will be aired on SKY TV and YouTube as well as via boosted adverts on social media w/c 14 th June 2021	
	Website Undertake redesign & redevelopment of current ANN website to develop centralised, standardised, clear and up to date information & resources to meet the needs of all stakeholders (employers, potential apprentices/parents and providers) Develop further interactive content.	Improving and redeveloping the Apprenticeship Norfolk website will ensure content is current, accurate & informative, to meet the needs of all stakeholders. As a go-to for impartial guidance, the site must be engaging and interactive. This will increase accessibility, trust and brand awareness for the service.	June 2020 (18-month contract for project) – weekly update meetings Jan 2021 launch	New website launched January 2021 Continued development is underway for additional new content and features.	SK / KD, SA
	Marketing Materials Develop branding refresh - redesign logo/branding for leaflets and materials used at events, wider website/media etc	The new Apprenticeships Norfolk logo/branding has been designed to align to national branding. By improving and updating the 'brand' to have more impact and a stronger presence locally, we can realise our ambition to be 'the' trusted apprenticeship advisory service in Norfolk.	July 2020	Branding re-fresh completed in March 2020 with new logo approved by ESFA. Consistent approach to all assets and marketing materials used publicly.	KD / SK, SA
	Social Media	In a world which is more and more utilising an online presence, these	March 2020 – quarterly	All platforms continue to see increase in followers and	KD / SK, SA

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
	Increase presence & followers by adding regular content across main platforms (LinkedIn, Twitter, Instagram and Facebook) to engage with varied target audience of businesses, providers, parents and potential apprentices.	platforms provide a direct conduit to engage with our target audience and share information, guidance, and awareness of all things apprenticeships, for free. It encourages liking/sharing, enquiries and questions and applications – all leading to increasing apprenticeship activity in Norfolk.	reviews / development ongoing	engagement on weekly basis. Channels feature regular, carefully selected content to promote Apprenticeships to a wide variety of stakeholders.	
	Case Studies Develop real life stories in a range of sectors and employers of differing sizes to highlight success and opportunity of apprenticeships, at all levels, ages and routes. Aim to publish 5 by December 2020, and then one per month minimum.	Celebrating the achievements of apprentices creates an opportunity to promote, raise awareness and champion apprenticeships as a viable workforce development strategy and career progression route – helping us to reduce myths and increase participation and engagement with local employers, apprentices and stakeholders.	Dec 2020 – ongoing (monthly)	Initial target of 5 achieved by Dec 2020. Case Studies are sourced and published regularly once a month via social media and have dedicated page on the website.	SK / SA
Coordinate an information and advice service about Apprenticeships across the county	Work with JCP and wider job fairs to promote awareness of Apprenticeships. Work with National Careers Service.	Coordination of this type of advisory service increases awareness and reduces myths surrounding apprenticeships, for potential apprentices, leading to informed choices and potential applications for live vacancies.	July 2020 – ongoing (as/when)	Continue to support events as requested by JCP. Since CV19 these have been delivered remotely	SK / SA
	Coordinate sharing of local vacancies from ESFA/Find an Apprenticeships to key stakeholders and via social media platforms to drive engagement and awareness	Significant impact in sharing countywide vacancies with potential apprentices, their families and linked stakeholders. Increase in referrals, social media follows and interactions,	July 2020 - Ongoing (weekly)	Vacancies continue to be published every Monday plus bespoke vacancies are advertised free of charge for local employers in Norfolk.	SA / SK

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
		leading to better promotion/awareness of opportunities locally.		Vacancies (number, sector, level, district, hours, wages etc) are tacked to gauge local activity levels.	
Celebrate the achievements of apprentices	Design, develop and deliver a programme of events and activities to celebrate the achievements of apprentices, such as the previously held graduation events, competitions, apprentice of the year etc, use social media to promote and drive traffic to the website	Celebrating the achievements of apprentices creates an opportunity to promote, raise awareness and champion apprenticeships as a viable workforce development strategy and career progression route – helping us to reduce myths and increase participation and engagement with local employers, apprentices and stakeholders. Additionally, events will help drive traffic to our website and social media platforms to further build our brand awareness.	July 2020 Feb 2021 (NAW)	The first virtual Apprenticeship Norfolk Awards was held in NAW21 (February 2021). This was extremely successful and led to a significant increase in social media engagement/followers.	KD / SK, SA
Work with internal/external stakeholders to develop coordinated approach to Apprenticeship Information & Guidance in Norfolk	Work closely with the new Childrens Services 'Pathways to Work' team to utilise the Apprenticeships Norfolk brand, ensuring internal consistency for external stakeholders.	External stakeholders have clearer picture of NCC's offer in terms of Apprenticeships information and guidance. NCC are able to 'hide wiring' to ensure high quality, impartial and consistent information is shared.	June – Dec 2021	G&D have shared branding and marketing materials. Nest steps – agree ways of working between teams, regular meetings/comms, briefings for teams on current work/projects/priorities	KD/MR
	Work with external partners/stakeholders to develop coordinated approach.	Improved coordination in approaches and support for strategic working in Norfolk/Suffolk	June – Dec 2021	First discussions with NA LEP and Apprenticeships Suffolk have taken place with overarching strategy being developed	KD/MG/ AM / AW

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
Aim 4 - Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers					
Undertake market research to understand challenges in engaging in the apprenticeship agenda	SME Market Research Design, develop and deliver a research project, aimed at engaging those SMEs not currently engaged in apprenticeships, use ANN website and social media to promote and engage	This market research will enable us to better understand the barriers SMEs face when considering apprenticeships for their business. Improved knowledge helps inform how we can reduce and/or remove those barriers more effectively.	June 2020 Dec 2021 Postponed due to CV19 priorities		KD / SK, SA
	Covid19 Impact Survey Design & develop and deliver Covid19 impact research survey, aimed at engaging with providers to identify impact on local apprenticeship provision; use ANN website and social media to promote and engage	This market research enabled us to better understand how Covid19 had affected providers and apprenticeship delivery during the first pandemic lockdown in the UK and the type of support required by providers, employers and apprentices in such unprecedented times.	April - June 2020 3 rd survey March 2021 (update)	Completed three Covid-19 impact surveys with AN Training provider network; March 2020, May 2020 and March 2021. Headline results collated to inform local interventions and support (eg: RRR, AN newsletter etc)	SK / KD, SA
	Traineeship Survey Design & deliver Traineeship provision survey, aimed at engaging with providers to identify impact/routes into local apprenticeship provision	This market research will enable us to better understand the appetite for providers in Norfolk looking to offer Traineeship provision and facilitate working groups to help support the network to offer a broad variety of opportunities for Traineeship provision.	August 2020	Completed to support awareness of Traineeship provision locally. Ongoing working group established as a result to continue support for this apprenticeship feeder programme.	SK / KD, SA
	Apprenticeship Survey (NAW2021) Design & deliver apprenticeship survey, in collaboration with UCAS - aimed at engaging with potential apprentices (via school, FE, Kickstart, DWP etc) to dispel myths,	This market research will enable us to better understand the pathways which potential future apprentices are considering. Improved knowledge helps inform how we can increase	Feb 2021	Co-ordinated survey with support from Childrens Services. 1100 responses with majority from 16-18s helping to inform barriers to accessing apprenticeships and general	SK / KD, MR, SA

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
	understand interest in sectors & identify routes into local apprenticeship provision	opportunities and/or develop more suitable information, advice and guidance relating to gaps in growth areas across the county		views to inform future engagement work.	
Dispel myths about apprenticeships	Work with employers including SMEs to understand the myths about apprenticeships, produce myth busting information and advice, publish and publicise on ANN website, use social media to drive traffic to the site	This market research will enable us to better understand the barriers SMEs face when considering apprenticeships for their business. Improved knowledge helps inform how we can reduce and/or remove those barriers more effectively.	April 2020 – ongoing via social media / website	Ongoing – have hosted several events – presenting to sector skills groups, local events and webinars to offer apprenticeships guidance to local businesses. Webinars will be available alongside the #MadeInNorfolk campaign in June 2021. Wider Market Research on hold due to Covid19.	SK / SA
	Use social media platforms to post engaging polls around national gov.uk data, statistics and survey findings to help increase awareness and encourage participation and engagement with our service and encourage improved knowledge through myth busting. Continue - ongoing	In a world which is more and more utilising an online presence, these platforms provide a direct conduit to engage with our target audience and share information, guidance, and awareness of all things apprenticeships, for free. It encourages liking/sharing, enquiries and questions and applications – all leading to increasing apprenticeship activity in Norfolk.	April 2020 – ongoing via social media / website	Channels feature ongoing, regular, carefully selected content to promote Apprenticeships to a wide variety of stakeholders, including myth busting features.	SA
	Develop and encourage participation of short survey for students attending Norfolk Skills	This market research will enable us to better understand the pathways which potential future apprentices are	March 2020	Completed – no further events since due to Covid19	SK/SA

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
	Festival; based on dispelling myths and market research. Aim for minimum 75 completions. Continue to use at future public events to identify trends in responses.	considering and general levels of apprenticeship awareness. Improved knowledge helps inform how we can increase opportunities and/or develop more suitable information, advice and guidance.			
Aim 5 - Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities					
Increase the volume of Apprenticeship delivery at Advanced and Higher level to meet the skills needs of Norfolk businesses	Higher Apprenticeship Offer/Level Research/understand skills gaps at advanced/higher apprenticeship levels and work with provider base to develop solutions	Better understanding of the correlation between higher skills needs in Norfolk and provision available, allows us to better inform pipeline of opportunities for higher apprenticeship provision.	Oct 2020 (v1) Dec 2021 (v2)	Survey completed in partnership with UEA – poor response from SMEs due to timing (Covid-19) Planning another version (21/22)	SK/SA

Human Resources – NCC Workforce Apprenticeship

Objective	Action	Impact	Timescale	RAG rated Progress Indicator	Resource Lead (& Support)
Aim 1 - Creating strategic workforce plans					
Establish apprenticeships as a strategic priority for workforce planning	Agreement on Workforce planning as an active tool as an organisation and to be a key part of the approach for apprenticeships strategic use.	LGA workforce planning project is undertaken Apprenticeships programme is signed off by HRLT and SS	Nov 2020	Final session hosted by LGA on 24 th April 2021	SS / KC / LR
	HRLT sign-off Apprenticeships Programme for NCC workforce	Paper goes to Apprenticeships Board for sign off.	Dec 2020	Agreed and supported	HRLT and SS/KC/ LR
Commitment from HR Business Partners	Apprenticeships to be endorsed by and written into strategic workforce plans per service by HRBPs.	Apprenticeships are a key feature of each services' workforce plans, and not just a mention	Dec 2020	ongoing	HRBPs
Creating a sustainable model for workforce planning going forwards	Undertake programme of support on workforce planning with the LGA <ul style="list-style-type: none"> LGA workforce planning toolkit Roll out to HR and then service managers Creation of a plan for workforce data needed Explore future job trends Identify key stakeholders Gather qualitative data from key stakeholders, such as <ul style="list-style-type: none"> Councils strategic aims – how does our workforce 	Our managers have a toolkit to use and an identifiable way of applying workforce planning to their service and apprenticeships are a key feature and number of apprenticeships starts increase in correlation.	By Oct 21	Ongoing as HRLT activity.	LR / KC / HRBPs

	<p>need to be equipped to support this? Does workforce have skills to deliver the vision?</p> <ul style="list-style-type: none"> ○ Ideal workforce looks like? ○ Any new service activity in next 3 years? 				
Identify apprenticeship opportunities as part of Service workforce planning activity to support skills needs	Work with SHR BPs and Service managers to feedback recruitment date and understand their skills needs, i.e. Digital, to identify apprentice opportunities as part of service workforce planning to meet current and future skills needs.	There are identified and agreed measures and areas for where our council needs to focus its core efforts for a workforce equipped with the skills for the future.	Jan 21	Piloted first approach with Adults SS	LR
Work with recruitment and workforce insights teams	Gather recruitment data to feed strategic priorities. Gather data from action plan on workforce planning tasks. Gather data to understand effectiveness of initiatives such as all roles A-E as apprenticeships	Key areas for priority recruitment are identified, and apprenticeships are mapped to these areas and discussions with managers happen regularly.	Feb 21	Started with priority areas in NFR. Ongoing	LR
Mapping apprenticeships with service areas	<p>Work with service managers to map apprenticeships to roles within services</p> <p>For individual roles, identify for managers both;</p> <ul style="list-style-type: none"> • an apprenticeship that offers a development opportunity option for someone in that role, 	Service mapping increases in line with managers taking a lead on their activity to follow through initiatives – to replicate the ISSS pilot. Focus to a new service can be given each month.	Jan 21 ongoing	Mapping done for Legal Team as a pilot and to link with careers families and role profiles.	LR and Apprenticeships Team

	<ul style="list-style-type: none"> and an apprenticeship that allows them to recruit as a 'grow your own'. <p>Create a fortnightly action to send out new apprenticeship standards where they are available. Identify best place/person for this to go to in each instance, including service leaders, SHRBPs, managers and potential learners</p>		Dec 20	Ongoing	
Align mapped apprenticeships where they priority to semi-priority to forecasting and levy spend	<p>Identify priority areas affordability first. Forecast against them and set a commitment against them to hold and fund</p> <p>Forecast to ringfence at least 5 Care Leaver vacancies per year.</p>	<p>Ensured focus on priority areas. At least two thirds of the levy is spent on priorities.</p> <p>Offers at least 5 apprenticeship training funded opportunities to care leavers per year.</p>	Ongoing	<p>Forecasting complete and maps to strategy.</p> <p>Ongoing development of ringfencing policy for care leavers</p>	
Increase conversion of vacant posts to apprenticeship opportunities	<p>Drive the uptake of apprenticeships through recruitment to achieve 50/50 ratio of new to cpd.</p> <p>Through ...</p> <p>New vacant posts on RMS considered apprenticeship post before sign-off</p> <p>Build and promote internally cohorts for apprenticeships with wide appeal e.g. business admin, data analyst</p>	<ul style="list-style-type: none"> Reduction of agency staff Retention and achievement rates <p>Increased progress to 50:50 ratio year on year.</p> <p>Increase in vacancy conversion Increase in levy spend on vacancy apprenticeships as a proportion of overall apprenticeship spending A tallied increase in the age diversity of the workplace with more recruitment.</p>	Ongoing	Ongoing. Progress moved to 59:41 existing staff to newly recruited.	LR / Team

	Any C – E posts directed to Apprenticeships Team for conversation with recruiting manager and if an apprenticeship could be incorporated			Still ongoing issue with RMS ability – plans and processes in place for new Oracle system and roll out in November	
Aim 2 - Improving the quality and quantity of NCC Apprenticeships					
Manage the Apprenticeships Framework	Continue to quality review applicants to the framework as well as tender for apprenticeship delivery, where the bid must be of the highest quality to be successful provider.	We have a choice of appropriate apprenticeship training providers for most/all apprenticeships where there is a demand at NCC Framework updated every 6 months	Ongoing	Framework up for renewal in Feb 2022, so currently preparing work on new SLA for providers and to review the T&CS as still fit for purpose.	LR / Team
Relationships with providers for monitoring quality	RAG ratings, monthly RAG reports sent by providers, good communication/working relationships with all providers Establish key expectations with all framework providers e.g. <ul style="list-style-type: none"> DAS records to be approved within one month (30 days) of record being added to the DAS apprentices to start working towards F/S within 3 months of start date Processing of exemptions for functional skills within first 3 months of apprenticeship 	Training provider updates such as BIL etc sent within 3 working days Providers meet and exceed our minimum expectations, and any issues are dealt with smoothly with reference back to agreed minimum standards	Ongoing	Current project underway now new staff recruited. Will be monitored on going. Creation of an internal RAG meeting between advisors will ensure higher QA and communication.	LR / Team

Alignment and sharing of apprenticeships with wider Council L&D offer	<p>Work with L&D consultants to identify areas where apprenticeships could enhance the NCC L&D offer</p> <p>Offer apprenticeship waiting lists and expressions of interest on learning hub</p>		Ongoing	Mapped the offer and updated joined up intranet pages. Next phase will be to demonstrate on Oracle.	LR / HE
Link to management offering	<p>Management Apprenticeship Cohort Intakes throughout the year – possibly aligned with the L&D Management offering</p> <p>Invite people who have completed L&D management courses to IAGs/discussions with Apprenticeship Team for upcoming opportunities.</p>	Increase number of management apprentices who have completed L&D management courses first.	Jan 21	Process in place by working across L&D – approach is proving highly useful and beneficial.	LR / BV / HE
Senior Leaders endorsements					
Create Apprenticeship Awards	To be held during National Apprenticeships Week			On hold due to Covid	
Add an Apprenticeship Award to the OSCARs	Apprentice of the year category to feature	Heightened awareness of Apprenticeships impact and agenda	Feb 21	On hold due to Covid	
Aim 3 - Creating a workforce that reflects the Norfolk community					
Work with recruitment for more targeted recruitment	<p>Research ways of reaching further audiences of Norfolk when advertising roles. E.g. Mumsnet etc.</p> <p>Work with CIPD as Champions</p>	Increased number and quality of applicants to apprenticeship posts, especially appropriate, well suited candidates	Jan 21 and ongoing	Planned approach of working with the recruitment team. Looking to set up an Outreach programme which cuts across the two teams.	LR and Team

	Offer specific and time-limited apprentice cohorts, work with comms to brand these as an appealing offering to young people across Norfolk	Increased awareness among young people of NCC as an apprenticeship employer			
Corporate Parenting	<p>Create a Guaranteed Interview scheme for Care Leavers applying to apprenticeships at NCC and meet the essential criteria</p> <ul style="list-style-type: none"> Base the skeleton of this on the armed forced covenant? <p>Share information with PAs and ensure vacancies are posted on the County Councils website</p> <p>Take part in a working group to support the NCC offer to those in care and care leavers. The local offer.</p> <p>Attend and contribute to CS priority groups 1 and 5</p> <p>Undertake research into and participate in, the plan for a public sector/ LA approach to increase a joined-up approach to opportunities to for care leavers in Norfolk.</p>	<p>A scheme in place to guarantee an interview for care leavers where essential criteria is met.</p> <p>Increased applications from LACs</p> <p>Tracking system that allows LAC to identify this to us</p> <p>A more attractive Local offer site that supports care leavers to better understand their options for EET</p> <p>Increased opportunities for care leavers and increased understanding of public sector</p>	October 2020	<p>Undertaking research and working with HR policy team to understand how this could be put into place.</p> <p>Attending local offer and LAC meetings regularly to share updates.</p>	<p>LR</p> <p>LR / Team</p> <p>LR</p> <p>LR & KD, KC</p> <p>LR, HE, KC & KG</p>
				Kickstart scheme is up and running. Ready to launch in June, with first cohort starting in August.	

	Investigate the KickStarters initiative as part of Governments Plan for jobs, and as a likely source offering to care leavers through DWP. Identify appropriateness in current budget climate and plan for when/if may be feasible to engage.	Support the local community and the initiative run by NCC G&D as a Gateway.			
Work in partnership with Growth & Development, Childrens Services Participation team and other key strategic partners to grow the apprenticeships for Norfolk.	<p>Understand labour market metrics and trends including:</p> <ul style="list-style-type: none"> • Uptake of apprenticeships in Norfolk and nationally • NEETS <p>Work together to create overarching Norfolk County Council Apprenticeships Strategy</p> <p>Build an apprenticeships landing page on NCC website to direct the public to the appropriate service</p>	<p>G&D supports NCC as an employer</p> <p>Enquiries from the public go to the appropriate team first-time</p>	Ongoing	Partnership working through the board and the strategy continues	LR /Team
Strategically support and work alongside other talent and entry to work initiatives as part of our wider early talent approach.	<ul style="list-style-type: none"> • Work experience, • T-Levels and placements, • traineeships and • graduate programmes 		Ongoing	Delayed and on hold due to Covid	LR / Team
Create a mechanism for a pipeline of talent	Work with SHLT to identify how the new HR system can support this	Effective recruitment for every apprenticeship vacancy, with at least one appointable candidate and a healthy candidate pool	Feb 21	On hold due to new Oracle system coming in to place. Waiting to understand features and capabilities of the system.	LR / SHLT /KC

Improved visibility of NCC as an employer of apprenticeships	<p>Social media/advertising</p> <p>Build specific, time limited cohorts for specific apprenticeships and work with comms to brand and promote these</p> <p>Work with schools/colleges for careers/post 16 events</p>	<p>Increased number and quality of applicants for apprenticeship posts</p> <p>Increased awareness among young people of NCC as an apprenticeship employer</p>	Ongoing	Delayed and on hold due to Covid	LR / Team
Early Careers Initiatives	Evaluating new national and local employment and early career initiatives and participating in schemes where there is clear synergy with our workforce plan.		Ongoing	Delayed and on hold due to Covid	LR / KC
Establish an NCC work Experience programme	Work with CS to develop an approach to using apprenticeships to provide pathways for young people to join NCC incl. a virtual work experience pilot.	WEX & VWEX scheme offered to all Norfolk schools – positive feedback from students and school regarding programme.	Sept 21	Delayed and on hold due to Covid	
	Develop, implement and embed a diverse work experience and traineeship programme that offers opportunities to young people, children in care, care leavers, long term unemployed and those with disabilities.		Ongoing	Delayed and on hold due to Covid	

Establish Public Sector Apprenticeships	Develop public sector approaches to create additional traineeship and apprenticeship opportunities for young people through County/District/City Councils – signposting the public sector as an employer.	The creation of a public sector apprenticeship across Norfolk – promotion of this and apprentice starts	Nov 2020	Led by Trevor Holden, but on hold due to Covid. Due to start meetings again in July.	
	Create and setup a HR Apprenticeships working group <ul style="list-style-type: none"> Support the wider work to shape and drive public sector provision of apprenticeships in Norfolk. Contribute to the identification of common core skills needs across the public sectors in Norfolk. Review existing apprenticeship standards and identify those that meet our joint requirements; join up to leverage best provision from learning providers		Ongoing	Set up and working well. Cross sharing apprenticeship experiences and building cohorts together. Ongoing project.	
Aim 4 - Increase schools' use of apprenticeships					
Increased uptake of Apprenticeships by schools	Engage schools into embracing and adopting apprenticeships into their workforce and share unspent levy within the education sector and their supply chains. <ul style="list-style-type: none"> Work with them to advise and support their ability to engage 	<ul style="list-style-type: none"> Enquiries received from schools Increase number of apprentices within Norfolk schools Increased levy spends across Schools utilising a range of apprenticeships	Feb 21 Jan 21	Schools have made huge progress with spending their levy over the last 12 months – up by 799% in their monthly spending capability. Work continues to support them, think of creative ways for them to get involved and work	LR / Team

	<p>with and benefit from the Levy</p> <ul style="list-style-type: none"> Promote the benefits the changes can offer in helping to meet skills gaps and future workforce needs. <p>As new school focused standards are developed, the Council will ensure that schools are kept up to date with their availability.</p>	Promotion of apprenticeships in NCC comms to schools.	<p>Jan 21</p> <p>Ongoing</p>	with partners to regularly communicate with them.	
Fulfil Cornerstone Employer activity	Work with Childrens Services to identify best practice ways of creating meaningful work experience opportunities for school children.	<p>Able to offer work experience</p> <p>Have more than one Enterprise Advisor</p> <p>Attended at least three careers events</p> <p>Attendance at all meetings</p>	Ongoing		LR / MR
Aim 5 - Operational Activities , including Levy tracking, attendance at events and internal communications					
Activity for Apprenticeships week	<ul style="list-style-type: none"> Promotion of apprenticeships across the council Headteachers experience – video and case study Information pack to be sent to all Norfolk School – Educate Norfolk 	<ul style="list-style-type: none"> A successful NAW 2021 Awareness of apprenticeships increased across NCC and Norfolk Schools <p>Number of enquires from managers and staff</p>	Feb 21 and ongoing	Very successful and rewarding NAW 2021.	LR and Team
Engagement with staff, managers and departments/services	<ul style="list-style-type: none"> Publish strategy Information sessions 	<ul style="list-style-type: none"> Apprentice numbers up from last year 	Ongoing	Continues throughout the year – regular updates through Friday takeaway. As at June 2021, apprentice start numbers	LR / EM / AG / MJ

	<ul style="list-style-type: none"> • Attend team and service meetings • Associated promotion to managers and employees in council publications • Develop ongoing communication strategy • Produce case studies • Up to date Intranet pages • Improve interface with internal Comms team • Social Media Promotion • Engaging with local schools and colleges through recruitment fairs • Destination monitoring • Celebration of current apprentices across NCC and Schools (awards) 	<ul style="list-style-type: none"> • Awareness of apprenticeships increased across NCC and Norfolk Schools • Social media promotion – Facebook/twitter/Instagram 		have continued to increase, and covid notwithstanding have started 153 apprentices in 2019 and 162 apprentices in 2020.	
HR Apprenticeships working group with other Local Authority HR or L&D representatives	<p>Quarterly meetings throughout the year to discuss individual updates and progress.</p> <p>Work together to develop rotational public sector apprenticeship scheme.</p> <p>An opportunity to share materials and ideas of how to utilise levy. Enabling joint cohorts for popular apprenticeship standards (cohort-based) – TL/Supervisor, Associate</p>		Ongoing	Continues quarterly. Updates from other councils is good. All struggled with numbers through covid but coming out the other side. Looking forward to engaging in the Public Sector apprenticeships discussion again. Collaboration on Project Management apprenticeships.	LR, MJ

	Project Manager, Business Admin, Data Analyst etc.				
--	---	--	--	--	--



Norfolk County Council

Norfolk County Council

**Apprenticeship Strategy
2020-2023**

Foreword from Cllr Graham Plant

Deputy Leader of Norfolk County Council, Cabinet Member for Growth & Development and Chair of the Norfolk County Council Apprenticeships Board

“Norfolk County Council is proud to present its Apprenticeship Strategy 2020-2023.

Apprenticeships are core to our goal of supporting the Norfolk economy to prosper - we can only become stronger by developing our people.

A well-educated and flexible workforce trained to seize new opportunities is key to business success. Equally, our residents deserve to have the very best opportunities at all stages of their career, to raise their aspirations, gain the relevant skills and qualifications and to progress in challenging and rewarding work roles. Apprenticeships can create these opportunities and provide a clear framework for businesses to grow and individuals to progress.

This strategy outlines how we intend to meet our responsibilities to support the delivery of apprenticeships both as an employer and as a strategic leader. The strategy and the associate action plan are intended to be living documents, and we will be monitoring progress closely against our goals.

By working together, we can best support sustainable economic recovery and growth, for the people and businesses in Norfolk”

Executive Summary

This strategy sets out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all areas of Norfolk County Council (NCC), cohesively bringing together the three strategic strands identified by the Local Government Association (LGA) review;

1. Children's Services; supporting a broad range of pathways into Apprenticeships for pre-16 and students aged 16-18
2. Growth and Development; driving forward the provision of apprenticeships to support our businesses to prosper and our residents to aspire and grow throughout their working lives'
3. Human Resources leadership and coordination of the internal Apprenticeship Programme

Vision

Apprenticeships will be an attractive offer that our young people and adults aspire to go into as a high quality and prestigious path to a successful career, and that employers (including NCC itself) value to develop their workforce.

What does Apprenticeship success look like?

- ✓ Apprenticeships will be a viable and aspirational pathway and route of progression for our young people and adults
- ✓ Apprenticeships are increasingly inclusive and accessible to the communities of Norfolk that reflect our diversity, adequately representing groups such as care leavers, younger workers, returners to work, people with disabilities, and people with BAME heritage.
- ✓ A broad range of apprenticeships are available to meet **local** economic need, and at all levels, including degree level, where available.
- ✓ Every apprenticeship will be a high-quality opportunity that delivers the skills, knowledge and behaviours that employers are looking for.
- ✓ Apprenticeships are a good quality pathway to successful careers, providing opportunities for new and existing employees to develop/reskill, and helping the Council achieve its 'Caring for the County' vision.
- ✓ **Apprenticeship starts and achievement rates will have increased**

NCC are committed to helping ensure Norfolk's economic growth and will promote social mobility by helping people who are not in work get the skills they need for 21st century employment.

Apprenticeships form an integral part of our workforce strategy to provide the Council with a talent pipeline that supports our current and future skills needs.

Action & Impact

Collectively, the strands which underpin the NCC Apprenticeships Strategy, will seek to identify and respond to series of indicators (eg: number of vacancies/starts, available local provision, number of young people progressing into apprenticeships) - which will provide the focus for developing our action plan, our aims and approach in delivering it. Monitoring of these indicators, as part of quarterly performance updates reported to the Apprenticeship Board, will help us to provide an agile response to the ever-changing apprenticeship landscape, particularly as we move out of the pandemic and into economic recovery post Covid19 and as the changes following Brexit unfold.

Why Apprenticeships?

Apprenticeships are a key element of national skills policy and provide a vehicle for developing and increasing skills, knowledge and behaviours for those entering the labour market, workforce development and progression, and the development of higher-level skills. In its 2015 strategy¹ **‘Our 2020 Vision’** the Government said *‘A nation flourishes when it realises the full potential of all its people’*.

Norfolk has historically been a low skill, low wage economy with skills levels lower than national equivalents at all levels (particularly acute at levels 3 and 4; respectively between 4-5% lower than a national figure of 39% in 2018) and lower HE participation (Norfolk POLAR rating – reflecting young people entering HE – reported 29.53% against a national rating of 39.57% in 2018). Encouraging the creation of apprenticeships provides an opportunity to address this by providing opportunity to gain skills and qualifications throughout working life.

Apprenticeships deliver real benefits to employees, businesses and the economy ^{2,3}

- ✓ Individual apprentices achieve higher levels of qualification and increase their own employment prospects, productivity and wages.
- ✓ 83% of apprentices said their career prospects had improved.
- ✓ Apprentices completing an apprenticeship at level 4 or above could earn £150,000 more, on average, over their lifetime
- ✓ 70% of surveyed employers said apprenticeships improved product quality and service.
- ✓ Apprenticeships represent a highly effective means for all businesses to build their pipeline of skilled future staff
- ✓ Apprenticeships represent an excellent investment for both the Government and employers, delivering significant benefits for the taxpayer: Apprenticeships provide a typical return of £26–£28 for every £1 of government investment in apprenticeships at levels 2 and 3
- ✓ The investment of UK employers in training has rapidly declined over the last 20 years and is low when compared to our international competitors.
- ✓ Employers have the opportunity to feel full ownership of apprenticeships, designing and owning the content of all apprenticeship standards and assessments
- ✓ Countries with high relative shares of young people in vocational education, tend to have among the lowest rates of youth unemployment
- ✓ Apprenticeship programmes can help to improve the general level of skills in the local economy and can boost overall economic growth and productivity
- ✓ Many employers recoup the cost of training before the completion of the apprenticeship and others within a time frame as short as 1-2 years

¹ [English Apprenticeships - Our 2020 Vision \(GOV.UK, 2015\)](#)

² [English Apprenticeships - Our 2020 Vision \(GOV.UK, 2015\)](#)

³ [OECD/ILO – Engaging Employers in Apprenticeship Opportunities \(2017\)](#)

- ✓ Investing in apprenticeship training has other diffused benefits for the business, including increased skills development for other employees, increased entrepreneurship and increased exposure to new technologies in the workplace
- ✓ Firms that invest heavily in apprenticeships have reported reduced rates of staff turnover in entry-level positions and see apprentices and trainees as a stream of workers ready to move onto higher – level training and promotional positions
- ✓ Firms that invest in apprenticeship programmes also report other benefits, including reduced recruitment costs, enhanced job satisfaction among workplace supervisors and achievement of corporate social responsibility outcomes

NCC are committed to helping ensure Norfolk’s economic growth and will promote social mobility by helping people who are not in work get the skills they need for 21st century employment.

Apprenticeships form an integral part of our workforce strategy to provide the Council with a talent pipeline that supports our current and future skills needs.

Our NCC values set out what's important about how we work and these have been applied in developing the strategy;

Make strategy happen | Live action plans [see Appendix 2] detail our work, which will deliver the strategy

Take accountability | The strategy is a collaborative; giving accountabilities to each department to own and drive forward their aims and ambitions

Be evidence based | Our approach is supported by evidence from national and local data

Be business-like | We will deliver the strategy professionally, consulting with key stakeholders as we respond to supporting a changing economic landscape.

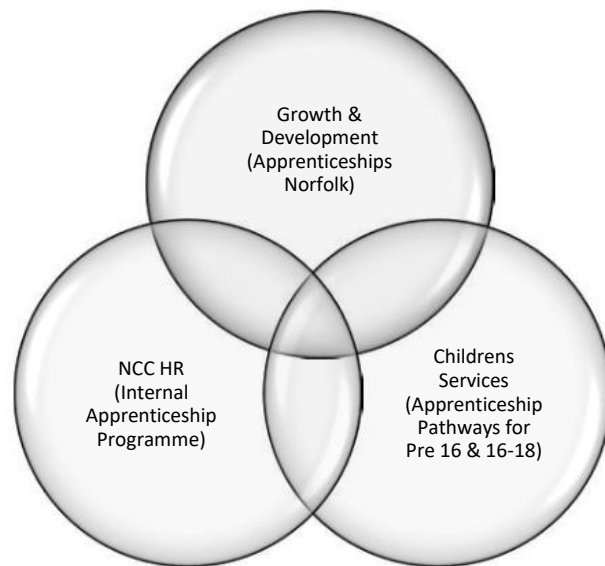
Be collaborative | Children’s Services, Growth & Development & HR commit to ongoing development and delivery of the Strategy.

The strategy paper aligns with the NCC 6 year Business Plan **‘Together, for Norfolk’** by supporting *“..work with schools, the LEP and employers to raise standards and ensure Norfolk is not left behind”* and *“create more new apprenticeships by working with local businesses and the education sector”*.

Furthermore, the strategy will support delivery of the priorities of the **‘Norfolk & Suffolk Economic Strategy’** to *“promote collaboration between business, HE, FE, schools and the public sector to provide the training opportunities and work experience that enable businesses and people to fulfil their full potential”*.

Background

The 2018 Local Government Association (LGA) review **'Realising Apprenticeship Opportunities at NCC'** identified an overall vision and strategy for the delivery of Apprenticeships in Norfolk, both internally and externally to NCC, reflecting individual strategic strands of activity across Growth & Development (G&D), Children's Services (CS) and Human Resources (HR).



As a result we have established an Apprenticeship board (see Appendix 1 for Terms of Reference), chaired by Councillor Graham Plant, Deputy Leader of Norfolk County Council and Cabinet Member for Growth and Development with senior representation from each of these directorates together with the Director of Community Information and Learning⁴.

Together we have developed this strategy and the attached Action Plan to guide our joint support for and delivery of apprenticeships across Norfolk

This strategy sets out a strategic vision, aims and objectives and an operational action plan for apprenticeships in Norfolk across all areas of Norfolk County Council, cohesively bringing together the three strategic strands identified by the Local Government Association (LGA) review;

- Children's Services approach in supporting a broad range of pathways into Apprenticeships for pre-16 and students aged 16-18
- Growth and Development; driving forward the provision of apprenticeships to support our businesses to prosper and our residents to aspire and grow throughout their working lives
- Human Resources leadership and coordination of the internal Apprenticeship Programme

⁴ NCC Adult Learning is an Adult Education provider (regulated and funded as a Further Education Institution) and sits within Community Information & Learning, providing delivery of Apprenticeships across a number of apprenticeship standards. NCC Adult Learning Apprenticeships delivery is aligned with and supports the main aims set out by the above tripartite strategy, but does not contribute to it specifically, as it is one of a number of local training providers offering apprenticeship delivery internally to NCC employees and externally in Norfolk.

National & Local Context

Apprenticeships exist in a dynamic marketplace with notable recent changes including;

- Placing employers in the driving seat; working together to design apprenticeships so they meet the needs of the industry
- Simplified apprenticeships – replacing complex frameworks with short, simple standards, written by employers in a language they understand
- A lack of approved standards at L2 following the transition from frameworks to standards. It is widely acknowledged this has impacted on volumes of starts for young people whose attainment grades are lower.
- Increased quality – introduction of the 20% off-the-job training funding requirement and a rigorous, graded End Point Assessment (EPA) to confirm the apprentice is fully competent and their capabilities appropriately stretched.
- Introduction of the Apprenticeship Levy (2017 onwards) - which aimed to increase employer investment and improved opportunities for upskilling the existing workforce (who tend to be 19+) creating broader apprenticeship opportunities for all ages
- Non-levy contributions were drastically reduced and remained only for larger organisations with over 50 staff and/or for recruiting apprentices aged over 19
- Norfolk has seen a consistent reduction in Independent Training Provider delivery; with five notable organisations closing within the last 5 years; creating a significant reduction in the county in terms of apprenticeship offer and availability

Where are we now?

The Apprenticeship Levy improved opportunities for businesses to fund both workforce development for existing staff and higher-level apprenticeships; both a likely focus for large organisations looking to utilise their Levy. Existing staff are more likely to be in the higher age groups and are more likely to complete higher level apprenticeships. It is widely acknowledged nationally that this strategy has improved much needed upskilling of staff; however, potentially at the expense of recruiting lower level apprenticeships and/or younger apprentices externally. However, Norfolk has a significant pot of unspent Levy funds; suggesting larger Levy paying organisations are yet to fully utilise this funding opportunity. This gives us an opportunity to increase the provision of apprenticeships.

The following data demonstrates a significant 3-year decline locally, in terms of apprenticeship starts in each full academic year, from a high of 7670 in 15/16 to 5740 in 18/19; a drop of nearly two thousand new starts and in stark contrast to the aim of increasing apprenticeships. The rate of decline had begun to reduce in 2018/19 and there were encouraging signs early in 2019/20, however this has been severely impacted by Covid19.

Norfolk
(2013/14 – 2019/20)

Academic Year	Norfolk Apprenticeship Starts	Difference	% Change
13/14	6270		
14/15	7290	↑1020	+16%
15/16	7670	↑380	+5%
16/17	6850	↓820	-12%
17/18	5960	↓890	-13%
18/19	5740	↓220	-4%
19/20	4890	↓840	-15%

England
(2013/14 – 2019/20)

Academic Year	Apprenticeship Starts	Difference	% Change
13/14	434,600		
14/15	494,200	↑59,600	+14%
15/16	503,900	↑9,700	+2%
16/17	489,100	↓14,800	-3%
17/18	371,200	↓117,900	-24%
18/19	389,600	↑18,400	+5%
19/20	322,500	↓70,880	-18%

Current Data (19/20) including Covid-19 Impact Data (updated July 2020) is available here:
[Apprenticeship Norfolk Data Pack 2019-20](#)

National data gives an early indication of the impact of Covid19 on new apprenticeships starts; creating an unprecedented and unpredictably negative landscape, both locally and nationally. However, the most recent figures (reported as at 31.07.20) show an improved picture on the previous reporting period to 30.06.20 suggesting there has been a very gradual increase in starts at all ages and levels as we moved out of the first lockdown.

The government has created unprecedented levels of support for businesses, as a response to Covid19; offering the opportunity for furlough via the job retention scheme amongst other financial support grants & loans. The 'Plan for Jobs' announced on 8th July 2020, by chancellor Rishi Sunak included a significant focus on Apprenticeships with incentives for employers of all sizes taking on NEW apprentices of all ages, from 1st August 2020 to Jan 31st 2021, in an effort to boost apprenticeship starts nationally. Alongside the above incentives, ESFA have launched a Redundancy Support Service for apprentices adversely impacted by Covid19.

Apprenticeships Norfolk have worked to support local apprenticeship provision during lockdown; surveying apprenticeship providers to understand the impact of Covid19 and how to best assist them, as well as issuing a **regular** newsletter (as requested), giving updates on national and local policy changes, initiatives and support available. Apprenticeships Norfolk have introduced a local flexible 'Apprenticeship Incentive Fund' targeting non-levy paying businesses in Norfolk, to take on new or redundant apprentices, aged 16-24.

The New Anglia LEP's '**Covid19 Economic Recovery Restart plan**' suggests '1/5 of apprentices (~2,000 in Norfolk and Suffolk) are not expected to return once economic restrictions are relaxed' and that

together we will *'Reshape existing apprenticeship projects to help stimulate the creation of quality apprenticeships and to enable those existing apprentices who have been made redundant to be connected to new opportunities, working with businesses to show them the value of apprenticeships.'* NCC will continue to work with the LEP and other partners including the New Anglia Skills Advisory Panel to maximise the opportunity to drive up apprenticeship starts.

It is likely that moving forward, support and interventions - such as flexibilities in the levy, incentives and subsidies - will need to continue to be broad. This should encourage and stimulate growth across apprenticeship starts in all sectors/levels, but perhaps with a focus on 16-24 age cohorts – to keep apprenticeships buoyant at a time where the local and national economy will be in an extraordinary and as yet, undetermined position.

Resources to deliver the Strategy

The following strands each have a specific focus in delivering the NCC strategy; and the resources section of the strategy paper will set out the strategic and individual approach that each directorate will take and how they link and work together, to form an overall action plan.

- **Strand 1:** Children's Services; supporting a broad range of 'Pathways into Work' for pre-16 and students aged 16-18 (24 for SEND and those leaving care).
- **Strand 2:** Growth and Development; leadership and coordination of 'Apprenticeships Norfolk'
- **Strand 3:** Human Resources; leadership and coordination of NCC Workforce Apprenticeships

Strand 1 – Children’s Services: Pathways into Work

Introduction

A thriving education and training sector is essential for all of Norfolk’s 16-18-year olds (24 years for SEND and those leaving care) and viable pathways into work for all young people are crucial to this aspiration and to enable Norfolk County Council to fulfil its statutory role as the champion of children and corporate parent to Norfolk’s most vulnerable young people. The participation of 16-18-year olds with education and training is paramount to young peoples’ achievement, attainment, well-being and progression to economic independence and adulthood. High quality apprenticeships are essential to achieve this aspiration and for young people to gain entry to the labour market. In line with Norfolk’s Corporate Parenting principles no young person should be left behind, we are committed to promote opportunities and promote aspirations to help seek and secure best outcomes.

However, local research shows that there still is not enough awareness amongst some young people or their parents/carers by the time they reach Year 11 including some of the basic knowledge about what an apprenticeship is and the mechanics of how to get into a job/apprenticeship.

Providers feedback that many employers will recruit older and often more highly qualified apprentices citing issues with the levels of maturity and work readiness amongst many 16 and 17 year old young people, as well as valuing the additional knowledge and skills from time spent at college, sixth form or other training.

Teacher and careers adviser feedback is that matching available vacancies to the aspirations and academic ability of students is an ongoing issue with young people sometimes struggling with the academic requirements of an apprenticeship, or where apprenticeship vacancies don’t necessarily match the elected career interests or aspirations of young people.

Finally, national and local research points to the negative impacts of Covid19 on young people, particularly those leaving education in 2020 and 2021. Faced with a recession, growing unemployment and a much reduced recruitment market, we expect 16-18 young people to be most likely to struggle to access labour market opportunities including apprenticeships, particularly in those sectors that have traditionally recruited young people including retail, commercial enterprise, hospitality and catering.

Children’s Services Context & Strategic Approach

16-18 Participation and NEET reduction

Norfolk County Council has a statutory duty to ‘encourage, enable and assist’ all 16-18-year olds to participate in learning and to reduce NEET. This duty is overseen by our Participation & Transitions Strategy Team (PTST). Whilst over 90% of Norfolk’s 16-year-olds currently progress into full time education in Sixth Forms and Colleges, many 16 and particularly 17-year-olds aspire to enter work with training – mostly through apprenticeships.

Supporting 14-18 career choices

We work with schools, colleges and other providers to support young people to make well informed and realistic career decisions and achieve successful transitions into post 16 destinations including providing:

- i. IAG services to vulnerable groups including NEET, SEND, LAC/CL; Home Educated, YOT
- ii. Help You Choose website for Norfolk's young people full of impartial information and advice about all 16-18 options including extensive information on apprenticeship vacancies, traineeships and other work with training
- iii. Care Offer Website has been developed as one-stop job and apprenticeship shop for 16 upwards with interactive graphics, front-page lead-in links to Guaranteed Income Scheme, Supported Internships, Norfolk / NCC Apprenticeships.
- iv. Norfolk's Careers Network for school/college careers advisers and career leads and work with LEP's Careers Hub/Enterprise Adviser Network to provide school staff with the careers CPD they require to meet their statutory duties for Careers Guidance.
- v. The Higher Aspirations Scheme (HAS) to provide information, support and advice about all options at 18+ for post 16 A level students.

Corporate Parenting Strategy

As part of Norfolk's Corporate Parenting Strategy, a monthly sub-group (EET 1) focusing on Education and Training for our Looked After Children and Care Leavers is held where targeted areas are progressed. Apprenticeships are a key focus and we promote secured agreements with several large organisations including within NCC and other public sector bodies. At this time challenge is around post 16, barriers, actions and opportunities where additional targets are required in order to meet the need.

Inclusion and supporting the vulnerable

Children's Services is committed to promote the interests and provide a safety net for Norfolk's most vulnerable young people. In recent years we have promoted apprenticeships with NEET young people through our Guidance Adviser/YPA delivery teams; with LAC/Care leavers with colleagues in Growth & Development and HR; with HR to develop a pilot Apprenticeships Training Agency model with TrAC and through the Virtual School to provide apprenticeships advice for social workers, personal advisers, young people and providers around the apprenticeships top-up grant. Funding is being sought via the Corporate Parenting sub-Group to continue the Positive Activities Norwich Pilot for work-readiness, soft skills and confidence for NEET Care Leavers, and to extend it to the whole County. Norfolk's Corporate Parenting Board remain at the front of these operations to promote and review inclusion as well as need and volume.

Successful progressions

Children's Services ESI and Achievement Services provide challenge and support through a programme of annual conversations with Multi Academy Trusts (MAT), FE Colleges and Sixth Forms and through network meetings with the Norfolk Provision Network, Sixth Form+ Group and the New Anglia Learning Providers Forum (NALP). A key goal is to promote progression opportunities for all 16-18-year-old learners. Apprenticeships are an essential component of this progression framework.

Working in partnership

Children's Services are committed to work in partnership to promote pathways to work including apprenticeships for young people. Our Partnership approach involves working with both internal and external partners by:

- i. Participating in a 'virtual team' with Growth & Development, HR, Community Learning Services and Adult Social Services that promotes a consistent approach within NCC to apprenticeship support and promotion
- ii. Corporate Parenting group meeting monthly as multi-agency group with County Council member chair to review opportunities and progress of pathways and agree action points for progression
- iii. Promoting new provision to address the gaps including scoping the possibility of traineeships or transition to apprenticeships provision
- iv. Coordinating and promoting existing apprenticeships information and support provision targeted at young people by bringing together the range of agencies involved in this work.

Vision

Norfolk County Council – Children's Services vision is for all young people to have a viable and aspirational pathway to work, with apprenticeships as a core option for at least 10% of 16-18-year olds in Norfolk.

Our aim is to work with Providers and senior leaders in schools, sixth form and colleges to establish four clear pathways to work for young people with apprenticeships at the centre of our strategy:

- i. 16-year-old school leavers
- ii. 17-year-old sixth form and college leavers
- iii. 18-year-old sixth form and college leavers.
- iv. Our fourth priority aims to enable access to work including apprenticeships for as many as possible vulnerable young people who have the capability including young people looked after, leaving care, those SEND young people with EHCP up to age 25 years, those on youth offending orders and the home educated.

To realise this vision, we will create a Pathways to Work Team within our Learning & Inclusion Service whose role will be to lead on our strategy to promote the profile, value and provision of apprenticeship and other work- related options. This will increase the demand from young people for apprenticeships and other work-based options.

We will also work through Norfolk's Corporate Parenting Board who review progress on a quarterly basis through sub-groups for Education, the Decriminalisation of LAC and LC and Leaving Care. These provide additional strands of focus and task to support achievement and development for our young people.

To meet a growing demand will also require a significant increase in the number, range and availability of quality apprenticeship opportunities, especially post Covid. To support this to happen, we will also work with partners in Growth & Development, New Anglia LEP, District Councils, Norfolk Chamber and the provider network. Growth in demand from young people needs to be matched with growth in the supply of apprenticeship opportunities.

Pathways into Work Action Plan - Aims/Approach

Aim: Affirm apprenticeships as a key option route for 16-18 learners and drive up the number and % of applications and starts

- Establish the apprenticeship pathway as a strategic priority within Children's Services and as a viable progression pathway for young people in order to increase 16-18 participation and progression with priority focus on LAC/Care leavers and other vulnerable groups
- Establish the apprenticeship pathway as a strategic priority to increase 16-18 participation and progression with priority focus on LAC/Care leavers.
- Promote apprenticeships for young people in specific sectors of the Norfolk labour market.
- Champion the value of recruiting 16-18-year olds apprentices to key influencers
- Ensure that Children's Services delivery teams working with LAC/Care Leavers, NEET, Home Educated, Young Offenders, SEND other vulnerable young people are informed about apprenticeships and can advise/support young people about work-based options (including ensuring this reports progress to Norfolk's Corporate Parenting board).
- Map the intended destinations of school/college leaver cohorts to recruitment needs of Norfolk labour market
- Re-frame the conversation about apprenticeships as an option for school and college leavers

Aim: Increase the numbers of apprenticeship opportunities and starts for 16-18-year olds

- Support employer and provider engagement activities to prioritise apprenticeships for young people including for vulnerable groups
- Identify and promote apprenticeships and traineeship opportunities in sectors of the Norfolk labour market that are actively recruiting
- Challenge and support providers to deliver against the funding made available by ESFA and other bodies for 16-18 apprentices
- Influence providers to develop new provision to address both labour market recovery needs, skills gaps and the needs of young people including vulnerable groups.
- Promote the recruitment of apprentices in the school workforce

Strand 2 – Growth & Development: Apprenticeships Norfolk

Introduction

Good productivity is fundamental to economic growth. Increasing the quality and quantity of apprenticeships plays a significant role in developing opportunities for improving skills and thereby helping to address Norfolk's skills shortages. This, in turn increases productivity and stimulates economic growth.

Growth & Development is committed to helping ensure Norfolk's economic growth and will promote social mobility by; helping people who are not in work get the skills they need for 21st century employment; and championing Apprenticeships as a highly effective means for all businesses to build their pipeline of skilled future staff.

NCC Growth & Development has a strong history of supporting apprenticeships, including;

- 'Apprenticeships Norfolk' fund - a two year £2.2m fund, with the expressed aims of increasing the number of SMEs offering Apprenticeships within Norfolk and reducing the number of 16-24 year olds not in education, employment or training (NEET). The fund also aimed to help more care leavers into Apprenticeships. The target of 441 new apprenticeships was achieved 8 months ahead of the target date.
- The 'Apprenticeships Norfolk' network was formed in 2014, providing a partnership approach to influencing the strategic growth of apprenticeships in Norfolk.

Context & Strategic Approach

In 2020 Apprenticeships Norfolk have brought a fresh approach; relaunching with improved & updated branding; creating a clear, strong presence and visibility to all key stakeholders. Strong working relationships have developed with the provider and stakeholder networks and enquiries from employers and potential apprentices are increasing week on week. Apprenticeships Norfolk have been successful in supporting employers previously unfamiliar with setting up an Apprenticeship, with the individualised and impartial guidance and support required.

Key recent activities include creating an updated, user-friendly, interactive and engaging website and setting up new and enhanced social media platforms. Regular content posted on all channels has seen a sharp increase in followers, engagement and interactions with a wide variety of key stakeholders, increasing brand awareness.

Apprenticeships Norfolk have initiated various market research surveys, which supported insight and understanding of the sector - both during the pandemic and looking forwards - as we move into the recovery and normalisation phase, finding the 'new normal' for employers, providers and more broadly the landscape of apprenticeship provision. This insight has been pivotal in being able to offer initiatives to support a Covid19 response.

The direction of travel for Apprenticeships Norfolk is to continue to build on the recent successful relaunch and continue to strengthen the impartial, trusted professional advice service for apprenticeships in Norfolk; supporting more apprentices, employers and providers through a range of supportive & innovative projects and initiatives.

One current initiative is the '**Recruit | Retain | Reward**' (RRR) incentive fund, which provides additional incentives to small/medium non-levy business in Norfolk, recruiting a new apprentice aged 16-24 or an apprentice made redundant due to Covid19. Initially funded through repurposed project funds, RRR has recently benefitted from additional funding via the Norfolk Strategic Fund, meaning we have a significant opportunity to stimulate new apprenticeship starts and also enable completion and achievements for those apprentices adversely affected by Covid19.

Utilising the RRR incentive initiative, Apprenticeships Norfolk are working towards achieving a target of 437 successful incentive grants between August 2020 and July 2022, making a real difference to the businesses and individuals in Norfolk. Furthermore, Growth & Development will continue to identify opportunities to secure further additional funding to support further projects and initiatives.

Apprenticeships Norfolk, working alongside the NCC 'Apprenticeship Pathways for 16-18 year olds' and the NCC HR 'Apprenticeship Programme' will ensure that a joined up approach reinforces and supports the overall aims of each other.

Vision

The focus and vision for Growth & Development is to promote the growth of apprenticeships as a viable and aspirational pathway and route of progression for those aged 19-24 and 25+, across a breadth of indicators (such as level, sector and place) as appropriate. Every apprenticeship will be a high-quality opportunity that delivers the skills, knowledge and behaviours that employers are looking for. Employers will recognise that investing in apprenticeships brings value, innovation and emerging talent into the heart of their business. People of all ages in Norfolk, considering reskilling or changing career, will see Apprenticeships as a viable opportunity.

Growth & Development continues to facilitate 'Apprenticeships Norfolk' to deliver an effective and impartial brokerage service to help realise this vision.

Apprenticeships Norfolk - Vision Statement

Apprenticeships Norfolk is a trusted, impartial service; working collaboratively with providers, employers and partners to promote the profile & growth of Apprenticeships across the county.

Championing apprenticeships #MadeInNorfolk

Apprenticeships Norfolk Action Plan - Aims/Approach

Aim: Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate

- Develop an apprenticeship strategy for the period 2020-2023 to increase the number, level, range and quality of apprenticeships in Norfolk
- Working with external partners co-ordinate employer engagement across the county to maximise impact and support for businesses.
- Working with external partners co-ordinate provider/stakeholder engagement across the county to maximise impact
- Raise brand awareness of Apprenticeships Norfolk and provide clear information for all stakeholders, which is easy to access and that meets their needs
- Coordinate an information and advice service about Apprenticeships across the county
- Celebrate the achievements of apprentices

Aim: Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers

- Undertake market research to understand challenges in engaging in the apprenticeship agenda
- Dispel myths about apprenticeships

Aim: Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities

- Increase the volume of Apprenticeship delivery at Advanced and Higher level to meet the skills needs of Norfolk businesses

Strand 3 – HR: Workforce Apprenticeships

Introduction

“As a strategic leader of public services in Norfolk and one of the largest employers in the area, Norfolk County Council’s ambition is to lead the way as an employer in championing, shaping and deploying apprenticeships to help solve strategic challenges within its own 6,000-person workforce, thereby improving the quality of services offered to the people of Norfolk.”

Tom McCabe, Head of Paid Service, Sarah Shirtcliff, Director for People

Our approach to date has successfully raised the profile of apprenticeships under modern reform, meaning that we have used the levy strategically to support 429 apprenticeship starts within NCC’s workforce to date, with 311 live currently, our greatest achievement so far (November 2020).

Building on this success, we will continue to identify workforce challenges where we can strategically deploy apprenticeships to best effect.

Context & Strategic Approach

In order to build on our success to date, our strategic approach is twofold:

Firstly, we want to increase the number of skilled individuals in hard to recruit to areas, targeting the provision of apprenticeships (as well as internships, graduate schemes, traineeships and work experience) in parts of the organisation where systemic or long-term difficulties are anticipated (Social Care, for example).

Secondly, we want to support NCC to become an employer that reflects the communities of Norfolk, makes best use of their talents, supports social mobility and is increasingly attractive and accessible for those groups who have historically not been adequately represented within the NCC workforce. This means making apprenticeships (as well as internships, graduate schemes, traineeships, and work experience) increasingly available to groups such as care leavers, younger workers, returners to work, people with disabilities, and people with BAME heritage.

Work to achieve this approach will be guided by workforce plans within services, and the creation of these plans will be supported using the LGA workforce planning toolkit and approach.

The challenge for NCC to achieve these aims may well increase as Norfolk’s population is set to rise significantly over the next twenty-five years and the economy is due to create up to 88,000 new jobs⁵. The current Covid19 pandemic notwithstanding, we may find it increasingly difficult to attract and retain enough numbers of people with the skills required to deliver some of our services.

⁵ [New-Anglia-Economic-Strategic-Brochure-Lowres.pdf](#) (Nov 2017)

The NCC Workforce Apprenticeships action plan provides a structured, measurable approach to the achievement of the strategic aims set out above.

In addition to its internal focus, the plan co-exists in conjunction with the outward facing 'Apprenticeships Norfolk' and 'Apprenticeship Pathways for pre-16 to 18-year olds', supporting broader efforts to raise aspirations, skills and qualifications, and, therefore, economic growth and social mobility in the wider Norfolk community. This joined up approach means that each plan reinforces and supports the aims of the others.

Vision

Our mission is to use the NCC levy strategically to provide apprenticeships that support the Council to attract, retain and develop a skilled and diverse workforce that meets our county's needs now and, in the future, positively impacting NCC service delivery and opportunities for the community of Norfolk. Embedding apprenticeships into our services' workforce plans and creating recruitment/outreach campaigns will ensure our offers are targeted for maximum return and supports our visibility as a local employer of choice.

Our vision by the end of 2023 is:

1. Apprenticeships form an integral part of each service / directorate strategic workforce plan, which is based on evidence, focuses on areas of strategic need for skills, and looks a rolling 2-5 years ahead
2. We are an employer of choice in terms of quality and quantity of apprenticeships provided
 - a. Of the people who started an apprenticeship with NCC (excluding schools), 80% have remained with us in NCC roles for at least two years after the end of their apprenticeship, and 80% of starters have completed their apprenticeship
 - b. NCC is widely recognised within Norfolk and beyond as an employer offering a wide range of attractive apprenticeship opportunities
 - c. The NCC levy is consistently forecast against and targeted to finance apprenticeships in the priority areas identified by directorate plans, with no under-spend, ensuring recruitment initiatives for certain grades and roles are monitored and allows a ringfence for those apprenticeships targeted at our care leavers. This may include levy sharing where this supports directorate workforce plans.
 - d. 50% of apprenticeship opportunities are filled by current NCC colleagues, 50% by new starters (currently 65:35)
 - e. NCC continues to engage with schools, colleges and young people via Cornerstone to raise the profile of apprenticeships and promote them as high-quality learning opportunities and good routes into successful careers, making sure we attract high quality apprentices to the council, especially in under-represented or priority areas.
3. Through the medium of apprenticeships and other learning vehicles, the NCC workforce reflects more accurately the make-up of the Norfolk communities we serve, in terms of care leavers, younger people, those at the start of their career, people with disabilities, people with BAME

heritage, and returners to work. We have established a baseline and appropriate methods to measure progress in these areas. We have increased awareness and accessibility for those in disadvantaged groups, and we have some success stories we are able to share.

4. Joint vision with Children's Services: Schools continue to increase monthly levy spend at a rate of over 200% on a year-to-year basis for the next two years whilst sharing levy within the education sector and its supply chains. They have increased take-up of apprenticeships (from 46 live now to 150 live by the end of 2023)

Equality Impact Assessment Statement

NCC is committed to tackling discrimination and prejudice in all its forms and recognises our responsibility to lead by example. Our commitment to work to address disadvantage, promote equality and eradicate racism is supported by our Workforce Strategy which interlinks with the Apprenticeship Strategy.

NCC Workforce Apprenticeships Action Plan - Aims

The NCC Workforce Apprenticeship action plan will be governed by the Norfolk Development Academy Board (NDA). The plan will also be shared with the NCC Apprenticeships Board and progress against the plan will be provided. Plan workstreams are:

1. Creating strategic workforce plans
2. Improving quality and quantity of NCC apprenticeships
3. Supporting a workforce that reflects the Norfolk community
4. Increasing schools' use of apprenticeships
5. Operational activities:
 - Communications to and engagement with NCC managers and wider workforce
 - Levy tracking
 - Reporting against plan
 - Attendance at events such as careers fairs

Apprenticeship Action Plan [see Appendix 2]

The overarching strategic aims were previously agreed at the initial Apprenticeships Board meeting.

The aims for the delivery of apprenticeships **externally** to employers and individuals are:

1. Affirm apprenticeships as a key route for 16-18 learners
2. Arrest the decline in apprenticeships starts for 16-18
3. Increase the number of apprenticeship starts in Norfolk for 19-24-year olds and 25+ focussing on a sector specific and/or place approach as appropriate
4. Undertake research to understand in greater detail the needs of employers and the barriers to taking up apprenticeships and develop workplans to secure provision that meets the needs of employers
5. Improve the balance between intermediate/advanced/higher starts creating more in-work progression opportunities

The aims for the delivery of apprenticeships **internally** to employees are:

1. Creating strategic workforce plans
2. Improving quality and quantity of NCC apprenticeships
3. Supporting a workforce that reflects the Norfolk community
4. Increasing schools' use of apprenticeships
5. Operational activities, including Levy tracking, attendance at events and internal communications

Our action plan sets out how we will collectively achieve the strategic aims and priorities identified within this paper. It will be regularly reviewed and updated in line with the Council's Strategy and any other local and national influences.

The detailed action plan, which cohesively links all three strands within the strategy paper is listed within Appendix 2.

Infrastructure and Development Select Committee

Item No. 10.

Report title:	Policy and Strategy Framework – annual review
Date of meeting:	14 July 2021
Responsible Cabinet Member:	Cllr Graham Plant, (Cabinet Member for Growth and Development) Cllr Margaret Dewsbury (Cabinet Member for Communities and Partnerships) Cllr Andy Grant (Cabinet Member for Environment and Waste) Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)
Responsible Director:	Tom McCabe (Executive Director, Community and Environmental Services)
<p>Executive Summary</p> <p>The Select Committee has a role in developing and advising on Council policies and strategies. This report sets out information on the policies and strategies aligned to the work of this Select Committee, in the form of a policy and strategy framework.</p> <p>The framework is brought to the Select Committee annually to enable the Select Committee to have oversight of policy and strategy work already complete as well as the work underway to develop new and reviewing existing policies and strategies.</p> <p>Action required</p> <p>1. To review the policy and strategy framework at Appendix A and identify any appropriate items for inclusion on the Forward Work Programme (where not already included).</p>	

1. Background and Purpose

- 1.1. The Select Committee has a role in developing and advising on the policy and strategy framework. The Committee has an item on the Forward Work Programme for an annual review of this framework; this was last reviewed by the Committee in July 2020.

- 1.2. This report provides details of the current policies and strategies which align to this Select Committee along with timescales for anticipated development and review work.

2. **Proposals**

- 2.1. The policy and strategy framework is set out in Appendix A. This lists the policies and strategies which have been approved by Members, along with those under development which will be brought to Members for approval. The following definitions have been used as a guide: -

Strategy – guides the future shape and delivery of services by setting out a high-level long-term vision and/or priority;

Policy – sets out a principle, protocol or set of rules that guide decisions or achieve outcomes.

- 2.2. The framework covers policies and strategies only, and not all documents which may require member approval.
- 2.3. A general working assumption is that all relevant policies and strategies will be reported to this Committee prior to any consideration by Cabinet. This will facilitate Select Committee input and enable the Select Committee to develop appropriate recommendations for Cabinet to consider. In practice, the extent to which this is possible may depend on the capacity of the Select Committee (e.g. size of agendas for meetings) and any particular timing considerations.
- 2.4. The timescales anticipated for reviewing existing policies and strategies varies, with some reviewed annually and some longer-term strategies less frequently. The framework aims for each to be reviewed at least once every 5 years.
- 2.5. During 2021/22, the work of the Select Committee was impacted by the Covid-19 pandemic and associated restrictions put in place. However, the Committee did meet four times during 2020/21 and carried out work to review and develop the following:-

- Adult Learning Annual Plan
- CES Enforcement Policy
- Environment Policy
- Local Flood Risk Strategy
- Local Transport Plan
- Norfolk Library Strategy
- Norfolk Strategic Infrastructure Delivery Plan (NSIDP)
- Wymondham Market Town Network Improvement Strategy

- 2.6. The following are currently programmed into the Select Committees Forward Work Programme (note some of these are on the agenda for the meeting today):-

- Apprenticeship Strategy
- Local Transport Plan

- Safe, Sustainable Development (development management guidance)
- Electric Vehicle Strategy
- CES Enforcement Policy
- Transport Asset Management Plan

2.7. In considering the policy and strategy framework, the Select Committee may wish to consider: -

Priorities – there may be priority areas that the Select Committee wish to identify e.g. areas where the Select Committee may wish to be involved in development work in more detail.

Timings – some policies/strategies have a specified timescale and work to develop a revised strategy may need to be carried out within a specific timeframe to ensure there is no gap in provision. In other cases, there is no specific timescale and there is more scope for the Select Committee to set timings for review, if needed, e.g. in line with any priorities.

Gaps – whether there may be any gaps in the current policy and strategy framework, or new requirements, where the development of a new policy or strategy may be useful.

3. **Impact of the Proposal**

3.1. The policy and strategy framework helps to provide clarity in relation to the overall vision, direction and standards of services set by Members. A regular review of the framework (and individual elements within in) helps to ensure that the Select Committee is able to oversee the range of activity aligned to the Committee.

4. **Financial Implications**

4.1. There is no direct financial implication from a review of the policy and strategy framework. There is a general need for policies and strategies developed to be realistic in terms of the overall financial envelope to ensure that they are deliverable. This includes taking account of the opportunities to access external funding to support delivery, particularly of key areas of work or projects. This needs to be balanced against the need for some strategies to set out a long-term future vision for services or for the county.

5. **Resource Implications**

5.1. **Staff:** Policy review and development is, in the round, carried out within existing staff resource. In some cases there may be a need to commission specialist or technical resource from within available funding.

5.2. **Property:** N/A

5.3. **IT:** N/A.

6. Other Implications

- 6.1. **Legal Implications:** All policies and strategies developed are assessed to ensure that there are within the context of relevant legislation and similar requirements. Changes in legislation or associated standards/guidance are also assessed to determine to need to review policy/strategy as a result, and some of the anticipated development work is as a result of expected changes.
- 6.2. **Human Rights implications:** The implications of individual policies and strategies will be considered as part of their development.
- 6.3. **Equality Impact Assessment (EqIA):** Assessments are completed for individual policies/strategies as part of their development. Copies of these assessments will be included in relevant reports so that they can be considered as part of the decision-making process.
- 6.4. **Health and Safety implications:** These will be assessed as a part of policy/strategy development.
- 6.5. **Sustainability implications:** These will be assessed as a part of policy/strategy development.
- 6.6. **Any other implications**
- None.

7. Action required

1. **To review the policy and strategy framework at Appendix A and identify any appropriate items for inclusion on the Forward Work Programme (where not already included).**

8. Background Papers

- 8.1. None

Officer Contact

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

Officer name: Sarah Rhoden

Tel No.: 01603 222867

Email address: Sarah.rhoden@norfolk.gov.uk



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

Infrastructure and Development Select Committee

Policy and Strategy Framework - as at June 2021

Note this the information below is taken from the Community and Environmental Services (CES) Department Policy and Strategy framework. Some CES services align to the People Select Committee or the Corporate Select Committee and are not included below. This framework reflects all of those policies and strategies within the remit of the Infrastructure but not all of those within the CES Department.

Title	Latest version	Cabinet Portfolio	Service	Lead Senior Officer	Date approved/last reviewed	Next review due (approx.)#
Community and Environmental Services (CES) Department						
1. CES Enforcement Policy	Link	All	All CES	Sophie Leney	December 2020	Annual
Community, Information and Learning – Director, Ceri Sumner						
2. Adult Education Strategy (see note 1 below)	Link	Communities	Adult Education	Denise Saadvandi	February 2021	2025
3. Blue Badge (Disabled Persons) Parking Scheme Policy	Link	Communities	Customer Service	Michelle Carter	February 2020	2024
4. Trading Standards Service Plan	Link	Communities	Trading Standards	Sophie Leney	April 2021	Annual
5. Trading Standards Business Services Policy	Link	Communities	Trading Standards	Sophie Leney	March 2016	2021
6. Trading Standards Consumer Services Policy	Link	Communities	Trading Standards	Sophie Leney	February 2020	2026
7. Norfolk Library Strategy	Link	Communities	Libraries and Information	Jill Terrell	March 2020	2025
8. Library Stock Management Policy	Link	Communities	Libraries and Information	Jill Terrell	August 2010	2025

Title	Latest version	Cabinet Portfolio	Service	Lead Senior Officer	Date approved/last reviewed	Next review due (approx.)#
Culture and Heritage – Director, Steve Miller						
9. Norfolk Museum Service 5 Year Strategic Framework 2019-2023 <i>(not currently on website - copy available on request)</i>		Communities	Museums	Steve Miller	January 2020	2022
10. Active Norfolk Strategy 2016-21	Link	Communities	Active Norfolk	Ben Jones	15 November 2017	2021
11. Arts Policy	Link	Communities	Arts	Mary Muir	2005	2022
12. Norfolk Access Improvement Plan 2019-2029	Link	Environment & Waste	Environment	John Jones	March 2019	2024
13. NCC Environmental Policy*	Link	Environment & Waste	Environment	Steve Miller	November 2019 (and reviewed 2021)	2024
14. Tree Safety Management Policy	Link	Environment & Waste	Environment	John Jones	October 2009	2023
15. Norfolk Minerals and Waste Development Scheme*	Link	Environment & Waste	Planning	Nick Johnson	August 2020	2025
16. Core Strategy and Minerals and Waste Development Management Policies Development Plan Document 2010-2026 (DPD)*	Link	Environment & Waste	Planning	Nick Johnson	September 2011	Review of DPDs underway, with a view to combining into a single DPD
17. Minerals Site Specific Allocations Development Plan Document (DPD)*	Link	Environment & Waste	Planning	Nick Johnson	December 2017	
18. Waste Site Specific Allocations Development Plan Document (DPD)*	Link	Environment & Waste	Planning	Nick Johnson	October 2013	

Title	Latest version	Cabinet Portfolio	Service	Lead Senior Officer	Date approved/last reviewed	Next review due (approx.)#
Fire and Rescue – Chief Fire Officer, Stuart Ruff						
19. Integrated Risk Management Plan 2020-2023*	Link	Communities	Fire and Rescue	Stuart Ruff	March 2020	2023
Growth and Development – Director, Vince Muspratt						
20. Local Transport Plan*	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	March 2011	Underway through Member Working Group
21. Strong Roots: New Growth Norfolk Rural Strategy 2017-2020	Link	Growing the Economy	Strategy & Policy	Vince Muspratt	2017	Underway
22. Apprenticeships Strategy	N/A	Growing the Economy	Economic Programmes & Skills	Karen Gibson	N/A	Under development
23. Norwich Area Transportation Strategy (NATS)	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	2004	Underway
24. King's Lynn Transport Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	February 2020	2025
25. Great Yarmouth Transport Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
26. Aylsham Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
27. Dereham Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	March 2019	2024

Title	Latest version	Cabinet Portfolio	Service	Lead Senior Officer	Date approved/last reviewed	Next review due (approx.)#
28. Diss Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
29. Downham Market Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
30. Fakenham Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
31. North Walsham Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
32. Swaffham Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
33. Thetford Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
34. Wymondham Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	September 2020	2025
35. Wroxham and Hoveton Network Improvement Strategy	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	April 2020	2025
36. Norfolk Rail Prospectus	Link	Highways, Infrastructure & Transport y	Transport strategy	Matt Tracey	January 2013	Underway
37. Norfolk Parking Principles (see page 94 onwards on agenda papers at link)	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	May 2012	Underway

Title	Latest version	Cabinet Portfolio	Service	Lead Senior Officer	Date approved/last reviewed	Next review due (approx.)#
38. Norfolk Strategic Infrastructure Delivery Plan	Link	Highways, Infrastructure & Transport	Transport strategy	Matt Tracey	2020	Annual
39. Norfolk and Suffolk Economic Strategy*	Link	Growing the Economy	Strategy & Policy	Vince Muspratt	September 2017	Being replaced by Norfolk & Suffolk Renewal Plan, Winter 2021
40. Norfolk and Suffolk Local Industrial Strategy	Link	Growing the Economy	Strategy & Policy	Vince Muspratt	October 2019	As for 39.
41. Greater Norwich Development Partnership Joint Core Strategy	Link	Growing the Economy	Greater Norwich Team	Vince Muspratt	March 2011	Work on Greater Norwich Local Plan underway
Highways and Waste – Director, Grahame Bygrave						
42. Transport Asset Management Plan	Link	Growing the Economy	Highways	Kevin Townly	March 2021	Annual
43. Norfolk Speed Management Strategy	Link	Growing the Economy	Highways	Karl Rands	March 2014	2022
44. Local Flood Risk Strategy	Link	Highways, Infrastructure & Transport	Highways	Mark Ogden	January 2021	2026
45. Electric Vehicle Strategy	N/A	Highways, Infrastructure & Transport	Highways	Grahame Bygrave	N/A	Under development
46. Street Lighting Policy <i>(not currently on website - copy available on request)</i>		Highways, Infrastructure & Transport	Highways	Grahame Bygrave	2019	2024

Title	Latest version	Cabinet Portfolio	Service	Lead Senior Officer	Date approved/last reviewed	Next review due (approx.)#
47. Winter Maintenance Policy	Link	Highways, Infrastructure & Transport	Highways	Grahame Bygrave	March 2019	2021
48. Brown Tourist Information Signs Policy	Link	Highways, Infrastructure & Transport	Highways	Grahame Bygrave	March 2019	2024
49. Sustainable School Travel Strategy	Link	Highways, Infrastructure & Transport	Transport	Niki Park	July 2014	2021
50. County Council Waste Policies and Moving Towards Zero Waste Strategy Document*	Link	Environment & Waste	Waste	Joel Hull	December 2014	2021
51. Recycling Centres Policies	Link	Environment & Waste Grant	Waste	Kate Murrell	Various	2021
52. Recycling Credits Policy	Link	Environment & Waste	Waste	Ian Roe	Various	2021
53. Tipping Away Payments to Waste Collection Authorities	Link	Environment and Waste	Waste	Joel Hull	2020	2026
54. Road Safety – Safe Systems Approach	Link	Adult Social Care, Public Health and Prevention	Public Health	Nadia Jones	November 2018	2023

Notes:-

* = forms part of the NCC Policy Framework set out in the Constitution, and therefore Full Council is the approval body

= aiming for a review after a maximum of 5 years where practicable.

1 = there are a number of detailed policies relating to Adult Learning and oversight of these is through the Adult Learning Steering Group

Infrastructure and Development Select Committee

Item No. 11.

Report title:	Strategic and financial planning 2022-23
Date of meeting:	14 July 2021
Responsible Cabinet Member:	Cllr Andrew Jamieson (Cabinet Member for Finance)
Responsible Director:	Simon George, Executive Director of Finance and Commercial Services

Introduction from Cabinet Member

As set out in the *Strategic and financial planning 2022-23* report to July Cabinet, the Council is now beginning the process of developing financial plans for 2022-23. This is ultimately intended to support the presentation of a robust, deliverable and balanced Budget, which is closely aligned with strategic organisational priorities, to Full Council in February 2022.

The report to Cabinet makes clear that the Council faces a number of significant uncertainties in both the current financial year, and for 2022-23. In particular the scale of the budget gap to be closed remains subject to considerable uncertainty due to:

- a number of issues relating to Government funding which could have a material impact on the level of resources available to the Council to deliver services in the future;
- the level of cost pressures to be addressed in 2022-23 budget planning, including cost pressures as a result of COVID-19;
- levels of income (including council tax and locally retained business rates) that will be achieved in 2022-23; and
- the deliverability of existing saving plans.

As part of responding to these challenges, services will need to bring forward sustainable budget proposals which enable the Council to continue to deliver essential services to Norfolk's people, businesses and visitors.

This report forms an important part of the process of preparing the 2022-23 Budget, and represents a key opportunity for the Select Committee to provide its views on the approach to developing budget proposals for the services within its remit.

Executive Summary

Cabinet has sought Select Committee input into the 2022-23 budget process, in respect of the approach to the development of saving proposals. This report appends the latest information about the 2022-23 Budget in order to support Select Committee discussion and enable them to provide input to future meetings of Cabinet to inform budget decisions.

Actions required

- 1. To consider the Budget and Medium Term Financial Strategy position as reported to Cabinet (Appendix 1), which forms the context for 2022-23 budget setting.**
- 2. To consider and comment on the overall service strategies as set out within this report.**
- 3. To consider and comment on the key issues for 2022-23 budget setting and the broad areas the Select Committee would recommend for savings development as they pertain to the services within the Select Committee's remit, in order to provide input to the 2022-23 budget process and inform the saving proposals put forward to Cabinet later in the year.**

1. Background and Purpose

- 1.1. As part of setting the 2021-22 Budget, the Council's three Select Committees received reports on the broad approach to developing budget proposals for the services within their remit at meetings held in September 2020. Select Committees' views were fed back to Cabinet in October 2020 along with a request that they be engaged earlier in the budget setting process for 2022-23, ideally in July. Cabinet in October 2020 agreed with this proposal and this report therefore represents an earlier opportunity for Service Committees to provide input to 2022-23 budget setting.
- 1.2. Cabinet has agreed that Select Committees have a role in the 2022-23 budget process and requested that Select Committees consider the areas for savings in the services falling within their remit.

2. Proposals

- 2.1. The report to July Cabinet provides an overview of the financial planning context for the County Council, including:
 - the overarching timetable for 2022-23 budget setting;
 - the key issues, risks and uncertainties identified in relation to 2022-23 budget setting; and
 - the target level of savings to be found by each service department.
- 2.2. The Select Committee's views are sought in relation to the services within its remit on (1) key issues for 2022-23 budget setting and (2) the broad areas proposed for savings development, in order to help shape budget and saving proposal development for 2022-23, assist in the identification of key pressures and priorities for the 2022-23 Budget, and (ultimately) to inform the budget proposals to be considered by October Cabinet prior to consultation.

3. Service strategy and approach

- 3.1. The financial approach and key strategies for Directorates delivering services which fall broadly within the remit of this Committee have been set out within the County Council's 2021-22 [Budget Book](#), as follows.

Community and Environmental Services Priorities

Community and Environmental Services (CES) has responsibility for the delivery of a wide range of services; there is no hierarchy as each area has a vital role to play in achieving better outcomes for Norfolk and we have a key role to play in supporting the delivery of the *Together, for Norfolk* strategy.

To support the three outcomes of the *Together, for Norfolk* strategy, we are investing in some key service areas:

- **Growing the Economy** – We continue to invest in the Highway asset to ensure that we deliver critical planned infrastructure investment across our County including the £120m Great Yarmouth Third River Crossing; the Western Link to the Broadland Northway (previously NDR), the long Stratton Bypass, and the West Winch housing access road.
- **Thriving People** – CES play a key role in supporting access to well-paid, high-value, skilled jobs through the achievement of higher accredited learning and those in need of improved foundation skills can access learning through our Adult Education and Growth and Development services. We are redeveloping Wensum Lodge in Norwich which will support skills development and economic growth within the County, as well as seeing the transformation of an underutilised site into a thriving cultural asset, benefitting both creative businesses and individuals alike.
- **Strong Communities** – The council recently approved a new Environmental Policy and recommended £1.35m funding be made available to deliver on the priorities set out in the Policy. We are proposing investment within the Fire and Rescue service to support these critical activities and to deliver the priorities in the proposed new Integrated Risk Management Plan for the service, including additional funding for safety and prevention. Work is ongoing on the Norwich Castle gateway to Medieval England project, a major capital development that will transform the visitor offer at Norwich Castle Museum & Art Gallery and showcase one of Europe's finest medieval buildings. The project will deliver full disabled access to all levels of the Keep, including the battlements, making it the most accessible building of its kind in Europe. We are increasing the capacity to deal with Flood mitigation measures across the county.

The service continues to look for opportunities to deliver budget savings. The range of services and outcomes means that a single approach would not be beneficial. Instead, CES is focussing on service redesign across the following broad approaches:

- Efficiency and cost reduction
- Collaboration and partnerships
- New technology and digital transformation

CES services are primarily delivered locally within communities, and there is a focus on minimising the impact of any changes on front line services.

The Department also leads on the Local Service Strategy. Under this priority, services will be redesigned and proactively targeted in the places where they are most needed in our market towns, Norwich, Great Yarmouth and King's Lynn.

- 3.2. The Select Committee is invited to comment on the overall service strategy and approach.

4. Impact of the Proposal

- 4.1. Select Committee input will support in shaping budget proposals and thereby contribute to the 2022-23 budget setting process. Further impacts are set out in the appended Cabinet paper.

5. Financial Implications

- 5.1. Immediate financial implications are highlighted in the appended report. Any implications arising from the Select Committee's comments will be reported to a future meeting of Cabinet as part of 2022-23 budget setting as appropriate.

6. Resource Implications

- 6.1. **Staff:**
There are no direct implications arising from this report although there is a potential that staffing implications may arise linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.
- 6.2. **Property:**
There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved.
- 6.3. **IT:**
There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets.

7. Other Implications

- 7.1. **Legal Implications**
As set out in the appended Cabinet paper.
- 7.2. **Human Rights implications**
As set out in the appended Cabinet paper.
- 7.3. **Equality Impact Assessment (EqIA) (this must be included)**
As set out in the appended Cabinet paper.
- 7.4. **Health and Safety implications (where appropriate)**
As set out in the appended Cabinet paper.

7.5. **Sustainability implications** (where appropriate)
As set out in the appended Cabinet paper.

7.6. **Any other implications**
As set out in the appended Cabinet paper.

8. **Actions required**

8.1. As set out in the [Executive Summary](#).

9. **Background Papers**

9.1. As set out in the appended Cabinet paper, plus:

Select Committee input into Norfolk County Council Budget Planning 2020-21 (September 2020):

- Corporate Select Committee, agenda item 12 ([here](#))
- Infrastructure and Development Select Committee, agenda item 10 ([here](#))
- People and Communities Select Committee, agenda item 10 ([here](#))

Strategic and Financial Planning 2021-22, 5 October 2020 Cabinet Paper, agenda item 11 ([here](#))

Policy and Strategy Framework – annual report (on this agenda)

Norfolk County Council Constitution, [Article 5 – Overview and scrutiny bodies](#), para 5.7 – Membership and Areas of Responsibility of Select Committees.

Officer Contact

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

Officer name: Titus Adam

Tel No.: 01603 222806

Email address: titus.adam@norfolk.gov.uk



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

Cabinet

Item No:

Decision making report title:	Strategic and financial planning 2022-23
Date of meeting:	5 July 2021
Responsible Cabinet Member:	Cllr Andrew Jamieson (Cabinet Member for Finance)
Responsible Director:	Simon George, Executive Director of Finance and Commercial Services
Is this a key decision?	No
If this is a key decision, date added to the Forward Plan of Key Decisions.	N/a

Introduction from Cabinet Member

Since March 2020, the COVID-19 pandemic has underscored repeatedly the vital role played by the County Council in supporting vulnerable people and communities in Norfolk. This once again highlights the critical need to set a balanced and sustainable budget to enable the Council to continue to deliver the services which are so important for all Norfolk's people, businesses and visitors. This report therefore sets out the process by which the Council will build on the 2021-22 Budget in order to develop the detailed financial plans for future years, which will secure the Council's financial position and safeguard the provision of essential services into 2022-23 and beyond. In furtherance of this goal, the Council also continues to engage with Government, MPs and the Ministry for Housing, Communities and Local Government (MHCLG) both directly, and via representative groups such as the County Council Network (CCN), the Local Government Association (LGA), and the Society of County Treasurers (SCT), to emphasise the need for sustainable and long term funding for councils.

In February 2021, Full Council agreed a robust Budget for 2021-22 which included a significant provision for COVID-19 cost pressures via the deployment of COVID funding in the year, and through the level of COVID reserves carried forward from 2020-21. These resources are intended to enable the Council to respond to the additional costs and other financial impacts of the pandemic as they arise through the year. However, there remains a risk that these will prove insufficient if the course of the post pandemic recovery changes significantly. So while the full picture of the financial impact of COVID remains to be seen as it emerges over the months and years to come, what is already clear is that there have been, and will be further, material effects on the Council's budgets in terms of cost pressures, lost income and impacts on the delivery of savings programmes. All of these elements will need to be kept under review through the Council's 2022-23 budget setting.

As discussed further within this report, the level of the budget gap to be closed in future years is subject to substantial uncertainty and there remain a number of key issues which could have a material impact on the level of resources available to Norfolk County Council to deliver services in the future. In particular there remains uncertainty and further delay in relation to a range of very significant planned reforms for local government finance. More details of these may emerge during the course of 2022-23 budget setting, including proposals for the reform to the funding of Adult Social Care (due this year¹), the outcomes of the fundamental review of Business Rates (due in the Autumn², although indications are that this will have limited impact on local government funding), and the Fair Funding Review itself (for which the timescale is currently unknown). These represent major areas of risk and potential change for the Council in developing its Medium Term Financial Strategy.

In preparing the 2022-23 Budget, it is critical to recognise a number of other aspects which inform the context in which the Council is operating. These include the fact that in setting the 2021-22 Budget, the Council has already committed to a challenging programme of savings for the MTFS period, and it will be essential that these are delivered. The quantum of savings already assumed in the MTFS may have implications for the level and types of new saving proposals which can be brought forward for 2022-23. It is also important to recognise that the 2022-23 Budget is predicated on an assumed council tax increase of 2.99% (1.99% general council tax increase and 1% increase in the Adult Social Care precept deferred from 2021-22). Any decision to reduce the level of council tax increase will result in a requirement for further savings to mitigate the impact. Conversely, any additional discretion to increase council tax or the precept, which may in due course be offered by Government for 2022-23, will merit careful consideration as it would potentially offer the possibility of reducing the savings requirement and/or mitigating any further cost pressures.

Executive Summary

The Council has a well-established process for annual budget setting, and this report sets out proposals for how this will be maintained in relation to 2022-23 to deliver a prudent and transparent approach to budgeting, incorporating earlier engagement with Select Committees. At the time of 2021-22 budget setting, the Section 151 Officer recommended that early planning should be undertaken in respect of 2022-23 and that the scope to address pressures within the constraints of the overall budget should be reviewed in the round during 2021-22 when further specific details of the longer term funding allocations are known. It will be essential that the Council is able to produce a realistic plan for reducing the budget requirement in future years through the early identification of saving proposals for 2022-23, or the mitigation of currently identified pressures, and that all proposals are considered in the context of the significant budget gap identified for the year.

The Council's February 2021 MTFS therefore made it clear that the Council, in common with other upper tier local authorities, faces a significant budget shortfall to be addressed in 2022-23. Over and above this, there can be no doubt that the COVID pandemic and recovery will have a profound impact on the Council's finances in 2021-22 and on the budget setting process for 2022-23, including the organisation's ability to achieve planned budget savings

¹ <https://commonslibrary.parliament.uk/research-briefings/cbp-8001/>

² <https://www.gov.uk/government/news/business-rates-review-update>

and income for the current year, and its capacity to develop and deliver new budget proposals for the next. This report should therefore be read in conjunction with the 2020-21 outturn position reported to Cabinet in June 2021, and the financial monitoring for 2021-22 as reported elsewhere on this agenda.

The wider budget position remains the subject of extremely high levels of uncertainty. As such, this report sets out details of a proposed budget planning process for 2022-23, but recognises that as always there may be a need for some flexibility. In this context, the report provides a summary of key areas of wider risk and uncertainty for Cabinet to consider.

Recommendations

- 1. To consider the overall budget gap of £91.876m included in the Medium Term Financial Strategy (MTFS) set by Full Council in February 2021, and agree:**
 - a. the gap of £39.037m to be closed for 2022-23; and**
 - b. the extension of the MTFS by a further year (to 2025-26) and the resulting overall gap for planning purposes of £108.645m. (Section 5).**
- 2. To review the key budget risks and uncertainties as set out in this report, including the implications of announcements made at the Spring Budget 2021, and the significant uncertainties which remain. (Section 3, Section 5 and Section 13).**
- 3. To consider the principles of the proposed approach to budget setting for 2022-23, noting that there may be a need for flexibility within both the process itself and the assumptions applied, and agree:**
 - a. the process and indicative timetable set out in paragraph 6.1 and Table 8.**
 - b. the savings targets allocated to each Department to be found (Table 9), and that these will be kept under review through the budget process, and**
 - c. the proposed review of new borrowing within the 2022-23 Capital Programme to ensure affordability.**

1. Background and Purpose

1.1. As in previous years, this report represents the start of the Council's process for setting the 2022-23 Budget and developing the supporting Medium Term Financial Strategy (MTFS). The report sets out the context and a proposed approach to budget setting including:

- A summary of the Budget and MTFS approved by Full Council in February 2021, including the savings already planned for future years.
- Consideration of any implications of Government announcements made as part of the 2021 Spring Budget.

- An overview of the significant remaining uncertainties facing local government finances including the impact of delays to funding reforms and the potential longer term effects of COVID-19.
- The MTFs position for 2021-22 onwards as agreed in February 2021 and proposed savings targets by Department.

- 1.2. Ultimately this report is intended to support the Council in preparing the 2022-23 Budget and identifying savings which will assist in delivering a balanced budget for the year.

2. Strategic context

- 2.1. Over the past 15 months, the COVID-19 pandemic has affected virtually all aspects of life; while longer term effects will not be known for quite some time, it is expected that its impact will continue to be felt into the future. It is especially important that the Council is proactive in addressing these new challenges and demonstrating how committed we are in supporting our residents. It is expected that certain age groups such as younger people, vulnerable people, small and medium size businesses (SMEs), and ethnically diverse communities will be most significantly affected in terms of economic and health impacts.

- 2.2. Throughout this period, Norfolk has seen an increase of over 100% in the number of people claiming Universal Credit support as well as those seeking direct financial assistance from the Council. There have also been significant increases in levels of obesity and alcohol consumption, as well as referrals to and use of mental health services. These increases indicate an impending crisis in mental health and wellbeing services which could have an impact on Council services and commissioning. The pandemic has also starkly highlighted inequality in how people access services and learning, even with getting online in some parts of the County.

Particular focus should be considered for groups which are disproportionately impacted, such as the 18-24 and 50+ cohorts who may have experienced difficulty with employment and disruption of education or other skills training. Early research has suggested that over 50s experience unique difficulties in returning to employment and references that long-term unemployment has doubled in workers over 50 since 2010. The same over 50 cohort are twice as likely to be long-term unemployed than younger workers.

Services to older people have also been disrupted, with a pause in day services and home based reablement having a significant impact on social isolation, carer breakdown and health recovery. More people are now contacting the Council with higher levels of need than before, and hospital discharge arrangements mean we are now supporting more people who would normally fund their own care.

The pandemic has also had a particular impact on children, families and young people, with a significant disruption to learning and apprenticeships, a widening of the existing disadvantage gap, poor emotional wellbeing for children and

families (with a rise in self-harm, eating disorders and all forms of anxieties), increased family hardship, strain and conflict as a result of additional pressures in a context where existing support mechanisms have been restricted.

- 2.3. With such increased demand, it is expected that the COVID-19 crisis will continue to have a significant impact on our services and available budget. Demand for people services continues to rise each year with an increase in aging population requiring social care and more children with special needs and disabilities requiring support. New pressures from the pandemic will continue to add strain on these services, and the economic and psychological distress of subsequent lockdowns on our residents is likely to increase demand on our social care and wellbeing support services.

2.4. ***What has Norfolk County Council done to help?***

The Council has worked hard to maintain the delivery of vital services across all of its operation and has worked in partnership across the whole system to protect vulnerable people, support businesses, while ensuring the safety of all staff delivering this vital work.

Norfolk County Council's Public Health team have led the response to the pandemic across the County and worked tirelessly to provide a wide range of critical functions from specialist public health advice on issues such as PPE, testing and mortuary management, to data modelling and analysis to support the NHS planning processes. Our Communications team, have worked in partnership with the whole local government system to provide clear messages and advice to the general public and members with the Director of Public Health providing regular radio interviews and press articles.

Adult Social Care and Children's Services have worked hard to ensure children and older people are safeguarded against harm, families supported when facing hardships and barriers to learning, and care providers have the means to protect their staff and those in their care. In addition to the work on critical services, the Council has tried to ease the pressures of people in "lockdown" by offering digital support through the library, adult learning and museum services, to help people's wellbeing and support home schooling.

Since launching the "Norfolk Delivery Plan", our contribution to the New Anglia Local Enterprise Partnership's "Norfolk and Suffolk Covid-19 Economic Recovery Plan", we have continued to work with our partners to understand the impact of Covid on our business community. Rebuilding the local economy, while attracting investment and putting infrastructure in place to support further growth remains a key priority. Tackling the climate crisis and protecting the natural environment and heritage of Norfolk also continues to be an urgent priority; the Council's Environmental policy clearly sets out our ambitions for the authority in this area. The Council is committed to investing in the built environment and creating places communities can be proud of.

We have seen the world change since the start of the Covid-19 pandemic in March 2019, especially in the way we work, shop and travel. We will use these changes as a springboard to both build back better and build back greener.

2.5. ***How will Norfolk County Council address these new challenges?***

The local elections on 6 May gave the administration a renewed mandate, and the new manifesto “Delivering a Better Future for Norfolk” will guide the Council’s plan and activities over the next four years.

The Council is committed to maintaining our valued services such as libraries, museums, and recycling centres and will continue to invest to transform services to meet the needs of local communities.

Recognising the growing pressure on the care sector, the Council has and will continue to make investment commitments to alternative models of support accommodation and refurbish existing residential care schemes. Our services will continue to lead on care quality standards to ensure our residents get the quality of care they deserve.

As mentioned above, it is more important than ever to support our communities through improving their resilience. We will ensure key services are delivered in close partnership with organisations such as the NHS, and will build stronger relationships with the voluntary sector.

The Council’s continued investment in infrastructure will help Norfolk lead the way in economic development. Completing the western link of the NDR and delivering a fully dualled A47 will better connect our communities and help stimulate economic growth. The pandemic has highlighted the need for better broadband and connectivity and the Council remains on track to deliver this for our residents and help reduce digital exclusion.

Noting the pressure the pandemic has placed especially on younger people, we welcome the support pledged for families and young people by investing in skills and jobs opportunities, as well as services for young people to help provide the necessary targeted support.

The Council is committed to achieving the target of becoming carbon neutral by 2030 and will ensure we align with central government’s ambitions for clean growth and the green economy. We will continue to focus on promoting forms of active travel and public transport as well as maintaining our natural environment and heritage.

The Council will focus on maximising opportunities offered by central Government, ensuring Norfolk is part of the conversation on “levelling up”, and will closely monitor and seek to influence the delivery of the Shared Prosperity Fund. We will be keen to work with Government to help unlock the potential of our areas and build on existing success, such as seen with the Towns Fund.

2.6. ***County Council Strategy and Transformation***

Our Corporate Plan “Together, for Norfolk” previously set out three overriding ambitions which drive the Council’s priorities: a growing economy, thriving people, and strong communities. Our Plan has also underpinned and contributed to the delivery of the New Anglia Local Enterprise Partnership Norfolk and Suffolk Economic Strategy.

2.7. With the lifting of the lockdown restrictions on the horizon, the Council has started work to refresh our strategy, to address the critical issues brought to the forefront by the pandemic, as well the opportunities that are emerging. Our event, “Rising to the Challenge Together”, which took place on 2 July and included over 100 delegates from across the local public, private and voluntary sectors, will further inform our thinking into the priorities for the future. Looking forward, we believe we can create real change and opportunity, not just recover, and so build a better, vibrant, more prosperous Norfolk, where no one is left behind. We must seize the opportunities for long-term change now, so that we can build a stronger, more inclusive and more sustainable future for our County and its people.

2.8. The Council’s transformation programme continues to focus on the following strands, core to the Council’s objectives and ambitions.

1. **Safer children and resilient families**
2. **Transformation of specialist educational needs provision**
3. **Promoting independence for vulnerable adults**
4. **Smarter working and business transformation**

All of our programmes have continued to deliver benefit throughout the pandemic. As part of developing our refreshed strategy, we will also align and refocus our transformation activities, to ensure we address the challenges that the County and the Council face.

Having successfully accelerated the roll out of remote technology over the past year, we continue to actively seek out opportunities to be more efficient in how we provide services, externally and internally, moving towards digital access where this is convenient and appropriate.

We want to meet the current and future challenges head-on and continue to innovate in the way we deliver services and conduct our business, to achieve the best outcomes and the best value for money for our people of Norfolk.

The work to refresh our strategy and plans will take place throughout the summer and early autumn. We will also be strengthening our business planning processes and systems, with an even more robust approach to using evidence to drive decisions, and an increased focus on effective performance management.

3. **Spring Budget and Queen’s Speech 2021, and local government funding**

- 3.1. The Chancellor of the Exchequer, Rishi Sunak, delivered the Spring 2021 Budget³ on 3 March 2021. This was only the Chancellor's second Budget, but as part of the Government's response to COVID-19 there have been 13 major fiscal announcements since the previous Budget on 11 March 2020. This was also the first budget since the UK entered the various lockdowns imposed in response to COVID-19, and the UK's departure from the European Union. The build up to the Budget was inevitably dominated by the response to COVID-19. The Budget included details of the continuing package of measures and set out "*the next phase of the plan to tackle the virus and protect jobs*". The two main issues for the Budget to address were:
- How and when to begin paying down the debts arising from the pandemic.
 - What continued support will be offered to households and businesses impacted by the pandemic.
- 3.2. In this context, the bulk of the Chancellor's speech addressed the response to the COVID pandemic and plans for the recovery. However it was noteworthy that there were very few announcements about the detail of public sector funding and in particular:
- No mention of the long-term funding of social care (although the Queen's Speech on 11 May 2021 reiterated that "*proposals on social care reform will be brought forward.*")⁴.
 - No mention of various other reforms to local government finance including fair funding and business rates (although the Government's interim response to the fundamental review of business rates was published on 23 March 2021, with final report due in Autumn 2021⁵).
 - Departmental funding allocations have only been published for 2021-22 which would suggest there may be little prospect of a long-term local government settlement for 2022-23 onwards.
- 3.3. The Chancellor confirmed that economic support will be maintained until the country has exited lockdown (broadly until September 2021). This includes extensions to furlough, support for the self-employed, support for businesses in the form of business rate relief and targeted grants, and education catch-up funding. The Chancellor stated that this Budget "*is not the time to set detailed fiscal rules*" but did detail the following principles:
- "*First, while it is right to help people and businesses through an acute crisis like this one, in normal times the state should not be borrowing to pay for everyday public spending.*"

³ <https://www.gov.uk/government/topical-events/budget-2021>

⁴ <https://www.gov.uk/government/speeches/queens-speech-2021>

⁵ <https://www.gov.uk/government/consultations/hm-treasury-fundamental-review-of-business-rates-call-for-evidence>

- *Second, over the medium term, we cannot allow our debt to keep rising, and, given how high our debt now is, we need to pay close attention to its affordability.*
- *And third, it is sensible to take advantage of lower interest rates to invest in capital projects that can drive our future growth.”⁶*

- 3.4. The Chancellor also used the Budget to outline a number of other initiatives which will see funding flowing to local authorities. These included the [Levelling Up Fund](#), and the [UK Community Renewal Fund](#). Both funds will be subject to a bidding process.
- 3.5. The Office for Budget Responsibility (OBR) published updated March 2021 forecasts⁷ for the economy alongside the Budget, and commented that forecasts reflected *“an economy that is weaker in the near term but rebounding faster than we forecast in November”* and that this enabled the Chancellor to do three things: *“First, he has extended the virus-related rescue support to households, businesses and public services by a further £44.3 billion, taking its total cost to £344 billion. Second, he has boosted the recovery, most notably through a temporary tax break costing more than £12 billion a year that encourages businesses to bring forward investment spending from the future into this year and next. Third, as the economy normalises, he has taken a further step to repair the damage to the public finances in the final three years of the forecast by raising the headline corporation tax rate, freezing personal tax allowances and thresholds, and taking around £4 billion a year more off annual departmental spending plans, raising a total of £31.8 billion in 2025-26.”⁸*
- 3.6. The Budget provided detailed **Departmental Expenditure Limits** for 2021-22 only, although longer term commitments/settlements have been provided for schools, the NHS and defence.⁹ At a summary level, the OBR state that Government forecasts indicate a cut of *“more than £15 billion a year from departmental resource spending from 2022-23 onwards”*, which suggests a challenging Spending Review later this year, particularly for unprotected areas of spending. The Budget document itself states that the Government *“will conduct a Spending Review later this year to set future departmental RDEL and CDEL budgets as well as devolved administrations’ block grants. Details on the Spending Review, including the RDEL and CDEL envelopes, will be set out in due course.”* However for now, the general approach to strengthening the public finances appears to be centred on tax increases (including freezing the rates for personal tax allowances and higher rate threshold from April 2022, and increasing the rate of corporation tax from 2023). As such the precise implications for local government and other public sector funding are hard to determine.

⁶ <https://www.gov.uk/government/speeches/budget-speech-2021>

⁷ <https://obr.uk/efo/economic-and-fiscal-outlook-march-2021/>

⁸ <https://obr.uk/overview-of-the-march-2021-economic-and-fiscal-outlook/>

⁹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/966161/Budget_2021_Web_accessible.pdf

- 3.7. In common with recent years, **the Council will not receive detailed information about funding allocations for 2022-23 until autumn 2021 at the earliest.** In the absence of a Comprehensive Spending Review, any long term funding allocation now appears to be only a remote possibility. There is very little time for Government to undertake a full multi-year spending review and in this context a one-year roll over of the local government settlement is increasingly likely for 2022-23. Beyond the immediate impact of COVID, the overall level of uncertainty means that the financial environment for local government is set to remain highly challenging. There continues to be a growing gap between funding and service pressures. This is driven by demographic changes, unfunded burdens such as the National Living Wage, and the needs of vulnerable social care users becoming increasingly complex. Children's services, in both social care and education (particularly the High Needs Block), are also under very significant stress. Other Council services (for example transport, planning, environment, and trading standards) have been subject to significant financial restrictions. In turn these have a knock on effect by increasing the pressure placed on discretionary and preventative services.

4. Budget context

- 4.1. The Council approved the 2021-22 Budget and MTFS to 2024-25 on 22 February 2021. The MTFS agreed at that point includes a gap of £91.876m for the MTFS period. The current year's budget is based on the one year funding allocations as set out in the Final Local Government Finance Settlement for 2021-22 confirmed on 4 February 2021. The MTFS includes an assumption that funding is (largely) rolled forward at 2021-22 levels in future years.
- 4.2. A summary of the MTFS approved in February is shown in Table 5 of this report, along with the proposed addition of indicative pressures for 2025-26. The following table provides a high level summary of the cost pressures provided for in the February MTFS, with additional detail of the pressures assumed for 2022-23 in Table 2. Full details of all pressures currently assumed within the MTFS are provided in the [2021-25 Budget Book](#). A number of pressures within the Council's budget are driven by Central Government decisions, including pay and price market pressures linked to the National Living Wage, and pressures relating to assumed reduction in funding (for example the New Homes Bonus grant).
- 4.3. It should be noted that the level of savings included in the Budget for future years is substantial, while overall pressures are lower than have been provided for in 2021-22, and these may be areas at high risk of further cost pressures emerging through the 2022-23 budget process. However, in part this reflects the fact that cost pressures in 2021-22 are materially higher than in previous years due to the inclusion of pressures from reinstating Minimum Revenue Provision budgets and one-off provision for COVID-19 costs in 2021-22 which are being held corporately. Reversal of the one-off COVID-19 provision, and other one-off items within Children's and CES budgets, results in a negative pressure in the 2022-23 budget planning. Nevertheless, at this stage no provision has been made for price rises driven by COVID-19 in underlying budget planning for 2022-23.

Table 1: Budget pressures by Department in MTFS 2021-22 to 2024-25

	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
Adult Social Services	28.197	20.909	21.787	21.055	91.949
Children's Services	7.014	6.877	7.201	8.112	29.203
Community and Environmental Services	10.512	4.486	5.403	5.891	26.292
Strategy and Transformation	1.271	0.327	0.328	0.338	2.263
Governance	0.581	0.324	0.386	0.319	1.611
Finance and Commercial Services	1.688	0.326	0.836	0.914	3.763
Finance General	46.003	-10.811*	8.831	3.893	47.916
Grand Total	95.265	22.439	44.772	40.521	202.997

*Includes reversal of £18.829m COVID pressures

Table 2: Detail of 2022-23 pressures in MTFS

	2022-23 £m	Detail	
Economic and inflationary pressures	18.899	Pay assumed at 3% equates to £7.5-8m, price inflation includes £6.3m Adult Social Care, £2m Children’s Services.	
Legislative requirements	8.472	£6.5m relates to Adult Social Care pay and price market pressures (including National Living Wage). Balance relates to pension fund valuation assumptions and fire pension pressures.	
Demand and demographic pressures	11.380	£6.1m relates to older people demographic growth. £3.5m Children's Services demographic growth (including Home to School transport pressures). £1.7m relates to waste tonnages.	
Council policy decisions	2.516	Policy decisions reflect reversal of one-off 2021-22 decisions (e.g. removal in 2022-22 of one-off flood funding provision of £1.5m), offset by cost pressures within Finance General budgets relating to MRP (minimum revenue provision), treasury pressures, provision for minimum general fund balance.	
COVID-19 pressures	-18.829	This reflects the removal of the budget provision for cost pressures relating to COVID made in 2021-22 and equal to the Tranche 5 MHCLG grant. I.e. there is no provision in 2022-23 for additional COVID costs which results in a smaller gap forecast in 2022-23.	
Net total pressures	22.439		
Funding decreases	35.726	Reflects assumed loss / removal of the following:	
		New Homes Bonus Grant	1.463
		Local Council Tax Support Grant	7.512
		Extended Rights to Free Travel Grant	0.050
		Reverse one-off release of Covid funding Tranche 4 carried forward for 2021-22 pressures	5.608
		Reverse One-off Business Rates reserve use	2.265
		Reverse COVID-19 Grant 2021-22 (Tranche 5)	18.829
	35.726		
Total pressures and funding decreases	58.164		

- 4.4. The following table provides a summary of the agreed savings included in the MTFS and detailed in the February budget papers. **Further savings will be required to close the identified budget gap in addition to these.**

Table 3: Planned savings by Department in MTFS 2021-22 to 2024-25

	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m	% of total MTFS savings
Adult Social Services	-17.858	4.275	2.000	0.000	-11.583	24%
Children's Services	-11.300	-6.900	-3.500	-2.500	-24.200	51%
Community and Environmental Services	-8.288	-0.466	0.000	0.000	-8.754	18%
Strategy and Transformation	-0.553	-0.180	0.000	0.000	-0.733	2%
Governance	-0.353	0.000	0.000	0.000	-0.353	1%
Finance and Commercial Services	-1.927	0.026	-0.100	0.000	-2.001	4%
Finance General	-0.900	1.000	0.000	0.000	0.100	0%
Grand Total	-41.179	-2.245	-1.600	-2.500	-47.524	100%

- 4.5. The following table sets out the net revenue budget forecast for 2022-23 agreed at February 2021 budget setting and incorporating the current pressures and assumptions as detailed within this report.

Table 4: Forecast 2022-23 Net Revenue Budget (as at February 2021)

	Adult Social Services £m	Children's Services £m	Community and Environmental Services £m	Strategy and Transformation £m	Governance £m	Finance and Commercial Services £m	Finance General £m	Total £m
Base Budget 2021-22	252.550	178.886	158.307	8.422	1.904	32.235	-193.210	439.094
Growth								
Economic / Inflationary	8.314	4.747	3.656	0.327	0.193	0.864	0.798	18.899
Legislative Requirements	6.495	0.000	0.900	0.000	0.000	0.000	1.077	8.472
Demand / Demographic	6.100	3.500	1.700	0.000	0.080	0.000	0.000	11.380
NCC Policy	0.000	-1.370	-1.770	0.000	0.051	-0.538	-12.686	-16.313
Funding Reductions	0.000	0.000	0.000	0.000	0.000	0.000	35.726	35.726
Total Budget Increase	20.909	6.877	4.486	0.327	0.324	0.326	24.915	58.164
Reductions								
Total Savings	4.275	-6.900	-0.466	-0.180	0.000	0.026	1.000	-2.245
Funding Increases	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total Budget Decrease	4.275	-6.900	-0.466	-0.180	0.000	0.026	1.000	-2.245
Base Budget 2022-23	277.734	178.863	162.328	8.569	2.228	32.586	-167.295	495.013
Funded by: Council Tax								-458.383
Collection Fund								2.407
								-455.976
2021-22 Budget Gap								0.000
2022-23 Budget Gap								39.037

5. Medium Term Financial Strategy

- 5.1. The County Council's 2021-22 Budget and accompanying Medium Term Financial Strategy (MTFS) were agreed in February 2021, during the third national lockdown imposed in response to the COVID-19 pandemic. Although some of the impacts of COVID-19 have become clearer during this time, there remain many significant "unknowns" in terms of the societal, organisational and financial implications. Over the course of the last 16 months, the Council has made fundamental changes in relation to both ways of working, and financial planning. However, at this point it appears that Government intends that funding support for COVID-19 pressures will be withdrawn during (or in some cases at the end) of the current financial year. The Council's planning largely assumes that COVID-19 pressures will abate in line with the withdrawal of Government support (in other words, £31.949m of COVID resources¹⁰ provided in 2021-22 will cease before the start of 2022-23. The MTFS also assumes that COVID-related cost pressures of £18.829m will not continue in 2022-23. Any ongoing COVID cost pressures would increase the gap to be addressed, conversely any further funding allocations for 2022-23 would reduce the gap). However, as the budget setting process progresses, if and when longer term cost pressures for 2022-23 become clearer, there may be a need to reflect further changes in budget assumptions.
- 5.2. The pandemic has undoubtedly caused long term changes to a number of Council services, particularly in respect of joint working, public expectations, levels of demand, and the underlying cost base. Services such as adult social care have seen a profound impact from the pandemic, affecting service delivery, demand, and ways of working across almost all areas of the business. In addition, many of the planned savings for 2020-21 have been impacted by the response to COVID-19, with a number of savings currently on hold, and others now needing to be restarted. **Delivering the planned savings for 2021-22, while simultaneously catching up for non-delivery of elements in 2020-21 and developing new savings options for 2022-23, will be a key issue and is likely to test organisational capacity.** Legislation, policies and practices have all seen changes in the previous months; consolidating these and responding to further changes in future will be crucial. In addition, it is highly likely that key income sources including council tax (through both the Collection Fund and tax base growth) and business rates will continue to be under significant pressure in 2022-23. The current MTFS position therefore incorporates prudent assumptions about these income streams, which will nevertheless need to be validated over the course of the year.
- 5.3. Aside from the implications of COVID-19, there remain other uncertainties within the budget, including the level of pay award for 2021-22, which is yet to be confirmed, following an employer offer of 1.5% having been made in May 2021¹¹.

¹⁰ Including COVID grant tranche 5, carried forward COVID tranche 4 grant allocations from 2020-21, and Local Council Tax Support Grant.

¹¹ <https://www.local.gov.uk/local-government-pay-2021>

The MTFS to 2024-25 (and the resulting gap of £91.876m for the period 2022-23 to 2024-25) is based on a number of significant assumptions including the following:

- 2021-22 funding levels will be broadly maintained (i.e. a further rollover settlement). However, the short-term nature of the last Spending Review announcement (for 2021-22 only) means that risks remain around the provision of this funding¹² in future years and therefore a material impact and potential “cliff-edge” may emerge in 2022-23 if these assumptions have to be subsequently reversed.
 - Pay inflation will run at 3% from 2022-23 onwards.
 - In relation to council tax, and in order to help address pressures across all front line services including social care:
 - A **1.99% increase in general council tax in 2022-23** and subsequent years based on the anticipated amounts which will be allowed by Government before a local referendum is required. The assumed council tax increases are subject to Full Council’s decisions on the levels of council tax, which will be made before the start of each financial year. In this context it is important to note that (to date) Government’s approach to funding local authorities in recent years has been predicated on an assumption that councils will increase council tax by the referendum limit, and that average levels of tax base growth will be experienced. A decision to increase council tax by less than the referendum threshold effectively results in the Council having lower levels of funding than Government expects.
 - An **increase of 1.00% in the Adult Social Care precept deferred into 2022-23** from the maximum of 3.00% allowed by Government for 2020-21, as agreed by Full Council in February 2021. No further increases in the Adult Social Care precept are assumed as the Government has not yet announced what its policy and expectations are for 2022-23 and therefore what flexibilities will be available to local authorities. Central Government has established the principle of the Adult Social Care precept and currently defines the parameters within which local authorities need to operate on an annual basis; it is currently unclear how any announcements around social care reform will impact on the precept in future.
- The pressures within the current budget planning position are such that the Executive Director of Finance and Commercial Services considers that the Council will have very limited opportunity to vary these assumptions, and in the event that the Government offered the discretion for larger increases in council tax, or further increases in the Adult Social Care precept, this would be the recommendation of the Section 151 Officer in order to ensure that the council’s financial position remains robust and sustainable.
- In addition to annual increases in the level of council tax, the MTFS assumes relatively modest annual tax base increases of 0.5% in 2022-

¹² This assumption includes Settlement Funding (RSG, business rates), Rural Services Delivery Grant, Social Care Grant, Better Care Fund / improved Better Care Fund, Public Health Grant.

23 and 0.75% for 2023-24 and 1.0% for subsequent years. If these do not occur, the budget gap would be increased, but equally, additional growth would reduce the gap. This position reflects an allowance being made for an ongoing medium-term impact from COVID-19 on the overall tax base level. (0.4% growth was forecast for 2021-22).

- A Collection Fund **deficit** is assumed of £2.4m in 2022-23, £0.6m 2023-24, and £0 2024-25. This reflects in part the phasing of the COVID-19 related deficit position which arose in 2021-22.
- That all the savings proposed and included for 2021-22 can be successfully achieved, and that any “unmitigated” non delivery of savings from 2020-21 can be effectively made up during the current year.
- The High Needs Block overspend and brought forward DSG deficit position can continue to be treated in line with the accounting treatment set out by Government, and as such places no pressure on the “core” Council budget.

5.4. The table below sets out the high level MTFS position as agreed in February 2021 and reflecting the addition of a further financial year (2025-26) to the planning period. The inclusion of a further year in MTFS planning based on the same broad assumptions adds £16.768m to the gap, bringing it to £108.645m for the MTFS period. **The forecast budget gap for 2022-23 is £39.037m.**

Table 5: Updated Medium Term Financial Strategy 2022-23 to 2025-26

	2022-23	2023-24	2024-25	2025-26	Total
	£m	£m	£m	£m	£m
<u>Medium Term Financial Strategy 2021-25</u>					
<u>Cost pressures and funding decreases</u>					
Economic and inflationary pressures	18.899	19.029	19.500	0.000	57.429
Legislative requirements	8.472	8.699	7.010	0.000	24.181
Demand and demographic pressures	11.380	11.980	11.000	0.000	34.360
Council policy decisions	2.516	5.065	3.011	0.000	10.592
COVID-19 pressures	-18.829	0.000	0.000	0.000	-18.829
Funding decreases	35.726	0.856	0.000	0.000	36.582
Total cost pressures and funding decreases	58.164	45.629	40.522	0.000	144.315
<u>Council tax</u>					
Collection Fund	-1.360	-1.762	-0.645	0.000	-3.767
Council tax increase %	-8.857	-9.190	-9.467	0.000	-27.514
ASC precept increase %	-4.451	0.000	0.000	0.000	-4.451
Tax base increase	-2.214	-3.438	-4.710	0.000	-10.362
Total change in council tax income	-16.882	-14.390	-14.822	0.000	-46.094

	2022-23	2023-24	2024-25	2025-26	Total
	£m	£m	£m	£m	£m
<u>Savings and funding increases</u>					
Adult Social Services	4.275	2.000	0.000	0.000	6.275
Children's Services	-6.900	-3.500	-2.500	0.000	-12.900
Community and Environmental Services	-0.466	0.000	0.000	0.000	-0.466
Strategy and Transformation	-0.180	0.000	0.000	0.000	-0.180
Governance	0.000	0.000	0.000	0.000	0.000
Finance and Commercial Services	0.026	-0.100	0.000	0.000	-0.074
Finance General	1.000	0.000	0.000	0.000	1.000
Sub-total savings	-2.245	-1.600	-2.500	0.000	-6.345
Funding increases	0.000	0.000	0.000	0.000	0.000
Total savings and funding increases	-2.245	-1.600	-2.500	0.000	-6.345
Original gap at MTFS 2021-22 to 2024-25 (surplus)/deficit as agreed by Full Council in February 2021	39.037	29.639	23.200	0.000	91.876
<u>Extend MTFS assumptions for 2025-26</u>					
Economic and inflationary pressures	0.000	0.000	0.000	20.261	20.261
Legislative requirements	0.000	0.000	0.000	0.000	0.000
Demand and demographic pressures	0.000	0.000	0.000	11.000	11.000
NCC policy decisions	0.000	0.000	0.000	0.111	0.111
Council tax increase % (1.99%)	0.000	0.000	0.000	-9.752	-9.752
Tax base increase (1.0%)	0.000	0.000	0.000	-4.852	-4.852
Gap as at 5 July 2021 (surplus)/deficit	39.037	29.639	23.200	16.768	108.645

- 5.5. In light of the issues described elsewhere in this report (including the delay of the Fair Funding Review, other changes to core funding (Business Rates and Revenue Support Grant), and further service cost pressures), there is limited information available to provide certainty which would inform further changes to planning at this stage, however the sensitivity table below demonstrates some potential impacts on the scale of the Council's budget gap.

Table 6: Budget gap sensitivity analysis 2022-23

	Approximate impact on 2022-23 gap £m
Additional income from scope to raise Adult Social Care Precept by further 2%*	-8.9
Potential pressure from 2020-21 savings (delayed savings provided for in MTFS remain unachievable)	2.7
Potential pressure from 2021-22 savings (assuming 20% non-delivery)	8.2
Potential pressure from 2022-23 planned savings feasibility review (assuming 20% unachievable)	0.4
Potential pressure from change in tax base growth +/-1%	+/-4.4
Impact of varying pay award assumptions +/- 1%	+/-2.6

*A 1% increase in ASC precept is already assumed, deferred from 2021-22.

- 5.6. The MTFS set out in Table 5 assumes a council tax increase of 1.99% across all years as described in paragraph 5.3. This reflects Government assumptions / expectations for local authorities to raise the maximum council tax available to them. However, the discretion to set the level of council tax ultimately rests with Full Council. The table below sets out what the impact on the MTFS would be if a 0% council tax increase were applied for the period 2022-23 to 2025-26. The 1% ASC precept deferred to 2022-23 is assumed to be retained. Compared to the assumptions in the MTFS approved by Full Council in February and reflected in Table 5, this would result in:

- **Reduced council tax assumptions by £37.266m** for 2022-23 to 2025-26 (the compound loss of council tax income over the period would be £91.684m).
- A **revised budget gap of £145.911m** (increase from £108.645m) for 2022-23 to 2025-26, with a gap of £47.894m to be closed in 2022-23. This would equate to an **additional savings requirement of £8.857m which would need to be addressed in 2022-23** compared to the current MTFS baseline assumptions.

Table 7: 0% Council Tax impact on updated Medium Term Financial Strategy 2022-23 to 2025-26

	2022-23	2023-24	2024-25	2025-26	Total
	£m	£m	£m	£m	£m
Medium Term Financial Strategy 2021-25 gap (as per Table 5)	39.037	29.639	23.200	16.768	108.645
Remove assumed 1.99% council tax increase	8.857	9.190	9.467	9.752	37.266
Revised gap (surplus)/deficit	47.894	38.829	32.667	26.520	145.911
Compound loss of council tax income	8.857	18.047	27.514	37.266	91.684
Approximate additional saving requirement by Department for 0% council tax					
Adult Social Services	4.000	4.200	4.400	4.500	17.100
Children's Services	1.900	2.000	2.100	2.100	8.100
Community and Environmental Services	1.900	2.000	2.000	2.100	8.000
Finance and Commercial Services	0.400	0.500	0.500	0.500	1.900
Finance General	0.300	0.400	0.300	0.300	1.300
Governance	0.100	0.100	0.100	0.100	0.400
Strategy and Transformation	0.100	0.100	0.100	0.100	0.400
Total savings target increase	8.700	9.300	9.500	9.700	37.200

6. Proposals

6.1. The following **principles for 2022-23 budget planning** are proposed:

- MTFS Budget planning to cover the period **2022-23 to 2025-26**.
- **Budget Challenge** meetings for each directorate.
- Allocate the **February 2021 MTFS gap of £39.037m** for 2022-23 based on “controllable spend” approach.
- In order to inform any revision of 2022-23 MTFS and budget gap, Cabinet to **continue to keep MTFS assumptions under review** for remainder of budget setting, particularly relating to:
 - council tax and business rates planning assumptions (informed by latest District forecasts).
 - forecast delivery of planned 2021-22 savings programmes and viability of previously planned 2022-23 savings.
 - cost and income pressures, including ongoing pressures resulting from COVID-19.
 - any further Government funding announcements for 2021-22 and future years.
- Seek to **identify proposals to address future years**, reflecting need for longer term planning in line with the Financial Management Code.

- To closely scrutinise any requests for additions to the Capital Programme for 2022-23 requiring additional borrowing to consider the value for money of proposals and assess their impact on the affordability of the revenue budget and MTFS, **ensuring that borrowing levels are maintained within appropriate prudent limits and the revenue budget remains robust.**
- Select Committees to have a role as part of the budget-setting process, considering areas for savings in July 2021.
- Final **decisions about the 2021-22 Budget to be taken in February 2022** in line with the budget setting timetable as set out below.

6.2. It should be noted that **the above proposals may result in the saving targets currently allocated to Services being revised (and potentially materially increased) during budget setting** in the event that further pressures or income changes arise. Options to address any shortfall in savings to close the 2022-23 Budget gap will include:

- Government providing additional funding;
- Corporate / centrally identified savings opportunities;
- The removal or mitigation of currently identified budget pressures; and
- Service departments identifying further savings.

Table 8: Budget setting timetable 2022-23

Activity/Milestone	Time frame
Cabinet review of the financial planning position for 2022-26 – including formal allocation of targets	5 July 2021
Select Committee input to 2022-23 Budget development	12, 14, 16 July 2021
Review of budget pressures and development of detailed savings proposals 2022-26 to incorporate: <ul style="list-style-type: none"> - Budget Challenge 1 (mid July) – outline proposals - Budget Challenge 2 (early September) – detailed proposals 	July – September 2021
Cabinet considers emerging proposals and service budget strategies	6 September 2021
Cabinet considers full savings proposals and agrees proposals for public consultation	4 October 2021
Public consultation on 2022-23 Budget and council tax and Adult Social Care precept options	TBC October to December 2021
Reporting to Cabinet as appropriate on Government funding announcements / changes to planning assumptions	November – December 2021
<i>Provisional Local Government Finance Settlement announced including provisional council tax and precept arrangements*</i>	<i>TBC around 5 December 2021</i>

Activity/Milestone	Time frame
Confirmation of District council tax base and business rate forecasts	31 January 2022
Cabinet considers outcomes of service and financial planning, EQIA and consultation feedback and agrees revenue budget and capital programme recommendations to County Council	31 January 2022
<i>Final Local Government Finance Settlement*</i>	<i>TBC January / February 2022</i>
Scrutiny Committee 2022-23 Budget scrutiny	16 February 2022
County Council agrees Medium Term Financial Strategy 2022-23 to 2025-26, revenue budget, capital programme and level of council tax for 2022-23	21 February 2022

**Assumed Government activity*

- 6.3. The Budget process will be informed through the year by Government announcements around the Comprehensive Spending Review and Local Government Settlement, as well as any progress on reforms including the Fair Funding Review and social care funding. The timing for these is currently unknown. The budget setting process and savings targets will also need to be kept under review as any other specific announcements are made, for example in respect of the National Living Wage (NLW).
- 6.4. In line with the approach set out above, the proposed allocation of savings targets to Departments in proportion to net budgets, adjusted for budgets which are not “controllable” (for example Public Health grant, Schools, capital charges), is shown in the table below. These are the **new savings to be found in addition to those currently planned** for in Table 3. As described above, there is a risk that the targets set out in the table below may need to be revised later in the budget process.

Table 9: Proposed allocation of saving targets 2022-23 to 2025-26

Department	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m	% of total savings
Adult Social Services	17.700	13.600	10.700	7.800	49.800	46%
Children's Services	8.700	6.500	5.000	3.600	23.800	22%
Community and Environmental Services	8.700	6.500	5.100	3.700	24.000	22%
Finance and Commercial Services	1.800	1.300	1.000	0.700	4.800	5%
Finance General	1.300	1.000	0.800	0.600	3.700	3%
Governance	0.400	0.300	0.300	0.200	1.200	1%
Strategy and Transformation	0.500	0.400	0.300	0.200	1.400	1%
Total savings target	39.100	29.600	23.200	16.800	108.700	100%

7. Impact of the Proposal

7.1. This paper sets out an outline timetable and approach to the Council's budget planning process for 2022-23, while recognising that significant risks and uncertainties remain. The proposals in this report will:

- provide flexibility to respond to any changes required due to COVID-19;
- set the context for service financial planning for the year to come;
- assist the Council in managing the continuing significant uncertainty around the Comprehensive Spending Review, Fair Funding Review and other changes in local government funding; and
- contribute to the Council setting a balanced budget for 2022-23.

8. Evidence and Reasons for Decision

8.1. Since early 2020 the County Council has been responding to an unprecedented financial and public health crisis with significant implications for budget setting, which have (as far as possible) been reflected in this report. In this context it remains essential to continue to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to enable the delivery of vital services to residents, businesses and visitors. As in previous years it is important that Government issues guidance on financial planning assumptions, including indicative funding allocations for 2022-23, as soon as possible. Otherwise there is a significant risk that the Council will be obliged to reduce service levels. The Council's planning within the MTFS forecast is based on the position agreed in February 2021 and it is important to note that this will be kept under review in the event that further evidence about funding or the ultimate longer-term impact of COVID-19 on the Council's finances becomes available. Nevertheless, it remains prudent to establish a process to begin planning for savings at the level required to close the underlying gap identified in February 2021.

8.2. The proposals in the report reflect a proportionate response to the challenges and uncertainties present in the 2022-23 planning process and will ultimately support the Council to develop a robust budget for the year.

9. Alternative Options

9.1. This report sets out a framework for developing detailed saving proposals for 2022-23 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.

9.2. In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:

- Adopting an alternative allocation of targets between services, or retaining a higher or lower target corporately.
- Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
- Changing assumptions within the MTFS (including the level of council tax) and therefore varying the level of savings sought.

9.3. The planning context for the Council will be updated if further information becomes available. Final decisions about the overall shape of the 2022-23 Budget, savings, and council tax will not be made until February 2022.

10. Financial Implications

10.1. Financial implications are discussed throughout the report. This paper sets out the proposed indicative savings targets which will need to be found by each department to contribute to closing the 2022-23 and future year budget gap, subject to formal approval by Full Council in February 2022. The proposals in the paper will require departments to identify further significant savings to be delivered against current budget levels. The scope to achieve savings at the level required may be limited by delivery of the response to COVID-19.

10.2. The Council is legally required to set a balanced Budget annually and should plan to achieve this using a prudent set of assumptions. However, Members could choose to vary the allocation of indicative targets between Directorates, or to establish an alternative approach to identifying savings. Work to deliver additional Government funding could also have an impact on the overall budget gap to be addressed. As a result the budget setting process and savings targets will be kept under review as budget planning progresses. In the event that additional budget pressures for 2022-23 emerge through budget planning, there may be a requirement to revisit the indicative saving targets.

10.3. However, the scale of the budget gap and savings required are such that if the Council is required to deliver savings at this level there is a risk that this could result in the Council failing to fulfil its statutory responsibilities. As such the Government's response and decisions about Council funding in 2022-23 will be hugely significant. The continuing pandemic recovery, Comprehensive Spending Review, Fair Funding Review and Social Care funding reform may all offer opportunities to deliver a paradigm shift in the recognition of the importance of social care, and to adequately fund local authorities to provide vital services and contribute towards the national recovery. Any changes in Government funding could have a material impact on both the level of savings to be identified, and the Council's wider budget process. Fundamentally there is a need for a larger quantum of funding to be provided to local government to provide a sustainable level of funding for future years.

11. Resource Implications

11.1. Staff:

There are no direct implications arising from this report although there is a potential that staffing implications may be linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.

11.2. Property:

There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition, activities planned within Business Transformation will include further work to deliver property related savings.

11.3. IT:

There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition, activities planned within Business Transformation will include further work to deliver savings through activity related to digital and IT initiatives.

12. Other Implications

12.1. Legal Implications

This report sets out a process that will enable the Council to set a balanced budget for 2022-23 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.

12.2. Human Rights implications

No specific human rights implications have been identified.

12.3. Equality Impact Assessment (EqIA)

Any saving proposals with an impact on service delivery will require public consultation, and an Equality and Rural Impact Assessment of all proposals will need to be completed as part of budget-setting in due course. The results of public consultation and the findings of all EqIAs will be presented to Cabinet in January 2022 in order to inform budget recommendations to County Council.

No specific EqIA has been undertaken in respect of this report, although the dynamic EqIA in respect of the Council's response to COVID-19 can be found [here](#). The EqIA in relation to the 2021-22 Budget can be found as part of the [budget papers](#) considered in February 2021.

12.4. Health and Safety implications

None.

12.5. **Sustainability implications**

There are no direct sustainability implications arising from this report although existing 2022-23 budget plans include funding for activities which may have an impact on the environmental sustainability of the County Council through the delivery of the Environmental Policy. These issues were considered in more detail within the February budget report to Full Council. The MTFS assumes that cost pressures and capital schemes to achieve 2030 carbon neutrality as set out in the Environmental Policy are sufficient. Sustainability issues in relation to any new 2022-23 proposals will need to be fully considered once such initiatives are finalised as part of budget setting in February 2022.

12.6. **Any other implications**

Significant issues, risks, assumptions and implications have been set out throughout the report.

13. **Risk Implications/Assessment**

13.1. A number of significant risks have been identified throughout this report. Risks in respect of the MTFS were also set out within the February 2021 report to Full Council. Uncertainties remain which could have an impact on the overall scale of the budget gap to be addressed in 2022-23. These include:

- The ultimate impact of COVID on the budget in 2022-23, including in particular:
 - any ongoing cost pressures within service delivery and contracted services which have not currently been provided for, including the financial impact of any future lockdowns and/or where services resume but need to be operated on reduced numbers (for example adult day care)
 - ongoing pressures on income particularly in relation to business rates and council tax
 - the implications of any measures implemented by Government to restore the national finances in the medium to longer term
- Ongoing uncertainty around local government (and wider public sector finances) including:
 - the outcome of any comprehensive spending review undertaken in 2021-22
 - Government decisions about the council tax referendum limit or further ASC precept flexibilities for 2022-23
 - the need for a long term financial settlement for local government
 - delivery of reforms to local government funding including the Fair Funding Review, Adult Social Care funding, reforms to the Business Rates system, changes to other funding streams including the New Homes Bonus
 - Further decisions about Local Government reorganisation.

- 13.2. The Council's Corporate Risk Register provides a full description of corporate risks, including corporate level financial risks, mitigating actions and the progress made in managing the level of risk. A majority of risks, if not treated, could have significant financial consequences such as failing to generate income or to realise savings. These corporate risks include:

- RM002 – The potential risk of failure to manage significant reductions in local and national income streams.
- RM006 – The potential risk of failure to deliver our services within the resources available for the period 2021-22 to the end of 2023-24.
- RM022b – Implications of Brexit for a) external funding and b) Norfolk businesses
- RM031 – NCC Funded Children's Services Overspend

Further details of all corporate risks, including those outlined above, can be found in Appendix C of the July 2021 Risk Management report to Cabinet elsewhere on this agenda. There is close oversight of the Council's expenditure with monthly financial reports to Cabinet. Any emerging risks arising will continue to be identified and treated as necessary.

- 13.3. The Council is currently in the process of implementing a new HR and Finance System, following approval of the business case presented in May 2019¹³. The current budget makes provision for the revenue and capital costs associated with the system, which is expected to deliver savings from 2022-23, with full benefits achieved from 2023-24, subject to implementation during the 2021-22 financial year. As a result, the 2021-22 Budget incorporates some early savings realised within Finance and Commercial Services in 2021-22, with the majority of savings now assumed in the planning position from 2022-23, which assists in closing the MTFS gap position in future years. The assumed level of annual savings in the original business case was £3m. The effective delivery of this programme may therefore have implications for the 2022-23 Budget both in terms of (1) the level of savings assumed within the MTFS and (2) the underlying impact of a new system on the budget setting process. The latest details about the progress of this major project are provided in the Human Resources and Finance Programme Update report to Corporate Select Committee in January 2021¹⁴.

14. Select Committee comments

- 14.1. None. As set out in this report, Select Committees will consider the implications of 2022-23 budget setting for the service areas within their remit when they meet in July 2021.

15. Recommendations

- 15.1. Cabinet considers the recommendations as set out in the [Executive Summary](#).

¹³ [HR and Finance System Business Case](#) (agenda item 10, Cabinet, 20 May 2019)

¹⁴ [Human Resources and Finance Programme Update, Agenda Item 9, Corporate Select Committee 25 January 2021](#)

16. Background Papers

16.1. [Norfolk County Council Revenue and Capital Budget 2021-22 to 2024-25, County Council 22/02/2021, agenda item 5](#)

[Finance Monitoring Report 2020-21 Outturn, Cabinet, 07/06/2021, agenda item 13](#)

Finance Monitoring Report 2021-22 P2, Cabinet, 05/07/2021 (on this agenda)

Risk Management report, Cabinet, 05/07/2021 (on this agenda)

[Budget Book 2021-25](#)

Officer Contact

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

Officer name: Titus Adam

Tel No.: 01603 222806

Email address: titus.adam@norfolk.gov.uk



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

Infrastructure and Development Select Committee

Item No. 12

Report title:	Forward Work Programme
Date of meeting:	14 July 2021
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 it. Actions required 1. To review and agree the Forward Work Programme for the Select Committee	

1. Forward Work Programme

- 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. Member Task and Finish Groups

- 2.1. At the meeting in May 2019, the Select Committee 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 is currently one Task and Finish Group: -
- **Local Transport Plan** - The terms of reference for this group were approved by the Select Committee in September 2019.

3. Financial Implications

- 3.1. None

4. Resource Implications

- 4.1. **Staff:** None.

4.2. **Property:** None.

4.3. **IT:** None.

5. Other Implications

5.1. **Legal Implications:** None.

5.2. **Human Rights implications:** None.

5.3. **Equality Impact Assessment (EqIA):** N/A.

5.4. **Health and Safety implications:** N/A

5.5. **Sustainability implications:** N/A

5.6. **Any other implications:** None.

6. Actions required

1. To review and agree the Forward Work Programme for the Select Committee.

7. Background Papers

7.1. None

Officer Contact

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

Officer name: Sarah Rhoden

Tel No.: 01603 222867

Email address: Sarah.rhoden@norfolk.gov.uk



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

Infrastructure and Development Select Committee – Forward Work Programme

Draft agendas for next three meetings:-

Report title	Reason for report
15 September 2021 meeting	
Electric Vehicle Strategy	To review the proposed strategy for Norfolk
Highway and Transport Network Performance	To consider the performance of the network and identify any priorities to be considered as part of the annual review of the Transport Asset Management Plan
Performance of key highways contracts	To review the performance of key contracts for the highways service, including customer service.
Active Norfolk Strategy	To consider the Active Norfolk Strategy for 2022 onwards
Norfolk Rural Strategy	To consider the new Norfolk Rural Strategy.
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.
17 November 2021 meeting	
CES Enforcement Policy – Annual review	To review any proposed changes to the policy.
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.
Transport Asset Management Plan (TAMP)	To consider proposed amendments/updates for the TAMP
Waste Service update	To consider the Waste Services work programme.
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.
19 January 2022 meeting	
Forward Work Programme	To review and agree the Forward Work Programme for the Select Committee.

Regular programmed reports

Regular items	Frequency	Requested committee action (if known)
Policy and Strategy Framework – annual report	Annually - May	To enable the Select Committee to understand the relevant Policies and Strategies for the relevant services.
Highway and Transport Network Performance	Annually - May	To consider the performance of the network and identify any priorities to be considered as part of the annual review of the Transport Asset Management Plan (TAMP) in the light of this performance.
Performance of key highways contracts	Annually - May	To review the performance of key contracts for the highways service, including customer service.

Regular items	Frequency	Requested committee action (if known)
Transport Asset Management Plan (TAMP)	Annually - November	To consider proposed amendments/updates for the TAMP
Forward Work Programme	Every meeting	To review and agree the Forward Work Programme for the Select Committee.
CES Enforcement Policy – Annual review	Annually – September/ November	To review any proposed changes to the policy.
Trading Standards Service Plan	Annually – March	To review and consider the policy elements of the service plan.