

# Connecting Norfolk

## Implementation Plan for 2015-2021

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## Chapter 1: Introduction to the Roll Forward of the Implementation Plan

- 1.1 Norfolk County Council adopted its third Local Transport Plan, *Connecting Norfolk*, in 2011. The plan comprised two parts: a strategy and implementation plan. The implementation plan was a four-year plan up to 2015. We are now rolling forward the implementation plan until 2021, the period over which government has indicatively allocated LTP funding, the amounts of Local Growth Fund available nationally and confirmed the Trunk Road programme.
- 1.2 We are not reviewing the LTP strategy. The strategy in *Connecting Norfolk* is a long-term transport strategy that was developed in partnership with a wide range of other stakeholders, taking account of all available evidence. It is still the right long-term strategy. This roll-forward of the shorter-term implementation plan has allowed us to refocus implementation as appropriate to take account of factors such as where:
- Delivery to date is not meeting the objectives or targets of *Connecting Norfolk* and needs repurposing
  - Things have changed or moved on since 2011, for example production of the New Anglia Local Enterprise Partnership *Strategic Economic Plan*, and negotiation of the New Anglia Growth Deal and draw-down of Local Growth Fund, which will affect the focus of delivery.

### Norfolk's Transport Vision

- 1.3 Norfolk's 3<sup>rd</sup> Local Transport Plan, *Connecting Norfolk*, sets out the strategy and policy framework for transport up to 2026. This should be used as a guide for transport investment in Norfolk as well as considered by other agencies when determining planning or delivery decisions. This implementation plan provides information on the delivery of *Connecting Norfolk* 2015-21. It should be read in conjunction with the strategy.
- 1.4 *Connecting Norfolk* is driven by the views of local people and stakeholders and addresses the challenges we face in Norfolk. Our transport vision is:

#### **Norfolk's Transport Vision:**

A transport system that allows residents and visitors a range of low carbon options to meet their transport needs and attracts and retains business investment in the county.

- 1.5 We will achieve this by:
- Making the best use of what we have to facilitate reliable journeys
  - Reducing the need to travel
  - Influencing others and ensuring transport is integrated into development plans
  - Working with communities and other partners to seek new solutions and new ways of delivering
  - Lobbying for and pursuing improvements to Norfolk's strategic transport network.

## Chapter 2: Delivery Structures

- 2.1 *Connecting Norfolk* places a strong emphasis on working in partnership to deliver the plan as well as enabling the community to take more responsibility for decision making and delivery. The implementation plan 2011-15 noted that the role of the voluntary and community sector in transport delivery would expand, and that the County Council would need to evolve, strengthening its role as an enabler of others rather than being the sole delivery agent. It also noted the expanding role of the Local Enterprise Partnerships. Details of key initiatives or areas of work are outlined in later sections of this implementation plan roll-forward, with the major changes highlighted below.
- 2.2 Local Enterprise Partnerships have become established and now have an influential voice within government. From 2015 LEPs will receive funding for infrastructure direct from government. New Anglia is the Local Enterprise Partnership for Norfolk and Suffolk whilst the Greater Cambridge – Greater Peterborough LEP overlaps New Anglia, also covering the district of King's Lynn and West Norfolk and two districts in Suffolk.
- 2.3 The New Anglia LEP produced its Strategic Economic Plan in early 2014, setting out how it would bring forward economic growth. The plan closely mirrors established plans, policies and strategies in the area including the Local Transport Plan. The Growth Deal, concluded with government following submission of the Strategic Economic Plan, and the more recent expansion of this Deal saw funding for transport infrastructure in Norwich, Great Yarmouth, Thetford and Attleborough. Funding for major transport schemes – those above £5m – has also been devolved to the LEPs as part of the Local Growth Fund. Within Norfolk this funding is being put towards schemes in Norwich and Great Yarmouth. Further rounds of Growth Deal are expected, which might result in additional funding being drawn down through LEPs to support housing and jobs growth in the county.
- 2.4 Whilst this funding is welcome, it does bring about a major change in decision-making and delivery structures. The Norfolk and Suffolk Local Transport Body, made up of representatives of the LEP and Norfolk and Suffolk County Councils, has been set up to make decisions on and manage the transport programme. The LTB acts as a sub-group to the LEP Board.
- 2.5 Additionally, a number of other partner arrangements have evolved since *Connecting Norfolk* was adopted in 2011:
- The Greater Norwich Development Partnership, made up from authorities in the greater Norwich area (Norfolk County, Norwich City, Broadland and South Norfolk) has evolved into the Greater Norwich Growth Board to reflect its role now focussed on delivery of the Greater Norwich City Deal
  - Partners on the County Strategic Partnership decided that the formal strategic partnership structure was no longer fit for purpose and at its meeting on 31 March 2012, the Board agreed to disband its formal arrangements and to replace them with an Annual Norfolk Summit

- The Road Safety Partnership is now Think! Norfolk, made up of representatives from Norfolk Fire and Rescue Service, Norfolk Constabulary, East of England Ambulance Service NHS Trust, Safety Camera Partnership, Highways Agency and Norfolk County Council
  - Norfolk County Council has worked closely with community transport operators to establish and support an umbrella organisation bringing together a range of community and voluntary organisations. This has enabled these organisations to benefit from shared functions, such as a shared vehicle insurance scheme and HR services. Trials of journey planning software have also been carried out and the organisation is working to build capacity in the community and voluntary sector.
- 2.6 Norfolk County Council's private sector partnership arrangements with Mott MacDonald and May Gurney continued until their full term of April 2014. Over the course of the arrangements they helped save significant amounts of money and allowed for greater flexibility in project delivery.
- 2.7 The council entered into new contracts with Lafarge Tarmac to assist with works delivery, Mouchel to support professional services and Imtech to maintain and upgrade traffic signals in April 2014. These new arrangements are intended to be collaborative relationships as opposed to Partnerships, demonstrating to stakeholders that we are working in a unified and joined up way to provide integrated and effective service delivery. Assuming satisfactory performance, the contracts should run for a minimum of 7 years which is extendable to 12, thereby incentivising each of the providers with the outcome of services being delivered from a stable and mature relationship.
- 2.8 Funding for delivery over the coming years will continue to be limited and spending power – particularly through the Local Transport Plan allocations – significantly reduced compared to years prior to adoption of *Connecting Norfolk*. Since adoption of the plan in 2011 the county council has limited its spending on improvements to £2m per year, with the remainder of the LTP allocation being spent on maintenance. Due to continued funding pressures the authority has been unable to significantly top up funding. This means that the transport delivery programme cannot support the level of improvement that the public is seeking, or maintain the roads such that they remain in as good a condition as at the start of the delivery period. We have been unable to put significant funds towards measures such as promotional campaigns and have had to reduce our support for public transport due to a lack of our own funds and unsuccessful bids, for example to the Local Sustainable Transport Fund.
- 2.9 Looking ahead, delivery structures will need to continue to evolve to take account of the changing roles and decision-making responsibilities of local authorities and local enterprise partnerships, and to reflect funding arrangements and availability. Already the local authorities in the Greater Norwich area pool funds and have agreed an infrastructure delivery programme. This programme is funded using the pooled funds, consisting of, amongst other things, the authorities' own funds, Local Transport Plan

money, Community Infrastructure Levy and Local Growth Fund. It is likely that delivery will increasingly follow this model where funding for schemes needs to be found from a variety of different sources to enable delivery.

- 2.10 There is also the challenge of being able to respond to one-off funding opportunities such as bidding rounds. These require schemes to be at least in-part worked up in order to be successful in drawing down funds, and to enable delivery within the tight delivery timetables usually required by the bidding rounds. We have been successful with funding bids including £5.4m from the pothole challenge fund and £3.7m for weather-related damage during 2013. £3.7m was received from government, topped up by local money, for a £5m+ programme of cycling improvements in Norwich. £2.8m was secured for the improvement of bus services in Norwich through the Better Bus Area initiative and £2.5m for the implementation of a smart ticketing demonstration project. Over £34m has been awarded through the Local Growth Fund from 2015-21 with, potentially, further opportunities to secure additional money through this means.
- 2.11 In February 2015, £715,000 DfT “Cycle ambition in national parks” funding was secured for Phase 1 of the “Three Rivers Way” cycle scheme between Hoveton and Horning. Two further project bids have been submitted to DfT, which we are currently awaiting to hear results of: one for a £10m improvement to surface water drainage infrastructure in Norwich and its northern suburbs; the other for £5m improvements to Fen roads in West Norfolk.

## Chapter 3: Progress to Date

3.1 A number of targets were set as part of the third Local Transport Plan (LTP) to monitor progress on delivering the Plan. These targets were designed to record how well the LTP was achieving its six strategic aims, together with one target to record the overall satisfaction of users of the transport and highway services. A summary table of progress against these targets is set out below.

**Table 3.1: LTP Targets**

Indicator	Target for 2026 (unless stated)	Baseline	2011 / 12	2012 / 13	2013 / 14	2014 / 15
Public satisfaction with transport and highway services	To maintain current satisfaction levels	58% (2010)	<b>Target Trajectory</b>			
			58%	58%	58%	58%
			<b>Actual</b>			
			55% (2011)	Not available <sup>1</sup>	55% (2013)	56% (2014)
% of principal roads where maintenance should be considered	4.2%	3.5% (2010/11)	<b>Target Trajectory</b>			
			3.6%	3.7%	3.9%	4.2%
			<b>Actual</b>			
			3.7%	2.95%	3.25%	3.4%
Per capita carbon emissions from transport	25% reduction on 2008 levels by 2020	2.44kT CO <sub>2</sub> per capita (2008)	<b>Trajectory</b>			
			2.29kT (2011)	2.24kT (2012)	2.18kT (2013)	2.13kT (2014)
			<b>Actual</b>			
			2.24kT	2.21kT	Not available	Not available
Number of people killed or seriously injured in road traffic collisions	33% reduction by 2020 (308)	462 (2005-9 average)	<b>Target Trajectory</b>			
			434 (2011)	420 (2012)	406 (2013)	392 (2014)
			<b>Actual</b>			
			355	353	392 <sup>2</sup>	Not available
% of the population in rural areas able to access a	77%	83% <sup>3</sup> (2010/11) revised to 77% in	<b>Target Trajectory</b>			
			83%	77%	77%	77%
			<b>Actual</b>			

<sup>1</sup> Norfolk County Council did not participate in the National Highways & Transport Network Public Satisfaction Survey 2012.

<sup>2</sup> Although the reported figure is lower than the target value, this has been highlighted as red due to the marked change from the previous figures; for many years there has been a decline in reported KSIs however, the 2013 figure represents a reversal of this trend.

<sup>3</sup> This indicator was re-based during 2012/13 due to minor changes to the methodology. The trajectory was also amended, both as a result of this and to reflect changes in circumstances.

Indicator	Target for 2026 (unless stated)	Baseline	2011 / 12	2012 / 13	2013 / 14	2014 / 15
market town or key employment destination by public transport		2012/13	80%	74%	75%	Not available

### Key

Colour	Analysis
	Behind target trajectory
	Broadly on target trajectory or uncertain
	Ahead of target trajectory

3.2 This section sets out a more detailed commentary of progress against each of the strategic objectives.

### Overall Satisfaction

3.3 The target measuring overall satisfaction with transport and highway services shows a slight fall over the Plan period, although it has increased in the most recent year. Overall, Norfolk is performing well against this target, exceeding the peer group score and being the 4th highest ranked county council. A reasonable level of overall satisfaction is being maintained given the funding pressures.

### Maintaining and managing the highway network

3.4 In the four years to 2015 priority was given to maintaining the existing highway network and this was given a greater share of Norfolk County Council resource and funding in transport delivery. Road condition is actually recorded as slightly better according to the measure used, which is a reasonable level of performance given funding pressures.

3.5 This good performance has been at the expense of transport improvements and we have prioritised the higher class roads, while road condition on lower class roads has continued to deteriorate. We have continued to experience pressures including flooding events, resilience and our ability to keep the network up to the standards expected by the travelling public.

3.6 Following adoption of *Connecting Norfolk* we gave more focus to the localism agenda, giving the community more control over the activities undertaken within their area. This enables tasks to be more responsive to local needs with local communities having more opportunity to highlight local highway maintenance and street scene works that they would like us to carry out. It has generally been well received, but the amount of work that can be accommodated is dependent on the size of the maintenance budget

and we need to ensure we fulfil our statutory duty in maintaining the highway.

- 3.7 The number of agreements with local parish or town councils to undertake grass cutting duties has increased from 19 in 2010/11 to 33 in 2014/15, alongside further agreements with parishes to undertake sign cleaning, winter gritting (footways and roads), and public rights of way. The Highways Rangers project was rolled out across the county and has generally been well received by residents, Members, local councils and the Highway Rangers themselves. The community is given an opportunity to flag up any issues to be considered by a highways inspector on a quarterly basis, which can then feed into a package of works for the community. This arrangement operates within the existing highway maintenance budget (which continues to be under considerable pressure) and so work packages have to be prioritised in order that the highest priority defects are addressed first. With county council road workers now carrying out some aspects of routine maintenance work in Norwich, there may be an opportunity to extend the Rangers service into Norwich City by 2016.

### **Delivering sustainable growth**

- 3.8 We remain on-track to achieve carbon reduction targets, although the most recent data is not yet available from government. This good progress has been achieved in the context of a county that is growing, albeit more slowly than planned. Norfolk's economy has remained buoyant with Norwich continuing to be a top ranking retail centre and Great Yarmouth has emerged as a Centre for Offshore Renewable Engineering.
- 3.9 The County Council has been working closely with district councils to help shape their local plans, providing advice on strategic and site specific issues, transport assessments, Area Action Plans and support at Examinations in Public. Through this process we have been successful in ensuring that growth is targeted in the most sustainable locations and have continued to work to ensure that the necessary transport infrastructure to meet our transport priorities and promote economic growth has been identified and delivered.
- 3.10 The Greater Norwich Development Partnership was established across Broadland, South Norfolk and Norwich and has agreed a Joint Core Strategy. A City deal has been agreed with government for the area. The Partnership has now evolved to a delivery phase and is delivering a programme of infrastructure using pooled funding, including green infrastructure, cycle networks through the Cycle City Ambition programme and the Norwich Northern Distributor Road. Elsewhere we have worked with stakeholders, for example at King's Lynn to deliver major growth in the southwest of the town. We are in the process of delivering the A12-A143 link road in Bradwell that will serve housing growth and further employment at Beacon Park Enterprise Zone.

### **Enhancing strategic connections**

3.11 We have made good progress enhancing strategic connections, which is outlined below.

#### Connections to other major centres

3.12 Following a high profile campaign, the remaining single carriageway section of the A11 between Thetford and Barton Mills was dualled during 2013 and 2014. Once government commitment to this scheme had been secured, our attention shifted to the A47, the major road link from the county to the Midlands, the north of England and Scotland. Through the A47 Alliance – an influential body comprising local authorities, local enterprise partnerships and others from Lowestoft to Peterborough – we presented a business case to government showing the benefits of dualling. This proved extremely successful and in the 2014 Autumn Statement government committed the following schemes in Norfolk to the 2015-2021 programme:

- A47 North Tuddenham to Easton Dualling
- A47 Blofield to North Burlingham Dualling
- A47/A12 Great Yarmouth Junction Improvements
- A47 Acle Straight Safety Measures
- A47/A11 Thickthorn Junction Improvement.

3.13 On rail the Great Eastern Mainline Task Force report has recommended improvements on the Norwich to London line, including reducing the journey time to 90 minutes, increases in capacity and quality improvements. Regular half hourly services throughout the day between King's Lynn and London have been included in the franchise commitment from 2017.

#### Connections to Norfolk's gateways

3.14 A Third River Crossing for the River Yare in Great Yarmouth has been developed to provide an enhanced link to the port and help remove traffic from the town centre. During 2010 a preferred route was adopted and this route has been safeguarded from inappropriate development. Some funding to undertake the next stages of scheme development work has been secured from the Growth Deal devolved major scheme funding.

#### Connections in growth areas

3.15 We have made good progress in the urban centres. We rolled forwards the Norwich Area Transportation Strategy Implementation Plan in 2013. Major changes to the city centre transport network to improve the vitality of the city centre and bus routes were made in 2014 and we have started the roll-out of Bus Rapid Transit on the Dereham Road corridor. We have continued supporting regeneration in Great Yarmouth through sustainable transport measures.

### **Reducing Emissions**

- 3.16 Some progress has been made in delivering measures supporting more fuel-efficient vehicles, such as charging points for electric vehicles having been installed at Park and Ride sites in Norwich. However, funding remains extremely tight and makes it difficult to afford both the capital cost of installing such measures and the subsequent revenue costs of their operation and maintenance.
- 3.17 Norfolk has a number of Air Quality Management Areas in Norwich and King's Lynn due to transport emissions. Delivery of schemes to improve the air quality in these areas to date includes the gyratory system around St Augustines Street in Norwich and the package of measures delivered as part of the King's Lynn Community Infrastructure Fund grant.
- 3.18 There is no specific target in the LTP to measure progress against this objective, but air quality is monitored as part of the Strategic Environmental Assessment. This shows that at most monitoring sites, emissions are on track, but there are some where emissions remain above target levels, ie Castle Meadow and Riverside Road, Norwich and King's Lynn town centre.

## **Road Safety**

- 3.19 We have worked with the police to establish a cost neutral, self-financing safety camera partnership. The partnership has a role in the enforcement of safe driving, helping to educate or change driver behaviour and is proving very successful. The effective regime of enforcement is based on casualty concerns, which in turn provides an opportunity to provide a high quality educational intervention to a large number of drivers in the county. The running of the Partnership is overseen by a Board and scrutiny function, providing full transparency in the management process. We are currently expecting to deliver Speed Awareness courses to over 28,000 drivers in Norfolk during 2014/15.
- 3.20 In addition, we continue to develop and deliver specific programmes to target groups of road users that are disproportionately involved in road traffic collisions or are more vulnerable to injury. This includes people on motorbikes, older and younger drivers, pedestrians and cyclists. This work complements capital improvement measures, such as signing and lining or junction changes, which will continue to be targeted in locations where there are high numbers of collisions.
- 3.21 Our Road Safety Team is projected to engage with over 1,500 volunteers in this current year (2014-15), delivering projects such as pedestrian and cyclist training and young driver interventions and attending events in support of our motorcycle training schemes. We also engage with existing Community Speed Watch teams to deploy speed awareness signs and work with many parish councils to facilitate the use of such signs on a permanent basis in those communities.
- 3.22 The number of people killed or seriously injured had been on a prolonged downward trend in Norfolk for many years due to a variety of factors.

However, despite the positive measures outlined above they have now been rising steadily for a couple of years. In addition the data shows that the proportion of vulnerable users killed or seriously injured has also increased recently.

- 3.23 The Local Safety Schemes budget for 2014/15 is less than 10% of what it was 5 years ago. However, investment in highway engineering is not the only factor affecting casualty figures. Other factors may include diminishing returns in secondary and tertiary vehicle safety, education / driver training, economic activity and average distances travelled over the year and modal shift.

### **Accessibility**

- 3.24 Work has been underway to re-shape public transport in Norfolk. There has been some shift towards more journeys being carried on demand responsive transport services in rural areas and Norfolk County Council has been working closely with community and voluntary services to build capacity within the sector. The overall number of passenger journeys currently carried by demand responsive and grant funded, third sector services (eg car schemes and dial-a-ride services) compared to current subsidised scheduled bus routes is now approximately 9.5%. At the end of 2011/12, this figure was around 6.5%. Since 2011, the third sector has also seen an increase in home to school transport contracts, providing income and creating stronger and more sustainable schemes.
- 3.25 In Norwich, using funding secured through the Better Bus Area initiative, the county council has delivered a step change in the quality of printed travel information presented at bus stops in Norwich city centre and along key transport corridors into Norwich. This won the 'Highly Commended' award at the National Transport Awards 2014 for the work undertaken on improving the quality of travel information.
- 3.26 Other measures to improve accessibility and travel options for Norfolk's residents include the Norfolk Car Club, which has continued to expand. There are currently 20 car club cars within the Norwich Policy Area and we (along with Norwich City Council) have recently won funding of £100,000 for further expansion in Norwich and across the wider Greater Norwich area. Norfolk Liftshare has also been set up by Norfolk County Council to help people get around the county by sharing car journeys. The service is free and is available to all who live, work and travel in and around Norfolk.
- 3.27 A smartcard trial (Holdall®) is currently underway on Norwich Park and Ride, delivered using a £2.5 million grant from the Department for Transport. The aim is to make public transport more efficient by reducing boarding times with fewer cash transactions. Ultimately this project could be extended to other activities like school and college transport, and as a multi-operator ticket that can be used on buses right across the county.

3.28 During 2014, a Voluntary Quality Partnership (VQP) was launched, called the Norwich Bus Charter. Launched as part of 'Catch the Bus Week', this Charter, signed by the County Council, Norwich City Council and the main bus operators, sets out minimum standards of bus service provision that customers can expect. This has been delivered alongside a promotional campaign.

## Chapter 4: Priorities for this Implementation Plan

- 4.1 Chapters 2 and 3 have set out the delivery structures relating to the Local Transport Plan, how these have now changed and what has been achieved to date. As already stated, this roll forward of the Implementation Plan does not propose any changes to the overall strategy and the six strategic aims underpinning the vision for transport remain the same:
- Maintaining and managing the highway network
  - Delivering sustainable growth
  - Enhancing strategic connections
  - Reducing emissions
  - Improving road safety
  - Improving accessibility.
- 4.2 This chapter sets out the new priorities and mechanisms for delivering these aims over the next six years. This implementation plan takes account of drivers for change that have emerged over recent years, principally the focus on growth as set out in New Anglia's Strategic Economic Plan (and that government will give funding to the LEP to deliver this), and the progress that we have made in achieving our aims.
- 4.3 Delivery of *Connecting Norfolk* will be achieved through on-going work and revenue based projects undertaken by officers as well as through the capital programme. Funding is expected to remain tight over this period but we are more likely to have funding for capital infrastructure schemes than for revenue based programmes. Unfortunately this means that funding for initiatives such as supporting bus services and information provision will be difficult to find.
- 4.4 In the four years to 2015 priority was given to maintaining the existing highway network, which required a greater share of Norfolk County Council resource and funding in transport delivery. This will continue in the roll-forward of this implementation plan, at least in the short term, due to the ongoing maintenance backlog. Maintaining the existing asset underpins the other aims, is important to our stakeholders and critical for meeting our statutory obligations as a highway authority. This will continue to require redirection of local transport resource from the delivery of new transport infrastructure. Much of the funding for transport improvements will come from the Growth Fund, managed by the LEP, and will be directed at the growth locations identified in the Strategic Economic Plan.
- 4.5 We have set out below the key projects to be delivered going through each strategic aim in turn.

### Maintaining and managing the highway network

- 4.6 Maintaining the transport network will remain our priority and we will continue to divert money towards it from the LTP Integrated Transport Grant. The *Asset Management Strategy and Policy* is designed to minimise deterioration of the network. The focus for capital spend will continue to be

on maintaining and managing the higher status roads to ensure that the most important routes are kept in the best possible condition given funding constraints. Our priorities are:

- 'A' roads – maintain current condition
- 'B' & 'C' roads – maintain current condition
- Bridges – give priority to bridges on the HGV network
- Traffic signals – targeting controller replacement programme to sites over 20 years old
- Footways – maintain current condition
- 'U' roads – give priority to more heavily trafficked roads in village centres
- Drainage – local maintenance schemes.

- 4.7 We will continue with popular initiatives such as Highways Rangers to deliver routine maintenance schemes.

### **Delivering sustainable growth**

- 4.8 Work with district councils and input into their local plans will continue, providing advice on strategic and site specific issues, transport assessments, Area Action Plans and supporting Examinations in Public. Through this we will identify the necessary transport infrastructure to meet our transport priorities and promote economic growth. Emphasis will be on influencing the location of new development through the planning process to ensure that it is well located in settlements with a range of services.
- 4.9 Beyond this planning phase, the council acts as a statutory consultee on all planning applications submitted to the district councils. We will continue to use this to ensure growth is achieved in accordance with *Safe, Sustainable Development* our guidance notes for development management. Where appropriate this will involve securing infrastructure and other improvements, through Section 278 and 106 agreements, or the more recently introduced Community Infrastructure Levy (CIL). This has been adopted by local authorities across the Greater Norwich area who have agreed to pool funds to support the agreed wider programme of infrastructure delivery. King's Lynn and West Norfolk intend to introduce CIL over the next year.
- 4.10 Travel plans for new developments will continue to be secured. Over the next six years our aim will be to gain further expertise in the delivery of Travel Plans on behalf of developers and seek to generate increased levels of income from travel planning activities. Travel planning work will see continued delivery of personalised travel planning, as well as promotion of active travel, public transport, car sharing and car clubs, as well as the use of technology to reduce the need to travel. Where appropriate, Travel Plans agreed through the development control process will continue to be secured through the use of financial bonds, ensuring any obligation on the developer to undertake any measures agreed is met.
- 4.11 New Anglia Local Enterprise Partnership has completed its Strategic Economic Plan. In Norfolk this identifies Great Yarmouth, King's Lynn, Norwich and the A11 corridor, and the Fakenham to Wells corridor as

growth areas. Norfolk County Council worked with Suffolk County Council and New Anglia LEP on putting together the plan and implementation programme. Government announced the Growth Deal in July 2014 (and more recently the expansion of the Growth Deal) setting out the funding available for the implementation programme:

- £9.0m Great Yarmouth Sustainable Transport Package 2016/17-20/21
- £7m Norwich City Centre Transport Package 2016/17-20/21
- £2019/204.1m for Norwich A11 Corridor package 2015/16-
- £4.6m Attleborough Sustainable Transport Package 2016/17-20/21
- £2.3m Thetford Sustainable Transport Package 2016/17-20/21
- £2m Easton / Longwater Junction Norwich 2015/16-17/18
- £2m Rail Station Interchange Great Yarmouth 2017/18-18/19
- £2m Third River Crossing Great Yarmouth 2017/18-18/19
- £1m Lynn Sport Access Road King's Lynn 2015/16.

4.12 Further funding could be available through further rounds of Growth Deal funding. This will lead to a focus on spending towards schemes that deliver growth in the growth areas, and to a lesser extent market towns.

### **Enhancing strategic connections**

4.13 We will continue to lobby for and promote improvements to strategic connections. We will co-ordinate activities through the Local Enterprise Partnerships and seek to form a single group to secure and coordinate the necessary improvements.

4.14 Following the A11 dualling, the A47 is our highest road priority. We will continue to engage with government and the Highways Agency (to be renamed Highways England) to ensure timely delivery of committed schemes, and to make sure that local community views are reflected in scheme design and delivery. It is not expected however that any of the committed schemes (except perhaps Acle Straight safety measures) will be delivered earlier than towards the end of the decade. We will also work through the A47 Alliance to consider how to take forward improvement schemes on sections not included in the government's Roads Investment Strategy.

4.15 Rail links also provide important connections to other centres with our priority being the Norwich to London line. Following the 'Norwich in 90' campaign, backed by business leaders, politicians and the public, government announced a Task Force to look at how improvements could be delivered and has subsequently declared its intention to invest in the line to bring, amongst other things:

- A ninety minute journey between Norwich and London
- More reliable services, improving upon recent performance
- New Inter-City style trains, featuring Wi-Fi
- More train capacity – without downgrading the Norwich to London service to commuter style trains

- Station improvements including better car parking facilities.
- 4.16 Efforts will also focus on working with partners to secure other improvements including quicker journey times between Norfolk and the Midlands, the north of England and Scotland. The forthcoming re-franchising of the Greater Anglia franchise brings the potential opportunity for network improvements including more frequent Cambridge to Norwich services. We will also continue to work with the East West Rail Consortium to secure delivery of rail connections west of Cambridge to Oxford. This project has taken a major step forward recently with its development now being undertaken by Network Rail on behalf of government.
- 4.17 We will continue to be represented on the board of Community Rail Norfolk, and provide support to specific projects as appropriate. The partnership, covering the Norwich to Sheringham and Great Yarmouth / Lowestoft lines, is an important means of capturing the economic and social benefits of these rail lines.

#### Connections to Norfolk's gateways

- 4.18 Funding has been secured for the Norwich Northern Distributor Road and a decision about the statutory procedures (the highways orders and planning consent) will be taken by the Secretary of State by, at the latest, June 2014. A positive decision would see the road open to traffic by 2017. This will enhance access to Norwich Airport and allow further improvements in Norwich (see below).
- 4.19 A Third River Crossing for the River Yare in Great Yarmouth has been identified to provide an enhanced link to the port and help remove traffic from the town centre. A priority for the roll-forward of the implementation plan will be to work with government to give enough confidence about funding sources and scheme delivery to enable the next stages of scheme development work – including statutory processes – to be put underway. This will allow for delivery in the early 2020s.

#### Connections in growth areas

- 4.20 Emphasis will be on securing improvements that meet our transport priorities. Our priority will be the growth areas identified in the Strategic Economic Plan: Great Yarmouth, King's Lynn, Norwich and the A11 corridor, and the Fakenham to Wells corridor. Some funding has been secured through the Growth Deal, see 4.11 above.
- 4.21 A key priority will be to deliver the implementation plan for transport in the Norwich area. Key features of this include the Norwich Northern Distributor Road, bus rapid transit, junction improvements at Postwick, Longwater and Thickthorn and city centre enhancements including pedestrianisation, car clubs and walking and cycling schemes.

- 4.22 These measures will be progressed, funded from a mixture of sources including LTP allocation, Local Growth Fund, CIL and one-off bids. Decisions about how to use pooled funds are taken by the Greater Norwich Growth Board whilst the Local Transport Body has to approve Local Growth Fund spend.

### **Reducing emissions**

- 4.23 To reduce carbon emissions from transport we will explore ways of promoting active travel for short journeys and support delivery of infrastructure within urban areas that supports the use of public transport, walking and cycling. We will continue to examine how to deliver such measures but this is likely to rely on one-off funding bids or grants.
- 4.24 Norwich Park and Ride services are currently going through a process of retendering. An important element of this is to ensure that services can be maintained given the pressures on county council funding to provide ongoing support. The intention is to reduce required subsidy to zero.
- 4.25 Norfolk Car Club has proven successful in providing access to vehicles for people who don't run a car. There will be a revised emphasis on making this an ultra-low carbon operation.
- 4.26 External funding will be actively sought to deliver infrastructure improvements for pedestrians and cyclists with a focus in the urban areas. We have been successful in receiving money through the Cycle City Ambition Grant for the cycle network in Norwich. We intend to make an expression of interest to work with government on cycle delivery across the whole of Norfolk as part of their Cycle Delivery Plan.
- 4.27 Norfolk has a number of Air Quality Management Areas due to transport emissions, currently in Norwich and King's Lynn. Work to determine, deliver and monitor action plans to reduce levels of emissions will continue. In Norwich the whole of the city area has recently been declared as an AQMA, therefore measures will concentrate on reducing the problem across the area as a whole rather than focusing on individual hotspots. This will be achieved through existing measures set out in the Norwich Area Transportation Strategy Implementation Plan, but we will need to give a greater emphasis on improving air quality in areas where monitoring shows that there are exceedances against the thresholds.

### **Road Safety**

- 4.28 Following many years of successful reduction in the numbers of casualties on our roads, more recent times have shown that the progress is slowing and in some user groups, numbers of casualties are rising. To address this, the former Road Casualty Reduction Group has been transformed into the Road Casualty Reduction Partnership, bringing in key partners and enhancing the operational roles of many organisations. The Partnership directs and co-ordinates Casualty Reduction interventions delivered by

Highways and Transportation, Public Health, Norfolk Constabulary, Norfolk Fire and Rescue Service and Norfolk Safety Camera Partnership. The Partnership identified four major areas of concern (Younger Drivers / Older Drivers / Powered Two Wheelers / Vulnerable Road Users) as well as other discrete schemes of work. Specific groups have been formed to focus on these four areas and will work with a specifically formed communications team to deliver high quality and consistent behaviour change messaging across all areas of the Partnership.

- 4.29 We will also continue to support the delivery of engineering measures to improve safety, alongside our behaviour change programme. These measures will be targeted at traditional accident 'cluster sites' and we will also seek to influence the delivery of maintenance to locations where it will best reduce casualties. However, we are increasingly finding that accidents are become less grouped at a particular location and tend to be spread along a route. We are therefore directing most of our funding towards schemes that aim to systematically improve the road network in line with its function, based on 'Safe System' thinking. The Safe System is at the forefront of accident reduction taking on principles developed in Scandinavia and introduced in Australia and New Zealand over the last 15 years. This approach accepts that road users are human and can make mistakes when using the highway. A safe road system should therefore be developed so that a fatal or serious injury should not be the result of a serious mistake. Our local safety schemes will focus on making roads more 'forgiving' of human error through engineering measures and forward planning. Additional funding will be put towards Local Safety Schemes in 2015/16, to be kept under review in future years, taking into account – amongst other things – our performance on reducing casualties and the funding situation, including the amount of funding drawn down through Local Growth Fund and the LTP maintenance challenge fund element.

## **Accessibility**

- 4.30 There will be fewer conventional bus services; therefore active engagement and information for the public will be critical both to ensure a sustainable network is developed, but also that there is greater acceptance of shared travel options. This includes options like carsharing and car clubs in addition to demand responsive transport.
- 4.31 We are looking to reduce rural isolation with local transport solutions with an emphasis on working with Norfolk's Community Transport providers, to help them best use and increase their resource to deliver this. A shared approach to journey booking, scheduling and route planning is planned, with an emphasis on developing a shared booking system to create planning and resource efficiencies. There is also continual engagement to create efficiencies through shared services in group procurement of vehicles and other services, plus a real push on increased sustainability through being contract ready and able to competitively bid for additional core contract work for the council.

- 4.32 Measures to enhance access to services, particularly by public transport, walking and cycling, will continue to be delivered as part of the capital improvement programme. Measures to enhance connectivity between modes including through ticketing will be delivered where possible. There will also be a focus on keeping traffic moving, particularly public transport in our urban centres, where congestion can be an issue.
- 4.33 We continue to work with transport groups and community groups to further improve the quality of printed information. In future the focus will be on the provision and availability of electronic information with particular user groups in mind, for example there is an aspiration for all new bus stops to be talking stops as standard.

## Chapter 5: The Capital Programme

- 5.1 Table 5.1 provides an overview of the capital measures that will be delivered as part of implementation over the next six years. The indicative funding allocations reflect our priority towards maintaining our existing transport network. The table includes funding to be allocated to developing major schemes; those transport measures that will cost in excess of £5 million to deliver, requiring external funding. This includes schemes such as the Norwich Northern Distributor Road, including the Postwick Hub, and the Third River Crossing in Great Yarmouth.
- 5.2 Funding for transport delivery comes from a variety of sources. We propose that the improvement programme will total at least £2.35 million of Local Transport Plan integrated transport funding per annum over these six years, with the remainder of this funding block directed at structural maintenance works. This is an increase of £0.35m (£0.25m towards Local Safety Schemes to help address a rising KSI trend, and £0.1m towards Parish Partnerships). This increase will be kept under review taking into account the additional LTP allocation for maintenance during 2015/16, which reduces in future years.
- 5.3 Table 5.1 also shows agreed spending on transport infrastructure funded through the Growth Deal. However, it does not show spending that might be possible through successful bidding rounds. We anticipate securing money for cycling and maintenance.

**Table 5.1: Funding**

	2015/16		2016/17		2017/18	2018/19	2019/20	2020/21
<b>LTP Allocation Total</b>	<b>32.778</b>		<b>30.394</b>		<b>29.599</b>	<b>27.183</b>	<b>27.183</b>	<b>27.183</b>
Integrated Transport	4.140		4.140		4.140	4.140	4.140	4.140
Maintenance	28.638		26.254		25.459	23.043	23.043	23.043
<b>LTP Proposed Spend</b>								
	LTP allocation	Other Funding	LTP allocation	Other Funding	LTP allocation	LTP allocation	LTP allocation	LTP allocation
<b>Integrated Transport Total</b>	<b>2.350</b>		<b>2.350</b>		<b>2.350</b>	<b>2.350</b>	<b>2.350</b>	<b>2.350</b>
Major Schemes	0.000	28.545	0.000	64.250				
Public Transport	0.485	0.532	0.485	1.385	0.485	0.485	0.485	0.485
Pedestrian and Cyclist	0.800	0.680	0.780	1.450	0.780	0.780	0.780	0.780
Traffic Management Roads and Safety	1.035	16.045	1.055	23.200	1.055	1.055	1.055	1.055
Other	0.030	0.025	0.030	0.025	0.030	0.030	0.030	0.030
<b>Maintenance Total</b>	<b>30.428</b>		<b>28.044</b>		<b>27.249</b>	<b>24.833</b>	<b>24.833</b>	<b>24.833</b>
Structural Maintenance	29.028	0.000	26.644	0.000	23.433	23.433	23.433	23.433
Bridge Strengthening / Maintenance	1.400	0.000	1.400	0.000	1.400	1.400	1.400	1.400
<b>Local Growth Fund Total</b>	<b>2.975</b>		<b>5.913</b>		<b>10.160</b>	<b>9.965</b>	<b>3.925</b>	<b>1.150</b>
Attleborough			0.252		1.225	1.950	1.175	
Thetford			0.226		0.105	1.200	0.675	0.075
Great Yarmouth			1.835		3.480	1.565	1.075	1.075
A11 Corridor, Norwich	0.175		1.000		1.000	1.000	1.000	
A47 Easton / Longwater Junctions Norwich	0.750		0.750		0.500			
Lynn Sport Link Road, King's Lynn	1.000							
City centre measures, Norwich	1.050		1.850		1.850	2.250		
Rail station interchange Great Yarmouth					1.000	1.000		
Third River Crossing, Great Yarmouth					1.000	1.000		

## **Chapter 6: Performance**

- 6.1 Table 6.1 identifies the indicators used to monitor performance of Connecting Norfolk which have been rolled forwards from before. As we have been unable to monitor journey reliability (due to data being unavailable) we have deleted this indicator.
- 6.2 All of the original targets looked forward to 2026 and so it is proposed to continue with the existing target trajectories as shown in table 6.1 below (unless stated otherwise).

**Table 6.1: Indicators and Targets**

Indicator	Target for 2026 (unless stated)	Baseline	Performance					Roll Forward					
				2011 / 12	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21
Public satisfaction with transport and highway services	To maintain current satisfaction levels	58% (2010)	Trajectory	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%
			Actual	55% (2011)	No data available	55% (2013)	56% (2014)						
% of principal roads where maintenance should be considered <sup>4</sup>	5%	3.5% (2010 / 11)	Trajectory	3.6%	3.7%	3.9%	4.2%	3.6%	3.8%	4.0%	4.2%	4.4%	4.7%
			Actual	3.7%	3.0%	3.3%	3.4%						
% of the population in rural areas able to access	77%	Revised baseline 77%	Trajectory	77%	77%	77%	77%	77%	77%	77%	77%	77%	77%

<sup>4</sup> The trajectory figures here are intended as predictions based on known budgets. They are not targets and may change over time as more information becomes available, e.g. in relation to treatment efficiencies, severity of weather events, etc. Funding beyond 2020/21 is unknown; the target value for 2026 is believed to be reasonable but likely to require a budget increase beyond 2020/21.

Indicator	Target for 2026 (unless stated)	Baseline	Performance				Roll Forward						
				2011 / 12	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21
a market town or key employment destination by public transport			Actual <i>(2010/11 figure adjusted to reflect revised method)</i>	73%	74%	75%							
Number of people killed or seriously injured in road traffic collisions	<b>33% reduction by 2020</b>  <b>308</b>	Revised baseline  462  (2005-2009)	Trajectory  <i>(Figures adjusted to reflect revised baseline)</i>	434  (2011)	420  (2012)	406  (2013)	392  (2014)	378  (2015)	364  (2016)	350  (2017)	336  (2018)	322  (2019)	308  (2020)
			Actual	355	353	392							
Per capita carbon emissions from	<b>1.70kT</b>	2.27kT  CO2 per	Trajectory	2.13kT  (2011)	2.09kT  (2012)	2.04kT  (2013)	1.99kT  (2014)	1.94kT  (2015)	1.90kT  (2016)	1.84kT  (2017)	1.80kT  (2018)	1.75kT  (2019)	1.70kT  (2020)

Indicator	Target for 2026 (unless stated) 25% reduction on 2008 levels by 2020	Baseline	Performance				Roll Forward						
				2011 / 12	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21
transport		capita (2008)	Actual	2.24	2.21	No data available							