

THE > EAST

INTEGRATED TRANSPORT STRATEGY FOR NORFOLK AND SUFFOLK

A STRATEGY FOR
GROWTH AND OPPORTUNITY

MAY 2018



OUR PLACE

KEY

- Trunk Road
- Proposed MRN
- Local MRN priorities
- Wind Farm
- Gas Terminal
- Nuclear Power Station
- Airport
- Shipping Port
- Rail



FOREWORD

To create an environment where **businesses continue to flourish**, we need to further improve our transport infrastructure. Effective transport networks can help to **boost inward investment and enterprise creation** as well as **increase productivity** by improving access to markets and increasing value for money.

They can also help to unlock **opportunities for balanced and inclusive growth** and provide people with better and **safe access** to services, products and opportunities.

The future is changing rapidly. These changes will affect our networks and the way in which we use them. It is vital that our networks are innovative in their response to these changes to ensure we embrace the opportunity they present, to the benefit of everyone.

Reliable and resilient networks are a fundamental building block to the ongoing success and growth of our £35.5bn economy and in ensuring the East



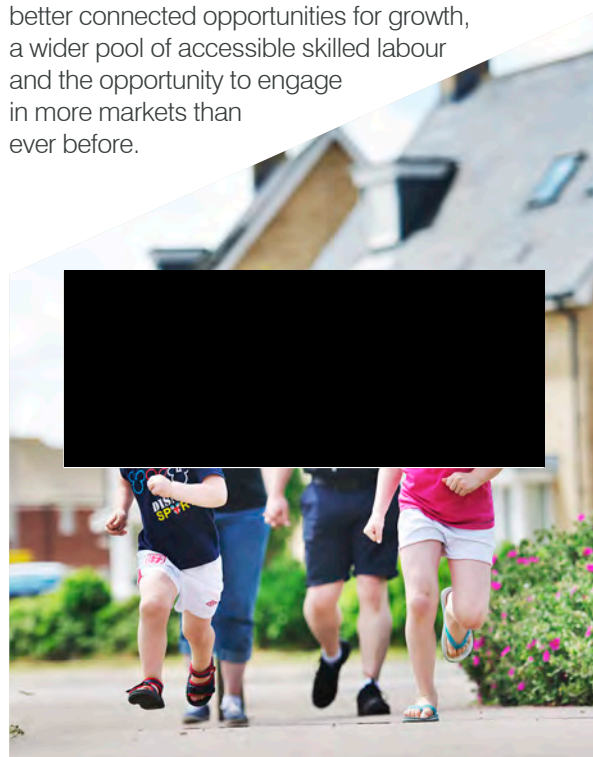
DOUG FIELD

Chair of
New Anglia Local
Enterprise Partnership

realises its future ambitions as set out in the **Norfolk and Suffolk Economic Strategy**. However, our potential is sometimes constrained by journey times and capacity which compound the perception that our area is a 'long way' from the rest of the country.

The New Anglia Local Transport Board partners have developed this Integrated Transport Strategy which sets out our ambition, our collective goals for delivery and how we might see them brought to fruition. Importantly, this Strategy provides a robust foundation for the newly formed sub-national transport forum: Transport East.

Most importantly it sets out how our transport network can help to continue to make Norfolk and Suffolk a great place to trade, live, work, visit and learn. For the East continue to thrive we must work together to develop a network that meets our aspirations both now, and in the decades to come. If implemented successfully future business will benefit from better connected opportunities for growth, a wider pool of accessible skilled labour and the opportunity to engage in more markets than ever before.



THE STRATEGY

Our Strategy looks ahead to the 2040s but focuses on the actions we need to take over the next three to five years to help secure the foundations for long-term success. It is a dynamic and living blueprint to guide the work and investment of many interested partners. Together we have:

Examined the evidence, making sure we understand our transport networks and modal needs in detail and how we can remain agile to future opportunities and challenges.

Set challenging but achievable ambitions, based on evidence, that describe the place and transport solutions we want for Norfolk and Suffolk.

Agreed the themes under which we will prioritise action and investment in transport improvements.

Identified actions and measures for success, with partners, to drive delivery and measure success.



NORFOLK AND SUFFOLK TODAY¹

The East is a geographically and **economically diverse area**, with an established, **growing** and ageing population of over 1.6 million people.

Exploiting an advantageous geographic position, Norfolk and Suffolk retain a **strong commercial relationship** with the rest of the world. **The Port of Felixstowe** is the UK's major container gateway to the world, handling some 28m tonnes of imports and exports per year (42% of the country's container traffic) with east-west links and maritime connectivity continuing to be crucial to the ongoing movement of freight into and out of the country from both here and the other ports including the **Ports of Ipswich, King's Lynn, Great Yarmouth and Lowestoft**.

Also looking outward, **London Stansted Airport**, within an hour's reach of many parts of Norfolk and Suffolk, provides access to many national and international destinations and currently serves 26 million passengers a year (set to rise to 35 million before 2023); It is also the country's third busiest freight airport handling in excess of 220,000 tonnes per annum. **Norwich Airport** provides access for over ½ million passengers a year to a number of regional airports and to the many energy installations in the North Sea as well as Europe and beyond, usually via Amsterdam Airport Schiphol. Easy access to these international hubs, both by public and private transport methods, will help to ensure their ongoing success. The recently completed **Broadland Northway** demonstrates the collaborative local delivery of a project of national significance and has the potential to provide jobs, help businesses and bring over £1bn of economic benefits to Norfolk as well as a high-quality link to Norwich Airport.

The area has important strategic connections with London, Cambridge, Peterborough and beyond, with key rail routes including the Great Eastern Main Line (GEML), the West Anglia Main Line (WAML), and the Felixstowe to Peterborough route which connects into the East Coast Main Line. The Strategic Road Network (SRN), via the A11/M11, A12/A120, A14/M6, A47/A1 and A428/A421 and beyond to Oxford, provides connectivity to these locations as well as to the Midlands, the North and the rest of the country. Our economy will continue to rely on making sure that there is good connectivity to and from the East.

In addition, priority corridors have been identified as the **Cambridge-Norwich Growth Corridor**, with an abundance of high tech businesses; the **A14 growth corridor**, between Felixstowe and Cambridge; the **A47 growth corridor** between Lowestoft and Peterborough (projects included in the first Roads Investment Strategy); and **King's Lynn** and the **A10 growth corridor** to Cambridge. Ensuring reliable and resilient connections will be critical to driving business growth and productivity in the East.

Ipswich and Norwich are the largest economic centres for our area with specialisms in the **financial services and insurance** sector and **ICT, tech and digital creative** at Adastral Park and Norwich. Coastal towns such as **Great Yarmouth** and **Lowestoft**, are also important centres of activity, particularly in the globally competitive energy sector; together, they form part of the **Norfolk and Suffolk Energy Coast** along with Sizewell, Bacton and the offshore windfarm clusters as part of the East of England Energy Zone. In addition, Norfolk and Suffolk has a thriving **life sciences and bio-tech** sector clustered around Norwich Research Park, the National Stud (the home of horseracing)

in Newmarket and CEFAS (Centre for Environment, Fisheries and Aquaculture Science) in Lowestoft. Each of our key sector clusters, together with our other sector strengths, need to be well-connected in order to continue to be catalysts for innovation and opportunity and to drive our strong and growing economy.

Other significant centres, including but not limited to, **Bury St Edmunds, Haverhill, King's Lynn and Thetford**, are the focus for our local economies, each with their own successful economies and uniqueness and this diversity must be maintained in order to secure our ongoing economic success: Transport and connectivity to larger economic centres including Cambridge remains a key facilitating factor for their local economies.

However, our transport networks can suffer from **reliability and resilience issues**, particularly during periods of bad weather, and have a number of pinch-points that can contribute to the perception that Norfolk and Suffolk are a 'long way' from the rest of the country. Transport in the East must do all it can to reduce these barriers to **inward investment, business creation and productivity**, recognising business needs, whatever their size.

SOCIAL INCLUSION AND SKILLS

We must also consider how transport can drive social inclusion and skills, using innovative and digital means, as well as more traditional methods, so that people can access education, training and labour market opportunities and are able to meet their full potential, raising living standards and social mobility and re-balancing the economy.

NORFOLK & SUFFOLK PROFILE AT A GLANCE



101
3,300

REGULAR SCHEDULED FLIGHTS
DEPARTING FROM NORWICH
AIRPORT PER WEEK

DEPARTURES PER WEEK
FROM STANSTED

50 MINS FROM
NORWICH TO AMSTERDAM



STANSTED HANDLES

220K

TONNES OF FREIGHT PER YEAR



28M
TONNES OF
FREIGHT
PER YEAR

FELIXSTOWE PORT IS THE BUSIEST
CONTAINER PORT IN THE UK
AND 7TH BUSIEST IN EUROPE



NORWICH
10,000
PASSENGERS
PER WEEK

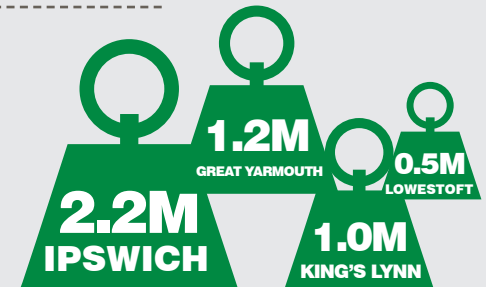
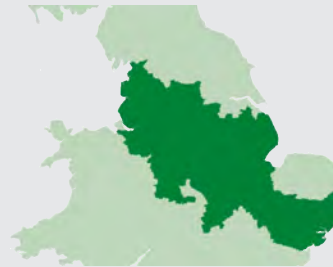
COMPARED TO

STANSTED
490,000
PASSENGERS
PER WEEK

STANSTED IS 4TH BUSIEST
AIRPORT IN THE UK

70%

OF CONTAINERS
COMING THROUGH
FELIXSTOWE ARE
DELIVERED TO THE
'GOLDEN TRIANGLE'



TONNES HANDLED PER YEAR
VIA OUR PORTS



SECURED RAIL SERVICE
IMPROVEMENTS WILL INCREASE
CONNECTIONS



60

MINS
IPSWICH
TO
LONDON

▼ 5 MINS

90

MINS
NORWICH
TO
LONDON

▼ 15 MINS

75

MINS
CAMBRIDGE
TO
IPSWICH

90

MINS
PETERBOROUGH
TO
NORWICH

330
RAIL
FREIGHT
MOVEMENTS

INTO AND OUT OF THE
PORT OF FELIXSTOWE PER WEEK





SEVERE CONGESTION

A14

- J55-J58 SOUTH OF IPSWICH
- BURY ST EDMUNDS AND NEWMARKET (J36-J38 AND J42-J44)

A47

- GREAT YARMOUTH TO ACLE

REGULAR CONGESTION

A11

- BETWEEN MILDENHALL AND THETFORD (CAN BE SEVERE TOO)

A47

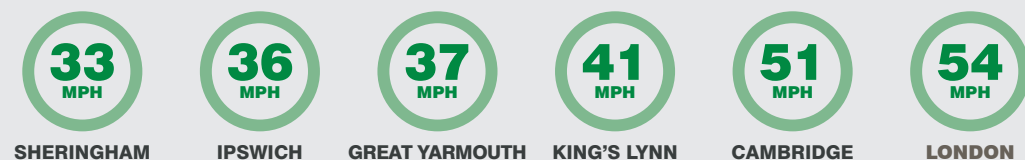
- BETWEEN NORWICH AND HONINGHAM
- AT KING'S LYNN



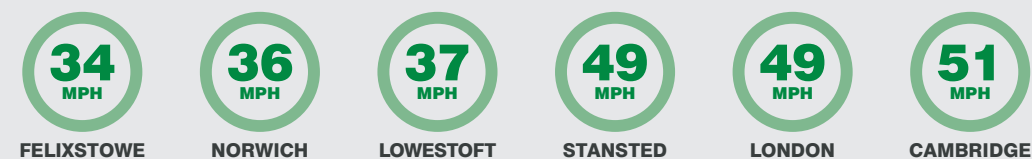
SPEEDS FOR REGIONAL JOURNEYS SLOWER THAN TO MAJOR NATIONAL CENTRES

FUNDING AND DELIVERY OF PLANNED IMPROVEMENTS NEEDS TO BE SECURED TO IMPROVE THESE AVERAGE SPEEDS

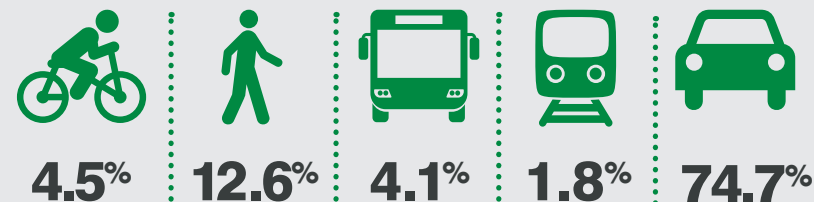
BY CAR, FROM NORWICH TO:



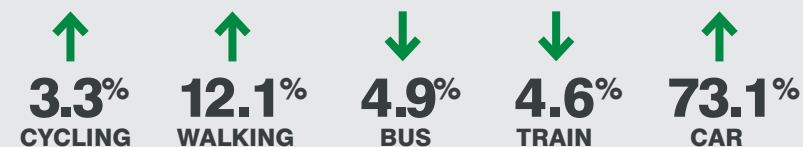
BY CAR, FROM IPSWICH TO:



% MODE SHARE TRAVELLING TO WORK

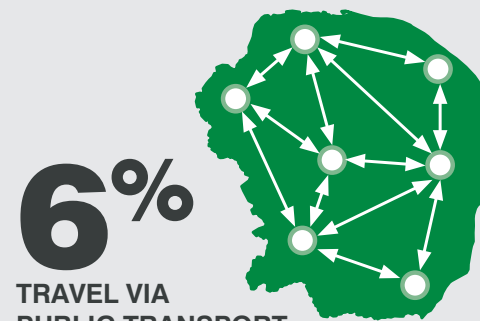
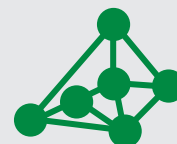


ENGLAND AVERAGE:



COMMUTING PATTERNS ARE PRIMARILY CONCENTRATED ON

NORWICH IPSWICH
A14 CORRIDOR
KING'S LYNN



6%

TRAVEL VIA PUBLIC TRANSPORT IN NORFOLK AND SUFFOLK



COMPARED TO
10%

UK AVERAGE IN ALL NON-METROPOLITAN AREAS

PLANNING FOR THE FUTURE

There are a number of significant socio-economic trends which present various challenges and opportunities for the East which will impact how, when and why we access and use our transport network:



DEMOGRAPHIC

A growing and ageing population, many of whom may work longer, the impacts of net migration and the ongoing trend of urbanisation.



SOCIAL

The rise of the “sharing” economy and the growth in “immediacy” expectations will impact the traditional models of transport access, ownership and use, particularly in younger generations.



ENVIRONMENTAL

Impacts of climate change, particularly in low-lying and coastal areas, scarcity of resources and the role of renewable energy.



TECHNOLOGICAL

Significant and rapid future change, which will alter how, when and where infrastructure and services are provided and accessed:

- **‘Big Data’, Artificial Intelligence (AI) and cognitive thinking and self-learning systems** will improve transport operations and services and how customers engage with them;
- **Automation and robotics** have the potential to improve maintenance and safety. The most visual aspect of this change will be Autonomous Vehicles;
- **Propulsion and energy decarbonisation** will have air quality benefits but could negatively impact energy distribution networks;
- **Material science** improvements will mean cheaper, more functional and sustainable use within vehicles and infrastructure;
- **3D printing** techniques have the potential to allow local production of components and products that will likely impact traditional supply chains; and
- **Shared mobility** will provide agile alternatives to traditional fixed public transport routes and car ownership models, particularly in urban areas.



ECONOMIC

The rise of the “gig” economy, local manufacturing (including 3D printing) and the just in time culture on business models, e-commerce, freight and last-mile delivery.



POLITICAL

Devolution of decision-making, future economic uncertainty regarding national political decisions, changes in legislation, the impacts of globalisation and the protectionism of markets.

The way the economy responds to these future challenges and opportunities will have important implications for the area’s land-use and transport strategy. Indeed, global trends will impact our key sectors in different ways and it is important to recognise how to maximise the associated economic and transport opportunities effectively. We have considered some future scenarios for technological and mobility changes on pages 12 and 13, whilst recognising that their availability, application and social adoption is difficult to predict, especially considering the speed at which these developments may occur.

CHALLENGES AND OPPORTUNITIES

Improving strategic connectivity across the East, especially London, Cambridge, Peterborough and beyond will help to open up as yet untapped opportunities and help drive business growth and productivity in the East.

Making the most of our advantageous location with respect to **accessing global markets** is another key opportunity for our area. Ensuring the ongoing success, access to and growth of the Port of Felixstowe and our other ports at Ipswich, King's Lynn, Great Yarmouth and Lowestoft as well as airports at London Stansted and Norwich will help to improve our Offer to the World, help to boost enterprise formation and inward investment in the region.

Capitalising on our geographic diversity and meeting the needs of our significant urban centres and market towns as well as our rural and coastal communities will ensure that the needs and aspirations of all our communities and businesses, no matter their size, are realised. Our road and rail networks can help to achieve this **improving capacity and journey times**, as well as **reliability and resilience** in times of strain.

We must also help to ensure that the East continues to **increase its contribution to UK plc**. In doing so our economic diversity must be maintained and enhanced and our transport network can help to support our **world-leading competitive clusters** in clean energy, financial services and insurance, ICT, tech and digital creative and life sciences and biotech to thrive. Our other key sectors, for which Norfolk and Suffolk have a competitive advantage, will also contribute to this ambition and we must ensure that our transport

network supports each of these clusters to continue to drive our competitive advantage.

Contributing to **driving social inclusion and skills** uplift is another opportunity for the East. Transport and digital connectivity can help to improve access to learning, both now and in the future, so that people have the right qualifications and improved access to opportunities, helping boost social mobility and living standards in turn. In addition, we must also help to achieve modal shift, improve air quality, reduce the impact of flooding and ensure we mitigate and adapt to **environmental challenges**.

Our network must accommodate an ever **growing and ageing population** and digital technology will have a part to play to help us reduce overall demand thus improving access to services outside the more traditional forms of transport.

We must stand ready to ensure our strategic ambitions are realised. We must be agile, encourage innovation and look to exemplars to help guide the development of robust, **viable solutions** to these changes. In doing so we will **develop relationships** with new and existing partners in relevant and growing sectors to understand their needs and drivers and clearly **articulate our vision** for transport in the East, with Transport East, in the short, medium and longer-term.

Transport and digital connectivity is an integral part of the East's economy, helping to unlock the area's substantial resources in land, labour and capital, and therefore a significant driver of productivity. Addressing connectivity issues is a crucial building block to our future growth and economic success. Working with our partners we have a **strong track record** of

addressing constraints through targeted investment. However, more needs to be done to make sure our transport network is truly integrated and agile to future changes.

The Government's Industrial Strategy (and its underpinning Clean Growth Strategy) sets out Grand Challenges to put the UK at the forefront of the industries of the future, ensuring that the UK takes advantage of major global changes, improving people's lives and the country's productivity. The first four Grand Challenges are focused on the global trends which will transform our future:

- growing the Artificial Intelligence and data driven economy;
- clean growth;
- future of mobility; and
- ageing society.













INDICATIVE TIMELINE







EARLY 2020s



-  Autonomous vehicles coming to market
-  3D printing cheap, fast and readily available
-  Electric vehicles re mainstream
-  E-bikes widely and cheaply available
-  Populations over 65 increasing

LATE 2020s




-  Sharing economy expanding rapidly³
-  Hydrogen powered vehicles becoming widespread
-  Fully autonomous vehicles are available

MID 2030s







-  Hypersonic airliners and hyperloop enter service
-  Diminishing natural resources
-  Warmer and wetter winters and hotter and drier summers
-  Petrol and diesel propulsion being phased out

-  Quantum computing is commonplace
-  Autonomous mobility is the norm

LATE 2030s

-  Web 4.0 mobility networks
-  On-demand manufacturing more cost-effective and commonplace
-  Drone and droid delivery commonplace

EARLY 2030s

-  5G wireless becoming the standard
-  Connected vehicles are the norm
-  Offshore wind supplies 4m homes
-  Urbanisation continuing
-  Mobility as a Service solutions available
-  Robotic technology assisting humans

MID 2020s

2030s

- Digital connectivity improved allowing people to access opportunities from home and on the move
- Key pinchpoints addressed and improved network capacity and operation will make journeys more reliable and resilient
- Better access to information will lead to 'peak' travel spread and allow people to make choices with more certainty

MID 2040s



Norfolk and Suffolk population exceeds 2 million...
...migration a big influence

LATE 2040s



Robots and automation widespread in society...
...over 30% of jobs now completed by them



2040s

- Connected vehicles the norm, improving safety and smoother running of the network
- Agile, on-demand, responsive transport services that offer more choice and efficiencies
- Decarbonisation largely complete supported by alternative generation and storage solutions and air quality benefits



Artificial 'energy islands' developed



Increased global communication reach



Global democracy growing in strength

EARLY 2040s

BEYOND...

- Digital access to services (health and social care) and opportunities (education and training) will help people be more productive
- New service models will reduce costs and provide for hard to reach communities
- Direct rail access between key centres with faster journey times and higher capacity...Local rail services will have more reliable rolling stock and improved customer experience
- On-account, seamless, barrier-less payment technologies will facilitate Mobility as a Service (MaaS)...A priority for our communities

PRIORITY THEMES AND PLACES²

The Norfolk and Suffolk Economic Strategy considered what future success looks like for the East. We have mapped our Economic Strategy themes to our key transport themes below:



Our Offer to the World / Competitive Clusters close to Global Markets

CONNECTING THE EAST, ACCESSING THE WORLD

Quicker, more reliable and resilient strategic connections to boost our contribution to UK plc., encouraging improved perceptions, economic participation and inward investment for our key sectors and competitive clusters.



Driving Business Growth and Productivity

AGILE TO CHANGE

Embracing new technologies and digital connectivity to enable remote access to services and opportunities to facilitate Mobility as a Service (MaaS).

REGIONAL CONNECTIVITY AND OUR PRIORITY PLACES

Keeping people and products moving in and around our growing Priority Places and Enterprise Zones through new investment, placemaking, maintenance and an integrated public transport network with opportunities for walking and cycling.



Driving Inclusion and Skills

LOCAL AND COASTAL

Innovative on-demand transport solutions and improvements to facilitate local sustainable growth, walking and cycling, recognising local distinctiveness, and offering access to services and opportunities through digital means.



Collaborating to Grow

MAKING IT HAPPEN

An accompanying Delivery Plan for Norfolk and Suffolk to help gain the momentum needed to unlock and deliver, through innovative means, the key strategic interventions identified by new and existing partners.

OUR PRIORITY PLACES

Our Priority Places are the areas where the evidence shows there are significant opportunities and commitment for continued growth:

- Ipswich and the surrounding area;
- Norwich and the Greater Norwich area;
- The Norfolk and Suffolk Energy Coast, including Bacton, Great Yarmouth, Lowestoft and Sizewell, with assets on and offshore;
- The Cambridge-Norwich corridor growth – connecting two global centres of research;
- The critical east-west growth corridors along the A47 from Lowestoft and Great Yarmouth to King's Lynn and the A14 from Felixstowe through Ipswich, Stowmarket, Bury St Edmunds, Newmarket and Haverhill to Cambridge and Peterborough; and
- King's Lynn - and the A10 and rail corridor to Cambridge.

²<https://newanglia.co.uk/our-economic-strategy/>

OUR STRATEGY

We aim to provide the foundations for an integrated, total transport solution which serves our growing economy, links our people and their activities with our developing Priority Places, and is fit for agile digital, socio-economic and transport developments.

With our partners, we will drive business growth and productivity, improve inclusion and skills, benefit health and well-being and do so in an environmentally sustainable way, with safety at its core.

From our Priority Places, ports, airports and the strategic corridors that link them, to our rural and coastal communities, transport needs vary greatly and as such there are a myriad of both short and longer distance journeys for every one of our businesses, residents and visitors. It is therefore critical that we consider how we best serve all levels of our community with a reliable and resilient integrated transport network. In order to rise to the challenges and opportunities presented previously we have grouped our Strategy priorities under the following themes, based on the different unique market opportunities they present to the East.

- **Connecting the East, Accessing the World**
- **Regional Connectivity and Our Priority Places**
- **Agile to Change**
- **Local and Coastal**
- **Making it Happen**

This integrated approach will not only increase access to opportunities irrespective of circumstances. If successful, it will consider the use of digital data to help balance supply and demand across all transport networks delivering significant benefits across the economy.



CASE STUDY

THE GREAT EASTERN MAIN LINE TASKFORCE

Successful partnerships in action

Launched in summer 2014 the Great Eastern Rail Campaign demonstrates the drive, enthusiasm and ability of our partners in the East to deliver our collective aspirations. Over 100 of the region's most senior business and education leaders representing more than 111,000 employees and students pledged their support and more than 1,600 commuters and rail users joined the campaign to deliver significant improvements to rolling stock, infrastructure and journey times between Norwich and London, known as 'Norwich in 90'.

Delivered to government in 2014 the Great Eastern Rail Report set out our aspirations, subsequently forming part of the re-franchising specification. Last year it was announced that Greater Anglia was successful with its bid which will deliver a major package of improvements for rail services in the region, including: replacement of the entire fleet of trains with 1,043 new carriages which will start to come into service from 2019, journey times to be cut by 10%, delivery of at least four 90-minute services between London and Norwich each weekday and two 60-minute services per day between London and Ipswich, and provide up to 32,000 more seats by 2021 and free Wi-Fi for all passengers.

CASE STUDY

THE PORT OF FELIXSTOWE

Keeping UK trade moving

The Port of Felixstowe is Britain's biggest and busiest container port, and the seventh busiest in Europe.

The port handles more than 4 million TEUs (Twenty-foot Equivalent Units) and welcomes approximately 3,000 ships each year, including the largest container vessels afloat today. Crucially the port provides some of the deepest water close to the open sea of any European port. Around 30 shipping lines operate from Felixstowe, offering approximately 90 services to and from 400 ports around the world.

Road and rail connect it to distribution hubs in the Midlands and elsewhere across the UK. Felixstowe plays a pivotal role in keeping the UK's trade moving, and delivers real benefits to customers, the community and the industry.



CONNECTING THE EAST, ACCESSING THE WORLD: OUR OFFER TO THE WORLD

The world is “getting smaller” and competition in global markets more intense meaning that businesses that rely on international trade for raw materials and import/export markets will need stronger connections to international gateways in the East to remain competitive.



Improved access to international markets will also help business to business connectivity in terms of realising opportunities and encourage inbound and outbound tourism directly to and from the East.

International access is a key strength and opportunity for the East. Access to the Port of Felixstowe as the nation's largest container gateway and our other ports as well as Airports at London Stansted and Norwich are clear priorities for our area.

To capitalise on our position, we will work together with partners in the port and airport sectors to improve our offer to the world by:

- Ensuring the ongoing success of the **Port of Felixstowe** as the country's largest container port, and our other ports, including the **Ports of Ipswich, King's Lynn, Great Yarmouth and Lowestoft**, to maximise future import/export and bulk cargo opportunities for the East and UK plc. by making the case for and securing investment in strategic routes, and their facilities, and in maritime connectivity, to improve freight accessibility and ensure the UK remains relevant to international markets capitalising on the recent DfT study of England's Port Connectivity and;
- Ensuring greater choice for international air travel by encouraging the development of additional services and good connectivity to and from **London Stansted and Norwich Airports** and other international hubs outside the region, and the UK, through road and rail improvements from Norwich, Ipswich and our other Priority Places, ensuring future agility.

Connectivity between the East and the rest of the UK is essential to enabling businesses to have strong links to customers and supply chains. Fast and reliable links to London, Cambridge, Peterborough and beyond are key to business to business connectivity, realising new opportunities and future economic performance and competitiveness of the East and UK plc. With the Midlands Engine and Northern Powerhouse strengthening their reach and influence, the strategic case for better east-west connections through East West Rail and the Oxford to Cambridge Expressway is ever greater, both in terms of international freight and passenger movements. Strong national links are also crucial for access to the Norfolk and Suffolk Energy Coast and our unique tourism offer.

Importantly, we recognise that many of our partners also have aspirations outside the region which may

have a reliance on the accessibility and connectivity of the East.

We will work together with our partners to drive business growth and productivity and connect the East by:

- Ensuring a **resilient Strategic Road Network (SRN)** that is agile to future opportunities, the timely delivery of already committed schemes and certainty that the A11, A12 (south of Ipswich), A14 and A47 feature prominently in future Roads Investment Strategies by strengthening relationships with Highways England. In doing so, the importance of the SRN and Major Road Network (MRN) outside the East (like the A120 and A1307) and the integration with the local road network will be highlighted and championed;
- Ensuring a **better connected rail network** to London, Cambridge, Peterborough and the rest of the country that is resilient to future changes, through the delivery of schemes like Felixstowe to Nuneaton and the North (F2N) and the Eastern Section of East West Rail (to leverage the benefits from investment in the Oxford – Cambridge – Milton Keynes arc), key upgrades such as Trowse Bridge, Ely Area Enhancements, Haughley junction, loops south of Colchester, the introduction of **digital signalling** as well as improved regional route journey times through infrastructure upgrades by strengthening relationships with Network Rail, franchise operators and potential third party funders;
- Making the East a more attractive proposition to inward investors by **challenging perceptions** about connectivity and **influencing peak demand requirements** to improve network capacity and reliability;

- Making **whole journey reliability** a priority by improving timetabling, access to and facilities, including parking, at **transport hubs**, by all modes; and

- Encouraging the development of more **regional air services** to and from Norwich Airport to improve direct, fast connectivity with other parts of the UK.



The A47 Alliance

NO MORE A14 DELAYS IN SUFFOLK

Working together to promote improvements

Suffolk Chamber is leading the multi-partner “No More A14 Delays in Suffolk” campaign to secure:

- improvements to key junctions on the A14 at Ipswich Bury St Edmunds and Newmarket;
- major maintenance schemes on the A14 between Haughley and Woolpit and between Copdock and the Orwell Bridge; and
- a comprehensive feasibility study of the A14 from the M11 at Cambridge to Felixstowe to address remaining concerns about the A14 and the impact of future growth in the county and across the UK.

The “No More A14 Delays in Suffolk” campaign has the backing of many partners including businesses, all of the county’s MPs and local authorities, and New Anglia and GCGP LEPs.

THE A47 ALLIANCE

Making it happen through collaboration

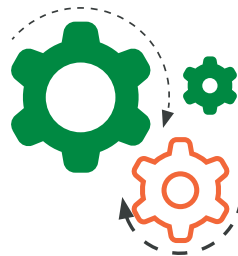
The A47 Alliance is a very successful lobbying group which is pushing for full dualling of the A47 between Peterborough and Lowestoft. The dualling of the A47 has cross-party, cross-county support and in 2014 government awarded a £300m funding package for dualling and junction improvement schemes along the A47. The A47 Alliance brings together the Chambers of Commerce, local authorities, LEPs and MPs along the route and is also supported by other stakeholders including the RAC, Eastern Daily Press and local businesses.

The Eastern Daily Press, Norfolk Chamber of Commerce and Norfolk County Council are currently spearheading the ‘Just Dual It’ campaign to push government to invest further in the A47 and get a commitment for full dualling of the A47 by 2030.

REGIONAL CONNECTIVITY AND OUR PRIORITY PLACES:

DRIVING BUSINESS GROWTH AND PRODUCTIVITY

Improving accessibility between our economic centres is essential to the realisation of our future aspirations. It provides better access to jobs, education and healthcare, encourages the clustering benefits of development and services and attracts inward investment. A strong digital and transport network across the East will link businesses and suppliers to markets and provide the backbone for the East to thrive.



Improved digital and transport connectivity between areas within the region will support the growth of specialist clusters of economic activity such as clean energy, finance and insurance, digital and life sciences and biotech. These clusters strengthen the economic interactions between Ipswich, Norwich, Bury St Edmunds, Great Yarmouth, Haverhill, King's Lynn, Lowestoft and Thetford as well as Cambridge.

In order to enable a more connected region we will work together with our partners to:

- Deliver a **reliable Major Road Network (MRN)** with improved journey times between our Priority Places, through the creation of an integrated MRN Action Plan for delivery, that includes the **Ipswich Northern Route(s)** and the **Norwich Western Link**, connecting the new Broadland Northway from the A1067 to the A47 west of Norwich, to improve the flow of traffic around our growing communities and ensure the network is kept in a good state of repair; and
- Make **public transport the 'go to' option** for our Priority Places by encouraging a consistent, affordable, smart-ticketed, integrated public transport network (including the use of innovative and community solutions where appropriate) with high quality, multi-modal interchanges, real-time, predictive and personalised information and more frequent services.

Our local transport networks are the lifeblood of our communities and improving access to, from and within them is essential so we can capitalise upon the strengths of our economic centres to serve those that live, work, learn and do business there. Our Priority Places and their transport networks need to be truly integrated in order to serve growing and changing

populations, in a sustainable way, supporting new and existing communities alike. They must also be agile to the changing shape of private (including passenger and freight), public and shared transport to adequately link people and places both now and in the future.

Recognising this we will work together with our partners to:

- **Facilitate better connectivity** which provides more reliable and resilient journey times within and between our Priority Places through making the strategic case for and the delivery of infrastructure investment including new **river crossings** (in Great Yarmouth, Ipswich and Lowestoft), **orbital links and relief roads** (including the **Ipswich Northern Route(s)** and the **Norwich Western Link**, connecting the new Broadland Northway from the A1067 to the A47 west of Norwich), and **junction improvements**, prioritising infrastructure that will facilitate the delivery of significant housing and jobs growth;
- Ensure the success of our **Enterprise Zones, Food Enterprise Zones and key sectors** by working to resolve infrastructure constraints;
- Facilitate place-making by **improving public realm**, tackling air quality and other environmental issues and delivering joined-up **cycling** (including e-bikes) and **walking networks** in our Priority Places to ensure flexible access to services, to suit the changing needs of our populations and encourage a safe, active and healthy lifestyle; and
- Develop and promote **local freight centres** to reduce the impact of local deliveries in our Priority Places.

CASE STUDY

CYCLE INFRASTRUCTURE

'Pushing Ahead: Your Journey Your Way'

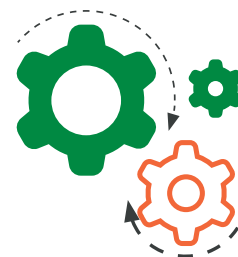
Sustainable transport and multi modal partnership has been supported across the region through initiatives using the Sustainable Transport Transition Year (STTY) funding particularly the Pedalways in Norwich, the "A to Better" travel planning programme, Lowestoft Local Links project and Local Growth Funding.

The Access Fund award in 2017 of £1.488m for Pushing Ahead will enable revenue funding to build on the previous capital investments and expand the impact of sustainable active travel for commuting and recreation, helping the region to move towards the ambition to double the modal share for walking and cycling to 10% by 2025.



AGILE TO CHANGE: DRIVING BUSINESS GROWTH AND PRODUCTIVITY

To respond to the future challenges and opportunities we must remain agile to change.



We will ensure that connectivity is not a barrier to making the most of these opportunities by working together to:

- Ensure **complete superfast broadband** coverage and the delivery of **ultra-fast broadband**, firstly in our Priority Places, but also in our rural areas, and **5G technology**, as soon as possible, to provide excellent and reliable digital capacity, to meet the region's needs⁴;
- Promote the East as being '**open**' to **innovative new technologies**, particularly where change could facilitate growth in our key sectors, by encouraging the take up of low/zero emission vehicles (including hydrogen), recognising the need to ensure the appropriate electricity network infrastructure, and the trial of autonomous vehicles and drones for commercial and freight services, where appropriate, ensuring the necessary supporting infrastructure both at home and on the move, with particular opportunities focussed along the A11 and A14 corridors;

- Establish the East as a location for **remote home and hub working**, providing access to education and health services as an alternative to travelling particularly in 'hard to reach' areas;
- **Shape collaborative future mobility** by encouraging new business models, led by evidence, to increase personal autonomy through affordable, convenient and digitally enabled business and personal travel plans to boost journey-sharing opportunities and the blending of traditional public and private transport modes and provide the widest accessibility offer;
- Encourage the **use of data** to enable the more intelligent operation of our networks and the adoption of connected, self-monitoring technologies for roadside infrastructure to improve network reliability and performance; and
- Encourage **behaviour and cultural change** so that shorter journeys are made actively wherever practicable and that sustainable choices are easy to access and use, to the benefit of health and well-being.

MOBILITY AS A SERVICE(MaaS)⁵

Traditionally our mobility has been provided for by managing fleets of vehicles around networks, framed by strategic transport planning objectives. MaaS, as a service model, turns this on its head by putting the customer first and framing the mobility systems around customer preferences. MaaS offers an opportunity to improve how people and goods move, both from the perspective of the policy maker and for travellers themselves.

⁴<https://www.betterbroadbandnorfolk.co.uk/> and <http://www.betterbroadbandsuffolk.com/>

⁵Transport Catapult – Mobility as a Service – July 2016

CASE STUDY

MARKET TOWNS

A vital part of the East

The market towns of Norfolk and Suffolk are diverse in their activities, economies and transport provision. They are a vital part of our economy being home to countless businesses providing local employment opportunities for thousands of people as well as providing many distinctive retail and tourism offers. Norfolk County Council is embarking on a number of Market Town Network Improvement Strategies, many of Norfolk's market towns and larger villages have a considerable amount of planned housing and employment growth identified. Addressing the transport pressures this growth will bring is vital to facilitate the economic prosperity of these towns and villages and as such planning this ahead of growth allows Norfolk County Council to respond accordingly. These transport strategies will identify the most effective transport improvements to support future planned growth and help address transport issues such as congestion, enhancements to safety and access to public transport.



LOCAL AND COASTAL: DRIVING INCLUSION AND SKILLS

The Norfolk and Suffolk Energy Coast is a significant contributor to our economy and serves Sizewell nuclear power station, Bacton Gas Terminal and the significant offshore energy sector as part of the wider East of England Energy Zone.



Indeed, our smaller local and coastal communities are also a vital part of the East's economy, providing some of the UK's most attractive places to live and work, and transport has a key role to play in providing access to services and opportunities in these areas. Our local and coastal communities need strong, reliable and resilient networks to help encourage sustainable access to our local markets as well as our unique tourism and culture offer.

Working together with our partners we will:

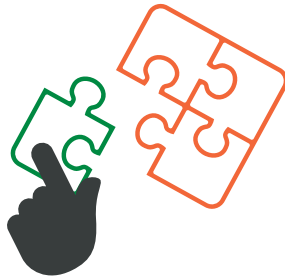
- Ensure **complete superfast broadband** coverage and the delivery of ultra-fast broadband, firstly in our Priority Places, but also in our rural areas and **5G technology**, as soon as possible, to provide excellent and reliable digital capacity, to meet the region's needs;

- Cater for the growth aspirations and development plans in market towns by identifying and **prioritising local road improvement schemes** to release pinch-points, recognising the network's importance to the agriculture sector;
- Encourage service providers to provide **cost-effective, on-demand public transport services** by using better data, to meet rural and coastal needs and improve economic and social inclusion;
- Improve **hub and home working** to help offer innovative, flexible and/or remote digital alternatives for post-16 transport strategy and access to healthcare and social care services, ensuring opportunities and access for all;
- Support **community rail partnerships** for rural and coastal branch lines to identify capacity and station improvements (including parking) and differentiate individual offers, to promote to a wide audience and encourage use and provide evidence for possible service expansion;
- Encourage **walking and cycling** by developing Walking and Cycling Investment Plans and through the delivery of projects on the National Cycle Routes and those such as the Greater Broads Cycling Country project, to benefit public health and well-being and the environment.

MAKING IT HAPPEN:

COLLABORATING TO GROW

We are at the start of our journey and we are **ambitious**. Local and collaborative delivery is important, having the potential to make a real difference and we need the skills, experience and resources from a number of new and existing partners to help bring our ambitions to fruition.



One of our first actions will be to broaden our dialogue and engagement to develop the momentum necessary for delivery. We will **collaborate with partners** to determine our strategic priorities for delivery, with this dialogue being informed by the Norfolk and Suffolk Economic Strategy. We will collaborate with informal stakeholder groups to stimulate specific issue debates and encourage **innovative and creative partnerships** to help accelerate delivery. We must bring forward strategic investments, through collaboration, to not only unlock growth in the corridors and places they serve but to act as a catalyst to other interventions for further, integrated improvements.

Together with partners we will:

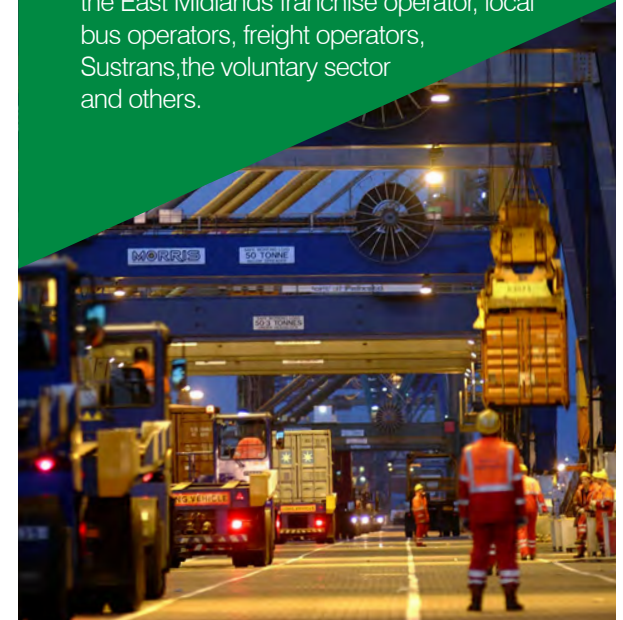
- We will work up and publish a **3-year Delivery Plan**, in line with strategic funding timescales, to support this strategy showing what we propose to deliver, how we propose to do this, and by when;
- Work across sectors to enable collaboration on increasingly common requirements for technical know-how and **access to new markets and techniques** that might once have been more distinct, such as telecoms and logistics;
- Work between public and private sectors to explore **innovative approaches to funding and finance**, driving returns on investment in infrastructure; and
- Work with other regions on regional, national and international opportunities through **Transport East**.

Our Delivery Plan will not start from scratch. Whilst development of this strategy has enabled us to take a long-term look at the interventions required, it has also confirmed the value of many of the projects we have already been working on. The Delivery Plan will also detail how we will measure success considering delivery against key, relevant ambitions in the Economic Strategy assessing how emerging transport outcomes contribute to those aims.

We will be successful when our transport network, in all its existing and future forms, is recognised as a seamless enabler helping our business and communities thrive, helping to make the East one of the UK's most attractive places to do business, live, learn, work and visit.

PARTNERS WILL INCLUDE:

- Transport East;
- Government including HMT, DfT, BEIS, DCMS, MHCLG and GO Science;
- Members of Parliament;
- Network providers including Highways England, Network Rail and communications companies;
- Highway Authorities;
- Local Planning Authorities;
- Norfolk and Suffolk Chambers of Commerce, the Federation of Small Businesses and the wider business community including the tourism sector; and
- Other local partners including Norwich Airport, London Stansted Airport, Hutchison Ports, Associated British Ports, Peel Ports, Greater Anglia, Govia Thameslink Railway, the East Midlands franchise operator, local bus operators, freight operators, Sustrans, the voluntary sector and others.



THE>EAST

NEWANGLIA

Local Enterprise Partnership
for Norfolk and Suffolk

