

BRECKLAND COUNCIL

Report of Paul Claussen and Mark Kiddle-Morris, Executive Members for the Planning, Health and Housing Portfolio and the Economic and Commercial Portfolio to the CABINET – 22nd February 2011 and COUNCIL – 24th February 2011 (Author: Kevin Ward, Growth Programme Manager)

BRECKLAND INTEGRATED DELIVERY DOCUMENT 2010

1. Purpose of Report

- 1.1 This report seeks Council approval to publish the authority's inaugural Integrated Development Plan and Local Investment Plan (IDP/LIP) document (see Appendix A). The document is in summary a means of prioritising infrastructure investment and delivery aligned to the Council's adopted Housing, Economic and Planning Strategies as well as reflecting the funding opportunities available going forward and the asset investment activities of utility companies within the area.
- 1.2 The final document has been prepared in liaison with the Homes and Communities Agency (HCA) in order to meet their requirements for a Local Investment Plan (LIP). Future HCA funding going forward will be dependent on the agreement of the LIP and consequently the document has been through a consultation process with the HCA including peer review.
- 1.3 The final document also meets the requirements of an Integrated Development Plan which is principally an Infrastructure Planning document designed to underpin economic development investment. Local Enterprise Partnerships (LEPs) and Regional Growth Fund (RGF) proposals are required to promote those projects identified in IDP/LIP documents in their area.
- 1.4 The adopted IDP/LIP document is a delivery document. It will provide a focus for Council investment and activity as well as influencing the activities of others to ensure that a set of deliverable local Council priorities are taken forward as part of a "single conversation" with key partners. The document is a 'live' document with a recommendation that it is reviewed on an annual basis.

2. Recommendations

It is recommended that the Cabinet:

- 2.1 **Consider the priority projects within the IDP/LIP and provide their views to Council on the content of document.**

It is recommended that the Council:

- 2.2 **Agree to endorse the document and publishes the IDD (see Appendix A), including any Cabinet recommendations (to be reported verbally from 22nd February 2011 meeting) and amendments as necessary and that the document be formally submitted to the Homes & Community Agency (HCA).**

Note: In preparing this report, due regard has been had to equality of opportunity, human rights, prevention of crime and disorder, environmental and risk management considerations as appropriate. Relevant officers have been consulted in relation to any legal, financial or human resources implications and comments received are reflected in the report.

3. Introduction

3.1 What is an IDP / LIP Document?

- 3.1.1 This is the first prioritised infrastructure delivery document to be prepared for Breckland. The purpose of this document is to identify the strategic housing and infrastructure priorities that need to be provided as part of the delivery of sustainable communities in the District. Therefore, as well as setting out the scope, spatial extent, and cost of housing and infrastructure projects, this document will also include a timetable to delivery the projects that will realise the Council's vision. This document will also identify for the first time key priorities and outline how particular projects are to be funded as well as highlighting any funding gaps that may be evident and how to fill them.
- 3.1.2 The document will also give the Council evidence to shape service delivery based on these priorities as well as aid in the realignment of existing project based activities. The document is focused on the delivery of projects and as such sets out a range of recommendations as to how the Council can bring these forward to achieve its' aims.
- 3.1.3 The document seeks to meet the requirements for both an Integrated Development Plan (focusing on infrastructure delivery), and a Local Investment Plan which seeks to identify housing priorities and will form part of the 'single conversation' with the Homes and Communities Agency and other partners.

Geographical Scope of this document

- 3.1.4 The geographical scope of the IDD covers whole of Breckland's administrative area. However, there is a clear functional area based on the A11 (as reflected in the Norfolk/Suffolk LEP and the Breckland LDF). The majority of the housing and economic growth and regeneration in Breckland is focused on the A11 corridor, and in particular, the settlements of Thetford and Attleborough and the strategic employment site at Snetterton Heath. These locations are due to experience significant growth and change over the next 15-20 years, with the potential to deliver some 9,500 new homes and 8,500 net new jobs. This growth will require significant long-term infrastructure planning which will have considerable interdependencies.
- 3.1.5 Although the new employment and housing growth levels away from the A11 corridor are at a much lower level, there are still challenges which need to be met in order to deliver sustainable communities in a rural area such as Breckland. The projects that are identified away from the main areas of growth are important but less geographically distinct and this presents new challenges for all stakeholders in this process.

3.2 Background

The need for co-ordinated Infrastructure and Investment Planning

- 3.2.1 This Integrated Delivery Document is being prepared at a time of unparalleled changes in the national funding environment, the likes of which have not been seen for a generation. The Comprehensive Spending Review (CSR Oct 2010) and the recent White Paper on Economic Growth have seen key funding streams either removed completely or significantly reduced as national Government seeks to reduce expenditure and encourage innovative funding mechanisms. This has had a major impact on the deliverability of projects, particularly in light of the limited amount of public money that will be available going forward.

- 3.2.2 Despite the significantly challenging funding environment, the growth and change in Breckland is not directly reliant on national funding in order to be delivered. However, the recession will have had an impact on the viability of developments and as such; this has impacted on the availability of developer contributions to provide some of the wider requirements that may have previously been anticipated. However, developer contributions will still be able to deliver the critical infrastructure needed (in planning terms) to make this development acceptable but there is likely to be a need for some public funding to ensure fully sustainable development.

Housing Growth

- 3.2.3 Housing growth in Breckland is set out within the Council's Core Strategy. The Core Strategy sets out a significant growth agenda for the district, and requires Breckland to deliver 19,100 new homes over the period 2001-2026. Previously Breckland has seen much lower levels of growth, and this has left a shortfall in housing stock. New development will be concentrated across the districts five main towns, with four Local Service Centre villages also seeing additional growth. The remainder of the district is likely to only see limited increases

Jobs and Employment

- 3.2.4 Breckland has a population of 75,700 people (at June 2009) who are of working age, between 16-59/64 (data from the Norfolk Insight website). 84.15% of these people may be defined as being economically active; this is in comparison to only 80.9% in Norfolk and 79.04% across all England. Across Breckland, between 2011 and 2031, there will be a 0.6% increase in the proportion of people who are of working age, per annum (EEDA regional forecast). Whilst Breckland has a higher proportion of economically active people, in comparison to the rest of both Norfolk and England.

3.3 Methodology

3.3.1 Capita Symonds approach

- 3.3.2 The intention of the IDD is to bring together information from existing sources to identify a range of investment packages which may be either spatial, thematic or long term. It is not the role of the IDD to 'reinvent the wheel' and as such it draws information from secondary sources and those documents and strategies that have themselves been consulted on and agreed by the Council. The document presents a clear thread between the baseline evidence, the Council's key visions and objectives through to the identified packages. Under each broad investment package, a number of individual projects have been identified using information from including LDF supporting evidence base, the Breckland Community Strategy and the Housing Strategy. The purpose of the IDD is to identify deliverable projects which can then be prioritised, rather than creating a 'wish list' of projects that have not been developed in any detail. Consequently, the priorities are anchored against the need to deliver significant number of new homes and new jobs as well as addressing issues of rural isolation and specific housing needs including rural affordable housing and stock improvements.

- 3.3.3 In order to transparently assess the identified projects, the IDD has drawn upon local evidence and stakeholder priorities to develop a range of scoring criteria against which each of the projects identified will be assessed. This seeks to ensure that the way in which each project scores is based upon genuine local priorities (rather than a predefined set from Government etc).

- 3.3.4 The IDD is intended to be an iterative 'working' delivery document that is updated regularly. As new projects are brought forward, these can be assessed in future iterations of the IDD.

3.3.5 Consultation and participation process

- 3.3.6 Although the IDD is primarily a document for Breckland Council, many of the projects

identified may be delivered and/or funded by other partner organisations. As such, it is important that these partner organisations have an input in shaping the document and validating the findings of the study. As indicated above, the document brings together projects that have already been consulted upon or agreed by the Council, and it is not the purpose of the IDD to revisit the principle of such projects. However, it is important that stakeholders are signed up to the process that the Council is undertaking.

3.3.7 Therefore, as part of the development of this IDD two stakeholder working groups were held to consider the proposed scoring criteria, and the score attributed to each of the projects identified. The group included representatives from Breckland Council as well as key partner authorities such as Anglian Water Services, Environment Agency, Primary Care Trust, Norfolk County Council, Flagship Housing and the Homes and Communities Agency. This has enabled significant stakeholder buy-in to the study as well as helping to validate the results of the scoring exercise.

3.4 **Strengths and Opportunities**

3.4.1 Breckland has a strong opportunity to deliver both housing and economic growth across the district in a sustainable manner. The adopted Core Strategy provides a level of certainty over both housing and employment numbers, and dictates broad locations of growth. Over the remaining 16 years of the plan period for the Core Strategy, Breckland is going to see a large number of changes as it continues to grow to meet both housing and employment needs. The future trajectories for housing and employment offer key opportunities for the district as a whole. .

3.4.2 The A11 corridor will provide the key link to bring new growth and opportunity into the district. Whilst housing growth in these areas is likely to occur later in the plan period, a number of programmes (including REV) are already underway. Once completed, the Snetterton Utilities project will unlock the potential of the site. As mentioned previously, there is approximately 89 ha of land with existing allocations (the majority of which is at Snetterton) which could become available. Growth point status within Thetford provides national recognition of the changes which are occurring within the town. Breckland Council is working with developers on Masterplanning projects in Thetford, to insure the growth is delivered in a timely and appropriate manner, which will ensure that the needs of the town

3.4.3 The requirement for a Local Investment Plan (LIP) is critical to enabling the Council to have a 'single conversation' with the HCA as well as other funding partners. The HCA has indicated that it will prioritise funding to those projects that have themselves been identified in LIPs. Therefore, the Council will be in a strong position to benefit from funding resources going forwards by having this document in place.

3.4.4 The need for an IDP is closely linked in to the work of the Local Enterprise Partnership. As a consequence of having an IDP in place, the Council will be in a strong position to gain support to make bids into the Regional Growth Fund (RGF) via the newly formed Local Enterprise Partnership (LEP).

3.5 Constraints and Uncertainties

3.5.1 In order to deliver the growth proposed in Breckland in a sustainable manner, significant infrastructure will need to be delivered to accompany the increase in population. Many of the requirements of the packages are understood and whilst recognising the constraints to their delivery. However, there are a number of potential constraints beyond the scope of this document that may impact upon the full delivery of some of the key aspirations for the growth in Breckland as set out in the packages. The headline constraints are:

- **Cuts in Government funding** – Incoming Governments proposals to cut public sector spending could impact on delivery of infrastructure. This could range from a lack of direct capital funding to accelerate housing growth, to reductions in the funding available to RSLs to bring forward affordable housing. Funding may be withdrawn completely or be delayed with knock-on effects for infrastructure priorities and their timing.
- **Private sector capacity to deliver** – The development industry has experienced considerable challenge during the recession. There is the potential risk that developers will be unable to sell particular housing products due to recent changes in the housing market, as well as lack of demand for commercial space as companies rationalise. There is also the possibility that sites that may have been viable at the peak of the market based on a particular housing or commercial mix are now unviable since the recession as demand is not as strong.
- **Complete dualling of the A11 (Thetford – Fiveways)** – Although the growth promoted in Breckland is not dependant on the A11 being dualled completely along its length, this proposal is nonetheless key to unlocking the full economic potential of the wider A11 corridor. This key piece of infrastructure will have an impact on the success of attracting new growth to the A11 corridor and ultimately the ability of this area to reach its full economic potential.

4. Investment Priorities

4.1.1 In any District there are, what appears at times, to be an overwhelming series of issues and challenges which demand attention and resolution. It is not the role of this document to seek to be a panacea to every issue but to focus on and identify those areas where investment needs to be prioritised and where delivery will be tangible and measured.

4.1.2 As presented in the evidence underpinning this document there are a number of issues and challenges facing the District out of which a number of higher strategic themes relevant to the Breckland area can be identified. These higher strategic themes will frame the respective single conversations and provide the points of reference against which prioritisation criteria, packages and projects will be developed.

4.1.3 The following higher strategic themes have been identified as broad priority areas for investment and delivery in Breckland:

- (1) delivering the planned growth to secure quality jobs and improve access to a decent home
- (2) Regenerating those parts of Thetford where quality of housing stock and issues with the local environment need addressing
- (3) Enhancing access to services and employment in the rural areas
- (4) Delivering improvements to the range and condition of housing across the District outside of the growth areas.

4.1.4 These themes are seen as essential to the future well-being of the District and in

accordance with IDP guidance it is necessary to identify the critical things without which growth will not happen sustainably.

4.1.5 The following table seeks to plug investment priorities into these themes and then relate them to the proposed packages/projects.

Table 1 – Identifying Higher Strategic Themes and Priorities

Higher Strategic Theme	Investment Priority	Geographical Distribution	Delivery	Timeframe
Delivery of significant housing and employment growth at key locations	Overcoming infrastructure constraints along A11, principally, water, energy, transport Community cohesion – integrating scale of development in a rural context	Thetford Spatial Package Attleborough & Snetterton Spatial Package	6,500 homes 5,000 jobs 4,000 homes 2,000 jobs	Short/ medium/ long
Regeneration	Estate regeneration of housing stock and environment in Western Estates, Thetford	Thetford Spatial Package Housing Thematic Package		Short/ medium
Enhance access to services & employment	Protecting Existing Services; Mobile Service Delivery; Rural Broadband	Rural long-term Package	Greater access to services for residents in the rural area.	Short/ medium
Improving accommodation choices and quality	Rural affordable housing Specialist accommodation Fabric and energy efficiency improvements Gypsy & traveller provision	Rural long-term package Housing Thematic package		Short

5.0 Funding Options

5.1.1 This Document is has been developed during a time of unprecedented change in the local and national funding environment. The coalition Government has moved swiftly to address the Government’s budget deficit and as a result, a number of national funding streams have recently been scaled back or cancelled. Therefore, a number of the funding sources identified in this document may not be available beyond the very short term including remaining European grant aid and funds administered by EEDA and EELGA.

5.1.2 The Regional Growth Fund (RGF) announced in the Coalition Government’s budget in June 2010. The Regional Growth Fund will allocate £1billion for projects in England which help private sector revitalisation of the economy. The fund will operate between 2011 and 2013 and RGF bids will need to be submitted under the sponsorship of the new Local Enterprise Partnerships (LEPs). The priorities identified in this document should be used as part of the evidence for the activities and focus of the newly formed Anglia (Norfolk and Suffolk) LEP.

- 5.1.3 Notwithstanding the national and local re-structuring of delivery agencies Members should note that the Homes and Communities Agency (HCA) still retains a significant budget and will continue to be a major partner in housing delivery going forward. On this basis the HCA has stated that single conversations in respect of future funding within District areas will only take place where an LIP has been formally submitted and signed off by the HCA by 31st March 2011 in order to establish the Local Investment Agreement. Therefore, in order to deliver the Council's Housing Strategy and LDF it is imperative that the document, and the priority packages contained within it, are agreed in order to sustain the successful platform for delivery already established with the HCA in Breckland.
- 5.1.4 However, the IDP/LIP process should not be regarded as just as a document for externally focused single conversations, its preparation should promote and encourage internal dialogue within the authority on how funding gaps within priority projects are to be bridged and whether a number of Council strategies need to be reviewed going forward to reflect the agreed priorities. As stated elsewhere in this report the IDP/LIP document provided at Appendix A is a delivery document which should help the Council filter from the many competing activities those priority projects upon which it will focus its finite resources and effort.
- 5.1.5 Key to the successful delivery of the packages identified in the document (see summary in Section XX of this Report) is strong leadership from the Council to warrant partner commitment and action. Much has been achieved in the process of developing this Integrated Delivery Document, in bringing together the key partners under one investment and prioritisation umbrella. Breckland Council is already taking a number of steps in its leadership role including: the preparation of a Community Infrastructure Levy (CIL) document to secure appropriate contributions from new development; a refreshed Housing Strategy to 2013; and initial consideration of emerging delivery models such as Local Asset Backed Vehicles (LABVs) in order to maximise yield from public resources. As the document sets out in Section 10 'Moving Forward' there remain areas for action for the Council, not least developing the ethos of delivery as part of the increasing need to make the transition from revenue support to actively bringing projects forward. This transition will require greater application of measures such as LABVs, Tax Incremental Financing (TIFs) and CIL with a consequential impact on how the Council resources itself to (including consideration of future joint management with South Holland) deliver against these priorities.

6.0 Summary of packages

- 6.1.1 This document has identified three types of packages – spatial, thematic and long-term. The spatial packages have been identified responding in the first instance to the need for infrastructure to support new housing and employment growth, as well as projects to enhance the sustainability of the rural area away from key growth locations. This first IDP has identified only one long term package for the rural area; however it is recognised that some of the individual projects within the Thetford, and Attleborough and Snetterton packages are themselves long-term. These major projects that have longer lead in times are reflected in the Gantt chart at Appendix F of this document.

6.2 The Investment Packages

- 6.2.1 The following table summarises the packages and projects which make up this IDP/ LIP.

Summary of packages and projects

	Spatial Packages		Long term package	Thematic package
	Thetford	Attleborough and Snetterton Heath	Rural Breckland	Housing
Projects	T1: Transport and Movement	A1: Snetterton Energy supply	R1: Reducing rural isolation	H1: Delivering rural affordable Housing
	T2: Rail Station	A2: Sustainable transport improvements to Snetterton	R2: Enhancing rural accessibility and public transport	H2: Delivering affordable housing (market towns)
	T3a,b,c,&d: Housing-led regeneration	A3: Attleborough waste water treatment	R3: Enhancing rural broadband connectivity	H3: Improving stock condition
	T4: Electricity substation	A4: Education provision		H4: Gypsy and Traveller provision
	T5: Post-16 Education	A5 Attleborough southern distributor Road		H5: Delivering supported housing requirements
	T6: Green Infrastructure	A6: Attleborough town centre gyratory improvements and junctions		H6: Empty Homes
	T7: Thetford Bus Interchange			
	T8: Thetford Loops			

6.3 The full list of prioritised projects is included on page 128 of the IDD (see Appendix A of this report). However, the following table outlines out the top 10 projects which scored highest and indicates whether those projects can be delivered in the short term:

Summary of top 10 prioritised projects

Project	Project Value	Project Costs (£m)	2011	2012	2013	2014 onward
Snetterton Energy Supply	9095	0.5	★			
Attleboro' Town Centre Transport	3757	2.5				
Thetford A11 Junctions	2970	12.5				
Attleborough Waste Water	2516	7.5				
Transport to Snetterton	1624	1.6				
Thetford Electricity	928	8	★			
Empty Homes	550	0.36				
Attleborough Distributor Road	364	11.05				
Gypsy & Traveller Site	362	1.2				
Ladies Estate Regeneration (Opt. 2)	351	0.621				

6.4 There are a number of the top ten projects which score well against the criteria and which can be delivered over the next three year period that the Council may wish to progress. However, as some of the highest priority projects are likely to be delivered over a longer time period (post 2014), in order to bring these forward the Council may wish to consider frontloading the development of these projects to ensure timely delivery. Particular examples of where such an approach could benefit is Attleborough Infrastructure projects and these are highlighted in greater detail at section 8.8 below.

7. Moving forward

7.1.1 Preparing the IDD has come at a challenging, interesting and fast-moving time. However, as set out in the document, Breckland is well positioned to flex to the changing circumstances and has taken a number of steps already which are in line with the expected role of local government going forward in terms of infrastructure financing and housing delivery.

7.1.2 Consideration needs to be given to not only the short term review of this delivery programme but also a long term commitment to the key investment priorities as local circumstances change. Delivery of this strategy will require:

- A comprehensive evidence base to make informed choices on programme objectives
- Clear accountability for delivery of actions and results
- Shared understanding and agreement on the spatial scale at which delivery will be most effective
- A clear investment planning framework to make it happen
- Capacity and capability to manage programme delivery
- Innovative funding mechanisms to lever in private sector investment
- An ability to respond quickly to dynamic circumstances

7.1.3 Many of the projects identified in the document will require long term involvement and development from the Council. As such, it is important that the IDD is kept updated as a 'live' document year-on-year with future reviews segregating out the requirements of the IDP and LIP. As part of the continued updating of the document, it will be imperative to utilise the skills and knowledge developed through this process and applying this to related activities i.e. future reviews of the LDF; developing the potential tariff/levy mechanisms; other Council strategy reviews

8.1 Recommendations

8.1.1 The outcomes from this document indicate a clear steer / direction as to how the Council could move forward with delivery under three key strands.

8.1.2 Firstly, Breckland Council and its delivery partners need to develop a raft of deliverable projects to a sufficient stage that they could utilise available funding sources including the forthcoming potential offered by CIL and New Homes Bonus. This could take the form of genuine action plans to underpin the various Strategies already in place and in particular any review of the Council's Sustainable Community Strategy.

8.1.3 Secondly, it is recommended that the Council needs to take steps towards developing a stronger ethos of project delivery positioning itself as an enabling body. This will require clear deliverable projects being identified in future plans and strategies with mechanisms to ensure they are actioned and delivered. The Government has signalled through the recent Local Growth White Paper the expectancy for local authorities to deliver at the local level. The Council could put itself at the vanguard of the new Localism agenda by developing local solutions which return investment to the local area.

8.1.4 There are a number of approaches that the Council could take in delivering some of the projects identified in this report and these include:

- Local Asset-Backed Vehicles (LABVs);
 - Energy Service Company (ESCO);
 - Multi-Utility Service Company (MUSCO)
 - Tax Incremental Financing (TIFs)
- 8.1.5 The third and final action point going forward is that the Council keeps this document as a 'live' process. It is recommended that the requirements of the IDP and LIP are segregated and any review produces separate documents under the umbrella of this first unifying delivery document.
- 8.1.6 In addition to these recommended actions, the Council is also advised that the document enables it to take advantage of emerging opportunities around increased local flexibility on funding and delivery. These flexibilities include increased local responsibilities for raising and retaining locally raised rates; the New Homes Bonus and the ability to discount business rates to stimulate activity.
- 8.1.7 As well as local opportunities, the LIP provides for the crucial and continued involvement of the Homes and Communities Agency. The Agency has retained a budget for housing delivery of £4.5billion which includes affordable housing schemes, empty homes and gypsy and traveller provision. The HCA has signalled that its focus will be on assisting local authorities to deliver local priorities. Clearly the contents of the document at Appendix A will be critical in identifying to the Agency the key infrastructure and housing priorities for the area and when they can be delivered. More importantly, and on this theme, the HCA has reaffirmed that LIPs will be the platform for demonstrating HCA investment in local housing and regeneration.
- 8.1.8 Taking into account the contents of the Document the following overall recommendations are put forward as the basis of the wider single conversation Breckland will need to engage in:
- In the immediate short term (the 15 months to April 2012)
 1. Work to include Snetterton Utilities and Thetford Electricity Sub Station as priorities for the New Anglia LEP going forward;
 2. Develop and finalise a CiL document for the District with specific CIL tariffs for Thetford, Attleborough & Snetterton Heath;
 3. A formal decision is taken to pursue an LABV for Breckland subject to further investigation on viability;
 4. Adopt the LDF Site Specific Policies and Proposals Document to help deliver 2,743 homes;
 5. Review Sustainable Community Strategy with 6 key tangible local projects to take forward;
 6. Work closely with the HCA on the Thetford PPA process and estate regeneration and the growth plans in Attleborough
 - In the short-medium term (by April 2014):
 1. Investigate TIF in relation to Attleborough Distributor Road and Snetterton Utilities
 2. Finalise Thetford Area Action Plan (TAAP) and Attleborough and Snetterton Heath Area Action Plan (ASHAAP)
 3. Maintain a dialogue with Anglian Water Services in respect of Attleborough Waste Water Treatment Works.

9. Options

9.1.1 Option A

Members agree that the Council publishes the IDP/LIP document including any amendments from Cabinet. Members further agree to submit the IDP/LIP to the

Homes and Community Agency.

9.1.2 Option B

Members do not agree that the Council publishes the IDP/LIP document including any amendments from Cabinet. Members do not further agree to submit the IDP/LIP to the Homes and Community Agency.

9.2 Reasons for Recommendation(s)

9.2.1 Members are asked to approve Option A in order to enable the Council's prioritised housing and infrastructure projects to be submitted to the HCA for sign off. Agreeing the contents of the IDD will also help the Council to steer future project investment decisions and underpin the emerging work on a Community Infrastructure Levy (CiL) document, as well as any Local Asset Backed Vehicle (LABV) or investment activity that it may wish to pursue.

9.2.2 Not agreeing and submitting the document to the HCA will result in the Council not being able to agree a Local Investment Agreement in respect of the future projects that the HCA could contribute funding towards. This is likely to adversely impact upon the delivery of housing projects in the District. Not agreeing the document will also fail to take advantage of the opportunity to use the IDD to shape future Council investment decisions.

9.3 Risk

9.3.1 A Risk Management questionnaire has been completed and confirms that risk has been given careful consideration, and that there are no significant risks identified associated with the information in this report.

9.4 Financial

9.4.1 This report has no direct financial implications.

10. Legal Implications

10.1 None

11. Other Implications

a) Equalities: None

b) Section 17, Crime & Disorder Act 1998: None

c) Section 40, Natural Environment & Rural Communities Act 2006: None

d) Human Resources: None

e) Human Rights: None

f) Other: None

12. Alignment to Council Priorities

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13. Ward/Community Affected

13.1 This report affects all Wards in Breckland

Lead Contact Officer:

Name/Post Kevin Ward Growth Programme Manager

Telephone: (01362) 656808

Email: kevin.ward@breckland.gov.uk

Appendix A – Breckland Integrated Delivery Document 2010