AGENDA

NOTE: In the case of non-members, this agenda is for information only

Committee - CABINET

Date & Time - MONDAY 14 OCTOBER 2019 AT 9.30AM

Venue - CONNAUGHT HALL, STATION ROAD, ATTLEBOROUGH, NR17 2AS

There will be an opportunity for members of the public to ask questions of the Cabinet from 9.30 to 10.00am.

Members of the Committee requiring further information, or with specific questions, are asked to raise these with the appropriate officer at least two working days before the meeting. If the information requested is available, this will be provided, and reported to Committee.

The Cabinet

Mr S. H. Chapman-Allen (Chairman)  Mr P.J. Hewett
Mr P.D. Claussen (Vice-Chairman)   Mr M. S. Robinson
Mr S.G. Bambridge                   Mr I. Sherwood
Mr J.P. Cowen                        Mrs A. M. Webb

This meeting may be filmed, recorded or photographed by the public; however, anyone who wishes to do so must inform the Chairman and ensure it is done in a non-disruptive and public manner. Please review the Council’s guidance on filming and recording meetings available in the meeting room.

Democratic Services
Elizabeth House, Walpole Loke,
Dereham Norfolk, NR19 1EE

Date: Thursday, 3 October 2019

Please ask for Democratic Services: Telephone (01362) 656295
e-mail: democraticservices@breckland.gov.uk
Website: www.breckland.gov.uk
PART A - ITEMS OPEN TO THE PUBLIC

PUBLIC QUESTIONS
There will be an opportunity for members of the public to ask questions of the Cabinet from 9.30 to 10.00am.

1. **MINUTES**
   To confirm the Minutes of the meeting held on 9 September 2019.

2. **APOLOGIES**
   To receive apologies for absence.

3. **URGENT BUSINESS**
   To note whether the Chairman proposes to accept any item as urgent business, pursuant to Section 100(B)(4)(b) of the Local Government Act 1972.

4. **DECLARATION OF INTERESTS**
   The duties to register, disclose and not to participate for the entire consideration of the matter, in respect of any matter in which a Member has a disclosable pecuniary interest are set out in Chapter 7 of the Localism Act 2011. Members are also required to withdraw from the meeting room as stated in the Standing Orders of this Council.

5. **NON-MEMBERS WISHING TO ADDRESS THE MEETING**
   To note the names of any non-members who wish to address the meeting.

6. **CHAIRMAN’S ANNOUNCEMENTS (IF ANY)**

7. **BRECKLAND COMMUNITY FUNDING APPLICATIONS (STANDING ITEM)**
   To consider the following grants:

   a) **Community Match Funding**
      Report of Executive Member for Community, Leisure and Culture, Councillor Mark Robinson.

   b) **VE/VJ Day 75th Anniversary Celebrations 2020**
      Report of Executive Member for Community, Leisure and Culture, Councillor Mark Robinson.

8. **BRECKLAND TOWN DELIVERY PLANS**
9. **SNETTERTON ELECTRICITY POWER UPGRADE PROJECT**
   Report of Executive Member for Finance and Growth, Councillor Phil Cowen.

10. **NORFOLK FA ARTIFICIAL GRASS PITCH PROJECT – BRECKLAND LEISURE CENTRE & WATERWORLD**
    Report of Executive Member for Community, Leisure & Culture, Councillor Mark Robinson.

11. **NORFOLK STRATEGIC PLANNING FRAMEWORK**
    Report of Executive Member for Planning, Councillor Gordon Bambridge.

12. **QUARTER 1 2019-20 PERFORMANCE OVERVIEW REPORT**
    Report of Deputy Leader and Executive Member for Governance, Councillor Paul Claussen.

13. **REFERENCE FROM THE OVERVIEW AND SCRUTINY COMMISSION (STANDING ITEM)**
    To consider references, if any, from the meeting of the Overview and Scrutiny Commission.

14. **NEXT MEETING**
    To note that the date of the next meeting of Cabinet will be held on Monday 2 December at 9.30am in the Norfolk Room, Elizabeth House, Walpole Loke, Dereham.

15. **BRECKLAND BRIDGE EXTENSION**
    Report of Executive Member for Contracts & Assets, Councillor Paul Hewett.

   *Appendices are private & confidential and will be discussed under Agenda Item 17 if applicable.*

16. **EXCLUSION OF PRESS AND PUBLIC**
    To consider passing the following resolution:

   “That under Section 100(A)(4) of the Local Government Act 1972, the press and the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Act”.

   **PART B – ITEM FROM WHICH THE PRESS AND THE PUBLIC ARE EXCLUDED**

17. **BRECKLAND BRIDGE EXTENSION**
BRECKLAND COUNCIL

At a Meeting of the

CABINET

Held on Monday, 9 September 2019 at 9.30 am in
Norfolk & Dereham Rooms, The Conference Suite, Elizabeth House, Dereham

PRESENT
Mr S. H. Chapman-Allen (Chairman)
Mr P.D. Claussen (Vice-Chairman)
Mr J.P. Cowen
Mrs A. M. Webb

Also Present
Mr W.P. Borrett
Mr P.J. Duigan
Mr K. Martin

In Attendance
Anna Graves - Chief Executive
Christine Marshall - Executive Director Commercialisation (S151 Officer)
Mark Stinson - Executive Manager Governance (Deputy Monitoring Officer)
Rob Walker - Executive Director Place
Robert Campbell - Inward Investment Manager
Teresa Smith - Democratic Services Team Leader

Action By

52/19 MINUTES
The minutes of the meeting held on 25 June 2019 were confirmed as a correct record and signed by the Chairman.

53/19 APOLOGIES
Apologies were received from Councillors Bambridge, Hewett, Robinson and Sherwood.

54/19 URGENT BUSINESS
None.

55/19 DECLARATION OF INTERESTS
None.

56/19 NON-MEMBERS WISHING TO ADDRESS THE MEETING
Councillors Borrett, Duigan and K Martin.
57/19 CHAIRMAN'S ANNOUNCEMENTS (IF ANY)

None.

58/19 BRECKLAND COMMUNITY FUNDING APPLICATIONS (STANDING ITEM)

None.

59/19 QUARTER 1 FINANCIAL PERFORMANCE REPORT 2019-20

The Executive Member for Finance and Growth presented the report that provided forecast information on the full-year financial position of the Council as at 30 June 2019. He said there were significant challenges ahead, particularly with housing and accommodation costs. Buildings were being acquired for use as homelessness accommodation. Members were advised that there were completions coming forward on affordable housing schemes within Thetford which would help towards housing issues. Members were assured that everything possible would be done to mitigate costs going forward.

The report was noted.

60/19 NORFOLK AND SUFFOLK LOCAL INDUSTRIAL STRATEGY

The Leader of the Council presented the report that asked Members for endorsement of the draft Norfolk and Suffolk Local Industrial Strategy.

In October 2018 Government published the Local Industrial Strategy Policy Prospectus that set out its expectations on Local Industrial Strategies (LIS). A local industrial strategy should bring together a strong, well-informed evidence base about an area’s economy and outline a long-term set of priorities that capitalise on existing opportunities in the economy, address weaknesses and resolve an area’s needs.

The Inward Investment Manager added that the LIS was an expansive document that allowed Breckland Council to have a strong voice in terms of financial distribution and strategy going forward.

Councillor Borrett asked if the document gave sufficient weight to the market towns as they were key within Breckland. The Inward Investment Manager felt the document needed to be strengthened in that regard as Market Towns were essential not just in Breckland but across the County.

Councillor Borrett went onto raise his concerns about the electricity distribution across the District, in particular with industrial development not having enough electricity. The Executive Director of Commercialisation said conversations were underway with the Government, Homes England and locally to try and solve issues to ensure power was at the forefront of the strategic position within Norfolk. Councillor Borrett understood that the power at Necton was being distributed further afield and not across Norfolk and whilst he had asked if authorities could tap into it, was told that would not be possible. The Executive Director of Commercialisation informed Members that she had asked the UK Power Network the cost of distribution and it was commented it would cost a significant sum to convert large scale power outputs to neighbourhood level power, that would then need to be distributed.
The Leader added he had recently had a conversation with the Secretary of State for International Trade who had not been aware of the power issues across Norfolk and the Eastern Region.

It was asked that the response to Government regarding the issues with energy be attached to the LIS response to raise the concern with energy.

Councillor Duigan asked for clarity on the term ‘Knowledge Transfer’ that had been cited within the report. The Inward Investment Manager confirmed it was the way information flowed between the Universities and Research & Development Centres; both of which were activities not available within Breckland due to the rural location of the District.

Councillor Duigan went onto ask what would happen if everyone moved to electric cars as there would not be enough electricity to cope with the demand. The Executive Director for Commercialisation explained that this would be incremental growth.

The Deputy Leader added that from reading the document, the supply of water could also be an issue going forward. Members were informed that Anglian Water were also aware of and were investing in advance of anticipated need as their programme of activity timelines were in advance.

**Reasons for Recommendation**

1. To ensure that Breckland’s local future needs were incorporated within the Local Industrial Strategy whilst fully supporting the strategic objectives of the strategy.
2. To ensure that Breckland Council continued to have a strong voice within Norfolk and Suffolk’s future growth strategy and delivery plan.

**Options**

1. Cabinet endorse the draft Norfolk and Suffolk Local Industrial Strategy and request that the Leader of the Council write to the Chair of the New Anglia LEP confirming endorsement but pointing out those areas within the Strategy which the Council consider require updating, based on the Officer feedback contained within the documentation.

2. Cabinet endorse the draft Norfolk and Suffolk Local Industrial Strategy on the condition that New Anglia LEP agreed to incorporate updates based on the Officer feedback summarised within the report.

3. Cabinet do not endorse the strategy and risk losing influence during the next strategy delivery period.

**RESOLVED** that Cabinet endorse the draft Norfolk and Suffolk Local Industrial Strategy and request that the Leader of the Council write to the Chair of the New Anglia LEP confirming endorsement but pointing out those areas within the Strategy which the Council consider require updating, based on the Officer feedback contained in the documentation.

In addition, the LIS response should include the response to Government regarding the concerns with energy.
61/19 REFERENCE FROM THE OVERVIEW AND SCRUTINY COMMISSION (STANDING ITEM)

Nothing to report.

62/19 ANGLIA REVENUES AND BENEFITS PARTNERSHIP

The minutes of the Anglia Revenues and Benefits Partnership Joint Committee meeting held on the 11 June 2019 were noted.

The Executive Member for Finance and Growth would like to ask the Anglia Revenues Partnership (ARP) to attend a future meeting of Full Council to inform Members of the function of ARP.

The Deputy Leader was aware that ARP were using Artificial Intelligence and would like to understand more about how they were using this going forward.

63/19 NEXT MEETING

The arrangements for the next meeting on Monday 14 October at 10.00am in Connaught Hall, Station Road, Attleborough NR17 2AS were noted.

There would be an opportunity for members of the public to ask questions of Cabinet Members from 9.30am to 10.00am.

The meeting closed at 10.10 am

CHAIRMAN
BRECKLAND DISTRICT COUNCIL

Report of: Mark Robinson, Executive Member for Community, Leisure & Culture

To: Cabinet, 14 October 2019

Author: Stefan Clifford, Locality Team Leader

Subject: Breckland Community Funding

Purpose: To consider the decision to offer a new Community Match Funding programme.

Recommendations:

1. That approval is granted for new a Community Match Funding programme of £100,000 per year from council reserves, with a maximum grant award of £5,000 per applicant, per year.

2. That the proposed Community Match Funding programme be administrated by the Norfolk Community Foundation (NCF)

3. That determination of the funding criteria is delegated to the Executive Director of Place in consultation with the Executive Member for Community, Leisure and Culture.

1.0 BACKGROUND

1.1 On the 3rd November 2015 the council took the decision to outsource the management and administration of its Community Match Funding programme to the Norfolk Community Foundation (NCF) for a period of 3 years from April 2016. The service level agreement (SLA) underpinning this arrangement came to an end on June 30th 2019.

1.2 This decision was taken in consideration of the following reasons for recommendation, all of which remain valid; i) that it would deliver a cost saving to the council (of £6,560 per annum through the deletion of the then Pride and Grants Officer Post); ii) that the NCF would provide a better service to the community and better value for money through the ability to signpost groups to a wider number of grant schemes; iii) that council resources would be better focused on more proactive and preventative work with local communities and partner agencies, in particular around the health and social care agenda, rather than administration of the grants scheme.

1.3 Throughout the arrangement, Breckland members retained decision making authority, whilst the NCF managed and administered the Community Match Funding programme on behalf of the council in return for a 5% commission fee for every grant awarded.

1.4 £537,000 of community funding (£200k in 2016/17, £150,000 2017/18 and 2018/19, and £37,500 in the first quarter of 2019) was granted to 115 community projects throughout the duration of the SLA, at an average of £4700 per grant. The grants available to groups over this period were; i) Large match funding grants up to £20,000 (ii) Small match funding grants up to £5,000.
In the 3 months since the Community Match Funding programme has been closed, Community Officers have received 20 enquiries regarding council community funding opportunities from groups looking to deliver new projects to address locally identified need, evidencing that demand for funding from Breckland community organisations remains high.

It is now being proposed that a new Community Match Funding programme of £100,000 per year be offered to fund community projects that meet both locally identified need, and which align with the councils' corporate priorities. It is also proposed that the maximum grant award be revised to £5,000 per applicant, per annum, in-line with the average grant size awarded over the past 3 years.

The NCF commission fee has risen to 10% (£10,000) since 2016, and therefore the charge for them administering this scheme would represent £10,000 per annum for every £100,000 granted to community projects.

A return to internal management and administration of the programme would require the recruitment of an additional council officer resource at a cost of £19,618 per year for a 0.5 Grade 8 post. Therefore, retaining NCF as administrators of the proposed Community Match Funding programme would represent the best value for money option to the council.

OPTIONS

Approve the recommended Community Match Funding programme outlined in the above proposal and commission the NCF to manage and administrate the scheme on behalf of the council.

Approve the recommended Community Match Funding programme outlined in the above proposal and recruit a 0.5 Communities Officer resource to manage and administrate the scheme internally at a cost of £19,618 per year for a 0.5 Grade 8 post.

Do nothing (discontinue the Community Match Funding Program)

REASONS FOR RECOMMENDATION(S)

To continue to offer a Community Match Funding program that facilitates and empowers the community to address locally identified need.

The NCF are experts in grant management and administration and would provide a better service to the community, and better value for money through their ability to signpost groups to a wider number of available grant schemes.

The decision would allow current council resources to be better focused on more proactive and preventative work with local communities and partner agencies, in particular around the health and social care agenda, rather than administration of the grants scheme

EXPECTED BENEFITS

The continuation of this Community Match Funding program will provide Breckland based third sector voluntary and community organisations with invaluable support towards realising projects that facilitate increased community resilience and sustainability, district wide.
5.0 **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

5.1 **Financial**

See Appendix A

5.2 **Health and Wellbeing**

The Community Match Funding Programme will contribute to the emerging vulnerability prevention agenda, and the corporate plan, by increasing resilience in Breckland third sector voluntary and community organisations and the services they provide.

5.3 **Staffing**

Should Option 2 be approved, a new 0.5 Communities Officer post would be required

5.4 **Timescales**

Option 1 - November 1\textsuperscript{st} 2019 start  
Option 2 - January 1\textsuperscript{st} 2020 start (Allowing time for recruitment)

6 **WARDS/COMMUNITIES AFFECTED**

All Wards

7 **ACCRONYMS**

SLA – Service Level Agreement  
NCF – Norfolk Community Foundation

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**Background papers:**

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<th><strong>Lead Contact Officer</strong></th>
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<td><strong>Name and Post:</strong></td>
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<td><strong>Telephone Number:</strong></td>
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**Key Decision:** No   
**Exempt Decision:** No   

This report refers to a Discretionary Service
Appendices attached to this report:
Appendix A   Proforma B
From: Mandy Chenery (Senior Accountant)
Report: Breckland Community Funding
Report date: 02 October 2019

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Considered by: Cabinet
Date: 14/10/19

Financial Services Comments

The report requests approval to spend up to £100,000 to Norfolk Community foundation for match funding grants inclusive of their administration charge of £10k per annum (option 1 in the report).

The table above shows the costs up to £100,000 for one year funded from Inclusive Growth reserve and is subject to funds being allocated from New homes bonus to this reserve.

Funding for future years will require a full council decision (value over £100k).

Financial Risk

This project can be funded from the inclusive growth reserve (earmarked for future spend balance as at 31st August £1,860,451.

If option 2 is approved consideration should be given to employ the 0.5 FTE on a fixed term pending New homes bonus funding ceasing and would require full council approval.
BRECKLAND DISTRICT COUNCIL

Report of: Mark Robinson, Executive Member for Community, Leisure & Culture

To: Cabinet, 14 October 2019

Author: Stefan Clifford, Locality Team Leader

Subject: VE/VJ Day 75th Anniversary Celebrations 2020

Purpose: To consider the decision to offer a £30,000 VE and VJ celebratory grant scheme in 2020.

Recommendations:

1. That approval is granted for a £30,000 VE and VJ Day celebratory grant scheme for community events which commemorate the 75th anniversary of the end of World War II in 2020.

2. That the proposed VE and VJ Day celebratory grant scheme be administrated by the Norfolk Community Foundation (NCF).

1.0 BACKGROUND

1.1 Friday May 8th 2020, and Saturday August 15th 2020, mark the 75th anniversaries of both VE day and VJ day respectively, commemorating the end of World War II.

1.2 In June 2019, Business Secretary Greg Clark announced that May Day bank holiday 2020 would be moved back 4 days to Friday 8th May in order to facilitate a 3-day weekend of commemorative events that: “...will ensure as many people as possible have the opportunity to remember and honour our heroes of the Second World War and reflect on the sacrifices of a generation”.

1.3 Pageant Master Bruno Peek LVO OBE OPR is inviting community organisations, pubs, hotels, churches and village greens, to join in with his national programme of events through the hosting of street parties, dances, nations toasts, services of commemoration, and bell ringing celebrations in support of the Armed Forces Charity the SSSFA.

1.4 As a fully signed up member of the Armed Forces Covenant, Breckland Council has a rich historic alliance with the armed forces, as well as a strong track record of facilitating such commemorative activity within our communities in the recent past.

1.5 In November 2018, the council successfully delivered the ‘World War 1 Heritage Fund’, which was a £5,000 celebratory grant scheme for community events which marked the 100 years since the end of World War 1. This grant scheme delivered 10 projects, held across 8 Breckland communities, which collectively engaged over 8350 residents.

1.6 Therefore, and in order to engage as many residents as possible in the forthcoming celebrations, it is being proposed that the council offers a £30,000 celebratory grant scheme which will facilitate community events that will be held in commemoration and celebration of both the VE and VJ day 75th anniversary celebrations in 2020.
1.7 It is recommended that the scheme will offer grants of up to £500 per applicant, and will be managed externally by the Norfolk Community Foundation at a commission cost of 10% per successful grant awarded (up to a maximum of £3,000).

1.8 Internal management and administration of the programme would require the recruitment of an additional council officer resource at a cost of £8,652 per year for a 0.25 Grade 8 post. Therefore, commissioning NCF as administrators of the proposed VE/VJ Day celebratory grant scheme represents the best value for money option to the council.

2.0 OPTIONS

2.1 Approve the recommended VE and VJ Day Celebratory Grant scheme.

2.2 Approve the recommended VE and VJ Day Celebratory Grant scheme outlined in the above proposal and recruit a 0.25 Communities Officer resource to manage and administrate the scheme internally at a cost of £8,652.

2.3 Do nothing.

3.0 REASONS FOR RECOMMENDATION(S)

3.1 Breckland Council has a rich historic alliance with the armed forces, as well as a strong track record of facilitating such commemorative activity within our communities in the recent past. This grant scheme will build on those which have gone before it and maximum the amount of Breckland residents able to participate in the national celebrations.

3.2 The NCF are experts in grant management and administration and would provide both a better service to the community, and better value for money, through the ability to signpost groups to a wider number of available grant schemes.

3.3 The decision would allow current council resources to be better focused on more proactive and preventative work with local communities and partner agencies, in particular around the health and social care agenda, rather than administration of the grants scheme.

4.0 EXPECTED BENEFITS

4.1 Community cohesion. Residents will be offered the opportunity to participate in national programme of events commemorating a pivotal moment of history.

5.0 IMPLICATIONS

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

5.1 Financial
See Appendix A

5.2  **Timescales**

The grant scheme would open Nov 2019 and close in Feb 2020.

6  **WARDS/COMMUNITIES AFFECTED**

All wards

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**Background papers:-**

**Lead Contact Officer**
Name and Post: Stefan Clifford
Telephone Number: 01362 656336
Email: stefan.clifford@breckland.gov.uk

**Key Decision:** No

**Exempt Decision:** No

This report refers to a Discretionary Service

**Appendices attached to this report:**

Appendix A  Proforma B
BRECKLAND COUNCIL FINANCIAL COMMENTS & APPRAISAL

THIS DOCUMENT PROVIDES THE FINANCIAL IMPLICATIONS IN RESPECT OF THE ATTACHED REPORT

FROM: Mandy Chenery (Senior Accountant)
REPORT: Breckland Community Funding - VE and VJ Day Celebrations
REPORT DATE: 02 October 2019

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Considered By: Cabinet
Date: 14/10/19

Financial Services Comments

The report requests approval to award £30,000 for celebratory grants for VE and VJ Day celebrations and an administration fee of 10% per grant up to £3,000 to Norfolk Community Foundation.

The table above shows the cost of £33,000 in 2019/20, however, some of this cost may be in 2020/21 and is funded from the Inclusive Growth reserve.

Option 2 has not been shown in the table, this would increase the administration costs by £5,652 for a fixed term 0.25 FTE if the project was administered in house.

Financial Risk

This project can be funded from the inclusive growth reserve (earmarked for future spend balance as at 31st August £1,860,451) this balance does not factor in other reports to be approved.

This request should not be considered in isolation. Procurement of this contract has not been factored into this report which should be read/approved in conjunction with the report going to Cabinet on 14th October seeking approval to award Norfolk Community Foundation administration of the match funding of grants.
BRECKLAND DISTRICT COUNCIL

Report of: Cllr Sam Chapman-Allen, Leader of the Council
To: Cabinet 14th October 2019
     Council 31st October 2019
Author: Robert Campbell, Inward Investment Manager
Subject: Breckland Town Delivery Plans
Purpose: To approve allocation and spend of up to £392,000 to commission delivery plans for each of Breckland’s five market towns

Recommendation(s):

1) Cabinet recommends to Full Council to approve allocation and spend of up to £392,000 to allow commissioning of delivery plans for Breckland’s five Market Towns.

2) Subject to a successful funding application, Cabinet recommends to Full Council to approve acceptance of up to £196,000 from the Norfolk Business Rates Pool (BRP) to support the project and authorises the Chief Executive in consultation with the Leader to approve the terms of the grant and enter into the grant agreement.

1.0 BACKGROUND

1.1 Breckland’s Corporate Plan 2019-2023 has an ambition to ensure that ‘our five market towns and their surrounding areas are great places in which to live, work, visit and invest’. Breckland Council has a key role to play in driving and delivering this ambition. However, the council is not the only ‘player’ with influence to bring in seeking to achieve the aims set out within our corporate plan. Successful delivery requires all of the strategic planning and delivery undertaken by the three tiers of local government and other major delivery partners, across the whole socio-economic scope of work, to be as well coordinated as possible, ensuring that the work accurately reflects the priorities of local residents and businesses.

1.2 Breckland faces significant economic and societal challenges that are driving up and impacting on current and future demands being faced by the different tiers of local government. Equally, greater co-ordination of partners with influence to bear on market towns within the district brings with it opportunities to deliver better outcomes for residents, communities and business.

1.3 Whilst there have been town plans commissioned in the past, these have tended to focus solely on the physical development of town centres. The Breckland Local Plan and the various Neighbourhood Plans across Breckland focus on planning policy and land allocation. Furthermore, whilst the Council has been proactive in terms of housing and employment land allocation and supporting housing and jobs development, local services can be heavily impacted by physical development in the District’s market towns and surrounding rural areas.

1.4 Part of the challenge is that Breckland Council does not deliver many of the services which impact on people’s quality of life. Healthcare, social care, education, community safety and many other services are delivered by other bodies which operate within different
governance, often within national policies and nationally set budgets, which are not easy to flex to deal with local needs.

1.5 Consequently, in order to drive forward the ambition set out within the council’s corporate plan, the authority wishes to work in partnership with a range of stakeholders and embark on the process of commissioning a series of ‘town delivery plans’ – one for each of the market towns in Breckland.

1.6 The development of town delivery plans would represent a significant effort by the council to bring together, in a delivery partnership, all major public sector strategic planning and delivery which impacts on Breckland’s residents and businesses. The involvement of other partners in the project will be key, given that Breckland Council does not have complete control over all of the matters that affect market towns and their population.

1.7 The objectives of the project will be:

- To ensure that the developed towns plans are inclusive of all major delivery which impacts on local people’s lives, including:
  - Affordable Housing
  - Community Cohesion
  - Economic Growth
  - Education and Employment Skills
  - Environment
  - Health Services
  - Leisure and recreation facilities supporting a healthy lifestyle
  - Local well paid job opportunities
  - Planning and delivering the infrastructure to support future growth
  - Public Safety
  - Quality of the public realm, including in town centres
  - Social Care
  - Sustainability of market towns
  - Transport and highways

- To ensure that local residents, businesses and voluntary organisations have a strong, effective and continuing voice concerning the priorities in their local town plan.

- To ensure that the developed Town Plans are deliverable and well managed through a strong governance model.

- To recognise that Breckland Council needs to work in effective partnership with a number of other key public bodies if the town plans are to be effective.

- To recognise that some priorities will require the three tiers of Local Government and other key public bodies to develop and deliver a number of new projects; and that this is likely to require additional funding to be secured.

- To recognise that some priorities will require the three tiers of Local Government and other key public bodies to improve how delivery and coordination of delivery is undertaken – it cannot be ‘business as usual’.

1.8 It is proposed to undertake a first town plan as a pilot project, with a view to reflect on the learning from that project before embarking on the other four plans. This is the approach which has been taken in Cambridgeshire and officers understand that significant learning
has been gained through their pilot project for St Neots, which is being applied to three further town plans for Huntington, Ramsey and St Ives.

1.9 The stages of development of each town plan will be based around:

a. Understanding the current situation

Building a comprehensive evidence base which details and reviews how each town functions from a socio-economic perspective. Therefore, it is expected that the evidence base will provide a combination of socio-economic profiling together with how the town presently functions in terms of infrastructure, transport, high street retail and services, housing, and local public services, including education and health & social care.

b. Reviewing and summarising the current published plans

The Town Delivery Plans should take account of and be consistent with local planning documents including the Breckland Local Plan, Neighbourhood Plans (where they are developed) and Government targets including housing, health and crime.

The current Breckland District Council Corporate Plan 2019-23 will provide the current and future strategic role that the Council seeks to have with the community and relevant partner organisations that the Council can work with to achieve the outcomes sought.

c. Validating (and updating) the current plans through public engagement

Compare the priorities expressed by local residents and local businesses with the current delivery plans of the Councils and other major public bodies – to ascertain what needs to be changed in terms of policy, strategy and delivery.

d. Develop costed proposals for new proposals and projects that can add significant value to the matters identified locally through engagement and evidence collation

It is anticipated that the process of developing an action plan associated with each town will identify a series of potential projects that may support or address matters raised through the collation of evidence and local engagement. The resourcing and delivery of each individual project will then be explored as part of the next stage of the process beyond the creation and publication of the plans. Delivery will be dependent upon the co-ordination of a range of partners, not just the district council in isolation.

e. Publish the town plan and work with partners to co-ordinate delivery

Upon completing of the town plans, the ambition is for authority to work alongside key partners to adopt the recommendations contained within each plan, and move forward with a cross-partner approach to delivery. Furthermore, regular maintenance of the delivery plans will include opportunities for the regular review in conjunction with the key partners involved, updating and revalidating of the delivery plans so that they continue to reflect local resident and local business priorities.

1.10 Governance

If the principle of coordinating delivery across a partnership of key delivery agencies is to be successful, then robust governance arrangements will need to be negotiated and agreed.
The Council would engage with a number of key agencies at a very early stage in the project to set up a formal delivery partnership board adequately served by support resource. These would include representation, as appropriate, from:-

- Town Councils
- Breckland District Council
- Norfolk County Council
- New Anglia LEP
- Social Housing Associations
- Education Learning Trusts
- Environment Agency
- Health CCGs
- DWP
- Norfolk Constabulary
- Highways England
- DfT
- Rail Franchisees
- Selected private sector delivery organisation
- Local Business groups
- Local Voluntary Organisations

1.11 **Use of consultancy services**

The Council, in consultation with the major delivery partners, would engage specialist consultants to support work contributing to the delivery plan development process. Support activities are likely to include:-

- Building the socio-economic evidence base;
- Review of current plans;
- Public consultation;
- Delivery plan proposals including support in identifying key projects for further exploration;
- Advice on developing the governance structure.

1.12 **Timescales**

It is proposed that the pilot town delivery plan would be developed during 2020, with the timescale for the subsequent plans to be agreed once learning from the pilot project has been reviewed. The process of preparing all five plans will likely conclude by 2021-22.

It is emphasised that this is a substantial undertaking by the Council and that is it only the first step in a major effort to better reflect local town priorities in setting delivery priorities, and so the beginning of a long term transformational programme.

2.0 **OPTIONS**

2.1 Cabinet recommends to Full Council to approve allocation and spend of up to £392,000 to allow development of delivery plans for Breckland’s five market towns, Attleborough, Dereham, Swaffham, Thetford and Watton. Cabinet also recommends to Full Council, that subject to a successful funding application, to approve acceptance of up to £196,000 from the Norfolk Business Rates Pool (BRP) to support the project and authorises the Chief Executive in consultation with the Leader to approve the terms of the grant and enter into the grant agreement.
2.2 Cabinet recommends to Full Council not to approve the allocation and seek alternative proposals for the strengthening of public sector planning and delivery in Breckland’s market towns.

3.0 REASONS FOR RECOMMENDATION(S)

3.1 The proposal provides a means of undertaking a comprehensive review of market town delivery priorities underpinned by strong public engagement and an opportunity to build a sustainable delivery governance model.

4.0 EXPECTED BENEFITS

4.1 The alignment of the major public bodies towards a single strategic delivery plan for each market town provides an opportunity to significantly increase the effectiveness of available delivery funding.

4.2 Strong, well developed, town delivery plans have the potential to act as a basis from which additional central government grand funding can be sought to enable the delivery of key town projects.

4.3 An increase in local democracy by providing residents and local businesses with a more effective voice in setting local town delivery priorities, taking into account the number of public bodies involved in significant local service delivery.

5.0 IMPlications

5.1 Carbon Footprint / Environmental Issues

5.1.1 The project will support the Council’s priority of protecting the District’s environment.

5.2 Contracts

5.2.1 All consultancy will be procured in accordance with Council Standing Orders and Public Procurement Regulations.

5.3 Corporate Priorities

5.3.1 The project will support all objectives of the current Breckland Corporate Plan 2019 – 2023, which are summarised as:

- Strive to ensure each of our five market towns and their surrounding areas are great places in which to live, work, visit and invest.

- Work with our partners to deliver an overarching approach to preventing ill-health.

- Support the growth of local businesses in order to help local people into new or higher-paid employment.

- Maximise the effectiveness of the Council’s resources to the changing needs of local people and the challenges we face.

5.4 Crime and Disorder
5.5.1 It is proposed that a key partner in the preparation of the town plans will be the Norfolk Constabulary, therefore enabling the council’s priority of supporting in the reduction of crime and anti-social behaviour, to feed into the town plans preparation process.

5.5  **Financial**

5.5.1 A Proforma B, which sets out the financial implications of this report and the funding strategy, is contained within the appendices. Please note that should the Norfolk BRP bid be unsuccessful then it is proposed that the entire project will be funded from Council funding.

5.6  **Health & Wellbeing**

5.6.1 It is proposed that a key partner in the preparation of the town plans will be the NHS and Adult Social Care, therefore enabling the council’s priority of supporting in health and wellbeing in the district, to feed into the town plans preparation process.

5.7  **Reputation**

5.7.1 The project strengthens the council’s reputation for working in partnership with different organisations to delivery effective services which meet local community needs.

5.8  **Risk Management**

5.8.1 The project will include a risk register to ensure that the allocated resource is managed effectively.

5.9  **Safeguarding**

5.9.1 The project will support the council priority of ‘ensuring that the national policies for protecting children and vulnerable adults are effectively implemented across all areas of our business and that safeguarding is at the forefront of all we do.’

5.10 **Staffing**

5.10.1 The proposed budget allocation includes an allowance to fund a project management resource to support with the co-ordination and delivery of the project.

5.10.2 The project will be led by the Chief Executive, with the support of the Leader, in recognition of the importance of this undertaking.

5.11 **Stakeholders / Consultation / Timescales**

5.11.1 Early consultation with senior representatives of town and county councils and other key public sector delivery organisations will be undertaken to ensure a strong level of buy-in and participation in what is a partnership project. We would expect a steering group to be set up to ensure effective management of the project, towards the setting up of the governance for each market town’s delivery plan.

6.0  **WARDS/COMMUNITIES AFFECTED**

6.1 Although focussed on Breckland’s five market towns, the project will impact delivery across the whole of Breckland District.
Background papers: none.

Lead Contact Officer
Name and Post: Robert Campbell, Inward Investment Manager
Telephone Number: 01603 656808
Email: robert.campbell@breckland.gov.uk

Key Decision: Yes
Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix 1 – Proforma B
BRECKLAND COUNCIL FINANCIAL COMMENTS & APPRAISAL

THIS DOCUMENT PROVIDES THE FINANCIAL IMPLICATIONS IN RESPECT OF THE ATTACHED REPORT

FROM: Mandy Chenery (Senior Accountant)
REPORT: Breckland Town Delivery Plans
REPORT DATE: 01 October 2019

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Considered By: Cabinet/Council
Date: 14/10/19 and 31/10/19

Financial Services Comments
The report requests approval to spend up to £392,000 to commission delivery plans for the 5 market towns in Breckland.

The table above assumes the project is funded 50% from Inclusive Growth reserve and 50% from the Business rate pool.

Financial Risk
If the application bid to the Business rate pool is not successful the report requests that the project is funded in full from the inclusive growth reserve (earmarked for future spend balance as at 31st August £1,860,451).

No further financial risks have been identified.
BRECKLAND DISTRICT COUNCIL

Report of: Executive Member for Finance & Growth

To: Cabinet 14th October 2019
    Council 31st October 2019

Author: Robert Campbell, Inward Investment Manager

Subject: Snetterton Electricity Upgrade Project – Project Update and Acceptance of Grant

Purpose: To accept additional Norfolk Business Rates Pool funding designed to support with the delivery of a power distribution solution for the Snetterton Heath employment area.

Recommendation(s):

Recommend to FULL COUNCIL:

1) Cabinet recommends to Full Council to approve acceptance and spend of a Norfolk Business Rates Pool (BRP) grant value uplift of £156,541, from £782,706 to £939,247, in order to support with the delivery of a power distribution solution for the Snetterton Heath employment area.

1.0 BACKGROUND

1.1 The lack of access to power at Snetterton Heath has been a long standing issue, restricting business growth and inward investment at this major employment site. Snetterton has an estimated 68.1 hectares of underdeveloped employment land with a further 20 hectares proposed for allocation through the current Local Plan review. It has been estimated that there is sufficient land to deliver 200,000 sq. m of B1, B2 and B8 employment space, providing potential for up 1,750 new jobs (and safeguarding a further 1,450 existing jobs in Breckland - local companies who require relocating, as part of their expansion plans).

1.2 It was considered very unlikely that any single private sector development could afford the outlay necessary to fund the power upgrade.

1.3 On 17th May 2018, Council approved the acceptance and spend of a total of £3,432,706 of external funding to allow the project to upgrade the electricity capacity at the Snetterton Heath employment area to proceed.

The funding was made available from:

New Anglia LEP Growth Fund £2,650,000
Norfolk Business Rates Pool £ 782,706

1.4 The project consisted of two elements:

- Design and construction of a new 33kV Primary Substation
- Design and construction of a new 11kV Electricity Distribution Ring (required to distribute the additional power around the Snetterton Heath employment area)
Both elements of the project are included in both grant agreements.

1.5 Subsequent to that approval, the Council entered into a contract with UK Power Networks (UKPN) for the construction of the new Primary Substation for Snetterton.

1.6 Since the award of contract, UKPN have sought to complete the detailed designed of the substation. This detailed design exercise has led to the authority being presented with a revised project cost, which is higher than previously anticipated.

1.7 The Council has agreed to proceed on the basis of the revised price so that the substation could remain on schedule for a summer 2020 completion. However, the increase in cost for the substation has created a budget constraint for the delivery of the 11kV Electricity Distribution Ring.

1.8 Consequently, in order to ensure that the project can be delivered as originally proposed including the distribution ring, the council has formally requested an uplift of the Norfolk BRP grant award by £156,541, from £782,706 to £939,247. Officers are satisfied that this should provide sufficient additional funding to fund both the substation and the distribution ring whilst maintaining an adequate level of cost contingency. Both the LEP and NCC are working with the Council closely on this project.

1.10 On 12th September, the Norfolk BRP approved the grant uplift. This report seeks member authority to accept the increased BRP funding allocation for the project, as a means of enabling the project to be delivered as originally envisaged. The funding will be made available under the same terms of the previous funding allocated to the project, which require the authority to expend the funding only in relation to the project, and report on progress with delivery to the BRP team throughout the life of the programme.

2.0 OPTIONS

2.1 **Option 1 – Proceed as per the report recommendations (Recommended).** Under this option, the authority will accept the additional £156,541 of grant funding from Norfolk BRP so that the Distribution Ring works can proceed.

2.3 **Option 2 – Do not accept the additional BRP funding (Not recommended).** Under this option, the authority will have the budget to deliver the substation but not the distribution ring. This would undermine the ability of the project to deliver its overarching stated aims, which are to support with power distribution to and around the Snetterton Heath employment area.

3.0 REASONS FOR RECOMMENDATION(S)

3.1 Acceptance of the additional grant funding supports the completion of the new 11kV Distribution Ring at the earliest possible date, estimated at Autumn 2020, whilst maintaining an adequate level of project budget contingency.

3.2 Delaying the work on the new distribution ring could potentially jeopardise a number of development projects at Snetterton Heath which are currently in negotiation.

4.0 EXPECTED BENEFITS

4.1 Completion of the project in summer/autumn 2020 will make an additional 6MVA of power available to support development of employment land at Snetterton Heath. Additional power is possible through a further Phase 2 development (at additional cost).
4.2 Snetterton Heath has the potential to support:-

- 3,200 (1,750 net) jobs;
- The delivery of 68.1 hectares of employment land increased in density with a further 20 hectares over the Local Plan period to 2036;
- 218,690 sq m of new employment space;
- Net additional Gross Value Added (GVA) of £106m per annum;
- Private sector investment of £224m.

5.0 IMPLICATIONS

5.1 Carbon Footprint / Environmental Issues

5.1.1 Individual planning applications for commercial property schemes will detail any carbon footprint and environmental issues.

5.1.2 Additional employment opportunities at Snetterton have the potential to reduce average travel to work distances for workers living in Breckland, many of whom travel to Norwich and Bury St Edmunds for work at present. This becomes particularly relevant as the two major house building schemes in Attleborough and Thetford occur.

5.2 Constitution & Legal

5.2.1 External legal advice has previously been taken to ensure that the Council’s use of grant funding is compliant with State Aid regulations.

5.3 Contracts

5.3.1 Officers are satisfied that the variation of the contract with UKPN to include the 11kV Distribution Ring works is permitted under Public Procurement Regulations.

5.4 Corporate Priorities

5.4.1 This project contributes to the following Council priorities:

- Supporting Breckland to develop and thrive
- Developing the local economy to be vibrant with continued growth

5.5 Financial

5.5.1 The project is entirely funded through external grant funding. The financial matters related to this report are captured in the appended Proforma B form.

5.6 Reputation

5.6.1 The delivery of the project is important to maintaining the Council’s assurances that the power project would be delivered on schedule by summer 2020. Officers are aware that these assurances have supported progress on potential developments.

5.7 Risk Management

5.7.1 The Delivery Team maintain a full risk register for the project which is reviewed by senior management on a regular basis.

6.0 WARDS/COMMUNITIES AFFECTED
6.1 District Wards: All Saints and Wayland
Parish Wards: Snetterton

7.0 ACRONYMS

7.1 NALEP: New Anglia Local Enterprise Partnership
UKPN: UK Power Networks
MVA: Mega Volt Amp (a measure of electrical power)
kV: Kilovolt (a measure of electric potential)

Background papers:-

Lead Contact Officer
Name and Post: Robert Campbell, Inward Investment Manager
Telephone Number: 013602 656808
Email: robert.campbell@breckland.gov.uk

Key Decision: No
Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Proforma B
## Financial Services Comments

The report explains the reason for the additional funding requirement. Based on the value of the additional grant, Full Council approval is required to accept the grant and amend the capital budgets to reflect the additional spend.

Contingency sums have been reviewed and are deemed adequate moving forward to enable the project to remain fully funded although this remains a risk. At the time of writing this proforma B, should the project halt at end October as per 1.13 of the report, the estimated outlay on the budget code at that time is expected to be between 300-350k.

## Financial Risk

There are no further risks to highlight.
BRECKLAND DISTRICT COUNCIL

Report of: Mark Robinson – Executive Member for Community, Leisure & Culture
Robert Walker – Shared Executive Director Place

To: Cabinet 14 October, 2019

Author: Ben Cooper-Welch – Contract Monitoring Officer

Subject: Norfolk FA Artificial Grass Pitch Project at Breckland Leisure Centre & Waterworld, Thetford.

Purpose: To present findings of the recent feasibility study to Cabinet for the consideration of making funds available to contribute towards the installation of a third-generation (3G) Artificial Grass Pitch (AGP) at Breckland Leisure Centre & Waterworld, Thetford on the provision of a successful funding application through the Football Foundation.

Recommendation(s):

1. That Cabinet agree releasing funds of up to the amount of £96k from the community reserve for the redevelopment of the Multi Use Games Area (MUGA) site at Breckland Leisure Centre & Waterworld, Thetford with a third-generation (3G) Artificial Grass Pitch (AGP) being installed as its replacement

2. That Cabinet recommend to full council to accept all grant funding including the contribution from Parkwood and set up necessary budgets to spend the grant.

1.0 BACKGROUND

1.1 It was agreed at Cabinet on 4th September, 2018 that finances would be released to fund a feasibility study which would explore the replacement of the existing Multi Use Games Area (MUGA) with an all-weather 3G AGP.

1.2 Prior to this, the Norfolk County Football Association had approached Breckland Council regarding the feasibility of delivering this project in line with the Football Foundations (FF) Local Football Facilities Plan (LFFP).

1.3 It has been identified that geographically Breckland Leisure Centre & Waterworld is a key strategic site and the infrastructure and facilities to support this project already exist at the centre, which is managed well by Parkwood Leisure.

1.4 There are strong existing links with Thetford Town Football Club who are currently based at the centre, and there are a large number of clubs and community users in Thetford and the wider area that would benefit from the installation of a 3G AGP which can be used year round.

1.5 The FF gives priority to projects that are located within areas of high deprivation (as defined by the Governments Indices of Deprivation). The area surrounding Breckland Leisure Centre & Waterworld is amongst the 10% most deprived neighbourhoods in the country (Index of Multiple Deprivation – Indices of Deprivation 2015 explorer).
1.6 Site meetings have taken place at Breckland Leisure Centre and Waterworld between the Football Foundation, Norfolk County FA, Breckland Council, and Parkwood Leisure. The FF has advised that based on the existing facilities, and taking into account all other project criteria, that this would be a credible project.

1.7 TRI-Sports were chosen via a tender process to undertake the non-technical feasibility study, and Robinson Low Francis (RLF) chosen to undertake the technical feasibility study with LaboSport used as a sub consultancy through RLF.

2.0 OPTIONS

2.1 Approve the release of funds to part contribute to the installation of a 3G AGP in replacement of the existing Multi Use Games Area (MUGA) at Breckland Leisure Centre & Waterworld, Thetford. (recommended)

2.2 Do Nothing

3.0 REASONS FOR RECOMMENDATION(S)

3.1 The non-technical feasibility report delivered from TRI-Sports showed a potential significant increase in participation that could see an increase from 45% to 80% hire rate at the facility.

3.2 The FA training model estimates that there is need for four full sized 3G AGPs within the Breckland District area. Current supply shows there is only one full sized 3G FTP which is based at Dereham Neatherd High School (installed 2014), with a second which is a small sided pitch based at Dereham Northgate High School (installed 2016).

3.3 The existing MUGA was laid in 2006 with no evidence of ever being resurfaced. The Neil Allen Associates report from 2017 identified that the average age for a pitch carpet is 6 – 10 years dependent on the level of use. This means that the existing MUGA is at the end of its expected lifecycle.

3.4 The overall cost for this project would cost £440k without the LFFP initiative from FF. This initiative essentially allows this project to be completed and a high spec new facility to be built for £96k.

4.0 EXPECTED BENEFITS

4.1 As stated in paragraph 3.1 it is expected that there would be a significant increase in participation with the redevelopment of the site and a 3G AGP being installed.

4.2 The recent feasibility study showed that Breckland levels of activity are lower than regional averages (Breckland 60.4% compared with regionally 62%). Whilst levels of inactivity were found to be higher in Breckland than the regional average (Breckland 27.7% against 25.7% regionally). This project could see an increase in activity for Breckland residents.

4.3 It has been suggested by TRI-Sports that the new facility could generate circa 87k-98k per year in revenue with expenditure expected to be circa 64k-74k per year leaving a potential surplus of circa 23k-24k.
5.0 **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

5.1 **Carbon Footprint / Environmental Issues**

5.1.1 Should new lighting be fitted as a part of the project this would reduce light pollution for local residents from the facility as LED lighting can be installed at a lower height (12m instead of the existing 15m) and LED lighting will produce less light spillage.

5.2 **Corporate Priorities**

5.2.1 **PLACE** - Investment in a new 3G AGP could provide a new Football Hub and would see the delivery of an innovative project which would benefit the local community, including local clubs, and, through correct scheduled programming, would support local residents.

5.2.2 **PLACE** - Developing this project would ensure that the local residents have access to a high quality leisure offering. There are currently 184 affiliated teams in Breckland. Within the proximity of the site there are 11 affiliated clubs with a total of 68 teams that could potentially benefit the new facility.

5.2.3 **HEALTH & WELLBEING** – This project would enhance the provision for leisure and actively encourage our leisure provider to deliver a broad range of options targeted at increasing physical activity in the district.

5.2.4 **HEALTH & WELLBEING** – Once the project is completed, correct scheduled programming can be utilised to address social isolation creating a community hub for local residents with regular events such as walking football for older residents.

5.3 **Crime and Disorder**

5.3.1 Further scheduled programming can be introduced at the Football Hub which can be used to help reduce anti-social behavioural issues.

5.3.2 A ‘Street League’ project was initially introduced at Orford Jubilee in 2014. Following successful results in reduced anti-social behaviour the project was adopted by Birchwood in 2015 and Warrington in 2016. The Street Leagues are usually scheduled Fridays 19:00-21:00 which is traditionally peak time for ASB call outs. [https://livewirewarrington.co.uk/news/969-friday-night-football-project](https://livewirewarrington.co.uk/news/969-friday-night-football-project)

5.4 **Equality and Diversity / Human Rights**

5.4.1 Correct programming for the facility could include such events as; Walking Football, Disability Football, and / or Girls and Women’s Football to help to increase inclusivity for minority groups as well, as stated in paragraph 5.3.2 a ‘Street League’.
5.5 **Financial**

5.5.1 The total project cost is estimated to be £440k. This would be to replace the current surface with a 102m x 64m (current footprint) 3G AGP. This is inclusive of; drainage works, perimeter fencing, maintenance equipment, and legal costs, as well as a 5% contingency budget.

5.5.2 As an extension of paragraph 1.6 the LLFP explains that areas which are identified as being within the country’s top 10% of deprivation could be eligible for up to 80% of total project costs being funded. The exact percentage of funding would be confirmed at the funding application stage.

5.5.3 In principle, Parkwood Leisure has agreed to contribute £80k to the project on the condition that various aspects are covered in the project which would allow them to draw funds from lifecycle. ie. If the fence is completely replaced

5.5.4 This project will be undertaken in line with the football foundation framework and therefore usually requires a £25k / year sinking fund to ensure stability and longevity of the site. However, The FF would be comfortable with a letter from Breckland Council confirming this cannot be committed too.

5.5.5 The cost to resurface would be somewhere between £180,000 and £220,000 (ex Vat) depending on the quality of the existing base. (Current funded pitches are engineered to a point where minimal base work is typically required).

5.5.6 If a pitch is well maintained the life expectancy of the surface is between 10 and 12 years.

5.5.7 As per paragraph 4.3 TRI-Sports suggest that it is reasonable that this facility could generate between £87k-£98k per year when run with correct programming and events.

5.5.8 See Proforma B

5.6 **Health & Wellbeing**

5.6.1 The TRI-Sports report identified that it is reasonable to expect that this project would see a significant increase in participation improving Breckland districts activity levels which, as stated in paragraph 4.2, are currently below regional averages.

5.6.2 As well as improving activity levels within the district, new programming will be utilised to capture new participants such as walking football. This will not only improve physical fitness but also promote social inclusion and mental wellbeing for local residents.

5.7 **Reputation**

5.7.1 By choosing to invest in this project it is likely that the council, and Parkwood Leisure, will receive positive recognition throughout the football community, and local community in general, which will improve the reputation of the council.

5.7.2 The project would see the site be promoted as a ‘Football Hub’ in the community which would attract positive interest from the media largely from a social inclusion perspective and the potential for improved involvement in physical activities by minority groups.

5.7.3 It is reasonable to suggest that the development of this project would see the potential interest from Norwich City Football Club and Cambridge Football Club, who may choose to book the facility, as they have done previously.
5.7.4 There may be some comments made by the hockey team as they would like to resurface the current MUGA. The current initiative requires the 3G AGP to be laid with a 60mm pile carpet which is not suitable for hockey to be played on. It has been noted that a 40mm pile carpet is available and which can accommodate hockey, albeit only at a low level but this is not deliverable via the current FF grant funding initiative. It has been confirmed by the Norfolk FA that there is no 3G duel football / hockey option via the FFs Artificial Pitch Framework.

5.8 **Risk Management**

5.8.1 As per paragraph 1.3 Breckland Leisure Centre & Waterworld has been identified as a key strategic area for a 3G AGP. It should be considered that if the project did not go ahead the FA & FF may look to install a 3G AGP elsewhere in, or around the Thetford area because of its geographical location.

5.8.2 Should the above paragraph 5.8.1 happen it could significantly impact on the footfall for Breckland Leisure Centre & Waterworld as well as being considered a missed opportunity for Breckland District Council on a potentially high profile project.

5.9 **Stakeholders / Consultation / Timescales**

5.9.1 Stakeholders would include local football clubs and the Thetford Hockey Club

5.9.2 Consultation would take place with key stakeholders

5.9.3 The Norfolk FA has advised the application for funding would need to be submitted for October 2019. Assuming there are no conditions to consider the decision would be made between 10 – 15 weeks after this date (likely to be January) with earliest build start date to be sometime in May 2020.

6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 Thetford Boudica
Thetford Burrell
Thetford Castle
Thetford Priory

7.0 **ACRONYMS**

7.1 3G – Third-Generation
AGP – Artificial Grass Pitch
ASB – Anti-Social Behaviour
FA – Football Association
FF – Football Foundation
FTP – Football Turf Pitch
LFFP – Local Football Facilities Plan
MUGA – Multi Use Games Area
RLF – Robinson Low Francis
Background papers:- None

Lead Contact Officer
Name and Post: Ben Cooper-Welch, Contract Monitoring Officer
Telephone Number: 01362 656 870
Email: ben.cooper-welch@breckland.gov.uk

Key Decision: Yes
Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:
Appendix A Pro Forma B
### BRECKLAND COUNCIL FINANCIAL COMMENTS & APPRAISAL

**FROM:** Margaret Bailey (Senior Accountant)  
**REPORT:** Redevelopment of MUGA  
**REPORT DATE:** 07-06-2019

<table>
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<td>2019-20</td>
<td>2020-21</td>
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**Revenue**  

*Income*

**Costs**

**Total Revenue**

**Capital**  

*Income*

- Football Foundation Grant: (264,000)  
- Parkwood leisure Contribution: (80,000)  
- Community Projects reserve: (96,000)

*Costs*

- RLF: 440,000

**Total Capital**

**Considered By:** Cabinet  
**Date:** September 2019

**Financial Services Comments**

Following the feasibility approved by Cabinet in September 2018, this report now requests that Breckland Council submit an application to the Football Foundation and lead delivery of this project. The total cost is £440,000 and would be funded by a grant from the Football Foundation of £264,000 and a contribution of £96,000 is requested from the Council. The balance of £80,000 will be funded by Parkwood from the lifecycle budget (this is £140,000 but Parkwood have committed to spend the balance on lighting etc). Funding needs to be in place in order to make the application. The decision on whether the application is successful would be around April 2020.

After completion, any ongoing surplus arising from activities, anticipated to be 23k-24k has to be recycled into football activities so it is not anticipated that the Council’s contribution would be repaid. The grant conditions have a number of ongoing obligations which would need to be passed on to Parkwood to ensure the Council is not exposed to the risk of non-payment of grant or clawback (up to 21 years) after completion of the works. It is not yet confirmed how these conditions will be passed on. The delivery timeline is prescribed as part of the grant conditions and if delivery falls behind schedule, the grant conditions state that payment may not be made.

If approved this funding could come from the Community projects reserve which has a balance of £230k at 31st May 2019.
Financial Risk
The Council is the applicant and recipient of the grant funding and responsible for compliance with the grant conditions including the timetable for delivery. Non-compliance or delays may result in not being able to draw down funds as anticipated exposing the Council to additional cost.

The author of the report has confirmed that arrangements will be put in place, as far as possible, so that grant conditions and compliance will be passed on to Parkwood.

Any overspends will be the responsibility of the Council.
BRECKLAND DISTRICT COUNCIL

Report of: Cllr Bambridge: Executive Member for Planning

To: Cabinet, 14 October 2019

Author: Andrew D’Arcy: Planning Policy Manager

Subject: Norfolk Strategic Planning Framework

Purpose: To consider endorsement of the Norfolk Strategic Planning Framework

Recommendation(s):

1. That the Norfolk Strategic Planning Framework and Statement of Common Ground 2019 and the Agreements contained therein are endorsed by Breckland District Council.

2. That the Council supports and welcomes the commitment to continued co-operative working and periodic review of the framework and in particular would support further collective work in relation to climate change.

1.0 BACKGROUND

1.1 When preparing Local Plans, the Authority is subject to a number of legal and regulatory requirements. Amongst these the Council must discharge a legal ‘duty to co-operate’ with neighbouring authorities in relation to strategically important land use issues which cross administrative boundaries. The result of such co-operation is expected to be better planning outcomes. Compliance with this requirement is one of the legal tests which the Inspector will apply at Local Plan examination.

1.2 The Norfolk Authorities have a strong track record of working together with the most formal example being the preparation of a single Local Plan to cover Norwich, Broadland and South Norfolk planning authority areas. There are many other cross boundary working arrangements such as the Biodiversity Partnership, Norfolk Older Persons Accommodation work and a wide range of forums on which the Council is represented at either Officer or Member level. In 2015, a new county wide Strategic Planning Member forum was established with terms of reference to ensure that the Duty to Co-operate was effectively discharged.

1.3 All authorities in Norfolk including the County Council participate in the Member forum which is supported via an officer team drawn from the Councils. The forum sought and gained agreement from each of the partner authorities to prepare a planning framework document. Cabinet subsequently resolved to agree to co-operate on strategic planning matters through the preparation of a shared non-statutory strategic planning framework, now known as the Norfolk Strategic Planning Framework and Statement of Common Ground (NSPF).

1.4 Following the agreement to prepare a shared Framework the authorities agreed to
the appointment of project management resource to co-ordinate joint planning activity. This resource, which is hosted at Norwich City Council, commenced work in late 2015 and throughout 2016 co-ordinated the work of four separate task groups which drew together evidence relating to the local economy, housing, infrastructure, and environment and delivery matters on which the framework was to be based.

1.5 This process led to the joint Member Forum considering first drafts of a vision and objectives in October 2016 to guide the subsequent drafting of the document and a consultation draft of the Framework being agreed by the Forum in July 2017. A County wide consultation ran from the 2nd August to the 22nd September 2017. The Built Heritage and Planning Policy Working Party and Cabinet considered the Consultation Draft in September 2017 and it was subsequently endorsed by Breckland and all other partners as a basis for policy development in each of the authorities Local Plans.

1.6 The Duty to Co-operate is an on-going and continuous process and there is a need to ensure that the Framework remains up to date. A comprehensive review of the Framework is on-going and should be completed by the middle of next year. In the interim, a revised NSPF was considered at the January 2019 Member Forum. At that meeting it was agreed that the NSPF would be reviewed in light of the governments then proposed changes to the National Planning Policy Framework and the standard methodology for calculating local housing need. The government published these changes in February and March and the NSPF has now been updated to reflect these. It has also been kept up to date with any other updates and changes that have happened since endorsement of the first version.

1.7 The key changes include:

- Highlighting that the document becomes the ‘Statement of Common Ground’ for Norfolk Planning Authorities – the preparation of formal Statements of Common Ground, which document how the authorities have worked together when preparing Local Plans, was introduced as a new requirement in the 2018 NPPF. The NSPF largely fulfilled this requirement so other than re-branding no significant changes were required.

- Changes to the formal Agreements contained in the Framework to include a new minerals and waste related Agreement and a new Agreement to formally commit to updating the document every two years. Neither of these matters had been previously addressed in sufficient detail in the original Framework.

- New information has been added on joint working including joint working beyond the county boundaries as the Duty to Co-operate extends beyond Norfolk.

- Changes to highlight the conclusions of the government technical consultation on the standard methodology for calculating local housing need and the most up to date figures for local housing need for each district.

- Updating the telecoms section of the Framework to represent the latest position regarding 5G and broadband provision.
As these changes are largely factual and do not alter the thrust of the Framework the forum resolved that pending the more comprehensive review there was no need to publish the revised Framework for further public consultation. The forum is therefore asking each member authority to endorse the revised Framework as an interim position following the completion of the wider ongoing review. In undertaking this wider review there is an acknowledgement that the next version will require a sharper focus on climate change issues reflecting the recent declarations by a number of Council.

The Norfolk Strategic Planning Framework - Version 2 for Endorsement

The Framework sets out a number of agreements between the signatories. These are intended to ensure that the planning authorities continue to work closely together where it is desirable to do so, but not to be so prescriptive that they would limit the local production of development plan documents. The Agreements are listed below with areas of change identified in *italics*:

**Agreement 1** - That when preparing new Local Plans which seek to identify levels of Objectively Assessed Need for housing the Norfolk Planning Authorities will produce documents which provide for the development needs of their areas until at least 2036. (*there are no proposed changes to this Agreement*)

**Agreement 2** - In preparing their Local Plans the Norfolk Planning Authorities will seek to positively contribute towards the delivery of the following vision for Norfolk as a whole.

“By the middle of the 21st century Norfolk will be increasingly recognised nationally for having a strong and vibrant economy providing high quality economic opportunities for residents in urban and rural areas. Its settlements and key infrastructure will be physically resilient to the impacts of climate change. The natural, built and historic environments will be enhanced through the regeneration of settlements, safeguarding and enhancement of current assets and networks, improving both biodiversity and the quality of life for residents. Housing needs will be met in full in socially inclusive communities. The County will be better connected by having good transport links to major cities in the UK and Europe and excellent digital connectivity. A good relationship between homes and jobs will minimise the need to travel and residents will have choice about how they meet their demand for local travel.”

(*there are no proposed changes to this Agreement*)

**Agreement 3** - By 2036, through co-operation between Local Authorities and preparation of Development Plans, Norfolk will seek to maximise the delivery of the following objectives (in no particular order):

- To realise the economic potential of Norfolk and its people
- To reduce Norfolk’s greenhouse gas emissions as well as the impact from, exposure to, and effects of climate change.
- To address housing needs in Norfolk.
- To improve the quality of life for all the population of Norfolk.
- To improve and conserve Norfolk’s rich and biodiverse environment. (*there are no proposed changes to this Agreement*)

**Agreement 4** – To produce and maintain an assessment of housing needs
covering the three contiguous and non-overlapping broad market areas of Great Yarmouth, Central Norfolk, and West Norfolk. (otherwise referred to as Housing Market Areas, or HMAs). (*there are no proposed changes to this Agreement*)

**Agreement 5** - That Great Yarmouth, King’s Lynn and West Norfolk will each continue to prepare separate Local Plans for their areas. (*there are no proposed changes to this Agreement*)

**Agreement 6** - That Breckland and North Norfolk will continue to prepare separate Local Plans for their areas whilst Broadland District Council, Norwich City Council and South Norfolk Council will co-operate on a new Greater Norwich Local Plan that will replace the current Joint Core Strategy and various other existing Local Plan documents in this area. (*there are no proposed changes to this Agreement*)

**Agreement 7** - That, in view of the very distinct issues facing the Broads Authority Area, spatial planning matters will continue to be best addressed by way of a standalone Broads Local Plan. (*there are no proposed changes to this Agreement*)

**Agreement 8** - The above list of locations are the Tier One Employment sites and should be the focus of investment to drive increasing economic development in key sectors, and protected from loss to other uses. (*there are no proposed changes to this Agreement*)

**Agreement 9** - The emerging Local Plans for the area will include appropriate policies and proposals which recognise the importance of the above cross boundary issues and interventions. (*there are no proposed changes to this Agreement*)

**Agreement 10** - When determining their respective Local Plan housing targets each authority, working together where desirable, will aim to deliver at least the local housing need as identified in the most up to date evidence. Where this would result in unsustainable development, agreement will be sought with other authorities, initially within the same Housing Market Area, to ensure sufficient homes are provided to meet identified needs and demands in the area until at least 2036.

**Agreement 11** – The Broads Authority will meet its calculated portion of the wider housing requirement as far as is compatible with the protection of the Broads landscape and special qualities. (*there are no proposed changes to this Agreement*)

**Agreement 12** – South Norfolk, Norwich City, Broadland, North Norfolk, and Great Yarmouth Councils will seek to include appropriate provision within their Local Plans to address the housing needs arising from the parts of the Broads Authority area overlapping their administrative boundaries if these cannot be met within the Broads Local Plan. (*there are no proposed changes to this Agreement – there has been a long standing arrangement with the Broads Authority that in the event it is unable to address its own housing need the adjacent authorities would make provision for any shortfalls in their local Plans on a pro rata basis. However the need in the Broads area is very small and is addressed in full in their current Local Plan*)

**Agreement 13** – Broadland, Norwich City, and South Norfolk Councils will seek to deliver an additional supply of homes within the Greater Norwich Local Plan to
ensure the housing needs arising from the City Deal are met in full.
(there are no proposed changes to this Agreement)

**Agreement 14** - The Norfolk Planning Authorities will quantify the need for, and plan to provide for, the specialist accommodation needs of the elderly, students, gypsy and travelling show people, and those residing in other specialist types of accommodation and working together will ensure that the distribution of provision responds to locally identified needs.
(there are no proposed changes to this Agreement)

**Agreement 15** – All Local Planning authorities will produce their Housing and Economic Land Availability Assessments to the standard Norfolk methodology.
(there are no proposed changes to this Agreement)

**Agreement 16** - To minimise the risk of slow delivery over the next plan period, where it is sustainable to do so, the following will be done:
Housing strategies will seek to allocate a range of different sizes of sites, where such sites are available and would result sustainable development.
Clear evidence and demonstration of ability to deliver development will be required prior to the allocation of larger sites for development.
(there are no proposed changes to this Agreement)

**Agreement 17** – Norfolk is identified as an area of serious water stress, the Norfolk Authorities have agreed that when preparing Local Plans they will seek to include the optional higher water efficiency standard (110 litres/per person/per day) for residential development.
(there are no proposed changes to this Agreement)

**Agreement 18** – The Norfolk Authorities, Anglian Water and Essex and Suffolk Water have agreed to provide regular and timely updates to each other on the delivery of development sites and proposed utility projects to ensure that development is aligned with water and wastewater infrastructure.
(there are no proposed changes to this Agreement)

**Agreement 19** - To maximise the speed of rollout of 5G telecommunications to Norfolk, the Local Planning Authorities are engaging with the telecommunications industry including Mobile UK to produce shared objectives for extending 4G coverage and the rollout of 5G infrastructure in Norfolk, taking into account material planning considerations. The objectives will be agreed later in 2019 and inform local plan documents.
(there are no proposed changes to this Agreement – the shared guidance referred too has been prepared and drafts will be presented to the Member Forum in October for initial consideration. Draft Policies SD8 and SD9 accord with the emerging guidance which is in large part based on the draft policies.)

**Agreement 20**: The authorities agree to endorse the updated Planning in Health: An Engagement Protocol between Local Planning Authorities and Public Health and Health Sector Organisations in Norfolk and undertake its commitments.
(there are no proposed changes to this Agreement)

**Agreement 21**: The Local Planning authorities will continue to work closely with the County Council and school providers to ensure a sufficient supply of school places and land for school expansion or new schools, and use S106 and / or Community Infrastructure Levy funds to deliver additional school places where
appropriate. The authorities agree to continue supporting the implementation of the County Council’s Planning Obligations Standards as a means of justifying any S106 payments or bid for CIL funds needed to mitigate the impact of housing growth on County Council infrastructure.

(there are no proposed changes to this Agreement)

**Agreement 22**: In recognition of:

a) the importance the Brecks, the Broads and the Area of Outstanding National Beauty, together with environmental assets which lie outside of these areas, bring to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity;

b) the pressure that development in Norfolk could place on these assets; and

c) the importance of ecological connections between habitats the Local Planning Authorities will work together to produce a GI Strategy for Norfolk which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.

(there are no proposed changes to this Agreement – the first draft of the strategy referred too is in preparation and will be reported to a later Working Party)

**Agreement 23**: It is agreed that:

a) It is essential that there is a sufficient supply of minerals to provide the infrastructure, buildings, energy and goods that the country needs. The Norfolk Minerals and Waste Local Plan will therefore enable Norfolk to continue to be self-sufficient in the production of sand & gravel, whilst making an important contribution to the national production of silica sand.

b) A steady and adequate supply of minerals to support sustainable economic growth will be planned for through allocating sufficient sites and/or areas in the Norfolk Minerals and Waste Local Plan to meet the forecast need for sand and gravel, carstone, and silica sand.

c) Since minerals are a finite natural resource, and can only be worked where they are found, best use needs to be made of them to secure their long-term conservation. Resources of sand and gravel, carstone and silica sand within defined Mineral Safeguarding Areas will be safeguarded from needless sterilisation by non-mineral development. Infrastructure for the handling, processing and transportation of minerals will also be safeguarded from incompatible development. Defined waste management facilities and water recycling centres will be safeguarded from incompatible development.

d) The Norfolk Minerals and Waste Local Plan policies will enable the re-use, recycling and recovery of waste in Norfolk to increase, thereby reducing the quantity and proportion of waste arising in Norfolk that requires disposal, in accordance with the Waste Hierarchy.

e) The Norfolk Minerals and Waste Local Plan will enable Norfolk to be net self-sufficient in waste management, where practicable and to enable sufficient waste management infrastructure to be provided, for Norfolk, to meet the existing and forecast amount of waste expected to arise over the Plan period.

f) The Norfolk Minerals and Waste Local Plan will direct new waste management facilities to be located in proximity to Norfolk’s urban areas and main towns. Priority for the location of new waste management facilities will be given to the re-use of previously-developed land, sites identified for employment uses, and redundant agricultural and forestry buildings and their curtilages.

g) The Norfolk Minerals and Waste Local Plan will contain policies to ensure that minerals development and waste management facilities will be located, designed and operated without unacceptable adverse impacts on the amenity of local communities, the natural, built and historic environment, the landscape and townscape of Norfolk. (This is an entirely new Agreement recognising that
minerals and waste planning are matters to which the Duty to Co-operate applies.)

Agreement 24: In recognition of the benefits gained by co-ordinating and co-operating on strategic planning activities the signatories to this document agree to support the activities of the Norfolk Strategic Planning Member Forum and to continue to appropriately resource joint planning activity. (there are no proposed changes to this Agreement)

Agreement 25: Norfolk Planning Authorities agree to maintain this Statement of Common Ground on a regular basis, reviewing it at least every two years to support the maintenance of up to date Local Plans across the county and ensure that the NSPF remains the most appropriate vehicle to address strategic planning matters for the county. (New agreement to reflect the continuous nature of the Duty to co-operate)

3.0 OPTIONS

1. That the Cabinet endorses the draft Norfolk Strategic Planning Framework
2. That Cabinet does not endorse the Strategy and risks losing influence during the next round of plan preparation and a failure under the duty to co-operate requirement

4.0 REASONS FOR RECOMMENDATION(S)

4.1 To ensure that Breckland continues to have a strong voice within Norfolk and to establish key areas of common ground on key areas relating to the local economy, housing, infrastructure, and environment and delivery matters in a cost effective manner

5.0 IMPLICATIONS

5.1 Legal Implications and Risks
It is a legal requirement to co-operate with neighbouring authorities in relation to strategically important cross boundary land use issues when preparing a Local Plan. Failure to meet this requirement could render a Local Plan unsound and result in failure at the independent examination.

5.2 Financial Implications and Risks
The Council currently makes an annual contribution of £10,000 towards the work of the forum to fund project management and the procurement of jointly prepared evidence. Joint commissioning of evidence produces substantial savings for individual authorities.

6.0 WARDS/COMMUNITIES AFFECTED

6.1 All wards.

Background papers:-

Lead Contact Officer
Name and Post: Andrew D’Arcy, Planning Policy Manager
Telephone Number 01362 656870
Key Decision: No
Exempt Decision: No

This report refers to a Discretionary Service Appendices attached to this report:

Norfolk Strategic Planning Framework
Norfolk Strategic Planning Framework

Shared Spatial Objectives for a Growing County and Statement of Common Ground

June 2019
Signatories
- Breckland District Council
- Broadland District Council
- Broads Authority
- Great Yarmouth Borough Council
- Borough Council of King’s Lynn and West Norfolk
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council
- Norfolk County Council
- Natural England
- Environment Agency
- Anglian Water
- New Anglia Local Enterprise Partnership

Acknowledgements
The authors would like to thank the following organisations for their support in the production of this document:
- Breckland District Council
- Broadland District Council
- Broads Authority
- Great Yarmouth Borough Council
- Borough Council of King’s Lynn and West Norfolk
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council
- Norfolk County Council
- Suffolk County Council
- Babergh & Mid Suffolk District Councils
- Waveney District Council
- West Suffolk Council
- Fenland District Council
- East Cambridgeshire District Council
- South Holland District Council
- Natural England
- Environment Agency
- Wild Anglia
- Anglian Water
- New Anglia Local Enterprise Partnership
- UK Power Networks
- Cambridgeshire and Peterborough Combined Authority
- Great Yarmouth & Waveney CCG
- North Norfolk CCG
- Norwich CCG
- South Norfolk CCG
- West Norfolk CCG
- NHS Sustainability and Transformation Partnership Estates for Norfolk and Waveney
- Mobile UK
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Norfolk Strategic Planning Framework
Summary of Formal Agreements within the Statement of Common Ground

Agreement 1 - That when preparing new Local Plans which seek to identify levels of Objectively Assessed Need for housing the Norfolk Planning Authorities will produce documents which provide for the development needs of their areas until at least 2036.

Agreement 2 - In preparing their Local Plans the Norfolk Planning Authorities will seek to positively contribute towards the delivery of the following vision.

“By the middle of the 21st century Norfolk will be increasingly recognised nationally for having a strong and vibrant economy providing high quality economic opportunities for residents in urban and rural areas. Its settlements and key infrastructure will be physically resilient to the impacts of climate change. The natural, built and historic environments will be enhanced through the regeneration of settlements, safeguarding and enhancement of current assets and networks, improving both biodiversity and the quality of life for residents. Housing needs will be met in full in socially inclusive communities. The County will be better connected by having good transport links to major cities in the UK and Europe and excellent digital connectivity. A good relationship between homes and jobs will minimise the need to travel and residents will have choice about how they meet their demand for local travel.”

Agreement 3 - By 2036, through co-operation between Local Authorities and preparation of Development Plans, Norfolk will seek to maximise the delivery of the following objectives (in no particular order):

- To realise the economic potential of Norfolk and its people *
- To reduce Norfolk’s greenhouse gas emissions as well as the impact from, exposure to, and effects of climate change *
  - To address housing needs in Norfolk *
  - To improve the quality of life for all the population of Norfolk *
  - To improve and conserve Norfolk’s rich and biodiverse environment *

[* full details of each objective are in section 2 of this document]

Agreement 4 –To produce and maintain an assessment of housing needs covering the three contiguous and non-overlapping broad market areas of Great Yarmouth, Central Norfolk and West Norfolk

Agreement 5 - That Great Yarmouth and King’s Lynn and West Norfolk will each continue to prepare separate Local Plans for their areas.

Agreement 6 - That Breckland and North Norfolk will continue to prepare separate Local Plans for their areas whilst Broadland District Council, Norwich City Council and South Norfolk Council will co-operate on a new Greater Norwich Local Plan that will replace the current Joint Core Strategy and various other existing Local Plan documents in this area.

Agreement 7 - That, in view of the very distinct issues facing the Broads Authority Area, spatial planning matters will continue to be best addressed by way of a standalone Broads Local Plan.

Agreement 8 - The above list of locations are the Tier One Employment sites and should be the focus of investment to drive increasing economic development in key sectors, and protected from loss to other uses.
Agreement 9 - The emerging Local Plans for the area will include appropriate policies and proposals to recognise the importance of the above cross boundary issues and interventions.

Agreement 10 - When determining their respective Local Plan housing targets each authority, working together where desirable, will aim to deliver at least the local housing need as identified in the most up to date evidence (Table 9). Where this would result in unsustainable development, agreement will be sought with other authorities, initially within the same Housing Market Area, to ensure sufficient homes are provided to meet identified needs and demands in the area until at least 2036.

Agreement 11 – The Broads Authority will meet its calculated portion of the wider housing requirement as far as is compatible with the protection of the Broads landscape and special qualities.

Agreement 12 – South Norfolk, Norwich City, Broadland, North Norfolk, and Great Yarmouth Councils will seek to include appropriate provision within their Local Plans to address the housing needs arising from the parts of the Broads Authority area overlapping their administrative boundaries if these cannot be met within the Broads Local Plan.

Agreement 13 – Broadland, Norwich City, and South Norfolk Councils will seek to deliver an additional supply of homes within the Greater Norwich Local Plan to ensure the housing needs arising from the City Deal are met in full.

Agreement 14 - The Norfolk Planning Authorities will quantify the need for, and plan to provide for, the specialist accommodation needs of the elderly, students, gypsy and travelling Show People, and those residing in other specialist types of accommodation and working together will ensure that the distribution of provision responds to locally identified needs.

Agreement 15 – All Local Planning authorities will produce their Housing and Economic Land Availability Assessments to the standard Norfolk methodology.

Agreement 16 - To minimise the risk of slow delivery over the next plan period, where it is sustainable to do so, the following will be done:

- Housing strategies will seek to allocate a range of different sizes of sites, where such sites are available and would result sustainable development.
- Clear evidence and demonstration of ability to deliver development will be required prior to the allocation of larger sites for development.

Agreement 17 – Norfolk is identified as an area of serious water stress, the Norfolk Authorities have agreed that when preparing Local Plans to seek to include the optional higher water efficiency standard (110 litres/per person/per day) for residential development.

Agreement 18 – The Norfolk Authorities, Anglian Water and Essex and Suffolk Water have agreed to provide regular and timely updates to each other on the delivery of development sites and proposed utility projects to ensure that development is aligned with water and wastewater infrastructure.

Agreement 19 - To maximise the speed of rollout of 5G telecommunications to Norfolk, the Local Planning Authorities are engaging with the telecommunications industry including Mobile UK to produce shared objectives for extending 4G coverage and the rollout of 5G infrastructure in Norfolk, taking into account material planning considerations. The objectives will be agreed in the Summer of 2019 and inform local plan documents.
Agreement 20: The authorities agree to endorse the updated Planning in Health: An Engagement Protocol Between Local Planning Authorities, Public Health and Health Sector Organisations in Norfolk and undertake its commitments.

Agreement 21: The Local Planning authorities will continue to work closely with the County Council and school providers to ensure a sufficient supply of school places and land for school expansion or new schools, and use S106 and / or Community Infrastructure Levy funds to deliver additional school places where appropriate. The authorities agree to continue supporting the implementation of the County Council’s Planning Obligations Standards as a means of justifying any S106 payments or bid for CIL funds needed to mitigate the impact of housing growth on County Council infrastructure.

Agreement 22: In recognition of:

a) the importance the Brecks, the Broads and the Area of Outstanding National Beauty, together with environmental assets which lie outside of these areas, brings to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity;
b) the pressure that development in Norfolk could place on these assets; and
c) the importance of ecological connections between habitats

the Local Planning Authorities will work together to produce a GI Strategy for Norfolk which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.

Agreement 23: It is agreed that:

a) It is essential that there is a sufficient supply of minerals to provide the infrastructure, buildings, energy and goods that the country needs. The Norfolk Minerals and Waste Local Plan will therefore enable Norfolk to continue to be self-sufficient in the production of sand & gravel, whilst making an important contribution to the national production of silica sand.

b) A steady and adequate supply of minerals to support sustainable economic growth will be planned for through allocating sufficient sites and/or areas in the Norfolk Minerals and Waste Local Plan to meet the forecast need for sand and gravel, carstone, and silica sand.

c) Since minerals are a finite natural resource, and can only be worked where they are found, best use needs to be made of them to secure their long-term conservation. Resources of sand and gravel, carstone and silica sand within defined Mineral Safeguarding Areas will be safeguarded from needless sterilisation by non-mineral development. Infrastructure for the handling, processing and transportation of minerals will also be safeguarded from incompatible development. Defined waste management facilities and water recycling centres will be safeguarded from incompatible development.

d) The Norfolk Minerals and Waste Local Plan policies will enable the re-use, recycling and recovery of waste in Norfolk to increase, thereby reducing the quantity and proportion of waste arising in Norfolk that requires disposal, in accordance with the Waste Hierarchy.

e) The Norfolk Minerals and Waste Local Plan will enable Norfolk to be net self-sufficient in waste management, where practicable and to enable sufficient waste management infrastructure to be provided, for Norfolk, to meet the existing and forecast amount of waste expected to arise over the Plan period.

f) The Norfolk Minerals and Waste Local Plan will direct new waste management facilities to be located in proximity to Norfolk’s urban areas and main towns. Priority for the location of new waste management facilities will be given to the re-use of previously-developed land, sites identified for employment uses, and redundant agricultural and forestry buildings and their curtilages.

g) The Norfolk Minerals and Waste Local Plan will contain policies to ensure that minerals development and waste management facilities will be located, designed and operated without unacceptable adverse impacts on the amenity of local communities, the natural, built and historic environment, the landscape and townscape of Norfolk.

Agreement 24: In recognition of the benefits gained by co-ordinating and co-operating on strategic planning activities the signatories to this document agree to support the activities of the Norfolk Strategic Planning Member Forum and to continue to appropriately resource joint planning activity.

Agreement 25: Norfolk Planning Authorities agree to maintain this statement of common ground on a regular basis reviewing it at least every two years to support the maintenance of up to date local plans across the county and ensure that the NSPF remains the most appropriate vehicle to address strategic planning matters for the county.
Section 1 – Introduction

1.1 Purpose of this Document

Norfolk’s Local Planning Authorities (including Norfolk County Council) have a long track record of working together to achieve shared objectives. In early 2015 they, working through its strategic planning member forum, agreed to formally cooperate on a range of strategic cross-boundary planning issues through the preparation of the Norfolk Strategic Planning Framework (NSPF).

The aim of producing the framework was to:

- Agree shared objectives and strategic priorities to improve outcomes for Norfolk and inform the preparation of future Local Plans;
- Demonstrate compliance with the duty to co-operate and consistency with the revised National Planning Policy Framework;
- Find efficiencies in the planning system through working towards the establishment of a shared evidence base;
- Influence subsequent high level plans (such as the New Anglia LEP’s Economic Strategy); and
- Maximise the opportunities to secure external funding to deliver against agreed objectives.

Following consultation in August/September 2017 the endorsed NSPF was published in March 2018.

With the publication of a revised National Planning Policy Framework (NPPF) on the 24th July 2018 (and updated in February 2019) and the requirement to apply a new standardised methodology to assessing housing need and produce statements of common ground it is clear that Norfolk’s local planning authorities needed to continue to work closely together to address strategic planning matters. The Norfolk Strategic Planning Member forum agreed to continue to formally cooperate on strategic planning activities and to update the NSPF in light of the publication of the revised NPPF.

This document fulfils the requirement for Norfolk Local Planning Authorities to produce a statement of common ground setting out the effective and on-going joint working across the county on strategic planning matters. It addresses key cross-boundary issues and progress in cooperating to address these.

A number of working groups have been tasked with updating the document, these groups consist of Local Authority staff assisted by other organisations including the Environment Agency, Natural England NHS Sustainability and Transformation Partnership (STP), Anglian Water, UK Power Networks and the New Anglia Local Enterprise Partnership. Our thanks is extended to all those who have contributed to this work which has informed this framework.

For further information on the work of the Norfolk Strategic Planning Member Forum and about the process for updating this framework please see the Forum’s website:

www.norfolk.gov.uk/nsf

This document is intended to be strategic in nature. It provides only an overview of background information and shared research. A wealth of information has been produced by the working groups; however a decision has been made to keep this document concise and to concentrate on the matters where there is a clear need for agreement between the Local Authorities. We acknowledge that not all factors have been considered, but where appropriate, relevant additional information has been highlighted. Mitigation of certain issues does not diminish their importance or value.

Details of the lead contact in each local Council on strategic planning matters are included in Appendix 1.

1.2 Governance Arrangements for the creation of this document

Norfolk Strategic Planning Member Forum
The development of this Framework is overseen by the Norfolk Strategic Planning Member Forum. This consists of one Member from each of the Borough Council of King’s Lynn and West Norfolk, Breckland District Council, Broadland District Council, Broads Authority, Great Yarmouth Borough Council, North Norfolk District Council, Norwich City Council, South Norfolk Council and the Norfolk County Council. The membership of the group will be determined by each authority via annual nomination preferably of the Planning Portfolio Member or equivalent for each authority. The operation of the Member Forum and officer support group is governed by formal terms of reference available from www.norfolk.gov.uk/nsf. Chairmanship and vice chairmanship is determined by the Forum and reviewed each year. The meetings of the Forum are held every three months and held in public. An agenda and papers are circulated in advance of each meeting and informal action notes will be taken and published on the Norfolk Strategic Planning Framework website (www.norfolk.gov.uk/nsf). Each authority endorses this document through their relevant committees or cabinets.

Norfolk Strategic Planning Officers Group
The Norfolk Strategic Planning Officers Group consists of key planning policy officers from each Planning Authority in Norfolk as well as other key statutory agencies. The group reviews the progress of the document production on a monthly basis. The group have ensured that the document progresses to the timetable and meets any government and legislative requirements.

The Steering Groups
The steering group is responsible for the creation of the document, receiving reports from the Technical Sub groups to help in the authoring process.

Technical Sub groups
The Technical Sub Groups provide technical evidence and make recommendations in relation to the document to the Steering Group. They consist of officers from the Authorities involved in the production of the document and a range of bodies who have expertise and interest in matters related to the group’s subject.
1.3 Changes to the document

In updating this document Norfolk’s local planning authorities sought to ensure the NSPF meets the new requirements of the revised National Planning Policy Framework (NPPF) particularly:

- it meets the requirements set out to become a Norfolk wide Statement of Common Ground (SCG)
- it includes an assessment of the impacts of the new housing methodology in the housing section and the ability of each authority to meet its own housing needs.
- Updates to remaining sections to take account of new or updated information

1.4 Timescale for and coverage of the Document

This document relates to the whole of Norfolk and all Norfolk authorities which include:

Breckland District Council, Broadland District Council, Broads Authority, Great Yarmouth Borough Council, Borough Council of King’s Lynn and West Norfolk, Norwich City Council, North Norfolk District Council, South Norfolk Council and Norfolk County Council.

All Norfolk Local Planning Authorities have agreed that in their next generation of Local Plans to plan to a common end date of at least 2036. This is reflected in the evidence base for this framework insofar as it seeks to provide statistical information looking ahead to this period. This is also the date by when objectives are to be achieved. However, in parts, notably the vision, it is necessary for the document to take a longer term view.

Agreement 1 - That when preparing new Local Plans which seek to identify levels of Objectively Assessed Need for housing the Norfolk Planning Authorities will produce documents which provide for the development needs of their areas until at least 2036.
2.1 Introduction
Norfolk is a diverse County. It covers a land area of 5,370 sq. km (2,074 sq. miles) and has a population of 898,390. It is a largely rural county with a relatively low population density, although over half of the population lives in the built up areas of Norwich, Great Yarmouth and King’s Lynn and a number of market towns. These built up areas have a very considerable stock of historic assets and can offer a very attractive quality of life to residents.

Norfolk borders Suffolk to the south, Cambridgeshire to the southwest, and Lincolnshire to the west, and has a long coastal boundary stretching from The Wash to the south of Great Yarmouth. It contains many environments which are highly valued for their landscape and for their biodiversity and/or geodiversity interests. In particular, the Norfolk Coast Area of Outstanding Natural Beauty, 3

Figure 2: Map of Norfolk’s main settlement, Authority boundaries, major transport connections and land-based protected areas. 2019

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the Brecks and the Broads, which is a unique network of protected rivers and lakes that extends partly into Suffolk and has the equivalent status to a National Park.

Norfolk’s economy is also diverse. It is home to a number of world class industries such as on the Norwich Research Park and the offshore energy sector in Great Yarmouth. Employment levels are growing; there is a highly skilled and versatile population with good graduate retention rates and improving links to the thriving markets of Cambridge, London and the wider South East. However, it is not without challenges; gross value added per job in the area remains below the UK average\(^5\), there are high levels of deprivation especially in urban areas and skill levels in the workforce are relatively low. The Economic Strategy (which was produced by the New Anglia Local Enterprise Partnership in 2017) identifies a number of interventions designed to significantly uplift economic performance in Norfolk.

Norfolk’s infrastructure is under developed compared to many other parts of the wider South and East of England. For many years Norwich was the largest city in England not connected to the motorway network by a dual carriageway. Cross county trips tended to be slow and unreliable and rail journey times from London were comparable to places in the north of England such as York and Warrington. However, the dualling of the A11 and the completion of the Broadland Northway (previously known as the Northern Distributor Road) improved travel time and connectivity considerably, and announcements on both the A47 and the Greater Anglia rail franchise have the potential to improve this further. Norwich Airport, the busiest airport in East Anglia, offers regular flights to various destinations in the UK and Europe. Many of the key road and rail links connecting Norfolk to the rest of the UK are still in need of improvement as are many of the links within the County. The need to enhance capacity of infrastructure networks can add considerable costs and increase delays to development.

Patchy mobile coverage is a continuing frustration to residents and businesses\(^6\). However, the picture regarding superfast broadband coverage is rapidly improving; with 92%\(^7\) of the county’s homes and businesses able to now access superfast broadband, up from 42% in 2012\(^8\), and through the extension to the better broadband for Norfolk programme which plans to make high-speed broadband available to more than 95 per cent of Norfolk’s premises by April 2020.

Through working together and with government, businesses and residents Norfolk’s Local Authorities hope to successfully address the challenges faced and maximise the potential of the County. As a basis for guiding this shared endeavour, the following shared vision and objectives have been agreed by the Strategic Planning Member Forum. For further information on the background to this material please see the papers previously considered by the Member Forum\(^9\).

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\(^6\) See www.norfolk.gov.uk/mobilemap

\(^7\) See Better Broadband for Norfolk Website

\(^8\) See Better Broadband for Norfolk Information Sheet 26 (26 May 2017)

\(^9\) See papers for the 13\(^{th}\) October 2016 Member Forum at www.norfolk.gov.uk/nsf
2.2 Proposed Spatial Vision

Agreement 2 - In preparing their Local Plans the Norfolk Planning Authorities will seek to positively contribute towards the delivery of the following vision.

“By the middle of the 21st century Norfolk will be increasingly recognised nationally for having a strong and vibrant economy providing high quality economic opportunities for residents in urban and rural areas. Its settlements and key infrastructure will be physically resilient to the impacts of climate change. The natural, built and historic environments will be enhanced through the regeneration of settlements, safeguarding and enhancement of current assets and networks, improving both biodiversity and the quality of life for residents. Housing needs will be met in full in socially inclusive communities. The County will be better connected by having good transport links to major cities in the UK and Europe and excellent digital connectivity. A good relationship between homes and jobs will minimise the need to travel and residents will have choice about how they meet their demand for local travel.”

2.3 Proposed Shared Objectives

Agreement 3 - By 2036, through co-operation between Local Authorities and preparation of Development Plans, Norfolk will seek to maximise the delivery of the following objectives (in no particular order):

To realise the economic potential of Norfolk and its people by:

- facilitating the development and infrastructure needed to support the region’s business sectors and clusters, driving economic growth through the enhancement of productivity, skills and education to provide widening opportunities in line with the New Anglia Local Enterprise Partnership Economic Strategy;
- fully exploiting the economic opportunities offered by the economic success and global reputation of Cambridge;
- providing for job growth broadly matching increases in housing provision and improving the alignment between the locations of workplaces and homes;
- ensuring effective and sustainable digital connections and transport infrastructure between and within Norfolk’s main settlements and across county boundaries to strengthen inward investment;
- strengthening Norfolk’s connections to the rest of the UK, Europe and beyond by boosting inward investment and international trade through rail, road, sea, air and digital connectivity infrastructure;
- strengthening Norfolk’s competitiveness through the delivery of well-planned balanced new developments providing access to a range of business space as well as high quality residential, well serviced by local amenities and high quality educational facilities;
- Recognising the role of our city centre and the need to re-examine and revitalise the role of town centres as a focus for investment and enhancing the quality of life for residents;
- recognising that the long term conservation of Norfolk’s natural environment and heritage is a key element of the county’s competitiveness.
To reduce Norfolk’s greenhouse gas emissions as well as the impact from, exposure to, and effects of climate change by:

- locating development so as to reduce the need to travel;
- effecting a major shift in travel away from car use towards public transport, walking and cycling;
- maximising the energy efficiency of development and promoting the use of renewable and low carbon energy sources; and
- managing and mitigating against the risks of adverse weather events, sea level rise and flooding by reducing the impacts on people, property and wildlife habitats.

To address housing needs in Norfolk by:

- providing for the quantity of housing growth which will support the economic prospects of the County and address in full the identified need for new homes in line with the Economic Strategy of the New Anglia LEP;
- ensuring that new homes built are of the right sort in terms of size, type, and tenure to contribute positively towards addressing identified needs including for affordable homes, homes for the elderly and students, and other groups in society requiring specialist living accommodation;
- Ensuring that new homes are served and supported by adequate social infrastructure, including schools, libraries, fire service provision; play space and green infrastructure provided through developer funding (e.g. through S106 agreements and/or Community Infrastructure Levy)
- contributing towards sustainable patterns of development including improving the relationship between homes, jobs and other key day to day services;
- delivering high quality, energy efficient homes in attractive communities which make a positive contribution to the health and well-being of communities; and
- ensuring that homes are delivered at the right time to address identified needs.

To improve the quality of life for all the population of Norfolk by:

- ensuring new development fulfils the principles of sustainable communities, providing a well-designed and locally distinctive living environment adequately supported by social and green infrastructure;
- promoting social cohesion by significantly improving the educational performance of our schools, enhancing the skills of the workforce and improving access to work, services and other facilities, especially for those who are disadvantaged;
- maintaining cultural diversity while addressing the distinctive needs of each part of the county;
- ensuring all our communities are able to access excellent sporting facilities, health services and opportunities for informal recreation;
- promoting regeneration and renewal of disadvantaged areas; and
- increasing community involvement in the development process at local level.
To improve and conserve Norfolk’s rich and biodiverse environment by:

- ensuring the protection and enhancement of Norfolk’s environmental assets, including the built and historic environment, biodiversity, geodiversity, soils, protected landscapes, the Broads, the Brecks and the coast;
- protecting the landscape setting of our existing settlements where possible and preventing the unplanned coalescence of settlements;
- maximising the use of previously developed land within our urban areas to minimise the need to develop previously undeveloped land;
- minimising, where possible, development on the best and most versatile agricultural land;
- where previously undeveloped land is developed, the environmental benefits resulting from its development will be maximised;
- protecting, maintaining and enhancing biodiversity through the conservation of existing habitats and species, and by creating new wildlife habitats through development;
- providing a coherent connected network of accessible multi-functional greenspaces;
- reducing the demand for and use of water and other natural resources; and
- protecting and enhancing water, air, soil and other natural resource quality where possible.

The above vision and objectives were established to form part of the original Strategic Planning Framework and it is recognised that since they were originally agreed there has been considerable research in relation to climate change, including reports by the Intergovernmental Panel on Climate Change, and there is emerging change to the Government policy on the matter, including the recent announcement of the intention to legislate to set a net zero climate change emission target by 2050 into law. A group has been set up to review evidence and develop updated objectives around climate change. The group will develop a framework of clear policies and guidance to support and enable the county’s development partners to deliver technically and commercially viable low carbon, climate resilient developments and infrastructure, and advise on appropriate revisions to our objectives to reflect this in the next version of this document.
Section 3 – Understanding the County

3.1 Administrative Boundaries

Within Norfolk there are seven separate District Council areas\(^\text{10}\) (as shown in Fig.2), each of which is a Local Planning authority. Overlying parts of five of these areas (and also part of Waveney District in Suffolk) is the Broads Authority which is the Local Planning Authority for its area rather than the District Councils. The Broads Authority Executive Area (in which the Broads Authority are the planning authority) overlays these administrative areas and is illustrated in the Figure below.

![Figure 3: Map of Norfolk District boundaries and the major transport connections. 2019](image)

Figure 3: Map of Norfolk District boundaries and the major transport connections. 2019

In addition to the eight Local Planning Authorities the County Council are also a Local Planning Authority responsible for minerals and waste planning as well as certain operational development related to their functions (most notably for educational development). As the marine planning authority for England the MMO is responsible for preparing marine plans for English inshore and offshore waters. At its landward extent, a marine plan will apply up to the mean high water springs mark, which includes the tidal extent of any rivers. As marine plan boundaries extend up to the level of the mean high water spring tides mark, there will be an overlap with terrestrial plans which generally extend to the mean low water springs mark. Marine plans will inform and guide decision-making.

\(^{10}\) Breckland District Council, Broadland District Council, Great Yarmouth Borough Council, King’s Lynn and West Norfolk Borough Council, North Norfolk District Council, Norwich City Council and South Norfolk Council.
makers on development in marine and coastal areas. On 2 April 2014 the East Inshore and Offshore marine plans were published, becoming a material consideration for public authorities with decision making functions.

Social, economic and environment considerations are neither determined by, nor constrained to, the administrative boundaries of the various planning authorities. Some issues affect single authorities, others are universal to the whole of the County, and across the area there are strong functional relations between places administered by neighbouring authorities. Indeed some settlements straddle the boundaries of planning authorities (Wroxham and Hoveton), as does the infrastructure which is necessary to support development.

The economic geography of Norfolk is complex as it reflects a multicentric area and boundaries tend to be fuzzy. Overall the County has a relatively high level of self-containment as the vast majority of the resident workforce stay in Norfolk for work, although there are some strong functional cross county boundary linkages11.

Within the County the three larger urban areas of Norwich, King’s Lynn and Great Yarmouth have a considerable influence providing jobs, retail, health care and a broad range of services and facilities as well as homes for a significant proportion of the county’s population. These three centres are located in the east, west and centre of the County and have relatively limited functional connection with one another, notwithstanding the A47 linking all three.

3.2 Housing Markets

Housing Market Areas (HMAs) are defined by household demand and preferences for all types of housing, reflecting the key functional linkages between places where people live and work. In defining them, regard is given particularly to: house prices and rates of change in house prices; household migration and search patterns; and contextual data (for example travel to work area boundaries, retail and school catchment areas). They tend to represent “…the geographical area in which a substantial majority of the employed population both live and work and where those moving house without changing employment choose to stay”12. All areas need to be identified as being within a housing market although housing market areas can overlap. Norfolk HMAs can be seen in Figure 4.

Prior to the introduction of a new housing methodology in the revised National Planning Policy Framework in July 2018, the Norfolk Districts and the Broads Authority had produced Strategic Housing Market Assessments (SHMAs) which covered the entire County13. Within the Central Norfolk SHMA area (comprising of Broadland District Council, Norwich City Council and South Norfolk Council) a case can also be made for the identification of a core area based around Norwich

11 The linkages between Great Yarmouth and Lowestoft; the settlements in the Waveney Valley; and between King’s Lynn and the Fens and Cambridge being particularly important.
12 Local Housing Systems Analysis: Best Practice Guide. Edinburgh: Scottish Homes
    https://www.great-yarmouth.gov.uk/CHttpHandler.ashx?id=1241
and its immediate environs including parts of both South Norfolk and Broadland District Councils. Outputs from the Central Norfolk SHMA include separate conclusions in relation to this core area.

The boundaries of Housing Market Areas will rarely correspond with the administrative boundaries of Local Authorities (Fig.3). In Norfolk there are three distinct HMAs centred on Norwich, King's Lynn, Yarmouth and their surrounding hinterlands. However there are some areas of the County which are distant from any of these centres; functional links are less apparent, and the case for inclusion within one HMA rather than another is less compelling. To ensure comprehensive coverage the Norfolk Authorities have agreed that the boundaries of the Housing Market Areas should be co-terminus and because housing targets will be set for each Planning Authority area the boundaries of HMAs should be ‘snapped to’ Authority boundaries.

Agreement 4 –To produce and maintain an assessment of housing needs covering the three contiguous and non-overlapping broad market areas of Great Yarmouth, Central Norfolk and West Norfolk

The housing needs of the relevant parts of the Broads Authority Area are included within the SHMAs for Central Norfolk, Great Yarmouth and Waveney. The level of need within the Broads Authority
area is specified within the Central Norfolk SHMA. The new Government methodology cannot be used to calculate the housing requirements within the Broads area, therefore there remains a requirement for the Broads Authority to calculate a separate housing need when it reviews its local plan.

By virtue of the methodological requirements of the definition HMAs, the Central Norfolk Housing Market is very large and includes settlements some considerable distance apart which have little or no functional connection. In response to this the Central Norfolk Strategic Housing Market Assessment defines a core housing market area identifying the settlements with the strongest connections to the Norwich Urban Area. This supports the decision to prepare separate Local Plans for North Norfolk and Breckland District Councils (see below).

Following the introduction of a New Housing Methodology in the Revised National Planning Policy Framework in July 2018, it is clear that government still expects local planning authorities to plan for the right mix of home types and tenures to reflect local needs and the evidence base for such planning is only currently available from the SHMAs and is not available from the new proposed standard methodology.

3.3 Strategic Functional Economic Market Areas

Government guidance recognises that since patterns of economic activity vary from place to place, there is no standard approach to defining a functional economic market area. However in recognising these areas it is possible to define them by taking account of factors including:

- extent of any Local Enterprise Partnership within the area;
- travel to work areas;
- housing market area;
- flow of goods, services and information within the local economy;
- service market for consumers;
- administrative area;
- catchment areas of facilities providing cultural and social well-being; and
- transport networks.

Boundaries of Travel to Work Areas (TTWAs) are illustrated over the page in Figure 5. Information on retail matters are captured within the existing evidence base supporting Local Plans. Both these sources suggest that whilst Norwich is a major Regional Centre and draws trade from an extensive catchment across Norfolk and the wider region, both King’s Lynn and Great Yarmouth retain a sufficient degree of self-containment to be considered in different functional economic market areas for most purposes.

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14 See pages 132-134 of the Central Norfolk SHMA
15 See pages 35-36 of the Central Norfolk SHMA
16 See in particular the Employment, Town Centre and Retail Study for the greater Norwich Local Plan:
It should also be noted that there are some very strong and significant cross boundary functional economic relationships. Great Yarmouth has particularly strong links with Lowestoft to the South. Within the Waveney Valley there are strong relationships between settlements on both sides of the County boundary. In the West of the County, King’s Lynn in particular has functional economic linkages to the Lincolnshire and Cambridgeshire Fens. Settlements such as King’s Lynn, Downham Market and Thetford also benefit to some extent by good access to the Cambridge economy.

The position within the Central Norfolk area is again more complicated as for certain economic functions (such as higher order retail and cultural activities) the catchment area extends over the whole of Central Norfolk areas; there are far weaker connections in other areas of economic activity. In outer parts of the Central Norfolk area there is little functional connection for convenience shopping and the proportion of working residents who work in the Norwich urban area is very low. Both Thetford and Mildenhall and Cromer and Sheringham are still regarded as being distinct Travel to Work Areas. These are illustrated below.

![Norfolk Strategic Planning Framework](image_url)

Figure 5: Norfolk’s 2011 travel to work areas (TTWAs). Source: ONS 2015

The information available, including particularly the TTWAs and the higher retail analysis, suggests that the boundaries of strategic functional market areas are likely to be similar to the Housing Market Areas described above. Albeit, for many purposes significant sub-areas within these strategic areas will exist for a number of economic functions, especially within the Central Norfolk area.

17 The Central Norfolk SHMA identified the following settlements within the area of the 5 Central Norfolk Districts as having less than 10% of their resident workforce working in Norwich: Diss, Harleston, Sheringham, Swaffham, Thetford, Watton and Wells.
3.4 Implications of Changing Infrastructure on Market Areas

Norfolk has benefitted from a number of significant improvements to its transport infrastructure. It is arguable that these, and others expected to be built over the next few years will have some effect on the functionality of the housing and economic markets. For example the dualling of the A11 (Fiveways to Thetford) was completed and opened in December 2014, significantly improving the road connectivity between much of the County, Cambridge, the wider South East and the Midlands. The A47/A143 link road, which opened in December 2015, now better connects Great Yarmouth’s Enterprise Zone at Beacon Park to further growth areas. The Broadland Northway which completed in Spring 2018 is a key part of the Norwich Area Transportation Strategy which also includes considerable investment in a range of other improvements across Norwich.\(^{18}\)

The Highways (England) Roads Investment Strategy contains a number of improvement schemes for the A47 as part of the government’s trunk road programme to be delivered by 2025:

- A47 Vauxhall and Gapton Roundabouts, Great Yarmouth
- A47 Blofield to Burlingham Dualling
- A47 Easton to Tuddenham Dualling
- A47/A11 Thickthorn junction

Additionally further improvement to the strategic road network of the County will be delivered by the Long Stratton bypass which is expected to be underway by 2020. The A17 is an important part of the road network, serving longer-distance trips, and is expected to be included as part of the Major Road Network, which we understand government will consult on before the end of the year.

In summer 2016 the Department for Transport confirmed Abelio as the operator of the new East Anglian rail franchise, which commenced in October 2016. The nine year franchise will deliver a variety of improvements including the following that are of particular significance for Norfolk:

- Replacement of the entire fleet of trains which will all be in service by the end of 2020;
- More services and faster journeys across the network, including two ‘Norwich in 90’ trains each way per day;
- Norwich to Cambridge services extended to Stansted Airport every hour;
- Faster services between Cambridge and London;
- Work with Network Rail to implement specific schemes to drive up performance and reliability throughout the franchise;
- Increase in seats into London in the morning peak period, and an increase of more than 1,000 services per week on the franchise network; and
- Various other improvements including improvements to WiFi, stations and ticketing systems.

A priority is the improvement of the Cambridge Norwich services including half hourly frequency.

\(^{18}\) See [www.greaternorwichgrowth.org.uk/dmsdocument/554](http://www.greaternorwichgrowth.org.uk/dmsdocument/554) for further information.
Whilst the recently delivered and announced infrastructure enhancements are welcomed and cumulatively will assist the County in reaching its economic potential it is not considered likely they will result in any significant change to the functional geography of the County in the immediate future with regard to either housing or economic markets. East/West communications across the County will remain relatively slow and lack reliability, therefore it is likely that both King’s Lynn and Great Yarmouth will retain similar levels of self-containment in housing and economic matters as present. The functional geography of the County will remain broadly as it is at least for the period of the preparation of the next round of Local Plans.

In the revised NPPF the government introduced the requirement to produce a Statement of Common Ground (SCG) over the housing market area or other agreed geographical area where justified and appropriate.

In light of this requirement and the above analysis of our functional economic geography it is the view of the Norfolk Local Planning Authorities that there is a strong case to produce a single statement of common ground across Norfolk rather than seeking to produce three separate ones based on one large and two small Housing Market Areas. The reasons for this are:

- The recognised desire of the government not to disrupt existing joint working arrangements where these are effective;
- The high overall rate of self-containment of the Norfolk economy;
- The somewhat weak functional relationship between the outer areas of the Central Norfolk Housing Market Area and its core and the similarity of the strategic issues faced by these outer areas with the adjoining coastal and rural areas of Kings Lynn and West Norfolk and Great Yarmouth Boroughs; and
- The way in which the Broads Authority area overlaps both the Great Yarmouth and Central Norwich Housing Market Areas and five of the District planning authority areas which are signatories to this Framework.

Furthermore the shared understanding of economic geography has led to a number of agreements being reached about appropriate Local Planning areas for Norfolk.

The relative self-containment of both King’s Lynn and Great Yarmouth suggests that in practical terms there may be problems in seeking to meet growth pressures evident in King’s Lynn and Great Yarmouth within the central Norfolk area and vice versa. In the light of this the following agreement has been reached.

**Agreement 5 - That Great Yarmouth and King’s Lynn and West Norfolk will each continue to prepare separate Local Plans for their areas.**

With regard to Central Norfolk, the evidence does suggest that there may be some possibility for some of the growth pressures evident within the five Districts of Central Norfolk to be met within the different administrative areas of Central Norfolk. These five District authorities (Breckland, Broadland, North Norfolk, Norwich City and South Norfolk, along with the Broads Authority that partly overlaps 4 of their administrative areas) already co-operate closely, have a shared SHMA and are working on other joint studies. However, as noted above the Central Norfolk Housing Market Area is broad and contains places that have little relationship within one another and only a comparatively weak relationship with Norwich at the centre of the area. In the light of this the Local Authorities have reached agreement that whilst it will be necessary to closely co-operate on strategic planning matters and shared evidence it is only appropriate to seek to plan jointly over the
area closer to Norwich with much stronger functional connectivity. The possible advantages of producing a single Local Plan covering all of Central Norfolk are considered to be outweighed by the delays this would cause to plan preparation and the difficulty of getting meaningful engagement over such a large area.

Agreement 6 - That Breckland and North Norfolk will continue to prepare separate Local Plans for their areas whilst Broadland District Council, Norwich City Council and South Norfolk Council will co-operate on a new Greater Norwich Local Plan that will replace the current Joint Core Strategy and various other existing Local Plan documents in this area.

The issue of whether it is appropriate to define any sub market areas or not will be a matter for those Plans. This approach does not preclude the possible redistribution of growth across the Central Norfolk area should this be supported by evidence and agreed by the relevant planning authorities.

Furthermore, the Broads Authority Area overlaps functional housing and travel to work areas of Central Norfolk, Great Yarmouth and Lowestoft. The area clearly has a unique environment and a very distinct set of planning challenges which suggest that joint Local Planning would not be the best approach.

Agreement 7 - That, in view of the very distinct issues facing the Broads Authority Area, spatial planning matters will continue to be best addressed by way of a standalone Broads Local Plan.

For further information on the current Local Plans in the County and the timetable for review please see the Norfolk Compendium19.

3.5 Other Joint Initiatives and Neighbouring Strategic Partnerships

Given the high degree of self-containment in relation to the housing market and travel to work areas the framework relates principally to the county of Norfolk although where appropriate cross boundary initiatives are in place. For example planners from all of the Norfolk and Suffolk coastal local planning authorities, including the Broads Authority have also held a series of meetings over the latter part of 2017/early 2018 to share knowledge and experience and identify common interests around the coastal planning process. This has led to the creation of a separate ‘Coastal’ Statement of Common ground being developed20. Other joint working arrangements include a Statement of common ground between Great Yarmouth and Waveney and the Cambridge Norwich Tech corridor, further details of cross boundary initiatives are in appendix 2.


Norfolk is bounded by Suffolk to the south and Cambridgeshire and Lincolnshire to the West, strategic partnerships are being developed in these neighbouring areas in response to national objectives for additional homes, jobs and enhanced infrastructure.

Following the formation of the Combined Authority (CA) for Cambridgeshire and Peterborough. The CA produced the Cambridgeshire and Peterborough Strategic Spatial Framework\(^\text{21}\) in March 2018 which brings together the current growth ambitions of the area, and how the Combined Authority can support local jobs and housing growth ambitions. The Combined Authority are engaging with its partners and other stakeholders to continue to develop the second half of the Strategic Spatial Framework.

In Suffolk, the Framework for Growth\(^\text{22}\) was agreed by the Suffolk Growth Portfolio Holders and Public Sector Leaders in January 2019. The Framework brings together the shared growth work that is being taken forward across Suffolk into a single, cohesive programme.

The Framework:

- Presents the starting point and ambitions to allow local authorities to engage with communities, partners and Government with a clear and consistent message
- Sets out a single, concise summary of the work being taken forward to plan, coordinate and deliver growth across Suffolk
- Enables connections between programmes of work across the public sector, thereby minimising duplication and ensuring greater benefit is delivered through our investments

To the west of Norfolk the South East Lincolnshire Local Plan\(^\text{23}\) was adopted in March 2019 by the Joint Strategic Planning Committee. The Committee is a partnership of Boston Borough, South Holland District and Lincolnshire County Councils who are working together to plan the future of South Holland District and Boston Borough.

Across the wider region Norfolk is represented at the East of England Local Government Association and on the East of England Strategic Spatial Planning Officers’ Liaison Group (SSPOLG) The role of the latter is to coordinate technical and policy work relevant to councils in the East of England on strategic economic, planning and infrastructure challenges, with a particular focus on engagement with London and the Wider South East.

Norfolk Authorities will continue to work with authorities in the region through their strategic partnerships and national initiatives to ensure a complementary, integrated approach to growth and to optimise investment opportunities to achieve mutually beneficial outcomes.

\(^{21}\) See [http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Item-2.1-Append](http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Item-2.1-Append)


Section 4 – Projections of growth

As a baseline for planning activity published projections for the County must be considered, including projections regarding population, households and employment. These are summarised below. However, it should be recognised that these are statistical projections and tend to be very heavily based on the extrapolation of past trends. In forward planning it is essential that other factors are given due weight. This is done in subsequent sections of this document and these projections are only produced for information.

4.1 Population Projections

The most recent set of national population projections were published by the Office for National Statistics (ONS) in May of 201824. These show a drop in the rate of overall population growth from the 2014 ONS figures, however Table 1 still shows a growth in population levels of 10% over the 20 year period from 2016-2036. All districts are projected to see a level of population growth of between 5% and 18%.

Table 1: Current and projected population numbers for Norfolk Districts. Source: ONS, 2018

<table>
<thead>
<tr>
<th>District</th>
<th>2016 (000’s)</th>
<th>2036 (000’s)</th>
<th>Population growth 2014-2036 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breckland</td>
<td>137.1</td>
<td>156</td>
<td>14</td>
</tr>
<tr>
<td>Broadland</td>
<td>127.4</td>
<td>138.1</td>
<td>8</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>99</td>
<td>103.8</td>
<td>5</td>
</tr>
<tr>
<td>King’s Lynn And West Norfolk</td>
<td>151.8</td>
<td>164.4</td>
<td>8</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>103.6</td>
<td>112.1</td>
<td>8</td>
</tr>
<tr>
<td>Norwich</td>
<td>139.9</td>
<td>154</td>
<td>10</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>133</td>
<td>156.8</td>
<td>18</td>
</tr>
<tr>
<td>Norfolk</td>
<td>891.7</td>
<td>985.2</td>
<td>10</td>
</tr>
</tbody>
</table>

It should be noted that these projections do not take into account existing planned growth such as existing commitments in the Greater Norwich Joint Core Strategy. This would suggest a somewhat different distribution of population growth between the Greater Norwich authorities.

The population projections also contain considerable information of the age profile of the population. This is potentially of considerable strategic significance for Norfolk which will have major implications for Local Authority services and will need to be considered in Local Plans. The projected age profiles are set out in the Table 2 and 3 over the page.

24Available at [https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2](https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2)
Table 2: Existing population numbers (000s) and % by age quartiles (2016) and projected population numbers and % by age quartiles (2036) of Norfolk Districts. Source: ONS

<table>
<thead>
<tr>
<th>District</th>
<th>2016</th>
<th>2036</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All people (000s)</td>
<td>000s aged 0-19 (%)</td>
</tr>
<tr>
<td>Breckland</td>
<td>137.1</td>
<td>29.6 (21.5)</td>
</tr>
<tr>
<td>Broadland</td>
<td>127.4</td>
<td>26.3 (20.6)</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>99</td>
<td>22 (22.2)</td>
</tr>
<tr>
<td>King’s Lynn And West Norfolk</td>
<td>151.8</td>
<td>32.3 (21.3)</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>103.6</td>
<td>18.3 (17.7)</td>
</tr>
<tr>
<td>Norwich</td>
<td>139.9</td>
<td>31.5 (22.5)</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>133</td>
<td>29.6 (22.3)</td>
</tr>
<tr>
<td>Norfolk</td>
<td>891.7</td>
<td>189.6 (21.3)</td>
</tr>
</tbody>
</table>

Table 3: Change in 000s between 2016 and 2036. Difference between ‘All People’ for each district between 2016 and 2036 in %. Source: ONS

<table>
<thead>
<tr>
<th>District</th>
<th>Difference between 2016 and 2036</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All people (000s)</td>
</tr>
<tr>
<td>Breckland</td>
<td>18.9</td>
</tr>
<tr>
<td>Broadland</td>
<td>10.7</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>4.8</td>
</tr>
<tr>
<td>King’s Lynn And West Norfolk</td>
<td>12.6</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>8.5</td>
</tr>
<tr>
<td>Norwich</td>
<td>14.1</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>23.8</td>
</tr>
<tr>
<td>Norfolk</td>
<td>93.5</td>
</tr>
</tbody>
</table>

These tables show that whilst the overall population of the County is projected to grow steadily at a relatively modest rate, the change in the age profile is more significant with over 88% of the total increase between 2016 and 2036 being accounted for by growth in the over 65s\(^{25}\). Between the

\(^{25}\) Total growth in population age 65 plus is 82,400
ages of 20 and 64 population growth is projected to be very slow, with only a 0.6% growth rate over the 20 year period, whilst the numbers of 0-19 years olds are projected to grow by 4.3%.

These numbers do vary somewhat between individual districts (with Norwich being notably less affected by an ageing population) but the growth in the elderly population is projected to affect most parts of the County and will create significant issues given current models for funding social care and education provision. These issues are not considered further in the framework but the issues relating to housing are considered further in the housing section below.

The 2017 Health profile for England suggests:

- Life expectancy continues to rise, albeit at a declining rate, but the number of years spent in poor health is increasing. This will impact the need for particular housing, transport and service delivery solutions
- The life expectancy gap between men and women is closing which may later affect the size of older person households over time
- Deprivation and inequality continue to be key and enduring factors in poor health outcomes and so need addressing. Consequently access to housing and employment and the impact of spatial and economic planning on these factors needs consideration
- There is growing evidence of the link between incidents of flooding and poor mental health

### 4.2 Household Projections

The most recent set of household projections were published by Department for Communities and Local Government (DCLG) in Sept 2018. These show that due to demographic changes households will increase at a marginally faster rate than population. Similar patterns of growth are shown as for population but again it should be noted that these projections do not take into account growth planned in existing Local Plans which may influence the scale and distribution of the growth in households.

Table 4: ONS 2016 household projections. Source: ONS

<table>
<thead>
<tr>
<th>District</th>
<th>2011</th>
<th>2016</th>
<th>2026</th>
<th>2036</th>
<th>Household growth 2016-2036 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breckland</td>
<td>54,522</td>
<td>57,464</td>
<td>63,264</td>
<td>69,588</td>
<td>21</td>
</tr>
<tr>
<td>Broadland</td>
<td>53,343</td>
<td>54,683</td>
<td>57,877</td>
<td>61,115</td>
<td>12</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>41,988</td>
<td>43,015</td>
<td>45,004</td>
<td>47,296</td>
<td>10</td>
</tr>
<tr>
<td>King's Lynn and West Norfolk</td>
<td>62,928</td>
<td>64,345</td>
<td>67,903</td>
<td>71,800</td>
<td>12</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>46,033</td>
<td>47,355</td>
<td>50,406</td>
<td>53,689</td>
<td>13</td>
</tr>
<tr>
<td>Norwich</td>
<td>59,587</td>
<td>62,192</td>
<td>65,793</td>
<td>69,582</td>
<td>12</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>52,825</td>
<td>56,720</td>
<td>63,842</td>
<td>69,618</td>
<td>23</td>
</tr>
<tr>
<td>Norfolk</td>
<td>371,225</td>
<td>385,784</td>
<td>414,089</td>
<td>441,688</td>
<td>14</td>
</tr>
</tbody>
</table>

---

It should also be noted that the outcome of the Government Technical consultation at the end of 2018\textsuperscript{28} regarding the standard housing need methodology maintains the use of the 2014 based household projections in calculating the housing need. These show a larger growth in households in all districts except in Breckland than the figures above. According to ONS this is because of lower assumptions about future levels of fertility and international migration, and an assumption of a slower rate of increase in life expectancy in the 2016 based projections. It is clear these figures remain important in calculating local housing need and the 2014 based projection figures are included in the table below.

Table 5: ONS 2014 household projections. \textit{Source: ONS}

<table>
<thead>
<tr>
<th>District</th>
<th>2011</th>
<th>2016</th>
<th>2026</th>
<th>2036</th>
<th>Household growth 2016-2036 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breckland</td>
<td>54,744</td>
<td>57,652</td>
<td>63,041</td>
<td>67,797</td>
<td>18</td>
</tr>
<tr>
<td>Broadland</td>
<td>53,431</td>
<td>55,123</td>
<td>59,101</td>
<td>62,704</td>
<td>14</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>42,177</td>
<td>43,579</td>
<td>46,718</td>
<td>49,687</td>
<td>14</td>
</tr>
<tr>
<td>King’s Lynn and West Norfolk</td>
<td>63,214</td>
<td>65,082</td>
<td>69,508</td>
<td>73,633</td>
<td>13</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>46,118</td>
<td>47,940</td>
<td>51,922</td>
<td>55,671</td>
<td>16</td>
</tr>
<tr>
<td>Norwich</td>
<td>60,135</td>
<td>63,509</td>
<td>68,782</td>
<td>73,658</td>
<td>16</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>53,028</td>
<td>56,660</td>
<td>63,923</td>
<td>69,953</td>
<td>23</td>
</tr>
<tr>
<td>Norfolk</td>
<td>372,847</td>
<td>389,545</td>
<td>422,995</td>
<td>453,088</td>
<td>16</td>
</tr>
</tbody>
</table>

4.3 Employment Projections

Across the East of England Local Authorities use the East of England Forecasting Model (EEFM) to better understand the development needs of their area. The model provides a set of baseline forecasts designed to facilitate the setting of consistent housing and jobs targets and can also provide a means of generating alternative scenarios. It is prepared by the independent forecasting house Cambridge Economics and further information about the model and details of runs published are available online\textsuperscript{29}.

Table 5 sets out the headline results for Norfolk Districts produced in the 2017 run of the model. As with any forecast model, these results need to be treated with a degree of caution. They are “policy neutral” and assume that policy context in the future remains broadly as it has in the past. They cannot reflect the impact of any recent or future interventions that may be made through infrastructure investment, Economic Strategies or Local Plans. In addition, the reliability of a number of the underlying datasets decreases at smaller scales, and economic activity is not limited by council boundaries, so individual sector and District forecasts should be treated as being broadly indicative.

\textsuperscript{28} See \url{https://www.gov.uk/government/consultations/changes-to-planning-policy-and-guidance-including-the-standard-method-for-assessing-local-housing-need}

\textsuperscript{29} See \url{http://cambridgeshireinsight.org.uk/EEFM}
Overall the model shows that without additional intervention total job levels in the Norfolk economy are projected to grow at relatively modest rates over the next 20 years with most of the growth projected taking place within Greater Norwich. If the aims of the City Deal are added to the model’s forecasts, it projects that over 92% of all the net growth in Norfolk will take place in Greater Norwich.

Table 6: Total employment by district. Source: EEFM 2017 and Central Norfolk SHMA

<table>
<thead>
<tr>
<th>Districts</th>
<th>Total employment (000's)</th>
<th>2016-2036 growth (000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2016</td>
</tr>
<tr>
<td>Breckland</td>
<td>49.8</td>
<td>57.5</td>
</tr>
<tr>
<td>Broadland</td>
<td>53.7</td>
<td>58.7</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>41.9</td>
<td>43.9</td>
</tr>
<tr>
<td>King’s Lynn &amp; West Norfolk</td>
<td>62.6</td>
<td>68.9</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>39.5</td>
<td>42.4</td>
</tr>
<tr>
<td>Norwich</td>
<td>89.5</td>
<td>102</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>56.3</td>
<td>63.3</td>
</tr>
<tr>
<td>Greater Norwich*</td>
<td>199.4</td>
<td>223.9</td>
</tr>
<tr>
<td>Norfolk</td>
<td>393.3</td>
<td>436.7</td>
</tr>
</tbody>
</table>

*Broadland, Norwich & South Norfolk
**City Deal additional 11,800 jobs added but not broken down between GN Districts

Note: The Broads does not have its own jobs figures but any jobs delivered contribute to district target.
Section 5 – The Economy

Strategic Economic Objectives

To realise the economic potential of Norfolk and its people by:

- facilitating the development and infrastructure needed to support the region’s business sectors and clusters, driving economic growth through the enhancement of productivity, skills and education to provide widening opportunities in line with the New Anglia Local Enterprise Partnership Economic Strategy;
- fully exploiting the economic opportunities offered by the economic success and global reputation of Cambridge;
- providing for job growth broadly matching increases in housing provision and improving the alignment between the locations of workplaces and homes;
- ensuring effective and sustainable digital connections and transport infrastructure between and within Norfolk’s main settlements and across county boundaries to strengthen inward investment;
- strengthening Norfolk’s connections to the rest of the UK, Europe and beyond by boosting inward investment and international trade through rail, road, sea, air and digital connectivity infrastructure;
- strengthening Norfolk’s competitiveness through the delivery of well-planned balanced new developments providing access to a range of business space as well as high quality residential, well serviced by local amenities and high quality educational facilities;
- Recognising the role of our city centre and the need to re-examine and revitalise the role of town centres as a focus for investment and enhancing the quality of life for residents;
- recognising that the long term conservation of Norfolk’s natural environment and heritage is a key element of the county’s competitiveness.

5.1 Introduction

Compared to other areas in the UK, Norfolk has generally weathered the economic downturn since 2008 well. This is largely due to its diverse economy which is not reliant on any one sector. County employment levels and Gross Value Added (GVA) have returned to pre-downturn levels. The value of Norfolk’s economy is £18.7 billion.\(^\text{30}\)

Overall Norfolk’s economy is growing, although growth is stronger in some parts of the County than others. This growth is driven by certain sectors of the economy, mostly concentrated in specific geographic areas, where there are particular strengths and expertise, for example energy, advanced engineering, tech/digital, food and life sciences. Norfolk’s overall employment rates have consistently remained above national levels over the past 10 years (currently 75.2%, compared to the national level of 75%) and unemployment rates are generally below the national level and lower than they were 10 years ago.\(^\text{31}\) However, this disguises substantial variation, the County includes some of the most deprived communities in the Country which have not weathered the downturn so well and a State of the Nation report, published in Nov 2017, has revealed parts of the county are

\(^{30}\) [https://newanglia.co.uk/economic-evidence-workbooks/](https://newanglia.co.uk/economic-evidence-workbooks/)

\(^{31}\) ONS Annual Population survey, (July 2017-June 2018)
some of the worst in England for social mobility. The potential impact of Brexit adds uncertainty to future projections.

There are significant geographic clusters of existing business activity that anchor the Norfolk economy, with a number of these offering significant potential for growth. These key sector/industrial clusters can be summarised as follows:

- Agriculture and Food Processing – Breckland, King’s Lynn & West Norfolk, North Norfolk, Greater Norwich
- Tech/digital Industries – Greater Norwich
- Offshore Energy – Great Yarmouth
- Engineering & manufacturing – King’s Lynn & West Norfolk, Breckland, Greater Norwich, Great Yarmouth
- Financial Services - Greater Norwich
- Health and Life Sciences – Greater Norwich
- Tourism – The Broads, The Brecks, Great Yarmouth, North Norfolk, King’s Lynn & West Norfolk, Greater Norwich

Notwithstanding these clusters and our economic strengths, the challenge going forward is the Norfolk economy’s high level of dependency on lower wage, lower-skill sectors such as food production, agriculture and tourism, and the related high concentrations of very deprived populations in some parts of the County and ‘hidden’ rural poverty elsewhere. This is reflected in productivity levels per head which are currently at 25% below the national average. This, coupled with low levels of investment, relatively poor infrastructure and skills attainment, impacts on potential future economic growth.

While this Strategic Framework addresses development matters (broadly speaking, building and changes in the use of land), it is recognised that to be fully effective this needs to be complementary to other programmes and measures at the district, county, regional and national levels. In the light of the factors mentioned above, endeavours to promote ‘inclusive growth’ are especially relevant such as developing skills, community aspiration and capacity; recognising and nurturing the contributions of voluntary and community sectors; the quality of job opportunities, etc.

Many districts have their own economic development strategies, and there is a good record of collaboration on specific economic development projects. This Framework provides the opportunity to lay the foundation for developing strategy and such cooperation going forward.

The UK government published a white paper Building a Britain fit for the future in November 2017. The overarching aim and ambition of the Industrial Strategy is to provide a long term framework to build on our areas of competitive advantage, to close the gap between our best and worst performing areas, and make the UK one of the most competitive places in the world to start or grow a business. The strategy identified 5 foundations of productivity and 4 grand challenges to put the UK at the forefront of the industries of the future. Additionally local authorities are working with the New Anglia LEP to support the production of a local industrial strategy. The overarching strategy for

33 See https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future
Norfolk set in the context of the New Anglia LEP area is set out in the Economic Strategy which was published in 2017\(^{34}\). This set a number of ambitious targets regarding jobs numbers, new business start-ups, housing delivery, and productivity by 2036. Some of the key targets are summarised in Table 6:

**Table 7: Summary of Key Economic Strategy targets (New Anglia Area)**

<table>
<thead>
<tr>
<th>Economic Strategy Headline</th>
<th>Target (to 2036)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs</td>
<td>88,000 more jobs</td>
</tr>
<tr>
<td>Businesses</td>
<td>30,000 new businesses</td>
</tr>
<tr>
<td>Housing</td>
<td>140,000 new houses</td>
</tr>
<tr>
<td>GVA</td>
<td>£39 per Hour</td>
</tr>
</tbody>
</table>

It is expected that measures to assist in the delivery of these objectives will be brought forward as part of the Implementation of Delivery and Investment Plans.

The Norfolk Local Authorities are committed to strengthened collaboration and focus on new initiatives and interventions to help nurture economic growth in higher value, knowledge based sectors across Norfolk. These include new multi-site Enterprise Zones led by the New Anglia LEP, the new Cambridge-Norwich Tech Corridor, innovation centres at King’s Lynn and Hethel, and energy related Enterprise Zone sites across Great Yarmouth and Waveney. The Local Energy East Strategy sets out collective ambitions to 2030 underpinned by a range of activities that the Local Energy East Network and the Greater South East Energy Hub will take forward to ensure that the remains at the forefront of clean growth in the UK and grasps the opportunities ahead.

Supporting the growth of Norwich Research Park for example, and other key Enterprise Zone sites, will help to grow knowledge jobs in key sectors and enhance the commercialisation of research. A greater focus on supporting digital entrepreneurs will also help strengthen the growing cluster of tech/digital creative enterprises in and around Norwich’s city centre, and strengthening supply chains in the manufacturing, engineering and energy sectors will enhance business sustainability and employment growth.

The DCLG household forecast reproduced above in section 4.2, Table 2&3 suggests that there will be an annual growth in households of approx. 2,800 households per annum across Norfolk through to 2036. Yet the housing needs assessment set out in table 9 in section 6.3 below commits the Local Authorities to making provision for a least 4,200 new homes per annum over the same period (excluding additional housing for the City Deal). Although a minor element of this difference may be accounted for because of housing backlogs caused by historic under-delivery, the largest factor is the expectation of economic development that has been built into the needs assessments. The methodologies used to calculate housing needs effectively make some allowance for job and productivity growth in future being in excess of current levels. Therefore it is recognised that additional economic interventions will be needed in order to deliver the objectives identified within this framework.

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\(^{34}\) See [https://newanglia.co.uk/our-economic-strategy/](https://newanglia.co.uk/our-economic-strategy/)
The development of this framework has concentrated on; identifying strategic sites, possible further interventions and cross boundary working that will need to be taken forward to deliver the shared objectives that have been agreed.

5.2 Strategic Employment Sites

Strategic employment sites have been agreed through joint activity on economic development and inward investment. They are all located in the growth locations identified in New Anglia LEP’s Economic Strategy and are targeted at the Norfolk and Suffolk Economic Strategy’s key sectors. Therefore it is crucial to facilitate a step change in our economy and the focus of promotional activity.

Together they form a package of sites that provides a comprehensive offer for inward investment and strategic growth, a number of which have Enterprise Zone status. The number and availability of these sites gives Norfolk an economic advantage in attracting certain types of inward investment. In addition, as a result of their scale and type, these sites have additional potential through existing and planned close cross-boundary working. By their nature some of these sites form part of wider functional economic areas which span district/county boundaries, increasing potential for joint collaboration to enhance economic growth.

Figure 6: Norfolk’s Tier One Employment Sites, 2017

Agreement 8 recognises that these Tier 1 sites should be protected from loss to alternative uses such as housing which is consistent with Paragraph 4.18 of the Housing White Paper which proposes that employment sites identified as “strategic” will not be subject to reduced protection from residential development. It is therefore proposed that the Tier 1 employment sites identified in Table 7 are formally recognised as “strategic” employment sites within Agreement 8.
<table>
<thead>
<tr>
<th>Site</th>
<th>Supports N&amp;S Economic Strategy’s Key Sector(s)</th>
<th>N&amp;S Economic Strategy’s Growth Location</th>
<th>Land available (approx.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bexwell (Downham Market)</td>
<td>ICT and Digital Creative</td>
<td>King’s Lynn and Downham Market (A10)</td>
<td>29 ha</td>
</tr>
<tr>
<td>Broadland Business Park area</td>
<td>Financial services ICT &amp; Digital Creative</td>
<td>Greater Norwich</td>
<td>55ha</td>
</tr>
<tr>
<td>- plots on existing BBP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- BBP Laurel Farm</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- St Andrews northside, Broadland Gate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Browick Interchange (Wymondham)</td>
<td>Advanced Manufacturing &amp; Engineering. ICT and Digital</td>
<td>Tech Corridor</td>
<td>22 ha</td>
</tr>
<tr>
<td>Egmere Business Zone</td>
<td>Offshore renewables sector</td>
<td>Space to Innovate Enterprise Zone</td>
<td>7.4ha</td>
</tr>
<tr>
<td>Food Enterprise Zone Honingham/Easton</td>
<td>Food, Drink &amp; Agriculture</td>
<td>Greater Norwich / Tech-corridor</td>
<td>19ha</td>
</tr>
<tr>
<td>Great Yarmouth Enterprise Zone and Energy Park sites:</td>
<td>Energy</td>
<td>Great Yarmouth and Lowestoft</td>
<td>13.5ha 25ha</td>
</tr>
<tr>
<td>- Beacon Park (EZ)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- South Denes (EZ &amp; EP)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hardwick extension (King’s Lynn)</td>
<td>Advanced Manufacturing &amp; Engineering. ICT and Digital</td>
<td>King’s Lynn and Downham Market (A10)</td>
<td>27 ha</td>
</tr>
<tr>
<td>Hethel Engineering Centre and Technology Park</td>
<td>Advanced Manufacturing &amp; Engineering.</td>
<td>Greater Norwich</td>
<td>20ha</td>
</tr>
<tr>
<td>Nar Ouse Business Park (King’s Lynn) (part EZ)</td>
<td>Advanced Manufacturing &amp; Engineering. ICT and Digital</td>
<td>King’s Lynn and Downham Market (A10 corridor)</td>
<td>17 ha (EZ)</td>
</tr>
<tr>
<td>Norwich City Centre</td>
<td>ICT and Digital Creative</td>
<td>Greater Norwich</td>
<td>Multiple Sites</td>
</tr>
<tr>
<td>Norwich Airport</td>
<td>Advanced Manufacturing &amp; Engineering.</td>
<td>Greater Norwich</td>
<td>75ha+</td>
</tr>
<tr>
<td>- Aeropark</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Southern area (around Hurricane Way)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Airport business park</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norwich Research Park (part Enterprise Zone)</td>
<td>Life Sciences</td>
<td>Greater Norwich</td>
<td>45ha (EZ 25ha)</td>
</tr>
<tr>
<td>NRP North and South</td>
<td>Food, Drink &amp; Agriculture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scottow Enterprise Park</td>
<td>Logistics Energy</td>
<td>Greater Norwich</td>
<td>26 ha</td>
</tr>
<tr>
<td>Snetterton</td>
<td>Advanced Manufacturing &amp; Engineering.</td>
<td>Tech corridor</td>
<td>68ha</td>
</tr>
<tr>
<td>Thetford Enterprise Park</td>
<td>Advanced Manufacturing &amp; Engineering.</td>
<td>Tech corridor</td>
<td>18ha</td>
</tr>
</tbody>
</table>
Agreement 8 - The above list of locations are the Tier One Employment sites and should be the focus of investment to drive increasing economic development in key sectors, and protected from loss to other uses.

This list will need to be kept under review in the light of emerging Economic Strategy priorities and the progress on Local Plans.

5.3 Key Cross-Boundary Economic Issues and Interventions

This section identifies the principal strategic economic matters and other matters which can only be fully addressed through development plans in (or across) more than one local planning authority area. It therefore does not include a wide range of matters which whilst they are recognised as very important, but which do not meet the specific definition of strategic development ‘Duty to Cooperate’ matters laid down by the Localism Act. These include the generality of

- rural economy (including agriculture);
- tourism and recreation;
- development of market towns;

Development associated and supporting these is addressed through individual local plans and informal joint working between local planning authorities, and these issues are addressed more widely through economic and other strategies. Neither is this section intended to include every economic issue that requires cross-boundary working, but just those of an extensive or special significance from a Norfolk wide perspective.

The role of Greater Norwich

Norwich and its immediate hinterland is the prime economic generator in the County. Its influence, and the policy measures required to make the most of this extend well beyond both the City Council’s boundaries and the existing urban area.

A large part of the county depends upon the vibrancy of the city for employment, services, higher order retail, culture and leisure. It also has an economic importance as a public transport hub. The vibrancy and focus of activity in the city centre also attracts significant numbers of visitors, and helps make the wider area an appealing place to live, work, invest and locate businesses. The economy of this wide area of influence will benefit from ensuring that the city is accessible; the centre continues to thrive and is attractive to inward investment; and out of centre development complements the overall offer.

The Broadland Northway will support the delivery of planned housing and jobs to the north and north-east of Norwich. It will improve strategic access to a wide area of Broadland and North Norfolk. Realising the full range of economic opportunities will benefit from cooperation. The Airport supports the economy of the area including the offshore energy sector.

Broadland, Norwich, and South Norfolk, with Norfolk and the Broads Authority, are working through the Greater Norwich Development Partnership (GNDP) on the planning of the area.

The Five Year Infrastructure Investment Plan identifies the projects from the Greater Norwich Infrastructure Plan the delivery of which is considered to be a priority for achieving the economic growth targets, as set out in the Joint Core Strategy and the Greater Norwich City Deal. The Greater Norwich Growth Programme identifies infrastructure schemes to be prioritised for delivery and development within each financial year, using pooled CIL funding.
The Norwich Area Transportation Strategy (NATS) identifies the transport improvements needed over the next 15+ years. The NATS Implementation Plan (agreed 2010, updated 2013) sets out a range of transport measures with their intended phasing for delivery over the short to medium term. Both are due to be updated.

**Cambridge to Norwich Technology Corridor**

The corridor from Norwich to Cambridge, identified in Fig.6, includes a cluster of existing tech businesses and strategic employment sites. It provides the potential for significant economic development, particularly as connectivity has improved with full dualling of the A11 between Norwich and Cambridge. The corridor also benefits from the Norwich to Cambridge railway line. These opportunities need to be supported and exploited to maximise economic benefits.

The corridor is identified as a key growth corridor in the New Anglia LEP’s Economic Strategy. The Cambridge Norwich Tech Corridor initiative has been established to maximise the economic benefits of this high quality location for technology based businesses with its world class universities, research institutes and long established tech businesses. The partnership will capitalise on the talent pool, emerging sectors, low cost space, high quality environment, infrastructure networks and a fast growing economy to deliver innovation-led growth and investment.

In Norfolk the corridor extends through Norwich, South Norfolk and Breckland, and then into Suffolk and Cambridgeshire.

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![Figure 7: The Cambridge Norwich Tech Corridor, 2019](http://www.techcorridor.co.uk/)

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35 See [http://www.techcorridor.co.uk/](http://www.techcorridor.co.uk/) for further information
A47 Corridor

The A47 crosses the county and, directly or indirectly, affects all Norfolk’s districts, parts of Suffolk and Cambridgeshire. The current limitations of the A47 act as a brake on economic growth, hindering investment, adding business and commuter costs, cause disproportionate accident and safety issues and contribute to the ‘peripheral’ image of Norfolk. Improvements to the road will unlock jobs, increase GVA and attract additional private investment all along its length.

The A47 Alliance comprises of representatives from all Local Authorities, the business community, MPs and stakeholders along the whole of the trunk road route between Peterborough and Lowestoft. The Alliance is working to make the case for improvements and to secure the necessary investment to implement these. Partners will need to consider how best to cooperate to realise the economic potential of improvements.

At Wisbech the emerging Garden Town proposal may result in up to 12,000 additional homes (on top of the 3,550 homes already allocated in the Fenland Local Plan) effectively doubling the size of the town. This is linked to a potential new rail connection which would put the town within commuting distance of Cambridge and Peterborough. The existing allocation relating to East Wisbech is incorporated into the emerging plan.

Offshore Energy Sector / Ports of Great Yarmouth & Lowestoft

The ports of Great Yarmouth and Lowestoft are successfully developing their role in the huge growth in offshore wind generation and major planned gas field decommissioning in the southern North Sea, building on 50 years’ experience in offshore energy.

These two ports, in close proximity, together form a strategically significant economic (and infrastructure) resource, generating employment and supply chains of regional significance. The sector is also supported by businesses and facilities, such as Norwich Airport, in Greater Norwich. The critical mass of facilities, infrastructure and businesses helps the area compete with areas elsewhere, including on the other side of the North Sea.

There is a long and continuing history of collaboration between Great Yarmouth, Waveney, Norfolk and Suffolk Councils to make the most of these opportunities.

Through close cooperation, these bodies and the LEP were successful in bidding for an Enterprise Zone (EZ) covering six sites in Great Yarmouth and Waveney to strengthen and build the offshore energy sector in the area. This EZ is one of the most successful in the country, the only zone to have exceeded the original EZ targets. The two Norfolk sites in Great Yarmouth are South Denes and Beacon Park.

Great Yarmouth Borough Council, Norfolk County Council, Highways England and the New Anglia LEP have cooperated closely on developing the road transport infrastructure to support the growth of the offshore energy sector in Great Yarmouth, with the third river crossing now accepted onto the NSIP (Nationally Significant Infrastructure Projects) process, to provide direct access to the Port from the trunk road network, rather than through the heart of the town as at present, and improving the A47 link to the rest of the country.

Norfolk Coast, the Broads and the Brecks

The Norfolk Coast, the Broads and the Brecks are the 3 key cross boundary areas of the county where economic benefits include not only their attraction for tourism and recreation, but also their contribution to quality of life, and hence the attractiveness of Norfolk as an area to live, work and to
locate a business. The economies of these areas are dependent on businesses, infrastructure and environmental protection in surrounding areas. This is particularly the case for the Broads Authority Executive Area, where the Broads Authority boundary is very tightly drawn.

In order to maximise the economic benefits a number of issues require coordination across planning authority boundaries, including coastal change, erosion and flooding; environment, landscape and habitats; as well as tourism and recreation itself. By working together the relevant authorities can ensure complementary measures, and maximise potential economic benefits.

All the Norfolk coastal districts, together with the Broads Authority (part of which is on the coast), Waveney District Council in Suffolk, and the Environment Agency have worked together on one or more of the three Shoreline Management Plans covering the Norfolk Coast, developing understanding of the technical and political challenges involved, and coordination of efforts to address these.

The quality, importance and diversity of the natural environment, including the Coast, the Broads and the Brecks, is reflected in the numerous national and international designations, including Special Areas of Conservation (SACs), Special Protection Areas (SPAs), Ramsar sites, and Sites of Special Scientific Interest (SSSIs), and protected landscapes (Norfolk Coast Area of Outstanding Natural Beauty and the Broads). The planning authorities have a role in helping to protect and manage these assets, along with Natural England, the Environment Agency and a wide range of non-statutory environmental and community organisations. Ensuring that new development can proceed sustainably without harm to protected sites or species, or to biodiversity or geodiversity in the wider environment, is a particular challenge. Through joint working and cooperation across planning authority boundaries, a better understanding of the potential impacts from development (especially relating to housing and recreation) is being developed, and new ideas and best practice for monitoring and mitigating any impacts are being shared.

**A10 corridor**

The A10, and parallel rail line from King’s Lynn to Cambridge (passenger and freight), provides a strategic transport corridor. The section from King’s Lynn to Downham Market is identified as a growth location in the Norfolk and Suffolk Economic Strategy. To realise the growth potential of the A10 Corridor there is a need to improve journey times, reliability of services and enhancement of operational capacity. Cambridgeshire County Council have commissioned studies of the economic potential and transport options for the route north of Cambridge. A feasibility study is underway to strengthen the case for the Ely area improvements (road and rail) to enable more frequent rail services to operate in future; while longer peak hour trains should be able to run from King’s Lynn by the end of 2020. A new Cambridge North railway station recently opened enabling improved access to jobs in the businesses on the north side of Cambridge for Norfolk residents once longer trains are up and running. There is potential for large-scale job growth in the corridor at Downham Market; while the largest housing allocation in the west at West Winch/North Runcton requires the completion of the West Winch Relief Road and Hardwick junction improvements to be fully developed.

**Relationship to the Cambridgeshire and Peterborough Combined Authority**

Following the formation of the Combined Authority (replacing the old LEP organisation for greater Cambridgeshire and Peterborough, which included some surrounding authorities) a new
relationship is in place for economic growth between Norfolk and wider Cambridgeshire. The A47/A10/ Tech Corridor and proposals for the Wisbech area as mentioned above are still in place but with the potential to be significantly accelerated by the new organisation. Some of these projects pass through West Norfolk as one gateway into the Combined Authority (CA) area, from Norfolk. It is widely recognised that these projects are mutually beneficial to the CA and Norfolk. This is particularly true of physical improvements for the A47 and A10 (including the rail corridor). Future Local Plan proposals should recognise the new opportunities. A degree of local joint working already exists, including joint housing allocations at Wisbech.

Agreement 9 - The emerging Local Plans for the area will include appropriate policies and proposals to recognise the importance of the above cross boundary issues and interventions.

5.4 Strategic Principles of Economic Success

It is clear that Local Authorities will need to continue to work collaboratively with one another, LEPs and businesses in order to deliver the step change in economic performance that is necessary to deliver the shared objectives. Among the measures that are thought likely to be necessary at this stage are:

Supporting future economic growth

- supporting the development of businesses in identified priority sectors, including building on and making links with established and emerging clusters, and the provision of land and premises;
- facilitating physical regeneration and enhancement projects in areas of deprivation, involving the local community in the process;
- encouraging international trade and supporting increased inward investment
- recognising the contribution of Norfolk’s market towns

Education and skills

- supporting the creation, expansion and enhancement of education establishments, including further education, technical institutes and universities to increase the level of skills in the workforce; and
- enhancing the quality of the natural and built environment to ensure that the area remains attractive for its quality of life, and as a location for business.
- Supporting the role of apprenticeships for retraining and upskilling the workforce including the expansion of the syllabus offered
- Supporting labour market resilience through initiatives including support for residents with health-related problems to get back into work

Connectivity

- supporting employment allocations that minimise travel distance and maximise the use of sustainable transport modes;
- ensuring that investment in strategic transport infrastructure demonstrably supports economic growth, and also ensuring that economic strategies and Local Plans support the case for investment in that infrastructure; and
- enhancing the provision of infrastructure to enable digital connectivity that will facilitate economic growth.
Section 6 – Housing
Strategic Housing Objectives

To address housing needs in Norfolk by:

- providing for the quantity of housing growth which will support the economic prospects of the County and address in full the identified need for new homes;
- ensuring that new homes built are of the right sort in terms of size, type, and tenure to contribute positively towards addressing identified needs including for affordable homes, homes for the elderly and students, and other groups in society requiring specialist living accommodation;
- ensuring that new homes are served and supported by adequate social infrastructure, including schools, libraries, fire service provision; play space and green infrastructure provided through developer funding (e.g. through S106 agreements and/or Community Infrastructure Levy)
- contributing towards sustainable patterns of development including improving the relationship between homes, jobs and other key day to day services;
- delivering high quality, energy efficient homes in attractive communities which make a positive contribution to the health and well-being of communities; and
- ensuring that homes are delivered at the right time to address identified needs.

6.1 Introduction

The overall objective of national policy is to ensure that sufficient homes of the right type, are built in the right locations, and at the right time to address all existing and newly arising needs for homes. This means meeting both the market demand for new housing and addressing the need for homes including the needs of those who are currently unable to afford to buy or rent a suitable home locally. Homes built should be of the right type having regard to needs of the existing and future population and should address the specific needs of groups such as the elderly, those with disabilities, students and the gypsy and traveller community. Local Plans should include measures to address the need for appropriate specific types of dwellings, those wishing to build their own home, starter homes to purchase and other tenures of affordable housing. Whilst this document considers the likely scale of growth in the different parts of the County, it is not its purpose to determine how many new homes are required or where precisely these should be located. These will be decisions for individual Local Plans or any County wide development plans which may be prepared. Instead the focus is on cross boundary strategic considerations concerning, for example, the capacity of each authority to accommodate the required growth, considering how growth in one area may have impacts elsewhere, the need or otherwise to redistribute growth beyond the administrative boundaries of individual authorities and the implications of this, or the need to take collective measures to improve the rates of housing delivery in the County.

In February 2017 the Government published the Housing White Paper “Fixing our Broken Housing Market”36. This document set out a broad range of reforms that Government planned to introduce

36 Available at https://www.gov.uk/government/collections/housing-white-paper
to help reform the housing market and increase the supply of new homes with the principal aim of increasing housing delivery in England to 300,000 net additional dwellings per year by the mid 2020’s. Many of these measures were subsequently introduced via an updated National Planning Policy Framework including a new standardised national methodology to be used for calculating the minimum number of new homes which might be required. Alongside this the government has introduced a Housing Infrastructure Fund\(^{37}\), published a Garden Communities Prospectus, invited bids for Housing Deals, and has committed to spending an additional £2 billion on affordable homes, all measures targeted at delivering an increased supply of homes. It is clear that increasing the delivery of new homes is likely to remain a major priority for the UK government for the foreseeable future.

Based on the latest projections\(^{38}\) by 2036 the population of Norfolk is expected to grow from an estimated population in 2016 of 891,700 to 985,200, a rise of 93,500 or around 10.5%. Much of this growth is driven by net inward migration and an increase in life expectancy.

Based on the government standard methodology Norfolk Authorities will need to collectively plan for at least an additional 75,186 (4,177 per annum) homes between 2019 and 2036. Many of these new homes are already included within adopted Local Plans in the County and a significant proportion already have planning permission.

As part of the duty to co-operate, and as reflected in the remainder of this section the Norfolk Authorities have reached a number of key agreements both about the geographical area over which it is most appropriate to prepare Local Plans, the period to be planned for, and how each plan will provide at least the minimum number of dwellings required over the agreed period. In reaching these Agreements the authorities have had regard to the needs which may arise from outside of the County and have collectively agreed a process for establishing each area’s capacity to accommodate growth.

### 6.2 Existing targets, supply, and delivery rates up to 2021

The number of dwellings built in the County since 2007 have generally fallen behind published Local Plan targets due to the impact of the recession. As a consequence, the required annual rate of housebuilding required to meet existing Local Plan targets has been increasing as local authorities seek to address shortfalls. Furthermore to ensure that local targets can be addressed national policy\(^{39}\) requires that each authority provides a buffer of deliverable supply thus ensuring that at all times more deliverable supply is available than is required to meet needs alone, with the size of the buffer determined by delivery rates over the preceding three years. This has resulted in some areas having very high annual targets over the next five years which are well above the long term

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\(^{38}\) Mid 2016 Population Projections, ONS (please note the Mid 2014 Population projections are used in the Standard housing methodology calculation but the Mid 2016 Population Projections provide the most up to date picture of population change)

\(^{39}\) National Housing Delivery Test – Results of this test are published by government in November of each year and compare the number of dwellings built over a three year period with the number required.
requirements set out in their respective Local Plans or produced by applying the standard methodology.

It is likely that this trend of increasing annual rates of housebuilding requirements will not continue in the future, for two reasons: firstly, the rate at which housing is being delivered is increasing; and secondly, local planning authorities need to keep their assessments of housing need and local plans up to date. In reviewing housing need, the appropriate level of backlog that needs to be addressed is reconsidered and in parts of the County it appears that current levels of backlog arise in part from historic projections of levels of net in-migration in the period 2008-16 being considerably higher than the actual net in-migration levels that were observed during this period. Therefore, as new Local Plans are adopted, there may be a tendency for rates of housebuilding required in the short term (i.e. the next five years) to reduce from their current levels due to reassessment of the backlog element within them.

It should also be noted that land supply issues may ease because since the recession and particularly the publication of the National Planning Policy Framework in 2012, the number of unbuilt planning permissions has also been increasing, so that by the start of 2016 there was a large stockpile of consented sites. Across the county as a whole, the Authorities assess that some 29,000 new dwellings could be built in the five years between 2018 and 2023 from currently available sites.

In practice, delivery rates of housing development will vary considerably from one year to the next, with significant periods of under-delivery in some years and over-delivery in others, depending on a wide range of factors including site availability, economic conditions, and the capacity of the local building industry. For this reason annualised targets represent a blunt instrument against which to assess delivery. Individual authorities will continue to consider carefully how new housing needs evidence might be taken into account appropriately in plan-making and the determination of planning applications.

Detailed information on the availability and deliverability of new housing is published annually by each authority in their Five Year Land Supply Statements.

6.3 Future Housing Demand and Need 2015-2036.

The National Planning Policy Framework requires that the need for homes in terms of quantity, size, type and tenure within an area is addressed by planning authorities when preparing Local Plans, unless the consequences of doing so would result in unsustainable development. Where planning authorities conclude that it is not desirable to address identified needs within an individual authority area they should reach agreement with others to ensure that needs are met.

Following the publication of the revised NPPF in July 2018 the quantity of homes needed should be calculated in accordance with the new standard method in national guidance. This applies a fixed uplift to household projections based on the relationship between local incomes and house prices for each authority area with the result being capped to ensure that resulting figures are no more than 40% above existing requirements for any individual authority. The method was varied in February 2019 to make it clear that the baseline for the calculation should be the 2014 based household projections rather than the most recent projections. In some parts of the County the application of the standard methodology has resulted in the need to deliver higher quantities of new homes than was previously the case as identified in Strategic Housing Market Assessments.
Table 9: Local Housing Need based on mid 2014 household projections applying standard national methodology using the projected average annual household growth from 2019 to 2029 (correct as at June 2019)

<table>
<thead>
<tr>
<th>Area</th>
<th>Annualised housing need in SHMAs</th>
<th>Annualised housing need applying standard methodology (2014 base)</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breckland</td>
<td>584&lt;sup&gt;40&lt;/sup&gt;</td>
<td>681</td>
<td>+97</td>
</tr>
<tr>
<td>Broadland</td>
<td>389</td>
<td>527</td>
<td>+138</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>420</td>
<td>363</td>
<td>-57</td>
</tr>
<tr>
<td>KLWN</td>
<td>670</td>
<td>555</td>
<td>-115</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>405</td>
<td>553</td>
<td>+148</td>
</tr>
<tr>
<td>Norwich</td>
<td>724</td>
<td>601</td>
<td>-123</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>763</td>
<td>897</td>
<td>+134</td>
</tr>
<tr>
<td>Broads Authority (Norfolk part)</td>
<td>11</td>
<td>n/a&lt;sup&gt;41&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Norfolk</td>
<td>3,966</td>
<td>4,177</td>
<td>+211</td>
</tr>
</tbody>
</table>

As can be seen the application of the new national standard methodology for assessing housing requirements produces a similar overall requirement for the County as a whole, namely 4,177 dwellings per year compared to the 3,966 identified in the earlier Strategic Housing Market Assessments but the distribution of this growth is different. This distribution of housing needs across the County potentially raises a number of cross boundary issues that will need careful consideration. This matter may need further consideration as each authority progresses work on its individual or joint Local Plans.

The impacts of the considerable fluctuations at District level will be moderated to some extent by the fact that Broadland, Norwich and South Norfolk are intending to produce a single Greater Norwich Local Plan allowing for consideration of how needs might be addressed across the larger plan area. Furthermore, as Breckland District Council submitted its Local Plan in November 2017 and the Broads Authority submitted its Local Plan in March 2018 they are covered by the transitional arrangements included in the NPPF 2018 meaning that the assessment of OAN will be based on the Central Norfolk SHMA rather than the standard methodology.

However, there may be a need to consider whether the scale of uplift in housing rates suggested for some local planning authorities are capable of being delivered without compromising either the principles of sustainable development or the special qualities of the area.

For the time being the agreements previously proposed for housing are proposed to be retained.

<sup>40</sup> Note as the Breckland Local Plan is covering a period of 2011-36 it’s annualised OAN is considered to be 612pa rather than 584pa as this reflects under delivery in the period 2011-15

<sup>41</sup> The Government Consultation said ‘where local planning authorities do not align with local authority boundaries, such as National Parks, the Broads Authority and Urban Development Corporations, available data does not allow local housing needs to be calculated using the standard method set out above’. In these cases we propose that authorities should continue to identify a housing need figure locally, but in doing so have regard to the best available information on anticipated changes in households.
The evidence\textsuperscript{42} concludes that Norfolk is covered by all, or parts of, three separate Housing Market Areas and this has led to agreement about producing evidence and appropriate planning areas.

Strategic Housing Market Assessments have been prepared for each of these Housing Market Areas which prior to the publication of the Standard National Housing Needs Methodology identified the objectively assessed needs for new homes within each HMA and for each separate District within them. New evidence, including revised national population and household forecasts, will be published at regular intervals and Authorities will use the latest available information from a range of sources in relation to both demand, and their ability to plan a sustainable supply, when determining final housing targets for inclusion in Local Plans. Furthermore government has indicated that over the next 18 months it will review the formula and the way it is set using National Statistics data with a view to establish a new approach that balances the need for clarity, simplicity and transparency for local communities with the Government’s aspirations for the housing market.

To ensure better alignment of Local Plans all Norfolk Authorities have agreed to prepare new Local Plans which address the level of housing need for the period until at least 2036 and have formally commenced the process of plan review.

Agreement 10 - When determining their respective Local Plan housing targets each authority, working together where desirable, will aim to deliver at least the local housing need as identified in the most up to date evidence. Where this would result in unsustainable development, agreement will be sought with other authorities, initially within the same Housing Market Area, to ensure sufficient homes are provided to meet identified needs and demands in the area until at least 2036.

The Broads

The total OAN in the Broads Authority Executive Area between 2015 and 2036 is 286 dwellings (approx. 14 per year). In the Central Norfolk SHMA these figures are broken down between the overlapping Districts as follows:

<table>
<thead>
<tr>
<th>District</th>
<th>Total OAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadland</td>
<td>50</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>70</td>
</tr>
<tr>
<td>Norwich</td>
<td>3</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>40</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>66</td>
</tr>
<tr>
<td>Waveney</td>
<td>57</td>
</tr>
</tbody>
</table>

In view of the special qualities of the Broads there has been a long standing agreement between the BA and their overlapping local councils about the other areas planning to meet any housing needs arising in the BA area\textsuperscript{43}. It would clearly not be in the best interests of good planning in Norfolk for

\textsuperscript{42} Central Norfolk Strategic Housing Market Assessment 2017 - covering Norwich, Broadland, and South Norfolk authorities, together with substantial parts of North Norfolk, Breckland and the Broads Authority, together with a more marginal interaction with other parts of Norfolk and Suffolk.

planning in the Broads area to be driven by a need to meet statistically derived housing targets where this would be incompatible with the protection of the special qualities of the Broads. Agreements 11 and 12 below addresses this matter although it should be noted that emerging evidence suggests, with the possible exception of the part of the BA area in Great Yarmouth Council area, that the BA will be able to find sufficient sites for housing to meet identified needs within its own area in locations considered to be compatible with the protection of the Broads.

**Agreement 11** – The Broads Authority will meet its calculated portion of the wider housing requirement as far as is compatible with the protection of the Broads landscape and special qualities.

**Agreement 12** – South Norfolk, Norwich City, Broadland, North Norfolk, and Great Yarmouth Councils will seek to include appropriate provision within their Local Plans to address the housing needs arising from the parts of the Broads Authority area overlapping their administrative boundaries if these cannot be met within the Broads Local Plan.

Waveney District Council in Suffolk (and hence not signatories to this framework) have also agreed to do the same.

**Implications of the City Deal for Housing**

In December 2013 the Greater Norwich City Deal was signed. The City Deal was expected to see 300 new businesses supported and secure an additional £100 million of private investment. The deal was also expected to create more than 19,000 jobs, including 3,000 high value jobs at Norwich Research Park, 2,000 jobs around Norwich Airport, 1,000 jobs based around Norwich University of the Arts and 6,000 construction jobs.

The housing implications of the City Deal were assessed thoroughly as part of the Central Norfolk SHMA. This calculated that an upward adjustment of 9,505 dwellings to the housing requirement was needed to ensure sufficient homes are provided to meet the needs of the additional workers resulting from the City Deal. However, as the OAN for the Central Norfolk Authorities already included a response to market signals, it concludes that additional provision is only needed in the three Greater Norwich districts where the implications of the City Deal exceed the response to market signals already built into the figures. Because of the changes in calculating housing need the additional provision will be reconsidered within the Greater Norwich Local Plan.

**Agreement 13** – Broadland, Norwich City, and South Norfolk Councils will seek to deliver an additional supply of homes within the Greater Norwich Local Plan to ensure the housing needs arising from the City Deal are met in full.

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6.4 Type of Homes

It is critically important to ensure that sufficient homes are provided but it is equally important that the homes that are built are the right type in terms of size, affordability and tenure. In this regard key issues affecting the County are providing suitable homes for:

- Those on lower household incomes who are unable to afford market prices and rents
- A rapidly aging population
- A growing student population in and around Norwich
- Gypsy and Traveller communities

Collectively, the Authorities are committed to the delivery of energy efficient homes which minimise the inefficient use of scarce resources and each Local Plan will consider the desirability of requiring enhanced construction standards which go beyond the requirements of the current National Building Regulations. For example, all authorities in the County have committed to introducing lower water consumption targets for new dwellings and most are likely to introduce enhanced accessibility requirements.

Unless there is a significant increase in earnings or a slowing rate of house price increases the evidence concludes that dwelling affordability will continue to be a major issue in most parts of the County. Delivery of affordable homes, as with other types of housing has failed to keep pace with existing and newly arising needs. Forecasts indicate that across the County as a whole some 26% of the total future housing requirement will need to be provided as affordable homes but this masks significant local variations.

The significance of this issue for Norfolk should not be underestimated. There would be particularly severe impacts on a number of key economic sectors if housing affordability worsens and there is not considerable increases in the availability of forms of housing that meet the needs of people who are employed in low wage sectors across the county. The situation will vary from one council area to another so is best addressed through local plans rather than through collective agreement.

Inward migration from the rest of the UK, mainly due to retirement to the area, is forecast to be the major driver of population growth in the County over the next 20 years and a rapidly aging population, particularly outside of the three main urban centres will continue to increase the need for homes. By 2036 over 15% (156,400 people) of Norfolk’s population is forecast to be over 75 years of age and if current trends continue this will increase the need for specialist forms of accommodation such as care, nursing and assisted living schemes. These specialist accommodation needs are not included within household projections and authorities should carefully consider the latest available evidence and develop strategies to ensure these needs are met. If current trends continue an increasing proportion of elderly people will remain in their homes for longer periods.

Specialist types of accommodation

Strategic Housing Market Assessments are prepared to establish the likely total need for new dwellings over a given period. These assessments quantify the needs of those residing in households including gypsy and travellers and those living in caravans and houseboats but they do not account for those living in other types of communal accommodation such as care and nursing homes and student halls of residence. Therefore in addition to the target for new dwellings Local Plans will need to separately quantify and provide for other specialist types of accommodation and fully understand the relationship between the need for new dwellings and the need for different types of non-household accommodation.
Elderly People

The identified OAN of approx. 84,000 dwellings across Norfolk by 2036 includes the conventional housing needs of elderly people, but does not include people residing in care and nursing homes. On this basis, all self-contained elderly person housing is counted within the housing supply; but the supply of bed spaces in residential institutions (Use Class C2) is not. If sufficient Class C2 bed spaces are not provided in the period 2015-36 then these people will not vacate existing dwellings and therefore more dwellings may be required. Evidence\(^45\) indicates that the current supply of specialist housing for Norfolk is estimated to be 8,808; this is around 7,500 beds less than the current identified need for 16,352 spaces. If current trends and policies continue the estimated need in Norfolk by 2036 will be 27,737 beds, this is 18,928 more beds than the current supply. As a result of the increasing need, Norfolk’s local planning authorities consider there is a case for further joint work in this area. Whilst the County Council have recently published the Extra Care Housing Strategy\(^46\), it is felt that further work is required to identify the need and types of accommodation which are required to support the increase in the elderly population going forward and as such a study should be commissioned.

Student Housing and the OAN

Planning Policy Guidance was updated in March 2015 to include specific reference to identifying the needs of students. It requires that Local Planning authorities should plan for sufficient student accommodation whether it consists of communal halls of residence or self-contained dwellings, and whether or not it is on campuses.

The largest higher education provider in Central Norfolk is the University of East Anglia (UEA). The University has a campus in Norwich and a total of over 15,580 full time students (academic year 2017/18). The University currently maintains 4,300 bed spaces on the campus (and nearby village) and 305 bed spaces in the city. Norwich also contains the Norwich University of the Arts which has 2,165 full-time students, City College with 11,000 full and part-time students and Easton College with 300 students.

The Central Norfolk Strategic Housing Market Assessment concludes that based on historical trend the student population in and around Norwich is likely to grow by around 420 students per year. The SHMA assumes that this student population will live in dwellings and this need is added to the OAN requirement for new homes. If accommodation is provided in the form of student halls of residence or other specialist student accommodation provided by the private sector the OAN dwelling requirement can be reduced accordingly at a suggested ratio of one dwelling reduction for each three bed spaces provided. The City Council is expected to publish further information on student homes over the summer of 2019.

Accommodation needs of Gypsies, Travellers, and other types of accommodation

The accommodation needs of Gypsies and Travellers, including Travelling Show people, and those residing in boats and mobile/park homes are included within the overall assessments of housing

\(^45\) See https://www.norfolk.gov.uk/livingwellhomes

need and comprise part of that need rather than an additional requirement. These types of accommodation which are provided can therefore count towards addressing locally set housing targets. Locally authorities have prepared specific evidence to quantify the levels of need for such accommodation and use this evidence to inform Local Plan preparation. Five Norfolk authorities (Broadland, Gt Yarmouth, North Norfolk, Norwich and South Norfolk), plus the Broads Authority, commissioned a Caravans and Houseboats Needs Assessment to 2036, which was completed in October 2017. Breckland DC commissioned its own study and the Borough Council of King’s Lynn and West Norfolk is a partner in a Cambridgeshire-based needs assessment.

Agreement 14 - The Norfolk Planning Authorities will quantify the need for, and plan to provide for, the specialist accommodation needs of the elderly, students, gypsy and travelling Show People, and those residing in other specialist types of accommodation and working together will ensure that the distribution of provision responds to locally identified needs.

Other forms of specialist accommodation such as self-build and accommodation for military personnel will be addressed by individual authorities but the Norfolk Strategic Planning Member Forum will keep this position under review.

6.5 Capacity and Distribution

Some parts of the County are more constrained than others and their capacity to accommodate new growth is similarly variable.

Each Authority has prepared Housing and Economic Land Availability Assessments (HELAAs) using a standardised methodology which has been agreed by all Authorities. These are assessments of unconstrained capacity and take no account of the policy choices that each authority may make when preparing their Local Plan. It is anticipated that Norwich City, Broadland and South Norfolk will work jointly to address their shared housing need through the Greater Norwich Local Plan with other District Authorities having the capacity to address its own housing need.

Agreement 15 – All Local Planning authorities will produce their Housing and Economic Land Availability Assessments to the standard Norfolk methodology.

47 See https://www.north-norfolk.gov.uk/media/4081/norfolk-final-ana-09-10-17.pdf
6.6 Delivering Housing Growth

Over the past decade the quantity of new homes delivered in the County has not kept pace with published targets notwithstanding that the number of planning permissions granted typically exceeds the required quantity of development. This is likely to have been compounded by economic recession and poorer housing market conditions in some areas which may have reduced developer confidence.

Slower than required delivery rates have resulted in inadequate or marginal five year land supply positions resulting in the need to release unplanned development sites in some parts of the County. Recognising this, and reflecting the provisions of the recently published Housing White Paper the Norfolk Authorities have agreed to take a range of actions to improve future housing delivery.

Agreement 16 - To minimise the risk of slow delivery over the next plan period, where it is sustainable to do so, the following will be done:

- Housing strategies will seek to allocate a range of different sizes of sites, where such sites are available and would result sustainable development.
- Clear evidence and demonstration of ability to deliver development will be required prior to the allocation of larger sites for development.

However, such is the scale of delivery challenge facing the County there may well be the need for further actions to be taken to ensure housing targets can be met. Norfolk authorities have jointly commissioned a study to look further into the issues impacting delivery within the county. The report highlighted 10 measures to be considered which will be further addressed by Local Authorities in bringing forward their Local Plans:

- Allocating a balanced range of sites and scales of development
- Enable early stage engagement with high profile councillors and leader of the Council to facilitate stakeholder buy-in and community liaison at the site allocation stage.
- Support and encourage allocation and development of retirement developments, bungalows, lifetime homes and extra care facilities for independent elderly living in suitable environments
- Use Planning Performance Agreements where appropriate for larger scale and more complex housing sites
- Employ or nominate strategic development officers to focus on larger scale growth allocations and assist developers through the planning process. These staff may be a shared resource between neighbouring authorities.
- Seek to invoke Service Level Agreements for Utilities and Network Rail related infrastructure where large scale sites are reliant on strategic interventions.
- Review the s106 approach for larger scale sites and consider a hybrid approach with early phases considered in more detail than later phases to enable flexibility for sites which have longer timeframes.
- Facilitate the creation of a county-wide developer forum
- Consider whether statutory powers can be used to assist with unlocking difficult sites
- Work up a funding strategy with the local highway and flood authorities to support sites where major infrastructure is required and this is not covered by CIL.
Alongside these possibilities there may also be other measures taken which would complement these actions:

- Greater support with infrastructure planning in relation to large scale plans for urban expansion to increase confidence and reduce risks for the industry and make them more attractive for housebuilders to build out at quicker rates than in the past. Increasing the number of housebuilders active in the Norfolk market and increased use of modular (off-site) building techniques will also assist here;
- Action to stimulate the SME’s in the construction sector to increase the number of firms capable of building on the scale of sites that typically result in 5-50 dwellings being provided;
- Action to stimulate the self and custom build sector considerably.
- Further joint working to improve the speed, customer focus, predictability and efficiency of the planning system; and
- A considerable drive to increase the number of people entering the construction sector across the board, particularly in the light of the probable impact of Sizewell C construction on the market of skilled construction labour in Norfolk.

It should be noted that authorities housing delivery will be measured against the Housing Delivery Test (HDT) and if under 95% - authorities will be required to produce ‘Action Plans’ to address shortfalls in delivery. The Norfolk Strategic Planning Member Forum is likely to give consideration to whether there is any benefit in doing further joint work on delivery issues later in 2019.
Section 7 – Infrastructure and Environment

Strategic Infrastructure and Environmental Objectives

To realise the economic potential of Norfolk and its people by:

- strengthening Norfolk’s connections to the rest of the UK, Europe and beyond by boosting inward investment and international trade through rail, road, sea, air and digital connectivity infrastructure; and
- ensuring effective and sustainable digital connections and transport infrastructure between and within Norfolk’s main settlements to strengthen inward investment.
- strengthening Norfolk’s place competitiveness through the delivery of well-planned balanced new developments providing access to a range of business space as well as high quality residential, well serviced by local amenities and high quality educational facilities.
- Recognising the role of our city centre and town centres as a focus for investment and enhancing the quality of life for residents.
- recognising that the long term conservation of Norfolk's natural environment and heritage is a key element of the county’s competitiveness.

To reduce Norfolk’s greenhouse gas emissions as well as the impact on, exposure to, and effects of climate change by:

- locating development so as to reduce the need to travel;
- effecting a major shift in travel away from car use towards public transport, walking and cycling;
- maximising the energy efficiency of development and promoting the use of renewable and low carbon energy sources; and
- managing and mitigating against the risks of adverse weather events, sea level rise and flooding by reducing the impacts on people, property and wildlife habitats.

To improve the quality of life for all the population of Norfolk by:

- ensuring new development fulfils the principles of sustainable communities, providing a well-designed and locally distinctive living environment adequately supported by social and green infrastructure;
- promoting social cohesion by significantly improving the educational performance of our schools, enhancing the skills of the workforce and improving access to work, services and other facilities, especially for those who are disadvantaged;
- maintaining cultural diversity while addressing the distinctive needs of each part of the county;
- ensuring all our communities are able to access excellent sporting facilities, health services and opportunities for informal recreation;
- promoting regeneration and renewal of disadvantaged areas; and
- increasing community involvement in the development process at local level.
To improve and conserve Norfolk’s rich and biodiverse environment by:

- ensuring the protection and enhancement of Norfolk’s environmental assets, including the built and historic environment, biodiversity, geodiversity, soils, protected landscapes, the Broads, the Brecks and the coast;
- protecting the landscape setting of our existing settlements where possible and preventing the unplanned coalescence of settlements;
- maximising the use of previously developed land within our urban areas to minimise the need to develop previously undeveloped land;
- minimising, where possible, development on the best and most versatile agricultural land; where previously undeveloped land is developed, the environmental benefits resulting from its development will be maximised;
- protecting, maintaining and, enhancing biodiversity through the conservation of existing habitats and species, and by creating new wildlife habitats through development;
- providing a coherent connected network of accessible multi-functional greenspaces;
- reducing the demand for and use of water and other natural resources; and
- Protecting and enhancing water, air, soil and other natural resource quality where possible.

7.1 Introduction

Infrastructure and Environmental objectives have been considered together in the context of the Norfolk Strategic Planning Framework. The issues addressed are complex and multi-faceted and much of the work that has been completed on this subject by working closely with appropriate expert groups.

As is reflected in the introductory text in this framework and is recognised in the agreed vision and objectives the future economic and social prospects for the County cannot be divorced from issues of environmental protection and infrastructure provision. The quality of Norfolk’s environment, both in terms of the countryside, it’s historic City and the wide range of distinctive towns and villages it includes, give access to a quality of life which is one of the key selling points of the County and the retention and enhancement of which will be crucial to attracting the growth in highly productive economic sectors that is sought. Yet, as is also noted, Norfolk’s infrastructure is comparatively under developed compared to many other parts of the wider South and East of England and will need significant enhancement if growth is to be delivered at the scale envisaged without compromising the quality of life and environment on offer.

It would appear that there is a growing recognition of the comparative under development of Norfolk’s Infrastructure and a number of announcements have been made about funding of investment in key infrastructure enhancements, especially in relation to transport. These are detailed later in the document and it will be important to ensure timely implementation of these projects.

The Infrastructure Delivery Plan50 (IDP) has been produced by the County Council working with all the local planning authorities and utility providers. It identifies strategic infrastructure requirements and provides an update on the delivery of a range of projects. The projects in the IDP reflect the key

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infrastructure needed to deliver the scale of growth ambitions outlined in the NSPF. The IDP is a working document that will be regularly updated as information becomes available. A new version of the IDP is due in November 2019. The IDP will help co-ordination, implementation, prioritise activity and respond to any funding opportunities. It will also enable Local Authorities to prioritise the release of revenue funding for the development of scheme information to assist the prospects of successful bids being made for capital funding to deliver further projects. As it concentrates on strategic infrastructure it does not identify the full range of infrastructure required for development.

7.2 Utilities
To deliver the rate of growth that is planned across Norfolk in the coming years considerable further investment will be needed in utilities infrastructure. A list of the main schemes that are thought to be necessary is outlined below.

Table 11:Priority Utilities Projects for Promotion

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Estimated Start date</th>
<th>Estimated Cost</th>
<th>Likely funding sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easton, Hethersett and Cringleford sewerage upgrade</td>
<td>Delivery 2011-2026</td>
<td>TBC</td>
<td>Private sector</td>
</tr>
<tr>
<td>Broadland Growth Triangle Trunk Sewer</td>
<td>Delivery 2011-2026</td>
<td>TBC</td>
<td>Private sector</td>
</tr>
<tr>
<td>Broadland Growth Triangle and North Norwich substations</td>
<td>Not Known</td>
<td>TBC</td>
<td>Community Infrastructure Levy and private sector</td>
</tr>
<tr>
<td>Snetterton energy supply</td>
<td>under construction</td>
<td>£4.1m</td>
<td>LEP, Private sector, Local Authority - Funding agreed</td>
</tr>
<tr>
<td>Thetford energy supply (Sustainable Urban Extension)</td>
<td>2019</td>
<td>£6.5m</td>
<td>HCA Housing Infrastructure Fund</td>
</tr>
<tr>
<td>Thetford energy supply (Thetford Enterprise Park)</td>
<td>Not Known</td>
<td>£1m</td>
<td>BRP, LEP, Private Sector</td>
</tr>
<tr>
<td>Thetford water supply</td>
<td>2018</td>
<td>£9.8m</td>
<td>HCA, Growth Deal, Private Sector</td>
</tr>
<tr>
<td>Thetford Sewage Scheme</td>
<td>2019</td>
<td>£2m</td>
<td>Growth Deal, Private Sector</td>
</tr>
<tr>
<td>Earlham Substation</td>
<td>Not Known</td>
<td>TBC</td>
<td>Community Infrastructure Levy and private sector</td>
</tr>
<tr>
<td>Heigham Water Works</td>
<td>Not Known</td>
<td>TBC</td>
<td>Private sector</td>
</tr>
<tr>
<td>Wymondham water supply connections</td>
<td>Not Known</td>
<td>£22m</td>
<td>Private sector</td>
</tr>
<tr>
<td>King’s Lynn Sewerage improvements</td>
<td>Not Known</td>
<td>£1.5-1.7m</td>
<td>Community Infrastructure Levy and private sector</td>
</tr>
<tr>
<td>Increased surface water capacity North Lynn</td>
<td>2020/21</td>
<td>TBC</td>
<td>IDB/private sector</td>
</tr>
</tbody>
</table>

Anglian Water’s Long Term Recycling Plan was published in the summer of 2018. Building on this version work has commenced on the drainage and wastewater managements plans, using a nationally agreed methodology.
7.3 Electricity

Provision of energy, particularly electricity is fundamental to housing and economic growth as energy consumers require access to reliable energy supplies. Since 2004, the UK have been a net importer of energy, and this has changed the way we view our energy security (Annual Energy Statement 2014). Housing and employment growth will put a greater strain on the electricity network with many of the primary substations in Norfolk already reaching capacity.

The 33kV main transmission network in Norfolk is the main network for new on-shore electricity providers and major users such as employment sites and large scale residential development. It is essentially three networks with one in the west serving King’s Lynn and West Norfolk and extending in a limited way into the western side of North Norfolk and Breckland; one centred in Norwich and extending to Attleborough and the central and eastern parts of North Norfolk; and one serving the towns along the southern border and extending round to Great Yarmouth. This leaves significant, largely rural, parts of the county some distance from potential connections to this network. This particularly applies to a central swathe running north south, and a southern swathe running east west.

The electricity network is subject to a number of operational constraints which challenge the ability to predict the future capacity of substations over the time periods that are typical for Local Plans. UK Power Networks (UKPN) will not normally invest to provide additional unassigned capacity and the costs of capacity upgrades falling on developers can be significant. The ability of developers to reserve supply, and unexpected windfall development adds further uncertainty to the forward planning process. In addition, the power requirements of end users of employment sites can vary significantly and are unknown at the time the land is allocated in a Local Plan.

In developing Local Plans it is clear that Local Authorities will need to work closely with UKPN to ensure that identified locations where housing and employment growth will require strategic enhancement of the electricity supply networks to support new developments can be delivered without delaying the delivery of development or rendering it unviable. Partners continue to work with UKPN to ensure there is more detailed information available to authorities providing an understanding of potential constraints and where development will require strategic enhancement of the electricity supply networks. A study is also underway in Greater Norwich to investigate power supply issues in this area.

Additionally all Local Plans across Norfolk will need to promote new developments which minimise energy use; minimise reliance on non-renewable or high-carbon energy sources and promote and encourage the use of decentralised and renewable or low-carbon energy sources and sustainable construction technologies ensure that investment decisions help promote growth and overcome constraints and there are forward looking decision on energy investment.
7.4 Water

Norfolk lies within one of the driest parts of the UK. Planned growth in housing and employment will significantly increase water demand. The area’s large agricultural sector is also dependent on water availability in the summer. Water quality is crucial, due to the number of protected sites relying on high water quality, including the Broads.

Anglian Water supplies water to the majority of Norfolk County with parts of Great Yarmouth and the Broads Authority being served by Essex and Suffolk Water. Water companies have a statutory obligation to prepare and review Water Resource Management Plans (WRMP) once every 5 years setting how they will maintain a sustainable balance between water supplies and demand.

Anglian Water’s Current Water Resources Management Plan runs to 2040 (with the draft Water Resources Management Plan 2019 having been consulted on in Spring 2018 running to 2045). This demonstrates how sufficient water for future growth will be provided and therefore water supply is not a strategic constraint to development through appropriate supply and demand measures. Consideration is given to reducing the potential demand for water before proposing supply measures.

Norfolk Authorities will work with Water Resources East (WRE) to help safeguard a sustainable supply of water for the East of England, resilient to future challenges and enabling the area’s communities, environment and economy to reach their full potential.

By August 2022, WRE will develop a draft single, multi-sector Regional Plan for Eastern England, working with water companies, Local Authorities and Local Enterprise Partnerships, the energy and agricultural sectors, landowners and key environmental NGOs. The plan will seek to:

- Future proof long term plans for water resources for all sectors, whilst looking at wider benefits eg flood management
- Meet the needs of all customers (of all sectors) and local communities
- Facilitate sustainable economic growth in the region
- Enhance the environment
- Meet the expectations set out in recent regulatory documents

Local Plans can also contribute to long term water resilience by ensuring that new development incorporates water efficiency measures including the adoption of the optional higher water efficiency standard (110 litres/per person/per day).

**Agreement 17 – Norfolk is identified as an area of serious water stress, the Norfolk Authorities have agreed that when preparing Local Plans to seek to include the optional higher water efficiency standard (110 litres/per person/per day) for residential development.**

Individual authorities may also wish to consider the inclusion of a specific water efficiency BREEAM standard for commercial development within their Local Plans. Improved water efficiency is not limited to measures within dwellings and commercial buildings and a collaborative approach to

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promote innovation in water efficiency/re-use is required working closely with water companies and site promoters/developers.

The disposal of waste water is addressed by Anglian Waters Long term water recycling plan\(^{53}\) which highlights the investment needed over the next 25-years to balance the supply and demand for water recycling. The plan considers risk from growth, climate change, severe drought, and customer behaviours. It promotes sustainable solutions for maintaining reliable and affordable levels of service, and facilitates working in partnership to mitigate flood risk. Anglian Water has also implemented new charging rules setting out a fixed, upfront schedule of fees that they charge for laying mains and pipes that connect new buildings and housing developments to their network\(^{54}\). This is a significant step towards ensuring that water companies provide an excellent service to developers of all sizes.

It will be necessary to take a co-ordinated approach to water through water cycle studies to address water supply, quality, waste water treatment and flood risk. Flood risk assessments should be used effectively to ensure development is located appropriately, to help achieve this a Strategic Flood Risk Assessment (SFRA) has been produced jointly by most Norfolk authorities\(^{55}\).

The release of land for development will be dependent on there being sufficient water infrastructure to meet the additional requirements arising from the new development to ensure that water quality is protected or improved, with no detriment to areas of environmental importance. Growth in several parts of the county is dependent on investment at sewage treatment works. The timing of these investments will have an important effect on the phasing of development.

**Agreement 18 – The Norfolk Authorities, Anglian Water and Essex and Suffolk Water have agreed to provide regular and timely updates to each other on the delivery of development sites and proposed utility projects to ensure that development is aligned with water and wastewater infrastructure.**

In considering the distribution of growth Local Planning Authorities will need to ensure that distribution avoids cumulative detrimental impact on the most sensitive water courses particularly, those in the Broads and on the Wensum which cross a number of Local Planning Authority boundaries. Each public body will have regard to River Basin Management Plan\(^{56}\) to ensure that their plans and actions do not risk delivery of the environmental objectives for each water body in the County (not just protected sites).

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\(^{53}\) See [https://www.anglianwater.co.uk/about-us/water-recycling-long-term-plan.aspx](https://www.anglianwater.co.uk/about-us/water-recycling-long-term-plan.aspx)

\(^{54}\) See [https://www.anglianwater.co.uk/_assets/media/DS-charging-arrangements-Sept-2018-07.pdf](https://www.anglianwater.co.uk/_assets/media/DS-charging-arrangements-Sept-2018-07.pdf)

\(^{55}\) See [http://www.broads-authority.gov.uk/planning/planning-policies/sfra/sfra](http://www.broads-authority.gov.uk/planning/planning-policies/sfra/sfra)

7.5 Telecoms

Broadband

Having access to high-speed and reliable broadband is now regarded as essential by many residents and businesses. The picture regarding superfast broadband coverage is rapidly improving, 92% of the county’s homes and businesses can now access superfast broadband, up from 42% in 2012\[^{57}\], and through the extension of the Better Broadband for Norfolk (BBfN) programme it is aimed to make high-speed broadband available to more than 95% of Norfolk’s premises by spring 2020.

The BBfN project was launched in 2012, with the aim of ensuring that by the end of 2015 more than 80% of Norfolk’s premises could access superfast broadband (24 Mbps download, also known as Next Generation Access (NGA)).

It is difficult to get accurate maps showing currently available download speeds across Norfolk, as the situation is changing constantly. But a map produced by Better Broadband for Norfolk (BBfN) in 2016, and reproduced over the page, shows the availability of Next Generation Access (NGA) broadband across the county\[^{58}\].

\[^{57}\] See Better Broadband for Norfolk Information Sheet 26 (26 May 2017)
\[^{58}\] Interactive up to date maps are available at [http://www.betterbroadbandnorfolk.co.uk/](http://www.betterbroadbandnorfolk.co.uk/)
Figure 8: Map showing Next Generation Access (NGA). White areas don’t have NGA broadband services, Black areas have more than one operator offering NCA, Grey areas have one NGA operator and blue areas have previously been indicated to have planned commercial coverage for NGA broadband. Source: Better Broadband Norfolk, 2018

Areas where the existing broadband connection speed is less than 2Mbps are classed as “basic” broadband connections, and are not scheduled to receive improvements in the immediate future. However, they can apply for a subsidy towards the installation and setup of a satellite broadband solution.

In order to extend the provision of superfast broadband further, additional funding would be needed. Where this is not possible or feasible, wireless (Wi-Fi) solutions can be investigated as well as satellite broadband, although it is recognised that there will be many parts of the county where these are not currently practicable.

In April 2016, changes to Building Regulations R159 were finalised. For applications made on or after 1 January 2017 new buildings are required to have physical infrastructure to support high-speed broadband (greater than 30Mbps). However, there is no requirement to provide external or site-wide infrastructure beyond the access point.

The availability of high-speed broadband is clearly of major strategic significance for Norfolk and Norfolk authorities welcome Openreach’s offer to install Fibre to the Premises (FTTP) free of charge to all new housing developments of 30 or more homes and an improved pricing structure all the way down to two homes60. However the further rollout of broadband to existing homes cannot be required through any current Local Plan, but the Norfolk authorities are working closely with Better Broadband for Norfolk and other bodies and providers to ensure that high-speed broadband is delivered to more parts of the county as soon as is practicable.

Norfolk County Council has developed a Local Full Fibre Networks (LFFN) bid in conjunction with all Norfolk districts, boroughs, Norwich city, the chamber of commerce, the LEP and other relevant regional groups. The bid is for £18-20m of capital to upgrade up to 471 public sector sites across the county. So far the bid has proceeded through a number of stages and is now being worked up with an allocated a member of the DCMS team to go in front of their investment board.

Also emerging Local Plans will consider the extent to which they could require high-speed broadband to be delivered as part of new developments and look to include the promotion of Fibre to the Premises (FTTP) to smaller sites. The revised NPPF (para 112) highlights the importance of reliable communications infrastructure in economic growth and social well-being and requires policies to set out how high quality digital infrastructure is expected to be delivered, authorities will engage proactively with broadband and mobile network providers to better encourage the rollout of new infrastructure, particularly Openreach, and will seek to involve Openreach at the pre-

60 See https://www.openreach.com/content/dam/openreach/openreach-dam-files/images/fibre-broadband/fibre-for-developers/Rate%20card%20website.pdf
application stage of major residential and commercial planning applications, as well as through consultations on the emerging Local Plans.

Mobile telephony

Mobile telephone connectivity has, like broadband, become increasingly important. The most significant change in recent years has been the rollout of 4G services.

Coverage in Norfolk

Interactive mapping (available from Consumer Group Which\(^61\)) shows the general coverage for 2G, 3G and 4G data across Norfolk. The majority of areas across Norfolk receive a weak 2/3/4G signal, with the strongest signals in Norwich and market towns such as King’s Lynn and Great Yarmouth.

Norfolk County Council commissioned AWTG (Advanced Wireless Technology Group) to conduct an independent benchmark assessment of mobile coverage and user experience across Norfolk. The benchmarking campaign was conducted between February and March 2018 using a robust four-tier methodology to maximise the extent and breadth of data collection. This included Walk Testing at over 30 locations including museums, tourist attractions, camping and caravan sites, Rail Testing on all main rail routes in Norfolk, Drive Testing on over 5,500 kilometres of Trunk, A, B and C class roads across Norfolk and Stationary Testing at enterprise zones and 28 Norfolk Broads mooring points.

The scope of the campaign covered a detailed assessment of the GSM (2G), UMTS (3G) and LTE (4G) radio network (coverage) performance and received signal strength of the four main mobile network operators in the UK. The results of this assessment can be found at www.norfolk.gov.uk/mobilemap.

Nevertheless many mobile “not-spots” remain in Norfolk (some rural areas and parts of the coast in particular), particularly for 4G data coverage, although there are plans to improve this: for example, EE announced in 2016 that it intends to achieve 95% UK geographical coverage by 2020.

The next generation of mobile networks will be 5G which will probably encompass the following:

- 60-100 times faster than 4G Instantaneous playback from downloading speeds and
- Sufficient bandwidth to enable a multitude of internet-connected devices to communicate effectively.

5G uses higher frequency radio bands which travel less well than 4G, and can be disturbed by buildings, trees, weather etc. Whilst more base stations will be required Mobile Network Operators will use Multi-Input and Multiple-Output (MIMO) technology which will can be rolled out on existing infrastructure where possible. The initial phase will be strengthening the existing infrastructure, then densification for major areas using small high frequency cells will be rollout out in areas with high demand, these are very small and can be fitted to existing street infrastructure like lamp posts. The rollout of 5G commercially is expected to commence in 2020, and take several years to complete.

Getting high quality 5G infrastructure rolled out across Norfolk will be important to delivering the vision of the NSPF.

\(^{61}\) http://www.which.co.uk/reviews/mobile-phone-providers/article/mobile-phone-coverage-map
By the time most of the next rounds of Local Plans have been adopted, 5G will be a reality (2020). The main benefit of 5G is that it could, in theory, provide ultra-high speed broadband access to all, without the bandwidth capacity challenges of 4G. This should enable location to be much less of a barrier to receiving broadband than previously, with benefits for homeowners and businesses. It could remove a barrier to location of employment opportunities, particularly home-based and rural-based businesses.

Norfolk authorities are currently working with Mobile UK to advance knowledge and plans to ensure that rural areas of Norfolk get 5G as early as possible.

The key conclusion is that some consistency of approach from all Norfolk Planning Authorities is clearly important for 5G if the very high degree of nationwide coverage required for 5G to be effective is to be secured. Broadly, it should be made as straightforward as possible for 5G base stations and transmitters to be approved where they fall outside of the remit of permitted development, and common development management policy text to facilitate this should be explored, taking into account material planning considerations. In particular, care will need to be taken to ensure that new telecommunications equipment is sited and located sensitively in respect of the public realm, street-scene, historic environment and wider landscapes.

Agreement 19 - To maximise the speed of rollout of 5G telecommunications to Norfolk, the Local Planning Authorities are engaging with the telecommunications industry including Mobile UK to produce shared objectives for extending 4G coverage and the rollout of 5G infrastructure in Norfolk, taking into account material planning considerations. The objectives will be agreed in the Summer of 2019 and inform local plan documents.

7.6 Social Infrastructure

Health

The National Planning Policy Framework (NPPF) requires Local Planning Authorities to ensure that the health and wellbeing of the population, and health infrastructure is considered in plan and decision making.

The need for health infrastructure provision takes place in the context of:

- An increasingly ageing population, with impacts on health and social care provision and costs\(^62\)
- The number of premature deaths increasing, caused by smoking, lack of physical activity, obesity and alcohol misuse. In 2009/10 alone, physical inactivity cost local healthcare authorities £6.2 million per year\(^63\).

\(^{62}\) The King’s Fund: Future Trends, Demography, Ageing Populations

\(^{63}\) British Heart Foundation, 2013: Economic costs of physical inactivity.
- Increasing problem of obesity and associated costs. A quarter of the UK’s population is obese costing the tax payer £2.47bn a year\(^64\), and if current trends continue over 50% of the population is predicted to be obese by 2050\(^65\).
- Increase in demand for mental health and wellbeing services which continue to be affected by cuts\(^66\).
- Changing approaches to healthcare delivery.

It is clear that health issues will become increasingly important considerations in the future planning activities. Therefore, development should facilitate a healthy lifestyle and provide opportunities for a high quality of life through a healthy environment where pollution is controlled and there is adequate access to open spaces and Green Infrastructure. Availability of suitable and affordable housing and employment opportunities are also important factors, as is access to active travel opportunities and affordable and practical public transport.

To help ensure these issues are addressed a protocol for joint working between planning, public health and health sector organisations was agreed in 2017 and has been revised to take account of the emergence of the NHS Sustainability and Transformation Partnership (STP). Throughout this revision support has come from several quarters, including each of the Norfolk Clinical Commissioning Groups (CCGs). The Protocol seeks to explain the relationship of land-use planning to public health, giving an overview of the planning system to health professionals and an overview of health service commissioning structures to land-use planners. There are mutual commitments to discuss development-related pressures on healthcare services and opportunities for high-quality place-making to enable people to make healthier lifestyle choices. Working with STP colleagues affords an opportunity for long term planning and growth to be considered alongside health infrastructure needs.

The Protocol seeks for health professionals and town planners to work together to secure new healthcare facilities required as a result of development. To assist with such negotiations modelling data has been used to give an indication of future healthcare requirements for Norfolk. Based on each CCG area, projections are given on future demand for acute hospital beds, intermediate care beds, and the numbers of General Practitioners required. The population increases are modelled on low, medium and high scenarios for house-building rates, reflecting the uncertainty as to how economic conditions might affect the house-building industry in coming years. The Protocol also includes a Health Planning Checklist that consists of six place-making themes. Use of the Checklist is not mandatory; it is simply made available to all practitioners as a convenient method to appraise development schemes in advance of, or at the point of, making a planning application. However there is agreement that within the GNLP area all developments in excess of 500 homes should use a Health Impact assessment and all authorities will consider wider use of both HIAs and the checklist to actively consider designing in health benefits.

\(^{64}\) Institute of Economic Affairs, 2017: Obesity and the Public Purse.
\(^{65}\) NHS, 2015: “Britain: The fat man of Europe”
\(^{66}\) Norfolk Community Foundation, 2016: New mental health and wellbeing ‘match funding challenge’ for Norfolk.
Agreement 20: The authorities agree to endorse the updated Planning in Health: An Engagement Protocol Between Local Planning Authorities, Public Health and Health Sector Organisations in Norfolk and undertake its commitments.

Education
Norfolk’s School Capacity return to the DfE (SCAP) indicates that Norfolk’s school population will continue to grow over the next 10 years.
Primary age population including the influence of housing with full permission will rise by around 4% and secondary by 22% (children currently in the school system including the additional 4% covered by growth). Further housing coming forward is likely to produce a higher increase percentage.
Previously reported increases in the school population at reception age is still resulting in an overall increase in the school population in both primary and secondary phases as these children progress through the school system. New housing development has added further pupils to increase the school population overall. Pressure is mainly in urban areas which have seen the highest concentration of population growth. The speed of delivering houses is key to the requirements of school places so careful monitoring of housing progress is undertaken between County Council/District/Borough Councils.
Standards in Norfolk schools have risen considerably over the past 5 years with 83% of schools being graded Good or Outstanding in 2018 compared with 68% 5 years ago – data as at 31 Aug 2018. The Local Authority retains responsibility for ensuring that there is a sufficient supply of school places and works with a range of partners, e.g. Dioceses and Academy Trusts to develop local schemes.
Norfolk County Council’s School Growth and Investment Plan, published every January identifies three growth areas requiring more than one new primary phase school and a further 10 areas requiring one new school. Expansion to existing schools will also be required in some areas of the County. A new High School for north east Norwich is also being discussed and planned.
Our strategic priorities were agreed by Children’s Services Committee in November 2017 to guide the work with local partners and any proposals for investment in the education infrastructure. These include guidance on the minimum size of new schools and a desire to reduce mixed age classes. More recently members agreed a significant investment in our infrastructure for Special Educational Needs Provision including new special schools. Norfolk County Council works closely with Local Planning authorities as per agreement 21.

Agreement 21: The Local Planning authorities will continue to work closely with the County Council and school providers to ensure a sufficient supply of school places and land for school expansion or new schools, and use S106 and / or Community Infrastructure Levy funds to deliver additional school places where appropriate. The authorities agree to continue supporting the implementation of the County Council’s Planning Obligations

Standards as a means of justifying any S106 payments or bid for CIL funds needed to mitigate the impact of housing growth on County Council infrastructure.

7.7 Transportation

Considerable work has been completed in relation to transportation matters in support of the NSPF. Notwithstanding the recent and very welcome announcements for further investment in infrastructure there will be a need for considerable further investment in transport infrastructure if this is not to constrain growth.

A background paper has been produced summarising the state of the County’s transport network, providing much of the evidence base for the production of the NSPF and subsequent Local Plans68. The paper aims to identify: the current state of the transport system; the constraints (current and future); and opportunities and includes a review of transport constraints to identify issues that, without resolution, may prove a barrier to growth.

Current Network

Norfolk is served by two trunk roads: the A11 from London and Cambridge, and the A47 from the west. The A47 continues from Great Yarmouth to Lowestoft. The A11 is fully dual carriageway and the corridor will see some of the largest scale growth planned in the county (at Thetford, Attleborough, Wymondham, Hethersett and the Norwich fringe at Colney/Cringleford). The A47 is a mix of single and dual carriageway, both within and beyond Norfolk.

Away from the strategic road network, Norfolk’s road network is a largely rural, single carriageway network. Much of it has not seen significant improvement schemes and so journey times can be slow, particularly away from the higher standard A-class network.

The following projects have successfully been funded since 2013

Completed:

- Broadland Northway (Norwich Northern Distributor Road (incl Postwick)) - £205m
- Norwich Pedal ways - £14m
- Great Yarmouth Beacon Park Link (A47/143 Link) - £6.8m
- A11 dualling Barton Mills to Thetford- £105m
- Great Yarmouth Right Turn at the rail station - £400,000
- King’s Lynn Lynnspor Link Road- £3.5m

Under construction or part-completed:

- Attleborough Town Centre Improvements - £4.5m
- Thetford Enterprise Park Roundabout - £2m

- Snetterton Energy Supply - £4.1m
- Great Yarmouth Rail Station to the Market Place improvement- £2m
- Great Yarmouth sustainable transport package (Part 1) - £2.5m
- Norwich (various projects including Dereham Road roundabout- £2m, Cycle link extension to Wymondham- £1.3m, City centre Prince of Wales Road - £2.6m, Dereham Road widening- £3m)
- A140 Hempnall Roundabout - £4m

Planned, not yet started:

- A11/ORR Daniels Road junction improvement- £2m
- Great Yarmouth congestion-busting projects- £3.3m
- Great Yarmouth sustainable transport package (Part 2) - £3.5m
- Great Yarmouth Third River Crossing- £120m
- A47 improvements £2-300m (incl Thickthorn and Great Yarmouth junction improvements and dualling Blofield to North Burlingham, and Easton to North Tuddenham)

Norfolk County Council, in partnership with Norwich City Council, Broadland District Council and South Norfolk Council, has made an application to the Department for Transport (DfT) as part of the Transforming Cities Fund. The fund aims to make it easier for people to access jobs, training and retail, and also aims to respond to issues around air quality. In September 2018, Greater Norwich was one of 10 city areas shortlisted to apply for a share of the £840m grant. The Transport for Norwich team is now working with the DfT on detailed proposals to put forward for funding through the project.
Norfolk has a limited rail network, meaning that many of its towns are not served by rail. Also, the services offered provide a very limited range of destinations and frequencies. In particular, services to the Midlands and Home Counties are poor. Whilst rail generally provides faster journeys to other major centres compared to road, average rail speeds compare poorly with connections between major centres out of the County.

Norwich Airport is situated some 5km north of Norwich city centre. It operates a number of scheduled and charter flights and provides servicing for the offshore energy industries via helicopter flights. The airport terminal has capacity for 700,000 passengers per year. The airport is currently reviewing it’s draft masterplan which envisages considerable growth in the coming years.\(^\text{69}\)

Great Yarmouth is the largest port in the county, seeing over 1,100 thousand tonnes of traffic in 2014, an increase of over 1/3 compared to 2013. Although 66% of this by tonnage is inward traffic there has been a tenfold increase in outward traffic since 2009, meaning that increasingly outward traffic has become more important to the port.

Levels of both walking and cycling to work are relatively high in Norwich. In South Norfolk and Broadland Districts levels of walking are comparatively lower than elsewhere in the county, probably reflecting that many people from these districts work in Norwich - too far to walk. A comprehensive cycle network has been identified in Norwich, and the city has also benefited from a large amount of funding that has been used to upgrade parts of the cycle network. There is still however a considerable amount of work required to upgrade the network in its entirety.

Accessibility by public transport to services and facilities is problematic in some more rural and isolated parts of Norfolk. Overall, accessibility tends to be poorest in the more rural districts of Breckland and West Norfolk, where there is a significant number of smaller villages, hamlets and isolated dwellings. Providing bus services within these smaller settlements is often unviable due to low population numbers.

Tables below lists some of the key road projects that the County Council in collaboration with partners is seeking to progress in the next 10 years.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Estimated Start date</th>
<th>Estimated Cost</th>
<th>Funding sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadland Growth Triangle Link Road</td>
<td>First Phase started 2017</td>
<td>£38m</td>
<td>Developer funding, CIL, BRP, HIF</td>
</tr>
<tr>
<td>A140 Long Stratton Bypass</td>
<td>2020</td>
<td>£31m</td>
<td>Developer funding, Growth Deal, CIL, NPIF, Government Major Road Network</td>
</tr>
<tr>
<td>A10 West Winch Housing Access Road</td>
<td>2019</td>
<td>£22.8m</td>
<td>Developer funding, Growth deal</td>
</tr>
<tr>
<td>A47 Hardwick Junction King’s Lynn</td>
<td>2025</td>
<td>£17m</td>
<td>Developer funding, Growth deal</td>
</tr>
<tr>
<td>Attleborough Link Road</td>
<td>2020</td>
<td>£18m</td>
<td>Developer funding, Growth Deal</td>
</tr>
</tbody>
</table>

\(^{69}\) See [http://www.norwichairport.co.uk/masterplan/](http://www.norwichairport.co.uk/masterplan/)
Table 13: Priority Road Projects for delivery by other organisations

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Estimated Start date</th>
<th>Estimated Cost</th>
<th>Likely funding sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>A47 Tilney to East Winch Dualling</td>
<td>2025</td>
<td>£130m</td>
<td>Highways England Roads Investment Strategy 2 (2020-2025)</td>
</tr>
</tbody>
</table>

Timely delivery of the above list of commitments will doubtless serve to stimulate the local economy and enhance the prospects of delivery of planned growth. Whilst the growing recognition of the need for further development of Norfolk’s infrastructure is very welcome because of its contribution to the delivery of the objectives of the NSPF there remains a considerable need for further infrastructure investment in the County if the vision in this framework is to be realised.

Furthermore, the background paper produced identified three key strategic issues affecting the County including: the relatively poor transport connectivity between our main settlements and destinations outside Norfolk resulting in long journey times; the poor connectivity within the County particularly for east-west journeys, exacerbated by congestion and unreliable journey times on parts of the network (especially the A47) adding to business costs; and difficulties in delivering major enhancements to transport networks within our urban areas and market towns which tend to have historical street patterns where the scope for major improvements is limited.

It should also be noted that the area of transport is considered to be an area where new technology may have a particularly significant impact during the duration of this framework and this makes predicting the full range of enhancements to travel networks difficult at this stage.

It is clear that providing suitable transport provision to meet the needs of existing and future populations while reducing travel need and impact will be one of the greatest challenges faced by Norfolk in delivering the level of growth that is anticipated over the coming decades. Given the overall scale of growth that is planned across the County a key matter will be ensuring that transport is a significant consideration in locating this growth and development levels are maximised in areas that are best served by transport networks and have the greatest potential for promoting the use of non-car based modes.

**Rail**

The rail network serving Norfolk is sparse: few settlements are connected to the rail network, and the network serves few destinations out of the county. There are two lines from London: the Great Eastern Main Line from London Liverpool Street via Ipswich to Norwich; and the Fenline / Great Northern Route from London King’s Cross via Cambridge to King’s Lynn. (King’s Lynn also has one train per day to London Liverpool Street.) Norwich is directly connected to Cambridge, Great Yarmouth, Lowestoft and Sheringham; and longer distance services via Peterborough to Liverpool.
The tables below set out some key shared priority schemes for rail improvement that the authorities will work together to promote for funding. These include Norwich in 90 which requires track improvements including the Trowse swing bridge, Haughley Junction, loops in Essex and level crossing upgrades. Also a large number of rail services pass through Ely. Major rail infrastructure improvements are required to accommodate all services committed within franchise agreements and for further frequency improvements in the future. Local authorities are working with local enterprise partnerships, government and Network Rail to bring forward the improvements for delivery in the next round of rail spending, between 2019 and 2024, known as Control Period 6.

Table 14: Priority Rail Projects for promotion

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Estimated Start date</th>
<th>Estimated Cost</th>
<th>Likely funding sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norwich to London rail (Norwich in 90)</td>
<td>2019-2024</td>
<td>TBC</td>
<td>Network Rail Control Period 6</td>
</tr>
<tr>
<td>Great Yarmouth Rail Station</td>
<td>2019-2024</td>
<td>TBC</td>
<td>Network Rail Control Period 6</td>
</tr>
<tr>
<td>Ely area enhancements</td>
<td>Around 2020</td>
<td>TBC</td>
<td>Network Rail Control Period 6, Growth Deal</td>
</tr>
<tr>
<td>Broadland Business Park station</td>
<td>Mid 2020s</td>
<td>£6.5 million</td>
<td>Growth Deal, Rail Industry</td>
</tr>
<tr>
<td>East West Rail (Cambridge to Oxford)</td>
<td>Late 2020s</td>
<td>Not Known</td>
<td>Government via special purpose delivery vehicle</td>
</tr>
</tbody>
</table>

In the consultation on the NSPF a number of respondents suggested that the Local Authorities ought to formally agree a high level strategic approach to transport as a formal agreement within the final NSPF. Although it has not been possible to produce such an agreement for inclusion in this document further consideration will be given to this matter with a view to including such an agreement in a future iteration of this document.

7.8 Flood Protection and Green Infrastructure

Flood Protection

Flood protection is a significant issue for Norfolk. Significant parts of the County are vulnerable to tidal, fluvial or surface water flooding from extreme weather events. Such events can pose a significant risk to life as well as property and affect, to a greater or lesser extent, the three main settlements in the County which all developed in their locations due in part to their access to tidal waters.

Much of the Norfolk coastline is reliant on flood defences to minimise flood risk to existing development. Considerable further information on the planned interventions that are necessary in
order to protect our communities from coastal flooding are set out in the Coastal Evidence (Flooding and Coastal Erosion) background paper that is published in support of the NSPF\textsuperscript{70}.

UK Government studies have concluded that climate change over the next 100 years is likely to result in hotter, drier summers and warmer, wetter winters, with more extreme weather events including droughts, floods and sea level rise increasing the level of risk from flooding that is faced by communities in Norfolk.

To address these strategic issues it will be necessary to take a co-ordinated and proportionate approach to managing flood risk. Flood risk assessments are to be used effectively to ensure development is located appropriately and away from flood plains wherever possible. Developers will need to work closely with the relevant public authorities risk management authorities in minimising flood risk from all sources through a combination of high quality urban design and green infrastructure, as well as use of Sustainable Drainage Systems (SUDs) forming part of the overall design of developments. Early engagement with the relevant risk management authorities is required prior to the submission of some planning applications. Further guidance on how this will be done is available on the County Council website due to its role as the Lead Local Flood Authority for the County\textsuperscript{71}.

\textsuperscript{70} See \url{https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/Infrastructure%20Group%20Coastal%20Paper%20DRAFT%20V7%201.docx}

Figure 10 provides an illustration, at a broad scale, of the extent of land with and without flood risk constraints. Whilst it is clear that significant areas of the County are free from flood risk constraint it should be noted that many of the currently developed urban areas are at some risk of flooding. It will be important to ensure that a pragmatic approach is taken for new development and flooding as if planned correctly new development can significantly reduce the flood risk faced by existing communities in these areas.

As flood waters do not respect administrative boundaries there will be a need for the Norfolk Planning Authorities to continue to work closely together on assessing and minimising flood risk as well as on responding to emergencies when they do occur. For example, the Broadland Futures Initiative is a strategic project to explore how best to manage flood risk in the inter-related areas of the Norfolk and Suffolk Broads, the coast between Eccles and Winterton (which protects the Northern Broads) and the entrance to the Broads system through Great Yarmouth. The project will guide decision making over the short, medium and long term.

A number of significant investments have recently been made or are planned in the near future to help alleviate flood risk. These are detailed in Local Plans, coastal management plans and strategic flood risk assessments and included in the county wide IDP.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Estimated Start date</th>
<th>Estimated Cost</th>
<th>Likely funding sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great Yarmouth Tidal Defences 2017 onwards (Epoch 2)</td>
<td>2026</td>
<td>£27-76 million</td>
<td>NALEP, Local Authorities and Private Sector</td>
</tr>
<tr>
<td>Bacton Walcott sandscaping scheme</td>
<td>2018</td>
<td>£19.3m</td>
<td>Public sector, Regional Flood and Coast Committee, Environment</td>
</tr>
</tbody>
</table>
Green Infrastructure and the Environment

Green infrastructure (GI)\textsuperscript{72} is a network of multi-functional green space, urban and rural, which is capable of delivering a wide range of economic, environmental and quality of life benefits for local communities. The provision of green infrastructure in and around urban areas helps create high quality places where people want to live and work. New GI can also mitigate impacts on existing sensitive sites and support heritage and conserve the historic environment. Access is an integral part of GI and PROW and 'Norfolk Trails' are an important asset.

The area has a wealth of environmental assets ranging from international and national status, to those of local importance. These must be safeguarded and enhanced for the benefit of current and future generations. Many of Norfolk’s natural habitats have been lost and fragmented with once extensive areas of habitats reduced to small remnants isolated from each other and surrounded by relatively inhospitable land uses, reducing biodiversity and increasing vulnerability.

\textsuperscript{72} The definition of GI is set out in the Natural England document GI Guidance http://publications.naturalengland.org.uk/file/94026 In terms of the NSPF it includes 'blue infrastructure' ie water environments - rivers, lakes, ponds etc.
Current GI assets are set out in Figure 11. Green infrastructure should be provided as an integral part of all new development, where appropriate, alongside other infrastructure such as utilities and transport networks.

Planning for green infrastructure should occur at the evidence gathering (survey and analysis) stage of the planning process, so that green infrastructure responds to character and place, and that standards are set for green infrastructure accessibility, quantity and quality. Early integration of green infrastructure can also ensure that it is properly planned in advance of development or delivered alongside development on a phased basis. In this way green infrastructure can be planned as an integral part of the community. (Natural England Green infrastructure guidance, P43)

As Norfolk grows and changes in terms of its demographic profile considerable investment in the provision and maintenance of a GI network will be needed in order to facilitate and support growth whilst also:

- Minimising the contributions to climate change and addressing their impact;
- Protecting, managing and enhancing the natural, built and historical environment, including landscapes, natural resources and areas of natural habitat or nature conservation value;
- Ensuring existing and new residents many of whom may be elderly receive the health and quality of life benefits of good green infrastructure and are able to access appropriate recreational opportunities;
- Maintaining the economic benefits of a high quality environment for tourism; and
- Protecting and maintaining the Wensum, Coast, Brecks and the Broads.

As part of producing this Framework the authorities have commenced work on producing a GI strategy for Norfolk working with the Environment Agency, Natural England and Wild Anglia. This has produced:

- Accessible public open space and Countryside Access maps
- Ecological Network Maps
- Identified potential Green Infrastructure Corridors throughout the county (the ‘GI network’)

Further more detailed maps are available from the NBIS website see http://www.nbis.org.uk/sites/default/files/documents/Maps.zip
Figure 12: Norfolk’s GI corridors. 2017

Figure 12 shows the identified potential Green Infrastructure Corridors. The intention is for this map to inform Local Plans, and also the GI Strategy now in preparation. It should be noted that depending on the nature of corridor they may not constrain development, indeed in some circumstances promoting growth in these corridors may enhance their GI value.

One of the strategic aims for the Environment section is to ‘protect, maintain and enhance biodiversity’. New growth in Norfolk must respect this aim, but the use of green infrastructure either existing or new can greatly aid the assimilation of new development. A commissioned report by Footprint Ecology on the impact of recreational pressures on Natura 2000 protected sites likely to arise from new housing growth gave insights into the scale and location of that pressure. This is a complex area, many of the Natura 2000 sites attract large numbers of visitors, acting as green infrastructure, but are sensitive environments with specific legislative requirements. Mitigation measures and monitoring may be necessary, an action plan prepared by the Norfolk authorities is intended to address this in a co-ordinated way.
Agreement 22: In recognition of:

a) the importance the Brecks, the Broads and the Area of Outstanding National Beauty, together with environmental assets which lie outside of these areas, brings to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity;

b) the pressure that development in Norfolk could place on these assets; and

c) the importance of ecological connections between habitats

the Local Planning Authorities will work together to produce a GI Strategy for Norfolk which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.

With regard to the emerging priority projects for short term effort to bring forward, the following are likely to feature within the IDP.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Estimated Start date</th>
<th>Estimated Cost</th>
<th>Likely funding sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Green Loop (Walking/cycling route linking Norwich – Aylsham – Hoveton – NE Growth Triangle)</td>
<td>Not Known</td>
<td>Not Known</td>
<td></td>
</tr>
<tr>
<td>Weavers Way</td>
<td>2018/19</td>
<td>£1.1m</td>
<td>RDPE, HLF, NALEP</td>
</tr>
</tbody>
</table>
7.9 Minerals and Waste

Minerals

Carstone is a type of sandstone that is quarried in west Norfolk. It has traditionally been used as a vernacular building material, although it is no longer used to any significant degree. Although it is classed as a ‘hard rock’ it is not used as a hard rock (e.g. road dressing), instead it is used primarily as fill (to raise the levels of land prior to construction) or in the formation of embankments. Therefore it is often used in the construction of roads.

Carstone deposits are located in very limited areas of west Norfolk. In 2017 there were two carstone extraction sites in Norfolk, located at Middleton and Snettisham.

Carstone production in Norfolk was 106,438 tonnes in 2016. The 10 year rolling average of carstone sales was 98,839 tonnes in the period 2007-2016. The 3 year rolling average of carstone sales was 77,982 tonnes in the period 2014-2016. The permitted reserves for carstone extraction sites in Norfolk were 2.05 million tonnes at the end of 2016. Based on the 10 year sales average, at the end of 2016 there was a carstone landbank of permitted reserves of over 20 years.

Silica sand deposits are located in very limited areas of west Norfolk, a relatively narrow band which runs north to south just to the east of King’s Lynn. The northern extent of the silica sand resource is at Heacham, and the southern extent around Hilgay. In Norfolk the silica sand resource is split into two broad categories, the Mintlyn Beds and the Leziate Beds; historically the Leziate Beds have been used principally for glass sand and the Mintlyn Beds for the production of foundry sand. Processing of sand for foundry use has stopped at Leziate and those parts of the process plant dedicated to their production have been removed. This reflects a general decline in the demand for foundry sand in England.

The deposit which is being worked at Leziate is one of two in England where silica sand of sufficient purity and grade for the manufacture of colourless flint (container) and float (window) glass is extracted. The other extraction site of silica sand of comparable quality is in Surrey.

Silica sand which is to be used for glass manufacture requires a significant amount of processing prior to being suitable for onward shipment to the glass manufacturers. This processing requires large and capital intensive plant such as the one operated by Sibelco UK Ltd which is located at Leziate. Consistency of material is an important consideration and this requires blending of sand from different areas of the working. The processing plant site includes a rail head to export the processed mineral for use by glass manufactures elsewhere. Norfolk is one of the most important sources of silica sand in Britain, accounting for 20 per cent of total output and approximately 60 per cent of silica sand production used for glass manufacture sourced in Great Britain in 2014.

Due to the cost and largely fixed nature of the processing plant and railhead, silica sand working has historically taken place in close proximity to the Leziate processing plant. However, this now means that the most accessible areas have either been worked or are in the process of being worked.

The 10 year rolling average of silica sand sales in Norfolk was 681,900 tonnes in the period 2007-2016. The 3 year rolling average of silica sand sales was 785,400 tonnes in the period 2014-2016. The permitted reserves for silica sand extraction sites in Norfolk were 2.62 million tonnes at the end of 2016. Based on the 10 year sales average, at the end of 2016 there was a silica sand landbank of permitted reserves of over 3 years.
Sand and gravel resources are located throughout the County (with the exception of the Fens area in the far west and south-west of Norfolk). Sand and gravel is used in the construction of roads and buildings and it is a key ingredient in the production of concrete and mortar, asphalt coating for roads, as a drainage medium and in the construction of embankments and foundations. The distribution of sand and gravel sites throughout Norfolk is widespread with a relatively large number of small operators. In 2016 there were 30 permitted sand and gravel extraction sites in Norfolk operated by 14 different companies. There are, however, particular clusters of sand and gravel workings near to King’s Lynn, in the north of Breckland District and around Norwich.

Sand and gravel production in Norfolk was 1.623 million tonnes in 2016. The 10 year rolling average of sand and gravel sales was 1.41 million tonnes in the period 2007-2016. The 3 year rolling average of sand and gravel sales was 1.47 million tonnes in the period 2014-2016. The permitted reserves for sand and gravel extraction sites in Norfolk were 16.53 million tonnes at the end of 2016. Based on the 10 year sales average, at the end of 2016 there was a sand and gravel landbank of permitted reserves of 11 years.

Secondary and recycled aggregates are also sourced within Norfolk. The annual average quantity of inert and construction/demolition waste recovered at waste management facilities over the ten years from 2007-2016 was 435,900 tonnes, however, some parts of this waste stream are unsuitable for use as a recycled aggregate (such as soil or timber). The data is not comprehensive because many operations, such as on-site recovery, are not recorded.

Marine aggregate dredging is carried out by companies on behalf of the Crown Estate and the sites are licensed by Defra; therefore Norfolk County Council does not have any planning involvement in marine aggregates and they do not form part of the Minerals and Waste Local Plan. Aggregates from marine dredging are not currently received at any ports of wharves in Norfolk. A total of less than 500 tonnes of marine sourced aggregates was consumed in Norfolk in 2014 (the most recently available date).

Clay and chalk are also extracted in Norfolk. Clay is primarily used in the engineering of landfill sites and in flood protection schemes. Chalk is primarily used as a liming agent for farmland. In 2017 there was one active clay working at Middleton, and three active chalk workings located at Castle Acre, Caister St Edmund and Hillington. However, the resource for these minerals is considered to be abundant in Norfolk relative to the demand.
Waste

There are a number of waste management facilities within Norfolk. They include:

- 20 Household Waste Recycling Centres, provided by Norfolk County Council, which accepted nearly 76,000 tonnes of waste in 2016/17.
- 10 commercial composting facilities which received nearly 130,000 tonnes of waste in 2016/17, as well as a few small community composting facilities;
- There are two metal recycling facilities at Lenwade and Great Yarmouth, one metal recycling facility at King’s Lynn docks and a large number of small sites accepting scrap metal or end-of-life vehicles. The metal recycling facilities received over 62,000 tonnes of waste in 2016/17;
- 61 operational sites for the treatment and/or transfer of waste (including municipal, commercial and industrial, hazardous, clinical, construction and demolition), which received over 1,570,000 tonnes of waste in 2016/17 and 24 sites for the treatment and transfer of inert waste (including construction and demolition waste) only, which received over 130,000 tonnes of waste in 2016/17;
- There are two non-hazardous landfill sites (Blackborough End and Feltwell) in Norfolk, but they are currently inactive. These sites have a permitted void capacity (remaining landfill space) estimated to be 5.09 million cubic metres.

In 2016/17 over 350,000 tonnes of inert waste was received at inert landfill sites or used in the restoration of mineral workings.
There is a renewable energy plant operated by EPR at Thetford which received over 470,000 tonnes of waste in 2016/17. The waste received at this facility is poultry litter which is burned to produce energy.

Agreement 23:
It is agreed that:

1) It is essential that there is a sufficient supply of minerals to provide the infrastructure, buildings, energy and goods that the country needs. The Norfolk Minerals and Waste Local Plan will therefore enable Norfolk to continue to be self-sufficient in the production of sand & gravel, whilst making an important contribution to the national production of silica sand.

2) A steady and adequate supply of minerals to support sustainable economic growth will be planned for through allocating sufficient sites and/or areas in the Norfolk Minerals and Waste Local Plan to meet the forecast need for sand and gravel, carstone, and silica sand.

3) Since minerals are a finite natural resource, and can only be worked where they are found, best use needs to be made of them to secure their long-term conservation. Resources of sand and gravel, carstone and silica sand within defined Mineral Safeguarding Areas will be safeguarded from needless sterilisation by non-mineral development. Infrastructure for the handling, processing and transportation of minerals will also be safeguarded from incompatible development. Defined waste management facilities and water recycling centres will be safeguarded from incompatible development.

4) The Norfolk Minerals and Waste Local Plan policies will enable the re-use, recycling and recovery of waste in Norfolk to increase, thereby reducing the quantity and proportion of waste arising in Norfolk that requires disposal, in accordance with the Waste Hierarchy.

5) The Norfolk Minerals and Waste Local Plan will enable Norfolk to be net self-sufficient in waste management, where practicable and to enable sufficient waste management infrastructure to be provided, for Norfolk, to meet the existing and forecast amount of waste expected to arise over the Plan period.

6) The Norfolk Minerals and Waste Local Plan will direct new waste management facilities to be located in proximity to Norfolk’s urban areas and main towns. Priority for the location of new waste management facilities will be given to the re-use of previously-developed land, sites identified for employment uses, and redundant agricultural and forestry buildings and their curtilages.

7) The Norfolk Minerals and Waste Local Plan will contain policies to ensure that minerals development and waste management facilities will be located, designed and operated without unacceptable adverse impacts on the amenity of local communities, the natural, built and historic environment, the landscape and townscape of Norfolk.
Section 8 – Conclusions and Next Steps

This Framework documents how the Norfolk Planning Authorities maintain effective cooperation between themselves, with the neighbouring district and county planning authorities, and with other key relevant agencies and utilities. In doing so it meets the relevant requirements of Section 3 of the 2019 National Planning Policy Framework (NPPF).

The NPPF highlights that Cooperation should be effective and ongoing, with this in mind the Norfolk Authorities have agreed to maintain the following agreement:

Agreement 24: In recognition of the benefits gained by co-ordinating and co-operating on strategic planning activities the signatories to this document agree to support the activities of the Norfolk Strategic Planning Member Forum and to continue to appropriately resource joint planning activity.

The revised NPPF also sets out the requirement for local authorities to prepare and maintain one or more statements of common ground. This document is intended to meet this requirement in a single document for all matters relevant to all Norfolk Local Authorities. It will be reviewed on a regular basis. Additionally individual local authorities may seek to enter into further statements of common ground with neighbouring or other authorities to address further strategic planning issues as part of the local plan preparation process.

Agreement 25: Norfolk Planning Authorities agree to maintain this statement of common ground on a regular basis reviewing it at least every two years to support the maintenance of up to date local plans across the county and ensure that the NSPF remains the most appropriate vehicle to address strategic planning matters for the county.

The next version of the document will also look to incorporate the ongoing work to:

- Complete a county wide Green Infrastructure Strategy
- Complete the proposals highlighted in the housing section to help promote housing delivery
- Complete a Specialist Housing Strategy for Norfolk identifying the need and types of accommodation which are required particularly to support the increasing elderly population
- Produce shared guidance on the location of base and booster stations for the 5G network and on fibre to the premises
- A Transport agreement from the work to produce a local transport plan
- Revise the vision and objectives to reflect latest thinking and government policy on climate change

The NSPF will also be maintained to ensure:

- All evidence and housing needs calculations are up to date following publications of updated data from the ONS and government guidance
- The NSPF is aligned to the LEP Economic Strategy and any changes made to this
- The NSPF is aligned to any strategic work of neighbouring authorities
Appendix 1 – NSPF Contacts:

Please direct all representations relating to the NSPF to the NSPF Project Manager as detailed below. Use the Local Planning Authority contact details only if you have enquiries concerning a specific authority area.

<table>
<thead>
<tr>
<th>NSPF Programme Manager</th>
<th>Breckland Council</th>
<th>Broadland District Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trevor Wiggett</td>
<td>Andrew Darcy</td>
<td>John Walchester</td>
</tr>
<tr>
<td>City Hall</td>
<td>Planning Manager</td>
<td>Spatial Planning Manager</td>
</tr>
<tr>
<td>St Peter’s Street</td>
<td>Breckland Council</td>
<td>Broadland District Council</td>
</tr>
<tr>
<td>Norwich</td>
<td>Elizabeth House</td>
<td>Thorpe Lodge 1 Yarmouth Road</td>
</tr>
<tr>
<td>NR2 1NH</td>
<td>Walpole Loke</td>
<td>Norwich</td>
</tr>
<tr>
<td>Email: <a href="mailto:trevorwiggett@norwich.gov.uk">trevorwiggett@norwich.gov.uk</a></td>
<td>Dereham</td>
<td>NR70DU</td>
</tr>
<tr>
<td>01603 212557</td>
<td>Tel 01362 656803</td>
<td>Email: <a href="mailto:Andrew.Darcy@breckland.gov.uk">Andrew.Darcy@breckland.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Email : <a href="mailto:Andrew.Darcy@breckland.gov.uk">Andrew.Darcy@breckland.gov.uk</a></td>
<td>Tel 01603 430622</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Email : <a href="mailto:john.walchester@broadland.gov.uk">john.walchester@broadland.gov.uk</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Broads Authority</th>
<th>Great Yarmouth Borough Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natalie Beal</td>
<td>Sam Hubbard</td>
</tr>
<tr>
<td>Planning Policy Officer</td>
<td>Great Yarmouth Borough Council</td>
</tr>
<tr>
<td>Yare House</td>
<td>2nd Floor,</td>
</tr>
<tr>
<td>62-64 Thorpe Road</td>
<td>Town Hall</td>
</tr>
<tr>
<td>Norwich</td>
<td>Hall Plain</td>
</tr>
<tr>
<td>NR1 1RY</td>
<td>Great Yarmouth</td>
</tr>
<tr>
<td>Tel 01603 756050</td>
<td>Norfolk</td>
</tr>
<tr>
<td>Email : <a href="mailto:Natalie.Beal@broads-authority.gov.uk">Natalie.Beal@broads-authority.gov.uk</a></td>
<td>NR30 2QF</td>
</tr>
<tr>
<td></td>
<td>Tel</td>
</tr>
<tr>
<td></td>
<td>Email :</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Borough Council of King’s Lynn and West Norfolk</th>
<th>Norfolk County Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alan Gomm</td>
<td>Phil Morris</td>
</tr>
<tr>
<td>Planning Policy Manager</td>
<td>Principal Planner</td>
</tr>
<tr>
<td>Borough Council of King’s Lynn and West Norfolk</td>
<td>Norfolk County Council</td>
</tr>
<tr>
<td>Kings Court</td>
<td>Martineau Ln</td>
</tr>
<tr>
<td>Chapel Street</td>
<td>Norwich</td>
</tr>
<tr>
<td>King’s Lynn</td>
<td>NR1 2UA</td>
</tr>
<tr>
<td>PE30 1EX</td>
<td>Tel 01603 222730</td>
</tr>
<tr>
<td>Tel 01553 616237</td>
<td>Email : <a href="mailto:phil.morris@norfolk.gov.uk">phil.morris@norfolk.gov.uk</a></td>
</tr>
<tr>
<td>Email : <a href="mailto:alan.gomm@west-norfolk.gov.uk">alan.gomm@west-norfolk.gov.uk</a></td>
<td></td>
</tr>
<tr>
<td>North Norfolk District Council</td>
<td>Norwich City Council</td>
</tr>
<tr>
<td>-------------------------------</td>
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</tr>
<tr>
<td>Mark Ashwell</td>
<td>Graham Nelson</td>
</tr>
<tr>
<td>Planning Policy Manager</td>
<td>Head of Planning</td>
</tr>
<tr>
<td>North Norfolk District Council</td>
<td>City Hall</td>
</tr>
<tr>
<td>Council Offices</td>
<td>St Peter’s Street</td>
</tr>
<tr>
<td>Holt Road</td>
<td>Norwich</td>
</tr>
<tr>
<td>Cromer</td>
<td>NR2 1NH</td>
</tr>
<tr>
<td>NR27 9EN</td>
<td>Mail: <a href="mailto:grahamnelson@norwich.gov.uk">grahamnelson@norwich.gov.uk</a></td>
</tr>
<tr>
<td></td>
<td>Tel 01603 212530</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>South Norfolk Council</th>
<th>South Norfolk Council</th>
</tr>
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<tbody>
<tr>
<td>Simon Marjoram</td>
<td>Simon Marjoram</td>
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<td>Planning Policy</td>
<td>Planning Policy</td>
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<tr>
<td>South Norfolk District Council</td>
<td>South Norfolk District Council</td>
</tr>
<tr>
<td>South Norfolk House</td>
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</tr>
<tr>
<td>Long Stratton</td>
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</tr>
<tr>
<td>Cygnet Court</td>
<td>Cygnet Court</td>
</tr>
<tr>
<td>Norwich</td>
<td>Norwich</td>
</tr>
<tr>
<td>NR15 2XE</td>
<td>NR15 2XE</td>
</tr>
<tr>
<td>Tel 01508 533810</td>
<td>Tel 01508 533810</td>
</tr>
<tr>
<td>Email: <a href="mailto:SMarjoram@S-NORFOLK.GOV.UK">SMarjoram@S-NORFOLK.GOV.UK</a></td>
<td>Email: <a href="mailto:SMarjoram@S-NORFOLK.GOV.UK">SMarjoram@S-NORFOLK.GOV.UK</a></td>
</tr>
</tbody>
</table>
### Appendix 2 – Cross Border Cooperation Initiatives

<table>
<thead>
<tr>
<th>Cooperation mechanism</th>
<th>Authorities involved</th>
<th>Brief details</th>
<th>Date</th>
<th>Other Comments</th>
<th>Website link (if relevant)</th>
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</thead>
<tbody>
<tr>
<td>Coastal Partnership East</td>
<td>North Norfolk, Great Yarmouth, Waveney, Suffolk Coastal</td>
<td>Shared Coastal Management Team for the four authorities.</td>
<td>Ongoing</td>
<td>Coastal Zone Planning Statement of Common Ground (2018), setting out an agreed approach to coastal planning (note additional signatories to Statement: Broads Authority, BC King’s Lynn &amp; West Norfolk; and endorsed by Environment Agency).</td>
<td><a href="https://www.coasteast.org.uk/">https://www.coasteast.org.uk/</a></td>
</tr>
</tbody>
</table>
| Membership of Broads Authority | Broadland, Great Yarmouth, North Norfolk, Norwich, South Norfolk, Waveney, Norfolk and Suffolk. | Each provides members to govern the Broads Authority.                                                   | Ongoing            |                                                                                               | http://www.broadsl authority.gov.uk/about-us/who-we-are/members/meet-our-members |}
<p>| Waveney/Great Yarmouth sub regional meetings | Waveney, Great Yarmouth, Broads Authority.                                             | Quarterly Periodic meetings between these three eastern authorities to discuss strategic cross boundary issues pertinent to the area. | Ongoing            | Waveney Local Plan Duty to Cooperate Statement of Common Ground (2018) on Housing Market Area, Functional Economic Area and Objectively Assessed Need, between Waveney, Great Yarmouth, Broads Authority, South Norfolk, Suffolk Coastal, and Mid-Suffolk. | n/a                       |
| Norfolk Coast (AONB) Partnership | Great Yarmouth, North Norfolk, King’s Lynn &amp; West Norfolk, Norfolk, Broads Authority, Natural England | Management of the Norfolk Coast Area of Outstanding Natural Beauty.                                    | Ongoing            | The Partnership also includes 2 community representatives.                                                                                                                                       | <a href="http://www.norfolkcoastaonb.org.uk/partnership/core-management-group/169">http://www.norfolkcoastaonb.org.uk/partnership/core-management-group/169</a> |
| Memorandum of Understanding – Treatment of Housing and Employment Needs and Delivery in the Broads Authority Area | Broads Authority, Broadland, South Norfolk, Norwich, Great Yarmouth, Waveney, Norfolk, Suffolk.          | Agreed mechanism for distribution of housing (and employment) development in relation to targets for overlapping district and Broads areas. | 2014 (and previously) | Further Statement of Common Ground (2017) between Broads Authority and Great Yarmouth Borough Council updating and specifying this in relation to housing in Proposed Broads Local Plan. | n/a                       |
| New Anglia Local Enterprise Partnership | All Norfolk and Suffolk District and County                                             | To lead economic growth and job creation across Norfolk and                                            | Ongoing            | Partnership also includes private sector and education representatives.                                                                                 | <a href="https://newanglia.co.uk/">https://newanglia.co.uk/</a>    |</p>
<table>
<thead>
<tr>
<th><strong>Norfolk Strategic Planning Framework</strong></th>
<th><strong>Page 84</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wherry Line Community Rail Partnership</strong></td>
<td>Councils: Norfolk, Suffolk, Norwich, Broadland, Great Yarmouth, Waveney.</td>
</tr>
<tr>
<td><strong>A47 Alliance</strong></td>
<td>Councils: Norfolk, Great Yarmouth, Broadland, Norwich, Breckland, King's Lynn &amp; West Norfolk</td>
</tr>
<tr>
<td><strong>Greater Norwich Development Partnership</strong></td>
<td>Councils: Norwich, Broadland, South Norfolk, Norfolk County Council and the Broads Authority</td>
</tr>
<tr>
<td><strong>Greater Norwich Growth Board</strong></td>
<td>Councils: Norwich, Broadland, South Norfolk, Norfolk County Council and the Broads Authority</td>
</tr>
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<td><strong>Norfolk Strategic Planning Officers Group</strong></td>
<td>Councils: All Norfolk Local Planning Authorities</td>
</tr>
<tr>
<td><strong>Norfolk Member Forum</strong></td>
<td>Councils: All Norfolk Local Planning Authorities</td>
</tr>
<tr>
<td><strong>Norfolk Strategic Planning Framework</strong></td>
<td>Councils: All Norfolk Local Planning Authorities</td>
</tr>
<tr>
<td>The Wash and North Norfolk Marine Partnership</td>
<td>East Linsey, Boston, Fenland, South Holland, Kings Lynn &amp; West Norfolk, North Norfolk, Lincolnshire County Council and Norfolk County Council</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Norfolk/Suffolk Cross border Meeting</td>
<td>Babergh and Mid Suffolk, South Norfolk, Great Yarmouth, Broads Authority, Ipswich Borough, Suffolk County, West Suffolk, Breckland, Kings Lynn &amp; West Norfolk, East Suffolk</td>
</tr>
<tr>
<td>Wisbech Access Strategy Steering Group</td>
<td>Kings Lynn &amp; West Norfolk, Norfolk County Council, Cambridgeshire County Council, Fenland DC, Wisbech Town Council</td>
</tr>
<tr>
<td>Norfolk Rail Group</td>
<td>Norfolk &amp; Suffolk County Councils, all districts</td>
</tr>
<tr>
<td>Joint SFRA Update</td>
<td>Kings Lynn &amp; West Norfolk, North Norfolk DC, Greater Norwich, Broads Authority, Great Yarmouth</td>
</tr>
<tr>
<td>East of England Aggregates Working</td>
<td>Norfolk, Suffolk, Essex, Hertfordshire and Quarterly meetings. Collect data relating to the</td>
</tr>
<tr>
<td>Party</td>
<td>Cambridgeshire County Councils. Peterborough, Thurrock, Southend-on-Sea, Luton, Bedford, Central Bedfordshire Councils</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>East of England Waste Technical Advisory Body</td>
<td>Norfolk, Suffolk, Essex, Hertfordshire and Cambridgeshire County Councils. Peterborough, Thurrock, Southend-on-Sea, Luton, Bedford, Central Bedfordshire Councils</td>
</tr>
</tbody>
</table>
BRECKLAND DISTRICT COUNCIL

Report of: Councillor Paul Claussen - Deputy leader & Executive Member for Governance

To: Cabinet – 14th October 2019

Author: Ross Bangs – Innovation, Change and Performance Manager

Subject: Performance Overview Report – Quarter 1 2019/20

Purpose: To provide members of the commission with an overview of the Council’s performance for the period 1st April 2019 – 30th June 2019.

Recommendation

1) Members of the Cabinet are asked to note the content of the report

1. BACKGROUND

The Quarter 1 2019-20 Performance Report detailed in Appendix A aims to provide Members, businesses and residents with an overview of how the Council is performing against a number of key strategic indicators. These indicators include the delivery of frontline services, financial performance and progress made towards achieving the overarching aims and objectives of the Council as set out in the Corporate Plan.

In addition the covering report will highlight areas of improved and high performance and also where performance is challenging. Where this is the case the report will summarise what officers are doing to address this.

Members will note a revised Performance Monitoring Report, (Appendix A). The report has been amended to provide greater detail and increased narrative on how the Council is performing and how performance and service delivery links into the councils key corporate priorities. This report also includes a comparison against other like Councils where possible as well as the addition of predicted forecasted performance which is informed by trend and business intelligence analysis.

KEY PERFORMANCE INDICATORS

Performance Indicator Status FY 2019/20

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Q1
Q2
Q3
Q4
Q1
2018/19
2019/20
Red
Amber
Green
1.3 Performance is reported using the RAG system with green demonstrating where an indicator is on or above target, amber where the indicator is below target but showing an upward trend and red where an indicator is below target.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Quarter 1 19/20</th>
<th>Quarter 4 18/19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4 (28.57%)</td>
<td>3 (20%)</td>
</tr>
<tr>
<td></td>
<td>2 (14.29%)</td>
<td>2 (6.5%)</td>
</tr>
<tr>
<td></td>
<td>8 (57.14%)</td>
<td>6 (73.5%)</td>
</tr>
</tbody>
</table>

Members will note that within the new reporting year, there has been a reduction in the number of reportable Key Performance Indicators although the number of for data only measures has increased.

2.0 AREAS OF SUCCESS

2.1 Within the last quarter the number of missed refuse collections has reduced and is within target. In total 99.8% of all scheduled collections were made and where missed collections were reported the council took on average 1.2 days to respond and rectify. In addition it is positive to note that the number of reported flytipping incidents within the district has fallen and continues to reduce month on month.

2.2 The Councils ability to respond to complaints and freedom of information requests continue to improve with FOI response rates at the highest they have been within Breckland (95% of all requests responded to within 20 working days). By comparison the average east of England local authority response rate is 80%. The same applies for complaint response times with only 2 complaints not responded to within 15 days, 93% against a target of 90%

2.3 There has been a significant reduction in officer time lost through sickness in quarter 1 with an average of 1.6 days lost per officer for this period. By comparison, there was 2.2 days lost per officer when compared with the same period 12 months ago. This reduction can be attributed to the ongoing health and wellbeing initiatives being undertaken from the HR team in addition to the wider workforce strategy.

2.4 The indicators which measure the percentage of minor and major planning applications being determined within time continues to perform strongly with 93% of all major applications being determined within 13 weeks or an agreed extension and 92.8% of all minor applications being determined within 8 weeks or within an agreed extension against targets of 70% and 80% respectively.

3.0 AREAS REQUIRING IMPROVEMENT

3.1 There has been a reduction in performance relating to the customer contact centre within quarter 1. Of the 30,919 calls received within this period, 84.1% were answered against a target of 90%. In addition the average wait time for a call to be answered has increased to 179 seconds. Analysis of this spike in performance has shown that a higher than predicted number of Council Tax enquires has been received within this period which are attributed to changes in universal credit. In addition, the average length of call time has increased by 50 seconds per call when compared with the same period 12 months ago and this is attributed to the types of calls being received in addition to officers marketing the Council’s online offer to customers who may choose this alternative for future interactions.
3.2 Although the number of recorded flytipping incidents are reducing, the time taken to respond has increased slightly from 5.2 days in quarter 4 18/19 to 6.1 days within this last quarter. The Council’s new enforcement officer has now been in post for three months and together with further advancements in the Council’s report it function it is forecasted that this time will reduce into quarter 2 and the remainder of the year.

3.3 The indicator which measures the number of empty properties brought back into use continues to underperform. Following the recent Housing Peer Review and associated service plan, there is a renewed focus in this area and intelligence gathering is currently underway to identify those long term empty properties which may be subject to further work with a view of making them available in the future.

4.0 Additional Points

4.1 None

5.0 Options

5.1 Note the content of the report

5.2 Do nothing

6.0 Expected Benefits

6.1 The Corporate Improvement and Performance Team will use the content of this report to identify areas of improvement.

7.0 Implications

7.1 Carbon Footprint / Environmental Issues

7.2 Carbon Footprint / Environmental Issues have been considered and it is the opinion of the author that there are no implications.

7.3 Constitutional and Legal

7.4 Constitutional and Legal issues have been considered and it is the opinion of the author that there are no implications.

7.5 Contracts

7.6 Contracts issues have been considered and it is the opinion of the report author that there are no implications.

7.7 Wards/Communities affected

7.8 No wards or communities are affected.

7.9 Acronyms

7.10 None
Background papers: None

Lead Contact Officer
Name and Post: Ross Bangs – Corporate Innovation & Performance Manager
Telephone Number: 07870835233
Email: ross.bangs@breckland-sholland.gov.uk

Director / Officer who will be attending the Meeting
Name and Post: Ross bangs – Corporate Innovation & Performance Manager

Key Decision: No
Exempt Decision: No

Appendices attached to this report:
Appendix A Quarter 1 Performance Report
Appendix B New Report – How to read guide
Performance Overview

Q1, 2019 APR - JUN

Key Performance Overview

By Status

- Red (28.57%)
- Amber (14.29%)
- Green (57.14%)

Performing/Over-Performing

- Missed Waste collection - Page 3
- % of Complaints responded to within time frame specified - Page 6
- Staff Sickness - Page 10
- EHC Income - Page 12
- Food businesses rated as '3' or above - Page 12
- Commercial Property Income - Page 13
- Major Planning apps determined within 13 weeks or agreed extension - Page 15
- Minor Planning apps determined within 8 weeks or agreed extension - Page 15

Below Target but showing upward trend

- % of FOIs responded to within time frame specified - Page 6
- Commercial Property Occupancy - Page 13

Under Performing

- % of calls answered - Page 1
- Average call wait times - Page 1
- Empty properties brought back into use - Page 7
- Staff Turnover - Page 10

Performance Breakdown Index

137
Customer Engagement

Q1, 2019 | APR - JUN

Key Indicators

This section covers performance in services we provide to our residents who contact us either through our traditional or digital platforms, which is supporting our corporate priority "Our Council".

How we are performing as a council in these areas is measured by the following:
- % of calls answered
- Average wait time
- Number of retweets
- Social media engagement
- Number of website visitors

% of Calls Answered

<table>
<thead>
<tr>
<th>Quarter</th>
<th>% of Calls Answered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>87</td>
</tr>
<tr>
<td>Q2</td>
<td>86.4</td>
</tr>
<tr>
<td>Q3</td>
<td>86.3</td>
</tr>
<tr>
<td>Q4</td>
<td>88.6</td>
</tr>
<tr>
<td>Q1</td>
<td>84.1</td>
</tr>
</tbody>
</table>

The main indicator highlighted in this section focuses on the percentage of calls that are answered from the total number of calls taken. A higher % indicates more calls answered.

Same Period Last Year - % of Calls Answered

- 87%
  - Target is above 90%

Number of Calls Received

- 30,919
  - Q2 21-30%

Forecasted % of Calls Abandoned

- 21-30%

Average Wait Time (in Seconds)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Average Wait Time (in Seconds)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>161</td>
</tr>
<tr>
<td>Q2</td>
<td>189</td>
</tr>
<tr>
<td>Q3</td>
<td>221</td>
</tr>
<tr>
<td>Q4</td>
<td>144</td>
</tr>
<tr>
<td>Q1</td>
<td>179</td>
</tr>
</tbody>
</table>

The main indicator in this section focuses on the average waiting time for phonecalls. A lower number indicates less time for the call to be answered.

Same Period Last Year - Average Wait Time (in Seconds)

- 161
  - Target is below 150

Target Average Wait Time

- 150 Seconds
  - Q2 180-230 Seconds

Forecasted Average Wait Time

- 180-230 Seconds
Customer Engagement continued

Q1, 2019 APR - JUN

Supporting Data and Analysis

Q1 has seen an increase in calls offered (the highest volume in the last 12 months). This has happened at a time when the service is balancing staff holiday (which is managed very closely) against more customer contacts (customers at home with more time to contact us).

Further analysis has shown unseasonably high numbers of Council tax enquiries (3525), due to more reminders and summonses being issued by ARP (partly linked to effects of Universal Credit). Been training new staff to replace experienced staff which restricts the types of calls they are able to respond to in the first few months.

Longer term trends identified: In addition to increased call volumes is individual talk-time has also increased by around 50 seconds compared to 2017/18. This is due both in the types of calls being received and also the fact that the team are educating customers to do things online.

- The team is now servicing more channels of communication than ever before, with the same volume of staff compared to 12 months ago. For example: Webchat went live in November 2018 with volumes increasing from 50 webchats in October 2018 to 486 in July 2019.

Despite the recent increase in call waiting times there is no evidence of a fall in customer satisfaction. This year no complaints on ‘wait-time’ have been received, so customers seem accepting of an average wait time of 175 seconds (Jan-Jul). Customer feedback, to date, suggests that residents are more focused on the outcome of their call rather than how long it takes to get through.

Ongoing/future actions: Regardless of the increase in contacts we are doing everything we can to improve and maintain levels of customer service. These include:
- Focusing training in quiet times
- Ensuring holidays are restricted in peak times
- Forecasting calls and plotting staff in the rota to meet demands
- Offering overtime/flex to action e-mails and call-backs
- Backfilling vacant posts/secondments in a timely manner
- Working closely with other departments to recognise influx of contacts
- Supporting the wellbeing of staff and customers
- *Customer Service Survey to launch in September

Moving forward and historically, calls are set to decrease in the next few months which will help performance, however, medium term we need to recognise that performance can be challenging and to continue with the development of digital
This section covers performance in services we provide to the districts community and environment, which is supporting our corporate priority "Your Place".

How we are performing as a council in these areas is measured by the following:

- Number of bins collected vs number of bins missed
- Number of working days to deal with fly tipping
- Number of incidents of fly-tipping
- % of household waste recycled or composted
- Average number of working days to deal with missed waste
- Number of garden waste subscribers
- Breckland Lottery (value awarded)

The main indicator highlighted in this section focuses on the number of missed collections per 100,000 people, a lower number is better for this indicator as we look to ensure fewer waste collections are missed.

The main indicator in this section focuses on the number of incidents of fly tipping. A lower number is better for this indicator, as this ensures fewer fly-tipping incidents are happening within the district.
Environmental and Community continued

Q1, 2019 | APR - JUN

**NUMBER OF INCIDENTS OF FLY-TIPPING**

- **315**
- **12%** decrease

**% OF HOUSEHOLD WASTE RECYCLED OR COMPOSTED**

- **28.97%**
- **1.2%** decrease

**AVERAGE NUMBER OF WORKING DAYS TO DEAL WITH MISSED WASTE**

- **1.2 DAYS**

**FLY TIPPING INCIDENTS LAST 4 QUARTERS**

- Q1: 387
- Q2: 262
- Q3: 253
- Q4: 362
- Q1: 315

**POINTS TO NOTE**

We have seen an increase in the number of missed bins over the last two quarters, while it is difficult to fully pinpoint the reason for this, the service is able to identify an increased amount of vehicle breakdowns which has seen some delayed collections in the Dereham area. Serco have produced an action plan aimed at reducing the amount of missed collections and this is expected to show an improvement in the numbers next quarter. Performance in this area along with the action plan is monitored in strategic partnership meetings with Serco.

**FLY TIPPING BENCHMARKS**

- Breckland 210
- Bassetlaw 495
- East Lindsey 394
- Fenland 492
- Newark and Sherwood 333
- South Norfolk 267
- Kings Lynn and West Norfolk 423
- Norwich 1,496

**AVERAGE NUMBER OF FLY TIPPING INCIDENTS REPORTED FOR EAST OF ENGLAND LOCAL AUTHORITIES**

- JAN: 119
- FEB: 109
- MAR: 134
- APR: 130
- MAY: 110
- JUN: 75

**% OF HOUSEHOLD WASTE RECYCLED OR COMPOSTED**

- **RESIDUAL (71.07%)**
- **RECYCLED (13.41%)**
- **COMPOSTED (15.52%)**

**FLY TIPS REPORTED MONTHLY BREAKDOWN**

- JAN: 119
- FEB: 109
- MAR: 134
- APR: 130
- MAY: 110
- JUN: 75
Garden Waste subscribers continue to increase, with Q1 seeing an increase of 1.5% with a total of 21,351 subscribers. This is in comparison to the 21,025 subscribers from Q4 and 21,048 subscribers from Q1 2018/19. Initial data from Q2 suggests the subscriber base will continue to grow next quarter.

£9,671.40 has been raised for good causes over Q1 of 2019/20. Current Annualised projections for ‘Good Cause’ funds raised by the lottery stand at £44,241. £69,812 in revenue has been generated to date since the lottery launched in March 2018, with £41,887 of that income going to Community Organisations and Charitable ‘Good Causes’.

Revenue generated since launch (March 18) £69,812

Average subscriber gain per month 15
This section covers performance in services we provide for those who wish to submit Freedom of Information (FOI) requests or corporate complaints to us, which is supporting our corporate priority "Our Council".

How we are performing as a council in these areas is measured by the following:
- % of Freedom of Information Requests (FOI's) responded to in time
- % of complaints responded to in time
- Number of complaints received
- Number of FOI's received
- Average response time to complaints

### % of FOI's Responded to in Time

- **Q1**: 78%
- **Q2**: 84%
- **Q3**: 86%
- **Q4**: 93%
- **Q1**: 95%

**Target is 100%**

#### Forecasted % of FOI's Responded to in Time

- **Q2**: 95%
- **Q2**: 95-100%

### % of Complaints Responded to in Time

- **Q1**: 71%
- **Q2**: 82%
- **Q3**: 89%
- **Q4**: 94%
- **Q1**: 93%

**Target is above 90%**

#### Forecasted % of Complaints Responded to in Time

- **Q2**: 95%
- **Q2**: 91-96%

---

143
Information and Feedback continued

Q1, 2019 | APR - JUN

**Supporting Data and Analysis**

**Number of Complaints Received**
- 42
- **↓ 7%**

**Number of FOI's Received**
- 80
- **↑ 14%**

**Average Response Time to Complaints**
- 15.8 Days
- **↓ 40%**

**Number of Complaints Closed**
- Q1: 46
- Q2: 11
- Q3: 15
- Q4: 10
- Q1: 9

**Points to Note**

FOI response rates are at the highest they have been within Breckland district council, in comparison the average % of FOIs responded to within the time limit for most local authorities is around 80%. The same applies for complaint response times with only 2 complaints not responded to within 15 days, these 2 complaints required multiple services input and collaboration to respond in the right way.

**Method of Contact for Complaints/FOIs**
- **VIA WEB FORM (48.39%)**
- **VIA EMAIL (32.26%)**
- **VIA LETTER (12.90%)**
- **VIA OTHER (6.45%)**

**Number of Complaints Received**
- Q1: 84
- Q2: 106
- Q3: 100
- Q4: 45
- Q1: 42
Housing and Homelessness

Q1, 2019 | APR - JUN

KEY INDICATORS

This section covers performance in our housing services, which we provide to our residents, which is supporting our corporate priority "Your Place".

How we are performing as a council in these areas is measured by the following:
- Number of cases prevented from homelessness
- Number of empty properties back in use
- % of Breckland residents who are homeless

**NUMBER OF CASES PREVENTED FROM HOMELESSNESS**

- Q1: 44
- Q2: 34
- Q3: 45
- Q4: 31
- Q1: 41

The main indicator highlighted in this section focuses on the number of cases received where homelessness has been prevented.

- CASES OF PREVENTION

**EMPTY PROPERTIES BACK IN USE**

- Q1: 61

The main indicator in this section focuses on the number of empty properties brought back into use through direct intervention by the council. A higher number means more properties are being brought back into use.

- PROPERTIES BACK IN USE
Housing and Homelessness continued
Q1, 2019
APR - JUN

Supporting Data and Analysis

% of Breckland Residents who are homeless

0.12%

33%

# of Breckland Residents who are homeless

171

16%

Points to Note

The performance of empty homes brought back into use by the council continues to underperform and this has been identified within the service and following on from the peer review actions have been identified.

Resources have been a key issue for prioritising empty homes in the past, the team is now up to full capacity, and the following actions are underway:

1. Team is working to conduct intelligence checks on known empty homes to identify owners and secondary addresses,
2. Team will serve relevant notices on properties and on owners secondary address to 'flush out responses',
3. Once contact is made, offer support via applicable grants if owner engages,
4. On non engagement - follow strict enforcement procedures with zero tolerance approach.

Each officer within the team has been set a target to bring 5 empty homes back into use, with a view to review targets once officers are confident in dealing with such cases.

Supporting Data and Analysis

# of cases prevented from homelessness

Q1 | Q2 | Q3 | Q4 | Q1
---|---|---|---|---
44 | 34 | 45 | 31 | 41

Reasons for loss of home in England - 2019 analysis

Family/friends no longer able to support (30.37%)
Domestic abuse (10.63%)
Non-violent relationships (9.59%)
End of social rented tenancy (5.46%)
Eviction from supported (3.62%)
End of private rented tenancy (2.87%)
Other violence or harassment (2.52%)
Other reasons / not known (34.95%)

Homelessness figures comparison

Breckland 47
Boston 24
East Lindsey 36
Fenland 59
North Kesteven 35
South Kesteven 119
Lincoln 93
Amber Valley 48
Norwich 121
Kings Lynn 105
South Norfolk 25
North Norfolk 29
Forest 15
South Holland 42
Employee Workforce

Q1, 2019 | APR - JUN

This section covers performance in our offer to council employees. This relates to the corporate priority "Our Council".

How we are performing as a council in these areas is measured by the following:
- Staff turnover
- Number of working days lost to sickness per FTE (Full Time Equivalent)
- Number of leavers
- Number of days lost to sickness

The main indicator highlighted in this section focuses on the percentage of staff turnover. This is calculated by the total number of leavers against the total number of staff employed. A lower number shows successful staff retention.

The main indicator in this section focuses on the number on the number of working days lost per FTE (Full Time Equivalent). A lower number shows less time lost to sickness.

### Staff Turnover (%)

- Q1: 5.2
- Q2: 5.3
- Q3: 5.8
- Q4: 3.7
- Q1: 5.1

**Target is Below 4.3**

### Staff Turnover

- **Same Period Last Year - Staff Turnover (%)**
  - Q1: 5.2
  - Target is Below 4.3

### Number of Leavers in the Period

- Q2: 15

### Forecasted Staff Turnover (%)

- Q2: 4.5-5.3%

### Working Days Lost to Sickness per FTE

- **# of Working Days Lost to Sickness per FTE**
  - Q1: 2.21
  - Q2: 2.2
  - Q3: 2.32
  - Q4: 1.88
  - Q1: 1.63

**Target is Below 2**

### Same Period Last Year - # of Working Days Lost to Sickness per FTE

- Q1: 2.2
  - Target is Below 2

### Total Number of Working Days Lost to Sickness

- Q2: 446

### Forecasted # of Working Days Lost to Sickness per FTE

- Q2: 1.6-2.0 Days

Prepared by: Change, Innovation and Performance Team
Employee Workforce

Q1, 2019 APR - JUN

Supporting Data and Analysis

<table>
<thead>
<tr>
<th>Number of Days Lost to Sickness</th>
<th>Number of Staff Who Had Short Term Sickness</th>
<th>Number of Staff Who Had Long Term Sickness</th>
</tr>
</thead>
<tbody>
<tr>
<td>446.1</td>
<td>24</td>
<td>5.6</td>
</tr>
</tbody>
</table>

Points to Note

- Sickness is currently reporting at the lowest figures we have seen in the last 4 quarters which is pleasing to note.
- Turnover is slightly above target but at a healthy level, HR have not highlighted any concerning trends or issues with staff leaving the organisation, current figures fall in line with this time of year.

Q1 Reasons for Leaving

- New Job (5.88%)  
- Retiring (17.65%)  
- Resigning (52.94%)  
- Other (11.76%)  
- End of contract (11.76%)

According to the most recent Local Government workforce survey the average quarterly staff turnover rate for local authorities is 3.6%
This section covers performance in our Public Protection services. This relates to the corporate priority "Your Health and Wellbeing".

How we are performing as a council in these areas is measured by the following:
- EHTC (Environmental Health Training & Consultancy) net income
- % of food businesses rated 3 or above
- Number of food businesses within the district

The main indicator highlighted in this section focuses on the net income produced by EHTC. The higher the number the more net income generated.

The main indicator in this section focuses on the percentage of food business rated 3 (generally satisfactory) or above within the district. A higher number means more businesses are achieving this standard.

These indicators highlight the number of registered food businesses present within the district.
Economic and Growth

This section covers performance in areas related to the council’s economic and growth services. This relates to the corporate priority “Your Opportunity”.

How we are performing as a council in these areas is measured by the following:
- Commercial Property gross rental income
- New homes delivered
- New homes completed
- Wage levels
- Unemployment levels

**Commercial Property Gross Rental Income**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Gross Rental Income (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>740,186</td>
</tr>
<tr>
<td>Q2</td>
<td>1,338,053</td>
</tr>
<tr>
<td>Q3</td>
<td>2,084,393</td>
</tr>
<tr>
<td>Q4</td>
<td>2,704,220</td>
</tr>
<tr>
<td>Q1, 2019</td>
<td>841,501</td>
</tr>
</tbody>
</table>

**Same Period Last Year - Commercial Property Gross Rental Income (£)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Rental Income (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1, 2019</td>
<td>740,186</td>
</tr>
<tr>
<td>END OF Q4</td>
<td>2,805,178</td>
</tr>
</tbody>
</table>

**Target Income by End of Financial Year**

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Rental Income (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>END OF Q4</td>
<td>2,927,178</td>
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</table>

**Commercial Property Occupancy**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Commercial Property Occupancy</th>
</tr>
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<tbody>
<tr>
<td>Q1</td>
<td>91%</td>
</tr>
<tr>
<td>Q2</td>
<td>91%</td>
</tr>
<tr>
<td>Q3</td>
<td>91%</td>
</tr>
<tr>
<td>Q4</td>
<td>92%</td>
</tr>
<tr>
<td>Q1, 2019</td>
<td>97%</td>
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</table>

**Target is 98% or Above**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Commercial Property Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAST QUARTER</td>
<td>91%</td>
</tr>
<tr>
<td>Q2</td>
<td>98%</td>
</tr>
</tbody>
</table>

**Forecasted # of New Homes Delivered**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>New Homes Delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2</td>
<td>96-97%</td>
</tr>
</tbody>
</table>

The main indicator highlighted in this section focuses on the gross rental income generated by the council’s commercial property. A higher number shows increased income from our assets.

The main indicator in this section focuses on the % of our commercial units that are occupied. Target is to achieve 98% occupancy level of the Council’s commercial property assets which excludes operational assets. Calculated by total floor space let over the total lettable space.
Economic and Growth

Q1, 2019 APR - JUN

SUPPORTING DATA AND ANALYSIS

NEW HOMES COMPLETED IN 17/18 (AS OF 2018 MONITORING REPORT)

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<td>535</td>
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AVERAGE BRECKLAND WAGE LEVELS

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<td>£25,911</td>
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UNEMPLOYMENT LEVELS

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<td></td>
<td>1,360</td>
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Satisfaction with SERCO: 92%

Up by 2% since last Quarter

Points to Note

Wage levels: Wage levels, calculated through gross weekly income, rose in 2018/19 to £498.3 from £452.2 in 2017/18. This accounts for a rise of 9.7%. The average wage rise for authorities in the East during this period was 2.6% and nationally the average rise was 8.9%. Despite these rises, Breckland still remains below the average wage levels for the East (£590.3) and Great Britain (£571.1).

Unemployment: In Q1, unemployment levels rose within Breckland, in comparison with Q4. This accounted for a 0.1% increase in this period and a 0.5% increase since Q1 of last year. Breckland still remains below the average unemployment level for both the East and nationally.

Please note - Under Universal Credit a broader span of claimants are required to look for work than under Jobseekers Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

AVERAGE BRECKLAND WAGE LEVELS

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<tbody>
<tr>
<td></td>
<td>£25,911</td>
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Supporting data and analysis

GROSS WEEKLY PAY (£)

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<tbody>
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<td>647</td>
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UNEMPLOYMENT LEVELS OVER TIME

<p>| | |</p>
<table>
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<tbody>
<tr>
<td></td>
<td>4.3</td>
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</tbody>
</table>

Housing completions breakdown as per most recent annual monitoring report

Prepared by: Change, Innovation and Performance Team

Page 14
This section covers performance in areas related to the council's planning services. This relates to the corporate priority "Your Place".

How we are performing as a council in these areas is measured by the following:
- % of major planning applications determined within time
- % of minor planning applications determined within time

The main indicator highlighted in this section focuses on the percentage of planning applications determined within time (13 weeks or agreed extension). The higher the number, the more agreed within this period.

The main indicator in this section focuses on the percentage of minor planning applications determined within time (8 weeks or agreed extension). The higher the number, the more agreed within this period.
How to Understand and what they show

Within the new reports there are 8 areas of performance which are covered, each area focuses on certain elements of the services we provide. Each Area of Performance within the new reports is broken down into two pages, the first page shows the key measures, these traditional agreed measures are targeted and agreed by all levels of the organisation to be key indicators of performance for the relevant areas.

**Quarterly Performance Reports**

**How to Understand and what they show**

Within the new reports there are 8 areas of performance which are covered, each area focuses on certain elements of the services we provide. Each Area of Performance within the new reports is broken down into two pages, the first page shows the key measures, these traditional agreed measures are targeted and agreed by all levels of the organisation to be key indicators of performance for the relevant areas.

**PAGE 1**

**Employee Workforce**

**Q1, 2019 | APR - JUN**

**KEY INDICATORS**

**This section covers performance in our offer to council employees. This relates to the corporate priority “Our Council”**

- **Staff Turnover**
- **Number of working days lost to sickness per FTE (Full Time Equivalent)**
- **Number of leavers**
- **Number of days lost to sickness**

**Performance for the last year**

- **Staff Turnover (%)**
  - Q1: 0%
  - Q2: 1.19%
  - Q3: 0%
  - Q4: 2.5%

**Forecast based on existing data and trends as well as any business intelligence gathered which can forecast this figure.**

**Performance for this time last year last year**

- **# of working days lost to sickness per FTE**
  - Q1: 1.4
  - Q2: 1.5

**Supporting figure which goes into this performance measure or works as part of its calculation**

**Page and Report title**

**Breakdown of the page**
- What Data/PIs are being shown
- Which part of the corporate plan they link into
Data only measures are performance indicators that, whilst informative and useful do not have an agreed target and are therefore still monitored but not highlighted as “Key Indicators”.

Where possible, benchmark analysis and comparison data to other local authorities will be provided to provide the audience with an idea of how our performance compares.

According to the most recent Local Government workforce survey the average quarterly staff turnover rate for local authorities is 3.6%.
How to Understand and what they show

The below features a breakdown of the key indicators section within the new performance reports, it will explain the colour coding and percentage figures.

The colour of the square represents the status of the indicator, Green represents on or above target, orange represents slightly under target, red represents significantly below target and white indicates this is a data only measure and does not have a target.

**KEY INDICATORS**

% OF CALLS ANSWERED

94.96% ▲

TARGET IS ABOVE

91%

The figure is the current target of this measure.

This figure represents the change since last quarter, the arrow represents in which direction the figure has moved since last quarter and if this change has moved in a higher or lower direction.

Title of performance measure highlighted.
BRECKLAND DISTRICT COUNCIL

Report of: Councillor Paul Hewett, Executive Member for Contracts & Assets

To: Cabinet 14 October 2019
     Council 31 October 2019

(Author: Ralph Burton, Strategic Property Manager)

Subject: Review continuation of the Breckland Bridge property development joint venture partnership.

Purpose: This report provides information to allow Members to decide if the Council should continue the Breckland Bridge property development joint venture partnership after assessing the previous phase of the partnership and the business plan for the future phase.

Recommendations:

Members are requested to consider the continuation of the Breckland Bridge partnership on the basis of the content of the proposed changes and future business plan as outlined in this report.

Cabinet is asked to approve either Option 1 or Option 2 as follows:

Option 1 – Continue to be a partner in the Breckland Bridge joint venture vehicle and in doing so:

   a) Issue an Extension Notice (on the basis of the terms set out in this report) to the Land Group LLP to continue the partnership per the Shareholders Agreement.

   b) To continue the Leader of the Council as the nominated Shareholder Representative and to undertake all necessary shareholder decisions except for the approval of the business plan annually which is delegated to Cabinet.

   c) To continue the existing governance arrangements and in doing so:
      (i) Delegate all the relevant shareholder consent matters to the Shareholders Representative.
      (ii) Delegate the appointment (and any subsequent removals or re-appointments) of:
          - the Officer Director to the Chief Executive.
          - the External Director to the Shareholder Representative.
          - the Member Director to the Shareholder Representative.
      (iii) Indemnify the Council’s appointed Directors from personal liability.

   d) To continue the appointments of the current Breckland Council appointed Directors to Breckland Bridge until changed by either the Chief Executive or Shareholder Representative (as per c) above.

Option 2 - As per Option 1 above with the addition of:

   e) Approve the additional small site project delivery.
Subject to Cabinet approval of either Option 1 or 2 above **RECOMMEND TO FULL COUNCIL** that:

a) The new business plan be agreed as outlined in summary in Table 3 of the report.

b) The financial requirements of the business plan be agreed and delegate the S.151 Officer to undertake any related ancillary matters in order to implement the recommendations of this report and amend the capital and revenue budgets and any other on-going expenditure and release of funding including the following:
   (i) Award loans in accordance with the Council’s adopted Treasury Management Policy.
   (ii) Release up to £20,000 for the legal fees to undertake the legal due diligence and extension documentation.
   (iii) Provide the funding and approval of the provision of the client support post.

---

1.0 BACKGROUND

1.1 In 2014 the Council procured a partner with the necessary property and development skills and experience to create a long term joint venture strategic partnership. The original reasons were to use the Council’s property assets to:

   - Secure a step change in the financial contribution of the existing land asset base.
   - Accelerate growth in the District.
   - Provide a vehicle to enable important projects to proceed (Riverside).
   - Provide a vehicle for Regeneration – a positive “place changing” impact.

1.2 The resulting private-public partnership, Breckland Bridge Ltd (formed in 2015) was set to achieve this by the development and regeneration of land and property owned by the Council predominantly in the Breckland area under the following vision: *To use Breckland Council’s property and land assets to make a positive contribution to the regeneration and economic development of the Breckland district.*

1.3 The Council created a bespoke version of an asset backed vehicle and opted for a smaller and local partner and also limited the activity of the partnership to three projects (see Table 1 below) in the first phase. Setting up and being a partner and shareholder in Breckland Bridge Ltd was a new concept for the Council and it has been a new way of working. It is not a traditional outsourcing contract and as a joint venture it requires joint working and joint decision making. The legal governance framework of the partnership (the shareholders agreement) is complex and the Council has had to adapt to its role as a shareholder in the joint venture amalgamating this into its local authority role.

1.4 During the initial business plan period, 2015 to 2020, the Council has owned 90% of the company and the private sector partner, Land Group LLP has owned 10%. This is different to a standard asset backed vehicle approach where typically the shareholdings, risk share, funding split and profit share are split equally 50/50. The intention was/is to move to a typical 50/50 arrangement at the 5th year anniversary.

1.5 Breckland Bridge was/is anticipated to be long term partnership and the legal documentation is designed to support this with a review at this 5th year anniversary. At the outset three tests were designed to support this decision at this review point. These tests have been passed (see Table 3 below). On the basis that the tests have passed at this review point, if the Council decides not to continue (Option 3) there needs to be a sound commercial basis to support this decision (Option 3).
1.6 Table 1 outlines what has been achieved against what was expected at the outset.

### Table 1 - Expectations and Achievements

<table>
<thead>
<tr>
<th>Expected</th>
<th>Achieved / Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A joint venture based on 90/10 shareholding in favour of the Council.</td>
<td>• A joint venture based on 90/10 shareholding in favour of the Council.</td>
</tr>
<tr>
<td>• A 20 year agreement with a decision to continue at the 5th anniversary (to allow both parties to test the partnership).</td>
<td>• A long term (20 year) agreement subject to an extension review at the 5th anniversary.</td>
</tr>
<tr>
<td>• Vision: <em>To use Breckland Council’s property and land assets to make a positive contribution to the regeneration and economic development of the Breckland district.</em></td>
<td>• Breckland Council’s assets were/are being used in the three initial projects as outlined below and development at these sites has/will regenerate these sites.</td>
</tr>
<tr>
<td>• 3 initial projects:</td>
<td>• 3 initial projects:</td>
</tr>
<tr>
<td>• Riverside leisure scheme – 40,000 sq ft leisure space regenerating part of Thetford town centre.</td>
<td>• Riverside leisure scheme – 40,000 sq ft leisure space - built and developed on time / budget and part of Thetford town centre regenerated.</td>
</tr>
<tr>
<td>• Mileham housing scheme – 11 new homes built, completed and sold – with a surplus of £162k and land receipt of £83k.</td>
<td>• Mileham housing scheme – 14 new homes built, completed and sold – with a surplus of £189k and land receipt of £75k. Plus 4 dwellings transferred to Council at for shared ownership.</td>
</tr>
<tr>
<td>• Chapel Rd housing scheme – 12 new homes and surplus of £151k and land receipt of £143k.</td>
<td>• Chapel Road housing scheme – 10 new homes, planning permission achieved. Forecast surplus of £114k and land receipt of £215k.</td>
</tr>
<tr>
<td>• Cash return - £460k from land sales, fees &amp; interest.</td>
<td>• Forecast cash return - £580k from land sales, fees &amp; interest.</td>
</tr>
<tr>
<td>• Repayment of working capital (£270k) and working capital interest of £57k.</td>
<td>• Repayment of working capital (£270k) and working capital interest of £164k if extension agreed (By end of year 7 (year 2 of extension))</td>
</tr>
<tr>
<td>• Local Plan residential allocations for Banham site (44 units), Kenninghall site (15 units).</td>
<td>• Local Plan residential allocations for Banham site (44 units), Kenninghall site (15 units).</td>
</tr>
<tr>
<td>• Planning permissions for residential change of use for Gressenhall (1 unit), Colkirk (21 units), Litcham (16 units).</td>
<td>• Planning permissions for residential change of use for Gressenhall (1 unit), Colkirk (21 units), Litcham (16 units).</td>
</tr>
<tr>
<td>• Supported property development advice, guidance and reports on over 20 different schemes / properties.</td>
<td>• Supported property development advice, guidance and reports on over 20 different schemes / properties.</td>
</tr>
</tbody>
</table>
1.7 Table 2 outlines the lessons learnt from the previous phase and the relevant changes in response for the next period of the partnership.

Table 2 - Lessons Learnt and Changes Required

<table>
<thead>
<tr>
<th>Lessons Learnt</th>
<th>Changes Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>• This is a modest arrangement that will not significantly accelerate growth for the district. This is in part because it is limited in its capacity to develop only Council owned assets. This has been revisited and checked with procurement advice.</td>
<td>• New financially focused vision (rather than regeneration / growth focused): To use Breckland Council’s property assets and reserves to create positive financial return.</td>
</tr>
<tr>
<td>• The overhead (corporate) costs have been high compared to the overall surplus from the first business plan. This is in part due to the limited activity in the first phase. However the overhead costs have been appropriate in comparison to the market.</td>
<td>• A leaner joint venture with reduced overhead costs to allow the partnership to focus on projects with certainty of delivery. • Reduction in corporate fees and an increase in project fees presented as an alternative. This is a greater risk for Land Group as fee payment is based on project delivery – instead of standard fees from working capital.</td>
</tr>
<tr>
<td>• Communications activity from the Council’s involvement in Breckland Bridge has not always met Council expectations.</td>
<td>• Land Group recognise the need for the Council to be proactive regarding external communications regarding its involvement in the joint venture. Therefore a major part of the Breckland Bridge communications budget is to be removed and Breckland Bridge to support the Council on the PR / communications activity the Council needs to derive from the joint venture.</td>
</tr>
<tr>
<td>• To enable success the joint venture has required more client (officer) support than expected and this is unsustainable in the long term.</td>
<td>• To ensure success, funding released to provide the necessary internal client resources to coordinate and manage the Council’s interest in this joint venture.</td>
</tr>
<tr>
<td>• Economical basis for sharing risk and rewards is acceptable, however moving forward a more equitable split (as originally anticipated) will share risk and reward more equally.</td>
<td>• Baseline 50/50 shareholding split (therefore 50/50 risk and reward) – but with flexibility for Council to add up to maximum of 70% funding to improve pace of delivery if required.</td>
</tr>
<tr>
<td>• Little ability to progress direct development of small sites because capacity prioritised and absorbed on larger schemes.</td>
<td>• Opportunity to progress disposal of small sites (before or after planning permission) rather than direct development to churn receipts more quickly.</td>
</tr>
<tr>
<td>• The partners have further financial capacity which can be increased (to a cap).</td>
<td>• Ability to have larger business plan with greater number of schemes as proposed in the new business plan. • Opportunity to progress disposal of small sites (before or after planning permission) rather than direct development to churn receipts more quickly. • Flexibility to add projects i.e. if significant project occurs and requires delivery.</td>
</tr>
</tbody>
</table>
1.7.1 Generally Land Group report a positive partnership experience so far with the Council and the relationship is working well.

1.7.2 The outcome of the above changes in Table 2 is a more focused joint venture creating a greater number of delivery projects resulting in better derived value.

1.7.3 The following table summarises the results of the partnerships tests that were undertaken as part of the due diligence to review the condition and performance of the partnership. This is a ‘one-off’ test to be undertaken at this review point.

Table 3 – Partnership Tests – Summary Outcome

- **Partnership Extension Tests:**
  - **Performance:** Overall performance and outputs to date from the joint venture has suggested it has been a success with the two completed projects. There is no reason to suggest that this will not be repeated with the final project which is yet to be completed.
  - **Provision of new satisfactory business plan:** A financial model of the next 6 year business plan has been received and analysed and provides a satisfactory positive financial return.
  - **Partner covenant strength:** The partner has sufficient financial standing to meet the financial obligations proposed by the new business plan. Cash flow requirements will need to be reviewed at each project approval to ensure that the cumulative impact of projects and sensitivities do not expose either partner to an unaffordable cash flow or excess risk.

1.8 Table 4 outlines the content of the next business plan with the relevant risks if the joint venture is continued (Option 1 or 2 of this report). The next business plan currently only covers a period of 6 years. Therefore new projects will be added to the business plan to cover the remaining period of the partnership (4-5 years) unless at that point the partners agree to cease.

Table 4 – Future Business Plan and Opportunities / Risks

<table>
<thead>
<tr>
<th>Future Business Plan</th>
<th>Opportunities and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The next 6 year business plan is forecast to include the following:</td>
<td>- There is the potential to gain value from the Council’s assets and generate cash returns of c.£2m-£3m but the Council will need to commit significant temporary cash to the joint venture on a rolling basis over the life of this arrangement which will then</td>
</tr>
<tr>
<td>- <strong>Projects / Activity:</strong></td>
<td></td>
</tr>
<tr>
<td>- Chapel Road, Attleborough, land – 10 unit residential scheme with full planning permission.</td>
<td></td>
</tr>
</tbody>
</table>
• Whissonsett Road, Colkirk, land – 21 unit residential scheme and public open space with outline planning permission secured.
• Wellingham Road, Litcham, land – 16 unit residential scheme and public open space with outline planning permission secured.
• Chapel Street, Shipdham, land – 36 unit residential scheme and public open space with outline planning permission submitted.
• Powell Close, Kenninghall, land – 15 unit residential scheme with Local Plan allocation secured.
• Gaymer Close, Banham, land – 44 unit residential scheme with Local Plan allocation secured.

**Outputs:**
- New homes – 142.
- All loans repaid.
- Potential cash return of £2.5m from interest on loans, fees and land sales.
- Enhanced by a further £592k if small sites additional activity is agreed (Option 2 of this report).

**Financial Requirement:**
- Cash commitment average of £2m over business plan period through loans (up to £2.5m).

not be available for other opportunities should they arise.
- Income and expenditure is affected by a range of risks including:
  - Construction costs increase.
  - Sales income decreases.
  - Interest rates rise.
  - Achievement of planning permissions.
  - Delays.
  - One or both partners have insufficient cash to support the programme of works.
  - Disagreements occur.
- Returns are affected if risks occur outside of forecast range.
- Disputes are managed through the legal documentation.
- A break clause exists at the 10th and 15th anniversary.

**Key controls include:**
- Projects can be delivered in phases.
- There is a two stage project approval process before a project is started so there are checkpoints to confirm risks and financial exposure.
- Land is valued independently before being sold and transferred to the company.
- The company tenders construction contracts.
- There is a refresh of the business plan annually to review progress and outturn.
- Each partner appoints directors and there are quarterly company board meetings to review performance.
- If the joint venture has to pause activity for any reason there are standstill overhead costs of £66k pa of the company and its subsidiaries – the costs of which would be shared 50/50 with Land Group.

<table>
<thead>
<tr>
<th>2.0 OPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Cabinet is asked to approve either Option 1 or Option 2 as follows:</td>
</tr>
<tr>
<td><strong>Option 1</strong> – Continue to be a partner in the Breckland Bridge joint venture vehicle and in doing so:</td>
</tr>
<tr>
<td>a) Issue an Extension Notice (on the basis of the terms set out in this report) to the Land Group LLP to continue the partnership per the Shareholders Agreement.</td>
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</table>
b) To continue the Leader of the Council as the nominated Shareholder Representative and to undertake all necessary shareholder decisions except for the approval of the business plan annually which is delegated to Cabinet.

c) To continue the existing governance arrangements and in doing so:
   (i) Delegate all the relevant shareholder consent matters to the Shareholders Representative.
   (ii) Delegate the appointment (and any subsequent removals or re-appointments) of:
        - the Officer Director to the Chief Executive.
        - the External Director to the Shareholder Representative.
        - the Member Director to the Shareholder Representative.
   (iii) Indemnify the Council’s appointed Directors from personal liability.

d) To continue the appointments of the current Breckland Council appointed Directors to Breckland Bridge until changed by either the Chief Executive or Shareholder Representative (as per c) above.

Option 2 - As per Option 1 above with the addition of:

e) Approve the additional small site project delivery.

Subject to Cabinet approval of either Option 1 or 2 above RECOMMEND TO FULL COUNCIL that:

a) The new business plan be agreed as outlined in summary in Table 3 of the report.

b) The financial requirements of the business plan be agreed and delegate the S.151 Officer to undertake any related ancillary matters in order to implement the recommendations of this report and amend the capital and revenue budgets and any other on-going expenditure and release of funding including the following:
   (iv) Award loans in accordance with the Council’s adopted Treasury Management Policy.
   (v) Release up to £20,000 for the legal fees to undertake the legal due diligence and extension documentation.
   (vi) Provide the funding and approval of the provision of the client support post.

2.2 Option 3

Do not continue to be a partner in the Breckland Bridge joint venture vehicle and do not extend the partnership.

If the Council does not continue the joint venture all three initial projects from the initial business plan have been completed and any additional authorised projects any current debt or surplus in the company will be distributed or supported by the shareholders. The Council would receive (if surplus exists) or contribute (if debt exists) 90% to the total. Appendix 3 provides further analysis on the alternative options available to the Council if this is option is taken. If this option was taken in this report, further analysis of the options in Appendix 3 would be undertaken and brought back to Members.

3.0 REASONS FOR RECOMMENDATIONS

3.1 Overall the performance outputs of the joint venture have been good based on the two projects which have been completed (Riverside and Mileham) and the forecast outputs from the third project (Chapel Road, Attleborough) are positive. It has been an effective
partnership so far and the Council has been able to obtain income from land receipts and loan interest. The joint venture has also added capacity to the Council’s property teams and thus access to strategic property advice. This guidance has been efficient and cost effective and delivered at speed which would otherwise have to have been procured. This should not be under-estimated given the additional activity the joint venture has undertaken. The joint venture has also undertaken work to prepare sites for a more delivery-focused business plan over the next period, subject to the decision to continue.

3.2 The Council now needs to consider whether to continue the partnership and the main reasons for doing so are set out below:

- Breckland Bridge is now established and should deliver both a financial return and housing return over the next 5-10 years.
- The next business plan is financially viable, based on the assumptions upon which it has been modelled and providing the risks are managed and the controls embedded within the legal documentation are adhered to.
- There are added benefits to being in the partnership and the changes that are proposed reflect the learning from the first business plan period. This will improve the outputs for the second period which will be more delivery focused with less overhead on the company. This does not lose the flexibility of receiving services from the partnership as required. The re-focused financial vision will also assist the joint venture.
- Delivery over the initial period has been good and the partner Land Group wants to stay involved in the joint venture.
- Projects have been successfully delivery on time and within budget and achieved what they set out to achieve and they (Mileham) has made a financial surplus.
- The ability to access additional property development expertise and skills efficiently.
- Additional ad-hoc work property related can be undertaken without the need for procurement.
- Allows for delivery quickly without need for individual procurement on individual projects.
- There is an established and trusted partnership infrastructure and there is no need to re-procure the partner.
- By continuing the joint venture the Council gains further value from the procurement investment and set up costs.
- There are known break points over the next 10 years should the Council wish to exit.
- The Council earns an enhanced rate of return on its surplus cash.
- An independent property development consultant has undertaken a thorough assessment of the proposed financial model for the next phase of the partnership and concluded that - the Council would appear to receive a return commensurate with the risk likely for these types of development

3.3 The Council is obtaining development and delivery capacity and expertise and skills to deliver complex projects on time and budget against low land values and at the same time creating a financial surplus subject to managing the identified risk.

4.0 EXPECTED BENEFITS

4.1 The expected benefits from the decision to accept Option 1 or Option 2 are:
Positive gross forecast financial return to the Council over the next 6 year period.
- Multiple projects can be delivered at same time.
- The capacity to deliver construction schemes.
- Skills and experience to deliver construction scheme and review assets.
- Gives the Council the ability to choose to provide loan funding to create optimum return.
- Wider benefits other than immediate project delivery i.e. project development activity.
- Forecast housing outputs c.142 new homes over the next 6 years built on Council-owned land.

5.0 IMPLICATIONS

5.1 Constitution & Legal

5.1.1 The Shareholders Agreement contains provision for the joint venture arrangement to be extended on or before the 5th Anniversary. This provision must be complied with. The Agreement also contains relevant break clauses at the 10th and 15th anniversaries of the agreement should this be necessary. External lawyers will be instructed to review and amend accordingly the Shareholders Agreement if this extension is agreed.

5.1.2 An internal governance framework already exists for the Council as shareholder to manage its interests and liabilities in the joint venture and no changes are proposed to this framework which comprises of the nomination of three directors (independent, member and officer) to the Company board and the nomination of the Leader as Shareholder Representative. As happens now there will still be a quarterly highlight report to assess performance of the joint venture on an exception basis. This will be provided to Cabinet Members and the business plan will be authorised by Cabinet annually. The Council needs to be an intelligent client to fully support its role in this joint venture which is vital to its success and it is proposed that a client officer role is created accordingly as set out in 5.6.1.

5.1.3 Option 1 or 2 cannot be implemented until Council has approved the budget elements of the recommendation.

5.2 Contracts

5.2.1 By issuing an Extension Notice the Council will be entering into a legally binding agreement to continue its role in the partnership until 2030. There are clauses to break the agreement if required at certain dates.

5.3 Corporate Priorities

5.3.1 This approach underpins the following corporate priorities:

Our Council:
- Continue to strengthen our commercial approach which will secure our financial position by identifying income generation opportunities and efficiencies through trading and sharing.
- Maximise the returns generate by the Council's commercial and operational assets.
• Continue to work effectively with all our partners to deliver significant benefits to the communities of Breckland.

5.4 Financial

5.4.1 The financial model for the next business plan is a decision making tool and is not an indication of exact returns. Approving the continuation does not approve the individual projects. They are subject to a separate approval/due diligence process. Standstill costs of approx. £66k per annum remain due if the partnership enters a pause situation for any reason.

5.4.2 The balance of risk and reward requires careful consideration. There is the potential to gain value from the Council’s assets through Option 1 and 2 and generate cash returns of c.£2m-£3m from interest on loans and income from sale of land. In order to finance this the Council will need to commit significant cash to the joint venture on a rolling basis which will then not be available for other opportunities should they arise. The cash commitment and forecast returns may be affected by sensitivities and controls are in place to minimise sensitivities and mitigate risk.

5.4.3 Under Option 3, if the continuation of the joint venture is not agreed the working capital and interest due at the date of the extension will not be repaid. This would be a one off cost and avoiding such costs is not a reason to continue.

5.4.4 Appendix 1 provides more detailed financial analysis.

5.5 Risk Management

5.5.1 See Appendix 2.

5.6 Staffing

5.6.1 Per the existing governance arrangements which are working well it is recommended that the Council continues to provide one staff member to be the Officer Director on behalf of the Council.

5.6.2 To further ensure the partnership is successful in the next phase it is recommended that funding is authorised to provide the necessary resources (new post) to coordinate and manage the Council’s interests in this partnership joint venture vehicle following the lesson learnt point in Table 2 about the sustainability of this client-side support currently. The costs for this post have been added to the financial assessment and deducted from the forecast returns.

5.7 Stakeholders / Consultation / Timescales

5.7.1 All planning applications will be subject to the usual separate consultation procedures. If the recommendations are approved it is anticipated that the new business plan will be back-dated to a start date of 01 April 2019.

6.0 WARDS/COMMUNITIES AFFECTED

All

7.0 ACRONYMS
Background papers: Council 28 March 2015 - Committee Report - Creation of a regeneration and property development joint venture – decision ref 29/15

Lead Contact Officer
Name and Post: Ralph Burton, Strategic Property Manager
Telephone Number: 01362 656327
Email: Ralph.burton@breckland.gov.uk

Director / Officer who will be attending the Meeting
Name and Post: Ralph Burton, Strategic Property Manager

Key Decision: Yes

Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix 1 – Financial Commentary Exempt
Appendix 2 – Risk & Risk Log Exempt
Appendix 3 – Alternative Options Exempt
Appendix 4 – Land Group Profile Exempt
By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
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Document is Restricted
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