

Cabinet

Monday 5 February 2018

9.00 am, Colman and Cavell Rooms

South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

If you have any special requirements in order to attend this meeting,
please let us know in advance

Large print version can be made available



Contact Claire White on 01508 533669 or democracy@s-norfolk.gov.uk

Members of the Cabinet**Portfolio**

| | |
|----------------------------|--|
| John Fuller (Chairman) | The Economy and External Affairs |
| Mr M Edney (Vice Chairman) | Stronger Communities |
| Mrs Y Bendle | Housing, Wellbeing, Leisure and Early Intervention |
| Mr B Stone | Finance and Resources |
| Mr L Hornby | Regulation and Public Safety |
| Mrs K Mason Billig | Environment and Recycling |

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.

Group Meetings

Conservatives – 8.00 am, Cabinet Office

Liberal Democrats – 8.15 am, Blomefield Room

Agenda

1. **To report apologies for absence;**
2. **Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;**
3. **To Receive Declarations of Interest from Members;** (please see guidance – page 6)
4. **To confirm the minutes of the meeting of Cabinet held on Monday 8 January 2018;** (attached – page 7)
5. **Performance, Risks, Revenue and Capital Budget Position Report for Quarter Three 2017/18;** (report attached – page 14)

- | | |
|--|------------------------------|
| 6. Budget Consultation 2018/19 | (report attached – page 71) |
| 7. 2018/19 Business Plan | (report attached – page 78) |
| 8. Revenue Budget, Capital Programme and Council Tax 2018/19 | (report attached – page 125) |
| 9. Treasury Management and Capital Strategy 1 April 2018 to 31 March 2021 | (report attached – page 215) |
| 10. Norfolk Strategic Planning Framework (December 2017) | (report attached – page 264) |
| 11. Greater Norwich Infrastructure Investment Plan 2018/19 - 2022/23 | (report attached – page 410) |
| 12. Cabinet Core Agenda | (attached – page 444) |

13. Exclusion of the Public and Press

To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)

14. Leisure Pricing Proposals for Future Delivery

(report attached – page 446)

(NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)

Agenda Item: 3

DECLARATIONS OF INTEREST AT MEETINGS

Members are asked to declare any interests they have in the meeting. Members are required to identify the nature of the interest and the agenda item to which it relates.

- In the case of **other** interests, the member may speak and vote on the matter.
- If it is a **pecuniary** interest, the member must withdraw from the meeting when it is discussed.
- If it **affects or relates to a pecuniary interest** the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting.
- Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.
- In any case, members have the right to remove themselves from the meeting or the voting if they consider, in the circumstances, it is appropriate to do so.

Should Members have any concerns relating to interests they have, they are encouraged to contact the Monitoring Officer (or Deputy) or another member of the Democratic Services Team in advance of the meeting.

CABINET

Minutes of a meeting of the Cabinet of South Norfolk District Council held at South Norfolk House, Long Stratton on Monday 8 January 2018 at 9.00 a.m.

Members Present:

Cabinet: Councillors J Fuller (Chairman), M Edney, L Hornby, K Mason Billig and B Stone

Apologies: Councillor Y Bendle

Non-Appointed: Councillors B Bernard, L Dale, M Gray, N Legg, T Lewis and G Minshull

Officers in Attendance: The Chief Executive (S Dinneen), the Director of Communities and Well-Being (J Sutterby), the Director of Growth and Business Development (D Lorimer), the Assistant Director – Resources (P Catchpole), the Head of Business Transformation (H Ralph), the Head of Environmental Services (B Wade) and the Head of Governance (E Hodds)

2611 GUIDELINES FOR RECREATION PROVISION IN NEW RESIDENTIAL DEVELOPMENTS SUPPLEMENTARY PLANNING DOCUMENT (SPD) REVISED DRAFT FOR CONSULTATION

The Chairman announced that due to a number of late issues that had arisen regarding the Guidelines for Recreation Provision in New Residential Developments Supplementary Planning Document (item 7 on the agenda), it had been decided to defer this item to a future meeting of the Cabinet.

2612 MINUTES

The minutes of the meeting held 4 December 2017 were confirmed as a correct record and signed by the Chairman.

2613 MANAGEMENT OF STREETLIGHTS – PROPOSED NEXT STEPS

The Subject of the Decision

Members considered the report of the Director of Communities and Well-Being, and the Head of Environmental Services regarding the future management of street lights, currently managed by South Norfolk Council.

The Chairman reminded members of the background to the report and advised that most street lights across the District, were managed by Norfolk County Council as a highway lighting authority, and that some lights were already managed by town and parish councils. He stressed that those lights managed by the District Council, were not the traditional highway street lights, but foot way lights, and that the report proposals affected only nine town and parish council areas.

The Director of Communities and Well-Being outlined the results of the stock condition survey, and future proposals regarding decommissioning, financing and future management of stock. He drew members' attention to the needs criteria, explaining that officers had concluded that 312 locations required ongoing street light provision, and that this was subject to consultation with town and parish councils. He stressed that if the same level of light could be provided by fewer lighting points and use of more modern LED lights, then the Council would pursue this as a more cost-effective model.

Cllr K Mason Billig commended the report to Cabinet, and explained that due to the condition of South Norfolk's stock of foot way lights, and increasing financial pressures on the Council, it was an appropriate time to assess need and options for the future management of the lights. She stressed that due to the condition of the lights, to do nothing was not an option, however, to maintain all footway lights would cost the Council, and council tax payer, £1.4 million. Members noted that many modern housing developments did not include street lighting unless for highway purposes, and that many of the existing foot way lights had been erected during the 1970s, and were currently paid for through special expenses on council tax bills. Cllr Mason Billig explained that some residents had already welcomed the decommissioning of lights, however, she was very conscious of the anxiety of some local people in the affected areas, and she assured members that a comprehensive assessment of need had been carried out, and that the Council would be consulting town and parish councils to ensure that any important local information around road safety, crime or vulnerability, had not been missed.

Members noted that the Council's preferred position was for town and parish councils to take on the running of the stock of footway lights, with costs being funded through the precept. In response to a query, Cllr Mason Billig assured members that parishes, especially the smaller ones, would be fully supported in any transition of stock. She also agreed that whilst more modern lighting might be more efficient, it was important to ensure that any new lighting did not adversely impact on local communities, and she acknowledged that solutions would differ in each location.

During discussion, Cllr T Lewis stressed the need to consult those members of the public directly affected by any decommissioning of lights, and Cllr Mason Billig explained that the Council would be speaking with town and parish councils regarding how best to inform local people. She added that there had already been and would continue to be publicity on face book and the Council's website, and that local members would have a role in ensuring that residents had been consulted.

The Chairman concluded that it was time for the Council to adopt a more modern and intelligent approach to street lighting, and he thanked officers and the Police for their input in the report. Cabinet considered the report to have been a fair and evidence based review on what was required going forward and members expressed their support for the recommendations.

The Decision

RESOLVED: To agree:

- a. To adopt the definition of 'need' of provisionally 312 locations requiring ongoing streetlight provision (as outlined in the report), subject to consultation with Town and Parish Councils (TPCs), noting that if the same level of light can be provided by fewer lighting points and use of more modern LED lights then the Council will pursue this as a more cost-effective model.
- b. To crop all red lights as a priority, as they have reached the end of their useful life. Following this and consultation with TPCs, 'needed' red lights will be replaced, and those not 'needed' will be fully decommissioned.
- c. The capital budget of £531k to replace all 'needed' lights as they reach the end of their useful life, and the funding required to decommission lights no longer needed up to £450k. For the avoidance of doubt this will include 'amber' and 'green' lights no longer necessary.

- d. That should the Council retain any management of lights, special expenses are increased to fund the full life of the asset, not just the revenue costs, to be split proportionately across the taxable households within each TPC area.
- e. That the Council can fund the TPC to the tune of the cost of decommissioning any light, if the TPC chooses to retain and manage any lights beyond those 'needed'.

The Reasons for the Decision

To provide a more modern and efficient approach to street lighting

Other Options Considered

None

2614 BROADLAND AND SOUTH NORFOLK – COLLABORATIVE WORKING OPPORTUNITIES

The Subject of the Decision

Members considered the report of the Joint Lead Members Group, which outlined the opportunity for a 12-month interim shared planning management team to support the delivery of an effective and efficient planning service at both Broadland District and South Norfolk Councils.

The Head of Business Transformation presented the report, and explained the rationale behind the proposals, drawing attention to the similarities in growth and planning priorities and structures of the two authorities, and the benefits of the proposed arrangements. She explained that the recommendations had been approved by the Joint Lead Members Group and Joint Scrutiny Group back in December, and had since been discussed at the Scrutiny Committees at both South Norfolk and Broadland Councils.

Cllr G Minshull, the Chairman of South Norfolk Council's Scrutiny Committee, explained that there had been an in-depth discussion at its meeting held 2 January 2018, and that it had made a number of additional recommendations; that the Scrutiny Committee should review the arrangements after 6 months, and that the delegation to officers should be limited to opportunities regarding

shared posts when vacancies occur, and other contract opportunities. The Committee had also asked officers to expand on the rationale in the report prior to the Cabinet meeting, and this had since been actioned and circulated to all South Norfolk members.

The Head of Business Transformation updated members on the outcomes of Broadland District Council's Scrutiny Committee meeting held 4 January, explaining that it had endorsed the changes suggested by the South Norfolk Scrutiny Committee, and had also requested that the Head of Planning develop a clear plan of the implementation of future arrangements.

Cabinet members welcomed the report's proposals, and endorsed the changes proposed by South Norfolk Council's Scrutiny Committee. Cllr K Mason Billig explained that she recognised the importance of ensuring all members were kept up to date at key stages in the process and she advised that in future, to ensure smooth running of processes, the Chairman of the Joint Lead Member Group would attend all Joint Scrutiny meetings.

During discussion, the Chairman queried the increase in overall staffing costs, and the Chief Executive explained that this was only a short-term increase and had occurred due to the temporary appointment of Tim Horspole for three days a week, for a period of three months, to oversee the Regulation 18 consultation process for the Greater Norwich Local Plan. Once this was complete, the planning shared service approach would be able to recognise savings.

Cllr T Lewis informed Cabinet that he had felt the pre-scrutiny process to have been most beneficial on this occasion, and he suggested that this approach should be utilised more frequently in future. He felt the pre-scrutiny approach to be more constructive than the call-in procedure. In response, the Chairman reminded members of the role of the Policy Committees, which gave members, including opposition members, an opportunity to be involved in policy development. Cllr Mason Billig informed members that both South Norfolk and Broadland Councils had agreed that pre-scrutiny on this occasion would be beneficial, however, this would not necessarily be the approach going forward.

Summing up, the Chairman concluded the proposals to be a good opportunity to provide capacity, resilience and efficiencies, whilst continuing to provide quality services to the public. He envisaged the same methodology being applied to other vacancies, should they occur.

The Decision

RESOLVED: To agree

1. The introduction of an interim shared planning management team between Broadland District Council and South Norfolk District on the basis set out in the report;
2. That the new structure and post holders be in place by 22 January 2018; and
3. That a review of the impact of the interim arrangements will take place 3, 6, 9 and 12 months after being established. Reviews will be taken back to the informal joint member groups at each reviewing stage. After 9 months, both Councils to consider whether as a result of the wider Feasibility Study outcomes, the arrangement is made permanent and a formal recruitment process is undertaken. South Norfolk Council's Scrutiny Committee to consider the review in 6 months-time at its meeting scheduled for 27 June 2018;
4. That officers be delegated authority to pursue other early opportunities regarding shared posts where vacancies arise and other contract opportunities without the need to go through the formal Member governance process;

The Reasons for the Decision

To provide capacity and resilience, and opportunities to make efficiencies, whilst continuing to deliver quality services to residents.

Other Options Considered

None

2615 CABINET CORE AGENDA

Members noted the latest version of the Cabinet Core Agenda.

Referring to the 30 April 2018 meeting of the Cabinet, Cllr M Gray requested further details regarding the item concerning the Statement of Co-operation with Waveney District Council, and officers agreed to provide this after the meeting.

(The meeting concluded at 9.50 am)

Chairman

Cabinet
5 February 2018
Agenda Item: 5

Performance, Risks, Revenue and Capital Budget Position Report for Quarter Three 2017/18

Report of the Accountancy Manager / Business Improvement Programme Manager / Senior Governance Officer

Cabinet Member: Barry Stone, Finance and Resources

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1. Introduction





- 1.1 This report details the Council's performance against strategic measures, risk position and financial position for the third quarter of 2017/18, and seeks approval for other consequential matters.


2. Overview

- 2.1 **Performance:** In February 2017, Cabinet approved the annual Corporate Business Plan for the 2017/18 financial year which included a set of strategic measures and targets aligned to our corporate priorities. As part of our annual business planning cycle, these measures and targets are being reviewed for 2018/19 via Scrutiny and Cabinet. The 2017/18 measures in this report have been monitored through the year and reported to Cabinet on a quarterly basis. Appendix 1 provides the detailed performance report for quarter 3. The table below provides a summary.

| | Totals |
|--|--|
|  Green Indicator | 26 Measures met or exceeded the target. |
|  Amber Indicator | 1 Measure is within an acceptable tolerance of target. |
|  Red Indicator | 1 Measure did not reach the stretched target. |
|  Baseline | 5 Measures are being 'baselined' in order to determine the target. |

- 2.2 **Risk management:** Managers have undertaken a review of all Strategic, Directorate and Operational risks. In light of this, the current organisational capacity position is highlighted below; this demonstrates that at present all risk factors are positive, indicating the Council is proactively managing risks and capable of realising opportunities as they are identified. The table below presents a position that will assist the organisation achieve its ambitious targets for the future. The Strategic Risk Register is outlined in Appendix 2.

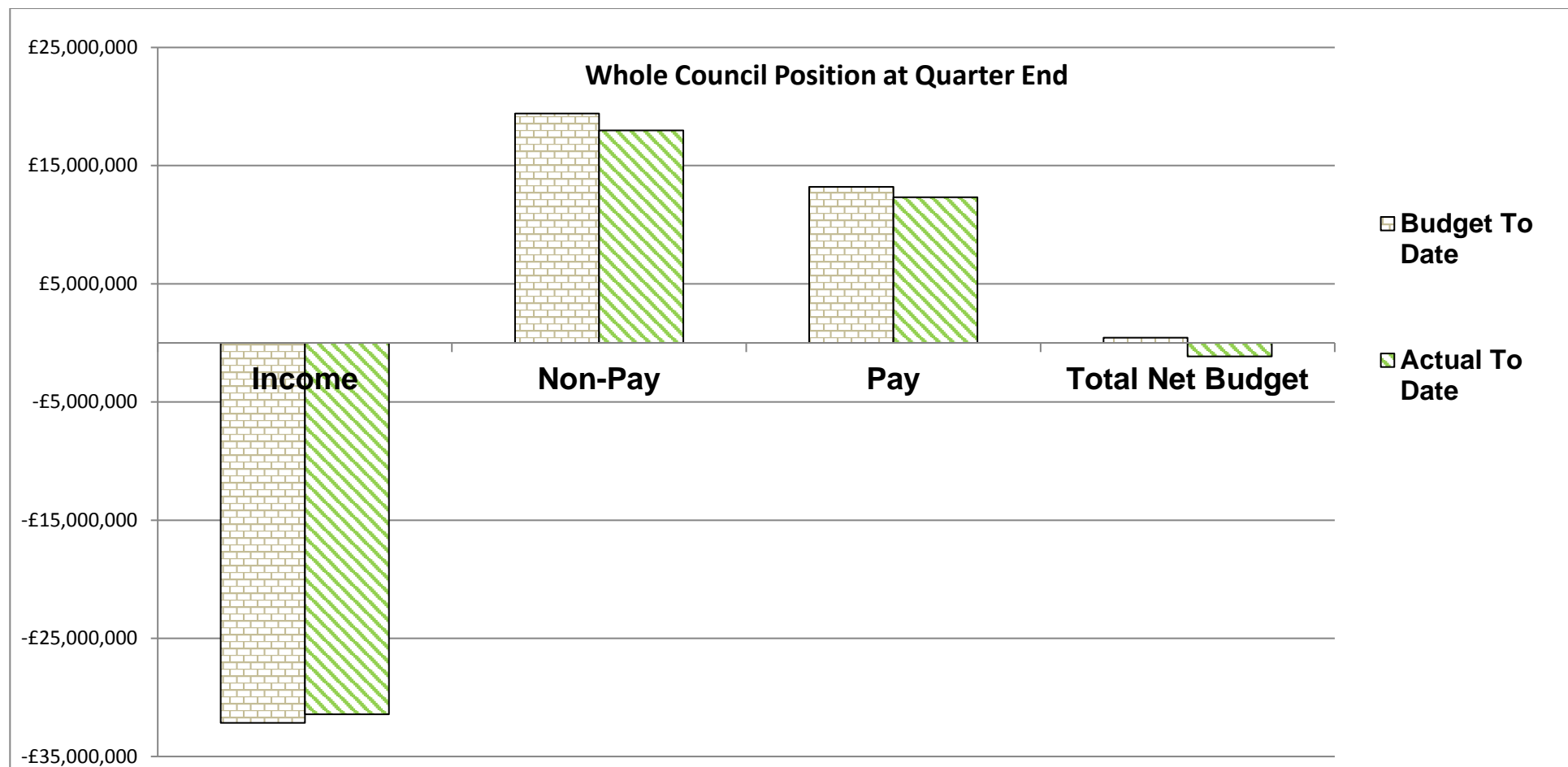
| Capacity Indicator | Present Position | Present Risk Acceptability |
|---------------------------|---|---|
| Financial | The Medium Term Financial Strategy agreed in February 2017 shows that the Council's Budget is balanced for 2017/18, 2018/19 and 2019/20 after taking account of income and savings identified in those years. Work is ongoing to identify measures to balance the budget from 2020/21 onwards and will be brought to Cabinet in due course. |  |
| Service Delivery | Potential Options for collaborative working with Broadland District Council are being explored to future proof the provision of services. The Council continues to perform strongly against its suite of strategic performance indicators. The Q3 position is favourable with only one of the 33 measures not reaching the stretched target and we have plans in place to address this, as detailed further in the report. |  |
| Legal / Compliance | No significant legal / compliance issues have been raised over the past quarter and the status remains the same. The Council continues to review all information governance to ensure that systems are in place in order to comply with new data protection laws (General Data Protection Regulation (GDPR)) which come into force in May 2018. In addition, the Council is also reviewing all Policies to ensure they are up to date and compliant with relevant legislation where applicable, for instance the Local Government Act, Equality Act and emerging legislation. |  |
| Reputation | The Council continues to retain a good reputation both nationally and regionally. The Council has recently been awarded Investor in People Platinum, one of the top 0.05% of organisations in the UK to achieve the award. |  |

| Capacity Indicator | Present Position | Present Risk Acceptability |
|---------------------------------|---|---|
| Human Resources Capacity | This remains strong and the Strategic Leadership Team continues to be in a position to drive the Council forward. It will continue to ensure that the Council has the right skills and resources in place to fulfil the needs of the organisation and make interim appointments where appropriate to ensure service continuity and delivery of key functions. |  |

2.3 Revenue Position Quarter Three

The budget for 2017/18 was set by the Council in February 2017.

The total net budget to the end of December was £445k. The actual total expenditure, net of income and excluding Housing Benefit payments, was (£1,137k). This therefore produced a positive variance against the revenue budget of £1,582k. The position at the end of December is set out in the graph below.



Budget managers and the Accountancy Team have worked together to produce an updated year end forecast, which is for a positive variance of £1.9m on the General Fund, excluding any year end pension adjustments. Approximately £270k of this has been flagged as likely revenue slippage requests which are subject to Cabinet approval at year end.

A more detailed analysis of the main areas of variance by service is attached as Appendix 3. These variances are the direct costs of each service and exclude recharging between services for overheads, depreciation charges and technical financial adjustments required for statutory reporting purposes at the end of the financial year.

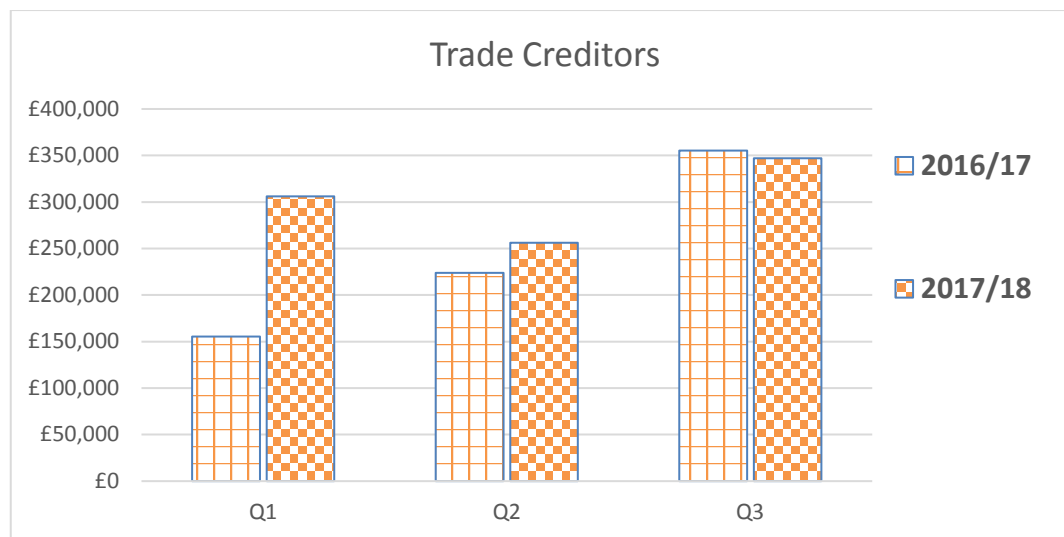
2.3.1 Pay and staffing budgets

There are vacancies in several areas across the Council, which include Building Control, Housing, Environmental Quality, Community Assets and Planning. Interim staffing arrangements in these areas did not fully offset the savings from vacancies. The overall position on staffing budgets at the end of December is a positive variance of £874,000. This represents 6.62% of the staff related budgets which compares to 7.45% reported at Quarter 2, as some posts have been filled over the summer. At the equivalent point last year, the positive variance was £744,000. All vacant posts have been reviewed as part of budget setting for 2018/19 and posts that are no longer required operationally have been removed from budgets.

2.3.2 Non Pay Budgets

Non-pay budgets were reduced for 2017/18 as part of the 10% challenge on budgets. Overall at the end of Quarter 3, there was lower than budgeted non-pay expenditure across the Council resulting in a positive variance of £1,426,000. This represents 7.35% of the non-pay budget, which compares to 6.71% at Quarter 2, but this percentage is forecast to reduce by year end. Almost half the positive variance (£628k) is due to a lower than budgeted levy payment for business rates as higher costs of successful appeals are reducing the amount of levy payable.

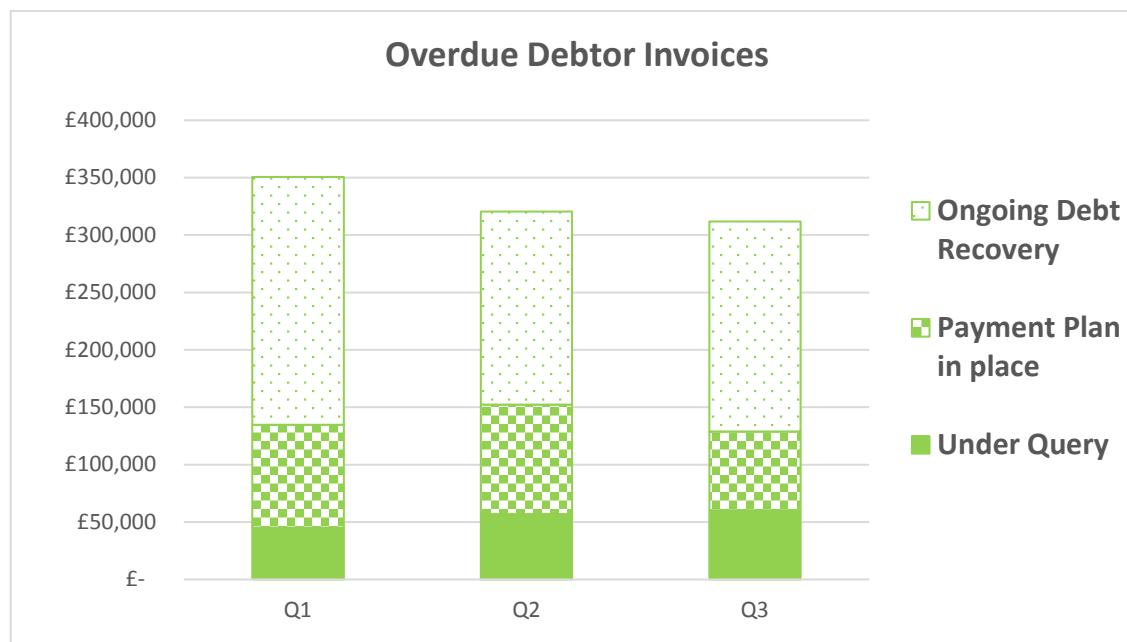
Performance for Quarter 3 on payments is shown in the graph below which show the total value of invoices approved on the finance system but not yet paid (these are referred to as 'Trade Creditors'). The Council pays most of its suppliers within 30 days. 97% of all undisputed supplier invoices have been paid within 30 days for Quarter 3.



2.3.3 Income Budgets

Income budgets were increased significantly for 2017/18 as part of the 10% challenge on budgets to reflect higher demand and increases to some fees and charges. Overall income was £720,000 lower than budgeted across the Council in Quarter 3. This represents 2.24% of the income budget, which is greater than the proportion for quarter 1 (1.92%). Over a third of this variance (£261k) is represented by lower business rates as assumptions are revised following actual appeal decisions (though this is more than offset by consequential reductions in levy payments). Not all fees were increased from 1st April, with some increases planned for later in the financial year and therefore income was less than budgeted. For example, in areas such as building control, garden waste, development management, leisure and car parks, the full impact of recent fee and charges changes can only be fully assessed over a 12 month period. Actions have been taken to meet the income budgets set where possible, but the current forecast is that there will be a shortfall on income budgets at year end, for example due to the refurbishment of Long Stratton Leisure Centre temporarily reducing income and the delay in the introduction of planning fee increases by central government.

Trade Debtors are all invoices raised by the Council and where we are awaiting payment. Performance on overdue invoices for Quarter 3 compared to Quarters 1 and 2 is shown in the graph below. These invoices include charges for CNC Building Control, Community Infrastructure Levy, Rent Assisted Deposits and charges for Sewerage Services. £3,697,529 has been raised in the current financial year in relation to Community Infrastructure Levy (CIL).

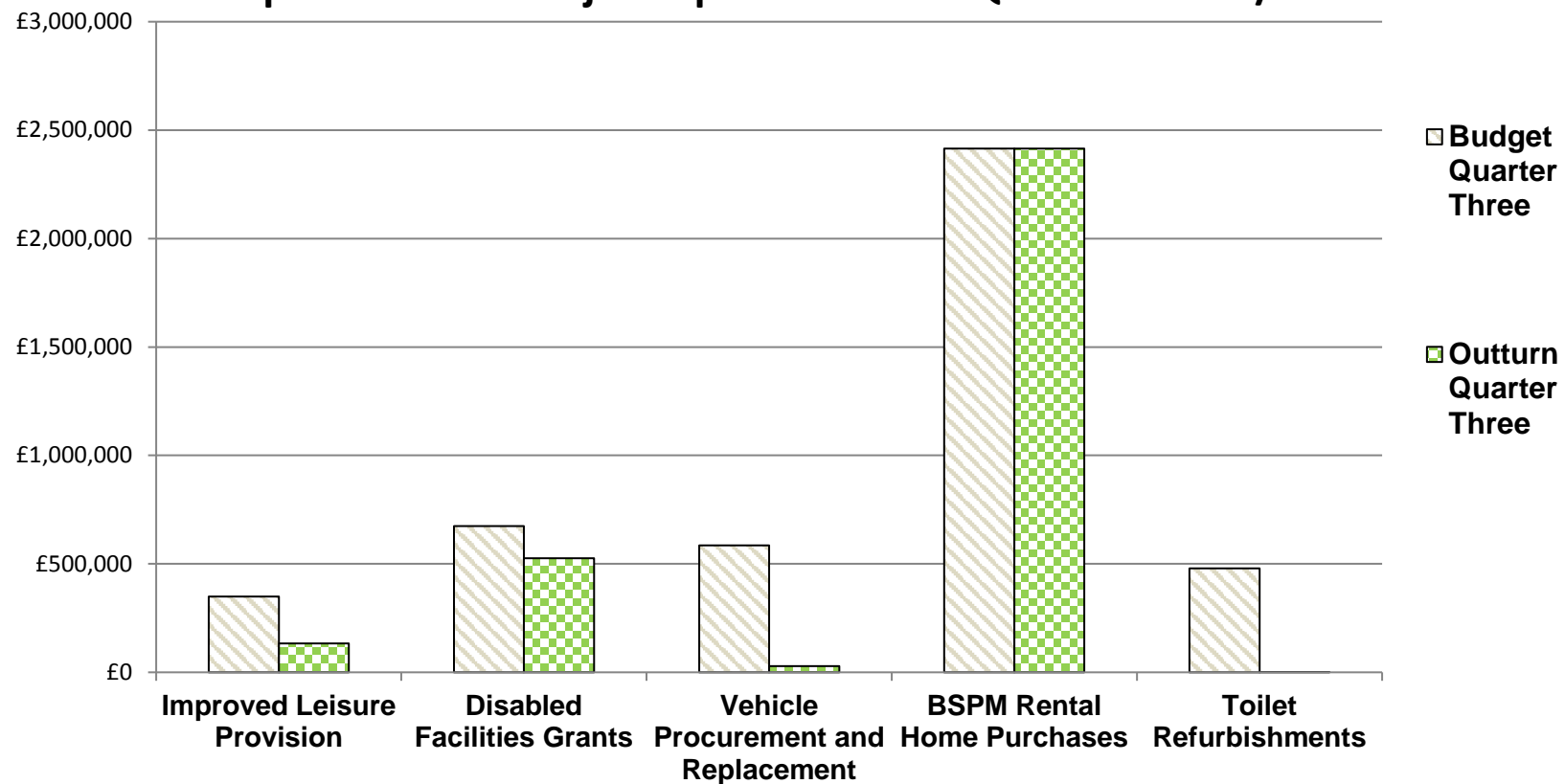


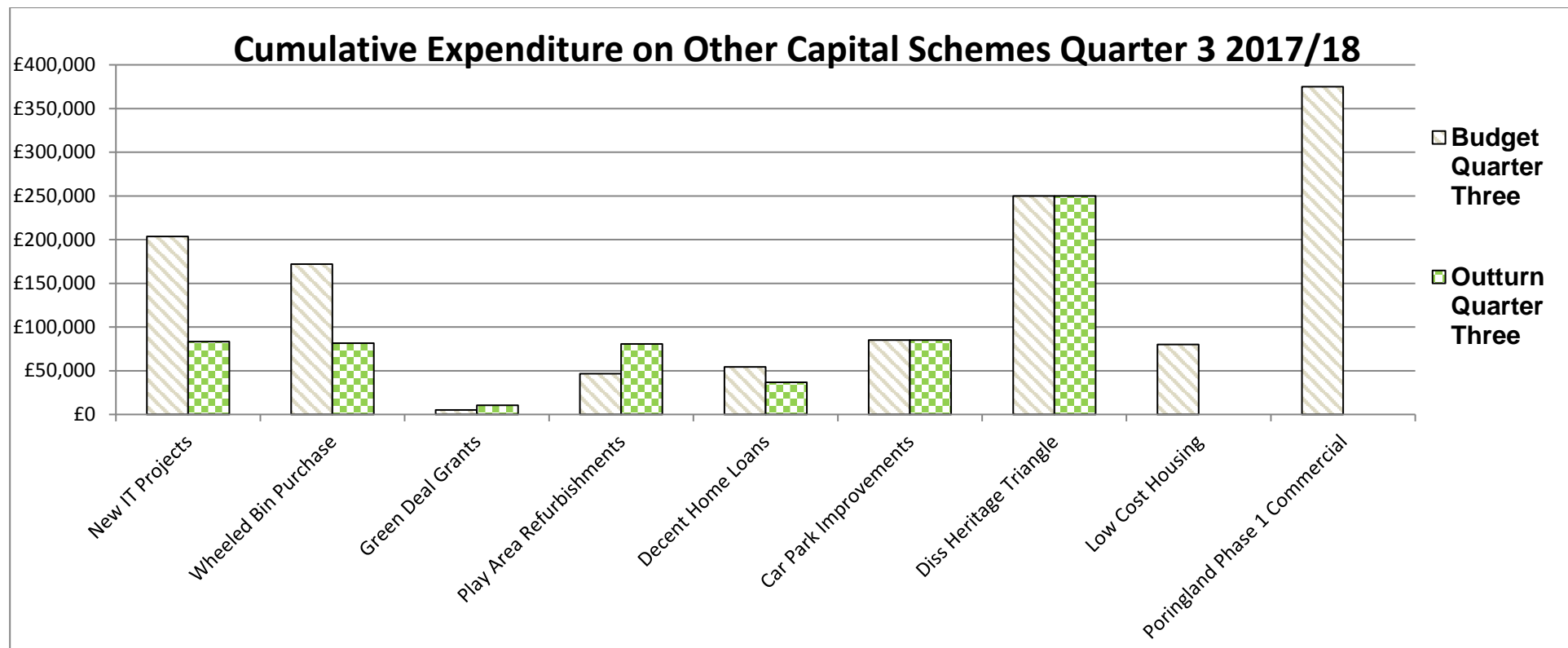
2.3.4 Capital Budget and Expenditure Quarter Three

The report details the overall position on the Capital Programme. Expenditure to the end of December was £3.75 million compared to a budget of £5.78 million.

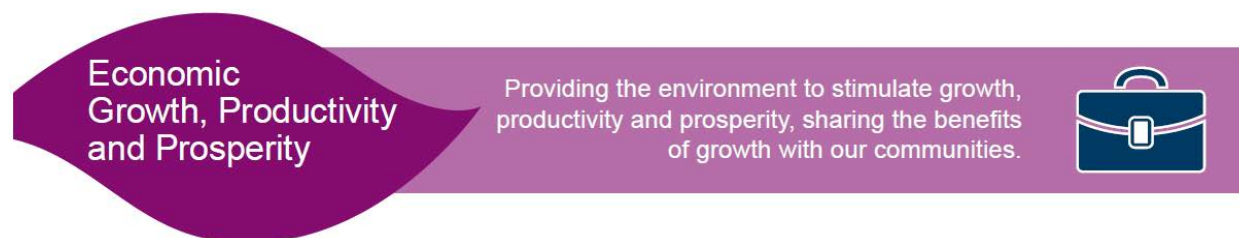
The two graphs below show the variances on the 2017/18 capital programme. The main variances relate to Waste Vehicle Replacements, Toilet Refurbishments, Poringland Phase 1 Commercial, Leisure Centre Upgrades and Aids and Adaptations/Disabled Facilities Grants. Further details of the variances on individual capital projects are included by relevant theme later in this report and in Appendix 4.

Cumulative Expenditure on Major Capital Schemes Quarter 3 2017/18





3 Combined Performance, Risk and Financial Commentary by Corporate Priority



3.1 Economic Development

The number of Small-Medium size Enterprises (SMEs) provided with advice and guidance in South Norfolk (LI 356) was 1,452 at the end of Quarter 3, which means that we have exceeded the target for the year of 1,200. The number of new business start-ups supported (LI 613) was 145 in quarter 3, which is greater than our year-end target of 75. Increasing numbers of new businesses are being supported from our new business space within Crafton House at Poringland.

As at the end of December, we have had a total of 160 new apprenticeships placements (EG 1605) available in our local businesses and have already exceeded our year-end target of 70. As part of our Business Planning cycle we will propose that we increase this target for 2018/19. In Q3 relating specifically to our Council, we took on an additional 4 apprentices and now have a total of 15 apprentices as defined by government policy which achieves our national public sector target number.

The amount of external funding identified and brought into the local economy (LI 758) is £3,530,500. This is above the annual target of £1,000,000. This includes 3 new pooled business rates projects which were signed off in Q3 for £530,000. The Q3 figure also includes £3.05 million funding secured for the improvement of Hempnall Junction (A140), by creating a roundabout to help facilitate the growth of Long Stratton. This funding was secured from an application to the Department for Transport in conjunction with Norfolk County Council.

3.2 Business Rates

Performance on non-domestic rates (NNDR) collected (BV010) in quarter 3 is improved compared to the same period last year, which is reflected in a positive variance of £366k on South Norfolk Council's share of NNDR (business rates) income. This is due to

a higher than expected share of NNDR income for SNC, together with greater Section 31 grant income from central government. Moreover, there is a lower than budgeted levy, owing to higher than anticipated costs of successful appeals and the ongoing impact of actual appeal decisions, particularly with regard to larger business premises. Income of £121k relating to businesses on the Norwich Research Park Enterprise Zone is included in this variance, which will need to be transferred to the Enterprise Zone Reserve at year end to cover the costs of further development on the site, with associated borrowing.

As Cabinet will be aware, South Norfolk Council has been participating in a pooling arrangement to the benefit of all Norfolk Councils. All Norfolk Councils submitted a joint bid to DCLG to establish a one-year pilot for 100% retention of business rates for 2018/19, as endorsed by Cabinet in October 2017. This bid was not successful, but there are expected to be further opportunities to bid to become a pilot in future years. The existing pooling arrangement will continue into 2018/19.

3.3 Property Development and Management

Overall the indicator for percentage of rental income returned from our property investments has exceeded the quarter 3 target (LI358), reflecting overall high levels of occupancy. In relation to residential dwelling developed through Big Sky Developments (EG1601a), Quarter 3 has seen the completion of the construction of phase 2 at Rosebery Park Poringland with 9 units being sold, whilst marketing continues for the 13 remaining units. Maple Park construction continues to progress well with 10 units having been reserved and a further 5 having been sold, with ten plots being retained for rental by BSPML.

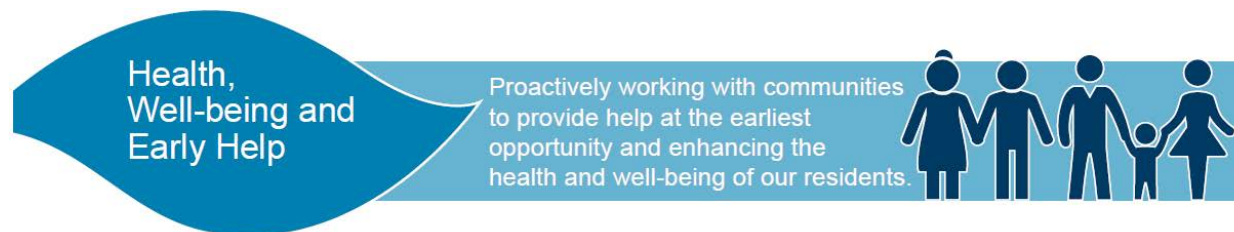
In line with the capital programme, from October to December funding of £995,000 was transferred to Big Sky Property Management Ltd (BSPML) to purchase 4 plots reserved by BSPML for letting on Rosebery and Maple Park. Seven affordable homes sales were also completed at Rosebery Park.

The 19 residential properties owned by BSPML are currently all let and 2 further properties are expected to be transferred from BSDL by the end of Quarter 4.

3.4 CNC Building Control

- Income generation is below the Q3 target (LI 1013) due to a significant downturn in work through Norwich and increased competition from Approved Inspectors across the area covered by CNC. To balance this, we have been working with reduced staffing levels and therefore costs which mitigates some of the financial concerns. We will be monitoring our income level and

implementing further strategies where necessary. Although we have reported income below our Q3 target, we have lost less ground than in Q2, making us confident to forecast further recovery in Q4. The Directorate Risk relating to CNC income generation has been updated to reflect the work being undertaken to increase income. Mitigation includes the delivery of a revised marketing approach and new website, continuing to approach other local authorities to encourage CNC membership and promote the benefits of Build Insight / Build Insight Consultancy as a holistic approach to Building Control, and working with our local authority partners' planning departments to increase demand for CNC services by early identification and notification of possible income streams.



3.5 Leisure and Recreation

The Q3 overall growth of Direct Debit members was +4.7% and compared Year to Year there has been an increase of our overall Direct Debit membership of +18.1% and therefore the monthly Direct Debit income has risen by +£14k, which equates to +£168k annualised.

Income received for Wymondham Leisure Centre compared to Q3 last year has increased by 20% and the year on year bottom line (income net of direct expenditure) has improved by £259k, meaning that the centre has started to contribute to corporate overheads, by £75k at the end of the Quarter 3.

Planning permission for the refurbishment of Long Stratton Leisure Centre was approved on 3rd January 2018. Contracts should therefore be signed imminently and work is expected to start on site in February.

3.6 Housing

In Q3, 86% of households contacting South Norfolk Council because of risk of losing their homes were prevented from becoming homeless (HE 1604) – there was a total of 62 cases in Q3 with 8 unsuccessful cases. However, through our preventative work, 7 of these 8 cases have had positive outcomes in quarter 4, obtaining secure housing through Saffron.

3.7 Independent Living

In quarter 3, we supported 591 vulnerable people to maintain independence in their own homes (LI 323) which meets the target. A hospital discharge scheme is reducing the impact on homes not being ready when people are discharged which prevents hospital bed blocking. We are experiencing the traditional increase in demand on services and the numbers and incidences of vulnerable people assisted in the winter months.

There is a plan in place for Q4 to spend on equipment such as hoists that facilitate living at home and this will reduce the present positive variance of £57k on the Independent Living Team. Expenditure on Disabled Facilities Grant/Aids and Adaptations of a combined total of £526,078 was granted up to the end of December to provide 120 grants, compared to 132 grants approved in the same period of 2016/17. At the beginning of December, we were notified that we will receive an additional £73,802 in 2017-18 to fund DFG expenditure. Spend to the end of quarter 3 is still relatively low compared to the budget to date, however, the team remain confident that there is a sufficient level of activity to commit all funding for DFGs in 2017/18.

3.8 Early Help

This quarter we have helped 763 families and residents to achieve positive outcomes through our Help Hub service (HE 1607), and this was 1,747 cumulatively, which means that we have exceeded the annual target of 1,000. It is proposed to increase this target for 2018/19. The help hub has refreshed its request for support process to enable more people to access services on line. This complements more information being available on our website to aid residents to help themselves.

The Community Connectors Team has engaged with 2,119 people in quarter 3 (HE 1608). The 2,119 figure is broken down into 617 persons who have been seen as individuals and 1,502 people who have been seen in groups. Within the individual group includes social prescribing and this forms part of the connectors role to engage with individuals to support them to access the right support. As well as through social prescribing, Connectors are being asked to support residents from the help hub, or meet people at events in venues such as libraries. Contacting groups is also an important part of the connector work and helps the connectors to understand what the local community offer is, as well as promoting SNC and help hub support.

3.9 Housing Benefit/Council Tax Support

In Quarter 3 the number of days taken to process new claims for Housing Benefit/Council Tax Benefit (HE 1606) was 7 days, which has outperformed the target of 9 days. We continue to provide multiple access routes, including home visits, online and in office help desks to our customers making it easy to make claims whilst also providing us with the opportunity to obtain important information allowing for speedy assessments.



3.10 **Development Management**

By the end of Quarter 3, we had delivered 371 affordable homes (LI 350), 211 of which had been completed through negotiation with developers. We have therefore already achieved the year-end target of 300 and are making good progress towards achieving the three-year target.

The Council has received two associated planning applications in relation to 1800 homes in Long Stratton, which progresses the delivery of the Long Stratton bypass. It should be noted that at the time of writing the report, officers are still awaiting further information from the developer in order to validate the application, however this is a significant step forward in the process.

66% of householder applications were determined within six weeks (MI 1037) in quarter 3 and the average number of days to determine these applications was 37 days.

Planning Fees including pre-application income to the end of December 2017 is running £30k ahead of the comparable figure in December 2016. There is nevertheless a cumulative negative budget variance of £146k on planning income, which assumed that the Government's 20% fee increase would be in place by September 2017, together with the anticipated fees for the two major Long Stratton planning applications, both of which are now expected to impact in Quarter 4. The shortfall in income is partially offset by staffing vacancies (£44k) and service level agreement underspends (£17k), leading to an overall negative variance of £81k at Q3.

3.11 **Waste**

The net cost of waste collection per household (LI 262) for Q3 is £34.30 per household which is a reduction on last year and still under target. It has increased since Q2, due predominantly to an increase in projected salary costs, fuel and MRF recycling gate

fees due to an increased tonnage collected. Missed bin numbers (LI 263) have reduced which is a significant improvement from the previous quarter and now below target. This is attributable to several factors:

- Impact of new management team at the Depot.
- Waste Customer services move to Depot.
- Reduction in sickness and reliance on agency staff.
- Tightening up of operational procedures and reporting.
- Improvement in vehicle availability rates.

Additionally, there is a positive seasonal variance on our missed collections, so while we will always aim to maintain or improve on the figure, the true impact of the above improvements will only be truly realised in a years' time, allowing a like for like comparison to previous years.

Tonnages collected have risen and the increase in gate and contamination fees from the Material Recycling Facility (MRF) have together resulted in disposal costs of recyclable waste which compare adversely against budget. Recycling credits are also down resulting in a negative variance of £100k for disposal costs as at Q3. The legacy of higher agency use in previous quarters impacts negatively on the staffing variance to date.

The amount of municipal waste recycled, reused and composted (NI 192a) is 42.9%, which meets the Quarter 3 target.

Three new refuse vehicles totalling £510k and a new road sweeper costing £59k have been ordered against the Vehicle Procurement and Replacement budget for 2017/18 and are all due for delivery in Quarter 4.



How we will deliver: Customer focussed, Can do and collaborative, Business-like, efficient and entrepreneurial - Moving Forward Together

3.12 **Resources**

The positive variance against the revenue budget of £1,582,000 in Q3 is a positive sign of the present strength of the Council's financial position which needs to be maintained in the future. We recognise there is a strategic risk that the Council is unable to deliver priority services as revenue funding falls short of required income. However, the financial position to the end of December 2017 indicates a positive variance and that the 10% challenge is currently being met. Revised forecasts indicate that the revenue surplus at year end will be in the region of £1.9 million which provides an additional source of funding for the Councils' capital programme, which would reduce the need to borrow externally and the associated interest costs.

3.13 **Staff**

The number of working days lost due to short term sickness absence (BV 012a) was 2.72 per FTE. The result is good and under the threshold target for Quarter 3 and is also less than the Q3 figure last year (3.01 days per FTE).

3.14 **IT/Digital**

In Q3, 62.25% of our top 10 service requests were made via online webforms (LI 759). Digital customer channel use remains above target and is set to improve further over the coming months with improved signposting and marketing to drive even more traffic to this channel. Making our forms mobile friendly and reviewing the customer experience on these to improve the process will have a positive impact. With more services and customer accounts being added, we are progressing transformation to digital well.

A budget of £77,000 has been put into the 2018/19 Capital Programme (detailed elsewhere on this agenda) to purchase Data Cleanse software, which is needed to comply with the new General Data Protection Regulations. Work to purchase and implement the software will have to commence before the end of this financial year, in order to meet the regulations when they take effect in May. This may mean that some expenditure may be incurred during the last quarter of 2017/18.

4 Recommendations

4.1 It is proposed that Cabinet:

- a) Notes the 2017/18 performance for the quarter and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1).
- b) Notes the current position with respect to risks and accepts the actions to support risk mitigation (detail contained in Appendix 2).
- c) Notes the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendices 3 and 4).
- d) Note the outcome of the bid for a one year pilot of 100% business rates retention as outlined in paragraph 3.2.

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

Economic Growth, Productivity and Prosperity


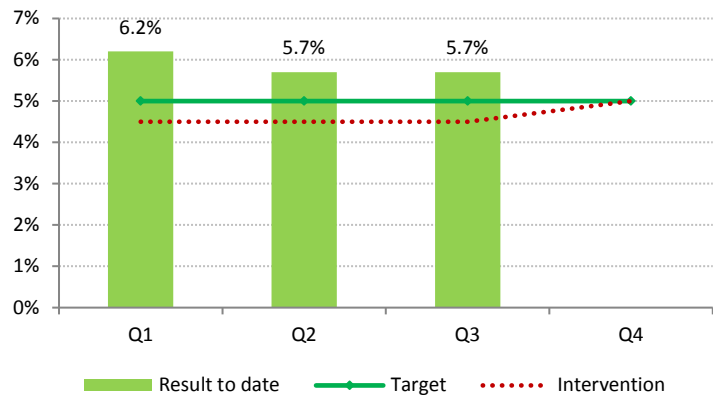

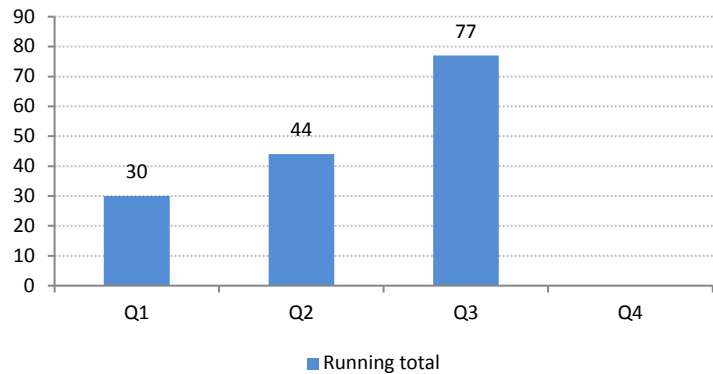
Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities.




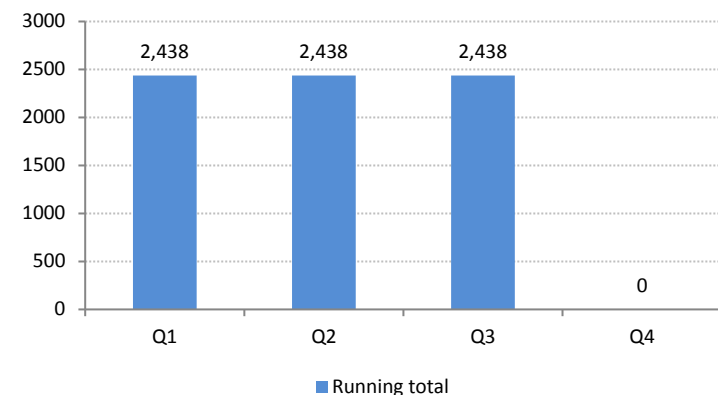

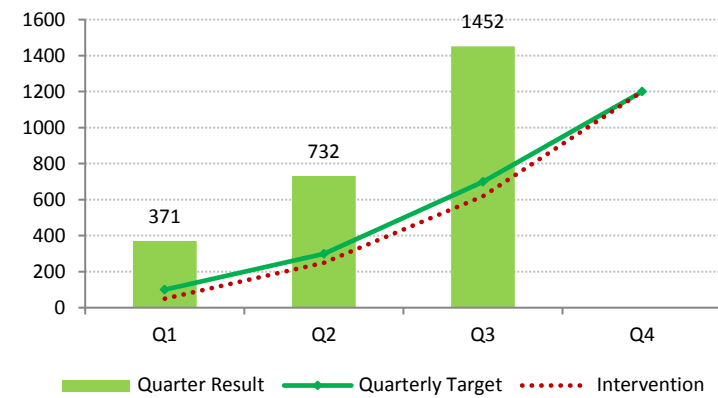
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|--|---|
| | Key: = Met or exceeded target |
| | = Within acceptable tolerance of target |
| | = Stretch target not reached |
| | = The measure is being 'baselined' in order to determine the target |

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart |
|---|------------------------------|-------------------------|-----------------|---|---|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | |
| LI 1013: CNC Building Control fee earning income. | £1,154,861 | £1,770,000 | Stephen Fulcher | <p>Income generation is below our Q3 target due to a significant downturn in work through Norwich and increased competition from Approved Inspectors across the area covered by CNC.</p> <p>To balance the above, we have been working with reduced staffing levels and therefore costs which mitigates some of the financial concerns. We will be monitoring our income level and implementing any strategies where necessary.</p> <p>Although we have reported income below our Q3 target, we have lost less ground than in Q2, making us confident to forecast further recovery in Q4.</p> | <p>£2000k £1800k £1600k £1400k £1200k £1000k £800k £600k £400k £200k</p> <p>Q1 Q2 Q3 Q4</p> <p>Result to date Target Intervention</p> |


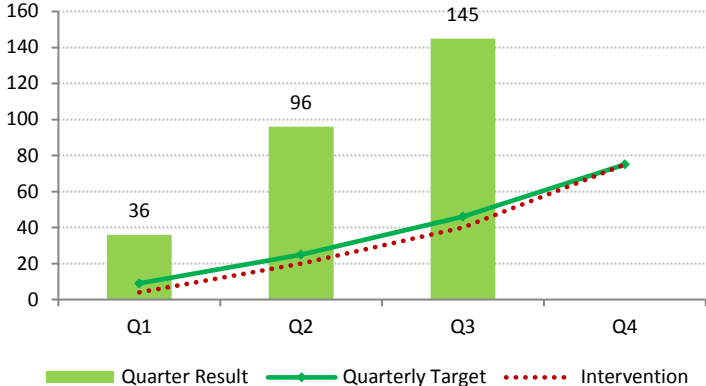

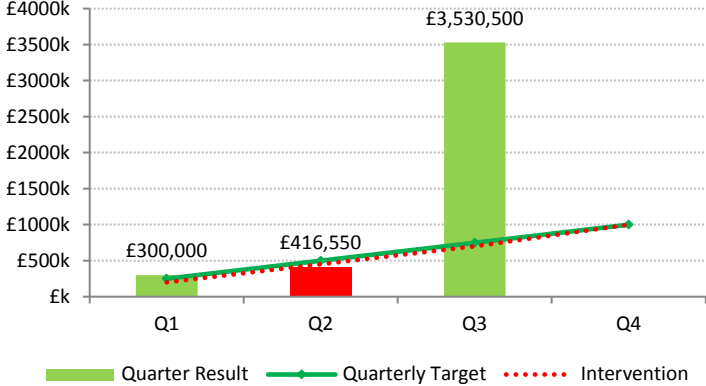
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart |
|---|---|---|-----------------|---|--|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | |
| LI 358: % rental income return from property investment. | 5.7%  | 5.00% | Spencer Burrell | Investment properties are performing above Budget to date. These are offset by poorer performances from Loddon, Rosebery Park and Ketteringham Depot. Loddon is due to a void period for the retail unit below the business centre which is now filled. Rosebery Park is due to protracted negotiations for the whole of the ground floor east wing. Ketteringham Depot is due to Harmony moving out during the 2nd Quarter and no replacement tenant being sought. Overall Rental Income is expected to be in line with projections made at Q2. |  |
| EG 1601a: Number of residential dwellings developed through our Big Sky Developments company. | 77  | Baseline (Totals shown are multi-year running totals from Q1 2016/17) | Spencer Burrell | Rosebery Park has been fully handed over by the contractor. 7 properties have been sold to Saffron as affordable, with a further 1 being reserved. Maple Park continues to progress well. A further 9 properties have been handed over by the contractor. 10 have been reserved and 5 have been sold. |  |


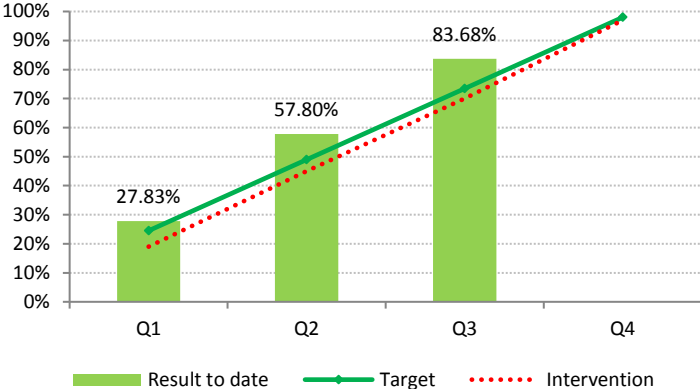

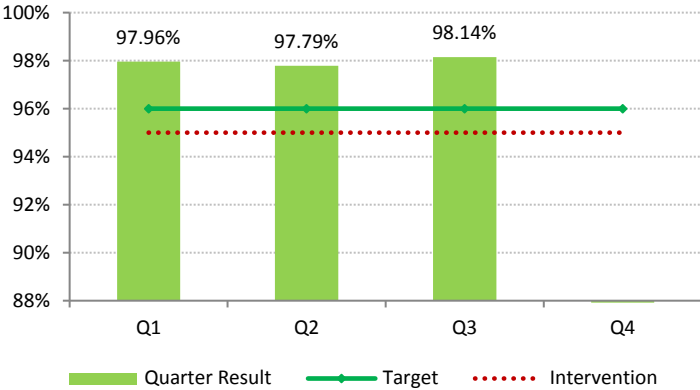
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|--|--|-----------------|---|---|---------|----------------|------------------|--------------|----|-------|------|-------|----|-----|------|------|----|------|------|------|----|---|-------|-------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| EG 1601b: Sq Metre area of commercial space developed through our Big Sky Developments company. | 2,438  | Baseline (Totals shown are multi-year running totals from Q1 2016/17) | Spencer Burrell | The running total still remains at 2,438sqm of space developed. Crafton House - Discussions have progressed with a tenant regarding the ground floor vacant space. Maple Park - Construction progress' with the internal partitions nearly completed. We have had some interest with potential tenants and will commence formally marketing in Jan '18. |  <table><tr><th>Quarter</th><th>Running total</th></tr><tr><td>Q1</td><td>2,438</td></tr><tr><td>Q2</td><td>2,438</td></tr><tr><td>Q3</td><td>2,438</td></tr><tr><td>Q4</td><td>0</td></tr></table> | Quarter | Running total | Q1 | 2,438 | Q2 | 2,438 | Q3 | 2,438 | Q4 | 0 | | | | | | | | | | |
| Quarter | Running total | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 2,438 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 2,438 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 2,438 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 0 | | | | | | | | | | | | | | | | | | | | | | | | |
| LI 356: Number of SME's provided with advice and guidance in South Norfolk. | 1452  | 1,200 (This is a cumulative total for the whole year which will be the sum of each quarter's result) | David Disney | In Q3 we provided advice and guidance to 720 SMEs (1452 cumulative for the year so far). There has now been a change in the way Food and Licensing numbers are recorded, and the higher figure now represents the actual number of engagements more accurately across this department during its busiest quarter. The Q3 720 figure comprises: 507-Licensing and Food 35-Broadband Engagement 20-Corridor Briefings 35- L-Tag/VEI briefings 64- Business Engagement Strategy 32-growth Hub 27-NWES |  <table><tr><th>Quarter</th><th>Quarter Result</th><th>Quarterly Target</th><th>Intervention</th></tr><tr><td>Q1</td><td>371</td><td>~100</td><td>~100</td></tr><tr><td>Q2</td><td>732</td><td>~300</td><td>~300</td></tr><tr><td>Q3</td><td>1452</td><td>~700</td><td>~700</td></tr><tr><td>Q4</td><td>-</td><td>~1200</td><td>~1200</td></tr></table> | Quarter | Quarter Result | Quarterly Target | Intervention | Q1 | 371 | ~100 | ~100 | Q2 | 732 | ~300 | ~300 | Q3 | 1452 | ~700 | ~700 | Q4 | - | ~1200 | ~1200 |
| Quarter | Quarter Result | Quarterly Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 371 | ~100 | ~100 | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 732 | ~300 | ~300 | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 1452 | ~700 | ~700 | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | ~1200 | ~1200 | | | | | | | | | | | | | | | | | | | | | | |


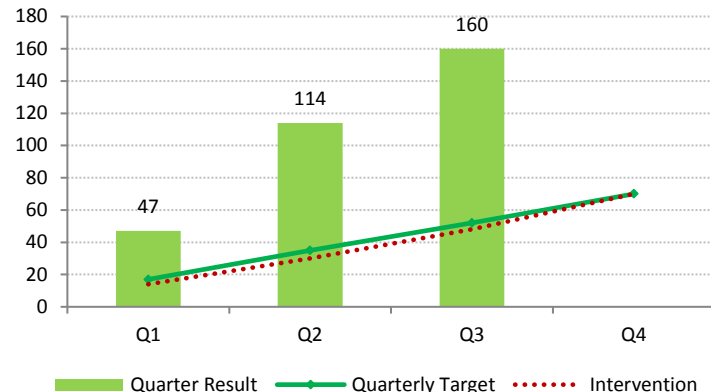

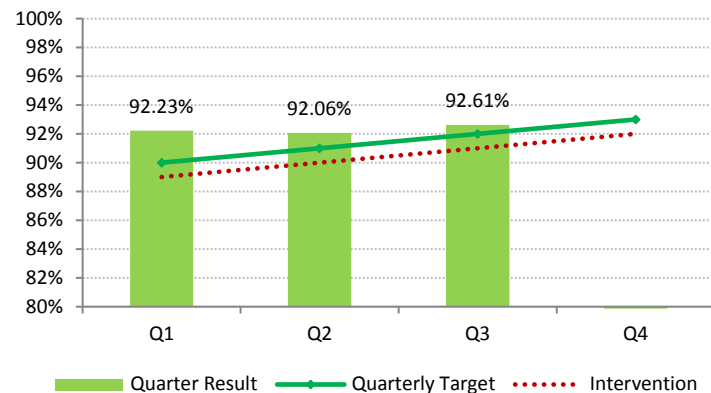
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|--|-----------------|---|--|---------|----------------|------------------|--------------|----|----------|-------|-------|----|----------|-------|-------|----|------------|-------|-------|----|---|------------|------------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| LI 613: Number of new business start-ups supported in South Norfolk. | 145  | 75 (This is a cumulative total for the whole year which will be the sum of each quarter's result) | David Disney | In Q3 we supported 49 start-ups (145 cumulative so far for the year). The number of workshops was reduced because of Christmas, but still we have managed to achieve the target. |  <table><caption>LI 613: Number of new business start-ups supported in South Norfolk</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Quarterly Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>36</td><td>10</td><td>5</td></tr><tr><td>Q2</td><td>96</td><td>25</td><td>15</td></tr><tr><td>Q3</td><td>145</td><td>45</td><td>35</td></tr><tr><td>Q4</td><td>-</td><td>75</td><td>75</td></tr></tbody></table> | Quarter | Quarter Result | Quarterly Target | Intervention | Q1 | 36 | 10 | 5 | Q2 | 96 | 25 | 15 | Q3 | 145 | 45 | 35 | Q4 | - | 75 | 75 |
| Quarter | Quarter Result | Quarterly Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 36 | 10 | 5 | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 96 | 25 | 15 | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 145 | 45 | 35 | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | 75 | 75 | | | | | | | | | | | | | | | | | | | | | | |
| LI 758: External funding identified and brought into the local economy. | £3,530,500  | £1,000,000 (This is a cumulative total for the whole year which will be the sum of each quarter's result) | Nina Cunningham | The Q3 figure includes the £530k from pooled business rates projects mentioned in Q2 but which at that time had not been fully approved and so were not included in our Q2 figures. The Q3 figure also includes £3.05 funding secured for the improvement of Hempnall Junction (A140) to a roundabout to help facilitate the growth of Long Stratton. This funding was secured from an application to DfT in conjunction with Norfolk County Council. An additional circa £1.5m gap funding still needs to be secured before these improvements can be delivered. |  <table><caption>LI 758: External funding identified and brought into the local economy</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Quarterly Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>£300,000</td><td>£200k</td><td>£150k</td></tr><tr><td>Q2</td><td>£416,550</td><td>£400k</td><td>£300k</td></tr><tr><td>Q3</td><td>£3,530,500</td><td>£800k</td><td>£600k</td></tr><tr><td>Q4</td><td>-</td><td>£1,000,000</td><td>£1,000,000</td></tr></tbody></table> | Quarter | Quarter Result | Quarterly Target | Intervention | Q1 | £300,000 | £200k | £150k | Q2 | £416,550 | £400k | £300k | Q3 | £3,530,500 | £800k | £600k | Q4 | - | £1,000,000 | £1,000,000 |
| Quarter | Quarter Result | Quarterly Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | £300,000 | £200k | £150k | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | £416,550 | £400k | £300k | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | £3,530,500 | £800k | £600k | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | £1,000,000 | £1,000,000 | | | | | | | | | | | | | | | | | | | | | | |

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|-------------------------|---------------|--|---|---------|----------------|--------|--------------|----|--------|-----|-----|----|--------|-----|-----|----|--------|-----|-----|----|------|------|------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| BV 010: % of non-domestic rates collected. | 83.68%  | 98.00% | Simon Bessey | In year NNDR collection continues to show an improvement on the collection rates achieved during 16/17 which is encouraging. Collection will naturally tail off during Q4 as many customers still pay their Business Rates over 10 months rather than 12 - however we remain focussed in our efforts to achieve our in year collection target. |  <table><thead><tr><th>Quarter</th><th>Result to date</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>27.83%</td><td>20%</td><td>15%</td></tr><tr><td>Q2</td><td>57.80%</td><td>40%</td><td>30%</td></tr><tr><td>Q3</td><td>83.68%</td><td>70%</td><td>60%</td></tr><tr><td>Q4</td><td>100%</td><td>100%</td><td>100%</td></tr></tbody></table> | Quarter | Result to date | Target | Intervention | Q1 | 27.83% | 20% | 15% | Q2 | 57.80% | 40% | 30% | Q3 | 83.68% | 70% | 60% | Q4 | 100% | 100% | 100% |
| Quarter | Result to date | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 27.83% | 20% | 15% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 57.80% | 40% | 30% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 83.68% | 70% | 60% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 100% | 100% | 100% | | | | | | | | | | | | | | | | | | | | | | |
| LI 210: % of food premises which have an FHRs (Food Hygiene Rating Scheme) rating of satisfactory or above. | 98.14%  | 95.00% | David Disney | The Q3 result remains good, it is above target and is better than Q1 and Q2. |  <table><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>97.96%</td><td>96%</td><td>95%</td></tr><tr><td>Q2</td><td>97.79%</td><td>96%</td><td>95%</td></tr><tr><td>Q3</td><td>98.14%</td><td>96%</td><td>95%</td></tr><tr><td>Q4</td><td></td><td>96%</td><td>95%</td></tr></tbody></table> | Quarter | Quarter Result | Target | Intervention | Q1 | 97.96% | 96% | 95% | Q2 | 97.79% | 96% | 95% | Q3 | 98.14% | 96% | 95% | Q4 | | 96% | 95% |
| Quarter | Quarter Result | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 97.96% | 96% | 95% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 97.79% | 96% | 95% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 98.14% | 96% | 95% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | | 96% | 95% | | | | | | | | | | | | | | | | | | | | | | |

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|--|---|--|---------------|---|--|---------|----------------|------------------|--------------|----|--------|------|------|----|--------|------|------|----|--------|------|------|----|---|------|------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| EG 1605: Number of apprenticeship placements available in our local businesses for our young people. | 160  | 70 (This is a cumulative total for the whole year which will be the sum of each quarter's result) | David Disney | In Q3, there were 46 live opportunities (160 cumulative for the year so far). |  <table><caption>EG 1605: Apprenticeship Placements</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Quarterly Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>47</td><td>~18</td><td>~15</td></tr><tr><td>Q2</td><td>114</td><td>~35</td><td>~25</td></tr><tr><td>Q3</td><td>160</td><td>~52</td><td>~40</td></tr><tr><td>Q4</td><td>-</td><td>~69</td><td>~65</td></tr></tbody></table> | Quarter | Quarter Result | Quarterly Target | Intervention | Q1 | 47 | ~18 | ~15 | Q2 | 114 | ~35 | ~25 | Q3 | 160 | ~52 | ~40 | Q4 | - | ~69 | ~65 |
| Quarter | Quarter Result | Quarterly Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 47 | ~18 | ~15 | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 114 | ~35 | ~25 | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 160 | ~52 | ~40 | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | ~69 | ~65 | | | | | | | | | | | | | | | | | | | | | | |
| MI 1039: % of units liable for business rates occupied. | 92.61%  | 93% | David Disney | This remains good and is on track to achieve our year-end target. |  <table><caption>MI 1039: Business Rates Occupied</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Quarterly Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>92.23%</td><td>~90%</td><td>~89%</td></tr><tr><td>Q2</td><td>92.06%</td><td>~91%</td><td>~90%</td></tr><tr><td>Q3</td><td>92.61%</td><td>~92%</td><td>~91%</td></tr><tr><td>Q4</td><td>-</td><td>~93%</td><td>~92%</td></tr></tbody></table> | Quarter | Quarter Result | Quarterly Target | Intervention | Q1 | 92.23% | ~90% | ~89% | Q2 | 92.06% | ~91% | ~90% | Q3 | 92.61% | ~92% | ~91% | Q4 | - | ~93% | ~92% |
| Quarter | Quarter Result | Quarterly Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 92.23% | ~90% | ~89% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 92.06% | ~91% | ~90% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 92.61% | ~92% | ~91% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | ~93% | ~92% | | | | | | | | | | | | | | | | | | | | | | |

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures


Health, Well-being and Early Help

Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents.


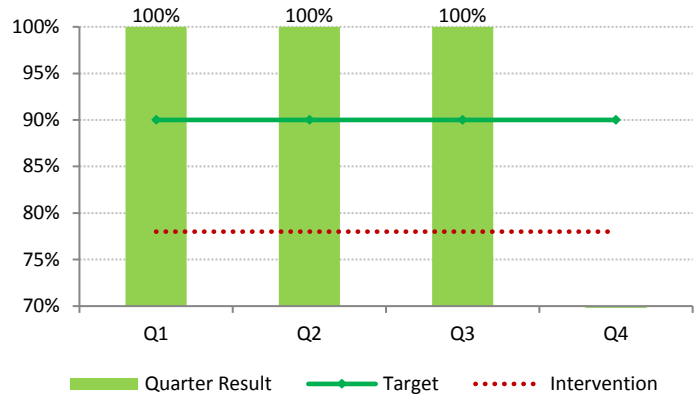


Key:


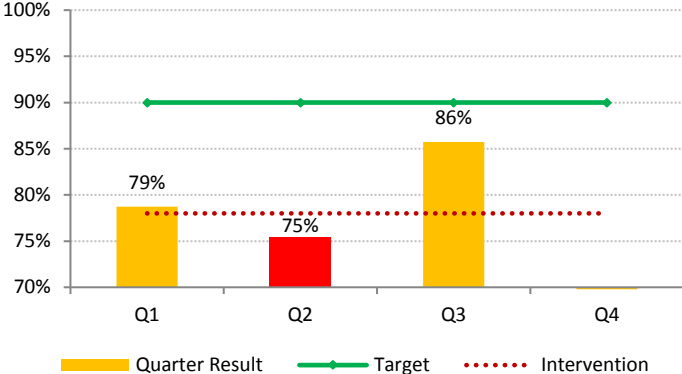
- = Met or exceeded target
- = Within acceptable tolerance of target
- = Stretch target not reached
- = The measure is being 'baselined' in order to determine the target

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|-------------------------|------------------|---|--|---------|--------------------|------------|------------------|----|-------|-------|-------|----|-------|-------|-------|----|-------|-------|-------|----|--------|--------|--------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| (NEW) HE 1601: % increase in our Leisure Centre members following the refurbishment of our three Centres. | 8.3%  | 10.00% | Steve Goddard | <p>Long Stratton Leisure Centre: Increased its membership in Q3 by +15 Direct Debit members. This is encouraging pre the centres re-development commencement and a retention incentive programme will be initiated to retain these loyal members during the project period. The new 3G pitch business has picked up in the Autumn and we continue to increase hirers. Planning for the refurbishment project has been approved and we will maximise the profile of the centre in the year ahead.</p> <p>Diss Leisure Centre: Direct Debit Fitness membership increased by an encouraging +59 in Q3 . Diss Leisure Centre's main income driver is Swim School which has increased significantly by a further +79 Direct Debits. Improved marketing and social media campaigns and profile have had a positive impact on the centres profile and performances.</p> <p>Wymondham Leisure Centre: Fitness Direct Debit membership increased by +80 from Q2 to Q3. The centres swim school continues to perform ahead of budget and grew by a further +129 Direct Debit members in Q3. As with Diss the social media and marketing focus has reaped rewards.</p> | <table><thead><tr><th>Quarter</th><th>Result to date (%)</th><th>Target (%)</th><th>Intervention (%)</th></tr></thead><tbody><tr><td>Q1</td><td>3.00%</td><td>3.00%</td><td>1.00%</td></tr><tr><td>Q2</td><td>3.60%</td><td>4.00%</td><td>3.00%</td></tr><tr><td>Q3</td><td>8.30%</td><td>7.50%</td><td>6.00%</td></tr><tr><td>Q4</td><td>10.00%</td><td>10.00%</td><td>10.00%</td></tr></tbody></table> | Quarter | Result to date (%) | Target (%) | Intervention (%) | Q1 | 3.00% | 3.00% | 1.00% | Q2 | 3.60% | 4.00% | 3.00% | Q3 | 8.30% | 7.50% | 6.00% | Q4 | 10.00% | 10.00% | 10.00% |
| Quarter | Result to date (%) | Target (%) | Intervention (%) | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 3.00% | 3.00% | 1.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 3.60% | 4.00% | 3.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 8.30% | 7.50% | 6.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 10.00% | 10.00% | 10.00% | | | | | | | | | | | | | | | | | | | | | | |


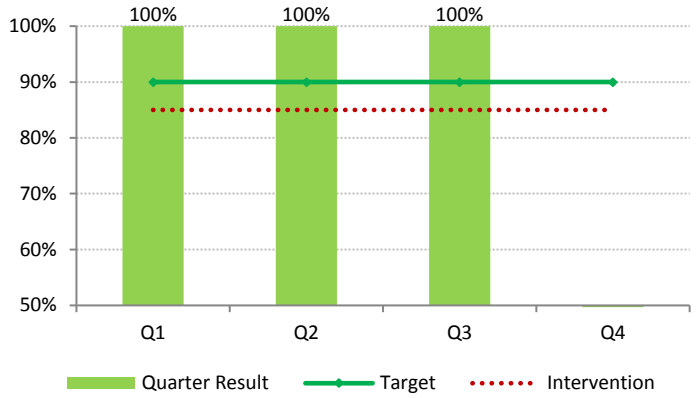

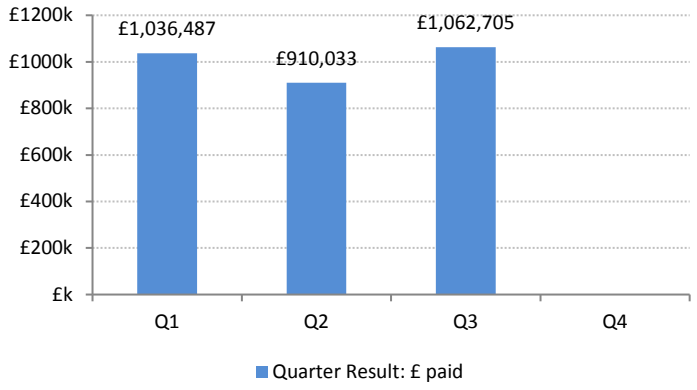
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|-------------------------|-----------------|---|---|---------|----------------|--------|--------------|----|------|-----|------|----|------|-----|------|----|------|-----|------|----|------|-----|------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | <p>Leisure overall: The Q2- Q3 overall growth of fitness direct debit members was +154 (= +4.7%), which is encouraging pre our traditionally busiest quarter to finish the year. When compared Year on Year it is an increase of our overall Direct Debit membership by +18.1% and crucially our monthly Direct Debit by £14k (= +£168k annualised). The Q2- Q3 overall growth of direct debit fitness and swim school members was +4.9%, and is encouraging with our strong final quarter ahead.</p> <p>Our membership has grown overall by 8.3% so far this financial year and we are on track to achieve our year-end target of 10%.</p> | | | | | | | | | | | | | | | | | | | | | |
| HE 1603: % of households in temporary accommodation for 8 weeks or less from the date of the homelessness decision to housing solution. | 100%  | 90% | Mike Pursehouse | <p>We continue to provide temporary accommodation in our three hostels. As soon as someone enters our accommodation we work closely with the tenant to identify their long term needs to help their transition into long term housing. Through the proactive approach of our Home Options officers and the ongoing support work that the early help team/FIRST officers complete we have been able to provide suitable sustainable solutions to our customers. This is proving to be successful as we continue to outperform on our target.</p> |  <table><caption>HE 1603 Performance Data</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>100%</td><td>90%</td><td>~78%</td></tr><tr><td>Q2</td><td>100%</td><td>90%</td><td>~78%</td></tr><tr><td>Q3</td><td>100%</td><td>90%</td><td>~78%</td></tr><tr><td>Q4</td><td>~70%</td><td>90%</td><td>~78%</td></tr></tbody></table> | Quarter | Quarter Result | Target | Intervention | Q1 | 100% | 90% | ~78% | Q2 | 100% | 90% | ~78% | Q3 | 100% | 90% | ~78% | Q4 | ~70% | 90% | ~78% |
| Quarter | Quarter Result | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 100% | 90% | ~78% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 100% | 90% | ~78% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 100% | 90% | ~78% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | ~70% | 90% | ~78% | | | | | | | | | | | | | | | | | | | | | | |


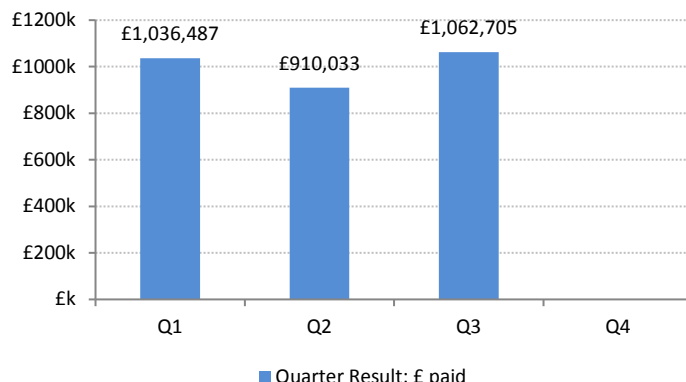

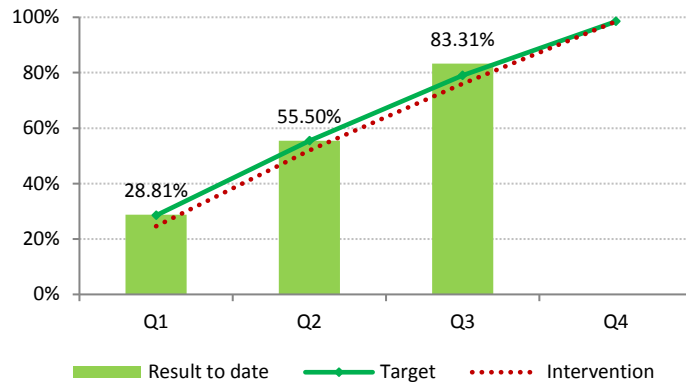
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|--|--|-------------------------|-----------------|---|--|---------|----------------|--------|--------------|----|-----|-----|-----|----|-----|-----|-----|----|-----|-----|-----|----|-----|-----|-----|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| HE 1604: % of households contacting South Norfolk because of risk of losing their homes that are prevented from becoming homeless. | 86%  | 90% | Mike Pursehouse | <p>As discussed at last Cabinet, we plan to suggest an alternative measure to this one that reflects our preventative work. This will be proposed as part of the parallel annual Business Planning process currently taking place.</p> <p>Regarding the existing measure, this quarter we had 62 cases, 8 of which were 'unsuccessful', however through our preventative work, 7 of these cases all had positive outcomes in quarter 3 and the households obtained secure housing through Saffron. An example of one of these cases is:</p> <p>A family was asked to leave their settled accommodation due to extensive work being completed within the property, the family had 3 children. They had arrears at a former property therefore had to be placed within (TA) temporary accommodation. While in Temporary Accommodation our FIRST officers provided money and budgeting advise so that arrears could be significantly reduced and appropriate benefits could be put into place. A family support plan within the Early help team was set up to make sure multi-agency support was made available. Once arrears were cleared they were able to bid on a suitable property within Saffron with the tenancy skills needed to make sure it was sustained.</p> |  <table><caption>HE 1604 Performance Data</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>79%</td><td>90%</td><td>78%</td></tr><tr><td>Q2</td><td>75%</td><td>90%</td><td>78%</td></tr><tr><td>Q3</td><td>86%</td><td>90%</td><td>78%</td></tr><tr><td>Q4</td><td>70%</td><td>90%</td><td>78%</td></tr></tbody></table> | Quarter | Quarter Result | Target | Intervention | Q1 | 79% | 90% | 78% | Q2 | 75% | 90% | 78% | Q3 | 86% | 90% | 78% | Q4 | 70% | 90% | 78% |
| Quarter | Quarter Result | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 79% | 90% | 78% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 75% | 90% | 78% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 86% | 90% | 78% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 70% | 90% | 78% | | | | | | | | | | | | | | | | | | | | | | |


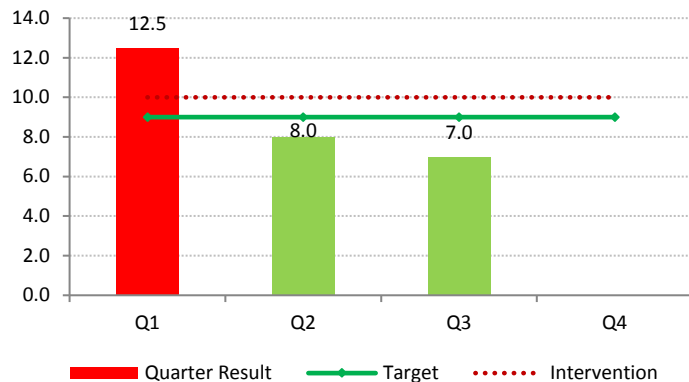

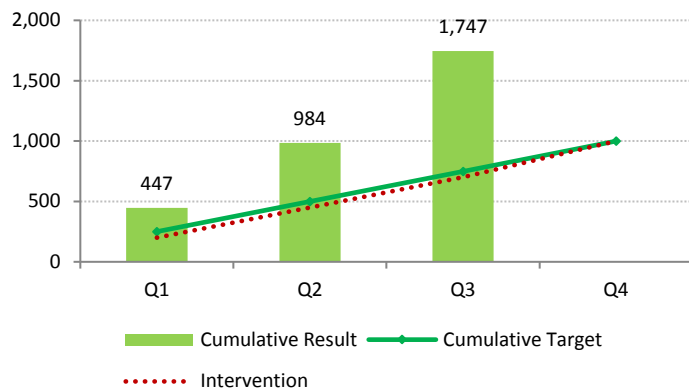
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart |
|--|---|-------------------------|-----------------|--|---|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | |
| HE 1605: % of those housed by SNC Housing which are still in there after a 6 month period. | 100%  | 90% | Mike Pursehouse | We housed 151 people in the last quarter and 551 over the last 12 months all of which have remained housed for 6 months. The team continue to work hard at initial contact to really understand the housing needs of residents to ensure that we support them into the right accommodation. This support is part of our early help ethos to work as a partnership to dealing with barriers to long term housing. This includes dealing with debt, domestic abuse and family relationships. |  <p>100% 100% 100%</p> <p>100% 90% 85% 80% 70% 60% 50%</p> <p>Q1 Q2 Q3 Q4</p> <p>Quarter Result Target Intervention</p> |
| HE 1607a: £pounds paid in benefits to people in work | £1,062,705  | Baseline | Mike Pursehouse | The role out of Universal Credit has started in South Norfolk with Beccles Job Centre starting in October 2017, although Beccles serves only a small number of new South Norfolk claimants. The main bulk of new claimants will be affected when Diss Job Centre starts in May 2018, with Norwich starting in October 2018. |  <p>£1,036,487 £910,033 £1,062,705</p> <p>£1200k £1000k £800k £600k £400k £200k £k</p> <p>Q1 Q2 Q3 Q4</p> <p>Quarter Result: £ paid</p> |


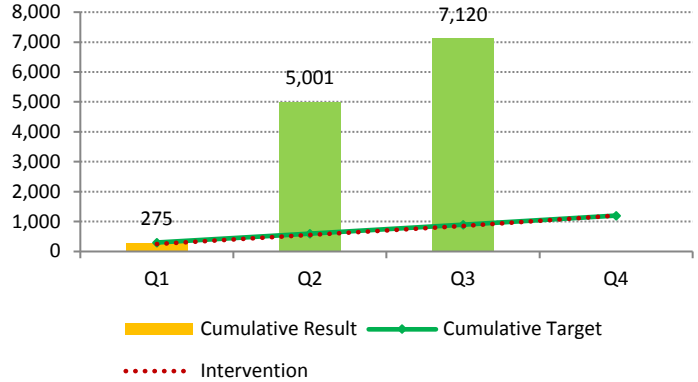

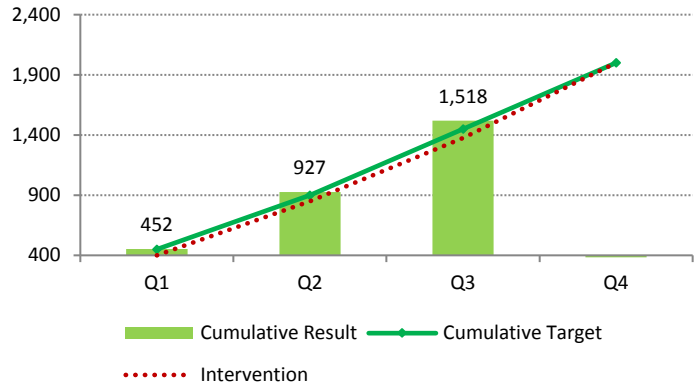
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|-------------------------|------------------|---|---|---------|--------------------|------------|------------------|----|----------|----|------------|----|--------|---|---|----|--------|---|---|----|---|---|---|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| HE 1607b: Number of people in work receiving benefits | 1143  | Baseline | Mike Pursehous e | The role out of Universal Credit has started in South Norfolk with Beccles Job Centre starting in October 2017, although Beccles serves only a small number of new South Norfolk claimants. The main bulk of new claimants will be affected when Diss Job Centre starts in May 2018, with Norwich starting in October 2018. |  <table><caption>Quarter Result: £ paid</caption><thead><tr><th>Quarter</th><th>£ paid</th></tr></thead><tbody><tr><td>Q1</td><td>£1,036,487</td></tr><tr><td>Q2</td><td>£910,033</td></tr><tr><td>Q3</td><td>£1,062,705</td></tr></tbody></table> | Quarter | £ paid | Q1 | £1,036,487 | Q2 | £910,033 | Q3 | £1,062,705 | | | | | | | | | | | | |
| Quarter | £ paid | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | £1,036,487 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | £910,033 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | £1,062,705 | | | | | | | | | | | | | | | | | | | | | | | | |
| BV 009: % of Council Tax collected. | 83.31%  | 98.50% | Simon Bessey | Direct Debit customer numbers continue to grow with over 47,000 now choosing this method of payment. For those that do not pay on time, the recovery process is well established and continues to deliver consistent in year collection rates. Q4 collection will always be less than the previous three quarters even though customers are still opting to pay over 12 months instead of 10. We will continue to focus our efforts in making sure we recover monies that are due as we work towards hitting our in year collection target. |  <table><caption>Collection Performance Data</caption><thead><tr><th>Quarter</th><th>Result to date (%)</th><th>Target (%)</th><th>Intervention (%)</th></tr></thead><tbody><tr><td>Q1</td><td>28.81%</td><td>-</td><td>-</td></tr><tr><td>Q2</td><td>55.50%</td><td>-</td><td>-</td></tr><tr><td>Q3</td><td>83.31%</td><td>-</td><td>-</td></tr><tr><td>Q4</td><td>-</td><td>-</td><td>-</td></tr></tbody></table> | Quarter | Result to date (%) | Target (%) | Intervention (%) | Q1 | 28.81% | - | - | Q2 | 55.50% | - | - | Q3 | 83.31% | - | - | Q4 | - | - | - |
| Quarter | Result to date (%) | Target (%) | Intervention (%) | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 28.81% | - | - | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 55.50% | - | - | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 83.31% | - | - | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | - | - | | | | | | | | | | | | | | | | | | | | | | |

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|--|-----------------|--|---|---------|-------------------|-------------------|--------------|----|------|-----|------|----|-----|-----|------|----|-------|-----|------|----|---|-------|-------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| HE 1606: Number of days taken to process new claims for Housing Benefit/Council Tax Benefit. | 7 days  | 9 days | Mike Pursehouse | Performance continues to improve and for the second quarter we are above target. We continue to provide multiple access routes, including home visits, online and in office help desks to our customer making it easy to make claims whilst also providing us with the opportunity to obtain important information allowing for speedy assessments. Whilst the number of days improves we ensure that the quality is maintained to assist customers early with the right information and support to prevent issues escalating. |  <table><caption>HE 1606: Number of days taken to process new claims</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>12.5</td><td>8.0</td><td>10.0</td></tr><tr><td>Q2</td><td>8.0</td><td>8.0</td><td>10.0</td></tr><tr><td>Q3</td><td>7.0</td><td>8.0</td><td>10.0</td></tr><tr><td>Q4</td><td>-</td><td>8.0</td><td>10.0</td></tr></tbody></table> | Quarter | Quarter Result | Target | Intervention | Q1 | 12.5 | 8.0 | 10.0 | Q2 | 8.0 | 8.0 | 10.0 | Q3 | 7.0 | 8.0 | 10.0 | Q4 | - | 8.0 | 10.0 |
| Quarter | Quarter Result | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 12.5 | 8.0 | 10.0 | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 8.0 | 8.0 | 10.0 | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7.0 | 8.0 | 10.0 | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | 8.0 | 10.0 | | | | | | | | | | | | | | | | | | | | | | |
| HE 1607: Number of families and residents helped to achieve positive outcomes through our Help Hub service. | 1747  | 1,000 (This is a cumulative figure for the whole year) | Mike Pursehouse | The help hub has supported 763 people in Q3 which is 1747 cumulative so far for this year. The Q3 figure comprised 258 children and 505 adults. The help hub has refreshed its request for support process to enable more people to access services on line. This complements more information being available on our website to aid residents to help themselves. |  <table><caption>HE 1607: Number of families and residents helped</caption><thead><tr><th>Quarter</th><th>Cumulative Result</th><th>Cumulative Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>447</td><td>-</td><td>-</td></tr><tr><td>Q2</td><td>984</td><td>-</td><td>-</td></tr><tr><td>Q3</td><td>1,747</td><td>-</td><td>-</td></tr><tr><td>Q4</td><td>-</td><td>1,000</td><td>1,000</td></tr></tbody></table> | Quarter | Cumulative Result | Cumulative Target | Intervention | Q1 | 447 | - | - | Q2 | 984 | - | - | Q3 | 1,747 | - | - | Q4 | - | 1,000 | 1,000 |
| Quarter | Cumulative Result | Cumulative Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 447 | - | - | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 984 | - | - | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 1,747 | - | - | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | 1,000 | 1,000 | | | | | | | | | | | | | | | | | | | | | | |

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|--|---|---|------------------|--|---|---------|-------------------|-------------------|--------------|----|-----|------|------|----|-------|--------|--------|----|-------|--------|--------|----|--------|--------|--------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| HE 1608: Number of residents who are assisted to access support within their community to meet low level need. | 7120  | 1,200 (This is a cumulative figure for the whole year) | Mike Pursehous e | <p>In Q3 we helped 2119 residents (7120 cumulative so far for the year). The 2119 figure is broken down into 617 individuals who have been seen and 1502 people who have been seen in groups.</p> <p>Within the individual group includes social prescribing and forms part of the connectors role to engage with individuals to support them to access the right support. As well as through social prescribing, Connectors will be asked to support residents from the help hub, or meet people at events in venues such as libraries.</p> <p>Contacting groups is also an important part of the connector work and helps the connectors to understand what the local community offer is, as well as promoting SNC and help hub support.</p> |  <table><caption>HE 1608 Performance Data</caption><thead><tr><th>Quarter</th><th>Cumulative Result</th><th>Cumulative Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>275</td><td>~500</td><td>~500</td></tr><tr><td>Q2</td><td>5,001</td><td>~1,000</td><td>~1,000</td></tr><tr><td>Q3</td><td>7,120</td><td>~1,500</td><td>~1,500</td></tr><tr><td>Q4</td><td>~1,200</td><td>~1,200</td><td>~1,200</td></tr></tbody></table> | Quarter | Cumulative Result | Cumulative Target | Intervention | Q1 | 275 | ~500 | ~500 | Q2 | 5,001 | ~1,000 | ~1,000 | Q3 | 7,120 | ~1,500 | ~1,500 | Q4 | ~1,200 | ~1,200 | ~1,200 |
| Quarter | Cumulative Result | Cumulative Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 275 | ~500 | ~500 | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 5,001 | ~1,000 | ~1,000 | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7,120 | ~1,500 | ~1,500 | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | ~1,200 | ~1,200 | ~1,200 | | | | | | | | | | | | | | | | | | | | | | |
| LI 323: Increase the number of vulnerable people supported to maintain independence in their own homes, with support from interventions. | 1518  | 2,000 (This is a cumulative figure for the whole year) | Sam Cayford | <p>Changes to services have seen a shift in the number of referrals for various intervention although the overall total remains on target.</p> |  <table><caption>LI 323 Performance Data</caption><thead><tr><th>Quarter</th><th>Cumulative Result</th><th>Cumulative Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>452</td><td>~400</td><td>~400</td></tr><tr><td>Q2</td><td>927</td><td>~900</td><td>~900</td></tr><tr><td>Q3</td><td>1,518</td><td>~1,500</td><td>~1,500</td></tr><tr><td>Q4</td><td>~2,000</td><td>~2,000</td><td>~2,000</td></tr></tbody></table> | Quarter | Cumulative Result | Cumulative Target | Intervention | Q1 | 452 | ~400 | ~400 | Q2 | 927 | ~900 | ~900 | Q3 | 1,518 | ~1,500 | ~1,500 | Q4 | ~2,000 | ~2,000 | ~2,000 |
| Quarter | Cumulative Result | Cumulative Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 452 | ~400 | ~400 | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 927 | ~900 | ~900 | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 1,518 | ~1,500 | ~1,500 | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | ~2,000 | ~2,000 | ~2,000 | | | | | | | | | | | | | | | | | | | | | | |

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

Place, Communities and Environment

Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages.



Key:



= Met or exceeded target




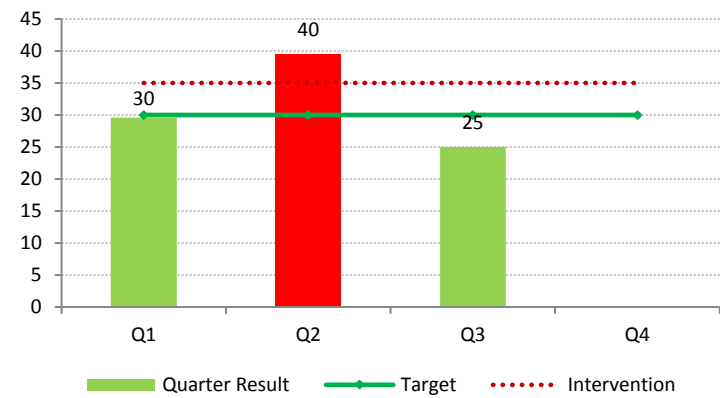
= Within acceptable tolerance of target




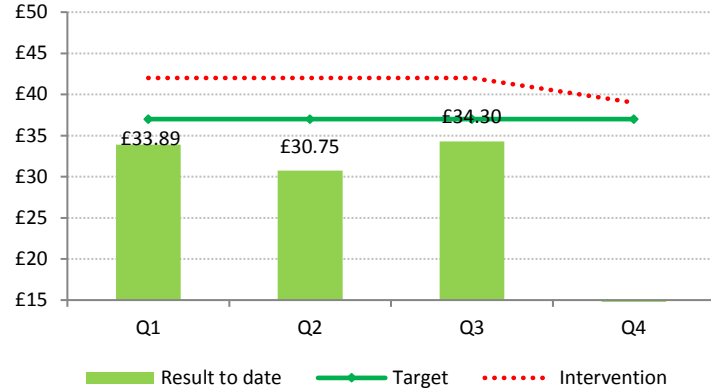

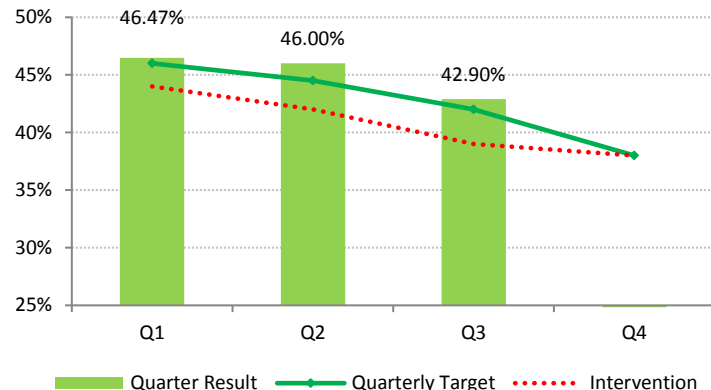
= Stretch target not reached




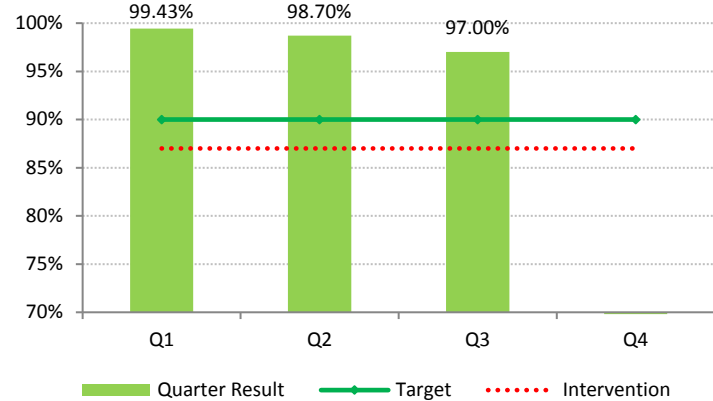

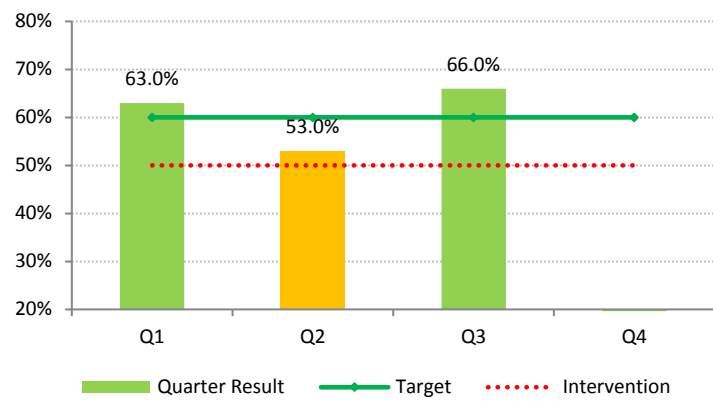
= The measure is being 'baselined' in order to determine the target

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart |
|---|--|-------------------------|---------------|---|---|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | |
| LI 263: Number of missed bins for all waste per 100,000 collections | 24.98  | 30 | Simon Hawken | <p>This is a significant improvement from the previous quarter and now below target. It is attributable to several factors:</p> <ol style="list-style-type: none"> 1. Impact of new management team at the Depot. 2. Waste Customer services move to Depot. 3. Reduction in sickness and reliance on agency staff. 4. Tightening up of operational procedures and reporting. 5. Improvement in vehicle availability rates. <p>Additionally there is a positive seasonal variance on our missed collections, so while we will always aim to maintain or improve on the figure, the true impact of the above improvements will only be truly realised in a years' time, allowing a like for like comparison to previous years.</p> |  <p>Legend: ■ Quarter Result —◆— Target Intervention</p> |


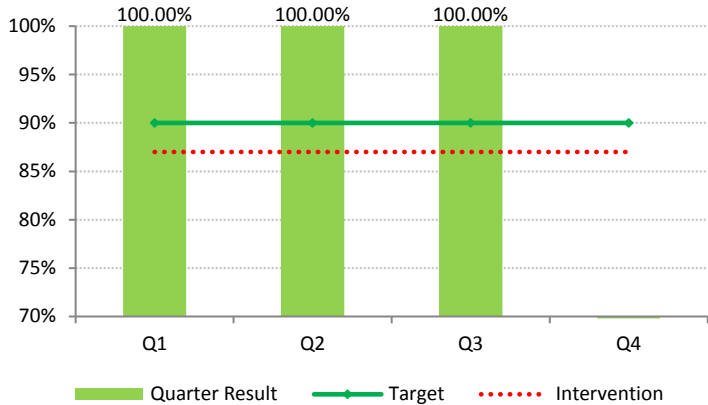

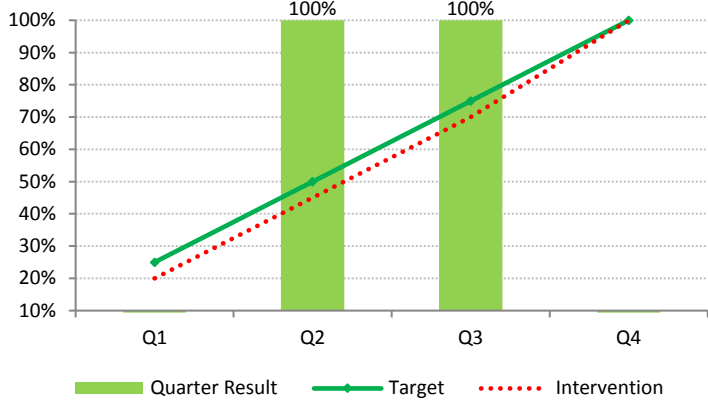
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|--|---------------|---|--|---------|----------------|------------------|--------------|----|--------|--------|--------|----|--------|--------|--------|----|--------|--------|--------|----|---|--------|--------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| LI 262: Cost of waste collection per household | £34.30  | £37 | Simon Hawken | <p>The result is good as we are still below the threshold but the cost of collection has increased slightly on the last quarter due to an increase in projected salary costs, fuel and MRF recycling gate fees due to an increased tonnage than was forecasted at Q2.</p> <p>Measure is still coming in under the £37 target.</p> |  <table><caption>Cost of waste collection per household</caption><thead><tr><th>Quarter</th><th>Result to date</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>£33.89</td><td>£37</td><td>£42.50</td></tr><tr><td>Q2</td><td>£30.75</td><td>£37</td><td>£42.50</td></tr><tr><td>Q3</td><td>£34.30</td><td>£37</td><td>£42.50</td></tr><tr><td>Q4</td><td>-</td><td>£37</td><td>£42.50</td></tr></tbody></table> | Quarter | Result to date | Target | Intervention | Q1 | £33.89 | £37 | £42.50 | Q2 | £30.75 | £37 | £42.50 | Q3 | £34.30 | £37 | £42.50 | Q4 | - | £37 | £42.50 |
| Quarter | Result to date | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | £33.89 | £37 | £42.50 | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | £30.75 | £37 | £42.50 | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | £34.30 | £37 | £42.50 | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | £37 | £42.50 | | | | | | | | | | | | | | | | | | | | | | |
| NI 192a: % Municipal waste recycled, reused and composted | 42.90%  | 44.00% (This is a target for the year overall and is not the same as the Q4 quarterly target) | Bob Wade | <p>This is a good result. This provisional quarterly outturn figure is still above the Q3 target of 42%</p> |  <table><caption>% Municipal waste recycled, reused and composted</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Quarterly Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>46.47%</td><td>46.47%</td><td>44.00%</td></tr><tr><td>Q2</td><td>46.00%</td><td>46.00%</td><td>44.00%</td></tr><tr><td>Q3</td><td>42.90%</td><td>42.90%</td><td>44.00%</td></tr><tr><td>Q4</td><td>-</td><td>42.90%</td><td>44.00%</td></tr></tbody></table> | Quarter | Quarter Result | Quarterly Target | Intervention | Q1 | 46.47% | 46.47% | 44.00% | Q2 | 46.00% | 46.00% | 44.00% | Q3 | 42.90% | 42.90% | 44.00% | Q4 | - | 42.90% | 44.00% |
| Quarter | Quarter Result | Quarterly Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 46.47% | 46.47% | 44.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 46.00% | 46.00% | 44.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 42.90% | 42.90% | 44.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | 42.90% | 44.00% | | | | | | | | | | | | | | | | | | | | | | |


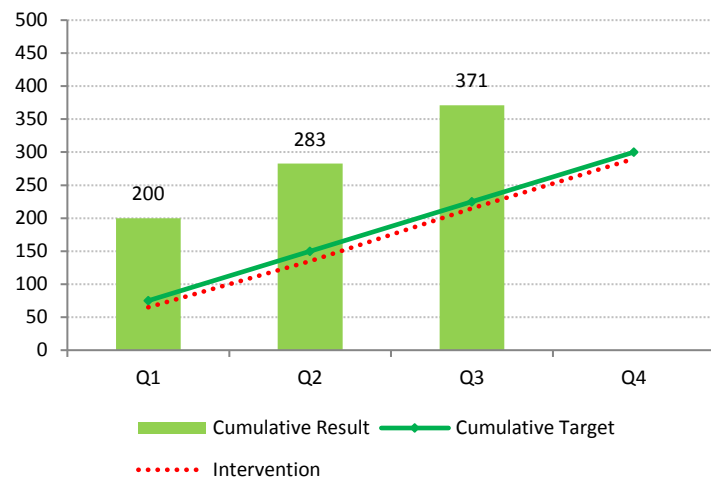

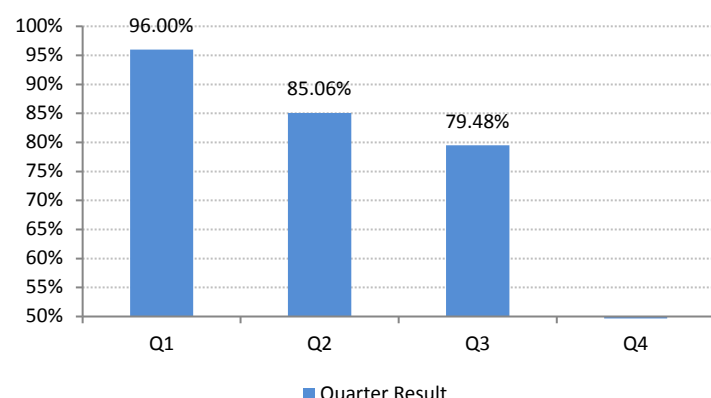
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|-------------------------|---------------|---|--|---------|----------------|--------|--------------|----|--------|--------|--------|----|--------|--------|--------|----|--------|--------|--------|----|---|--------|--------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| LI 302: % of householder applications determined within 8 weeks or in extension of time | 97.00%  | 90.00% | Helen Mellors | This relates to 178 applications, 153 (86.6%) of which were determined in the statutory time period and 21 of which were determined in an extension of time. The average number of days for determining householder applications is 37 days. |  <table><caption>LI 302 Performance Data</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>99.43%</td><td>90.00%</td><td>87.00%</td></tr><tr><td>Q2</td><td>98.70%</td><td>90.00%</td><td>87.00%</td></tr><tr><td>Q3</td><td>97.00%</td><td>90.00%</td><td>87.00%</td></tr><tr><td>Q4</td><td>-</td><td>90.00%</td><td>87.00%</td></tr></tbody></table> | Quarter | Quarter Result | Target | Intervention | Q1 | 99.43% | 90.00% | 87.00% | Q2 | 98.70% | 90.00% | 87.00% | Q3 | 97.00% | 90.00% | 87.00% | Q4 | - | 90.00% | 87.00% |
| Quarter | Quarter Result | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 99.43% | 90.00% | 87.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 98.70% | 90.00% | 87.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 97.00% | 90.00% | 87.00% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | 90.00% | 87.00% | | | | | | | | | | | | | | | | | | | | | | |
| MI 1037: % of householder applications determined within six weeks | 66.00%  | 60.0% | Helen Mellors | This relates to 178 applications, 116 (66%) of which were determined in less than 6 weeks. 153 (86.6%) were determined in the statutory time period and 21 were determined in an extension of time. The average number of days for determining householder applications is 37 days. |  <table><caption>MI 1037 Performance Data</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>63.0%</td><td>60.0%</td><td>50.0%</td></tr><tr><td>Q2</td><td>53.0%</td><td>60.0%</td><td>50.0%</td></tr><tr><td>Q3</td><td>66.0%</td><td>60.0%</td><td>50.0%</td></tr><tr><td>Q4</td><td>-</td><td>60.0%</td><td>50.0%</td></tr></tbody></table> | Quarter | Quarter Result | Target | Intervention | Q1 | 63.0% | 60.0% | 50.0% | Q2 | 53.0% | 60.0% | 50.0% | Q3 | 66.0% | 60.0% | 50.0% | Q4 | - | 60.0% | 50.0% |
| Quarter | Quarter Result | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 63.0% | 60.0% | 50.0% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 53.0% | 60.0% | 50.0% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 66.0% | 60.0% | 50.0% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | 60.0% | 50.0% | | | | | | | | | | | | | | | | | | | | | | |

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart |
|---|--|-------------------------|--------------------|--|---|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | |
| MI 1038: % of major applications determined within 13 weeks or in extension of time | 100.00%  | 90.00% | Helen Mellors | This relates to 16 applications, 8 of which (50%) were determined in the statutory time period and 8 of which were determined in an extension of time. |  <p>100.00% 100.00% 100.00%</p> <p>100% 95% 90% 85% 80% 75% 70%</p> <p>Q1 Q2 Q3 Q4</p> <p>Quarter Result Target Intervention</p> |
| PL 1602: % of Community Action Fund (CAF) spent. | 100%  | 90% | Mike Purchasehouse | CAF was successfully spent in Q2 and the CAF panel will not meet again until next financial year. |  <p>100% 100%</p> <p>100% 90% 80% 70% 60% 50% 40% 30% 20% 10%</p> <p>Q1 Q2 Q3 Q4</p> <p>Quarter Result Target Intervention</p> |

APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|--|---|--|-------------------|--|---|---------|-------------------|-------------------|--------------|----|--------|-----|--------|----|-----|------|------|----|-----|------|------|----|---|------|------|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| LI 350: Number of Affordable homes delivered in the third year of the three year affordable homes target | 371  | 300 affordable homes by 31 March 2018. (New 3-year target of 1,000 from 2017 to March 2020) | Keith Mitchell | The currently buoyant property market has led to the annual target being achieved before the end of Q3. Further completions through negotiation with developers brought the total from that source to 211. An additional 5 were built by housing associations. The remaining 155 were Help to Buy sales, included in the Q2 total. With several dozen affordable homes to be completed by housing associations and housebuilders and two quarters' Help to Buy sales to be reported, the annual total is expected to exceed 500. |  <table><thead><tr><th>Quarter</th><th>Cumulative Result</th><th>Cumulative Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>200</td><td>~75</td><td>~75</td></tr><tr><td>Q2</td><td>283</td><td>~150</td><td>~150</td></tr><tr><td>Q3</td><td>371</td><td>~225</td><td>~225</td></tr><tr><td>Q4</td><td>-</td><td>~300</td><td>~300</td></tr></tbody></table> | Quarter | Cumulative Result | Cumulative Target | Intervention | Q1 | 200 | ~75 | ~75 | Q2 | 283 | ~150 | ~150 | Q3 | 371 | ~225 | ~225 | Q4 | - | ~300 | ~300 |
| Quarter | Cumulative Result | Cumulative Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 200 | ~75 | ~75 | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 283 | ~150 | ~150 | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 371 | ~225 | ~225 | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | ~300 | ~300 | | | | | | | | | | | | | | | | | | | | | | |
| PL 1604: % percentage of people applying to register to vote online as opposed to on paper. | 79.48%  | Baseline | Julia Tovee-Galey | There has been a small reduction in online applications compared to paper applications by 6% due to the canvass and ongoing problems with the online service. |  <table><thead><tr><th>Quarter</th><th>Quarter Result</th></tr></thead><tbody><tr><td>Q1</td><td>96.00%</td></tr><tr><td>Q2</td><td>85.06%</td></tr><tr><td>Q3</td><td>79.48%</td></tr><tr><td>Q4</td><td>~1%</td></tr></tbody></table> | Quarter | Quarter Result | Q1 | 96.00% | Q2 | 85.06% | Q3 | 79.48% | Q4 | ~1% | | | | | | | | | | |
| Quarter | Quarter Result | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 96.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 85.06% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 79.48% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | ~1% | | | | | | | | | | | | | | | | | | | | | | | | |


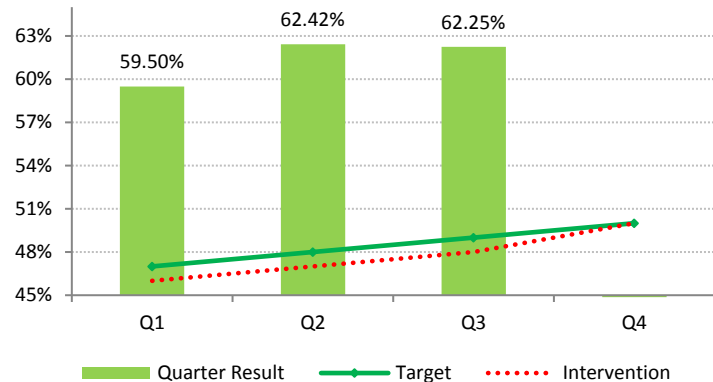
APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures




| Key: | |
|------|---|
| | = Met or exceeded target |
| | = Within acceptable tolerance of target |
| | = Stretch target not reached |
| | = The measure is being 'baselined' in order to determine the target |

| Measure | | Measure Owner | Operational Comments | Chart |
|---|------------------------------|---|---|-------|
| Description | Latest Data | | | |
| | Quarter 3 Result / Indicator | Year End Target 2017/18 | | |
| BV012a: Working days lost per FTE due to short term sickness absence. | 2.72 | 4.5 days (This is a cumulative total per FTE figure for the whole year) | Peter Catchpole The result remains under the target for Quarter 3 and less than the figure for the same quarter last year (3.01 days). Absence is being monitored monthly and return to works chased/quality checked. Formal procedures are also being monitored and managed closely by the Senior HR Advisor. During this quarter, all Leisure Duty Managers and Team Leaders also attended Absence Management workshops run by HR. | |


APPENDIX 1 - Quarter 3 performance report 2017-18: Strategic Measures

| Measure | Latest Data | | Measure Owner | Operational Comments | Chart | | | | | | | | | | | | | | | | | | | | |
|---|---|-------------------------|---------------|--|--|---------|----------------|--------|--------------|----|--------|------|------|----|--------|------|------|----|--------|------|------|----|---|-----|-----|
| Description | Quarter 3 Result / Indicator | Year End Target 2017/18 | | | | | | | | | | | | | | | | | | | | | | | |
| LI 759: % of our top 10 service requests made via online web-forms. | 62.25%  | 50.00% | Simon Smith | Use of the online Digital customer channel remains above target and is set to improve further over the coming months with improved signposting and marketing to drive even more traffic to this channel. Making our forms mobile friendly and reviewing the customer experience on these to improve the process will have a positive impact. With more services and customer accounts being added we are progressing transformation to digital well. |  <table><caption>Chart Data for LI 759</caption><thead><tr><th>Quarter</th><th>Quarter Result</th><th>Target</th><th>Intervention</th></tr></thead><tbody><tr><td>Q1</td><td>59.50%</td><td>~47%</td><td>~46%</td></tr><tr><td>Q2</td><td>62.42%</td><td>~48%</td><td>~47%</td></tr><tr><td>Q3</td><td>62.25%</td><td>~49%</td><td>~48%</td></tr><tr><td>Q4</td><td>-</td><td>51%</td><td>50%</td></tr></tbody></table> | Quarter | Quarter Result | Target | Intervention | Q1 | 59.50% | ~47% | ~46% | Q2 | 62.42% | ~48% | ~47% | Q3 | 62.25% | ~49% | ~48% | Q4 | - | 51% | 50% |
| Quarter | Quarter Result | Target | Intervention | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 59.50% | ~47% | ~46% | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 62.42% | ~48% | ~47% | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 62.25% | ~49% | ~48% | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | - | 51% | 50% | | | | | | | | | | | | | | | | | | | | | | |


| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|---|------|---|---|---|---|---|
| <div> <div> Economic Growth, Productivity and Prosperity </div> <div> Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities.  </div> </div> | | | | | | |
| Growth & Business Development | S1 | <p>Failure to encourage business growth at Norwich Research Park Enterprise Zone (EZ) means the Council cannot recoup its investment in the site.</p> <p>Failure of landowners to deliver the required infrastructure to enable end users to avail of the financial incentives from new developments.</p> <p>Interest rates are greater than expected and loan will take longer to repay.</p> <p>The EZ is not built out in a consistent manner leaving holes</p> | Director of Growth & Business Development | <p>On 23 May 2016, Cabinet agreed to invest £12.54m to support infrastructure development at Norwich Research Park Enterprise Zone. The accompanying report highlighted the opportunity to:</p> <ul style="list-style-type: none"> - invest, unlock and enable new development - generate significant economic and financial benefits - accelerate business growth and attraction of inward investment - generate business rates income <p>Also highlighted were several key risk areas, most notably that the development of the site does not occur, which could ultimately result in the</p> | <ul style="list-style-type: none"> • E3 - Delivery of the Greater Norwich City Deal which is centred around the economic growth of the Park and greater levels of commercialisation of NRP research • Delivery of economic growth within a Life science - a key growth sector • Securing new inward investment into the District • Delivering the Cambridge Norwich Tech Corridor which the NRP EZ forms part of. | <ul style="list-style-type: none"> • Lead generation work programme to be commissioned to identify prospective tenants for the EZ • Planning permission decision remains outstanding which is impacting on the timeframe to deliver zone 4 infrastructure. • Assessment of most advantageous borrowing options for South Norfolk Council at point of borrowing • Signing ToR for the 'Operational Partnership Group' with Enterprise Zone Partners to establish how the Site Development Plan will be delivered. • Financial agreement in place with NRP LLP to deliver the required infrastructure within Zone 1 and 2. |

| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|-------------------------------|-----------|---|---|---|--|---|
| | | <p>within particular zones where infrastructure funding could not be secured.</p> <p>Opportunity to take forward a JV building on the NRP EZ with NA LEP is not taken forward.</p> <p>Change in management of the NRP LLP</p> | | <p>Council's investment not being recouped.</p> <p>Work has been commissioned to undertake a market assessment of the JV building for Zone 4.</p> | | <ul style="list-style-type: none"> Develop and agree terms of the JV package for Zone 4 building. Keep a watching brief on NRP LLP CEX recruitment. |
| Growth & Business Development | S2 | Delivery of the Long Stratton Bypass is delayed | Director of Growth & Business Development | The Greater Norwich City Deal facilitates a commitment to pool CIL to help fund infrastructure across the Greater Norwich area, with the Long Stratton Bypass identified as a key project to be delivered. A multi-year commitment to borrow £10m from the City Deals loan pot to help part-fund the bypass was agreed by the Greater Norwich Growth Board in 2016. Additional internal and external funding streams are also being investigated. | E3 – Infrastructure Delivery Programme | <ul style="list-style-type: none"> It is anticipated that two planning applications will be lodged in January 2018, with the developers' public pre-application consultation having taken place in July and October 2017. The potential use of a Compulsory Purchase Order to ensure delivery remains an option if progress is insufficiently rapid, Considerable internal resources would need to be deployed if a formal CPO process is required for the Long Stratton bypass and 1800 houses plus associated |

| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|-------------|------|------------------|-------|---|--------------------------------|---|
| | | | | The Long Stratton AAP was adopted in May 2016, which requires developers/landowners to contribute a “substantive” amount of the funding required, adding certainty to the project happening | | <p>employment land and infrastructure. A significant sum has been earmarked from the Council’s reserves should additional costs be necessary to fund such work</p> <ul style="list-style-type: none"> • A successful bid to the National Productivity Investment Fund has secured £3.05m towards the improvements at Hempnall Crossroads; • A successful bid for the Business Rates Pool is being used to develop both a timeline for bypass delivery and the economic case for the bypass (to support future bids for capital funding); <p>The Greater Norwich Growth Programme for 2016/17 (with a multi-year approach to the Long Stratton bypass borrowing) was approved by the Greater Norwich Growth Board and subsequently included in the Growth Programme for following years.</p> |

| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|---|------|--|---|--|---|---|
| <div> <div>Place, Communities and Environment</div> <div>Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages.</div>  </div> | | | | | | |
| Growth & Business Development | S3 | Shortage of 5-year land supply in the Norwich Policy Area results in uncoordinated development across South Norfolk, with pressure to approve housing applications on unallocated sites and housing planning appeals more likely to succeed when applications are refused on land supply grounds | Director of Growth & Business Development | <p>The Norwich Policy Area (NPA) housing land supply figure for the end of 2015/16 is 4.70 years, partly due to the Greater Norwich councils accepting that there has been persistent under-delivery of housing in the NPA over recent years. This means that the Council remains under pressure to approve residential development proposals on unallocated sites</p> <p>The current (Sep-Nov) Government consultation on housing needs assessment proposes that those areas with joint plans should be able to assess Objectively Assessment Need across the whole of the Plan area. This might help mitigate some of the 5-year land supply risk in</p> | E2 – Adopted Local Plan Delivery and Implementation | <ul style="list-style-type: none"> There is a desire not to undermine the spatial approach of the Joint Core Strategy by allowing uncoordinated development on unallocated sites, but planning applications for housing in the NPA need to be considered with regard to the fact that there is not currently a 5-year supply of land (based on 2015/16 AMR figures). All Greater Norwich Local Plan documents allocating sites have been adopted, but approving planning applications on unallocated sites in the NPA will add to the housing land supply. Whilst each application will be considered on its own merits, refusals on such |

| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|-------------|------|------------------|-------|---|--------------------------------|---|
| | | | | Greater Norwich, but there are uncertainties | | <p>cases need to be particularly robust</p> <ul style="list-style-type: none"> • Officers are continuing to work with housebuilders and landowners and undertaking research to identify the reasons why some sites are not progressing as quickly as desirable, and explore whether any assistance (via the LEP, the Local Infrastructure Fund, the National Productivity Investment Fund, the Housing Infrastructure Fund and other sources) could help speed up delivery of such sites • The Greater Norwich Growth Board asked, at their meeting in March 2017, for officers to explore the potential for a new Local Delivery Vehicle (LDV) to assist in the more rapid delivery of infrastructure and housing in Greater Norwich, and this work has progressed |

| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|---|-----------|--|---------------------|--|--|---|
| | | | | | | <ul style="list-style-type: none"> Officers will continue to take legal advice on various aspects of the current housing land supply situation, to ensure the position across greater Norwich is robust and defensible. |
| How we will deliver: Customer focussed, Can do and collaborative, Business-like, efficient and entrepreneurial - Moving Forward Together | | | | | | |
|  | | | | | | |
| Chief Executive | S4 | The Council is unable to deliver priority services as revenue funding falls short of required income | Accountancy Manager | <p>The Council's Medium Term Financial Strategy (MTFS) was updated in February 2018 and shows a balanced budget for 2017/18, 2018/19 and 2019/20. Further work is required to identify measures to balance the budget from 2020/21 onwards. The plan contains two major risks, around income.</p> <p>Firstly, it includes reduced revenue income from the New Homes Bonus (NHB) of</p> | <p>BAU Finance: Budget Setting, Monitoring and Reporting and Business Cases</p> <p>BAU: Development of the Leisure Portfolios offering: Ensure residents have access to high quality leisure</p> | <ul style="list-style-type: none"> Balanced budget beyond 2019/20 Delivery of Long Stratton Leisure Centre Enhancements (2018/19) Completion of Phase 2 Poringland development (2017/18) Completion of Maple Park development (2017/18) Delivery of the Enterprise Zone Implementation of increases to fees and charges (2018/19) |

| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|-------------|------|------------------|-------|--|--|---|
| | | | | <p>£551k in the revenue budget for 2018/19 compared to 2017/18. The reduction up to 2022/23 years is £1.5 million. The actual level of NHB received is dependent on continued delivery of planned housing growth in the District.</p> <p>Secondly, the plan assumes additional efficiencies and income from meeting the 10% challenge and commercialisation, mainly from property development and the leisure service and also from increases to fees and charges.</p> <p>Should the additional income not be achieved, then the funding gap will increase. However, the financial position to the end of December 2017 indicates a positive variance and that the 10% challenge is currently being met.</p> | <p>services across the district and increase our leisure offering by identifying additional business opportunities, including the resurrection of the New Diss Leisure Centre project & or temporary dry side unit option</p> <p>ACTIVITY: Property investment and development activities to maximise income generation to the Council</p> <p>ACTIVITY: Supporting growth: Support growth and local communities by growing and offering services which meet business needs of others</p> <p>ACTIVITY: Build Insight: support</p> | <ul style="list-style-type: none"> • Delivery of further property developments (2018/19) |

| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|-------------------------------|-----------|--|--------------------------------|---|--|---|
| | | | | | Build Insight to deliver our services to their customers both supporting local business, customers and the Council on its commercialisation agenda | |
| Growth & Business Development | S5 | Council assets are not managed effectively and do not support service delivery | Assistant Director - Resources | The Council's key operational assets need to be maintained adequately to support effective service delivery. These assets can assist the Council in improving services offered and increasing income generation. The repairs and maintenance of these assets is managed by the services responsible. Technical advice is provided by the Facilities and Technical Services Manager. | J2 - Ketteringham Depot expansion and upgrade J2 - Leisure Centre Enhancement Programme | <ul style="list-style-type: none"> • Depot enhancements to address H & S issues are being considered • Delivery of Long Stratton Leisure Centre enhancements (2018/19) • Rationalise floor space at SN House for rental income (2017/18) |
| Chief Executive | S6 | Property Development activities are not successful and income generation is not realised | Development Project Manger | <ul style="list-style-type: none"> • Through the Council's wholly owned property development company, Big Sky Developments Ltd, the Council is seeking to utilise its own land to develop a range of residential and | E5 - Maximise income generation and opportunities of surplus or underutilised land and property assets. Creation and | <ul style="list-style-type: none"> • Maximise opportunities by seeking to gain planning consent for development • Respond to market conditions, supply and demand |

| Directorate | Code | Risk/Opportunity | Owner | Commentary (including outcomes / benefits that may be gained) | 2017/18 Business Plan Activity | Required/outstanding actions to support risk mitigation |
|-------------|------|------------------|-------|--|--|--|
| | | | | commercial property. The commercial units will be retained within the Council to enable revenue income to be generated from rents. While the majority of the residential homes will be sold to generate profit, it is envisaged that a number will be retained in the Council's wholly owned property rental company, Big Sky Property Management Ltd. These homes will generate a rental income and the company's profits will be returned to the Council's revenue income. | effective management of a broad commercial property investment portfolio (capital investment) to support economic growth | <ul style="list-style-type: none"> • Big Sky Property Dev: 21 residential units from development sites let for income generation within 12 months' time. (19 now transferred, with 2 to be transferred to BSPM by end of Q4 2017/18. 5 further properties at Maple Park to be transferred once construction complete by end Q1 2018/19) • Feasibility appraisal of 5 potential development sites has led to pre-application discussions in relation to 4 sites, with a view to submit full planning applications in Q1 2018/19. • Search for additional sites for development in progress (2017/18) |

Appendix 3: Analysis of Major Variances on Service Areas – October to December 2017

| Service Area | Direct Budget £ | Direct Net Expenditure/ (Income) £ | Variance £ | Commentary |
|--------------------------|--------------------|--|---------------|---|
| Benefits Team | 330,036 | 255,671 | 74,365 | There is a positive variance due to additional income received from DWP to fund one-off projects to roll out Universal Credit that have been delivered without increasing overall staffing resource. |
| Housing Benefit Payments | (154,554) | (190,123) | 35,569 | There is a positive variance due to HB recovery income being higher than budgeted. |
| Community Connectors | (6,678) | (68,874) | 62,196 | Positive variance due to a vacant Community Connector post and gap in recruiting Senior Connector. An overall budget for 3 years was set, but spend fluctuates over the three years, so any unspent funds will be requested to be carried forward to 2018/19 at year end. |
| Wymondham Leisure Centre | (194,802) | (75,468) | (119,334) | Overall income received for the centre compared to Q3 last year has increased by 20% and the year on year bottom line has improved by £259k, meaning that the centre has started to contribute to corporate overheads. The negative variance is mainly due to £110k on staffing which is a legacy of the previous structure that has now been realigned. There was £11k one-off spend on utilities due to the installation of the Combined Heat and Power machine that will make savings over time and a £10k variance on income due to lower resale of gym and swim accessories than budgeted. There is a positive variance of £41k on the Kids Camp due to high attendance, bolstered by the new pricing strategy, and savings on equipment. There is currently a negative variance on the spa of £17k, but |

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| | | | | pricing changes and the new management contract due to start in April 2018 are expected to address this. There is currently a negative variance on the Cafe of £9k, but new staffing structure and menu is contributing to reduce this variance by year end. |
| Homelessness | (121,494) | (209,513) | 88,019 | Positive variance due to the homelessness support and prevention grant income being secured after budget setting. |
| Care and Repair | (124,575) | (54,670) | (69,905) | The negative variance due to income being less than budget due to a Care & Repair officer (1 FTE) vacancy. Following the February Revenue budget setting North Norfolk Council have taken this service in-house. |
| Independent Living Team | 255,109 | 198,155 | 56,954 | Positive variance due to vacancies and £26k lower than budgeted spend on supplies and materials, such as hoists. Supplies and materials spend should increase over the last quarter as a plan is in place to allocate the budget. |
| Director of Communities and Well-being | 119,102 | 63,242 | 55,859 | There is positive variance due to the vacant director post which was partly covered for 3 months and not fully recruited until October 2017, which has also contributed to a saving on supplies and materials & consultancy budgets. |
| Housing Options | 319,145 | 271,474 | 47,671 | Positive variance due to two historic vacancies that have been removed in 18/19 budget setting. |
| Early Help Hub | 131,326 | 92,688 | 38,638 | Positive variance which is mainly due to two vacant posts that are in the process of recruitment. |
| Environmental Quality and Community Asset Teams | 469,700 | 285,470 | 184,230 | There are currently 2.5FTE vacancies in the community assets/environmental quality teams which account for this variance. The teams are currently undergoing review and this will determine the level of future resourcing required. Tree works and grounds |

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| | | | | maintenance budgets are underspent as contracts for work are in the process of being processed for completion before spring. |
| Recycling Strategy | 113,062 | 68,220 | 44,842 | This area has a positive variance year to date owing to a staffing vacancy (£25k), which has contributed to lower than budgeted advertising/ consultancy related expenditure of £20k. It is anticipated that marketing expenditure will increase once the staffing vacancy is filled. |
| Building Control | (50,811) | (126,300) | 75,489 | <p>Income from application fees is running 15% lower than budget for the reporting period. This is due to heightened competition from Approved Inspectors in the Norwich City area and a general reduction in applications, which was expected over the winter months. Although there have been fee increases it is now no longer expected to make up the shortfall to year end.</p> <p>There have been a number of vacancies carried through the reporting period which have resulted in a positive variance of £216k on staff related costs. Recruitment processes are currently underway to recruit to these positions.</p> |
| Economic Development | 215,972 | 298,412 | (52,888) | This negative variance is caused by additional spend against the consultancy budget during the period. This has been to fund an Interim Head of Department (£23k), an additional consultant (£7.5k), and contributions to the Norwich and Cambridge Tech Corridor project (£27.5k) and MIPIM Inward Investment Event (£11k). |
| Car Parks | (105,875) | (145,765) | 39,890 | Positive variance due to resurfacing provision not yet transferred to reserves (£52.5k). |

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|--|-----------|---------|-----------|---|
| | | | | This has been partially offset by a decrease in car park charges of (£17k) due to the later than anticipated installation of new parking machines and subsequent fee structure changes. |
| Development Management | (67,772) | 13,597 | (81,369) | Planning Fees including pre-application income to the end of December 2017 is running £30k ahead of the comparable figure in December 2016. There is nevertheless a cumulative negative budget variance of £146k on planning income, which assumed that the Government's 20% fee increase would be in place by September 2017, together with the anticipated fees for the two major Long Stratton planning applications, both of which are now expected to impact in January 2018. The shortfall in income is partially offset by staffing vacancies (£44k) and service level agreement underspends (£17k). |
| Market Towns Funding | 351,393 | 302,761 | 48,632 | Positive variance due to later than expected spend on Better Broadband project |
| Street Cleaning | 284,997 | 232,754 | 52,243 | Positive variance achieved through reduced staff costs due to unfilled vacancies during the period. |
| Domestic, Garden and Bulky Waste Collections | (224,893) | 2,323 | (227,216) | Tonnages collected have increased for domestic and garden waste and recycling. An increase in gate and contamination fees from the MRF have seen disposal costs of recyclable waste compare adversely against budget. Recycling credits for domestic waste are also down following adjustments for higher contamination across Norfolk, meaning a negative variance of £100k for disposal costs for the period. |

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|-----------------------------|----------|-----------|----------|--|
| | | | | <p>Recycling Credits on Garden Waste have seen an increase (£42k) on budget which have been absorbed by a shortfall in fees & charges (£45k).</p> <p>Overall staffing costs for these services are £140k over budget for the year to date; this is mainly due to an increased reliance on agency staff due to higher than anticipated levels of absence in Q1 and Q2 and increased overtime payments due to increased tonnages being collected. This has had the knock-on effect of missed bins and therefore additional routes put on outside of normal working hours, but issues have been addressed impacting positively on Q3.</p> |
| Transport Fleet | 291,533 | 343,885 | (52,352) | Negative variance due to higher repair costs to vehicles, in addition to the hire of a replacement vehicle to cover one damaged by fire. |
| Commercial Waste Collection | (56,692) | (117,451) | 60,758 | <p>Positive variance achieved through reduced staff costs due to 3 unfilled FTE posts during the period.</p> <p>Income is sitting 6% lower than Budget, but this still represents a 35% increase on last year.</p> |
| Chief Executive | 248,461 | 211,641 | 36,820 | The main variances comprise a £20k positive variance on employment cost due to an apprentice vacancy and temporary staffing changes resulting in lower costs in-year and £10k lower than budgeted spend in systems improvements due to cost restraint. |
| Property Management Team | 167,921 | 71,447 | 96,474 | Presently there is a £114k positive variance on employment costs following the transfer of the property team over to Big Sky and £20k increased costs in consultancy mainly due to settlement of a claim relating to a Compulsory Purchase Order. |

| | | | | |
|------------------------------|-------------|-------------|----------|--|
| Transformation Team | 269,674 | 220,212 | 49,462 | Currently no spend in consultancy results in an £29k positive variance to date and a £15k positive employment costs variance from a previous vacancy now filled. |
| Digital & Customer Relations | 120,611 | 77,410 | 43,201 | Underspends contribute to positive variances in employment costs of £27k including an Apprentice post that has now been recruited to, along with slippage in filling the Digital Services manager post. The manager vacancy, now filled, resulted in consequential positive variance on consultancy (£10k) and lower than budgeted current spend on system improvements (£7k). |
| South Norfolk House | 351,352 | 301,857 | 49,495 | Repairs and maintenance underspends result in a £17k positive variance (£6k maintenance, £11k equipment repairs due to lower demand for responsive repairs), room space rental income increased overall by £20k more than expected due to an Early Help Hub contribution to the cost of facilities (£24k) offsetting delayed occupancy of the Daniels Room by Children's Services. £10k is saved against the heating oil budgeted with milder weather to date. |
| Accountancy Team | 270,931 | 311,161 | (40,230) | Additional employment costs (Agency) contributed to a £28k negative variance to budget, but this spend is planned to reduce in Quarter 4. £11k of recruitment expenses were incurred filling vacant posts due to the need to involve agencies. |
| Business Rates | (2,255,526) | (2,622,486) | 366,960 | There is a positive variance on South Norfolk Council's share of NNDR (business rates) income. This is owing to a higher than expected share of NNDR income for SNC, along with a lower than budgeted levy owing to higher than anticipated costs of successful appeals and further amendment of assumptions in the light of actual appeal decisions. |

Appendix 4: Analysis of Major Variances on Capital Programme– October to December 2017

| Capital Projects | Budget | Expenditure | Variance | Commentary |
|-------------------------------|---------|-------------|----------|---|
| | £ | £ | £ | |
| Waste Vehicle Replacements | 585,063 | 28,659 | 556,404 | Expenditure to date comprises wholly of the purchase of the vehicle tracking system. Three refuse vehicles totalling £510k and a street sweeper costing £59k are due to be delivered in January. This will take the total expenditure up to £600K, leaving £180k of the £780k full year budget. This balance will probably need to be slipped into 2018/19 as a new Garden Waste Vehicle has been ordered, but due to the manufacturer's lead time this is not expected to be delivered before the end of the financial year. |
| Toilet Refurbishments | 479,682 | 1,047 | 478,635 | Current plans show that all remaining refurbishment works should be able to be completed within a capital budget of around £240k, however, the timing of the expenditure is still uncertain. It is currently anticipated that two schemes may be complete by year end at a cost of approximately £77k, with the works for the remaining schemes spanning over the financial year end and requiring slippage. |
| Poringland Phase 1 Commercial | 375,003 | 0 | 375,003 | This budget was originally intended for the fit out of Crafton House but much of this work was ultimately included within the overall purchase price for the building. A final retention payment and some partitioning work is still required, which will cost in the region of £62k and will be completed by year end. |
| Improved Leisure Provision | 349,716 | 133,757 | 215,959 | The budget of £300k for improvements at Harleston Leisure Centre is now not needed and this will therefore result in a positive variance at year end. |

| | | | | |
|---------------------------|---------|---------|---------|--|
| | | | | Latest estimates for the Long Stratton Leisure Centre refurbishment project show an expected outturn of approximately £270k by the end of quarter 4, that would result in a positive variance of £200k, which will need to be rolled over into 2018/19. |
| Aids & Adaptations & DFGs | 674,185 | 526,078 | 148,107 | Expenditure to the end of December is still relatively low compared to the budget to date, however, as an extra Occupational Therapist has recently been recruited to assist with the approval process, it is planned that the rate of expenditure will increase during the last quarter of 2017/18. The housing team remain confident that a sufficient level of expenditure will be incurred to qualify for the full allocation of funding for the financing of DFGs in 2017/18 (£781k) as well as an additional allocation of £73,807, which we have been notified of recently. |
| New IT Projects | 203,776 | 83,252 | 120,524 | Much of this budget was for equipment or license purchases which have not yet taken place. The IT team is currently assessing whether the budgets will be required at all or whether they may need to request that the budgets are slipped into 2018/19. |
| Wheeled Bin Replacements | 171,861 | 81,675 | 90,186 | At the end of the quarter there is a relatively large outstanding commitment of £50k for bins that have been ordered, but not yet delivered. Part of this order was driven by the response to a recent advert offering larger recycling bins to residents, but once delivered the Operations Manager expects that no further orders should be necessary. In this case, total expenditure would be in the region of £132k, which would result in a positive variance of £97k by year end. |

| | | | | |
|--------------------------|--------|--------|----------|---|
| Low Cost Housing | 80,000 | 0 | 80,000 | There is one payment of £11,340 due to Saffron Housing in quarter 4 of 2017/18. No further expenditure is expected, therefore a positive variance of £108,660 is expected at year end. |
| Play Area Refurbishments | 46,644 | 80,521 | (33,877) | Works at Blackthorn Rd, Williams Close and Conyers in Wymondham have all been completed. A grant of £37k has been given to Little Melton Parish Council for the replacement of play equipment. Work at Speedwell Rd, Wymondham, and Gibbs Close, Little Melton, are due to commence imminently and will be complete by year end. Although expenditure exceeds the budget for the year, all works have been financed using S106 funds or commuted sums and therefore do not impact on overall capital funding. |

**Cabinet
5 February 2018**

Agenda Item No. 6

Budget Consultation 2018/19

**Report of the Group Accountant
Cabinet Member: Barry Stone – Finance and Resources**

**CONTACT
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jabrown@s-norfolk.gov.uk**

1. Introduction

- 1.1 This report describes the key messages from this year's budget consultation exercise, to inform Councillors' consideration of the budget proposals for the financial year 2018/19, which are included elsewhere on the agenda.

2. Background

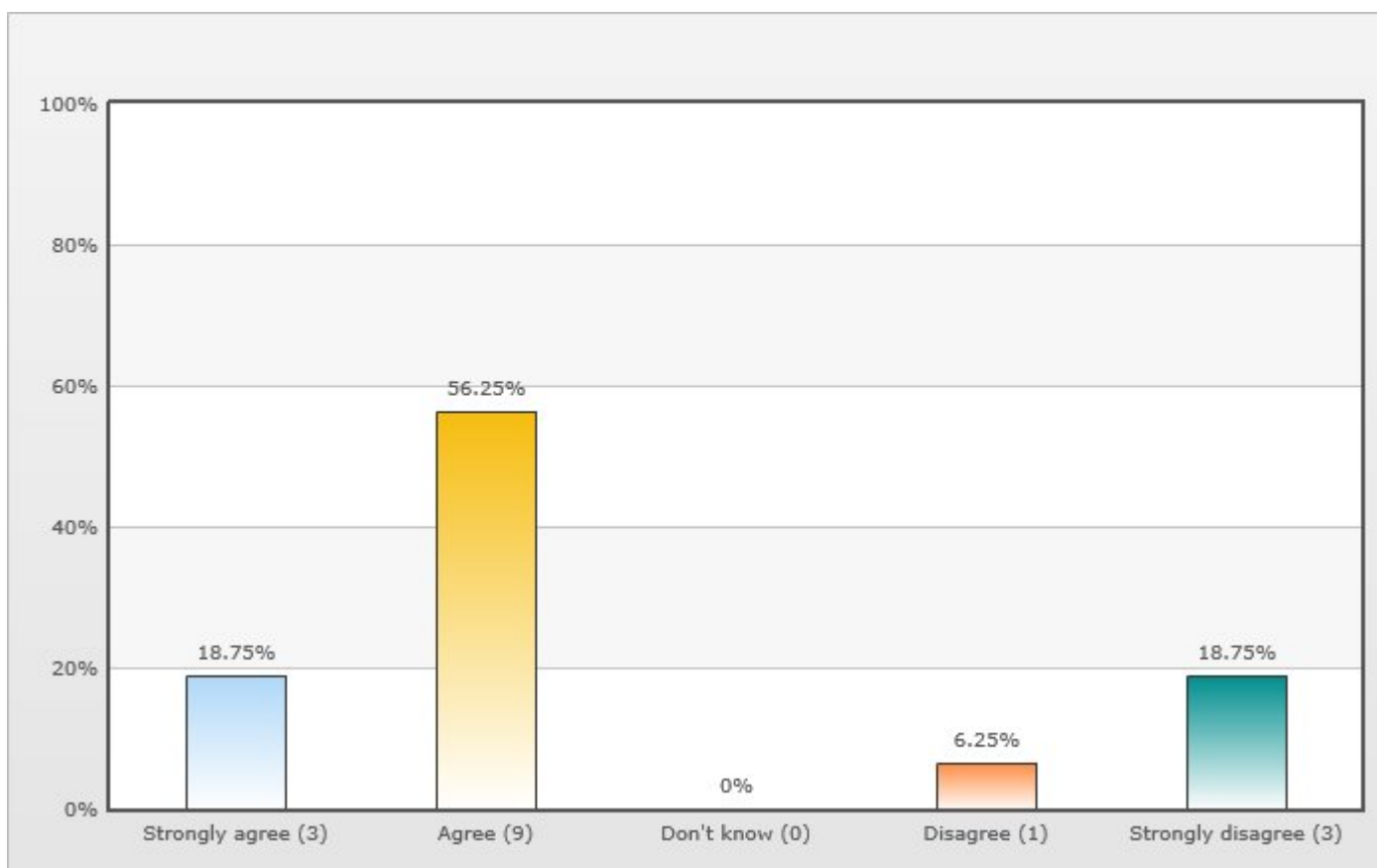
- 2.1 The Council has consulted businesses and the public on investment, charging and levels of Council Tax. The consultation process for the 2018/19 budget has focused on an online consultation for both the public and businesses.

3. Public and Business Consultations

- 3.1 The Council used an online survey to consult with members of the public and businesses, as part of its statutory duty to consult with businesses before setting its budget. Respondents were made aware of the consultation through the use of the Council's website, Facebook and Twitter accounts. At the time of writing this report, 16 respondees had participated and the report is based on their responses. However, the survey remains open until 2nd February and therefore, if further responses provide significantly different views, then these will be presented verbally at the meeting. The present number of responses is relatively low, probably reflecting that there are no significant changes to council tax proposals in the 2018/19 budget from 2017/18. This number is below the level used in standard opinion research and is a self-selecting response group, which may not be representative of the South Norfolk population as a whole.

- 3.2 The consultation consisted of three main questions, the responses to which are listed below:

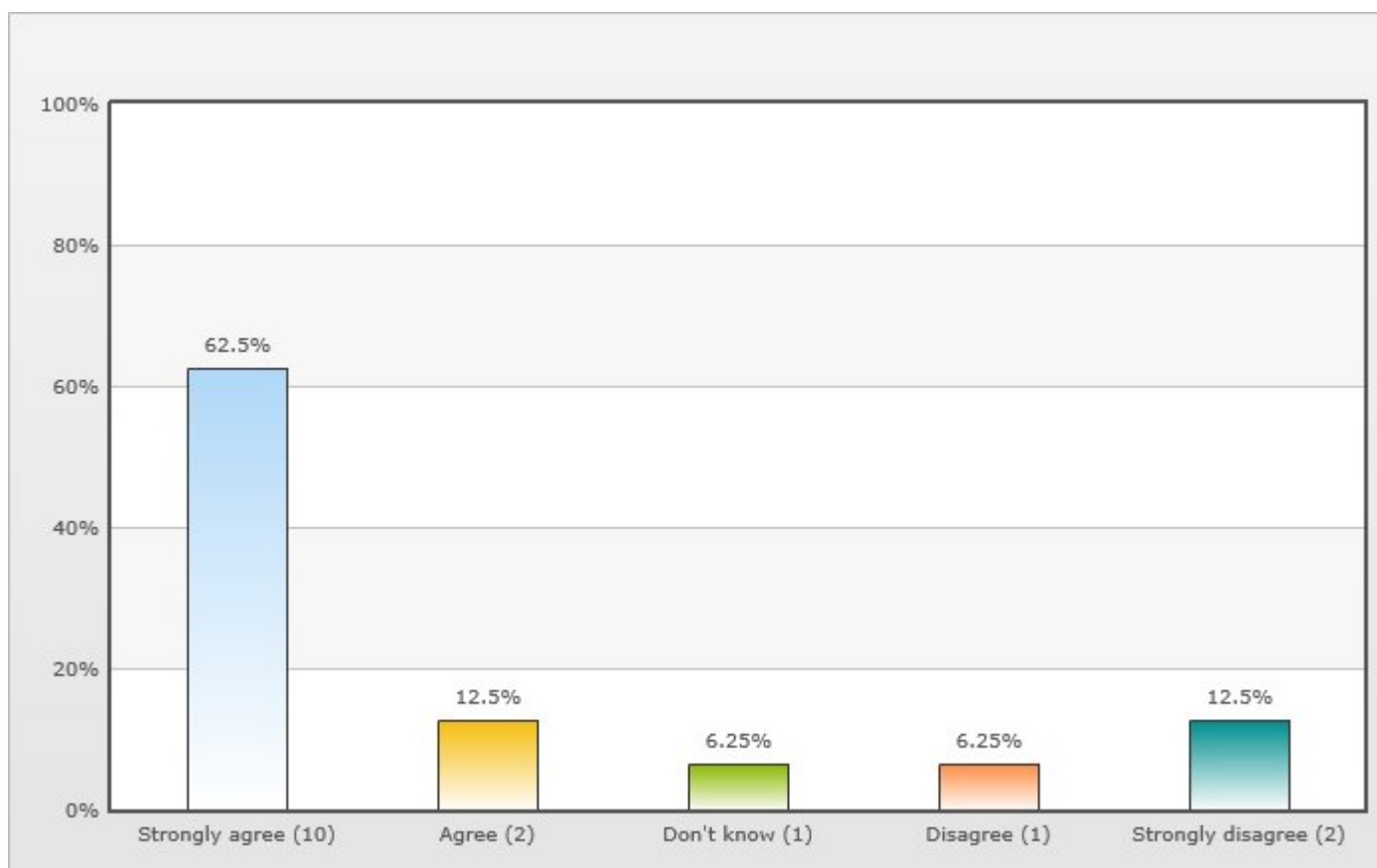
Q1. The Revenue Support Grant the Council receives from Central Government will decrease by 49% (£413,000) for 2018/19 to £417,000. By increasing its share of council tax in 2018/19 by £5, the Council would raise £241,000 (compared to no increase) to help to protect the services that improve your quality of life. To what extent do you support the Council increasing its share of council tax by £5 in 2018/19?



The Council has not increased Council Tax for seven out of the last ten years. However, due to reduced funding levels from central government, the Council must find ways to deliver a balanced budget and part of this must now result in increased Council Tax (as detailed in the Revenue Budget, Capital Programme and Council Tax report elsewhere on the agenda). The latest provisional funding settlement from central government in December 2017 was based on the assumption that councils would increase Council Tax by the maximum amount permitted without triggering a referendum (£5 on a Band D property for district councils).

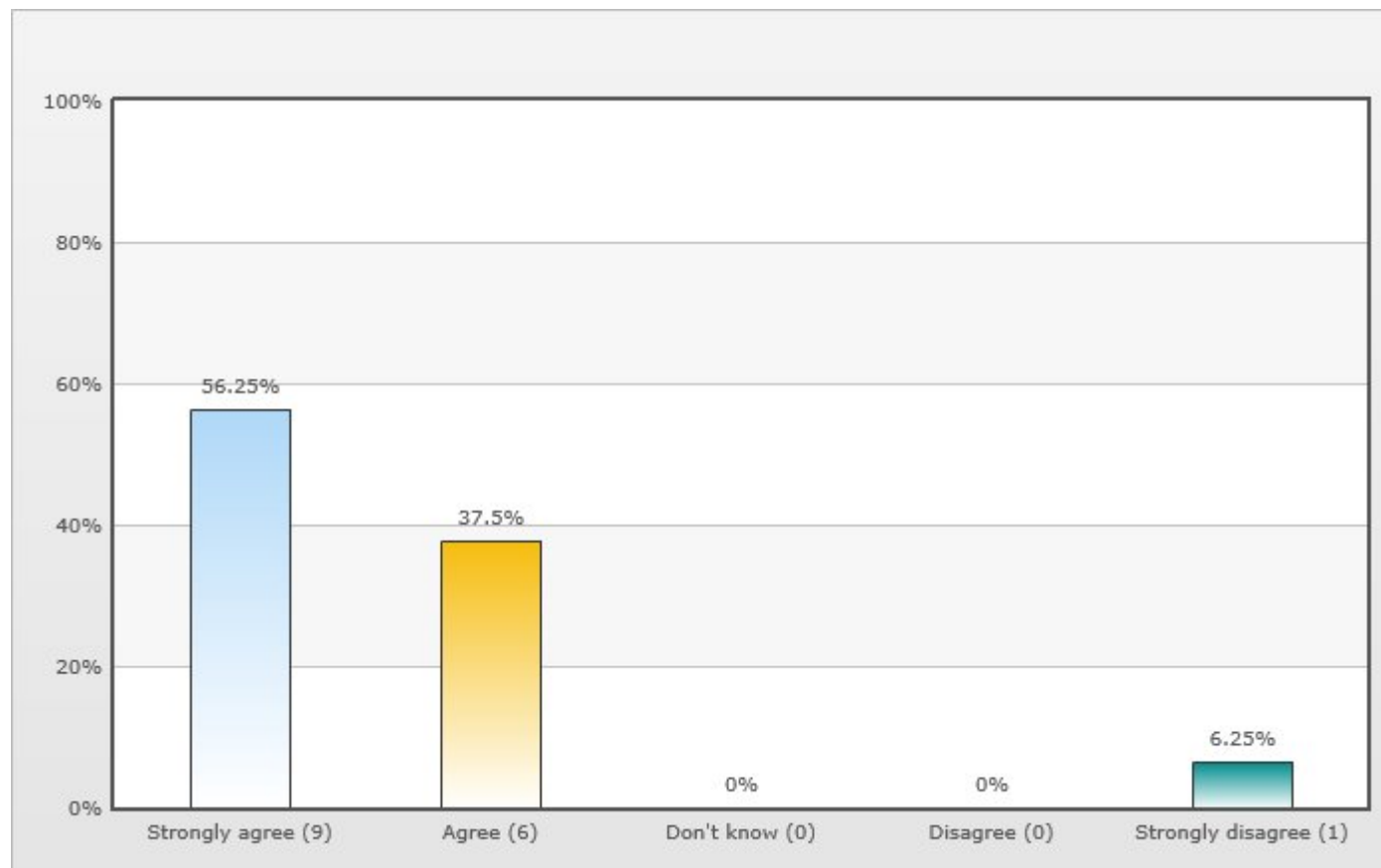
The responses to this question indicated that respondents were mainly in agreement with a £5 rise in the Council's share of Council Tax, with 75% either agreeing or strongly agreeing with the proposal.

Q2. Some of the charges we make are for services that are discretionary and only used by some of our residents. These charges include our garden waste service, leisure services, car parks and our planning service. To what extent do you believe that these services should be paid for by the customers who benefit from these services rather than general council tax payers?



75% of respondents agreed with the suggestion that discretionary services should be paid for by those who use them. The Council adopted a new Charging Policy in October 2016 and has been reviewing fees and charges in line with this policy. For 2018/19 it is proposing to increase most charges to reflect the Retail Price Index for inflation as at December 2017 (an increase of 4.1%) in order to increase income and reduce the burden on the Council Tax payer.

Q3. Over the last 3 years we have achieved more than £260 million of business investment into South Norfolk. We would like to know if you think we should re-invest a share of our business rate income to support our business community, for example investing in superfast broadband and infrastructure for economic development.



Respondents were in favour of investment to support the local business community with 93.75% either agreeing or strongly agreeing. The Council has created an Infrastructure Reserve to finance preparatory work on infrastructure projects. It is proposed to use some of this reserve to support revenue costs of infrastructure and economic development investment in the District. It has also committed £570,000, in 2019/20, to go to Norfolk County Council to improve the Broadband infrastructure within South Norfolk. This funding will be drawn down in accordance with the timetable for the Better Broadband for Norfolk programme.

4. Risks and implications arising

- 4.1 There is a risk that if the consultation responses are ignored then the services delivered by the Council may not fulfil the priorities of the businesses and public it serves.

5. Conclusion

- 5.1 The consultations have provided an efficient and cost effective way of consulting with the Council's residents and businesses. The feedback around the Council Tax rise was in support of a £5 increase in the Council's share of this.
- 5.2 Respondents agreed with charging for discretionary services and supporting the business community by reinvesting business rates income.

6. Recommendation

- 6.1 It is recommended that Cabinet considers the feedback from the consultations when reviewing the proposed budget for the financial year 2018/19.

Cabinet
5 February 2018
Agenda Item: 7

2018/19 Business Plan

Report of the Business Improvement Lead
Cabinet Member: Cllr John Fuller

CONTACT
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1. Introduction

- 1.1 The proposed 2018/19 Business Plan has been submitted to Cabinet for consideration and to seek approval of it. The Business Plan went to Scrutiny on 24th January 2018.
- 1.2 At this meeting, Scrutiny Committee resolved to note the draft Business Plan and commend it to Cabinet, subject to the following recommendation:
 - 1.2.1 That the Business Plan clearly identifies the rationale that these services are replicated across the thematic corporate priorities as they support all of the priority areas, this has been amended accordingly in the attached version of the 2018/19 Business Plan for Cabinet.
 - 1.2.2 That the £145k Capital shown against activity M4 MFT/OD be checked – This was checked and because the Capital relates to investment in IT hardware and telephony the Capital has been moved in this Cabinet version of the business plan so that it is shown against implementation of the IT strategy. This amendment has no impact on the total Capital expenditure.
 - 1.2.3 That in future years the presentation of the Business Plan is amended to reflect the split of Capital investment sources i.e. grant, income or loan
- 1.3 This year we have again developed the Business Plan around the Council's corporate priorities as defined in our 5-year Corporate Plan rather than formulate it around organisational structures. In this way we can show activities aligned to our priorities as well as the associated strategic measures that will be tracked through our quarterly performance reporting to Cabinet.

2. Background

- 2.1 The Business Plan has been written through iterations and review by officers, teams, at two all-staff workshops and by the Strategic Leadership Team (SLT). (Please see attached Appendix A)
- 2.2 In December, an informal Scrutiny led all-Member workshop ('The Year Ahead – Planning for Success 2018-19) was also held to review the draft Business Plan with lead officers. As a result, the Business Plan has been updated by lead officers and now includes more information to set the context of the proposed activities as well as revised indicators and targets. This now includes displaying income figures more clearly within the Business Plan, outlining a breakdown of performance target proposals for change

(Please see attached Appendix B) as well as giving an overview of the positioning and totals in comparison with the previous year as identified in section 3 of this report.

- 2.3 The draft Business Plan is attached for approval by Cabinet at their meeting on 5th February 2018. The intention is that the Business Plan would come into effect from 1st April 2018. Between February and April, individual staff objectives for the year are written. The Business Plan provides input to this and establishes the link between an individual's objectives, team activities and our corporate priorities.

3. Current Position / Findings

- 3.1 The main aims of the Business Plan are to:
- 3.1.1 Set out our proposed activities for the year ahead (2018/19) to support our corporate priorities
 - 3.1.2 Highlight the resources (staffing levels and financials) to implement the plan
 - 3.1.3 Show the strategic measures and targets by which we will track alignment with our corporate priorities through quarterly performance reporting to Cabinet.
- 3.2 The Business Plan contains a detailed table showing the proposed activities to be undertaken in 2018/19. We have replaced the presentation of the figures in the final report from hundreds of thousands to rounded figures to improve the usability of the plan as requested by Members in the all member workshop in December.
- 3.3 The total revenue budget for 2018/19 is £51.7m this includes £27m of benefit payments, this year we anticipate an increase in income which means we will see an overall NET cost reduction of £286K when compared to the 17/18 Business Plan.
- 3.4 The revenue budgets in the business plan, combined with additional income from the New Homes Bonus due to record number of new homes, will contribute to the Council's long term financial plan, enabling us to deliver the activities outlined within the 2018/19 Business Plan across our thematic corporate priorities of Economic Growth, Health and Wellbeing and Place & Environment
- 3.5 The movement of Net Cost variances in comparison to the 2017/18 Business Plan have been highlighted on the Business Plan itself. Overall there is a net reduction in cost of £286k when compared to the 17/18 Business Plan. Increases are offset by decreases in other areas of the business and are relative to the apportionment of costs across the corporate priority themes. The following outlines the key areas of Net Costs Variances and context behind these.

- 3.5.1 HE H3 - ACTIVITY: Long Stratton Leisure Centre/Community Hub: This activity shows an increased net cost variance due to reduced projection on income and membership anticipated due to the current facility pre-refurbishment alongside reduced income expected whilst refurbishment takes place. We anticipate once the refurbishment is complete, we would see an increased income through the enhanced offer.
- 3.5.2 HE H5: BAU: Development of the Leisure Portfolios Offering: This activity shows an increased Net variance due to an increased marketing budget alongside new signage as part of the Long Stratton refurbishment and relaunch to increase participation across the centres.
- 3.5.3 PL P9: BAU: Provision of customer focussed Growth and Localism technical support service: This activity shows an increased Net variance to reflect the change of scope for this team who now operates to include corporate support and therefore includes the support for other areas such as Licencing and Environmental admin, resources for which have been moved into this team from across the council.
- 3.5.4 HO M4: BAU: MFT/OD: This activity shows an increased Net variance as it now includes the corporate training budget which was previously allocated within HR.
- 3.5.5 EG E20 BAU: Maximising income for the council by raising appropriate charges and reliefs: This activity shows a net cost variance as the grant income from the DCLG and DWP is now located under the benefits activity.
- 3.5.6 PL P8 BAU: Statutory Development Management function: The Net variance reflects a reduced income budget for 2018/19 as we have seen a number of high value major applications in recent years and therefore whilst the development of these will take place over the coming year/s we don't anticipate receiving a high value application such as these during 2018/19 and so income budgets have been adjusted accordingly.
- 3.5.7 PL P14BAU: Housing Standards: This net cost variance reflects the apportionment of costs given that the housing team & benefits team are now aligned to offer a more holistic approach to early help and intervention.
- 3.5.8 PL P5 BAU: The delivery of a waste and recycling service & PL P6: BAU Provide waste recycling and other services: These areas combined have seen a net cost increase. This is largely due to a budgeted increase in fuel costs alongside increased gate fees for disposal.
- 3.6 The Capital programme for 2018/19 totals £31m (Excluding any slippage on 2017/18 capital). The distribution of which across our corporate priority remains largely the same as in previous years. Much of the Capital expenditure for the 2018/19 Business Plan has been invested into Economic Growth, Productivity and Prosperity, aligning with the key driver for growth across our district, alongside a £2.2M increase in Capital for the Health and Wellbeing theme. This expenditure includes £10.9M of Enterprise Zone investment and Infrastructure, £4M Big Sky Property Investment alongside £1.5M refurbishment of the Long Stratton Leisure Centre all of which support and contribute to our corporate priorities.

- 3.7 FTE numbers have increased by 2.3FTE, this is a minimal increase given that we have recruited several apprentices across the organisation to meet the National Local Authority apprenticeship targets.
- 3.8 The strategic performance measures and associated targets have been reviewed and revised to ensure we continue set stretching targets for 2018/19 following feedback from the all Member Business Planning workshop. A full breakdown of the proposals can be found attached (Appendix B) in all areas the targets have been reviewed to promise high performance across our services. Highlights of which includes but are not limited to;
 - 3.8.1 (HE 1605) % of those housed by SNC Housing remain in the same, similar or improved accommodation after a 12 month period – A proposed increase of 5% on target following good performance across Q1 and Q2 2017/18
 - 3.8.2 (LI 302) % of householder applications determined within 8 weeks or in extension of time – A proposed increase of 5% on target following performance across Q1 and Q2 2017/18
 - 3.8.3 (LI 350) Number of Affordable homes delivered (including Help to Buy) – A proposed increase of 200 from 17/18 as this is the second year of the 1500 target by 2020.
 - 3.8.4 (HO1801) % of services that have an online web form that were self-served – A proposed re word and increase to target of 15% to reflect the work on digital and the performance we have seen across Q1 and Q2 2017/18

4. Risks and Implications arising

- 4.1 Financial - The Business Plan has been developed in the context of the information currently available regarding the local government finance environment we will be operating in over the next four years. It is aligned to the proposed 2018-19 Budget and Medium Term Financial Strategy which at time of writing is draft subject to submission to Cabinet and Full Council in February and the announcement of the final finance settlement for local government for 2018-19. Although a solid financial strategy has been developed with a prudent approach to potential income and efficiencies, it should be noted that some activities may need to be revised as a result of any major changes to our budget.

5. Recommendation

5.1 Cabinet is asked to:

5.1.1 consider and approve the 2018/19 Business Plan

5.1.2 consider the recommendation of the Scrutiny Committee, detailed at paragraph 1.2 of this report



South Norfolk Business Plan 2018-19

Contents

Introduction

The Council's Vision and Priorities

Financial Summary

Corporate Priority Areas

Performance Management Framework

Understanding the Business Plan

Business Plan detail of 2018-19 activity



Introduction

In 2016 through the agreement of our Members we published our 5-year Corporate Plan. The Corporate Plan defines our vision and corporate priorities for 2016 through 2020. This document, our annual Business Plan, has been developed around the corporate priorities and describes our intended activities for 2018-19 to support the priorities set out in the Corporate Plan.

The Council's Vision and Priorities

We are committed to making South Norfolk one of the best places to live and work in the country. Below is our **vision** for South Norfolk as a place and our **ambition** for South Norfolk Council as an organisation.

Our Vision - To retain and improve the quality of life and prosperity of South Norfolk, for now and future generations, to make it one of the best places to live and work in the country.

Our Ambition - To be recognised as a respected and ambitious local authority, innovating to help communities thrive by actively shaping services to meet today's and tomorrow's need.



Our Corporate Plan identifies three priority areas where we focus our resources and efforts.

These areas are underpinned by how we deliver our services – customer focussed, collaborative and having a commercial approach to service delivery.

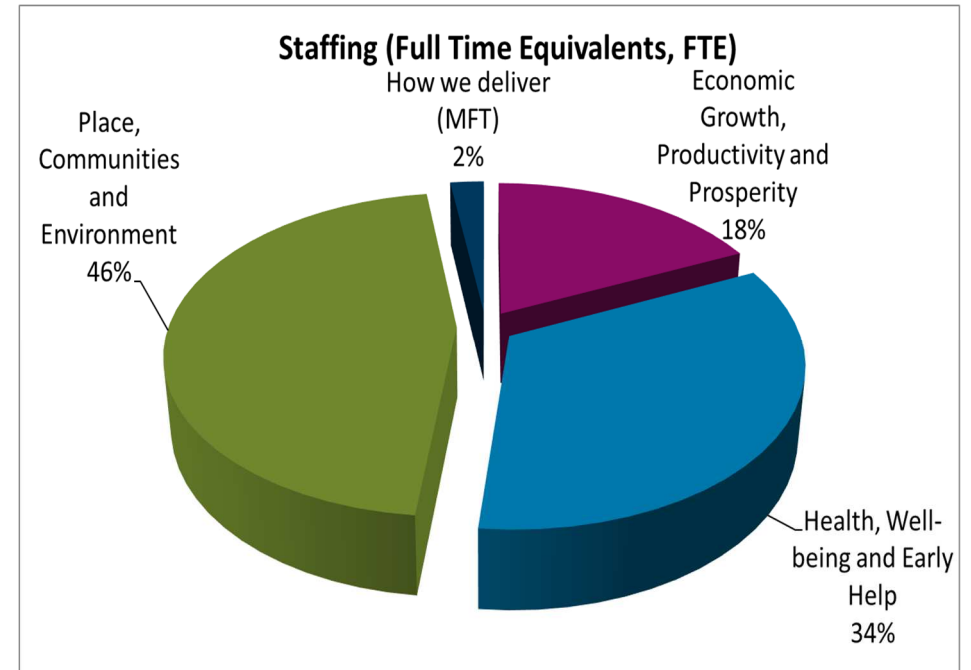
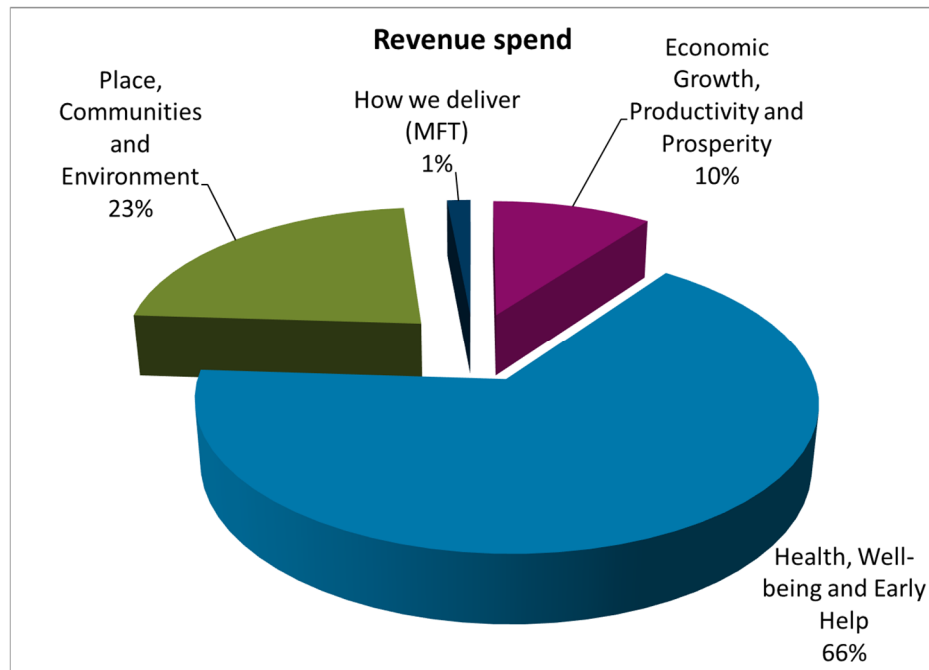
These principles are part of our continuous improvement programme, 'Moving Forward Together' (MFT).



Financial Summary

The budgeted spend for the proposed activities shown in this Business Plan is £51 million including £26 million of benefit payments (included in the revenue spend chart below under Health, Well-being and Early Help).

The breakdown of resources across our corporate priority areas is shown below:



Corporate Priority Areas

Each priority area within the Corporate Plan has a number of individual priorities associated with it. These are summarised below and form the major headings under which the activities in this Business Plan are shown.



Corporate Priority Area: Economic Growth, Productivity and Prosperity.

Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities

Corporate priorities:

- Working as part of Greater Norwich to support investment in critical infrastructure, utilising innovative funding mechanisms, increasing the number of local jobs and the area's overall productivity.
- Supporting new and existing Businesses to grow; facilitating innovation and providing targeted support to key sectors.
- Working with key partners to develop local skills to match what our businesses need, and supporting apprenticeships.
- Sustaining the character and supporting the vitality of our local market towns, stimulating business growth, both in town centres and across the rural parts of our District.



Corporate Priority Area: Health, Well-being and Early Help.

Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents

Corporate priorities:

- Encouraging our residents to live healthy and active lives.
- Supporting people within our communities who need our help the most.
- Working as part of communities to proactively provide early help.
- Helping our older and vulnerable residents to stay independent and in their own homes for longer.



Corporate Priority Area: Place, Communities and Environment.

Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages

Corporate priorities:

- Keeping streets and public spaces safe, clean and tidy.
- Encouraging communities and businesses to recycle more - reducing the amount of waste that we send to landfill.
- Enhancing our high quality environment by supporting development that respects and enhances the distinctive character of South Norfolk.
- Working effectively with the voluntary sector and community groups to make sure our residents have access to a wide range of services and support to meet their needs.
- Ensuring the range and number of local homes match the needs of local families and residents.
- Supporting a transparent and democratic Council, that enables communities to have their say on local decisions and services.



How we will deliver: Customer focussed, Can do and collaborative, Business-like, efficient and entrepreneurial - Moving Forward Together

Corporate priorities:

- Increasing our ability to be self-financing through commercialising where appropriate to support those services that matter to residents the most.
- Delivering increased value for money by increasing productivity.
- Delivering the services that customers need when they need them.
- Leading and building collaborative working with our private, public and voluntary sector partners to deliver better and more efficient services for our residents.

Business Plan 2018-19

For each corporate priority, our Business Plan outlines:

- The 2018-19 Council activities, 'business as usual' (BAU) operational services and initiatives which will contribute to achieving the priority.
- The '*Strategic Measures*' and end of year targets that will be used to track achieving the priority. These Strategic Measures are reported to our Cabinet each quarter as part of our Performance Management Framework.

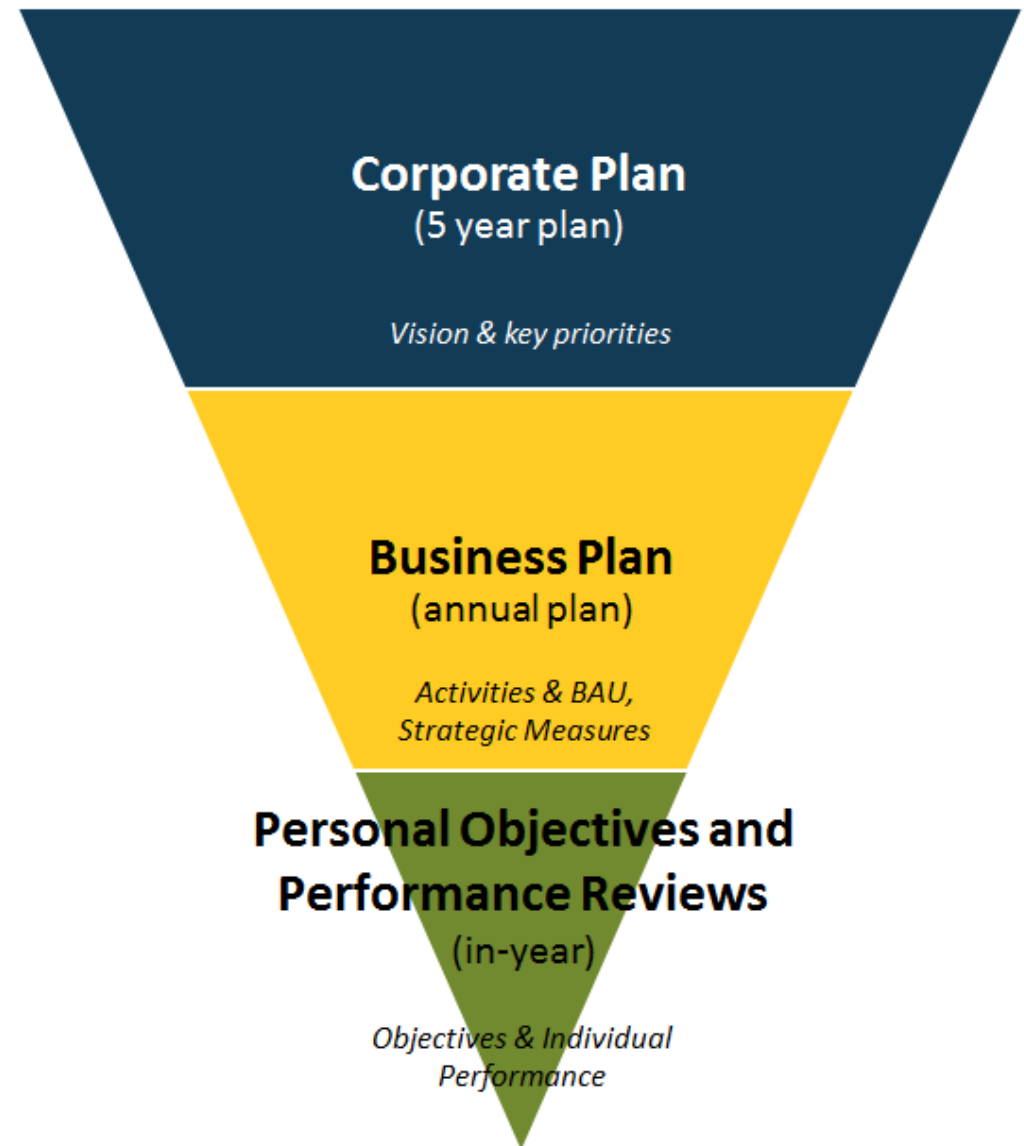


Performance Management Framework

The 5-year Corporate Plan sets out our key corporate priorities together with 5-year targets for success. The Business Plan for 2018-19 uses these priorities and shows the '**Strategic Measures**' with year-end targets for each priority. The Strategic Measures are tracked and reported each quarter to Cabinet as part of our Performance Framework.

The annual Business Plan is agreed in February each year in tandem with the Financial Plan and Budget. The Business Plan sets out the proposed activities and 'business as usual' operational services that will be undertaken for the financial year ahead commencing 1 April.

Between February and April staff personal objectives are set for the year and reflect the proposed activities they will be working on from the Business Plan. These personal objectives are assessed as part of annual staff performance reviews in October and April each year.



Understanding the Business Plan

We have used the same format for this Business Plan as we did last year in that the listings of our proposed activities and operational services for 2018-19 are grouped by corporate priority rather than by our organisational structure.

Corporate Priority Area

Corporate Priority

Strategic Measures for the priority
(reported quarterly to Cabinet)

| Ref | BAU service or Project/Activity. Plus description of outcomes expected from this activity | 2017-18 Year 1 activity ('What we plan to do' this year) | Target | FTE | Revenue Spend (£'000) | Income (£'000) | Net (£'000) | Capital Spend (£'000) | Team | NET COST CHANGE SINCE 2016-17 |
|--|---|--|---|-------------------------|-----------------------|----------------|-------------|-----------------------|------------------------|-------------------------------|
| CORPORATE PRIORITY AREA (THEME): Economic Growth, Productivity and Prosperity - Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities | | | | | | | | | | |
| CORPORATE PRIORITY: Working as part of Greater Norwich to support investment in critical infrastructure, utilising innovative funding mechanisms, increasing the number of local jobs and the area's overall productivity. | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | MEASURE | Year End TARGET | | | | | | |
| | | | - (LI 1013) CNC Building Control fee earning income | £1.68m | | | | | | |
| | | | - (LI 358) % rental income return from property investment | 5% | | | | | | |
| | | | - (EG 1601) a) Number of residential dwellings and b) SqMetre area of commercial space developed through our Big Sky Developments company | a) Baseline b) Baseline | | | | | | |
| | | | - Annual measure (EG 1602) Number of hectares of employment land developed by 2028 | Baseline | | | | | | |
| | | | - Annual measure (EG1603) Number of new jobs created in the district | Baseline | | | | | | |
| E2 | ACTIVITY: Digital (District) Programme: Attract and retain businesses into the District by identifying new technological opportunities and digital platforms to include enhanced broadband provision. | Investigate the development of new digital infrastructure, platforms and training packages for online business. Enhanced broadband provision across the District. | Q4 | 0.30 | £15.90 | £1.60 | £14.30 | | Economic Development | ↓ |
| | | | Q4 | | | | | | | |
| | | | Q3 | | | | | | | |
| | | | Q4 | 2.80 | £327.60 | £102.10 | £225.50 | | Planning Policy | ↔ |
| | | Finalise and adopt three Supplementary Planning Documents, on Open Space, Custom Build and Starter Homes Provide ongoing support as required by legislation, comment on consultation drafts, and administer the examination, referendum and adoption stages of Neighbourhood Plans (as appropriate; timescales are uncertain). Will include further stages of work for the Long Stratton NP, Easton NP and Diss & District NP | Q2 | | | | | | | |
| | | | Q3 | | | | | | | |
| CORPORATE PRIORITY: Supporting new and existing businesses to grow; facilitating innovation, and providing targeted support to key sectors. | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | MEASURE | Year End TARGET | | | | | | |
| | | | - (LI 356) Number of Small-to-Medium Enterprises (SMEs) provided with advice and guidance in South Norfolk | 1,200 | | | | | | |
| | | | - (LI 613) Number of new business start-ups supported in South Norfolk | 75 | | | | | | |
| | | | - (LI 758) External funding identified and brought into the local economy | £1m | | | | | | |
| | | | - (BV010) % of non domestic rates collected | 98% | | | | | | |
| | | | - (LI 210) % of food premises which have an FHRS (Food Hygiene Rating Scheme) rating of satisfactory or above | 95% | | | | | | |
| | | | - Annual measure (EG1604) Increase in the number of new businesses attracted to operate and grow in South Norfolk | Baseline | | | | | | |
| E11 | ACTIVITY: Supporting growth: Support growth and local communities by growing and offering services which meet business needs of others. | Extend our reach in terms of commercial waste services for businesses in and around South Norfolk. | Q4 | 1.60 | £172.58 | £232.00 | £59.42 | £55.00 | Environmental Services | ↑ |





Resource allocations (staffing levels as well as financials): 'FTE' refers to Full Time equivalent (staffing level); 'Net' column is the Net cost or income based on Revenue spend minus Income. A negative NET cost figure represents a positive rather than a cost. Please Note figures have been rounded



Net Cost change since last year (i.e. Down, Up, Same cost or a New item)






Business Plan 2018-19

Detail of activities






| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 | | | | | | | | | | | | |
|--|--|--|--------|------|-------------------------|------------------|---------------|-------------------------|----------------------|---|---------|-----------------|---|--------|--|----|---|-------------------------|--|----------|--|------------------------------|
| <div>CORPORATE PRIORITY AREA (THEME): Economic Growth, Productivity and Prosperity - Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities</div> | | | | | | | | | | | | | | | | | | | | | | |
| CORPORATE PRIORITY: Working as part of Greater Norwich to support investment in critical infrastructure, utilising innovative funding mechanisms, increasing the number of local jobs and the area's overall productivity. | | | | | | | | | | | | | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | | | | | | | | | | | | | |
| <table><tr><th>MEASURE</th><th>Year End TARGET</th></tr><tr><td>(LI 1013) CNC Building Control fee earning income</td><td>£1.77m</td></tr><tr><td>(LI 358) % rental income return from property investment</td><td>5%</td></tr><tr><td>(EG 1601) a) Number of residential dwellings and b) SqMetre area of commercial space developed through our Big Sky Developments company</td><td>a) Baseline b) Baseline</td></tr><tr><td>Annual measure (EG 1602) Number of hectares of employment land developed by 2026</td><td>Baseline</td></tr><tr><td>Annual measure (EG1603) Number of new jobs created in the district</td><td>1% Increase on previous year</td></tr></table> | | | | | | | | | | | MEASURE | Year End TARGET | (LI 1013) CNC Building Control fee earning income | £1.77m | (LI 358) % rental income return from property investment | 5% | (EG 1601) a) Number of residential dwellings and b) SqMetre area of commercial space developed through our Big Sky Developments company | a) Baseline b) Baseline | Annual measure (EG 1602) Number of hectares of employment land developed by 2026 | Baseline | Annual measure (EG1603) Number of new jobs created in the district | 1% Increase on previous year |
| MEASURE | Year End TARGET | | | | | | | | | | | | | | | | | | | | | |
| (LI 1013) CNC Building Control fee earning income | £1.77m | | | | | | | | | | | | | | | | | | | | | |
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| Annual measure (EG 1602) Number of hectares of employment land developed by 2026 | Baseline | | | | | | | | | | | | | | | | | | | | | |
| Annual measure (EG1603) Number of new jobs created in the district | 1% Increase on previous year | | | | | | | | | | | | | | | | | | | | | |
| E1 | ACTIVITY: Digital (District) Programme: Attract and retain businesses into the District by identifying new technological opportunities and digital platforms to include enhanced broadband provision. | • Project manage the completion of our broadband service contract to ‘not spots’ across the District – ensuring 100% coverage and 10Mbps minimum speed and ensure that future projects and sites have adequate HSB connection, to maximise opportunities for new business and encourage inward investment. | Q3 | 0.80 | £30K | | £30K | | Economic Development |  | | | | | | | | | | | | |
| E2 | BAU: Adopted Local Plan delivery and implementation - To increase the number of jobs and houses by promoting the development of key sites allocated in the Adopted Local Plan, monitoring their delivery and implementation. Outcomes will include the delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and, more generally, economic growth | • Produce and publish an Annual Monitoring Report to include 5 year housing land supply trajectory. Analyse trends in development and monitor the effectiveness of current Local Plan policy. Both these feed into the evidence base for the ongoing preparation of the Greater Norwich Local Plan | Q3 | | | | | | Planning Policy |  | | | | | | | | | | | | |
| | | • Prepare bids from potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages (to deliver a new junction, improved roads etc) that are hindering some sites with planning permission from being developed/completed | Q4 | 1.20 | £89.9K | | £89.9K | | | | | | | | | | | | | | | |
| | | • Provide ongoing support (as required by legislation), comment on consultation drafts, and administer the examination, referendum and adoption stages of Neighbourhood Plans (as appropriate; timescales are uncertain). Will include further stages of work for the Long Stratton Neighbourhood Plan (NP), Diss & District NP, Poring land NP and Dickleburgh NP | Q3 | | | | | | | | | | | | | | | | | | | |
| E3 | ACTIVITY: Infrastructure delivery programme: Working as part of the Greater Norwich Growth Board to plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including progress on delivering the Long Stratton Bypass. Outcomes will include new footpaths and ecological improvements to various sites | • Preparation of the 2019/20 Greater Norwich Infrastructure Investment Plan to identify the delivery of planned infrastructure projects in South Norfolk | Q3 | | | | | | Planning Policy |  | | | | | | | | | | | | |
| | | • Help administer the delivery of infrastructure projects receiving money from the pooled CIL pot in South Norfolk for delivery in 2018/19 | Q4 | 1.24 | £74K | | £74K | £5M | | | | | | | | | | | | | | |
| | | • Work with Norfolk County Council on detailed work to support the delivery of the Long Stratton Bypass, exploring external funding opportunities and potentially including master planning activities | Q4 | | | | | | | | | | | | | | | | | | | |






| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|--|--|--------|-------|-------------------------|------------------|---------------|-------------------------|---------|---|
| E4 | BAU: CNC ongoing operations: Maintain high quality service delivery for CNC building control and its associated services that meets the needs of our customers and local authority partners. | <ul style="list-style-type: none"> • Create efficiencies and cost savings through increasing self-service online options and streamlining processes in line with customer demands. | Q3 | 39.56 | £2.0M | £2.2M | £-175.2K | | CNC |  |
| | | <ul style="list-style-type: none"> • To produce and use a dashboard of measures to improve the management of our service delivery. This will include KPI's, customer satisfaction scores and other strategies / operational and personal measures. | Q2 | | | | | | | |
| | | <ul style="list-style-type: none"> • Review our business requirements to ensure CNC systems are resilient and fit for future growth. Develop mobile solution and adopt "cloud" working so Building Control certificates can be issued on site. (DEVOPS REQ) | Q4 | | | | | | | |
| | | <ul style="list-style-type: none"> • Continue to work with other departments (planning and economic development) and Build Insight creating opportunities to generate income and improve customer experience. Identify efficiencies by reviewing practices. | Q3 | | | | | | | |
| | | <ul style="list-style-type: none"> • To grow CNC by providing services to or partnering with other councils, protecting our market share and resilience. | Q4 | | | | | | | |
| | | <ul style="list-style-type: none"> • Ensure a robust succession plan through recruitment, retention and training programs. | Q3 | | | | | | | |
| E5 | ACTIVITY: Big Sky Developments Ltd: Continue to progress residential development (10 houses projected to be sold in 2018/19) and 3,170m2 of high quality office space which will drive business and housing growth in the district, create employment opportunities in construction and associated industries, and generate income for the Council. | <ul style="list-style-type: none"> • Finalise remaining Maple Park houses for sale and rent, providing quality housing within the district and benefitting the district council from council tax income and new homes bonus. | Q2 | | | | | | Big Sky |  |
| | | <ul style="list-style-type: none"> • Continue to market Maple Park to maximise sale and rental income. | Q2 | | | | | | | |
| | | <ul style="list-style-type: none"> • Finalise commercial unit at Maple Park for the Council, which the Council will lease to provide quality flexible business space, allowing people to work and live in the same area. Benefits to the Council include the rental income and new business rates income. | Q3 | | | | | | | |





| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|--|--|--|------|-------------------------|------------------|---------------|-------------------------|----------------------|---|
| E6 | ACTIVITY: Commercial property Investment and development: Develop potential sites, subject to business cases. Acquire/develop commercial property in prime growth areas, which will help generate new income for the Council. Work with partners such as the New Anglia Local Enterprise Partnership and other public sector bodies to help grow the economy. | <ul style="list-style-type: none"> • To continue to work alongside New Anglia Local Enterprise Partnership to develop a new commercial unit on the Norwich Research Park (subject to feasibility study and business case) • Commence development of a mixed business and residential scheme at Diss. • Commence development of residential land at Wymondham. • Commence development of residential and commercial land at Poringland (Rosebery Park phase 3) • Complete purchase development land for 300-400 dwellings • Commence infrastructure works on site and phase 1 residential (for 300-400 dwelling site) • Identify potential development opportunities for Big Sky Developments Ltd to generate income for the Council | Q1 Q3 Q3 Q3 Q1 Q2 Q2 | | | | | £5.2M | Big Sky |  |
| E7 | ACTIVITY: Residential property Investment: Review opportunities to purchase new properties and expand the services provided by Big Sky Property Management to generate income for the Council BAU: Provide high quality property management to Big Sky's residential and commercial property portfolio. | <ul style="list-style-type: none"> • Provide support services to Big Sky Companies to generate income for the Council • Assess options to expand the property management service to provide similar services to other companies and organisations. • Continue to deliver high quality property maintenance service for both Big Sky and South Norfolk Councils Handyperson Service. | Ongoing | | | | | £4M | Big Sky |  |
| E8 | BAU: Maximise economic opportunities to deliver enhanced infrastructure, skills, innovation and enterprise for the benefit of businesses and residents in South Norfolk by partnership working with New Anglia Local Enterprise Partnership, Local Authorities, Norfolk County Council and other agencies to shape regional and national development. | <ul style="list-style-type: none"> • Work with the LEP and other partners to grow existing and attract new business to South Norfolk, providing advice and support in accessing skills development, premises and grants | ongoing | 1.68 | £46.4K | | £46.4K | | Economic Development |  |
| E9 | BAU: Local Plan: To co-ordinate future development across the Norwich Policy Area by working with partners in continuing to prepare the Greater Norwich Local Plan (strategic policies and allocations of land). Outcomes will include the agreement of the Preferred Directions report, which will identify preferred sites allocations to cover the years to 2036 | <ul style="list-style-type: none"> • Publish the Pre-submission (Regulation 19) version of the Greater Norwich Local Plan • Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself • (Working with Norfolk colleagues) monitor the implementation of the Norfolk Strategic Framework agreements | Q3 Q4 Q3 | 1.96 | £164.9K | | £164.9K | | Planning Policy |  |
| E10 | BAU: Management of the Commercial Property Portfolio: Maximise the income received by the Council from its commercial property investment portfolio BAU: Asset Valuations and adhoc property advice to Council teams: The asset valuations and adhoc property advice ensure that teams and services within the Council are supported to make informed property decisions. | <ul style="list-style-type: none"> • Carry out rent reviews and minimise periods when buildings are unoccupied to ensure the return from the Council's commercial property portfolio is maximised. Ensure the units are maintained to a good standard so that existing tenants are retained minimising unoccupied periods. • Conversion of the former Information Centre premises to a retail unit and let (subject to approval) for rental income. • Ensure quality, cost effective property advice is available to other Council services to maximise the use of Council resources. | Q4 Q4 | 0.80 | 207.1K | £711.9K | £-504.8K | | Big Sky |  |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|--|--|---|------------------------|------|-------------------------|------------------|---------------|-------------------------|------------------------|-------------------------------|
| CORPORATE PRIORITY: Supporting new and existing businesses to grow; facilitating innovation, and providing targeted support to key sectors. | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | MEASURE | | Year End TARGET | | | | | |
| (LI 356) Number of Small-to-Medium Enterprises (SMEs) provided with advice and guidance in South Norfolk | | | | | 1,200 | | | | | |
| (LI 613) Number of new business start-ups supported in South Norfolk | | | | | 75 | | | | | |
| (LI 758) External funding identified and brought into the local economy | | | | | £1.25m | | | | | |
| (BV010) % of non domestic rates collected | | | | | 98% | | | | | |
| (LI 210) % of food premises which have an FHRS (Food Hygiene Rating Scheme) rating of satisfactory or above | | | | | 96% | | | | | |
| Annual measure (EG1604) Increase in the number of new businesses attracted to operate and grow in South Norfolk | | | | | Baseline | | | | | |
| E11 | ACTIVITY: Supporting growth: Support growth and local communities by growing and offering services which meet business needs | • Promote and increase the take up of commercial waste services for businesses in and around South Norfolk. | Q4 | 5.05 | £380K | £510.7K | £-130.6K | £55K | Environmental Services | ↓ |
| E12 | ACTIVITY: Poringland business lounge project: To support business growth by delivering our new business support and events programme and managing our activity/teleconferencing facilities at Poringland Business Lounge. . | • Deliver a programme of promotional events/workshops for businesses including start-up, and general business advice and training opportunities, to provide a support package to encourage new business growth. • Continue to identify further potential marketing and income opportunities for the use of this new facility and to investigate charging models which enable the events/workshop/training programme to be cost neutral. | Q1 Q3 | 0.63 | £26.5K | | £26.5K | | Economic Development | ↓ |
| E13 | ACTIVITY: Inward investment: Attract inward investment, new sector and place based investment into South Norfolk through handling of major investment enquiries and removing barriers to growth | • Deliver against Cambridge / Norwich Tech Corridor Programme of work to maximise Inward Investment potential for South Norfolk. | Q4 | 0.43 | £20.7K | £23.1K | £-2.3K | | Economic Development | ↓ |
| E14 | ACTIVITY: Strategic site development and promotion: To bring forward new commercial development sites and remove barriers to growth | • Deliver feasibility study for power for NRP EZ, Browick interchange, Hethel Technology Park in line with the GN Growth Board expectations and to unlock the sites and provide growth in South Norfolk. • Actively engage with land owners and site developers to bring forward new commercial development at key locations including the Cambridge-Norwich Tech Corridor sites e.g. Browick Interchange and Hethel Tech Park, to enable future growth . • Oversee the economic development element of feasibility study for Long Stratton Bypass which will improve the transport infrastructure and improve connectivity to the A14 and the South. | Q1 Q3 Q2 | 0.43 | £20.7K | | £20.7K | | Economic Development | ↑ |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|---|--|--|---------------------|------|-------------------------|------------------|---------------|-------------------------|----------------------|-------------------------------|
| E15 | ACTIVITY: Norwich Research Park Enterprise Zone: To actively promote and progress development at the Enterprise Zone | <ul style="list-style-type: none"> • Deliver phase 1 infrastructure contractual requirements on Zone 4 • Manage lead generation project for the NRP EZ • Deliver feasibility study/ market assessment and secure funding for Zone 4 building | Q2 | 0.21 | £10.8K | | £10.8K | £10.9M | Economic Development | ↑ |
| E16 | ACTIVITY: Support to businesses: Providing support and advice to new and existing businesses, promoting funding opportunities to enable them to create more jobs and create economic prosperity. | • Work with the Top 10 businesses with growth potential to deliver a targeted plan of action to remove any barriers to growth | ongoing | 1.55 | £138.5K | | £138.5K | | Economic Development | ↑ |
| E17 | ACTIVITY: Support South Norfolk businesses to engage with their communities through a Corporate Social Responsibility framework aligned to community need and encouraging volunteering | • Enable communities to support themselves by working with businesses to fund and support community led activity. | Ongoing | 1.11 | £41.7K | £15K | £26.7K | | Community Capacity | ↑ |
| E18 | BAU: External funding: Provide enhanced services for our communities by identifying, targeting and securing external funding opportunities to create an additional revenue for investment into the economic growth of South Norfolk. | • identify and secure external funding into the local economy (South Norfolk and Greater Norwich) . | Q4 | 0.21 | £10.8K | | £10.8K | | Economic Development | ↓ |
| E19 | BAU: Provision of a statutory food, safety and licensing (premises & taxis) service which ensures compliance with legislation and gives confidence to businesses and residents by promoting food safety, health and safety, issuing licenses and undertaking regular inspections to keep residents and visitors safe. | <ul style="list-style-type: none"> • Work with food premises to be part of the Food Hygiene Rating Scheme (FHRS) carry out the regulatory function to ensure residents health and welfare and compliance with regulations and guidance. • Develop a programme of policy reviews and updates, in particular to reflect any changes in legislation which will ensure South Norfolk has up to date policies and procedures compliant with the regulations. • Review and establish a service level that provides a proportionate service based on risk and need and maximises any commercial opportunity identified from this review. | Ongoing Q4 Q4 | 5.15 | £301K | £166K | £135K | | Economic Development | ↑ |
| E20 | BAU: Maximising income for the council by raising appropriate charges and reliefs and consider how we can support business in key sectors to stimulate growth | • Administer the collection of business rates through processing and inspection, enforce non-payment, negotiate reliefs/discounts where appropriate and maintain accurate Valuation Office lists | Ongoing | 4.50 | £127.6K | | £127.6K | | Finance | ↑ |
| CORPORATE PRIORITY: Working with key partners to develop local skills to match what our businesses need, and supporting apprenticeships | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter <div> <div>MEASURE</div> <div>Year End TARGET</div> </div> (EG 1605) Number of apprenticeship placements available in our local businesses for our young people 80 | | | | | | | | | | |
| E21 | ACTIVITY: Skills requirements: Promote employment opportunities and apprenticeships for South Norfolk businesses. | • Develop relationships with skills providers to sign post businesses to them and work with Early Help Hub to enable people to get back into work. | Q3 | 0.23 | £10.2K | | £10.2K | | Economic Development | ↑ |
| E22 | BAU: Support residents to access employment and training and improve opportunities within work. | <ul style="list-style-type: none"> • Reduce the number of residents out of work by support people to access training and employment. • Enable businesses to support staff to stay in work by provide advice and information to businesses around wellbeing issues. • Improve careers advice in schools by linking schools and businesses together to enable more young people to leave school with the skills South Norfolk businesses need. | Ongoing | 0.08 | £31.3K | | £31.3K | | Early Help | ↑ |
| CORPORATE PRIORITY: Sustaining the character and supporting the vitality of our local market towns, stimulating business growth, both in town centres and across the rural parts of our District. | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter <div> <div>MEASURE</div> <div>Year End TARGET</div> </div> (MI 1039) % of units liable for business rates occupied 93% Annual Measure (EG 1606) Number of day visits to South Norfolk 1% Increase from previous year Annual Measure (EG1608) South Norfolk tourism spend 1% Increase from previous year | | | | | | | | | | |
| E23 | ACTIVITY: Provision of car parking | <ul style="list-style-type: none"> • Provide a car parking service and undertake the maintenance programme • Work with parish and Town Councils and Norfolk County Council to deliver on-street parking solutions where appropriate. | Q2 Q4 | 3.09 | £265.6K | £428.4K | £-162.8K | £45K | Economic Development | ↑ |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|--|---|---|--------------|------|-------------------------|------------------|---------------|-------------------------|----------------------|--|
| E24 | ACTIVITY: Delivery Visitor Economy Strategy : Support and promote the development of the visitor economy as a key sector by promoting awareness of businesses, attractions, destinations and events. | <ul style="list-style-type: none"> • Deliver the Wymondham Digital Heritage pilot project, to increase the numbers of visitors to Wymondham and provide evidence for a future programme rollout. • Maximise the visitor economy through working with the LTAGs to become self-sustaining and helping businesses to develop a digital presence. | Q2 Q1 | 1.00 | £50.4K | | £50.4K | £117K | Economic Development |  |
| The following items support all three Corporate Priorities and are repeated under each Priority. The totals (the FTE & Financial figures) have been apportioned evenly across each Priority with these exceptions: HR figures are apportioned relative to the FTE of each Priority and Finance figures in proportion to the revenue spend of each Priority | | | | | | | | | | |
| E25 | BAU: Human Resources (HR): Ensure the Council recruits and retains appropriately trained and motivated staff in a timely manner, taking action when problems arise. Ensure the Council's policies are in accordance with relevant legislation and best practice to reduce the risk to reputation and potential litigation. | <ul style="list-style-type: none"> • Provide support to managers in attracting, recruiting and retaining staff. Ensure staff are supported through any changes including realignments. Support Managers to undertake effective ongoing performance management. Strong HR support will ensure an effective workforce is in place to deliver the Council's corporate priorities. • Review and develop HR policies ensuring on-going compliance with legislation and best practice and communicate changes throughout the Council with training where appropriate. Ensuring policies are kept updated will reduce the risk of litigation and damage to reputation. • Support managers with absence management to ensure that where possible the highest levels of attendance are achieved, the Absence Management Policy is followed robustly and consistency with support provided where needed including training and developing line managers. | Q4 | 1.41 | £64.6K | £0.4K | £64.3K | | HR |  |
| E26 | BAU: Finance: Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge. | <ul style="list-style-type: none"> • Provide well-managed financial and accountancy services to the Council, supporting it to being creative, effective and efficient in managing its resources. In doing so, provide timely and accurate financial information to enable informed decision making, ensuring the Council's reputation for strong financial management is maintained. • Process financial transactions in a timely manner, enabling efficient payment of suppliers and collection of income to support the Council's services. Support the maintenance of the Council's financial systems, ensuring information is complete and accurate to protect the integrity of financial transactions. | Q4 | 1.68 | £68.4K | £0.7K | £67.7K | | Finance |  |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|--|--|--------------|------|-------------------------|------------------|---------------|-------------------------|-------------------|---|
| E27 | BAU: Customer Service: Deliver high quality helpful and professional service at first point of contact to ensure and enhance the reputation of South Norfolk Council as a customer focussed organisation through the provision of our customer contact centre and promoting our Digital channel for 24x7x365 utilisation. | <ul style="list-style-type: none"> • Manage the operation of the remaining core customer services team following decentralisation into service areas for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling. Monitor and undertake continuous improvement of the service to refine embedded processes and maximise efficiencies to channel shift where appropriate, to ensure a high quality customer service. • (Subject to Digital investigation and agreement) manage rollout of Webchat, to support an additional channel for our customers to access our digital services. | Q3 | 1.50 | £56.4K | | £56.4K | | Customer Services |  |
| E28 | <p>BAU: South Norfolk Council Corporate and Internal Communications: Ensure the corporate communications and identity are consistent and correct at all times in line with guidelines.</p> <p>BAU: Internal communications: Ensuring that all SNC staff, and subsidiary staff, are fully engaged and communicated effectively with across all SNC sites.</p> | <ul style="list-style-type: none"> • Increase the effectiveness of our communications by introducing the use of in-house video production technology in order to produce engaging digital content which gets the message across to the customer quickly, easily and efficiently, and in line with our digital-first approach. • Increase our digital audience through engaging and relevant content, helping to promote our revenue generating services. Use our digital channels to promote our press activity and increase customer satisfaction with the council. Increase the number of digital channels that we use to reach a wider and more diverse audience. • Increase the Council's profile on a national scale, through engaging with local government publications and entering national awards. • Ensure that our internal communications continue to align with our MFT principles | Q4 | 0.57 | £44.1K | £1.7K | £42.4K | | Comms |  |
| E29 | BAU: Council-wide IT service operations: Ensure the Council's IT systems and infrastructure are operating to acceptable service levels. PSN Compliance: Continuing security certification of our IT systems and network for the Public Service Network to maintain critical Public Service Network connections (e.g., with DWP). | <ul style="list-style-type: none"> • Maintain appropriate level of IT service for the council. • To ensure our Business Systems are up to date and fit for purpose ensuring we retain Public Service Network status and continue replacement of end of life hardware and software throughout the estate to ensure we stay in support with manufacturers. | Ongoing | 2.68 | £307.3K | £20.1K | £287.2K | £25.7K | IT |  |
| E30 | BAU: Facilities: Effectively maintain the Councils office space, namely South Norfolk House to ensure all building remain accessible and open to enable services to be delivered to residents and businesses. | <ul style="list-style-type: none"> • Ensure repairs and maintenance of the Council's office space is carried out in a timely, efficient and effective manner to keep the buildings open, safe, clean and accessible for people to receive services. | Q4 | 2.09 | £176.6K | £20.9K | £155.6K | | Facilities |  |
| E31 | BAU Internal Audit: Provision of an Internal Audit function to provide stakeholders with the assurance that controls, risk management and corporate governance is in place and effective. | <ul style="list-style-type: none"> • Monitor the performance of the Internal Audit contractor against the contract specification and if required, take appropriate action through a performance improvement plan, to provide an efficient and effective Internal Audit service. • Through promotion and growth, the Internal Audit service offered by the Council will be strengthened, ensuring a comprehensive, resilient, viable and efficient audit function is available to current and future consortium members. • Prepare and present regular reports to Finance, Resources, Audit and Governance Committee/Audit Committee and Senior Management in order to provide assurance on the risk management, corporate governance and internal control framework for each Consortium Member. • Ensure that audit review work supports the corporate priorities and objectives of each consortium member, through a risk based approach to Internal Audit planning, and focus audit resources on areas of key risk and importance to provide assurance on the control framework and to add value to developments within service areas. | Each Quarter | 0.40 | £150.1K | £128.5K | £21.6K | | Internal Audit |  |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|--|---|---|----------|-------------------------|------------------|---------------|-------------------------|----------------------------|---|
| E32 | BAU Procurement: Ensure the Council achieves best value through effective and efficient procurement | <ul style="list-style-type: none"> • Provide support to ensure procurement processes are compliant with the Public Contract Regulations 2015, UK law and the Council's Constitution. • Provide support to South Norfolk Businesses through enabling them to access Council procurement activities and embedding the importance of social value in procurement. • Provided leadership to the procurement consortium, actively seeking opportunities for new partners to join the service and / or to provide advice and guidance to other partners in order to generate income for all participating Council | Q4 | 0.46 | £22.6K | £4.7K | £17.9K | | Procurement |  |
| E33 | <p>ACTIVITY: Implement the IT Strategy: Enable the council to use new ways of working and deliver first class support by implementing our IT Strategy that utilises cloud-based services where appropriate. To ensure customers have ease of use and access to our services at a time that is convenient for them and driving council efficiencies. Following on from our rollout of Office365, we will develop further functionality to aid data and filesharing. We will implement and rollout a new council-wide telephony system that will assist remote and mobile working.</p> <p>BAU: Continuation of Mobile Technology support and development: To ensure efficiencies can be realised through development and rollout of Mobile Technology identified as part of our ongoing programme of internal service reviews.</p> | <ul style="list-style-type: none"> • Install, maintain and support a new Council wide telephony solution. This will enable a more efficient service to our customers whilst ensuring we meet the needs of the business in the best way possible. • Provide, implement and support an electronic working solution for members and internal SLT. This will enable more efficient and effective meetings whilst also making savings in both print and staff time. • Plan and implement the upgrade of Desktop, Laptop and mobile devices to Windows 10 together with a review of user remote access in a controlled and effective manner | Q1 Q1/Q2 | 0.90 | £102.5K | £6.6K | £95.8K | £48.3k | IT |  |
| E34 | <p>ACTIVITY: Implement the Digital Strategy: Align business and customer needs to best practice technologies, cultural approach and systems to enable us to support customers to access our services through digital channels.</p> <p>Make digital the first choice for customers by continually improving our digital services and improving customer experience across all channels, supporting the below digital priorities:</p> <ul style="list-style-type: none"> • Customer Driven and Digital First Services • Efficient and Effective Technologies •Data and evidence led Digital Services •Digitally Empowered Workforce <p>Continue to build on the implementation of our new website and undertake further development of digital solutions prioritised by business and customer insight analysis.</p> | <ul style="list-style-type: none"> • Implement a digital Customer Management solution combining a customer portal and data warehouse to enable the effective up-selling, cross-selling and targeted promotion of our services to customers to support our commercial targets and support those services to reach those customers that need or help the most. Develop our digital systems to increase customer satisfaction through a high quality digital customer experience. • Support implementation of enterprise data architecture and data analytics to ensure the organisation can develop its digital offering based on customer need. • Ensure General Data Protection Regulation (GDPR) compliance for all digital services. • investigate the benefits of Web Chat and how it can benefit services by reducing costs and supporting digital customers. • Digital Marketing of publications and campaigns through integrated digital services. | Q3 Q1 Ongoing Ongoing Q2 | 1.32 | £71.7K | | £71.7K | £8.3K | Digital Transformation |  |
| E35 | <p>BAU: Commercial and Digital Marketing: Provision of Strategic marketing to the organisation to inform new service developments and deliver the Council's commercial ambitions.</p> <p>BAU: Integrated Design: Support the Commercial and Digital Marketing Manager and Marketing Officer by driving creative design in the roll out of campaigns across multiple channels.</p> | <ul style="list-style-type: none"> • Produce strategic marketing plans that support the business to meet objectives. • Produce a digital marketing strategy to ensure marketing campaigns deliver on this. • To ensure our website and digital channels use every opportunity to generate leads and sell our income generating services. • Develop our social media strategy and monitoring framework ensuring we make the most of this medium to communicate and engage with our residents • Monitor and measure all marketing campaigns to ensure they are highly targeted and cost effective • To support the re-development of Long Stratton Leisure Centre, ensuring a marketing plan is in place to retain customers and generate leads for new members • Use databases such as Mosaic to pull together customer profiles for future target marketing and build on these customer profiles to collect customer insight. | Q1 Q1 Ongoing Ongoing Ongoing Q1 and ongoing Q1 and ongoing | 2.13 | £84.9K | 1.70 | £83.2K | | Marketing & Design |  |

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|-----|---|--|--------|-----|-------------------------|------------------|---------------|-------------------------|------|-------------------------------|
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CORPORATE PRIORITY AREA (THEME): Health, Well-being and Early Help - Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents



CORPORATE PRIORITY: Encouraging our residents to live healthy and active lives






STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter






| | | <u>MEASURE</u> | <u>Year End TARGET</u> | | | | | | | |
|----|---|---|------------------------|------|---------|--------|---------|-------|--------------------|---|
| | | (HE 1601) % increase in our Leisure Centre members following the refurbishment of our three Centres | 10% | | | | | | | |
| | | Annual measure (HE 1602) % increase in the amount of adults participating in exercise regularly to lead healthier and active lives | 4% | | | | | | | |
| H1 | ACTIVITY: Reducing health inequalities: through a targeted approach. Utilising SNC assets to improve the health and wellbeing of residents | <ul style="list-style-type: none"> Integrate public health within our policies incorporating our partnership working and whole systems approach to reduce health inequalities Deliver an updated HWB action plan through SNC and partners Pilot a whole systems approach to obesity in Long Stratton with partners Identify opportunities to improve the health and wellbeing of residents by targeting appropriate activities at all stages of life through our leisure offer e.g. postural stability instruction to older residents to prevent falls Explore best use of SNC community assets to increase the levels of residents who are physically active | Q4 | 1.10 | £51.1K | £0.1K | £51K | | Independent Living | ↑ |
| H2 | ACTIVITY: Develop Community Leisure Offering . Building on the success of the Hethersett pilot site, work with public bodies in the area to increase the use of community facilities to enable residents to stay fit and healthy. Utilise the expertise of the Leisure team to increase the community leisure offering across the district. | <ul style="list-style-type: none"> Following the Hethersett pilot, develop a framework to provide or run leisure services at community facilities such as schools and community centres, where the opportunities arise and commercial and social value is demonstrable Advertise to all local clubs and the local community to create awareness of opportunities and range of options to build a viable and sustainable programme of activities at community centres. Liaise with Schools to enhance community access and use. Utilise current Leisure Centre programme demands to kick start demand and delivery with cross bookings and contacts. Consider the short and medium term leisure requirements in Diss and how they are best served by the existing Leisure Centre offer. | Q4 | 1.55 | £72.4K | £38.7K | £33.4K | | Leisure | ↑ |
| H3 | ACTIVITY: Long Stratton Leisure Centre/Community Hub: Work with public bodies in the town to enhance the current provision to residents, supporting them to stay fit and healthy. Utilise the expertise of the Leisure team to increase the offering across the district and to successfully launch the newly refurbished Leisure Centre and prepare for the impending future growth of the Leisure Centre and the auxiliary hub facilities. | <ul style="list-style-type: none"> Refine the new business plan and benefit analysis for the refurbishment of the Leisure Centre in Long Stratton with the aim to invest in the enhancement of the current provision to the local residents, getting more people active and fit and to increase income from the leisure centres facilities. Engage with the local clubs, Parish Council, schools and communities to develop the Long Stratton Sporting Hub bringing in additional match funding to provide increased leisure provision for the local residents which is cost effective and efficient to maintain and run. | Q3 | 0.55 | £106.7K | | £106.7K | £1.7M | Leisure | ↑ |




| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|--|---|--------|-------|-------------------------|------------------|---------------|-------------------------|---------|---|
| H4 | <p>BAU: Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings: Ensure our Leisure Centres and community leisure offerings work to highest operational standards, maintaining and building on Quest accreditation (Industry Standard Kite Mark accreditation award) to ensure customers receive value for money alongside safety.</p> <p>Ensure the centres provide an uninterrupted service through careful planning of resources and maintenance. This will ensure customers have maximum accessibility to services to encourage them to undertake activities and remain fit and healthy while reducing the costs of the service to ensure it is viable in the long term.</p> | <ul style="list-style-type: none"> • Ensure the Leisure Team performs to its full capability through on-going investment in learning and professional development alongside the embedding of new Quality Management Systems (QMS) working policies and practices. This will allow the service to enhance its Quest accreditation while enhancing the customer service and experience and also reducing risks through improved working practices. • Ensure the centres and services are extensively marketed to encourage residents to utilise the facilities reaching as many people as possible, by ensuring we develop a targeted marketing and delivery strategy to support the wider leisure strategy. • Monitor the fitness classes and swim programmes to maximise usage, balancing the programme to ensure there is something for all ages and abilities, making changes when demand reduces. This will ensure that as many people participate in activity as is possible and helps maintain the viability of the Centres. • Enhance the membership packages with new benefits and changes to price, package and added value to compete as a market leader. Increasing the effectiveness of the learn to swim programme getting children / adults swimming as soon and as often as possible. • Continual review of productivity of the offer to ensure maximised value for money in the offer, for example, considering the case for LED rather than traditional lighting in all centres, minimising the use of overtime, looking for a partner to delivery the Wymondham Spa offer, etc. | Q4 | 77.06 | £3.2M | £3.2M | £35.3K | £116K | Leisure |  |
| H5 | <p>BAU: Development of the Leisure Portfolios Offering: Ensure all parts of our community have access to high quality and appropriate leisure services across the district to help best contribute to the health and wellbeing of our communicates</p> | <ul style="list-style-type: none"> • Encourage participation from all parts of our community to encourage residents to keep fit and healthy. • Exploring opportunities for working in partnership with other public bodies and organisations to help progress the health and wellbeing agenda in a commercially feasible way. • Continue to develop targeted offers to support those with dementia and to contribute towards falls prevention, social isolation and maximising resident independence • Develop member journey to design programme of retention and acquisition campaigns. | Q2 | 0.55 | £74.5K | | £74.5K | £1.3M | Leisure |  |








| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|--|---|---|------------------------|-------|-------------------------|------------------|---------------|-------------------------|--------------------------|-------------------------------|
| CORPORATE PRIORITY: Supporting people within our communities who need our help the most | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | MEASURE | Year End TARGET | | | | | | | |
| | | (HE1603) % of households in temporary accommodation for 8 weeks or less from the date of the homelessness decision to housing solution | 90% | | | | | | | |
| | | (HE 1801) Successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless | 85% | | | | | | | |
| | | (HE 1605) %of those housed by SNC Housing remain in the same, similar or improved accomodation after a 12 month period | 95% | | | | | | | |
| | | (BV 009) % of Council Tax collected | 98.50% | | | | | | | |
| | | (HE 1606) Number of days taken to process new claims for Housing Benefit/Council Tax Benefit | 9 days | | | | | | | |
| | | (HE1607A): £paid in benefits to people in work | Baseline | | | | | | | |
| | | (HE1607B):Number of people in work receiving benefits | Baseline | | | | | | | |
| H6 | ACTIVITY: Deliver housing advice services to provide sustainable outcomes which meet the ongoing and changing needs of residents, and prevent homelessness. | <ul style="list-style-type: none"> • Help residents to remain independent by providing the advice and support to move on to long term housing. • Reduce the impact debt has on wellbeing and ability to remain independent by providing early budgeting and financial advice through the FIRST scheme. • Reduce the number of residents who are adversely affected by homelessness by providing effective support and advice to residents who are homeless or at risk of becoming homeless. | Ongoing | 2.08 | £85.3K | | £85.3K | | Housing Access | ↓ |
| H7 | ACTIVITY: Temporary accommodation: ensuring the Council has appropriate temporary accommodation to meet the needs of residents | <ul style="list-style-type: none"> • Review the demand on temporary accommodation arising from the Homelessness Reduction Act • Prepare a five-year plan to ensure the Council has access to sufficient temporary accommodation to meet its projected needs | Q1 | 0.08 | £37.0K | £26.0K | £11K | | Homelessness Trailblazer | ↓ |
| H8 | ACTIVITY: Universal Credit scheme working in partnership with Job Centre Plus, Strategic Housing and the Help Hub to give budgeting support and advice to those claiming Universal Credit, Housing Benefit and Council Tax Support. Administer discretionary funding and updating supported accommodation claims | <ul style="list-style-type: none"> • Support residents to thrive and remain independent through ensuring Universal Credit claimants receive appropriate advice, intervention and discretionary funding where necessary. • Reduce the impact of universal credit on vulnerable customers during the rollout of Universal Credit in 2018 (May - Diss, October - Norwich) by enhancing the benefits team presence in the community to make it easier for customers to access the team. | Ongoing | 1.08 | £52.1K | £1.2K | £50.9K | | Housing & Benefits | ↓ |
| H9 | BAU: Home Access: Ensure people in need of housing are able to retain or access suitable sustainable accommodation that is appropriate to their needs | <ul style="list-style-type: none"> • Through embracing the Homelessness Reduction Act which comes into effect in April 2018 we will work with partners to identify the threat of homelessness as early as possible and support people into appropriate and stable accommodation. • Reduce the impact of homelessness by providing temporary accommodation where required. • Assist residents to stay in their own home by working with registered providers to establish protocols to help us spot social tenancy problems early, and maintaining a well run housing register. | Ongoing | 10.77 | £510.5K | £429.9K | £80.6K | | Housing Options | ↓ |
| H10 | BAU: Administration of Housing Benefit & Council Tax Support: Process Housing Benefit and Council Tax Support claims. | <ul style="list-style-type: none"> • Support residents to thrive and remain independent by providing effective administration of Housing Benefit. | Ongoing | 15.03 | £27.2M | £27.6M | £-393.2K | | Housing Options | NEW |
| H11 | BAU: Council Tax collection & administration: Ensure efficient and effective administration and collection of Council Tax | <ul style="list-style-type: none"> •Administer the collection of Council Tax through the updating of moves, awarding and removal of discounts & exemptions where appropriate alongside the inspection of new & existing properties. | Q4 | 11.25 | £434.8K | £169.0K | £265.8K | | Finance | NEW |




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|--|---|---|---|------------------------|-------------------------|------------------|---------------|-------------------------|--------------------|--|
| CORPORATE PRIORITY: Working as part of communities to proactively provide early help | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | MEASURE | Year End TARGET | | | | | | |
| | | | - (HE 1607) Number of families and residents helped to achieve positive outcomes through our Help Hub service | 1,500 | | | | | | |
| | | | - (HE 1608A) Number of residents who are assisted to access support within their community to meet low level need | 5,250 | | | | | | |
| | | | - (HE 1608B) Number of referrals from GPs to our social prescribing services via community connectors | Baseline | | | | | | |
| H12 | ACTIVITY: Vulnerable people: Establish single point of assessment and early intervention care package for vulnerable people. Embed the Prevention and promoting independence model once delivered | <ul style="list-style-type: none"> • Work with partners to signpost customers to local community/voluntary agency care providers & carer support • Provide a holistic assessment and tailored adaptations to homes aiming to reduce the average time taken to complete adaptations, to the County target of 140 days. • Provide a holistic assessment and bespoke solutions to our residents housing & social needs • Provide social prescribing opportunities for GP's and other health professionals to deliver alternative solutions to address public health issues - e.g. exercise more to help reduce diabetes • Co-ordinate and support the South Norfolk dementia action alliance with the aim of enabling South Norfolk to become a Dementia friendly district. • Update South Norfolk Health & Wellbeing Action plan as agreed by members • Completion and review of Hospital Discharge pilot & explore future funding solutions | Q2 | 3.10 | £136.7K | £0.4K | £136.2K | | Independent Living |  |
| H13 | BAU: Support for residents to access early help services. | <ul style="list-style-type: none"> • Prevent residents becoming vulnerable by identifying needs earlier and working with our partners to ensure appropriate intervention in place. • Enable residents issues to be resolved at a local level by fully rolling out the social prescribing scheme across GP surgeries to assist vulnerable residents to access appropriate support to prevent issues escalating and divert unnecessary demand away from statutory services. | Ongoing | 4.07 | £259.5k | £49.8K | £254.7K | | Early Help |  |






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|---|---|---|--|------------------------|-------------------------|------------------|---------------|-------------------------|--------------------|---|
| CORPORATE PRIORITY: Helping our older and vulnerable residents to stay independent and in their own homes for longer | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | MEASURE | Year End TARGET | | | | | | |
| | | | - (LI 323) Increase the number of vulnerable people supported to maintain independence in their own homes, with support from interventions | | | 2,000 | | | | |
| H14 | BAU: Increase the number of vulnerable people helped to maintain independence in their own homes. | Provide customer-centric services including: <ul style="list-style-type: none"> Care & Repair Services Integrated Housing Adaptations Handyperson Services focussed on specific need & funded via the hardship fund Welfare Rights and Debt Advice Support from Community Connectors Provide specialist Welfare Rights and Debt advice <ul style="list-style-type: none"> Review position of preventative advice services, currently fulfilled via the two FIRST (Financial Independence Resilience Skills and Training) Officer posts | Q4 | 3.10 | £200.9K | £189.4K | £-12.7K | | Independent Living |  |
| | | | Q1 | | | | | | | |
| H15 | BAU: Health & Safety | <ul style="list-style-type: none"> Contract manage NCC and assist in co-ordinating advice and guidance on health & safety related aspects of Council activities. | Q4 | 0.10 | £6.1K | | £6.1K | | Procurement |  |
| The following items support all three Corporate Priorities and are repeated under each Priority. The totals (the FTE & Financial figures) have been apportioned evenly across each Priority with these exceptions: HR figures are apportioned relative to the FTE of each Priority and Finance figures in proportion to the revenue spend of each Priority | | | | | | | | | | |
| H16 | BAU: Human Resources (HR): Ensure the Council recruits and retains appropriately trained and motivated staff in a timely manner, taking action when problems arise. Ensure the Council's policies are in accordance with relevant legislation and best practice to reduce the risk to reputation and potential litigation. | <ul style="list-style-type: none"> Provide support to managers in attracting, recruiting and retaining staff. Ensure staff are supported through any changes including realignments. Support Managers to undertake effective ongoing performance management. Strong HR support will ensure an effective workforce is in place to deliver the Council's corporate priorities. Review and develop HR policies ensuring on-going compliance with legislation and best practice and communicate changes throughout the Council with training where appropriate. Ensuring policies are kept updated will reduce the risk of litigation and damage to reputation. Support managers with absence management to ensure that where possible the highest levels of attendance are achieved, the Absence Management Policy is followed robustly and consistency with support provided where needed including training and developing line managers. | Q4 | 2.80 | £128.1K | £0.8K | £127.3K | | HR |  |
| H17 | BAU: Finance: Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge. | <ul style="list-style-type: none"> Provide well-managed financial and accountancy services to the Council, supporting it to being creative, effective and efficient in managing its resources. In doing so, provide timely and accurate financial information to enable informed decision making, ensuring the Council's reputation for strong financial management is maintained. Process financial transactions in a timely manner, enabling efficient payment of suppliers and collection of income to support the Council's services. Support the maintenance of the Council's financial systems, ensuring information is complete and accurate to protect the integrity of financial transactions. | Q4 | 13.67 | £556.1K | £5.5K | £550.6K | | Finance |  |
| H18 | BAU: Customer Service: Deliver high quality helpful and professional service at first point of contact to ensure and enhance the reputation of South Norfolk Council as a customer focussed organisation through the provision of our customer contact centre and promoting our Digital channel for 24x7x365 utilisation. | <ul style="list-style-type: none"> Manage the operation of the remaining core customer services team following decentralisation into service areas for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling. Monitor and undertake continuous improvement of the service to refine embedded processes and maximise efficiencies to channel shift where appropriate, to ensure a high quality customer service. (Subject to Digital investigation and agreement) manage rollout of Webchat, to support an additional channel for our customers to access our digital services. | Q3 | 1.50 | £56.4K | | £56.4K | | Customer Services |  |






| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|--|--|--------------|------|-------------------------|------------------|---------------|-------------------------|----------------|---|
| H19 | <p>BAU: South Norfolk Council Corporate and Internal Communications: Ensure the corporate communications and identity are consistent and correct at all times in line with guidelines.</p> <p>BAU: Internal communications: Ensuring that all SNC staff, and subsidiary staff, are fully engaged and communicated effectively with across all SNC sites.</p> | <ul style="list-style-type: none"> • Increase the effectiveness of our communications by introducing the use of in-house video production technology in order to produce engaging digital content which gets the message across to the customer quickly, easily and efficiently, and in line with our digital-first approach. • Increase our digital audience through engaging and relevant content, helping to promote our revenue generating services. Use our digital channels to promote our press activity and increase customer satisfaction with the council. Increase the number of digital channels that we use to reach a wider and more diverse audience. • Increase the Council's profile on a national scale, through engaging with local government publications and entering national awards. | Q4 | 0.57 | £44.1K | £1.7K | £42.4K | | Comms |  |
| H20 | BAU: Council-wide IT service operations: Ensure the Council's IT systems and infrastructure are operating to acceptable service levels. PSN Compliance: Continuing security certification of our IT systems and network for the Public Service Network to maintain critical Public Service Network connections (e.g., with DWP). | <ul style="list-style-type: none"> • Maintain appropriate level of IT service for the council. • To ensure our Business Systems are up to date and fit for purpose ensuring we retain Public Service Network status and continue replacement of end of life hardware and software throughout the estate to ensure we stay in support with manufacturers. | Ongoing | 2.68 | £307.3K | £20.1K | £287.2K | £25.6K | IT |  |
| H21 | BAU: Facilities: Effectively maintain the Council's office space, namely South Norfolk House to ensure all building remain accessible and open to enable services to be delivered to residents and businesses. | <ul style="list-style-type: none"> • Ensure repairs and maintenance of the Council's office space is carried out in a timely, efficient and effective manner to keep the buildings open, safe, clean and accessible for people to receive services. | Q4 | 2.09 | £176.6K | £20.9K | £155.6K | | Facilities |  |
| H22 | BAU Internal Audit: Provision of an Internal Audit function to provide stakeholders with the assurance that controls, risk management and corporate governance is in place and effective. | <ul style="list-style-type: none"> • Monitor the performance of the Internal Audit contractor against the contract specification and if required, take appropriate action through a performance improvement plan, to provide an efficient and effective Internal Audit service. • Through promotion and growth, the Internal Audit service offered by the Council will be strengthened, ensuring a comprehensive, resilient, viable and efficient audit function is available to current and future consortium members. • Prepare and present regular reports to Finance, Resources, Audit and Governance Committee/Audit Committee and Senior Management in order to provide assurance on the risk management, corporate governance and internal control framework for each Consortium Member. • Ensure that audit review work supports the corporate priorities and objectives of each consortium member, through a risk based approach to Internal Audit planning, and focus audit resources on areas of key risk and importance to provide assurance on the control framework and to add value to developments within service areas. | Each Quarter | 0.40 | £150.1K | £128.5K | £21.6K | | Internal Audit |  |
| H23 | BAU Procurement: Ensure the Council achieves best value through effective and efficient procurement | <ul style="list-style-type: none"> • Provide support to ensure procurement processes are compliant with the Public Contract Regulations 2015, UK law and the Council's Constitution. • Provide support to South Norfolk Businesses through enabling them to access Council procurement activities and embedding the importance of social value in procurement. • Provided leadership to the procurement consortium, actively seeking opportunities for new partners to join the service and / or to provide advice and guidance to other partners in order to generate income for all participating Council | Q4 | 0.46 | £22.6K | £4.7K | £17.9K | | Procurement |  |






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|-----|--|---|--|------|-------------------------|------------------|---------------|-------------------------|------------------------|---|
| H24 | <p>ACTIVITY: Implement the IT Strategy: Enable the council to use new ways of working and deliver first class support by implementing our IT Strategy that utilises cloud-based services where appropriate. To ensure customers have ease of use and access to our services at a time that is convenient for them and driving council efficiencies. Following on from our rollout of Office365, we will develop further functionality to aid data and filesharing. We will implement and rollout a new council-wide telephony system that will assist remote and mobile working.</p> <p>BAU: Continuation of Mobile Technology support and development: To ensure efficiencies can be realised through development and rollout of Mobile Technology identified as part of our ongoing programme of internal service reviews.</p> | <ul style="list-style-type: none"> • Install, maintain and support a new Council wide telephony solution. This will enable a more efficient service to our customers whilst ensuring we meet the needs of the business in the best way possible. • Provide, implement and support an electronic working solution for members and internal SLT. This will enable more efficient and effective meetings whilst also making savings in both print and staff time. • Plan and implement the upgrade of Desktop, Laptop and mobile devices to Windows 10 together with a review of user remote access in a controlled and effective manner | <p>Q1</p> <p>Q1/Q2</p> | 0.90 | £102.5K | £6.6K | £95.8K | £48.3k | IT |  |
| H25 | <p>ACTIVITY: Implement the Digital Strategy: Align business and customer needs to best practice technologies, cultural approach and systems to enable us to support customers to access our services through digital channels.</p> <p>Make digital the first choice for customers by continually improving our digital services and improving customer experience across all channels, supporting the below digital priorities:</p> <ul style="list-style-type: none"> • Customer Driven and Digital First Services • Efficient and Effective Technologies • Data and evidence led Digital Services • Digitally Empowered Workforce <p>Continue to build on the implementation of our new website and undertake further development of digital solutions prioritised by business and customer insight analysis.</p> | <ul style="list-style-type: none"> • Implement a digital Customer Management solution combining a customer portal and data warehouse to enable the effective up-selling, cross-selling and targeted promotion of our services to customers to support our commercial targets and support those services to reach those customers that need or help the most. Develop our digital systems to increase customer satisfaction through a high quality digital customer experience. • Support implementation of enterprise data architecture and data analytics to ensure the organisation can develop its digital offering based on customer need. • Ensure General Data Protection Regulation (GDPR) compliance for all digital services. • Investigate the benefits of Web Chat and how it can benefit services by reducing costs and supporting digital customers. • Digital Marketing of publications and campaigns through integrated digital services. | <p>Q3</p> <p>Q1</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q2</p> | 1.32 | £71.7K | | £71.7K | £8.3K | Digital Transformation |  |
| H26 | <p>BAU: Commercial and Digital Marketing: Provision of Strategic marketing to the organisation to inform new service developments and deliver the Council's commercial ambitions.</p> <p>BAU: Integrated Design: Support the Commercial and Digital Marketing Manager and Marketing Officer by driving creative design in the roll out of campaigns across multiple channels.</p> | <ul style="list-style-type: none"> • Produce strategic marketing plans that support the business to meet objectives. • Produce a digital marketing strategy to ensure marketing campaigns deliver on this. • To ensure our website and digital channels use every opportunity to generate leads and sell our income generating services. • Develop our social media strategy and monitoring framework ensuring we make the most of this medium to communicate and engage with our residents • Monitor and measure all marketing campaigns to ensure they are highly targeted and cost effective • To support the re-development of Long Stratton Leisure Centre, ensuring a marketing plan is in place to retain customers and generate leads for new members • Use databases such as Mosaic to pull together customer profiles for future target marketing and build on these customer profiles to collect customer insight. | <p>Q1</p> <p>Q1</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q1 and ongoing</p> <p>Q1 and ongoing</p> | 2.13 | £84.9K | 1.70 | £83.2K | | Marketing & Design |  |





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|---|---|--|--------|-------|--|------------------------|---------------|-------------------------|------------------------|---|
|  CORPORATE PRIORITY AREA (THEME): Place, Communities and Environment - Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages | | | | | | | | | | |
| CORPORATE PRIORITY: Keeping streets and public spaces safe, clean and tidy | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | | | MEASURE | Year End TARGET | | | | |
| | | | | | (LI 263) Number of missed bins for all waste per 100,000 collections | 30 | | | | |
| | | | | | (LI 262) Cost of waste collection per household | £37 | | | | |
| P1 | BAU: Sustainably manage the Street scene to deliver high quality public areas and highways that are clean, meet customer needs an expectation and maximise community involvement | <ul style="list-style-type: none"> • Maintain as far as practicable the cleansing and sweeping schedules • Manage grounds maintenance and open spaces taking advantage of opportunities to introduce more sustainable management regimes | Q4 | 23.42 | £714.3K | £149.4K | £569.9K | £103K | Depot |  |
| P2 | BAU: Providing effective, efficient, value for money and customer facing community protection services working closely with partners and communities to reduce antisocial behaviour, nuisance and environmental crime. | <ul style="list-style-type: none"> • In partnership with the early interventions, police and social housing providers ensure the communities and the street scene is respected and maintained for residents and businesses and that an early intervention or prevention approach is adopted. • Work jointly with partners on mediation • Reduce the likelihood of environmental crime in association with partners and local communities as appropriate. | Q4 | 5.45 | £274.4K | £1.7K | £272.7K | | Community Protection |  |
| P3 | BAU: Provide efficient and focussed emergency planning and business continuity services by building resilience and preparedness within the Council and communities. | <ul style="list-style-type: none"> • Ensure that we maintain a robust emergency response to incidents and business continuity both internally and with our partners. • Ensure our communities remain resilient by supporting communities to develop local resilience plans so that people can help each other in the event of local incidents. • Build on the existing rest centre premises and complete plans to meet statutory and community obligations in the event of an incident or emergency. | Q4 | 1.90 | £88.1K | | £88.1K | | Emergency Planning |  |
| CORPORATE PRIORITY: Encouraging communities and businesses to recycle more - reducing the amount of waste that we send to landfill | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | | | MEASURE | Year End TARGET | | | | |
| | | | | | (NI 192a) % Municipal waste recycled, reused and composted | 45% | | | | |
| | | | | | Annual Measure (PL 1601) % Reduction in the amount of waste generated - total kilogram waste per household | Baseline | | | | |
| P4 | ACTIVITY: Sustain and Re-develop the depot: to future proof the Council's street scene depot. | • Develop and deliver a plan to ensure the delivery of a safe and fit for purpose facility at Ketteringham Depot | Q4 | | £87.20 | £17.5K | £70K | | Depot |  |
| P5 | BAU: The delivery of a waste and recycling service | <ul style="list-style-type: none"> • Provide reliable waste and recycling collection services. • Optimise the garden waste collection service • Maintain a household bulky waste and recycling collection services. • Provide litter removal and dog bin services for communities. • Maintain the Council's transport fleet safely and efficiently. | Q4 | 91.82 | £4.0M | £2.8M | £1.3M | £778K | Depot |  |
| P6 | BAU: Provide waste, recycling and other services which make better use of waste as a resource, maximise recycling and income for the Council. | <ul style="list-style-type: none"> • Complete community litter pick and encourage ongoing local involvement, coordinate the leaf clearance seasonal initiatives • Develop and deliver community initiatives which influence residents' positive waste habits including waste reduction and reuse as part of the Norfolk Waste Partnership. • Maintain household waste and recycling collection services. • Maintain a strategy to minimise contamination in the recycling collection bin to reduce costs as part of the Norfolk Waste Partnership. • Ensure residents are able to maximise the amount of material they recycle through effective and targeted communication campaigns as part of the Norfolk Waste Partnership. • In collaboration with the Norfolk Waste Partnership consider new waste collection models and arrangements to deliver efficiencies whilst maintaining customer service. | Q4 | 2.45 | £173.2K | £65.7K | £107.5K | £130K | Environmental Services |  |



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|---|--|--|----------------|------------------------|-------------------------|------------------|---------------|-------------------------|----------------------------------|---|
| CORPORATE PRIORITY: Enhancing our high quality environment by supporting development that respects and enhances the distinctive character of South Norfolk | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | MEASURE | Year End TARGET | | | | | | |
| (PL1801) % of other and minor applications determined within 8 weeks or in extension of time | | | | 90% | | | | | | |
| (LI 302) % of householder applications determined within 8 weeks or in extension of time | | | | 95% | | | | | | |
| (MI 1307) % of householder applications determined within six weeks | | | | 60% | | | | | | |
| (MI 1038) % of major applications determined within 13 weeks or in extension of time | | | | 95% | | | | | | |
| P7 | BAU: Environmental quality including community Assets: Protect the health and wellbeing of communities whilst improving the environmental quality of the district ensuring that statutory requirements are met. | <ul style="list-style-type: none"> • To avoid adverse environmental impact and support sustainable development, provide planning consultation and licensing applications advice. • Work closely with businesses & issue fee-based air pollution control permits to support them to operate effectively whilst meeting air pollution control requirements and protecting the local environment and health. Explore income opportunities relating to environmental advice services provided to others. • Contribute to improvements in water management by working with partners to minimise flooding risk and contribute advice for planning application consultations and the lead flood authority/register of critical infrastructure to safeguard local communities • Seek reduction in resource use by the Council and drive efficiency savings by implementing a reviewed corporate environmental policy and action plan • Minimise adverse health impacts to users of private water supplies by monitoring and actions as well as implementing new statutory regime. • Manage air and land quality in line with statutory responsibilities to ensure health impacts are minimised • Implement the community asset strategy by taking forward opportunities - to include maximising community inputs, divestment etc and support health and wellbeing. Take forward programme for divestment or closure of toilets, divestment of footway lights including where necessary reduction in stock given need and other assets as identified. • Develop and deliver a management plan for the country park at Queen's Hills | Q4 | 7.05 | £876.1K | £98.0K | £778.1K | £435K | Environmental Quality |  |
| P8 | BAU: Statutory Development Management function - Provide a modern, time-efficient, statutory Development Management service which delivers good quality new homes and employment in the right places for South Norfolk Towns and Villages enabling them to grow and prosper whilst protecting and respecting their individual characters. Provide a pre-application advice service to applicants. Undertake Conservation Area Appraisals (CAA's), secure Service Level Agreements for specialist advice. Maintain the South Norfolk Gazetteer for street naming & numbering. | <ul style="list-style-type: none"> • Continue to monitor planning application processing times to inform case management and service improvements to provide a proportionate service to customers. Allocate the 20% fee increase in line with guidelines to support the service improvements. • Review CAA's for: Bramerton, Brockdish, Brooke and Kirstead, Saxlingham Green, Saxlingham Nethergate and Shotesham to help protect Heritage Assets and to inform planning decisions . • Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting customer needs and providing quality advice. | Q1 Q3 | 25.10 | £1.3M | £1.3M | £2.2K | | Development Management |  |
| P9 | BAU - Provision of a customer focussed Growth and Localism technical support service. | <ul style="list-style-type: none"> • Undertake the validation and consultation of planning applications, the registering of Local Land Charge Searches and Food and Animal inspection findings by providing a first contact with customers to support and enable the delivery of new homes, employment and business developments in accordance with statutory requirements. | Ongoing | 15.60 | £584K | £385.5K | £198.5K | | Growth and Localism Support team |  |


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|--|--|--|---------|------|-------------------------|------------------|---------------|-------------------------|----------------------|---|
| CORPORATE PRIORITY: Working effectively with the Voluntary Sector and community groups to make sure our residents have access to a wide range of services and support to meet their needs | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter <div> <div>MEASURE</div> <div>Year End TARGET</div> </div> (PL 1602) % of Community Action Fund (CAF) spent 95% | | | | | | | | | | |
| P10 | BAU: Work with our communities to develop a shared vision for the District where local and statutory services complement each other to support vulnerable residents, and reduce duplication of delivery effort/resources. | <ul style="list-style-type: none"> To equip members and our partners with information which informs their work in our communities based on a good understanding of local need and community intelligence. Equip our residents and community groups with the skills and resources that they need to be able to help themselves. By developing our knowledge of community groups and assets, and providing support and guidance for community groups to establish or develop themselves, we will help to develop healthy and self supporting communities | Ongoing | 2.73 | £98.6K | £37.5K | £61.1K | | Community Capacity |  |
| P11 | BAU: Support active, vibrant and accessible communities that meet residents' needs. | <ul style="list-style-type: none"> Enable independent living by working within the total transport project to promote and improve the availability of transport services (including community transport). Develop a relationship with key champions and organisations within our communities by recognising the contribution of individuals, groups and businesses and celebrating their achievements through the Community Awards scheme and Community Pub of the Year. Support communities to protect the facilities they value the most by registering assets of community value (statutory duty). Increase understanding of the support available to residents by engaging with communities at existing events (via South Norfolk on Show on Tour and flu clinics) | Ongoing | 6.77 | £365.0K | £101.5K | £263.5K | | Community Capacity |  |
| P12 | ACTIVITY: One Public Estate: Work with other organisations to identify opportunities to share buildings and facilities to reduce the cost of running facilities and improve the way we deliver services | <ul style="list-style-type: none"> Continue to work with other public sector bodies to identify premises which could be shared and which would enhance the services we provide customers and reduce cost of running facilities | Q4 | 0.10 | £7.6K | | £7.6K | | Property |  |
| CORPORATE PRIORITY: Ensuring the range and number of local homes match the needs of local families and residents | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter <div> <div>MEASURE</div> <div>Year End TARGET</div> </div> (LI 350) Number of Affordable homes delivered (including Help to Buy) 500 (Second year of the three year target, 1500 by April 2020) Annual Measure (PL 1603) New homes to be developed by 2026 Baseline | | | | | | | | | | |
| P13 | BAU: Housing Enabling- Working with local communities, Registered Providers, Homes and Communities Agency and Developers to ensure there is appropriate housing in the right locations to ensure people can be part of and contribute to their local community. | <ul style="list-style-type: none"> Keep housing need under review. On qualifying sites negotiate with applicants details of affordable housing to be provided. Assess financial viability where relevant. Agree and implement the use of S106 receipts and other resources for affordable housing. Liaise with legal (NPLaw) on the wording of Section 106 agreements. Manage the custom build register and promote custom build in accordance with regulations. Work with land owners, developers and partners to deliver custom build in suitable locations. | Q4 | 1.15 | £62K | | £62K | | Housing Partnerships |  |
| P14 | BAU: Housing Standards: Ensuring homes in South Norfolk are safe and healthy. | <ul style="list-style-type: none"> Support residents and homeowners in accordance with the approved Housing Support and Regulation Strategy Investigate complaints about housing conditions and take appropriate action Assist residents to overcome the disabling features of their homes that prevent them from living independently Assist landlords and others in meeting their legal obligations without unnecessary expense | Q4 | 5.15 | £347.8K | £26.4K | £321.4K | £780K | Housing Standards |  |

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|--|--|--|---|------|-------------------------|------------------|---------------|-------------------------|------------------------------------|---|
| P15 | BAU: Quality of life partnerships: working strategically with partners to protect and improve the health and wellbeing of our residents | <ul style="list-style-type: none">Engage with partners at a strategic level to ensure the needs of our residents are identified and included in the strategic planning processWork with partners to make best use of the resources available to meet the identified needsAgree outcomesEnsure the systems and frameworks are in place to deliver /achieve the agreed outcomesReview outcomes of Better Care Fund to ensure the aims and outcomes of the frameworks remain relevant and are being met | Q2 | 0.07 | £37K | £26.0K | £11K | | Homelessness |  |
| P16 | Activity: Homelessness Reduction Act Trailblazer: government funded pilot to investigate and overcome barriers to closer working with the private rented sector | <ul style="list-style-type: none">Engage with the private rented sector to understand the barriers to working with homelessness preventionDevelop frameworks and initiatives to overcome the barriersTrial the initiatives to assess their effectiveness | Q2 | 2.07 | £85.3K | | £85.3K | | Homelessness Trailblazer |  |
| CORPORATE PRIORITY: Supporting a transparent and democratic Council, that enables communities to have their say on local decisions and services | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| <div><div>(PL 1604) % percentage of people applying to register to vote online as opposed to on paper</div><div><div>MEASURE</div><div>Year End TARGET</div></div></div> | | | | | | | | | | |
| P17 | ACTIVITY: Elections & Boundary Reviews. BAU: Maintain Electoral Register. | <ul style="list-style-type: none">Electoral Register monthly update.Annual Electoral Canvass- Between July - December.Polling district, polling places and polling stations review.Website enhancements to improve self serve during election and referendums.When capacity exists within the team, plans are in place to assist with projects, customer services, lean reviews and other activities such as website enhancements within the Chief Executives Directorate. | Ongoing Between July to Dec Between Dec to March Between April to Dec Ongoing | 3.22 | £227.0K | £1.5K | £225.5K | | Elections |  |
| P18 | ACTIVITY: Implement new Data Protection requirements | <ul style="list-style-type: none">Implement a project plan to ensure the Council is compliant with forthcoming new data protection requirements. | Q1 | 0.87 | £44.9K | | £44.9K | | Governance and Democratic Services |  |
| P19 | BAU: Provision of democratic services function | <ul style="list-style-type: none">Support effective and efficient democracy within the Council whilst ensuring high standards of governance are maintained, the Council is compliant with the law and risks the Council faces are well managed | Q4 | 3.85 | £871.4K | £40.0K | £831.4K | | Governance and Democratic Services |  |

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|--|--|---|---------|------|-------------------------|------------------|---------------|-------------------------|-------------------|---|
| The following items support all three Corporate Priorities and are repeated under each Priority. The totals (the FTE & Financial figures) have been apportioned evenly across each Priority with these exceptions: HR figures are apportioned relative to the FTE of each Priority and Finance figures in proportion to the revenue spend of each Priority | | | | | | | | | | |
| P20 | BAU: Human Resources (HR): Ensure the Council recruits and retains appropriately trained and motivated staff in a timely manner, taking action when problems arise. Ensure the Council's policies are in accordance with relevant legislation and best practice to reduce the risk to reputation and potential litigation. | <ul style="list-style-type: none"> • Provide support to managers in attracting, recruiting and retaining staff. Ensure staff are supported through any changes including realignments. Support Managers to undertake effective ongoing performance management. Strong HR support will ensure an effective workforce is in place to deliver the Council's corporate priorities. • Review and develop HR policies ensuring on-going compliance with legislation and best practice and communicate changes throughout the Council with training where appropriate. Ensuring policies are kept updated will reduce the risk of litigation and damage to reputation. • Support managers with absence management to ensure that where possible the highest levels of attendance are achieved, the Absence Management Policy is followed robustly and consistency with support provided where needed including training and developing line managers. | Q4 | 4.46 | £204.2K | £1.2K | £203K | | HR |  |
| P21 | BAU: Finance: Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge. | <ul style="list-style-type: none"> • Provide well-managed financial and accountancy services to the Council, supporting it to being creative, effective and efficient in managing its resources. In doing so, provide timely and accurate financial information to enable informed decision making, ensuring the Council's reputation for strong financial management is maintained. • Process financial transactions in a timely manner, enabling efficient payment of suppliers and collection of income to support the Council's services. Support the maintenance of the Council's financial systems, ensuring information is complete and accurate to protect the integrity of financial transactions. | Q4 | 4.43 | £180.3K | £1.8K | £178.5K | | Finance |  |
| P22 | BAU: Customer Service: Deliver high quality helpful and professional service at first point of contact to ensure and enhance the reputation of South Norfolk Council as a customer focussed organisation through the provision of our customer contact centre and promoting our Digital channel for 24x7x365 utilisation. | <ul style="list-style-type: none"> • Manage the operation of the remaining core customer services team following decentralisation into service areas for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling. Monitor and undertake continuous improvement of the service to refine embedded processes and maximise efficiencies to channel shift where appropriate, to ensure a high quality customer service. • (Subject to Digital investigation and agreement) manage rollout of Webchat, to support an additional channel for our customers to access our digital services. | Q3 | 1.50 | £56.4K | | £56.4K | | Customer Services |  |
| P23 | <p>BAU: South Norfolk Council Corporate and Internal Communications: Ensure the corporate communications and identity are consistent and correct at all times in line with guidelines.</p> <p>BAU: Internal communications: Ensuring that all SNC staff, and subsidiary staff, are fully engaged and communicated effectively with across all SNC sites.</p> | <ul style="list-style-type: none"> • Increase the effectiveness of our communications by introducing the use of in-house video production technology in order to produce engaging digital content which gets the message across to the customer quickly, easily and efficiently, and in line with our digital-first approach. • Increase our digital audience through engaging and relevant content, helping to promote our revenue generating services. Use our digital channels to promote our press activity and increase customer satisfaction with the council. Increase the number of digital channels that we use to reach a wider and more diverse audience. • Increase the Council's profile on a national scale, through engaging with local government publications and entering national awards. | Q4 | 0.57 | £44.1K | £1.7K | £42.4K | | Comms |  |
| P24 | BAU: Council-wide IT service operations: Ensure the Council's IT systems and infrastructure are operating to acceptable service levels. PSN Compliance: Continuing security certification of our IT systems and network for the Public Service Network to maintain critical Public Service Network connections (e.g., with DWP). | <ul style="list-style-type: none"> • Maintain appropriate level of IT service for the council. • To ensure our Business Systems are up to date and fit for purpose ensuring we retain Public Service Network status and continue replacement of end of life hardware and software throughout the estate to ensure we stay in support with manufacturers. | Ongoing | 2.68 | £307.3K | £20.1K | £287.2K | £25.6K | IT |  |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|--|--|------------------------|------|-------------------------|------------------|---------------|-------------------------|----------------|---|
| P25 | BAU: Facilities: Effectively maintain the Council's office space, namely South Norfolk House to ensure all building remain accessible and open to enable services to be delivered to residents and businesses. | <ul style="list-style-type: none"> Ensure repairs and maintenance of the Council's office space is carried out in a timely, efficient and effective manner to keep the buildings open, safe, clean and accessible for people to receive services. | Q4 | 2.09 | £176.6K | £20.9K | £155.6K | | Facilities |  |
| P26 | BAU Internal Audit: Provision of an Internal Audit function to provide stakeholders with the assurance that controls, risk management and corporate governance is in place and effective. | <ul style="list-style-type: none"> Monitor the performance of the Internal Audit contractor against the contract specification and if required, take appropriate action through a performance improvement plan, to provide an efficient and effective Internal Audit service. Through promotion and growth, the Internal Audit service offered by the Council will be strengthened, ensuring a comprehensive, resilient, viable and efficient audit function is available to current and future consortium members. Prepare and present regular reports to Finance, Resources, Audit and Governance Committee/Audit Committee and Senior Management in order to provide assurance on the risk management, corporate governance and internal control framework for each Consortium Member. Ensure that audit review work supports the corporate priorities and objectives of each consortium member, through a risk based approach to Internal Audit planning, and focus audit resources on areas of key risk and importance to provide assurance on the control framework and to add value to developments within service areas. | Each Quarter | 0.40 | £150.1K | £128.5K | £21.6K | | Internal Audit |  |
| P27 | BAU Procurement: Ensure the Council achieves best value through effective and efficient procurement | <ul style="list-style-type: none"> Provide support to ensure procurement processes are compliant with the Public Contract Regulations 2015, UK law and the Council's Constitution. Provide support to South Norfolk Businesses through enabling them to access Council procurement activities and embedding the importance of social value in procurement. Provided leadership to the procurement consortium, actively seeking opportunities for new partners to join the service and / or to provide advice and guidance to other partners in order to generate income for all participating Council | Q4 | 0.46 | £22.6K | £4.7K | £17.9K | | Procurement |  |
| P28 | <p>ACTIVITY: Implement the IT Strategy: Enable the council to use new ways of working and deliver first class support by implementing our IT Strategy that utilises cloud-based services where appropriate. To ensure customers have ease of use and access to our services at a time that is convenient for them and driving council efficiencies. Following on from our rollout of Office365, we will develop further functionality to aid data and filesharing. We will implement and rollout a new council-wide telephony system that will assist remote and mobile working.</p> <p>BAU: Continuation of Mobile Technology support and development: To ensure efficiencies can be realised through development and rollout of Mobile Technology identified as part of our ongoing programme of internal service reviews.</p> | <ul style="list-style-type: none"> Install, maintain and support a new Council wide telephony solution. This will enable a more efficient service to our customers whilst ensuring we meet the needs of the business in the best way possible. Provide, implement and support an electronic working solution for members and internal SLT. This will enable more efficient and effective meetings whilst also making savings in both print and staff time. Plan and implement the upgrade of Desktop, Laptop and mobile devices to Windows 10 together with a review of user remote access in a controlled and effective manner | <p>Q1</p> <p>Q1/Q2</p> | 0.90 | £102.5K | £6.6K | £95.8K | £48.3k | IT |  |

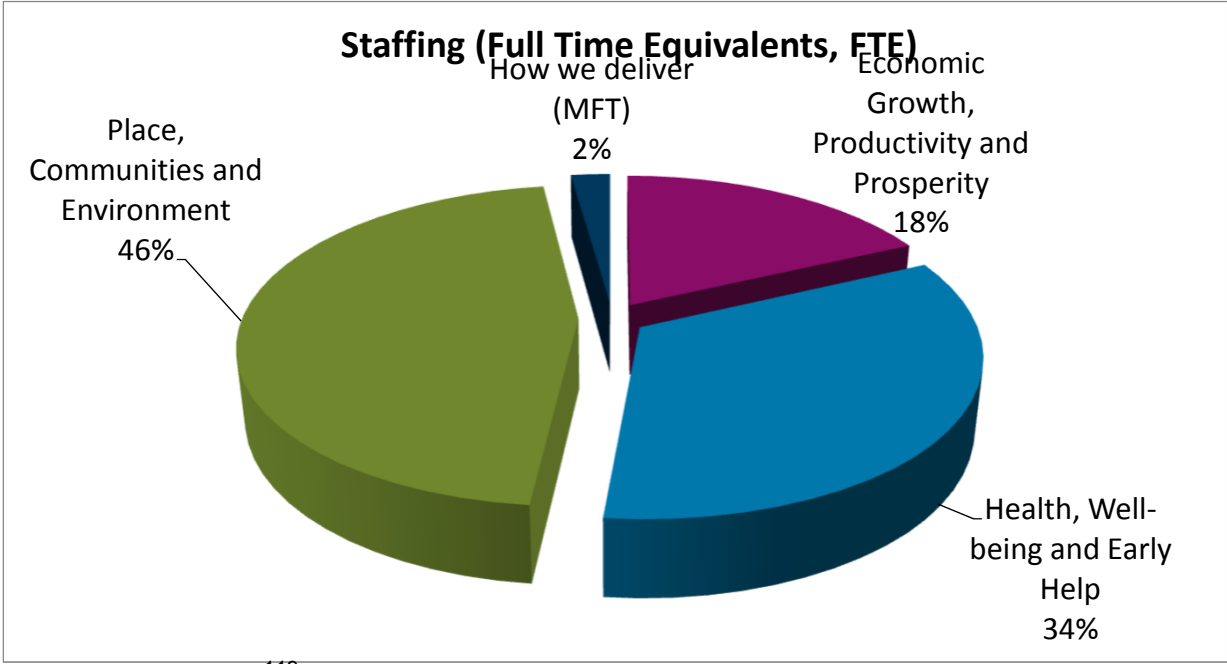
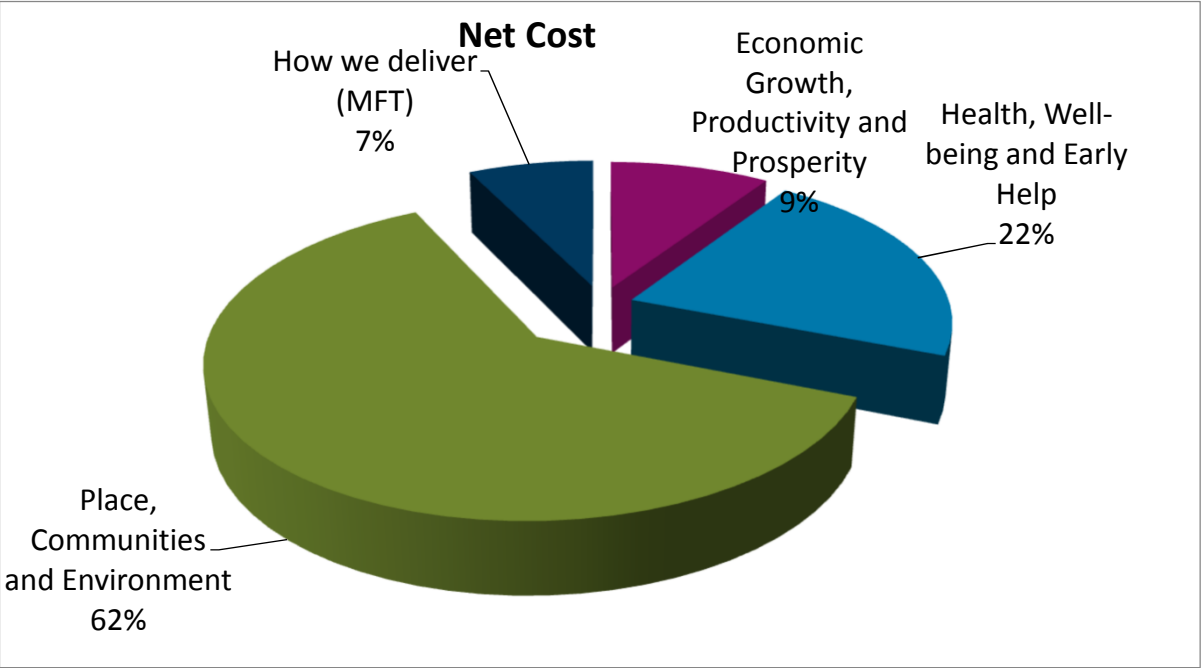
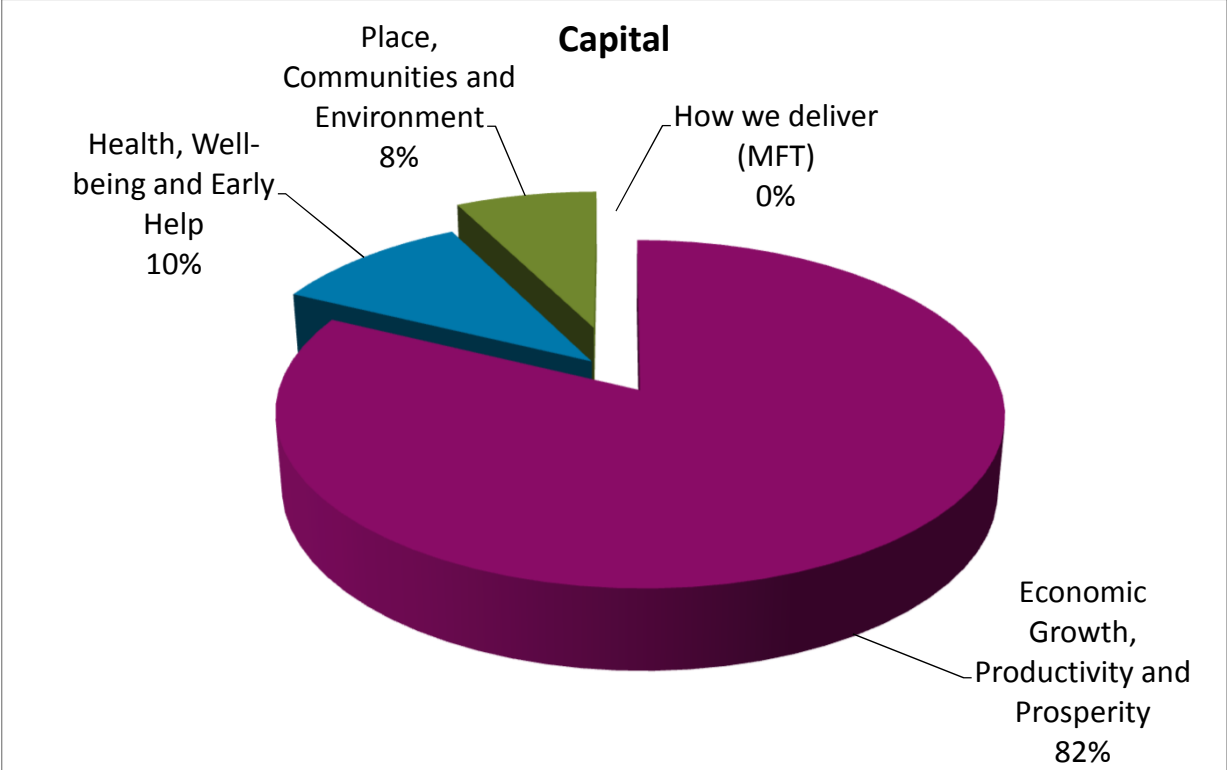
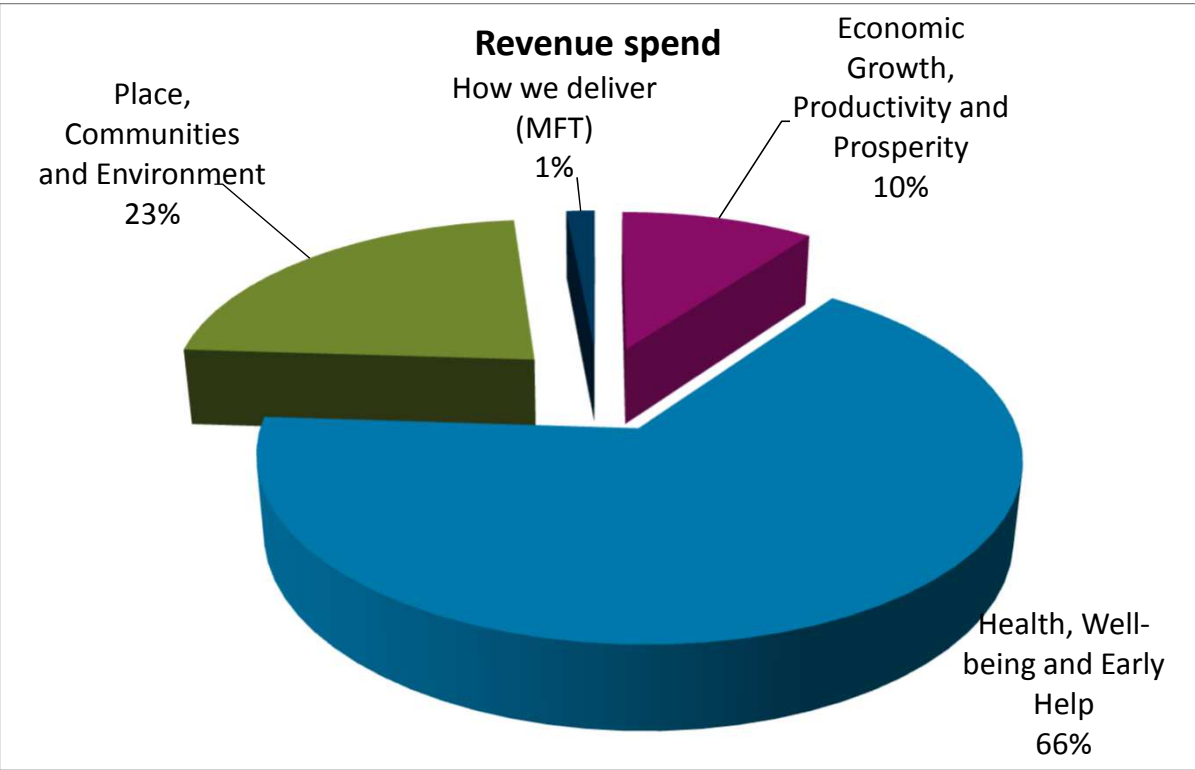
| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|--|---|--|------|-------------------------|------------------|---------------|-------------------------|------------------------|--|
| P29 | <p>ACTIVITY: Implement the Digital Strategy: Align business and customer needs to best practice technologies, cultural approach and systems to enable us to support customers to access our services through digital channels.</p> <p>Make digital the first choice for customers by continually improving our digital services and improving customer experience across all channels, supporting the below digital priorities:</p> <ul style="list-style-type: none"> • Customer Driven and Digital First Services • Efficient and Effective Technologies • Data and evidence led Digital Services • Digitally Empowered Workforce <p>Continue to build on the implementation of our new website and undertake further development of digital solutions prioritised by business and customer insight analysis.</p> | <ul style="list-style-type: none"> • Implement a digital Customer Management solution combining a customer portal and data warehouse to enable the effective up-selling, cross-selling and targeted promotion of our services to customers to support our commercial targets and support those services to reach those customers that need or help the most. Develop our digital systems to increase customer satisfaction through a high quality digital customer experience. • Support implementation of enterprise data architecture and data analytics to ensure the organisation can develop its digital offering based on customer need. • Ensure General Data Protection Regulation (GDPR) compliance for all digital services. • Investigate the benefits of Web Chat and how it can benefit services by reducing costs and supporting digital customers. • Digital Marketing of publications and campaigns through integrated digital services. | <p>Q3</p> <p>Q1</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q2</p> | 1.32 | £71.7K | | £71.7K | £8.3K | Digital Transformation |  |
| P30 | <p>BAU: Commercial and Digital Marketing: Provision of Strategic marketing to the organisation to inform new service developments and deliver the Council's commercial ambitions.</p> <p>BAU: Integrated Design: Support the Commercial and Digital Marketing Manager and Marketing Officer by driving creative design in the roll out of campaigns across multiple channels.</p> | <ul style="list-style-type: none"> • Produce strategic marketing plans that support the business to meet objectives. • Produce a digital marketing strategy to ensure marketing campaigns deliver on this. • To ensure our website and digital channels use every opportunity to generate leads and sell our income generating services. • Develop our social media strategy and monitoring framework ensuring we make the most of this medium to communicate and engage with our residents • Monitor and measure all marketing campaigns to ensure they are highly targeted and cost effective • To support the re-development of Long Stratton Leisure Centre, ensuring a marketing plan is in place to retain customers and generate leads for new members • Use databases such as Mosaic to pull together customer profiles for future target marketing and build on these customer profiles to collect customer insight. | <p>Q1</p> <p>Q1</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q1 and ongoing</p> <p>Q1 and ongoing</p> | 2.13 | £84.9K | 1.70 | £83.2K | | Marketing & Design |  |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|--|---|---|--|-----------------|-------------------------|------------------|--------------------|-------------------------|--------------------------------------|-------------------------------|
| <div><div><div>Customer Focussed Can do and collaborative Businesslike, efficient and entrepreneurial</div><div></div><div>IOW: How we will deliver this: Customer focussed, Can do and collaborative, Business-like, efficient and entrepreneurial - Moving Forward Together</div></div></div> | | | | | | | | | | |
| CORPORATE PRIORITY: Increasing our ability to be self-financing through commercialising where appropriate to support those services that matter to residents the most | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| <div><div>MEASURE</div><div>Year End TARGET</div><div>Annual Measure (HO 1601) % of income commercially generated</div><div>10%</div></div> | | | | | | | | | | |
| M1 | <div>Through Service Level Agreements South Norfolk Council works with our wholly owned companies, which are listed below, to support our commercialisation agenda:<ul style="list-style-type: none">• Big Sky Developments Ltd• Big Sky Property Management Ltd• Big Sky Ventures Ltd• Build Insight Ltd• Build Insight Consulting Ltd• Build Insight Ventures Ltd</div> | | | | | | | | | |
| CORPORATE PRIORITY: Delivering increased value for money by increasing productivity | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| <div><div>MEASURE</div><div>Year End TARGET</div><div>(BV012a) Working days lost due to short term sickness absence</div><div>4.5 days</div></div> | | | | | | | | | | |
| CORPORATE PRIORITY: Delivering the services that customers need, when they need them | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| <div><div>MEASURE</div><div>Year End TARGET</div><div>(HO1801) % of services that have an online web form that were self-served</div><div>65%</div></div> | | | | | | | | | | |
| M2 | <div>BAU: Business Improvement Team: Undertaking Service Reviews for Strategic Leadership Team and the wider business to identify capacity, efficiencies, service delivery alterations. Tracking, reporting, challenging and intervening as necessary for Council performance, corporate projects and programmes. In conjunction with Digital Transformation, identify, prioritise and develop digital solutions to maximise self service and 24x7x365 customer support</div> | <div><ul style="list-style-type: none">• Coordinate development and agreement of the annual Corporate business plan to support the council to prioritise activities and effectively use its resources.• Coordinate Quarterly Strategic Measures Performance reporting to Cabinet, to encourage high performing services.• Manage implementation and then review effectiveness and cost/resources of the new internal operational service measure dashboards once implemented, to encourage high performing services.• Maintain and report significant Issues to Strategic Leadership Team plus Programme/Project Exception reporting as necessary, to ensure projects are delivered efficiently and effectively.• Undertake Lean Service Reviews on behalf of Strategic Leadership Team and the wider business and check outcomes at 3 / 6 month intervals after reviews (areas to check include Planning, HR, Early Help, Housing Options, DFGs, Depot, Revenue & Benefits, Customer Service, Finance, Licensing & Food Safety, Environmental Services).• Undertake Digital developments as per the prioritisation list and service reviews plus maintain BAU support of website and other in-house Digital solutions to ensure we promote this as a channel of choice for our customers.• BDC/SNC Programme Management of shared services feasibility phase to conclusion at Full Councils, to support the council to realise the benefits of collaborative working.• (Subject to feasibility) Programme and project management support for the implementation of BDC/SNC Shared Services.</div> | <div><div>Q3</div><div>Quarterly</div><div>Q3</div><div>Monthly</div><div>Ongoing</div><div>Ongoing</div><div>Q2</div><div>TBC</div></div> | <div>4.94</div> | <div>£215.1K</div> | | <div>£215.10</div> | | <div>Business Improvement Team</div> | <div>↓</div> |
| M3 | <div>BAU: Management Support: Provide management support to the Strategic Leadership Team.</div> | <div><ul style="list-style-type: none">• Ensure Strategic Leadership Team provides strategic leadership on business direction, to support the council to deliver on its key corporate priorities as by members.• Provide the leadership to ensure all services are delivered to a high, but appropriate standard.• Liaise with Members to set the strategic direction of the Council.</div> | <div>Ongoing</div> | <div>1.44</div> | <div>£113.8K</div> | | <div>£113.8K</div> | | <div>CEX</div> | <div>↔</div> |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|--|--|--|---------|------|---|------------------------|---------------|-------------------------|-------------------------|-------------------------------|
| M4 | BAU: MFT/OD: Through the Moving Forward Together (MFT) Programme and our Organisational Development approach promote the right culture, values and behaviours in our staff to ensure that as an authority we can seize the opportunities of an evolving local government landscape and respond to any challenges. We will do this by being: <ul style="list-style-type: none"> - Business-like, efficient and entrepreneurial - Can-do and collaborative - Customer Focussed | <ul style="list-style-type: none"> • Develop and lead on the delivery of the Organisational Development Plan (OD) to support MFT our continuous change programme and corporate priorities and themes. • Using Learning and development, Leadership Development, Future Forum, Learning Hours etc., develop, drive and embed the MFT values and behaviours across the organisation. • Integrate competencies, Peer Review, Investors In People (IiP) outcomes and actions into the Organisational Development Plan. • Develop a strategic approach to the recruitment of graduates and apprenticeships to support of national apprenticeship targets and maximise the apprenticeship levy | Ongoing | 1.96 | £286.6K | | £286.6K | | CEX | ↑ |
| CORPORATE PRIORITY: Leading and building collaborative working with our private, public and voluntary sector partners to deliver better and more efficient services for our residents | | | | | | | | | | |
| STRATEGIC MEASURES - success in achieving this Priority will be tracked through reporting the following to Cabinet each Quarter | | | | | | | | | | |
| | | | | | MEASURE | Year End TARGET | | | | |
| | | | | | - Annual measure (HO 1602) £-Efficiency savings delivered | £890k | | | | |
| M5 | BAU: Shaping and influencing national policy: Both independently and through our work with national partners, to promote and protect the interests of our local residents and businesses. Working in partnership with local government and public sector partners to ensure that regionally we deliver more joined up local strategies and services at a scale that delivers better outcomes for local communities. | <ul style="list-style-type: none"> • Support Members to be effective influencers on a regional and a national stage by providing relevant information and tools, promoting the work of South Norfolk and sharing best practice on a national stage. • Respond on SNC's behalf to relevant national consultations, providing SNC with the ability to shape and influence national policy decisions and secure the best outcomes for our district and customers. • Through effective horizon scanning, ensure senior leaders across the organisation remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising. • Through involvement with the District Council Network (DCN), Local Government Association (LGA) and other national local government bodies promote District Council interests on a national stage, supporting them to remain valued collaborators to deliver cost effective solutions at a scale that makes sense for people and places. | Ongoing | 2.23 | £155.0K | | £155.0K | | Business Transformation | ↑ |

| Ref | Service (BAU - 'Business As Usual' operations) or Activity / Project and description of outcomes expected from this | What we plan to do this year (2018/19) | Target | FTE | Revenue Spend (Rounded) | Income (Rounded) | Net (Rounded) | Capital Spend (Rounded) | Team | NET COST CHANGE SINCE 2017-18 |
|-----|---|--|--------|-----|-------------------------|------------------|---------------|-------------------------|------|-------------------------------|
|-----|---|--|--------|-----|-------------------------|------------------|---------------|-------------------------|------|-------------------------------|






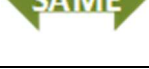
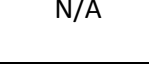




| | | 2018/19 | | | | |
|--|--------------|------------------------|-------------------|-------------------|---------------|-------------------|
| | | FTE (Establishment) | Revenue (£000) | Income (£000s) | Net (£000) | Capital (£000) |
| Economic Growth, Productivity and Prosperity | | 86.05 | 5228.12 | -4246.10 | 982.02 | 25410.29 |
| | %-Percentage | 18.06% | 10.09% | 10.29% | 9.32% | 82.20% |
| Health, Well-being and Early Help | | 159.99 | 34150.89 | -31876.01 | 2274.88 | 3195.29 |
| | %-Percentage | 33.59% | 65.92% | 77.24% | 21.59% | 10.34% |
| Place, Communities and Environment | | 219.71 | 11659.73 | -5148.15 | 6511.58 | 2308.59 |
| | %-Percentage | 46.13% | 22.51% | 12.47% | 61.79% | 7.47% |
| How we deliver (MFT) | | 10.57 | 770.45 | 0 | 770.45 | |
| | %-Percentage | 2.22% | 1.49% | 0 | 7.31% | |
| | Total | 476.32 | £51,809 | -£41,270 | £10,539 | £30,914 |






















APPENDIX B






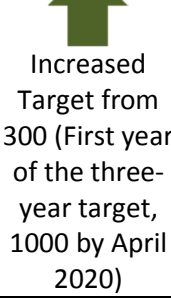





Appendix B – Strategic Measure Review


The strategic performance measures and associated targets have been reviewed and revised to ensure we set stretching but realistic targets for 2018/19 following feedback from the all Member Business Planning workshop. A full breakdown of the proposals can be found below in all areas the targets have been revised to promote high performance across our services.

| The me | Measure | 2018/19 Year End Proposed Target | 2017/18 Year End Target (If different from 18/19) | Q1 2017/18 | Q2 2017/18 |
|--------|---|----------------------------------|--|----------------|----------------|
| EG | (LI 1013) CNC Building Control fee earning income | £1.77m |  | £418K | £765k |
| EG | (LI 358) % rental income return from property investment | 5% |  | 6.20% | 5.70% |
| EG | (EG 1601) a) Number of residential dwellings developed through our Big Sky Developments company | Baseline |  | 30 | 44 |
| EG | (EG 1601) b) SqMetre area of commercial space developed through our Big Sky Developments company | Baseline |  | 2,438 | 2,438 |
| EG | (EG 1602) Annual measure Number of hectares of employment land developed by 2026 | Baseline |  | Annual Measure | Annual Measure |
| EG | (EG1603) Annual measure Number of new jobs created in the district | 1% Increase on previous year | N/A | Annual Measure | Annual Measure |
| EG | (LI 356) Number of Small-to-Medium Enterprises (SMEs) provided with advice and guidance in South Norfolk | 1200 (Cumulative) |  | 371 | 732 |
| EG | (LI 613) Number of new business start-ups supported in South Norfolk | 75 |  | 36 | 96 |
| EG | (LI 758) External funding identified and brought into the local economy | £1.25m |  | £300k | £416k |
| EG | (BV010) % of non domestic rates collected | 98% |  | 27.83% | 57.80% |
| EG | (LI 210) % of food premises which have an FHRS (Food Hygiene Rating Scheme) rating of satisfactory or above | 96% |  | 97.96% | 97.79% |
| EG | Annual measure (EG1604) Increase in the number of new businesses attracted to | Baseline |  | Annual Measure | Annual Measure |

| | | | | | |
|----|--|--|---|----------------|----------------|
| | operate and grow in South Norfolk | | | | |
| EG | (EG 1605) Number of apprenticeship placements available in our local businesses for our young people | 80 (Cumulative) |  Increased Target from 70 (Cumulative) | 47 | 114 |
| EG | (MI 1039) % of units liable for business rates occupied | 93% |  | 92.23% | 92.06% |
| EG | Annual Measure (EG 1606) Number of day visits to South Norfolk | 1% Increase on previous year | N/A | Annual Measure | Annual Measure |
| EG | Annual Measure (EG 1607) Footfall in our Market Towns | Following the success of the market towns initiative this is now being led by the towns themselves." | Remove Measure | Annual Measure | Annual Measure |
| EG | (EG1608) Annual Measure South Norfolk tourism spend | 1% Increase on previous year | N/A | Annual Measure | Annual Measure |
| HE | (HE 1601) % increase in our Leisure Centre members following the refurbishment of our three Centres | 10% |  | 3.00% | 3.60% |
| HE | (HE 1602) Annual measure % increase in the amount of adults participating in exercise regularly to lead healthier and active lives | 4% |  | Annual Measure | Annual Measure |
| HE | (HE1603) % of households in temporary accommodation for 8 weeks or less from the date of the homelessness decision to housing solution | 90% |  This has been kept the same for 2018/19 due to the impacts of the HRA | 100% | 100% |
| HE | (HE 1604) % of households contacting South Norfolk because of risk of losing their homes are prevented from becoming homeless | 90% | Removed and replaced see HE 1801 | 78.72% | 75.44% |
| HE | (HE 1801) Successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless | 85% |  | N/A | N/A |

| | | | | | |
|----|--|----------|--|----------------|----------------|
| HE | (HE 1605) % of those housed by SNC Housing remain in the same, similar or improved accommodation after a 12 month period | 95% |  Increased Target from 90% | 100% | 100% |
| HE | (BV 009) % of Council Tax collected | 98.50% |  SAME | 28.81% | 55.50% |
| HE | (HE 1606) Number of days taken to process new claims for Housing Benefit/Council Tax Benefit | 9 days |  SAME | 12.5 | 8 |
| HE | (HE1607A): £paid in benefits to people in work | Baseline |  SAME | £1,036,487 | £910,033 |
| HE | (HE1607B): Number of people in work receiving benefits | Baseline |  SAME | 1318 | 1252 |
| HE | (HE 1607) Number of families and residents helped to achieve positive outcomes through our Help Hub service | 1,500 |  Increased Target from 1000 | 447 | 984 |
| HE | (HE 1608A) Number of residents who are assisted to access support within their community to meet low level need | 5250 |  Increased Target from 1200 | 275 | 5001 |
| HE | (HE 1608B) Number of referrals from GPs to our social prescribing services via community connectors | Baseline |  NEW | N/A | N/A |
| HE | (LI 323) Increase the number of vulnerable people supported to maintain independence in their own homes, with support from interventions | 2,000 |  SAME | 452 | 927 |
| PL | (LI 263) Number of missed bins for all waste per 100,000 collections | 30 |  SAME | 29.57 | 39.52 |
| PL | (LI 262) Cost of waste collection per household | £37 |  SAME | £33.89 | £30.75 |
| PL | (NI 192a) % Municipal waste recycled, reused and composted | 45% |  Increased Target from 44% | 46.47% | 46% |
| PL | Annual Measure (PL 1601) % Reduction in the amount of | Baseline |  SAME | Annual Measure | Annual Measure |

| | | | | | |
|----|--|---|--|----------------|----------------|
| | waste generated - total kilogram waste per household | | | | |
| PL | (PL1801) % of other and minor applications determined within 8 weeks or in extension of time | 90% |  | N/A | N/A |
| PL | (LI 302) % of householder applications determined within 8 weeks or in extension of time | 95% |  | 99% | 99% |
| PL | (MI 1307) % of householder applications determined within six weeks | 60% |  | 63% | 53% |
| PL | (MI 1038) % of major applications determined within 13 weeks or in extension of time | 95% |  | 100% | 100% |
| PL | (PL 1602) % of Community Action Fund (CAF) spent | 95% |  | 0 | 100% |
| PL | (LI 350) Number of Affordable homes delivered (including Help to Buy) | 500 (Second year of the three-year target, 1500 by April 2020) |  | 200 | 283 |
| PL | (PL 1603) Annual Measure New homes to be developed by 2026 | Baseline |  | Annual Measure | Annual Measure |
| PL | (PL 1604) % percentage of people applying to register to vote online as opposed to on paper | Baseline |  | 96.00% | 85.06% |
| HO | (HO 1601) Annual Measure % of income commercially generated | 10% |  | Annual Measure | Annual Measure |
| HO | (BV012a) Working days lost due to short term sickness absence | 4.5 days |  | 0.63 | 1.53 |
| HO | (LI 759) % of our top 10 service requests made via online webforms | 50% | Removed & Replaced (HO1801) | 59.50% | 62.42% |
| HO | (HO1801) % of services that have an online web form that were self-serviced | 65% |  | N/A | N/A |

| | | | | | |
|----|--|-------|--|----------------|----------------|
| | | | Reworded with increased target | | |
| HO | (HO 1602) Annual measure £-Efficiency savings delivered | £890k |  | Annual Measure | Annual Measure |

**Cabinet
5 February 2018**

Agenda Item No. 8

Revenue Budget, Capital Programme and Council Tax 2018/19

**Report of the Section 151 Officer
Cabinet Member: Barry Stone – Finance and Resources**

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1. Introduction and Background

- 1.1** This report is set out in three sections, covering the revenue budget, the capital budget and the Medium Term Financial Strategy. These are presented in a single report to give Members a comprehensive overview of the Council's financial plans to inform their decisions on the level of Council Tax for 2018/19.
- 1.2** The Revenue Budget is prepared to enable Full Council to set the level of Council Tax for the forthcoming year. The Capital Programme for the financial years 2018/19 to 2022/23 sets out the Council's capital investments in line with the Capital Strategy approved by Cabinet on 24 October 2016. For the eighth year in a row, revenue and capital budgeting and business planning have been done together to ensure that planning, activity and budgets are integrated. As in previous years, staff and elected members have had the opportunity to comment and shape the Business Plan which is fully resourced, reflecting savings and additional income. The Medium Term Financial Strategy (MTFS) has been revised and updated, with projected figures through to 2022/23, showing significant levels of savings and additional income required which means that the Council must continue to work proactively to deliver balanced budgets.
- 1.3** In calculating the level of funding it will distribute to local government, the Ministry of Housing, Communities and Local Government (MHCLG, formerly the Department for Communities and Local Government, DCLG) has assumed that District Councils, such as South Norfolk Council, will increase their Council Tax by £5.00 in 2018/19. For District Councils like South Norfolk, the maximum increase which can be applied to Council Tax is £5.00 for a Band D property. Local Authorities that are responsible for Adult Social Care, such as Norfolk County Council, can raise a further 3% to fund this service in addition to a general increase of 3%. For Police and Crime Commissioners, the maximum rise is limited to £12.00 for a Band D property. Any increases higher than these limits would trigger a referendum. Last year the Council increased its level of Council Tax by £5 to £140 for a Band D property, having frozen Council Tax at £130.68 for seven years out of the previous nine. This year, in the light of further significant government funding reductions, an increase of £5 is proposed for 2018/19 to assist in meeting the financial challenge over the five-year period.
- 1.4** This revenue budget proposes a contribution of £638k to the general fund reserve in order to put aside savings already planned, so that they are available to deal with financial pressures over the MTFS period. A thorough review of the revenue reserves has been undertaken and the total level of revenue reserves is still sufficient to:
- finance an element of the capital programme as outlined in this report;

- give the Council time to move to a lower cost base if the pace of savings and income growth in future years is not sufficient to match reductions in funding;
 - to manage its budget in year should the level of income from the localisation of business rates not be achieved;
 - to absorb any large increase in the level of Council Tax Support provided to residents;
 - to support the commercialisation of specific services;
 - to support the Norwich Research Park Enterprise Zone;
 - to keep the car parks in the District in good condition and up to date;
 - to support development of infrastructure in the District.
- 1.5** The Council created an Infrastructure Reserve to finance preparatory work on infrastructure projects. Some of this has been earmarked to fund the development of broadband infrastructure as outlined in the capital programme. It is proposed to use some of this reserve to support capital costs of infrastructure and economic development investment in the District.
- 1.6** There is an ongoing programme to resurface the Council's car parks and to keep them up to date. Cabinet agreed in February 2017 to create a Car Parks Upgrades Reserve that is being used to manage the timing issues associated with this type of capital expenditure. It is proposed that revenue income from the car parks continues to be used to top up this reserve.
- 1.7** Business rate income from new and expanding businesses within the Norwich Research Park Enterprise Zone (EZ) will be used to repay the initial borrowing that was agreed by Cabinet in May 2016 to bring forward this development. Borrowing has not yet been drawn down. In addition, there is revenue expenditure on, for example, site management and marketing that will also be funded from business rate income. Cabinet agreed in February 2017 to establish an Enterprise Zone Reserve to manage the flows of income and expenditure and their variable timings to manage the funding which is agreed with all parties to be reinvested into the EZ and to finance the loan to enable the infrastructure to be brought forward. This reserve will be increased from business rates EZ relief grant income from central government.

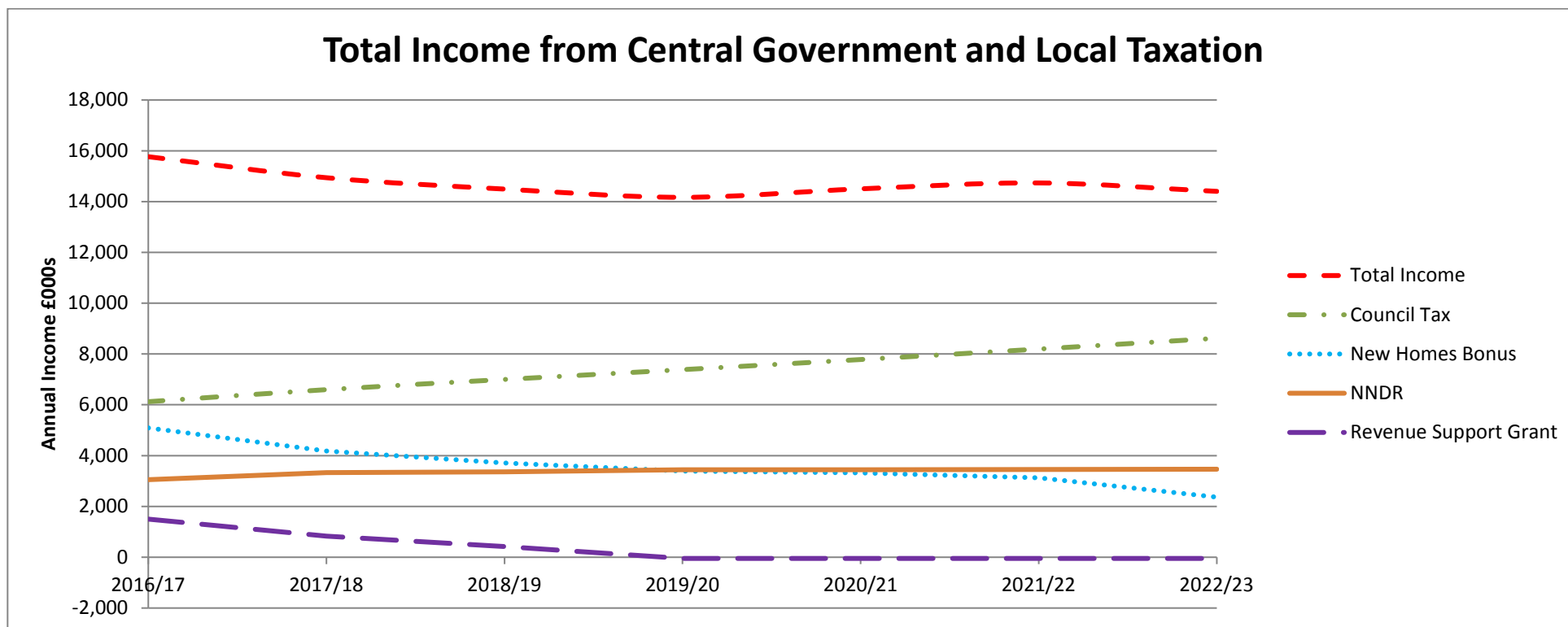
- 1.8** In February 2017 Cabinet agreed to establish a 3G Pitch Renewal Reserve to build up a fund to refurbish the pitch at Long Stratton in approximately nine years' time. It is proposed that revenue income from the pitch continues to be set aside to build up the funds to finance this capital expenditure.
- 1.9** In February 2017, Cabinet agreed to create a Non-Commercial Assets Replacement Reserve, specifically to replace fixed assets that do not directly generate income for the Council. It is proposed to add £450k to this reserve to finance the revenue costs of decommissioning street lighting and to use this reserve to finance the capital budget of £531k for the replacement of street lighting during 2017/18 and 2018/19, which was agreed by Cabinet at its meeting on 8th January 2018.
- 1.10** Owing to the size of the capital programme in 17/18 and 18/19, there is an overall decrease in revenue reserves of £3.592 million compared to 1st April 2017, leaving a total of £14.771 million in revenue reserves projected at 31st March 2019.
- 1.11** The provisional financial settlement for local government in December included no new changes to the New Homes Bonus scheme, but previously announced changes will be implemented. New Homes Bonus will be received for a period of 4 years from 2018/19 and a baseline of 0.4% of housing stock is deducted from the calculation of the number of new homes, further reducing the bonus paid, by £551k compared to 2017/18. The Council had already planned for this level of reduction. The final financial settlement will be announced during February and officers will provide a verbal update if this is prior to the Cabinet meeting; it is proposed that any changes from the provisional settlement are managed through reserves, so as not to impact on Council Tax setting.
- 1.12** The 10% challenge set in 2017/18 was met and the ongoing impact of this is reflected in budget setting for 2018/19. A detailed review of the establishment was carried out as part of business planning for 2018/19 and vacant posts removed where appropriate. Further opportunities to make savings have been taken, for example reducing the number of Directors, and higher income is expected from Wymondham Leisure Centre and waste services. This means that the Council can absorb the impact of government funding reductions and set a balanced budget for 2018/19 without the use of reserves. A programme of "deep dive" reviews of services will be carried out to identify areas that can generate further savings or additional income for future years.
- 1.13** The Capital Programme is underpinned by the Treasury Management Strategy which appears elsewhere on this agenda. The Prudential Code permits Councils to determine the appropriate level of capital investment to properly deliver quality public services,

subject to affordability. Members' involvement through the process is essential in order that the Council can demonstrate that capital expenditure plans are affordable and that financing plans are prudent and sustainable.

- 1.14** The Capital Programme is in line with the Capital Strategy approved by Cabinet on 24 October 2016. Changes to the Prudential Code that are to be implemented during 2018/19 mean that the Capital Strategy has been updated and this is included in the Treasury Management Strategy elsewhere on this agenda. The Council will continue its previous strategy to invest in its existing fixed assets and make new property investments to generate income above the returns being earned on cash investments. This will help to support the revenue budget in future years as government funding reduces further.
- 1.15** The Capital Programme for the period April 2018 to March 2023 is set out in Appendix D with expenditure of £61.7 million over the five-year period. This excludes possible slippage of £9.9 million from the current year's programme.
- 1.16** It is proposed to utilise revenue reserves as well as capital reserves to fund the capital programme. This is possible because the Council has carefully managed its revenue reserves in the past, enabling it to build up funds. These funds can now be invested in the capital programme which has been formulated to either reduce ongoing revenue expenditure or to generate on-going revenue income.
- 1.17** External borrowing will be required to fund elements of the capital programme, specifically the Norwich Research Park Enterprise Zone and property related investments. The exact amount and timing of this borrowing will be determined by progress on the capital programme and the cash flows for South Norfolk Council and its companies, as well as the interest rate environment. Cabinet in May 2016 approved borrowing of £12.54 million towards the Norwich Research Park Enterprise Zone and in July 2017 Cabinet agreed to provide funding to Big Sky Developments in relation to strategic housing and employment development opportunities. Although indicative figures for further borrowing to fund other property related schemes are set out in this report, specific authority for external borrowing on these schemes will be sought when business cases are presented to Cabinet.
- 1.18** Looking further ahead, in December 2016, the Government confirmed the funding levels for future years up to 2019/20 for Councils that have submitted an Efficiency Plan. South Norfolk Council has produced an Efficiency Plan and therefore benefits from the relative certainty of this multi-year funding settlement. This includes ongoing reductions in Revenue Support Grant and the introduction of a "negative subsidy" where the Council will have to pay central government £47,000 in 2019/20. This "negative subsidy" is currently being reviewed by MHCLG in response to criticism from local government. The government has announced

that business rates retention will increase from 50% to 75% from 2020/21, which will offset the ending of Revenue Support Grant and Rural Services Delivery Grant, at the same time as a new funding formula is introduced. The impact of these changes is difficult to predict as the government is still consulting on how the formula might work. In 2019/20 a balanced budget can be achieved as a result of the 10% challenge, combination of efficiency and process reviews, income from existing commercialisation projects and no longer contributing annually to the renewals reserve. This would need to be supported by annual increases of £5 per year in Council Tax; even with this level of Council Tax increase over the five year period, for the last three years of the Medium Term Financial Strategy, there is a funding shortfall forecast, resulting in deficits which are projected to be £0.2 million in 2020/21, worsening to £0.6 million in 2021/22 and £1.4 million in 2022/23. A programme of “deep dive” reviews of services will be carried out to identify areas that could contribute to addressing this deficit. Any savings or income that could be generated by the joint work with Broadland have not been factored in at present while the feasibility work is underway.

- 1.19** As the graph below demonstrates, even with a Council Tax increase of £5 each year, South Norfolk Council is still projected to be receiving less in funding from central government and local taxation in 2022/23 than it did in 2016/17 in cash terms. In real terms, after taking account of inflation, the reduction is even greater.



- 1.20** These income projections can be improved in part if the Council can exceed its already high performance in encouraging housing and economic growth within the District to benefit more from 75% business rates retention from 2020/21, boost New Homes Bonus and to aid general economic prosperity.
- 1.21** There are usually a number of unknown variables at the time of setting the budget. Where this is the case, officers have made prudent estimates based on the most up to date information available. Key assumptions are outlined in Appendix A.

1.22 The proposed revenue and capital budgets and the Business Plan seek to advance the Council's three priority areas as set out in the Corporate Plan:

- Economic Growth, Productivity and Prosperity
- Health, Well-being and Early Help
- Place, Communities and Environment

It also makes investments in the assets and systems which underpin the Council's strategy of continuous service delivery improvements.

REVENUE BUDGET

2. Current Position

- 2.1** The Quarter 3 Performance, Risk and Finance report elsewhere on the Cabinet agenda reports an anticipated year end favourable variance against the current year budget of £1.9 million. The reasons for this variance are provided in the Quarter 3 report, however in preparing the proposed budget for 2018/19 any recurring savings or additional income have been taken into account along with anticipated slippage requests estimated at around £270,000.
- 2.2** The Council has been able to deliver a balanced budget in the current and previous financial years as a result of its twin track approach of increasing income and reducing expenditure.
- 2.3** Through increasing demand in discretionary services the Council has helped to bridge the gap left by the funding reductions. Income has particularly increased in Garden Waste and Commercial Waste and the investment in Leisure has resulted in higher membership numbers and income. The loans to the Council's companies have also increased the level of investment income at a time when income from cash investments is at an all-time low due to interest rates.
- 2.4** The Council has been operating an ongoing programme of service reviews which lead to service improvements while reducing costs through streamlining processes. This is combined with investing in Digital Transformation, such as the new website and mobile working with associated cultural change, to help achieve efficiencies.
- 2.5** In balancing the 2018/19 budget, recurring savings from the current year have been taken into account and income targets adjusted in line with detailed income projections for 2017/18 outturn. The ongoing impact of the 10% challenge measures identified for 2017/18 has been incorporated into the 2018/19 budget. The establishment was reviewed in detail by the Strategic Leadership Team and vacancies removed where appropriate. Other opportunities to make savings, e.g. by reducing the number of Directors, have also been taken. The Council continues to review its use of assets and looks to share services such as procurement to achieve further efficiencies. The investments in the Council's assets and IT systems proposed in the capital programme will assist in delivering further savings and increasing income to help close the funding gap in future years. A series of "deep dive" reviews of services is planned in order to identify more savings or income opportunities.

- 2.6** The local government provisional settlement was announced on 19 December 2017. The indicative figures originally provided in February 2016 for Revenue Support Grant, the NNDR baseline were confirmed while Rural Services Delivery Grant was increased so that it remains at the 2017/18 level of £229k for South Norfolk. Though no new changes to the New Homes Bonus were made, previously announced reforms were confirmed. These are reducing the period over which these payments are made, from 6 years in 2016/17 to 5 years in 2017/18 and then to 4 years in 2018/19. The level of the deadweight factor, introduced from 2017/18, was not changed, meaning that any increases of up to 0.4% in the housing stock do not attract New Homes Bonus. For South Norfolk Council, this means that, for 2018/19, the first 220 new homes do not trigger any New Homes Bonus payments. This dampened the positive effect of the total number of new homes being the highest that it has been since the introduction of the New Homes Bonus, at a total of 1,136 Band D equivalent properties. Nevertheless, the impact of this record performance is that South Norfolk Council will receive £523,000 more in New Homes Bonus for 2018/19 than anticipated in the February 2017 Medium Term Financial Strategy. Finalised figures are anticipated during February. Any changes from the provisional settlement will be managed through reserves so as not to impact on Council Tax.

3. Business Plan, Member Engagement and Consultation

- 3.1** The Business Plan which includes the proposed budget is contained elsewhere on the Cabinet agenda. As in previous years both the Business Plan and budgets have been integrated to provide the “golden thread” linking resources with outcomes. As last year, in December all Members were invited to a scrutiny workshop, where they were able to talk to budget managers and discuss and offer suggestions on individual team plans. Plans were amended following this workshop and a revised Business Plan was reviewed by Scrutiny Committee on 24 January 2018, resulting in further changes. On approval from Cabinet the Business Plan will inform the performance review process for each member of staff and will link to their objectives for 2018/19.
- 3.2** As part of the budget setting process the Council has undertaken consultation with both members of the public and businesses. The results of these consultations are reported elsewhere on this agenda.

4. Assumptions in preparing the budget

- 4.1** During the budget process, there are a number of occasions when assumptions are made:

- In updating the medium term financial strategy in February 2017.
- In preparing the proposed budget for 2018/19 (see section 7).
- In preparing the revised medium term financial strategy (see section 15).

4.2 The table contained in Appendix A lists the assumptions made on each of those occasions.

4.3 The proposed budget includes funding for performance related pay of £107,000, reflecting changes to the scheme for 2017/18. A budget of £361,000 has been set aside centrally to cover an expected 2% pay award with higher increases for staff on the lowest pay scales, reflecting the national offer from local government employers to the unions for 2018/19 and 2019/20.

5. External Funding

5.1 Revenue Support Grant (RSG) – Over the years, a number of grants that used to be separately identified (Council Tax Support Grant, Council Tax Freeze Grant) have been incorporated within RSG and are no longer shown separately. The only one that continues to be specifically identified within total South Norfolk Council's RSG is part of the Homelessness Grant. The total RSG has reduced from £1.5 million in 2016/17 to £830,000 for 2017/18 and now to £417,000 for 2018/19.

5.2 Rural Services Delivery Funding - This is a separate grant to those rural authorities that face increased costs for delivering services owing to the sparsity of their populations. The grant was £229,000 for 2017/18. It is now expected to be maintained at £229,000 in 2018/19 and in 2019/20. The Rural Services Network is arguing for the retention of this grant following 75% localisation of business rates expected in 2020/21, but it is probably more likely that sparsity will be included within the new funding formula planned for 2020/21.

5.3 Localisation of business rates – Over the years, a number of grants that used to be separately identified (Council Tax Support Grant, Council Tax Freeze Grant) have been incorporated within the business rates baseline funding amount and are no longer shown separately. In setting the Council's funding baseline the figure includes the remaining proportion of the Homelessness Grant not included within the RSG. The impact of 75% retention of business rates from 2020/21 is not yet clear, but this approach is being piloted in other parts of the country and the Council will monitor how it is working in practice.

5.4 Norfolk Councils made a bid to be a pilot for 100% retention of business rates for 2018/19, however this was unsuccessful. It is possible that a new bid could be submitted for 2019/20. Officers have looked at the impact of continuing to be a member of the proposed Norfolk pool for NNDR for 2018/19. After taking everything into account, the Chief Executive, Leader of the Council and the Assistant Director (Resources) concluded that it was still in the best interests of the residents of Norfolk and South Norfolk Council to remain in the pool and have therefore confirmed South Norfolk Council's participation for 2018/19. The Council has received a claim for mandatory business rates relief from a local NHS Trust on the basis of charitable status. No decision to grant relief to the Trust has yet been made and it is subject to ongoing investigation. Other similar claims across England are being challenged nationally through the LGA and South Norfolk Council has agreed to participate in this national approach. It is expected that court action will follow, though the timing is still unclear. The view of the Council is that the claim is unfounded.

5.5 New Homes Bonus – This is now the eighth year the council has received this source of funding and as last year the Council has once again achieved growth well above the national average. The Council has invested this funding to promote growth in the District. As explained in Section 2.6, the increased number of new homes means that the funding now expected is £523,000 more than anticipated in the MTFS in February 2017. For 2018/19 within the provisional funding allocations, the Council will receive a total of £3,837,956, of which £125,160 relates to the Affordable Housing Premium, which is still £551,000 less than the 2017/18. This is made up as follows:

2018/19 New Homes Bonus

| | |
|-------------------|---|
| £47,600 | Affordable Housing Premium growth 2013/14 (170 properties) |
| £24,080 | Affordable Housing Premium growth 2014/15 (86 properties) |
| £12,600 | Affordable Housing Premium growth 2015/16 (45 properties) |
| £40,880 | Affordable Housing Premium growth 2016/17 (146 properties) |
| <u>£125,160</u> | <i>Total Affordable Housing Premium</i> |
| £1,020,409 | Year 4 payment for the growth in 2014/15 |
| £775,814 | Year 3 payment for the growth in 2015/16 |
| £750,747 | Year 2 payment for the growth in 2016/17 |
| <u>£1,165,826</u> | Year 1 payment for the growth in 2017/18 |
| <u>£3,712,796</u> | <i>Total excluding Affordable Housing Premium</i> |
| <u>£3,837,956</u> | <i>Total New Homes Bonus including Affordable Housing Premium for 2018/19</i> |

- 5.6** A proportion of the New Homes Bonus is to be passed over to the Broads Authority for new homes built within its area, reflecting their role as the planning authority.
- 5.7** Other Grants –The one-off Transitional Grant (which was £16k in 2017/18), designed to compensate Councils that had lost significant amounts of Revenue Support Grant, has been removed in 2018/19.
- 5.8** Housing Benefit Administration Grant – The Council continues to receive a grant for the administration on Housing Benefit, however this is reducing over time as the benefit moves over to Universal Credit.
- 5.9** Community Infrastructure Levy (CIL) – CIL has not been included within the Council’s revenue budget as it relates to funding for infrastructure and is accounted for separately to the Council’s revenue budget, with the exception of the agreed 5% proportion retained for administration of the scheme by SNC.

6. Fees and Charges

- 6.1** The Council has increased its income in some areas such as Garden Waste, Leisure and Commercial Waste as a result of its commercialisation approach and growth in demand. The Council adopted a new Charging Policy in October 2016 and has been reviewing fees and charges in line with this policy. Last year, where charges did not cover the costs of providing the service, these were increased to recover a greater proportion of the costs. Most other charges were increased by 2.5% in line with inflation. For 2018/19, in line with the policy, charges will be raised to reflect the Retail Price Index for inflation as at December 2017, which was a 4.1% increase. Fees and charges will continue to be reviewed throughout the year on a service by service basis. Leisure prices are reviewed in a separate report elsewhere on this agenda.

Garden Waste

- 6.2** Members are asked to consider revised fees for Garden Waste, in line with the RPI increase. The garden waste service continues to grow as the number of customers increases, which incurs increased costs in fuel and vehicle wear and tear. The majority of customers pay by Direct Debit. These prices are currently £46 per year for Direct Debit payment and £51 for other forms of payment. To reflect inflation, the growth in the service and cost increases, it is proposed to increase these to £47.50 per year for

payment by Direct Debit and £53 per year for Non Direct Debit payments. It is still anticipated that demand for this service will rise as the number of households in South Norfolk increases.

Tenant Finder Service

- 6.3** As part of the FIRST initiative to help to prevent homelessness, a new tenant finder service is being piloted that will help private landlords to find tenants and then provide support to ensure that tenants can manage their tenancy effectively. There needs to be a charge to private landlords to recoup the costs for this service. This charge is set at £150 plus VAT for the basic tenant finding service, and at £250 plus VAT for the enhanced service (to include drawing up tenancy agreements, lodging deposits and attending viewings). In line with the charging policy, Cabinet is asked to agree this level of charge which would then be subject to annual increases in line with inflation under delegated authority to the Director.

7. General Fund Revenue Budget 2018/19

7.1 The changes to the 2018/19 base budget are as follows:

| | £'000 |
|--|--------------|
| Base budget 2017/18 | 8,654 |
| New Homes Bonus Reduced Funding | 551 |
| Net Cost of Borrowing and Repayments | 506 |
| Pay award and non-pay inflation | 493 |
| Removal of one-off LS Bypass planning income | 106 |
| Increase in employer's pension contribution | 74 |
| Reduction in Income from Second Homes Council Tax | 33 |
| Net Savings and Cost Pressures in Directorates | -40 |
| Increase in income from garden waste fee increase | -64 |
| New charges introduced in 1718 (Street naming/Bin provision) | -72 |
| Increase in income earned from investment properties | -97 |
| Increase in income from leisure centre enhancements | -101 |
| Net Reductions in Central Budgets | -152 |
| Net Loan interest and fees from companies | -159 |
| Efficiencies and Process Reviews incorporated into budgets | -208 |
| Base Budget 2018/19 | 9,524 |

| | |
|---|---------------|
| Adjustments for 2018/19 only: | |
| Contribution to General Revenue Reserve | 638 |
| Increase in Non-Commercial Asset Replacement Reserve | 450 |
| Increase in Renewals Reserve | 410 |
| Contribution to Enterprise Zone Reserve | 260 |
| Parish Support for Council Tax Support Scheme | 54 |
| Use of Neighbourhood Reserve | -22 |
| Grants for homelessness reduction | -84 |
| Loan Interest, Dividends and Fees from Property Companies | -225 |
| Rural Services Delivery Grant | -229 |
| Total Net Expenditure to be financed in 2018/19 | 10,776 |
| Revenue Support Grant | -417 |
| Business Rates (Baseline plus Retained Growth) | -3,361 |
| Amount to be financed from Council Tax | 6,998 |

8. Council Tax Base and Collection Fund

- 8.1 The projected tax base for 2018/19 is 48,259 (Band D equivalent households). Officers are confident that the actual tax base will match this. The projected tax base has increased by 2.42% compared to the budgeted tax base in 2017/18, due to record housing growth in the District and officers working to identify new properties as soon as they are taxable.

- 8.2** The revised Medium Term Financial Strategy in Appendix B assumes the tax base increases by 2.0% per year over the duration of the plan. This growth assists in funding the budgets in future years.

9. Council Tax

- 9.1** Government funding predictions under the Comprehensive Spending Review are predicated on Council Tax increases of £5.00 per year up to 2019/20. The government is allowing District Councils such as South Norfolk to increase their Council Tax by up to £5.00 without triggering a referendum.
- 9.2** When it sets its budget for the current financial year (2017/18), having previously frozen Council Tax for seven out of the last nine years and faced with a significant reduction to government funding, in particular New Homes Bonus, South Norfolk Council increased its Council Tax for a Band D property from £135.00 to £140.00 for 2017/18, with an anticipation that future increases would be £5 year on year. Owing to the previously announced reforms, New Homes Bonus has reduced by a further £551,000 for 2018/19, despite record increases in new homes. It is therefore proposed that South Norfolk Council increases its Council Tax for a Band D property from £140.00 to £145.00 for 2018/19, based on the Council Tax Requirement of £6.998 million shown in para. 7.1 divided by the Council Tax base of 48,259. South Norfolk Council's increase would therefore be £5.00 (3.57%) for a Band D property, which is within the referendum limit.
- 9.3** The County Council is being recommended to increase its Council Tax by 2.99% and also to levy a social care precept of 3%. The level of the County Council's Council Tax is subject to approval at its Full Council meeting on 12th February.
- 9.4** The Police and Crime Panel will meet on 6th February to consider the budget proposed by the Police and Crime Commissioner for 2018/19. Options under discussion by the Police and Crime Commissioner range from 0% to 5.5%.
- 9.5** We will use the information provided by the preceptors in producing the Council Tax resolution for the Full Council meeting on 19th February. Should the level of Council Tax proposed by Norfolk County Council or the Police and Crime Commissioner be different from that assumed in the resolution, then an amended resolution will be circulated at our Full Council meeting.

- 9.6** Under the Localism Act, local communities have the power to decide if a Council Tax rise is excessive. Any authority that wishes to increase its Council Tax beyond a threshold determined by the Secretary of State and approved by the House of Commons will be required to hold a referendum to seek the approval of the electorate. Local people would therefore have the final say on excessive increases; a majority no-vote would mean authorities having to refund their Council Taxpayers. The cost of a referendum is borne by the local authority. The process of holding a referendum would have implications on cash flows and investment interest.
- 9.7** For Council Tax setting for 2018/19, the threshold for District Councils such as South Norfolk is £5.00. The referendum principles for 2018/19 clearly exclude all parishes and towns and the Secretary of State for Communities and Local Government has conditionally decided to not impose referendum limits on any towns or parishes for the next three years.
- 9.8** For information, the General Fund Summary is produced at Appendix C. The Summary excludes recharges and capital charges. Final figures will be made available after the Council Tax resolution by Full Council to enable the online Council Tax leaflet and budget book to be produced.

10. Special Expenses

- 10.1** In line with the Localism Act, the Council is engaging with Parish and Town Councils around the services it delivers and assets managed, and whether they should continue to be delivered in the same way. It is intended that this will involve the transfer of services or assets from the Council to individual Parishes/Town Councils. Where the Parish/Town Council currently requires this Council to run the service then the cost is presently recouped through the special expenses mechanism. Cabinet approved a report on street lighting in January 2018 which would ultimately mean the transfer or decommissioning of all street lighting and the ending of the current special expenses scheme.
- 10.2** The government's referendum principles include Special Expenses when calculating whether a referendum is required.
- 10.3** It is proposed to maintain the level of Special Expenses at a district average of £1.63 on a Band D property. When applied only to those nine parishes covered by the special expenses scheme, this would be an amount of £5.01 for a Band D property. The Special Expenses scheme was reviewed during 2017/18 to identify the ongoing costs of street lighting, but any significant increases have been delayed until 2019/20, in line with the report approved by Cabinet on 8th January 2018.

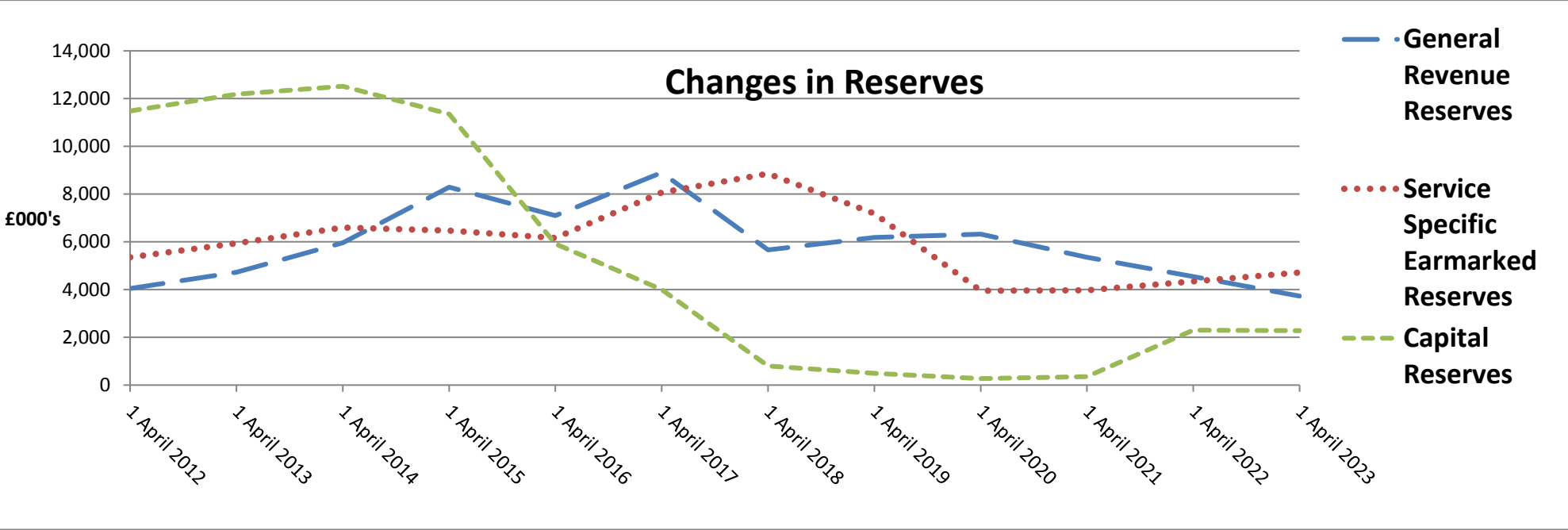
11. Parish Precepts

- 11.1** In setting their Parish and Town Council Precepts for 2018/19, Parishes have again been awarded a grant to offset the effect of Council Tax Support on their tax base. However, the total funding passed to parishes has been reduced in line with the reduced funding awarded to South Norfolk Council and is planned to be reduced to zero in 2019/20 in the Medium Term Financial Strategy.
- 11.2** At the time of writing, parish precepts for the Financial Year 2018/19 were still being set. A full list of precepts will accompany the Council Tax report to Full Council. South Norfolk Council has no influence over the level of these precepts.
- 11.3** For 2018/19, the Government has decided not to apply any thresholds for Council Tax increases set by Parish and Town Councils, which if exceeded would trigger a referendum and not to apply any limits for the next 3 years. According to the Secretary of State, "This is subject to the sector taking all available steps to mitigate the need for Council Tax increases...and the government seeing clear evidence of restraint in the increases set by the sector as a whole."
- 11.4** The Council will need to review the grant it provides to Parishes and Town Councils for the Council Tax Support Scheme on an annual basis. No specific amount was shown in the settlement for South Norfolk Council to help to compensate parishes for the effect of Council Tax Support. Members will need to consider the level of grants they wish to be passed onto Parishes in future years. For the purposes of the Medium Term Financial Strategy, the grant is shown to fall in line with government funding reductions for the RSG until it ceases in 2019/20.

CAPITAL BUDGET

12. Proposed Capital Programme

- 12.1
- The Capital Strategy contained in the Treasury Management Strategy elsewhere on this agenda sets out South Norfolk Council’s approach to the use of its capital assets and resources. It is the framework for determining the capital programme and the effective use of the Council’s resources.
- 12.2
- The graph below shows how the main sources of funding that have been used to fund the capital programme in the recent past have reduced and are planned to change in 2018/19. The reduction in capital reserves and the need to be prudent in the use of revenue reserves for capital purposes means that it is necessary to borrow to fund the capital programme over the next 5 years.

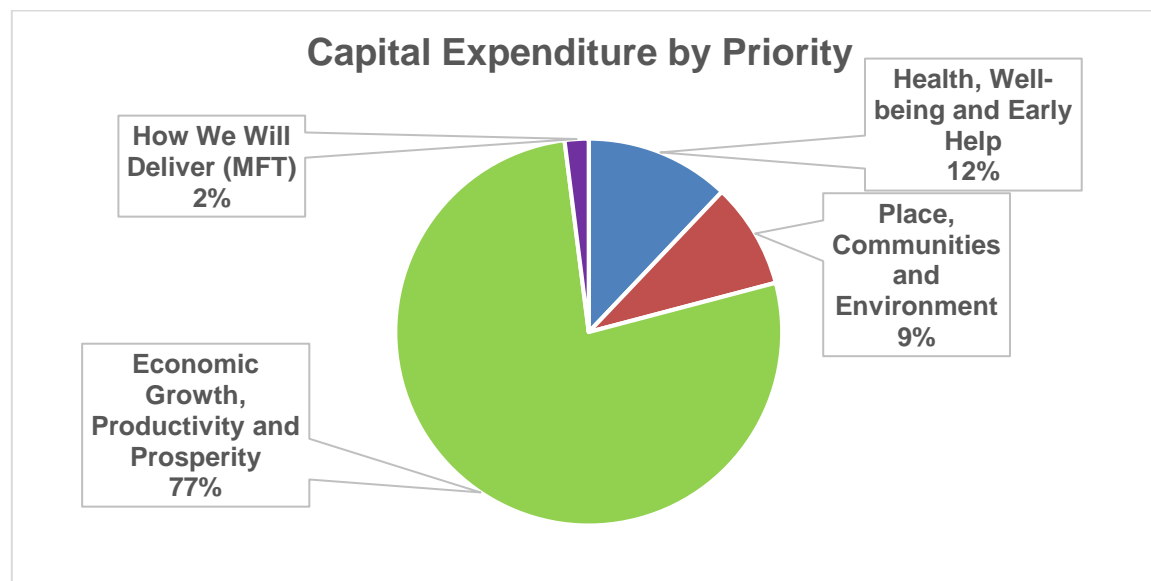


12.3 The Council's three priority areas are:

- Economic Growth, Productivity and Prosperity.
- Place, Communities and Environment.
- Health, Well-being and Early Help.

The capital programme focuses investment to deliver these priorities while also contributing to the financial sustainability of the Council by supporting opportunities to develop more efficient service delivery and to generate additional income.

12.4 The detailed five-year capital programme is shown in Appendix D and comes to £61.7 million in expenditure. The graph below shows how the schemes contribute to the Council's priority areas and the underpinning efficiency work over the next five years.



Health, Well-being and Early Help

12.5 Leisure Provision

Following planning permission being given in January, work on enhancements to Long Stratton Leisure Centre are due to start in February 2018. Work will be in 2 phases, the first phase to include changing room upgrades to support a larger health and fitness offer and the second phase to cover the upgrading of the main sports hall, with the project anticipated to be completed early in 2019. There will also be a soft play area for children and a café.

The project to create a 3G pitch and sports hub at Ketts Park in Wymondham is progressing, with planning permission for the artificial pitch granted in October 2017. This is partly funded from CIL as part of the Greater Norwich Joint Infrastructure Plan and has also attracted funding from the Football Foundation and the Lawn Tennis Association, which is also providing funds to refurbish the tennis courts in Long Stratton.

The programme includes £300,000 to reflect the offer to manage the gym facilities at Framingham Earl High School from 2019/20 which is the subject of ongoing negotiation.

12.6 Disabled Facilities Grant

The Council receives ring-fenced Disabled Facilities Grant funding from the government via Norfolk County Council. This funding has increased significantly from £410k in 2015/16 to £781k in 2017/18 and is projected to remain at this higher level. It is important that this funding is fully committed in each year to avoid it having to be returned to government. These grants are valuable in keeping people in their own homes.

Place, Communities and Environment

12.7 Low Cost Housing

The Council has been exploring alternative ways to finance providing affordable homes, including starter homes, for example through S106 monies as agreed by Cabinet in December 2017. Under the reforms to the New Homes Bonus Scheme, the Council

receives additional funding for 4 years for each additional affordable property in 2017/18 (reduced from 6 years in 2016/17 and 5 years in 2017/18). In 2018/19, the Council will receive £125,160 made up as follows:

2018/19 New Homes Bonus

| | |
|-----------------|--|
| £47,600 | Affordable Housing Premium growth 2013/14 (170 properties) |
| £24,080 | Affordable Housing Premium growth 2014/15 (86 properties) |
| £12,600 | Affordable Housing Premium growth 2015/16 (45 properties) |
| £40,880 | Affordable Housing Premium growth 2016/17 (146 properties) |
| <u>£125,160</u> | <i>Total Affordable Housing Premium</i> |

In the past, this income was placed in the Low Cost Housing (New Homes Bonus) reserve to be used to fund further low cost housing. Given the reductions in New Homes Bonus and pressures on the general fund, it is proposed that this funding be used instead for revenue purposes in future. The existing reserve will be used to fund the capital programme.

12.8 Wheeled Bin Purchases

The total annual budget of £185,000 is split between the purchase of bins for domestic rubbish and recyclables, those for garden waste and bins for commercial waste. Commercial waste is included under the Economic Growth, Productivity and Prosperity priority area. Continued growth in the district, increased customers for garden waste and the ongoing expansion of the commercial waste service means that there is continual demand for new bins. Cabinet agreed in June 2017 to charge a one-off fee for the supply of domestic and recycling waste collection bins to new residential properties, which will offset some of these costs. This income will be used to add to the Vehicle and Equipment Procurement and Replacement Reserve as a funding source for this expenditure.

12.9 Vehicle and Workshop and Grounds Maintenance Equipment Procurement and Replacement

The renewals reserve was established to finance the purchase of new and replacement vehicles and equipment through direct purchases rather than lease financing. Although the Council could lease vehicles this would impact on the revenue budget which is

already under pressure, therefore the Council will continue to fund the programme from its reserves in the medium term, where the revenue impact is the loss of investment interest. This reserve is topped up from revenue budgets each year and this practice will continue in 2018/19, but will need to cease in 2019/20 due to other pressures on revenue budgets. Income from the new charge for wheeled bins will be added to this reserve from 2018/19 onwards.

12.10 Play Areas

This budget is for the use of ringfenced S106 receipts to refurbish specific sites in the District from commuted sums. For 2018/19, the sites are Lakeland Way in Hethersett, Stuston Road in Diss, Hudson Close in Trowse, and Nelson Close in Harleston.

12.11 Street Lighting

In line with the report agreed by Cabinet in January 2018, sufficient budget has been included in the programme over 2017/18 and 2018/19 to cover replacement of 312 lights at an estimated total cost of £531,000. The exact cost will depend on the procurement of these works that is currently in progress.

Economic Growth, Productivity and Prosperity

12.12 Investment Property

The Council already manages an investment portfolio of £7.2 million with an expected return of around 6% (Gross) for the current financial year which exceeds the return on investments made with bank accounts although the potential risk is greater. Included within the investment portfolio are industrial units, business centres, and shops and Crafton House.

Phase 1 of the commercial development at Poringland was completed in 2017/18 with the fit-out of Crafton House. Assessment of the commercial operation of Crafton House has resulted in the conclusion that a smaller scheme for Phase 2 would provide better value for money and this programme sets aside the necessary funding. In addition to rental income, these commercial units will bring benefits to the Council in the form of building control fees and NNDR income and provide a stimulus to the local economy. The Council will retain ownership of all the commercial units.

Residential properties for market rental are being rented out via Big Sky Property Management Ltd. The rental portfolio is fully let and producing average yields in line with expectations (3.7% gross yield in the 2016/17 accounts). Expansion of the portfolio will allow the company to spread its fixed costs further in the future, increasing profitability. The cost of this programme is based on the acquisition of 20 additional homes per year, on a combination of existing and new sites.

Further strategic investment in a mixture of asset classes over the coming years will yield returns that can support the Council's budget and its Medium Term Financial Strategy. This could be a combination of property development for a variety of uses and the purchase of existing property that meets the Council's investment criteria. These investments would need to provide a suitable return on capital and could, as a secondary goal, contribute to the economic growth and prosperity of the district. The rental income would support the revenue budget and in the future would help to offset borrowing costs. Investing in both residential and commercial property is not entirely risk free as property investments may fall in value with reductions in rents. There is also the possibility that the Council might have to sell a property investment to obtain cash at a lower than market rate. Finally any proceeds from the sale of investment property will be classed as a capital receipt and cannot be used to support the revenue budget. In July 2017 Cabinet agreed to provide funding to Big Sky Developments in relation to strategic housing and employment development opportunities and the capital programme includes the associated budgets for these developments over the coming years, although the timing of expenditure is dependent upon the speed with which these opportunities are realised and is therefore not entirely within the Council's control.

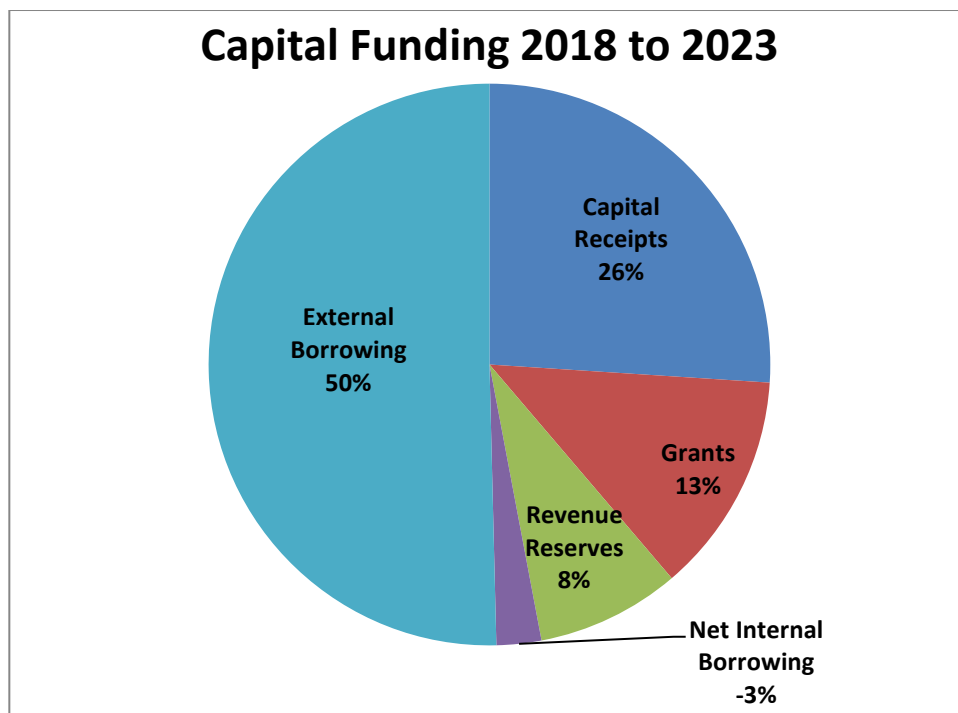
Improving services through being business-like, efficient and entrepreneurial

12.13 ICT Investment

The capital programme sets aside the capital funding required to deliver the IT strategy as detailed in Appendix G. It also provides the funding to implement the Digital Strategy (Appendix H). There are ongoing costs for PC and server replacements and for the purchase of Tablet computers in 2018/19. There is a one-off cost for purchasing data cleansing software which will enable the Council to be fully compliant with the new, more stringent requirements of the General Data Protection Regulations that come into force in May 2018.

13. Financing the Capital Programme

- 13.1** Including agreed external borrowing, the 2017/18 capital programme was originally 86% funded when the budget was agreed by Cabinet in February 2017, and 61% funding excluding borrowing. Owing to slippage and increases in funding available, this year's programme is now forecast to be 62% funded prior to borrowing, which means that borrowing is anticipated in the final quarter of 2017/18, though less than originally budgeted, for the Enterprise Zone and for Property related developments. The new five-year capital programme will be financed from a mixture of revenue and capital reserves, capital receipts, grants and revenue income. Internal borrowing from cash balances is expected to be repaid in full over the period. The projected sources of funding are shown in the graph below and Appendix E provides further details.



- 13.2** Revenue – During the five-year programme (including projects which will potentially slip from the current year) £6.4 million of revenue reserves will be used to fund the programme as shown below:

| | £000 |
|--|--------------|
| General Revenue Reserve | 87 |
| Car Park Upgrades Reserve | 185 |
| Low Cost Housing (New Homes Bonus) Reserve | 875 |
| Non-Commercial Assets Replacement Reserve | 435 |
| Vehicle Procurement and Replacement Reserve (Renewals Reserve) | 4,832 |
| Total Use of Revenue Reserves | 6,414 |

- 13.3** Capital Receipts from Land Sales - The programme includes repayment of loans back from Big Sky Developments Limited funded by property sales from the developments at Poringland and Maple Park and future developments in the District. These are subject to the prevailing housing market conditions at the time of sale. They could therefore fluctuate which is a risk to the funding of the programme which needs to be managed. It is not currently proposed that the Council's companies buy back the shares that are owned by the Council. If they did so, then this would also constitute a capital receipt. For the time being, this equity capital remains available to the companies for future development.
- 13.4** Right to Buy Receipts – as part of the LSVT agreement the Council will continue to receive income from the sale of right to buy properties. The amount per property is reduced on a sliding scale over the next 30 years and an administration fee from Saffron Housing Trust. The amount is paid over in a lump sum in the April following the financial year they relate to, which is subject to a levy on pooling of housing receipts. Right to buy receipts have increased from the low levels of recent years, but are prudently projected to be less than current amounts as the number of properties available for sale decreases over time.

- 13.5** LSVT Receipt – The Council received £31,659,527 from the transfer. Once payments have been made in respect of IT Projects and Aids and Adaptations, it is estimated that there will be a balance at 31 March 2018 of around £800,000. In the five year capital programme (including slippage), £528,000 of IT expenditure is expected to be funded from the LSVT monies. The LSVT balance is anticipated to be reduced to £272,000 by the end of the five-year programme, of which £100,000 will be retained to cover any future costs associated with LSVT properties under the terms of the stock transfer.
- 13.6** Grants – as well as government grants the Council has taken advantage of lottery and any other grants in the past. For 2018/19 the Council is anticipating grant funding of £5 million from the New Anglia Local Enterprise Partnership towards the cost of a joint property development at the Enterprise Zone. It is expecting £116,000 from the EU Leader Programme to fund the creation of the Wymondham tourism app, as part of the Digital Trail, which is drawn down on completion of the project. Grant funding totalling £857,000 is anticipated to fund the 3G Pitch and sports hub at Ketts Park, Wymondham, and the refurbishment of the tennis courts in Long Stratton. The Council encourages and supports partner organisations in making applications for external funding.
- 13.7** CIL – This is a form of levy on every property built in the district. After an administration deduction of 5%, a further percentage is required to be set aside for local communities to use for their infrastructure requirements. 25% to the local community if they have adopted a local neighbourhood plan reducing to 15% for those communities who have no plan in place. The remainder which will be collected will be spent on infrastructure requirements through the Greater Norwich Growth Board (GNGB) and passed over to Norfolk County Council who administer the pooled CIL on behalf of the GNGB. There is a contribution from CIL of £250,000 towards the Ketts Park 3G Pitch.
- 13.8** New Homes Bonus – The reforms to the New Homes Bonus mean that from 2018/19 the Government match funds the additional council tax raised on the net growth of new homes and homes brought back into use for a period of four years. An additional sum of £350 per annum is given for each new affordable house, for a period of four years. The District retains 80% (£280) with 20% going to the County Council. This scheme began in 2011/12. The funding can be used for either revenue or capital purchases. The affordable homes element was historically being added to the Low Cost Housing Reserve which was used to fund the Low Cost Housing grants to Registered Providers. Once expected expenditure of £12,000 is deducted, the reserve will stand at £875,000 at the end of 2017/18. It is anticipated that this reserve will be sufficient to cover at least the next 5 years of expenditure on whichever affordable housing projects the Council chooses to support. It is proposed to cease adding to this reserve from 2018/19 onwards and to use the affordable homes funding to support the general fund revenue budgets.

13.9 Borrowing - As resources reduce, the Council will have a need to borrow to fund capital projects. Cabinet has already approved borrowing of £12.54 million towards the Norwich Research Park Enterprise Zone. In July 2017 Cabinet agreed to provide funding of up to £12 million to Big Sky Developments in relation to strategic housing and employment development opportunities. In order to fund continued investment in property to generate revenue income, further external borrowing is anticipated to be required from 2018/19. It is likely that there will be slippage over the life of the programme which could delay the need to borrow. In the first instance, the Council will be able to borrow internally from its own cash balances. The cost of this would be the interest foregone from investing the cash with external counterparties. It is anticipated that all currently outstanding loans to Big Sky Developments will be fully repaid by 2021/22.

13.10 Eventually, as cash balances reduce to the minimum needed for working capital purposes, then the Council will need to borrow externally. To provide an estimate on the impact to the revenue budget, the following is an example of a PWLB loan at current rates of interest (including the 0.2% Certainty Rate reduction provided to Local Authorities that submit their capital plans to MHCLG):

Principal: £1,000,000, Years: 15

EIP (Equal Instalments of Principal) where the principal is paid back over the period equally plus interest would cost £156,928 interest over the 15 years at 1.88%

Annuity (where an equal amount is paid back over the period) £158,667 interest over 15 years at 1.9%

Maturity (interest only paid until maturity) interest would be £364,500 over the 15 years at 2.43%

For the purposes of the MTFS, an average interest rate of 2.1% has been prudently assumed. Bearing in mind commercial investment property generates a gross return likely of around 6.0% per annum, the borrowing costs are far exceeded by this over the lifetime of the loan and there would be a net positive effect on the revenue budget, which would help to offset the reductions in government funding which will be ongoing for the foreseeable future. While interest rates remain low there is a case for borrowing on a fixed interest rate basis if the income generated from an investment clearly exceeds the cost of financing.

- 13.11** Although this programme contains indicative figures for further borrowing of £20 million beyond that already authorised for the Enterprise Zone and Housing/Economic Development, specific authority to borrow externally for particular investments will be sought at the time that business cases are presented to Cabinet.
- 13.12** The total amount of debt that the Council can take on needs to be affordable. Based on the revised Medium Term Financial Strategy, the estimated net cost of financing loans of £44 million (interest payments and the Minimum Revenue Provision) would be £1,165,000 annually by 2022/3, which equates to 6.97% of the Council's net revenue expenditure by 2022/23 and £19.94 per dwelling. This compares to a median average of 3% and £9 per dwelling for District Councils in 2014/15, per the National Audit Office and a mean average of 5.5% and £16.68 per dwelling in 2016/17 based on MHCLG statistics. According to the NAO, in 2014/15, Councils in the top 25% of shire districts for debt servicing costs spend 7.1% of revenue expenditure and £23 per dwelling on debt servicing. On this indicator, the Council would be considered to have a larger risk appetite than the average Council, but not so large as to create sustainability issues for financing its plans. Another indicator used by lenders is that a Council can take on debt of twice its gross total revenue less its long term debts including the pension liability. Based on the 2015/16 statement of accounts, this would equate to total debt of £32 million, but owing to the revaluation of the pension liability, this has reduced for the 2016/17 accounts and would be £22 million, including the pension liability, though it would be £54 million excluding the pension liability. On this measure, the Council would, if it borrowed the full amount as planned, be above what could be considered prudent, by 2020. However, it is likely that there would be slippage in the capital programme that would delay the need to borrow so much. By using borrowing to invest in property through its companies, the Council is aiming to increase its gross revenues and strengthen its group balance sheet as property values increase, which makes debt more sustainable in the longer term.

14. Procurement, Performance Measurement and Monitoring

- 14.1** The Council's Procurement Strategy together with the Rules for Financial Governance, which includes Contract Standing Orders, governs the procurement of capital projects. It encourages full evaluation of options and new ideas covering partnerships and developing the market to provide the appropriate services. The Council always evaluates options taking into account the full costs over the life cycle of the project.
- 14.2** Progress on capital projects will be monitored monthly by Finance and the relevant budget managers. Budget managers are encouraged to report changes to profiling of projects as early as possible to enable the possibility of bringing other projects from

future years forward and to request that the project slipping is included/completed in the following year's programme. This action requires the agreement of Cabinet and progress will be reported to Cabinet.

- 14.3** Capital funding is reviewed quarterly to ensure sufficient resources are available to fund the capital programme or to enable the programme to be reduced should there be a significant drop in funding available.

MEDIUM TERM FINANCIAL STRATEGY

15. Reserves Position

15.1 The impact of the proposed revenue budget and the capital programme on the General Revenue Reserve is shown below:

| | |
|--|--------------|
| General Revenue Reserve | £'000 |
| Balances as at 1 April 2017 | 8,901 |
| Projected contribution to reserve due to positive variance against budget (as per Q3 Risk, Performance, and Finance Report elsewhere on this agenda) | 1,900 |
| Infrastructure Reserve funding from New Homes Bonus | 1,386 |
| Affordable Housing Premium from New Homes Bonus | 205 |
| Funding of Build Insight Balance Sheet as part of Joint Venture | -183 |
| Transfer of Affordable Housing Premium to earmarked Reserve | -205 |
| Slippage requests from 2016/17 | -786 |
| Transfer to Infrastructure Reserve | -1,386 |
| Projected Funding of capital programme | -4,168 |
| Projected balances as at 31 March 2018 | 5,664 |
| Contribution from Revenue Budget | 638 |
| Transfers from Earmarked Reserves | 152 |
| Projected slippage requests from 2017/18 | -270 |
| Budgeted use for revenue purposes | 0 |
| Projected balances as at 31 March 2019 | 6,184 |
| Contribution from Revenue Budget | 400 |
| Projected Funding of capital programme | -87 |
| Transfer to Vehicle Replacement and Renewals Reserve | -177 |
| Projected balances as at 31 March 2020 | 6,320 |

- 15.2** The General Fund Balance is £1.4 million and is slightly above the recommended 10% of net revenue expenditure; however it is advised that the £1.4 million is maintained. It is planned to add £637,540 to the General Revenue Reserve from the revenue budget to enable the council to deal with future funding reductions and cost pressures.
- 15.3** To take forward local infrastructure schemes such as the bypass in Long Stratton, there are capital costs, but also some costs, such as professional fees, that cannot be funded from capital funding streams, e.g. CIL. An earmarked Infrastructure Reserve was created in 2015/16 to be used to support the Council's commitment to developing infrastructure and fostering economic development in the District. There will be revenue costs associated with delivering the Long Stratton bypass and this reserve can be used for this purpose.
- 15.4** Members are asked to recommend to Full Council the reserves as detailed in Appendix F.
- 15.5** The revenue budget includes movements on earmarked reserves in 2018/19 as follows:
- Election Reserve –An increase in reserve of £40,000 as an annual contribution in readiness for the next district election.
 - Vehicle and Equipment Procurement and Replacement Reserve (“Renewals Reserve”) – Increase in reserve of £1,021,000 (including £55,000 of funding from charging for wheeled bins), offset by withdrawal of £1,009,000 from reserve to fund the capital replacement programme, a net increase of £12,000.
 - Infrastructure Reserve – Withdrawal of £1,000,000 for work related to securing the Long Stratton bypass.
 - Non-Commercial Asset Replacement Reserve – Addition of a revenue contribution of £450,000, offset by £777,000 to fund the decommissioning of street lighting and the toilet refurbishment and divestment programme, a net decrease of £327,000.
 - Car Park Upgrades Reserve – An addition to this reserve to be funded from a revenue contribution from car park income of £70,000, offset by £45,000 to fund resurfacing work on car parks in Loddon and Diss.
 - Enterprise Zone Reserve – Additional funding from business rate income of £260,000 in 2018/19, fully offset by use of the reserve for onsite management and marketing of the Enterprise Zone to new businesses and by interest payments on the borrowing for this development. The reserve will build up the funds necessary to repay all loans in full when they are due.

- 3G Pitch Renewal Reserve – Addition to this reserve to be funded from a revenue contribution of £15,000 from income from the Long Stratton 3G Pitch.
- Neighbourhood Grants Reserve – Withdrawal of £22,000 from this reserve to part finance the Community Action Fund grants paid in 2018/19. This reserve will then be exhausted and will be closed.
- Local Development Reserve – Withdrawal of £260,000 from this reserve to fund work on developing the Local Plan.
- Land Charges Reserve – Following completion of legal cases, transfer of the balance on this unused reserve (£152,000) to the General Revenue Reserve.

16. Risk and Sensitivity Analysis and Advice of the Section 151 Officer

- 16.1** The Local Government Act 2003 places two specific requirements on an authority's Section 151 (S151) Officer in determining the Council's budget and Council Tax. Under section 25, the S151 Officer must advise firstly on the robustness of the estimates included in the budget and secondly on the adequacy of the financial reserves.
- 16.2** The advice given to the Council on the budget is that the estimates have been produced on a prudent basis, with an emphasis on identifying the existing cost pressures the Council faces and a realistic level of savings and efficiencies. The budget has been constructed so that all known costs are budgeted for, and income budgets reflect the impact from the economy. The budget is therefore constructed on a prudent basis.
- 16.3** There are a number of potential risks in the robustness of the estimates. Firstly, as part of the budget setting process, there is an assumption that we are able to collect the level of Council Tax planned. The Council has consistently performed well in this area, as proven by the collection fund surplus.
- 16.4** Secondly, the Council depends on a number of contractors, suppliers and partners to deliver services. The use of partners is important as a delivery model for certain services, and there is a risk that some of these either contract their activities, or cease to exist altogether. There could be cost implications that arise should this occur. Where it appears likely that this may happen with particular organisations, then the Council will take appropriate contingency measures to mitigate the impact.

- 16.5** Thirdly, there is a risk that the present growth in the economy stalls and growth is not as assumed in the Medium Term Financial Strategy. If this were to occur it would impact on the level of income received by the Council through its fees and charges as well as income from business rates retention. There would also be an impact on the demand on the services provided by the Council such as increasing homelessness and benefit claimants. This in turn would lead to an increase in the savings required in future years and a possible drawing of reserves in the short term. The low UK base rate level and low interest rates internationally continues to manifest itself in the level of return the Council can obtain on its cash investments and this is discussed further in the Treasury Management Strategy elsewhere on this agenda.
- 16.6** Fourthly, the expected changes to the formula for council funding and the move to 75% business rates retention from 2020/21 is a source of major uncertainty at the present time, as the details have still to be consulted on, let alone agreed. While best estimates have been made, the impact of these changes on the council's funding remain unclear.
- 16.7** The Council has received a claim for mandatory business rates relief from a local NHS Trust on the basis of charitable status. No decision to grant relief to the Trust has yet been made and it is subject to ongoing investigation. The view of the Council, shared by the Local Government Association, is that the claim is completely unfounded and therefore no allowance has been made in the Council's budgets for this claim.
- 16.8** Budget estimates have been prepared on a cautious basis, limiting costs and growth where possible and ensuring income expected to be received, both through fees and charges and grant streams are at a level officers are confident can be delivered. There is a risk that this will be overly sensitive.
- 16.9** The Section 151 Officer is also required to report on the adequacy of reserves. There are a number of issues to consider in advising on the adequacy of reserves, which are directly linked - the level of reserves, the dependency on them and future liabilities. At 1st April 2018, the level of reserves are predicted to remain at the level required to finance the medium term financial strategy, although the level of general revenue reserves is forecast by 2023 to approach levels last experienced in 2012. The plans in the Capital Programme include using revenue reserves to fund an element of the capital programme over the next five years.

- 16.10** Excluding the General Fund Balance, the projected level of revenue reserves held by the Council at 31st March 2018 represents 152% of the proposed net revenue base budget, a decrease from 196% at 1st April 2017, due to a reduction in both capital and revenue reserves and an increase in the base budget. This level of reserves provides sufficient flexibility should any of the assumptions made in this budget prove too optimistic.
- 16.11** Assuming Cabinet and Council agree the revenue and capital budgets as set out in this report, then the S151 Officer advises that the level of reserves is adequate for known and potential risks at this time.
- 16.12** Section 26 of the Local Government Act 2003 gives the Secretary of State power to fix a minimum level of reserves for which an authority must provide in setting its budget. The Secretary of State has the view that section 26 would only be used "...in which an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty."

17. 2019/20 and beyond

- 17.1** A revised Medium Term Financial Strategy is contained in Appendix B, which projects forward until 2022/23 showing that further savings/income of nearly £2.5 million will need to be made over the plan period, if reserves are not to be utilised. The figures in the plan are based on the multi-year settlement figures up to 2019/20 that were confirmed in the Local Government Finance Provisional Settlement on 19 December 2017 and a projection for the following 3 years.
- 17.2** Revenue Support Grant continues to be reduced and it is anticipated that the Council will not receive any RSG in 2019/20 and instead make a payment to the Treasury of £47,000, although this is subject to a review by MHCLG. Changes announced in December to the New Homes Bonus will significantly reduce the amount of income received from this source. Combined with uncertainty and volatility around funding from business rates income and local government funding beyond 2019/20, this means there is great pressure on the Council's budget over the medium term and potentially longer. The Medium Term Financial Strategy therefore includes future Council Tax increases of £5.00 a year which is the maximum increase permitted for District Councils like South Norfolk without a referendum being triggered.
- 17.3** From 2020/21, the government plans to devolve 75% of business rates to local government. As with the present system there will be mechanisms to redistribute this income between local authorities and a new funding formula will be introduced at the same time.

The government is piloting this approach in other regions. The Council responded on the consultation on the business rates proposals and will be responding to the current consultation on the design of the new funding formula. At present there are no specific details available on how the new formula would affect individual local authorities.

- 17.4** The challenge to officers to deliver the 10% challenge on their budgets has produced increased income, planned efficiencies and savings from staff reductions plus changes to processes and is being delivered in 2017/18. Further efficiencies will be sought from “deep dive” reviews of services, which are essential to ensure the projected funding gap in the MTFS is addressed.
- 17.5** Current initiatives to expand the Council’s income from investment property, pre-application advice, leisure centres and commercial waste are an important source of additional revenue to underpin the plan over the next five years.
- 17.6** The transition to Universal Credit will affect the Housing Benefit service currently provided. The Department of Works and Pensions is managing this and plans to take on existing Housing Benefit claimants in a phased manner. Details on how the Housing Benefit administration grant, the Council currently receives, will be reduced have not been provided. Following the announcement of delays in the full introduction of Universal Credit, it is now assumed that there will be significant impact from 2020/21. There is the possibility that the reduction in the grant may not mirror the reduction in claimants causing an additional cost pressure and this is reflected in the MTFS.
- 17.7** A review of how the localisation of business rates is operating has led the Council to pool with other Norfolk Councils including the County Council as this is advantageous to Norfolk as a whole. The money thereby retained will be used for investing in economic growth in the county. However, there is always the possibility that a successful appeal could have a negative impact on the Council’s funding.
- 17.8** The level of New Homes Bonus which can be delivered will greatly influence the Medium Term Financial Strategy due to the significant size of this funding. Therefore, the reforms to this funding stream have a large impact on the Council’s future financial strategy. The record number of new homes in the last year, combined with higher projections for house building in the Greater Norwich area, means that reductions in future years are not expected to be quite as severe as previously anticipated.
- 17.9** Future years’ capital programmes will be funded partly through borrowing, this will initially be internal borrowing from the Council’s own cash balances; any external borrowing must be affordable within the context of the revenue budget. Nevertheless, while

interest rates remain low there is a case for borrowing on a fixed interest rate basis if the income generated from an investment clearly exceeds the cost of financing. The exact timing of borrowing depends upon the progress and phasing of the Capital Programme and the level of revenue reserves.

18. Other Options

- 18.1** Cabinet can propose an alternative revenue budget, capital programme and Council Tax to Council, subject to the advice of the Section 151 Officer on its prudence and robustness of budgets.

19. Equalities

- 19.1** When making decisions, the Council must give due regard to the three aims of the Equality Duty:-

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

The budget presented for Members contains reductions in spending that have been realised as a result of challenging officers to streamline internal processes and realise efficiency savings and additional income, without impacting on the level of service that our residents presently receive. There are also increases in fees and charges, with discounts available for some services to residents on low incomes. The Council is implementing its digital engagement strategy and is enhancing online services and information to provide residents with increased access. Officers therefore believe that this budget presents no negative impact on those who share protected characteristics as defined in the Equality Act 2010.

20. Conclusion

- 20.1** The Business Plan includes the integration of the budget against the activities and outcomes planned for the year ahead. The balanced revenue budget has no calls on general revenue reserves and includes a contribution to general revenue reserves to

prepare for future cost pressures and funding reductions. As a consequence of significant and sustained reductions in government funding, the Council Tax is proposed to increase from £140.00 for a band D property to £145.00 for 2018/19. Further increases of £5.00 each year are assumed in future years for the purposes of the Medium Term Financial Strategy.

- 20.2** Fees and charges have been increased for service areas and commercial activities and will be reviewed again in 2018/19 in line with the Charging Policy.
- 20.3** The proposed budget includes funding for performance related pay of £107,000 (0.69% of payroll), reflecting the amended scheme to apply in future years, and a cost of living rise of £361,000 has been set aside in line with the national pay offer of 2% for 2018/19, including the impact of the National Living Wage.
- 20.4** The level of Government funding will continue to decrease in future years and Revenue Support Grant will cease to be received by 2019/20 with South Norfolk Council having instead to make a payment of £47,000 to the Treasury. The combined level of additional income that is already expected to be generated to offset this decrease in funding from 2018/19 to 2022/23 is over £1.6 million. Over the five-year period, the Council will have to find further additional income and savings on an annual basis by 2022/23 to prevent an annual deficit in 2020/21 of £0.2 million rising to £0.6 million in 2021/22 and £1.4 million in 2022/23, which is £2.2 million in total.
- 20.5** There is increased financial risk while future changes to the funding formula and further localisation of business rates are still under discussion. The amount of the New Homes Bonus beyond 2017/18 is subject to the successful delivery of sufficient new homes and remains a major risk.
- 20.6** The Capital Programme for 2018/19 to 2022/23 is £61.7 million, excluding any slippage from 2017/18. It is funded from a combination of capital receipts and reserves and revenue reserves. From 2017/18, it is anticipated that external borrowing will be required dependent on the delivery of the programme, the realisation of capital receipts during the period and the level of revenue reserves. The total level of external borrowing required from 2017/18 to 2022/23 would be just over £44 million which is towards the higher end of what can be considered sustainable for a single District Council of South Norfolk's size.

21. Recommendations

21.1 It is recommended that Cabinet recommends to Council:

21.1.1 the approval of the base budget; as shown in para 7.1, subject to confirmation of the finalised Local Government finance settlement figures which may, if significant, necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget.

21.1.2 the use of the revenue reserves as set out in section 15.

21.1.3 that the Council's demand on the Collection Fund for 2018/19 for General Expenditure shall be £6,997,555 and for Special Expenditure be £78,445;

21.1.4 that the Band D level of Council Tax be £145.00 for General Expenditure and £1.63 for Special Expenditure.

21.1.5 that the assumptions on which the funding of the capital programme is based are prudent.

21.1.6 the approval of the capital programme for 2018/19 to 2022/23.

21.2 It is recommended that Cabinet agrees

21.2.1 the charges for garden waste as set out in para 6.2

21.2.2 the introduction of a charge for the Tenant Finder Service as set out in para 6.3

21.3 It is recommended that Cabinet notes:

21.3.1 that pricing changes will be made in accordance with the Charging Policy in section 6

21.3.2 the advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003;

21.3.3 the future budget pressures contained in the Medium Term Financial Strategy as set out in Appendix B.

APPENDIX A

| | Assumptions in the Medium Term Financial Strategy February 2017 | Assumptions in the Proposed Budget 2018/19 and Revised Medium Term Financial Strategy February 2018 |
|----------------------------------|---|--|
| Pay | | |
| Pay award and National Insurance | <p>A 1% pay award has been assumed in 2018/19 in line with the national agreement, and in future years. The performance related pay award budget was increased to £278k for 2017/18 reflecting the increased cost in 2016/17. The performance related pay scheme will be reviewed for future years to ensure it continues to drive performance and assist the organisation to deliver its objectives.</p> <p>The MTFS includes an estimate of the apprenticeship levy, due to be implemented from April 2017, estimated at £50k in 2017/18, based on it being 0.5% of payroll less an allowance of £15,000.</p> | <p>A 2% pay award has been assumed in 2017/18 in line with the national employers' offer, and in future years. The performance related pay award budget has been reduced to £107k for 2018/19 reflecting the agreed amendments to the performance related pay scheme.</p> <p>The MTFS includes an estimate of the apprenticeship levy, estimated at £50k in 2018/19, based on it being 0.5% of payroll less an allowance of £15,000.</p> |
| Pension | <p>The MTFS includes final figures for the annual lump sum payments, which are £184k lower than the estimated figures over the next 3 years. The Norfolk Pension Fund has advised that, based on current projections, a substantial increase will be required in 2020/21 and an initial estimate of £300k has been included in that year. The actual figure required will be determined through the next triennial valuation due in March 2019.</p> | <p>As per Medium Term Financial Strategy (MTFS) February 2017.</p> |

| | Assumptions in the Medium Term Financial Strategy February 2017 | Assumptions in the Proposed Budget 2017/18 and Revised Medium Term Financial Strategy February 2018 |
|----------------|--|---|
| Non-Pay | | |
| Inflation | <p>An assumption of inflation running at 3% per annum for rates, 2% per annum for utilities and for contracts 2%, year on year.</p> <p>The rates budget has been amended for 2017/18 to reflect the impact of the rates revaluation.</p> | <p>Each utility budget has been reviewed and inflation applied as applicable. Inflation on contracts has only been included where appropriate.</p> <p>For 2019/20 and future years, an assumption of inflation running at 2.5% per annum for utilities, 3% for rates and for contracts an inflation budget of £60k based on present increases.</p> |
| Cost Pressures | A sum was included for potential cost pressures | <p>There have been general cost pressures across all Directorates. These have been more than offset by savings in non-pay and staffing budgets across all Directorates and increases in income from greater activity.</p> <p>A sum has been included in each future year for potential unknown cost pressures.</p> <p>For 2018/19 there were particular cost pressures in the areas of:</p> <ul style="list-style-type: none"> • domestic waste collection costs following the implementation of the new MRF contract • garden waste costs as the service continues to expand • investment income due to reduced reserves as capital funding is spent. |

| | Assumptions in the Medium Term Financial Strategy February 2017 | Assumptions in the Proposed Budget 2017/18 and Revised Medium Term Financial Strategy February 2018 |
|-----------------------|--|--|
| Neighbourhood Working | Funding is to be reduced by £500k to £146k which is sufficient to fund the Market Towns Coordinator, a combined Community Action Fund and Member Ward Budgets. | As per Medium Term Financial Strategy (MTFS) February 2017. |
| Income | | |
| Increase in income | <p>In October 2016, Cabinet agreed a new Charging Policy that is now being applied. This means that since the Retail Price Index measure of inflation rose by 2.5% in December, this increase will be applied from 1st April 2016 to all fees that are not approved by Cabinet or subject to an ongoing review or set by national government.</p> <p>The national timescale for implementation of the change to land charges administration means that the reduction in land charges income is now expected to impact in 2018/19.</p> <p>For 2018/19 and future years, it is assumed that income from Fees and charges will increase by 3%, in the following areas; Licensing, Grounds Maintenance and other Environmental Services. This does not have to be achieved solely through an increase in fees but could be due to increases in activity as a result of marketing campaigns.</p> | <p>Since the Retail Price Index measure of inflation rose by 4.1% in December, this increase will be applied from 1st April to all fees that are not approved by Cabinet or subject to an ongoing review or set by national government.</p> <p>The planning service has reduced its income budgets to reflect the reversal of the one-off impact of the Long Stratton bypass planning application for 2017/18.</p> <p>The longer national timescale for implementation of the change to land charges administration means that the reduction in land charges income is now expected to impact in 2019/20.</p> <p>It is assumed that income from fees and charges will increase by 3.3% for 2019/20 and by 3% in future years in the following areas; Licensing, Garden Waste Collection, Grounds Maintenance and other Environmental Services. This does not have to be achieved solely through an increase in fees but could be due to increases in activity as a result of marketing campaigns.</p> |

| | Assumptions in the Medium Term Financial Strategy February 2017 | Assumptions in the Proposed Budget 2017/18 and Revised Medium Term Financial Strategy February 2018 |
|---|---|---|
| Housing Benefit Administration Subsidy | A decrease of £100k in Housing Benefit overpayments recovery income has been included in the MTFS for 2021/22 to reflect an expected decrease in recovery income as claimants move onto Universal Credit. | As per Medium Term Financial Strategy (MTFS) February 2017. |
| Leisure Centre Income | <p>Income is expected to increase by £80k in 2017/18, reflecting the full year impact of the enhancement scheme at Wymondham Leisure Centre, Kids Camp and the 3G pitch which opened ahead of schedule.</p> <p>Options for the refurbishment of Long Stratton have been developed and will impact on the net income achievable in future years. A Business case for approval will be brought to Cabinet in due course.</p> | <p>Income is expected to increase by £101k in 2018/19, reflecting the continuing positive impact of the enhancement scheme at Wymondham Leisure Centre, Kids Camp and the 3G pitch and the impact of the revised pricing strategy.</p> <p>Additional net income from the enhancement of Long Stratton Leisure centre is anticipated from 2019/20 onwards.</p> |
| Investment Interest and Income from Property Investment | <p>Reduced income from lower base rates is expected to reduce interest earned by a further £50k in 2018/19 as longer term investments mature and are reinvested at lower rates.</p> <p>It is estimated that the Council will benefit by a total of £2,191k over the next 5 years up to 2021/22 from its developments at Poringland and Long Stratton, through a combination of rental income from commercial units and recharges and interest on loans to its wholly owned companies. It is assumed that profits made by these companies will be retained for future investments.</p> | <p>Reduced income from lower reserves is expected to reduce interest earned by a further £25k in 2018/19.</p> <p>It is estimated that the Council will benefit by a total of £2,050k over the next 5 years up to 2022/23 from its developments at Poringland and Long Stratton, through a combination of rental income from commercial units and recharges and interest on loans to its wholly owned companies. Interest will reduce as the loan to Big Sky Developments is repaid. It is assumed that profits made by these companies will be retained for future investments.</p> |

| | Assumptions in the Medium Term Financial Strategy February 2017 | Assumptions in the Proposed Budget 2017/18 and Revised Medium Term Financial Strategy February 2018 |
|-----------------|---|--|
| New Homes Bonus | <p>Following the government's announcement of its response to last winter's consultation on reform of the New Homes Bonus, funding is expected to reduce significantly in both 2017/18 and 2018/19. This is due to the introduction of a deadweight figure of 0.4% of the housing stock which means that the first 216 of any new homes built do not attract New Homes Bonus. It also reflects a move from 6 years of New Homes Bonus per property in 2016/17 to 5 years in 2017/18 and 4 years in 2018/19.</p> <p>Further reductions are anticipated in future years, but will depend on the pace of housing developments with the District.</p> | <p>The introduction of a deadweight figure of 0.4% of the housing stock which means that the first 220 of any new homes built do not attract New Homes Bonus. Payment of New Homes Bonus per property has reduced to 4 years in 2018/19. The affordable homes element has been included in revenue budgets from 2018/19 onwards.</p> <p>Further reductions are likely in future years, but these are projected to be less than anticipated due to the record number of new homes built in 2017/18 and upwardly revised projections of housing growth within the GNGB area.</p> |
| Savings | | |
| Savings | <p>Additional savings were identified through the 10% challenge process including removal of non-pay budgets which were no longer required and reductions in posts where changes to processes meant efficiencies could be made. This means that funding can be redirected to other areas to reflect the Council's priorities. The savings also helped to offset the steep reductions in government funding from New Homes Bonus and Revenue Support Grant.</p> <p>The medium term plan is based on the provisional Government settlement figures provided in December 2016. The significant savings and income identified</p> | <p>The medium term plan is based on the provisional Government settlement figures provided in December 2017. The significant savings and income identified for 2017/18 are being delivered and will assist the Council to balance its budget in 2018/19 and 2019/20.</p> <p>Further savings and income generation of £2.5 million will need to be identified in order to balance the budget in 2020/21 and 2021/22 and 2022/23.</p> |

| | | |
|---------------------------|---|--|
| | <p>for 2017/18 will need to be delivered, but will assist the Council to balance its budget in 2018/19 and 2019/20.</p> <p>Further savings and income generation of nearly £2 million will need to be identified in order to balance the budget in 2020/21 and 2021/22.</p> | |
| | <p>Assumptions in the Medium Term Financial Strategy October 2016</p> | <p>Assumptions in the Proposed Budget 2017/18 and Revised Medium Term Financial Strategy February 2017</p> |
| Items not in base | | |
| Development of Local Plan | Work on developing the next Local Plan has begun and it is anticipated that this will be funded from the Local Development Reserve. | As per Medium Term Financial Strategy (MTFS) February 2017. |
| Use of Earmarked Reserves | The Neighbourhood Grants Reserve will be available for use to fund the Community Action Fund up to 2018/19 based on current demand. | Specific earmarked reserves will be used to fund elements of the capital programme. |
| One-off grants | The Council will continue to use one-off grants for one-off items of expenditure and will not build them into the base budget. | As per MTFS February 2017. |
| Funding | | |
| RSG/NNDR | The MTFS included an estimate for funding from the Revenue Support Grant and the Localisation of NNDR Scheme. | The December provisional settlement figures for 2018/19 confirmed the figures that had been assumed in February 2017 with the exception that Rural Services Delivery Grant was maintained at the 2017/18 figure rather than being reduced. |

| | Assumptions in the Medium Term Financial Strategy October 2016 | Assumptions in the Proposed Budget 2017/18 and Revised Medium Term Financial Strategy February 2017 |
|-------------|---|--|
| Council Tax | The proposed budget includes an increase in Council Tax for 2017/18 from £135.00 to £140.00 and the MTFS assumes a further increase of £5.00 every year thereafter. This is not, in itself, enough to offset fully the reductions in central government funding. | The proposed budget includes an increase in Council Tax for 2018/19 from £140.00 to £145.00 and the MTFS assumes a further increase of £5.00 every year thereafter. This is not, in itself, enough to offset fully the reductions in central government funding. |
| Tax base | <p>The projected tax base for 2017/18 is 3.90% higher than the 2016/17 budgeted tax base due to higher housing completions and an increase in the assumed collection rate based on a higher performance than anticipated since the introduction of the Council Tax Support scheme.</p> <p>An increase in the tax base of 1.9% per annum is assumed for 2018/19 and future years. This is prudent based on previous years' growth and planned housing growth shown in the JCS.</p> | <p>The projected tax base for 2018/19 is 2.42% higher than the 2017/18 budgeted tax base due to record housing completions.</p> <p>An increase in the tax base of 2% per annum is assumed for 2019/20 and future years. This is prudent based on previous years' growth and planned housing growth shown in the JCS.</p> |

| | Approved Budget | Projected | Projected | Projected | Projected | Projected |
|---|--------------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| | 2017/18 £000 | 2018/19 £000 | 2019/2020 £000 | 2020/2021 £000 | 2021/2022 £000 | 2022/2023 £000 |
| Base Budget | 9,483 | 8,654 | 9,524 | 10,017 | 11,083 | 11,960 |
| Inflation & Net Cost Pressures | 246 | 501 | 1,164 | 1,100 | 845 | 898 |
| Net Income from Commercial Activities and Fees | | | | | | |
| Big Sky/BI | -22 | -159 | -393 | -160 | -160 | |
| Leisure Activities | -80 | -101 | -121 | -48 | | |
| Trade Waste | -2 | -123 | | | | |
| Investment properties | -148 | -97 | -54 | -95 | | |
| Movement in New Homes Bonus | 700 | 551 | 359 | 88 | 187 | 279 |
| Net Cost of Borrowing and Repayments | 0 | 506 | 357 | 289 | 5 | 8 |
| Efficiency Plan to meet Funding Gap: | | | | | | |
| Remove Contribution to Renewals Reserve | | | -611 | | | |
| Efficiencies and Process Reviews | -846 | -208 | -208 | -108 | | |
| Digital Transformation | -74 | | | | | |
| Reduction in SLA's to External Bodies | -85 | | | | | |
| Realigning Community Action Funds | -118 | | | | | |
| Remove Market Towns Initiative | -400 | | | | | |
| BASE BUDGET | 8,654 | 9,524 | 10,017 | 11,083 | 11,960 | 13,145 |
| Not in base adjustments | | | | | | |
| One off adjustments | 107 | -30 | | | | |
| Reserve Movements | 251 | 388 | 400 | | | |
| Big Sky | -264 | -225 | | | | |
| Rural Delivery Grant and Transitional Grant | -245 | -229 | -229 | | | |
| Increase in Infrastructure Reserve | 1,386 | | | | | |
| Increase in Asset Replacement Reserve | 593 | 450 | | | | |
| Contribution to Enterprise Zone Reserve | 272 | 260 | 269 | 279 | 289 | 299 |
| Contribution to General Revenue Reserve | | 638 | | | | |
| NET EXPENDITURE | 10,754 | 10,776 | 10,457 | 11,362 | 12,249 | 13,444 |
| FUNDED BY: | | | | | | |
| Government Support - RSG | -830 | -417 | 47 | 47 | 47 | 47 |
| Government Support - NNDR Baseline | -2,910 | -3,003 | -3,069 | -3,069 | -3,069 | -3,069 |
| Government Support - RSG/NNDR Total | -3,740 | -3,420 | -3,022 | -3,022 | -3,022 | -3,022 |
| NNDR Growth Retained after Levy | -417 | -358 | -371 | -379 | -387 | -396 |
| Council Tax | -6,597 | -6,998 | -7,384 | -7,782 | -8,194 | -8,619 |
| FUNDING FROM RSG/BUSINESS RATES/COUNCIL TAX | -10,754 | -10,776 | -10,777 | -11,183 | -11,603 | -12,037 |
| Band D Council Tax - £5.00 annual increase | £140.00 | £145.00 | £150.00 | £155.00 | £160.00 | £165.00 |
| Taxbase | 47,120 | 48,259 | 49,224 | 50,209 | 51,213 | 52,237 |
| Budget Deficit/ (Surplus) | £ - | £ - | -£320 | £179 | £646 | £1,408 |

Revenue Budget 2018/19

| Business Plan Theme | Expenditure | Income | Net Expenditure |
|--|--------------------|---------------------|---------------------|
| Economic Growth, Productivity and Prosperity | £5,232,960 | -£4,246,100 | £986,860 |
| Health, Well-being and Early Help | £34,150,890 | -£31,876,010 | £2,274,880 |
| Place, Communities and Environment | £11,659,730 | -£5,148,150 | £6,511,580 |
| How we deliver (MFT) | £770,450 | £0 | £770,450 |
| Service Costs Funded Centrally | £1,921,014 | £0 | £1,921,014 |
| Parish Support | £54,365 | £0 | £54,365 |
| Total General Expenditure | £53,789,409 | -£41,270,260 | £12,519,149 |
| Street Lighting | £78,662 | £0 | £78,662 |
| Parish Precepts | £3,556,989 | £0 | £3,556,989 |
| Total Special Expenditure | £3,635,651 | £0 | £3,635,651 |
| Capital financing and other transfers | £510,030 | -£618,100 | -£108,070 |
| Movement on Reserves: | | | |
| Contribution to General Reserves | £637,504 | £0 | £637,504 |
| Use of Neighbourhood Reserve | £0 | -£22,000 | -£22,000 |
| Enterprise Zone Reserve | £260,000 | £0 | £260,000 |
| 3G Pitch Renewals Reserve | £15,000 | £0 | £15,000 |
| Car Park Upgrades Reserve | £70,000 | £0 | £70,000 |
| Contribution to Asset Replacement Reserve | £450,000 | £0 | £450,000 |
| Contribution to Renewals Reserve | £1,021,000 | £0 | £1,021,000 |
| Total Reserve Movements and Transfers | £2,963,534 | -£640,100 | £2,323,434 |
| Total Net Expenditure | £60,388,594 | -£41,910,360 | £18,478,234 |
| Financed By: | | | |
| Revenue Support Grant | | | -£417,134 |
| Business Rates | | | -£3,361,071 |
| Efficiency Support for Sparse Areas | | | -£228,867 |
| New Homes Bonus | | | -£3,837,956 |
| District Council Demand on Council Tax Collection Fund | | | -£6,997,555 |
| Special Expenses Demand on Council Tax Collection Fund | | | -£78,662 |
| Parish Precepts | | | -£3,556,989 |
| Total Financing | | | -£18,478,234 |
| Balanced Budget 2018/19 | | | £0 |

| | 2017/18 | 2018/19 |
|--|---------|---------|
| General tax base for Council Tax Band D Average | 47,120 | 48,259 |
| District Expenditure Council Tax | £140.00 | £145.00 |
| Street Lighting Council Tax | £1.63 | £1.63 |
| Parish Precepts | £69.04 | £73.71 |
| % Increase in District Council Tax | 3.70% | 3.57% |
| % Increase in District Council Tax plus Special Expenses | 3.66% | 3.53% |

Budget figures shown are before central departmental and capital financing recharges are input. These have no overall effect on the Council Tax requirement. Parish Precepts have yet to be finalised but net off to zero in the budget.

| Capital Project | Budget 2017/18 with slippage from 2016/17 | Estimate for 2018/19 (Excluding slippage from 2017/18) | Estimate 2019/20 | Estimate 2020/21 | Estimate 2021/22 | Estimate 2022/23 | Total Capital Programme (2018/19 to 2022/23) |
|---|---|--|---------------------|---------------------|---------------------|---------------------|---|
| | £ | £ | £ | £ | £ | £ | £ |
| Long Stratton Leisure Centre Improvements | 471,150 | 1,500,000 | - | - | - | - | 1,500,000 |
| Further Works at Wymondham Leisure Centre | 50,350 | 116,100 | 63,465 | 42,000 | - | 20,000 | 241,565 |
| Further Works at Diss Leisure Centre | 73,852 | - | 23,500 | - | - | - | 23,500 |
| Harleston Leisure Centre | 300,000 | - | - | - | - | - | - |
| Framingham Earl High School | - | - | 300,000 | - | - | - | 300,000 |
| Ketts Park 3G Pitch | - | 1,267,000 | - | - | - | - | 1,267,000 |
| Refurbishments of Tennis Courts behind Long Stratton LC | - | 230,000 | - | - | - | - | 230,000 |
| Aids/Adaptations | 172,450 | - | - | - | - | - | - |
| Disabled Facilities Grants | 781,000 | 780,000 | 780,000 | 780,000 | 780,000 | 780,000 | 3,900,000 |
| Decent Home Loans | 67,750 | - | - | - | - | - | - |
| Diss Heritage Triangle | 260,000 | - | - | - | - | - | - |
| Total Priority: Health, Well-being and Early Help | 2,176,552 | 3,893,100 | 1,166,965 | 822,000 | 780,000 | 800,000 | 7,462,065 |
| Green Deal Grants | 4,998 | - | - | - | - | - | - |
| Wheeled Bin Purchase - Domestic Rubbish and Recycling | 92,004 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 450,000 |
| Wheeled Bin Purchase - Garden Waste | 44,005 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 200,000 |
| Vehicle Procurement and Replacement | 780,080 | 778,000 | 785,945 | 892,000 | 740,000 | 740,000 | 3,935,945 |
| Grounds Maintenance Equipment | 35,500 | 46,000 | 75,000 | 15,000 | - | - | 136,000 |
| Workshop Equipment | 32,000 | - | - | - | - | - | - |
| Ketteringham Depot - Expanding facilities | 280,000 | - | - | - | - | - | - |
| Play Area Refurbishments - Sites <u>with</u> Commuted Sums | 25,933 | 57,356 | 149,855 | 72,385 | - | - | 279,596 |
| Toilet Refurbishments | 639,574 | - | - | - | - | - | - |
| Street Lighting | 95,700 | 435,300 | - | - | - | - | 435,300 |
| Total Priority: Place, Communities and Environment | 2,029,794 | 1,446,656 | 1,140,800 | 1,109,385 | 870,000 | 870,000 | 5,436,841 |
| Norwich Research Park Enterprise Zone Infrastructure | 6,647,100 | 5,892,900 | - | - | - | - | 5,892,900 |
| Norwich Research Park Enterprise Zone Office | - | 5,000,000 | - | - | - | - | 5,000,000 |
| Maple Drive (Cygnets House) Commercial | 1,700,000 | - | - | - | - | - | - |
| Poringland Phase 1 Commercial | 500,000 | - | - | - | - | - | - |
| Poringland Phase 2 Commercial | - | 750,000 | 750,000 | - | - | - | 1,500,000 |
| BSPM Rental Homes on Rosebery Park and Maple Park | 3,795,000 | - | - | - | - | - | - |
| BSPM Rental Homes on new sites | - | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | - | 16,000,000 |
| Commercial Waste Service - Bin Purchase | 93,135 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 275,000 |
| Better Broadband | - | - | 570,000 | - | - | - | 570,000 |
| Car Park Improvements | 106,500 | 45,000 | 35,000 | 35,000 | 35,000 | 35,000 | 185,000 |
| Wymondham Tourism App | - | 116,550 | - | - | - | - | 116,550 |
| Strategic Housing Development | 12,000,000 | - | - | - | - | - | - |
| Strategic Economic Development | - | 4,468,000 | 2,734,000 | - | - | - | 7,202,000 |
| Other Property Development | - | 5,000,000 | 5,000,000 | - | - | - | 10,000,000 |
| Park Rd, Diss | - | - | 850,000 | - | - | - | 850,000 |
| Total Priority: Economic Growth, Productivity and Prosperity | 24,841,735 | 25,327,450 | 13,994,000 | 4,090,000 | 4,090,000 | 90,000 | 47,591,450 |
| New IT Projects | 201,750 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 625,000 |
| Data Cleanse Software | - | 77,000 | - | - | - | - | 77,000 |
| Digital | 72,226 | 25,000 | 100,000 | 100,000 | 100,000 | 100,000 | 425,000 |
| Telephony | 65,000 | 20,000 | - | - | - | - | 20,000 |
| South Norfolk House - Replacement of Boilers | - | - | - | - | - | 50,000 | 50,000 |
| South Norfolk House -Uninterruptable Power Supply | - | - | - | - | 20,000 | - | 20,000 |
| South Norfolk House -Replacement of the Felt on the Roof | - | - | - | - | - | 20,000 | 20,000 |
| Total: Improving services through being business-like, efficient and entrepreneurial | 338,976 | 247,000 | 225,000 | 225,000 | 245,000 | 295,000 | 1,237,000 |
| Total Capital Programme | 29,387,057 | 30,914,206 | 16,526,765 | 6,246,385 | 5,985,000 | 2,055,000 | 61,727,356 |

APPENDIX E
Resources to Fund Capital Programme 2016/17 to 2022/23

| | | 2016/17 Outturn £000 | 2017/18 Forecast £000 | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | 2022/23 Budget £000 |
|---|--|----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Capital Funding Brought Forward | | 4,268 | 2,925 | 0 | 0 | 0 | 77 | 1,928 |
| Capital Funding Received During the Year: | | | | | | | | |
| Capital Receipts | Right to Buys (Net of Levy) | 706 | 300 | 300 | 300 | 300 | 350 | 350 |
| Capital Receipts | VAT Shelter | 100 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts | Repayment of Big Sky Development Company Loans | 0 | 0 | 5380 | 0 | 6000 | 6000 | 0 |
| Capital Receipts | Sale of Hostels to Big Sky Property Management Ltd | 325 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts | Sale of land to Big Sky Development Company Sales Proceeds | 940 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts | Non Housing Land Sales | 75 | 200 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts | Repayment of Home Improvement Loans | 27 | 52 | 0 | 0 | 0 | 0 | 0 |
| Capital Receipts | Vehicle Sales | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Grants | Disabled Facilities Grant | 716 | 781 | 780 | 780 | 780 | 780 | 780 |
| Capital Grants | Enterprise Zone | 0 | 0 | 5000 | 0 | 0 | 0 | 0 |
| Capital Grants | EU Leader Grant for Wymondham Tourism App | 0 | 0 | 117 | 0 | 0 | 0 | 0 |
| Capital Grants | FA/Education/Tennis funding for 3G pitch/Tennis Courts | 231 | 0 | 857 | 0 | 0 | 0 | 0 |
| Capital Grants | Green Deal Grant | 76 | 5 | 0 | 0 | 0 | 0 | 0 |
| CIL | CIL funding for Ketts Park 3G Pitch | 0 | 0 | 250 | 0 | 0 | 0 | 0 |
| Section 106 | Section 106 Agreements for Leisure and Play Provision | 181 | 63 | 204 | 150 | 72 | 0 | 0 |
| LSVT receipts | Aids & Adaptations from LSVT receipt (as spent) | 237 | 0 | 0 | 0 | 0 | 0 | 0 |
| LSVT receipts | Replacement Programme (to fund IT) | 267 | 282 | 304 | 225 | 0 | 0 | 0 |
| Total Capital Funding Available from Capital Sources | | 8,149 | 4,608 | 13,192 | 1,455 | 7,152 | 7,207 | 3,058 |
| Capital Funded from Revenue & Revenue Reserves | | | | | | | | |
| Earmarked Reserves | Low Cost Housing (New Homes Bonus) Reserve | 87 | 12 | 0 | 875 | 0 | 0 | 0 |
| Earmarked Reserves | Invest to Grow the Business Reserve | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 |
| Earmarked Reserves | Vehicle Procurement and Replacement Reserve | 665 | 968 | 1,009 | 1,046 | 1,037 | 870 | 870 |
| Earmarked Reserves | Communities & Localism Reserve | 0 | 50 | 0 | 0 | 0 | 0 | 0 |
| Revenue Slippage | Market Towns Initiative | 40 | 210 | 0 | 0 | 0 | 0 | 0 |
| Earmarked Reserves | Car Park Upgrades Reserve | 0 | 70 | 45 | 35 | 35 | 35 | 35 |
| Earmarked Reserves | Non-Commercial Assets Replacement Reserve | 0 | 96 | 435 | 0 | 0 | 0 | 0 |
| General Reserve | General Revenue Reserve | 41 | 4,168 | 0 | 87 | 0 | 0 | 0 |
| Total Revenue Funding for Capital from Revenue Sources | | 833 | 6,574 | 1,489 | 2,043 | 1,072 | 905 | 905 |
| Total Available Funding from both Capital and Revenue Sources | | 8,982 | 11,182 | 14,681 | 3,498 | 8,224 | 8,112 | 3,963 |
| Total Available Funding before Borrowing | | 8,982 | 11,182 | 14,681 | 3,498 | 8,224 | 8,112 | 3,963 |
| Existing Capital Programme | | (6,056) | (18,113) | (30,914) | (16,527) | (6,246) | (5,985) | (2,055) |
| Slippage 2017/18 into 2018/19 | | 0 | 0 | (9,916) | 0 | 0 | 0 | 0 |
| Levy and Pooling Return | | (1) | (1) | (1) | (1) | (1) | (1) | (1) |
| Total Capital Expenditure | | (6,057) | (18,114) | (40,831) | (16,528) | (6,247) | (5,986) | (2,056) |
| Expenditure to be Financed from New Sources or Borrowing | | 2,925 | (6,932) | (26,150) | (13,030) | 1,977 | 2,126 | 1,907 |
| Internal Borrowing from Cash Balances (Negative indicates repayment of borrowing) | | 0 | 1,999 | 99 | 0 | (1,900) | (198) | 0 |
| External Borrowing for Enterprise Zone | | 0 | 3,000 | 9,540 | 0 | 0 | 0 | 0 |
| External Borrowing for Property Investment (Negative indicates repayment of borrowing) | | 0 | 1,933 | 16,511 | 13,030 | 0 | 0 | 0 |
| Capital Funding Carried Forward | | 2,925 | 0 | 0 | 0 | 77 | 1,928 | 1,907 |
| % Funded and Financed from all sources before external borrowing | | 148% | 62% | 36% | 21% | 132% | 136% | 193% |

Reserves

Appendix F

| Name of Reserve | Actual Balance 31 March 2017 £'000 | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2018 £'000 | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2019 £'000 |
|-----------------|--|-----------------------|------------------------|--|-----------------------|------------------------|--|
|-----------------|--|-----------------------|------------------------|--|-----------------------|------------------------|--|

Corporate Reserves

| | | | | | | | |
|--|---------------|--------------|----------------|--------------|------------|--------------|--------------|
| New Homes Bonus contained within General Revenue Reserve | 0 | 1,386 | (1,386) | 0 | 0 | 0 | 0 |
| Balance of General Revenue Reserve excluding New Homes Bonus | 8,901 | 2,105 | (5,342) | 5,664 | 790 | (270) | 6,184 |
| Total General Revenue Reserve | 8,901 | 3,491 | (6,728) | 5,664 | 790 | (270) | 6,184 |
| General Fund Balance | 1,400 | 0 | 0 | 1,400 | 0 | 0 | 1,400 |
| Total Corporate Reserves | 10,301 | 3,491 | (6,728) | 7,064 | 790 | (270) | 7,584 |

Service Specific Reserves

| | | | | | | | |
|---|---------------|--------------|----------------|---------------|--------------|----------------|---------------|
| Invest to Grow the Business Reserve | 1,000 | 0 | (1,000) | 0 | 0 | 0 | 0 |
| Infrastructure Reserve | 2,139 | 1,386 | (118) | 3,407 | 0 | (1,000) | 2,407 |
| Non-Commercial Assets Replacement Reserve | 0 | 593 | (96) | 497 | 450 | (777) | 170 |
| Localisation of Business Rates Reserve | 1,500 | 0 | 0 | 1,500 | 0 | 0 | 1,500 |
| Localisation of Council Tax Benefit | 500 | 0 | 0 | 500 | 0 | 0 | 500 |
| Neighbourhood Grants | 47 | 0 | (25) | 22 | 0 | (22) | 0 |
| District and Parish Elections | 102 | 40 | 0 | 142 | 40 | 0 | 182 |
| Land Charges | 152 | 0 | 0 | 152 | 0 | (152) | 0 |
| Local Development Reserve | 934 | 0 | (80) | 854 | 0 | (260) | 594 |
| Contingent Liabilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Emergencies | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Community Development | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicle and Equipment Procurement and Replacement Reserve | 653 | 967 | (968) | 652 | 1,021 | (1,009) | 664 |
| Low Cost Housing (New Homes Bonus) | 682 | 205 | (12) | 875 | 0 | 0 | 875 |
| Car Park Upgrades Reserve | 0 | 70 | (70) | 0 | 70 | (45) | 25 |
| Enterprise Zone Reserve | 122 | 162 | (225) | 59 | 260 | (260) | 59 |
| 3G Pitch Renewal Reserve | 0 | 15 | 0 | 15 | 15 | 0 | 30 |
| Communities and Localism Reserve | 231 | 0 | (50) | 181 | 0 | 0 | 181 |
| Total Service Specific Reserves | 8,062 | 3,438 | (2,644) | 8,856 | 1,856 | (3,525) | 7,187 |
| Total Revenue Reserves | 18,363 | 6,929 | (9,372) | 15,920 | 2,646 | (3,795) | 14,771 |
| General Reserves | 16,963 | 6,929 | (9,372) | 14,520 | 2,646 | (3,795) | 13,371 |

Reserves

Appendix F

| Name of Reserve | Actual Balance 31 March 2017 £'000 | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2018 £'000 | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2019 £'000 |
|-----------------|--|-----------------------|------------------------|--|-----------------------|------------------------|--|
|-----------------|--|-----------------------|------------------------|--|-----------------------|------------------------|--|

Capital Reserves

Usable Capital Receipts

| | | | | | | | |
|----------------------------------|---------------|------------|----------------|---------------|--------------|----------------|---------------|
| General Receipts | 2,926 | 552 | (3,478) | 0 | 5,680 | (5,680) | 0 |
| IT Replacement LSVT | 810 | | (282) | 528 | | (304) | 224 |
| LSVT Capital Receipt | 0 | | 0 | 0 | | 0 | 0 |
| Aids & Adaptations | 172 | | 0 | 172 | | 0 | 172 |
| Insurance | 100 | | | 100 | | | 100 |
| Capital Grants Unapplied Account | 0 | | | 0 | | | 0 |
| | | | | | | | |
| Total Capital Reserves | 4,008 | 552 | (3,760) | 800 | 5,680 | (5,984) | 496 |
| | | | | | | | |
| Total Usable Reserves | 22,371 | | | 16,720 | | | 15,267 |

Reserves

Appendix F

| Name of Reserve | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2020 £'000 | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2021 £'000 |
|-----------------|-----------------------|------------------------|--|-----------------------|------------------------|--|
|-----------------|-----------------------|------------------------|--|-----------------------|------------------------|--|

Corporate Reserves

| | | | | | | |
|--|-----|-------|-------|---|-------|-------|
| New Homes Bonus contained within General Revenue Reserve | 0 | 0 | 0 | 0 | 0 | 0 |
| Balance of General Revenue Reserve excluding New Homes Bonus | 400 | (264) | 6,320 | 0 | (962) | 5,358 |
| Total General Revenue Reserve | 400 | (264) | 6,320 | 0 | (962) | 5,358 |
| General Fund Balance | 0 | 0 | 1,400 | 0 | 0 | 1,400 |
| Total Corporate Reserves | 400 | (264) | 7,720 | 0 | (962) | 6,758 |

Service Specific Reserves

| | | | | | | |
|---|-----|---------|-------|-------|---------|-------|
| Invest to Grow the Business Reserve | 0 | 0 | 0 | 0 | 0 | 0 |
| Infrastructure Reserve | 0 | (1,570) | 837 | 0 | (337) | 500 |
| Non-Commercial Assets Replacement Reserve | 0 | (150) | 20 | 0 | (20) | 0 |
| Localisation of Business Rates Reserve | 0 | 0 | 1,500 | 0 | 0 | 1,500 |
| Localisation of Council Tax Benefit | 0 | 0 | 500 | 0 | 0 | 500 |
| Neighbourhood Grants | 0 | 0 | 0 | 0 | 0 | 0 |
| District and Parish Elections | 40 | (160) | 62 | 40 | 0 | 102 |
| Land Charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Local Development Reserve | 0 | 0 | 594 | 0 | 0 | 594 |
| Contingent Liabilities | 0 | 0 | 0 | 0 | 0 | 0 |
| Emergencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Community Development | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicle and Equipment Procurement and Replacement Reserve | 382 | (1,046) | 0 | 1,037 | (1,037) | 0 |
| Low Cost Housing (New Homes Bonus) | 0 | (875) | 0 | 0 | 0 | 0 |
| Car Park Upgrades Reserve | 70 | (35) | 60 | 70 | (35) | 95 |
| Enterprise Zone Reserve | 428 | (333) | 154 | 533 | (250) | 437 |
| 3G Pitch Renewal Reserve | 15 | 0 | 45 | 15 | 0 | 60 |
| Communities and Localism Reserve | 0 | 0 | 181 | 0 | 0 | 181 |
| Total Service Specific Reserves | 935 | (4,169) | 3,953 | 1,695 | (1,679) | 3,969 |

| | | | | | | |
|------------------------|-------|---------|--------|-------|---------|--------|
| Total Revenue Reserves | 1,335 | (4,433) | 11,673 | 1,695 | (2,641) | 10,727 |
|------------------------|-------|---------|--------|-------|---------|--------|

| | | | | | | |
|------------------|-------|---------|--------|-------|---------|-------|
| General Reserves | 1,335 | (4,433) | 10,273 | 1,695 | (2,641) | 9,327 |
|------------------|-------|---------|--------|-------|---------|-------|

Reserves

Appendix F

| Name of Reserve | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2020 £'000 | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2021 £'000 |
|-----------------|-----------------------|------------------------|--|-----------------------|------------------------|--|
|-----------------|-----------------------|------------------------|--|-----------------------|------------------------|--|

Capital Reserves

Usable Capital Receipts

| | | | | | | |
|----------------------------------|------------|--------------|---------------|--------------|----------------|---------------|
| General Receipts | 300 | (300) | 0 | 6,300 | (6,222) | 78 |
| IT Replacement LSVT | | (224) | 0 | | 0 | 0 |
| LSVT Capital Receipt | | 0 | 0 | | 0 | 0 |
| Aids & Adaptations | | 0 | 172 | | 0 | 172 |
| Insurance | | | 100 | | | 100 |
| Capital Grants Unapplied Account | | | 0 | | | 0 |
| | | | | | | |
| Total Capital Reserves | 300 | (524) | 272 | 6,300 | (6,222) | 350 |
| | | | | | | |
| Total Usable Reserves | | | 11,945 | | | 11,077 |

Reserves

Appendix F

| Name of Reserve | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2022 £'000 | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2023 £'000 |
|-----------------|-----------------------|------------------------|--|-----------------------|------------------------|--|
|-----------------|-----------------------|------------------------|--|-----------------------|------------------------|--|

Corporate Reserves

| | | | | | | |
|--|---|-------|-------|---|-------|-------|
| New Homes Bonus contained within General Revenue Reserve | 0 | 0 | 0 | 0 | 0 | 0 |
| Balance of General Revenue Reserve excluding New Homes Bonus | 0 | (815) | 4,543 | 0 | (815) | 3,728 |
| Total General Revenue Reserve | 0 | (815) | 4,543 | 0 | (815) | 3,728 |
| General Fund Balance | 0 | 0 | 1,400 | 0 | 0 | 1,400 |
| Total Corporate Reserves | 0 | (815) | 5,943 | 0 | (815) | 5,128 |

Service Specific Reserves

| | | | | | | |
|---|-------|---------|--------|-------|---------|-------|
| Invest to Grow the Business Reserve | 0 | 0 | 0 | 0 | 0 | 0 |
| Infrastructure Reserve | 0 | 0 | 500 | 0 | 0 | 500 |
| Non-Commercial Assets Replacement Reserve | 0 | 0 | 0 | 0 | 0 | 0 |
| Localisation of Business Rates Reserve | 0 | 0 | 1,500 | 0 | 0 | 1,500 |
| Localisation of Council Tax Benefit | 0 | 0 | 500 | 0 | 0 | 500 |
| Neighbourhood Grants | 0 | 0 | 0 | 0 | 0 | 0 |
| District and Parish Elections | 40 | 0 | 142 | 40 | 0 | 182 |
| Land Charges | 0 | 0 | 0 | 0 | 0 | 0 |
| Local Development Reserve | 0 | 0 | 594 | 0 | 0 | 594 |
| Contingent Liabilities | 0 | 0 | 0 | 0 | 0 | 0 |
| Emergencies | 0 | 0 | 0 | 0 | 0 | 0 |
| Community Development | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicle and Equipment Procurement and Replacement Reserve | 870 | (870) | 0 | 870 | (870) | 0 |
| Low Cost Housing (New Homes Bonus) | 0 | 0 | 0 | 0 | 0 | 0 |
| Car Park Upgrades Reserve | 70 | (35) | 130 | 70 | (35) | 165 |
| Enterprise Zone Reserve | 533 | (250) | 720 | 533 | (250) | 1,003 |
| 3G Pitch Renewal Reserve | 15 | 0 | 75 | 15 | 0 | 90 |
| Communities and Localism Reserve | 0 | 0 | 181 | 0 | 0 | 181 |
| Total Service Specific Reserves | 1,528 | (1,155) | 4,342 | 1,528 | (1,155) | 4,715 |
| Total Revenue Reserves | 1,528 | (1,970) | 10,285 | 1,528 | (1,970) | 9,843 |
| General Reserves | 1,528 | (1,970) | 8,885 | 1,528 | (1,970) | 8,443 |

Reserves

Appendix F

| Name of Reserve | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2022 £'000 | Transfers in £'000 | Transfers Out £'000 | Projected Balance 31 March 2023 £'000 |
|-----------------|-----------------------|------------------------|--|-----------------------|------------------------|--|
|-----------------|-----------------------|------------------------|--|-----------------------|------------------------|--|

Capital Reserves

Usable Capital Receipts

| | | | | | | |
|----------------------------------|--------------|----------------|---------------|------------|--------------|---------------|
| General Receipts | 6,350 | (4,401) | 2,027 | 350 | (371) | 2,006 |
| IT Replacement LSVT | | 0 | 0 | | 0 | 0 |
| LSVT Capital Receipt | | 0 | 0 | | 0 | 0 |
| Aids & Adaptations | | 0 | 172 | | 0 | 172 |
| Insurance | | | 100 | | | 100 |
| Capital Grants Unapplied Account | | | 0 | | | 0 |
| | | | | | | |
| Total Capital Reserves | 6,350 | (4,401) | 2,299 | 350 | (371) | 2,278 |
| | | | | | | |
| Total Usable Reserves | | | 12,584 | | | 12,121 |



ICT Strategy

Author: Chris W. Balmer, IT Manager

Date: January 2018

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| Version History | Date | Reason for change |
|-------------------|----------|---------------------------------------|
| V0.1 First Draft | 28/11/17 | Initial version |
| V0.2 Second Draft | 04/12/17 | Revised draft |
| V0.3 Third Draft | 06/12/17 | Revised draft with Peter Catchpole |
| V0.4 Fourth Draft | 15/01/18 | Revised draft |
| V0.5 Fifth Draft | 25/01/18 | Revised by CWB/PBC after SLT feedback |

CONTENTS

| | |
|--|---|
| 1. FOREWORD | 2 |
| 2. INTRODUCTION | 2 |
| 3. PURPOSE OF THIS STRATEGY | 2 |
| 4. SCOPE OF STRATEGY | 3 |
| 5. VISION | 3 |
| 6. ICT STRATEGY THEMES..... | 3 |
| 6.1. Strengthening Governance | 3 |
| 6.2. Customer Focus/Digital First..... | 3 |
| 6.3. Staff/Member engagement..... | 4 |
| 6.4. Flexible / Mobile Working | 5 |
| 6.5. Secure and Resilient | 5 |
| 6.6. Business Intelligence | 5 |
| 6.7. Collaboration..... | 5 |
| 7. IMPLEMENTATION & MONITORING | 6 |
| 8. APPENDICES..... | 6 |
| 8.1. Appendix 1: The Action Plan..... | 7 |
| 8.2. Appendix 2: Communications Plan | 8 |

1. FOREWORD

The ICT strategy aims to build on existing technologies and investments, support Council-wide transformation programmes and initiatives, accelerating self-service digital delivery for the public, and to increase opportunities for a more agile, flexible and mobile workforce.

The ICT Strategy reflects the role of IT as more than just a support service, but as an enabler of transformational change working alongside the Digital and Marketing teams.

The following themes will be incorporated to guide the delivery of the ICT strategy to reflect requirements to fulfil the Council's Business Plan and statutory obligations: -

- Strengthening Governance
- Customer Focus/Digital First
- Staff/Member engagement
- Flexible/Mobile Working
- Secure and Resilient
- Business Intelligence
- Collaboration

2. INTRODUCTION

ICT is critical for the effective operation of government and the delivery of the services it provides to citizens and businesses. ICT can release savings by increasing public sector productivity and efficiency. It offers key benefits by:

- allowing services to be delivered in new and more cost-efficient ways
- enabling access to online transactional services, which make life simpler and more convenient for citizens and businesses;
- freeing staff to work in new and more flexible ways

The size of the Council may change, but the need to provide elevated levels of service to our citizens will remain. Public expectations of Council services may increase set against a backdrop of reducing budgets.

The Council will need to ensure that its systems are not only robust and resilient enough to provide existing services, but can be used to transform the design and delivery of improved services. ICT will underpin the delivery of the transformational Council Business Plan.

3. PURPOSE OF THIS STRATEGY

This ICT Strategy will build on the foundation of the previous strategy. It reflects the significant change in the role of the Council in moving to a new model of IT service delivery.

The Technical IT delivery element will be provided by the internal IT function based on the Council's business requirements. It will also be influenced by central Government initiatives (i.e. PSN security requirement changes). Departmental service initiatives and service plans will feed into detailed requirements and future IT business strategy.

The ICT Strategy will be reviewed and revised annually to reflect the pace of change, progress, suitability, and to comply with the agreed Business Plan.

4. SCOPE OF STRATEGY

This Strategy highlights the business ICT requirements identified to drive the organisation to achieve its goals. It has been developed from projects already in transit, projects commissioned, and from discussions with senior management as to future direction. It will be revised annually after each corporate service planning exercise.

5. VISION

The following strategy sets out how ICT can shape itself to best support the organisation as it goes forward into an era where service budgets have, and are continuing to be reduced, and where new and innovative service delivery models are being derived. The need for a flexible but robust IT environment has never been greater, nor has the need to ensure that robust IT Governance is in place to ensure that investment, in terms of resources and money, is targeted at the key core strategic systems that support the business of the authority, offer value for money and enable the achievement of the Council's Business Plan.

6. ICT STRATEGY THEMES

- Strengthening Governance
- Customer Focus/Digital First
- Staff/Member engagement
- Flexible/Mobile Working
- Secure and Resilient
- Business Intelligence
- Collaboration

6.1. *Strengthening Governance*

Aim: Strong governance will be essential to ensure the successful delivery of the Council's Strategy to ensure that projects are delivered on time and that there is reduced risk of project waste/failure. Close interaction with the SNC compliance areas will also ensure that upcoming GDPR regulations are also met in full.

Outcome: Applying measures to ensure appropriate control exists to reduce wastage and maximise efficiency. Providing compliance with GDPR regulations.

Success Measures:

1. Reduction in project failures. More projects delivered on time and within budget
2. Increase transparency of all IT projects
3. Partnership working to deliver successful IT Services
4. Robust Information Governance Policies
5. Risks Minimised
6. Enforced and demonstrable policies on GDPR compliance
7. Continued PSN compliance

6.2. *Customer Focus/Digital First*

Aim : Changes in employee and customer expectations about the role and use of IT, and the increase in technology aware users, will drive channel shift providing new opportunities for provision of services.

The Council strives to be recognised as a leading digital transformation organisation. In order to achieve this, we will use technology to redefine the way customers contact the Council, and streamline customer journeys to deliver savings. Innovations in online commercial services have set high standards for an increasingly mobile population. The

expectations of many citizens have shifted from traditional face-to-face, telephone, or paper channels to more responsive 24/7 digital services, including delivery through mobile devices.

It should be recognised that there is a very clear cost imperative behind encouraging digital access and self-service as well. Figures supplied by SOCITM suggest that the average cost of a face to face transaction is £8.62, whereas the average cost of a telephone transaction is £2.83 and a web transaction on average costs 15p. Maximising the efficiencies of our offerings in terms of value for money is critical and a key driver for SNC. It is important to note that this ethos is applied across all aspects of the IT and Digital strategies.

To make the lives of citizens simpler and easier, and to deliver services more sustainably, we need to establish a principle of Digital First for all information and services. However, recognising the diversity of our population, we need to ensure that choice remains for those that are less confident or able in the use of IT.

Outcome: Utilising technology to deliver more and improved online services to customers focussed on customer preferences.

Success Measures:

1. Provision of an extensive range of online services.
2. Reducing the number of face to face and telephone enquiries to Customer Services.
3. Increasing the number of customer queries resolved first time with the Customer Services.
4. Greater efficiencies and user satisfaction.
5. Closer cooperation with the SNC Digital team, and joint working to implement the IT/Digital strategies.

6.3. ***Staff/Member engagement***

Aim : Staff and Member engagement is essential in order to maximise efficiency from current and emerging technologies, and to deliver organisational success. It is vital that the IT systems are fit for purpose and can be easily used to deliver high quality services. In order to achieve these efficiencies, it is key that the appropriate training, development, and support is provided, and shared across the organisation. Engagement is best achieved by the use of an action plan that comprises the elements including the Council's culture and values that drive the motivation and productivity of the staff and Members.

The introduction of new ways of working and closer engagement with IT will significantly assist and empower the staff and Members to collaborate both internally and externally.

Outcome: Organisational success will be delivered by staff and Members who are confident and skilled in the IT systems provided to carry out their duties.

Success Measures:

1. Provision of appropriate and relevant training to the different areas of the Council
2. Establishment of a Performance culture for IT including service levels, KPI's etc.
3. Provision of a transparent communication platform
4. Unified ways of working and collaboration

6.4. ***Flexible / Mobile Working***

Aim: Flexible technology and an adaptable workforce will support rapid business change. The Council will invest in technology to enable staff to work smartly wherever they are located. Staff will have access to the devices and software they need to deliver a high level of service. Members will be equally enabled to work in a mobile and efficient way. The Council successfully introduced iPads for Member use in 2017 and this scheme will continue to be expanded.

Outcome: Providing technology to support multiple work styles.

Success Measures:

1. Greater flexibility in workforce with technology appropriate to their work style
2. Increased flexible working.
3. Reduce the number of devices currently being supported.
4. Access to legacy back-office data in a mobile environment
5. Reduction/reuse existing office space

6.5. ***Secure and Resilient***

Aim: To continue to improve information management and internal and external security to provide protection of personal data.

Outcome: Providing the environment and framework for appropriate protection and availability of Council data

Success Measures:

1. Establishment of robust security policies.
2. Continued PSN Compliance
3. Tested disaster recovery facilities

6.6. ***Business Intelligence***

Aim : To investigate the maximisation of existing council data to improve planning and inform decision making.

Outcome: Providing technology to support business intelligence use of data to improve services by pre-empting demand and identifying needs.

Success Measures

1. Increased usage of business intelligence data in planning future services
2. Compliance with the transparency agenda
3. Using internal data to identify needs earlier and pre-empt demand
4. More Council services joining up to take advantage of GIS technology.

6.7. ***Collaboration***

Aim: The emergence of joint working initiatives will enable new models of service delivery through increased collaborative working with Health, the Police, other local authorities and public/private sector agencies, as well as internal business units. Increased and improved collaboration within SNC will play a key part in the development and improvement of services provided.

Outcome: Providing technology and data sharing environments for collaborative working internally and with partners.

Success Measures:

1. Increased input from staff, Members, and IT when planning shared services.
2. Increased capability to work and share data appropriately in a secure manner with a range of partners.
3. A more secure method of exchanging emails with non-GCSX account holders.

7. IMPLEMENTATION & MONITORING

The Strategy will be monitored via an Action Plan. Each strand of activity will be run as a project and activities assigned to those responsible for delivery. Each project will have its own governance structure appropriate to the size and complexity of the project.

All projects will report monthly to the ICT Manager (who will assume overall responsibility for the implementation), and the designated SNC Programme Manager

8. APPENDICES

- 8.1. Appendix 1: The Action Plan
- 8.2. Appendix 2: Communications Plan

APPENDIX 1 – The Action Plan

| OBJECTIVE | DELIVERABLE | WHO WILL CONTRIBUTE |
|------------------------------|--|---|
| Telephone system replacement | A cloud based IP telephony solution that will allow SNC to work in a more flexible manner utilising unified communications where applicable. | Staff/Members Customer Services (Public facing) 3 rd parties who interact with SNC using telephony systems |
| Staff/Member engagement | Provision of appropriate and relevant training to the different areas of the Council. Establishment of a Performance culture for IT including service levels and KPI's Improved communications (see Appendix 2) | Staff/ Members |
| SNC Remote Working | To define and push forward with a standard approach to Remote Working and Access. This will allow for consistent working methods to be implemented for any SNC staff who need to work away from the office. | Members SLT Staff |
| BCP/DR | Develop and test the SNC BCP/DR plans. The intention is to be able to relocate a set number of staff and provide the tools for them to work in an alternate location. | SNC Staff |
| PSN | Review the SNC Walled Garden and prepare for PSN 2018 submission | SNC Staff |
| MS SQL Upgrades | Delivery of a new hardware platform running SQL Server 2016, followed by migration of all SQL Server databases to the new platform. This will allow for improved resiliency, redundancy, and flexibility with many of the internal SNC database systems. | SNC Staff |
| Upgrade to Windows 10 | Rolling upgrade of desktop/laptop environment to Windows10. This will allow for more flexible management, remote working, security, and an improved user experience. | SNC Staff |

APPENDIX 2 - Communications Plan - How we will demonstrate progress.

Background

From December 2017 onwards, SNC will be undertaking significant steps to move forward with its action plan(s).

The programme of work will include:

- Telephone system replacement
- Review of the SNC staff remote working platforms
- Review of SNC Members remote working platforms
- Development and testing of the SNC BCP/DR plan
- Review of the PSN Walled Garden and 2018 PSN submission
- Upgrade of MS SQL server infrastructure supporting SNC database platforms
- Upgrade to Windows 10 on relevant devices

Many of these projects will be delivered on a pilot and then roll out basis – this will allow for the testing/development of rollouts and constant improvement for staggered deployments.

Aim

To ensure staff are aware of the upgrades, how they will be affected and, in the case of front line staff, citizens of the district.

Target audiences

- Staff
- Specifically affected staff at each roll out stage
- Members
- Citizens (when appropriate)

Communication Mediums

- All user emails
- Targeted emails
- Intranet
- Management cascade
- Drop in sessions
- Training sessions

Key messages

- SNC is investing in its staff to ensure they are skilled in their roles and can deliver high quality services
- SNC is investing in the latest technology to drive the digital agenda of the business plan
- SNC is investing in these upgrades to provide a better, faster and more mobile working environment for staff
- Support will be available throughout the process
- Everyone who works for the council will benefit from this work.
- Can't do it all at once – good things come to those who wait.



Appendix H

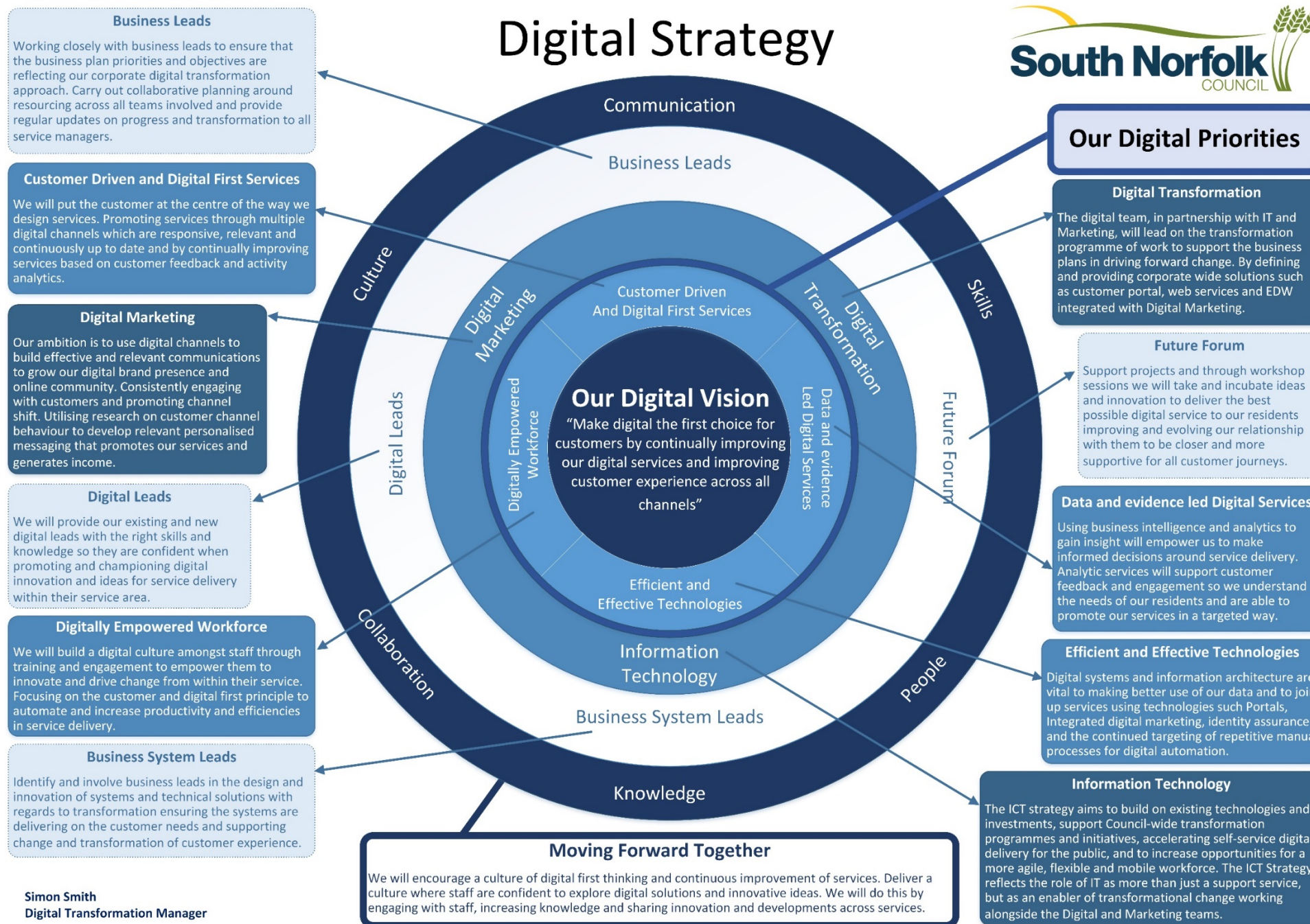
South Norfolk Council

Digital Strategy

Our Digital Vision

“Make digital the first choice for customers by continually improving our digital services and improving customer experience across all channels”

Digital Strategy



Simon Smith
Digital Transformation Manager

The Case for Digital Transformation

Our digital vision is to:

“Make digital the first choice for customers by continually improving our digital services and improving customer experience across all channels”

This strategy outlines how as an organisation, we will align our business and customer needs to best practice and enable us to stay ahead of the game when it comes to the continuing changing needs of our residents and utilise what digital has to offer to improve our services.

The digital landscape is continually changing. Over the past 2 decades we have seen the internet develop, enabling increased connectivity and visibility of digital services on mobile and many other connected devices. In the last few years, we have seen new ways of communicating emerge, for example through social media, which is now a normal channel for consumer engagement. The pace of these changes, together with consistent growth in information architecture and technology means that every digital aspect is effected by continuous change and innovation. The digital evolution will continue to accelerate and change the way we interact with services and technology. As an organisation with over 80 different services, we have multiple specialist systems which in the past has made it difficult to understand our customer needs. With the evolution of digital services, we want to be able to utilise the systems we already have, utilising additional systems where appropriate, inspiring customer confidence in our services and efficiently use system data to inform our customer centric approach. For SNC, moving towards digital technology has the potential to transform the services we provide to our residents, while generating long-term savings and promoting income generation.

Central government has recognised the importance of digital and has provided tools and guidance around transformation. We will adopt best practice and recommendations from central government where applicable.

In 2016, we developed an initial Digital Engagement Strategy which proposed significant investment into the digital services. Though investment is still required, this strategy proposes utilising our existing in-house skills, systems and technology where possible to deliver on the priorities set out in this strategy. Where a gap in technology or capability is identified, we will look to invest in third party solutions or technologies where appropriate. So far, good progress has been made on the digital transformation journey:

- New corporate website
- Creation of the Single Customer View (SCV)
- Customer channel shift through the telephony system

Going forward, we need to ensure that we have the right infrastructure to support online services and digital first thinking.

This strategy, as part of an overarching strategic approach incorporating IT and Digital Marketing, now looks at how we can continue to build on this and progress towards a more sustainable and efficient digital service that enhances our customers experiences.

The National Picture on Digital



85% Adults who own a smartphone in the UK.

91% Adults who used their smartphone in the last 24hrs.



£0.17



£5.00

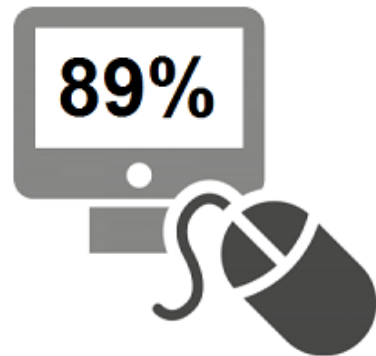


£6.62



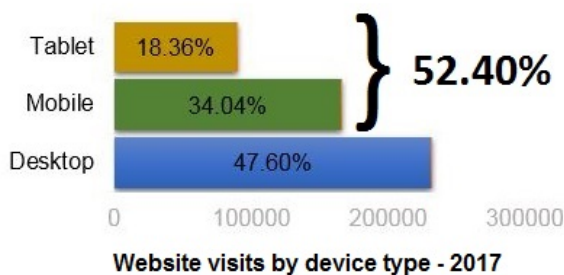
£14.00

Average customer transaction costs



Households that have a high propensity to 'self-serve'

The Bigger Picture – What we know about South Norfolk



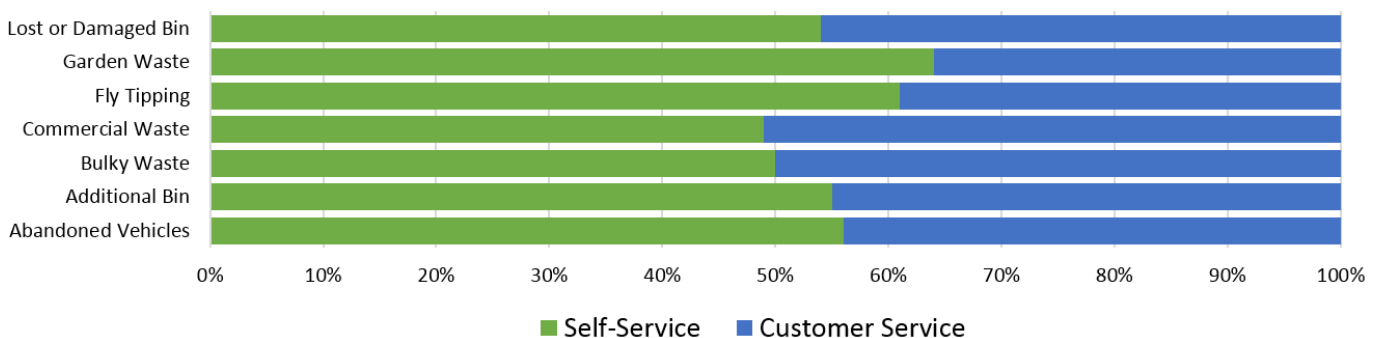
The population in South Norfolk is set to grow 20% by 2037 which will increase demand on our existing services requiring us to improve efficiencies in delivery.



94%

South Norfolk households with moderate to high internet usage

Web Forms: Self-Service Completed Vs Customer Service Completed via Phone



By increasing channel shift in digital forms from our current average of 55% self-service we can make substantial savings on delivery costs.

Our Digital Priorities

To achieve our vision, we need to focus our attention on priority outcomes. Each priority is interlinked and reliant on each other. For example, to deliver truly customer driven and digital services, we first need to have the right infrastructure in place and an empowered workforce with the right capabilities to deliver this. Each priority has specific outcomes and success factors which are included on the next few pages.

Our digital priorities are:

Customer Driven and Digital First Services

We will put the customer at the centre of the way we design services. Promoting services through multiple digital channels which are responsive, relevant and continuously up to date and by continually improving services based on customer feedback and activity analytics.

Efficient and Effective Technologies

Digital systems and information architecture are vital to making better use of our data and to join up services using technologies such as Enterprise Data Warehouse (EDW), identity assurance and the continued reduction of repetitive manual processes for digital automation.

Data and evidence led Digital Services

Using business intelligence and analytics to gain insight will empower us to make informed decisions around service delivery. Analytic services will support customer feedback and engagement so we understand the needs of our residents and are able to promote our services in a targeted way.

Digitally Empowered Workforce

We will build a digital culture amongst staff through training and engagement to empower them to innovate and drive change from within their service. Focusing on the customer and digital first principle to automate and increase productivity and efficiencies in service delivery.

Our Approach

We need to have an organisational wide approach to how we will deliver on our priorities for digital transformation. To do this we will apply four areas of transformation to everything we do, these are as follows:

Strategy and Vision

For all elements of digital transformation, we will apply the digital strategic approach in delivering sustainable and cost-effective solutions that are continuously evolved to meet service and customer demand. The digital vision will be applied to all transformation work in designing our services to make digital the first choice and ensuring that we improve the customer experience across all channels.



Technology and Capabilities

We will use existing technology and capabilities to meet the needs of transformation where possible. Bringing back in house any services where we have the capability, where it will improve service delivery and reduce costs. Where there is a requirement for innovative technology we will look for the best fit and most cost-effective solution to meet the requirements.



Process and Governance

We will apply industry standard process and governance around transformation to enable integration and simplification of services. The governance applied will make us compliant and ensure we meet our legal responsibilities with our customers including GDPR.



People and Culture

We will engage with employees and customers to ensure that the transformation of digital services is collaborative and empowers individual and teams to drive change by utilising MFT as a cultural change driver. We will continue to invest in people and ensure they are digitally skilled to deliver the transformations. How we approach people and culture will be split across all levels and roles within the organisation focusing on 3 main groups as follows:



Core Digital Team



Digital Champions



All Staff

We will work with services to help align their business plans to the digital strategy, support the integration of digital design and adopt the digital vision for the service.

Customer Driven and Digital First Services



We will put the customer at the centre of the way we work and design services around their changing needs. With technological changes and advancements, we want to provide simple and easily accessible services through multiple digital channels which are responsive, relevant and up to date.

What we will do to achieve our outcomes:

- **Website updates** – provide regular updates to our website, keeping all pages current and fresh and focusing on the automation of content retention and management. Automated deployment processes will be implemented and managed by the digital team to enable quick and efficient changes to the website. Web page content will be owned by the service areas and they will be supported by the core digital team. Ensuring content is updated on a regular basis ensures customers have access to the right information online, rather than shifting towards more costly contact such as telephones.
- **Customer portal** - Deliver a customer centric portal, providing one place where a customer can easily access services in a simple and efficient manner, allowing them to update and manage their personal information and to simplify self-serve. This includes making forms quicker and easier for customers with an account to complete, preventing phone calls and encouraging online contact.
- **Customer account** - Delivery of a customer account function on the website which will give customers the ability to manage their profiles and marketing preferences. This includes the delivery of a Single Sign On (SSO) for residents to enable them to sign into their account and verify their identity through their existing social media accounts such as Facebook or LinkedIn. This will enable customers to easily access our services in a secure way and improve the services we deliver to them, for example, personalisation of content and targeted marketing will allow us to cross-sell and promote our services.
- **Speed of services** - Optimisation of page loading times on our website to ensure customers can self-serve on all devices. This includes adding new forms online to allow self-completion and Improving existing online forms to remove the need to ask for information we already hold on a logged in customer, such as address or name, making it simpler for them to request our services. We want customers to use online as the first port of call when requesting services, and for customers to know where they can access key information and services.
- **Strategy and Embracement of Mobile Technologies** - Ensure that we remain up to date with technological advances and continually Invest in our digital skills through apprenticeships and training in areas such as: AI, Customer Experience Management and Digital Analytics.

- ▀ **Process mapping** – Applying customer journey mapping and value stream mapping to evaluate and focus structuring processes around customer needs and identify opportunities to improve efficiencies and customer satisfaction.
- ▀ **Introduction of webchat** – To support our customers in accessing information via the website rather than contacting us via phone, it is proposed that we introduce a webchat function on our website to be supported by our customer services teams to help tackle customer queries as quickly and effectively as possible. A second phase will also look to how we can introduce automatic responses through AI to regular queries.

What success looks like:

- ▀ Responsive services and website which are easily accessible on digital devices; including quick loading webpages.
- ▀ Achievement of at least 3 stars in all areas on our website by SOCITM standards., allowing us to benchmark our service against other authorities.
- ▀ Services which are continuously improved, with the right insights, skills, technology and data available to review, rework and release changes on a regular basis.
- ▀ Increase in channel shift to self-serve and online transactional services, reduction in phone calls, emails and face to face customer meetings, saving costs further down the line and making our services more efficient.
- ▀ Increase in online accounts and improved conversion rates for campaigns due to targeted marketing and content across all digital channels.

Efficient and Effective Technologies



Digital systems and information architecture are vital to making better use of our data and to gaining insight into how we can be more efficient. By joining up common functions across all services and removing repetition and duplication of effort across systems we can improve productivity through effective use of new and existing technologies.

What we will do to achieve our outcomes:

- **Effective technologies** – Provide solutions to enable the organisation to utilise technologies to provide more effective services such as:
 - **Digital Marketing Solution.**
To help us manage our relationship with our customers and see in context all interactions with them enabling us to analyse customer interaction for every contact via all channels including digital. Provide all customer facing services with a unified branding and message improving the quality and experience for our customers. It is highly likely that new technology will be required to support this additional functionality and a scope will be developed by the digital and marketing teams to outline the functionality needs.
 - **Identity Management services to enable Single Sign On (SSO).**
This will provide the customer with a single identity that can be used to simplify access to all services delivered, such as the Leisure Portal, without having to login again and manage multiple accounts to access any online services.
- **Collaborative System Improvement** – Proactively encourage teams across the council (e.g. Digital, Marketing and IT) to work together on specific tasks or projects, to deliver a shared Digital Vision. Sharing resources and platforms to keep operational cost to a minimum and removing duplication of effort especially regarding data processing. Joining up common approaches in to a single unified corporate solution such as changing address and name changes to centralised marketing and consent preferences.
- **Efficient technologies** – Using existing systems and solutions better to meet the business needs for transformation, minimising additional effort and repetition of actions. Use existing data to auto populate content for customers reducing the need to capture information we already know. Extend the capabilities of the existing web site to incorporate a customer portal and look at new technologies to provide us with an integrated digital marketing solution that can use this technology to target groups of customers based on information we hold on them or on their activities online.
- **Introducing a new search function for our website (SOLR).**
Our current google search functionality will no longer be supported beyond April 2018. In order to ensure our customers can continue to use our website effectively

we therefore need to develop a new search function on our website. We proposed developing a 'SOLR' search. This will enable us to introduce a 'federated search' which means our system will index multiple data sources including our website and any other data source that will help our customers find the information/or complete the transaction they are looking for.

What success looks like:

- Integrated customer portal accounts with our online forms, all data collected is processed electronically and delivered into the required back office system. All back-office systems where applicable, provide a customer data set into the data warehouse to power the SCV providing customers with all the information we hold on them to be available meeting requirements under GDPR.
- As an organisation, we can match and manage customer data ourselves. Through IT data warehouse development, we can match and add new customers, making savings and enhancing the data set and information delivered to customers.
- We have a single customer view which enables us to service customers at the first point of contact more effectively reducing demand to more costly channels.
- We can assure the identity of a citizen to enable secure personal data access and validate customer data changes such as change of address, phone number or email address. This will enable us to automate data updates to all connected back office systems removing manual update repetition.



Data and evidence led digital services

Using information to its full advantage through business intelligence and analytics to gain customer and business insight will empower us to make informed business decisions around service delivery through digital channels. By using digital analytics services to support customer feedback and engagement we can better understand the needs of our residents and how we are performing as a council.

What we will do to achieve our outcomes:

- **Business Intelligence** – develop a centralised data repository ‘data warehouse’ to store all SNC data and enable a council-wide approach to customer insight and intelligence with continuous and up to date data visualised and readily available to support business decisions and service monitoring.
- **Data Centric Services** – implement data centric services to support the business in delivering joined up customer services and support the legal requirements of GDPR by enabling the customer to see all the data we hold on them and exercise their right to be forgotten. Enable explicit personalisation for all online content by exploiting the SCV and customer profile account data.
- **Performance Dashboards** – introduce digital dashboards at an organisational level, which highlights performance data with the ability to drill down and view lower level data analysis.
- **Customer feedback** – we will use online feedback mechanisms, alongside analytics to provide us with insights around customer interactions and behaviours which will provide evidence to the shaping of our digital services.
- **Single Customer View (SCV)** – Enable a single customer view for required staff of all personal and transactional data we hold on a customer to provide deeper insight in to our customers.

What success looks like:

- The organisation can respond to change quickly and adapt to changing customer needs through key performance data.
- The council will be able to target marketing based on data and evidence which is stored centrally. We will be able to upsell and cross market our services, as well as provide a personalised experience for customers tailored to their specific needs through personalisation both implicit and explicit.
- Dashboards available for all service analytics and KPI’s that are focused on improvement targets as opposed to volume metrics which will drive and show continuous improvement. This will enable services to focus on change impact and visualise service data in new ways providing deeper insight and improving our ways

of working.

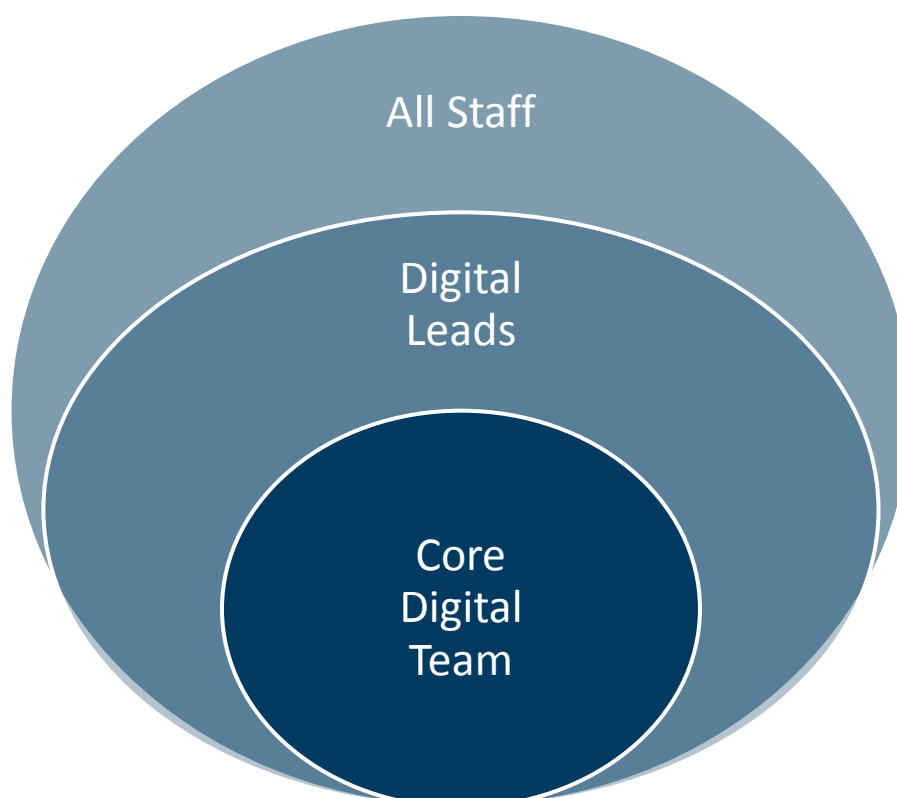
- We will understand our cost per transaction and channel shift volumes to further drive savings and report on progress and benefits realisation.

Digitally Empowered Workforce



Transforming how we deliver services through digital means is not just about our external customers. It is also about our workforce and their ability to maximise their capabilities. Moving forward, it will be important that we have staff who have the right capabilities, skills and experience to effectively utilise the technology that is on offer. We want to embed digital skills across the organisation, provide them with the right technology and ensure we're able to attract and retain staff with the right skill sets and experience.

How we engage staff across the organisation will be different depending on their level and role. Below outlines what we will do for each specific staff area:



What we will do to achieve our outcomes:



Core Digital Team – Digital Transformation Manager with DevOps, IT and Marketing.

- **Upskilling** – when new technology is introduced, we will provide training to upskill the core digital team to support the implementation of new solutions and lead the way when it comes to digital transformation. Developing in house skills in the key software we use means we can do more simple and regular activities and only pay for more complex/technical work as and when required.
- **Capacity** – ensure there is capacity within the digital team to adequately explore innovative technologies and support the delivery of digital based solutions. Using

forward resource planning and the apprenticeship scheme, train and develop new digital team members with the skills to support and innovate our digital future.

- **Work Prioritisation** – Using a digital approach, provide an online digital work stack that is available to all to view and see, what is being done and when. Enable the business to manage the prioritisation of the digital work stack through a formal process with an exception route for SLT to ensure the focus remains corporate.
- **Collaboration** – Work closely with IT and Digital Marketing to provide joined up customer centric and focused, efficient digital solutions.



Digital Champions – Selected volunteers from business service areas

- **Knowledge** – we already have a number of champions located across the organisation. We will provide our existing and new digital champions with the right skills and knowledge so they are confident when promoting digital within their service area.
- **Collaboration** – we will meet regularly and collaborate on innovative projects and solutions, sharing learning and best practice. We will tie in with the business planning process and cross-organisational digital workplan to ensure teams are thinking about how they can innovate with their services, reduce cost and promote a channel shift.



All staff

- **Engagement** - proactively engaging with staff collaboratively to look at service design and development and digital solutions and processes.
- **Communication** – regularly update staff on digital developments and engage staff in feedback on digital services.
- **Skills** – where appropriate, we will ensure staff have the right skills to utilise new digital systems or solutions.
- **Culture** – encourage a culture of digital first thinking and continuous improvement of services. Deliver a culture where staff are confident to explore digital solutions and innovative ideas. We will do this by engaging with staff, increasing knowledge and sharing innovation and developments across services.

What success looks like:

- Service delivery is customer focused around their needs and expectations ensuring that customer experience is measured and improved.
- Digital is the first solution sought by staff for service improvement requirements.

- ▀ The digital opportunity is embedded into the culture of the organisation and staff become advocates for digital design.
- ▀ Staff have strong capabilities, skills and knowledge to make better use of digital systems and use of data and insight to better deliver their services to residents.
- ▀ Digital KPI's covering channel shift, digital uptake and customer satisfaction showing continuous improvement and cause to celebrate success.

How we will measure success

We will use analytical tools to measure success against our key priorities. Understanding how we are performing Technology will be used to enable the business to automatically measure the success of Digital Transformation on the following categories:



Channel Shift (Digital Forms)

We will measure the shift from online forms completed by customer service agents over the phone to online forms completed by customers digitally through self-serve.



Completion Rates (Digital Forms)

We will measure the abandonment rates and completion rates for all forms individually and collectively to fix any problems and identify issues with online service provision to enable us to improve the customer experience.



User Satisfaction (Website and Forms)

We will use online tools to provide customer feedback and satisfaction ratings across all devices. This will also be used for targeted campaigns and new services to enable specific feedback when required.



Digital Take up (Website and Forms)

We will measure the change in volumes using digital in comparison to previous periods to enable us to measure success of digital marketing campaigns and communications.



Digitally Empowered Workforce (Organisational)

We will measure the reduction in volumes of post and paper usage across the organisation as an ongoing process showing trends and cost reductions over time as savings are made by new ways of working in a digital organisation.



Analytics (Business Intelligence)

Performance monitoring software such as “site improve” can inform us of any impacts of changes made to the public facing services. Automating the data collection and presentation for service performance in a central dashboard for the whole business will provide us with a continuous view of service improvement. Able to measure all aspects of collected data including upselling of services and digital marketing campaigns.

Digital Transformation – Delivery of the Strategy

South Norfolk Councils Digital Strategy is a live document that will be reviewed on a regular basis and updated to show our continuing vision and priorities and to reflect our technological advancements. To support the delivery of our vision and key priorities, we will carry out numerous activities in the coming months.

Across the organisation, there are many digital related projects currently underway. The below table outlines key activities, target for completion, the lead for the project and the teams which will be involved in the delivery of the activity.

Key: High Priority Medium Priority Low Priority

| Digital Priority | Business Plan Links | Activity | Department & Actions | Next Steps | Target |
|--|---------------------------|-----------------------|--|--|--------|
| Data and evidence led digital services | E4, H13, H15, P16, M5, M6 | Web Service Analytics | Digital <ul style="list-style-type: none"> Implement analytics suite for monitoring all aspects of online digital customer engagement (Websites and forms), performance monitoring, service availability, optimisation and content quality. Introduction of feedback mechanisms and social integration tools for the customer which will enable us to gain insight and satisfaction data. | <ul style="list-style-type: none"> Provide business case to support extra funding to implement analytics and other digital services from Site Improve to meet these needs. | Dec 17 |
| | | | Marketing <ul style="list-style-type: none"> Utilise web analytics to review customer journeys and target customers with personalised messaging Measuring marketing campaign effectiveness | <ul style="list-style-type: none"> Team training to ensure effective use of analytics for creating marketing messaging and campaigns Identification of digital champions who will be trained on analytics to ensure website pages are online brand, effective and relevant | Dec 17 |

| | | | | | |
|--|---------------------------------------|-------------------------|--|---|----------|
| | | | IT <ul style="list-style-type: none"> Ensure appropriate security levels are in place to allow any new required infrastructure to be used | <ul style="list-style-type: none"> Work with Digital Team to secure appropriate funding for any required software/hardware | Dec 17 |
| Mobile & Agile working | E4, E12, P16, P17, M4, M5, M6, R4, R5 | Mobile & Remote Working | IT <ul style="list-style-type: none"> Develop and enable true mobile working on laptops, tablets, and mobile devices. | <ul style="list-style-type: none"> Establish devices in use. Consider Windows10 Develop app suite | Feb 18 |
| | | | Digital <ul style="list-style-type: none"> Ensure all developed apps are responsive in design to work on mobile devices. | | |
| | | | Marketing <ul style="list-style-type: none"> Ensuring we can respond to customers on our digital channels anytime anywhere Agile campaign management for immediate response to market demands | | |
| Customer driven and digital first services | H13, H15, P16, P17, M2, M5, M6, R4 | Customer Portal | Digital <ul style="list-style-type: none"> Provide a customer centric digital access point for all online services with a single customer account and customer profile. Giving our customers the ability to manage their data for marketing and consent. | Phase 1 <ul style="list-style-type: none"> Agree business requirements and procure external services to develop initial solution. | April 18 |

| | | | | | |
|--|------------------------------|---------------------------------------|--|--|----------|
| | | | Marketing <ul style="list-style-type: none"> • Customer acquisition campaign to promote sign up for customer account • Marketing preferences to be used for targeted campaigns • Ensure customer receive regular and relevant communications in line with service area business objectives | <ul style="list-style-type: none"> • Support customer portal launch with sign up campaign. | April 18 |
| | | | IT <ul style="list-style-type: none"> • Provide suitable security and routes to internal SNC data enabling the Digital access. • Work with Marketing to deliver a suitable email platform | <ul style="list-style-type: none"> • Work with Digital Team to secure appropriate funding for any required software/hardware | April 18 |
| Customer driven and digital first services | E1, E16, E21, M2, M5, M6, R4 | Customer Portal Development Programme | Digital <ul style="list-style-type: none"> • Adding services to the customer portal, introducing personalisation both implicit and explicit, targeted driven content and integrated authentication services for complete single sign on. • Business customer portal design and development to enable business self-service. | Phase 2 <ul style="list-style-type: none"> • Extend portal to incorporate business and member portal services and develop back office integration and service provision. | Ongoing |
| | | | Marketing <ul style="list-style-type: none"> • Developing targeted campaigns for business objectives through personalisation of customer portal | <ul style="list-style-type: none"> • Ensure regular communications with customer who have registered. | April 18 |

| Data and evidence led digital services | E2, E4, P6, P10, M2, M5, M6, R5 | Enterprise Data Warehouse (EDW) | Digital <ul style="list-style-type: none"> • Provide an information hub of corporate data from all SNC systems and all customer data to support business intelligence and the single customer view. • Enable cascading of updates to back office systems direct from the customer where appropriate. | <ul style="list-style-type: none"> • Liaise with IT on architecture and resources to deliver a data warehouse solution, create a plan and scope out the work required to provide this as a priority. | Apr 18 |
|--|---------------------------------|---------------------------------|---|---|----------|
| | | | IT <ul style="list-style-type: none"> • Review SNC back office platforms for required functionality | <ul style="list-style-type: none"> • Work with Digital Team to secure appropriate funding for any required software/hardware • Work with 3rd party suppliers on reconfiguration of systems if required. • Produce ECF and JD for Data Developer Role required to deliver this work. | |
| Efficient and effective technologies | M2, M5 | Website Search Replacement | Digital <ul style="list-style-type: none"> • Replace the Google search service on the current website with SOLR as the current service is being withdrawn by Google in April 18 | <ul style="list-style-type: none"> • Conference call with Microserve to get SOLR implemented as per previous agreement, train in house staff to develop and extend SOLR capabilities. | April 18 |

| | | | | | |
|--|---------|------------------------------|---|--|---------|
| | | | IT <ul style="list-style-type: none"> Support Digital team | <ul style="list-style-type: none"> Support Digital team | |
| Customer driven and digital first services | P17, M5 | GDPR compliant cookie usage | Digital <ul style="list-style-type: none"> Enable all customers visiting our website to manage their cookie preferences, removing implied consent and applying explicit consent to adhere to GDPR requirements. | <ul style="list-style-type: none"> Submit design for evaluation of a GDPR compliant solution for in house developers to implement. | May 18 |
| | | | IT <ul style="list-style-type: none"> Support Digital team | <ul style="list-style-type: none"> Support Digital team | May 18 |
| Efficient and effective technologies | M2, M5 | Development of web-chat (AI) | Digital <ul style="list-style-type: none"> Enable customer services to support digital customer whilst still in the digital channel by implementing a web chat support system that can be extended to use AI in the future. | <ul style="list-style-type: none"> Work with NCC in understanding how they have implemented Web Chat for us to produce and execute a plan based on learned lessons. | June 18 |
| | | | IT <ul style="list-style-type: none"> Support Digital team | <ul style="list-style-type: none"> Support Digital team | |

| | | | | | |
|--|---|--|--|---|----------|
| Efficient and effective technologies | E4, E5, E12, E17, E21, H1, H5, P1, P6, M2, M4, M5, M6, R3, R4 | Customer Management and Digital Marketing Solution | Digital <ul style="list-style-type: none"> Look at implementing a customer management and digital marketing solution to support both customer services in having a full customer view when dealing with requests and to empower marketing to utilise customer data to provide more directed services to where it is most needed. | <ul style="list-style-type: none"> Investigate using SCV data and Digital Marketing integrated solutions to provide a cost-efficient model for customer management and engagement. | June 18 |
| | | | Marketing <ul style="list-style-type: none"> Research integrated digital marketing platform that will enable team to effectively plan, manage and monitor marketing campaigns across all digital channels Develop analytics to enable better insights into customer behaviour to effectively target customers. | <ul style="list-style-type: none"> Scope out marketing requirements for new platform | April 18 |
| | | | IT <ul style="list-style-type: none"> Review integration with SNC systems | <ul style="list-style-type: none"> Review infrastructure needs and interoperability with other SNC systems | April 18 |
| Customer driven and digital first services | H13, H15, P10, M2, M5, M6, R3 | Single Customer View Development (Online Transactions) | Digital <ul style="list-style-type: none"> Once the data warehouse is operational we can integrate digitally instigated back office transactional processes into the SCV for viewing online by the customer. | <ul style="list-style-type: none"> Look to develop opportunities to integrate customer data updates into back office systems. | Sept 18 |
| | | | Marketing <ul style="list-style-type: none"> Identify marketing requirements and best practice for using SCV | <ul style="list-style-type: none"> Scope out marketing requirements for use of SCV | June 18 |

| | | | | | |
|--------------------------------------|------------|-----------------------------|---|---|----------|
| | | | IT <ul style="list-style-type: none"> Support Digital team | <ul style="list-style-type: none"> Support Digital team | Sept 18 |
| Efficient and effective technologies | M2, M5, R5 | Identity Assurance Solution | Digital <ul style="list-style-type: none"> Enable validation of customer identity using data in the single customer view (SCV) and updating customer online accounts with increased security such as a “2 factor” authentication model. | <ul style="list-style-type: none"> Once SCV available design mechanism to validate customer identity and develop in house. | Sept 18 |
| | | | IT <ul style="list-style-type: none"> Review 2FA requirements | <ul style="list-style-type: none"> Research best 2FA options Undertake testing and rollout | Sept 18 |
| Core IT Services | TBC | Connectivity | <ul style="list-style-type: none"> Improve current connectivity solutions. Implement a unified communication solution. | <ul style="list-style-type: none"> Review systems. Upgrade and consolidate where suitable. Improve resilience. | April 18 |
| Core IT Services | TBC | IT Infrastructure | <ul style="list-style-type: none"> Review and implement where suitable, cloud based suitability for appropriate systems | <ul style="list-style-type: none"> Review systems in place. Consider cloud based versions. Improve resilience. | April 18 |
| Core IT Services | TBC | Security | <ul style="list-style-type: none"> Review & monitor security. Consider managed solutions for increased reliability and resilience. | <ul style="list-style-type: none"> Review systems. Upgrade and consolidate where suitable. | April 18 |

Digital Transformation – Approximate Capital Costs

| Activity (Output) | Target | Capital |
|--|----------|--|
| Implement Web Service Analytics Software and now completing the training so that we can Data and evidence led digital services - we want to provide simple and easily accessible services through multiple digital channels which are responsive, relevant and up to date. | Dec 17 | N/A |
| We are reviewing our mobile & remote Working - to allow officers to be able to support our customers from the most appropriate efficient way | Feb 18 | New IT Projects £30,000 (approx.) |
| Customer Portal – Delivery of a customer centric portal, providing one place where a customer can easily access services in a simple and efficient manner, allowing them to update and manage their personal information and to simplify self-serve (This is split into phases) | April 18 | Digital £10,000 (approx.) |
| Enterprise Data Warehouse (EDW) - Digital systems and information architecture are vital to making better use of our data and to join up services | Apr 18 | Digital £10,000 (approx.) |
| Website Search Replacement which will enable us to introduce a ‘federated search’ which means our system will index multiple data sources including our website and any other data source that will help our customers find the information/or complete the transaction they are looking for. | April 18 | Costs within 17/18 budget |
| GDPR compliant and cookie usage - Enable all customers visiting our website to manage their cookie preferences, removing implied consent and applying explicit consent to adhere to GDPR requirements. We will apply industry standard process and to make us compliant and ensure we meet our legal responsibilities with our customers | May 18 | Data Cleanse Software £70,000 (approx.) |
| Development of web-chat (AI) to support our customers in accessing information via the website rather than contacting us via phone. A second phase will also look to how we can introduce automatic responses through AI to regular queries. | June 18 | N/A |

| | | |
|--|---------|--|
| Customer Management and Digital Marketing Solution to help us manage our relationship with our customers and see in context all interactions with them enabling us to analyse customer interaction for every contact via all channels including digital | June 18 | Digital/Marketing Digital Marketing and Customer Management £30,000 (approx.) |
| Single Customer View Development (Online Transactions) to enable a single customer view for required staff of all personal and transactional data we hold on a customer to provide deeper insight in to our customers | Sept 18 | Digital £10,000 (approx. dependant on solution) |
| Identity Assurance Solution to assure the identity of a citizen to enable secure personal data access and validate customer data changes such as change of address, phone number or email address. This will enable us to automate data updates to all connected back office systems removing manual update repetition | Sept 18 | Digital £5,000 (approx. dependant on solution) |

**Cabinet 5 February 2018
Council 19 February 2018**

Agenda Item No. 9

Treasury Management and Capital Strategy 1st April 2018 to 31st March 2021

**Report of the Accountancy Manager
Cabinet Member: Barry Stone – Finance and Resources**

CONTACT
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1. Introduction

- 1.1 This report outlines the proposed Treasury Management Strategy, the Prudential Indicators, Minimum Revenue Provision and the Treasury Management Policy Statement for 2018/19 to 2020/21. It reflects the revised Prudential Code for capital Finance in Local Authorities and the revised Treasury Management Code of Practice issued by CIPFA at the end of December 2017. As such, it also now incorporates the Council's Capital Strategy, which has a significant influence on the constraints under which the Treasury Management Strategy operates.
- 1.2 Given the requirement to fund the Council's capital programme, cash investments will be of a short or medium term nature for up to 2 years. Security of investments is paramount and of primary importance with liquidity being secondary and return having the lowest importance.
- 1.3 The general economic environment contains ongoing uncertainty, owing to the UK decision to leave the European Union and the downgrading of projections for UK growth at the time of November's budget, although there is growth simultaneously across Europe, North America and Asia for the first time since the 2008 financial crisis and stock markets are buoyant. Economic uncertainty has tended to result in central banks holding interest rates at low levels and therefore this strategy has been based on the Bank of England base rate remaining at the current rate 0.5% over the coming year, having been increased from its record low of 0.25% in November 2017.
- 1.4 The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:
"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.5 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code for Capital Finance require local authorities to determine the Treasury Management Strategy Statement (TMSS), the Capital Strategy and Prudential Indicators (PIs) on an annual basis. The TMSS also includes the Annual Investment Strategy (AIS) that is a requirement of the government's (Ministry of Housing, Communities and Local Government (MHCLG)) Investment Guidance. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the MHCLG Guidance.

- 1.6** The purpose of this TMSS is, therefore, to approve the:
- Treasury Management Strategy for 2018/19 through to 2020/21 – whole report.
 - Capital Strategy – section 3 and Appendix A
 - Annual Investment Strategy for 2017/18 – section 6.
 - Minimum Revenue Provision (MRP) Statement – section 7.3
 - Prudential Indicators for April 2018 to March 2022 Appendix B
 - Treasury Management Policy Statement Appendix E
- 1.7** The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy. The Authority is fully responsible for its treasury decisions and activity. All treasury activity will comply with relevant statute, guidance and accounting standards.
- 1.8** The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- 1.9** The treasury management service is also a key component in the funding of the Council's capital plans. These capital plans provide a guide to the borrowing needs of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

2. Economic Background and Interest Rates

- 2.1 A detailed economic and interest rate forecast provided by the Authority's treasury management advisor is attached at Appendix C. The Authority will reappraise its strategies from time to time in response to evolving economic, political and financial events.
- 2.2 Cabinet is advised that the budget for 2018/19 for external investment interest earned is £104,000, which represents a reduction of £24,000 to reflect the use of cash balances for capital expenditure. The budget reflects the current risk appetite and low interest rates available for cash investments. The budget for interest on loans to the Council's wholly owned companies is £510,000 for 2018/19, reflecting the higher interest rates applied in accordance with state aid regulations and the level of risk accepted.

3. Capital Strategy

- 3.1 The Council's Capital Strategy is a significant influence over the constraints within which the Council sets its Treasury Management Strategy. In the light of this, the Prudential Code now requires that the Capital Strategy should be included within the Treasury Management Strategy. The strategy was last updated in October 2016 and has been refreshed but not substantially changed as the Council's approach remains the same. The full strategy is contained as Appendix A and summarised below.
- 3.2 The Capital Strategy clarifies the funding constraints within which the capital programme can be set. The proposed total resources available to finance the current capital programme going forward from 2018/19 will be in the region of £73.6 million as set out below. This will be sufficient to fund the five-year capital programme of £61.7 million and also the forecast slippage of £9.9 million from 2017/18 and allow repayment of internal borrowing from the Council's cash investments.

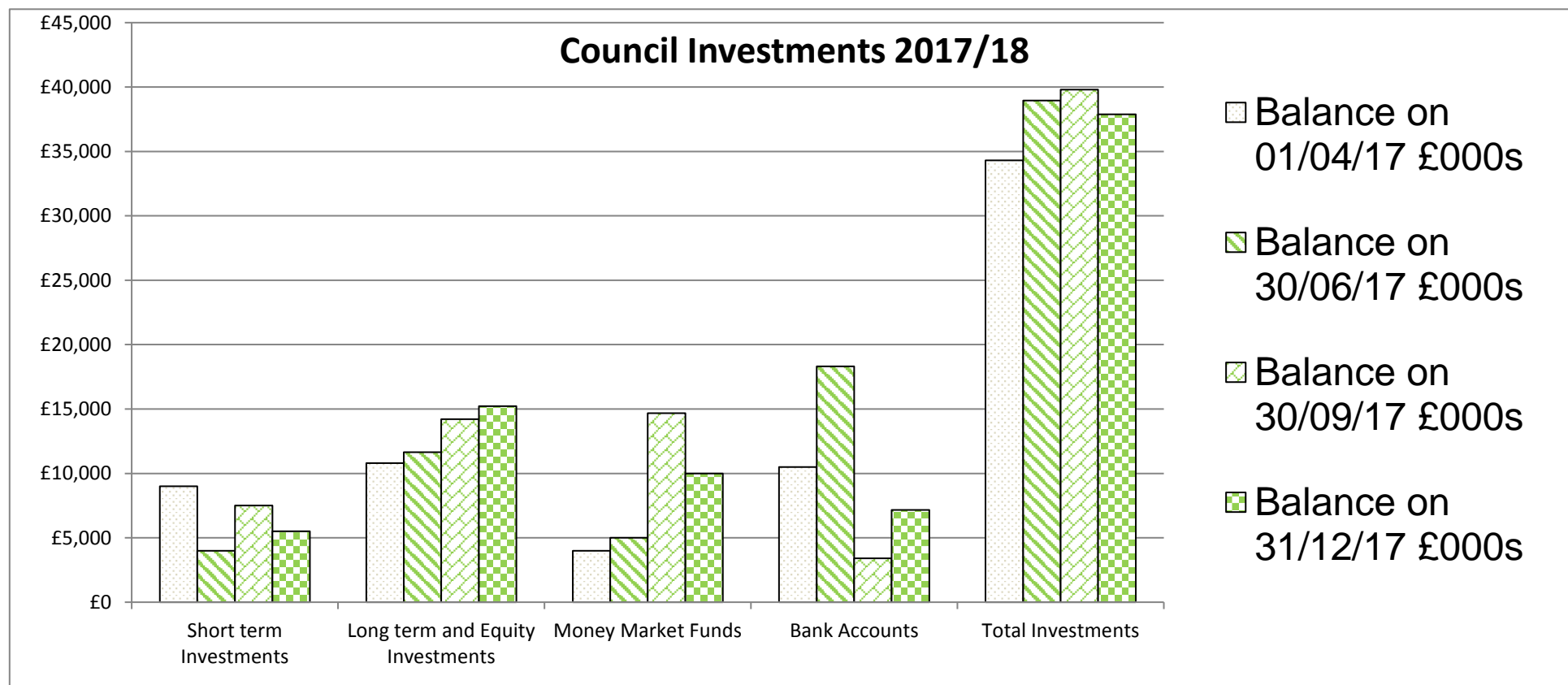
| Resources | £million |
|----------------------------------|-------------|
| Capital Receipts | 20.2 |
| Grants | 9.9 |
| Revenue Reserves | 6.4 |
| <i>Subtotal before Borrowing</i> | <i>36.5</i> |
| Net Internal Borrowing | (2.0) |
| External Borrowing | 39.1 |
| Total | 73.6 |

- 3.3** The aims of the Capital Strategy are to use capital resources to deliver the Council's priorities as set out in the Corporate Plan and to make either on-going revenue savings or additional revenue income to contribute to the sustainability of the Council. By delivering benefits to local residents and businesses, the Capital Strategy is in line with government requirements for external borrowing.
- 3.4** The strategy underpins the proposed capital programme to cover 2018/19 to 2022/23 which is included elsewhere on the Cabinet agenda.
- 3.5** The Section 151 Officer is specifically required to report on the deliverability, affordability and risks associated with the capital strategy. Deliverability is underpinned through the embedding of capital expenditure within the business planning process and use of specialist advice where required, for example, in assessing the plans to deliver commercial property investments. Affordability is assessed in Section 5 of this report. The risks are as follows:
- **Economic** – Changes in the economy could mean that investments undertaken in line with the strategy do not deliver the anticipated returns. Prudent assumptions have been made on the level of returns that can be expected.
 - **Timing** – Delays incurred during the implementation phase of particular projects could impact on the returns in the short term. Effective project management and monitoring is undertaken to mitigate this risk.
 - **Interest Rates** – It has been assumed that interest rates will stay at their current low levels. The exact timing of borrowing will determine the exact interest rates on external debt. The interest rate outlook is kept under review so that the strategy can be changed should rises in interest rates become probable.
 - **Government Policy** – The strategy is aimed to improve the sustainability of the Council. Should government policy change in a way that prevents parts of the strategy being implemented, increases its cost or reduces the expected benefits, then the strategy would need to be revised.

4. Balance Sheet and Treasury Position

- 4.1** The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The CFR, together with Usable Reserves, are the core drivers of the Authority's Treasury Management activities.

- 4.2** The Authority is debt free at the time of writing, although its capital expenditure plans mean that external borrowing is expected to be required to deliver the capital programme. Its level of investments is set out below:



- 4.3** In addition to the investments detailed above the Council also has commercial property investments amounting to £7.2 million on the Balance Sheet as at 31 December 2017. The majority of these properties are rented out with a revenue return exceeding the rates the Council is able to achieve with its cash investments. The Council has taken a proactive stance in investing in property and

property development to achieve a number of aims including diversification of assets, potential capital appreciation and higher returns than can be achieved through cash investments. There are also a number of secondary benefits such as council tax, CIL or S106 monies and economic growth within the district.

- 4.4** The Authority is able to borrow funds up to the projected level of its CFR. Borrowing more than the CFR except for short term cash flow reasons would be an indication that the Council was borrowing for a revenue purpose, which is not allowed under the Prudential Code.
- 4.5** The forecast movement in the CFR in coming years is one of the required Prudential Indicators (PIs). The movement in actual external debt and usable reserves combine to identify the Authority's borrowing requirement and potential investment strategy in the current and future years.
- 4.6** Table 1 below shows that the capital expenditure plans of the Authority result in an underlying requirement to borrow. Where there is a short term cash flow need to borrow to finance the capital programme then the cheapest option is for the Council to borrow internally from its substantial cash balances as shown in the graph at 4.2. It is planning to borrow externally to fund the Enterprise Zone and in order to expand its property investments, generating revenue income to support the Medium Term Financial Strategy. The exact timing of external borrowing will be influenced by the pace of capital expenditure, the overall cash flows of the Council and the interest rate environment. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years, to show that it is not borrowing for ongoing revenue purposes. Table 1 shows that the Authority expects to continue to comply with this recommendation.

Table 1: Balance Sheet Summary Analysis

| | 31/03/2017 Actual £000s | 31/03/2018 Estimate £000s | 31/03/2019 Estimate £000s | 31/03/2020 Estimate £000s | 31/03/2021 Estimate £000s | 31/03/2022 Estimate £000s | 31/03/2023 Estimate £000s |
|---|--|--|--|--|--|--|--|
| General Fund CFR | 0 | 6,932 | 33,035 | 45,761 | 43,259 | 42,444 | 41,810 |
| Less: Existing Profile of Borrowing and Other Long Term Liabilities | 0 | (4,933) | (30,984) | (44,014) | (44,014) | (44,014) | (44,014) |
| Cumulative Maximum External Borrowing Requirement | 0 | 1,999 | 2,051 | 1,747 | (755) | (1,570) | (2,204) |
| Usable Reserves | (22,371) | (16,720) | (15,267) | (11,945) | (11,077) | (12,584) | (12,121) |
| Cumulative Net Borrowing Requirement/(Investments) | (22,371) | (14,721) | (13,216) | (10,198) | (11,832) | (14,154) | (14,325) |

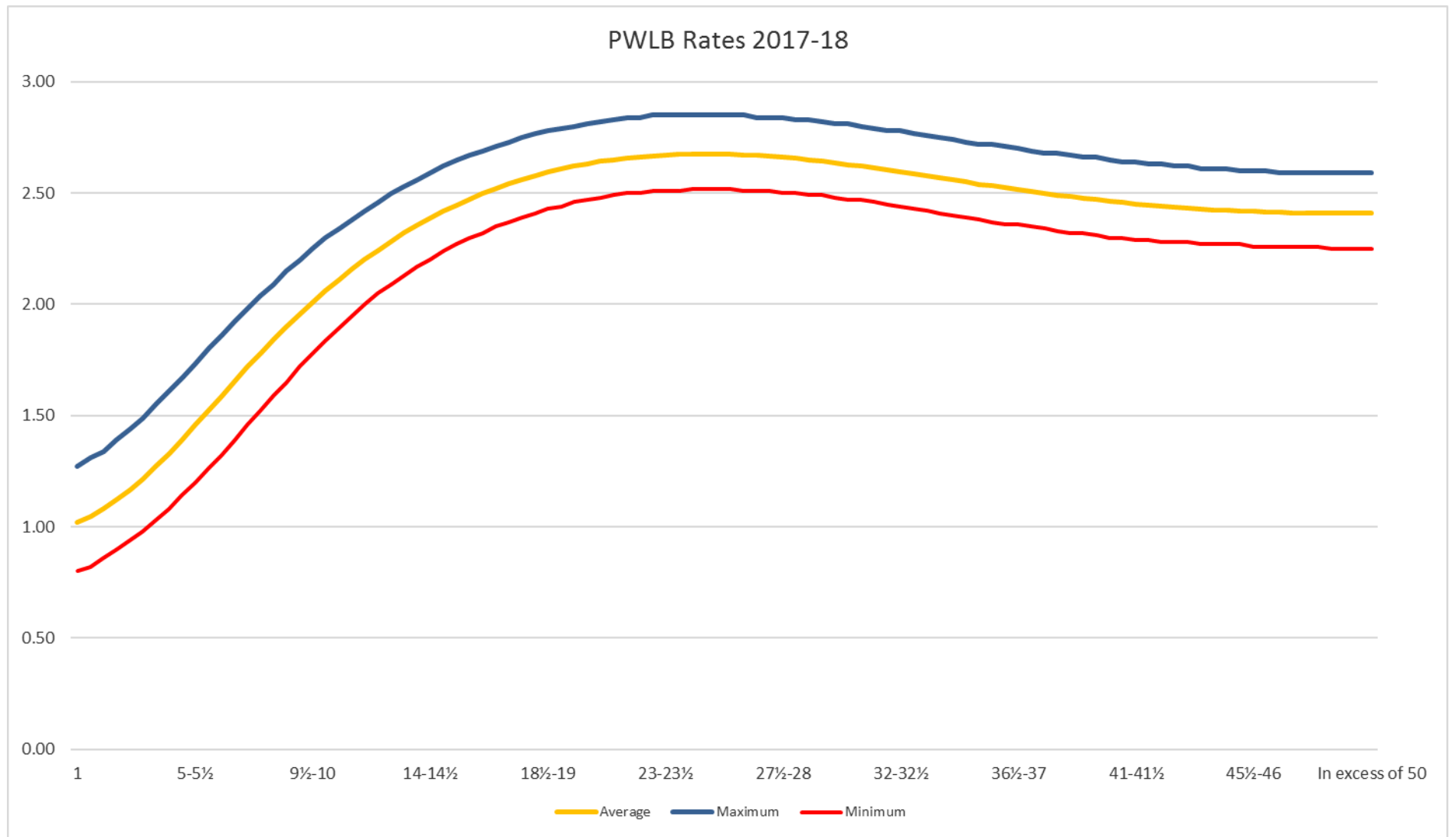
- 4.7** The Capital Programme for April 2018 to March 2023 can be found elsewhere on this agenda. Apart from specific SNC projects part funded from this source, it does not include any expenditure or receipts relating to the Community Infrastructure Levy (CIL). The accounting treatment for CIL requires this income to be recognised through the comprehensive income and expenditure account before it is used to fund capital projects. This money is kept isolated from other Council funds to ensure funding is made available once the delivery method of the infrastructure projects is determined; it is expected that this will usually be the Greater Norwich Growth Board. The administration, expenditure and income are kept separate to the day to day treasury activity of the Council.

5. Borrowing Strategy

- 5.1** Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long term interest rates. This difference creates a “cost of carry” for any new longer term borrowing where the proceeds are temporarily held as investments because of the difference between what is paid on the borrowing and what is earned on the investment. The cost of carry is not likely to be an issue until 2019/20 or beyond, because

investments will be used to fund capital expenditure over that period. As borrowing is often for longer dated periods (anything up to 50 years) the cost of carry needs to be considered against a backdrop of uncertainty and affordability constraints in the Authority's wider financial position.

- 5.2** As stated above the Authority is currently debt free but its capital expenditure plans necessitate a borrowing requirement. Initially, the borrowing required can be internal from the Council's cash balances, the cost of which will be the interest foregone on cash investments with counterparties. In May 2016 Cabinet approved borrowing of up to £12.54 million for the Norwich Research Park Enterprise Zone and, in July 2017, a further £12 million to fund strategic housing and economic development investments. Further external borrowing is now being recommended to finance the property investment plans of the Authority as set out in the budget report also on this agenda.
- 5.3** The funding of the capital programme from 2017/18 to 2022/23 requires £12.54m in external borrowing for the EZ, around £11.6m in external borrowing for strategic housing and economic development, the repayment of £17.38 million in loans from Big Sky Developments Ltd (which would retain share capital of £3.58 million), and £19.9m in further external borrowing along with internal borrowing from our cash balances of £2.1m which would result in SNC cash balances reducing to around £11 million by the end of 2022/23.
- 5.4** The interest rate curve shown below for PWLB interest rates this year reflects the historic pattern since the financial crisis where short-term interest rates are lower than long term rates. There are therefore revenue advantages in borrowing a proportion of funds short term and rolling loans forward. To mitigate the risk of future interest rate rises it is not recommended that all borrowing be short term and longer term funding of up to 40 years will also be utilised.



- 5.5** The repayment and interest costs for total external borrowing of £44 million (£4.9m for 2017/18 and £39.1m for the next 5 years) to fund this capital programme are built into the revenue budget and the MTFS that are also on this agenda.
- 5.6** The total amount of debt that the Council can take on needs to be affordable. Based on the revised Medium Term Financial Strategy, the estimated net cost of financing loans of £44 million (interest payments and the Minimum Revenue Provision) would be £1,165,000 annually by 2022/3, which equates to 6.97% of the Council's net revenue expenditure by 2022/23 and £19.94 per dwelling. This compares to a median average of 3% and £9 per dwelling for District Councils in 2014/15, per the National Audit Office and a mean average of 5.5% and £16.68 per dwelling in 2016/17 based on MHCLG statistics. According to the NAO, in 2014/15, Councils in the top 25% of shire districts for debt servicing costs spend 7.1% of revenue expenditure and £23 per dwelling on debt servicing. On this indicator, the Council would be considered to have a larger risk appetite than the average Council, but not so large as to create sustainability issues for financing its plans. Another indicator used by lenders is that a Council can take on debt of twice its gross total revenue less its long term debts including the pension liability. Based on the 2015/16 statement of accounts, this would equate to total debt of £32 million, but owing to the revaluation of the pension liability, this has reduced for the 2016/17 accounts and would be £22 million, including the pension liability, though it would be £54 million excluding the pension liability. On this measure, the Council would, if it borrowed the full amount as planned, be above what could be considered prudent, by 2020. However, it is likely that there would be slippage in the capital programme that would delay the need to borrow so much. By using borrowing to invest in property through its companies, the Council is aiming to increase its gross revenues and strengthen its group balance sheet as property values increase, which makes debt more sustainable in the longer term.
- 5.7** The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. Long term interest rates on borrowing are currently expected to rise, which strengthens the case for borrowing in advance, as it could reduce the overall amount of interest payable over the lifetime of the loan.
- 5.8** The Municipal Bond Agency is expected to issue its first bond on behalf of a group of local authorities in the near future. It is hoped that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLb). On 21st March 2016, Cabinet authorised the Council's entry into the Framework Agreement allowing it to become a borrower from the agency. This Authority will review the impact of the first bond issue and then consider participating in future issues as and when appropriate.

6. Annual Investment Strategy

- 6.1** In accordance with Investment Guidance issued by the MHCLG and best practice this Authority's primary objective in relation to the investment of public funds remains the security of capital. The liquidity or accessibility of the Authority's investments is secondary, followed by the yield earned on investments which is a tertiary consideration.
- 6.2** Investments are categorised as "Specified" or "Non-Specified" within the investment guidance issued by the MHCLG. Specified investments are sterling denominated investments with a maximum maturity of one year. They also meet the "high credit quality" as determined by the Authority and are not deemed capital expenditure investments under Statute. Non specified investments are, effectively, everything else.
- 6.3** The types of investments that would be considered to be used by the Authority and whether they are specified or non-specified are as follows:

Table 2: Specified and Non-Specified Investments

| Investment | Specified | Non-Specified |
|---|-----------|---------------|
| Term deposits with banks and building societies | ✓ | ✓ |
| Term deposits with other UK local authorities | ✓ | ✓ |
| Investments with Registered Providers (RP) | ✓ | ✓ |
| Certificates of deposit with banks and building societies | ✓ | ✓ |
| Gilts | ✓ | ✓ |
| Treasury Bills (T-Bills) | ✓ | x |

| | | |
|--|---|---|
| Bonds issued by Multilateral Development Banks | ✓ | ✓ |
| Local Authority Bills | ✓ | x |
| Commercial Paper | ✓ | x |
| Corporate Bonds | ✓ | ✓ |
| AAA rated Money Market Funds | ✓ | x |
| AAA rated Enhanced Money Market Funds | ✓ | x |
| Other Money Market and Collective Investment Schemes | ✓ | ✓ |
| Debt Management Account Deposit Facility | ✓ | x |

- 6.4** There are no major changes proposed to the investment strategy for 2018/19. The Council's strategy remains to invest in a range of UK counterparties with the option of investing in non-UK counterparties that meet its investment criteria. The Council will only invest in sterling, in non-UK counterparties for a maximum of 2 years where it is advised by its Treasury Management Advisors that it is prudent to do so.
- 6.5** The Council will only use approved counterparties from non-UK countries with a minimum sovereign credit rating of AAA from Fitch (or equivalent ratings agencies). No more than £3 million will be placed with any non-UK country at any time. This list will be added to, or deducted from, by Officers should ratings change in accordance with this policy.
- 6.6** The Authority and its Treasury Management advisors select countries and financial institutions after analysis and ongoing monitoring of:
- Published credit ratings for financial institutions
 - Credit Default Swaps (where quoted)
 - Economic fundamentals (for example Net Debt as a percentage of GDP)

- Sovereign support mechanisms
- Share Prices
- Corporate developments, news, articles, markets sentiment and momentum
- Subjective overlay – or, put more simply, common sense.

Any institution can be suspended or removed should any of the factors identified above give rise to concern.

The countries and institutions that meet the criteria for term deposits, Certificates of Deposit (CDs) and call accounts are included in Appendix D. This list has changed since last year as updated ratings for individual institutions allow them to meet the criteria or, conversely, mean that they are no longer eligible for inclusion on the list.

- 6.7** The credit element of our Treasury Management Advisors' (Link Asset Services) credit assessment process now focuses solely on the Short and Long Term ratings of an institution. There are other key elements to Link's process, namely the assessment of Rating Watch and Outlook information as well as the Credit Default Swap (CDS) overlay.
- 6.8** The evolving regulatory environment also means that sovereign ratings are now of lesser importance in the assessment process. Where through the crisis, clients typically assigned the highest sovereign rating to their criteria the new regulatory environment is attempting to break the link between sovereign support and domestic financial institutions. While this authority understands the changes that have taken place, it will continue to specify a minimum sovereign rating of AAA for countries other than the UK. This is in relation to the fact that the underlying domestic and where appropriate, international, economic and wider political and social background will still have an influence on the ratings of a financial institution.
- 6.9** For specified investments the minimum long term rating for counterparties is A- (or equivalent) with a minimum sovereign credit rating of AAA for those domiciled outside the UK. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of AAA.
- 6.10** The Council will also take account of Short term ratings. These are defined as ratings which are assigned to obligations whose initial maturity is viewed as "short term" based on market convention. Typically, this means up to 12 months for corporate, sovereign, and structured obligations.

6.11 The rating criteria are summarised below for each of the three ratings agencies:

| | Fitch | Moody's | Standard & Poors |
|------------|--------------|----------------|-----------------------------|
| Short Term | F1 | P1 | A-1 |
| Long Term | A- | A3 | A- |

Part nationalised UK banks (Royal Bank of Scotland, National Westminster Bank) – these banks can be included if they continue to be part nationalised or meet the ratings in the table above.

- 6.12** Any institution will be suspended or removed should any of the factors identified above give rise to concern. Specifically credit ratings are monitored by the Authority. The Authority receives advice from its Treasury Management Advisors on ratings changes and appropriate action to be taken.
- 6.13** There is an informal Investment Committee consisting of the Leader of the Council, the portfolio holder for Finance and Resources, the Chair of Finance, Resources, Audit and Governance Committee and the Section 151 Officer. The Committee works with the Treasury Management team and where necessary provides advice on large deals that fall outside the scope of day to day transactions; they review counterparty listings, ratings and new investment instruments as and when required. Any decisions are required to be recommended retrospectively to Cabinet to be ratified at Council.
- 6.14** **Authority's Banker.** The Council's provider of banking services is Barclays Bank PLC. Barclays Bank meets the minimum ratings for investments for 2 out of 3 of the main rating agencies, it has passed the latest round of bank stress tests and is considered to be a suitable counterparty for up to 6 months duration. Funds in the day to day Barclays account can be transferred to investment accounts as appropriate to obtain a return on balances. The investment counterparty limit for Barclays excludes balances on non-interest bearing day to day accounts.
- 6.15** Security of capital remains the Council's main investment objective. As economic uncertainty has decreased, the Council has begun to place investments on a longer term basis with those institutions whose credit rating is at least the same or above the Council's minimum risk rating criteria. The maximum length of an investment is 2 years, though there are few deals beyond 1 year currently available from suitable counterparties and the Council has not wanted to tie up cash that can be used to finance its capital programme. The Council's strategy itself is not risk free, as further comparatively high-yielding investments will mature in 2018/19 and will need to be reinvested, and will therefore be subject to the market conditions, credit ratings and rates prevailing at that moment. It is important that the Council keeps a balanced portfolio in terms of risk, rates and liquidity.

7. Consideration of Investment Options

- 7.1** With short term interest rates low for some time, an investment strategy will typically result in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk and higher interest rates.
- 7.2** In order to diversify a portfolio largely invested in cash, investments will be placed with approved counterparties to maintain a balanced portfolio over a range of maturity periods. Maximum investment levels with each counterparty will be set to ensure prudent diversification is achieved.
- 7.3** For certain investments, e.g. Money Market Funds, the Council must demonstrate compliance with the EU Markets in Financial Instruments Directive (MiFID 2) which came into force on 3rd January 2018. The Council has successfully demonstrated compliance to all relevant counterparties and therefore remains able to invest as a professional investor, rather than a retail investor. It has shown how it has the knowledge and skills to make professional investments, as those staff with the authority to make investments are all fully qualified accountants with several years of experience in treasury management within the public sector.
- 7.4** Money market funds (MMFs)

Money Market Funds (MMFs) are pooled funds that invest in short-term debt instruments. They provide the benefits of pooled investment, as investors can participate in a more diverse and high-quality portfolio than they otherwise could individually.

Each investor who invests in a money market fund is considered a shareholder of the investment pool, a part owner of the fund. The assets in the fund belong to the shareholders in the fund, not to the fund management company. Therefore say in a fund managed by Royal Bank of Scotland or by Goldman Sachs, or by Standard Life, the assets in the funds are separate and ring-fenced from the assets held by Royal Bank of Scotland plc / Goldman Sachs Inc / Standard Life plc respectively.

Each fund has a custodian which is an arms-length organisation from the fund management company of the MMF. The custodian is effectively the safe-keeper of the assets within the fund. The custodian separately identifies that the assets are indeed held within the fund.

Good treasury management practice prevails and whilst MMFs provide good diversification the Authority will also seek to mitigate operational risk by utilising at least two MMFs and placing no more than £6 million in a single fund. The Authority will also restrict its exposure to MMFs with lower levels of funds under management and will not exceed 0.75% of the net asset value of the MMF. In the case of Government MMFs, the Council will ensure exposure to each Fund does not exceed 2.5% of the net asset value of the Fund.

There is a high probability that the MMFs will also invest elements of their portfolio in the same institutions in which the Council has directly placed investments. There is therefore the risk that should a banking institution fail, the Council will not only lose any directly invested funds but theoretically an element of funds invested in the MMFs. In practice any loss on the MMFs is expected to be covered by the custodian. To date, no MMF has ever defaulted on its obligations.

- 7.5** The Authority also has the option of using enhanced Money Market Funds with existing MMF counterparties. These provide an increasing return the longer funds are invested for, and would be suitable for investment for terms of 6 months or longer where the Council can commit to not withdrawing the funds early. Investment in an enhanced MMF is subject to the same criteria as for standard MMFs and would count towards the £6 million maximum limit for a single MMF counterparty.

- 7.6** Collective Investment Schemes (Pooled Funds):
The Authority has evaluated the use of Pooled Funds and determined the appropriateness of their use within the investment portfolio. Pooled funds enable the Authority to diversify the assets and the underlying risk in the investment portfolio and provide the potential for enhanced returns.
Investments in pooled funds will be undertaken following advice from the Authority's Treasury Management advisors. The Authority currently has no investments in Pooled Funds however if the Council does set up a pooled fund the performance and continued suitability in meeting the Authority's investment objectives will regularly monitored.

7.7 Council-owned Companies

The Council has made commercial loans to its wholly owned companies (Big Sky Developments Ltd, Big Sky Property Management Ltd). The Council has also purchased shares in those companies and in its joint venture with Norse through holding companies (Big Sky Ventures Ltd and Build Insight Ventures Ltd). Any share capital that the Council acquires is treated as capital expenditure and receipts from repayment of these shares would have to be classed as capital receipts and could not be used for

revenue purposes. The loans too are classed as capital expenditure and repayments of these will be classed as capital receipts. Dividends and interest on loans count as revenue income.

7.8 Property Funds

A number of Councils are now investing in property funds where the funds are invested in property across the country and returns are generated based on the rentals on these properties. The use of these instruments can be deemed capital expenditure, and as such would be an application (spending) of capital resources. These are designed to be long term investments which would tie up the Council's capital for at least five years. The Council's Capital Strategy is both to invest directly in property within the district as this has additional benefits in terms of business rate or council tax income and economic growth, and also to invest in property via its own companies, giving it direct control on how and where it invests. The Council will therefore not be investing in national property funds but will keep the position under review.

7.9 Local Authorities:

Other Local Authorities need to borrow for short term cash flow purposes or for longer term investment. Although most do not have a formal credit rating, no local authority has ever defaulted on its loans, therefore these are a suitable counterparty. The Council will explore the use of platforms for intra-authority lending which are currently being created, e.g. by Arlingclose.

7.10 Other Organisations:

The Authority may also invest cash with other organisations, for example by making loans to small businesses. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment, on the specific advice of the Authority's treasury management adviser and on the provision of appropriate security, e.g. through a charge on assets.

7.11 Risk Assessment and Credit Ratings:

7.12 The Authority uses long-term credit ratings from the three main rating agencies Fitch Ratings, Moody's Investors Service and Standard & Poor's Financial Services to assess the risk of investment default. Credit ratings are obtained and monitored by the

Authority's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

- 7.13** Where a credit rating agency announces that a rating is on review for possible downgrade (also known as “rating watch negative” or “credit watch negative”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 7.14** The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.
- 7.15** When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings immediately, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

8. The Use of Financial Instruments for the Management of Risks

- 8.1** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
- 8.2** The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 8.3** Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 8.4** The local authority does not currently use derivatives and will only use derivatives after seeking expert advice, a legal opinion and ensuring officers have the appropriate training for their use.

9. 2018/19 Minimum Revenue Provision Policy Statement

- 9.1** Local Authorities are required to calculate an amount of Minimum Revenue Provision (MRP) which it considers prudent to set aside to fund their outstanding debt. The aim of a prudent provision is to ensure the Council sets aside enough revenue budget each year to ensure that the borrowing can be paid in full before the asset has to be replaced, but will not set aside any additional revenue budget to repay earlier than this. This means that revenue budget is not diverted from other priorities in order to repay borrowing early. Borrowing could still be repaid earlier than the life of the asset, but the funding from repayment would have to come from either capital receipts or grants, or income generated from the investment in the asset.

- 9.2** The Minimum Revenue Provision Policy is the same as last year and is outlined below.
- 9.3** For the purposes of determining its MRP, the following definition has been adopted *“a method that enables the Council to minimise the revenue budget effect of borrowing, subject to the Council repaying its borrowings in full over the expected lifetime of the asset created as a result of those borrowings”*
- 9.4** The only widely used method that meets the Council’s definition of prudence is the Asset Life Method – under this method the MRP is determined by reference to the life of the asset. This is either done on an equal instalment method or by annuity method (MRP is the principal element for the year of the annuity required to repay over the asset life the capital expenditure financed by borrowing or credit arrangements). This method would allow full repayment by the end of the asset life, under either the annuity or the equal instalment approach. They could both potentially be prudent under the Council’s definition.
- 9.5** The Asset Life Method is considered prudent for the Council’s purposes and this method has therefore been adopted to calculate the Council’s Minimum Revenue Provision.
- 9.6** The Authority has established a number of wholly owned companies ((Big Sky Developments Ltd, Big Sky Property Management Ltd) and has provided loans from the Authority to the companies on a commercial basis. The cash advances will be used by the companies to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of loans advanced. Once funds are repaid to the Authority, the returned funds are classed as a capital receipt, off-set against the CFR, which will reduce accordingly. As the Council is expecting to borrow externally in future to fund these investments, MRP will be prudently set aside for repayment of this debt in accordance with the general policy outlined above. It is expected that the funds will be returned in full, allowing the externally borrowing to be completely repaid at this point.
- 10. Monitoring and Reporting on the Treasury Outturn and Prudential Indicators and Member Training**
- 10.1** Treasury Management Practice: Reporting Requirements and Management Information arrangements recommends that local authorities should, as a minimum, report annually to full council on their treasury management strategy and plan, before the start of

the year; report the position mid-year; and prepare an annual report on the performance, effects of decisions taken and circumstances of non-compliance with their policies, after the year end. It is now possible for the Full Council to delegate further aspects of Treasury Management to Cabinet or a committee should it so decide, but this would require a change in the Council's Constitution and is not proposed at the present time.

- 10.2** The Section 151 Officer recommends that a report will go to Cabinet on treasury management activity / performance and Performance Indicators as follows:
- Half yearly against the strategy approved for the year. The Authority will produce an outturn report on its treasury activity no later than 31st July after the financial year end.
 - Scrutiny Committee will be responsible for the scrutiny of treasury management activity and practices.
- 10.3** Under the Council's Constitution, the Full Council approves the Treasury Management Strategy and therefore any deviation or breach in the prudential indicators must be reported to Full Council. In practice, all breaches are also reported to Cabinet already prior to Full Council.
- 10.4** CIPFA's Code of Practice requires the Section 151 Officer to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.
- 10.5** Training was last given to Members by the Council's Treasury Management Advisors in November 2015. Should any new Members join the Council during 2018/19 then training will be offered to them.

11. Treasury Management Advisors

- 11.1** The MHCLG's Guidance on local government investments recommend that the Investment Strategy should state:
- Whether and, if so, how the authority uses external contractors offering information, advice or assistance relating to investment and

- How the quality of any such service is controlled.

11.2 The Council undertook a joint tender exercise with two other Councils for treasury consultancy during 2013/14 and appointed Capita Asset Services under a contract that began on 1st April 2014. The company provides a range of services which include:

- Technical support on treasury matters, capital finance issues and the drafting of Member reports;
- Economic and interest rate analysis;
- Generic investment advice on interest rates, timing and investment instruments;
- Credit ratings/market information service comprising the three main credit rating agencies;
- Workshop and Training Events

11.3 The quality of the service provided to the council is monitored on the timeliness of information sent to us, the content of this information, and the follow up calls on significant emails sent.

11.4 Following a competitive tendering exercise for this service, working jointly with Breckland and Broadland Councils, the contract was extended for one year as Capita were looking to sell this part of its business and officers wanted to assess the new owner. It was bought by Link Asset Services in November 2017. Following this change of ownership, officers have concluded that the contract should be extended for a further year.

11.5 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice the final decision on treasury matters remains with the Council.

12. Other Options

12.1 The MHCLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Section 151 Officer, having consulted with Members, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

| Alternative | Impact on income and expenditure | Impact on risk management |
|---|--|---|
| Invest in a narrower range of counterparties and/or for shorter times | Interest income will be lower | Reduced risk of losses from credit related defaults |
| Invest in a wider range of counterparties and/or for longer times | Interest income will be higher | Increased risk of losses from credit related defaults |
| Borrow additional sums at long-term fixed interest rates | Debt interest costs will rise; this is unlikely to be offset by higher investment income | Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain |

13. Conclusion

- 13.1** The Council's objective in this financial year is the security of its cash above the liquidity of the investment which is secondary though important to avoid unnecessary borrowing, with the rate of return being the tertiary consideration.
- 13.2** Following the rate rise in November 2017, it is forecast that the Bank of England will raise its bank rate in December 2018 at the earliest. Growth projections were revised down in the November budget and the Council needs to use cash to fund its capital programme. It is therefore recommended to keep the majority of investments short and within the agreed counterparties in Appendix D. Money Market Funds and Enhanced Money Market Funds are also to be utilised as well as custody accounts for the ability to invest in Treasury Bills and Certificates of Deposits. Borrowing will be for housing and economic development purposes, with benefits for local residents and businesses. Borrowing will be a mixture of short and longer term borrowing, balancing revenue cost against the need to mitigate interest rate risk.
- 13.3** The Investment Strategy remains a prudent one that reflects the Council's risk appetite and legal obligations.

14. Recommendations

14.1 Cabinet is recommended to approve the following and recommend these to Council:

- a) The Treasury Management Strategy Statement for April 2018 to March 2021.
- b) The Capital Strategy outlined in section 3 and Appendix A of the report.
- c) The Prudential Indicators and Limits for the next 3 years contained within Appendix B of the report, including the Authorised Limit Prudential Indicator.
- d) The Minimum Revenue Provision (MRP) Statement (section 9) that sets out the Council's policy on MRP.
- e) The Annual Investment Strategy 2018/19 (section 6) contained in the Treasury Management Strategy, including the delegation of certain tasks to the Section 151 Officer
- f) The Treasury Management Policy Statement (Appendix E).

Appendix A Capital Strategy 2018/19 to 2022/23

1. Introduction

- 1.1** The Capital Strategy sets out South Norfolk Council's approach to the use of its capital assets and resources. The strategy provides the framework for determining the capital programme, the effective use of the Council's resources and its approach to treasury management and will be reviewed and updated annually as part of the Treasury Management Strategy. The Prudential Code for Capital Finance permits Councils to determine the appropriate level of capital investment to deliver quality public services, subject to affordability.
- 1.2** The draft Financial Settlement for local government in December 2017 confirmed the Government's intention to continue to reduce central government funding to local authorities. In this context, the Capital Strategy needs to help the Council to achieve financial sustainability in line with the Medium Term Financial Strategy.
- 1.3** The Council's three priority areas are:
- Economic Growth, Productivity and Prosperity.
 - Place, Communities and Environment.
 - Health, Well-being and Early Help.
- 1.4** This Capital Strategy focuses investment to deliver these priorities while also contributing to the financial sustainability of the Council by supporting opportunities to develop more efficient service delivery and to generate additional income.
- 1.5** With low interest rates continuing for the foreseeable future there remains the opportunity to invest monies in property as an alternative to bank deposits if the rate of return exceeds the rate of interest which would be achieved through cash investments. However, members need to be aware that this form of investment is deemed to be capital and under the current guidance therefore if an investment property is sold the sale proceeds will be accounted for as capital receipts and cannot be used for revenue purposes in the future.

- 1.6 Members' involvement is essential in order that the Council can demonstrate that capital expenditure plans are affordable, financing plans are prudent and sustainable, and that treasury decisions are taken in accordance with good practice.

2. Capital Funding

- 2.1 Under the Prudential Code, Councils determine how much they will borrow as long as any borrowing is affordable and prudent, thus clearly linking the financing of capital with the Treasury Management Strategy and the revenue budgets. The Council can finance its future capital programme from various sources as outlined below:
- Revenue – The Council can utilise its revenue income in year however, the General Fund Revenue Balance Reserve is not used.
 - Revenue Reserves – from time to time existing reserves are used to fund specific projects. However, a number of reserves are earmarked for specific use which does not include capital projects.
 - Capital Receipts from asset disposals – When the Council disposes of any assets it holds, the income it receives can only be used to fund new capital projects. Loans repaid by the Council's companies are also treated as capital receipts if they result in expenditure that would have been classed as capital expenditure of the Council had incurred the expenditure directly. Repayment of short term loans for cashflow and working capital purposes would not be capital receipts.
 - Right to Buy Receipts – as part of the LSVT agreement the Council will continue to receive income from the sale of right to buy properties. The amount per property is reduced on a sliding scale over the next 30 years and an administration fee from Saffron Housing Trust. The amount is paid over in a lump sum in the April following the financial year they relate to, which is subject to the Pooling Levy. Right to Buy receipts are anticipated to increase from the low levels of recent years, although changes in the Right to Buy for social landlords may affect this.
 - LSVT Receipt – The Council received £31,659,527 from the transfer. This funding has been used to finance Sewage Treatment Works, Aids and Adaptations, financing replacement vehicles, property developments and the ICT Strategy. At 31st March 2017, there was a balance of just under £1.1 million. This balance is earmarked to funding the ICT Strategy and Digital Transformation and expenditure on these will utilise the majority of these funds by the end of 2019/20, leaving a balance of £272,000 remaining to fund Aids and Adaptations as necessary and as an ongoing contingency in the event of any insurance claims relating to the LSVT properties.

- Grants – as well as government grants the Council has taken advantage of lottery and any other grants in the past. The Council encourages and supports partner organisations in making applications for external funding, assisting where possible by 'pump priming'.
- Enterprise Zone Grant – As part of the Norwich Research Park Enterprise Zone (EZ) funding, the Council is expecting to receive a grant of £5 million from the Local Enterprise Partnership.
- Tax Increment Financing (TIF) – This allows local authorities to borrow against predicted growth in their locally raised business rates. The borrowing is used to fund key infrastructure and other capital projects, which will support locally driven economic development and growth. This is the approach being used to drive the development of the EZ.
- Private Finance Initiative/Public Private Partnership – these can be used as a means of finance but so far there has not been a project which makes this a viable proposition and is not expected to be used.
- CIL – This is a form of levy on every property built in the district. A percentage is required to be set aside for local communities to use for their infrastructure requirements. 25% to the local community if they have adopted a local neighbourhood plan reducing to 15% for those communities who have no plan in place. The remainder will be spent on the infrastructure requirements outlined in the LIPP.
- New Homes Bonus – The Government match funds the additional council tax raised on the net growth of new homes and homes brought back into use for a period of four years. An additional sum of £350 per annum is given for each new affordable house, again for a period of four years. The match funding is based on the national average council tax for each band and the District retains 80% with 20% going to the County Council. This scheme began in 2011/12. The funding can be used for either revenue or capital purchases. However, after 2012/13, a large proportion was recycled Revenue Support Grant and therefore not additional money for the Council. The Affordable Homes Premium has been used to finance Affordable Housing in the District and the reserve built up has been earmarked for that use. In future, any further Affordable Homes Premium is anticipated to be used to support the revenue budget, from 2018/19 onwards.
- Bonds – The Council is a shareholder in the Municipal Bonds Agency (MBA) which has been set up to issue bonds on behalf of groups of Local Authorities that Capital Market investors would be interested in. The first Bond Issue has been subject to considerable delay and the exact timing is unclear at the present moment.
- Internal borrowing – The Council can use its cash to finance capital expenditure. This reduces the amount available to invest, but avoids the need to borrow externally, and with lower interest rates on cash investments than on external borrowing, it is the most cost-effective form of borrowing.

2.2 At the start of the current financial year the Council had over £24 million invested as listed below:

| Cash and Investments as at 31st March 2017 | £000 | |
|--|---------------|--|
| Long Term Investments | 25 | Equity in the Municipal Bonds Agency (Excludes investments in Council owned companies of £4.7 million) |
| Cash | 15,101 | |
| Short Term Investments | 9,071 | |
| Total | 24,197 | |
| Representing: | | Used to fund the Capital Programme |
| Capital Receipts | 4,008 | Yes |
| Working Capital | 1,826 | No |
| Usable Reserves (includes earmarked reserves) | 16,963 | Yes but prudently |
| General Fund Balance | 1,400 | No |
| Total | 24,197 | |

Over the next few years the total amount of investments and cash will fall as cash is spent on the capital programme and reserves are used to support the revenue budget.

2.3 As part of the budget setting process a review of all usable reserves is undertaken each year. It is important that the authority retains a level of reserves to enable it to cope with the uncertainty around future funding in relation to business rates and New Homes Bonus. There will be a requirement to ensure sufficient levels of reserves are available to respond to this. It is important therefore to retain earmarked reserves for particular risks e.g. volatility of business rates. This means that any volatility in year can be managed through reserves rather than affecting services during that year. This protects service delivery by ensuring that there is no knee jerk reaction whilst allowing time to plan for the future.

Currently of the £17 million of usable reserves above, £8.1 million is earmarked for specific use including the renewals reserve, the infrastructure reserve and the “invest to grow the business” reserve. The remaining £8.9 million relates to the revenue reserve,

which has been earmarked to fund part of the capital programme in 2017/18 but will also be needed to support the reduction in funding of the revenue budget in future years.

- 2.4** As shown above in 2.3 it would be prudent not to use all of the £24 million to finance the capital programme. Of the Useable Reserves, the Renewals Reserve, the Non-Commercial Assets Replacement Reserve, the Car Park Upgrades Reserve, the 3G Pitch Renewal Reserve, the Enterprise Zone Reserve and the Low Cost Housing Reserve relate wholly or partly to capital expenditure. The proposed total resources available to finance the current capital programme going forward from 2018/19 and slippage from 2017/18 will be in the region of £73.6 million as set out below:

| Resources | £million |
|----------------------------------|-----------------|
| Capital Receipts | 20.2 |
| Grants | 9.9 |
| Revenue Reserves | 6.4 |
| <i>Subtotal before Borrowing</i> | <i>36.5</i> |
| Net Internal Borrowing | (2.0) |
| External Borrowing | 39.1 |
| Total | 73.6 |

The consequence of funding the capital programme with these resources is a reduction in the amount of cash available to invest and therefore a reduction in income from investments which supports the revenue budget. However, this is mitigated by the Council investing in commercial property to achieve revenue income, the cost of which is classed as capital expenditure.

There is internal borrowing of cash from the Council's cash balances which is repaid over the planning period. The use of reserves means that the Council's cash is projected to reduce to £11 million by March 2023. This reduction means that further capital expenditure in this period would need to be funded from generating additional resources or external borrowing.

3. Approach to Borrowing

- 3.1** The consequence of the funding position outlined in Section 2 is that the Council will be in a position where it will be required to borrow to finance any additional capital expenditure in the coming period. However, any borrowing must be affordable in line with the requirements of the prudential code.
- 3.2** The need to borrow is not based on our levels of investment balances/reserves but on the Council's capital financing requirement (CFR). A certain level of cash will still be required for working capital; this can be held in money market funds, call accounts and short term investments. However, the Council will not be permitted to make long term investments.
- 3.3** The total amount of debt that the Council can take on needs to be affordable. Affordability will be kept under review as part of the Treasury Management Strategy and when setting revenue and capital budgets. There is no single measure of affordability, but it will include the revenue costs of borrowing as a proportion of total expenditure and total debt relative to total income. It will reflect the need for prudence along with risk appetite of the Council, which is higher than for a typical District Council.
- 3.4** The current interest rate environment means that interest rates are lower for shorter borrowing periods and higher for longer loans. Therefore, the Council could borrow short term even for long life assets, re-borrowing as loans mature. The risk with this approach is if short term rates rise relative to long term rates. It would therefore be prudent to have some longer term loans to guard against this risk.
- 3.5** There are many sources of borrowing available to the Council and it is likely that the Council will utilise a mix of these to spread the risk around loan maturities and future interest rates. Sources include:
- Public Works Loan Board (PWLB)
 - Borrowing from other local authorities
 - Borrowing via the Municipal Bonds Agency (MBA)
 - Borrowing from institutions such as the European Investment Bank and directly from commercial banks
 - Borrowing from the money markets

- Local Authority stock issues and bills
- Commercial paper
- Structured finance

4. Priorities for the Capital Programme

- 4.1** Within the funding constraints outlined above, it is necessary to set clear priorities for capital expenditure. All expenditure proposals require a clear business case to justify the expenditure. The policy on capitalisation is included in the Council's annual accounts. Capital expenditure is authorised by Cabinet and Full Council through the budget setting process and monitored on a quarterly basis through reports to Cabinet.
- 4.2** Capital expenditure is categorised into one of three categories. This categorisation clarifies whether the funding for the capital expenditure will ultimately be repaid from income generated by this expenditure or from general revenue.
1. Commercial: Where the return on investment will exceed the costs of borrowing and pay back over time.
 2. Operational: Where the investment is required to ensure continued service delivery.
 3. Health and Safety: Where the investment is required to ensure the Council meets its health and safety obligations.

- 4.3** Potential proposals should be assessed in line with the Corporate Plan agreed in December 2015. The table below highlights capital expenditure that is already planned or could be undertaken to meet the Council's priorities:

| Economic Growth, Productivity and Prosperity | Health, Well-being and Early Help | Place, Communities and Environment | Improving services through being business-like, efficient and entrepreneurial |
|---|--|---|--|
| Norwich Research Park Enterprise Zone | Leisure Enhancement at Long Stratton | Development/Purchase of Low Cost/Affordable Housing | Delivering the ICT Strategy and Digital Transformation |
| Property Development at Poringland and Maple Park | Disabled Facilities Grants | Waste Vehicle Replacement | |
| Better Broadband | New/enhanced Leisure facilities in partnership with other bodies | Expansion of Ketteringham Depot | |
| Commercial Waste Bins | Further enhancement of SNC Leisure Facilities | Toilet Refurbishments | |
| Further Commercial/Residential Property Development | | Waste/Recycling Bin Purchases | |

Appendix B: Prudential Indicators

1 Background:

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators.

2. Gross Debt and the Capital Financing Requirement:

This is a key indicator of prudence. In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that the net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.

The Accountancy Manager reports that the authority will have no difficulty meeting this requirement in 2017/18 or for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

3. Estimates of Capital Expenditure:

3.1 This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax.

| Capital Expenditure | 2017/18 Approved £000s | 2017/18 Estimate £000s | 2018/19 Estimate £000s | 2019/20 Estimate £000s | 2020/21 Estimate £000s | 2021/22 Estimate £000s | 2022/23 Estimate £000s |
|---------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Total Expenditure | 13,363 | 18,114 | 40,831 | 16,528 | 6,247 | 5,986 | 2,056 |

3.2 Capital expenditure will be financed or funded as follows:

| Capital Financing | 2017/18 Approved £000s | 2017/18 Estimate £000s | 2018/19 Estimate £000s | 2019/20 Estimate £000s | 2020/21 Estimate £000s | 2021/22 Estimate £000s | 2022/23 Estimate £000s |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Capital Receipts & funding brought forward | 2,089 | 2,925 | 0 | 0 | 0 | 77 | 1,928 |
| LSVT Receipts | 478 | 282 | 304 | 225 | 0 | 0 | 0 |
| Capital Receipts in year | 5,880 | 552 | 5,680 | 300 | 6,300 | 6,350 | 350 |
| Government and Other Grants | 3,216 | 849 | 7,208 | 930 | 852 | 780 | 780 |
| Revenue Contributions | 5,327 | 6,574 | 1,489 | 2,043 | 1,072 | 905 | 905 |
| Total Financing | 16,990 | 11,182 | 14,681 | 3,498 | 8,224 | 8,112 | 3,963 |
| Internal borrowing | 4,007 | 1,999 | 99 | 0 | (1,900) | (198) | 0 |
| Unsupported borrowing | 6,647 | 4,933 | 26,051 | 13,030 | 0 | 0 | 0 |
| Total Funding | 10,654 | 6,932 | 26,150 | 13,030 | (1,900) | (198) | 0 |
| Total Financing and Funding | 27,644 | 18,114 | 40,831 | 16,528 | 6,324 | 7,914 | 3,963 |

4. Ratio of Financing Costs to Net Revenue Stream:

4.1 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The ratio is negative for councils in a net investment position. The definition of financing costs is set out in the Prudential Code.

4.2 The ratio is based on costs net of investment income.

| Ratio of Financing Costs to Net Revenue Stream | 2017/18 Approved % | 2017/18 Estimate % | 2018/19 Estimate % | 2019/20 Estimate % | 2020/21 Estimate % | 2021/22 Estimate % | 2022/23 Estimate % |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| General Fund | (0.50) | (0.86) | 2.78 | 5.47 | 7.39 | 7.31 | 7.29 |

4.3 The Council's capital plans, as estimated in forthcoming financial years, have an impact on revenue expenditure due to the loss of interest from the capital receipts that will be spent in the capital programme and the costs of borrowing. This loss will be partly offset by the increase in investment properties and greater use of Council Assets (e.g. Leisure Centres) which will give a revenue return.

5. Capital Financing Requirement:

5.1 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing.

| Capital Financing Requirement | 2017/18 Approved £000s | 2017/18 Estimate £000s | 2018/19 Estimate £000s | 2019/20 Estimate £000s | 2020/21 Estimate £000s | 2021/22 Estimate £000s | 2022/23 Estimate £000s |
|-------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Total CFR | 13,306 | 6,932 | 33,035 | 45,761 | 43,259 | 42,444 | 41,810 |

| Actual External Debt as at 31/03/2017 | £000s |
|---------------------------------------|----------|
| Borrowing | 0 |
| Other Long-term Liabilities | 0 |
| Total | 0 |

6. Authorised Limit and Operational Boundary for External Debt:

6.1 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.

6.2 The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short-term borrowing, overdrawn bank balances and long-term liabilities). This Prudential Indicator separately identifies borrowing from other long-term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

6.3 The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

| Authorised Limit for External Debt | 2017/18 Approved £000s | 2017/18 Revised £000s | 2018/19 Estimate £000s | 2019/20 Estimate £000s | 2020/21 Estimate £000s | 2021/22 Estimate £000s | 2022/23 Estimate £000s |
|---|---------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Borrowing | 13,000 | 13,000 | 39,035 | 51,761 | 51,761 | 51,761 | 51,761 |
| Other Long-term Liabilities | 200 | 200 | 400 | 400 | 400 | 400 | 400 |
| Total | 13,200 | 13,200 | 39,435 | 52,161 | 52,161 | 52,161 | 52,161 |

6.4 The Operational Boundary has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

6.5 The Operational Boundary links directly to the Council's estimates of the CFR and estimates of other cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

| Operational Boundary for External Debt | 2017/18 Approved £000s | 2017/18 Revised £000s | 2018/19 Estimate £000s | 2019/20 Estimate £000s | 2020/21 Estimate £000s | 2021/22 Estimate £000s | 2022/23 Estimate £000s |
|---|---------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Borrowing | 6,647 | 6,932 | 33,035 | 45,761 | 43,259 | 42,444 | 41,810 |
| Other Long-term Liabilities | 100 | 100 | 200 | 200 | 200 | 200 | 200 |
| Total | 6,747 | 7,032 | 33,235 | 45,961 | 43,459 | 42,644 | 42,010 |

6.6 The Section 151 Officer has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of Cabinet.

7. Interest Rate Exposure

7.1 The Council will manage the extent to which it is exposed to changes in interest rates.

7.2 It will manage its variable rate debt exposure to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. This approach allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments.

7.3 Decisions will be made for drawing down new loans on a fixed or variable rate basis; and will ultimately be determined by expectations of anticipated interest rate movements as set out in the Council's treasury management strategy.

8. Credit Risk:

8.1 The Council considers security, liquidity and yield, in that order, when making investment decisions.

8.2 Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

8.3 The Council also considers alternative assessments of credit strength, and information on corporate developments of and market sentiment towards counterparties. The following key tools are used to assess credit risk:

- Published credit ratings of the financial institution (minimum long term rating of A- or equivalent) and, only for those outside the UK, its sovereign (minimum AAA or equivalent for non-UK sovereigns);
- Sovereign support mechanisms;
- Credit default swaps (where quoted);

- Share prices (where available);
- Economic fundamentals, such as a country's net debt as a percentage of its GDP);
- Corporate developments, news, articles, markets sentiment and momentum;
- Subjective overlay.

8.4 The only indicators with prescriptive values remain to be credit ratings. Other indicators of creditworthiness are considered in relative rather than absolute terms.

9. Maturity Structure of Borrowing:

9.1 The authority sets upper and lower limits for the proportion of borrowing at both fixed and variable rates that is repayable within defined timescales (maturity is defined as the earliest date at which the loan could be required to be repaid).

| Maturity structure of borrowing | 2018/19 Estimate % | 2018/19 Estimate % |
|--|-------------------------------------|-------------------------------------|
| | Lower Limit (Cumulative) | Upper Limit (Cumulative) |
| Under 12 months | 0% | 20% |
| 12 months to 2 years | 0% | 40% |
| 2 years to 5 years | 0% | 60% |
| 5 years to 10 years | 0% | 80% |
| 10 years and above | 0% | 100% |

10. Upper Limit for total principal sums invested over 364 days:

10.1 The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

| Upper Limit for total principal sums invested over 365 days | <i>2017/18 Approved £000s</i> | 2017/18 Revised £000s | 2018/19 Estimate £000s | 2019/20 Estimate £000s | 2020/21 Estimate £000s | 2021/22 Estimate £000s | 2022/23 Estimate £000s |
|--|--|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |

Appendix C: Economic and Interest Rate Forecasts from Link Asset Services (as at 4.1.18)

UK. After the UK economy surprised on the upside with strong growth in 2016, growth in 2017 was disappointingly weak in the first half of the year; quarter 1 came in at only +0.3% (+1.7% y/y) and quarter 2 was +0.3% (+1.5% y/y), which meant that growth in the first half of 2017 was the slowest for the first half of any year since 2012. The main reason for this has been the sharp increase in inflation, caused by the devaluation of sterling after the referendum, feeding increases in the cost of imports into the economy. This has caused, in turn, a reduction in consumer disposable income and spending power and so the services sector of the economy, accounting for around 75% of GDP, has seen weak growth as consumers cut back on their expenditure.

However, growth picked up in quarter 3 to 0.4% and in quarter 4 there have been encouraging statistics from the manufacturing sector which is seeing strong growth, particularly as a result of increased demand for exports. It has helped that growth in the EU, our main trading partner, has improved significantly over the last year. However, the manufacturing sector only accounts for around 11% of GDP so expansion in this sector will have a much more muted effect on the average total GDP growth figure for the UK economy as a whole. Growth in quarter 4 is expected to be around 0.4% again which would see annual growth in 2017 coming in at around 1.7 – 1.8%, almost as strong as the recently upwardly revised figure for 2016 of 1.8%, (which meant that the UK was equal to Germany as having the strongest GDP growth figure for the G7 countries in 2016).

The Monetary Policy Committee (MPC) meeting of 14 September 2017 surprised markets and forecasters by suddenly switching to a much more aggressive tone in its words warning that Bank Rate will need to rise. Recent Bank of England Inflation Reports have flagged up that they expected CPI inflation to peak at just over 3% in late 2017, before falling back to near to its target rate of 2% in two years' time. Inflation actually came in at 3.1% in November. The reason why the MPC became so aggressive with its wording in September and November around increasing Bank Rate was due to an emerging view that with unemployment falling to only 4.3%, the lowest level since 1975, and improvements in productivity being so weak, that the amount of spare capacity in the economy was significantly diminishing towards a point at which they now needed to take action. In addition, the MPC took a more tolerant view of low wage inflation as this now looks like a common factor in nearly all western economies as a result of increasing globalisation. This effectively means that the UK labour faces competition from overseas labour e.g. in outsourcing work to third world countries, and this therefore depresses the negotiating power of UK labour. However, the Bank was also concerned that the withdrawal of the UK from the EU would effectively lead to a decrease in such globalisation pressures in the UK, and so would be inflationary over the next few years.

It was therefore no surprise that the MPC increased Bank Rate by 0.25% to 0.5% in November. However, their forward guidance of two more increases of 0.25% by 2020 was viewed as being more dovish than markets had expected. However, some forecasters are flagging up that they expect growth to improve significantly in 2018, as the fall in inflation will bring to an end the negative impact on consumer spending power while a strong export performance will compensate for weaker services sector growth. If this scenario were to materialise, then the MPC would have added reason to embark on more than one increase in Bank Rate during 2018. While there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two years will pan out.

EU. Economic growth in the EU, (the UK's biggest trading partner), had been lack lustre for several years after the financial crisis despite the ECB eventually cutting its main rate to -0.4% and embarking on a massive programme of QE. However, growth picked up in 2016 and now looks to have gathered ongoing substantial strength and momentum thanks to this stimulus. GDP growth was 0.6% in quarter 1 (2.1% y/y), 0.7% in quarter 2 (2.4% y/y) and 0.6% in quarter 3 (2.6% y/y). However, despite providing massive monetary stimulus, the European Central Bank is still struggling to get inflation up to its 2% target and in November inflation was only 1.2%. It is therefore unlikely to start on an upswing in rates until possibly towards the end of 2019.

USA. Growth in the American economy has been volatile in 2015 and 2016. 2017 followed that path again with quarter 1 coming in at only 1.2% but quarter 2 rebounding to 3.1% and quarter 3 coming in at 3.2%, the first time since 2014 that two successive quarters have been over 3%. Unemployment in the US has also fallen to the lowest level for many years, reaching 4.1% in November, while wage inflation pressures, and inflationary pressures in general, have been building. The Fed has started on an upswing in rates with four increases since December 2016 to lift the central rate to 1.25 – 1.50%. There could then be another four more increases in 2018. In October, the Fed became the first major western central bank to make a start on unwinding quantitative easing by phasing in a start to a gradual reduction of reinvesting maturing debt.

Chinese economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus and medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

Japan. GDP growth has been gradually improving during 2017 to reach an annual figure of 2.1% in quarter 3. However, it is still struggling to get inflation anywhere near to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

Interest Rate Forecast

The Council's treasury advisor, Link Asset Services, has provided the following forecast:

| Link Asset Services Interest Rate View | | | | | | | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | Mar-18 | Jun-18 | Sep-18 | Dec-18 | Mar-19 | Jun-19 | Sep-19 | Dec-19 | Mar-20 | Jun-20 | Sep-20 | Dec-20 | Mar-21 |
| Bank Rate | 0.50% | 0.50% | 0.50% | 0.75% | 0.75% | 0.75% | 0.75% | 1.00% | 1.00% | 1.00% | 1.25% | 1.25% | 1.25% |
| 5yr PWLB rate | 1.60% | 1.60% | 1.70% | 1.80% | 1.80% | 1.90% | 1.90% | 2.00% | 2.10% | 2.10% | 2.20% | 2.30% | 2.30% |
| 10yr PWLB rate | 2.20% | 2.30% | 2.40% | 2.40% | 2.50% | 2.60% | 2.60% | 2.70% | 2.70% | 2.80% | 2.90% | 2.90% | 3.00% |
| 25yr PWLB rate | 2.90% | 3.00% | 3.00% | 3.10% | 3.10% | 3.20% | 3.20% | 3.30% | 3.40% | 3.50% | 3.50% | 3.60% | 3.60% |
| 50yr PWLB rate | 2.60% | 2.70% | 2.80% | 2.90% | 2.90% | 3.00% | 3.00% | 3.10% | 3.20% | 3.30% | 3.30% | 3.40% | 3.40% |

Link Asset Services undertook its last review of interest rate forecasts on 7 November after the quarterly Bank of England Inflation Report and MPC meeting. As expected, the MPC policy raised Bank Rate by 0.25% to 0.50%. The MPC also gave forward guidance that they expected to raise Bank Rate by 0.25% only twice more in the next two years to reach 1.0% by 2020. This was very much in line with previous guidance that Bank Rate would only go up very gradually and to a limited extent.

The overall balance of risks to economic recovery in the UK is probably currently to the downside due to the uncertainties around Brexit; however, given those uncertainties, there is a wide diversity of possible outcomes for the strength of economic growth and inflation, and the corresponding speed with which Bank Rate could go up.

Appendix D: Recommended Sovereign and Counterparty List

Credit Rating: AAA

- Australia
- Canada
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

Maximum to be invested in any one overseas country £3 million,

Credit Rating: AA+

- U.K.

For Instruments limited to Term Deposits / CDs / Call Accounts

| Country/ Domicile | Counterparty | Maximum Counterparty Limit £m | Maximum Term for New Investments |
|------------------------------|--|--|---|
| UK | Bank of Scotland (Lloyds Banking Group) | £10 million | 12 months |
| UK | Lloyds TSB (Lloyds Banking Group) | £10 million | 12 months |
| UK | Lloyds Bank Plc (Lloyds Banking Group) | £10 million | 12 months |
| UK | Barclays Bank Plc | £12.5 million | 6 months |
| UK | HSBC Bank Plc | £12.5 million | 2 years |
| UK | Nationwide Building Society | £7.5 million | 12 months |
| UK | NatWest (RBS Group) | £10 million | 2 years |
| UK | Royal Bank of Scotland (RBS Group) | £10 million | 2 years |
| UK | Standard Chartered Bank | £7.5 million | 12 months |
| UK | Citibank International | £7.5 million | 12 months |
| UK | Goldman Sachs International | £7.5 million | 12 months |
| UK | Merrill Lynch International | £7.5 million | 12 months |
| UK | Sumitomo Mitsui Banking Corporation Europe | £5 million | 12 months |
| UK | UBS Ltd | £7.5 million | 12 months |
| UK | Close Brothers Limited | £5 million | 12 months |
| UK | Local Authorities | £5 million | 5 years |
| UK | Building Societies credit rated in investment grade category | £5 million | 12 months |
| Australia | Australia and New Zealand Bank Group | £3 million | 2 years |
| Australia | Commonwealth Bank of Australia | £3 million | 2 years |
| Australia | National Australia Bank | £3 million | 2 years |
| Australia | Westpac Banking Corporation | £3 million | 2 years |
| Canada | Bank of Montreal | £3 million | 2 years |
| Canada | Bank of Nova Scotia | £3 million | 2 years |
| Canada | Canadian Imperial Bank of Commerce | £3 million | 2 years |
| Canada | National Bank of Canada | £3 million | 2 years |

| | | | |
|-------------|--------------------------------|------------|---------|
| Canada | Royal Bank of Canada | £3 million | 2 years |
| Canada | Toronto-Dominion Bank | £3 million | 2 years |
| Denmark | Danske Bank | £3 million | 2 years |
| Germany | DZ Bank | £3 million | 2 years |
| Germany | Heleba | £3 million | 1 year |
| Germany | KfW | £3 million | 2 years |
| Germany | Landwirtschaftliche Rentenbank | £3 million | 2 years |
| Netherlands | Bank Nederlandse Bank | £3 million | 2 years |
| Netherlands | ING | £3 million | 1 year |
| Netherlands | Rabobank | £3 million | 1 year |
| Singapore | DBS Bank Ltd | £3 million | 2 years |
| Singapore | Oversea-Chinese Banking Corp | £3 million | 2 years |
| Singapore | United Overseas Bank | £3 million | 2 years |
| Sweden | Nordea Bank AB | £3 million | 1 year |
| Sweden | Skandnaviska Enskilda Banken | £3 million | 1 year |
| Sweden | Svenska Handelsbanken | £3 million | 2 years |
| Sweden | Swedbank | £3 million | 1 year |

***Please note this list could change if, for example, a counterparty is regraded, and meets other creditworthiness tools.*

Group Limits - For institutions within a banking group, the total amount invested cannot exceed the highest individual limit of a single bank within that group, i.e. there is no aggregation of limits.

Term limits are based on advice from our Treasury Management advisors and the judgement of the Council's Section 151 officer. They are reviewed regularly during the year as market conditions change, and will be revised accordingly during the year.

The limits above are the maximum that the Council could go to and operationally a more cautious approach will be adopted if deemed necessary.

Appendix E: Treasury Management Policy Statement

1. INTRODUCTION AND BACKGROUND

1.1 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code).

1.2 Accordingly, the Council will create and maintain, as the cornerstones for effective treasury management:-

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities, including policies where the Council has commercial investments held for financial return.
- Suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

1.3 The Council will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year, half yearly reviews and an annual report after its close, in the form prescribed in its TMPs.

1.4 The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to Cabinet and for the execution and administration of treasury management decisions to the Section 151 Officer, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

1.5 The Council nominates Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

2. POLICIES AND OBJECTIVES OF TREASURY MANAGEMENT ACTIVITIES

2.1 The Council defines its treasury management activities as:

“The management of the Council’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2.2 This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.

2.3 This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.”

2.5 The Council’s primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority’s investments followed by the yield earned on investments remain important but are secondary and tertiary considerations respectively.

2.6 The Council’s borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.

2.6 Where the Council has made commercial investments in property, in wholly owned companies or in joint ventures, the performance of these investments will be monitored and reported in line with the overall Treasury Management policy.

3. THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The Section 151 Officer has responsibility for:

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;

- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

**Cabinet 5 February 2018
Council 19 February 2018**

Agenda Item No.10

Norfolk Strategic Planning Framework (December 2017)

**Report of the Senior Planning Officer
Cabinet Member: Cllr John Fuller, The Economy & External Affairs**

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1. Introduction

- 1.1** The Norfolk Strategic Planning Framework (NSPF) is a document that is being produced by all of the planning authorities in Norfolk, together with the involvement of relevant bodies such as the Environment Agency, Natural England and Local Enterprise Partnerships. The Framework sets out guidelines for strategic planning matters across the County and beyond, and demonstrates how the authorities will work together under the Duty to Co-operate through a series of potential agreements on planning related topics. The draft Framework was consulted on during 2017 and the revised framework is attached as Appendix 1. This report recommends that Cabinet and Council approve the Framework and become a signatory to it, and that the Council continues to support the ongoing development of the framework to ensure that it remains relevant and fit for purpose.

2. Background

- 2.1** A draft Framework was put together by officers from the authorities, under the oversight of a member level group comprising representatives from all the authorities. The Council representative is the Cabinet member for The Economy and External Affairs.
- 2.2** The draft Framework consulted on during August and September 2017 and an initial officer-level response was made by South Norfolk after the draft document had been considered by the Regulation and Planning Policy Committee. The South Norfolk response was formally made after the Framework had been considered by Cabinet at the October 2017 meeting.
- 2.3** Comments received during the consultation were considered and amendments made where appropriate. A summary of the consultation comments and response to each of these is appended (Appendix 2).
- 2.4** Although the Framework will not be a statutory planning document, it sets out strategic matters to be taken account of in the production of Local Plans (including the emerging Greater Norwich Local Plan). Cross boundary issues include railway lines, trunk (and other major) roads, significant new housing and employment needs and protection of sensitive nature conservation sites. A number of joint studies were commissioned to provide supporting evidence for the Framework, which have both had benefits in terms of economies of scale, and also in terms of a more comprehensive assessment of cross-boundary issues.

- 2.5** It is envisaged that each Council will approve the final Framework and it will then be used to guide the local planning authorities in their strategic planning work. It is also envisaged that the Framework will be monitored and reviewed as necessary in the following years.

3. Current Position/Findings

- 3.1** The Framework sets out a proposed Spatial Vision and Shared Objectives for the Norfolk authorities, having regard to the main spatial planning issues of population growth, housing, economy, infrastructure and environment. Related to these, several proposed “agreements” explain how the local planning authorities will seek to deal with the matters through their spatial planning role. Therefore, although the Framework is not a planning document in its own right, it can be seen as a guide for future planning work.
- 3.2** The Framework is also now subtitled an ‘Emerging Statement of Common Ground’. This reflects the Government’s proposal to introduce a requirement in the revised National Planning Policy Framework (NPPF), that all local planning authorities should produce a Statement of Common Ground setting out cross boundary matters, including the housing need for the area, distribution and proposals for meeting any shortfalls. Fortuitously, the work on the Framework has pre-empted this requirement, and it is envisaged that the Framework (amended if necessary) will be able to become a key part of the required Statements of Common Ground. Accordingly, the Framework is an iterative document that will evolve and be updated to reflect changing circumstances. Also, it is likely that there will continue to be opportunities for joint-working amongst the local planning authorities on issues under the Framework.

4. Proposals

- 4.1** It is proposed that the Council approve the Framework and agree to being a “signatory” to it. To be effective, and particularly for it to become part of a future Statement of Common Ground, it will need to evolve and address new issues that arise. Consequently, it is also proposed that the Norfolk Strategic Planning Group (member forum) continues and works on adapting the Framework as necessary in the coming months, and oversees other work related to this, e.g. evidence studies. The Terms of Reference for the Group are appended (Appendix 3).

- 4.2** To-date, the work on the Framework, including Project Management support, has been funded by the constituent authorities in Norfolk; currently there is a small surplus for the funds already committed. It is proposed that funding continues on a similar basis for the next two years; this would be at a contribution from the Council of £10,000 per year. The identified workstreams for the group are set out in Appendix 4 of this report which highlights some of the areas where continuing with this work could provide more robust cross-boundary evidence and cost savings through joint working.

5. Risks and implications arising

- 5.1** There will be an ongoing financial implication for the Council in terms of supporting the work of members and officers in keeping the NSPF up to date, and also in officer and member time to progress this work. Officer time is within existing staff resources and the NSPF reflects work that would need to be undertaken as part of the Local Plan process, in terms of Duty to Cooperate and Statement of Common Ground, in any event. It is worth noting that significant financial savings have already been made by Norfolk authorities through the joint commissioning of a number of pieces of evidence base work, including a Strategic Flood Risk Assessment, a Caravans and Houseboats Needs Assessment and a Visitor Recreational Visitor Pressure Study. The budget is available for this work and if it were not undertaken through the NSPF, resource would need to be found elsewhere to prepare elements of the Local Plan evidence base and fulfil the requirements of the Duty to Cooperate and Statement of Common Ground.
- 5.2** Similarly, in legal terms, the Framework will be a key element in demonstrating that Norfolk's local planning authorities are working together as required under the "Duty to Co-operate" set out in the Localism Act 2011 and likely future requirements to produce Statements of Common Ground.
- 5.3** As a non-statutory document which is not making any new policy, there are no negative environmental implications. The NSPF indicates how the Norfolk local authorities aim to work together to manage some environmental matters (such as recreational pressures on sensitive nature conservation sites) more effectively.
- 5.4** It is not considered that the Framework will have any adverse impacts in terms of disadvantaged groups or crime and disorder.

6. Other options

- 6.1** The Council could decide not to endorse the NSPF and/or not to continue to review and evolve the document to address emerging issues; however, the Government has already signalled its intention to promote the role of Statements of Common Ground which address strategic, cross-boundary planning issues through revisions to the NPPF and the NSPF gives us a solid platform to address this.

7. Recommendation

- 7.1** Cabinet is asked to recommend that Council resolves to:
- To approve the Norfolk Strategic Framework (Appendix 1) and agree to be a 'signatory' to it;
 - To continue to support the Norfolk Strategic Planning Group to evolve the Framework and associated work, to ensure it remains up to date and relevant; and
 - To continue to fund the work necessary to keep the Framework up to date, including the project management support, for 2018/19 and 2019/20.

Appendices

Appendix 1 - Norfolk Strategic Planning Framework (December 2017)

Appendix 2 - Comments on the draft NSPF and responses

Appendix 3 - Norfolk Strategic Planning Member Forum - Terms of Reference (Dec. 2017)

Appendix 4 – NSPF Identified Workstreams 2018.

Norfolk Strategic Planning Framework

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

December 2017



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- 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
- Anglian Water
- New Anglia Local Enterprise Partnership
- Greater Cambridge Greater Peterborough Local Enterprise Partnership
- Great Yarmouth & Waveney CCG
- North Norfolk CCG
- Norwich CCG
- South Norfolk CCG
- West Norfolk CCG

Contents

| | |
|--|----|
| ACKNOWLEDGEMENTS | 2 |
| SECTION 1 – INTRODUCTION | 5 |
| 1.1 Purpose of this Document | 5 |
| 1.2 Changes to the document since consultation | 6 |
| 1.3 Timescale for and coverage of the Document | 7 |
| SECTION 2 – VISION AND OBJECTIVES | 8 |
| 2.1 Introduction | 8 |
| 2.2 Proposed Spatial Vision | 10 |
| 2.3 Proposed Shared Objectives | 10 |
| SECTION 3 – UNDERSTANDING THE COUNTY | 13 |
| 3.1 Administrative Boundaries | 13 |
| 3.2 Housing Markets | 14 |
| 3.3 Strategic Functional Economic Market Areas | 16 |
| 3.4 Implications of Changing Infrastructure on Market Areas | 18 |
| SECTION 4 – PROJECTIONS OF GROWTH | 21 |
| 4.1 Population Projections | 21 |
| 4.2 Household Projections | 24 |
| 4.3 Employment Projections | 24 |
| SECTION 5 – THE ECONOMY | 26 |
| 5.1 Introduction | 26 |
| 5.2 Strategic Employment Sites | 29 |
| 5.3 Key Cross-Boundary Economic Issues and Interventions | 31 |
| The role of Norwich | 31 |
| Cambridge to Norwich Technology Corridor | 32 |
| A47 Corridor | 33 |
| Offshore Energy Sector / Ports of Great Yarmouth & Lowestoft | 33 |
| Norfolk Coast, the Broads and the Brecks | 33 |
| A10 corridor | 34 |
| 5.4 Strategic Principles of Economic Success | 35 |
| SECTION 6 – HOUSING | 36 |
| 6.1 Introduction | 36 |
| 6.2 Existing targets, supply, and delivery rates up to 2021 | 39 |
| 6.3 Future Housing Demand and Need 2015-2036. | 40 |
| The Broads | 42 |
| Implications of the City Deal for Housing | 42 |
| 6.4 Type of Homes | 43 |
| Specialist types of accommodation | 44 |
| Elderly People | 44 |
| Student Housing and the OAN | 44 |
| Accommodation needs of Gypsies, Travellers, and other types of accommodation | 45 |
| 6.5 Capacity and Distribution | 46 |

| | |
|--|-----------|
| 6.6 Delivering Housing Growth | 46 |
| SECTION 7 – INFRASTRUCTURE AND ENVIRONMENT..... | 48 |
| 7.1 Introduction..... | 49 |
| 7.2 Utilities | 50 |
| 7.3 Electricity | 51 |
| 7.4 Water..... | 52 |
| 7.5 Telecoms..... | 53 |
| Broadband..... | 53 |
| Mobile telephony | 55 |
| Coverage in Norfolk..... | 55 |
| 7.6 Social Infrastructure..... | 56 |
| Health..... | 56 |
| Education | 58 |
| 7.7 Transportation | 59 |
| Improvements needed..... | 62 |
| 7.8 Flood Protection and Green Infrastructure | 64 |
| Flood Protection..... | 64 |
| Green Infrastructure and the Environment | 66 |
| SECTION 8 – NEXT STEPS..... | 70 |
| APPENDIX 1 – NSF CONTACTS..... | 71 |

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 this Norfolk Strategic Planning Framework (previously called the Norfolk Strategic Framework and referred to in this document as the NSF).

The aim of producing the framework is 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 National Planning Policy Framework (while recognising the latter is due to be revised shortly);
- Find efficiencies in the planning system through working towards the establishment of a shared evidence base;
- Influence subsequent high level plans (such as the Strategic Economic Plan); and
- Maximise the opportunities to secure external funding to deliver against agreed objectives.

The project has been underway since October 2015. Four working groups have been established to pull together a shared evidence base on housing, employment, infrastructure and delivery issues. The working groups consist of Local Authority staff assisted by other organisations including the Environment Agency, Natural England, Anglian Water, UK Power Networks, Homes and Communities Agency 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 preparing this strategy 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 Changes to the document since consultation

A draft of this document was published for extensive public consultation over the summer of 2017. The consultation closed on 22nd September and a significant number of representations were received during the period. These representations have all been analysed and a considerable number of changes to this document have been made in response. Details of the representations made and responses to them can be seen at:

<https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/>

Shortly before the consultation on the NSF closed the government published consultation proposals titled “Planning for the right homes in the right places”¹. This document potentially has some significant implications for the NSF which have been reflected in this version of the document. In particular the government consultation proposed:

- a) a detailed methodology of a proposed standard approach to assessing housing need across local authority areas which had been previously proposed in the housing white paper ²as a measure to make the assessment of local housing need simpler, quicker and more transparent and therefore speed the production of local plans; and
- b) to introduce a requirement in the revised National Planning Policy Framework³ that all local planning authorities should produce a statement of common ground setting out cross boundary matters, including the housing need for the area, distribution and proposals for meeting any shortfalls.

Both these proposals have the potential to significantly impact upon the NSF as the draft document already addressed issues of housing need and also did much of what the government are proposing to introduce by introducing the requirement for producing a statement of common ground. In the consultation document the government stressed that “The statement of common ground is not intended to replicate any stage of the plan-making process, nor should it be an additional burden on local planning authorities. Critically, we do not want this proposal to disrupt existing joint working arrangements where these are effective.”⁴

Taking this steer from government the authorities are of the view that the NSF should effectively become the statement of Common Ground for Norfolk and a number of amendments have been made to the NSF so it is clear that this is the intention and to comply with the detail of what was proposed by government in the consultation document. Clearly as the government proposals have only been published for consultation at this stage it will be necessary to keep this decision under review and change the NSF further during 2018 if this is deemed necessary in order to comply with the requirements of the revised national Planning Policy Framework when it is finalised.

¹See <https://www.gov.uk/government/consultations/planning-for-the-right-homes-in-the-right-places-consultation-proposals>

² <https://www.gov.uk/government/collections/housing-white-paper>

³ Due to be produced by Spring 2018

⁴ See para 65 of the consultation document

1.3 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.

Section 2 – Vision and Objectives

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 892,900⁵. 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 towns⁶. These built up areas have a very considerable stock of historic assets and can offer a very attractive quality of life to residents.

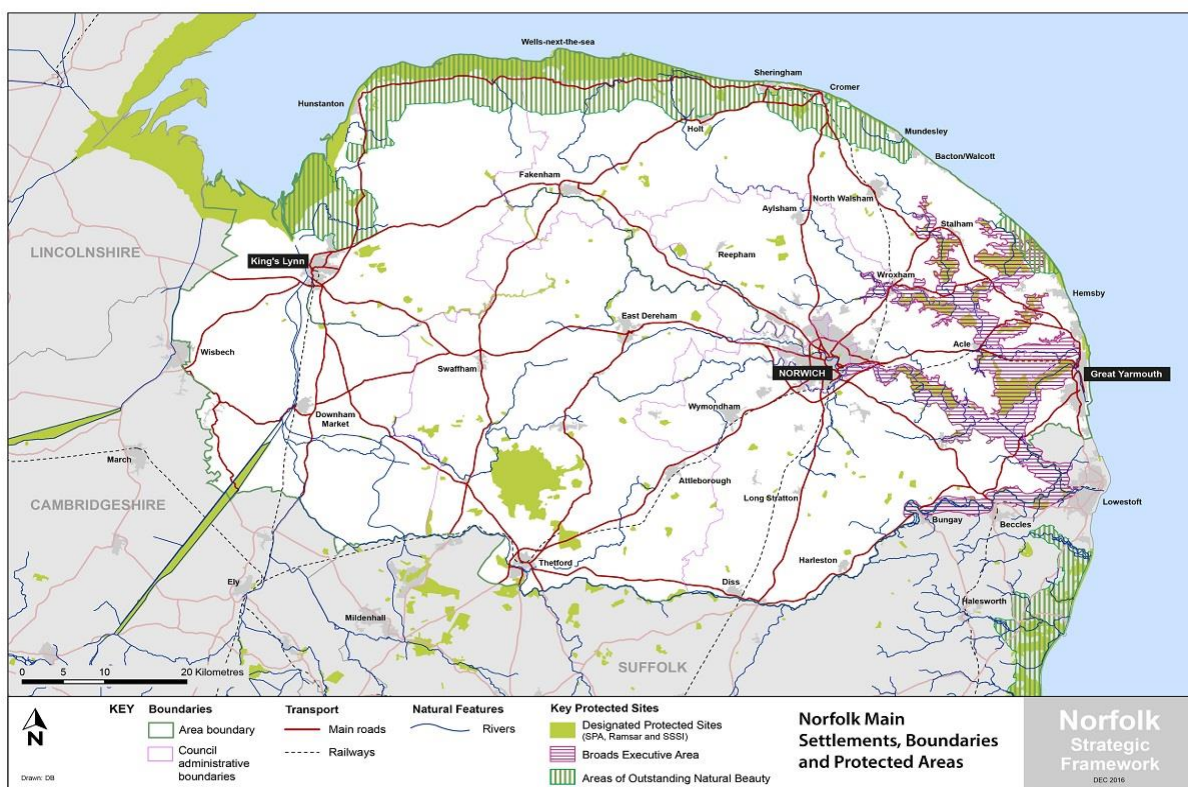


Figure 1: Map of Norfolk's main settlement, Authority boundaries, major transport connections and protected areas. 2017

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, 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.

⁵ Mid year 2016 ONS estimate see Norfolk Insight web page <http://www.norfolkinsight.org.uk/population>

⁶ The 21 largest others centres are Attleborough, Aylsham, Cromer, Dereham, Diss, Downham Market, Fakenham, Harleston, Holt, Hunstanton, Loddon, Long Stratton, North Walsham, Sheringham, Stalham, Swaffham, Thetford, Wroxham/Hoveton, Wymondham, Watton, Wells-Next-The-Sea

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 average⁷, 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. Additionally, the King's Lynn and West Norfolk Council area is also covered by the Greater Cambridge Greater Peterborough (GCGP) Local Economic Partnership. Details of the GCGP Strategic Economic Plan can be seen online⁸. The document is under review. The new Cambridgeshire Combined Authority is also reviewing economic prospects in their area.

Norfolk's infrastructure is comparatively 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 improved travel time and connectivity considerably, and recent 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. However, the picture regarding superfast broadband coverage is rapidly improving; nearly 88% of the county's homes and businesses can now access superfast broadband, up from 42% in 2012⁹, and through the extension to the better broadband for Norfolk programme it is aimed to make high-speed broadband available to more than 95 per cent of Norfolk's premises by spring 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 for consultation by the Strategic Planning Member Forum. For further information on the background to this material please see the papers previously considered by the Member Forum¹⁰.

⁷ See NEW Anglia Lep <http://www.newanglia.co.uk/wp-content/uploads/2014/03/New-Anglia-Strategic-Economic-Plan-V2.pdf>

⁸ see <http://www.gcgp.co.uk/local-growth-strategy/>

⁹ See Better Broadband for Norfolk Information Sheet 26 (26 May 2017)

¹⁰ See papers for the 13th 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, the Greater Cambridge Greater Peterborough Enterprise Partnership Economic Strategy and this framework;
- 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; and
- 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 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 Strategies of New Anglia & GCGP LEPS;
- 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.

Section 3 – Understanding the County

3.1 Administrative Boundaries

Within Norfolk there are seven separate District Council areas¹¹ (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 Figure 1.

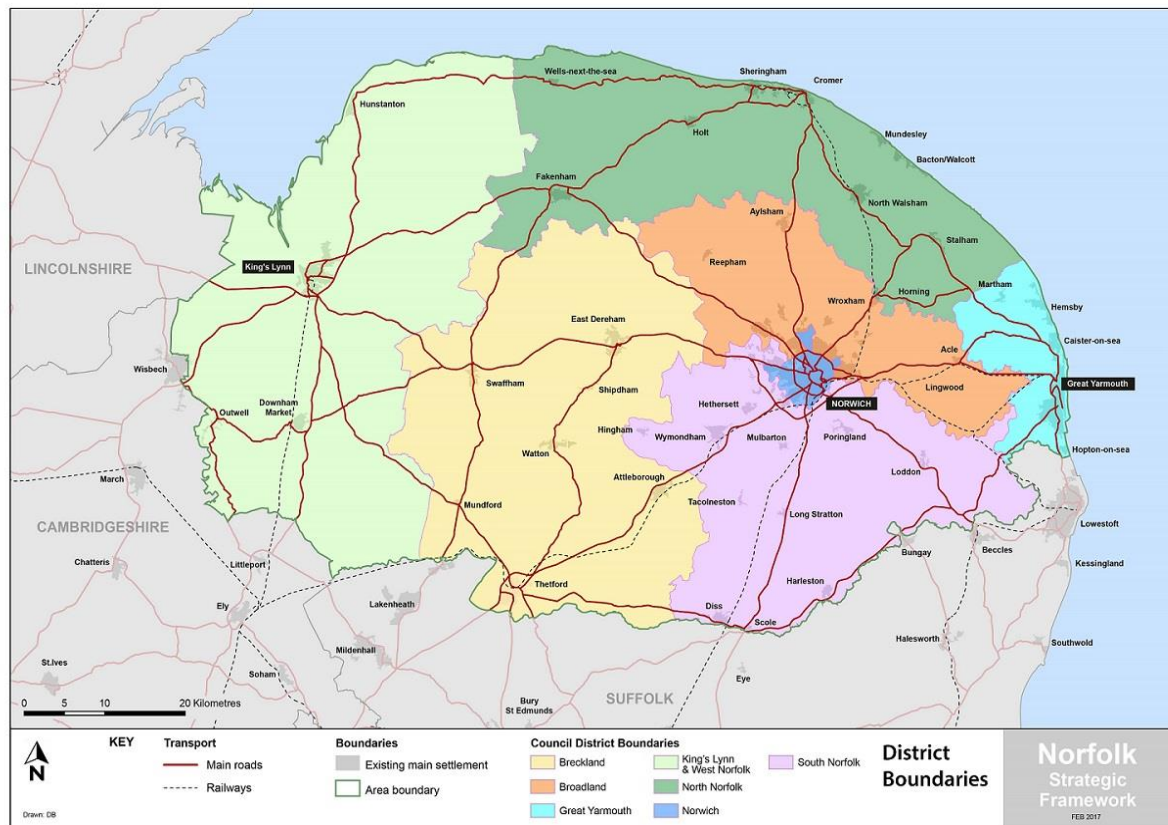


Figure 2: Map of Norfolk District boundaries and the major transport connections. 2017

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 County wide plans are already in place for minerals and waste¹² this framework does not address minerals and waste matters further although further iterations of these documents will doubtless need to reflect our

¹¹ 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.

¹² <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/minerals-and-waste-planning-policies/adopted-policy-documents>

shared ambitions for growth. 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 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 linkages¹³.

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"*¹⁴. 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 3.

The Norfolk Districts and the Broads Authority have produced up to date Strategic Housing Market Assessments (SHMAs) which cover the entire County¹⁵. Within the Central Norfolk SHMA area

¹³ 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.

¹⁴ Local Housing Systems Analysis: Best Practice Guide. Edinburgh: Scottish Homes

¹⁵ See https://www.norwich.gov.uk/download/downloads/id/3993/shma_-_june_2017.pdf
https://www.west-norfolk.gov.uk/download/downloads/id/1736/shma_document.pdf

(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 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.

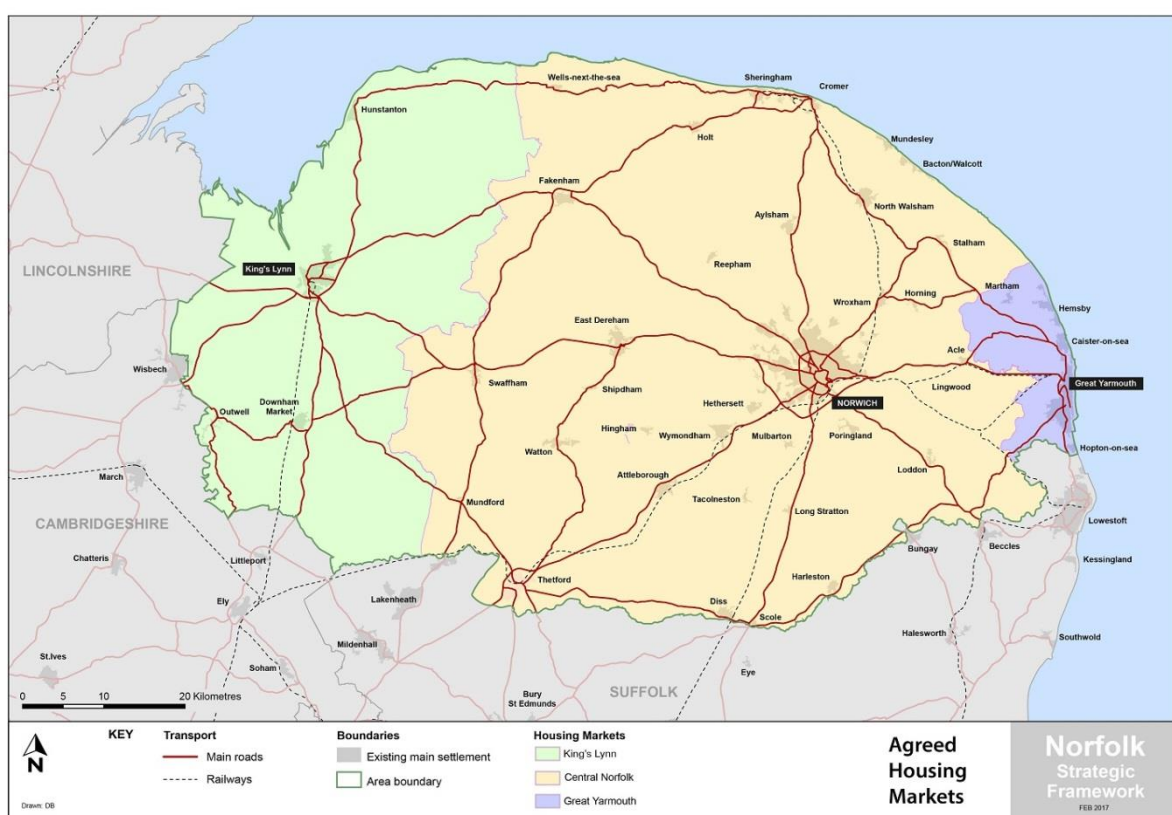


Figure 3: Map of Norfolk agreed housing markets and major transport connections. 2017

Agreement 4 –To produce and maintain Strategic Housing Market Assessments covering the three contiguous and non-overlapping broad market areas of Great Yarmouth, Central Norfolk and West Norfolk

<https://www.great-yarmouth.gov.uk/CHttpHandler.ashx?id=1241>

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 SHMA¹⁶.

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 Assessment¹⁷ 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).

The above agreement was drafted in advance of the publication of the “Planning for the right homes in the right places”. Clearly, with the possibility of a new standard methodology to assess objectively assessed housing need whether there will be a need to produce Strategic Housing Market Assessments in future is now open to question. However, 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. Therefore it has been concluded that until revised guidance from government is available on these matters it is best to retain agreement 4 within the NSF.

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 below in Figure 4. Information on retail matters are captured within the existing evidence base supporting Local Plans¹⁸. 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

¹⁶ See pages 132-134 of the Central Norfolk SHMA
https://www.norwich.gov.uk/download/downloads/id/3993/shma_-_june_2017.pdf

¹⁷ See pages 35-36 of the Central Norfolk SHMA
https://www.norwich.gov.uk/download/downloads/id/3993/shma_-_june_2017.pdf

¹⁸ See in particular www.greaternorwichgrowth.org.uk/dmsdocument/816

sufficient degree of self-containment to be considered in different functional economic market areas for most purposes.

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 low¹⁹. Both Thetford and Mildenhall and Cromer and Sheringham are still regarded as being distinct Travel to Work Areas. These are illustrated below.

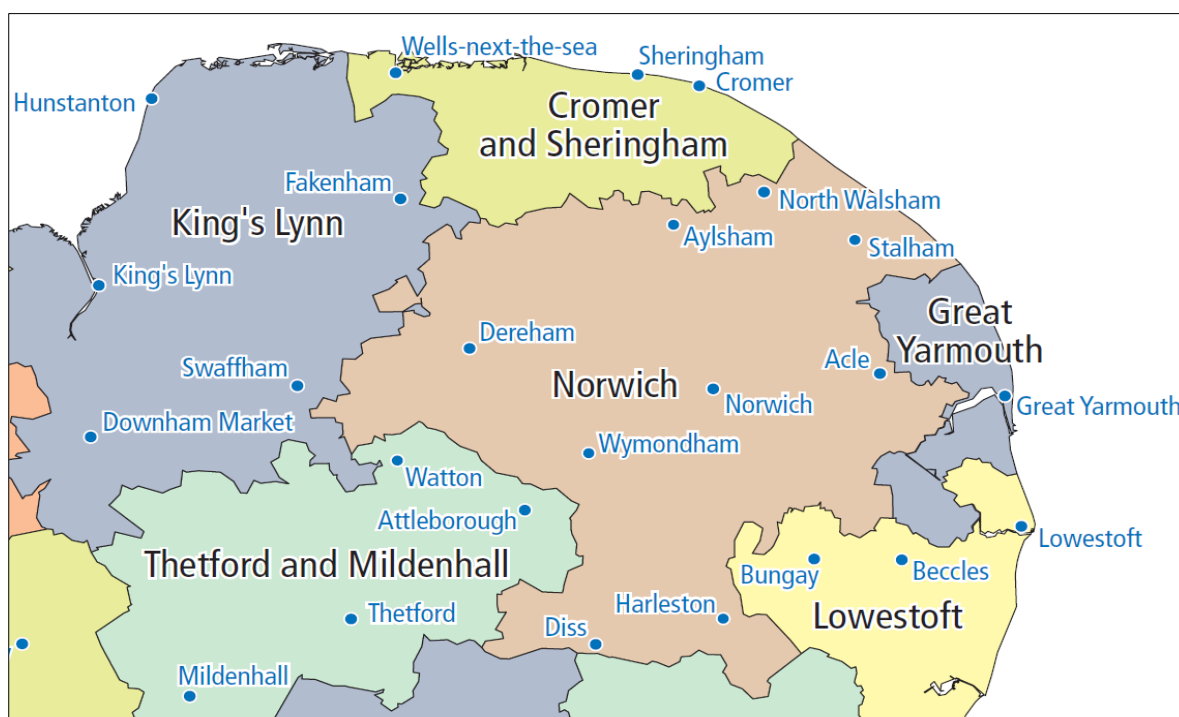


Figure 4: Norfolk's 2011 travel to work areas (TTWAs). Source: ONS 2015

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

¹⁹ 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.

strategic areas will exist for a number of economic functions, especially within the Central Norfolk area.

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. Work has also commenced on the Norwich Northern Distributor Road, which is expected to be completed before the end of 2018, and is a key part of the Norwich Area Transportation Strategy which also includes considerable investment in a range of other improvements across Norwich²⁰.

The Highways (England) Roads Investment Strategy contains a number of improvement schemes for the A47 as part of the government's trunk road programme from 2015 to 2020:

- 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 new 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.

²⁰ See www.greaternorwichgrowth.org.uk/dmsdocument/554 for further information

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

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 "Planning for the right homes in the right places"²¹ consultation document the government proposes "that every local planning authority produce a statement of common ground over the housing market area or other agreed geographical area where justified and appropriate".

In the light of the objectives of the government in introducing the requirement for statements of common ground, 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.

²¹ <https://www.gov.uk/government/consultations/planning-for-the-right-homes-in-the-right-places-consultation-proposals>

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 Compendium²².

²² See <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/monitoring-land-use/norfolk-compendium-of-local-plans-2016.pdf>

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 2016²³. Table 1 shows a steady growth in population levels projected at a 14% increase over the 22 year period from 2014-2036. All districts are projected to see a broadly similar level of growth of between 9% and 15% overall apart from South Norfolk that is projected to grow much more rapidly.

Table 1: Current and projected population numbers for Norfolk Districts. Source: ONS, 2016

| District | 2014 (000's) | 2036 (000's) | Population growth 2014- 2036 (%) |
|---------------------------------|-----------------|-----------------|--|
| Breckland | 134 | 154 | 15 |
| Broadland | 126 | 140 | 11 |
| Great Yarmouth | 98 | 107 | 9 |
| King's Lynn and West Norfolk | 150 | 167 | 11 |
| North Norfolk | 103 | 116 | 13 |
| Norwich | 138 | 159 | 15 |
| South Norfolk | 129 | 160 | 24 |
| Norfolk | 878 | 1,002 | 14 |

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 considerable 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 below.

²³Available at

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2>

Table 2: Existing population numbers (000s) and % by age quantiles (2014) and projected population numbers and % by age quantiles (2036) of Norfolk Districts. *Source: ONS*

| District | All people (000s) | 2014 | | | All people (000s) | 2036 | | |
|------------------------------|-------------------|-------------------------|-------------------------|-------------------------|-------------------|-------------------------|-------------------------|-------------------------|
| | | 000s aged 0-19 (%) | 000s aged 20-64 (%) | 000s aged 65+ (%) | | 000s Aged 0-19 (%) | 000s aged 20-64 (%) | 000s aged 65+ (%) |
| Breckland | 134 | 29.4 (21.9) | 72.9 (54.4) | 31.7 (23.7) | 153.7 | 31.2 (20.3) | 73.5 (47.8) | 49 (31.9) |
| Broadland | 126 | 26.1 (20.7) | 68.8 (54.6) | 31.2 (24.8) | 140.1 | 27.2 (19.4) | 67.8 (48.4) | 45.2 (32.3) |
| Great Yarmouth | 98.2 | 22.2 (22.6) | 53.4 (54.4) | 22.5 (22.9) | 107 | 22.3 (20.8) | 52.7 (49.3) | 31.9 (29.8) |
| King's Lynn and West Norfolk | 150 | 31.8 (21.2) | 81 (54) | 37.1 (24.7) | 166.9 | 34 (20.4) | 79.9 (47.9) | 53.2 (31.9) |
| North Norfolk | 102.9 | 18.6 (18.1) | 52.1 (50.6) | 32.1 (31.2) | 115.8 | 19.5 (16.8) | 50.8 (43.9) | 45.6 (39.4) |
| Norwich | 137.5 | 30.2 (22) | 86.9 (63.2) | 20.4 (14.8) | 158.9 | 35.1 (22.1) | 95.9 (60.4) | 27.8 (17.5) |
| South Norfolk | 129.2 | 29 (22.4) | 69.7 (53.9) | 30.4 (23.5) | 159.6 | 35.4 (22.2) | 77.2 (48.4) | 46.8 (29.3) |
| Norfolk | 877.7 | 187.4 (21.4) | 484.9 (55.2) | 205.2 (23.4) | 1002 | 204.7 (20.4) | 497.8 (49.7) | 299.4 (29.9) |

Table 3: Change in 000s between 2014 and 2036. Difference between 'All People' for each district between 2014 and 2036 in %. *Source: ONS*

| District | All people (000s) | Difference between 2014 and 2036 | | |
|------------------------------|-------------------|----------------------------------|------------------------|-----------------------|
| | | 000s aged 0-19 (%) | 000s aged 20-64 (%) | 000s aged 65+ (%) |
| Breckland | 19.7 | 1.8 (-1.64) | 0.6 (-6.6) | 17.3 (8.2) |
| Broadland | 14.1 | 1.1 (-1.3) | -1 (-6.2) | 14 (7.5) |
| Great Yarmouth | 8.8 | 0.1 (-1.8) | -0.7 (-5.1) | 9.4 (6.9) |
| King's Lynn and West Norfolk | 16.9 | 2.2 (-0.8) | -1.1 (-6.1) | 16.1 (7.2) |
| North Norfolk | 12.9 | 0.9 (-1.2) | -1.3 (-6.8) | 13.5 (8.2) |
| Norwich | 21.4 | 4.9 (0.1) | 9 (-2.8) | 7.4 (2.7) |
| South Norfolk | 30.4 | 6.4 (-0.3) | 7.5 (-5.6) | 16.4 (5.8) |
| Norfolk | 124.3 | 17.3 (-0.9) | 12.9 (-5.6) | 94.2 (6.5) |

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 three quarters of

the total increase between 2014 and 2036 being accounted for by growth in the over 65s²⁴. The number at the older end of the age spectrum projected to increase particularly strongly; the number of over 80s is projected to almost double. Between the ages of 20 and 64 population growth is projected to be very slow, with only a 2.7% growth rate over the 22 year period, whilst the numbers of 0-19 years olds are projected to grow by 9.2%.

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 recent 2017 Health profile for England²⁵ 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

²⁴ Total growth in population age 65 plus is 95,000

²⁵ See <https://www.gov.uk/government/statistics/2017-health-profiles>

4.2 Household Projections

The most recent set of household projections were published by Department for Communities and Local Government (DCLG) in July 2016²⁶. 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: Past and present household numbers with future household projections. Source: ONS

| District | 1991 (000's) | 2001 (000's) | 2014 (000's) | 2036 (000's) | Household growth 2014-2036 (%) |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------------------------|
| Breckland | 44 | 51 | 56 | 68 | 21 |
| Broadland | 43 | 50 | 54 | 63 | 17 |
| Great Yarmouth | 36 | 39 | 43 | 50 | 16 |
| King's Lynn and West Norfolk | 53 | 58 | 64 | 74 | 16 |
| North Norfolk | 38 | 44 | 47 | 56 | 19 |
| Norwich | 54 | 55 | 62 | 74 | 19 |
| South Norfolk | 42 | 47 | 55 | 70 | 27 |
| Norfolk | 310 | 344 | 383 | 453 | 18 |

It should also be noted that much of the household growth projected between 2014 and 2036 can be accommodated by housing for which provision has already been made through planning permissions and/or allocations made in existing Local Plans.

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 online²⁷.

Table 5 sets out the headline results for Norfolk Districts produced in the 2016 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.

²⁶ See <https://www.gov.uk/government/statistical-data-sets/live-tables-on-household-projections>

²⁷ See <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 75% of all the net growth in Norfolk will take place in Greater Norwich.

Table 5: Current total employment with projected jobs levels and growth. Source: EEFM 2016 and Central Norfolk SHMA

| Districts | Current total employment (000's) | | | Projected jobs levels 2036 (000's) | 2014-2036 growth (000's) |
|-------------------------------------|----------------------------------|-------|-------|------------------------------------|--------------------------|
| | 2012 | 2014 | 2016 | | |
| Breckland | 52.4 | 56.1 | 55.3 | 56.7 | 0.6 |
| Broadland | 53.8 | 52.8 | 55.7 | 57.8 | 5.0 |
| Great Yarmouth | 43.7 | 44.0 | 45.1 | 49.7 | 5.7 |
| King's Lynn and West Norfolk | 65.4 | 67.4 | 68.4 | 72.8 | 5.4 |
| North Norfolk | 39.2 | 41.2 | 41.8 | 43.7 | 2.5 |
| Norwich | 93.0 | 92.9 | 99.4 | 110.9 | 18 |
| South Norfolk | 58.5 | 59.5 | 60.3 | 70.8 | 11.3 |
| Greater Norwich* | 205.3 | 205.2 | 215.4 | 251.3** | 46.1 |
| Norfolk | 406.0 | 413.8 | 426.0 | 474.3** | 60.5 |

*Broadland, Norwich & South Norfolk

**City Deal additional 11,800 jobs added but not broken down between GN Districts

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, the Greater Cambridge Greater Peterborough Enterprise Partnership Economic Strategy and this framework;
- 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; and
- 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 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 Add (GVA) have returned to pre-downturn levels. The value of Norfolk's economy is £18.6 billion.²⁸

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 by 2.8%) and unemployment rates are currently 2.1% below the national rate at 3.1% - the lowest rates in a ten year period. However, this disguises substantial variation, and the County includes some of the most

²⁸ New Anglia LEP, 2015

deprived communities in the Country which have not weathered the downturn so well. 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 significantly 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 green paper Building our Industrial Strategy in January 2017²⁹. 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 10 key separate but linked pillars of the strategy and recognised the importance of place in shaping and delivering the Industrial Strategy.

²⁹ See <https://www.gov.uk/government/consultations/building-our-industrial-strategy>

The overarching strategy for Norfolk set in the context of the New Anglia LEP area is set out in the Economic Strategy which was published in 2017³⁰ (Please note the King's Lynn and West Norfolk area is also covered by the by the Greater Cambridge Greater Peterborough Local Economic Partnership Strategic Economic Plan³¹). 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 6: Summary of Key Economic Strategy targets (New Anglia Area)

| Economic Strategy Headline | Target (to 2036) |
|-----------------------------------|-------------------------|
| Jobs | 88,000 more jobs |
| Businesses | 30,000 new businesses |
| Housing | 140,000 new houses |
| GVA | £39 per Hour |

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 in Spring 2018.

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 Zones across Great Yarmouth and Waveney.

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. 3,200 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 4,000 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.

³⁰ See <https://newanglia.co.uk/our-economic-strategy/>

³¹ see <http://www.gcgp.co.uk/local-growth-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 Strategic Economic Plan and are targeted at the SEP's key sectors. Therefore it is crucial to facilitate a step change in our economy and the focus of promotional activity.

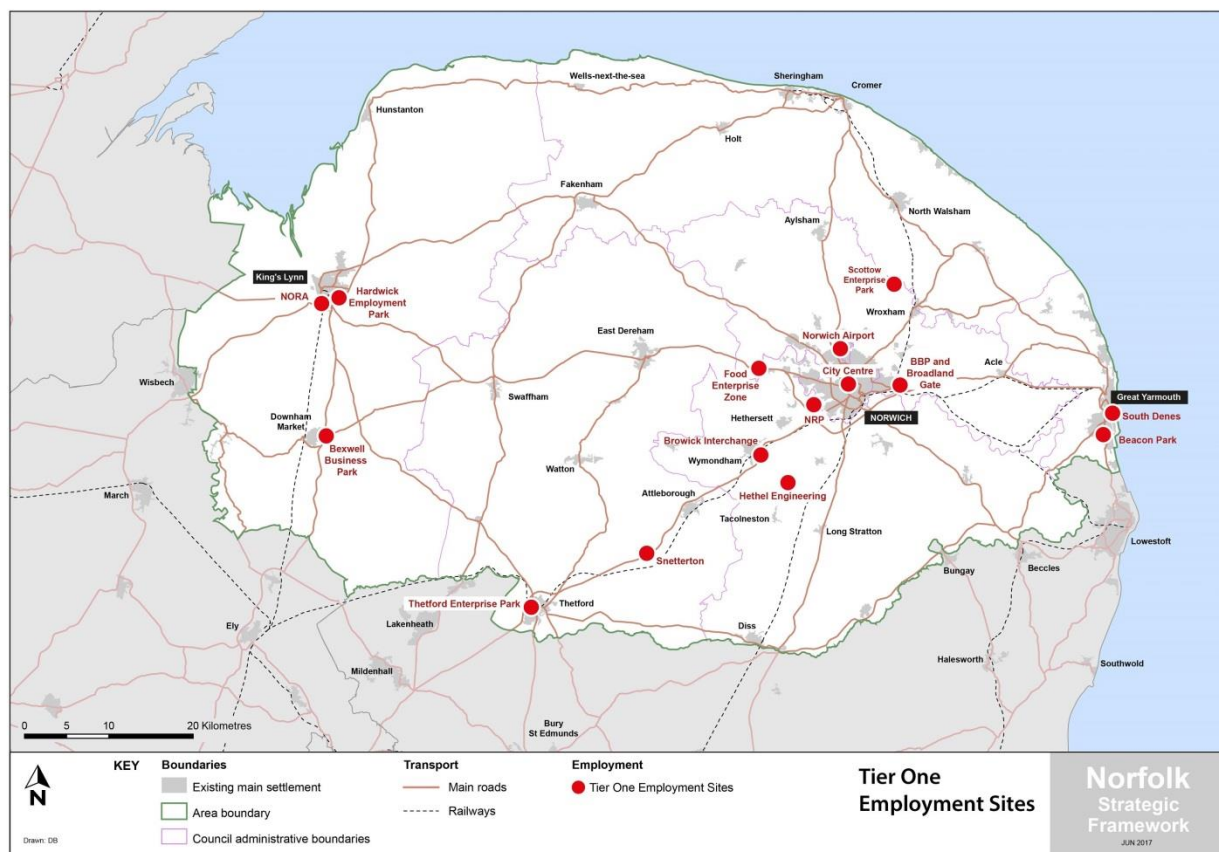


Figure 5: Norfolk's Tier One Employment Sites. 2017

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.

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 7: Tier one employment sites, sector, location and size. 2017

| Site | Supports SEP Key Sector(s) | SEP Growth Location | Land available (approx.) |
|---|---|---|--------------------------|
| Bexwell (Downham Market) | ICT and Digital Creative | King's Lynn and Downham Market (A10) | 29 ha |
| Broadland Business Park area | | | |
| - plots on existing BBP | | | |
| - BBP Laurel Farm | Financial services | Greater Norwich | 55ha |
| - St Andrews northside, | ICT & Digital Creative | | |
| - Broadland Gate | | | |
| Browick Interchange (Wymondham) | Advanced Manufacturing & Engineering. ICT and Digital | Tech Corridor | 22 ha |
| Food Enterprise Zone Honingham/Easton | Food, Drink & Agriculture | Greater Norwich / Tech-corridor | 19ha |
| Great Yarmouth Enterprise Zone and Energy Park sites: | | | |
| - Beacon Park (EZ) | Energy | Great Yarmouth and Lowestoft | 13.5ha |
| - South Denes (EZ & EP) | | | 25ha |
| Hardwick extension (King's Lynn) | Advanced Manufacturing & Engineering ICT and Digital Creative | King's Lynn and Downham Market (A10) | 27 ha |
| Hethel Engineering Centre and Technology Park | Advanced Manufacturing & Engineering | Greater Norwich Tech Corridor | 20ha |
| Nar Ouse Business Park (King's Lynn) (part EZ) | Advanced Manufacturing & Engineering ICT and Digital Creative | King's Lynn and Downham Market (A10 corridor) | 17 ha (EZ) |
| Norwich City Centre | ICT and Digital Creative Financial Services Tourism and Culture | Greater Norwich | Multiple Sites |
| Norwich Airport | | | |
| - Aeropark | | | |
| - Southern area (around Hurricane Way) | Advanced Manufacturing & Engineering | Greater Norwich | 75ha+ |
| - Airport business park | | | |
| Norwich Research Park (part Enterprise Zone) NRP North and South | Life Sciences Food, Drink & Agriculture | Greater Norwich Tech Corridor | 45ha (EZ 25ha) |
| Scottow Enterprise Park | Logistics Energy | Greater Norwich/ North Norfolk | 26 ha |
| Snetterton | Advanced Manufacturing & Engineering | Tech corridor | 68ha |
| Thetford Enterprise Park | Advanced Manufacturing & Engineering Food, Drink & Agriculture | Tech corridor | 18ha |

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 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 Norwich Northern Distributor Road (NDR) 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 off shore 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 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 Strategic Economic Plan and the Greater Cambridge Greater Peterborough LEP are also part of the Cambridge Norwich Tech Corridor Initiative partnership. The Cambridge Norwich Tech Corridor initiative³² 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.

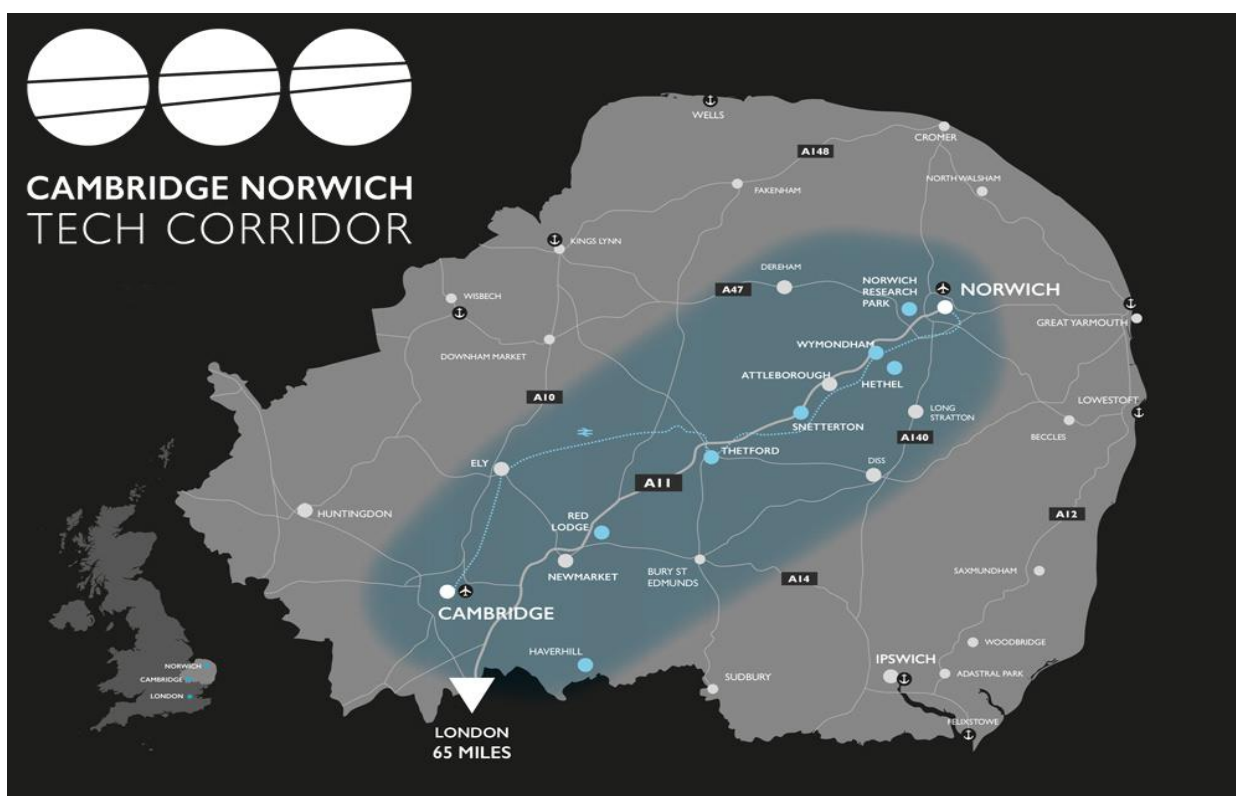


Figure 6: The Tech Corridor between Cambridge and Norwich, 2017

³² See <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 particular focus on bidding for a third river crossing, 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 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 New Anglia SEP. 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 2018. 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.

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

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.

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. These could include for self-build, starter homes and other tenures of affordable housing.

In February 2017 the Government published the Housing White Paper “Fixing our Broken Housing Market”³³. This document sets out a broad range of reforms that Government plans to introduce to help reform the housing market and increase the supply of new homes. Alongside the White Paper a number of supporting technical documents which provided the evidence underpinning many of the white paper proposals were also published and the government has recently launched a Housing Infrastructure Fund³⁴ targeted at unblocking delayed developments. 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 and the issue of delivery is considered further below.

³³ Available at <https://www.gov.uk/government/collections/housing-white-paper>

³⁴ Available at <https://www.gov.uk/government/publications/housing-infrastructure-fund>

By 2036 the population of the County is expected to grow from an estimated population in 2016 of 889,800 to 1,00,2000³⁵, a rise of 113,200 or 12.7%. Much of this growth is driven by net inward migration and an increase in the aging population.

Based on this population projection the evidence³⁶ suggests that the Norfolk Authorities will need to collectively plan for approximately an additional 84,000 (approx. 4000 per annum) homes between 2015 and 2036. Many of these new homes are already included within adopted Local Plan documents. In most parts of the County housing delivery rates have fallen behind existing plan targets and although building rates have improved in recent years the Authorities are currently aiming to deliver around 4,900 homes per year to address earlier shortfalls.

Since the draft NSF was published for consultation the government published a proposed standard approach to assessing local housing need. Overall this proposed methodology suggested that the annual housing need of Norfolk was similar to the needs that had been identified by the local authorities through the production of the Strategic Housing Market Assessments. The draft NSF had identified annual housing need as 3,966 homes whereas the standard methodology suggested a figure of 4,106 (3.5%) higher. Additionally the local authorities had, previously in draft agreement 16, suggested that they would agree to “The quantity of homes planned will be increased by a buffer equal to not less than 10% of their OAN requirement, such buffers to be treated as additional supply rather than as part of their housing target” and in agreement 13 the authorities producing the Greater Norwich Local Plan had suggested they would accommodate a further uplift from the City Deal. It is as yet unclear as to whether either uplift would be considered necessary on top of the need calculated by its proposed standard methodology.

Notwithstanding the overall similarity at the County level between the figures contained within the draft NSF and those within the government’s proposed methodology, the picture varied more considerably at the level of individual district, with each District figure being at least 15% different from that which had been locally calculated. This difference is illustrated in the table over the page.

³⁵ Mid 2014 based ONS population projections

³⁶ Central Norfolk, King’s Lynn and Great Yarmouth Strategic Housing Market Assessments

Table 8: Objectively Assessed Need (OAN)

| Area | Annualised housing need Table 8 of draft NSF | Annualised housing need in proposed govt methodology | Difference |
|---------------------------------|--|--|--------------------|
| Breckland | 584 ³⁷ | 680 | +96 (16.4%) |
| Broadland | 389 | 528 | +139 (35.7%) |
| Great Yarmouth | 420 | 338 | -82 (-19.5%) |
| KLWN | 670 | 525 | -145 (-21.6%) |
| North Norfolk | 405 | 511 | +106 (26.2%) |
| Norwich | 724 | 602 | -122 (-16.9%) |
| South Norfolk | 763 | 922 | +159 (20.8%) |
| Broads Authority (Norfolk part) | 11 | n/a ³⁸ | n/a |
| Norfolk | 3,966 | 4,106 | +140 (3.5%) |

This potential different distribution of housing needs across the County potentially raises a number of cross boundary issues that will need careful consideration moving forward and it is clear that the agreements previously suggested will not necessarily be able to be maintained if the proposed standard approach is imposed on the local authorities. This matter will need further consideration in the early part of 2018 when the government announces its response to the consultation it has conducted and produces the draft revised NPPF.

It would appear that impacts of the considerable fluctuations at District level will be moderated by the fact that Broadland, Norwich and South Norfolk are intending to produce the Greater Norwich Local Plan allowing for redistribution of needs across the plan area. Furthermore, as Breckland District Council submitted its emerging Local Plan in November 2017 it will be covered by the transitional arrangements proposed in the consultation paper meaning that the assessment of OAN will be based on the Central Norfolk SHMA rather than the proposed standard methodology.

However, there will be a need to consider whether the scale of uplift in housing rates suggested for North Norfolk District is capable of being delivered without compromising either the principles of sustainable development or the special qualities of the District. This work will need to be done collectively in early 2018 as it could lead to potential redistribution of housing to elsewhere in the County.

³⁷ Note as the Breckland Local Plan is covering a period of 2011-36 its annualised OAN is considered to be 612pa rather than 584pa as this reflects under delivery in the period 2011-15

³⁸ 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.

For the time being the agreements previously proposed for housing are proposed to be retained but it should be noted that these only apply insofar as the current evidence base of the SHMAs relate to and will need to be reviewed if the standard methodology is imposed.

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

The NPPF requires that when Local Plans are prepared they plan for the required quantity of homes and that this quantity is deliverable over the period covered by each plan. In addition each authority should ensure that for each rolling five year period there are sufficient deliverable sites available to meet identified housing targets, address any historical shortfalls and provide for a buffer of either 5% or 20% of additional deliverable supply as a mechanism to extend choice and help ensure targets are met.

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 targets has been increasing by arithmetic as the targets seek for any shortfall in housing provision to be met in full over the plan period or the next five years (depending on the precise methodology). Additional uplifts in targets over the next five-year period are also necessary where there has been persistent under-delivery, to provide more choice and competition in the market. This can result in some areas having very high levels of deliverable housing sites that need to be identified in order to meet housing needs in the next five years.

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 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 30,000 new dwellings could be built in the five years between 2016 and 2021 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 Objectively Assessed Need (OAN) for homes within defined Housing Market Areas (HMAs) is addressed by planning authorities when preparing Local Plans, unless the consequences of doing so would result in unsustainable development. Working with others, Local Authorities should determine their OAN over an identified period and plan to ensure that this is addressed.

The evidence³⁹ 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 identify the objectively assessed needs for new homes within each HMA. This evidence has also been used to derive OAN figures for each planning authority area. 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.

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 most have formally commenced the process of plan review. The latest Strategic Housing Market Assessments conclude that approximately 84,000 new homes (4,000 pa) will be required in the County between 2015 and 2036. As outlined earlier, a significant proportion of this is already included within the adopted Plans of the authorities, has planning permission or is under construction. New Local Plans being prepared by the Planning Authorities will need to address the remainder and clearly show how the OAN for each Housing Market Area is being addressed.

The current process of establishing OAN and translating this into housing targets is a complex one and the required approach and the underpinning evidence is subject to periodic change. Further changes have been signalled in the Housing White Paper and the recent consultation on Planning for the Right Homes in the Right Places. Furthermore whilst Housing Market Areas are by definition relatively self-contained there are clearly wider relationships with parts of Suffolk, Cambridgeshire, Lincolnshire and the wider south east which should be taken into account when determining housing targets for inclusion in Local Plans. It is not the role of this Framework to set the housing targets for individual Local Plans but to ensure that sufficient homes are built. All Norfolk Authorities have agreed to prepare Local Plans, either individual or joint plans, which will aim to deliver *at least* enough homes to address all OAN until at least 2036.

³⁹ **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.

King's Lynn and West Norfolk Strategic Housing Market Assessment – Covering the administrative area of King's Lynn and West Norfolk Borough Council.

Great Yarmouth Strategic Housing Market Assessment - Covering the administrative area of Great Yarmouth Borough Council.

Agreement 10 - When determining their respective Local Plan housing targets each authority, working together where desirable, will aim to deliver at least Objectively Assessed Need as identified in the most up to date evidence (Table 8). 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.

Table 9: Objectively Assessed Need (OAN) in Norfolk Housing Market Areas.
Source: CN SHMA 2017, KLWN OAN Update 2016, GY SHMA 2013, AMR 2016

| Housing Market Area | Planning Authority Area | Total OAN identified in Assessment for the 21 years between 2015-2036 | Annualised OAN |
|--|-----------------------------------|---|----------------|
| Central Norfolk SHMA** | Norwich City | 15,201 | 724 |
| | South Norfolk | 16,032 | 763 |
| | Broadland | 8,160 | 389 |
| | Breckland*** | 12,272 | 584 |
| | North Norfolk | 8,511 | 405 |
| Central Norfolk Sub Total (excluding BA area) | | 60,176 | 2,865 |
| King's Lynn and West Norfolk OAN Update 2016* | King's Lynn and West Norfolk | 14,070 | 670 |
| Great Yarmouth SHMA 2013* | Great Yarmouth Borough Council | 8,820 | 420 |
| Part Central Norfolk part Great Yarmouth HMA | Broads Authority (within Norfolk) | 229 | 11 |
| Norfolk Total | | 83,295 | 3,966 |

* Totals for Great Yarmouth and King's Lynn and West Norfolk assume annualised rates identified in published SHMAs are rolled forward to 2036. All SHMAs will be subject to periodic update and these updates and other evidence will be used to establish Local Plan housing targets.

** Based on CN SHMA June 2017 which reflects the 2014 household projections, excluding any additional provision needed to reflect the City Deal

*** 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

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 9: Projected dwelling need within the Broads Authority area 2015-2036

| | Broadland | North Norfolk | Norwich | South Norfolk | Great Yarmouth | Waveney |
|------------------|-----------|---------------|---------|---------------|----------------|---------|
| Total OAN | 50 | 70 | 3 | 40 | 66 | 57 |

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 area⁴⁰. Following various legal cases it has been considered necessary to change this historic approach and for the OAN to be calculated for the BA area. However, it would clearly not be in the best interests of good planning in Norfolk for 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 need within each of the relevant SHMAs, 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 signed⁴¹. 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.

⁴⁰ See http://www.broads-authority.gov.uk/_data/assets/pdf_file/0008/432998/Duty-to-Cooperate-Planning-For-Housing-and-Employment-in-and-Around-the-Broads-Proposed-Memorandum-of-Understanding-040113.pdf

⁴¹ See <https://www.gov.uk/government/publications/city-deal-greater-norwich>

The housing implications of the City Deal were assessed thoroughly as part of the Central Norfolk SHMA. This calculated that the total adjustment needed to ensure sufficient homes are provided to meet the needs of the additional workers resulting from the City Deal was 9,505 over the period 2015-2036 across the five Central Norfolk Districts. However, as the OAN for the Central Norfolk Authorities already includes a response to market signals uplift, 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.

Agreement 13 – In addition to their OAN, Broadland, Norwich City, and South Norfolk Councils will seek to deliver an additional supply of 5,228 homes⁴² within the Greater Norwich Local Plan to ensure the housing needs arising from the City Deal are met in full.

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.

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. Essentially the situation will vary from one council area to another so is best addressed through local plans rather than through collective agreement.

⁴² Paras 5.6-13 and table 96 of the Central Norfolk SHMA 2017 explain this in some detail. Overall if the additional jobs envisaged under the City Deal are delivered the requirement for housing in Greater Norwich will increase by 8,361 over the period 2015-36, however, 3,133 of this is already captured in the Objectively assessed need figure due to the response to market signals, therefore the additional requirement if City Deal job growth levels are achieved is 5,228 homes.

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% (163,000 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 evidence⁴³ 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 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 indicates that the current supply of beds in Care homes for Norfolk is estimated to be 9,921; this is around 660 beds less than the current identified need for 10,581 spaces. If current trends and policies continue and the proportion of people living in care homes remains static the estimated need in Norfolk by 2036 will be 17,949 beds, this is 8,028 more beds than the current supply and is equivalent to an increase of 382 beds per year. The study⁴⁴ also provides information on the distribution of existing and needed bed spaces throughout Norfolk.

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 14,500 students, with around 90% of UK

⁴³ Norfolk Accommodation Needs of the Elderly Study 2016.

⁴⁴ Norfolk Accommodation Needs of the Elderly Study 2016

national students being full time (academic year 2016-17) and the remainder being part time. The University currently maintains 4,300 bed spaces on campus. Norwich also contains the Norwich University of the Arts which has 1,900 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.

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

The accommodation needs of Gypsies and Travellers, including Travelling Showpeople, and those residing in boats and mobile/park homes are included within the overall assessments of housing 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 2017⁴⁵. Breckland DC commissioned its own study⁴⁶ and the Borough Council of King's Lynn and West Norfolk is a partner in a Cambridgeshire-based needs assessment⁴⁷.

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.

Considerable comment was made on this document during the consultation stage that more should be done to control the impact that second homes and holiday homes are having on the availability and affordability of residential accommodation generally and particularly in coastal areas of the County. Whilst there may be significant concerns on these matters in parts of the County, and there are a range of actions that local councils are taking to promote the provisions of affordable and open

⁴⁵ See <https://www.south-norfolk.gov.uk/sites/default/files/Norfolk-Caravans-and-Houseboats-Needs-Assessment.pdf>

⁴⁶ See https://www.breckland.gov.uk/media/2662/Breckland-Gypsy-and-Traveller-Accommodation-Assessment/pdf/2016_11_29_Breckland_GTAA_Final_Report.pdf

⁴⁷ See https://www.scambs.gov.uk/sites/default/files/2016_11_14_cambridgeshire_gtaa_final_report.pdf

market housing which meets the needs of local people, in practice there is nothing that can be done under the current legislative framework to control the occupancy of the existing housing stock in the way that appears to be favoured by a number of respondents of the draft NSF.

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, or is, preparing Housing and Economic Land Availability Assessments (HELAAAs)⁴⁸ 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. Although this work has still to be completed 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.

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. The situation will be reviewed in Spring 2018 in light of the new government methodology once this is published and the impact this will have on OAN for each district can be ascertained.

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.**

⁴⁸ Housing and Economic Land Availability Assessments

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; and
- 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.

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 in 2018.

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 Plan⁴⁹ (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

⁴⁹See <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies>

infrastructure needed to deliver the scale of growth ambitions outlined in the NSF. The IDP is a working document that will be regularly updated as information becomes available. 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 10: Priority Utilities Projects for Promotion⁵⁰

| Project Name | Estimated Start date | Estimated Cost | Likely funding sources |
|--|-----------------------------|-----------------------|---|
| Easton, Hethersett and Cringleford sewerage upgrade | Delivery 2011-2026 | TBC | Private sector |
| Northeast Norwich Trunk Sewer | Delivery 2011-2026 | TBC | Private sector |
| North and Northeast Norwich substations | Not Known | TBC | Community Infrastructure Levy and private sector |
| Snetterton energy supply | 2017/18 | £3.1m | Local Enterprise Partnership. Private sector, Local Authority Funding now agreed |
| Thetford energy supply | Not Known | £6.5m | Growth Deal and private sector |
| Thetford water supply | Not Known | £9.78m | TBC |
| Thetford Sewage Scheme | Not Known | £2m | TBC |
| Earlham Substation | Not Known | TBC | Community Infrastructure Levy and private sector |
| Heigham Water Works | Not Known | £30m | Private sector |
| Wymondham water supply connections | Not Known | £22m | Private sector |
| King's Lynn Sewerage improvements | Not Known | £1-1.2m | Community Infrastructure Levy and private sector |
| Increased surface water capacity North Lynn | Not Known | TBC | IDB/private sector |

⁵⁰ The preparation of Anglian Water's Long Term Recycling Plan is currently at an early stage and is due to be formally published, following consultation, in summer 2018. It relates to the investment that will be made by Anglian Water as part of our business plans which are prepared once every 5 years to ensure that there is sufficient sewage treatment capacity to accommodate growth within our region. Water and wastewater infrastructure is funded and delivered through a combination of investment made by Anglian Water through their business planning process and developer contributions for water supply and foul sewerage network improvements which are sought under the provisions of the Water Industry Act 1991. As such there are existing mechanisms to ensure that any improvements are made to the water supply and foul sewerage networks to serve new development.

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 overcome current constraints and prevent future issues, and to explore mechanisms to ensure the cost of electricity infrastructure is shared proportionately between planned developments.

Additionally all Local Plans across Norfolk will need to promote new developments which minimises 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 Water Resources Management Plans to 2040 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.

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

The disposal of waste water can be more challenging and impacts decisions on the location and phasing of growth. The capacity of sewage works, the capacity of receiving water courses and quality of outputs are all strategic issues.

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 commissioned jointly by most Norfolk authorities.

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 Plan⁵¹ 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).

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, nearly 88% of the county's homes and businesses can now access superfast broadband, up from 42% in 2012⁵², 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)). A second phase of the project, the Superfast Extension Programme, will help Norfolk reach the national target of 95% of UK homes and businesses by March 2018, which the Government has subsequently brought forward to the end of 2017.

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 below, shows the availability of Next Generation Access (NGA) broadband across the county⁵³.

⁵¹ See <https://www.gov.uk/government/publications/anglian-district-river-basin-management-plan>

⁵² See Better Broadband for Norfolk Information Sheet 26 (26 May 2017)

⁵³ Interactive up to date maps are available at <http://www.betterbroadbandnorfolk.co.uk/>

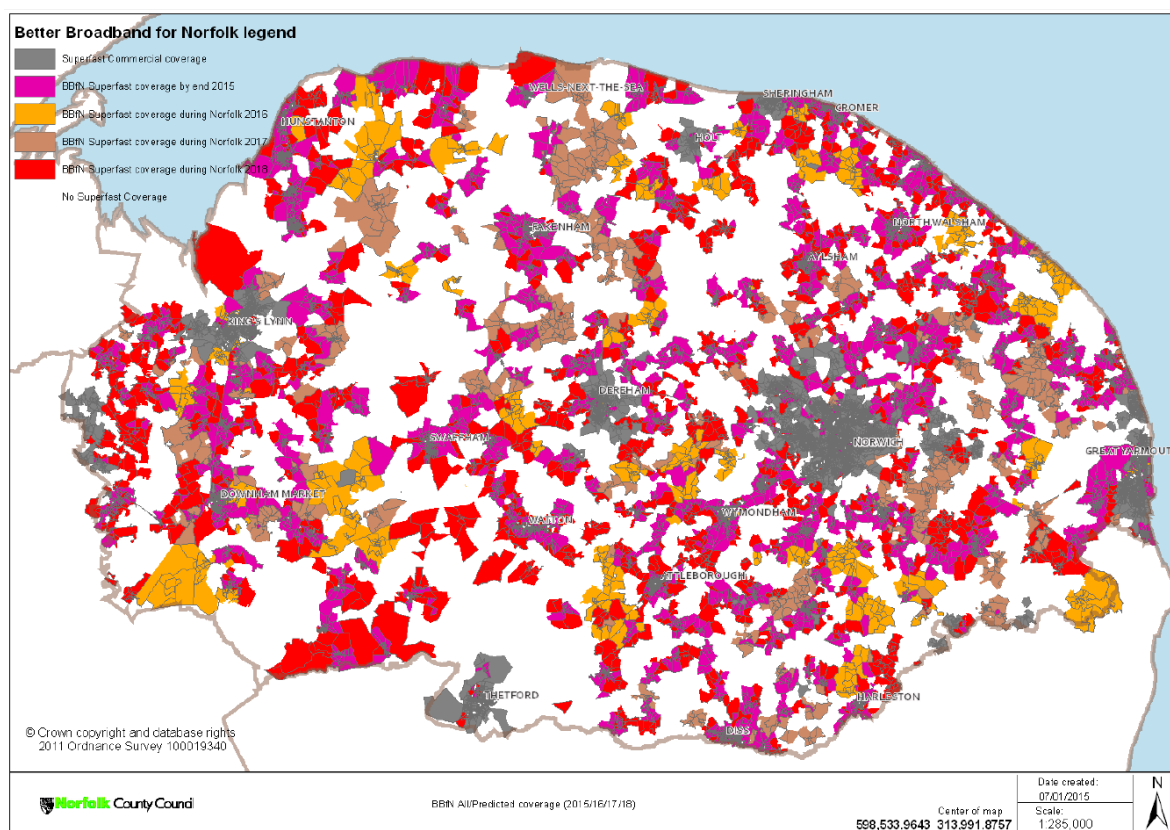


Figure 7: Map showing Next Generation Access (NGA). White areas don't have NGA broadband services.
Source: Better Broadband Norfolk, 2016

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 R1⁵⁴ 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.

⁵⁴ See

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/517789/BR_PDF_AD_R_2016.pdf

The availability of high-speed broadband is clearly of major strategic significance for Norfolk. The further rollout of broadband cannot be required through any current Local Plan, but the Norfolk authorities work 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. Emerging Local Plans will consider the extent to which they could require high-speed broadband to be delivered as part of new developments; the revised National Planning Policy Framework (NPPF), which is due out in spring 2018, might make this easier. The Authorities will also 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-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 Which⁵⁵) 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. However, this data must be treated with degree of caution as the results are high-level and there are large areas where data is unavailable.

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. Whilst there is no agreement as to the precise standards of 5G, it 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. Significantly more base stations, booster stations and new antenna technologies will be required. 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 NSF.

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

⁵⁵ <http://www.which.co.uk/reviews/mobile-phone-providers/article/mobile-phone-coverage-map>

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.

The main disadvantages appear to be that further base and booster stations will be required to ensure adequate coverage. As with 4G, it is likely that commercial considerations will play a role in coverage (particularly in the early days of 5G) but authorities will do all they can, through liaison with mobile providers, 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 constructed, 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 will seek to engage with the telecommunications industry to produce shared guidance on the location of base and booster stations for the 5G network, taking into account material planning considerations. The aim is to get this guidance agreed before the end of 2018 with it potentially being included in emerging 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 costs⁵⁶
- 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 year⁵⁷.
- Increasing problem of obesity and associated costs. A quarter of the UK's population is obese costing the tax payer £2.47bn a year⁵⁸, and if current trends continue over 50% of the population is predicted to be obese by 2050⁵⁹.

⁵⁶ The King's Fund: Future Trends, Demography, Ageing Populations

⁵⁷ British Heart Foundation, 2013: Economic costs of physical inactivity.

⁵⁸ Institute of Economic Affairs, 2017: Obesity and the Public Purse.

⁵⁹ NHS, 2015: "Britain: The fat man of Europe"

- Increase in demand for mental health and wellbeing services which continue to be affected by cuts.⁶⁰
- 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.

To ensure this happens work has been undertaken on developing a protocol for joint working between planning, public health and health sector organisations since 2015. Throughout this period 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. The Protocol also includes NHS England giving the opportunity for monitoring how population change from housing development could have an impact on all aspects of acute and primary care services across Norfolk.

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, appended to the Protocol is population modelling data 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 second appendix to the Protocol is 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.

Agreement 20: The authorities agree to endorse *Planning in Health: An Engagement Protocol Between Local Planning Authorities*⁶¹, *Public Health and Health Sector Organisations in Norfolk* and undertake its commitments.

Assuming this is formally agreed it is expected that each Norfolk CCG will formally agree the Protocol via its Governing Body, and NHS England will do via senior officer support.

⁶⁰ Norfolk Community Foundation, 2016: New mental health and wellbeing ‘match funding challenge’ for Norfolk.

⁶¹ See https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/Health%20Protocol%20Final%201.2docx.pdf

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.

More specifically, September 2017 school population is over 1300 more than in 2016. Year 10 currently has the lowest cohort of children and numbers have risen steadily since 2006 when that cohort joined the school system in reception. September 2016 reception cohort was nearly 800 pupils higher than it was 5 years ago. Recent years have seen a significant rise in the birth rate and demand for pupil places across the area. 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 88% of schools being graded Good or Outstanding in 2017 compared with 70% 4 years ago. 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.

However, it is difficult to summarise what the strategic infrastructure priorities are and who will deliver against these. Also in the light of recent planning decisions it is questionable to what extent primary and secondary education provision can be seen as a constraint on residential development. Nevertheless the following is agreed:

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 NSF. 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 NSF and subsequent Local Plans⁶². 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.

⁶² See https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/NSFTTransport_OutputV4.docx

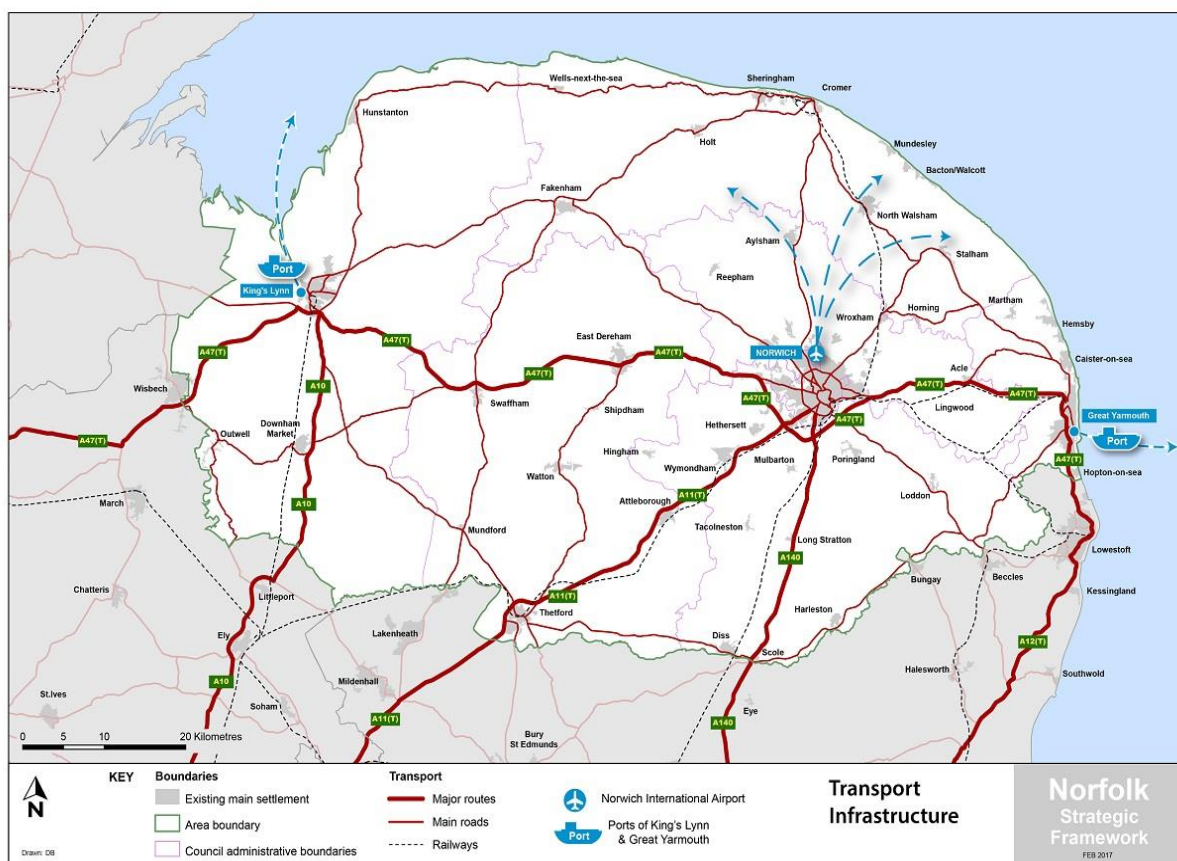


Figure 8: Norfolk Transport Infrastructure, 2017

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 current consulting on a draft masterplan which envisages considerable growth in the coming years⁶³.

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

⁶³ See <http://www.norwichairport.co.uk/masterplan/>

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.

Table 11 below lists some of the main committed road and rail projects that are planned to take place in Norfolk in the coming years. It will be important to ensure the timely implementation of these projects.

Table 11: Committed Transport Projects

| Project Name | Estimated Start date | Estimated Cost | Funding sources |
|---|-----------------------------|-----------------------|---|
| Norwich Northern Distributor Road | Started, open early 2018 | £178 million | Funded - Government grant, growth deal and a local contribution |
| A47 Great Yarmouth Junctions | 2018 | TBC | Funded - Highways England Roads Investment Strategy 1 (2015-2020) |
| A140 Hempnall Roundabout | 2019 | £4.4m | NPIF, CIL, Developer funding, Growth Deal |
| A47 Blofield to Burlingham Dualling | 2020 | £50-£80 million | Funded - Highways England Roads Investment Strategy 1 (2015-2020) |
| A47 Easton to Tuddenham Dualling | 2020 | £100-£150 million | Funded - Highways England Roads Investment Strategy 1 (2015-2020) |
| A47/A11 Thickthorn junction | 2020 | £70 to £100 million | Funded - Highways England Roads Investment Strategy 1 (2015-2020) |
| Great Eastern Mainline enhancements⁶⁴ | Up to 2020 | Unknown | Network Rail and Train Operating Company (Abellio) |
| Fen Line Service Enhancements⁶⁵ | Up to 2020 | Unknown | Network Rail and Train Operating Company (GoVia) |

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

⁶⁴ Existing services on the Norwich to London line are operated by Greater Anglia as part of the East Anglia franchise. Services operate every ½ hour (more in peak times) with a journey time of around 1 hour 50 minutes. As part of the recent franchise agreement, services will be upgraded to every 20 minutes; there will be new rolling stock; and some services will have journey times of 90 minutes

⁶⁵ Existing services on the Kings Lynn to London via Cambridge are operated by GoVia as part of the much larger Thameslink, Southern and Great Northern franchise. Currently services from King's Lynn operate every hour to London King's Cross, though they are ½ hourly at peak times. The franchise commitment for GoVia is to run ½ hourly services throughout the whole day from spring 2017, except that, on a maximum of two occasions each day, services can run hourly to allow for freight train usage of the line. For further details of Network rail's King's Lynn-Cambridge 8-car scheme.

need for further development of Norfolk's infrastructure is very welcome because of its contribution to the delivery of the objectives of the NSF there remains a considerable need for further infrastructure investment in the County if the vision in this framework is to be realised.

Further details of some the schemes thought to be necessary in addition to the above commitments are set out in the sections below. These are focussed on certain priority schemes where it is considered that effort in the short term may result in a realistic opportunity to secure funding for delivery in the short to medium term.

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.

Improvements needed

The tables below set out some key shared priority schemes for transportation improvement that the Councils will work together to promote for funding. These projects reflect key infrastructure needed to deliver economic growth in Norfolk and will help to co-ordinate implementation, prioritise activity and respond to funding opportunities. Local Authorities have agreed to these projects being priorities which shall be promoted with focus on further work needed on business cases to promote the schemes for capital funding. It should be noted that in relation to transportation matters there are significant packages of infrastructure investment planned in a number of urban areas (the largest of which is the Norwich Area Transportation Strategy). Each of these could be considered to be strategically significant and unlock considerable housing and economic development potential but are typically better viewed as an amalgam of more localised improvements which will be funded from a variety of sources over many years and so are not included in the lists over the page at this stage.

Table 12: Priority Road Projects for Promotion

| Project Name | Estimated Start date | Estimated Cost | Likely funding sources |
|--|-----------------------------|-----------------------|---|
| Norwich North-East Link Road | 2017 | £29m | Developer funding, Growth Deal, CIL, LIF |
| A140 Long Stratton Bypass | 2019 | £30m-£40m | Developer funding, Growth Deal, CIL |
| A10 West Winch Relief Road | 2019 | £45m | HCA, developer funding, Growth deal |
| A47 Hardwick Junction King's Lynn | 2019 | £25m | HCA, developer funding, Growth deal |
| Attleborough Link Road | 2019 | £12m | Developer funding, Pinchpoint bid, Growth Deal |
| A11 Thetford bypass junctions | 2020 | Not Known | Pinchpoint bid, Highways England Roads Investment Strategy 2 (2020-2025) |
| A47 Wisbech Bypass Junctions | 2020 | Not Known | Pinchpoint bid, Developer funding, Highways England Roads Investment Strategy 2 (2020-2025) |
| Great Yarmouth Third River Crossing | 2021 | £140m | Growth Deal, Local Major Transport Scheme, LA |
| Norwich Western Link (A47 to NDR) | 2023 | Not Known | Growth Deal, Local Major Transport Scheme |
| A47 Acle Straight dualling | 2025 | £120m | Highways England Roads Investment Strategy 2 (2020-2025) |
| A47 Tilney to East Winch Dualling | 2025 | £140m | Highways England Roads Investment Strategy 2 (2020-2025) |

Table 13: Priority Rail Projects for promotion

| Project Name | Estimated Start date | Estimated Cost | Likely funding sources |
|---|-----------------------------|-----------------------|--|
| Norwich to London rail (Norwich in 90) | 2019-2024 | Circa £300 million | Network Rail Control Period 6 |
| Great Yarmouth Rail Station | 2019-2024 | Not Known | Network Rail Control Period 6 |
| Ely area enhancements | Around 2020 | Not Known | Network Rail Control Period 6, Growth Deal 3 (required to fund development work for early (2020) delivery) |
| Broadland Business Park station | Mid 2020s | £6.5 million | Growth Deal 3 |
| East West Rail (Cambridge to Oxford) | Late 2020s | Not Known | Government via special purpose delivery vehicle |

In the consultation on the NSF 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 NSF. Although it has not been possible to produce such an agreement for inclusion in this document further consideration will be given to this matter in 2018 with a view to including such an agreement in future iterations 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 this draft NSF⁶⁶.

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 County⁶⁷.

⁶⁶ See https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/Infrastructure%20Group%20Coastal%20Paper%20DRAFT%20V7%201.docx

⁶⁷ See in particular <https://www.norfolk.gov.uk/-/media/norfolk/downloads/rubbish-recycling-planning/flood-and-water-management/guidance-on-norfolk-county-councils-lead-local-flood-authority-role-as-statutory-consultee-to-planning.pdf>

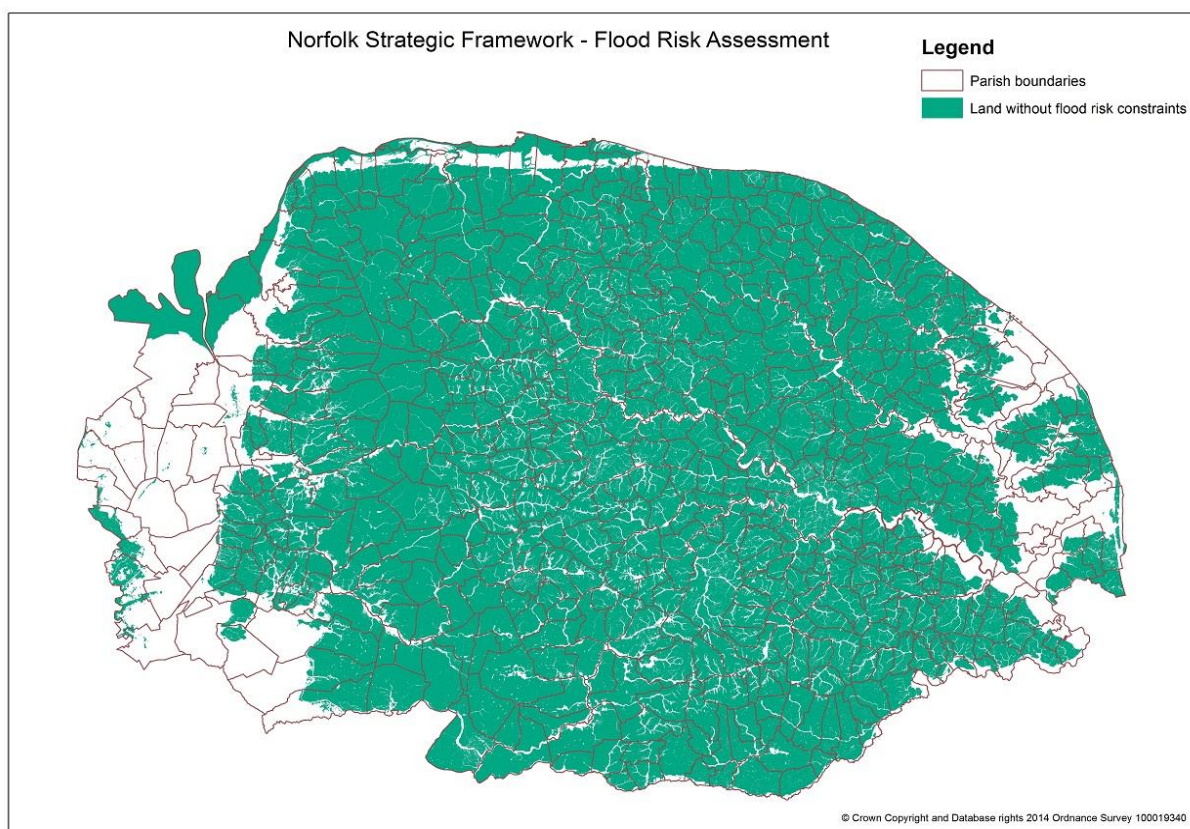


Figure 9: Norfolk Flood Risk Map. 2016

Figure 9 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 14: Priority Strategic Flood Defence Projects for Promotion

| Project Name | Estimated Start date | Estimated Cost | Likely funding sources |
|---|-----------------------------|-----------------------|--|
| Great Yarmouth Tidal Defences 2017 onwards (Epoch 2) | 2026 | £27-76 million | LEP, Local Authorities and Local businesses |
| Bacton Walcott sandscaping scheme | 2018 | £19.3m | Public sector, Regional Flood and Coast Committee, Environment Agency, Defra, NALP, private sector |

Green Infrastructure and the Environment

Green infrastructure (GI)⁶⁸ 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.

⁶⁸ 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 NSF it includes 'blue infrastructure' ie water environments - rivers, lakes, ponds etc.

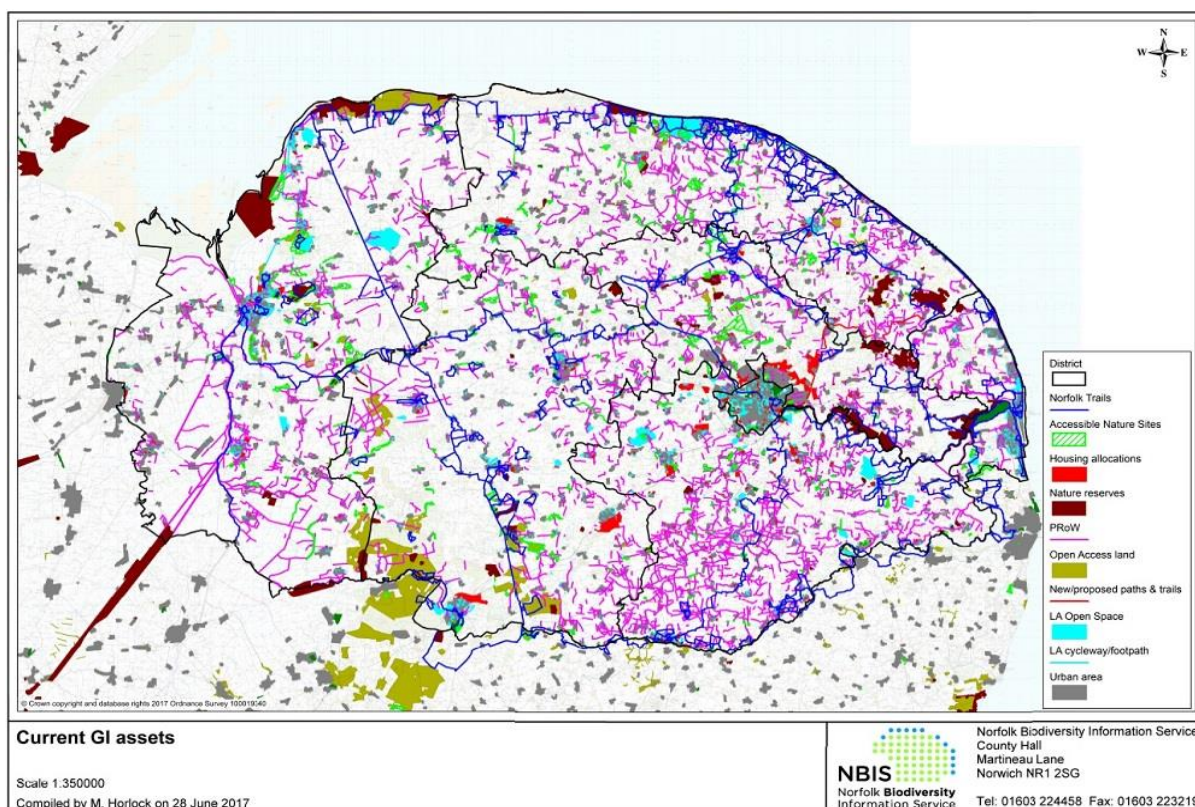


Figure 10: Norfolk's current GI assets. 2017

Current GI assets are set out in Figure 10⁶⁹. 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;

⁶⁹ Further more detailed maps are available from the NBIS website see <http://www.nbis.org.uk/sites/default/files/documents/Maps.zip>

- 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 the Norfolk Wildlife trust. This has produced:

- Accessible public open space and Countryside Access maps
- Ecological Network Maps
- Possible Green Infrastructure Corridors throughout the county (the 'GI network')

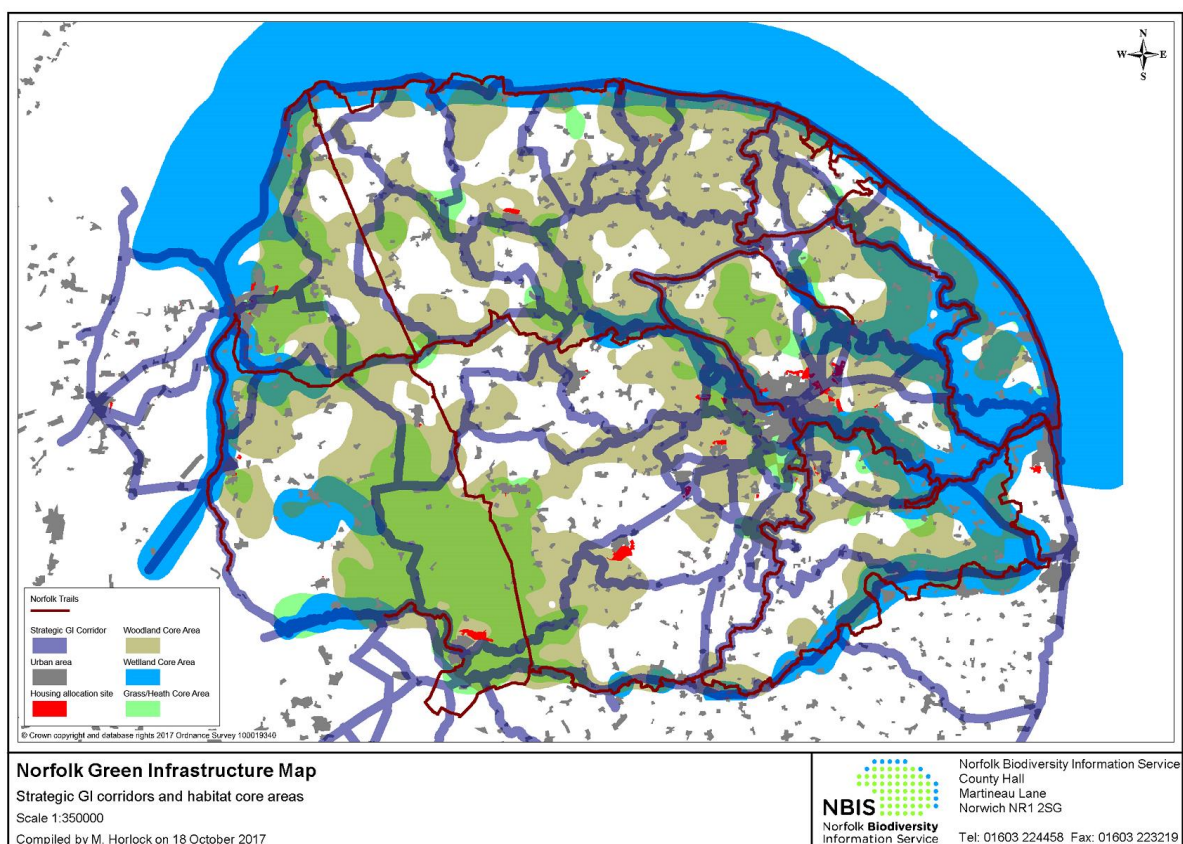


Figure 11: Norfolk's GI corridors. 2017

Figure 11 shows an emerging early draft of the identified potential Green Infrastructure Corridors. The intention is for this map to be further developed over the coming months and be incorporated into the Green Infrastructure Strategy. 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 in early 2018 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 15: Priority Green Infrastructure Projects for Promotion

| Project Name | Estimated Start date | Estimated Cost | Likely funding sources |
|---|-----------------------------|-----------------------|-------------------------------|
| The Green Loop (Walking/cycling route linking Norwich – Aylsham – Hoveton –NE Growth Triangle) | Not Known | Not Known | |
| East Norwich Gateway – Yare to Whitlingham Country Park section | 2019/20 | £1.5m | SusTrans/DfT/Lottery/CIL |

Section 8 – Next Steps

With the forthcoming publication of a revised National Planning Policy Framework and a possible requirement to apply a new standardised methodology to assessing housing need and produce statements of common ground it is clear that Norfolk's local authorities will continue to need to work closely together to address strategic planning matters. Furthermore, it is also clear that in addition to keeping the NSF itself under review there will need to be some consideration of whether the NSF remains the most appropriate vehicle to address strategic planning matters or whether more formalised statements of common ground or seeking to move towards the production of some form of statutory strategic plan would better serve the County.

Decisions on such matters will be taken during the first half of 2018 alongside the following activities:

Reviewing and updating the NSF:

- Update the NSF in light of the publication of the new NPPF scheduled for Spring 2018
- Enhancing areas of the NSF where time and resource has limited progress and where highlighted through the public consultation - such as follow up work on delivery issues, enhancing the economic chapter, including a transport agreement and further work around how elderly housing could be delivered.
- Once all Housing and Economic Land Availability Assessments are complete work with authorities, where required, where not all housing needs can be met
- Ensure NSF aligns to LEP Economic Strategy
- Monitoring NSF and maintain links to other authorities

Coordinate Joint planning activities:

- Build on the NSF and support the county in the production of a county wide Infrastructure Delivery Plan and any potential economic or growth strategies
- Production of statements of co-operation to inform Local Plan examinations;
- Production of statement of common ground
- Reviewing of Objectively Assessed Need for housing in light new government methodology
- Support of Local Plan Process
- Jointly commission evidence for local plans to create savings over commissioning evidence separately.
- Coordinate responses to consultations etc.
- Look to complete and maintain some policy work across the county eg OAN methodology, Brownfield register, production of common policies

In order to allow this work to proceed the Norfolk Authorities have agreed to the following:

Agreement 23: 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.

Appendix 1 – NSF Contacts:

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

| | |
|---|---|
| NSF Project Manager | |
| Trevor Wiggett City Hall St Peter's Street Norwich NR2 1NH Email: trevorwiggett@norwich.gov.uk 01603 212557 | |
| Breckland Council | Broadland District Council |
| Phil Mileham Strategic Planning Manager Breckland Council and South Holland Council Elizabeth House Walpole Loke Dereham NR19 1EE Tel 01362 656803 Email : phil.mileham@breckland-sholland.gov.uk | John Walchester Spatial Planning Manager Broadland District Council Thorpe Lodge 1 Yarmouth Road Norwich NR70DU Tel 01603 430622 Email : john.walchester@broadland.gov.uk |
| The Broads Authority | Great Yarmouth Borough Council |
| Natalie Beal Planning Policy Officer Broads Authority Yare House 62-64 Thorpe Road Norwich NR1 1RY Tel 01603 756050 Email : Natalie.Beal@broads-authority.gov.uk | John Clements Principal Strategic Planner Great Yarmouth Borough Council 2nd Floor, Town Hall Hall Plain Great Yarmouth Norfolk NR30 2QF Tel 01493 846624 Email: john.clements@great-yarmouth.gov.uk |
| The Borough Council of King's Lynn and West Norfolk | Norfolk County Council |
| Alan Gomm Planning Policy Manager Borough Council of King's Lynn and West Norfolk Kings Court Chapel Street King's Lynn PE30 1EX Tel 01553 616237 Email : alan.gomm@west-norfolk.gov.uk | Phil Morris Principal Planner Norfolk County Council Martineau Ln Norwich NR1 2UA Tel 01603 222730 Email : phil.morris@norfolk.gov.uk |

| North Norfolk District Council | Norwich City Council |
|--|---|
| <p>Mark Ashwell Planning Policy Manager North Norfolk District Council Council Offices Holt Road Cromer NR27 9EN</p> <p>Mail : mark.ashwell@north-norfolk.gov.uk Tel 01263 516325</p> | <p>Graham Nelson Head of Planning City Hall St Peter's Street Norwich NR2 1NH</p> <p>Mail : grahamnelson@norwich.gov.uk Tel 01603 212530</p> |
| South Norfolk Council | |
| <p>Simon Marjoram Planning Policy South Norfolk District Council South Norfolk House Long Stratton Cygnet Court Norwich NR15 2XE Tel 01508 533810 Email : SMarjoram@S-NORFOLK.GOV.UK</p> | |

VISION & OBJECTIVES COMMENTS:

| Response ID | Organisation | Answer | Officer Response | Action |
|------------------|--|---|---|---|
| ANON-3C85-CA87-P | Resident | Both are totally aspirational and hopelessly unrealistic in current Economic clime | Point Noted, however Norfolk authorities will work together to achieve the vision and objectives and monitor performance against these. | No change to NSF |
| ANON-3C85-CAFP-W | The residents and businesses of Hoveton & Stalham Division | I have no comment on Sect 2, but I ask that Agreement 1 at Sect 1.3 be amended to include: employment, economic, infrastructure and environmental needs. This shouldn't be limited to housing. | The wording used was to allow local plans that are not comprehensive (ie around specific targeted areas) to set different end dates where this is appropriate. Local plans would include all the elements highlighted but the wording is changed to make this clearer. | Update to Agreement 1 to include 'which seek to identify levels of Objectively Assessed Need for housing' |
| ANON-3C85-CA8T-K | Hockering Parish Council | It is essential that Norfolk retains its rural identity. Unsuitable housing developments and the dualling of roads must be seriously reduced or Norfolk will no longer be an area of outstanding natural beauty. | The NSF recognises the rural nature of the county and looks at ways to enhance this through the Green Infrastructure study completed as part of this work including the identification of Green Corridors. | No change to NSF |
| ANON-3C85-CAFT-1 | Resident | If there is a clear desire to engage communities in development at a local level, significant changes will need to be made to processes which currently offer residents pre-decided choice (often none are suitable) and are presented in a way which is a barrier for many residents to read. The opportunities to engage (as this one is) are often only for the educated given the complexities of language and technical terms, meaning those who are often most negatively affected by development are least able to raise their own concerns. | Point noted and authorities will give consideration to this when completing local plans | Point to be highlighted to authorities |
| ANON-3C85-CA8V-N | Hunstanton Coastal Community Team | Much of Norfolk is too dependent on tourism/visitors. Let's accelerate the diversification and attracting high tech/high wage businesses. ie. Downham market is set to gain from the "Cambridge effect" leapfrogging over Ely and Littleport. Let's see more of it.ⓘ However I fear they will be deterred by the poor rail link from Norwich and the indecision over services from Kings Lynn.ⓘ That is before you consider the poor road network, North to South from mid and west Norfolk and even worse east to west from Norfolk to the midlands and heading northern England. | The points raised are noted, section 5 of the NSF supports diversification and attracting high tech/high wage businesses and various initiatives are being led by local authorities to encourage this eg Norwich to Cambridge Tech corridor, A47 corridor etc. | No change to NSF |
| ANON-3C85-CAXS-J | Resident | lack of infrastructure - improved roads, hospitals, GP's, faster broadband to facilitate business growth in the more rural areas, much better mobile coverage and of a higher standard - 3G/4G- is vital to achieve any objectives | The points raised are noted and supported within various sections of the NSF | No change to NSF |
| ANON-3C85-CAXF-5 | N2RS - No to Relay Stations | I would agree that it is a largely rural county with a relatively low population density with a very considerable stock of historic assets which are now under threat. | Support Noted | No change to NSF |
| ANON-3C85-CAXN-D | East Ruston Parish Council | The county is being changed forever by an overload of housing | Noted | No change to NSF |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited supports the Proposed Spatial Vision and Proposed Spatial Objectives. Attleborough Land Limited understands Attleborough's strategic position in the context of the Breckland District Council Local Plan and Norfolk Strategic Framework. The SUE will be delivered in accordance with the Spatial Vision and Objectives. Attleborough Land Limited agrees that market towns like Attleborough can offer a very attractive quality of life to residents. Attleborough Land Limited is committed to ensuring that the SUE will enhance the quality of life for both existing and new residents. The attached Design & Access Statement sets out the Vision for the SUE, and explains the design evolution of the indicative masterplan submitted with the planning application. ADDITIONAL INFO SUBMITTED - Attleborough D&A Statement | Support Noted | No change to NSF |
| ANON-3C85-CAJG-R | Resident | The vision does not recognise that full time residents in North Norfolk have limited access to quality jobs, affordable housing, shops, swimming pools, roads and other public services which this summary suggests is already available in Norfolk. | The vision in the NSF is intentionally aspirational and forward looking so doesn't address the current infrastructure and economic disadvantages faced in the county. These matters are adequately recognised elsewhere in the document. The NSF recognises the rural nature of the county and looks at ways to address the issues. | No change to NSF |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | Para 2.1 It is not clear whether over half the population live in the built up areas of Norwich, Great Yarmouth and King's Lynn or whether the residents of the 21 market towns contribute to this half. ⓘ In the first paragraph of page 7 it says "there is a highly skilled and versatile population" but also says "skill levels in the workforce are relatively low." These must be different sections of the population.ⓘ Para 2.2 - the Spatial Vision - is obviously optimistic in particular with regard to housing needs and transport.ⓘ Para 2.3 - Shared Objectives - all 27 are laudable and should be supported but may well be difficult to achieve - particularly aligning job growth with housing provision and the locations of workplaces and homes. Car ownership is essential in the sparsely populated rural areas where public transport is non existent, owners will rely on Park & Ride services to access the built up areas. Developers are too ready to claim that costs involved in using brown field sites excuse them from the obligations of including affordable housing, so the proportion achieved is lower than anticipated. | Half the population covers Norwich, Great Yarmouth and King's Lynn and the 21 market towns. Point 2 and 3 noted. | No change to NSF |
| ANON-3C85-CA6U-J | Resident | Your Vision should include a railway reopening strategy to address the car crisis in Norfolk. There is big potential for reopening of some key routes (e.g. Norfolk Orbital Railway) to unlock tourism and employment opportunities and to relieve congestion. | One of the aims of producing the Norfolk Strategic Framework is to agree shared objectives and priorities to improve outcomes and help shape future plans. The introductory text to the document notes that “This document is intended to be strategic in nature. It provides only an overview of background information and shared research.” Section 7 goes on to state “Further work on infrastructure priorities will continue before the finalisation of the NSF but it should be noted that these short term priorities which are listed in this document will only represent a fraction of the overall infrastructure investment needed to deliver the growth ambitions of the NSF” Given this, I am afraid that, whilst the local authorities involved in producing the document might support the aims of the Melton Constable Trust and those of the community rail partnerships, the stage of the project (for orbital rail), the likelihood of it being achievable in the short to medium term, and its role in serving the transport needs of the county (when weighed against the projects within the framework such as Norwich to Cambridge rail) all mean that it is considered premature to consider it of sufficient strategic standing to merit detailing its inclusion in the framework. We are aware that the Trust has been speaking to the various local authorities including Norfolk County Council and are sure that continuation of this dialogue will help to move forward with the project. | No change to NSF |

| | | | | |
|------------------|----------------------------------|---|---|--|
| ANON-3C85-CA6V-K | Diss Town Council | <p>It is felt there is insufficient reference to the infrastructure required to support the economy and employment. There is much reference to enhancing productivity, skills and education, co-locating future employment and housing and ensuring digital connectivity and transport infrastructure around 'main settlements' and connections with the other areas. But as there are existing issues where infrastructure is required to support current employment areas (ie Vinces Road, Diss), it is considered this ought to be given a stronger priority within the strategic framework as there may well be other areas where this is an issue. ¶</p> <p>A proposed amendment to the wording of Agreement 2 is:¶</p> <p>Its settlements and key infrastructure will be physically resilient to 'future growth and' the impacts of climate change.¶</p> <p>¶.and of the first bullet point at 2.3 would be:¶</p> <p>facilitating the development 'and infrastructure' needed to support the region's business sectors and clusters...¶</p> <p>nder: ¶</p> <p>To improve and conserve Norfolk's environment by:</p> <p>ensuring the protection and enhancement of Norfolk's environmental assets, including the built and historic environment, protected landscapes, Broads and coast;</p> <p>¶.it is felt that the river valleys are so important that they should be included at the first bullet point.</p> | <p>The first points made are noted but they are deemed to be a matter for local plans to address and not a strategic issue.</p> <p>The suggested section 2.3 change is agreed with and has been updated</p> <p>River valleys should already be protected by various local plan designations</p> | Add 'and infrastructure' to Section 2.3 |
| ANON-3C85-CA62-F | Resident | <p>This section contradicts itself. It is simply not possible to "facilitate development" and improve and conserve Norfolk's environment, as development (especially large scale building of houses, business parks and roads such as the NDR) has an entirely negative effect on the environment.¶</p> <p>Destroying green spaces does not "improve the quality of life", except perhaps for the developers themselves, who can afford to live in an area of the county that they haven't trashed. (The rest of us are stuck where we are.)¶</p> <p>The document mentions a "major shift in travel away from car use towards public transport, walking and cycling" but the NDR has removed the last quiet roads out of Norwich to the countryside (e.g. Smee Lane, Quaker Lane) and made safe and pleasant cycling in the north of the city a thing of the past.¶</p> <p>The document needs to include access to walks and cycle routes. "Ensuring all our communities are able to access excellent sporting facilities" is laudable but we need to encourage people to walk and cycle too. These are free, unlike organised team sports. There is sometimes a conflict between the two, as in Norwich Rugby Club's move to next to the River Yare at UEA, which will have a detrimental effect walkers' enjoyment of the area. (It will also add to traffic and parking problems.)¶</p> | <p>The thrust of this comment is disagreed with. Through provision of green infrastructure and high quality design it is possible to both increase the volume of development as well as the quality of life on offer to residents.</p> | No change to NSF |
| ANON-3C85-CAJF-Q | Resident | <p>The vision and objectives are laudable but are not entirely deliverable. It is better to not have as your vision and objectives things which are not in your legal ability to deliver. For example:¶</p> <p>1) Proposed spatial vision says "residents will have choice about how they meet their demand for local travel" - but this is reliant for most trips on a good bus service which is widely not available even in (certainly one of) the larger urban areas because of the business model of the private supplier of the services there. Are you proposing regulatory interventions to enable you to take over the provision of the County's bus service? If not, then you cannot, in practice, deliver your aspirations, no matter how worthy.¶</p> <p>2) Shared objectives include that by 2036 to realise the economic potential of Norfolk and its people "by fully exploiting the economic opportunities offered by the economic success and global reputation of Cambridge. However, the rail link between King's Lynn and Cambridge is being worsened - by design - from December 2018, and you are powerless to stop that happening. You cannot therefore, in practice, deliver your aspirations, no matter how worthy. ¶</p> <p>3) As (2) "by ensuring effective and sustainable transport infrastructure between and within Norfolk's main settlements. You may put in the infrastructure but service delivery, which is key to delivering this objective, is not in your hands but those of private transport suppliers. Additionally, in King's Lynn the only bus priority measure is now being considered for withdrawal and the section of road opened for all traffic which negates and sets back delivery of this objective in that town.¶</p> <p>4) As (2) to reduce Norfolk's greenhouse has emissions as well as the impact from, exposure to and effects of climate change by "locating development so as to reduce the need for travel" and "effect a major shift in travel away from car towards public transport, walking and cycling". Again, these aspirations are frustrated by the fact that you cannot deliver because you do not control the means of delivery. Even where you can influence it through (such as) section 106 agreements with developers, these are not enthusiastically delivered to really show intent to engage a major shift away from car, as evidenced in King's Lynn by both the NORA and Kings Reach developments.</p> | <p>Views noted but it is considered that having an aspirational vision and objectives is appropriate in a document such as the NSF.</p> | No change to NSF |
| BHLF-3C85-CA6A-X | BA | <p>¶</p> <p>6) The vision section (2.2) ought to refer to aspirations around the historic environment, health and low carbon aspirations. There could also be something about the County's assets like the Broads, Brecks and coast.</p> <p>7) There does not seem to be reference to low carbon adaptation such as electric vehicles and the necessary infrastructure as it would seem to be a piece of development needing a strategic approach across the county. Although there is reference to climate change Resilience and adaptation there is minimal coverage of how that will manifest itself.</p> <p>8) Resource protection (soils, water quality and ecosystem services such as air quality Regulation) does not seem to be mentioned. This would seem to be a critical part of a strategic framework. ¶</p> <p>9) The local distinctiveness of Norfolk is important to cultural identity and reflects local Resources. There is limited reference to the value of retaining and enhancing this character As an underpinning element of attractiveness of places to live and work. ¶</p> <p>20) 2.3 Proposed Shared Objectives – could include sustainable development and protection of natural capital</p> <p>21) p8 greenhouse gas emissions: there could be recognition of peatland protection within development and the role of soils and woodland in GHG emissions. The link to woodland and Trees (location and area) and mitigating impacts of climate change and cleaning air quality could be made. ¶</p> <p>22) P9 To improve the quality of life – no mention of GI, nature and poor linkage between sections.</p> <p>23) P9 To improve and conserve Norfolk's environment by... Amend to Norfolk's rich and biodiverse environment</p> <p>24) P9 maximising the use of previously developed land within our urban areas to minimise the need to develop previously undeveloped land; Brownfield sites can have higher value for Biodiversity and natural capital than some undeveloped land. ¶</p> <p>25) P9 where previously undeveloped land is developed, the environmental benefits resulting from its development will be maximised; ¶</p> <p>26) P9 protecting and, where appropriate, enhancing biodiversity through the preservation of habitats and species and creating new habitats through development; recommend to delete 'where appropriate'. The other objectives around e.g. saving energy are not qualified in similar ways. See also P58, agreement 20, delete 'where appropriate'.</p> <p>27) P9 providing a network of accessible multi-functional greenspaces; ¶</p> <p>28) P9 reducing the demand for and use of water and other natural resources. ¶</p> <p>29) Add to this 'protecting water quality through enhanced sewerage schemes'. Add in 'soil and air' as natural resources.</p> | <p>6) vision currently reflects the importance of natural and built environments, and objectives go on to add detail on environmental matters. This is considered appropriate although it is noted that specific reference to the brecks could be introduced in the environment objectives.</p> <p>7) Noted, this will be included within the infrastructure section.</p> <p>8) Noted such matters are addressed generally by environment objectives but more specific reference is not consider necessary.</p> <p>9) Agree and updated</p> <p>20) Noted, matter covered by other objectives</p> <p>21) Noted, specific matter to be addressed in local plans</p> <p>22) GI and natural environment is addressed in objectives</p> <p>23) Agree to change</p> <p>24) Noted</p> <p>25) Quote from NSF only</p> <p>26) Agree to take out 'where appropriate'</p> <p>27) Quote from NSF only</p> <p>28) Quote from NSF only</p> <p>29) Water quality covered by general reference to environmental aspects</p> | <p>Updates to NSF as follows:</p> <p>For point 6) include reference to Brecks in objective on Norfolk's environment.</p> <p>For point 7) section 7 will be updated to include a transport agreement which will make reference to electric vehicles</p> <p>9) Update environmental objective to include locally distinctive</p> <p>23) Update document where suggested</p> <p>26) Update document where suggested</p> <p>29) Add the following to the environmental objective: Protecting and enhancing water, air, soil and other natural resource quality where possible.</p> |
| BHLF-3C85-CA34-E | Norfolk Geodiversity Partnership | <p>Strategic Objectives (page 9) ¶</p> <p>No mention of conserving geodiversity. This is a requirement, as per NPPF sections 109 and 117, so needs mentioning here. ¶</p> <p><protecting sites of geodiversity interest and, where appropriate, enhancing them as part of development.> ¶ If it is not mentioned as a separate bullet point then it needs adding to bullet point 1: ¶</p> <p><ensuring the protection and enhancement of Norfolk's environmental assets, including the built and historic environment, geodiversity assets, protected landscapes, Broads and coast>.</p> | <p>Agree and reference to geodiversity is added to the Norfolk environment objective and in section 2.1.</p> | Reference added to geodiversity in the Norfolk environment objective and in section 2.1. |
| BHLF-3C85-CA38-J | Pegasus Group on behalf of Intu | <p>Suggested amendments¶</p> <p>2.2 Proposed Spatial Vision¶</p> <p>Introduce and additional sentence:¶</p> <p>"Town centres will be the focus for the future retail and leisure needs of the county'.¶</p> <p>¶</p> <p>2.3 Proposed Shared Objectives¶</p> <p>1): To realise the economic potential of Norfolk and its people by:¶</p> <p>Introduce an additional bullet point:¶</p> <p>Recognising the role of town centres as a focus for investment and enhancing the quality of life for residents.¶</p> <p>4): To improve the quality of life for all the population of Norfolk by:¶</p> <p>Introduce an additional bullet point:¶</p> <p>ensuring a positive vision for town centres to enable sustainable economic growth and provide a wide range of social and environmental benefits.</p> | <p>Regarding the first and third points, it was felt that these are better addressed by the suggested section 2.3 update, with a minor wording change. Therefore the section 2.3 update is agreed and included.</p> | Update objective to include 'Recognising the role of city centre and town centres as a focus for investment and enhancing the quality of life for residents.' |

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| BHLF-3C85-CA3P-A | Heaton Planning Limited on behalf of Brett Aggregates | <p>Agreement 1 -The document sets a number of proposed ‘shared agreements’ for matters including economic development, housing provision, infrastructure provision and environmental matters. Given the strategic nature of the document and steer for development and growth, the agreement should not specify solely housing needs. We would suggest rewording the agreement as follows: ‘When preparing new Local Plans, the Norfolk Planning Authorities will produce documents which provide for the development needs of their areas until at least 2036’.</p> <p>Agreement 2 seeks to ensure that in preparing Local Plans, the Norfolk Planning Authorities seek to positively contribute to the delivery of a shared vision. The aim of the document is to provide general conformity to planning matters/issues within the County over the Plan period. Despite the common growth agenda for the County, the document contains no reference to the provision of aggregate to meet the anticipated demands of development and infrastructure. This is in our view a fundamental matter for the County to consider in steering development over the Plan period. The County Council are committed to the objectives of the Strategic Framework, and the County/Mineral Planning Authority is intending to review the Minerals Local Plan to the same timescales -2036. There is no reference within the document to the need to provide for a ‘steady and adequate supply’ of minerals to meet the development and infrastructure needs of the County over the Plan period. In addition, although the District Authorities will not have statutory responsibility for Mineral Plan making nor determining applications for minerals development, all Planning Authorities have an obligation to safeguard known mineral resources as per the guidance contained within section 13 of the National Planning Policy Framework. In light of the above, we would suggest that the strategic vision should include reference to, ‘the safeguarding of mineral resources and the sustainable use of natural mineral resources’.</p> | <p>Agreement 1: Section 3.1 makes clear that this document does not seek to address the minerals and waste plan which is already addressed by the Norfolk wide Norfolk Minerals and Waste Local Plan, this is currently being produced and will cover the period up to 2036.</p> <p>Agreement 2: It is not considered necessary to amend the strategic vision of the NSF to contain the requirement to safeguard mineral resources and the sustainable use of natural resources because these requirements are already set out in the NPPF (paragraphs 7, 143 and 144) and therefore do not need to be repeated in the NSF. Local Plans must be consistent with national policy in order to be found ‘sound’ at examination.</p> <p>Agreement 3: It is not considered necessary to amend the shared objectives for Norfolk as suggested because they would simply be repeating the requirements of the NPPF (paragraphs 143, 144, 145 and 7). Local Plans must be consistent with national policy in order to be found ‘sound’ at examination.</p> | No change to NSF |
| BHLF-3C85-CA33-D | Norfolk Area of the Ramblers | <p>Spatial vision The Spatial Vision (agreement 2) proposed in the Norfolk strategic Framework is that 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. The natural and built environments will be enhanced through, inter alia, safeguarding of current assets and networks, improving both biodiversity and the quality of life for residents. A good relationship between homes and jobs is seen as minimising the need for travel which will be aided by digital connectivity with High Speed broadband planned to reach 95% of the population by 2020. To improve the quality of life for all the population of Norfolk it is intended to ensure that all communities are able to access sporting facilities and health services. Comment: Access to sporting facilities is clearly important. However for reasons stated in our comments above there will also be a growing demand, particularly from the over 50s, for access to facilities for safe walking and cycling in the open air and the attractive rural environment. Leisure walking is a more experiential activity than the journey based walking in the built up areas. This has implications for maintenance and development of the rural and suburban green infrastructure needed for these activities. It will also be influenced by any changes to agriculture and in the rural landscape on which the report is silent.</p> | <p>Agree and wording updated in objectives to include reference to informal recreation under quality of life objective. Please note that PROWs are part of GI in section 7 and will be referenced here.</p> | Include reference to informal recreation under quality of life objective |
| BHLF-3C85-CA3U-F | TETLOW KING PLANNING | <p>We note Agreement 1, which is an important starting point for each of the authorities to consider, and the June 2017 SHMA Update. However, in light of this month’s consultation from the Government on the potential changes to assessing housing need we note that there may be a need in the short term for a review of local housing needs. The Government’s consultation documents suggest there may be a greater annual need for a number of the local authorities to take into account, should the new methodology be adopted. Agreement 2 is also supported, as it provides a very clear ambition to meet local housing needs. Delivering housing that meets the full spectrum of housing needs requires developments to also reflect differing aspirations, as many people seek to own their own home. The Government’s intention for all major developments to be delivered with at least 10% affordable home ownership options will be met not only with the now traditionally accepted intermediate models, but also rent to buy. We note here that our response to the Housing White Paper earlier this year emphasised that rent to buy is not an intermediate model, but a hybrid that requires separate definition, as with a number of the other models set out in that consultation (at Box 4). It is important to note that Alok Sharma, Housing Minister, recently confirmed in the House of Commons that the new definition of affordable housing to be included in the next iteration of the NPPF is to include rent to buy. The SHMA update references the potential changes to the definition of affordable housing, and though this does not directly reference rent to buy, it is right in acknowledging that many potential owner occupiers struggle to save a sufficient mortgage deposit to purchase a home. Rentplus seeks to bridge this gap by providing families with a home that is rented at an affordable level for a set period to enable savings to be built up, before purchasing the home outright.</p> | <p>Points raised are noted but no changes to agreements 1 or 2 are consider necessary in response, though the housing section will consider implications of the new methodology and emerging government policy towards the definition and delivery of affordable housing.</p> | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd (KLBID) | <p>1 KLBID represents the business interests located in a defined area which equates to King’s Lynn town centre. It welcomes the opportunity to input to the draft Norfolk Strategic Framework (NSF) and does so from a largely West Norfolk, and especially King’s Lynn perspective.</p> <p>2 We broadly support the vision and objectives set out in the NSF. However we have doubts as to the deliverability of some of them, especially where provision of services lies with the private sector, which cannot be required to work in accordance with the NSF, especially where it compromises their duty to secure best value for their ratepayers. Our concerns in this respect lie mainly in the provision of transportation services and are discussed in answer to question 15.</p> <p>3 We also have concern that the different economic and demographic links of West Norfolk, having more in common with Peterborough and especially Cambridge, are not properly recognised in the NSF. As a result, we believe that either the Borough Council will have to change planning policy considerably to accord with the vision, objectives and agreements contained in it, or it will be largely a dysfunctional and irrelevant document insofar as this area is concerned. This can be overcome by writing into the NSF a greater recognition of these differences and ensuring that the vision, objectives and agreements are proofed against West Norfolk’s differences rather than what appears currently, to largely ignore them.</p> | <p>In drafting the NSF and particularly in describing the functional economic areas there was considerable effort to recognise the strategic importance of the links between areas in the west of the county and parts of Cambridgeshire and Lincolnshire to the rest. Furthermore the framework recognises the economic opportunities offered for the whole county by the economic success of Cambridge and has regard to the GCGP economic strategy whilst inevitably issues maybe able to be drawn out more explicitly it would be better if these specific areas where there is a need to address matters are identified individually.</p> | No change to NSF |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | <p>Comments about Section 2 - Vision and Objectives Section 2 sets out the shared vision and objectives. It states that Norfolk is a diverse County with a diverse economy and focusses on hi-tech industries and the offshore energy sector. As one of the key sector industries in Norfolk tourism and the environment upon which it depends is conspicuous by its absence and should be included. In Section 2.2 the Proposed Spatial Vision sets out a shared vision to guide the Norfolk Planning Authorities in preparing their local plans. Assuming that tourism and the environment are embodied in the term “current assets and networks” the Somerleyton Estate would suggest the following amendment (bold and underlined) to the shared 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 and built 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 and visitors alike. 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”. In Section 2.3 Proposed Shared Objectives please add the following bullet points under the sub-headings for Agreement 3: “To realise the economic potential of Norfolk and its people by:” •Supporting the County’s tourism offer and the environment upon which it relies. “To reduce Norfolk’s greenhouse gas emissions as well as the impact from, exposure to, and effects of climate change by:” •Supporting and facilitating indigenous tourism development. Also in Section 2.3 under the sub-heading “To improve and conserve Norfolk’s environment” the following bullet point objective is noted as particularly important by the Somerleyton Estate in protecting assets such as the Fritton Lake Resort: •Protecting the landscape setting of our existing settlements where possible and preventing the unplanned coalescence of settlements”.</p> | <p>No specific sectors are addressed in the vision and objectives however it is agreed to enhance the tourism reference in the economic section.</p> | Tourism Reference added in Economic Section |

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| ANON-3C85-CA3V-G | Resident | <p>The objectives of moving travel from car to public transport and of promoting regeneration and renewal of disadvantaged areas would both be consistent with assessing the feasibility of restoring rail services to market towns such as Dereham and Fakenham. Provision for such assessment would be beneficial.</p> | <p>One of the aims of producing the Norfolk Strategic Framework is to agree shared objectives and priorities to improve outcomes and help shape future plans. The introductory text to the document notes that “This document is intended to be strategic in nature. It provides only an overview of background information and shared research.” Section 7 goes on to state “Further work on infrastructure priorities will continue before the finalisation of the NSF but it should be noted that these short term priorities which are listed in this document will only represent a fraction of the overall infrastructure investment needed to deliver the growth ambitions of the NSF”</p> <p>Given this, I am afraid that, whilst the local authorities involved in producing the document might support the aims of the Melton Constable Trust and those of the community rail partnerships, the stage of the project (for orbital rail), the likelihood of it being achievable in the short to medium term, and its role in serving the transport needs of the county (when weighed against the projects within the framework such as Norwich to Cambridge rail) all mean that it is considered premature to consider it of sufficient strategic standing to merit detailing its inclusion in the framework. We are aware that the Trust has been speaking to the various local authorities including Norfolk County Council and are sure that continuation of this dialogue will help to move forward with the project.</p> | No change to NSF |
| ANON-3C85-CA6C-Z | EA | <p>We welcome the inclusion of the statement in relation to the 'variety of environments valued for their land scape and biodiversity' In terms of the vision, we would like to see a firm commitment to protect and enhance these environments. We would also like to see a commitment to improving water quality in the vision.</p> | <p>Noted and environmental object updated to include water quality</p> | Bullet added : Protecting and enhancing water, air, soil and other natural resource quality where possible. |
| ANON-3C85-CA61-E | Define Planning & Design Ltd | <p>The proposed spatial vision appropriately recognises the importance of meeting the full housing needs through socially inclusive communities and to ensure a good relationship between homes and jobs. In acknowledging the significance of delivering the anticipated growth within Norfolk, greater emphasis should be placed on the role that all sustainable settlements play within the County, both urban and rural, in achieving these objectives. The expansion of market towns offers great potential for the delivery of sustainable development to meet housing needs and their further growth will strengthen their roles as important service centres for the wider rural hinterland in the long term.¶</p> <p>¶ Similarly, whilst it is appropriate to highlight the more significant role of the major urban areas in realising the economic potential of Norfolk and its inhabitants, the significant contribution played by market towns in the County to achieve this objective, such as at Fakenham where strategic growth to the town is already proposed, must not be underestimated and should be highlighted. ¶</p> <p>¶ Within the New Anglia Local Enterprise Partnership Economic Strategy, Fakenham is identified as a Growth Corridor, and is anticipated to provide a significant proportion of both housing and employment growth in North Norfolk. This further reinforces the significant role that market towns, such as Fakenham, play towards achieving the shared objectives to improve the alignment between the locations of workplaces and homes.¶</p> <p>¶ As such and in order to secure the vision for growth across the County, it is critical that this framework seeks to enable development in locations such as Fakenham through the provision of critical infrastructure, notably highways, drainage and community infrastructure to support future growth.¶</p> | <p>Point noted and authorities will give consideration to this when completing local plans</p> | No change to NSF |
| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>We support the core values and principles set out in Section 2 of the document.¶</p> <p>We recognise that there is the need for significant structural change to enhance local communities’ quality of life, provide skilled jobs and education, and sustain local ecological processes and economies. These aspirations are shared by the New Anglia Local Enterprise Partnership (LEP), which has an aspiration to create 95,000 jobs and 117,000 more homes in the period up to 2026 for Norfolk and Suffolk, along with the need to preserve our unique landscape quality and focus on food production as a core industry.¶</p> <p>¶ We support the growth of existing towns, particularly where there is an economic and social need for expansion to secure future communities and local economies. This is particularly where the negative impacts are either insubstantial or can be consensually mitigated against and where opportunities exist for significant environmental and/or social improvements. Furthermore, reliance on a large number of small and medium sized sites places a question mark over the certainty of delivery and will also cause extreme difficulties in managing housing trajectories. This can mean that a larger number of communities are affected by development. Because of an insignificant quantum of development, infrastructure, community, employment and economic benefits cannot reliably be funded or implemented.¶</p> <p>¶ We therefore request that where the Framework sets out a series of bullet points to address housing need, to add the following:¶</p> <p>¶</p> <p>•¶undertaking a strategic review for a suitable planning and social guidelines for creating and locating a new garden town or village community, which will provide a high-quality development meeting established and innovative garden city principles and delivering needed local infrastructure improvements, whilst bettering local communities and enhancing the local environment.’</p> <p>¶</p> | <p>Noted the matter of a new town is for local plans to address.</p> | No change to NSF |

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| ANON-3C85-CA3C-W | Resident | <p>In order to achieve the aims of improving public transport, the strategy should consider re-establishment of lost rural rail links.☐</p> <p>This would ease the burden on the road network and prove to be far ‘greener’.</p> | <p>One of the aims of producing the Norfolk Strategic Framework is to agree shared objectives and priorities to improve outcomes and help shape future plans. The introductory text to the document notes that “This document is intended to be strategic in nature. It provides only an overview of background information and shared research.” Section 7 goes on to state “Further work on infrastructure priorities will continue before the finalisation of the NSF but it should be noted that these short term priorities which are listed in this document will only represent a fraction of the overall infrastructure investment needed to deliver the growth ambitions of the NSF”</p> <p>Given this, I am afraid that, whilst the local authorities involved in producing the document might support the aims of the Melton Constable Trust and those of the community rail partnerships, the stage of the project (for orbital rail), the likelihood of it being achievable in the short to medium term, and its role in serving the transport needs of the county (when weighed against the projects within the framework such as Norwich to Cambridge rail) all mean that it is considered premature to consider it of sufficient strategic standing to merit detailing its inclusion in the framework. We are aware that the Trust has been speaking to the various local authorities including Norfolk County Council and are sure that continuation of this dialogue will help to move forward with the project.</p> | No change to NSF |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>NB It is difficult to comment on detailed content in this format and without paragraph numbering.☐</p> <p>The statement on the economy again misses key areas which are essential to understanding and describing the economy of Norfolk and its economic potential for example world leading agriculture, centre of medical excellence and spin-off, growing rural entrepreneurial economy albeit focussed at present in key coastal areas, cultural digital and creative industries in central Norwich, healthy and growing tourism & leisure proposition.☐</p> <p>It should be stated that Norwich is the regional retail centre and has the biggest physical catchment of any city in the UK outside London (source: open source Space Syntax modelling, Cities Foresight Group BIS) This leads to intense pressures of accommodating commuting at key but predicatable periods on a daily basis, particularly within the historic urban core.☐</p> <p>The para on connectivity sounds negative - this should be redrafted in a positive tone setting out the positive connectivities. The emphasis on long distance connections via road and rail is potentially wrong headed. In order to reduce congestion we need to consider a multi modal local transport network including improved links to Cambridge, reinstatement of local rail to service commuter trips into and out of Norwich and to underpin more sustainable tourism to the coastal areas. The county should stop trying to produce a competing economic/locational offer to geographically central locations such as Peterborough and instead focus on the essential Norfolk proposition. The self contained nature of teh Norfolk economy with Norwich at its core produces a model of a self contained city-region with a highly dependent hinterland and relatively high local economic capture. Together with the very high quality of life proposition, this potentially puts Norfolk and Norwich in an excellent s to benefit from the trend in locational dynamics that is increasingly being recognised by Property Research organisations such that the smart money (both residents and businesses) are chasing quality of life. Savills have written extensively on this point as have other market commentators. The present emphasis on road connections in the para and under investment in long distance infrastructure reflects and old economy view of locational dynamics.☐</p> <p>It sketches an approach to sustainable smart growth but stops short in fully embracing this. A critical omission at para addressing reducing greenhouse gas and resource conservation -☐ contributing towards sustainable patterns of development including improving the relationship between homes, jobs and other key day to day services; ☐</p> <p>the paper should explicitly set out that settlements should be 'smart footprinted' to ensure that land use supports walkability and trip reduction, through colocation, mixed use and careful disposition of uses to support public transport viability and accessibility.☐</p> <p>☐delivering high quality, energy efficient homes in attractive (living environments) which make a positive contribution to the health and well-being of communities</p> <p>Insert ' neighbourhoods or communities' in place of 'living environments' - this is not a unit of development that either residents nor developers recognise.☐</p> <p>☐dd 'and which underpin Norfolk's place competitiveness' .(ie the county's unique economic proposition).☐continued below)</p> | <p>Wide ranging response setting out a significant number of points and essentially proposing a different vision to the one that is currently encapsulated within the shared vision and objectives. Whilst this vision described may have some merits to seek to change the vision in the NSF as proposed to one seeking to propose development of a locally distinctive nature with much higher levels of self containment and more self contained economies based on quality of life rather than improving external infrastructure linkages and connectivity to the wider south east is not one that is shared by all partners, so to some extent the current vision and objectives reflect what partners are prepared to agree to, rather than a single compelling vision which may not be agreed by all partner bodies. Therefore it is not favoured to make wholesale changes to the emerging vision and objectives to reflect the particular view put forward and the "smart growth" model. It is recognised that using the term "communities" within the objectives may be preferable to "living environments"</p> | Change "living environments" to "communities in" objective under housing needs |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>(continued from above)Spatial Vision</p> <p>While generally sound, the spatial vision is too generic and doesn't fully reflect the essential qualities of Norfolk. The proposition could attach to almost any county in the UK - we need more recognition of the essential qualities of the asset base, character and culture of Norfolk., and a vision tightly built out of these foundations.</p> <p>SUGGESTION - work should be done with Building Growth, Chamber of Commerce and the CPRE building on the formers outreach into the building industry in partnership with the Chamber of Commerce's Planning Group reaching a volume of businesses, and the latter's community outreach capacity (and their Norfolk 2020 document) to undertake wide stakeholder discussion of the key qualities of Norfolk and an aspiration for good growth for the next 20 years. The Place Land & Markets Group at Building Growth would be pleased to work with the Norfolk Strategic Framework to coordinate and produce this.</p> <p>The specific points set out towards achieving the positive growth of Norfolk are useful. To be made more powerful they need to be placed within the context of a stronger spatial vision and overarching growth narrative.</p> <p>QUESTION - how will the points set out be translated into robust planning policy which will resist development that produces generic single use housing propositions in the face of the present NPPF and 5 year land supply issues?</p> <p>The BG PL&M Group would be pleased to work with the NSF team to consider how these aims can be robustly embedded into the planning and development delivery process to ensure delivery and help fight litigation and challenge.</p> <p>ADDITIONAL INFO SUBMITTED - Place Competitiveness & The Regional Growth Challenge</p> | <p>see above. Timetable for NSF adoption insufficient to allow significant joint working with the building growth group at this stage, however, the offer is welcomed and how to further improve joint working between the local authorities and the LEP sector group could be taken forward in the new year.</p> | No change to NSF |

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| ANON-3C85-CA3K-5 | Natural England | <p>2.1 Introduction</p> <p>p6 Second paragraph (under Fig 1), second sentence should be amended to read as follows:</p> <p>"It contains many natural environments which are highly valued for their landscape and for their biodiversity and/or geodiversity interests."</p> <p>Currently there is no reference anywhere in the NSF to Norfolk's rich geological sites and features, many of which are of national importance. Similarly, there is no reference to soils.</p> <p>2.3 Proposed Shared Objectives</p> <p>p9 The wording of the objectives for Norfolk's environment should be amended to read as follows:</p> <p>"To improve and conserve Norfolk's environment by:</p> <ul style="list-style-type: none"> - 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, the development of 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 green infrastructure; and - reducing the demand for and use of water and other natural resources. <p>The amendments will help to ensure that the objectives of the NSF comply with the National Planning Policy Framework and that the planning system in Norfolk contributes in a sustainable manner to the creation, protection and enhancement of its natural resources.</p> | Changes accepted. | Environmental objective updated |
| ANON-3C85-CAC4-X | Stalham Town Council | <p>I would like to see a bus service that goes direct from Stalham to Norwich Railway Station, as Stalham has no station of its own.</p> <p>There is a requirement in Stalham for more businesses to move here to encourage younger people to live in the area and stay here. Since the banks closed the footfall in the town has also fallen, so this could be improved by building societies being encouraged to locate in the town and other small businesses. Stalham residents and the outside areas rely heavily on the town, so we would not wish to see it lose any more businesses.</p> <p>I believe Norfolk would benefit from a better road connection between Norfolk and the North West, e.g. Norfolk to Liverpool, Manchester and Birmingham, etc. At present, the journey time to the North West is far too long.</p> <p>I would like to see the NCC give thought about how to provide and support youth clubs and other events for teenagers in rural areas. At present there is no bus service from many rural areas to Norwich in the evenings, so this encourages some teenagers to find less desirable forms of entertainment where they live, such as vandalism, etc. I get the feeling in Norfolk that not enough is done to encourage events that might appeal to them, and providing the transportation for reaching them.</p> | Points noted but unfortunately it is hard to identify how these matters may be addressed through the NSF. | No change to NSF |
| BHLF-3C85-CAC1-U | Home Builders Federation | <p>Plan periods and reviews</p> <p>Whilst we would agree that it is important for there to be consistency with regard to the plan period it is important that they not only have consistent end dates but also consistent starting dates. Consistent plan periods will improve transparency and ensure that the house building industry has a clear picture of delivery across the County and whether housing needs are being met. However, we also consider it important for the framework to set out a shared review point for each local plan. The Government have been clear that plans should be reviewed every five years and that such reviews would offer the opportunity to consider greater alignment of plans. Setting this out in the framework would provide a clear indication that the districts and boroughs in Norfolk were working toward greater co-operation and alignment of their plans in future.</p> | Noted but not practical, local planning authorities are likely to base emerging local plans on most up to date information available rather than a standard start date. | No change to NSF |
| ANON-3C85-CACS-W | Norfolk Wildlife Trust | <p>Pleased to see importance of biodiversity is recognised in second paragraph</p> <p>Support all bullet points under heading of "improve and conserve Norfolk's Environment"</p> | Support noted | No change to NSF |
| BHLF-3C85-CAC7-1 | Amstel Group Corp | <p>As the Framework notes, Norfolk is a "largely rural county". The Framework asserts that "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."</p> <p>We welcome the Framework's intention to address housing needs by contributing towards sustainable patterns of development including improving the relationship between homes, jobs and other key day to day services.</p> <p>The Framework recognises that Norfolk is a largely rural county and therefore the Framework should also realise that this means that there will always be an inherent need to travel in order to access certain goods and services.</p> <p>Norfolk's rural villages have better access to goods and services now than ever before, as people procure more and more goods and services online. The Framework and the emerging Local Plans of Norfolk's Local Planning Authorities need to reflect this cultural shift in shopping habits. Thus the need to be physically close to goods and service providers is less important than it used to be and should no longer be the over-riding component of sustainability. New factors such as broadband connectivity and access to higher order services should now form part of the debate.</p> <p>Likewise, the Framework should acknowledge changes in contemporary working patterns. Travel to work patterns are more diffuse nowadays and there is an ever-rising incidence of home/remote working. As such, there is less emphasis on travelling for work. The over-arching spatial document for Norfolk should explicitly acknowledge this.</p> <p>All of this leads to a need to take a more nuanced and sophisticated approach to preparing a spatial strategy for the area and sustainability generally. Proposed settlement hierarchies in emerging Local Plans need to reflect these changing habits.</p> | Views noted at local plans we need to strike the appropriate balance between concentrating growth in and around larger settlements and dispersing it across a wider range of settlements, this is considered to be a matter primarily for local plans but the vision and objectives expressed in the NSF are considered to be consistent with government guidance in this matter. | No change to NSF |
| BHLF-3C85-CACW-1 | Barford & Wramplingham Parish Council | <p>Barford and Wramplingham Parish Council feel that the document lacks strategic clarity. For example it has plenty of high level objectives but sort on measurable outcomes. There is also a lack of information and definitions which make it impossible to make meaningful comment on the planning policies regarding housing allocation calculations for example there is little comment on whether we will see the introduction of further strategic gaps which can be an important issue for service villages as towns creep further out nor is there any statement as to whether the current settlement hierarchy will remain in place.</p> <p>It also seems incongruous that Breckland is not part of this Greater Norwich Local Plan as people live in towns such as Attleborough and Thetford and have similar lengths of journeys to work in Norwich as people in e.g. Diss which falls within SNDC.</p> | Views noted. NSF reflects the current position that Breckland District is preparing a standalone local plan and not participating in the production of the GNLP. | No change to NSF |
| BHLF-3C85-CACG-H | Persimmon Homes | <p>Section 1 - Timescales and Coverage (Agreement 1)</p> <p>Persimmon Homes supports Agreement 1 for the LPA to produce documents which provide for the development needs of their areas until at least 2036. This is essential to ensure that our investment and planning strategies are informed by up-to-date and forward-looking plans, that provide certainty for a number of years. Persimmon Homes would urge all Local Authorities across Norfolk to push forward quickly with their Plan reviews to provide the certainty the house building industry needs.</p> <p>Section 2 - Vision and Objectives (Agreements 2 and 3)</p> <p>Persimmon Homes supports the Proposed Spatial Vision (Agreement 2) and Proposed Spatial Objectives (Agreement 3). It is in everyone's interest for Norfolk to have a strong and vibrant economy; supported by key infrastructure which includes housing; improved connectivity and appropriate relationships between the location of new homes and jobs.</p> <p>Persimmon Homes also support co-operation across District Council areas. Housing markets do not follow administrative boundaries, and Districts need to collectively plan for housing to meet the housing needs not just for their District but also neighbouring Districts and in some cases adjacent Counties.</p> <p>Persimmon Homes notes the objective to match increases in job growth with housing growth but it should not be forgotten that there is still some catching up to do in terms of housing delivery. Persimmon Homes are doing what they can to deliver homes where they are needed, but there are opportunities for the planning system to be more efficient in providing the necessary consents and agreements to allow developers to get on site and build, such as improvements to Local Plan and planning application processing; reserved matters applications, 8106 completions, Discharge of Condition applications etc</p> | Noted | No change to NSF |

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| BHLF-3C85-CACQ-U | Historic England | <p>We welcome the acknowledgment in section 2.1 of the considerable stock of heritage assets which make up the area’s market towns and, the recognition of the role these assets play in creating attractive high quality places for residents to live which can also improve well-being. It would be pertinent to also reference the strong rural heritage of the area as well in terms of both the built and natural environment as well as archaeology. A strategic level reference to the importance of non-designated or undiscovered heritage assets would also be welcomed.</p> <p>Proposed Spatial Vision</p> <p>The vision seeks enhancements to both the natural and built environment; the distinction between the two and specific reference to the built environment is welcomed but we request that the “historic environment” is listed as well. We would recommend that the Vision make specific reference to designated and non-designated heritage assets or the historic environment.</p> <p>Proposed Shared Objectives</p> <p>We are pleased to see that the protection and enhancement of Norfolk’s built and historic environment and landscapes constitute a shared objective (page 9 of the draft). We request that this remains a shared objective.</p> | Support noted, current wording refers the historic environment which is a broad term encompassing archaeology and non designated environmental assets. Including further specificity on this matter would lengthen objectives and merely duplicate NPPF. However agree to change spatial vision to include 'natural, built and historic environment'. | Change spatial vision to include 'natural, built and historic environment'. |
| BHLF-3C85-CAC5-Y | Norfolk County Council | <p>We welcome the environment thread throughout the document as the environment is pivotal in ensuring resilience to climate change, quality of life, health, economic viability etc.</p> <p>Under Agreement 3 (To address housing needs in Norfolk) – suggest another bullet along the lines: “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 (i.e. through S106 agreements and/or Community Infrastructure Levy)” There should be a cross-reference to this point in Section 7 (Infrastructure and Environment) on page 40.</p> | Support noted and NSF updated | Include bullet: “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 (i.e. through S106 agreements and/or Community Infrastructure Levy)” |
| BHLF-3C85-CAE4-Z | North Norfolk District Council | Agreement 1-3: That the Council supports better alignment of Local Plan production. That no objection is raised to the shared vision and overarching objectives although further consideration could be given to making these more specific to Norfolk. In this regard some reference to important strategic considerations such as the process of coastal change, the AONB and the importance of market towns in rural areas may be useful. | This will be considered in future versions of the NSF | No change to NSF |

UNDERSTANDING THE COUNTY COMMENTS

| Response ID | Organisation | Answer | Officer Response | Action |
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| ANON-3C85-CA8T-K | Hockering Parish Council | All new developments need to be considered with extreme sensitivity to the existing area, its residents and rural nature. New roads are not necessarily the answer. An improved public transport system should be encouraged. | Noted | No change to NSF |
| ANON-3C85-CAFT-1 | Resident | 3.3 seems to neglect the cultural / attitude changes needed to remove the silo working of districts (both as political institutions and as residents). Agreements 5 and 6 seem to indicate that this silo planning will continue.⌘ | All authorities are working closer together on strategic issues and will continue to do so in the future | No change to NSF |
| ANON-3C85-CAXS-J | Resident | Cromer and Sheringham, plus the closer to Norwich Aylsham, are shown as travel to work areas. Substantial housing developments are taking place in Aylsham and yet there is still only one single carriageway road in to Norwich from Cromer via Aylsham and very limited public transport from Aylsham i.e. no train, so inevitably a substantially increased volume of road traffic to Norwich. There is no indication that Highways have any proposals to mitigate this. | Noted | No change to NSF |
| ANON-3C85-CAXN-D | East Ruston Parish Council | Parish councillors are elected representatives of the Parish and yet we have very little input to the Broads Authority and never see the authority members | Noted | No change to NSF |
| ANON-3C85-CAXW-P | NUA | •⌘UA note the aim to reduce car use in the county in favour of public transport. We hope that in the delivery of this aim will be reflected in provision of adequate parking for those travelling from parts of the county which are unlikely ever to be served well by public transport options. We would also be keen to see this aim reflected in improved signage for motorists, cyclists and pedestrians | Noted | No change to NSF |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited understands the reasons for the various Agreements and supports the certainty provided by Agreement 6 (ie Breckland to prepare its own local plan). Attleborough Land Ltd also accept that housing market areas are not restricted to administrative boundaries. Attleborough Land Ltd have submitted a planning application that is consistent and in conformity with both the Existing Core Strategy and emerging Local Plan. The application will provide for a significant proportion of the housing market area's identified housing need. The information in the existing and emerging local plan and their supporting documentation has helped to inform the planning application's evolution and also the masterplan and parameter plans. | Support Noted | No change to NSF |
| ANON-3C85-CAJG-R | Resident | The document clearly does not identify the county in terms of not recognising the needs of full time residents in North Norfolk, including Fakenham, who have very limited access to good roads, broadband, swimming pool and rail services. The area just had to suffer increased tourism and second home ownership. The document fails to recognise the likely impact on the current NDR development and the lack of any decent roads north of Swaffham, Norwich and Dereham. | Noted | No change to NSF |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | Para 3.2 The housing market areas are really interesting. The use of the word 'snapped'⌘ is unclear. ⌘ Para 3.3 - The differences between figs 3 and 4 are fascinating with West Norfolk extending much further eastwards in Fig 4. with Thetford and Mildenhall as well as Cromer and Sheringham becoming distinct areas.⌘ The poor east west connectivity in the county is a major problem. The Northern Distributor Road will be of help particularly if extended to connect with the A47 to produce an orbital road around the city. | Snapped refers to following district boundaries as a near fit. Other points noted. | No change to NSF |
| ANON-3C85-CA62-F | Resident | Too much emphasis on road building.⌘ ⌘ | Concern noted | No change to NSF |
| ANON-3C85-CAJF-Q | Resident | The analysis is broadly supportable, but the lack of presumptive travel to work in Cambridge (although Mildenhall is included) is highly doubtful and questionable as there is considerable travel to work there from King's Lynn and Downham Market. Indeed, from the latter there is also considerable travel to work in London as well.⌘ This omission means that the analysis is flawed in respect of West Norfolk, so the statements that "self containment in housing and economic matters [will remain] as present" and "the functional geography of the County will remain broadly as it is..." is plainly incorrect.⌘ It is notable that rail developments to be implemented by Abelio during its new franchise period are included, implied to be laudable, but the downgrading of train service delivery by Great Northern between King's Lynn, Cambridge and London from 2018 is deemed not to warrant a mention. This reinforces the flawed analysis referred to above; if travel to work in Cambridge and London from West Norfolk is recognised then the planned worsening of the train link from West Norfolk, and the possible transfer to car travel this may bring, would be flagged as a cause for grave concern.⌘ | Figure 4 reflects ONS statistics for Travel to work Areas. Points regarding counties economic geography are not agreed with, numbers commuting out of the county for work are considered likely to remain low as a proportion of total resident workforce. | No change to NSF |

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| BHLF-3C85-CA3P-A | Heaton Planning Limited on behalf of Brett Aggregates | <p>Agreement 3 -Proposed shared objectives</p> <p>Agreement 3 seeks to ensure that by 2036, through cooperation between Local Authorities and preparation of Development Plans, Norfolk will seek to maximise the delivery of a number of objectives.</p> <p>The document provides the general strategic principles/objectives for all Local Plans. In addition the document is endorsed by the County Council, which would indicate that the emerging Minerals Local Plan will also be based upon the same objectives. In this regard, it is considered that shared objectives for Norfolk should include:</p> <ul style="list-style-type: none"> • The safeguarding of known mineral resource from needless sterilisation • The sustainable use of natural resources • Planning for a steady and adequate supply of aggregates to meet the projected development needs of the County <p>Section 3 – Understanding the County</p> <p>Paragraph 3.1 – Administrative Boundaries</p> <p>Section 3.1 identifies that, ‘as County wide plans are already in place for minerals and waste this framework does not address mineral and waste matters further although further iterations of these documents will need to reflect our shared ambitions for growth’. We consider that this matter cannot be disjointed from Local Planning Policy as the Minerals and Waste Development Plan combined with the Local Plan become the Statutory Development Plan for the area.</p> <p>The County Council has committed to a ‘Minerals Plan Review’ to consolidate all current adopted Development Plan Documents as well as extending the Plan timescale to 2036. In light of this commitment to review the Minerals Plan and the coinciding timeframe for Plan periods, it is considered that it would be prudent to include reference to minerals and waste needs for the County within the Strategic Framework. We have suggested inclusion of reference to minerals provision within the spatial vision and shared objectives as above.</p> | The Norfolk Strategic Framework is a non-statutory document which considers planning issues at a County scale that are currently planned for on a smaller scale (district, borough or Greater Norwich). As minerals and waste are already planned for at a County scale in a statutory plan, it is not considered necessary for this work to be replicated in the NSF. | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd (KLBID) | <p>1 This links to the answer in question 5 that insufficient understanding or regard towards West Norfolk's differences from the rest of the county is evident. It works within a different economic sphere of influence (largely linked to Cambridge, not Norwich), and is a sub-regional centre in its own right. Neither of these, nor the importance of them, are given due recognition in the NSF.</p> <p>2 This failure is most evident in the lack of recognition of the considerable infrastructure investments required in this area, to broadband provision, to rail and road networks. This is discussed further in answer to question 15.</p> <p>3 We note the statements that "self-containment in housing and economic matters [will remain] as present" and "the functional geography of the County will remain broadly as it is" and whilst these may be broadly correct for much of the county, they are manifestly not so in the West. This incorrect assumption leads to interventions and investment proposals that are inadequate to ensure a vibrant economic future in the West and needs to be corrected.</p> | It is felt that the NSF does recognise the strategic importance of the links between areas in the west of the county and parts of Cambridgeshire. The Infrastructure section highlights a number of key road and rail improvements in the west of the region. Regarding point 3, from our understanding of evidence it is likely that for the foreseeable future employment patterns around King's Lynn will remain sufficiently self-contained such that the ONS will continue to identify the area as a separate travel to work area and not part of the wider Cambridge TTWA. | No change to NSF |
| ANON-3C85-CA3V-G | Resident | Agreement 5 is absolutely right. No time to re-invent the wheel. | Support Noted | No change to NSF |
| ANON-3C85-CA6C-Z | EA | <p>as per our previous comment we would like to see water quality included in the section related to the environment. Future development should not impact on water quality and the water framework directive and water cycle studies should be used to improve water quality.</p> <p>We welcome the objective to incorporate environmental benefits into development, which will contribute to green infrastructure. We also support the vision to reduce the demand and use of water, this should relate to both construction and habitation of new development</p> | Point noted, water quality aspects are dealt with under the infrastructure section and a reference to water quality has been added to the objectives. | No change to NSF |
| ANON-3C85-CA61-E | Define Planning & Design Ltd | <p>Whilst we do not object to the principle of HMA boundaries being ‘snapped’ to Authority boundaries for the sake of ensuring common boundaries between the three HMAs, the potential impact on housing targets as a result of functional economic market areas that clearly cross between the HMAs must be carefully considered in conjunction with the SHMA preparation process.</p> <p>In this regard, the travel to work areas identified in Figure 4 illustrate the considerable overlapping of economic functions across the HMA boundaries. Notably, Fakenham and Kings Lynn fall within the same TTWA, but within separate HMAs, and it places Fakenham and Wells within separate TTWAs, which does not necessarily reflect the proposed Growth Corridor between these two settlements. Given the overarching emphasis within this framework on the relationship between housing and employment growth and the need for this to be directly linked, it is critical that the economic function between settlements is acknowledged and fully taken into account.</p> <p>In terms of the challenges on infrastructure, it is noted that the proposed enhancements are not considered likely to result in a change in the functional geography of the County. However, localised improvements must be considered a priority through the Local Plan process if the growth potential of settlements beyond the major urban areas is to be maximised, in order to meet identified needs where they arise as part of a sustainable growth strategy. As noted in further detail in response to Section 6, the critical role of other bodies in the planning, funding and delivery of infrastructure should also be explicitly referred to in order to encourage their proactive involvement.</p> | Point noted but are best considered in the preparation of local plans | No change to NSF |

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| BHLF-3C85-CA3W-H | Hoveton Parish Council | <p>Section 3 – Understanding The County</p> <p>Hoveton Parish Council was pleased to see the following had been noted as part of the draft Norfolk Strategic Framework:</p> <p>“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.”</p> <p>As noted above, the parish of Hoveton is administered by two Local Planning Authorities. Meanwhile, an additional challenge is posed by the fact that the parish of Wroxham – which shares strong functional relations with Hoveton, along with a shared infrastructure – is administered by a neighbouring Planning Authority (in this case, Broadland District Council). The neighbouring parishes are also represented by two different Members of Parliament from two different political parties, and policing is overseen by two separate Safer Neighbourhood Teams. In an attempt to speak with "one voice" and to encourage Local Authorities to work more closely together, Hoveton Parish Council and Wroxham Parish Council recently formed the Wroxham and Hoveton Joint Action Group, which aims to tackle issues that affect both parishes.</p> <p>Hoveton Parish Council is pleased to see that North Norfolk District Council will continue to produce a separate Local Plan for the area and that, in view of the distinct issues facing the Broads Authority area, spatial planning matters will be addressed by way of a standalone Broads Local Plan.</p> | Noted | No change to NSF |
| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>In addition to the information set out previously, we are of the view that further joint working between the relevant authorities is essential for the viable future of Norfolk.</p> <p>The document advocates groups of authorities to conjoin Local Plans. There is of course the duty to co-operate, but in our view that the excellent initiative of creating this Framework, led by the County Council should be further developed. This should continue to look at the most sustainable strategic development strategy for the entire County regardless of politics and Local Planning Authority boundaries.</p> <p>This we believe is justified by the lower density of development and occupation compared to most other parts of the country, allied to the significant issues of shortfalls in infrastructure, particularly in public transport and the need to take a strategic approach through carefully planned development, which will help support the improvements needed.</p> <p>The focus on existing key employment sectors and economic centres, particularly Norwich, but also towns such as Thetford, Kings Lynn and Great Yarmouth is of great importance while the proposals for improving the travel to work in such locales areas is particularly of interest. This however should not be to the detriment of existing rural areas where there are existing and nascent communities ready to become involved in this strategic process.</p> <p>We are also of the view that as part of this strategy, an innovative approach needs to be taken with respect to transport planning, building on the recommendations included in the Norfolk County Transport Plan. This recognises the economic and social values of Bittern and Wherry Lines, commits to promote these lines, and to work with other Community Rail Partnerships, an example of which is the North Norfolk Orbital Railway project. This Plan also highlights the importance of the North Norfolk, Mid Norfolk and Bure Valley Railways and indicates that the County Council will support improvements sought by the independent rail groups responsible for them. However, the Connecting Norfolk document indicates that despite highlighting continued official support, it does emphasise that funding is limited and none of the major funded capital improvements will be linked to this type of opportunity. Section 106 and CIL monies, despite being given a fair wind in the Plan, may be not provide sufficient resources to lead to any of the needed infrastructure improvements. Continued below</p> | <p>Points noted, it should be noted that preparation of the NSF has been lead by districts working on a county wide basis rather than by the county council. Whilst there are plans to further develop joint working there are no plans for a county wide strategic plan at present. One of the aims of producing the Norfolk Strategic Framework is to agree shared objectives and priorities to improve outcomes and help shape future plans. The introductory text to the document notes that “This document is intended to be strategic in nature. It provides only an overview of background information and shared research.” Section 7 goes on to state “Further work on infrastructure priorities will continue before the finalisation of the NSF but it should be noted that these short term priorities which are listed in this document will only represent a fraction of the overall infrastructure investment needed to deliver the growth ambitions of the NSF”</p> <p>Given this, I am afraid that, whilst the local authorities involved in producing the document might support the aims of the Melton Constable Trust and those of the community rail partnerships, the stage of the project (for orbital rail), the likelihood of it being achievable in the short to medium term, and its role in serving the transport needs of the county (when weighed against the projects within the framework such as Norwich to Cambridge rail) all mean that it is considered premature to consider it of sufficient strategic standing to merit detailing its inclusion in the framework. We are aware that the Trust has been speaking to the various local authorities including Norfolk County Council and are sure that continuation of this dialogue will help to move forward with the project.</p> | No change to NSF |
| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>(continued from above) These live and dormant rail lines present a range of opportunities, from continuing to develop an interesting tourist experience to linking towns, improving connectivity and the sustainability of anticipated transport movements. But these rail lines also provide strategic planning opportunities, and help to meet growth requirements in a planned and sustainable manner, by creating new centres of planned development, which may include consideration of one or more planned garden communities. Such settlements would make a significant contribution to the infrastructure investment needed, link to sustainable travel opportunities, particularly through rail, but also ensure a managed approach to growth in the medium and longer terms.</p> <p>We therefore recommend that recognition of the potential of a County-wide joint approach and innovative transport planning including a focus on disused or underused former rail lines, should be made in the Framework.</p> <p>These live and dormant rail lines present a range of opportunities, from continuing to develop an interesting tourist experience to linking towns, improving connectivity and the sustainability of anticipated transport movements. But these rail lines also provide strategic planning opportunities, and help to meet growth requirements in a planned and sustainable manner, by creating new centres of planned development, which may include consideration of one or more planned garden communities. Such settlements would make a significant contribution to the infrastructure investment needed, link to sustainable travel opportunities, particularly through rail, but also ensure a managed approach to growth in the medium and longer terms.</p> | See above | No change to NSF |

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| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>Housing Market Assessment</p> <p>There is a gaping omission in the current document to refer to the impacts of</p> <p>1) the Cambridge growth phenomenon on the current and potential property market and servicing requirements to be considered in the plan period;</p> <p>2) to the albeit limited, however profound local impacts of second home ownership and the increasing deployment of domestic property for rental income in the Coastal areas</p> <p>3) the relationship of the county to the London property market - while we see relatively limited daily commuting, weekly commuting to London is a common phenomenon, equally we are seeing substantial reverse migration from London due to property price and poor quality of life.</p> <p>These key housing market dynamics need to be acknowledged and understood in planning for future growth.</p> <p>Agreed that the functional geography of the county will not be impacted by the Norwich in 90 investment. We propose that a critical focus of future investment should be the speed and frequency of Norwich-Cambridge line which could substantially alter the functional geography. Equally, consideration should be given to the reinstatement of local rail lines serving movement into and out of the City of Norwich and leisure movement to the coastal area. Both such infrastructure moves would substantially alter the locational characteristics of the County. They would also underpin a more equitable access to jobs, education and services for the very young and very old, and would underpin a sustainable land release pattern and sustainable tourism as it grows into the future.</p> <p>The definition of submarkets has missed out a critical step in terms of assessing alternative growth models and modelling the underlying infrastructure to identify cost benefit and capacity.</p> <p>The BG PL&M group continue to advocate a new approach to regional planning based on the intelligent spatial analysis drawing upon the latest analytical technology and deep data sources which are now available to us. This position is covered in the previously attached document entitled 'Place Competitiveness' and we would like to explore the potential for working with the NDF to develop such a model potentially located at UEA for all relevant authorities and the private sector to draw upon.</p> | Noted, many matters referred to have been considered in the production of SHMAs that inform this framework. | No change to NSF |
| ANON-3C85-CA31-B | Wroxham Parish Council | <p>Wroxham Parish Council supports the view contained in the draft document:</p> <p>“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.”</p> <p>As noted above, the parish of Wroxham is administered by two Local Planning Authorities. Meanwhile, an additional challenge is posed by the fact that the parish of Hoveton – which shares strong functional relations with Wroxham, along with a shared infrastructure – is administered by a neighbouring Planning Authority (in this case, North Norfolk District Council). The neighbouring parishes are also represented by two different Members of Parliament from two different political parties, and policing is overseen by two separate Safer Neighbourhood Teams. In an attempt to speak with "one voice" and to encourage Local Authorities to work more closely together, Wroxham Parish Council and Hoveton Parish Council recently formed the Wroxham and Hoveton Joint Action Group, which aims to tackle issues that affect both parishes.</p> | Noted | No change to NSF |
| ANON-3C85-CA35-F | Tunstead & Sco Ruston Parish Council | <p>My view is that the Broads Authority should not be given any powers regarding planning. Their duties as public servants is to promote boating and the holiday industry on the Broads, maintain clear navigation by dredging channels and clearing weeds from these channels, and to protect the environment.</p> | Not a matter to be addressed by the NSF | No change to NSF |
| BHLF-3C85-CAC8-2 | Suffolk County Council | <p>3.2 Housing Markets</p> <p>The Suffolk local authorities (Suffolk LAs) agree with the pragmatic approach to defining housing market areas used in the Framework and seeking to fit these to administrative boundaries. Specifically Waveney District Council has written in support of the coterminosity of the housing market with district boundaries. In addition the approach of identifying housing market areas at larger than individual districts is consistent with that used in Suffolk. However it is recognised that this cannot be a firm line and that influences do extend across such boundaries.</p> | Support Noted | No change to NSF |
| BHLF-3C85-CACG-H | Persimmon homes | <p>Section 3 - Understanding the County (Agreements 4-7)</p> <p>Persimmon Homes supports the ambition for the SHMAs to be up to date (Agreement 4)~ However, we do not necessarily agree that the Housing market Areas for Great Yarmouth and West Norfolk do not overlap with the Central Norfolk HMA, at least not as neatly as is suggested along administrative boundaries. If it is not possible to produce a single SHMAs for Norfolk, then we would urge that they are prepared/updated in parallel and LPA's share relevant information.</p> <p>Persimmon Homes note the aspiration for Great Yarmouth and King's Lynn and West Norfolk, Breckland and North Norfolk to produce their own separate plans (Agreements 5-6), but would urge that rolling forward these plans to 2036 is progressed without delay. Plans need to be adopted quickly to provide the certainty that the development industry needs Persimmon Homes support the Agreement for Broadland, South Norfolk and Norwich City to continue to prepare a Joint Local Plan, but are concerned in the slippage of the timetable. Persimmon Homes trust that the authorities will be able to resolve some of the apparent differences in approach to the Joint Local Plan's emerging Spatial Strategy.</p> <p>Persimmon Homes have no comment on the Broads Authority Local Plan (Agreement 7).</p> | Noted | No change to NSF |

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| BHLF-3C85-CACZ-4 | Broadland District Council | The comment re Highways agency refers to NSF page 15, 2nd paragraph, where it states: “are scheduled to be completed by 2020”. They will not be done by 2020 (though I don’t know what the timetable is). | Document updated to a number of improvement schemes for the A47 as part of the government’s trunk road programme from 2015 to 2020, although it is likely that delivery of these schemes will not start until 2020 | Update section 3.4 to a number of improvement schemes for the A47 as part of the government’s trunk road programme from 2015 to 2020, although it is likely that delivery of these schemes will not start until 2020 |
| BHLF-3C85-CACK-N | Hoveton Parish Council | <p>Hoveton Parish Council was pleased to see the following had been noted as part of the draft Norfolk Strategic Framework:☐</p> <p>“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.”</p> <p>As noted above, the parish of Hoveton is administered by two Local Planning Authorities. Meanwhile, an additional challenge is posed by the fact that the parish of Wroxham – which shares strong functional relations with Hoveton, along with a shared infrastructure – is administered by a neighbouring Planning Authority (in this case, Broadland District Council). The neighbouring parishes are also represented by two different Members of Parliament from two different political parties, and policing is overseen by two separate Safer Neighbourhood Teams. In an attempt to speak with "one voice" and to encourage Local Authorities to work more closely together, Hoveton Parish Council and Wroxham Parish Council recently formed the Wroxham and Hoveton Joint Action Group, which aims to tackle issues that affect both parishes.☐</p> <p>Hoveton Parish Council is pleased to see that North Norfolk District Council will continue to produce a separate Local Plan for the area and that, in view of the distinct issues facing the Broads Authority area, spatial planning matters will be addressed by way of a standalone Broads Local Plan.</p> | Support Noted | No change to NSF |
| BHLF-3C85-CAE4-Z | North Norfolk District Council | Agreement 4: That North Norfolk welcomes the on-going commitment to the joint preparation of such studies. Agreement 5-7: That North Norfolk supports these Agreements | Support Noted | No change to NSF |

PROJECTIONS OF GROWTH COMMENTS

| Response ID | Organisation | Answer | Officer comment | Action |
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| ANON-3C85-CA87-P | Town Councillor/resident | Fails to take account of the effect of Brexit and a such completely unreliable | It is not possible at this stage to predicted the impacts of Brexit on the population numbers and the labour market. Once this picture becomes clearer the NSF can be updated accordingly. | No change to NSF |
| ANON-3C85-CA8T-K | Hockering Parish Council | It would be helpful to have more detail regarding how these figures have been arrived at. As they stand, they appear purely abitrary, | The comment doesn't specify which figures but the data within this section has been obtain from the Office of National Statistics. Links are provided within the NSF to where the primary data can be obtained and more information is provided on the ONS website. | No change to NSF |
| ANON-3C85-CAFT-1 | Resident | You consider employment, but not the quality of employment. It's disappointing not to see an income deprivation calculation alongside the number of people simply in work. | Section 4 deals with projections of the future. We are not aware of any available future projection of income deprivation | No change to NSF |
| ANON-3C85-CAXN-D | East Ruston Parish Council | When will the infrastructure be provided | Delivery dates are indicated where known. | No change to NSF |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited notes Norfolk's population growth projections. The Sustainable Urban Extension at Attleborough will provide new homes to help accommodate this growth. More detailed information on house types and tenures will follow at the reserved matters stage, which will respond to specific housing needs where possible and viable. This will be achieved through a comprehensive mix of housing types, sizes and tenures. These will be implemented at each phase of the SUE.¶ The Section 106 agreement that will accompany the planning consent will set out the means by which the development's impact will be mitigated including provisions for the infrastructure needed to support population and household growth related to the development. ¶ | Noted | No change to NSF |
| BHLF-3C85-CAJD-N | Resident | Page 19 – The last sentence of 4.1 states that “significant issues” are not considered further in the framework. Why is this? Firstly, surely they should be if they are significant! And secondly transport should be added to social care and education. Transport is very important given that North Norfolk has the third highest proportion of over 65s in the country, a fact not mentioned in the framework; the growing proportion of that age group is mentioned but not the proportion in relation to the country’s average. | Points noted, resource was not available to allow a more detailed explanation of the issue around housing for the elderly in the NSF. It is hoped that these issues will be able to be addressed in the future. | No change to NSF |
| ANON-3C85-CAJG-R | Resident | The increasing number of over 65s need to be recognised and planned for in North Norfolk, including good roads, rail and public services to support their needs. Consideration must be given to those with increasingly limited retirement income and the isolation in villages which have mainly second homes during the winter. | Points noted, resource was not available to allow a more detailed explanation of the issue around housing for the elderly in the NSF. It is hoped that these issues will be able to be addressed in the future. | No change to NSF |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | Para 4.1 - the marked increases in the elderly in all areas except Norwich is associated with decreases in the population of working age. This shift in the age structure may be an important factor in the expected 75% of growth to occur in the Greater Norwich area. The elderly population however will require help with household repairs, cleaning gardening even if remaining in their own homes. The people providing such services will need accommodation preferably in the vicinity that they will be working in. | Points noted, resource was not available to allow a more detailed explanation of the issue around housing for the elderly in the NSF. It is hoped that these issues will be able to be addressed in the future. | No change to NSF |
| ANON-3C85-CA62-F | Resident | Population growth estimates are unsustainable, particularly in the Norwich area. Such an increase in population is completely at odds with a decent quality of life, especially as large and badly designed housing estates are being built on the outskirts of Norwich, depriving city residents of access to countryside (especially for the third of residents with no access to a car). | View noted | No change to NSF |
| ANON-3C85-CAJF-Q | Resident | 1 The population and household trends show significant impacts not only for social policy (as recognised in the narrative) but also for local transport policies. Based on policy neutral assumptions, over 66s have access free to local bus services and this is shown to produce a net benefit to society of about 3.7:1 on government expenditure. ¶ 2 The dilemma is that local bus services are provided commercially in a free market, and without interventions by local authorities - which take considerable periods of time to arrange - then the current cycle of decline of bus routes will leave a growingly elderly population isolated with the social impacts that that leads to.¶ 3 Part of this policy framework should therefore consider what interventions should be made under the various transport legislation in the 1985, 2000, 2008 or 2017 Acts to ensure that the increasingly elderly population is well catered for in this respect.¶ | Points noted, resource was not available to allow a more detailed explanation of the issue around housing for the elderly in the NSF. It is hoped that these issues will be able to be addressed in the future. | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd (KLBID) | 1 The projections indicate that the over 65 aged population will increase whilst those in the lower ranges will remain largely unchanged. However, in West Norfolk the projections are more skewed with a larger retired population being provided for by a shrinking work age population. ¶ 2 This has very significant implications for the delivery of services for the population as a whole and for the elderly in particular which the NSF does not address. Whilst this is a potentially pan-Norfolk issue it is most evident in projections for the West. The NSF must address how this will be dealt with and adequate provision made. ¶ 3 The impact of a shortage of appropriate aged labour has implications in social care, agriculture and also in retail where, in King's Lynn town centre in particular, greater emphasis is being put on the heritage offer, which requires staff for the hospitality sector, which is traditionally younger adults. How this will be addressed (including housing, training etc) must be addressed in the NSF with a particular West Norfolk aspect to it.¶ 4 A disproportionately ageing West Norfolk population will increasingly require appropriate transport solutions if it is not to become socially isolated. Not only does social isolation have impacts in terms of health and wellbeing but also reductions in local transportation provision will also impact the town centre economy with broader economic consequences for the entire population. The NSF needs to address how it will ensure an adequate local transportation network is maintained and what interventions it will make in the free market, in accordance with Acts of 1985, 2000, 2008 and now 2017 all designed to enable the free market for local bus services to be moderated in order to better meet the needs of the local population.¶ | Noted, resource was not available to allow a more detailed explanation of the issue around housing for the elderly in the NSF. It is hoped that these issues will be able to be addressed in the future. Disagree that it is an issue which is more significant in west Norfolk than other parts of Norfolk eg North Norfolk. | No change to NSF |

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| BHLF-3C85-CA3S-D | Holme-next-the-Sea Parish Council | <p>Section 4 Growth Projections</p> <p>Section 4.1: In Table 2 the projected 2036 percentage change in population growth by age quantiles appears to be incorrect for Kings Lynn and West Norfolk (the figures sum to 156%).</p> <p>Table 3: The breakdown of both the absolute and % figures also seem to be incorrect for Kings Lynn and West Norfolk (showing difference between 'All People' by district between 2014 and 2036).</p> <p>Table 4.2: The growth projections mask important variations – particularly on the Norfolk Coast (and possibly elsewhere unknown to us) where resident population is declining in places. We feel this is a strategic issue. It is important to understand the trend, the underlying reasons and the implications for local communities both now and over the next 20 years.</p> <p>Section 5: The analysis would be more informative if it showed the spatial pattern of jobs and compared these to the spatial pattern of skills in the resident population and the transport links between them. This would help with the development of local policy / strategy.</p> | We cannot identify an issue with the figures indicated and they appear to be correct. Other points noted | No change to NSF |
| ANON-3C85-CA6Q-E | Resident | Read for information only. Though interesting to note that assurances that housing developments must not place too much burden of the increase in housing on any one area. | Noted | No change to NSF |
| ANON-3C85-CA6C-Z | EA | We welcome the recognition of the fact that the impacts of development do not follow LA boundaries. We would encourage catchment thinking by neighbouring authorities to be considered, especially when considering the impacts of future development on surface water resources and water quality of the counties river network. | Noted | No change to NSF |
| ANON-3C85-CA61-E | Define Planning & Design Ltd | <p>The ONS figures provide clear evidence of consistent growth within North Norfolk in recent years and this is expected to continue through the framework period to 2036. It is noted, however, that the employment projection for the District set out within Table 5 is significantly lower than that proposed within the North Norfolk District Core Strategy (September 2008 - Policy SS5) for the earlier period 2001-2021, despite the expectation for continued housing growth to 2036.</p> <p>Fakenham provides a significant opportunity for housing and employment growth, confirmed through the allocation of a strategic extension to the north of the town (NNDC Site Allocations Development Plan Document, February 2011 - Policy F01), part of which is currently being brought forward for development through the planning process. This is anticipated to deliver up to 950 dwellings, mixed use employment, associated community and social infrastructure, plus transport infrastructure improvements, and offers the potential for further development within the remainder of the allocated site. The site is included in Part 1 Assessment of Housing Land within the Housing and Economic Land Availability Assessment, June 2017 (HELAA Site Ref. H0054).</p> <p>Allocation of additional land to the north east of Fakenham (Site Allocations DPD – Policy F07) provides further potential for residential and/or employment development and has also been included in Part 1 of the 2017 HELAA (Site Ref. H0058).</p> <p>Given the availability and suitability of land to support the strategic growth in housing and employment development in this important market town, Fakenham will play an increasingly significant role in the future growth of the District and County.</p> | Noted, this is a matter primary for North Norfolk district council to address in their local plan | No change to NSF |
| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>We support the recognition in this section that there are a number of special circumstances that need to be considered when planning for growth. In particular, the needs of older people, which must not be considered in isolation, have to be carefully planned for, to ensure that they can be accommodated as part of new and existing communities, and also to ensure that services and facilities are provided in a cohesive and accessible manner.</p> <p>Designed holistically and based on sustainability motifs, these new garden settlements may lead to an enhanced housing requirement beyond the household projection numbers because they offer scope of all round environmental social and economic betterment on a fair and decent basis. We argue here that the next phase of housing in Norfolk may well expand if the conditions of design and delivery meet the aspirations of the coming generations. We suggest that this perspective should be more carefully examined.</p> <p>The employment information displays that there is slow growth projected for all of the County, with the exception of Norwich and to a lesser extent in South Norfolk.</p> <p>This prospect appears to support a need for a comprehensive economic strategy across the entire County both urban and rural. This is a framing which the Local Enterprise Partnership is clearly seeking to promote and which is explored in the following section. In our view, this exercise should be regarded as part of a comprehensive approach to understand the potential of a 'ripple' effect from the Norwich City centre and how this may generate wider investment. This perspective could be linked by a programme of new garden settlement planning, which would include wider transport improvements and which would enhance the connectivity and economic potential of other locations. In turn, this could support a range of social activities, including meeting the needs of older and younger people, who would also have access to improved non-car modes of transport, should effective use of our rural rail lines be secured.</p> | Noted | No change to NSF |

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| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>In order to plan for growth on an informed basis, the projections of growth need to be accompanied by analysis of what aspects of place or location attract jobs and business investment; a gap analysis to consider where Norfolk needs to improve and a granular and segmented consideration of how the growth demographic is composed so that teh best property response can emerge.</p> <p>So, for example, the County's very low lying performance in educational league tables should not just be seen as an educational issue, but also a locational issue given that it is common knowledge that access to high quality education is a key driver of households and businesses.</p> <p>The age demographic of in-movers to the county should be closely examined to consider impacts down-the-line on adult social care budgets particularly if these in-movers are accommodated in remote and under serviced locations which will lead in future to high levels of servicing costs to provide services and medical access.</p> <p>We would therefore argue in favour of more geographically specific housing market analysis; and more granular housing demand /need analysis to fully gain a picture of teh nature of housing that needs to be built in future and the optimal location for tis to be developed.</p> | In practice the methodology used in SHMAs is closely prescribe by government with little scope for proposing local variations as suggested. | No change to NSF |
| ANON-3C85-CAC4-X | Stalham Town Council | As previously mentioned in Section 1, I would like to see an increase in small businesses establishing themselves in North Norfolk, and particularly in Stalham. | The New Anglia LEP Economic Strategy along with other local strategies support small business start ups across the whole of Norfolk | No change to NSF |
| BHLF-3C85-CACM-Q | Savills | We note that the population statistics in Section 4 are provided for information only and are subject to change. | Noted | No change to NSF |
| BHLF-3C85-CACG-H | Persimmon homes | <p>Section 4 - Projections of Growth</p> <p>Persimmon Homes notes the various population, household and employment projections</p> <p>Judgement/comment on these figures is reserved until the standard methodology for assessing housing needs has been applied and results published.</p> | Noted | No change to NSF |
| BHLF-3C85-CAC5-Y | Norfolk County Council | Population tables. – The paragraph on the top of page 19 doesn’t appear to tally with the figures in tables 2 and 3 e.g. 15-64 3% growth in para whereas 20-64 in table 3 shows -5.6% ; & 0-16 in para shows 8.6% growth whereas table 3 shows -0.9% (0-19). While they are looking at slightly different cohorts there are quite big differences so should be checked | Figures have been updated to be clearer | Updated figures to be clearer as age ranges in text do not match tables |

ECONOMY COMMENTS:

| Response ID | Organisation | Answer | Officer Response | Action |
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| ANON-3C85-CA87-P | Resident | Fails to take account of the effect of Brexit as cheap labour will no longer be available , and it be argued no labour at all will be abvailable | It is not possible at this stage to predicted the impacts of Brexit on the Economy and the labour market. Once this picture becomes clearer the NSF can be updated accordingly. | No change to NSF at this stage |
| ANON-3C85-CAFP-W | The residents and businesses of Hoveton & Stalham Division | Tourism is a mainstream and highly valuable (circa £500m and rising fast year on year) industry essential to the well being of the North Norfolk (NN) economy; it provides employment for over 10,000 people and many live outside NN. The coastline, rivers, Broads, rural tranquility, wildlife diversity, historic assets and scenic big sky views are the main reasons why so many people come to visit and spend so much of their leisure time in NN. We know there are capacity issues which is why we need to convert more visits to staycations and increase the spend per head rather than just increasing visit volume; that relies on maintaining and improving the quality of the experience. Strategically, we have to plan to protect and preserve all of these generic attractions if we aren't to destroy the special appeal that draws people to NN. While the Framework mentions Tourism and Conservation it's extremely light touch and does little to outline principles and approaches to ensure the survival and evolution of what are very widely dispersed assets often in remote areas. There's no recognition of the imperative to understand why people find NN so attractive and thus the need to protect and preserve it. This economic factor must be a powerful counterweight in the inevitable balance to be struck over how much development and where; I suggest NN is the District most dependant on Tourism and Conservation. This crucial dependence for NN needs to be highlighted and supported with some underpinning principles and approaches to protect it and guide its evolution. I request another Agreement specific to tourism and its links with conservation generally but withy specific recognition of NN and the Broads Authority Executive areas in particular. | Section 5.3 covers Cross Boundary Strategic issues which includes a section on the coast and broads, however it is felt the NSF could be enhanced by including further information around tourism and the NSF has been update accordingly | NSF section 5 to be updated to include further reference to tourism. |
| ANON-3C85-CA8T-K | Hockering Parish Council | It is essential that councils work together and consider the environment when approving expansion of businesses and also consider the suitability of the location of a business, regardless of its profit-making abilities. | Noted and Agreed | No change to NSF |
| ANON-3C85-CAFT-1 | Resident | I find it interesting to reference the economy (especially in reference to quality of life and attractiveness for people to move/start businesses) without considering the contribution of organisations other than traditional businesses (ie VCSE sector). An inclusive growth strategy should reflect with outcomes of economic development on people and areas as much as development for the sake of development. Again seems to focus on job creation and not on the quality of job opportunities - education is one aspect but you need to also have aspiration to see the need for education at the start. | Agreed, and recognised as something to be included. | NSF section 5.1 to be updated to include reference to VCSE sector |
| BHLF-3C85-CAF9-6 | Dereham Town Council | appreciate that this framework is pulling together a number of plans into a single document, put I must point out what I feel is an error which keeps repeating through all these documents.¶ As I understand it the Breckland Council’s employment land study was completed at a time when it was anticipated that Thetford would see a greater housing growth and Dereham less growth. Since the employment land study was completed Dereham has seen an increase allocation of housing and the duelling of the A47 between Tuddenham and Norwich has been announced. Dereham will be a reliable 15 minutes’ drive from the western side of Norwich (3 fast busses an hour from Norwich) , land prices are significantly lower in Dereham than in Norwich; Dereham therefore has potential for greater housing growth and employment growth.¶ We are looking at allocating additional employment land in our Neighbourhood Plan, and given that we have just lost half our employment land allocation to housing, I would be interested know how any employment land identified in the NP could be considered for classification as Strategic Employment sites and therefore protected, from housing development? ¶ | The points raised are noted but are specific to Breckland DC and are a matter for their local plan. | No change to NSF |
| ANON-3C85-CA8V-N | Hunstanton Coastal Community Team | Other than Kings Lynn, much of West Norfolk has little employment variety other than tourism, property maintenance and elderly care. Should more be done to encourage high tech, light industry facilities in outlying areas? | Views are noted but are a matter for the BCKLWN local plan. | No change to NSF |
| ANON-3C85-CAXS-J | Resident | There should not be a total concentration on the "tourist" attraction of North Norfolk. As population growth shows a large percentage increase in the over 65 group in NN over future years there must be better jobs to keep younger generations (not those working in the lower paid tourist type jobs) in the area to maintain a better social balance. other opportunities to encourage other types of local businesses should not be overlooked. | Norfolk authorities recognise the need to encourage a balanced economy and encourage young people to stay in all regions however it is felt the NSF could be enhanced by including further information around tourism and the NSF has been update accordingly. | NSF section 5 to be updated to include further reference to tourism. |
| ANON-3C85-CAXF-5 | N2RS - No to Relay Stations | Tourism is obviously important but I am concerned that there is insufficient focus on the rural areas outside of the main resorts and parks. Areas like Happisburgh and East Ruston are to be blighted by cable relay station developments (to support offshore wind farms) unless developers like Vattenfall are forced to use more landscape friendly technology. Whilst the popular tourist areas like Blakeney, Holt and Burnham Market are only really available to people with higher disposable income, many people offer good quality, affordable accommodation and services in the East Ruston/Happisburgh area and similar areas, and their businesses are at risk. These are beautiful rural areas, with farmland, wildlife, quiet lanes for walking, cycling and horse riding and easy access to the coast.¶ Great Yarmouth may reap the benefits of employment from offshore energy whilst rural communities take all the risk and lose their main asset - the countryside. ¶ NNDC and others need to be much more aware of these rural areas and the risk they are under. I tried to show a picture but the system won't take it even though it is a small file. | These instillations are outside of the NSF scope to address and would be a matter for local plans and national infrastructure. However enhancements will be made to cover economic aspects of rural areas. | NSF section 5 to be updated to include reference to rural economy. |
| ANON-3C85-CAXN-D | East Ruston Parish Council | Does the percentage of people in employment cover just those of working age or is it a percentage of the total population as North Norfolk has the highest percentage of retired people | Employment rates only include working age people | No change to NSF |
| ANON-3C85-CAXW-P | NUA | •¶ is pleasing to see that the growth potential of the Tech/Digital sector in Norwich is highlighted as offering potential for further economic growth, and hope to be consulted in any plans in support of this growth. | Support noted | No change to NSF |
| ANON-3C85-CAXA-Z | West Suffolk | West Suffolk supports the approaches advocated by the Norfolk Strategy Framework. We look forward to working together to achieve growth and consider that developments around the A11 would be best achieved after improvements are made to the A11 Fiveways junction. | Support noted | No change to NSF |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited supports economic growth in Norfolk and the drive towards hi-tech and innovative business development. Attleborough Land Limited especially supports the development of the A11 Norwich-Cambridge Tech Corridor and the Snetterton advanced manufacturing and engineering centre. Attleborough Land Limited is committed to supporting economic development by accommodating workers and their families within the SUE. The Attleborough SUE is well placed to provide homes close to new employment opportunities along the A11 corridor. | Support noted | No change to NSF |

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| BHLF-3C85-CAJB-K | Fen Line Users Association | <p>Section 5. A10 Corridor. We concur with the County Council’s statement that “there is a need to improve journey times, reliability of services and enhancement of operational capacity” on the King’s Lynn-Cambridge-London routes. We draw attention to the current proposals for the 2018 timetable, which would result in longer journey times on the King’s Lynn-King’s Cross route. As evidence, we refer to the Media Release issued on Wednesday 19 July 2017 by the Borough Council of King’s Lynn & West Norfolk and which is to be found at: https://www.west-norfolk.gov.uk/news/article/258/proposed_2018_great_northern_timetable . The Release was issued in conjunction with the King’s Lynn Business Improvement District Ltd and ourselves.</p> <p>The Release states: “Despite the very welcome recent introduction of faster trains (capable of 110 mph south of Hitchin) on our line the proposals are for King’s Lynn - King’s Cross Fen Line services to become slower. The proposals mean average peak journeys of 113 minutes out and 110 minutes back between King’s Lynn and King’s Cross, an increase of up to 8 minutes, although most users will experience a greater increase. ... The concerns and request for changes and Government action expressed ... are shared with FLUA and the King’s Lynn Business Improvement District (BID).”</p> <p>Govia Thameslink Railway (Great Northern) acts for Government as a management contractor. The three bodies are therefore jointly calling on the Government to:</p> <ul style="list-style-type: none">•Explore ways of maintaining and improving existing journey times between King’s Lynn and King’s Cross (allowing for the additional, welcome, stops at the employment hub around the new Cambridge North station).•Honour the clear commitment in the Phase 1 consultation for trains “every 30 minutes” between King’s Lynn and King’s Cross during peak times (arriving 0700-0959 at King’s Cross and departing there 1600-1859). This is something that has now been cut back in the current Phase 2 consultation.•Introduce trains “every 30 minutes” between King’s Lynn and Cambridge/Cambridge North during peak times (i.e. arriving 0700-0959 at Cambridge and departing there 1600-1859). <p>The second track between King’s Lynn and Watlington and between Downham Market and Littleport was removed as an economy measure in 1984/5. The anachronistic single line bottlenecks impose severe limits on the scheduling of trains, leading to the longer overall journey times now being proposed. The three bodies are therefore further calling on Government to:</p> <ul style="list-style-type: none">•Adopt a minimum two-track railway between King’s Lynn and King’s Cross, equipped to accommodate 12-car trains, as a clear long-term strategic aim. Ensure that short-term plans are fully assessed to ensure they do not conflict with this ultimate goal.•Instruct the West Anglia Task Force to develop proposals for full re-doubling of the single line sections to remove the root cause of delays and timetabling constraints north of Ely. | Noted and agreed | No change to NSF |
| ANON-3C85-CAJG-R | Resident | <p>The proposals show no recognition that people in North Norfolk need local employment opportunities, including to supplement pensions. The area must not just become a national park with only tourism and some seasonal agricultural work. There is a real danger North Norfolk will just become a tourist, second home and commuter belt for Norwich and Cambridge; rather like the south coast of England.</p> | Norfolk authorities recognise the need to encourage a balanced economy and encourage young people to stay in all regions however it is felt the NSF could be enhanced by including further information around tourism and the NSF has been update accordingly. | NSF section 5 to be updated to include further reference to tourism. |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | <p>Table 6 demonstrates the urgent need for improved supply of housing.</p> | Noted | No change to NSF |
| ANON-3C85-CA62-F | Resident | <p>I am very concerned that a "Food Enterprise Zone" is proposed for a green field site off the A47. This is one of the last areas of unspoilt countryside near Norwich. Presumably the idea is to completely surround Norwich with industrial areas? This will make countryside even more difficult to get to from the city and reduce residents' quality of life.</p> <p>Will this development lead to further road building? How does this fit with your aim of reducing car usage in favour of public transport, cycling and walking, when anyone working on the site will need to drive there?</p> | Concerns noted however this site is of strategic importance to improve the balance spread of economic opportunity in Norfolk | No change to NSF |
| ANON-3C85-CAJF-Q | Resident | <p>1 The analysis given leads to concern that Agreement 9 is insufficient and watered-down to ensure that the necessary infrastructure for economic growth is delivered. If it is not, then areas of the county will house a growing retired age population (see section 4) but without the economic activity to support it.</p> <p>2 The dominance of the Norwich economy is recognised but the strength and importance of the Cambridge economy to West Norfolk is not. This is a significant strategic planning flaw and needs to be addressed.</p> <p>3 There has to be real consideration not only to the provision of transport infrastructure but also transport services. NCC has progressively withdrawn bus subsidy leading to young people accessing low paid jobs in real difficulty, and this will hamper growth in tourism in North and West Norfolk in particular.</p> <p>4 The importance of the A10 corridor is recognised, but it appears to only be between King’s Lynn and Downham Market, whereas the entire corridor through into Cambridgeshire needs a comprehensive development plan. To refer to the intra-Norfolk bit and then say that Cambs CC is developing a plan for its area means that the section South of Downham Market is not covered yet this is where much of the traffic growth is likely associated with the Bexwell employment development site.</p> <p>5 In the same corridor there is mention of rail. In this area, unlike the rest of Norfolk, rail has declined and is schedule to experience a significant, planned, deterioration at the end of 2018. With this background, and without a reversal of current rail infrastructure policy, economic growth will be severely hindered, and expectations of development at King’s Lynn and Downham Market not realised, unless the A10 is significantly developed instead.</p> <p>6 Hardwick Extension in King’s Lynn is shown as designated for industrial type employment growth but recently signage at the site implies it has been redesignated for retail growth, and this will have very considerable, but apparently not planned for, implications for road network capacity and negative impacts on the Town Centre and the local bus service network.</p> | <p>1 Concerns noted</p> <p>2 Concerns noted however there are a number of references to this area including reference to the A10/A47 corridor</p> <p>3 Concerns noted but Bus Subsidies are outside the scope of this document</p> <p>4, 5, 6 Concerns noted but further details in these areas are for the BCKLWN local plan</p> | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | <p>10) Section 5: Investment in resource protection, adaptation to a changing climate, management of flood risk, development of low carbon energy and products all have potential for improved economics. Norfolk has need of, and great potential in, exploiting these opportunities (and especially because of the advantages this can bring to other aspirations identified).</p> <p>11) Bottom of page 28, last sentence – does this need to be finished off by saying ‘...tightly drawn around flood plains’?</p> | Point 10 noted and document updated. It is felt that point 11 does not add to the document. | NSF section 5 to be updated to include reference to point made. |
| BHLF-3C85-CA38-J | Pegasus Group on behalf of Intu | <p>5.3 Key Cross-Boundary Economic Issues and Interventions</p> <p>The role of Norwich</p> <p>The Strategy recognises that Norwich and its immediate hinterland is the 'prime economic generator in the County'. It is considered however that the City Centre should be afforded more recognition in its role of generating local employment and creating places where people want to live, visit and work.</p> <p>An additional sentence should be introduced under the heading 'The role of Norwich' as follows (at the end of the second paragraph):</p> <p>A healthy and vibrant Norwich City Centre is essential to Norfolk's economic well-being and its retail and leisure needs should be met in full to ensure its continued vitality and viability.</p> | We feel the wording in the role of Norwich covers the point made already. | No change to NSF |

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| BHLF-3C85-CA3P-A | Heaton Planning Limited on behalf of Brett Aggregates | <p>Section 5 – The Economy</p> <p>Paragraph 5.3 Key Cross Boundary Issues and Interventions</p> <p>This section of the document refers to the strategic economic matters which should be addressed through Development Plans. As referred above, it is our view that minerals and waste development should be referenced as a strategic priority. The latest Local Aggregate Assessment (October 2016) identifies Norfolk as a County with significant sand and gravel resource and up to 30% of total production is exported outside of the County. In addition, Norfolk imports up to 70% of all its crushed rock requirements. This is a significant cross boundary issue which should be addressed as an economic strategic priority. As well as demanding a large proportion of material imports for infrastructure needs, the Norfolk area will need to ensure that the local highway network is adequate to transport mineral to serve local development needs within as well as that outside of the County. The County will need to ensure that it plans for a level of mineral provision to take account of growth and infrastructure requirements from within the County as well as demand from outside the County boundary.</p> | <p>Whilst approximately 20% of Norfolk’s total production of sand and gravel was exported out of the County in 2013 a similar amount was imported into the County. Aggregate movements are discussed in the Local Aggregate Assessment and it is considered that whilst neighbouring planning authorities continue to plan to supply the demand of their own areas, Norfolk does not need to make planned provision to supply additional aggregates. Therefore it is not considered that this is a strategic cross-boundary issue to be addressed in the NSF and it will be adequately addressed through the production of the statutory Minerals and Waste Local Plan.</p> <p>Whilst Norfolk imports over 70% of all its crushed rock requirements, this is due to Norfolk’s geology. Therefore it is not possible for this situation to change through any statutory plan or strategic framework and it is not considered necessary for this to be addressed as an economic strategic priority in the NSF. The County will ensure that it plans for a steady and adequate supply of aggregates. The level of mineral provision will be determined through the Minerals and Waste Local Plan Review, in accordance with National Planning Policy and Guidance, which detail the information to be included within a Local Aggregate Assessment, including possible future demand. It is not considered that replicating this process in the NSF would add any value to the statutory Minerals and Waste Local Plan process.</p> | No change to NSF |
| BHLF-3C85-CA33-D | Norfolk Area of the Ramblers | <p>Growth:</p> <p>The plan clearly identifies some important trends which are likely to occur within this period. It notes in particular that there will be growth in terms of population, economic development (including tourism) and housing. Much of the growth in jobs is expected to occur in the greater Norwich area but corridors of growth are identified between Cambridge and Norwich, King’s Lynn and Cambridge and along the A47 corridor between Norwich and King’s Lynn. A number of interventions are planned in a new economic strategy to be published in 2017. Population as a whole is projected to grow by 14 % (2014 to 2036) with most of the growth occurring in the over 65s population which is projected to increase by 46%. This increase in the over 65s is especially marked in South Norfolk, Breckland and North Norfolk. Despite the relatively stable population for the under 65s, the number of jobs is projected to grow by over 60,000 of which about two thirds is in the Norwich area. It is expected that housing will grow to accommodate the growth in household formation but that excludes the need for social care where a deficit of over 8,000 care home places is projected (as against 9,900 care home places and a deficit of 600 now).</p> <p>Comment: With a recognition of increasing longevity there is a growing demand from the over 50s for physically active recreational activities which help manage risks of ill health through diabetes, heart attacks and strokes. Awareness of risk, including the lack of care facilities, appears to be driving more healthy behaviour and creating a fitter more active cohort of retirees. Health walking, rambling and strolling activities are being promoted as an effective and safe means of retaining good health and we are likely to see a significant growth in these activities as the population of over 65s increases. Variety of route and surroundings is an important feature of walking. The nature of the demand varies and ranges from individual short circular walks or strolls of up to 3 miles, brisk organised group walking usually around 3 miles and longer group led circular walks, mostly between 4 and 10 miles. Longer walks of up to 20 miles are usually the choice of younger and fitter walkers. City walking as an alternative to the use of cars will grow too but this is a more journey based, repetitive activity. We comment later on the steps already taken to develop rural walking infrastructure and the challenge of maintaining a viable network of public rights of way (PROW). At this point our main point is that the growth of the over 65 population is very significant and we believe that it is an omission of the report to fail to reflect the growth in their walking activities and the likely consequences for green infrastructure.</p> <p>Economy</p> <p>The document notes the importance of tourism businesses, which are more dispersed than many other economic activities - and far wider than “Norfolk Coast, the Broads and the Brecks” listed.</p> <p>Comment: Norfolk has a number of promoted ‘Norfolk Trails’ across the county, plus, in many locations (though not all), a good network of PROW. Together these can constitute an opportunity to promote the county as a good destination for walkers and cyclists, but one that is not located within specific localities.</p> | <p>Work is being completed around recreation pressures and the reference to recreation in the NSF will be updated.</p> | Reference to recreation to be included section 5. |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd (KLBID) | <p>1 The dominance of the Norwich economy is majored in the NSF and we recognise the fact, but the very different economy in West Norfolk is largely ignored. To take account of it requires some modification to investment policies and agreements and this is essential.</p> <p>2 Infrastructure provision is discussed in much greater detail in answer to question 15, but it is clear that if the economic analysis is flawed then so too will be the infrastructure investment decisions. As it stands, the NSF is in danger of leading to flaws in those decisions and this needs to be rectified from the outset.</p> <p>3 The vision for reduced need to travel to work, retail, employment and education is welcomed but this also has significant spatial planning implications. The NSF is directly at odds with current West Norfolk policies which have been to focus employment and retail on the edge of the town, which by definition makes it less accessible by sustainable means of transportation and more so by car use. This is therefore encouraging modal shift from other forms of mobility towards the car, contrary to the NSF vision. The apparent recent redesignation of Hardwick Extension employment area (aka Morston Point) to be majored as a 33 acre retail development area is evidence of this. Not only do such edge of town developments lead to greater use of unsustainable transport modes, it also has the potential to undermine the historic town centre retail offer further making that less sustainable as well. It is not credible for the Borough Council to consider signing to the NSF whilst encouraging such unsustainable development. Ways in which this can be mitigated are in answer to question 15.</p> | <p>Points are noted however it is considered that towns in the West of the region are not ignored in the NSF, there are a number of areas of the county where the economy differs, the aim of the NSF is to identify the key cross boundary issues for the county. The matters raised regarding the West of the region are a matter for BCKLWN.</p> | No change to NSF |

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| BHLF-3C85-CA3J-4 | The Somerleyton Estate | <p>The Framework goes on to state that “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”.</p> <p>If these ambitions are serious then the Somerleyton Estate urges the Norfolk Strategic Framework Partnership to recognise the opportunity provided by value added tourism and to develop shared objectives to facilitate and support resorts such as Fritton Lake whilst more ‘traditional’ seaside tourism offers wane.</p> <p>In Section 5.3 ‘Key Cross-Boundary Economic Issues and Interventions’ there is a section on the ‘Norfolk Coast, the Broads and the Brecks’. This section should be expanded and renamed as ‘Norfolk’s Visitor Offer’ or similar in order to avoid missing an opportunity to support the whole of Norfolk’s tourism industry.</p> <p>In Section 5.4 ‘Strategic Principles of Economic Success’ and under the sub-heading ‘Supporting future economic growth’ the Somerleyton Estate request that an additional bullet point is added to read:</p> <ul style="list-style-type: none">• Facilitating the evolving tourism industry whilst safeguarding the environment upon which it relies. <p>In Section 5.4 ‘Strategic Principles of Economic Success’ and under the sub-heading ‘Connectivity’ the Somerleyton Estate request that the first bullet point is amended to read:</p> <ul style="list-style-type: none">• Supporting employment allocations and the rejuvenation of town centres and high streets as retail destinations that minimise travel distance and maximise the use of sustainable transport modes. <p>Tying in to our comments on road improvements below it is important that improving roads links is considered alongside the vitality of retail centres such as Great Yarmouth as improved transport links can also divert shoppers and visitors, by car, from our town centres to out of town retail parks which is less sustainable than focussing such activity on the high street.</p> | We recognise the points raised and reference to tourism are to be strengthened in section 5 of the NSF | NSF section 5 to be updated to include further reference to tourism. |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | <p>It is important to note that more short or additional holidays are now taken in the UK rather than long holidays, and the long main holiday in the UK has declined significantly. The growth of short breaks is reducing seasonality but this is predominantly weekend based in its demand, and seaside destinations have experienced lower growth than city destinations.</p> <p>The consequences of these trends for Great Yarmouth are likely to be:</p> <ul style="list-style-type: none">• increasing demand for quality, convenience and security• increasing demand for activities, relaxation and learning skills• increasing demand for 1–3 night holidays• increasing demand for ‘one person’ holidays• increasing shoulder month demand• increase in grandparents taking grandchildren on holiday (and a desire for more traditional holiday activities)• a family market more accustomed to higher standards and broad range of leisure options• growth in VFR market (Visiting Friends and Relatives)• arts, culture and history featuring strongly in destination choice• increasing success for new, authentic and innovative holiday concepts and products that distinguish themselves by added value• increasing demand for ‘holidaying with the tribe’; be they friends, sporting groups, reunions etc. “ <p>The Framework states “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”.</p> | See above | NSF section 5 to be updated to include further reference to tourism. |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | <p>Comments about Section 5 - The Economy</p> <p>Section 5 sets out the Strategic Economic Objectives required to realise the economic potential of Norfolk. Absent from the bullet point list of objectives, as with Section 2 discussed above, is tourism. Please add the following bullet point as an important Strategic Economic Objective:</p> <p>“To realise the economic potential of Norfolk and its people by:”</p> <ul style="list-style-type: none">• Supporting the County’s tourism offer and the environment upon which it relies. <p>In the Introduction (Section 5.1) the Somerleyton Estate is heartened to see tourism get its first mention in the Framework document as one of the key business sectors. However tourism is then subsequently described as a lower wage, lower skill sector which along with other sectors such as food production and agriculture is said to impact on future economic growth.</p> <p>The Somerleyton Estate is concerned that the Framework may miss a vital opportunity to support a resurgent ‘Value Added’ tourism sector providing, though resorts such as Fritton Lake, opportunities for “more frequent, higher quality and good value breaks”. Please see links below for evidence of the benefits of value added tourism to the emerging quality short breaks tourism market in East Anglia:</p> <p>http://www.newanglia.co.uk/our-priorities/sector-groups-and-contacts/tourism/</p> <p>http://www.newanglia.co.uk/wp-content/uploads/2013/11/CTC-New-Anglia-final-report-Jan13-Web.pdf</p> <p>Also from the Great Yarmouth Tourism Strategy and of direct relevance to the Fritton Lake Resort (http://www.frittonlakelodges.co.uk/) offer:</p> <p>“The Great Yarmouth Opportunity</p> <p>Great Yarmouth, with its thriving public/private sector tourism partnership, sees itself as a key partner in the delivery of these national and regional objectives.</p> | See above | NSF section 5 to be updated to include further reference to tourism. |

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| BHLF-3C85-CA3S-D | Holme-next-the-Sea Parish Council | <p>Section 5 The Economy (and Strategic Employment Sites) ¶</p> <p>Section 5 - 5.2: Although much is made in the Introduction (Section 2.1) and elsewhere about the importance of exploiting links to thriving markets in Cambridge and the wider South East, it appears that the bulk of strategic growth sites are clustered around Norwich and biased towards the A11 Road Corridor. Surely more focus should be placed on the Kings Lynn-Cambridge-Stansted (M11)- London Corridor? This offers greater (and growing) opportunities for business growth / interactions and access to job opportunities in places where the job market is thriving (and demand outstrips supply) via sustainable commuting patterns along the railway line? ¶</p> <p>Norfolk Coast, the Broads and the Brecks ¶</p> <p>This section pays scant attention to the north coast / AONB – recognising few of the unique qualities and current pressures. It would be helpful in particular to consider the value of ecosystem services, their contribution to the economy and the economic implications of growing pressures on the AONB – both from tourism, growth in housing and growth in second home ownership. What are the challenges going forward and how can a cross-boundary approach help solve these? This may help support any post-Brexit Conservation issues. ¶</p> <p>Mention is made in this section of the Shoreline Management Plans and notably to the co-operation between the coastal districts, Broads Authority, Waveney District Council in Suffolk, and the Environment Agency. There are however no clues as to what is being done to “developing understanding of the technical and political challenges involved, and coordination of efforts to address these”. For example, Holme is faced with the future possibility of an Inter-Tidal Zone covering some 40% of the Parish (including the National Nature Reserve at Holme Dunes). What strategic plans are being made to compensate for this – both in terms of loss of local amenity, damage to freshwater habitats and damage to the local economy? ¶</p> <p>A10 Corridor ¶</p> <p>The potential of the A10 Corridor is picked up in this section (although the distinction between road and rail connections is not always clear). Is the County Council collaborating with Cambridgeshire County Council in its studies of the economic potential and transport options for the route north of Cambridge (and if so it would be helpful to include this in the NSF document)? What plans are in place to exploit the imminent availability of longer peak hour trains from King’s Lynn to Cambridge / Kings Cross (by the end of 2018) and to help West Norfolk residents access the opportunities associated with planned growth around Cambridge North? Is there an integrated transport strategy to support the exploitation of these opportunities? It would be helpful to explain the approach in this document. There is considerable support for the re-introduction of a rail service between Hunstanton and Kings Lynn. This is a strategic issue and could completely change the accessibility surface of the west of the County, bringing benefits to the economy / regeneration and considerable benefits in terms of relief to congestion and associated traveller time savings on the A149. Should the NSG be paving the way for a study of the options (heavy vs light rail / tram or a guided bus that could provide flexibility beyond the rail termini)? ¶</p> <p>This point is also relevant to Section 5.4 of the NSF – Connectivity.</p> | Regarding the first point, the NSF does cover the A10 corridor which covers the Norfolk section of the area mentioned. Regarding the second point the coastal area is already covered within the Economic section. Regarding the third point, the points raised are matters to be taken forward in the SMP. Finally regarding the A10, it is not practical to cover the points raised in a Strategic document like the NSF and is a matter for more specific local plans. | No change to NSF |
| ANON-3C85-CA6Q-E | Resident | It has been observed that Scottow Enterprise park is a strategic economic area of importance, and thus guarded against conversion of industrial area into housing area. However, the outlying areas which will then take the burden of housing must be assured that the infrastructure to support the domestic side of life will be considered as part of the strategy. | Point noted however this is a matter to be addressed in local plans. | No change to NSF |
| ANON-3C85-CA61-E | Define Planning & Design Ltd | The emphasis on realising the economic potential by seeking to facilitate development to support the region’s business sectors and clusters is fully supported. Moreover, it is considered essential to provide for job growth in line with housing provision and to improve the alignment between locations of workplaces and homes. In doing so, whilst the strategic influence of infrastructure improvements between the main urban settlements may be prioritised, it will also be important for Local Authorities to focus on securing digital and transport connectivity generally within and between settlements across the region that offer development opportunity. In doing so it will support the potential for growth across a wider area and the rural economy, supported by the market towns.¶ | The NSF is consistent with the point raised. | No change to NSF |
| BHLF-3C85-CA3W-H | Hoveton Parish Council | <p>Hoveton Parish Council was pleased to note that the nearby Scottow Enterprise Park has been included on the list of Strategic ‘Tier One’ Employment Sites, and that it will be the focus of investment to drive increasing economic development. However, the Council would also like to see a similar commitment being made towards investment in the local tourism industry, which is so important to the Broads, the coast, and rural villages. For North Norfolk, tourism is worth about £500 million a year, and the industry employs over 10,000 people in various roles; it’s the equivalent of several Tier One employment sites. Similarly, the wider North Norfolk economy is very diverse – medium, small, and micro businesses are the life blood of our community, and the Parish Council feels it is vital these smaller businesses are helped to thrive. ¶</p> <p>The Parish Council would also welcome a strong and visible commitment to the regeneration of local village centres. Nearby market towns such as North Walsham and Stalham have been adversely affected by the arrival of large supermarket chains, but Hoveton has also suffered in recent years, in this case from the closure of several local bank branches and a noticeable rise in the number of vacant commercial properties (the derelict ‘waterside rooms’ on Station Road being one notable example). ¶</p> <p>As the draft Norfolk Strategic Framework states: “economic benefits of the Coast, the Broads and the Brecks 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.” Hoveton Parish Council agrees with this statement and believes this highlights the need for the continued provision of local jobs, as well as the importance of protecting the local countryside, areas of conservation and wildlife habitats (because the local countryside is why many visitors come to Norfolk and spend their money).</p> | The NSF is consistent with the points made however some of the details raised are for local plans to address. | No change to NSF |
| BHLF-3C85-CA3G-1 | Dereham Town Council | <p>The County’s focus on economic development seems to focus on the A11 Cambridge – Norwich Technology corridor (figure 6 page 27) but seems blinkered to the rest of the county. While there is no doubt that the A11 offers potential for economic development the same is equally true for other parts of the County with good communication links to Norwich. The economic development focus is important because it forms the basis for identifying Tier 1 Strategic employment sites (figure 5 page 24). Tier 1 Strategic Employment sites are important because they are the only employment sites which are protected from loss to alternative use such as housing. Even though employment sites are allocated in Dereham in the Local Plan these are not protected for employment use as has been demonstrated in Dereham recently it is all too easy for to housing. ¶</p> <p>The Town Council has aspired to have strategic employment site in Dereham, the argument for such a site is that Dereham is very close to Norwich with good communication links the completion of the dualling of the A47 will improve connectivity even further. Arguments used in the Framework to support the focus on the A11 corridor could equally be used to support the inclusion of an Accessible Extension to the A11 tech-corridor along the A47 to Dereham. ¶</p> <p>The A11 corridor is seen as a key corridor because of its recent dualling. The same argument could be made for the completion of the dualling of the A47 between Norwich and Dereham. The completion of the dualling of the A47 between Dereham and Norwich is noted in page 14 and acknowledged that it could bring economic benefits, there is however no strategy in place to exploit benefits of the Government’s investment in Dereham. ¶</p> <p>The framework states that “Norwich and its immediate hinterland is the prime economic generator for the County”, (page 26). Dereham sits well within the Strategic Functional Economic Market Area for Norwich (page 23). It could therefore be argued that Norwich and the A11 corridor should not be considered as the only economic growth areas. Any area within the Norwich Functional Economic Area with good transport links should be looked at as strategic employment areas (e.g. Dereham). ¶</p> <p>The A47 Corridor is discussed on page 28, where it states that it “acts as a break on economic growth, hindering investment”. While this may be true, if the entire length of the A47 is looked at as a whole, but not if the section between Dereham and Norwich is considered. The framework recognises that improvements to the A47 will “unlock jobs, increase GVA and attract additional private investment” but even though such improvements to the A47 (dualling between Tuddenham and Norwich) will be completed by 2020 the Framework does not recognise the potential of this investment for economic development in Dereham. ¶</p> <p>Greater focus should therefore be given to economic development and employment growth in Dereham, allocating Tier 1 employment sites. ¶</p> <p>The employment projections are based on a retirement age of 65, pension age is set to increase to 67 during the life time of this framework this will have the effect of adding additional numbers to the working age population, this does not seem to have been taken into account. ¶</p> | The points raised are noted however there is more to the strategic importance of the A11 than dualling, eg linking Cambridge to Norwich. The matters raised regarding allocation of employment sites in Dereham are outside the scope of the NSF and are a matter for Breckland local plans. | No change to NSF |

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| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>We recognise and support the value and importance of job creation. We note that only 34% of the target job creation of 95,000 between 2012 and 2026 has been met, while only 16% of the required housing and just 2.6% of the productivity gap has been closed.¶</p> <p>This indicates that although progress has been made, there is not a strong record of delivery against economic and employment targets. The Framework recognises that additional economic interventions are required. The £200m private sector investment is welcomed, but we feel that a more proactive and positive planning approach could assist in enhancing this position.¶</p> <p>The focus on strategic employment sites is welcomed, but it is a disappointing that the same approach is not always made with regard to locations for strategic housing. The employment locations selected leave large amounts of the County, particularly the central more rural area, with no significant employment investment and no real prospect of new jobs being created. Within this central area there are also examples of locations where there is low salary and skill attainment and aging populations.¶</p> <p>The proposed approach of a predominance of small housing sites in existing towns and villages, will in some part respond to this deficit. Nevertheless, we feel that this approach will not deal with some of the fundamental issues of poor quality unaffordable housing not currently available to most employees, particularly those working in agriculture.¶</p> <p>Larger sites and new settlements can provide the potential to provide a higher quantum of affordable housing, which will support the local economy by providing good quality homes. Good quality housing supports better productivity particularly where workers are in attractive environments, which provide easy access to work places.¶</p> <p>Furthermore, a new attractive garden town or village community might encourage greater leakage of economic benefits from existing centres into central Norfolk, particularly when there are excellent public transport connections. ¶</p> <p>We therefore recommend that economic investment cannot be considered in isolation. It needs to be an integral part of a strategic approach to settlement planning. This should be linked to existing and potential economic hotspots, possibly through new road and rail infrastructure investment, and provide opportunities for a quantum of development that will enable the levels of affordable housing required to meet the needs of a large number of low paid workers found in many parts of Norfolk. This could also help encourage a ‘ripple’ of economic investment from the major centres, whilst also reflecting modern ways of working, such as the growing and predicted future trend of home working. This would help develop local economies, without detriment to the main centres of growth and investment.¶</p> | <p>The points raised are noted however the allocation of sites and a new town are for local plans to address.</p> | No change to NSF |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>p23 - reference is made to the Industrial Strategy. See representation attached which was made to BEIS on the failure of the Industrial strategy to recognise 'place' as a key dimension of competitiveness.¶</p> <p>The BG PL&M group would advocate the Norfolk's qualities are heightened through robust planning based on the identification of the key assets and qualities of the county. This will stimulate business and investment commitment as more business on a global basis are making locational decisions on the basis of the quality of life proposition and attractiveness of location. This is on the premise of a full and efficient digital coverage. This must be the NDF number one infrastructure priority.¶</p> <p>See 'Place Competitiveness' document attached earlier setting out research we propose to undertake to consider the critical characteristics of 'place competitiveness' in the new economy, taking into account the key geographical characteristics of Norfolk through interrogation of a range of business in-movers and to Norfolk and rapid growth companies.¶</p> <p>The gap divergence DCLG economic and housing forecasts needs to be more fully interrogated and the implications thought through. If DCLG is making false assumptions on teh level of potential growth this will either foist the county with undeliverable sites, or unproductive in migration, which will be expensive to service in teh long run. ¶</p> <p>It is not the job of the county to service the housing problems of the metropolitan areas with cheap land.</p> | <p>Key issues raised are dealt with in the New Anglia LEP economic strategy.</p> | No change to NSF |
| ANON-3C85-CA31-B | Wroxham Parish Council | <p>Wroxham presently has few employment areas with none of them industrial. The emphasis on tourism is welcomed however it is pertinent to note that growth in Wroxham is inhibited in one way or another by the inadequacies of the A1151. Congestion, pollution and gaining a reputation nationally as an unwelcome bottleneck.¶</p> <p>Consideration therefore has to be given to by-passing Wroxham and Hoveton in order to improve traffic flow, reduce pollution and allow both villages to regain reputations for peace, relaxation and must visit locations.¶</p> <p>There is an acknowledgement that the nearby Scottow Enterprise Park has been included on the list of Strategic ‘Tier One’ Employment Sites, and that it will be the focus of investment to drive increasing economic development. it should be noted that this will further add to the traffic and pollution on the already congested A1151.¶</p> <p>The Parish Council would also welcome a strong and visible commitment to the regeneration of local village centres. Nearby market towns such as Alysham, North Walsham and Stalham have been adversely affected by the arrival of large supermarket chains, but neighbouring Hoveton has also suffered in recent years, in this case from the closure of several local bank branches and a noticeable rise in the number of vacant commercial properties (the derelict ‘waterside rooms’ on Station Road being one notable example). A bypass would act as a stimulus to economic development in these areas. ¶</p> <p>Wroxham Parish Council believes there is a need for the continued provision of local jobs, as well as the importance of protecting the local countryside, areas of conservation and wildlife habitats (because the local countryside is why many visitors come to Norfolk and benefit the local economy).¶</p> | <p>The points raised have been noted, the relevant planning authorities will continue to address the local issues</p> | No change to NSF |
| ANON-3C85-CA35-F | Tunstead & Sco Ruston Parish Council | <p>Greater support by moving public offices and workers away from Norwich and to Gt.Yarmouth and Lowestoft. Those working in Gt.Yarmouth and Lowestoft should be offered incentives to live locally in those areas and if necessary be given disincentives not to live in Norwich and work outside the city.</p> | <p>The point raised is outside of NSF remit to control.</p> | No change to NSF |

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| BHLF-3C85- CAC8-2 | Suffolk County Council | <p>5.2 Strategic Employment Sites</p> <p>It would be useful in moving forward to have further discussions in relation to a common policy protection approach to strategic sites which have Enterprise Zone status in particular where they are part of a common initiative such as Great Yarmouth and Lowestoft</p> <p>5.3 Key Cross-Boundary Issues</p> <p>Cambridge to Norwich Technology Corridor</p> <p>Suffolk LAs are supportive of this initiative and are making contributions towards the further work being carried out. The opportunities for the West Suffolk area should also be noted. The role of the A11 in this corridor is key and the improvement of the Fiveways Junction at Mildenhall remains as an on-going concern for the effectiveness of this route. The Suffolk LAs would welcome a reference in the Framework of the importance of Highways England dealing with this issue.</p> <p>Ports of Great Yarmouth and Lowestoft</p> <p>The common issues for these two towns have been recognised for many years and the linkages have been strengthened recently by both of their involvement in the offshore wind energy industry. There should be continued close cooperation between the respective councils, not least because planned growth in both is likely to lead to development towards each other. Within Suffolk, the proposed Third Lake Lothing Crossing is likely to lead to transport benefits for southbound traffic from Great Yarmouth as well as for Lowestoft itself.</p> <p>Broads and Brecks</p> <p>This section refers to coordination across planning authority boundaries to maximise economic benefits. It would be useful to include wildlife in the list of subjects to be tackled.</p> <p>The section refers to the formal status of the Coast AONB and the Broads National Park. It might be appropriate here to refer to the importance of the Brecks, having the richest assemblage of rare biodiversity anywhere in the UK.</p> <p>The Framework refers to joint working to gain a better understanding of impacts on environmental assets. This should refer to joint working within Norfolk and cross-border. This could be amplified by a sentence such as “Joint approaches to strategic HRA mitigation should particularly be developed where necessary, following the RAMS (Recreational Avoidance Mitigation Strategy) developed for the Thames Basin Heaths, Poole Harbour, the Solent and in East Suffolk (Ipswich, Babergh, Suffolk Coastal DCs), specifically to overcome the challenges of multiple LPAs overlapping European sites (SACs, SPA & RAMSAR)”</p> | Ongoing work between these authorities in relation to Great Yarmouth and Lowestoft is welcomed and already taking place. Wording changes have been made around these points. | NSF section 5 to be updated to include further reference environmental aspects and Great Yarmouth and Waveney joint working. |
| ANON-3C85- CA3K-5 | Natural England | <p>Norfolk Coast, the Broads and the Brecks</p> <p>p29 The wording of the third paragraph on the page is a bit clunky and unclear and we suggest it could be re-worded as follows:</p> <p>"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 “National Park”). 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 ."</p> | Agree to change the wording as specified | Paragraph updated |
| ANON-3C85- CAC4-X | Stalham Town Council | As mentioned in Section 1, I would not wish to see Stalham lose businesses at the expense of extra housing. | This is a matter for local plans but there is nothing to suggest this will happen. | No change to NSF |
| BHLF-3C85- CACM-Q | Savills | <p>Objection is raised to the wording of the third bullet of the listed Strategic Economic Objectives (p22), as this implies that authorities should only seek to provide the level of job growth necessary to serve the population. This is considered to be a particularly conservative approach which is contrary to the overall vision for the County and its aspirations to significantly uplift economic performance in Norfolk as outlined on page 7.</p> <p>Instead, we would suggest that an appropriate level of housing be provided to stimulate and drive economic growth. Not only is housing necessary to support existing business but an available workforce would attract future investment into the County in the long term. We would therefore encourage the Council to apply an employment uplift and suggest the following wording:</p> <p>“Providing the level of housing necessary to support Norfolk’s growing economy and improving the alignment between the locations of workplaces and homes.”</p> | Discussions with authorities involved in the production of the NSF have concluded that the existing wording in the NSF is preferred | No change to NSF |
| BHLF-3C85- CAC2-V | Albanwise Ltd | <p>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.</p> <p>Summary: Albanwise Ltd supports the inclusion of Bexwell as a Tier One Employment Site as identified in Table 7 and considers it is well placed as a location for strategic employment growth given its access to the strategic road network (including planned improvements on the A10 corridor), committed employment land which benefits from an extant permission and the use of part brownfield land associated with the former airfield.</p> <p>The site forms part of Albwanise’s significant landholding in this location which also includes land to the North of Downham Market being promoted through the King’s Lynn and West Norfolk Local Plan review for residential development. Although predominantly green field, the principle of development at Bexwell Business Park has been established for many years through an extant permission for employment uses and a hotel and golf course. It also comprises part brownfield land associated with the former Bexwell airfield. It remains available and is being promoted for employment purposes.</p> <p>Section 7.7 notes that away from the strategic road network, Norfolk’s roads are largely rural leading to slow journey times. Therefore, development sites should be focussed on the strategic road network: including at Bexwell Business Park which benefits from excellent access to the strategic road network being located directly on the A10. It can make a significant contribution to the employment needs of King’s Lynn and West Norfolk, and can act as a growth location as identified in the New Anglia Strategic Economic Plan.</p> <p>As noted in section 5.3 of the Strategic Framework the New Anglia SEP identifies the transport corridor of the A10, and parallel rail line from King’s Lynn to Cambridge as a strategic growth location. Cambridgeshire County Council is currently investigating enhancements to the corridor to stimulate economic growth and enhanced rail connections are planned by the end of 2018 with longer peak hour services running to King’s Lynn. Large-scale job growth in the corridor at Downham Market compliments this aspiration and as a strategic employment site it can take advantage of planned improvements to the strategic transport corridor.</p> <p>Furthermore, Bexwell is in close proximity to part of Albanwise’s estate at North Downham Market being promoted through the King’s Lynn and West Norfolk Local Plan review. Opportunities exist for a sustainable growth strategy, including the linked provision of homes and jobs at North Downham Market. This could include sharing infrastructure costs such as access from the A10 and improved pedestrian connections between Bexwell and the eastern edge of Downham Market.</p> <p>It should also be noted that regular discussions have taken place with the Economic Development Officers at King’s Lynn and West Norfolk Council who feel it has significant potential to provide new jobs in the Borough.</p> | The points raised are noted however the matters raised regarding employment sites are outside the scope of the NSF and are a matter for local plans. | No change to NSF |

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| BHLF-3C85-CACN-R | Great Yarmouth Port Company Peel Ports | <p>We respond as the Great Yarmouth Port Company as operators of the Port on behalf of the Great Yarmouth Port Authority and welcome the development of this strategic framework for the seven districts. The</p> <p>Peel Ports Group purchased Great Yarmouth Port Company in December 2015 with the aim of both expanding our influence on the east coast and to diversify into the offshore oil & gas and wind industries. Therefore we are pleased to see that the “boosting of inward investment and international trade” through means which include sea is included in Agreement 3, Proposed Shared Objective and is considered one of the key drivers to realising the economic potential for Norfolk. The</p> <p>We also note that the role of the Port is recognised in Section 5, The Economy, as a strategically significant economic and infrastructure resource. We would like to see a useful map which identifies the enterprise zones proximity to the Great Yarmouth Port and the Outer Harbour and how this further enables the offshore energy sector in this area. The</p> <p>Construction works to enhance the port infrastructure at Great Yarmouth Outer Harbour for several high profile offshore wind projects began in October 2016. A £7 Million investment by Peel Ports Great Yarmouth will support the construction of primary infrastructure and ground works for the Galloper Wind Farm and East Anglia ONE Wind Farm projects. Construction work includes the delivery of a yard storage and marshalling area, as well as the installation of heavy-lift quay facilities. This area will serve as the arrival hub for many of the key components of the Galloper Wind Farm such as nacelles, blades, towers and electrical modules, and as the base for the tower pre-assembly and nacelle preparation. These components will be shipped in from their manufacturing facilities and after preparation they will be loaded onto the specialist installation vessels for transport to the nearby development sites.</p> | Support noted, the map referred to is too detailed to be included within the NSF as we would need to include one for all employment sites referred to. | No change to NSF |
| BHLF-3C85-CACG-H | Persimmon homes | <p>Section 5 - The Economy (Agreement 8-9)The</p> <p>Persimmon Homes notes the location of Strategic Employment Sites (Agreement 8), and the aim forthem to be the focus of investment. These sites should be supported in Local Plans by sufficienthousing sites and investment in infrastructure to deliver housing. Where non-strategic employmentsites are no longer viable for employment use they should be released for housing.The</p> <p>Persimmon Homes note the requirement for Local Plans to include policies and proposals thatrecognise the importance of cross-boundary interventions to help deliver employment aspirations(Agreement 9), the same is true for housing. Support and interventions will also be required for cross-boundary housing schemes especially where they support cross-boundary employment ambitionsThe</p> | Noted these matters are to be dealt with in local plans | No change to NSF |
| BHLF-3C85-CACC-D | South Norfolk Council | <p>Key cross-boundary economic issues and interventions – chapter 5.3</p> <p>The Council feels that the document concentrates too much on the major employment sites in the county. Whilst this is understandable, as a largely rural economy, the NSF should include some additional text recognising the important role that the rural businesses currently play, and will continue to play, in the county's economic performance. The</p> <p>In addition, the Council believes that the omission of the A140 in the list of principal strategic economic matters in this part of the document is somewhat surprising. The corridor has significant housing growth planned (at least 1800 homes in Long Stratton alone), the Long Stratton bypass, the main Norwich-London railway line passes through and it connects the two key settlements of the New Anglia LEP area, Norwich and Ipswich. Some appropriate text to address this lacuna is asserted to be necessary.The</p> | Agree to add reference to general rural economy | Section 5 to be updated to include further information regarding rural economy |
| BHLF-3C85-CACA-B | Ashmanhaugh Parish Council | <p>The Economy:The</p> <p>Tourism: should not be under-valued as a driver to the economy and there should be an emphasis on a high quality offer with associated income.The</p> <p>Agriculture: whilst this does not employ the number of workers it once did, agriculture ensures the protection of the rural countryside. It needs to be seen as a multi-faceted industry which not only drives the rural economy but creates the environment which results in such a high quality of life and draws tourists and new residents alike.The</p> | It is felt the NSF could be enhanced by including further information around tourism and the NSF has been update accordingly | NSF section 5 to be updated to include further reference regarding tourism. |
| BHLF-3C85-CACS-Y | Norfolk County Council | Acronyms have been used without previously being stated in full. (SAC, SSPA , SSSI) | Noted and document updated | Paragraph updated |
| BHLF-3C85-CAE4-Z | North Norfolk District Council | <p>Agreement 8- Does not support this agreement as currently drafted - As a minimum it is considered that this Agreement should be broadened to make reference to the importance of other areas of the local economy such as strengthening the role of market towns, tourism and other rural growth sectors. This breadth in the economy is reflected elsewhere in the Framework document and should follow through into a revised Agreement. The</p> <p>Agreement 9: Agreed.</p> | Agree to add reference to general rural economy, tourism and market towns | Section 5 to be updated to include further reference regarding market towns, rural economy and tourism |
| ANON-3C85-CAXW-P | NUA | <p>•We would underline the importance of culture in supporting the economic growth of our city and county. It is a key contributing factor to a sense of place, and an important lever when attracting new business. The</p> | The point raised is noted | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | Agriculture occupies 75%+ of the spatial area but the NSF does not seem to cover this greatly. Agriculture is facing the potential of great change on the loss of the Common Agricultural Policy and how it is addressed in policy terms over the next two decades is critical – to both its economic contribution, adaptation to a changing environment, and the social impacts in the rural locations. Again an integrated approach covering land and water management, rural economics, resource protection and enhancement (e.g. soils, food and carbon sequestration) and Green Infrastructure could be drawn out. | Agriculture not part of the planning process but is recognised as a vital part of the Norfolk economy. | Add reference to agriculture in Norfolk economy in economy section. |

HOUSING COMMENTS

| Response I | Organisation | Answer | Officer Response | Action |
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| ANON-3C85-CAFP-W | The residents and businesses of Hoveton & Stalham Division | There are potentially serious side affects from the proposed 10% buffer in Agreement 16; housing should only be built where the strategic and local plans require them and we must not create situations whereby developers are allowed to build house where it's the easiest, sell well and are the most profitable. The real evidence shows that under delivery isn't being caused by the shortage of permitted sites; to that extent the 5 year land supply and under delivery criteria is allowing developers to build where they want to and thus strategic and local plans are being negated and over ridden. I don't support the use of a buffer and certainly not at 10%. Efforts should be directed to ensure developers only build on sites within local plans. | The points raised are noted but under delivery of planned developments requires a range of interventions. National guidance requires that plans should plan positively to meet needs and be sufficiently flexible to minimise risks associated with under delivery. The Agreement makes clear that buffers are not to be treated as part of the housing target for five year land supply purposes. The planning authorities will need to keep this issue under review and take account of any revisions to the calculation of OAN which are currently being consulted on by government. In some parts of the County where the proposed methodology would result in significant affordability uplifts further delivery buffers may not be justified | Add further text to the NSF indicating that the need for buffers will be subject to further review following the results of the current consultation on new approaches to establishing OAN. |
| BHLF-3C85-CAE4-Z | North Norfolk District Council | Agreements 10 -17 – That a formal decision to commit to providing a 10% buffer on housing targets should not be made until such time as the implications of the proposed revisions to the establishment of Objectively Assessed Housing Needs are clear. | The points raised are noted but under delivery of planned developments requires a range of interventions. National guidance requires that plans should plan positively to meet needs and be sufficiently flexible to minimise risks associated with under delivery. The suggested 10% buffer in Agreement 16 is considered to be an appropriate response. The Agreement makes clear that buffers are not to be treated as part of the housing target for five year land supply purposes. The planning authorities will need to keep this issue under review and take account of any revisions to the calculation of OAN which are currently being consulted on by government. In some parts of the County where the proposed methodology would result in significant affordability uplifts further delivery buffers may not be justified | Add further text to the NSF indicating that the need for buffers will be subject to further review following the results of the current consultation on new approaches to establishing OAN. |
| ANON-3C85-CAXS-J | Resident | There must be a strategy to bring more affordable housing onto the market. Developers are too easily able to get round the provision of these in small and medium sixe developments. | Agreed. Agreement 10 commits the Authorities to providing for all needs including for affordable homes. However it would be helpful to add reference to affordable homes after Agreement 14 which could also usefully make reference to the housing needs of the armed forces and self build. The specific approaches to provision including targets, site size thresholds and consideration of viability are matters best dealt with in individual Local Plans. | Amend text after Agreement 14 to include reference to affordable homes, self build and armed forces accommodation. |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | Para 6.4 - this is the most challenging. The need for 26% of the total future housing requirement to be affordable is higher that that which is aimed for in West Norfolk at present where even at 20 % is not achieved. The increase in the number of beds in care homes from 9921 to 17949 by 2036 will have to be accompanied by a similar increase in the number of carers who will require training and accommodation at prices that they can afford. Para 6.5 Much of West Norfolk is constrained because of flood risk. It is time to re-assess the costs and benefits of a Wash Barrier to protect the Fens and the high quality agricultural land from flooding. It may well be less expensive than improving the flood defences all around the perimeter of The Wash as well as up the tidal estuaries. In addition a Wash Barrier could generate significant green electricity from the tidal energy that is secure and predictable. Naturally such a barrier would have an impact on the environment some of which would be harmful but other changes would be beneficial. | The need for affordable homes and specialist accommodation for the elderly are evidence based and must be addressed. This will be a significant challenge in some areas but it is nevertheless important that the framework commits the authorities to prepare local plan which address these issues. | No change to NSF |
| ANON-3C85-CA8V-N | Hunstanton Coastal Community Team | Can more be done to accelerate building projects? Larger sites have so many "Planning Conditions" attached which need to be discharged and which must take a huge amount of planning officer time. Many local people forget they benefitted from earlier development, want no change and quote lack of doctors, school spaces, infrastructure as reasons to object and delay much needed projects | Agreement 16 commits the Authorities to a range of measures designed to improve delivery rates and the Authorities are collectively considering what additional measures may be desirable. If further cross boundary agreements are necessary this will be included as part of the on going review of the Framework. | Further delivery based agreements to be considered following completion of the work currently being undertaken by the Delivery Group. |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited understands its integral role in housing delivery for the Central Norfolk Housing Market Area and to meet specific requirements in the existing and emerging Breckland Development Plan. The application for the SUE (up to 4,000 new homes) was submitted in July 2017 and consent is anticipated by spring 2018. Housing development at the SUE will be brought forward in response to the housing market/need. Given the size of the site, the housing delivery will take place over a number of years. It is expected that the first occupations will take place in 2020. At its peak, the indicative housing trajectory suggest up to 200 housing per year may be built. The site is anticipated to be completed by 2044, although this will be dependant up on factors such as the housing market, number of outlets on site etc. Full regard has been given to strategic infrastructure requirements needed to support the development. These will be implemented to align with housing delivery. For instance, the Link Road between London Road and the B1077 Attleborough Road and new footbridge across the railway will be delivered prior to the completion of 1200 dwellings on site (although the road could be delivered sooner if public funding is secured). Other supporting infrastructure such as schools will be delivered at appropriate trigger points. The provisions will be included in the S106 legal agreement that will accompany the SUE consent. | Noted. The issues raised are matters for consideration as part of the Breckland Local Plan | No change to NSF |

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| BHLF-3C85-CACC-D | South Norfolk Council | <p>Housing delivery – chapter 6.6</p> <p>It is understood that further work is in progress to better enable the councils to understand how they could better enable the quicker delivery of housing on allocated and permitted sites. The measures and options included in this section are therefore sensible, but the Council believes that there could be stronger commitments to assisting in unlocking key housing sites. It has become increasingly apparent that few larger sites are coming forward as quickly as is desirable, and the use of Local Delivery Vehicles to assist in forward-funding infrastructure to de-risk sites is likely to become increasingly important in the next few years. The NSF will need to reflect other emerging information and evidence in this area, such as the enhanced powers of compulsory purchase announced last week by the Government.☒</p> <p>On a similar matter, several Norfolk councils (including South Norfolk Council) routinely reduce the “standard” implementation periods (from three years to two years) for any permissions which are granted, at least in part, due to a lack of 5-year housing land supply. The Council believes that the NSF would be strengthened if all the authorities committed to do this through an additional Agreement, and that this would help speed up the delivery of such sites. ☒</p> | Noted and Agreed. Further delivery measures are being considered. The recommendation that Agreement 16 is amended to include shorter 2 year implementation conditions for larger scale growth (100 dwellings plus) has been considered but as some authorities are not willing to sign up to this it cannot be included in the NSF. | No change to NSF |
| BHLF-3C85-CACG-H | Persimmon Homes | Where public funding is available it should be used to help support new development and improve the viability of strategic development schemes which generally require considerable upfront investment in infrastructure before substantial housing growth can be delivered. | Noted and agreed | No change to NSF |
| BHLF-3C85-CA6A-X | BA | 12) Top of page 35. First sentence talks about ‘12 of which arise from Norfolk’. I do not understand this. Should that be 213 arise from Norfolk? | Noted | Add revised text above table - 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: |
| ANON-3C85-CA62-F | Resident | <p>How will building more houses contribute to "reducing the demand for and use of water and other natural resources"?☒</p> <p>☒</p> <p>We can reduce the need to build new houses by taking measures to restrict ownership of multiple houses, especially where these are empty for much of the year. There should be financial penalties for people who own houses that are empty for the majority of the time.</p> | Reducing the demand for water and other natural resources is intended to be delivered through the construction of more efficient homes incorporating specific measures to 'minimise' water use. A new agreement to adopt a common water efficiency standard should be added to the framework. The use of a property as a second home does not require planning permissions and is a matter outside of the control of planning departments. | No further change to NSF |
| ANON-3C85-CA6C-Z | EA | we acknowledge the need to increase development in Norfolk and the 12.7% projected increase in population of the county. This will have environmental impacts, these could include increased flood risk, pollution, stress on water resources and quality and loss of habitats. We are willing to work with councils to address these issues | Noted and welcome the support | No change to NSF |
| ANON-3C85-CA87-P | Resident | <p>The continued drive to provide more housing come what may is directly opposed to the desired aim to be caring of the Environment in section 7. This coupled with a lack of infrastructure and an acknowledged underdevelopment of this, IF ANY just adds to the Environmental burden. A new home owner in more rural locations has to drive to shop , get to school on poorly maintained roads. ☒</p> <p>A lot of modern estates are clearly unsustainable even though they pretend not to be so and the desire for LA's to get any income, which includes the News Home initiative BUNG and rate revenue means thet are complicit with the rape of the countryside</p> | Planning authorities are required to prepare plans which positively provide for development needs | No change to NSF |
| ANON-3C85-CA8T-K | Hockering Parish Council | <p>Hockering has been severely blighted by unsuitable housing developments approved due to the supposedly lack of a 5-year land supply. This is destroying our rural nature and causing damage to ancient hedges and green fields.☒</p> <p>Consideration has not been given to an overall view of the cost to the village of all these developments. Councils need to see each development in the light of what has gone before - not as an individual application. The approving of a number of developments without regard for what is already being built has led to a dangerous situation with regard to the main highway - Heath Road. This is all due to councils omitting to view the area as a whole and in not looking carefully at the area that they are blighting.☒</p> <p>This is of serious concern to all parishioners. Every application has been objected to by the parish but these views have not been upheld.</p> | Matter for local plans to address | No change to NSF |

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| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd (KLBID) | <p>1 Government has said that the housing market is broken and that it intends to fix it. We await its plans. It is welcome that the NSF commits local authorities to apply greater 'science' to the manner in which housing need is assessed and provided for.</p> <p>2 The problem lies with a combination of the volume of houses being built and the way the 'affordable housing' market. Building more homes is essential and there is a considerable volume of new housing stock in the early stages of planning in West Norfolk.</p> <p>3 This focuses the issue to the way affordable housing is defined and provided for. The population forecasts (section 4) indicate what will be a growing shortage of working aged people in West Norfolk over the 20 year plan period, whilst the demand for labour will inevitably increase. Whilst post-Brexit the agricultural industry will become more capital and less labour intensive (that is already starting to happen) care for the elderly and provision of services for the tourist industry need labour, and are both low paid sectors. West Norfolk will therefore continue as a low pay economy and it is essential that housing provision clearly takes the particular needs of this area into account. The NSF requires some rebalancing of wording in this respect.</p> <p>4 The fact that West Norfolk's working population will be increasingly low waged has implications for the service and retail sectors. That does not mean, however, they do not aspire to the same things as higher paid workers, and that includes owning their own home. A sufficient stock of decent, modern, affordable housing is therefore essential but and the NSF must address this. However it must also address, but does not, interventions in the housing market to ensure that affordable houses are not simply snapped up by wealthier people (especially whilst interest rates remain at a historic long term low) and therefore perpetuate the shortcomings of the rental market.</p> | Noted and Agreed. Explanatory text of draft 6.4 already notes the significance of affordable housing issues and the scale of the challenge faced county wide. Comments made are largely accepted and it is considered that these are best addressed by further text being introduced into this section stressing the importance to the economy of maintaining a good supply of affordable homes for those of working age. | Further text introduced into this section stressing the importance to the economy of maintaining a good supply of affordable homes for those of working age |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | <p>Comments about Section 6 – Housing</p> <p>In Section 6.4 ‘Type of Homes’ a range of home types are set out to provide ‘critical’ guidance on tenure across the Norfolk local authorities. The Somerleyton Estate believe that a key type of home, being picked up by many local planning authorities elsewhere in the country (Tendring, Staffordshire and Stevenage to name a few), is aspirational housing. Described in the emerging Tendring local plan currently as (our emphasis):</p> <p>“Extensive public consultation has indicated that local people would support the development of ‘Aspirational Housing’ i.e. homes that are more spacious, with larger gardens, more vegetation and more parking space than most of the new homes that have been built in recent years. National housing density restrictions over the last 15 years prevented many properties of this nature being built; however, the new National Planning Policy Framework allows more flexibility for Councils to support housing developments of a size and type that better reflects local characteristics and the economic priorities of the Council.</p> <p>Being a district that is predominantly rural in character, lower density housing development is generally more in keeping with the fabric of Tendring’s towns and villages. In addition, the Council’s Strategic Housing Market Assessment suggests that around one fifth of the demand for housing for purchase on the open market is for larger dwellings of 4 or more bedrooms and that the proportion of larger properties in the higher Council Tax bands in Tendring is much lower than the regional average.</p> <p>The strategic priorities of this Local Plan focus heavily on the need to deliver economic growth, tackle unemployment and deprivation and improve the long-term prospects of future generations. Alongside measures to attract businesses, rejuvenate town centres and create more jobs, delivering the right mix of housing is critical to achieve all of these objectives. By delivering a high proportion of ‘Aspirational Housing’ within the mix of new homes over the 10-year plan period, the district can go some way to reversing the economic decline of the last 40 years by:</p> <ul style="list-style-type: none"> • Providing attractive high-quality homes that ambitious young people growing up in our area can aspire to live in and stay close to their family and enjoy high quality employment without feeling they have to move away from the area to reach their full potential; • Encouraging high-earners and people with entrepreneurial spirit to live in the district who will have disposable income to spend in the local economy and who have the potential to invest in local business opportunities; • Reversing the unfair perception amongst some people and businesses that Tendring is simply a retirement area, which has been a barrier to business investment; and • Increasing the value of existing property in the district to the benefit of local residents and their children and, over time, reducing the rate of unsustainable inward migration that has resulted in part from cheaper property prices in the district’s coastal towns and from growth in the | Space standards are a local plan issue - each authority to decide if they wish to adopt standards. | No change to NSF |
| ANON-3C85-CA6Q-E | Resident | observation; The "agreement 14" is key to ensuring the housing needs are met. | Noted | No change to NSF |

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| ANON-3C85-CA61-E | Define Planning & Design Ltd | <p>As noted from Section 3, the HMA boundaries do not reflect the travel to work areas and therefore cross boundary influences should be taken into account. Given the emphasis of the framework on managing the supply of housing to match employment growth, the TTWA relationship is significant to the distribution of housing currently and likely to continue to be in future.</p> <p>The strategic objective to ensure a sustainable pattern of development by integrating homes, jobs and other key day-to-day services is fully supported and is reflected in the historic and future role of market towns within a rural hinterland. The delivery of associated infrastructure is critical to this approach. In order to unlock development, Local Authorities must be required to support the delivery of road, technology and green infrastructure in growth locations, and should seek to maximise the potential use of funding sources such as the Housing Infrastructure Fund.</p> <p>In terms of addressing housing needs, whilst it is agreed that the County must provide for an appropriate mix of housetypes and tenures to meet the full identified need for new homes, a flexible approach needs to be taken by Local Authorities to ensure that potential changes in demand for housing due to employment growth can be readily accounted for. The NPPF also highlights that demand as well as need must be considered in the determination of an appropriate housing mix.</p> <p>As reflected in response to Section 4, the availability and suitability of land to support strategic housing development at Fakenham, proposes that the town and North Norfolk District will play a significant role in meeting the growth aspirations for the County.</p> | The definition of Housing Market area is a matter addressed in the Strategic Housing Market Assessments which cover Norfolk which take into account and explain the significance of Travel to work areas and the relationship between housing and employment. | No change to NSF |
| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>We support the core objectives set out in the Framework, but recommend that a strategic approach is taken to meeting these requirements. The requirement of 4,000 homes per annum between 2015 and 2036 is not easy to attain and already the Councils have fallen behind this requirement, leading to an increase to 4,900 per annum. Although the Framework appears confident that rates will increase to the required levels, there is little evidence to support this. It is also likely that a range of previously developed sites, although welcomed from a sequential analysis perspective, will bring forward difficult to develop sites. These may include contaminated areas, they may raise difficulties over different ownership and lease covenants, and are often in awkward locations. Therefore, many of these sites do not come forward as first choice development opportunities. In addition, these locations are often more expensive to build and cannot meet the desperately needed affordable housing provision. This problem will be exacerbated by the desire (which we support) to provide homes, which are of enhanced construction standards beyond the current Building Regulations to meet the legitimate needs of high energy efficiency, low carbon dependency and more frugal water usage. These requirements will further add to build costs on some sites which are already difficult to build on.</p> <p>Stating that there are consented sites is simply not sufficient, as consented schemes do not guarantee delivery as shown by existing housing completions and a growing affordable housing need. We are also aware of the critique by CPRE Norfolk of the disputes over housing needs and allocations where many of the points we make here are not being adequately considered.</p> <p>This continued failure against need and targets, will lead to an increasing affordability gap, as supply continues to dwindle. Yet housing demand will continue to grow, driven by the main economic centres and by the migration set out in the Framework. This will continue to impact adversely on local economies, particularly through a lack good quality accommodation for key local business, including agriculture.</p> <p>We note that the Framework recognises both the affordability gap along with a growing deficit in housing for specialist care and for older people. This creates a picture of under provision against targets with the two most vulnerable sectors of the community (the poor and the old) not having their needs met. Long term continuation of these inadequacies of unmet but burgeoning need can be harmful, particularly as older people are attracted to the County and many of our own young people would like to stay here also.</p> <p>This under provision and the weaknesses in the current approach has led the Framework to recommend an increase of housing provision to a buffer of 10% of OAN. This is allied with a requirement to allocate a range of sites, which will deliver sustainable development. It then refers to greater support for infrastructure to help delivery and be attractive to housebuilders. It states that there should be clear demonstration that such development can be delivered. The Framework refers to housing needs support being directed to urban extensions.</p> | There is no evidence to suggest that a new garden village/town will be required in the County to deliver the required growth or that such a proposal would deliver sustainable development. | No change to NSF |

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| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>It is our view that there is a danger of not dealing with the fundamental issues which provide the barriers to housing choices. Urban expansions, rural sites and previously developed land must play a role in meeting recognisable and commonly agreed housing requirements. Urban extensions, in the correct circumstances, can have a positive impact on existing communities through providing new green spaces funding environmental improvements, delivering new road infrastructure to ease congestion, sustaining services, facilities, wider community infrastructure and supporting business. However, in other circumstances, they can create poor and environmentally inappropriate development, which encourages the speculative house building model and provides a housing estate ‘bolt on’ approach, with homes located some way from central areas. We have already highlighted unsuitable issues that can arise with cramming new homes onto previously developed land. This is why we now advocate a planned new garden town as part of a strategic approach to housing delivery and economic growth within Norfolk. As advised previously this will provide greater certainty of delivery at the right time in the right places, and offering real options for community betterment.</p> <p>The benefits of adding a new community based on garden community principles can be summarised as:</p> <ul style="list-style-type: none"> • A strategic County-wide approach can be taken; • A sequential site analysis can ensure that maximum benefit is derived from site selection, in terms of linkages with surrounding towns and villages, public transport and highway networks and existing business clusters; • The strategic site selection process will ensure that a site is chosen that has minimal impact on the surrounding landscape and local community; • It will facilitate a master planned approach to ensure that the development has a positive relationship with its surrounding context; • A site can be selected that will have minimal negative impact on local communities. • A quantum of development can be provided, which will offer higher levels of affordable housing, specialist and elderly housing, as part of a comprehensive approach to creating a new community; • Garden community principles can be applied, to provide land value capture, long term stewardship and collective community governance models, by way of a community trust, along the same lines as the original garden cities; • The evolution, design and governance can be undertaken by way of a community governance model; and • Either by way of a Garden Community Development Corporation or partnership/collaboration between local authorities and a community trust or lead developer, land can be secured, a business plan agreed and certainty of delivery of development, including infrastructure to both serve the site and surrounding context; and • A commitment to a mix of housing types which allows for low density and moderate density living where people of different incomes ages, | See above | No change to NSF |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>delivering high quality, energy efficient homes in attractive living environments which make a positive contribution to the health and well-being of communities (insert) ‘and support Norfolk's place competitiveness’.</p> <p>6.1 states that in most districts delivery rates have fallen behind the plan targets.</p> <p>The PL&M Group propose that there is an urgent need for the reasons for the mismatch between numbers planned for an delivery to be investigated. Unless the causes of the planning permission overhang are properly diagnosed it is difficult to plan the next round of development in full knowledge of true supply/demand and the capacity of the housing market to deliver. The PL&M Group look forward to working with the Norfolk authorities to fully interrogate the causes of the permission overhang and under-delivery against housing targets. Equally, there is a need to evaluate why key strategic sites have not come forward and what aspects of the delivery model can be adapted to support volumes of delivery and a higher quality product - in line with the aims set out at the start of this document.</p> <p>If there is shown that the targets set represent an inflation of true demand, It should be made clear to DCLG that the pursuit of over ambitious housing targets is opening the County up to litigation and challenge leading to the allocation of the wrong homes in the wrong place in contradiction of the fundamental aim of the NPPF.</p> <p>The PL&M Group concur with the statement in the document that annualised targets are a 'blunt instrument'.</p> <p>The PL&M Group would welcome engagement with the NDF to discuss the Strategic Land & Infrastructure Investment Model which it is interrogating as a potential innovative approach to underpin housing market delivery, in terms of number, mixed use and quality. This model could potentially help to produce a more strategic and flexible response to the cycles of property market demand such that serviced and master-planned sites backed by a patient capital investment proposition could be in place to accommodate very substantial future growth - beyond the 5 year land supply and annual targets - with housing delivery rising to meet the demands of a given market in a given year.</p> <p>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 NationalBuilding Regulations. - this para is insufficient in its approach to promoting sustainable development in its focus on a fabric based approach. It is fundamental to achieving sustainable forms of development that the footprinting of settlement is made more efficient through the insistence by planning authorities on the inclusion of elements of mixed use and mixed tenure, and beneficial co-locations are taken into account - in order to create balanced communities where trip generation to service daily needs is reduced.</p> <p>See points on the older demographic and its occupational needs set out above. A key consideration that needs to be built into planning for</p> | See below | No change to NSF |

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| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>The potential to develop extra-care apartments co-located with doctors surgeries eg within an urban block or upper part format should be considered as part of a mixed use neighbourhood proposition within the major urban extension currently being promoted.</p> <p>Building Growth has systematically interrogated barriers met by the industry in developing in Norfolk. the major barrier to delivery was recognised to be the capacity of and provision of infrastructure. The BG PL&M Group have been working with members to fully understand barriers to growth. We look forward to working with the NDF authorities to produce a coordinated and well informed response to supporting innovation in the market, informed by our members market experience. In particular we are interrogating the potential of the Strategic Land and Infrastructure Investment Model (SLiIM) to underpin market innovation to unlock large scale and stalled sites.</p> <p>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. (* we would like to discuss the SLIIM proposition in relation to this objective.)</p> <p>Increasing the number of housebuilders active in the Norfolk market (** the SLiIM model would underpin this and would open up the market to smaller scale indigenous housebuilders) and increased use of modular (offsite) (***)the use of offsite construction could prove problematic for Norfolk in a number of ways. First it could produce a product that is not compatible with the county's place competitiveness and could undermine its attractiveness to tourism; it could operate to tie up large amounts of capital which could otherwise grow jobs and skills locally; if this model were to take over from craft production of homes these skills and the flexibility of the local construction market could be quickly lost; if these homes were produced at long distance they will add to rather than decrease our carbon load; if they were produced abroad in low cost economies, this effect would be heightened and our housing supply could become the victim of increasing geo-political instability; there is a poor record of building defect amongst many modular solutions).</p> <p>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;</p> <p>and</p> <p>☑ Action to stimulate the self and custom build sector considerably</p> <p>Both of these objectives are served by the introduction of the SLiIM model of development.</p> | <p>Agreed that further work is required to understand the reasons for slow delivery and to identify what further interventions might be required to deliver planned growth. This work is on going and will be reflected in on going reviews of the NSF</p> | No change to NSF |
| BHLF-3C85-CAC8-2 | Suffolk County Council | <p>6.3 Housing☑</p> <p>It is noted that the Norfolk local authorities are intending to deliver at least Objectively Assessed Need, consistent with national planning policy. The local authorities from both counties will have to work with the New Anglia LEP to relate their growth levels to the support that the LEP can give in achieving these targets.☑</p> <p>6.4 Types of homes☑</p> <p>There is reference to the quantification of the needs of gypsies and travellers. It is likely that there will be the need to have engagement between some Norfolk and Suffolk districts where such needs overlap.☑</p> <p>6.6 Delivering Housing Growth☑</p> <p>This section identifies the need for to increase the number of people entering the construction sector, noting the probable impact of Sizewell C construction in Suffolk. The Suffolk LAs and training sectors recognise the concerns here and are working to provide means by which these impacts can be mitigated. There is a joint approach being developed across Norfolk and Suffolk by way of a Construction Sector Skills Plan, led by the LEP’s Building Growth Group</p> | Noted and agreed | No change to NSF |

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| <p>BHLF-3C85-CACM-Q</p> | <p>Savills</p> | <p>Objection is also raised to the conservative approach to housing provision. Although Section 6.1 acknowledges the responsibility to meet both the market demand for new housing and addressing the need for homes, this is not reflected in the Strategic Housing Objectives . It is considered that the quantity of housing growth should include but not be limited to addressing the need identified, and the Council should allow for more flexibility around provision. We therefore suggest the wording for the first bullet within the listed Strategic Housing Objectives (p33) be re-phrased to read: “Providing for the quantity of housing growth which will support necessary to drive the economic prospects of the County and address in full the identified need for new homes.” Section 6.4 – Type of Homes Support is given for the overall objective of Agreement 14 and specific support is expressed to the Council’s reference to student housing and the OAN: “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”. This approach is considered to be entirely appropriate. Objection is, however, raised in that this approach has not been applied to the growing needs of the elderly and the specialist accommodation they require. It is considered that applying the same approach to provision for the elderly as is applied to the need for student housing (i.e. estimating the additonal need and adding this to the OAN), would create a more accurate reflection of the needs for specialist accommodation and increase the likelihood that this will be delivered. We also note that that no reference has been made to the need for ‘service families’ in Agreement 14, despite the number of military bases in Norfolk (e.g. RAF Marham). Section 6.5 – Capacity and Distribution The standard Norfolk methodology referenced in Agreement 15 has not been attached to the draft document and will, nonetheless, be superseded by the Government’s national methodology for calculating housing need. We would welcome the opportunity to comment on a revised methodology. Section 6.6 – Delivering Housing Growth Support is given to the first bullet point of Agreement 16 (p42), which seeks to bring forward more housing land than the minimum required by the NPPF (the 5% buffer required in NPPF para. 47).</p> | <p>The approach to housing targets is not considered to be conservative. It is an evidence based approach which identifies and seeks to address needs, includes ambitious uplifts for employment in central Norfolk and incorporates delivery buffers. There is no evidence based requirements for further uplifts. Agreements are written as minimum requirements and allow for authorities to respond to Local issues via the preparation of individual Local Plans. The needs of the elderly are included within the OAN assessments and do not require further uplifts. The standard methodology referred to in Agreement 15 relates to housing land capacity studies and is not related to the assessment of housing need which is a separate matter. The authorities consider that a clearer indication in relation to scheme delivery is essential given the delays which have occurred in recent years.</p> | <p>No change to NSF</p> |
| <p>BHLF-3C85-CACV-Z</p> | <p>Gladman</p> | <p>Agreement 10 – Housing needs and Supply Whilst this consultation does not set out the level of housing needs being proposed as these are to be dealt with through the emerging Local Plans process, Gladman have nonetheless considered the OAN prepared for the Central Norfolk HMA and are concerned that the assessment does not correctly identify a Framework and PPG compliant assessment of housing need. Gladman has commissioned Lichfields to undertake a critique of the HMA’s latest assessment of housing needs (see appendix 1) and believe that this consultation provides the forum to voice these concerns so that the authorities in the HMA can consider this evidence and update its OAN prior to progressing Local Plans based on incorrect assumptions. For brevity, the Lichfield report identifies a number of significant shortcomings. These include: The failure to evidence that the scale of market signals uplift proposed could be expected to improve affordability. The Lichfield analysis supports the need for a higher uplift, and based on a whole range of approaches concludes that an uplift for the HMA of 25% could be expected to improve affordability. - Failing to include the needs associated with the City Deal within OAN assessment, despite this being an approach that the SHMA previously advocated. - The significant under-estimation of the scale of affordable housing needs by using an approach which does not follow the stages as set out in the PPG, and uses the criteria of housing benefit which is not recognised in either national policy or practice guidance. Accordingly, the assessment fails to appropriately assess all households which are not able to afford market housing. The Central Norfolk SHMA also inherently assumes the continued role of the Private Rented Sector (PRS), an approach which has been rejected by Inspectors and does not fall within the Framework’s definition of affordable housing. The Central Norfolk authorities should consider the contents of the OAN critique and undertake the necessary work to ensure a NPPF/PPG compliant assessment of need is undertaken to inform the housing policies contained in each of the Local Plans currently being progressed. Furthermore, the HMA should consider the implications of the proposed changes to the current methodology for calculating OAN. Whilst the standardised OAN methodology is currently subject to consultation, we consider this will likely have implications on plan preparing across the HMA. Indeed, the methodology (as currently proposed) would appear to generate a housing need figure in excess of the SHMA’s OAN, and the requirement including the City Deal, at just over 3,200 dwellings per annum. Given current plan progression across Central Norfolk, this methodology would likely apply to most authorities if adopted. Agreement 16 – 10% buffer Notwithstanding the comments made on housing needs above, Gladman consider that the proposed buffer equal to not less than 10% of the OAN requirement should be applied is a positive approach to plan making. However, we would question the basis on which the 10% figure has</p> | <p>The representation essentially raises two issues. The first is a criticism of the approach taken towards the preparation of SHMAs which underpin the agreements with the NSF on housing need. As these agreements are based on three separate SHMAs it is considered that this level of detailed technical analysis is considered by each of the groupings which produced the relevant SHMAs and no adjustment should be made to the NSF until this work has been completed. It should also be noted that the publication of the draft standard methodology for calculation OAN may render detailed work in response to this representation unnecessary in some cases. The second issue that the buffer of 10% listed in agreement 16 is inadequate and a higher buffer of 20% should be preferred. This representation cites inspectors recommendations in the cases of Redcar and Cleveland and Stratford upon Avon local plans. Clearly these are only two examples and there is no standard buffer that exists.</p> | <p>Detailed comments on the SHMAs to be sent to relevant authorities for consideration. No change to agreement 16 considered necessary.</p> |

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| <p>BHLF-3C85-CACB-C</p> | <p>Hopkins Homes</p> | <p>Agreement 10 - When determining their respective Local Plan housing targets each authority, working together where desirable, will aim to deliver at least Objectively Assessed Need as identified in the most up to date evidence (Table 8). 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.</p> <p>Summary: Hopkins Homes Ltd supports Agreement 10 that each Local Planning Authority should meet at least its own Objectively Assessed Need. However recent evidence and guidance indicates there is a significant housing need in the Greater Norwich Area that the emerging Greater Norwich Local Plan (GNLP) will need to address. The persistent patterns of under delivery in the GNLP area and an over reliance on large strategic allocations in the urban area does not provide a positive framework to plan for future needs. It is suggested that there is an availability of unconstrained land at Wroxham which can assist in meeting this need in a highly sustainable manner and play a complimentary role to the employment growth aspirations of the Greater Norwich Area. The Strategic Framework should therefore include measures to encourage emerging Local Plans to significantly boost housing supply but also recognise the role that settlements near to the main urban areas can play in boosting supply.</p> <p>The evidence base produced in support of the emerging GNLP, demonstrates that there is a significant need to be addressed. The SHMA estimates that the need for the GNLP area is 39,486 in the period 2015-2036 (1,880 dwellings per annum). Taking into account completions (1,782) and commitments (36,522) the Councils feel that new allocations for around 8,900 dwellings are needed. Whilst spatial options are being considered and will form the basis of a forthcoming Regulation 18 consultation, the GNLP Board has estimated that around 4,900 homes might be delivered on new allocations across the GNLP area (including 1,000 homes in towns and key service villages, a tier which includes Wroxham).</p> <p>Evidence suggests that there is significant upward pressure on housing need which the GNLP will need to address beyond the OAN. The following guidance highlights that a more positive framework for the delivery of much needed homes should to be considered to meet the significant needs across all parts of the GNLP area, including in Broadland:</p> <p>The Government’s current consultation on further measures set out in the housing white paper to boost housing supply in England suggests a standardised approach to calculating housing needs. The standard methodology for calculating housing needs ‘Indicative assessment of housing need based on proposed formula, 2016 to 2026’ indicates that the projected need in Broadland is significantly greater than is identified in the Central Norfolk SHMA (summarised in Table 8). This indicates that rather than a need of at least 389 dwellings per annum in Broadland, the annual needs is much greater and is in fact 528 dwellings per annum. Using a plan period to 2036 as agreed through the GNLP and Norfolk Strategic Framework, this would equate to need of 10,560 dwellings in Broadland, therefore significantly above the</p> | <p>Housing distribution a matter for local plans to consider</p> | <p>No change to NSF</p> |
| <p>BHLF-3C85-CAC2-V</p> | <p>Albanwise Ltd</p> | <p>Agreement 10 - When determining their respective Local Plan housing targets each authority, working together where desirable, will aim to deliver at least Objectively Assessed Need as identified in the most up to date evidence (Table 8). 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.</p> <p>Summary: Albanwise Ltd agrees that each Local Planning Authority should meet its own Objectively Assessed. It is also suggested that there is an availability of unconstrained land at Downham Market which can assist in meeting this need in a highly sustainable manner. The persistent patterns of under delivery in King’s Lynn and West Norfolk, and an over reliance on large strategic allocations in the King’s Lynn which are environmentally constrained does not provide a positive framework to plan for future needs. It is suggested that there is an availability of unconstrained land at Downham Market which can assist in meeting this need in a highly sustainable manner. The Strategic Framework should therefore include measures to encourage emerging Local Plans to significantly boost housing supply but also recognise the role that settlements such as Downham Market can play in boosting supply.</p> <p>The SMHA update from 2015 identified that to meet the full objectively assessed need (710 dwellings per annum) 14,200 homes will need to be delivered over the period 2016- 2036. This was reviewed in August 2016 and indicated that the need may be nearer 670 dpa or 13,400 homes. The Council is embarking on a Local Plan review to find land for additional homes responding to the latest SMHA evidence.</p> <p>The previous approach in the Core Strategy placed most growth at King’s Lynn as the main centre in the Borough to assist in regeneration needs whilst limiting growth at Downham Market, despite identifying it as one of the most sustainable and deliverable locations. The strategy requires fundamental review to recognise the positive role that Downham Market can play in meeting growth needs sustainably.</p> <p>A strategy focussed on King’s Lynn should be avoided over risks of deliverability over the full Plan Period due to a number of environmental constraints and concerns about the strength of the housing market. The approach would not accord with the emphasis of NPPF to provide a positive strategy and boost significantly the supply of housing. To ensure that the emerging Local Plan is found sound the Council should focus growth on locations with significant areas of land available free of strategic constraints which can deliver the requisite need, such as Downham Market. The current Local Plan clearly sees this as the most sustainable settlement after King’s Lynn.</p> <p>A Spatial Strategy giving greater weighting to Downham Market would be consistent with the call to significantly boost housing delivery as required by paragraph 47 of NPPF and would also prevent development in unsustainable locations as might be delivered through options which encourage a dispersal of development around less sustainable locations. As the second largest settlement in the Borough with available land free of significant constraints, Downham Market has the greatest potential to meet the Borough’s development needs and effectively maintain a supply of housing. This will provide a more effective planning policy basis in line with the principles of NPPF rather than</p> | <p>This response essentially raises two issues. The first is that it would be preferable to have a different settlement strategy for west Norfolk that the one currently emerging through the local Plan which paces a greater emphasis on Downham Market rather than King's Lynn in meeting housing needs. This is considered to be a matter for KLWN to address through the local plan and not an issues that should be resolved through the NSF. The second issue is that a 20% buffer should be applied in agreement 16 instead of 10%. There is no standard buffer that exists .</p> | <p>No change to NSF</p> |

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| <p>BHLF-3C85-CACG-H</p> | <p>Persimmon homes</p> | <p>Section 6 - Housing (Agreements 10-17)¶</p> <p>¶</p> <p>Persimmon Homes supports the requirement for Local Plans to deliver ‘at least’ Objectively Assessed Need housing numbers (Agreement 10). However comment/judgement on the figures is reserved until the standard OAN methodology has been applied and figures published. The consultation document suggests that should meeting the OAN requirement lead to ‘unsustainable’ development then other authorities would accommodate the need. The intention of this statement is not clear as it does not appear to be a sustainable approach and could lead to increases in the need to travel, if it is accepted that it will be a fine balance weighing up the different aspects of sustainability.¶</p> <p>Persimmon Homes are generally supportive of the requirement for a proportion of the Broads Authority housing needs to be met with the Broads Authority area with the main housing needs being met in adjacent Districts (Agreements 11-12), although there is still the consideration of increasing the need to travel.~ Suitable adjacent growth locations should have good connectivity to the Broads Authority area.¶</p> <p>¶</p> <p>Persimmon Homes supports the aim for ‘Greater Norwich to meet its combined OAN plus an additional 5,228 homes for meet the needs arising from the City Deal (Agreement 13).’¶</p> <p>¶</p> <p>Persimmon Homes suggests that planning/monitoring for specialist accommodation needs to be separate from non-specialist market/affordable housing; and should not be used to offset targets for market/affordable housing (Agreement 14),¶</p> <p>¶</p> <p>Persimmon Homes agrees that wherever possible all Norfolk LPAs should use standard methodologies for housing and employment availability assessments (Agreement 15) but should¶</p> <p>allow others to comment/critically appraise the methodologies at regular review periods.¶</p> <p>¶</p> <p>Persimmon Homes notes the requirement for the quantity of homes to be planned should include a buffer above the OAN requirement (Agreement 16). However, for some Districts, where the housing needs are more acute and not currently being met, this buffer should be nearer 20%. Also, LPAs should take advice from developers on the size of sites that should be allocated. The requirements for larger sites to show evidence of delivery is supported. Persimmon is proud of its track record of delivery, which should be given due consideration alongside technical evidence of a sites suitability.¶</p> <p>However, the level of evidence required for submission should be proportionate to the stage in the planning process so as not to make the site promotion process unnecessarily costly. Also, such an approach would need to be applied</p> | <p>Agreement 10 and the 'potential' for redistribution of growth reflects national guidance which indicates that where unsustainable growth would occur agreement should be reached with neighbouring authorities. The risks of unsustainable commuting would need to be considered as part of this process and would be a matter for each Local Plan to consider should such a scenario arise. It is agreed that the needs of the elderly for specialist types of accommodation need to be separately quantified and planned for. This is reflected in the wording of Agreement 14.</p> | <p>No change to NSF</p> |
| <p>BHLF-3C85-CA3U-F</p> | <p>TETLOW KING PLANNING</p> | <p>We represent Rentplus, a company providing an innovative affordable housing model that delivers affordably rented homes to buy (a ‘rent to buy’ model) for people who aspire to own their own home, but are currently unable to save for a mortgage deposit.¶</p> <p>Introduction ¶</p> <p>¶</p> <p>Enclosed with this consultation response is an Affordable Housing Statement by Tetlow King Planning setting out the details of the rent to buy model which is being delivered in England with support from Government. It describes the model’s compliance with the NPPF definition of affordable housing and how this should be incorporated into local plans to boost supply and meet local housing needs. We ask that this be read alongside our representation so that the Councils approaches to negotiating housing take into account this innovative model which has the capacity to improve delivery and meet high levels of local housing need and aspirations of home ownership across the County. ¶</p> <p>¶</p> <p>Rentplus is delivering rent to buy housing that meets local peoples’ needs and aspirations in partnership with local planning authorities and Registered Providers (further details of completed and forthcoming schemes can be viewed on their website www.rentplus-uk.com). The rent to buy homes are allocated as with other affordable housing tenures through the local choice based lettings scheme and targeted lettings plans. The Rentplus model provides homes at an affordable rent for those expecting to purchase in 5, 10, 15 or 20 years, with a 10% gifted deposit to assist purchase. The purpose of our representation is to seek more flexible and pragmatic local planning policies to help greater numbers of local families move out of inappropriate housing. ¶</p> <p>¶</p> <p>It is notable that one recently completed Rentplus scheme was 30% filled by households previously living in social and affordable rented properties, releasing those homes for families in need. Rentplus schemes also enable people to leave expensive private rented sector accommodation and parents’ homes, gaining independence and security of tenure. With such a significant need for affordable home ownership options across the County, it is clear that there is a role for rent to buy housing to play in meeting local need, and also in enabling access to home ownership, a key aim of this Government. ¶</p> <p>¶</p> <p>We note Agreement 1, which is an important starting point for each of the authorities to consider, and the June 2017 SHMA Update. However, in light of this month’s consultation from the Government on the potential changes to assessing housing need we note that there may be a need in the short term for a review of local housing needs. The Government’s consultation documents suggest there may be a</p> | <p>Noted. Individual authorities will determine tenure types and mixes of affordable homes within there Local Plans.</p> | <p>No change to NSF</p> |

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| <p>BHLF-3C85-CA3U-F</p> | <p>TETLOW KING PLANNING</p> | <p>Agreement 2 is also supported, as it provides a very clear ambition to meet local housing needs. Delivering housing that meets the full spectrum of housing needs requires developments to also reflect differing aspirations, as many people seek to own their own home. The Government’s intention for all major developments to be delivered with at least 10% affordable home ownership options will be met not only with the now traditionally accepted intermediate models, but also rent to buy. We note here that our response to the Housing White Paper earlier this year emphasised that rent to buy is not an intermediate model, but a hybrid that requires separate definition, as with a number of the other models set out in that consultation (at Box 4). It is important to note that Alok Sharma, Housing Minister, recently confirmed in the House of Commons that the new definition of affordable housing to be included in the next iteration of the NPPF is to include rent to buy. The SHMA update references the potential changes to the definition of affordable housing, and though this does not directlyreference rent to buy, it is right in acknowledging that many potential owner occupiers struggle to save a sufficient mortgage deposit to purchase a home. Rentplus seeks to bridge this gap by providingfamilies with a home that is rented at an affordable level for a set period to enable savings to be built up, before purchasing the home outright.</p> <p>We agree with Agreement 10 as this aims to deliver the objectively assessed needs of each of the individual local planning authority areas; this approach sends a clear message that development should aim to meet local housing needs and properly develop mixed and balanced communities across the County.</p> <p>Noting the statement that the County is aiming to provide suitable homes for those unable to afford market prices and rents, it may be suitable for representatives of Rentplus to meet with strategic planning and housing officers of each of the local councils to discuss how a partnership could assist in this aim. As Rentplus works in partnership with locally active Registered Providers of affordable housing developments are brought forward with considerable local knowledge and experience.</p> <p>We would like to be consulted on further stages of the Framework and other plan publications by each of the Councils, by email only to consultation@tetlow-king.co.uk. Please ensure that Rentplus is retained on the consultation database, with Tetlow King Planning listed as their agents.</p> | <p>Noted. Individual authorities will determine tenure types and mixes of affordable homes within there Local Plans.</p> | <p>No change to NSF</p> |
| <p>BHLF-3C85-CACV-Z</p> | <p>Gladman</p> | <p>The Duty to Cooperate (DtC) is a legal requirement established through Section 33(A) of the planning andCompulsory Purchase Act 2004, as amended by Section 110 of the Localism Act. The DtC requires local planningauthorities to engage constructively, actively and on an ongoing basis with neighbouring authorities on crossboundarystrategic issues through the process of Plan preparation. As demonstrated through the outcome of the2012 Coventry Core Strategy Examination and the 2013 Mid Sussex Core Strategy Examination, if a Council fails2 to satisfactorily discharge its DtC a Planning Inspector must recommend non-adoption of a Local Plan. This mattercannot be rectified through modifications.1The Planning Practice Guidance (PPG) provides guidance upon compliance with the DtC which makes clear that1local planning authorities should explore all available options of delivering the planning strategy within their own2area, and should approach other authorities with whom it would be sensible to seek to work to deliver the planning3strategy1. This should be achieved through co-operation between local planning authorities, county councils and3other public bodies to produce effective policies relating to strategic cross boundary matters2.2</p> <p>Whilst there is no definitive list of actions that constitutes effective cooperation under the duty, cooperation should3produce effective policies relating to cross boundary matters and may involve local planning authorities and public3bodies entering into agreements on joint approaches, which may involve joint evidence and strategies to define4the scope of Local Plans across the Housing Market Area (HMA).2</p> <p>It is clear that the Central Norfolk HMA is affected by the influence of a dynamic market area with an emphasis on meeting the HMA’s economic growth ambitions. It is therefore important that the authorities contained in the4HMA do not lose sight of this objective and the that the DtC is a process of ongoing engagement and collaboration2and that it is intended to produce effective policies on cross boundary strategic matters3. Accordingly, the Councils4will need to continue to engage and work with each other to satisfactorily address any cross boundary strategic2 issues.2</p> <p>Central Norfolk Strategic Framework2</p> <p>Any issues of unmet housing need arising from the relevant authorities in the HMA must be fully considered4through the preparation of Local Plans, working under the requirements of the DtC. To achieve this, it is vital that4this matter is carefully explored through joint working with all local planning authorities within the HMA, together4with any other relevant local authorities that the HMA has a clear functional relationship with. Where necessary,4a strong policy mechanism will be required within each Local Plan to demonstrate that unmet housing needs4arising from any relevant authorities and those with a clear functional relationship will be met during the plan5period.2</p> <p>The need to tackle any issues of unmet housing need through the plan making process was highlighted in an2</p> | <p>Comments are noted which appear to be broadly supportive of the preparation of the framework and the on-going commitment of the authorities to co-operate. The various Agreements (10,11 and 12) provide the framework which will allow for Local Plans to address all needs.</p> | <p>No change to NSF</p> |
| <p>ANON-3C85-CAX4-K</p> | <p>Parish Council</p> | <p>Successive governments have attempted to meet housing needs by over-allocating land. This has not worked. This Strategy does not address the question HOW those in housing need will get access to housing - it is merely aspirational and will not deal with the problem. Unless Government and local government address this issue housing target are meaningless.2</p> <p>2</p> <p>Builders will not build houses to stand empty or be sold at a lower price - they cherry pick. "Affordable housing" is not actually affordable to those in most need. Similarly the private rent sector is not affordable. Ample land is committed for immediate needs - the Strategy should examine why it is not being used to provide the housing needed.2</p> <p>2</p> <p>This Strategy should also analyse housing need in a way that demonstrates what measures, fiscal or otherwise, need to be in place give access to housing of the appropriate type in the appropriate location to meet needs related to social and economic policies. That's real planning!2</p> <p>2</p> | <p>This point is noted and to some extent reflects a growing recognition from government that the housing market in the county is broken. This has been reflected in the Housing White Paper and more recent government announcements and it is expected that there will be further measures announced to address this in due course. It is recognised that delivery is challenging and that further work has been done collectively to suggest how local authorities may improve the ways they work on this matter. however, the local councils need to work within the current planning system and range of powers they are given by government.</p> | <p>This matter will need to be kept under review in the light of rapidly changing government guidance.</p> |

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| ANON-3C85-CAJG-R | Resident | The proposals fail to recognise that many properties in north Norfolk are no longer affordable for people living and working in north Norfolk. Many properties are empty much of the time. More suitable designed properties are needed for retired people and those only using the properties for holidays/weekends. There is a danger the housing stock will not be adequately maintained as people only use the properties as second homes. | The points made are noted but revised text in the document already addresses the issue of affordable housing and the impact on the economy that may result. In order to control the loss of existing residential stock to the second home or holiday let market local authorities would need further primary legislation to come forward. | Text addressing implications of affordable housing provision to be included. No further change needed. |
| ANON-3C85-CAJF-Q | Resident | <p>1 It is clear that there has been insufficient building to meet housing need (total numbers and type of accommodation) in recent years and the push to rectify this is welcome and reassuring.</p> <p>2 There is (nationally as well as locally) a failure to recognise that affordable homes are affordable for better-off people too, and that they buy them up to rent and, whilst the house building market has failed, so too has the rental market. Building more affordable homes without proper safeguards as to ownership concentration, therefore, simply adds to the medium to longer term problem. You fail to address this.</p> <p>3 Throughout the narrative there is a failure to take account of the likely impact of Brexit. There is much emphasis on taking account of the particular housing needs of gypsies and travellers but not the needs of Eastern Europeans, working as they often do, in low paid agricultural work, sending large proportions of their earnings home to their families, and being reduced to living in squalid and poor housing. This impacts a much greater number than gypsies yet is swept aside as it is not politically correct to address the issue. That is the greatest failure of this section.</p> | Work jointly commissioned by local authorities has highlighted potential delivery interventions and these are included in section 6 of the updated NSF. It is not possible at this stage to predicted the impacts of Brexit on housing needs and the labour market. Once this picture becomes clearer the NSF can be updated accordingly. | No change to NSF |
| ANON-3C85-CA3V-G | Resident | <p>There is a tendency to place too much emphasis on large scale housing development. This results in an imbalance in supply - slanted towards flats, medium-sized houses for owner-occupation and housing association units, all in large concentrations.</p> <p>These types of development are very inflexible; and delivery can be very vulnerable to changes in market sentiment.</p> <p>There needs to be more encouragement of, and considered planning for, the conversion (often re-conversion) of redundant retail and other commercial buildings in market towns; there needs to be some modest provision for organic growth in all but the smallest villages - including to allow family and community support networks to survive, reducing the demand for care facilities; and there needs to be more provision of single-storey units (bungalows) suited to retirement.</p> <p>However, the need for the provision of social housing, rather than simply affordable housing, must be recognised. It is not simply that low-paid people cannot afford to buy; many people do not want to buy or are not (for a range of reasons) well-equipped to deal with the responsibilities of home ownership. these are not people needing to be in formally sheltered accommodation. But they are people who need to be able to rent decent homes, securely (so for their lifetime if they so wish) and from landlords driven by the recognition of their personal and social needs rather than simply a requirement to balance the books or secure a profit. And whilst we do not need ghettos, I feel we have now gone too far in the other direction, denying those who do not aspire to home ownership and the climbing of the greasy pole, the opportunity to live in social groupings with like-minded neighbours.</p> <p>We need, as part of an overall housing strategy, a robust policy for the delivery of socila housing.</p> | These points are noted and this is addressed further in the delivery work highlighted in the updated section 6 of the NSF. | No change to NSF |
| BHLF-3C85-CA32-C | Norfolk County Council | <p>A belated thank you for adding the Armed Forces Covenant to the NSPG agenda – it was a useful discussion and raised awareness of forthcoming housing issues particularly in the west of the county (which King’s Lynn were unaware of). There were mixed views on whether or not service family accommodation should receive a specific mention in Local Plans. Breckland said there were aware Robertson Barracks at Swanton Morley is marked for closure in 2031 and had not yet mentioned it in any documents. Others thought service families were included in the general population as part of the SHMA and did not need identifying as any different.</p> <p>Going forward, I think it would be helpful and set a good example (nationally) if the Norfolk Strategic Framework and District Local Plans made mention of the armed forces and the fact the MOD’s plans to alter how it provides service family accommodation will impact on residents in Norfolk.</p> | Agreed. Text after Agreement 14 to include reference to armed forces. | Amend text after Agreement 14 to include reference to affordable homes, self build and armed forces accommodation. |

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| <p>BHLF-3C85-CAC1-U</p> | <p>Home Builders Federation</p> | <p>Housing needs and supply</p> <p>Whilst we cannot comment on the level of housing needs being proposed as these still have to be tested at examination we welcome the agreement that each local authority in Norfolk will seek to meet their own objectively assessed needs for housing, as required by national policy. However, should any authority not be able to meet its housing needs the strategy does not set out the mechanisms as to how needs will be apportioned between authorities. There should be a clear mechanism within strategy, that could be set out in each local plan, as to how unmet needs will be apportioned should any Council not be able to meet their own needs. We would also suggest that the statement in paragraph 6.3 that each Local Plan prepared in Norfolk will need to show how the OAN for each Housing Market Area is being met is reflected in “Agreement 10”.</p> <p>With regard to the supply of new homes the strategy states that each authority will produce a Land Availability Assessments to the standard Norfolk methodology. We would suggest that it would be more appropriate to prepare a single assessment for each Housing Market Area. This would not only be more transparent but ensure that the sustainability of the distribution of housing supply is considered across the HMA not on an authority by authority basis.</p> <p>Planning to deliver at least 10% over their OAN and allocate a range of different sized sites are further steps in the right direction and will support Council’s in having a more robust land supply. However, we would suggest that part 2 of Agreement 16 is expanded so that Council’s agree to allocate a minimum proportion of small sites that will support small and medium sized developers. Providing greater certainty for this sector of the house building industry is key to stimulating the growth of such house builders and we would suggest that consideration be given to the recommendations set out in “Reversing the decline in Small House Builders” published by the HBF earlier this year. Alongside allocating more small sites Councils could consider how they could speed up decision making and reduce documentation in order to reduce the costly delays that are a regular occurrence across the Country.</p> <p>Student housing</p> <p>Whilst we agree that there is a need to plan for the needs of students we consider essential that these needs are monitored separately to housing delivery and that this</p> | <p>Current evidence indicates that outside of the Greater Norwich area each authority will address its needs via the preparation of Local Plans and no further agreement in relation to the distribution of development will be required. This issue will be kept under review. The use of a standard methodology to assess land supply allows for supply to be considered at Housing Market Area level. As Local Plans are prepared to administrative boundaries it is important that land supply assessment adopt the same geography. The size of sites to be allocated and delivery/monitoring of student accommodation are matters best considered via the preparation of Local Plans.</p> | <p>No change to NSF</p> |
| <p>BHLF-3C85-CA3W-H</p> | <p>Hoveton Parish Council</p> | <p>As noted above, the economic benefits of villages such as Hoveton include their contribution to quality of life. While there might be a strong desire to increase development to the North and East of Norwich, Hoveton Parish Council believes that any such development should be sustainable, and should not have an adverse effect on the quality of life offered by the local community in which the new development is to be located. It therefore applauds the shared objective to ensure that “new development fulfils the principles of sustainable communities, providing a well-designed living environment adequately supported by social and green infrastructure”.</p> <p>Unfortunately, Hoveton Parish Council feels that, at present, the general local infrastructure is well below expected standards (please see the Council's comments on Section 7 for further information) and it shares the concerns of local residents that a growing population caused by overdevelopment will seriously impact on residents’ access to quality health care, education, and many other vital services, thereby impacting on the quality of life offered within the local community. Furthermore, it seems inevitable that too much development will seriously harm the rural character of the local area. Hoveton Parish Council feels the fragile coastal, Broad and rural environment must be retained if it is to contribute to a strong and valuable tourist industry.</p> | <p>The NSF does not seek to determine the location of growth. The matters raised are issues which will be considered as part of the preparation of North Norfolk's Local Plan.</p> | <p>No change to NSF</p> |
| <p>BHLF-3C85-CA3K-N</p> | <p>Hoveton Parish Council</p> | <p>As noted above, the economic benefits of villages such as Hoveton include their contribution to quality of life. While there might be a strong desire to increase development to the North and East of Norwich, Hoveton Parish Council believes that any such development should be sustainable, and should not have an adverse effect on the quality of life offered by the local community in which the new development is to be located. It therefore applauds the shared objective to ensure that “new development fulfils the principles of sustainable communities, providing a well-designed living environment adequately supported by social and green infrastructure”.</p> <p>Unfortunately, Hoveton Parish Council feels that, at present, the general local infrastructure is well below expected standards (please see the Council's comments on Section 7 for further information) and it shares the concerns of local residents that a growing population caused by overdevelopment will seriously impact on residents’ access to quality health care, education, and many other vital services, thereby impacting on the quality of life offered within the local community. Furthermore, it seems inevitable that too much development will seriously harm the rural character of the local area. Hoveton Parish Council feels the fragile coastal, Broad and rural environment must be retained if it is to contribute to a strong and valuable tourist industry.</p> | <p>Noted, housing distribution is a matter for local plans to consider</p> | <p>No change to NSF</p> |

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| BHLF-3C85-CAC7-1 | Amstel Group Corp | <p>The need to provide new homes is a key issue facing the area and indeed the country more widely, as the Government seeks to boost significantly the supply of housing. An appropriate balance needs to be struck between the need to provide new homes and other competing objectives, e.g. environmental considerations, heritage etc. The public benefit that new housing provides should be given great weight in decision making to reflect the importance of this need.</p> <p>On Thursday 14 September, the DCLG published its ‘Planning for the right homes in the right places’ consultation document. The consultation seeks to achieve a standardised methodology for assessing housing need. It suggests a three-step process to assessing housing need. As with existing practice, the DCLG’s household projections continue to be the starting point for assessing housing need. The second step involves an adjustment to take account of market signals. This adjustment is based on the affordability ratio between average house prices and average earnings, with a higher adjustment applied in areas with more acute affordability issues. (The proposed approach does not factor in jobs growth.)</p> <p>Finally, the model introduces a cap to limit any adjustment uplift. The cap would be 40% in areas with an up to date (post-NPPF) Local Plan. In areas with Plans older than five years, the uplift is capped at 40% above the projections or pre-NPPF requirement, whichever is higher.</p> <p>Alongside the consultation, DCLG published an indicative assessment of housing need 2016-2026, based on the proposed methodology. For North Norfolk, indicative data suggests the OAN would be 511 dwellings per annum. This is significantly higher than the 409 dwellings per annum that the latest SHMA (2017) suggests.</p> <p>We would expect the Framework and the Local Plans that fall under its remit to adopt and endorse the Government’s approach to calculating OAN. The Framework should also recognise that its authorities should endeavour to not only meet, but exceed, housing targets. The OAN represents the minimum level that housing that needs to be delivered.</p> | Noted | No change to NSF |
| BHLF-3C85-CACA-B | Ashmanhaugh Parish Council | <p>Housing:</p> <p>Ashmanhaugh Parish Council engaged with NNDC on a suitable housing model for the Parish and has been very pleased with the subsequent housing allocation. The Council would like to recommend that NNDC's consultation approach is considered when implementing one methodology across the County.</p> <p>The message from the community of Ashmanhaugh was that people want to see a vibrant, growing village and there is an appetite for Ashmanhaugh to grow by about 10% in the next 20 years. This needs to be linear housing - filling in existing gaps in the road frontage with individual properties and within the existing 30mph zone of the Village. There should be some affordable housing available to buy, with priority for local families.</p> | Noted. | No change to NSF |
| ANON-3C85-CAFT-1 | Resident | It would be interesting to know how this sits with the localism act and the additional planning regs afforded to areas with a local plan themselves, especially where parish councils exist. | Can't respond to this point without knowing which part of the draft NSF the point relates to specifically | No change to NSF |
| ANON-3C85-CAXN-D | East Ruston Parish Council | Use existing planning permission before issuing new ones | Noted and agreed. The authorities are considering what further measures may be appropriate to bring forward consented developments. | No change to NSF |
| BHLF-3C85-CA6K-8 | Hunstanton & District Civic Society | <p>I would wish to add under Section 6 Housing - That there is a major problem with the numbers of houses that have become second homes or holiday lets particularly along the coast of North Norfolk and also in West Norfolk. I suspect the same is the case in the Broads area. Many of the houses are shut up during the winter and the area becomes lifeless. This affects community life, the viability of schools, local shops and transport services. Second home ownership drives up house prices and precludes purchase by local people. There is a large deficit of 20 to 38 year olds from the area, they move out perhaps to go to further education, for employment opportunities or maybe to obtain accommodation that they can afford.</p> <p>Developers are targeting the second home market with large expensive houses that are not what is required by local people.</p> | Noted. Planning authorities have no control over the occupation of existing dwellings as second homes. Individual Council can consider how new housing stock is occupied as part of their Local Plan preparation | Added text around controlling second homes |
| BHLF-3C85-CA3S-D | Holme-next-the-Sea Parish Council | <p>The NSF echoes national policy objectives to ensure that sufficient homes of the right type, are built in the right location, noting that this means meeting the market demand for new housing, addressing housing need and also that homes which are built should be of the right type - having regard to needs of the existing and future population.</p> <p>Nowhere is there any mention of the north coast problems associated with the growth in second homes (second homes now outnumber principal homes in Holme and neighbouring villages in West Norfolk ie they represent >50% of the stock), the loss of modest dwellings to much grander replacement second homes and the impact on market prices. The related community problems are growing (affordability for resident buyers, empty / uncomfortable spaces for many months of the year, diminishing opportunities for down-sizers in their own villages, retirees wishing to buy into the market and reducing numbers of resident households). Surely this should be an issue for the NSF?</p> | Noted. Planning authorities have no control over the occupation of existing dwellings as second homes. Individual Council can consider how new housing stock is occupied as part of their Local Plan preparation | Added text around controlling second homes |

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| BHLF-3C85-CA3B-V | MP | <p>I am writing in order to comment on the consultation draft of the Norfolk Strategic Framework, which has been prepared in order to improve outcomes for Norfolk and, by agreeing shared objectives, inform the preparation of future local plans. I welcome the wide-ranging nature of the Framework, which rightly focuses on infrastructure, housing and strategic economic development across Norfolk.</p> <p>However, I am concerned to note that this draft document makes only the most perfunctory mention of self-build and custom housebuilding, and seems to regard self-build as a type of dwelling rather than a mechanism for delivery at scale – which it is. The Self-Build and Custom Housebuilding Act 2015, as amended by the Housing and Planning Act 2016, places a legal requirement on Norfolk’s local planning authorities to keep a Register of demand for serviced plots from people both and to then meet that demand by consenting planning applications for serviced plots. Furthermore, all Norfolk’s local authorities and public bodies must have regard to these Registers when carrying out their planning, housing, land disposal and/or regeneration functions. These legal requirements are known as the Right to Build and apply, partly or wholly, to all relevant local authorities and public bodies in England.</p> <p>I would therefore like to see the Framework embed good practice in regard to the Right to Build, alongside an agreement between public bodies and local planning authorities to ensure that the discharge of the four functions listed above (planning, housing, land disposal and regeneration) has regard to the Registers, especially in terms of any land held by Norfolk’s public bodies and Norfolk County Council. The Right to Build Task Force, which is part of the National Custom and Self-Build Association (NaCSBA) advises local authorities in these areas and I would be pleased to arrange an introduction in my capacity as Ambassador for the Task Force.</p> | NSF identifies that further work is needed around self-build. Agree, reference to self build to be added to NSF | Amend text after Agreement 14 to include reference to affordable homes, self build and armed forces accommodation. |
| ANON-3C85-CAXT-K | Woods Hardwick Planning Ltd | <p>We would reinforce the requirement for the respective local plans to address historic shortfalls in the preparation of new plans so that previous and future housing needs are fully met.</p> <p>We support the wording of Agreement 10 which states that the aim will be to deliver at least the OAN figure identified for the respective authority.</p> <p>The plan acknowledges that there has been an under delivery of housing in recent years with the result being that the authorities are experiencing problems in maintaining a 5-year housing land supply as required by the NPPF. It is pleasing to note that the Norfolk Authorities have agreed to take a range of actions to improve housing delivery.</p> <p>The proposals within Agreement 16 are supported. The additional minimum 10% buffer over and above the OAN figure will build in flexibility to the supply to mitigate against some site not coming forward. Furthermore, the allocation of a range of sites is considered essential. Too much reliance can be placed on large strategic sites which take time to deliver and the allocation of small to medium sized sites is essential to maintain consistent delivery. Such sites are easier to bring forward.</p> | Noted | No change to NSF |
| BHLF-3C85-CA3U-F | TETLOW KING PLANNING | <p>We agree with Agreement 10 as this aims to deliver the objectively assessed needs of each of the individual local planning authority areas; this approach sends a clear message that development should aim to meet local housing needs and properly develop mixed and balanced communities across the County.</p> <p>Noting the statement that the County is aiming to provide suitable homes for those unable to afford market prices and rents, it may be suitable for representatives of Rentplus to meet with strategic planning and housing officers of each of the local councils to discuss how a partnership could assist in this aim. As Rentplus works in partnership with locally active Registered Providers of affordable housing developments are brought forward with considerable local knowledge and experience.</p> | Noted | No change to NSF |

INFRASTRUCTURE COMMENTS:

| Response ID | Organisation | Comment | Officer Response | Action |
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| BHLF-3C85-CA6A-X | Broads Authority | Agreement 17. There could be landscape impacts of such infrastructure which will need to be considered in protected areas of the County. | Agreed there could be landscaping issues in protected areas | Agreement 17 updated |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | At the end of this section and under the sub-heading ‘Agreement 20’ the Somerleyton Estate request the following amendment to make the objective wider in its reach and to avoid a focus only on certain areas of the County at the expense of other key areas such as Fritton Lake: “Agreement 20: In recognition of: a) the importance the Brecks, the Broads and the Area of Outstanding National Beauty Norfolk’s natural environment brings to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity; and b) the pressure that development in Norfolk could place on these assets the Local Planning Authorities will work together to produce a GI Strategy for Norfolk by the end of 2017 which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.” | The same point was raised by Natural England and their wording has been used. | No further change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | Agreement 20. As written, the protection and enhancement of these assets relates only to the GI strategy. Is there merit in the Local Plans in general considering their impact on these assets so they are protected and where appropriate enhanced? | This is part of the normal local plan process and doesn't need referring to specifically within the NSF | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | Agreement 20 – add a bullet point (c)’and the importance of retaining ecological connections between habitats’ (e.g. to meet governmental targets such as Biodiversity 2020). This would be a facet of building in esilience and adaption to a changing climate for example | Agree, aim to strengthen ecological connections between habitats added to agreement | Agreement 20 updated |
| BHLF-3C85-CAE4-Z | North Norfolk District Council | Agreement 18-20: Agreed | Support noted | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | It could be considered implicit that ‘blue infrastructure’ is part of green infrastructure, but this section of the document seems to miss the opportunity to highlight the importance of the water network generally in relation to GI. Rivers and other water bodies do not seem to be identified on figure 11 or 12. Reference should be made to them and their importance to GI. | Agree to change | Add foot note, GI includes 'blue infrastructure' ie water environment - rivers, lakes, ponds etc. |
| BHLF-3C85-CA6D-1 | Middleton Parish Council | The Council did note that a lot of the reports within the document appear to have been created before Brexit was agreed, therefore, the Council would like to see consideration given to the Brexit decision on the long term grown and development of Norfolk within the Framework. | It is not possible at this stage to predicted the impacts of Brexit on infrastructure provision. | No change to NSF |
| ANON-3C85-CAXS-J | Resident | Without fast broadband and higher mobile standards away from Norwich development and attracting a wide range of businesses and residents will not be achieved. | The NSF recognises how essential fast broadband is and will help to promote this further | No change to NSF |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | Para 7.5 - although Broadband availability and speed has improved, the patchy reception for mobile phones is a distinct handicap. As mobile phones are essential for food warnings to be effective, improved coverage should be a priority. | The NSF recognises this; whilst EE will be rolling out better coverage of 4G across rural Norfolk, all the operators need to do likewise. The Authorities are doing what they can, through the Agreement in section 7.5, to ensure that 5G coverage, when it comes, will offer complete coverage of Norfolk | No change to NSF |
| ANON-3C85-CAJF-Q | Resident | <p>Broadband: the second largest urban centre in the county does not have access to Basic Broadband (although that is variously described as "less than" 2Mbps in the text and "minimum download speed" of 2Mbps in the key to the accompanying map. Either way this is a major deficiency with major impacts on local businesses that the Framework makes no recommendation or agreement to put right. There should be recognition in the Framework that satellite and WiFi technologies will also not work in many parts of the county, for example even for reasons of buildings being in Conservation Areas and this, too, the planning authorities should recognise and consider policy alterations to accommodate.</p> <p>Broadband: the document concludes that it is "less a strategic issue" and more of a "development management issue" that some areas do not have Superfast Broadband, and may not in new development areas. This is highly questionable, broadband is as much part of the mobility infrastructure as roads and rails, and it is totally unacceptable for the planning authorities to walk away from what will become an ever more important issue in the future in this way. This needs to be reconsidered.</p> <p>Mobile Telephony: Much the same applies as for broadband, and there is no apparent recognition that Next Generation Access (G5) will do anything to improve a currently very poor signal strength and availability in wide areas of the county away from Norwich.</p> | The NSF, and the Norfolk authorities, do not have the power to <i>require</i> higher and more reliable broadband speeds and mobile signals, although clearly they are very strongly encouraged. The text will be adjusted slightly to reflect the fact that satellite and Wi-Fi broadband is, as pointed out, not always a practical solution in some parts of Norfolk. Through their Local Plans, the Norfolk authorities will do what they can to encourage better broadband connectivity | change para 2 (49) to say: "...satellite broadband, although it is recognised that there will be many parts of the county where these are not currently practicable. " |
| BHLF-3C85-CA69-P | Snettisham Parish Council | Agreement 17 – 5G coverage is irrelevant to most, as it will inevitably be focused in Norwich. This will merely exacerbate the problems with digital inequality within the County, where there are swathes of West Norfolk where even getting a mobile call through is problematical. Please can we have some consistency and balance? | 5G will, for the reasons set out in the NSF, need to have near-complete coverage of Norfolk. The rollout of 5G is likely to be phased, but the councils will work to ensure that coverage is rolled out as quickly as possible, to minimise the potential for rural areas to suffer from delays | Amend para 6 of page 51 to say:" ...early days of 5G), but the authorities will do all they can, through liaison with mobile providers, to ensure that rural areas of Norfolk get 5G at the same time as urban areas. " |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | <p>3 Broadband: King's Lynn, as the second largest population and economic centre in the County, and classed as a sub-regional centre, does not have Basic Broadband according to the NSF map (although two different definitions of this are given). This is lamentable and the NSF must write robustly that it will insist that this is rectified soonest.</p> <p>4 Broadband: the NSF opines that "this is less a strategic issue" and more a "development management issue", a statement with which we strongly and profoundly disagree. Providing acceptable broadband speeds is taken for granted in most areas of the UK, rural as well as urban, and whilst urban areas in Norfolk remain deficient, this should be considered as a strategic issue as failure to provide it, whilst competitor towns speed ahead, will leave West Norfolk as an economic backwater. This is not acceptable and the NSF must be rewritten in this regard.</p> <p>5 Mobile connectivity: the NSF must be more robustly worded to provide local authorities with the basis to press for greater mobile connectivity included in G4 as well as G5 and more broadly across the county than just provision in the Norwich area.</p> | The Norfolk authorities will continue to work with mobile providers and Better Broadband for Norfolk project to drive improvements in speed and reliability. The text will be re-worded slightly to clarify that broadband is an issue of strategic planning significance, but until emerging Local Plans are adopted, the rollout of high-speed broadband cannot be required through current Local Plan policies. For 5G mobile telephony to work effectively, it will need to have near-complete coverage of the whole of England. Whilst it is inevitable that it will be rolled out sequentially, and so Norwich <i>might</i> be first, it will need to cover the whole of the county | Re-word para 4 page 50 to say: "The availability of high-speed broadband is clearly of major strategic significance for Norfolk. The further rollout of broadband cannot be required through any current Local Plan, but the Norfolk authorities work 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. Emerging Local Plans will consider the extent to which they could <i>require</i> high-speed broadband to be delivered as part of new developments; the revised National Planning Policy Framework (NPPF), which is due out in spring 2018, might make this easier. The Authorities will also 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-application stage of major residential and commercial planning applications, as well as through consultations on the emerging Local Plans." |

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| ANON-3C85-CA3V-G | Resident | Broadband connectivity and mobile phone coverage has to be the top priority. Ironically, achieving this will probably reduce the need for some of the other infrastructure projects - particularly transport. Decent broadband allowed me to work from a home office about 7 years ago (rather than travel into Norwich), releasing time, increasing my productivity and reducing my annual car journeys by around 6,500 miles. | This is noted and agreed - the Norfolk authorities will continue to work with mobile providers and Better Broadband for Norfolk project to drive improvements | No change to NSF |
| BHLF-3C85-CA3W-H | Hoveton Parish Council | With many of the primary substations in Norfolk already reaching capacity, further housing growth in the local area would also put a greater strain on the electricity network. Meanwhile, improvements still need to be made to North Norfolk’s communications infrastructure, with unacceptably slow Broadband speeds and poor mobile phone signals limiting the amount of remote working possible, deterring businesses from relocating to the local area, and affecting tourism. However, this will likely require the installation of further base and booster stations to ensure adequate coverage. Hoveton Parish Council believes the locations of these extra stations should be carefully and sympathetically chosen so as not to adversely impact on local landscapes or quality of life. | The NSF recognises how essential fast broadband is and will help to promote this further. The location of base and booster stations is obviously important; where they are "permitted development" there is little control, but elsewhere the policies of the relevant Local Plan and the National Planning Policy Framework should ensure that inappropriate locations and designs are not acceptable. | No change to NSF |
| BHLF-3C85-CACQ-U | Historic England | Advanced, high quality communications infrastructure is essential for sustainable growth. The development of high speed broadband technology and other communications networks also play a vital role in enhancing provision of local community facilities and services. However, the siting and location of telecommunications equipment can affect the appearance of the public realm, streetscene, the historic environment and wider landscapes. The consideration of their positioning is therefore important, particularly in conservation areas. We suggest that you refer to the following guidance which you may find helpful: Cabinet Siting and Pole Siting Code of Practice: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/205744/Final_Cabinet_and_Pole_Siting_COP_Issue_1_2_.pdf Whilst we support the improvement of network coverage and broadband provision in Norfolk we have concerns regarding the last sentence of section 7.5 on page 47 of the draft Framework document which states that, “Broadly, it should be made as straightforward as possible for 5G base stations and transmitters to be constructed, and common development management policy text to facilitate this should be explored, taking into consideration material planning constraints ”. Paragraph 43 of the National Planning Policy Framework (NPPF) states that local planning authorities, in preparing local plans, should support the expansion of electronic communications networks, including telecommunications and high speed broadband but that they should aim to keep the numbers masts and sites to a minimum consistent with the efficient operation of the network. There is concern that the above sentence would facilitate or encourage an overprovision of equipment which would go beyond that necessary for the efficient operation of networks. It is recommended that this sentence is reworded accordingly. Up to date and accurate evidence will be required to support this policy approach in line with paragraph 158 of the NPPF. The NPPF goes on to state that where new sites are required, equipment should be sympathetically designed and camouflaged where appropriate. Crucially, the NPPF identifies the protection and enhancement of the historic environment as being a key strand in what it defines sustainable development (paragraph 7). We would therefore urge the Norfolk Strategic Framework and, any forthcoming associated Local Plans, to ensure that any telecommunications policies include a provision for the protection of the historic environment and a requirement for applicants to consider the siting, design and positioning of equipment in this context. | Comments noted. Some changes to the text to reflect the sensitivity of the historic environment will be added to relevant paragraphs | Add words to para 7, page 50 to say: "...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. " |
| BHLF-3C85-CACK-N | Hoveton Parish Council | Meanwhile, improvements still need to be made to North Norfolk’s communications infrastructure, with unacceptably slow Broadband speeds and poor mobile phone signals limiting the amount of remote working possible, deterring businesses from relocating to the local area, and affecting tourism. However, this will likely require the installation of further base and booster stations to ensure adequate coverage. | This is noted and agreed - the Norfolk authorities will continue to work with mobile providers and Better Broadband for Norfolk project to drive improvements | No change |
| BHLF-3C85-CACJ-M | Tunstead Parish Council | Our main concerns are the availability of better broadband connections and mobile phone reception in rural areas. This is essential for the development of businesses in parishes such as Tunstead. | This is noted and agreed - the Norfolk authorities will continue to work with mobile providers and Better Broadband for Norfolk project to drive improvements | No change |
| BHLF-3C85-CACA-B | Ashmanhaugh Parish Council | Mobile & BB: the Council emphasizes the need for high quality infrastructure to support the rural economy and improve the success of small businesses and homeworkers. | This is noted and agreed - the Norfolk authorities will continue to work with mobile providers and Better Broadband for Norfolk project to drive improvements | No change |
| BHLF-3C85-CA3B-V | Member of Parliament | Turning briefly to infrastructure matters, I have noted the content of section 7.5 (Telecoms) and would wish to see the final framework be much more ambitious in this regard. I know from my own experience that Openreach is keen to have pre-application conversations with developers, promoters and local authorities, particularly on larger developments. I would like to see the final draft of the framework commit local planning authorities to arranging and hosting such discussions with a view to maximising the benefits for future residents. The same principle should apply to health services and education provision. | The comments are welcomed, and the text of the NSF will be strengthened to reflect the points made | Re-word para 4 page 50 to say: "The availability of high-speed broadband is clearly of major strategic significance for Norfolk. The further rollout of broadband cannot be required through any current Local Plan, but the Norfolk authorities work 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. Emerging Local Plans will consider the extent to which they could <i>require</i> high-speed broadband to be delivered as part of new developments; the revised National Planning Policy Framework (NPPF), which is due out in spring 2018, might make this easier. The Authorities will also 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-application stage of major residential and commercial planning applications, as well as through consultations on the emerging Local Plans." |
| BHLF-3C85-CAJD-N | Resident | Page 40 – the second objective is “to reduce Norfolk’s greenhouse gas emissions” and one of the methods is “to reduce the need to travel”. Why not say “to minimise”? You say “maximising the energy efficiency of development” so why not “minimise” for greenhouse gas emissions and travel? It is much stronger and more precise than reducing. | NPPF uses both minimise and reduce so it is considered appropriate wording | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | There does not seem to be reference to low carbon adaptation such as electric vehicles and the necessary infrastructure as it would seem to be a piece of development needing a strategic approach across the county. Although there is reference to climate change resilience and adaptation there is minimal coverage of how that will manifest itself. | Agree to make reference to electrical charging infrastructure | Add to Transport agreement - support initiatives for electric vehicles when this is added to future version of NSF |

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| ANON-3C85-CA6V-K | Diss Town Council | <p>It is felt there is insufficient reference to connectivity to neighbouring areas including where relevant, Suffolk and Cambridgeshire. </p> <p>The Diss & District Neighbourhood Plan crosses parish, district and county boundaries to develop a more strategic approach to issues created by the lack of planning for infrastructure investment across the county boundaries. More information is available here: http://www.diss.gov.uk/neighbourhood-planning/</p> <p>It is considered imperative that the Norfolk Strategic Framework also takes account of the need to consider cross boundary requirements. </p> <p>It is therefore suggested to add to the second bullet point below:</p> <p>Section 7 – Infrastructure and Environment</p> <p>Strategic Infrastructure and Environmental Objectives</p> <p>To realise the economic potential of Norfolk and its people by:</p> <p>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</p> <p>ensuring effective and sustainable digital connections and transport infrastructure between and within Norfolk’s main settlements and 'across county boundaries' to strengthen inward investment.</p> | Agree, objective updated. | Wording included in objective |
| ANON-3C85-CAXW-P | NUA | We note the different demographic profile of the city of Norwich compared to the county. We would welcome a strategy that recognised and incorporated the different needs of younger, highly educated and relatively affluent people, with regard to housing, transport and culture, as this would support our shared desire to retain talent within the region. | Agreed, this is an important matter but this is largely a matter for the greater Norwich local Plan, if wider issues are identified then this can be picked up in future versions of the NSF | No change to NSF |
| ANON-3C85-CA87-P | Resident/Town Councillor | Unsustainable housing is damaging the Environment | Noted | No change to NSF |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | Please note points made earlier on need for high quality educational proposition across the county not just to service numbers but as part of 'locational' proposition. NB also the interrelationship between the provision of schools on a local basis and trip generation. Communities should be planned such that children can walk to school , safely and independently. The drive towards larger school sizes can mitigate against smart footprinting of settlements to reduce trip generation. Co-location of after school care and nursery schools should also be considered along with public transport accessibility. | Noted | No change to NSF |
| BHLF-3C85-CACZ-4 | Broadland District Council | The Education Standards is NSF pg 49 top of the page. I think this may be a bit out-of-date and the latest Ofsted results better – that doesn’t mean that the statement is wrong, but its probably worth checking with someone at County Education to check that the message is not now a bit different. | Noted changes made as part of an updated section provided by Norfolk county council | Rewritten education section included in update NSF |
| BHLF-3C85-CAC5-Y | Norfolk County Council | <p>The section on Education should be updated to read:</p> <p>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.</p> <p>More specifically, September 2017 school population is over 1300 more than in 2016. Year 10 currently has the lowest cohort of children and numbers have risen steadily since 2006 when that cohort joined the school system in reception. September 2016 reception cohort was nearly 800 pupils higher than it was 5 years ago. Recent years have seen a significant rise in the birth rate and demand for pupil places across the area. 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.</p> <p>Standards in Norfolk schools have risen considerably over the past 5 years with 88% of schools being graded Good or Outstanding in 2017 compared with 70% 4 years ago.</p> <p>The Local Authority retains responsibility for ensuring that there is a sufficient supply of school places and works with a range of partners, eg. Dioceses and Academy Trusts to develop local schemes.</p> <p>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.</p> <p>Agreement 19 (Education) – is supported and would be strengthened by adding:</p> <p>“H. and use S106 and / or Community Infrastructure Levy funds to deliver additional school places where appropriate”</p> <p>Also It would be useful if Agreement 19 could be expanded to indicate:</p> <p>“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</p> | Agreed | Rewritten education section included in update NSF |
| BHLF-3C85-CACK-N | Hoveton Parish Council | Similarly, an increase in demand for places at local schools will prove unsustainable unless a sufficient supply of school places goes hand-in-hand with housing development. | Noted this is already part of the planning process with additional school places funded through S106/CIL where appropriate | No change to NSF |
| BHLF-3C85-CACG-H | Persimmon Homes | Persimmon Homes supports the Agreement for LPAs and the County Council to work together to ensure a sufficient supply of school places and land (Agreement 19). Timely delivery of education infrastructure is critical to the delivery of housing and Persimmon Homes are proud to be a partner in the upcoming delivery of primary school sites in Brad\elf, Sprowston and Hethersett to ensure new school places are available when needed to support families in new housing. | Noted and support welcomed | No change to NSF |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | Para 7.3 - it would appear that electricity transmission is a limiting factor for any significant growth. This will be exacerbated if the need to charge electric vehicles becomes more widespread. | Noted, addressing capacity issues is part of the planning and delivery process | No change to NSF |
| BHLF-3C85-CACK-N | Hoveton Parish Council | With many of the primary substations in Norfolk already reaching capacity, further housing growth in the local area would also put a greater strain on the electricity network. | Noted, addressing capacity issues is part of the planning and delivery process | No change to NSF |
| BHLF-3C85-CACA-B | Ashmanhaugh Parish Council | Renewable energy: the Council supports the frameworks desire to support renewables. APC feels the focus needs to be on more small scale developments and that these should be focused on wind and not solar. | Noted | No change to NSF |
| BHLF-3C85-CA3S-D | Holme-next-the-Sea Parish Council | The scale of Figure 11 is too coarse to interpret – insets would be a great help. | Agreed, insert link to NBIS website which contains greater resolution maps | Reference added |
| BHLF-3C85-CACC-D | South Norfolk Council | Telecoms – chapter 7.5 The map shown in Figure 7 (NGA broadband access as at 2014) is now out of date. This should be replaced with the most recent information. | Noted and map updated | Link added to up to date maps and new map inserted |
| BHLF-3C85-CA3F-Z | Great Yarmouth Borough Council | A small correction to the ‘Coastal Evidence (Flooding and Coastal Erosion)’ paper published in support of the Norfolk Strategic Framework appears to be required. In the table of uncosted potential future projects at page 28 the reference to a ‘North Winterton flood risk project’ should be deleted: no project of this name is currently known. It appears to have been mistakenly named or listed as a potential project, and its inclusion has led to a degree of confusion and consternation locally. | Agreed and updated | Updated document added to related documents |
| ANON-3C85-CA87-P | Resident/Town Councillor | Recognises Flooding as an issue but with no money available to address this, just to say it is an issue is not at all helpful | Noted | No change to NSF |
| BHLF-3C85-CA69-P | Snettisham Parish Council | Given our locality, Council is also very concerned about the risk of coastal flooding, and the funding of sea defences. There seems to be no overall view on this, other than to repeat the problems and leave it to the local authorities. We continue to express our view that NCC should be more involved in the flood defences, as part of a wider shared responsibility. | The Wash East Coastal Management Strategy was developed locally by the EA and Borough Council to provide the overall policy for this part of the Norfolk coastline. This is recognised in the NSF background paper on Flooding and Coastal matters. The County Council's role in coastal matters is outside the remit of the NSF. | No change to NSF |

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| BHLF-3C85-CA3W-H | Hoveton Parish Council | Hoveton has experienced numerous problems in recent years with surface water flooding on roads within the parish, making some key routes impassable at times, and creating dangerous and difficult conditions for road users and pedestrians. Some residential properties have also been identified as being at risk of flooding, whether from surface water flooding, rising river levels, or extreme weather events. The Parish Council feels that, in many areas, surface water drainage is inadequate and unable to cope with current demand, and that these problems will only increase with further housing development. Further housing development would also put extra pressure on local water supplies and foul drainage capacity, which are already stretched in many areas. | Will be passed on to the lead local flood authority | Pass comments onto Norfolk county council |
| BHLF-3C85-CACM-Q | Savills | Support is given to the aim to minimise the risk of flooding through a co-ordinated and proportionate approach. It is understood that this in the interests of protecting the communities of Norfolk from the effects of climate change and coastal erosion in accordance with Paragraphs 94 and 95 of the NPPF.☐ | Support is welcomed and noted. | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | P55 could benefit from reference to the Broadland Futures initiative seeking to take an integrated approach across the coast and the Broads to managing flood risk especially looking to the medium and longer term. This is being adopted by EA, NE and the other local authorities as a way forward. We can advise further. | Include reference to the Broadland Futures initiative (Broads Authority to provide text). | Include reference to the Broadland Futures initiative |
| BHLF-3C85-CACA-B | Ashmanhaugh Parish Council | Flooding: APC supports the proposal but would like to add that a changing weather pattern causes deluges that the current drainage system cannot cope with. There is a need to maintain local low tech infrastructure of ditches and soakaways. | Noted | No change to NSF |
| ANON-3C85-CA87-P | Resident/Town Councillor | The anticipated departure of immigrants in the NHS and care sector on account of utterly stupid Brexit so called policies, means a breakdown of social infrastructure is inevitable. This section, as with other needs to take into account this elephant in the room. | Impacts too uncertain. It is not possible at this stage to predicted the impacts of Brexit on infrastructure provision | No change to NSF |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited supports the commitment to infrastructure enhancements in Norfolk. To address social infrastructure capacity issues, the proposed SUE will include a new link road, two new primary schools, open space and sports pitch provision and other essential infrastructure such as local and neighbourhood centres and utility upgrades. Additionally, provisions will be considered to help enhance existing health and social care facilities through financial contributions, where viable and necessary, in line with the Strategic Services and Development Plan produced by the Primary Care Trust.☐ Attleborough Land Limited also understands the need to upgrade and enhance appropriate utilities infrastructure to support the SUE. The utilities assessment submitted with the application, as part of the environmental statement, sets out the SUE's impact upon existing networks and the new infrastructure needed to support the development. This infrastructure will be upgraded/provided in conjunction with the relevant bodies and secured through the Section 106 legal agreement or direct agreements with infrastructure/utility providers. | Noted, support welcomed | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | The emphasis is on the traditional things of such policy documents: improving roads, housing and employment. Could the document build in cycling infrastructure, high quality housing that is climate adapted/ low carbon/ minimises flood risk/ sits within vital GI /and growth. | Reference to cycling in new transport agreement, other points are part of the objective sections | New transport agreement to include references to this in future version of the NSF |
| BHLF-3C85-CA69-P | Snettisham Parish Council | Agreement 16 – Council has long had issues with the overall amount of development given problems with infrastructure etc. which it has repeatedly expressed in planning consultations. Hence it is puzzled, indeed shocked, to see that the numbers will be increased to speed up delivery, and that this is “additional” housing. Surely the number should be restricted to what is needed.☐ | The delivery buffer is to ensure required development is met and not to exceed delivery requirements | No change to NSF |
| BHLF-3C85-CA69-P | Snettisham Parish Council | Overall, the document disappoints, as so much of it seems to be the customary box-ticking exercise, rather than being a document of real value and utility to those whom it affects. Secondly, we see once again the West of the County being disadvantaged in every important respect, and would have hoped for some signs of an understanding of this, with the situation being addressed, given the supposed County-wide nature of a “strategic” document. | Concerns noted but it is unclear as to how the west of the county is being disadvantaged | No change to NSF |
| ANON-3C85-CA61-E | Define Planning & Design Ltd | The strategic objectives for infrastructure and the environment are supported and appropriately focus on strengthening connectivity through the delivery of new and enhanced infrastructure, linking to the rest of the UK and between and within Norfolk’s main settlements. This is fundamental to the delivery of the anticipated development growth across the County and must include connectivity for all settlements already identified as key growth locations, not only the major urban areas.☐ The critical role of other bodies in the planning, funding and delivery of infrastructure should also be explicitly referred to in order to encourage their proactive involvement. For example, the objective should reflect that it is the responsibility of the utilities company to provide the necessary water supply and wastewater infrastructure to support development. Their investment programmes are not necessarily integrated with Development Plans, and often will not address the development requirements for an area until specific proposals become committed, normally through the grant of planning permission. ☐ Given the largely rural nature of the County, the scale of growth proposed will inevitably require the development of previously undeveloped land and careful consideration of the environmental benefits will be important in achieving the environmental objectives of this framework. In this regard, the provision of green infrastructure in conjunction with development, and notably multi-functional green spaces to maximise associated recreational benefits, is fully supported.☐ The objectives proposed to improve quality of life for the population overall, both now and in future, can be appropriately met through comprehensive development that encompasses identified social and community facilities and green infrastructure as an integral part of providing new housing and employment. This strategic approach has been applied in relation to the proposed strategic expansion of Fakenham.☐ | Support noted issues engaging with utilities is a national issue. Utilities have been engaged in the production of the NSF particularly Anglian Water. Wider connectivity to be included in a new transport agreement. Agree that reference to how water and water recycling infrastructure is funded as part of the business planning process and by developers should be included in the final Norfolk NSF together with the work currently being undertaken by AW – WRMP and Long Term Recycling Plan. | Updates to water section and new transport agreement to include references to this in future version of the NSF |
| ANON-3C85-CA3Y-K | Lanpro Services Ltd | We support the overall strategic and environmental objectives in the Framework.☐ The recognition of the likely key infrastructure improvements that will ease congestion, increase road and rail capacity and will shape future travel patters is also of importance and will lead part of the sequential analysis which could identify sites to come forward for planned garden communities.☐ We are of the view that there are clear development opportunities linked to re-use of rail lines and the opportunities, should have greater recognition, as highlighted in Question 7 (Section 3), as well as the main rail network improvements, which are also to be supported.☐ We feel that there should be a greater understanding of the role that developments can be made to meet the range of objectives included in this section, and what can be realistically funded by imaginative collective means.☐ With the standard speculative housing model, as primarily advocated in the consultation, these objectives are difficult to secure. Garden community land value capture providing reliable and continuous income through a Garden Community Development Corporation or a long-term land owner/master developer working in partnership with local authorities, can secure funding streams to secure essential infrastructure and community facilities. This creates a genuine opportunity for change. Indeed, it might transform the future spatial expression of community development in Norfolk.☐ The urban extensions to existing towns that are necessary to meet housing growth targets should also be selected on the basis of their ability to fund and deliver critical road, public transport and green infrastructure improvements to people lives through the use of land capture models. A real opportunity now exists to deliver a section of primary distributor road around the south side of Dereham through a series of small urban extensions to ease traffic congestion problems within the town. This approach seeks to extend the same route planned to be delivered through emerging housing allocations 2 and 5 in the pre-submission version of the emerging Breckland Local Plan. As the land required to deliver this route can now be made available through careful long term planning this scheme should be included as a priority road project for promotion within the emerging Framework ☐ | These are largely matters for local plans and not strategic cross boundary issues. | No change to NSF |

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| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>Add to this para:☐</p> <p>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 connectivityinfrastructure; and☐ ensuring effective and sustainable digital connections and transport infrastructure between and within Norfolk’s main settlements to strengthen inward investment.</p> <p>☐</p> <p>(insert) by strengthening Norfolk's place competitiveness through the delivery of well planned balanced new communities with a range of business space as well as high quality residential, well serviced by local amenities and high quality educational facilities.☐</p> <p>☐</p> <p>ie high quality mixed development is part of the infrastructure proposition; as is the provision of the appropriate social infrastructure . New trends in business location and investment trends are gravitating towards locations which make this offer☐</p> <p>☐</p> <p>(insert) ensuring the long term preservation of Norfolk's natural environment and heritage, recognising that these are key elements of the county's place competitiveness and locational proposition.☐</p> <p>☐</p> <p>As a general point, Norfolk's future infrastructure proposition should be attuned to the critical characteristics of its geography and quality of life proposition.☐</p> | Agree to add points to objectives with minor wording changes | Points added to objective with minor wording changes |
| ANON-3C85-CA3K-5 | Natural England | <p>Section 7 - Infrastructure and Environment☐</p> <p>p40 The wording of the environmental objectives to improve and conserve Norfolk's environment should be amended in line with our revised wording for the objectives listed on page 9.☐</p> <p>☐</p> <p>p41 Second paragraph, fourth line down. It should read "...its historic City..." rather than "...it's historic City..." .☐</p> <p>☐</p> <p>7.4 Water ☐</p> <p>p43 Last paragraph, first sentence. Delete the word 'significant' so that it reads "...with no detriment to areas of environmental importance." ☐</p> <p>☐</p> <p>7.8 Flood Protection and Green Infrastructure☐</p> <p>Flood Protection. ☐</p> <p>p54 Third paragraph, first sentence. It may be better to replace the word 'could' with 'is likely to' as climate change research has concluded the probability is that these events would happen.☐</p> <p>☐</p> <p>p54 Fourth paragraph, second sentence. Add at the end of the sentence "...and away from flood plains wherever possible." ☐</p> <p>☐</p> <p>p58 Agreement 20. The importance of all of Norfolk's environmental assets in contributing to the financial and social wellbeing of the county should be recognised in the wording of Agreement 20, rather than restricted to those which are located within the Brecks, the Broads and the Norfolk Coast Area of Outstanding Natural Beauty. Environmental assets outside of these areas are under development pressure too. We recommend that Agreement 20 is amended as follows:☐</p> <p>☐</p> <p>"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; and☐</p> <p>☐</p> <p>b) the pressure that development in Norfolk could place on these assets☐</p> <p>☐</p> | Updates made to cover the points mentioned | Updates outlined in comment have been made to NSF |
| BHLF-3C85-CACQ-U | Historic England | <p>The strategic infrastructure objectives again helpfully refer to the need to protect and enhance the built and historic environment. This section also recognises the need to protect the setting of existing settlements by preventing the unplanned coalescence of settlements. It is necessary to point out there that planned coalescence may also be harmful.</p> <p>The document outlines the need for large scale infrastructure delivery in the area and we are keen to ensure that the historic environment in all its forms is considered at an early stage to ensure its conservation and enhancement. We note that an Infrastructure Delivery Plan (IDP) is currently being prepared and we look forward to being consulted on that document.</p> | Noted, consultation will take place on the individual projects within the IDP | No change to NSF |
| ANON-3C85-CA62-F | Resident | 1. This document contains some nice statements about environmental protection and encouraging alternatives to the car but the details show that the aim is to destroy yet more of what makes Norfolk special and unique. In particular, as areas around Norwich become more and more built up with ugly new housing, roads and business parks, our surroundings will become as degraded and ugly as many existing parts of southern England. ☐ | Noted | No change to NSF |
| ANON-3C85-CA62-F | Resident | 3. I only found out about this on 19th September 2017. The consultation needs to be publicised and the consultation period should be longer if you are serious about "increasing community involvement in the development process at local level". | Concerns noted the length and nature of the consultation was considered appropriate for a document of this type. | No change to NSF |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>As a general point we would suggest that there is a mismatch between the planning aspiration set out and the infrastructure proposition envisaged. ☐</p> <p>☐</p> <p>The planning proposition appears to be well grounded in the theory and practice of sustainable community building, however the infrastructure approach appears to take little cognisance of sustainability nor leading edge locational thinking, looking for rather dated heavy infrastructural and car based, rather than place based solutions.☐</p> <p>☐</p> <p>A further point is that while the planning proposition is enlightened , it is difficult to see what within this document can make it enforceable.☐</p> <p>☐</p> <p>We would welcome discussion on both of these points</p> | Concerns noted the document is a set of agreements which will inform local plans and help fulfil the duty to cooperate. | No change to NSF |
| ANON-3C85-CA6Q-E | Resident | Observation: As one reads further into this document, the strategy becomes less strong, and devolves its observations to other documents and initiatives outside the framework document. This weakens the value of the document. Infrastructure and environments is one such weak section, with many items of infrastructure and utility solutions being identified. These need to be bottomed out in the same way other sections of the document have done. | Noted, further changes have been made to the infrastructure section | No further change to NSF |
| BHLF-3C85-CACG-H | Persimmon Homes | Persimmon Homes supports the Norfolk Planning Authorities holistic commitment to providing vitalinfrastructure enhancements. These enhancements are crucial to facilitate economic growth and meethousing demand in Norfolk. Many key pieces of strategic infrastructure, particular new roads, rivercrossing and utilities will need public and pooled funding, otherwise viability and delivery, particularlyfor large allocations, could be compromised.☐ | Noted | No change to NSF |
| BHLF-3C85-CA34-E | Norfolk Geodiversity Partnership | <p>Strategic Objectives (page 40) ☐</p> <p>No mention of conserving geodiversity. This is a requirement, as per NPPF sections 109 and 117, so needs mentioning here. ☐</p> <p><protecting sites of geodiversity interest and, where appropriate, enhancing them as part of development.> ☐</p> <p>If it is not mentioned as a separate bullet point then it needs adding to bullet point 1: ☐</p> <p><ensuring the protection and enhancement of Norfolk’s environmental assets, including the built and historic environment, geodiversity assets, protected landscapes, Broads and coast;>. ☐</p> <p>☐</p> <p>☐Green Infrastructure (page 57) ☐</p> <p>Geodiversity has not been included in the baseline information scoped for the GI Strategy, contra Natural England's guidance document 2009. The NGP or NBIS can supply</p> | Agreed, this issue was also made by Natural England and their wording has been used. | No further change to NSF |

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| ANON-3C85-CACS-W | Norfolk Wildlife Trust | Support objectives unde "To improve and conserve Norfolk’s environment" GI and Environment: planning and provsion of green infrastrucure is critical to help mitigate for imapcts of new devlopment on sensitive widlife sites and to coesate for loss of biodivewrsiyt as a result of new developments. The emerging ecological network and GI maps are an important part of this process. and provide evidence and rational for provsion of new gree space3. Follwing from tis it is critical that fudning meachnisms are in place to ensure that GI is provided as planned. | Support welcomed delivery and funding is subject to on going efforts | No change to NSF |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited appreciates the impacts of the SUE upon ecological infrastructure. Therefore, mitigation measures will be exercised wherever possible to preserve and enhance ecological networks. The provision of the linear park and green corridors will enhance the areas biodiversity compared to its current use as arable fields, by providing for a wider range of habitats. | Support for green infrastructure noted. | No change to NSF |
| BHLF-3C85-CA3P-A | Heaton Planning Limited on behalf of Brett Aggregates | Section 7 – Infrastructure and Environment Paragraph 7.8 Flood protection and Green Infrastructure Page 57 advocates that, ‘Green Infrastructure should be provided as an integral part of all new development’. It may not be appropriate for all development to provide some or additional Green Infrastructure and we would suggest that this should be caveated by, ‘where appropriate’. Figure 12 identifies draft Green Infrastructure corridors. Whilst we would support the Local Authorities in devising a general strategy for Green Infrastructure provision, we would suggest that this document is not the appropriate forum for defining these areas. There should be provision at a local level as part of the Plan making process or as part of Planning Applications to assess the quality and quantity of current Green Infrastructure levels and where it may or may not be appropriate to extend/replace. | Regarding the GI corridors, GI is a clear cross boundary issue so Norfolk Authorities working together to address GI not only brings with it economies of scale thus reducing individual Authority costs, but addresses a key cross boundary issue. Individual local plans will reflect this wider Norfolk work as the comment suggests. The NSF will identify more strategic corridors to inform local plans and local delivery opportunities. | Where appropriate added |
| BHLF-3C85-CA33-D | Norfolk Area of the Ramblers | The Norfolk Coast, the Brecks and Broadas are seen by the report as providing economic benefits partly through their attractiveness for tourism and recreation but also through their contribution to the quality of life and hence the attraction of Norfolk as an area in which to work, live and locate a business. This environment is regarded as an asset. There is emphasis within the report on the quality of the environment and the protection and management of environmental assets by ensuring that new development will not harm habitats and species. The impact of housing and recreation are seen as forces to be “monitored” and “mitigated”. However in para 7.6 the report says “It is clear that health issues will become an increasingly important consideration in the future planning activities. Development should facilitate a healthy lifestyle through a healthy environment where pollution is controlled and there is adequate access to open spaces and green infrastructure.” The report also says that as Norfolk grows considerable investment in the provision and maintenance of the Green Infrastructure network will be needed in order to facilitate and support growth whilst also ensuring that existing and new residents receive the health and quality of life benefits of green infrastructure. Comment: It is pleasing to see that so much emphasis has been put on the benefits of the environment for quality of life and health lifestyles. What is surprising is that there is no mention of Public Rights of Way within the heading of Green Infrastructure. Nor is it clear that the development and maintenance of the historic rights of way are seen as important in meeting the growing demand for walking activities as the requirements for access are only briefly mentioned in the context of development. We are very interested in the concept of Green Infrastructure corridors and the implications of these for access and the PROW network and would like to see more detail or be part of a consultative process. In this context it is worth noting that the Ramblers Association carried out an exercise in 2015 on the PROW network condition, benefits and issues entitled The Big Pathwatch. The results (based on physical surveys of a large and statistically significant random sample of OS squares carried out with online recording of data which involved members of Ramblers and the general public) showed that in Norfolk walking on PROWs was regarded as a positive experience in 25.6% of squares surveyed but that 22.1 % of surveyed OS squares had inconvenient or unusable paths (the remaining half were something in between). We would hope that the report could recognise the importance of developing and maintaining these PROW assets as a network in view of the trends of growth in demand and consistency with quality of life benefits which we note above. Commendable work has been carried out on the Coast path in Norfolk and in developing the network of trails. This attracts visitors and may be also used by local population for exercise. However the rural network of paths and bridleways as a whole is facing a backlog of maintenance and will require a proactive approach to asset management if it is to provide the foundation for the growing numbers of population seeking access and exercise in the countryside. The loss of permissive paths previously funded under the DEFRA environmental stewardship schemes will only add to the pressure on the network. | Green Infrastructure is a catch all term. As set out in this Natural England document, it includes rights of way: publications.naturalengland.org.uk/file/94026. So PROW improvements could be a way of mitigating the impact of development, but so could providing or enhancing other GI types. Authorities do consider PROWs important in the implementation of GI. | Add a footnote to GI giving some brief examples of what GI means. Perhaps reference to the NE guide. |
| BHLF-3C85-CA3S-D | Holme-next-the-Sea Parish Council | Many of the Neighbourhood Plans under development in West Norfolk are considering Green Infrastructure. In Holme-next-the-Sea, following initial discussions with NCC the NDP team has been looking at ways of dissipating some of the pressures on the immediate coast by extending and improving the accessibility of the parish footpath network (relevant to NSF Figure 11). It would be really helpful if the NSF team could consult or make their own work available to Neighbourhood Plan teams before finalising their ideas on this. | Noted. | Reference to mapping added to NSF |
| BHLF-3C85-CA3W-H | Hoveton Parish Council | ‘Green infrastructure’ is also important to Hoveton Parish Council, as the Council recognises that this underpins the tourism economy and the health and wellbeing of residents and visitors alike. The Council agrees that ‘green infrastructure’ should be provided as an integral part of all new developments, alongside other infrastructure such as utilities and transport networks, and it is pleased to see Local Planning Authorities will be working together to produce a GI Strategy for Norfolk which will aid Local Plans in protecting and enhancing local assets such as conservation areas and Areas of Outstanding Natural Beauty. " | Support for green infrastructure noted. | No change to NSF |
| BHLF-3C85-CA3G-1 | Dereham Town Council | The Town Council welcomes Green Infrastructure being given a high profile in the Framework with important and key green corridors being identified . This however does not accord with the Breckland Local Plan pre-submission which explicitly states that there are no key green linkages worth protecting and all green infrastructure has the same value and should be protected. | Noted. This is a matter for the breckland local plan | No change to NSF |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | An aspirational GI proposition should be designed in to be part and parcel of every development as it enhances value and encourages healthy lifestyles. It is critical to see this as part of a wider dialogue with the farming community who can cheply and effectively produce extended walks through the institution of permissive paths. The edge of settlement should also be seen as part of a positive dialogue with farmers around public access, small scale growing and supporting local food sourcing. As DEFRA is in process of rethinking its support of farming these issues should be considered and advanced as partb fo a new settlement with the farming industry. It is critical that a strategic GI proposition is accompanied by consideration of how people can sustainably access the Broadas and Coast, and other key visitor and tourist destinations. Norfolks Coast and Broadas are already experiencing capacity issues it is vital that these key natural resources are not undermined by excessive popularity, and maintained in their integrity. The wider Norfolk Countryside fulfils a critical role both in supplying the nations food and in operating to support retreat and peace and quiet. Even areas which are not of outstanding beauty or ecological value have a role to play in fulfilling this role within a complex national geography. This should be respected in planning for growth. It should further be recognised that the county may face an exponential rise in visits when the recreational needs of the growth agendas of Cambridgeshire, Norfolk, Suffolk and East Midlands are taken into account together with the trend towards staycation and the weak pound. It will be vital that sustainable movement and accommodation solutions are found that do not negatively impact on the integrity of Norfolks natural and heritage environment, reconciling positively the opportunity of economic growth and the daily needs of local residents. | Local Plans are required to assess any likely significant impact on European designated sites and some of these protected sites do exist in the protected landscapes quoted. To inform the Habitat Regulation Assessment of the Local Plans, Norfolk Authorities commissioned recreational impact surveys which provide evidence to help understand the impacts development in Norfolk and further afield can have on the protected sites. | No change to NSF |
| BHLF-3C85-CAC8-2 | Suffolk County Council | It is noted that, as part of the Green Infrastructure Strategy, there are Green Infrastructure Corridors, some of which abut the county boundary. It would be helpful to have further discussions to consider whether there is merit in tying these into initiatives in Suffolk. | Agreed. We will share the findings of the mapping work on line and discussion with neighbouring authorities will taken place. | Reference to mapping added to NSF |
| BHLF-3C85-CACM-Q | Savills | Objection is raised with regard to the provisions relating to green infrastructure. The NSF should provide guidance to clearly outline what provision is required both on-site and off-site. In order to ensure the viability and deliverability of new developments, the NSF should ensure that policy requirements do not overlap and/or are not excessive (e.g. green infrastructure being required on site but also contributions required to provision off-site). | The NSF addresses strategic issues. This comment seems to relate to individual development sites. Each Local Plan will have policies relating to GI. | No change to NSF |

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| BHLF-3C85-CACQ-U | Historic England | We support the consideration of Green Infrastructure (GI) at the cross boundary strategic level. The draft Norfolk Strategic Framework document does seek to protect, manage and enhance the built and historic environment which is welcomed. Landscape, parks and open space often have heritage interest, and it would be helpful to highlight this. It is important not to consider ‘multi-functional’ spaces only in terms of the natural environment, health and recreation. It may be helpful to make further reference in the text to the role GI can have to play in enhancing and conserving the historic environment. It can be used to improve the setting of heritage assets and to improve access to it, likewise heritage assets can help contribute to the quality of green spaces by helping to create a sense of place and a tangible link with local history. Opportunities can be taken to link GI networks into already existing green spaces in town or existing historic spaces such as church yards to improve the setting of historic buildings or historic townscape. Maintenance of GI networks and spaces should also be considered so that they continue to serve as high quality places which remain beneficial in the long term. " | Agree that the heritage benefits of GI could be referenced. Churchyards are an important part of GI. Comment regarding maintenance noted however this is a local issue. | Add reference to heritage into the first GI para of the NSF. |
| BHLF-3C85-CACQ-U | Historic England | The use of multi-functional greenspaces can help enhance the historic environment by better revealing it and making it more accessible. Therefore the strategic objective to provide a network of accessible multifunctional greenspaces should be beneficial to the historic environment and is welcomed. | Support for green infrastructure noted. | No change to NSF |
| BHLF-3C85-CAC5-Y | Norfolk County Council | “New GI can also mitigate impacts on existing ECOLOGICALLY sensitive sites.” | Agreed. | No change to NSF |
| BHLF-3C85-CAC5-Y | Norfolk County Council | It is recognised that as the NSF is rolled forward and updated, there will be a need to add GI projects as they reach an appropriate stage in their development. | Noted, although this will be for future versions of the NSF. | No change to NSF |
| BHLF-3C85-CACK-N | Hoveton Parish Council | ‘Green infrastructure’ is also important to Hoveton Parish Council, as the Council recognises that this underpins the tourism economy and the health and wellbeing of residents and visitors alike. | Support for green infrastructure noted. | No change to NSF |
| BHLF-3C85-CACK-N | Hoveton Parish Council | The Council agrees that ‘green infrastructure’ should be provided as an integral part of all new developments, alongside other infrastructure such as utilities and transport networks, and it is pleased to see Local Planning Authorities will be working together to produce a GI Strategy for Norfolk which will aid Local Plans in protecting and enhancing local assets such as conservation areas and Areas of Outstanding Natural Beauty. | Support for green infrastructure noted. | No change to NSF |
| BHLF-3C85-CA36-G | Forestry Commission East and East Midlands | <p>Thank you for consulting the Forestry Commission on the Norfolk Strategic framework.☐</p> <p>☐</p> <p>The Forestry Commission is a non-statutory consultee on developments in or within 500m of ancient woodland we are also Statutory Consultees for restoration of waste and mineral sites to forestry and the competent authority for Environmental Impact Assessments (forestry). ☐</p> <p>☐</p> <p>Our role as a Government Department is to provide you with any information which can help you in decisions with regard to planning proposals which may impact on Ancient Woodland in particular and any other woodland where it may be relevant to your plans. ☐</p> <p>☐</p> <p>Ancient Woodland as it is an irreplaceable habitat is a particular concern and in order to help Planning Authorities the Forestry Commission has prepared joint standing advice with Natural England on ancient woodland and veteran trees. This advice is a material consideration for planning decisions across England. It explains the definition of ancient woodland, its importance, ways to identify it and the policies that relevant to it. It also provides advice on how to protect ancient woodland when dealing with planning applications that may affect ancient woodland. ☐</p> <p>The Standing Advice website will provide you with links to Natural England’s Ancient Woodland Inventory, assessment guides and other tools to assist you in assessing potential impacts. The assessment guides sets out a series of questions to help planners assess the impact of the proposed development on the ancient woodland. Case Decisions demonstrates how certain previous planning decisions have taken planning policy into account when considering the impact of proposed developments on ancient woodland. These documents can be found on our website.☐</p> <p>☐</p> <p>We note that in the strategy it states in Agreement 20: In recognition of: ☐</p> <p>a) the importance the Brecks, the Broads and the Area of Outstanding National Beauty bring to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity; and ☐</p> <p>b) the pressure that development in Norfolk could place on these assets ☐</p> <p>the Local Planning Authorities will work together to produce a GI Strategy for Norfolk by the end of 2017 which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.☐</p> <p>☐</p> <p>We also note that whilst the Brecks are mentioned there isn’t any mention of Thetford Forest (the largest lowland Forest in England) or of Forest Enterprise England (FEE) the agency of the Forestry Commission that manages the Public Forest Estate. ☐</p> <p>☐</p> <p>Given the significant importance of Thetford Forest to the tourist economy and the environment ☐</p> <ul style="list-style-type: none"> • 1 million visitors/year • it encompasses 20% of the Breckland Environmentally Sensitive Area and is therefore a significant contributor to Breckland conservation. | Noted. Forestry Commission will be contacted regarding the GI mapping work. | NSF to involve the Forestry Commission regarding future GI work. |
| BHLF-3C85-CA33-D | Norfolk Area of the Ramblers | The document notes the importance of tourism businesses, which are more dispersed than many other economic activities - and far wider than “Norfolk Coast, the Broads and the Brecks” listed. Comment: Norfolk has a number of promoted ‘Norfolk Trails’ across the county, plus, in many locations (though not all), a good network of PROW. Together these can constitute an opportunity to promote the county as a good destination for walkers and cyclists, but one that is not located within specific localities.☐ | Noted. PROW have informed the Norfolk-wide green infrastructure mapping work that is ongoing. | Add PROW and 'Norfolk Trails' as an important asset |
| ANON-3C85-CA31-B | Wroxham Parish Council | ‘Green infrastructure’ is also important to Wroxham Parish Council, as the Council recognises that this underpins the tourism economy and the health and wellbeing of residents and visitors alike. The Council agrees that ‘green infrastructure’ should be provided as an integral part of all new developments, alongside other infrastructure such as utilities and transport networks, and it is pleased to see Local Planning Authorities will be working together to produce a GI Strategy for Norfolk which will aid Local Plans in protecting and enhancing local assets such as conservation areas and Areas of Outstanding Natural Beauty. | Support for green infrastructure noted. | No change to NSF |
| BHLF-3C85-CACG-H | Persimmon Homes | Persimmon Homes acknowledge the recognition of the Brecks, Broads and AONB importance to the quality of life (Agreement 20). However, there does need to be a further recognition that these areas are also reasons why people will want to live and work in Norfolk. There needs to be an acceptance that these places will be used by new residents. Such pressure should not be used as a reason for not allowing new development where it is needed, particularly where impacts can be mitigated, | The agreement as drafted recognises that these landscapes are reasons why people live here and visit, through reference to the benefit they make to the quality of life, the economy and tourism. Local Plans are required to assess any likely significant impact on European designated sites and some of these protected sites do exist in the protected landscapes quoted. To inform the Habitat Regulation Assessment of the Local Plans, Norfolk Authorities commissioned recreational impact surveys which go someway to help understand the impacts development in Norfolk and further afield can have on the protected sites. | No change to NSF |
| ANON-3C85-CAXS-J | Resident | Improved services at NNUH must be achieved. | Noted the health protocol aims to help address these issues. | No change to NSF |
| BHLF-3C85-CA69-P | Snettisham Parish Council | Council also notes a prediction of a 43% increase in the number of over-65s in the Borough of KL&WN. We know from our own research (during our Neighbourhood Plan preparation) that the single most pressing concern of residents is the provision of GPs, and the difficulty obtaining treatment and appointments. There does not seem to be anything about the number of doctors to cope with that increase, however, but much about the consultation of CCGs on house-building. As ever, we will not get the service sorted to cope with present levels before the additional housing is introduced, but will muddle through; it is simply not acceptable to say that the provision is a commercial decision for health providers. Something on attracting medical professionals to Norfolk, a well-documented problem, would be more useful. | Noted the health protocol aims to help address these issues. | No change to NSF |

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| BHLF-3C85-CA33-D | Norfolk Area of the Ramblers | <p>The plan clearly identifies some important trends which are likely to occur within this period. It notes in particular that there will be growth in terms of population, economic development (including tourism) and housing. Much of the growth in jobs is expected to occur in the greater Norwich area but corridors of growth are identified between Cambridge and Norwich, King’s Lynn and Cambridge and along the A47 corridor between Norwich and King’s Lynn. A number of interventions are planned in a new economic strategy to be published in 2017. Population as a whole is projected to grow by 14 % (2014 to 2036) with most of the growth occurring in the over 65s population which is projected to increase by 46%. This increase in the over 65s is especially marked in South Norfolk, Breckland and North Norfolk. Despite the relatively stable population for the under 65s, the number of jobs is projected to grow by over 60,000 of which about two thirds is in the Norwich area. It is expected that housing will grow to accommodate the growth in household formation but that excludes the need for social care where a deficit of over 8,000 care home places is projected (as against 9,900 care home places and a deficit of 600 now).</p> <p>Comment: With a recognition of increasing longevity there is a growing demand from the over 50s for physically active recreational activities which help manage risks of ill health through diabetes, heart attacks and strokes. Awareness of risk, including the lack of care facilities, appears to be driving more healthy behaviour and creating a fitter more active cohort of retirees. Health walking, rambling and strolling activities are being promoted as an effective and safe means of retaining good health and we are likely to see a significant growth in these activities as the population of over 65s increases. Variety of route and surroundings is an important feature of walking. The nature of the demand varies and ranges from individual short circular walks or strolls of up to 3 miles, brisk organised group walking usually around 3 miles and longer group led circular walks, mostly between 4 and 10 miles. Longer walks of up to 20 miles are usually the choice of younger and fitter walkers. City walking as an alternative to the use of cars will grow too but this is a more journey based, repetitive activity. We comment later on the steps already taken to develop rural walking infrastructure and the challenge of maintaining a viable network of public rights of way (PROW). At this point our main point is that the growth of the over 65 population is very significant and we believe that it is an omission of the report to fail to reflect the growth in their walking activities and the likely consequences for green infrastructure.</p> | It is considered that the points raised are covered in the first paragraphs of the health section | References made in GI section to the demographic changes likely in Norfolk and ensuring that they have appropriate access to recreational opportunities |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | All development should be designed with the aim of maximising walkability to underpin public health objectives, This means planning for and delivering mixed use development where daily needs can be served on foot or by other sustainable modes. The potential for active leisure should also be built into developments with the re-institution of funding (if not via DEFRA through a local CIL type mechanism) regimes that open up permissive paths into the countryside to facilitate extended walking and riding. | It is considered that the points raised are covered in the first paragraphs of the health section | No change to NSF |
| ANON-3C85-CACR-V | Norfolk & Waveney STP | <p>The Norfolk Strategic Framework for planning does not make any reference to the Norfolk and Waveney Sustainability and Transformation Partnership (STP), and does not appear to have considered how planning in health can be applied in conjunction with the principles of the STP. This is of concern to the STP partners for a number of reasons, as discussed below.☐</p> <p>The aims of the STP are to develop closer and more integrated working amongst the different partners and providers of healthcare across Norfolk and Waveney. This includes moving care closer to home and focussing on prevention of illness. In order to be able to achieve planned improvement to health and care, integration of services around local communities, and enable delivery of new models of care, it is important the estate function of the STP remains flexible and responsive to the planning system – leading to the development of fit for purpose health infrastructure that provides the health services required by the public. In order to do this, it is imperative that the planning process engages with the STP at the earliest opportunity, ensuring that the planning proposals meet the needs of all of stakeholders involved and the STP can be incorporated into the process moving forward rather than retrospectively applied to the possible detriment of all involved.☐</p> <p>As part of a collaborative and joined up approach to delivering healthcare, and considering the principles of the One Public Estate (OPE) programme, the estate space required may not be standalone but may be integrated with other public sector services, for example in a community hub. It is important that OPE/STP is considered at the very early stages of planning to ensure that buildings and services are future proofed and will be fit for purpose for future years. By engaging with the STP process at this early stage it would allow for input to ensure that this occurs and that where necessary, and to ensure future proofing, sufficient flexibility can be applied to any proposals involving health.☐</p> <p>The publication of the Health Protocol for engagement of health in planning matters recognises the role of Clinical Commissioning Groups (CCGs) as the primary authorities for planning of health services. The advent of introducing Sustainable Transformation Plans within the NHS has led to a collaboration of commissioning and provision across health systems. This is represented in all spheres of health service design, and as such, has become a single point of contact for Planning Authorities to link to for planning purposes within health infrastructure. The Norfolk & Waveney STP combines CCGs and health providers within its Estates Work stream to manage and plan strategy for health infrastructure development.☐</p> <p>In consideration of the recommendation 18 of the Consultation document (to adopt the Health Engagement Protocol as set out), feedback and agreement is sought to amend the published Health protocol to encompass development within the Health sector of the STP, and the role it plays in response to Planning matters. The current Protocol does not appear to have been authored by Health system representatives, and therefore a short period of review of the main document is recommended between Protocol authors and representatives of the STP / Health system to ensure the document and future form of engagement is in line with Health system strategy and development.☐</p> | The comment is noted and accepted. Contact has been made with Norfolk and Waveney Sustainability and Transformation Partnership to discuss ways in which the Planning in Health Protocol can be aligned with the priorities of the Sustainability and Transformation Panel. | No change to NSF |
| BHLF-3C85-CACK-N | Hoveton Parish Council | The Parish Council supports the idea that ‘health and wellbeing of the population’ and health infrastructure should be considered in planning decision making. Hoveton’s medical centre and other local healthcare services are already under pressure, and a population increase from further housing development would only exacerbate the <u>problems being experienced by local residents when trying to access timely, quality health care.</u> | Noted the health protocol aims to help address these issues. | No change to NSF |
| BHLF-3C85-CAC5-Y | Norfolk County Council | <p>"Comments from a public health perspective Several of these comments relate to the potential for shared priorities nd consistent approaches rather than specific strategic cross boundary issues. Nevertheless, the NSF provides the opportunity to consider this potential.</p> <ul style="list-style-type: none"> • Support the principle to develop a “good relationship between homes and jobs” as it supports active travel and minimises vehicular movements, while recognising the need to avoid any potential adverse environmental impacts on residential accommodation of the employment activity within a close proximity (air quality, noise, access to open spaces etc.) (p.8) • Support “a major shift away from car use towards public transport, walking and cycling” (p.8). Recent evidence review by Public Health England on spatial planning correlates provision of active travel infrastructure and public transport with better outcomes relating to health, cardio vascular disease and road traffic accidents / KSI • Provision of good quality housing (p.9) is a fundamental determinant of health and we would strongly support a mix of accommodation which meets a variety of income and physical needs. The same PHE report emphasises the importance of warm and energy efficient homes on health outcomes. There is also evidence which highlights the importance of upgrading existing stock as well as the quality of new build and some reference to this may be welcome. It may also keep existing housing stock in use for longer, reducing the need for new build. | Support Noted | No change to NSF |

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| BHLF-3C85-CAC5-Y | Norfolk County Council | <ul style="list-style-type: none"> The review also highlights the need to consider particular housing needs of other groups such as those with a learning disability, history of substance misuse, affordable housing for those who are homeless and those with chronic medical conditions such as HIV / AIDS. The need to plan for older people and students is referenced (p.37) so specific reference here may make sure these groups are not overlooked Access to sporting, physical activity and green and open spaces and facilities is supported and we want to ensure this is available across tenures and locations, with particular reference to the challenges within the housing White Paper on access to open spaces within urban areas1 With a 2036 end date for the framework, and the recent announcement on sales of petrol and diesel cars ending by 2040, the NSF could usefully reference cross border and cross agency work to support the switch to low emission vehicles, for example, charging points delivered both within new developments and at appropriate points on the road network (p.15). This is supported by recent NICE guidance on air quality Consideration could be given to a consistent approach on urban design for example the use of green walls and planting to mitigate poor air quality or avoid unintended consequences relating to “air canyons” may be useful With regard to population and household estimates and the impact of, for example, life expectancy we would also highlight a number of factors to consider from the recent 2017 Health profile for England : <ul style="list-style-type: none"> 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 (p.55) and poor mental health | Agreed reference made to charging points in new transport agreement. Point regarding urban design is a matter for local plans. Agreed to add demographic points to section 4. | Section 4 updated |
| BHLF-3C85-CAC5-Y | Norfolk County Council | <ul style="list-style-type: none"> It is recognised (p.31) that affordability is a key barrier to accessing good quality housing. Given the proposed changes in some definitions of affordability within the White Paper2 we would welcome some consistent approach across the county which would support adequate provision across localities and reduce the risk of development being piecemeal over geographic boundaries. Given the pressures on the electricity and water infrastructures we would support a countywide approach to increasing capacity which minimises environmental impact through construction materials and processes, noise and loss of green infrastructure Without underplaying the importance of physical inactivity and smoking on causes of death (p.47) the 2017 state of England does introduce concerns about other factors, some of which may be ameliorated by spatial planning interventions. These include dementia and Alzheimer’s and poor diet. There are some links back not only to physical activity but also accessibility of affordable and good quality food. A county wide approach to land use and affordable fresh fruit and vegetables in particular would be welcomed We would support use of the health Protocol, for example, to plan for and manage access to health care, although evidence suggests that other factors related to income, environment, education etc. are much more closely correlated to good health outcomes Underpinning this response are some key themes around: <ul style="list-style-type: none"> Air quality Affordable and good quality housing Physical activity and transport Diet and access to good food Employment for all We would also welcome cross-authority consistency on some of these key measures to reduce the risk of developments varying within the county and therefore impacting populations in different ways or enabling activity to pick locations where the health requirements are seen to be of a lesser order." | First point affordability issues are best dealt with in local plans because needs and viability vary from district to district. Support for the health protocol noted and other issues are already covered by the NSF where appropriate. There is no evidence the final point will be a significant issue | No change to NSF |
| BHLF-3C85-CACA-B | Ashmanhaugh Parish Council | Health: APC agrees that there is a desperate need for a new protocol on planning of health services and would ask that anything that can be done at a national level to make implementation mandatory, this be pursued | Noted | No change to NSF |
| BHLF-3C85-CAC8-2 | Suffolk County Council | It is noted that Norfolk County Council is preparing an Infrastructure Delivery Plan and it would be helpful to engage at an appropriate point in this with the Suffolk LAs to consider whether there are wider issues that need to be dealt with together. There could usefully be reference to this within the Framework.☐ | Agreed | No change to NSF |
| ANON-3C85-CAXF-5 | No to Relay Stations | I repeat what I said earlier. There needs to be protection for all landscapes, not just 'protected' landscapes. Not everyone has the time or money to join conservation groups and visit reserves. Although I am a member of the Norfolk Wildlife Trust I have a rich variety of wildlife on my doorstep, easily accessible for example after I was recovering from injury. This landscape and this wildlife is at risk - and yet this is the kind of environment that most people can enjoy for free, and which enriches our daily lives. There is a short-sightedness which only places value on specific areas. It is the day to day quality of life of ordinary people which should matter, not just protection of the Broadlands and other designated areas | The same point was raised by Natural England and their wording has been used. | No further change to NSF |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | The Somerleyton Estate would also like to see a strong case made for the Norfolk local authorities working with peripheral farmers and landowners like us to create an attractive accessible 'living landscape' around towns such as Great Yarmouth working closely with or being led by Norfolk Wildlife Trust and to an extent the Broadland Authority National Park – much as the manner of Suffolk Wildlife Trust does at Carlton Marshes. The Somerleyton Estate believes that Great Yarmouth has traditionally looked out to sea but it also needs to look inland too and celebrate and breathe life and environmental protection into the Yare river valley, marshes and arable hinterland. The Somerleyton Estate is well positioned across both counties to assist the Norfolk local authorities and Great Yarmouth in particular in developing this strategy and would like to do so | Noted | No change to NSF |
| BHLF-3C85-CAC5-Y | Norfolk County Council | The document should clarify what is meant by ‘protection and maintaining the Wensum, Coast, Brecks and the Broadlands’ and why these areas are significant. If the reference is targeted at designated sites of most significance to Norfolk e.g. Area of Outstanding Natural Beauty, National Park and European designated sites, these should be referred to in the appropriate context. The NSF should be specific that the GI network will also require enhancement in order to support growth | Agreement 20 will be updated to clarify. | No further change to NSF |
| BHLF-3C85-CACK-N | Hoveton Parish Council | Hoveton Parish Council believes the locations of these extra stations should be carefully and sympathetically chosen so as not to adversely impact on local landscapes or quality of life. | Noted | No change to NSF |
| BHLF-3C85-CACA-B | Ashmanhaugh Parish Council | Light pollution: the Council would like to see this added as it feels the current level of planning and environmental health legislation does not sufficiently cover the problems of the countryside.☐ | Light pollution is not a matter that the NSF can address | No change to NSF |
| BHLF-3C85-CAC5-Y | Norfolk County Council | In the Appendix comments relating to page 58 of the NSF, a Member asked that consideration be given to including reference to the tributaries of the Wensum | The specific reference to the Wensum is in recognition of its international importance | No change to NSF |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | Comments about Section 7 - Infrastructure and Environment In Section 7 ‘Infrastructure and Environment’ a number of strategic objectives are proposed under separate sub-headings. As with our comments on Section 2.3 set out above please add the following bullet points under the sub-headings in Section 7: “To realise the economic potential of Norfolk and its people by:” • Supporting the County’s tourism offer and the environment upon which it relies. “To reduce Norfolk’s greenhouse gas emissions as well as the impact from, exposure to, and effects of climate change by:” • Supporting and facilitating indigenous tourism development. Also in Section 7 under the sub-heading “To improve and conserve Norfolk’s environment” the following bullet point objective is noted as particularly important by the Somerleyton Estate in protecting assets such as the Fritton Lake Resort: • “Protecting the landscape setting of our existing settlements where possible and preventing the unplanned coalescence of settlements”. | No specific sectors are addressed in the vision and objectives however it is agreed to enhance the tourism reference in the economic section. | Tourism Reference added in Economic Section |

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| BHLF-3C85-CA3S-D | Holme-next-the-Sea Parish Council | It would improve presentation if sections on Infrastructure and the Environment were separated – the Transport elements of Sections 7.1 and 7.7 seem to fit more logically alongside the presentation of the economic growth framework and connections. Footnote 37 refers to current and future travel times for Norwich – London. It would be helpful to see comparative figures for Kings Lynn – London. | While they could be separated they have been combined to highlight the importance of GI as a type of infrastructure | No change to NSF |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | In Section 7.1 ‘Introduction’ the Somerleyton Estate points to a statement which is of significant importance to them where it states: “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”. The Somerleyton Estate request that this section is highlighted because of its significance to maintaining the visibility of the tourism sector to the Norfolk Local Authorities. | Based on comments received references to tourism have been changed within the Economic section of the NSF. However Norfolk's environment plays an important role in all types of economic development not just tourism. | No further change to the NSF |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | In Section 7.8 ‘Flood Protection and Green Infrastructure’ and under the sub-heading ‘Green Infrastructure and the Environment’ the Framework states that: “Green infrastructure 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 and visit. New GI can also mitigate impacts on existing sensitive sites.” The Somerleyton Estate wholeheartedly supports that statement and requests the minor amendments as set out above. Further in this section the Somerleyton Estate again wholeheartedly support the section which states: “As Norfolk grows 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 receive the health and quality of life benefits of good green infrastructure; • Maintaining the economic benefits of a high quality environment for tourism; and • Protecting and maintaining the Wensum, Coast, Brecks and the Broads.” This is precisely the message which the Somerleyton Estate wishes to see threaded throughout relevant sections of the Framework as discussed above. | Support Noted | No change to NSF |
| ANON-3C85-CAJF-Q | Resident | Social Infrastructure - health and education - under health provision there is no mention at all of access to health services, and for many this is a current and growing problem which will worsen over time. This arises from the confluence of NHS centralisation of health provision whilst at the same time the reduction of (particularly) bus services in the county due to funding constraints. Not mentioning it does not mean that it is not an issue, nor does it mean that the issue will disappear and the section needs amendment to include reference to it, and to indicate the planning authorities' view of how to lessen the extent of the issue. | Noted the health protocol aims to help address these issues. | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | 6 Social infrastructure: we note the sections on education and health. Improving educational standards is essential to supply a more qualified workforce and this is especially so in West Norfolk which lags in aspiration and attainment standards. We are concerned that the growing aged population in West Norfolk is already having greater difficulty in accessing health services, and NHS continually centralises these facilities and at the same time transportation services are in decline, especially in rural areas | Concerns Noted | No change to NSF |
| BHLF-3C85-CA3W-H | Hoveton Parish Council | Hoveton Parish Council is also concerned that any future proposals for housing development should take into account the impact these developments would have on social infrastructure. The Parish Council supports the idea that ‘health and wellbeing of the population’ and health infrastructure should be considered in planning decision making. Hoveton’s medical centre and other local healthcare services are already under pressure, and a population increase from further housing development would only exacerbate the problems being experienced by local residents when trying to access timely, quality health care. Similarly, an increase in demand for places at local schools will prove unsustainable unless a sufficient supply of school places goes hand-in-hand with housing development. | Noted this is a matter for local plans (for discussion with North Norfolk DC and Greater Norwich Partnership). | No change to NSF |
| ANON-3C85-CA8D-3 | Norwich Cathedral | Whilst it is good that there is an emphasis on promoting tourism and heritage and improving infrastructure, thought also need to be given to what happens when tourists arrive In particular Norwich is very poorly served for coach parks and we struggle to attract coach parties because of this and those that do come frequently complain and the lack of adequate coach parking. Similarly we regularly receive complaints about poor signage both for motorists within the city and pedestrians. Infrastructure plan needs to think not only about overall connectivity but also how people will be handled when they arrive at their destination otherwise this produces huge frustrations and then makes people wish they had not travelled | Noted. Issues for the Norwich Area Transportation Strategy (NATS) review and City Council planning department | No change to NSF |
| ANON-3C85-CA8T-K | Hockering Parish Council | Public transport should be developed instead of building new roads and destroying the environment. | Noted. The NSF recognises that there is a need for both strategic road and public transport improvements. | No change to NSF |
| ANON-3C85-CA8V-N | Hunstanton Coastal Community Team | 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 living environment adequately supported by social and green infrastructure; his aim contradicts the earlier aim copied below: 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; Reducing the need to travel necessitates new housing around town centres and would damage rural communities | These aims are considered to be compatible and reflect national policy. The approach does not prevent an appropriate scale of growth in rural communities, reflecting the availability of local services. | No change to NSF |
| ANON-3C85-CAXS-J | Resident | The missing NDR link must be built to achieve the full purpose of the road. The main spur roads out of Norwich eg to Cromer must not be overlooked. Workers and ambulances need faster routes from the rural areas. | Support for Norwich Western Link welcomed. Suggested needs for other improvements noted for consideration in future review of the Local Transport Plan. | Norwich western link to be considered in transport agreement in future version of the NSF |
| ANON-3C85-CAXN-D | East Ruston Parish Council | All the proposed new housing brings with it an increase in traffic. You can't have it both ways. More people and less pollution does not work | Noted. Planning seeks to balance these issues and reduce the impacts of needed growth | No change to NSF |
| ANON-3C85-CAXA-Z | West Suffolk | West Suffolk supports the approaches advocated by the Norfolk Strategy Framework. We look forward to working together to achieve growth and consider that developments around the A11 would be best achieved after improvements are made to the A11 Fiveways junction. | Support welcomed | No change to NSF |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited supports the identification of the Attleborough Link Road in the Priority Road Projects for Promotion (Table 12). If public funding is secured, the Link Road will be able to be delivered earlier than would be the case is funded through the proceeds of development alone. | Support welcomed | No change to NSF |
| BHLF-3C85-CAJB-K | Fen Line Users Association | Table 11: Committed Transport Projects We note and support the inclusion of the “half-hourly” King’s Lynn-King’s Cross Government franchise commitment in note 52 at the foot of this table. The comments above on Section 5 are made in the context of seeking the earliest delivery of this commitment. We request that the County Council includes in the Table details of Network Rail’s current King's Lynn-Cambridge 8-car scheme which, as well as doubling the number of seats per train (446 in an 8-car class 387/1 train) will permit currently overcrowded King’s Lynn-King’s Cross trains to stop at the new Cambridge North station (as noted in the text in Section 5). Details can be found at: https://16cbgt3sbwr8204sf92da3xxc5m-wpengine.netdna-ssl.com/wp-content/uploads/2017/06/Enhancements-Delivery-Plan-June-2017.pdf (page 33 of 189). Table “93” [13?] Priority Rail projects for promotion We note the inclusion of the Ely Area Enhancements in this table. This scheme is necessary but not sufficient for the introduction of the King’s Lynn-King’s Cross “half-hourly” service as well as to other rail service improvements. You will know that the Greater Cambridge Greater Peterborough LEP, the New Anglia LEP and the Strategic Freight Network have allocated £8.8m for feasibility studies to GRIP 3a in order to permit the earliest go-ahead of these works in CP6 (Growth deal 3 funding refers) and we request that this information be added to the notes to this Table. You will also note that the Secretary of State intends to issue the Statement of Funds Available (SOFA) for | NSF has been updated to include information on the King's Lynn-Cambridge 8-car scheme. | NSF has been updated to include information of the King's Lynn-Cambridge 8-car scheme. |

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| BHLF-3C85-CAJD-N | Resident | <p>Page 53 – Table 12 lists solely road projects. Are there also millions of £s proposed for cycle networks? I cannot find any reference yet they are essential. Firstly, is there reference elsewhere in the document to the provision of cycling infrastructure? And secondly has any account been taken of the government’s new Cycling and Walking Investment Strategy? To give a simple example, I would love to cycle from Sheringham to Cromer, but certainly not along the A149, which would be 4 miles. Instead I would have to use country lanes on a circuitous route of 10 miles. Hardly appropriate if encouraging people to cycle to work instead of driving. There is a coastal path between the two towns yet coastal paths generally are being provided/improved without any thought being given to making them cyclable as well. No joined up thinking!</p> | Support for cycling is welcomed. However, outside of the Norwich area, cycling is not a strategic cross boundary issue. Matter for Local Plans and the Local Transport Plan | No change to NSF |
| ANON-3C85-CAJG-R | Resident | <p>The document fails to recognise that North Norfolk only has substandard A roads. It takes about an hour to access any dual carriageway route. The poor quality roads increase local flooding and cause increased damage to cars. The increasing risk of hitting deer due to rising numbers must be considered. Access must be improved including to rail stations and airports beside Norwich. All residents must have access to the same high quality broadband and mobile phone facilities, not have to pay the same charges to receive substandard service. North Norfolk requires affordable public swimming pool and gym access like other parts of the county so full time residents can undertake sports which improve heart rate etc at all times of the year. The NDR must be completed to provide access from Dereham, Fakenham and Swaffham. Housing design must allow proper maintenance and fire protection. The new developments of block work and cladding must be reviewed considering the likely twenty/thirty year maintenance impact. The county’s planners must work with developers to encourage the building of more suitable properties for retired people and second home owners, including considering the parking and garden requirements. North Norfolk towns and villages are suffering increasing parking problems when second homers and tourists are about.</p> | Noted. Local Plan issues | No change to NSF |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | <p>Para 7.7 - ideally we should be aiming at building an west east rail line from Peterborough via King's Lynn, Fakenham, Norwich to Great Yarmouth and Lowestoft.</p> <p>Where large scale housing is to be developed as at West Winch, an efficient reliable transport system should be integral with the design to take residents to places of work, shopping complexes and town centres. The sand line could be used from King’s Lynn town centre to the A149 and then it could turn southwards past the Hardwick Industrial units and then through all 3 sections of the new development. This could be a tram or light rail system. Increasing the traffic around the Hardwick interchange and the congestion in King's Lynn town centre is not a sustainable policy.</p> <p>The A10 relief road should start near the junction with the A134 and then go over or under the A47 to then link with the A148 /A149 further north because a large amount of the traffic on the A10 is destined for the North Norfolk Coast. Such a design avoids the need for costly disruptive alterations to the Hardwick interchange. There is a group investigating the feasibility of re-instating the rail link between Hunstanton and King's Lynn using some but not all of the previous track bed and that it also seem sensible to safeguard the former trackbed from Heacham to Wells which would make an idea tourist route for walking and cycling.</p> | For the New railway line as proposed there is no evidence that this proposal is feasible. Other comments noted - local plan issues. | No change to NSF |
| ANON-3C85-CA6U-J | Resident | <p>Norfolk suffered particularly badly in the railway cuts of the 20th Century (Beeching 'Axe'). What are you going to do to press for reopening of railway routes if as you state in the document you are "effecting a major shift in travel away from car use"? I have personally witnessed the parking crisis where the experience of visiting any Norfolk town is let down by the enormous number of motor cars clogging up the streets. There are no places left to park. So I take the bus, but public transport is woefully inadequate and it does not connect with the rail services, particularly in North Norfolk e.g. at Cromer and North Walsham stations.</p> | Noted. Local Transport Plan issue | No change to NSF |
| BHLF-3C85-CA6D-1 | Middleton Parish Council | <p>The Council generally felt that the Framework is very well thought out and tries to consider all aspects that can affect growth and development within Norfolk with a positive approach. However, there appears to be a lack of consideration or investment in the growing use of the A47 between Norwich and Kings Lynn. The improvement of the Hardwick junction only will not deal with the additional traffic using the A47 or the holiday traffic going to Hunstanton which blocks the junction every year. ☹️</p> | Support welcomed. A47 improvements are supported by all the authorities (through A47 alliance) and will be specified in new transport agreement. | A47 to be considered in transport agreement in future version of the NSF |
| ANON-3C85-CA62-F | Resident | <p>Under "Improvements Needed", you list "Norwich Western Link". This should be removed. ☹️</p> <p>It would complete the encircling of Norwich with roads and concrete and would sever cycling routes out of the west of the city and cause severe damage to the Wensum & Tud valleys and surrounding areas. ☹️</p> <p>Building a "Norwich Western Link" would have a further negative effect on the quality of life for city residents and is in complete opposition to the stated aims of "locating development so as to reduce the need to travel" and "effecting a major shift in travel away from car use towards public transport, walking and cycling". ☹️</p> <p>With limited budgets, money should be diverted from the road projects listed to railway improvements, otherwise the car will continue to dominate Norfolk at the expense of public transport. ☹️</p> <p>Figure 11 illustrates how Norwich is being cut off from surrounding green spaces. There are several "Accessible Nature Sites" just north of the city but the route of the NDR and the spread of Housing Allocations around its route block off access by cycle from the city to these sites. ☹️</p> | <p>The Norwich Western Link is a County Council priority and supported by the local planning authorities. The design of any scheme will need to take account of the needs of cyclists and the local environment.</p> | Norwich western link to be considered in transport agreement in future version of the NSF |
| ANON-3C85-CAJF-Q | Resident | <p>The analysis of current infrastructure makes no reference to the planned worsening of the Fen Line rail service to and from Norfolk nor the A17 main road linking Norfolk to the North Midlands and North of England. These are major deficiencies in the analysis and therefore the conclusions and actions do not accord to the full current situation. ☹️</p> | While any deterioration of service is regretted it doesn't alter the overall approach to the NSF however mention of the A17 is included in section 3 | Mention of the A17 is included in section 3 |
| ANON-3C85-CAJF-Q | Resident | <p>Local Buses: The generalised outcomes of the framework agreement between local planning authorities, either deliberately or otherwise, puts local bus use at the forefront of its vision to create housing and jobs growth but without consequential private car use growth. If bus use is to grow then the bus network has to be dependable, stable and attractive, and that it is not. The document does not address the issue of intervening in the market under the 2000, 2008 or 2017 Acts (yet implicitly rejects the much more limited interventions available under the 1985 Act) and unless it does so, then the vision will not, and cannot, be delivered. This is a massive failure to link inputs with outcomes and undermines the credibility of the document, probably more than any other omission.</p> <p>Local Buses: The analysis is deficient in that it does not use available data as a basis for the work as travel data is available to local authorities under the 2008 Local Transport Act and cannot be denied it by bus operators as if commercially confidential, and indeed that clause of the Act was specifically to enable high level strategic planning such as this document. The narrative needs rewritten based on the available evidence base rather than a series of generalised assumptions.</p> <p>Local Buses: Reference is made to Community Transport, implying that it will be a potential way ahead for rural transport provision. Yet in late July 2017 the Department for Transport issued a "re-interpretation" of the 1985 Act (to be consulted on this Autumn) which may end the use of community transport as a provider of rural bus services. This has the potential to cause significant social and economic detriment in a rural county such as Norfolk.</p> | Noted, detail is a matter for Local Transport Plan | No change to NSF |

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| ANON-3C85-CAJF-Q | Resident | <p>Rail: The narrative inaccurately describes the London to King's Lynn service currently as half hourly at peaks. It is not so in the afternoon peak, not at all from Cambridge northwards and from London the half hourly service is from 17.44 to 19.44, largely post-peak. This leads to severe overcrowding on the Fen Line north of Cambridge which is not considered in the document nor any agreement made to address it.</p> <p>Rail: The narrative is out of date in that train seat capacity on the Fen Line has been deliberately reduced from May 2017 by the allocation of newer stock, reducing seats from approx. 245 to 210 per train. This has significantly worsened peak hour overcrowding (ie beyond standing capacity) on Fen Line trains North from Cambridge during its afternoon journey from work peak.</p> <p>Rail: Journey times to other towns off the rail network are considered (Figure 4 of NSFTT) as rail plus car overall time. The analysis does not include either the variable locations of car parking facilities around the King's Lynn gyratory nor the closure of ticket office facilities at that station recently, the combined effect of which is that, for example, from Hunstanton, the road journey time at 30 minutes is grotesquely understated compared with reality - most people would allow that for the road travel journey plus the same again for the variability of where in the town to find car parking plus the variability of queue time to buy a ticket (including from the vending machines when the office is closed). This therefore understates the extent of isolation from the national network suffered by some of these towns and therefore enables the planning authorities to avoid making any agreements on the extent to which there is a case for land protection for possible new rail lines as the population and local economy both grow, bringing with them an exponential rise in the demand for travel (despite the lofty ideals of the plan to reduce it).</p> <p>Rail: The NSFTT SWOT analysis at Figure 5 includes no reference to the inadequacy of capacity on the Fen Line nor the planned downgrading of other aspects of the Fen Line service from December 2018 as threats, nor the opportunities that arise from putting this growing list of deficiencies on this line right. Outcomes and policies emerging from the SWOT analysis will therefore be deficient and this needs rectifying.</p> <p>Rail: Footnote 52 indicates a rail journey time from King's Lynn to Cambridge of 45 minutes. That it used to be but currently it is 48 minutes and planned to increase to just under 1 hour from 2018. This is considerable worsening that will depress demand for rail and economic growth and create modal transfer towards car in total contravention of the lofty ideals of the framework document. Yet the document is silent on this.</p> | While any deterioration of service is regretted it doesn't alter the overall approach to the NSF, the detail will be considered through the Local Transport Plan | No change to NSF |
| ANON-3C85-CAJF-Q | Resident | <p>Roads: as noted above, there is no recognition of the A17 as an important road for the county's business success, even though all but the first seven miles lies beyond the County boundary. This needs to be put right in the document and in doing so consideration given to the complete inadequacy of the road capacity for current, let alone future demand.</p> <p>Roads: it is noted in the supporting evidence (NSFTT, Figure 2) that average speed comparisons on trunk roads exclude A17 and A47 West from King's Lynn yet these are important to the county's connectivity. Average speeds in West Norfolk are below the rest of the county and yet very little strategic improvement (as different from individual local schemes) is focused on this area. This is a failing of the document and should be addressed.</p> <p>Roads: It is noted in the supporting evidence (NSFTT) that there are 2 congestion hotspots in West Norfolk and only one in a selection of a few other towns and cities (for example just one in Norwich). Yet the road network development plans focus on further infrastructure investment mostly excluding West Norfolk. If the funding does not follow the evidence trail then there is little purpose in writing and working to the document and the planning authorities should reconsider and rebalance this proposed</p> | Noted, detail is a matter for Local Transport Plan | Mention of the A17 is included in section 3 |
| ANON-3C85-CAJF-Q | Resident | Air Quality: quality issues in Norwich and King's Lynn are noted. In Norwich one central area is pinpointed and an action plan in development to address it. In King's Lynn there are two areas of concern (including the suburb of Gaywood) and plans are currently under consideration that have the potential to worsen it in other residential areas as well (the opening of part, and then all of Harding's Way to all traffic) so that the worst air quality in the county will be in King's Lynn. Yet the document proposes no action plan to address it. This needs to be amended and a commitment to urgently developing a plan to deal with it. Further, it makes the case for a general agreement across the authorities to not proceed with any plans that will knowingly worsen air quality. | Air quality management areas are not strategic cross boundary issues | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | Table 107; We note that two projects are included. Why these two projects? Are there others that need to be included? For example Sustrans are already promoting a pilot signage project in this area and NCC as highways authority, has been investing in 3Rivers Way to boost cycling network. | These are the projects that have been put forward through the infrastructure delivery plan, additional projects can be considered in future versions of the NSF and IDP. | No change to NSF |
| BHLF-3C85-CA69-P | Snettisham Parish Council | This focus on the County Town is also reflected in comments about roads. The prosperity of the region depends on getting goods and services into the County, yet, again, all road spending is focused in the East. Kings Lynn is now a bottleneck all year round, not just during the holiday season. Tourism is one of Norfolk's biggest sources of income, yet we are now hearing people saying they will not come again due to the delays on the roads – not the ones in the immediate environs of resorts, which may be expected, but those en route. This is before 1,000 houses, which have been given planning permission in just the last three years, are added on the A149 alone. | Noted the schemes reflect the needs identified by the transport authorities in consultation with the district councils. | No change to NSF |
| BHLF-3C85-CA6H-5 | Melton Constable Trust | <p>I write on behalf of the Melton Constable Trust which for many years has been actively pursuing the prospect of bringing back regular rail services to places such as Dereham, Fakenham and Holt by use of the existing heritage lines and existing Network Rail routes. To this end we have commissioned feasibility studies and purchased land at both Holt and Fakenham. As has been shown elsewhere in the country, we believe that this could make a massive contribution to the local economy, help address road congestion, be a further boost to tourism and help tackle rural isolation.☹</p> <p>☹</p> <p>To this end can we please suggest that there is a positive reference in the document to continuing support for the Bittern and Wherry lines and support in principle for the reconnection to the main network to Dereham, Fakenham and Holt ?☹</p> <p>☹</p> <p>☹ The inclusion of Fakenham, Holt and Dereham in the West Norfolk Local Transport Plan is a positive step, but it is disappointing that the plan does not mention the possibility of a rail link from King's Lynn to these towns.</p> | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | 2 In this context, the failure to understand and recognise the transport infrastructure shortcomings in West Norfolk is disappointing. The A17, the major link from Norfolk to the North of England, is not mentioned once in the document, and there is scant comment on any shortcomings on the A10 from King's Lynn to Cambridge (save for the fact that Cambridgeshire County Council is studying what to do in its section of this road) nor the A47 West from King's Lynn to Peterborough and the A1. Additionally, whilst much is made of the rail investment in the County by Abellio nothing is said of the continual downgrading of service by Great Northern on the Fen Line serving West Norfolk. The NSF therefore needs major rewriting to recognise the very different transport infrastructure shortcomings and needs in the West of the county to ensure that its population and economic development are not 'left behind'. | Noted the schemes reflect the needs identified by the transport authorities in consultation with the district councils. While any deterioration of train service is regretted it doesn't alter the overall approach to the NSF. | Mention of the A17 is included in section 3 |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | 11 Transportation - servicing new developments: the NSF is largely silent on this issue, except to note that planning authorities have no legal right to require minimum broadband speeds to be delivered to new developments. It is possible, through a raft of available interventions, however, to intervene when new developments are planned, to provide appropriate local bus services which accord with the NSF Vision and Objectives. These can be by using the Acts noted above, or at a smaller scale by Section 106 or 272 agreements with developers, or through a CIL or development Levy. The NSF must be more explicit about these, how authorities would intend to use them, and include a template (section 106 for example) agreement, so that businesses and developers can have certainty that these interventions will be used and the outcomes of the intervention | These are not matters for the NSF as they are not strategic cross boundary issues | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | 10 Transportation - local buses: the NSF Vision and Objectives makes the clear desire and commitment to improve connectivity between where people live and where they work and use other facilities (such as retail and education) and to create a modal shift from car towards public transport, cycling and walking. The major component of this shift is to ensure that the local bus service meets this vision and objective so that they are deliverable. But local bus services are privately provided and business owners have clear legal objectives to maximise shareholder value, not community or society value. As a result, the vision cannot be delivered without interventions in the free market. These interventions are permissible in Acts enacted in 1985, 2000, 2008 and 2017, and each Act has made it easier for the transportation authority (NCC) to intervene than the previous one. For the NSF Objectives and Vision to be fully realised, and the county's population and economy to reach their full potential, the NSF must actively discuss and make agreements on how, not whether, it will intervene, and to show how the intervention will meet the Vision and Objectives of the document. Leaving it to the market, as now, will no longer be an appropriate solution. | Noted, detail is a matter for Local Transport Plan | No change to NSF |

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| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | 9 Transportation - rail: the NSF narrative applauds the growth in rail passengers and the investment made and to be made in line upgrades and new stock in the new Greater Anglia franchise. We welcome these investments. However, they are in stark contrast to the decline apparent on the Fen Line in West Norfolk, a line with a recent past passenger growth rate above that in Greater Anglia and the national average and yet which has (a) had lower capacity trains put on the route in May 2017 and (b) faces a planned significant slowing down of journey times from December 2018. This has resulted in grotesque overcrowding North from Cambridge during its afternoon peak travel time and will result in the franchise requirement set by the Department for Transport not being complied with in terms of maximum journey times from next year. Yet the NSF makes no reference to these downgradings, nor the fact that the December 2018 timetable fails to meet the rail industry's objectives for half hourly afternoon peak travel time trains from next year (let alone its failure to meet the franchise requirement of daytime half hourly trains from 2017). The NSF must be rewritten to be more robust in its commitment to work tirelessly with the rail industry to put right these failings as priority two (after Norwich in Ninety is delivered) and before aspirational new links are implemented such as Norwich to Stansted Airport direct services. | While any deterioration of service is regretted it doesn't alter the overall approach to the NSF | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | 8 Transportation - air quality: two areas of air quality concern are noted in the NSF, one in central Norwich for which there are plans to address the issue and the other in the King's Lynn town centre stretching out to the suburb of Gaywood for which no plan is included to address the issue. The NSF must be rewritten to include a commitment to addressing this issue at an early date. Indeed, to the contrary, West Norfolk is considering opening to all traffic King's Lynn's only bus priority road, which will potentially significantly worsen the air quality in South Lynn, thereby widening the are in which there is traffic generated health concern. | Air quality management areas are not strategic cross boundary issues | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | 7 Transportation - roads: we have noted above the failure to properly assess the shortcomings and future needs of the infrastructure in West Norfolk, and ask that the NSF is rewritten to provide a proper and fair balance of investment, given the historic lack of investment in this part of the county. We note from the accompanying NSFTT document that (a) average road traffic speeds are lower in West Norfolk than the county or national average and (b) that there are two recognised congestion hotspots in West Norfolk compared with three for the rest of the county including only one in Norwich. We are concerned that both these features depress economic activity and business investment and also note that the NSF includes no plans to deal with these West Norfolk issues. We therefore believe there is a compelling case for the NSF to be substantially rewritten in respect of road investments | Noted, detail is a matter for Local Transport Plan | No change to NSF |
| BHLF-3C85-CA3J-4 | The Somerleyton Estate | In section 7.7 'Transportation' in Table 12 the Framework lists a number of priority road projects for promotion. The Somerleyton Estate support the inclusion of the Great Yarmouth third river crossing and the A47 Acle Straight Dualling but, reflecting our comments above, such projects need to be considered alongside initiatives to support town centres such as Great Yarmouth so that footfall is directed into them rather than away to out of town retail parks. | Noted | No change to NSF |
| BHLF-3C85-CA3S-D | Holme-next-the-Sea Parish Council | Statistics reveal that the north of the County is almost totally dependent on road-based travel for most journeys – and yet there is only limited evidence / published data available to support transport assessments. Consequently the evaluation of impacts relies on developer submissions intended to support development proposals. Can the NSF provide background information on road traffic flows and forecasts of traffic growth? This is a particular issue along the A149 Coast Road which suffers massive fluctuations in seasonal traffic and is destined for significant housing growth in the Hunstanton area - a clear obstacle to those wishing to access employment opportunities along this route and especially in the larger towns (maybe developers could fund the costs of an independently developed transport model or CIL could be hypothecated to pay for this?) | Noted, these are matters for the Local Transport Plan or local plans. | No change to NSF |
| ANON-3C85-CA3V-G | Resident | With regard public transport, the downside of improving rail services from Norwich is an inevitable increase in car journeys into Norwich to connect with those services. The Bittern line (more than Yarmouth and Lowestoft where there is the facility to get to London more readily without going to Norwich) will currently be saving many car trips into Norwich daily by those going to London (and the Midlands). It is frustrating that other towns with similar needs, notably Fakenham and Dereham, have no corresponding facility and, whilst recognising the likely difficulty of restoring rail services to them, I would like to see the strategy at least acknowledging that possibility and the need to assess viability (and the possible consequences). | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| BHLF-3C85-CA3T-E | Norfolk Orbital Railway | I am interested in reinstating 'some' redundant railway routes in Norfolk, in particular the Fakenham to Dereham route with longer term aspirations to get from Fakenham to Holt creating the Orbital route: http://norfolk-orbital-railway.co.uk/say-norfolks-shared-vision-development-including-transport/ Have your say on Norfolk's shared vision for development including Transpor... Norfolk councils are asking residents for their views on a joint vision for the county's future to 2036 and beyo... A site for a railway station at Fakenham is with North Norfolk District Council, please scroll down to 2a Fakenham. the area in yellow towards the bottom of the map is the protected railway route : https://www.north-norfolk.gov.uk/tasks/planning-policy/view-proposals-map/ The route from Fakenham to County School where the Mid Norfolk Railway runs to the mainline at Wymondham is protected at Norfolk County Council level: Safeguarding Land for Sustainable Transport Uses 3.5.22 The likely availability and use of public transport is a very important element in determining planning policies designed to reduce the need for travel by car. To this end, national policy requires local planning authorities to explore the potential, and identify any proposals, for improving public transport by rail, including the re-opening of rail lines. Such routes could also provide walking and cycle routes as an interim measure prior to the introduction of rail services. 3.5.23 Whilst the Government recognises that road transport is likely to remain the principal mode for many freight movements, it considers that planning policies can help to promote more sustainable distribution, including where feasible, the movement of freight by rail and water. Accordingly, it also requires local planning authorities to identify and, where appropriate, protect sites and routes, both existing and potential, which could be critical in developing infrastructure for the movement of freight (such as freight interchange facilities allowing road to rail transfer). 3.5.24 A potential link between the privately-run North Norfolk Railway and the national network across Station Road in Sheringham is protected. Such a scheme could enable railway services to operate between the outskirts of Holt and Norwich and would provide for a longer platform and improved customer facilities at Sheringham Station. Although the scheme is not identified in the Norfolk Local Transport Plan 2006-11, it would provide tourism as well as transport benefits. 3.5.25 The current Norfolk Railfreight Strategy promotes the re-use of the former rail corridor linking Fakenham with the Mid-Norfolk Railway at County School in Breckland District and beyond for both rail-passenger and rail-freight transport use. The route of this corridor insofar as it relates to North Norfolk District is protected from prejudicial development. The Norfolk Railfreight Strategy identifies sites in Cromer, Fakenham, Great Ryburgh, Hoveton and North Walsham where it wishes land to be safeguarded for use as rail-freight terminals through planning policy; the sites at Fakenham and Great Ryburgh being dependent on the previously mentioned reinstatement of the railway line between Fakenham and County School. Only the site at North Walsham, presently operates as a freight terminal. The land at Hoveton has more recently been taken off the protected list due to poor road access to the site and lack of facilities. Therefore this land is not protected by planning policy. Policy CT 7 Safeguarding Land for Sustainable Transport Uses Former railway trackbeds, and other railway land will be protected from development that would be prejudicial to the re-use of railway, or sustainable transport links and facilities in the following locations: | Noted | No change to NSF |
| BHLF-3C85-CA3E-Y | Resident | I wish to support the submission by the Melton Constable Trust. The reinstatement of rail services must surely be a priority . It will help reduce pollution and the movement of freight by rail would reduce the number of heavy vehicles. Not everyone has a car and rail access would bring great benefit to them , Other areas have begun to reinstate long lost rail services with great success and Norfolk should follow. A large rural county with so little rail access is surely not acceptable in this day and age. | Noted | No change to NSF |
| BHLF-3C85-CA3D-X | Other | Although I'm not resident in Norfolk I regularly visit the county and would like to visit more, but struggle to get to even the larger market towns as I am a non-driver. I would argue that Norfolk lost a disproportionate number of its railway lines under the Beeching cuts and consideration should be given to re-instating a number of these, particularly to towns like Fakenham and Melton Constable. I would suggest that offering greater connectivity, by rail, would significantly boost economic activity in the county. | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |

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| ANON-3C85-CA37-H | Other | <p>When ever I use the Bittern line I'm always impressed by how popular it is. But I can remember when it came close to being closed. I'd like to see continued support for the local rail services.👍</p> <p>I also think that, in light of ever increasing road congestion,that more support should be given to proposals to reinstate closed railways, like the orbital project and the link to Hunstanton. I know such things are expensive but I believe that every railway reopened has been more popular, and created more value, than expected.</p> | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| BHLF-3C85-CA3W-H | Hoveton Parish Council | One of the first local issues to be tackled by the Wroxham and Hoveton Joint Action Group is the increasing problem of traffic congestion on the A1151. This heavily-used main road runs through Hoveton and Wroxham; with a recent study carried out by Wroxham Parish Council showing half a million vehicle movements passing through the two villages in just over two months. There are many practical problems posed by such congestion – queues of traffic causing long delays in entering and leaving the villages, particularly at peak times (work commutes/school runs) and over the holiday season; difficulties for local residents in joining the main road traffic from driveways and residential roads; delays experienced by emergency vehicles, etc – but of particular concern is the noise and air pollution resulting from this level of traffic, which will have a serious impact on local quality of life. Hoveton Parish Council feels that further housing development in either village will only add to the already unacceptable congestion on the A1151, and will therefore further erode quality of life for local residents. | Noted, this is a mater for local plans. | No change to NSF |
| BHLF-3C85-CA3W-H | Hoveton Parish Council | As noted in its comments on Section 5, Hoveton Parish Council believes there is a need for the provision of local jobs in order for the local economy to thrive. It therefore agrees with proposals to ensure effective and sustainable digital connections and transport infrastructure between and within settlements, and to support employment allocations that minimise travel distance and maximise the use of sustainable transport modes, both of which would hopefully help to alleviate problems with local traffic congestion. There is also a demonstrable need for further investment in local road maintenance and ensuring that heavily-used roads such as the A1151 are fit for purpose. | Noted | No change to NSF |
| ANON-3C85-CA3C-W | Resident | <p>As highlight in this paper, many upgrades are needed to the road network in Norfolk. 🙏</p> <p>🙏The A47 upgrades will inevitably bring more traffic onto the A47 which, at peak times, is already congested. 🙏</p> <p>🙏Putting in place new rail connections will ease the pressure on the road network, as well as providing a greener and more reliable transport link. For example a links between Fakenham and Norwich, and Dereham and Norwich would prove undoubtedly beneficial (and potentially viable).</p> | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>Te single carriage way road network serving most of the county is one of the key characteristics that make Norfolk so unspoilt and attractive both to residents and tourists. This should be approach creatively with much more consideration given than in the past through:</p> <p>a) trip reduction through planning for greater settlement self containment</p> <p>b) a multi modal movement proposition including the reinstatement of local rail</p> <p>c) land release to support multi modal and sustainable movement.</p> <p>A critical feature of Norfolk's geography is the very strong pull Norwich exerts on its extended hinterland to service jobs, culture , education and shopping. This is also relatively predictable in terms of timings - its has been characterised as a tidal flow morning and evening by planning officers. This offers an almost unique opportunity for Norwich - over other UK cities - to reinstate its local rail network as a key element of a sustainable movement provision.</p> <p>The list of key infrastructures fails to address this key opportunity. This should be rectified - not least in order to support the forms of sustainable growth sketched in the document as the aim of the growth strategy.</p> <p>We suggest the following should be considered included:</p> <ul style="list-style-type: none"> - improvement in the frequency/capacity of the Bittern Line - tram/train connection between Norwich Business Park and Norwich Airport - reinstatement of the Marriott Way as either a light rail connection - investigation feasibility of connecting Marriott Way route to UEA and NNUH - Consideration of local rail connections between Wymondham and NNUH/UEA - North Norfolk Circular route - institution of rail based park and rides across the proposed local rail network <p>Furthermore the list of infrastructure aspirations does not include the improvement of the Norwich-Cambridge rail connection. (While it does mention the Oxford-Cambridge connection- which has little or no bearing on Norfolk). This should be brought forward as a key priority servicing a potential step change in the economic potential of the County. All other movement priorities should be tested against the question of whether they enhance multi model and sustainable movement and place competitiveness on a 21st C not 20th C movement model. The funding model for infrastructure that is directly related to development should be reviewed against the alternative SLiIM business model which we have referred to previously which could potentially work in parallel to create long term value and returns. We would like to interrogate the background paper that is refrrd to below:</p> <p>"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." the report upon which this is based seems to make a fundamental mistake in iots assessment of the specific qualities of Norfolk its geographty and in its over-emphasis on connection</p> | <p>The majority of the schemes mentioned are matter for the Norwich Area Transport Strategy and the Greater Norwich Local Plan, there is currently no evidence that a Circular railway route is economically feasible for regular rail services. Norwich to Cambridge service improvement is a priority and this should be clarified in the NSF.</p> | Mention of Norwich to Cambridge line improvements mentioned in section 3 |
| ANON-3C85-CAC4-X | Stalham Town Council | <p>In order to effect a major shift in travel away from the car towards public transport, then this needs to be greatly improved in North Norfolk. The lack of railway stations in North Norfolk does not help. Also, as mentioned in Section 1, a bus service that goes direct to Norwich Railway Station from Stalham would be of great benefit to the area.👍</p> <p>Drainage of the roads needs to be improved to prevent continuous flooding when there are heavy rainfalls.👍</p> <p>At present Norwich Airport provides a very limited service for Norfolk to other European countries, so I would suggest it would definitely benefit the county if this was greatly improved in the very near future.</p> | Noted but these are not issues the NSF is able to address | No change to NSF |

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| BHLF-3C85-CACX-2 | Other | <p>Please note that bringing back old train routes has now become popular in many parts of UK (chiefly for commuting and/or freight, not just heritage or tourism purposes). Please urgently view these websites:- a) https://www.change.org/p/government-reinstate-train-line-from-king-s-lynn-to-hunstanton?utm_campaign=fb_dialog&utm_medium=email&utm_source=signature_receipt#_=_ b) http://www.freightonrail.org.uk/ c) http://www.heritagetrains.com/index.php Action needs to be taken before new houses are built on these railway routes Please convey our thoughts to your decision makers If there is to be an East Anglian Powerhouse then our area should get equivalent government money:- to that being planned for the Northern Powerhouse to link Leeds with Manchester across the Pennines. We already have (thanks to forward-thinkers of the early 20th century) superb railway routes East- West in Essex and also across Norfolk. Why, for lorry traffic, waste funds dualling parts of the A47 causing clogging and new jams due to excess speed and essential new roundabouts? Such money should be spent on re-opening the East West lines for agricultural freight as well as for passengers. The rail lines never should have been closed. Such important very-much growing towns as Braintree (not far from Stansted), some suffolk towns, Kings Lynn, Dereham, Hunstanton have been cut off, and the opportunities for cheaper transit of sugar beet etc, and passengers lost for no good reason. There are similar east west tracks which could be opened on the Lincolnshire Fens to the east of Peterborough, where people have lobbied in vain for commuter "stops" to be re-opened. As at Narborough next to the main east west route being built on by Persimmon next to the railway line.</p> | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| ANON-3C85-CACY-3 | Resident | I would like to see a comprehensive review of the route hierarchy undertaken, that properly addresses the impact of HGV's and other large vehicles (including agricultural) on our village roads which are simply not able to cope with such traffic. Residents whether they live in a village or town, should not have to put up with vehicles mounting pavements, excessive noise because the road infrastructure is inadequate. | Noted, these are matters for the Local Transport Plan or local plans. | No change to NSF |
| BHLF-3C85-CACQ-U | Historic England | There are a number of major transport infrastructure projects on-going or upcoming within Norfolk. These are large projects, the details of which cannot be adequately considered here. We support a cross boundary strategic level consideration of transport infrastructure and look forward to being involved in specific proposals as they progress. All proposed transport infrastructure schemes and route options should take into consideration their impacts on heritage assets and their setting alongside archaeological potential. | Noted | No change to NSF |
| BHLF-3C85-CAC9-3 | Resident | <p>With reference to your consultation on Norfolk's strategic development, I would like to point out that Norfolk needs railways, principally those which it used to have. Large towns are left without connection to the national network. It is ridiculous that there is no connection between King's Lynn and Norwich. Market towns such as Dereham and Fakenham now have no national connection. The Norfolk Orbital Railway offers a solution to the latter problem, and I would urge you to include them in your consultations.</p> <p>As to the former, there seems no particular reason why Network Rail should not be coerced into rebuilding the line from March to Lynn.</p> <p>It should also be considered whether there are places which were never served by railways which could now, because of increased housing, industry or tourism, benefit from railway access.</p> | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| BHLF-3C85-CACH-J | Other | <p>The levels of vehicle traffic seem to be growing alarmingly all over the county, and, indeed, over the country. There can be traffic jams and gridlock at any time, anywhere, and this is a really worrying trend. Congestion on this scale is simply a complete waste of time & resources, as well as a major contributor to air pollution. It is vital that we take action NOW to persuade people out of their cars for both business & leisure, and reduce greatly the use of road vehicles for "distribution".</p> <p>Therefore the NSF should quickly decide on urgent measures to deal with the over-use of motor vehicles, with a many-pronged attack, eg park and ride (at sensible times and fares, not just stopping at 18.00), and improving all transport routes and capacity, (over-crowded 2-car trains, or buses crawling through rush-hour towns on busy routes are not an encouragement for people to leave their vehicles at home).</p> <p>Also urge you to look most seriously and in detail at the Norfolk Orbital Railway which could be an excellent way of transporting tourists, and possibly goods, and could be linked into a coherent integrated county wide park-and-ride scheme.</p> | Noted, these are matters for the Local Transport Plan or local plans. There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| BHLF-3C85-CAC5-Y | Norfolk County Council | <p>Under 'Current Network'- the text says 'The A47 continues as the A12 trunk road from Great Yarmouth to Lowestoft'. Highways England have recently resigned this section of road as A47.</p> <p>The document could make reference to development and improvement of the Major Road Network (MRN) following the announcement from DfT to invest monies from road fund duty. (There are no specific schemes identified but we expect to be asked for funding bids within the next 12 months).</p> | All references to A12 are updated in the NSF. | NSF Updated |
| BHLF-3C85-CACK-N | Hoveton Parish Council | One of the first local issues to be tackled by the Wroxham and Hoveton Joint Action Group is the increasing problem of traffic congestion on the A1151. This heavily-used main road runs through Hoveton and Wroxham; with a recent study carried out by Wroxham Parish Council showing half a million vehicle movements passing through the two villages in just over two months. There are many practical problems posed by such congestion – queues of traffic causing long delays in entering and leaving the villages, particularly at peak times (work commutes/school runs) and over the holiday season; difficulties for local residents in joining the main road traffic from driveways and residential roads; delays experienced by emergency vehicles, etc – but of particular concern is the noise and air pollution resulting from this level of traffic, which will have a serious impact on local quality of life. Hoveton Parish Council feels that further housing development in either village will only add to the already unacceptable congestion on the A1151, and will therefore further erode quality of life for local residents. As noted in its comments on Section 5, Hoveton Parish Council believes there is a need for the provision of local jobs in order for the local economy to thrive. It therefore agrees with proposals to ensure effective and sustainable digital connections and transport infrastructure between and within settlements, and to support employment allocations that minimise travel distance and maximise the use of sustainable transport modes, both of which would hopefully help to alleviate problems with local traffic congestion. There is also a demonstrable need for further investment in local road maintenance and ensuring that heavily-used roads such as the A1151 are fit for purpose. | Noted, these are matters for the Local Transport Plan or local plans. | No change to NSF |

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| BHLF-3C85-CAJD-N | Resident | <p>The Transport Constraints paper</p> <p>There is too much emphasis on transport improvements being about heavy infrastructure and little if anything about ‘lighter touches’. These include:</p> <ul style="list-style-type: none">•Cycle networks – you admit that “Networks have not been identified in most of the market towns and no audit of cycle provision has been undertaken”. But you do not say why not!•Traffic reduction•Travel Plans <p>The policy context is now totally different to a few decades ago when new and improved roads were seen as the answer to traffic congestion. Now it is widely accepted that traffic expands to fill the available capacity and that you cannot build your way out of congestion. The case for sustainable travel and less travel is now generally accepted, yet your paper does not seem to recognise that. The facts are straightforward:</p> <ul style="list-style-type: none">•There is too much traffic.•Air quality is poor in places. The UK has had illegal air pollution in many places since 2010 and the government keeps being taken to court. This negligent attitude alone should herald urgent policies of traffic reduction.•Road casualties are not reducing since 2011.•Carbon dioxide levels are not falling enough, and transport is the reason. <p>So the messages are loud and clear. You need a totally different approach and a pro-active one featuring Travel Plans, Park and Ride, cycle networks, car sharing, high quality bus services. I’m afraid your approach seems out of date.</p> <p>The paper could usefully refer to the county council’s Transport Plan for 2036, ‘Connecting Norfolk’ and also what progress has been made on it since 2011.</p> | Noted, these are matters for the Local Transport Plan or local plans. | No change to NSF |
| BHLF-3C85-CA6D-1 | Middleton Parish Council | <p>The Council generally felt that the Framework is very well thought out and tries to consider all aspects that can affect growth and development within Norfolk with a positive approach. However, there appears to be a lack of consideration or investment in the growing use of the A47 between Norwich and Kings Lynn. The improvement of the Hardwick junction only will not deal with the additional traffic using the A47 or the holiday traffic going to Hunstanton which blocks the junction every year.</p> | Support welcomed, the A47 is a priority and will be considered in a new transport agreement, the issues around the Hardwick junction are scheme specific or relate to the local transport plan. | A47 to be considered in transport agreement in future version of the NSF |
| ANON-3C85-CA62-F | Resident | <p>2. The document does not contain any means of encouraging or improving public transport, cycling or walking. This is a wasted opportunity.</p> | There are largely local issues although their role will be considered in a new transport agreement | Public transport, cycling and walking to be considered in transport agreement in future version of the NSF |
| BHLF-3C85-CACP-T | Melton Constable Trust | <p>I write as a supporter of the Melton Constable Trust which for many years has been actively pursuing the prospect of bringing back regular rail services to places such as Dereham, Fakenham and Holt by use of the existing heritage lines and existing Network Rail routes. To this end it has commissioned feasibility studies and purchased land at both Holt and Fakenham. As has been shown elsewhere in the country, it believes that this could make a massive contribution to the local economy, help address road congestion, be a further boost to tourism and help tackle rural isolation.</p> <p>To this end I would urge that you make a positive reference in the document to continuing support for the Bittern and Wherry lines; and support in principle for the reconnection to the main network to Dereham, Fakenham and Holt.</p> <p>The Melton Constable Trust has been successful in winning a bid to purchase the Bittern and Wherry lines from Network Rail and is now in a position to re-open the lines.</p> | The role of the Bittern and Wherry lines will be consider in the new transport agreement. There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | Bittern and Wherry lines to be considered in transport agreement in future version of the NSF |
| BHLF-3C85-CAC3-W | Other | <p>Where Norfolk needs to focus is I believe mainly on transport. Please consider rail, in particular the heritage rail experiences offered by your three main railways all of which have a vision for the future that is progressing at only a snails pace. More should be done.</p> <p>Something also has to be done about the rail pinch points due to old bridges on the Norwich main line to London</p> <p>My second request is to ask for bypasses for some of the smallest most traffic jammed villages which spoil everyones experience of your great county. Cley being a case in point where this year I twice spent 30 minutes stuck in jams.</p> <p>My final request is the desire for more off road cycle paths. If only the wonderful north norfolk coastal path would also allow bikes it would add to tourism significantly. It is an underused resource that should have a wider group of users.</p> | Noted. Matter for the Local Transport Plan | No change to NSF |
| BHLF-3C85-CACE-F | Resident | <p>In view of the unstoppable growth of motor traffic in the County, I consider it essential to undo the mistakes of the 60's by protecting and improving the rail lines we still have, where possible reopening lines and stations to market towns which have been closed, and using lines for freight where such use has been discontinued.</p> <p>As such I applaud the efforts of the Norfolk Orbital Railway and the Melton Constable Trust and ask that all the former lines and accesses be protected against development so that such a circle is possible, probably not in my lifetime but we must plan for the Future when the oil runs out and abandon short-termism which is the bane of our Country.</p> | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| ANON-3C85-CA31-B | Wroxham Parish Council | <p>One of the first local issues to be discussed by the Wroxham and Hoveton Joint Action Group is the increasing problem of traffic congestion on the A1151. This heavily-used main road runs through Hoveton and Wroxham. A recent study carried out by Wroxham Parish Council recorded half a million vehicle movements passing through the two villages in just over two months. There are many practical problems posed by such congestion – queues of traffic causing long delays in entering and leaving the villages, particularly at peak times and over the holiday season, when the northbound queues regularly stretch several miles towards Norwich; difficulties for local residents in joining the main road traffic from driveways and residential roads; delays experienced by emergency vehicles, etc – but of particular concern is the noise and air pollution resulting from this level of traffic, which will have a serious impact on local quality of life. This is regularly brought to the attention of Wroxham Parish Council by Parishioners.</p> | Noted. Matter for the Local Transport Plan | No change to NSF |
| BHLF-3C85-CACJ-M | Tunstead Parish Council | <p>Also of concern are the road network and support for rural communities and rural services.</p> | Noted | No change to NSF |
| BHLF-3C85-CACC-D | South Norfolk Council | <p>Transport – Table 12</p> <p>For the avoidance of doubt, Table 12 should be amended to say “A140 Long Stratton bypass (including Hempnall Crossroads improvements)” to reflect the fact that the crossroads improvements are considered by the council (as reflected in the Long Stratton Area Action Plan) as an integral part of the Long Stratton bypass project.</p> | NSF updated to include Hempnall scheme | NSF updated |
| ANON-3C85-CA6U-J | Resident | <p>Please see comments for Section 7. Norfolk has enormous potential for railway reopening as not many miles of the "lost routes".</p> | There is currently no evidence that opening these railway lines is economically feasible for regular rail services. | No change to NSF |
| BHLF-3C85-CA6K-8 | Hunstanton & District Civic Society | <p>Also under Section 7 - Infrastructure - It is essential to preserve through routes that have become redundant for their original use, ie rail track beds, canals, so that they can be used as footpaths, cycleways or possibly for re-instatement as public transport routes. There is a strong likelihood that the rail link between March and Wisbech will be reopened for passenger traffic. It is perverse that the former trackbed from Magdalen Road / Watlington to Wisbech has lost its protection because it could be developed into a through route at some time in the future.</p> | Noted. Each route is a matter for the Local Plan | No change to NSF |

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| ANON-3C85-CA31-B | Wroxham Parish Council | <p>It seems inevitable that too much development will seriously harm the rural character of the local area. Wroxham Parish Council feels the fragile coastal, Broads and rural environment must be retained if it is to contribute to a strong and valuable tourist industry.⌘</p> <p>⌘</p> <p>However we are mindful of the growth imperatives and targets of the Greater Norwich Growth Board (or it's successor) which will have a significant effect on our community and limited infrastructure. The Council feels that Wroxham, as it is structured today, cannot sustain continued development. A by-pass, as referred to in section 5, would not only alleviate the terrible traffic congestion and air pollution issues but also open up significant housing development opportunities throughout the by-pass corridor. It is unlikely that such a by-pass would start or finish in the parishes of Wroxham or Hoveton but significant social, economic benefits shall be derived from its construction to the villages and wider community.</p> | Noted, these are matters for the Local Transport Plan and local plans. | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | Page 46 under 'coverage in Norfolk'. Weak rather than week. | Agreed | NSF updated |
| ANON-3C85-CAFP-W | The residents and businesses of Hoveton & Stalham Division | <p>There are serious utilities, travel and environmental infrastructure deficits in North Norfolk and Broads Authority areas. These are being covered up by the utility providers by failing to reveal capacity and performance shortfalls at the Local Plan stage and by planning officers by failing to either recognise or hold fast to major constraints and exploit opportunities for developers to fund improvement or mitigation schemes. There are similar capacity deficits in drainage and flood protection systems especially in remote areas and small villages which have seen great population growth over the past 40 years.⌘</p> <p>These deficits need to be identified and addressed by agreements to invest to increase capacity and overcome existing problems.</p> | Noted - the authorities are continuing to work to address these issues | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd | <p>1 The NSF vision and objectives are to a large extent based on agreements to implement policies that improve connectivity to enable to economy to grow. It is therefore regrettable that transportation, still the backbone of connectivity and economic activity, is not treated separately from wider issues of investment in utilities and environmental considerations. We believe the NSF is weaker for this not being so.</p> | A New transport agreement has been added to the NSF to enhance the transport section | New transport agreement added. |
| BHLF-3C85-CAJT-5 | Catfield Hall | <p>Consultation Response by Mr and Mrs Harris, Catfield Fen with input from specialist advisers on ecology and hydrology⌘</p> <p>Adequacy of Water Resources⌘</p> <p>These comments should be considered in the context of the European Habitats and Water Framework Directives which provide the legal framework for environmentally important sites such as Catfield Fen which are threatened by water related issues.⌘</p> <p>In section 7.4 “Water” on page 43 the following statement is made:</p> <p>“Anglian Water’s Water Resources Management Plan to 2040 demonstrates how sufficient water for future growth will be provided and therefore water supply is not a strategic constraint to development.”</p> <p>For the Norfolk Broads area this assertion is too optimistic, even facile, for the following reasons:⌘</p> <p>1. The Anglian Water Resource Management Plan (AWRMP)2015 which is quoted, shows that the Norwich and the Broads area currently has, by some way, the highest water deficit area across the whole Anglian Water Region [see attached RZ(Resource Zone) Supply Maps for 2019-20 and 2039-2040 from the AWRMP which show a consistent deficit].⌘</p> <p>2. Neither Anglian Water nor the Environment Agency in their recent publications have caught up with the implications for water abstraction in the Broads arising from the Catfield Feb Public Inquiry which were published in September 2016. Simply put these are:⌘</p> <p>i. Water abstraction was the probable cause of damage to Catfield Fen, a wetland of international significance with the highest levels of conservation designation, and abstraction should cease. This includes Anglian Water’s public water supply abstraction at Ludham.</p> <p>ii. The monitoring systems used by Natural England and the Environment Agency were found to be inadequate in identifying the deleterious effects of abstraction on Wetlands. This conclusion has now been accepted by these statutory bodies which has clear implications for other wetlands in the Broads which are exposed to abstraction.⌘</p> <p>Catfield Fen was recognised as an important test case, as demonstrated by the need for a Public Inquiry, and its implications need to be considered (and applied) throughout the Broads where many fens have deteriorated in recent years. An Environment Agency map from its recent “water for life and livelihoods” publication is</p> | <p>The Catfield Fen public inquiry focussed specifically on two private water abstractions close to the fen. It is the Environment Agency who have extended the Inquiry decision to the Anglian Water Ludham source and have requested it to be moved. It has been programmed into AMP 6 (2015 to 2020) for appraisal of options to reduce and ultimately relocate the abstraction source. Closure of the current source is required during the AMP7 period (2020 to 2025). AWS are required under the Habitats Regulations to close the source as soon as practically possible. The monitoring systems used by NE and the EA are fit for the purposes for which they was installed – for the EA this was for constructing and calibrating the Regional Groundwater Model, not specifically for detecting and monitoring abstraction impacts on ecology within Habitats Directive sites. While some fens may be deteriorating, this could be down to one or more of many factors, including water quality and site management. They have not identified any other sites in the Broadlands area where abstraction is believed to be the cause of deterioration. At present the EA is concentrating it’s efforts on examining the Ant Broads and Marshes SSSI which is part of The Broads SAC (Habitats Directive site). We have no current plans to extend our assessment of abstraction impacts to other SSSIs, although we will guided by Natural England’s advice in this respect. Anglian Water have a statutory obligation under the Water Industry Act 1991 to propose appropriate supply and demand measures to ensure that they can continue to supply existing and new customers. Consideration is given to reducing the potential demand for water before proposing supply measures in their WRMP. It is acknowledged by Anglian Water that large AMP6 deficits are forecast in the Norwich and the Broads Resource Zone. The WRMP outlines the measures which are proposed by Anglian Water to address the projected deficit.</p> | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | Also within this section, the commentary on Essex and Suffolk Water who are a provider of water is not included. | Agree, add reference to Essex and Suffolk Water | Reference to Essex and Suffolk Water added |
| BHLF-3C85-CA6A-X | Broads Authority | <p>The same could be said of the water infrastructure. It notes that water resources will be stretched in meeting projected development but the emphasis on finding ways to strengthen water infiltration and its cross relationship with Green Infrastructure and the economic contribution of tourism is missed. Again, it might be implicit, but it does not draw out how problems can be addressed by suitable strategic planning in correlated issues.</p> | <p>Anglian Water have a statutory obligation under the Water Industry Act 1991 to propose appropriate supply and demand measures to ensure that they can continue to supply existing and new customers. Consideration is given to reducing the potential demand for water before proposing supply measures in our WRMP. It is acknowledged by Anglian Water that deficits are forecast in the following WRZs:</p> <ul style="list-style-type: none"> • Fenland (AMP 6) • Huntstanton (AMP 7) • Norwich and the Broads RZ. (AMP 6) <p>The WRMP outlines the measures which are proposed by Anglian Water to address the projected deficits.</p> <p>To ensure that all opportunities are taken to reduce demand they are keen to promote measures to encourage improved water efficiency as part of new development including the inclusion of the optional higher water efficiency standard for residential development (110 litres/per person/per day) in Local Plans and innovation in water efficiency/re-use to contribute long term water resilience within the Anglian Water region.</p> | Add new agreement to adopt the optional higher water efficiency standard for residential development (110 litres/per person/per day) in local plans |

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| BHLF-3C85-CA65-J | Greater Norwich Local Plan | <p>I am pleased to see that there is a commitment in the Strategic Infrastructure and Environmental Objectives section to reducing the demand for and use of water and that the section on water promotes high standards of water efficiency in new development. However, in my view it is important to make it clear just how Local Plans in this area of low rainfall can promote water efficiency. To do this, I think it is necessary to have an agreement concerning implementing the optional higher Building Regulations standard of 110 litres per person per day (lppd) in new housing development and to promote water efficiency in other types of development. The optional higher Building Regulations can be required through Local Plans in areas of water stress, which applies to all of Norfolk. In my mind, it is important that all LAs commit to this approach through their Local Plans. Information in the attached document, which identifies the possible policy approaches for Greater Norwich through its emerging Local Plan, can be adapted to provide a justification for promoting water efficiency, information on how it can be done and to inform the content of an additional agreement in the NSF.</p> | <p>The Environment Agency has advised the Secretary of State that the areas classified as 'Serious' in the final classification table of the above document should be designated as 'Areas of serious water stress'. The Anglian Water company area is considered to be such an area and includes the majority of Norfolk including Greater Norwich.</p> <p>Breckland and Broadland Districts Councils, and the Broads Authority (in the AW area only) have included the reference to the optional higher water efficiency standard for residential development in their adopted or emerging local plans.</p> <p>Anglian Water is supportive of the inclusion of the optional higher water efficiency</p> | Add new agreement to adopt the optional higher water efficiency standard for residential development (110 litres/per person/per day) in local plans |
| BHLF-3C85-CA35-D | Holme-next-the-Sea Parish Council | <p>This section notes that the capacity of sewage works and receiving water courses, together with quality of outputs are all strategic issues - and further that it will be necessary co-ordinate the approach to water management. It would be helpful to understand how this approach is being co-ordinated through the NSF.</p> <p>Also – what arrangements are in hand to monitor water quality- especially environmentally sensitive areas in the Protected Sites outside The Broads? Norfolk has a number of rare chalk streams that provide important wildlife habitats but which are facing pollution issues. These include the River Hun which flows through Holme next the Sea – and falls outside the EA’s monitoring responsibilities. Once again West Norfolk seems to be under-represented here - the NSF notes that in considering the distribution of growth, LPA’s need to avoid cumulative detrimental impacts on the most sensitive water courses - particularly those in the Broads and on the Wensum. Can the NSF provide an overall approach to monitoring and caring for these rivers – and also for other water bodies including the lagoons which support rare birds and other wildlife – many of which currently enjoy SAC / SPA / Ramsar / SSSI status (such as Broadwater Lagoon in Holme)?</p> <p>The identification of the cumulative impacts of incremental change is especially welcomed – and we believe is a growing issue for the AONB and the Protected Sites in Holme-next-the-Sea.</p> | <p>Permits issued by the Environment Agency for water recycling centres (formerly sewage works) state a variety of conditions including the permitted dry weather flow (DWF) and the chemical standard of discharge. Permits are issued by the Environment Agency and the conditions within are site specific, set at a level to ensure sufficient water quality at the discharge point.</p> <p>Anglian Water regularly monitor the position against both the DWF and the standards which can prompt further investigation, a change in working practices and/or investment through their business plan where required</p> <p>There is a need to consider the scale and timing of development outlined in Local Plans to ensure it is aligned with water recycling centre capacity (formerly sewage works) and the NSF has complete work to address this.</p> | No change to NSF |
| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | <p>It is critical that the approach to water is approach holistically and that constructive approaches to water supply and management are considered at the early stage of allocating land for development which also fully take into account flood risk, and the water requirement of the agricultural and other industries.</p> | <p>Water resource planning is undertaken on a much large scale than individual local authorities – it is undertaken on a sub-regional scale. Anglian Water has been working with a range of organisations including representatives from the agricultural sector as part Water Resources East Anglian project on long term water resilience. Therefore the availability of water resources within the Anglian Water region is unlikely to have any impact on the delivery of individual sites in Norfolk County. However consideration should be given to water supply as part of the identification of allocation sites in Local Plans currently under preparation.</p> | No change to NSF |
| BHLF-3C85-CA6A-X | Broads Authority | <p>7.4 Water: can we build in the need to retain sufficient water to meet environmental needs? There is a growing concern that freshwater flows in the summer- which avoid toxin build up, retains habitat needs, maintains attractiveness for tourists, repulse saline incursion etc – are getting to or below minimum levels. There is also a need to retain winter flows to flush out pollutants.</p> | <p>Water section has been updated in light of comments received</p> | No further change to NSF |
| ANON-3C85-CA6C-Z | Environment Agency | <p>We would ask that consideration is given to recognising the importance of the county’s rivers. This could possibly be added to the first bullet point of the To improve and conserve Norfolk’s environment by: section on page 40. The Wensum is mentioned in particular in section 7.4 at the top of page 44. This is good as it recognises it’s SAC designation, but we should not forget that we have duties under WFD and through the River Basin Management Plan to improve all waters that are below target status, and not to allow deterioration in any element. The wording in the very last paragraph of section 7.4 may therefore not go far enough. It states : 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.</p> <p>One mechanism to help with this welcome approach to joint working is to ensure that each public body discharges their duty to have regard to River Basin Management Plans 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). Most of our rivers are not of the environmental quality that they could be for various reasons. The potential for sensitive development to improve this should be harnessed.</p> <p>There may be significant opportunities for obtaining external funding for activities that delivered shared environmental improvements (last bullet on first page of introduction). EA WEIF (Water Environment Improvement Fund) may be one such example where new activities are designed so as to deliver improved environmental outcomes, and other organisations may have similar opportunities where shared objectives can be identified.</p> <p>We welcome the acknowledgement that development may need to be phased to ensure water quality is maintained in regards to sewage discharges. As your document states water cycle studies should be used as evidence to maintain water quality.</p> <p>The document quite rightly states that flood waters do not respect administrative boundaries and would support a joint approach to minimising flood risk through collaborative working.</p> <p>The sentence at the top of page 56, mentions the epoch 2 scheme, for clarity we feel this should clarify it relates to epoch 2 of the Great Yarmouth Tidal defence project.</p> <p>The Great Yarmouth tidal defences epoch 2, runs from 2016 - 2021 with a start date of 2026. We would support funding from various sources as indicated in the document but feel contributions should also be sought from developers.</p> <p>We feel that the text regarding funding could be expanded and strengthen - we have included a possible suggested text below</p> <p>The Great Yarmouth tidal defence works planned until 2061 manage the risk of flooding to the town in a changing climate. The defences protect not only people, property and businesses in the town, but also important infrastructure links and services that serve the whole of Norfolk and enable growth and development. Government will provide funding for a proportion of the works based on the number of homes better protected. However partnership funding will be required to fully fund the project and</p> | <p>Support noted and updates made as required including the inclusion of the following text - Each public body will have regard to River Basin Management Plans 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).</p> | NSF updated |

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| BHLF-3C85-CA3R-C | Member of Parliament | <p>Re: Consultation Response from the Rt Hon Norman Lamb MP to the Norfolk Strategic Framework</p> <p>I write with regard to the above.</p> <p>I enclose a copy of the consultation response submitted by my constituents, Mr and Mrs Harris of Catfield Hall in Catfield.</p> <p>As you can see, Mr and Mrs Harris' response directly challenges the assertion on page 43 that:</p> <p>"Anglian Water's Water Resources Management Plan to 2040 demonstrates how sufficient water resources for future growth will be provided and therefore water supply is not a strategic constraint to development."</p> <p>Mr and Mrs Harris' submission goes on to make the point that the outcome of the public enquiry in respect of Catfield Fen has not been sufficiently understood and acted upon in terms of the implications for water abstraction in the Broads and the sufficiency of water resources in the Broads area in respect of future growth.</p> <p>I do hope that you will take very serious note of the full consultation response submitted by Mr and Mrs Harris. These are clearly important issues given the fact that Catfield Fen is a wetland of international significance with the highest level of conservation designation and also that there are other significant and sensitive sites across the Broads area.</p> | Please see point above regarding Catfield Fen | No change to NSF |
| | Dereham Town Council | <p>. The Dereham waste water capacity improvements are not listed. . Table 12 – this table does not give any certainty, most of the start dates are not known, two that have been given a date will start at some point over the next 10 years. Most of the estimated costs are to be confirmed and 'likely funding sources' does not really provide any certainty either. It would be useful to know what funding has actually been confirmed. Certainty over deliver is important particularly for Thetford being a major growth area which can only deliver 300 houses without the energy supply being installed, it would therefore be expected that there is a greater level of certainty on this matter.</p> | Anglian Water are currently in the process of bringing forward a scheme which will involve the construction of a new rising main and associated infrastructure to direct foul flows from Dereham. The scheme is expected to be completed by December 2018. Table 11 and 12 separate out commit and promoted development projects, further details will be added in future version of the NSF and Infrastructure Delivery Plan | No change to NSF |
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CONCLUSION AND NEXT STEPS COMMENTS

| Response ID | Organisation | Answer | Officer response | Action |
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| ANON-3C85-CA87-P | Resident | I would urge that this costly waste of ratepayers money be suspended until the outcomes of Brexit are clearer as it will impact on so many areas and make this document , in its current form effectively useless | Norfolk Authorities have a duty to plan strategically and are unable to suspend work until Brexit outcomes are clear, however this work is an on going process and will be reviewed when the Brexit position is clearer. | No change to NSF |
| ANON-3C85-CA8T-K | Hockering Parish Council | We are appalled at the amount of money being spent on roads when public services are deteriorating. | Noted | No change to NSF |
| ANON-3C85-CA8V-N | Hunstanton Coastal Community Team | Inter agency co-operation is vital to making it happen. | Support Noted | No change to NSF |
| ANON-3C85-CAXN-D | East Ruston Parish Council | Will the people of Norfolk be listened to or will we be dictated to by central government who will threaten us with economic sanctions if this new building does not take place | In reality it is acknowledged that local authorities will only have limited influence over the level of housing they seek to plan for owing to central government requirements related to OAN. | No change to NSF |
| ANON-3C85-CAXP-F | Bidwells (on behalf of Attleborough Land Limited) | Attleborough Land Limited fully supports the Norfolk Planning Authorities and their holistic commitment to vital infrastructure enhancements. These enhancements are crucial to facilitate economic growth and meet housing demand in Norfolk. Where public funding is available it should be used to help support new development and improve the viability of strategic development schemes which generally require considerable upfront investment in infrastructure before substantial housing growth can be delivered. | Support Noted | No change to NSF |
| ANON-3C85-CAJC-M | Borough Council of King's Lynn and West Norfolk | OVERALL COMMENTS ON THE NORFOLK STRATEGIC FRAMEWORK On 6 September the Borough Council Cabinet resolved that the Norfolk Strategic Framework be supported. The decision was taken to do this so as to ensure that the Council discharges its legal duty to co-operate with neighbouring authorities in relation to strategically important land use issues which cross administrative boundaries. The result of such cooperation is expected to be better planning outcomes. The Borough Council has actively co-operated in a number of joint studies with the wider group of authorities and has found this to be beneficial strategically and financially. The agreements specified throughout the document are acceptable as a starting point for further co-operation in the next round of local plan work, and could potentially be developed further. (The full Cabinet report can be found at: http://democracy.west-norfolk.gov.uk/documents/s16561/NSF%20Report%206%20September%202017.pdf) | Support Noted | No change to NSF |
| ANON-3C85-CAJG-R | Resident | Work must be done with NNDC and local full time NNDC residents so the proposals take account of the district's needs. Currently the document fails to do this. | Noted | No change to NSF |
| ANON-3C85-CA63-G | Hunstanton & District Civic Society | The collaboration and cooperation demonstrated in this document is very welcome and must continue so that there are coordinated approaches to the challenges and opportunities facing Norfolk. | Support Noted | No change to NSF |
| ANON-3C85-CA6U-J | Resident | Please see comments for Section 7. The infrastructure is the backbone of economic growth. | See response in section 7 | No change to NSF |
| ANON-3C85-CAJF-Q | Resident | That this is a Draft is welcome, because there are considerable deficiencies between the input policies and agreements and outcomes (the vision). This is probably nowhere more so than in the provision of local bus services, but it is more widely apparent than that. | Noted | No change to NSF |
| BHLF-3C85-CA34-E | Norfolk Geodiversity Partnership | The Norfolk Geodiversity Partnership would welcome opening a dialogue with the NSF process, as part of improved networking re. objectives for the natural environment. | Noted | No change to NSF |
| ANON-3C85-CA6Y-P | King's Lynn Business Improvement District Ltd (KLBID) | 1 KLBID hopes that its input in answers to the previous questions will be given due consideration in the process of writing the final NSF, and in particular weight will be given to its view, set out in the various sections above, that the countywide document is widely at odds with the economy and experience in the West of the county, and for that reason alone, it needs redrafting to recognise the differences and how they be addressed. 2 KLBID does not agree with the setting up of a secretariat to administer, review and refine the NSF following its adoption by Members. This creates another level of bureaucracy and sucks funds away from frontline services, and for that reason must be resisted. | Input is appreciated and other views noted | No change to NSF |

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| BHLF-3C85-CA3S-D | Holme-next-the-Sea Parish Council | <p>Section 8 – Conclusions and Next Steps</p> <p>The NSF is a new and very strategic document with some sound objectives and a commitment to joint working. For this reason it is not always easy to translate how the underlying principles and proposals might be followed through and implemented in practice. We understand that much of the document may change in the run up to the final version but in the meantime, it would be extremely helpful if NCC could arrange for a “roadshow” to allow Parish Councils, Neighbourhood Plan Teams (not mentioned within the NSF but now growing in number across the County) and other interested organisations to get a better understanding of the way in which the framework document will / can be used on a practical level.</p> | In practice resources will be insufficient for detailed engagement at the parish or neighbourhood level in relation to the NSF. It is important that neighbourhood groups continue to engage directly with their relevant district in relation to planning matters. | No change to NSF |
| ANON-3C85-CA3V-G | Resident, business | <p>The planning process is too slow and inflexible. Documents such as this need to be 'live' - and under constant rolling review and adjustment.</p> <p>The days of producing a printed plan to sit on a shelf for reference are behind us. The up-to-date version can be accessed on line at any time. So let's keep it (and indeed associated LDFs etc) up-to-date and relevant rather than the system we have had of working to a plan clearly out-of-date but with half an eye to an 'emerging' replacement.</p> <p>In particular, we will need an urgent review of all plans when the implications of Brexit are clearer - both to address any problems and to seize opportunities before they are missed.</p> | Comments noted, Norfolk Authorities are committed to ensuring the NSF is a live document and envisage that it will be continue to be updated and enhanced, this is particularly important given the current review of the NPPF and the expect Statement of Common ground which will be addressed through the NSF | No change to NSF |
| ANON-3C85-CA6C-Z | EA | whilst we have no specific comments on this section, we would welcome the opportunity to work with you in the future to assist in the delivery of the plan producing environmental outcomes for people and wildlife | Future input and support is welcomed. | No change to NSF |
| ANON-3C85-CA3N-8 | Heritage Railway worker, Chairman of BBNWA and local Residents Associaiton | <p>I write as a member of the Melton Constable Trust and The Mid-Norfolk Railway and as a constant visitor to Norfolk mainly to visit the heritage railways and Norfolk on Holiday.</p> <p>I support those that actively pursue the prospect of bringing back regular rail services to places such as Dereham, Fakenham and Holt by use of the existing heritage lines and existing Network Rail routes. To this end I support the feasibility studies of those groups hoping to link up the railways of both MNR & NNR which would be an superb addition and tourist attraction to Norfolk. This would be by using purchased land at both Holt and Fakenham. As has been shown elsewhere in the country, we believe that this could make a massive contribution to the local economy, help address road congestion , be a further boost to tourism and help tackle rural isolation.</p> <p>To this end can we please suggest that there is a positive reference in the document to continuing support for the Bittern and Wherry lines and support in principle for the reconnection to the main network to Dereham, Fakenham and Holt ?</p> <p>The technical and financial hurdles are recognised. We are only asking for support in principle for the work we are pursuing and that all any future development of properties is only given consent where it does not hinder our work in moving forward with our aims.</p> | Noted | No change to NSF |
| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>We support the joint working that this Framework generates and hope that this can evolve to create the strategic approach essential to the successful development of a cross cutting planning framework, to address the specific issues of economy, housing and infrastructure in the County.</p> <p>We also advocate the role of a special set of workshops to explore the more imaginative aspects of our comments and vision, led by a consortium of politicians, business interests, agricultural advocates, conservationists, and community and youth organisations. This process would not only explore the viability of garden communities as part of the new Framework. It would also re-examine some of the spatial improprieties of its smaller scale housing devilment proposals, and set the high benchmark for the provision of only energy, water, waste and carbon efficient properties and community values which must surely be the lifeblood of any community designed to exist for more than fifty years to come.</p> <p>As the leading independent planning practice in Norfolk, we would be keen to work with the County and District Councils to help develop this Framework and this vitally important ensuing stage.</p> | Comments noted. Offer of future engagement on future planning matters is welcomed. | No change to NSF |

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| ANON-3C85-CA3Z-M | BUILDING GROWTH Place Land & Markets Group | We would look forward to meeting with the NSF to explore how BG PL&M can support the emergence of a positive , sustainable and deliverable grow agenda for Norfolk | Comments noted. Offer of future engagement on planning matters is welcomed. | No change to NSF |
| ANON-3C85-CA31-B | Wroxham Parish Council | Wroxham Parish Council supports the Norfolk Strategic Framework’s aim to improve quality of life for the population of Norfolk by ensuring new development fulfils the principles of sustainable communities, providing a well-designed living environment adequately supported by social and green infrastructure. It agrees with the assessment that Norfolk’s infrastructure needs significant enhancement if growth is to be delivered without compromising the quality of life and environment on offer. The key word to remember, the Parish Council feels, is ‘sustainable’. We firmly believe that a by-pass would provide the housing growth necessary in this area and alleviate the existing pressures on the heart of our twin communities.☐ | Support and comments Noted | No change to NSF |
| ANON-3C85-CA35-F | Tunstead & Sco Ruston Parish Council | The document is far too wordy and should be more precise. Much further consultation and public awareness should be distributed. Suggest local media is used to promote the draft document to encourage response through local press. | Noted | No change to NSF |
| ANON-3C85-CA3K-5 | Natural England | Natural England welcomes the opportunity to comment on the draft NSF. We support the production of shared objectives for all planning authorities to help ensure that Norfolk's environmental assets are protected and enhanced. ☐ We welcome further engagement in this strategic process.☐ If you have any questions about our comments please contact me.☐ | Support Noted | No change to NSF |
| BHLF-3C85-CACV-Z | Gladman | Conclusions☐ Gladman welcome this initial opportunity to comment on the draft Norfolk Strategic Framework Statement and☐ hope that these comments are found to be constructive. Gladman would like to remain on the consultation☐ database and kept informed of any further stages of consultation. | Support Noted | No change to NSF |
| BHLF-3C85-CACK-N | Hoveton Parish Council | Hoveton Parish Council supports the Norfolk Strategic Framework’s aim to improve quality of life for the population of Norfolk by ensuring new development fulfils the principles of sustainable communities, providing a well-designed living environment adequately supported by social and green infrastructure. It agrees with the assessment that Norfolk’s infrastructure needs significant enhancement if growth is to be delivered without compromising the quality of life and environment on offer. The key word to remember, the Parish Council feels, is ‘sustainable’. | Support Noted | No change to NSF |

| Response ID | Organisation | Answer | Officer comment | Action |
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| ANON-3C85-CAFP-W | The residents and businesses of Hoveton & Stalham Division | In case it was missed earlier, I ask that Agreement 1 at Sect 1.3 be amended to include: employment, economic, infrastructure and environmental needs. This shouldn't be limited to housing. | Response noted in Section 2 | No change to NSF |
| ANON-3C85-CAFT-1 | Resident | I'm interested to see that there is no mention of CIL / S106 payments and use in order to support the same outcomes desired by the strategic framework. If the funds generated by the development in areas isn't well used (as it often isn't now) and without the engagement of communities then it's a missed opportunity. Too often generic consultation overrides genuine community engagement in decision making, and decisions are taken by a small handful of people in councils with very little true involvement of others. | Different approaches exist towards CIL and sec 106 across the County and this is really a matter for the LPAs to address individually or collectively (for example through the Greater Norwich Growth Board) within the confines of legislation | No change to NSF |
| ANON-3C85-CAXF-5 | N2RS - No to Relay Stations | The picture shown is an example of the working landscape which we value so much. This is at risk of development with cable relay stations proposed for the area. This will have huge impact on the area. I write on behalf of N2RS which currently has around 350 people who oppose these relay stations. Instead they support HVDC technology to ensure onshore wind farm development respects our countryside. | Noted | No change to NSF |
| ANON-3C85-CAJ1-2 | Resident | I have found it all most impossible to use this website. Two scrolling bars make it difficult to focus on any one section. The outer one simply covers the first page of each section and then takes you to the comment box. Clicking on the inner bar makes the image jump around so that I found it impossible to read more than 2 or 3 lines on a page. Sometimes moving the outer bar allowed me to read a bit more of the substantive passages, but then switching to the inner bar put me on a small piece of test, less than a page. Scrolling back was impossible. | Noted | No change to NSF |
| ANON-3C85-CAJW-8 | Chedgrave Parish Council | Please be advised that at our last Parish Council meeting on 7th September 2017, there was a general discussion about the document which was considered to be too lengthy and incomprehensible for detailed comment. The Councillors also felt that their views would not be taken into consideration anyway. Thank you. | Noted | No change to NSF |
| BHLF-3C85-CA6B-Y | Northwold and Whittington Parish Council | Please be advised that Northwold and Whittington Parish Council discussed the Norfolk Strategic Framework at its meeting on 5th September. No comments were raised for submission. | Noted | No change to NSF |
| BHLF-3C85-CA6Z-Q | Cringleford Parish Council | Cringleford Parish Council is grateful to have been consulted. We have noted the contents which will inform our responses in the future. | Noted | No change to NSF |
| BHLF-3C85-CA34-E | Norfolk Geodiversity Partnership | The Norfolk Geodiversity Partnership would welcome opening a dialogue with the NSF process, as part of improved networking re. objectives for the natural environment. | Noted | No change to NSF |
| BHLF-3C85-CA33-D | Norfolk Area of the Ramblers | SUMMARY Norfolk Area Ramblers welcomes the clear identification and quantification of growth in the over 65 population and the importance of investment and maintenance in the Green Infrastructure network. We see 3 areas of omission: 1.The need to recognise explicitly the implications of rapid growth in population among the middle aged cohort who will be interested in developing and maintaining their health through fitness. Walking is likely to be the most popular of these activities which will vary from strolling, short brisk walks and group led middle distance walks and a significant level of demand is likely to occur from walkers wishing to exercise in in rural areas. 2.Although there is recognition of the need for investment and maintenance of Green Infrastructure, there is no explicit mention of the PROW network and its importance in providing the variety and scale of opportunity for walking, riding and cycling exercise for this growing cohort of demand. 3.In order to maintain the PROW network over the 20 year horizon envisaged by the report a strategic and proactive asset management plan approach will need to be adopted at all levels of local government. | The points raised are addressed in other sections of the document as they are raised. | No change to NSF |

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| BHLF-3C85-CA3J-4 | The Somerleyton Estate | <p>We are instructed by The Somerleyton Estate to write to you in response to the above-named public consultation. ☐</p> <p>The Somerleyton Estate has enjoyed a very productive mutual relationship with the Borough with specific regard to Fritton Lake for over ten years and it is because of this close working relationship the Estate has taken care to make representations to planning–related consultations representing the ‘rural point of view’ as they do successfully in other local authority areas.</p> <p>As a significant land owner and provider of one of the Borough’s primary inland tourist attractions the Somerleyton Estate have an interest in the sensitive development of the Borough and more specifically the area of, and approach to, this attraction. This interest therefore extends to any strategic planning documents which would inform future local plans.☐</p> <p>We understand that whilst “concentrating only on those matters where there is a clear need for agreement between the Local Authorities” two key aims of this Norfolk Framework are “to inform the preparation of future local plans and high levels plans such as the Strategic Economic Plan”. As such The Somerleyton Estate is keen that the Framework fully recognises the importance of facilitating sustainable rural tourism whilst ensuring sufficient environmental safeguards are in place to prevent harm to those special qualities that tourists visit Norfolk for.☐</p> <p>In 2012 and 2015 The Somerleyton Estate made representations to the Gt. Yarmouth Core Strategy and look forward to being consulted on the site specific and development management policies as they progress. In those earlier consultation responses the Estate were keen to make clear the need to have regard to the defining characteristics of the landscape character of the Beacon Park area and specifically to seek to avoid the coalescence of settlements which might encroach upon the strategic countryside gap between Browston and Gorleston/Bradwell. Our responses to this consultation compliment the earlier approach and we have provided specific responses via the consultation website in the format required. This letter reiterates the responses made there.☐</p> <p>☐</p> <p>The main point we would make about the draft Norfolk Strategic Framework is that tourism is conspicuous by its absence from a great deal of the document not getting its first mention until page 22. As a result there is little outward appreciation of the contribution tourism makes to the Norfolk economy and how this relies on both promoting related economic growth but also protecting the environment upon which Norfolk tourism relies.☐</p> <p>We understand from the Great Yarmouth Tourism Strategy 2013 to 2018 that “tourism is one of the key sector industries within Norfolk, supporting over 51,000 people and contributing some £2.6 Billion to the local economy”. We also understand that “the most recent Tourism in Norfolk Strategy covered the period 2009 to 2012”. https://www.great-yarmouth.gov.uk/CHttpHandler.ashx?id=980&p=0☐</p> <p>We appreciate the Framework’s focus on trying to attract hi-tech industries and supporting the off-shore energy industry but this should not be at the expense of existing key industries.</p> <p>As the Great Yarmouth Tourism Strategy points out “tourism is Great Yarmouth’s biggest single sector, and it directly and indirectly represents an economic impact of £531 million per annum (2011 figures) and 29.3% of the borough’s employment”.</p> <p>We would ask the Borough Council to make sure it fights to ensure the tourism industry gets adequate representation in this Norfolk Framework in particular focussing on supporting the whole county and not just the ‘Norfolk Coast, the Broads and the Brecks’.</p> | Noted the tourism reference in the economy section has been updated | No further change to the NSF |
| ANON-3C85-CA6Q-E | Resident | <p>The conclusion says that the document may change considerably. Any major revisions will need to be comprehensively reviewed again by the same audience as this draft.☐</p> <p>☐</p> <p>As one progresses through the document, its proposed solutions seem to become weaker. It is almost as if it was structured to put those sections, where the most effort and strength in is its authoring, at the front of the document. The latter sections need to be strengthened and not devolve its observations and its proposals to other documents. Otherwise the framework appears to dissolve.</p> | Noted, the document has been enhanced from feedback received through the consultation. | No change to NSF |
| BHLF-3C85-CA3F-Z | Great Yarmouth Borough Council | <p>Great Yarmouth Borough Council endorses the Draft Norfolk Strategic Framework and the agreements in it.☐</p> <p>The Borough Council looks forward to working with its partners to finalise the document in the light of comments and suggestions received during the course of this consultation, and to continue to address strategic planning matters on into the future.</p> | Noted | No change to NSF |
| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>GENERAL REPRESENTATION – NEW NORFOLK GARDEN TOWN</p> <p>☐</p> <p>As Norfolk’s largest independent planning practice, we have a comprehensive understanding of the social, economic, environmental, community and spatial requirements within our County. We would like to convey our own experiences into this consultation over the Norfolk Strategic Framework. We especially want to advance the case for a revolutionary approach to meeting future housing and community infrastructure needs based on an updated vision of the garden settlement as advanced by planning pioneers Ebenezer Howard and Frederik Osborn a little over a century ago. These men were holists who envisioned health, beauty, work, leisure and society all as one, intricately connected to natural beauty and the enhancement of nature. They were convinced that health, natural surroundings, social support and an overwhelming commitment to decency and fairness would lead to creative and productive people thriving on innovation and enterprise. Letchworth and Welwyn Garden City were established using these principles and we contend that a new garden town in Norfolk to meet known growth requirements should be explored through the emerging Strategic Framework. Our vision is a to create a new stand-alone 21st Century highly accessible, inclusive and smart settlement comprising a connected network of modern living and employment spaces set in the context of sustainability principles and practices. ☐</p> <p>☐</p> <p>We share your aspirations for a County that will thrive and grow whilst respecting its heritage and meeting the challenges of this Century. We believe that this will require joint working between Local Planning Authorities, communities, funding partners and developers, in order that shared aspirations and joint commitments can be brought forward in a planned manner. We would like to be involved in this process.☐</p> <p>☐</p> <p>In addition to the proposed garden town, limited development through the careful expansion of our existing towns and larger villages will also be required to support and sustain existing communities in the period up to 2036. We acknowledge and recognise that this additional growth is required as the coming 20 years will see at least 14% increase in Norfolk’s population, excluding growth through certain sectors of housing and via the Greater Norfolk Joint Core Strategy.</p> <p>☐</p> <p>This will also lead to a need to provide additional jobs, social care, community infrastructure and public transport improvements across the region. We consider that properly planned development within a new garden town could be used to cross fund and support wider initiatives and inter-District transport improvements to benefit Norfolk’s existing rural population. There is also a growing problem of affordability, low paid employment, social inclusion, an increasing need for elderly and specialist accommodation, and problems with increasing social exclusion and disillusionment amongst the young. We believe that a new bespoke garden town could be the answer to addressing some of these problems.☐(continued below)</p> <p>☐</p> | Noted | No change to NSF |

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| ANON-3C85-CA3Y-K | Lanpro Services Ltd | <p>(continued from above) We envisage a garden town that captures, retains and recycles part of the development value from the land being developed. This money will be channelled through long term stewardship models governed by Community Trusts to reinvest the wealth created back into the garden town in a variety of ways to create real long-term community benefits and provide opportunity. These are the very best of Howard’s principles and linked with modern, sustainable development, with place making at its heart. Through this strategic approach to meeting Norfolk’s longer-term housing needs we can delivery local and sub-regional benefits whilst causing minimal harm to existing communities and the Norfolk landscape.</p> <p>In addition to high quality place making, appropriate site selection has the potential for improvements to local infrastructure, road and rail based public transport networks, schools, medical facilities, care and community facilities, benefitting communities far beyond the immediate environs of the new settlement. It is this value-added element which is the hallmark of the garden community practice and an approach that should be seriously considered as part of this strategic priorities assessment process. The same opportunities cannot be delivered through more traditional dispersed housing strategies.</p> <p>We request that serious consideration be made in the strategic review to create the guidelines and opportunities for a planned new garden town within Norfolk, based on the full suite of garden community principles, which will create certainty in meeting the aspirations of this document and ensure genuine betterment for the local community. We urge Norfolk’s Local Planning Authorities to work land owners, private sector developers and experts in stewardship, land capture and futurism to understand whether a garden town opportunity exists and we would encourage a full debate as to how these principles can be applied to benefit our County.</p> | Noted | No change to NSF |
| ANON-3C85-CA35-F | Tunstead & Sco Ruston Parish Council | Our Parish Clerk and Councillors were unaware of the document. The response deadline was far too short to consider the document properly. | Noted | No change to NSF |
| BHLF-3C85-CAC8-2 | Suffolk County Council | <p>The Suffolk local authorities (Forest Heath District Council; St Edmundsbury Borough Council; Mid Suffolk District Council; Babergh District Council; Ipswich Borough Council; Suffolk Coastal District Council; Waveney District Council and Suffolk County Council) welcome the opportunity to comment on this draft document. They also welcome the on-going involvement of the Suffolk authorities in the development of the framework.</p> <p>There are important common issues for Norfolk and Suffolk both at strategic and more local levels. Many of the strategic issues have been identified within the New Anglia Local Economic Partnership’s New Economic Strategy. It will be important for the planning policies that emerge from the Framework (and for those in Suffolk) to relate closely to that Strategy if the area as a whole is to be successful both in its growth ambitions and in achieving the infrastructure required. In doing this it is welcome that the time horizon for the Norfolk Strategic Framework is 2036 which aligns with the most if not all of the end dates for local plans in Suffolk now being prepared. (It is acknowledged that parts of both counties also lie within the area of the Greater Cambridge Greater Peterborough LEP and there may also be a need to link to initiatives in that strategy as it develops along with the spatial strategy of the mayor of the combined authority for that area.)</p> | Noted | No change to NSF |
| BHLF-3C85-CACM-Q | Savills | <p>Support is given to the collective authorities for seeking to formalise the cooperation between neighbouring authorities and seeking to provide a framework through which they can address cross-boundary planning issues. It is considered that this proactive approach to strategic planning is in accord with the core principles for planning as stated in Paragraph 17 of the National Planning Policy Framework (NPPF).</p> <p>It is, however, considered that further guidance is required to clarify what weight should be given to the document once adopted.</p> | The matter of weight to be ascribed to agreements and text in this document will vary depending on circumstances and will be a matter for each local planning authority | No change to NSF |
| BHLF-3C85-CACV-Z | Gladman | <p>The Duty to Cooperate (DtC) is a legal requirement established through Section 33(A) of the planning and Compulsory Purchase Act 2004, as amended by Section 110 of the Localism Act. The DtC requires local planning authorities to engage constructively, actively and on an ongoing basis with neighbouring authorities on crossboundary strategic issues through the process of Plan preparation. As demonstrated through the outcome of the 2012 Coventry Core Strategy Examination and the 2013 Mid Sussex Core Strategy Examination, if a Council fails to satisfactorily discharge its DtC a Planning Inspector must recommend non-adoption of a Local Plan. This matter cannot be rectified through modifications.</p> <p>The Planning Practice Guidance (PPG) provides guidance upon compliance with the DtC which makes clear that local planning authorities should explore all available options of delivering the planning strategy within their own area, and should approach other authorities with whom it would be sensible to seek to work to deliver the planning strategy.</p> <p>1. This should be achieved through co-operation between local planning authorities, county councils and other public bodies to produce effective policies relating to strategic cross boundary matters.</p> <p>2. Whilst there is no definitive list of actions that constitutes effective cooperation under the duty, cooperation should produce effective policies relating to cross boundary matters and may involve local planning authorities and public bodies entering into agreements on joint approaches, which may involve joint evidence and strategies to define the scope of Local Plans across the Housing Market Area (HMA).</p> <p>It is clear that the Central Norfolk HMA is affected by the influence of a dynamic market area with an emphasison meeting the HMA’s economic growth ambitions. It is therefore important that the authorities contained in the HMA do not lose sight of this objective and the that the DtC is a process of ongoing engagement and collaboration and that it is intended to produce effective policies on cross boundary strategic matters.</p> <p>3. Accordingly, the Councils will need to continue to engage and work with each other to satisfactorily address any cross boundary strategic issues.</p> | Noted | No change to NSF |

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| | | <p>Central Norfolk Strategic Framework</p> <p>Any issues of unmet housing need arising from the relevant authorities in the HMA must be fully considered through the preparation of Local Plans, working under the requirements of the DtC. To achieve this, it is vital that this matter is carefully explored through joint working with all local planning authorities within the HMA, together with any other relevant local authorities that the HMA has a clear functional relationship with. Where necessary, a strong policy mechanism will be required within each Local Plan to demonstrate that unmet housing needs arising from any relevant authorities and those with a clear functional relationship will be met during the plan period.</p> <p>The need to tackle any issues of unmet housing need through the plan making process was highlighted in an appeal decision at Land off Watery Lane, Curborough, Lichfield which was recovered by the Secretary of State (SoS) and determined in a letter dated 13th February 2017. At paragraph 40 of the SoS's decision letter, the distinct possibility of Lichfield having to provide for a proportion of Birmingham's unmet housing need through the local plan making process is highlighted:</p> <p>"... while there is a distinct possibility of Lichfield having to provide for some of Birmingham's housing need, there is a mechanism for a review in the Local Plan and it would be inappropriate now to speculate on any contribution by Lichfield. As such the Secretary of State agrees that this should not be considered when assessing the merits of this appeal scheme."</p> <p>Although it was considered inappropriate to speculate on any contribution towards Birmingham's unmet needs within Lichfield in the context of an appeal made under Section 78 of the Town and Country Planning Act 1990, this decision makes it clear that any issues of unmet development needs must be addressed through the local plan making process. Accordingly, it is important that the Strategic Framework sets out a clear approach to dealing with any unmet housing needs which may occur over the plan period. The Strategic Framework should include an agreement setting out a clear mechanism of how growth will be apportioned and how each authority should include a policy within each Local Plan in the HMA should any authority be unable to meet its housing needs in full.</p> | Noted | No change to NSF |
| ANON-3C85-CA39-K | Salhouse Parish Council | <p>As a Parish Council we have concerns about how our voice will be heard with the next level, the District Council, and how much influence we will have on the decision making process. ☐</p> <p>As the Parish Council we have knowledge of the village and local area and have concerns that our opinions and recommendations will not be listened to as we are at the lower level of the consultation process. An example for Salhouse is the Neighbourhood Plan which has recently been adopted, yet there is no mention of Neighbourhood Plans within the document.☐</p> <p>We feel there is not enough information given as to how this Strategic Plan will be delivered.</p> | Noted | No change to NSF |
| BHLF-3C85-CACC-D | South Norfolk Council | <p>Preamble☐</p> <p>The response below is an officer-only response at this stage, but it has been informed by comments made at the meeting of the Council's Regulation and Planning Policy Committee on 20th September 2017. The Council will submit its formal response following consideration at Cabinet on 9th October 2017, and so there may be some modifications to the response below. ☐</p> <p>☐</p> <p>Response☐</p> <p>South Norfolk Council has considered the draft NSF and believes that it is, overall, a very useful and significant document, which will assist all Norfolk authorities in discharging their ongoing Duty to Co-operate requirements. It is also likely to put the Norfolk local authorities in a good position to meet the emerging requirements to produce a Statement of Common Ground with neighbouring authorities (as proposed in the current consultation on Planning for the right homes in the right places: consultation proposals. ☐</p> <p>☐</p> <p>Overarching diagram☐</p> <p>Finally, the Council asserts that the NSF would be improved with the inclusion, early on, of a "bubble" diagram, showing how the NSF relates to current and emerging Local Plans, Neighbourhood Plans, the NPPF and other relevant documents, so that it can easily be understood by all.☐</p> | We would be happy to include any overarching diagram provided by South Norfolk DC. | No change to NSF |
| BHLF-3C85-CAFA-E | Marine Management Organisation | <p>Thank you for giving the Marine Management Organisation the opportunity to comment on the Norfolk Strategic Framework.☐</p> <p>It is pleasing to note reference to marine/coastal matters such as ports, the AONB, and Shoreline Management Plans.☐</p> <p>I am not sure where reference would best fit given the nature of the document, but consideration of the East Inshore and Offshore Marine Plan would increase the soundness of the document.☐</p> <p>I know you will have received the standard lines already, but the section of these that you may wish to consider for the above is:☐</p> <p>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 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. The East Inshore and East Offshore Marine Plans cover the coast and seas from Flamborough Head to Felixstowe. ☐</p> <p>You may also wish to consider referencing specific policy from the marine plans where relevant eg PS3 around port development, objective 8 in support of marine protected areas, and GOV1 around infrastructure provision to support marine activities. ☐</p> | General | Agree there's a need to make a reference, this will be added to the NSF in section 3 |

Norfolk Strategic Planning Member Forum

Terms of Reference (Dec 2017)

1. Introduction

1.1 The Localism Act 2011 inserts section 33A into the Planning and Compulsory Purchase Act (2004) the requirement for authorities and certain public bodies to engage on key issues under a 'Duty to Cooperate' when preparing Development Plan Documents (principally Local Plans), and other Local Development Documents .

1.2 The Act states, *inter alia* that Local Planning Authorities must:

'...engage constructively, actively and on an on-going basis in any process by means of which activities within subsection (3) are undertaken.....'

1.3 The Duty to Cooperate is a legal test when local plans are independently examined and Local Planning Authorities will need to provide evidence to demonstrate that they have undertaken the duty. Local Plans are also examined for their overall soundness. To discharge the soundness test work undertaken under the Duty to Co-operate must be demonstrably effective and as a minimum this will require:

- Genuine Member level co-operation.
- A continuous process of co-operation throughout plan preparation.
- Co-operation across all cross boundary strategic issues.

1.4 Norfolk Authorities have a strong record of working together through a range of both formal and less formal mechanisms. A Strategic Planning Officer Group has been established for many years and in January 2014 a Members Forum was established with the overall purpose of ensuring that the requirements of the Duty were met. This comprises Members from each of the Norfolk District Councils and the Broads Authority together with Norfolk County Council (the 'Core Group') supported by the Norfolk Strategic Planning Officer Group and meets on a quarterly basis to progress work under the duty.

2. The Forum

2.1 The Forum's overall purpose is to ensure that the requirements of the Duty to Cooperate when preparing Development Plans is discharged in a way which enhances the planning of strategic matters and minimises the risk of unsound Plans. It will provide the political input and steerage necessary to discharge the duty.

Powers

2.2 The Forum has agreed to meet for the purposes set out in these terms of reference to provide a vehicle for cooperation and joint working between local authorities and other parties within Norfolk and across any other area over which the duty may be applied. They will act together in accordance with their powers under sections 13, 14 and 33A of the Planning and Compulsory Purchase Act and Section 1 of the Localism Act 2011 for this purpose.

2.3 For the avoidance of doubt, the Forum cannot exercise any of the functions of a Local Planning Authority or competent authorities, such as setting formal planning policy or exerting control over planning decisions, nor can it amend any decisions made by other bodies such as the LEPs unless such powers have been expressly delegated to the Forum by one or more of its members. The Forum will recommend actions to the member authorities and others insofar as this is necessary to discharge the Duty and aim where possible to reach agreement in relation to strategic cross boundary land use issues.

Specific Activities

2.4 The Forum will address matters relating to the Duty to Cooperate to comply with Section 33A of the Planning and Compulsory Purchase Act 2004. In summary it will:

- Identify spatial planning issues of strategic importance that impact on more than one local planning area across Norfolk and a wider geographical area where appropriate to do so and provide the basis for working collaboratively within, and outside, of the 'core group' across a range of organisations and geographies as might be appropriate to address cross boundary strategic issues.
- Recommend the most appropriate land use planning approach to better integration and alignment of strategic spatial planning across Norfolk and a wider geographical area where appropriate.
- Provide the evidence that the Local Authorities are working 'constructively, actively and on an ongoing basis' on strategic planning matters to support delivery of Local Plans which will be able to be assessed as 'sound'.
- With the agreement of member authorities, oversee the joint commissioning and preparation of evidence necessary to determine the most appropriate strategic spatial approach to cross boundary issues.
- Produce an evidenced (documented) approach to cooperation across strategic cross boundary issues at a Member level and throughout the process of Local Plan Preparation

- Undertake any consultations which from time to time may be deemed appropriate to further the work of the forum.
- Provide, through the individual Members of the Core Group, liaison in respect of Norfolk strategic planning matters with each of the local authorities represented in the Forum.

Specific Outcomes

- The timely production, maintenance and publication of an *evidence base* sufficient to address cross boundary strategic land use issues, to identify where such issues arise and recommend actions to the member authorities to address them.
- The preparation, agreement and updating of a *single non-statutory shared strategic framework* document (the Norfolk Strategic Framework) to inform Local Plan preparation covering any cross boundary strategic land use issues including but not limited to:
 - homes and jobs;
 - retail, leisure and other commercial development;
 - infrastructure for transport, telecommunications, waste management, water supply, wastewater, flood risk and coastal change management;
 - minerals and energy (including heat);
 - health, security, community and cultural infrastructure and other local facilities;
 - climate change mitigation and adaptation, conservation and enhancement of the natural and historic environment, including landscape;
 - nationally significant infrastructure.
- The preparation, agreement and publication of Statements of Common Ground, Duty to Co-operate Statements and Memorandums of Understanding on behalf of, and as agreed by, the member Authorities.
- The local authorities represented in the Forum are suitably aware and supportive of the Forum's activities, and engaged in identifying and addressing Norfolk strategic planning matters.

3. Governance and administrative arrangements.

Membership

The Core Group will consist of one Member from each of Norfolk County Council, Norwich City Council, South Norfolk District Council, North Norfolk District Council, Broadland Council, Breckland District Council, the Borough Council of King's Lynn and West Norfolk, Great Yarmouth Borough Council and the Broads Authority. 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. Each authority should also nominate substitutes should the nominated Member not be able to attend particular meetings.

Membership of the Core Group will be kept under review and adjusted to reflect any wider geography over which it might be determined appropriate to cooperate.

Chairmanship and vice chairmanship will be determined by the Forum and reviewed each year.

Format of Meetings

Meetings will be held in public and will comprise the Members and officers from each authority. Others (specialists, representatives of other organisations, consultants) may attend and present at the meetings by invitation. An Agenda and papers will be circulated in advance of each meeting and informal action notes will be taken and published.

Public Information/website

Agenda and a brief note of any recommendations made back to LPAs will be made public via a Duty to Cooperate web page on the NCC website. See www.norfolk.gov.uk/nsf

Frequency of meetings

Every three months, or at intervals to be agreed, hosted by Norfolk County Council.

Secretariat

The secretariat for the group will be provided by the County Council.

Decision Making

The Forum is not a decision making body and will recommend actions to partner authorities. It will aim to reach a consensus where possible. It's recommendations are not binding on the actions of any of the partners.

NSPF identified Work streams (2018)

1) Support updates required as a result of the new NPPF due for publication in Spring 2018, this will include:

- a. Working with officers to progress the production of Statements of Common Ground in line with the proposed government timetables of Autumn 2018 and Spring 2019**
- b. Work with officers to update the NSF in light of the new government Methodology for calculating Housing Objectively Assessed Need.**
- c. Work with officers to agree areas for enhancing the NSF following the analysis of the NSF Public consultation and in light of the updated NPPF.**

2) Work with authorities to identify areas for cost savings through joint working including analysis of the following areas where authorities have previously expressed an interest in joint working:

- a. Joint Strategic Needs assessment for older people**
- b. Water Cycle Study**
- c. Renewable Energy Assessment**
- d. Further visitor Pressure Study**
- e. Ecological Networks Assessment**
- f. Strategic Infrastructure Study**
- g. Retail and Commercial Leisure Study**
- h. Business Growth and Investment opportunity Study**
- i. Brown field and Self-Build Registers**
- j. Reviewing of OAN in light new government methodology**

3) On-going communication and support for Strategic Planning including the following:

- a. Support the yearly East of England Forecast Model run**
- b. Support for the NSPG and Member Forum**
- c. Maintain links to third parties eg Anglian Water, NALP and EA**
- d. Monitoring NSF for accuracy and updated where required**
- e. Maintaining links to neighbouring authorities (Suffolk and Cambridgeshire) and their strategic planning work**
- f. Maintaining links to other authorities completing non statutory frameworks to understand best practice and build links to DCLG**

**Cabinet 5 February 2018
Council 19 February 2018**

Agenda Item No.11

Greater Norwich Joint Infrastructure Investment Plan 2018/19 - 2022/23

**Report of the Senior Planning Officer
Cabinet Member: Cllr John Fuller, The Economy & External Affairs**

**CONTACT
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1. Introduction

- 1.1** In 2014 Broadland District, Norwich City and South Norfolk Council's agreed to pool receipts from Community Infrastructure Levy (CIL), excluding the neighbourhood and administrative funding elements, to create an Infrastructure Investment Fund (IIF). The IIF supports strategic infrastructure, as part of the Greater Norwich Growth Board (GNGB) Joint Working Agreement. These key pieces of infrastructure are required to ensure the proper delivery of the planned level and distribution of growth set out in the Joint Core Strategy (JCS).
- 1.2** From 2017/18 onwards, a single five-year Infrastructure Investment Plan (IIP) covering the whole of the three Greater Norwich districts has been prepared, for which pooled funding support from the Infrastructure Investment Fund (IIF) is sought. Each IIP covers a period of five years, with the first year of detailed funding making up the Annual Growth Programme (AGP). The IIP is agreed on an annual basis and the latest Greater Norwich Five Year IIP (January 2018, Appendix 1) sets out the priorities for infrastructure spending for 2018/19 and the subsequent four years. The IIP sits within the overall programme of infrastructure delivery to support the JCS, which is contained in the Greater Norwich Infrastructure Plan (GNIP). The GNIP is also updated regularly and reflects the wider range of funding sources that support growth (weblink at Appendix 2)
- 1.3** This report recommends the current draft IIP (Appendix 1) for consideration by the next meeting of the GNGB.

2. Background

- 2.1** The adopted Joint Core Strategy (JCS) identifies key infrastructure required to support the planned level and distribution of growth. The JCS was developed with infrastructure delivery in mind and includes an Implementation/Infrastructure Framework (JCS, Appendix 7). The three local planning authorities have subsequently prepared the GNIP as a delivery plan to set out and describe the programme of infrastructure to support the JCS (weblink at Appendix 2).
- 2.2** Delivery of the strategic programme of infrastructure is vital to keep the planned housing and jobs growth on track and the agreement to pool CIL contributions to assist in delivery of the programme (as part of the GNGB Joint Working Agreement) is a vital element of this. The programme supports the key aims of the Greater Norwich City Deal, which has Infrastructure as one of its three strands.

- 2.3** CIL was introduced from 1st May 2014 in South Norfolk and several major planning permissions granted pre-CIL are still being constructed, with infrastructure being delivered through Section 106 agreements; this is reflected in the GNIP where appropriate. It should be noted that the principle of pooling South Norfolk's CIL and the agreement in principle to fund key Norwich Area Transportation Strategy projects (including the Norwich Northern Distributor Road and the Long Stratton bypass) have previously been agreed by members, and do not need to be specifically agreed again.
- 2.4** The five-year IIP (Appendix 1) sets out the short/medium-term priorities, focussing on deliverable projects that support the growth which is expected to occur over the five-year period.
- 2.5** Updates on all projects with an element of CIL funding/borrowing endorsed in earlier and current Annual Growth Programmes for Greater Norwich are detailed in Appendix D of the IIP (Appendix D of Appendix 1).

3. Proposals

- 3.1** The draft Greater Norwich Five-Year IIP (Appendix 1) is designed as a comprehensive document which describes the background and development of the IIP; gives updates on some major infrastructure projects previously approved for funding; details the proposed 2018/19 Annual Growth Programme (AGP); and sets out the proposed Five-Year IIP.
- 3.2** The draft IIP promotes 15 schemes across Greater Norwich to receive a total of £2,423,000 funding from the IIF for delivery starting in 2018/19. Appendix A of the Draft Five-Year IIP includes details of these projects, which will make up the 2018/19 AGP.
- 3.3** Within South Norfolk for 2018/19 there are 7 projects, supported by up to £548,000 CIL funding from the IIF (some projects overlap with the other authorities). These are:
- Improvements to the Marriott's Way between Thorpe Marriott and Costessey (£100,000);
 - Signage and route improvements to, and the development of a management plan for, the Wherryman's Way Yare Valley cycle route (£23,000);
 - Self-access improvements to Harleston, Loddon and Costessey libraries (£35,000 each);
 - Yare and Wensum valley links improvements (£170,000, from 2019/20 onwards);

- Access for All – a five-year pot of £150,000 to allow various smaller-scale improvements to trails across Greater Norwich to be made (such as surfacing and gate/fence improvements), with decisions being made by the Infrastructure Delivery Board. As examples, a number of potential improvements to the Boudicca Way (from Diss to Norwich) have been identified.

- 3.4** A description and the rationale for selecting these projects are included as Appendix A to the IIP (Appendix A of Appendix 1).
- 3.5** In the previously agreed 2017/18 IIP, a cash reserve of roughly £2.6m was proposed to be built up over three years, equal to one annual repayment of the £50m which has been borrowed, or committed to, to support the delivery of the Northern Distributor Road and the Long Stratton bypass. Consequently, a total of £860,323 is proposed to be set aside for this purpose in 2018/19.
- 3.6** In addition to those projects detailed in Appendix A, the Draft IIP also proposes an allocation of £2m to be held in the IIF for 2018/19 for the purposes of delivering the Children's Services' capital programme.

4. Risks and implications arising

- 4.1** In February 2017, the Government published a report into the approach to seeking developer contributions, similarly a review of CIL has also been proposed locally in parallel with the current review of the Local Plan. As such, any changes could have implications for the way projects are funded, particularly towards the latter years of the current IIP. However, at this stage it is appropriate to proceed with the current process, so that there is no delay to the delivery of the identified infrastructure.
- 4.2** Whilst delivery of some of the projects proposed in the 2017/18 AGP will have environmental impacts, many of these will be positive, creating new green infrastructure, promoting sustainable transport options and enhancing environmental quality. Some of the identified infrastructure either already has, or will require, planning permission, a key consideration in the granting of which will be the environmental impacts (positive and/or negative) of the schemes.
- 4.3** The IIP is not considered to have any negative impact on disadvantaged groups, and some of the proposals will have positive impacts (e.g. the Access for All proposals).
- 4.4** It is not considered that the Five-Year IIP will have any impact on crime and disorder.

5. Other options

- 5.1 Cabinet could decide not to recommend the IIP for 2018/19 to 2022/23 to the GNGB, however this could have serious implications for the delivery of the infrastructure identified in the IIP as requiring pooled CIL.

6. Recommendation

- 6.1 Cabinet is asked to recommend that Council resolves to:
- Approve the projects in South Norfolk to be included in the Greater Norwich Joint Five-Year Infrastructure Investment Plan 2018-19 to 2022-23 (Appendix 1) and endorse the draft programme for Greater Norwich, including the 2018/19 projects as the Annual Growth Programme, for consideration by the next meeting of the Greater Norwich Growth Board.

Appendices

- 1 Greater Norwich Joint Five-Year Infrastructure Investment Plan (2018/19 - 2022/23)
- 2 Greater Norwich Infrastructure Plan, agreed July 2017 – see <http://www.greaternorwichgrowth.org.uk/delivery/greater-norwich-infrastructure-plan/>

Greater Norwich Growth Board

Joint Five Year Infrastructure Investment Plan

January 2018

Introduction

This Infrastructure Investment Plan sets out the projects for which pooled funding support from the Infrastructure Investment Fund (IIF) is sought through the Greater Norwich Growth Board (GNGB) during 2018/19 to support the delivery of planned growth. It also projects the infrastructure funding priorities for the subsequent four years to 2022/23. The schemes it identifies are those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal; one of the key strands of the City Deal was the delivery of an infrastructure programme facilitated by a pooled funding arrangement between the Authorities.

This Infrastructure Investment Plan incorporates the updated position on infrastructure delivery since the preparation of the 2017/18 Annual Growth Programme (AGP) which was agreed by District Councils in April and May 2017 and by Norfolk County Council, as the Accountable Body, in July 2017. Also included are revised Community Infrastructure Levy income projections, updates on infrastructure development and programming from previous AGPs and planned preparatory work for infrastructure schemes in future years.

Development of the Infrastructure Investment Plan

As part of developing the 2018/19 AGP the Greater Norwich Infrastructure Plan (GNIP) has been updated¹. The GNIP identifies infrastructure projects to 2026 and is used as the basis for identifying schemes for delivery in 2018/19 and projecting future infrastructure priorities over the subsequent period to 2022/23. The updated GNIP reflects progress made on infrastructure delivery and current knowledge of the timing of planned development schemes.

The first year of this Infrastructure Investment Plan should be considered as the proposed AGP for 2018/19. Thus approval of this plan will commit IIF funding to those projects identified for delivery in 2018/19. Projects in subsequent years will be confirmed through annual updates to the Infrastructure Investment Plan.

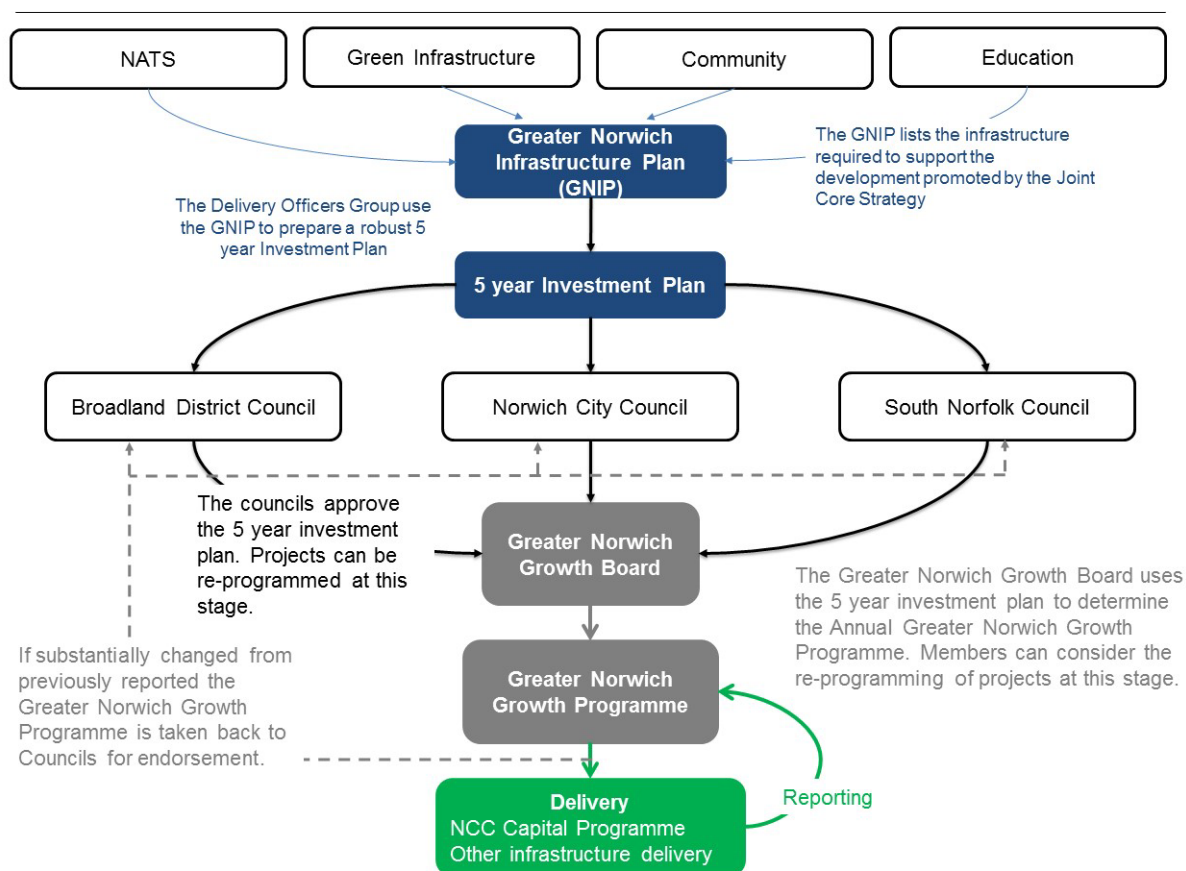
District Councils will consider the Infrastructure Investment Plan in February 2018. The GNGB will consider the Infrastructure Investment Plan at its meeting in March 2018.

As the Accountable Body for the GNGB, Norfolk County Council will also receive a report on the 2018/19 AGP in early 2018.

¹ <http://www.greaternorwichgrowth.org.uk/delivery/greater-norwich-infrastructure-plan/>

The Infrastructure Investment Plan process is illustrated in Figure 1, below.

Fig. 1 – Infrastructure Investment Plan Development Process



Project Updates

Updates for projects already approved for delivery through the AGP process are included at Appendix D.

Proposed 2018/19 Annual Growth Programme (AGP)

For the year 2018/19 Greater Norwich partners have identified 15 schemes totalling £2,423,000 as priorities to receive IIF support. In addition to this the proposal includes an allocation of £2m to be held in the IIF for the purposes of delivering the Children's Services' capital programme and £860,323 into its cash reserve. This Plan also seeks a commitment to explore funding opportunities for the new Broadland Growth Triangle High School.

There are a number of projects which have been agreed in previous Growth Programmes that were to be delivered over more than one year. These projects already have funding allocated to them and will continue to be taken forward in 2018/19 and beyond.²

² Details of the agreed Growth Programmes to date can be found at Appendix C

NATS including the NDR and Long Stratton Bypass and Hempnall crossroads junction

The Norwich Area Transportation Strategy (NATS) programme identifies future investment in the six Bus Rapid Transit (BRT) corridors to link major growth locations, measures in the city centre and measures to aid public transport, walking and cycling, as well as the Norwich Northern Distributor Road (NDR) and the Long Stratton Bypass and Hempnall crossroads junction.

It is likely that NATS projects will be primarily funded from sources other than the Infrastructure Investment Fund (for instance £11m Local Growth Funding has already been secured for NATS through the Growth Deal and in excess of £12m secured for cycle improvements to 2020 through the Cycle City Ambition Grant [CCAG]) although funding sources for projects in the longer term are yet to be secured.

The 2015/16 AGP agreed to the use of IIF funding to top up other funding to help deliver the NATS programme over the period 2015/16 to 2019/20. A total of £3,570,000 was committed from the IIF. It has not been necessary to draw down IIF funding in 2015/16 and 2016/17 because schemes have taken advantage of other funding streams including, in particular Growth Deal and CCAG to deliver projects. Indeed since the original IIF commitment was made Growth Deal committed an additional £4,175,000 to the implementation of NATS. In addition project development has improved our understanding of delivery and costs and as such the Infrastructure Delivery Board have agreed to re-profile the previously agreed top-up allocations as outlined below³:

Table 1 – re-profiled NATS programme supported by pooled CIL (£,000s)

| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | TOTAL |
|---|------------|--------------|------------|--------------|--------------|--------------|
| Original NATS allocation | 695 | 725 | 100 | 1,600 | 450 | 3,570 |
| Additional CIL allocation | - | 170 | 750 | 415 | 415 | 1,770 |
| <i>Cumulative sub-total</i> | 695 | 1,590 | 2,420 | 4,475 | 5,340 | 5,340 |
| New NATS delivery profile incl. additional allocations ⁴ | - | 170 | 1,40 | 925 | 900 | 3,405 |
| <i>Cumulative underspend</i> | 695 | 1,420 | 860 | 1,960 | 1,935 | 1,935 |

In addition, the 2016/17 AGP agreed to use IIF funding in future years to ensure the delivery of NATS measures, including the NDR and Long Stratton bypass and Hempnall crossroads junction. Construction of the NDR is now almost complete and £40m of borrowing to support its delivery took place during the 2016/17 financial year. While the Long Stratton Bypass and Hempnall crossroads project has significant developer contributions associated with it, £10m of borrowing to support its delivery is likely to be required in 2018/19 and 2019/20. Borrowing will be repaid by future CIL income.

Work continues to determine the order, timing and detail of other NATS priorities and in securing funding from mainstream sources and other bidding opportunities as they arise.

Growth Deal funding will be sought to help fund the refreshed and updated NATS Implementation Plan. However, it is likely that there will be further requests for funding from the IIF after the currently agreed programme ends in 2019/20. As such a provisional

³ Further details can be found at Appendix E

⁴ Including A140 corridor scheme delivery

allocation of £900,000 per annum is included for the final three years of the Five Year Infrastructure Investment Plan.

Education

The education capital programme is significant over the Plan period with 17 new primary schools planned across the Greater Norwich area and 1 new high school planned in the North of Norwich⁵. In addition 6 schools require extending to support planned growth. Additional details of the requirements of growth on education provision can be found in the GNIP; a list of those projects prioritised for 2017/18 spend was put forward at the GNGB meeting on 13 July 2017.

Work will continue to determine the order, timing and detail of education priorities. This work will be overseen by Norfolk County Council's Children's Services' Capital Priorities Group. The Group will also keep under review funding availability. The current view of the Group is that Government allocations of Basic Need for school projects will be insufficient to cover delivery costs of the schools capital growth programme over the next ten years and that all options for covering this affordability gap will need to be examined. The Group's view is that an annual allocation of funding from the IIF would reduce uncertainty and allow the affordability gap in the Greater Norwich area to be better understood. Based on the current projected CIL income figures the Infrastructure Investment Plan gives a commitment to an annual £2m allocation to support the delivery of the Children's Services' capital programme. As part of the annual review of the Infrastructure Investment Plan, these forecasts will be updated and if CIL income varies significantly from projected figures, the allocation will need to be reviewed by all parties concerned.

The largest scheme within the education infrastructure programme is the new high school in the Broadland Growth Triangle. This Plan seeks a commitment to explore funding opportunities for this strategic project in order to mitigate any financial risk/uncertainty around its delivery to support growth. A progress report on the development of the new High School project is expected in early 2018.

⁵ Projects in the early development stages are not yet included.

Green infrastructure

A programme of strategic projects is proposed by the Green Infrastructure Programme Team over the next five years. The total value of projects proposed can be found in Table 2. Details of projects seeking IIF support in 2018/19 can be found in Appendix A.

In addition to projects seeking IIF support in 2018/19 a number of key strategic projects have been identified by the Green Infrastructure Programme Team:

Broadland Way

A key element of the North-east Norwich Growth Triangle (NEGT) Area Action Plan is an off-carriageway cycle and pedestrian route between east Norwich at Thorpe St Andrew and the Northern Broads at Wroxham known as Broadland Way. The intention is that Broadland Way will be a multi-functional Green Infrastructure corridor that will provide a safe commuting and leisure cycling and walking route for residents of the new development as well as providing ecological connectivity.

River Yare Crossing

This project is part of the wider East Norwich Gateway project (described below) and is a cycle/pedestrian bridge crossing the River Yare to enable better access to Whitlingham Country Park from the city centre.

Yare Valley

The project aims to develop the unifying concept of a river parkway, a linear country park based on the River Yare river corridor between Bawburgh and Whitlingham Country Park. The parkway would comprise of a linear corridor of linked spaces along banks of the River Yare. This 'umbrella' project was included in the Green Infrastructure Delivery Plan and included a number of smaller projects, some of which have been brought forward in part since the study was published.

North-West Country Park

A new country park in the north-west, potentially a wetland in the Colney/Bawburgh area.

River Wensum

A strategy is being developed to guide regeneration of the River Wensum Corridor in Norwich, extending to Whitlingham in the east, which is expected to be adopted in 2018.

The draft strategy objectives include enhancing connectivity throughout the river corridor, including with the Norfolk Trails network, and enhancing the natural environment and green infrastructure. Key green infrastructure proposals include completion of missing links of the Riverside Walk (projects for which are included in the investment plan), improvements to accessibility of the existing Riverside Walk (an approved project in the AGP) and enhanced links with the Broads network at Whitlingham in the longer term. Potential future GI projects include enhancement of Bishops Bridge to Whitefriars Bridge green space, and enhancement of the Boom Towers and Ber Street wooded ridge area.

The Riverside Walk is identified as a sub-regional green infrastructure corridor supporting growth locations in the Joint Core Strategy. All these projects will help support growth in Greater Norwich, particularly the green infrastructure requirements for anticipated new housing and employment development identified in the city centre and east Norwich.

Work is ongoing to progress developing feasibility work in support of these strategic green infrastructure projects to allow for capital investment to take place in future iterations of this Plan.

Community

A number of strategic community projects are proposed through the Infrastructure Investment Plan. These include library improvements, open space, community facilities, play space and sports facilities identified through the strategic review of sports facilities and playing pitches which reported in 2015 and taken forward by the Sports Strategy Implementation Group. The total value of projects proposed can be found in Table 2. Details of projects seeking IIF support in 2018/19 can be found in Appendix A.

Economic Development and Regeneration

A number of projects promoted in the IIP significantly contribute to the economic growth of the area. These include the public realm improvements promoted in the city centre, including Tombland and St Mary's Works which provide transport, green infrastructure and community benefit. These projects will be included as part of the refreshed and updated NATS Implementation Plan highlighted above.

One notable project is the delivery of significant public realm improvements, infrastructure and transport links at Norwich Airport Industrial Estate. This will enable this key employment location to offer more attractive, modern premises to better serve the needs of the existing SME community and those of emerging high value sectors identified in the New Anglia LEP Strategic Economic Plan and the Greater Norwich City Deal. There is an important synergy between this project and the improved transport connections that will be provided by the agreed St. Faiths Road to Airport project and the NE Norwich Link Road.

Another project of strategic significance is the East Norwich Gateway. This project will provide infrastructure to open up the development of the Utilities Site and Deal Ground (the largest brownfield sites within the Norwich City Council area) and extend cycling and pedestrian access from Norwich City Centre to Whitlingham Country Park in South Norfolk. The proposal would consist of three bridges, one across the River Wensum and two across the River Yare (one of which is the green infrastructure project referred to above) and associated road infrastructure.

The regeneration of brownfield land, particularly in the northern part of Norwich city centre will also be an important consideration for future work.

Cash Reserve

The 2016/17 AGP agreed to borrow £50m at PWLB project rate to support the delivery of both the Northern Distributor Road and the Long Stratton Bypass and Hempnall crossroads junction. The Infrastructure Investment Plan proposes that a cash reserve equal to one annual repayment be built up over 3 years from 2017/18. This Investment Plan looks to set aside £860,323.

Table 2 – Proposed Five Year Infrastructure Investment Plan

| | to date | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-----------------|-------------------|
| INCOME | | | | | | | | |
| Balance brought forward | £3,396,917 | | | | | | | |
| Actual CIL receipts | | £3,214,589 | | | | | | |
| Forecast CIL receipts | | | £4,719,530 | £7,271,195 | £9,586,646 | £10,956,389 | £10,179,162 | £8,853,709 |
| Cumulative Income | £3,396,917 | £6,611,506 | £11,331,035 | £18,602,230 | £28,188,876 | £39,145,265 | £49,324,427 | £58,178,136 |
| EXPENDITURE | | | | | | | | |
| Programme agreed | £182,827 | £466,000 | £5,543,323 | £1,430,000 | £1,065,000 | £440,000 | | |
| Borrowing agreed | | £404,938 | £1,997,498 | £2,064,776 | £2,322,873 | £2,580,970 | £2,580,970 | £2,580,970 |
| Transport | | | | £500,000 | £60,000 | £900,000 | £900,000 | £900,000 |
| Green infrastructure | | | | £363,000 | £1,349,000 | £1,783,000 | £1,489,000 | £436,000 |
| Community | | | | £1,175,000 | £2,346,000 | £3,800,000 | £3,015,000 | £100,000 |
| Education | | | | £2,000,000 | £2,000,000 | £2,000,000 | £2,000,000 | £2,000,000 |
| Cash Reserve | | | | £860,323 | £860,323 | £0 | £0 | £0 |
| TOTAL | £182,827 | £870,938 | £7,540,821 | £8,393,099 | £10,003,196 | £11,503,970 | £9,984,970 | £6,016,970 |
| Cumulative Expenditure | £182,827 | £1,053,765 | £8,594,586 | £16,987,685 | £26,990,882 | £38,494,852 | £48,479,822 | £54,496,792 |
| Cumulative Surplus/Deficit | £3,214,090 | £5,557,741 | £2,736,449 | £1,614,544 | £1,197,994 | £650,413 | £844,605 | £3,681,344 |

Full details of projects included in the Infrastructure Investment Plan can be found at Appendix B.

APPENDIX A – 2018/19 AGP Project Details

Broadland

Marriotts Way: Thorpe Marriott to Costessey – £100,000

To complete the improvement in access to and on the Marriott's way between Thorpe Marriott and Costessey. This will create an improved commuting route from Thorpe Marriott to the city and vice versa.

This is part of a programme of projects being developed through the Marriott's Way Implementation and Delivery plan, which have been informed by public and stakeholder consultation in 2015. It is now identified as the second highest scored project for delivery in the plan (Marriott's Way Improvement and Delivery Plan 2015-2015 – Appendices: p.90-91).

Community sports Hub proposal Horsford Manor site – £1,000,000

Norwich City Community Sports Foundation (CSF) has obtained the Anglia Windows sports site at Horsford Manor within Broadland District to develop a large scale "Community Hub" that will provide inclusive facilities for the growing community.

The vision of the CSF is to: *"Make a difference to people's lives by developing sustainable community facilities based on the needs of the local people"*.

The Community Hub will comprise: An indoor sports facility comprising full size 3G football pitch, full size sports hall, indoor gym and associated changing facilities, cafe, learning space, classrooms and office 10 sleeping pods to be used for residential training courses external spectator stand and associated parking, outdoor gym, alterations to access and infrastructure. It will be the only full 11aside indoor football pitch in the region that is open to the public.

A hybrid planning permission was granted for the Community Hub as described above in October 2017 and work has already commenced with pitches being laid out and internal renovations to the club housing being undertaken.

Thorpe Marriott Greenway - £105,000

This project focuses on two tree belts within Thorpe Marriott. The first is the belt that runs north to south on the western edge of Thorpe Marriott. The second is the tree belts to the north and west. The project will provide a strategic link from the Marriott's Way past a large residential area to the main pedestrian / cycle link (the green-bridge) over the NDR, which then gives the opportunity for further links to the north to Horsford and publicly accessible open spaces, and potentially to future links towards Hellesdon.

Marriott's Way: Surfacing Works (Drayton) - £85,000

This is part of a programme of projects being developed through the Marriott's Way Implementation and Delivery plan, which have been informed by public and stakeholder consultation in 2015. This project covers the section of Marriott's Way at the rear of the Tesco supermarket in the Drayton area (between Fakenham Road and Taverham Lane) and involves surface improvements and work to reduce the gradient of access ramps to allow better accessibility. Improvement of this section will fit into the ongoing surface

improvement between Norwich and Thorpe Marriott to improve cycle commuting into the city. The aim is to have the length of Marriott's Way between the City Centre and Thorpe Marriott adopted as highway to better facilitate its use as a cycling and walking commuter route.

Norwich

Green Pedalway – Earlham Road section – £560,000 over two years

The Green Pedalway project sees a comprehensive upgrade and extension to this strategic cycle route. In the west it will connect Easton to the city centre via Longwater, Lodge Farm, Bowthorpe and West Earlham. In the east it will connect Broadland Business Park to the city centre via Thorpe St Andrew and Thorpe Hamlet. It will comprise a set of improvements to cycling infrastructure along the route, complemented by the extension to 20mph areas in adjacent residential neighbourhoods and the installation of new monitoring equipment. This project element relates to improvements along Earlham Road.

UEA to Eaton Boardwalk extension – £30,000

The project is to extend the existing boardwalk which forms part of the Yare Valley Walk between UEA and Eaton/Cringelford. The boardwalk currently only extends half the length of the path from the UEA to Eaton/Cringelford. Planning permission would be required for the boardwalk.

Earlham Millennium Green Phase 3 – £25,000

Earlham Millennium Green (EMG) provides both an attractive area for the local community to enjoy and a variety of wildlife habitats. EMG also forms a valuable link for pedestrian access connecting Bowthorpe, West Earlham, the UEA and the Research Park. With the Three Score developments progressing, this route is likely to increase in importance and there are opportunities for improvements that would encourage more people to walk rather than use their cars. Facilities such as path surfacing and gates etc. will need to be more robust to handle this increased level of use and to ensure that the natural habitats and amenity value of EMG and the adjacent sites are not compromised. EMG and the adjacent areas, which include Earlham Marsh, are already well-loved by many local residents and a higher standard of amenities would increase the site's value to the community. A local scout pack has already expressed interest in using the site for leisure and educational activities.

The main pedestrian route through EMG has already been improved and upgraded under Phase 2 of a CIL funded improvement project. Under an earlier Phase 1, habitat improvements were undertaken including refurbishment and enlargement of the wildlife pond. The current proposals seek to build on this work by:

- Improving links to the main route through the site from Bowthorpe, and from West Earlham via George Fox Way;
- Refurbishing and improving existing but 'tired' entrance features such as estate fencing and gates;
- Provision of a new, high quality interpretative signboard;
- Replacing 3 worn-out timber pond and river dipping platforms with more durable recycled plastic versions; and
- Refurbishing an existing timber footbridge connecting EMG with Earlham Marsh

Yare and Wensum Valleys Link – £170,000 (for 19/20 onwards)

The River Wensum and Yare run close together in the west of the city between Marriott's Way near Gunton Lane and the Three Score development site. The link between the two river valleys is a recognised green infrastructure corridor and the route of the purple pedalway. Project delivery will commence in 18/19 and is programmed over 3 years. There is no CIL funding requirement until 19/20 as the 18/19 element consists of the S106-funded Bunkers Hill project.

Earlham and Mile Cross Library self-access improvements – £35,000 each

This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

Refurbishment of Hewett Academy Swimming Pool

The request for CIL funding for this project is on hold as the Hewett Academy does not have the required resources to take forward this project in the foreseeable future. A further key issue is that the project costs have now doubled and would require a successful bid to Sport England for £150K match funding alongside other funding being identified.

South Norfolk

Wherryman's Way: Yare Valley Cycle Route – £23,000

Improve the Yare Valley Cycle Route, which follows the Wherryman's Way, through creating signage/route improvements. The costs include developing a management plan.

Costessey, Harleston and Loddon Library self-access improvements – £35,000 each

This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

Area-wide

Green Infrastructure: Access for All – £150,000 across the area over five years

A number of trails across the Greater Norwich area have been audited for both power chair use and general accessibility and improvement works necessary to allow such access. To enable access for all users to Green Infrastructure trails across the area this project proposes the establishment of a fund to be used for a range of smaller scale accessibility improvements across a number of projects and areas.

Projects will need to demonstrate the wider benefits of any individual access improvements and will be considered and prioritised by the Green Infrastructure Programme Team before being approved by the Delivery Officers Group.

APPENDIX B – Investment Plan detail

APPENDIX B – Investment Plan detail

| Project/Scheme Description | Total Estimated Scheme Cost (£,000) | Funding secured | Funding need | | | | | |
|---|-------------------------------------|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | | | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| East Norwich Gateway (Also included in GI section) | 0 | | | 0 | 0 | 0 | | |
| Green Pedalway | 9,600 | | | 500 | 60 | | | |
| Transport Total | | | | 500 | 60 | 900 | 900 | 900 |
| Little Plumstead Primary Extension to 315/420 | 4,500 | 400 | 350 | 400 | 1,800 | 1,800 | | |
| Hethersett High Extension | 5,000 | 1,754 | 3,246 | 500 | 2,000 | 2,000 | | |
| Hellesdon New 420 Primary | 6,400 | | 6,400 | 500 | | 780 | 2,560 | 2,560 |
| New Bowthorpe Primary School | | | | | x | | | |
| Easton Primary Extension to 420 | 2,500 | | 2,500 | | 1,250 | 1,250 | | |
| Hingham Primary Mobile Replacement | 900 | | 221 | | 450 | 450 | | |
| Cringleford New 420 Primary | 6,400 | | 6,400 | | 1,280 | 2,560 | 2,560 | |
| Long Stratton New 420 Primary | 6,400 | | 6,400 | | 1,280 | 2,560 | 2,560 | |
| North Norwich New Secondary and existing schools | 26,000 | | 26,000 | | 2,600 | 2,600 | 2,600 | 2,600 |
| Blofield New 420 Primary | 6,400 | | | | | x | x | x |
| Beeston Park New Free School 420 Primary #1 | 6,400 | | 0 | | | 1,280 | 2,560 | 2,560 |
| South of Salhouse Road New 420 Primary | 6,400 | | 6,400 | | | 1,280 | 2,560 | 2,560 |
| Beeston Park New Free School 420 Primary #2 | 6,400 | | 0 | | | | | 1,280 |
| Education Total | | | | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| MW: Thorpe Marriott to Costessey | 100 | - | 100 | 100 | | | | |
| UEA to Eaton Boardwalk extension | 30 | - | 30 | 30 | | | | |
| Wherryman's Way : Yare Valley Cycle Route | 23 | - | 23 | 23 | | | | |
| Earlham Millennium Green Improvement Project: Phase 3 | 25 | - | 25 | 25 | | | | |
| Yare and Wensum Valleys Link (Norwich, Broadland and SNDC) | 229 | 59 | 170 | 0 | 75 | 95 | | |
| Green infrastructure: Access for All | | | | 30 | 30 | 30 | 30 | 30 |
| Thorpe Marriott Greenway | 105 | | 105 | 70 | 35 | | | |
| MW: Surfacing Works (Tesco's) | 85 | | 85 | 85 | | | | |
| East Norwich Gateway (Also included in Transport section) | 0 | | | 0 | 0 | 0 | | |
| MW: Inner Ring Road crossing | 500 | | 500 | | 200 | 300 | | |
| Broadland Way Phase 3 | 150 | | 150 | | 150 | | | |
| Hellesdon to Drayton Greenway | 105 | | 105 | | 35 | 35 | 35 | |
| Drayton to Horsford Greenway | 105 | | 105 | | 35 | 35 | 35 | |
| MW: Signage to Link Marriott's Way to the Adjacent Communities | 20 | 10 | 10 | | 20 | | | |
| Wherryman's Way : Chedgrave Disabled Access Path | 75 | | 75 | | 75 | | | |
| Wherryman's Way: Strategic Link at Reedham | 35 | | 35 | | 35 | | | |
| MW: Biodiversity Management with Community Engagement | 160 | 49 | 111 | | 45 | 28 | 29 | 29 |
| Kett's Heights | 150 | 10 | 50 | | 50 | | | |
| MW: Crossing Points Improvement Project | 89 | 10 | 79 | | 89 | | | |
| 20 Acre Wood | 90 | 10 | 80 | | 90 | | | |
| Yare Valley: Lodge Farm to Bawburgh Lakes connection | 210 | 25 | 185 | | 85 | 100 | | |
| Riverside Walk Missing Link Duke St to St George's St | 300 | | 300 | | 300 | | | |
| Wymondham - Tuttles Lane enhancements Phase 1 | 30 | | 30 | | | 10 | 10 | 10 |
| Burlingham Trails Cycling and Walking Routes | 180 | | 180 | | | 100 | 80 | |
| Witton Run | 170 | | 170 | | | 170 | | |
| South Walsham GI Project | 150 | | 150 | | | 150 | | |
| West Brundall GI Project | 425 | | 425 | | | 75 | 350 | |
| Boudicca Way cycle route | 23 | | 20 | | | 20 | | |
| Boudicca Way links to development | 17 | | 15 | | | 15 | | |
| MW: Hellesdon Station Area | 210 | | 210 | | | 105 | 105 | |
| MW: Aylsham Gateway | 30 | | 30 | | | 30 | | |
| Kett's Country Trail | 85 | | 85 | | | 85 | | |
| Bishops Bridge to Whitefriars | 50 | | 50 | | | 25 | 25 | |
| Carrow Bridge to Ber Street Woodland (Previously Boom Towers) | 750 | | 750 | | | 375 | 375 | |
| Link from Blofield to Blofield Heath | 125 | | 125 | | | | 125 | |
| MW: Trim Track - Costessey | 10 | | 10 | | | | 10 | |
| MW: Reepham surfacing and biodiversity | 100 | | 100 | | | | 100 | |
| MW: Crossing over Taverham Road in Drayton | 100 | | 100 | | | | 100 | |
| Burlingham Trails Attractions and Facilities Project | 240 | | 240 | | | | 80 | 80 |
| South East Lingwood GI Connectivity | 25 | | 25 | | | | | 25 |
| South Walsham Fen Access | 35 | | 35 | | | | | 35 |
| Long Distance Cycle Loop | 75 | | 75 | | | | | 75 |
| Marriott's Way & Wensum Riverside Walk Accessible Circular Walk 1; Train Wood | 57 | | 57 | | | | | 57 |
| Marriott's Way & Wensum Riverside Walk Accessible Circular Walk 2; Wensum Local Nature Reserves | 60 | | 60 | | | | | 60 |
| Local walking circulars with links to pubs, restaurants and cafes | 35 | | 35 | | | | | 35 |
| GI Total | | | | 363 | 1,349 | 1,783 | 1,489 | 436 |

APPENDIX B – Investment Plan detail

| Project/Scheme Description | Total Estimated Scheme Cost (£,000) | Funding secured | Funding need | | | | | |
|--|-------------------------------------|-----------------|--------------|--------------|--------------|--------------|--------------|------------|
| | | | | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/22 |
| Community Sports Hub - Horsford | 14,800 | 1,500 | 13,300 | 1,000 | | | | |
| Brook & Laurel Farm Community Building | 500 | | | | | 500 | | |
| North Sprowston & Old Catton Community Space including library | 2,400 | | | | | | 2,400 | |
| Land South of Salhouse Road Community Building | 500 | | | | | 500 | | |
| Rackheath Community Building | 500 | | | | | | 500 | |
| Great Plumstead Open Space / Community Orchard | 25 | | | | 25 | | | |
| Strategic play (including 5 projects) | 430 | | | | 115 | 100 | 115 | 100 |
| Harleston Library self access improvement | 35 | | | 35 | | | | |
| Costessey Library self access improvement | 35 | | | 35 | | | | |
| Loddon Library self access improvement | 35 | | | 35 | | | | |
| Earlham Library self access improvement | 35 | | | 35 | | | | |
| Mile Cross Library self access improvement | 35 | | | 35 | | | | |
| Tuckswood self access improvement | 43 | | | | 43 | | | |
| West Earlham self access improvement | 43 | | | | 43 | | | |
| Hingham self access improvement | 20 | | | | 20 | | | |
| New Swimming Pool and Sports Hall in Diss | 10,000-12,000 | | | | 1,600 | | | |
| Artificial Grass Pitch in Diss | 500 | | | | 500 | | | |
| New Sports Hall in Thorpe St Andrew | 2,700 | | | | | 2,700 | | |
| Community Total | | | | 1,175 | 2,346 | 3,800 | 3,015 | 100 |

APPENDIX C – Growth Programme to date with amended NATS profile

GREATER NORWICH GROWTH PROGRAMME

Projects supported by borrowing highlighted in grey

| Ref | Expenditure | Original Budget | Revised Budget | Actual spend | Other funding | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|---|-----------------|----------------|--------------|---------------|---------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Agreed 2014/15 Growth Programme | | | | | | | | | | | | | | | | | | |
| GP1 | Harrisons' Wood | (45) | | | | | | (15) | (16) | (13) | (1) | | | | | | | |
| | Harrisons' Wood secured funding (S106) | 45 | | | | | | | | | | 45 | | | | | | |
| GP2 | Danby Wood | (35) | | (26) | | | | (26) | | | | | | | | | | |
| GP3 | Marston Marsh | (30) | | (25) | | | | (24) | (1) | | | | | | | | | |
| GP4 | Earlham Millennium Green - Phase 1 | (15) | | (3) | | | | (3) | | | | | | | | | | |
| GP5 | Riverside Walk | (70) | | (48) | (19) | | | (17) | (31) | | | | | | | | | |
| GP6 | Marriott's Way - Phase 1 | (60) | | (60) | | | | (60) | | | | | | | | | | |
| GP7 | Norwich Health Walks | (40) | | (38) | | | | (38) | | | | | | | | | | |
| Agreed 2015/16 Growth Programme | | | | | | | | | | | | | | | | | | |
| GP8 | Earlham Millennium Green - Phase 2 | (66) | | | | | | | (12) | (54) | | | | | | | | |
| GP9 | Marriott's Way - Phase 2 | (250) | | (236) | | | | | (236) | | | | | | | | | |
| GP10 - 17 | NATS Programme 2015/16 - 2019/20 | (30,855) | | (1,755) | (29,100) | | | | | (780) | (500) | (475) | | | | | | |
| Agreed 2016/17 Growth Programme | | | | | | | | | | | | | | | | | | |
| GP19 | St Faiths to Airport Transport Link | (1,000) | | | | | | | (20) | | (150) | (415) | (415) | | | | | |
| GP21 | Golden Ball Street public realm additional allocation | (500) | | | | | | | | (500) | | | | | | | | |
| GP22 | Pink Pedalway - Heathgate | (250) | | (150) | (100) | | | | (150) | | | | | | | | | |
| GP23 | Carrow Bridge to Deal Ground riverside path | (350) | | | (250) | | | | | (100) | | | | | | | | |
| GP24 | Colney River Crossing (NRP to Threescore) | (401) | (422) | | (251) | | | | | | (171) | | | | | | | |
| GP25 | NDR | (178,450) | | | (138,450) | | | (40,000) | | | | | | | | | | |
| GP26 | Long Stratton Bypass | (20,000) | | | (10,000) | | | | | | (5,000) | (5,000) | | | | | | |
| Agreed 2017/18 Growth Programme | | | | | | | | | | | | | | | | | | |
| GP27 | Lizard and Silfield Nature Reserves | (40) | | | | | | | | (40) | | | | | | | | |
| GP28 | Costessey Circular Walks | (6) | | | | | | | | (6) | | | | | | | | |
| GP29 | Barn Road Gateway | (40) | | | | | | | | (20) | (20) | | | | | | | |
| GP30 | Sloughbottom Park - Andersons Meadow | (250) | | | | | | | | (150) | (100) | | | | | | | |
| GP31 | Riverside Walk accessibility improvements | (200) | | | | | | | | (20) | (180) | | | | | | | |
| GP32 | Broadland Way - Green Lane North to Plumstead Road | (150) | | | | | | | | | (150) | | | | | | | |
| GP33 | Strumpshaw Pit Circular Walk | (60) | | | (25) | | | | | | | (35) | | | | | | |
| GP34 | Cringford N&N strategic connections | (68) | | | (10) | | | | | | (58) | | | | | | | |
| GP35 | Riverside Walk: Fye Bridge to Whitefriars | (160) | | | | | | | | | | (160) | | | | | | |
| GP36 | Castle Gardens | (1,472) | | | (1,072) | | | | | (75) | (75) | | | | | | | |
| GP37 | Long Stratton Sports Hub | (2,545) | | | (2,045) | | | | | (500) | | | | | | | | |
| GP38 | Football pitch improvements | (100) | | | | | | | | (25) | (25) | (25) | (25) | | | | | |
| GP39 | Hales cricket and bowls clubhouse improvements | (160) | | | (130) | | | | | (30) | | | | | | | | |
| GP40 | Wymondham: new sports improvements | (800) | | | (550) | | | | | (250) | | | | | | | | |
| GP41 | Wroxham Library: self service improvements | (43) | | | | | | | | | | | | | | | | |
| GP42 | Plumstead Road Library: self service improvements | (85) | | | (33) | | | | | (120) | | | | | | | | |
| GP43 | Diss library: self service improvements | (25) | | | | | | | | | | | | | | | | |
| GP44 | Education | | | | | | | | | (2,000) | | | | | | | | |
| | Cash reserve | | | | | | | | | (860) | | | | | | | | |
| | Borrowing costs | | | | | | | | (405) | (1,997) | (2,065) | (2,323) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) |
| TOTAL | | | | | | | | | | | | | | | | | | |
| | Pooled funding requirement of Growth Programmes excluding borrowing | | | (9,127) | | | | (183) | (466) | (5,543) | (1,430) | (1,065) | (440) | - | - | - | - | - |
| | Pooled Funding Requirement including borrowing | | | | | | | (183) | (871) | (7,541) | (3,495) | (3,388) | (3,021) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) |
| Actual CIL Income | | | | | | | | | | | | | | | | | | |
| | Pooled CIL Projection | | | | | 56 | 851 | 2,490 | 3,215 | 4,720 | 7,271 | 9,587 | 10,956 | 10,179 | 8,854 | 7,660 | 7,393 | 5,509 |
| Yearly Pooled CIL Surplus / (Deficit) | | | | | | | | | | | | | | | | | | |
| | | | | | | 56 | 851 | 2,308 | 2,344 | (2,821) | 3,776 | 6,199 | 7,935 | 7,598 | 6,273 | 5,079 | 4,812 | 2,928 |
| Cumulative Pooled CIL Surplus / (Deficit) | | | | | | | | | | | | | | | | | | |
| | | | | | | 56 | 907 | 3,214 | 5,558 | 2,736 | 6,513 | 12,712 | 20,647 | 28,245 | 34,518 | 39,597 | 44,409 | 47,337 |

APPENDIX D – Project Updates

Broadland

Early Delivery of Public Access to Harrison's Plantation, The Breck and Boar Plantation – Norfolk County Council's Natural Environment Team delivered a completed Woodland Management Plan in June 2015. This woodland management plan focused on Harrison's Plantation and the Breck. Further work relating to Boar Plantation has been deferred. Initial works to ensure that Harrison's Plantation and the Breck were suitable for public access were undertaken between August 2015 and January 2016. With the agreement of the current landowner, Persimmon Homes, the woods, now referred to as Harrison's Wood, were opened to the public in May 2016. At the time of writing, work to complete the formal transfer of land into public ownership is ongoing.

BRT Rackheath to City Centre (Salhouse Road / Gurney Road) including Cycling – A project brief for scheme development has been agreed with Norfolk County Council, initial feasibility design work is being undertaken during 2016/17.

Total scheme costs are currently forecast to be in the region of £5M. An initial £400k of LGF funding for scheme delivery in 2016/17 was identified within the 2015/16 GNGB Growth Programme. This funding will now be redirected to support the delivery of a junction and link road spur on Broadland owned land adjacent Plumstead Road. This will allow the potential for a road link to be completed between Salhouse Road and Plumstead Road. Such a link would reduce potential levels of traffic on Salhouse Road resulting from localised development which will support BRT on Salhouse Road / Gurney Road.

Whilst additional contributions for transport schemes along the Salhouse Road corridor may be secured as site specific mitigation from emerging nearby development proposals, it is likely that additional funds will be needed to fully implement bus and cycling proposals along this route. The need for additional CIL funding will be considered in subsequent investment plans.

Salhouse Road Walk / Cycle Route (including connections to Norwich City Centre via Mousehold Heath) – Project formed part of the larger programme of cycling improvements between the N&N Hospital and Salhouse Road, via Norwich City Centre and Mousehold Heath. The project itself comprised improved crossing facilities of Woodside Road and Salhouse Road for cyclists and pedestrians and a cycle path through Harrison's Plantation providing links to the Racecourse PH and Eastgate Place Development.

The programme was re-prioritised with Harrisons Plantation Woodland Park forming the termination of the cycling improvements. These improvements were completed during 2015/16.

The cycle path scheme through Harrison's Plantation has been deferred to be delivered through the S106 related to the White House Farm development. The current expectation is that this facility will be delivered in 2018.

North-East Norwich Link Road – The north-east Norwich link road between Broadland Business Park and Norwich Airport Industrial Estate will be predominately delivered through the development of permitted or allocated development sites in north-east Norwich.

Phase I of the Wroxham Road to Salhouse Road section of the route is now complete and work has now commenced on Phase II. A detailed scheme for the Broadland Business Park to Plumstead Road section is currently under consideration by Broadland District Council and Norfolk County Council. It is currently forecast that construction of this element will be begun in 2018/19.

Local Infrastructure Fund (LIF) bids have been accepted in principle by the GNGB to support delivery of further elements of the link road between Buxton Road and North Walsham Road and phase I of the link road east of North Walsham Road.

Further detailed proposals for the link road will be considered as part of future planning applications. In order to ensure the timely and well-ordered delivery of the link road it may be necessary to support the delivery of some elements of the road through other funding sources.

St Faiths Rd to Airport Transport Link – In total £1m of CIL funding was allocated to this project, split equally between 2016/17 and 2017/18. This funding has now been re-profiled.

Initial scheme feasibility ruled out the immediate possibility of a direct link between Hurricane Way and St Faiths Road as this would have likely required the relocation of an existing owner occupied business premises. Further scheme development has focused on the Meteor Close to Repton Avenue link, with initial traffic modelling completed by Mouchel in June 2016.

The modelling indicates that the completion of an all traffic link between Meteor Close and Repton Avenue would benefit existing traffic problems at the junction between Hurricane Way and St Faiths Road without significant impact on other road and junctions in Old Catton.

It is expected that consultation will take place in due course on the proposed construction of a link between Meteor Close and Repton Avenue. The completion of this link is not expected to utilise all of the allocated funds. However, it is considered judicious at this point to retain any unused element of the CIL funding allocation in order to ensure, as far as practicable, that a complete link to St Faiths Road, of an appropriate standard, can be delivered.

North Walsham Road Core Bus Route and Blue Pedalway Cycling – This scheme has now been deferred following initial feasibility and scheme development. Further scheme development for North Walsham Road as a sustainable transport corridor will be undertaken in due course and in coordination with the progress of the Beeston Park scheme.

Blue Pedalway - Chartwell Road – St Clements Hill – Spixworth Road Improved Cycle Crossing Facilities and associated works - £120k of CIL funding was transferred to this

scheme in the 2016/17 AGP from a previous commitment for a toucan crossing and associated work at School Lane / Chartwell Road / Denton Road. This transferred funding forms part of the match funding associated with the second round of DfT City Cycle Ambition Grant funding for improvements along the Blue Pedalway between Sprowston and Cringleford via Norwich City Centre. The overall cost of this scheme is forecast to be approximately £400k.

The details of the scheme are currently being developed by the Transport for Norwich Team and on-site works are planned to be begun, and completed, in 2018.

Neighbourhood Cycle Enhancements Along Former Route of Blue Pedalway – School Lane / Chartwell Road / Denton Road – Toucan Crossing and associated works – £120k of funding for the implementation of this scheme in 2015/16 was identified in the 2015/16 GNGB Growth Programme. This was reallocated to improve crossing facilities of the outer ring road at St Clements Hill / Chartwell Road / Spixworth Road as part of the delivery of cycling improvements enabled by the second round of DfT Cycle City Ambition Grant funding, see above.

Notwithstanding the above a further grant of £120k was made in the 2016/17 AGP for the School Lane/ Chartwell Road/ Denton Road scheme on the basis that, enhancements for pedestrians and cyclists in this location remain an important local infrastructure priority. Subsequent scheme development work has however identified that an appropriate improvement cannot be delivered within this budget. The scheme has not been deferred indefinitely.

Improved Cycle Crossing of Cannerby Lane / Wroxham Road / Cozens Hardy Road – Scheme development deferred and its rescheduled commencement date is pending.

Broadland Way (Thorpe St Andrew to Wroxham Cycle and Pedestrian facilities) – Feasibility / scheme development was undertaken during 2015/16. Funding was agreed in the 2017/18 AGP for £150k to deliver a section of the scheme between Plumstead Road and Green Lane.

Broadland Business Park Rail Halt – The potential for a station at the Business Park has been investigated as part of a larger study for the Bittern Line. The Study has now completed and has concluded that the business case for improving the Bittern Line is sufficiently strong as to justify further work and research.

Now that an evidence base has been gathered on the needs and feasibility, discussions have begun with partner organisations, including the rail industry, on the merits of a Bittern Line Improvements Project Board. Initial feedback has been positive and discussions are continuing to develop in accordance with Network Rail's Governance for Railway Investment Process (GRIP).

Broadland Growth Triangle Green Infrastructure Delivery Plan – Norfolk County Council's Natural Environment Team delivered the feasibility study as proposed during 2015/16. This study will be used to inform future priorities for green infrastructure investment and as the basis of future negotiations with developers on planning applications.

East Broadland Green Infrastructure Delivery Plan – Norfolk County Council's Natural Environment Team delivered the feasibility study as proposed during 2015/16. This study will be used to inform future priorities for green infrastructure investment and as the basis of future negotiations with developers on planning applications.

North-West Forest and Heath Green Infrastructure Delivery Plan – Norfolk County Council's Natural Environment Team were formerly engaged to produce a feasibility study during 2015/16. This work was initially deferred but is now being developed by the Broadland Planning Policy Team. The Plan is expected to be completed in 2018. Where early project opportunities have been identified, and have been well received by stakeholders, these are already being progressed.

Thorpe Ridge: Protection and Enhancement of Woodlands and Provision of Public Access – Norfolk County Council's Natural Environment Team were formerly engaged to produce a feasibility study during 2015/16. This work has, however, now been deferred and whilst its rescheduled commencement date is pending funds remain in place to commission this work.

Strumpshaw Pit Circular Walk: There is potential to expand the dog walking capabilities of Strumpshaw Pit, which is owned by Norfolk County Council. This could be achieved through additional parking, which would increase the distance that dog walkers travel. In addition, cycle rack provision will provide for other users. The existing site includes a circular walk around a closed landfill site with various wildflowers growing and it is commonly used by dog walkers, but is not fully accessible. Project delivery is linked to the release of associated \$106 funds from development and this has been delayed. It is anticipated that the CIL funded element of the project will now commence in 2019/20

Wroxham Library self-access improvements: This project will introduce both public customer toilets and self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

Norwich

Riverside walk between Fye Bridge and Whitefriars: This project aims to complete a key stretch of the riverside walk in the city centre, between Fye Bridge and Whitefriars Bridge on the north side of the river, some of which has already been delivered through new development. The project is not likely to progress until several key issues are resolved, so is proposed to be delayed for at least a couple of years, and to be kept under review:

- there is a need for maintenance/ management of this section of riverside walk to be in place from day one but this currently cannot be funded from CIL and there is no alternative funding; and
- there are some concerns about deliverability of the scheme raised through the River Wensum Strategy consultation. Feasibility investigations are required to

establish more detailed costs and deliverability, including engagement with residents, but there is currently no funding for this work.

Riverside walk accessibility improvements: The project aims to enable the use of the Riverside Walk (between New Mills and Carrow Bridge) by all, including access measures on and adjacent to the walk, and improved signage and waymarking linking the river with the city centre and other key attractors. This project is underway and is broadly on target. Progress to date includes prioritisation of areas requiring improvement and initial survey work.

Earlham Millennium Green: Phases 1 and 2 are now complete.

Marriott's Way: Improvements to Marriott's Way within the urban area to encourage commuting by bicycle and on foot. Phases 1 and 2 completed. A £250,000 project to improve the section between Andersons Meadow and Sloughbottom Park to increase safety, comfort and personal security is being developed for implementation by March 2019. Works include path widening/realigning, providing street lighting, improving an adjacent storm drain, vegetation management, tree planting and drainage improvements. Another project to improve the start of the path at Barn Road is being developed using £40,000 for implementation by July 2018.

Colney River Crossing (NRP to Threescore): Creation of a walking route between Bowthorpe and Norwich Research Park through the construction of a new footbridge and improvement of the connecting footpath from Bowthorpe Southern Park to Bowthorpe Centre and the associated open space at The Runnel. CIL funding was initially awarded in 2016/17 with an additional £21,000 approved in 17/18. The rest of the money is being supplied by the city council through developer funding. The bridge, which straddles the administrative boundaries of South Norfolk and Norwich City, has received planning permission from both councils. A bridge contractor has been selected and the bridge is due to be completed in summer 2018. The improvements to The Runnell open space are under construction with completion due in spring 2018.

Castle Gardens: Refurbishment of Castle Gardens to boost visitor numbers and enjoyment at a capital cost of £220,000, comprising £150,000 CIL and £70,000 S106. This will complement the Castle Keep project. A comprehensive plan of potential improvements has been drafted that will be prioritised against available funding. Initial works to vegetation planned for winter 2018.

Golden Ball Street/Westlegate

Phase 1 works completed

Phase 2 works completed

Eaton Interchange: The Eaton interchange project has received all its' necessary approvals. However in order to ensure that disruption is kept to a minimum during construction the project has been deferred until Summer 2018/ Work are expected to be complete by September 2018

Football Pitch Improvements: Football pitch improvement works at Eaton Park, Sloughbottom Park, Britannia Barracks and Fountain Ground including drainage improvements, improved grass species and improved goal facilities through the provision of new posts, nets and additional ground sockets. This will permit moving the pitches annually to prevent excessive wear, improving the playability of the pitches and increasing capacity.

Plumstead Road Library self-access improvements and car parking: This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people. The proposal is to also provide car and bike parking (including disabled parking) for customers using Plumstead Road Library although this is a secondary priority.

South Norfolk

The following projects have been identified in previous Growth Programmes to date:

Norfolk & Norwich Hospital Health Wood Walks – a footpath through the tree-belt surrounding the Norfolk and Norwich University Hospital – was completed in autumn 2015, and delivered under budget

Long Stratton Bypass & Hempnall crossroads Junction – the Long Stratton Area Action Plan was adopted in May 2016, confirming the allocation of at least 1,800 homes and a corridor for the bypass. A bid for National Productivity Investment Funding recently secured £3.05m to part fund the delivery of the Hempnall Crossroads improvement. Further pre-application discussions and work with the landowners/developers promoting the delivery of the allocated development and bypass continues, with two planning applications expected to be submitted early in 2018.

A47 improvements (particularly Thickthorn junction improvements and Easton-North Tuddenham dualling) – funded and delivered by Highways England – Highways England consulted on initial options in 2017. Preferred solutions were announced in autumn 2017, with further informal consultation with key stakeholders. The next stage of statutory consultation will be undertaken in 2018 and construction estimated to start in 2021, should the schemes be approved by the Secretary of State.

Longwater junction and Easton strategy improvements (including walking and cycling) – Improvements are required in the Longwater and Easton area to resolve existing transport issues and accommodate traffic arising from planned growth. Various smaller scale measures have been identified in the Longwater and Easton Transport Strategy (May 2014) and a number have been completed in conjunction with development of a new retail store and nearby housing development; these include a new left turn lane from

William Frost Way to Dereham Road and widening of the Dereham Road itself. Further improvements are planned as part of the large-scale housing development at Easton.

Two larger-scale projects, an A1074 (Dereham Road) to Longwater (Ernest Gage Avenue) link road and/or a second bridge over A47, have been identified as necessary to enable the Longwater junction to operate satisfactorily in the future. The preferred solution, which is likely to be cheaper and easier to deliver, is the link road; however, as yet no funding source for this work has been identified.

Marriott's Way improvements – various improvements to Marriott's Way have been agreed in previous AGPs. In South Norfolk, improvements (to the value of approximately £100,000) to the cycle and footpath section between Gunton Lane and Red Bridge Lane were funded by CIL. Re-surfacing was carried out in 2016.

Colney River Crossing (NRP to Threescore) – see above

Other Norwich Area Transportation Scheme Projects – NATS projects within South Norfolk were agreed as part of the 2015/16 Growth Programme (as part of a four-year programme running from 2015-19), with LGF money secured. A planning application has recently been submitted for the Roundhouse Way Bus Interchange and work is ongoing on the Cycle Link Extension Hethersett-Wymondham. Cycle improvement works between the B1172 and B1108 (Watton Road) are to be delivered in phases through developer contributions from development at Hethersett and Norwich Research Park. There has been no further work on bus priority associated with southern approach to the A140/A47 Harford junction.

Protection/enhancement of the Lizard and Silfield Nature Reserve, Wymondham: To protect and enhance the Lizard and Silfield Nature Reserve by the creation of alternative green infrastructure routes (such as new permissive footpaths) for recreational access. The project will identify and agree new routes, which will be developed as appropriate. Necessary infrastructure such as stiles, fencing, signage/way marking, hedgerow planting/restoration and interpretation/localised publicity will be provided to encourage and manage use of the network.

Improved Connectivity - Costessey Circular Walks: The project is part of the Marriotts Way Improvement and Delivery Plan, specifically aimed at improving public access to Marriott's Way from surrounding residential areas in Costessey, through one or two additional (permissive) footpaths, which would allow new signage and promotion of circular walks in Costessey based on Marriott's Way. There is no requirement for surface improvement on the additional permissive path/s, which measure approximately 200m and 180m (and are approximately 3m wide). In order to bring forward the permissive path/s, the landowner would require stock-proof fencing along approximately 180m of his land which borders Marriotts Way. A new gate would be needed at each end of the permissive path/s, and signage to promote their use.

Cringleford N & N Strategic Connections: Green infrastructure projects of various types to link N&N Hospital, Yare Valley Walk in Cringleford, and possibly along the A47 corridor: A) a footpath between N&N hospital walk and application to the west of Newfound Farm (around 365m); B) habitat connections between N&N hospital tree belt and boundary

treatment for application to the west of Newfound Farm; C) a footpath through Cringleford Wood (around 600m); D) improvement to CWS in Cringleford (details to be confirmed). This would supplement GI to be delivered by permission 2013/1494 and likely to be delivered by application 2013/1793, shown as a green dashed line on the map.

Long Stratton Sports Hub: The project aims to bring together a number of facility-providing partners (South Norfolk Council, Long Stratton High School and Long Stratton Parish Council) to improve the sport and leisure facility stock in the village in anticipation of significant housing growth. It will create a new sport and leisure 'Hub' across three adjacent sites and provide new and enhanced facilities that are fit for purpose and better suited to the current and future facility needs of local residents. Management will be shared across the three sites, resulting in economies of scale and efficiencies in service delivery. A match funding decision for swimming pool from Sport England was due in Dec 2017.

Hales cricket and bowls clubhouse improvements: There is a need for a replacement pavilion to serve Loddon and Hales Cricket Club and Hales Bowls Club on their shared site on Green Road, just off the A146 to the south-east of Loddon. The latter had been forced to relocate to the current venue as a result of housing development on their previous site off Yarmouth Road in Hales. The proposed new pavilion will give both clubs a permanent home in spaces that meet their respective needs, allowing them to develop and grow participation across a range of ages.

Wymondham: New sports improvements (artificial grass pitch for football/rugby): Ketts Park in Wymondham has been identified as being a location that would be suitable for a sports hub, the provision of which can ensure that there are economies of scale in outdoor sports delivery and that clubs can benefit from shared and jointly managed facilities, so it is proposed to provide a new full-size, floodlit artificial grass pitch (AGP) on the site which would take advantage of existing infrastructure. With tennis also being available on the Ketts Park site the argument for creating one of these hubs is strengthened, and significant gains in sporting participation could be achieved. With the expected growth in demand for pitches in Wymondham due to the forthcoming housing, the carrying capacity of a full-size AGP will help to ensure that the quality of existing natural turf pitches (whose drainage will be improved as part of this project) is not compromised in the future.

Diss Library self-access improvements: This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

APPENDIX E

Table 1 – NATS original

Table 2 – re-profiled NATS

Table 1

APPENDIX E - GREATER NORWICH GROWTH PROGRAMME

Projects supported by borrowing highlighted in grey

| Ref | Expenditure | Original Budget | Actual spend | Other funding | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|---|--------------------|-----------------|------------------|---------|---------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Agreed 2014/15 Growth Programme | | | | | | | | | | | | | | | | | |
| GP1 | Harrisons' Wood | (45) | | | | | (15) | (16) | (13) | (1) | | | | | | | |
| | Harrisons' Wood secured funding (S106) | 45 | | | | | | | | | 45 | | | | | | |
| GP2 | Danby Wood | (35) | (26) | | | | (26) | | | | | | | | | | |
| GP3 | Marston Marsh | (30) | (25) | | | | (24) | (1) | | | | | | | | | |
| GP4 | Earlham Millennium Green - Phase 1 | (15) | (3) | | | | (3) | | | | | | | | | | |
| GP5 | Riverside Walk | (70) | (48) | (19) | | | (17) | (31) | | | | | | | | | |
| GP6 | Marriott's Way - Phase 1 | (60) | (60) | | | | (60) | | | | | | | | | | |
| GP7 | Norwich Health Walks | (40) | (38) | | | | (38) | | | | | | | | | | |
| Agreed 2015/16 Growth Programme | | | | | | | | | | | | | | | | | |
| GP8 | Earlham Millennium Green - Phase 2 | (66) | | | | | | (12) | (54) | | | | | | | | |
| GP9 | Marriott's Way - Phase 2 | (250) | (236) | | | | (236) | | | | | | | | | | |
| GP10 - 17 | NATS Programme 2015/16 - 2019/20 | | (1,230) | | | | | | (730) | (500) | (475) | | | | | | |
| Agreed 2016/17 Growth Programme | | | | | | | | | | | | | | | | | |
| GP19 | St Faiths to Airport Transport Link | (1,000) | | | | | | | (150) | (425) | (425) | | | | | | |
| GP21 | Golden Ball Street public realm additional allocation | (500) | | | | | | | (500) | | | | | | | | |
| GP22 | Pink Pedalway - Heathgate | (250) | (150) | (100) | | | | (150) | | | | | | | | | |
| GP23 | Carrow Bridge to Deal Ground riverside path | (350) | | (250) | | | | | (100) | | | | | | | | |
| GP24 | Colney River Crossing (NRP to Threescore) | (401) | | (251) | | | | | | (150) | | | | | | | |
| GP25 | NDR | (178,450) | | (138,450) | | | | (40,000) | | | | | | | | | |
| GP26 | Long Stratton Bypass | (20,000) | | (10,000) | | | | | | (5,000) | (5,000) | | | | | | |
| Agreed 2017/18 Growth Programme | | | | | | | | | | | | | | | | | |
| GP27 | Lizard and Silfield Nature Reserves | (40) | | | | | | | (40) | | | | | | | | |
| GP28 | Costessey Circular Walks | (6) | | | | | | | (6) | | | | | | | | |
| GP29 | Barn Road Gateway | (40) | | | | | | | (20) | (20) | | | | | | | |
| GP30 | Sloughbottom Park - Andersons Meadow | (250) | | | | | | | (150) | (100) | | | | | | | |
| GP31 | Riverside Walk accessibility improvements | (200) | | | | | | | (20) | (180) | | | | | | | |
| GP32 | Broadland Way - Green Lane North to Plumstead Road | (150) | | | | | | | | (150) | | | | | | | |
| GP33 | Strumpshaw Pit Circular Walk | (60) | (25) | | | | | | | (35) | | | | | | | |
| GP34 | Cringleford N&N strategic connections | (68) | (10) | | | | | | | (58) | | | | | | | |
| GP35 | Riverside Walk: Fye Bridge to Whitefriars | (160) | | | | | | | | | (160) | | | | | | |
| GP36 | Castle Gardens | (1,472) | (1,072) | | | | | | (75) | (75) | | | | | | | |
| GP37 | Long Stratton Sports Hub | (2,545) | (2,045) | | | | | | (500) | | | | | | | | |
| GP38 | Football pitch improvements | (100) | | | | | | | (25) | (25) | (25) | (25) | | | | | |
| GP39 | Hales cricket and bowls clubhouse improvements | (160) | (130) | | | | | | (30) | | | | | | | | |
| GP40 | Wymondham: new sports improvements | (800) | (550) | | | | | | (250) | | | | | | | | |
| GP41 | Wroxham Library: self service improvements | (43) | | | | | | | | | | | | | | | |
| GP42 | Plumstead Road Library: self service improvements | (85) | (33) | | | | | | (120) | | | | | | | | |
| GP43 | Diss library: self service improvements | (25) | | | | | | | | | | | | | | | |
| | Education | | | | | | | | (2,000) | | | | | | | | |
| | Cash reserve | | | | | | | | (860) | | | | | | | | |
| | Borrowing costs | | | | | | | (405) | (1,997) | (2,065) | (2,323) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) |
| TOTAL | | | | | | | | | | | | | | | | | |
| | Pooled funding requirement of Growth Programmes excluding borrowing | (9,056) | | | | | (183) | (446) | (5,643) | (1,719) | (1,040) | (25) | - | - | - | - | - |
| | Pooled Funding Requirement including borrowing | | | | | | (183) | (851) | (7,641) | (3,784) | (3,363) | (2,606) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) |
| Actual CIL Income | | | | | 56 | 851 | 2,490 | 3,215 | | | | | | | | | |
| Pooled CIL Projection | | | | | | | | | 4,720 | 7,271 | 9,587 | 10,956 | 10,179 | 8,854 | 7,660 | 7,393 | 5,509 |
| Yearly Pooled CIL Surplus / (Deficit) | | | | | 56 | 851 | 2,308 | 2,364 | (2,921) | 3,487 | 6,224 | 8,350 | 7,598 | 6,273 | 5,079 | 4,812 | 2,928 |
| Cumulative Pooled CIL Surplus / (Deficit) | | | | | 56 | 907 | 3,214 | 5,578 | 2,656 | 6,144 | 12,368 | 20,718 | 28,316 | 34,589 | 39,668 | 44,480 | 47,408 |

Table 2

IIF-supported NATS Programme
Re-profiled December 2017

| Project | NATS Ref | Total | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Comments |
|--|----------|----------|---------|---------|---------|---------|---------|---------|---|
| St Faiths Road to Airport Transport Link (formerly Repton Ave) | NEG72 | (1,000) | | | (20) | (150) | (415) | (415) | Meteor Close and Repton Avenue link to be delivered in 17/18, Further route enhancements to be delivered in future years. |
| NE Norwich link road | | (14,250) | | | | (6,000) | (5,000) | (3,250) | Ongoing aspiration, elements delivered through Plumstead Rd and Repton Ave schemes |
| NE Norwich link road - developer funding | NEG7 | 14,250 | | | | 6,000 | 5,000 | 3,250 | Link road to be delivered through development |
| St Clements Hill Toucan Crossing | NEG75 | (113) | | | | (113) | | | Delivery progressing |
| Roundhouse Way Bus Interchange | SW2 | (500) | | | | (500) | | | Delivery in 17/18. Largely LGF funded. £50k CIL funding required |
| Roundhouse Way Bus Interchange funding package | | | | | | 450 | | | LGF funding |
| B1172 Bus/Cycle enhancements | SW4 | (250) | | | | (250) | | | phases from 17/18 onwards. No CIL funding sought |
| B1172 Bus/Cycle enhancements developer funding | | | | | | 250 | | | Developer funding |
| Eaton interchange | SW6 | (768) | | | | (768) | | | Being delivered in 17/18 |
| Eaton interchange funding package | SW6 | 674 | | | | 674 | | | Majority of funding obtained, £94k CIL funding required |
| Guardian Road Junction improvements | DER2 | (1,213) | | | | (1,100) | (113) | | New roundabout being constructed 17/18, no CIL funding required |
| Guardian Road funding package | | | | | | 1,100 | 113 | | LGF funding |
| POW Rd, Rose Lane, Ag Hall Plain | CC2 | (5,100) | | | | (1,100) | (2,000) | (2,000) | Project delivery in future years subject to scheme development |
| PoW Rd, etc Funding package | | | | | | 1,100 | 2,000 | 2,000 | LGF funding |
| A140 Corridor scheme delivery | CRO1 | (975) | | | | | (500) | (475) | Mouchel undertook feasibility work 16/17. Further feasibility works planned in 17/18 to identify schemes for delivery in future years |
| Golden Ball Street | | (3,023) | (27) | (625) | (1,348) | (1,023) | | | Project Complete |
| Golden Ball Street Funding package | | 2,000 | 27 | 625 | 1,348 | | | | LGF funding, supported by £1.023m CIL funding to be drawn down in 17/18 |

CIL Funding Profile 0 0 (20) (1,430) (915) (890)

CIL Drawdown Profile (20) (1,430) (915) (890)

| | TOTAL | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|--|-------|---------|---------|---------|---------|---------|
| Original NATS allocation | 3,570 | 695 | 725 | 100 | 1,600 | 450 |
| Additional CIL allocation | 1,620 | | 20 | 770 | 415 | 415 |
| New NATS delivery profile incl. additional | 3,255 | 0 | 20 | 1,430 | 915 | 890 |
| Cumulative Underspend | | 695 | 1,420 | 860 | 1,960 | 1,935 |

Table 3 – supporting commentary

The table below provides explanation around those projects which are no longer detailed in the IIF-supported NATS Programme.

| | |
|--|--|
| Salhouse Road Sustainable Transport Corridor | |
| Scheme identification work complete and no viable schemes identified. Growth Fund monies reallocated to the Plumstead Road roundabout scheme. | |
| Salhouse Road Walk/Cycle Route (Pink Pedalway) | Project completed |
| School Lane/ Chartwell Road/ Denton Road Toucan Crossing and associated works (Blue Pedalway) | Project not progressed. IDB approved reallocation of IIF to North Walsham Road projects. |
| North Walsham Road Transport Corridor | |
| Feasibility work was completed and a number of schemes identified. However, elements of the route are likely to be delivered by development and there are no plans to deliver works on this corridor in advance of this. | |
| Yarmouth Rd Sustainable Transport Corridor | |
| Some feasibility works were completed 2010/11 and at. There are no plans for delivery on this corridor at present. | |
| Lower Clarence Road | Feasibility work has been undertaken on a contraflow cycle lane in this location – this work has been incorporated into the Green Pedalway project |
| Rail Station Cycle Hub | Cycle hire has been introduced at the station by train operator Greater Anglia. |
| A11 Sustainable Transport Corridor | |
| BRT / Blue Pedalway: | There has been investment along this corridor in terms of bus stop infrastructure. Cycle improvements funded by LGF are being undertaken in 16/17 and 17/18. |
| Thickthorn Scheme | This is a Highways England scheme being funded for delivery in 2020. |
| Dereham Road Sustainable Transport Corridor | |
| Extension to Longwater/Easton Scheme Identification (BRT/Green Pedalway) | Some preliminary feasibility work has been undertaken |
| Longwater | Further information being sought |
| BRT Fakenham Road/Drayton High Road | |
| Works not undertaken. Feasibility works need to be prioritised against other corridors | |
| A140 Corridor | |
| Yellow Pedalway – Lakenham Way Improvements | Not going ahead due to land ownership issues |

CABINET CORE AGENDA 2018

| | Decisions: Key, Policy, Operational | Key Decision/Item | Lead Officer | Cabinet Member | Exempt Y/N |
|----------------------------|---|--|--|-------------------|---------------|
| Council 11 December | | | | | |
| 5 Feb | O | Performance Risks and Finance Budget PositionQ3 | E Goddard / A Mewes /M Fernandez-Graham | B Stone | N |
| | O | Proposed 2018-19 Business Plan | A Mewes | B Stone | N |
| | O | Budget Consultation 2018/19 | M Fernandez-Graham | B Stone | N |
| | K | Revenue Budget, Capital Programme and Council Tax 2017/18 | M Fernandez-Graham | B Stone | N |
| | O | Treasury Management Strategy April 2018 to March 2021 | M Fernandez-Graham | B Stone | N |
| | K | Adoption of Norfolk Strategic Planning Framework | S Marjoram | J Fuller | N |
| | K | Greater Norwich Joint Five Year Infrastructure Investment Plan 18/19 – 22/23 | S Marjoram | J Fuller | N |
| | O | Leisure Pricing 2018/19 | S Goddard | Y Bendle | N |
| Council 19 February | | | | | |
| 19 Mar | | | | | |
| | O | Guidelines for Recreation Provision in New Residential Development s – Revised Consultation Draft | S Marjoram | J Fuller | N |
| | K | Economic Growth Strategy | N Cunningham | J Fuller | N |
| 30 April | O | Statement of Co-operation with Waveney District Council | S Marjoram | J Fuller | N |
| | | | | | |

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|-----------------------------|---|---|--------------------------------------|----------------|---|
| Council AGM 14 May | | | | | |
| 11 June | K | Legal Services | E Hodds | K Mason Billig | N |
| | O | Performance, Risk and Capital Budget Position Report for the Financial Year 2017/18 | A Mewes/M Fernandez-Graham/E Goddard | B Stone | |
| Council 9 July | | | | | |
| 23 July | O | Performance, Risk and Capital Budget Position Report for Q1 2018/19 | A Mewes/M Fernandez-Graham/E Goddard | B Stone | |
| 10 Sept | | | | | |
| Council 17 September | | | | | |
| 5 Nov | O | Performance, Risk and Capital Budget Position for Q2 2018/19 | A Mewes/M Fernandez-Graham/E Goddard | B Stone | |
| 3 Dec | | | | | |
| Council 10 December | | | | | |

Key decisions are those which result in income, expenditure or savings with a gross full year effect of £100,000 or 10% of the Council's net portfolio budget whichever is the greater which has not been included in the relevant portfolio budget, or are significant (e.g. in environmental, physical, social or economic) in terms of its effect on the communities living or working in an area comprising two or more electoral divisions in the area of the local authority.