

Treasury Management Policy Statement

CIPFA defines treasury management as; 'The management of the authority's borrowing, 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.'

Broadland District Council defines the policies and objectives of its treasury management activities as follows:

- (1) The authority 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 the risk implications for the authority.
- (2) The 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 best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.
- (3) 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.
- (4) The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's 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 considerations.

**'Investments' in the definition above covers all the financial assets of the authority, as well as other non-financial assets which the authority holds primarily for financial returns, such as investment property portfolios. This may therefore include investments which are not managed as part of normal treasury management or under treasury management.

In summary, the Council's Treasury Management objectives are (in order of importance)

Investments

- (1) Security of capital
- (2) Liquidity (access to funds)
- (3) Consistency of return
- (4) Enhanced return

Borrowing

- (1) Affordability
- (2) Maturity profile
- (3) Interest Rate and Refinancing Risks
- (4) Borrowing Source (to ensure the Council retains, as far as is practicable, flexibility over its borrowing)

Last reviewed February 2018

Treasury Strategy Statement 2018/19

1 INTRODUCTION

- 1.1 The Treasury Strategy Statement sets out the aims and limits of the Treasury function for the 2018/19 financial year. It is based on the Head of Finance and Revenue Services' view on interest rates, as informed by forecasts provided by the council's treasury advisors (Capita), at the time of writing.

2 CURRENT PORTFOLIO POSITION

- 2.1 The authority is currently debt free, although the current Medium Term Financial Plan (MTFP) predicts the possibility of borrowing to finance the proposed capital programme. The capital programme and the MTFP will require a draw on cash reserves over the next five years but the authority will still be a net investor over this period.
- 2.2 Some town and parish councils and a local charity have occasionally deposited funds with the authority to assist with their cash flow. At 31 January 2018, third party deposits amounted to £128,000.
- 2.3 At 31 March 2018 the Council anticipates its investments (net of third party deposits) to be:

	£m
Externally Managed Funds (Pooled Funds)	13.0
Banks and building societies	15.0
UK Government Gilts	0.0
Total	28.0

3 TREASURY LIMITS FOR 2017/18

- 3.1 Under the Prudential Code liabilities such as committed lease payments and bank overdrafts are classed as external debt. As at 31 March 2017, the authority had £325,000 in capital liabilities, all relating to nominal embedded finance lease repayments, of which £228,000 was due within twelve months.
- 3.2 The authority is required to set limits on the level of external debt it is able to carry at any one time.

Limits on external debt	2017/18	2018/19	2019/20	2020/21
		Estimate		
Authorised limit	£6m	£6m	£6m	£6m
Operational boundary	£4m	£4m	£4m	£4m

- 3.3 Full Council should be advised at the earliest opportunity if the Operational Boundary is exceeded. The Authorised Limit must not be exceeded without formal agreement in advance by Council.
- 3.4 The authority is also required to set limits on its exposure to fixed and variable interest rates, to the maturity structure of its borrowing and the total amounts invested for initial terms of more than 364 days. As the authority is aware of the changing economic situation at the moment, it is minded to keep these limits as flexible as possible to take advantage of the best opportunities as they present themselves. These limits are therefore set as follows:

Upper limits	2017/18	2018/19	2019/20	2020/21
Fixed rate exposure	100%	100%	100%	100%
Variable rate exposure	100%	100%	100%	100%
Total principal sums invested for initial terms over 364 days	A maximum of £10m medium term (up to 5 years) and £5m long term (up to 10 years)			

- 3.5 If the authority decides to take up long-term debt to finance a major capital project in the future, it will discuss the matter with its treasury advisors to determine the best option in terms of repayment pattern, term and whether fixed or variable rates would be more efficient. As debt is likely to consist of one loan, it is not possible to set meaningful limits on the authority's debt maturity profile in advance.
- 3.6 The authority is required to calculate the ratio of its financing costs to its net revenue stream. Financing costs are broadly defined as the net of the return on investments and other financial assets, against the payments made on debt and similar financial liabilities. This is a measure of the authority's ability to meet any debt payments from its revenue. An increasing positive figure indicates an increasing inability to meet such payments. As Broadland is a net investor, its ratios are negative, and are relatively stable.

	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019-20 Estimate
Ratio of Financing Costs to Net Revenue Stream	(0.35%)	(0.28%)	(0.03%)	(0.44%)

- 3.7 The updated Prudential Code (2017) states that in order to demonstrate that authorities take capital expenditure and investment decisions in line with service objectives and properly take into account stewardship, value for money, prudence and sustainability authorities should have in place a capital strategy that sets out the long term context in which capital expenditure and investment decisions are made. Broadland District Council maintains a regularly updated Capital Strategy (most recent iteration October 2017).
- 3.8 The authority's capital programme is a major influence on its expenditure. The total expenditure on the 2016/17 capital programme was £1.702m, of which £0.564m was funded from revenue sources. The revenue budgets within the current MTFP include the funding needs of the following capital programme:

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Capital programme	1.676	1.452	1.163	1.165

- 3.9 The Capital Financing Requirement (CFR) represents the authority's need to finance capital expenditure by means of borrowing or other long-term liability arrangement such as a finance lease. It is not necessarily matched by a corresponding external debt, as it may have been funded from the authority's own resources. The actual CFR for 31 March 2017 and the estimated CFRs for future years are as follows:

CFR as at 31 March:	2017 £'000	2018 £'000	2019 £'000	2020 £'000
CFR	554	327	122	1,349
Gross External Debt	325	120	1,346	1,053

- 3.10 The CFR is a key indicator of prudence. In order to ensure that debt will be only for a capital purpose over the medium term, the local authority should ensure that debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years.
- 3.11 The Head of Finance & Revenue Services reports that the authority had no difficulty in meeting this requirement in 2016/17, and that there is no difficulty envisaged for the current or future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

4 ADVISORY SERVICES

- 4.1 The Council employs a professional treasury management advisor to provide the following services:

- (1) Advice on counterparty credit worthiness
 - (2) Provision of economic and interest rate forecasts
 - (3) General treasury management and capital financing/borrowing advice and updates
 - (4) Investment advice and a monitoring service on the performance of the council's externally managed funds
 - (5) Advice on compliance with treasury management codes and practice
- 4.2 The current provider of treasury advice services is Capita Treasury Services. Their contract runs from 1 April 2017 to 31 March 2020

5 INTEREST RATES

- 5.1 The budget for 2018/19 assumes a return on investments of 0.5%, based on current rates for short-term investments plus a prediction of a greater level of investment in longer term investments. Longer terms attract a higher rate of interest; however, the authority is aware that the risk of counterparty default is also higher and will consider all such investments with regard to the risk of losing all or part of the principal sum. Market rates are currently priced with a view that Base Rate will remain low for the foreseeable future.
- 5.2 The provisional funding settlement predicts that central Government support will be removed by 2020/21, leaving all local authorities to rely on their own resources. The predicted draw on reserves to fund the authority's services and the consequent reduction in the level of investments will have an effect on investment income. Emphasis will be laid on increasing the return on the surplus funds left to invest without increasing the risk of loss of capital.

6 INVESTMENT STRATEGY

- 6.1 Approximately half of the Council's short term surplus cash is managed by three Pooled Fund managers, two appointed in 2011 and one in 2012.
- 6.2 The remainder of the available surplus cash is managed in-house as short-term investments, to accommodate operational cash flow requirements.
- 6.3 The authority is required to adopt an Annual Investment Strategy at the start of the financial year, with approval by full Council. The Investment Strategy for 2018/19 is set out as Appendix 3.

7 BORROWING STRATEGY

- 7.1 The current MTFP includes the need to find efficiency savings and income generation schemes within the next five years. Alongside this requirement, the authority has included a budget for potential borrowing to fund any major invest to save schemes. If this becomes necessary, advice will be sought from the authority's treasury advisors on the most efficient form of borrowing.
- 7.2 The difference between interest payable on debt and interest offered for short-term investments means that borrowing more than required or in advance of need incurs additional cost. Although the use of internal resources in lieu of borrowing is the most cost effective means of financing capital expenditure at present, alternative means of financing will be assessed as the need arises.
- 7.3 The Prudential Code for capital expenditure allows for authorities to take on debt to fund capital expenditure, provided that the implications of affordability, sustainability and prudence are fully considered. Should the need to borrow arise, these assessments will form part of the decision process.

8 ANNUAL MRP STATEMENT

- 8.1 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) and Guidance on Minimum Revenue Provision (MRP) requires full Council to approve a statement of its MRP policy in respect of the forthcoming financial year, indicating which of the four options set out in the Guidance are to be followed in the financial year:

Option 1: Regulatory Method

Option 2: CFR Method

Option 3: Asset Life Method

Option 4: Depreciation Method

- 8.2 The Council has adopted Option 3 as its policy for 2018/19.
- 8.3 MRP in respect of leases brought on balance sheet under the IFRS-based Local Authority Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

9 REPORTING ON THE TREASURY OUTTURN

- 9.1 The Head of Finance and Revenue Services will report to the Cabinet on treasury management activity and performance as follows:

- (1) Activity against the strategy approved for the year, a mid-year and year end review of treasury activity.
- (2) An outturn report on its treasury activity no later than 30 September after the financial year end.
- (3) Cabinet will be responsible for the scrutiny of treasury management activity and practices.

10 TRAINING

- 10.1 The CIPFA TM Code requires the Head of Finance and Revenue Services to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive training that enables them to understand fully their roles and responsibilities.
- 10.2 Any new member with treasury management responsibilities will be required to receive training. This has been provided in recent years by our treasury advisors, and has proved effective and popular.
- 10.3 Officers dealing with treasury management issues are encouraged to attend workshops run by the Council's treasury management advisors.

11 USE OF FINANCIAL INSTRUMENTS FOR RISK MANAGEMENT

- 11.1 Local authorities' legal power to use derivative instruments remains unclear. The General Power of Competence enshrined in the Localism Act is not sufficiently explicit. Consequently, the authority does not intend to include derivatives within its investment options.
- 11.2 Should this position change, the authority would develop a detailed and robust risk management framework governing the use of derivatives. Including derivatives into the treasury framework would be deemed a change in strategy and would be brought to full Council for prior approval.

12 MANAGEMENT PRACTICES FOR NON-TREASURY INVESTMENTS

- 12.1 The Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment in property portfolios. It will be recognised that the risk appetite for these activities may differ from that for treasury management.

Annual Investment Strategy 2018/19

1 INTRODUCTION

- 1.1 The Council has incorporated the best practice recommendations within CLG's 2010 'Guidance on Local Government Investments' ("Guidance") and CIPFA's 2011 'Treasury Management in Public Services: Code of Practice and Cross Sectoral Guidance Notes' ("CIPFA TM Code") into this Strategy.

2 INVESTMENT PRINCIPLES

- 2.1 All investments will be in sterling.
- 2.2 The general policy objective for this Council is the prudent investment of its treasury balances.
- 2.3 The Council's investment priorities are primarily the security of capital, with the liquidity of its investments a secondary consideration. The rate of return on capital will be subordinate to security and liquidity at all times.
- 2.4 The Council will aim to achieve the optimum return on its investments, after considering the proper levels of security and liquidity.
- 2.5 Borrowing with the sole intention of investing or on-lending to make a return is unlawful. The authority will not engage in such activity.

3 SPECIFIED AND NON-SPECIFIED INVESTMENTS

- 3.1 An investment is a specified investment if it meets all of the following criteria:
- The investment and any related payments are denominated in sterling
 - It is due or can be demanded to be repaid within twelve months
 - It is not defined as capital expenditure by virtue of regulation
 - It is made with a body of high credit quality as defined in 3.2 and 3.3 below, or with the UK Government, a local authority or a parish council.

3.2 A counterparty will be judged to be of high credit quality if it holds a credit rating from at least one of the credit rating agencies as follows:

- Short-term F1 or long-term A- (Fitch) or
- Short-term P1 or long-term A3 (Moody's) or
- Short-term A1 or long-term A- (Standard & Poor's)
- Short-term rating AAA or equivalent for Money Market Funds (MMFs).

The authority will use UK institutions and those from countries with a minimum sovereign rating of AA- from at least one rating agency.

3.3 Organisations with no credit rating or an insufficient credit rating may be included, subject to assessment by other criteria:

- Building societies that do not meet the criteria in 3.2 above may be considered for use if their assets are valued at a minimum of £3 billion. Such institutions will be added to the counterparty list only after consultation with the authority's treasury advisors.
- Part-nationalised banks can be included, subject to discussion with our treasury advisors. Should the bank subsequently be de-nationalised, any investment will be considered on the basis that it meets the ratings in 3.2.
- Property Funds will be considered after relevant due diligence has been undertaken in conjunction with our treasury advisors.

3.4 The authority will take into consideration additional indicators as available eg share price, credit default swap price, corporate developments and market sentiment towards the counterparties.

3.5 The Investment Strategy for 2018/19 takes into account the changes in rating methodology undertaken by all three ratings agencies during the course of 2015, in response to the removal of implied sovereign support.

3.6 The CIPFA TM Code states "Authorities are advised to have regard to the ratings issued by all three rating agencies – Fitch, Moody's and Standard & Poor's". Accordingly, where counterparty achieves the minimum credit rating from one ratings agency, the authority will consider the ratings given to that body by the other two.

3.7 The Council is authorised to invest in the following instruments in 2018/19:

- UK Government Gilts
- Treasury Bills (short-dated Government backed borrowing)
- Debt Management Agency Deposit Facility (UK Government backed)
- Term deposits with UK Government or local authorities
- Municipal Bond Agency
- Sterling denominated bonds issued by European governments or multinational development banks
- Deposits with banks and building societies which have “high credit quality” (see 3.2 and 3.3 above)
- Certificates of Deposit issued by banks and building societies
- Commercial Paper
- Corporate Bonds
- Property Funds
- Property Unit Trusts
- Money Market Funds with acceptable credit ratings (see 3.2 above)
- Other Money Market and Collective Investment Schemes (pooled funds)

Investments will be in sterling, will not be capital expenditure and credit quality limits will be observed. As such, they will be specified investments unless they are deposits made for fixed terms exceeding twelve months. Limits on non-specified investments are detailed in paragraph 5.3 below.

If investing in property funds a third party property fund selection service would be employed at a cost of £7,500 per annum, to support the Authority in deciding key objectives for the appointment of a manager, drafting questionnaire, collating responses and review.

4 SECURITY OF CAPITAL

- 4.1 The authority employs professional consultants to advise on matters relating to their treasury activities in the context of local and global economic matters. The current treasury advisor is Capita Treasury Services. The authority will monitor the quality of advice; however, the pool of established and respected treasury consultants is small, such that there is currently only one alternative provider available.
- 4.2 The Council will maintain a counterparty list based on the credit criteria in sections 3.2 and 3.3 of this Appendix. Exposure to overseas institutions will be discussed in advance with our treasury advisors.
- 4.3 The Council receives creditworthiness advice from its treasury consultant on a regular basis. Although it takes such advice into account in all considerations involving security of investments, in all matters of judgement the ultimate decision lies with the Head of Finance & Revenue Services.
- 4.4 The Council's lending list will be checked at least monthly. If a ratings downgrade or change in other creditworthiness indicators result in a counterparty no longer meeting the Council's minimum criteria, no new investments will be made with that organisation. If an organisation's rating is upgraded so that it fulfils the Council's criteria, the Head of Finance and Revenue Services will have the discretion to include it on the lending list.
- 4.5 Where an organisation holding investments for the authority either falls below, or is deemed to be in danger of falling below the minimum thresholds detailed in 3.2 and 3.3 above, the authority will consider whether to recall its funds immediately or to maintain a watch during the remainder of the investment's
- 4.6 Should the authority's banking services provider fall below the minimum credit criteria set out in 3.2 and 3.3 above, the Head of Finance & Revenue Services will ensure that reasonable measures are put in place to keep the authority's operational cash balances secure. These will include a consideration of any contingency banking arrangements and assessments of the need to procure an alternative banking services provider before the end of the current contract.

5 LIQUIDITY

- 5.1 Based on its cash-flow forecasts, the Council anticipates that its surplus cash balances will range between £23m and £40m during 2018/19. This will be dependent on the timing of expenditure on capital schemes and other large and unpredictable items.
- 5.2 The authority has reviewed its investment portfolio with the assistance of its treasury advisors. This review took account of the level of balances, the need

for liquidity, spending commitments, provision for contingencies and the feasibility of possibility that the funding situation may be better than previously anticipated. The review reveals that there may be some scope for medium and longer term investments.

- 5.3 Investments may be made for longer initial terms to take advantage of higher returns, with the security of capital and the need to fund operational activities prevailing as the primary objective. Unspecified investments will be made only after significant due diligence has been undertaken in conjunction with our treasury advisors and the Head of Finance & Revenue Services has been consulted. Term and monetary limits on long-term (unspecified) investments will be as detailed below:

Limits on long-term deposits	Fitch Long Term Rating (or equivalent)	Monetary limit	Term limit
Banks	A+	£5m	3 years
Banks – part nationalised		£5m per group	2 years
Property Funds	As advised	£5m per fund	No limit
Local authorities	N/a	£5m	5 years
Maximum invested in total for terms exceeding 12 months	A maximum of £10m medium term (up to 5 years) plus £5m long term (up to 10 years)		

6 INVESTMENTS DEFINED AS CAPITAL EXPENDITURE

- 6.1 The acquisition of share capital in any body corporate is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. Such investments will have to be funded out of capital or revenue resources and will be classified as 'non-specified investments'.
- 6.2 Investments in bonds issued by multilateral development banks or money market funds (defined in SI 2004 No 534 and subsequent amendments) will not be treated as capital expenditure. Additionally, investments in shares issued by real estate investment trusts (as defined in SI 2007 No 573) and the acquisition of shares in an investment scheme approved under the Trustees Investments Act 1961 (as defined in SI 2010 No 454) will not be treated as capital expenditure.
- 6.3 A loan, grant or financial assistance by this Council to another body for capital expenditure by that body will be treated as capital expenditure. Loans by this Council to local housing associations or other companies will be clearly identified as to their purpose, ie treasury or policy. Appropriate due diligence will be undertaken before any loan or financial assistance is provided.

7 PROVISIONS FOR CREDIT-RELATED LOSSES

- 7.1 If any of the Council's investments appeared at risk of loss due to default (ie this is a credit-related loss and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

8 TRAINING

- 8.1 Officers invited to join the treasury management team will have been recruited through the Council's rigorous selection process, and have proved their competence through their work and qualifications. They are required to undergo further training; theoretical training provided by our treasury advisors, and practical training, provided by experienced colleagues.
- 8.2 Officers are encouraged to attend external workshops, to discuss matters with our treasury advisors and to network with their peers in other authorities on a regular basis.

9 EXTERNAL CASH FUND MANAGEMENT

- 9.1 The Council's externally managed funds are invested in collective investment schemes (pooled funds); the type and range of investments the individual fund can use are described in the fund's prospectus.
- 9.2 The performance and suitability of the three pooled funds are monitored by the Council's treasury management advisor and the Head of Finance and Revenue Services. A decision on the investment levels allocated to external fund management is linked to the review of alternative investment vehicles, and will be concluded early in 2017.

10 BORROWING IN ADVANCE OF NEED

- 10.1 The Guidance requires authorities to consider their policy concerning borrowing in advance of need.
- 10.2 The authority has considered the additional costs inherent in carrying debt held in advance of need against the advantages of fixing debt at the current low rates, and has determined that their policy is to borrow as close to the time of requiring the funds as possible.

11 SCRUTINY AND REPORTING

- 11.1 As required by the revised CIPFA Treasury Management Code, the Council will prepare as a minimum a mid-year and end of year outturn on its treasury activity, including investment activity.
- 11.2 Additionally, as required by the revised Code, Cabinet will be responsible for the scrutiny of treasury management activity and practices.

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.

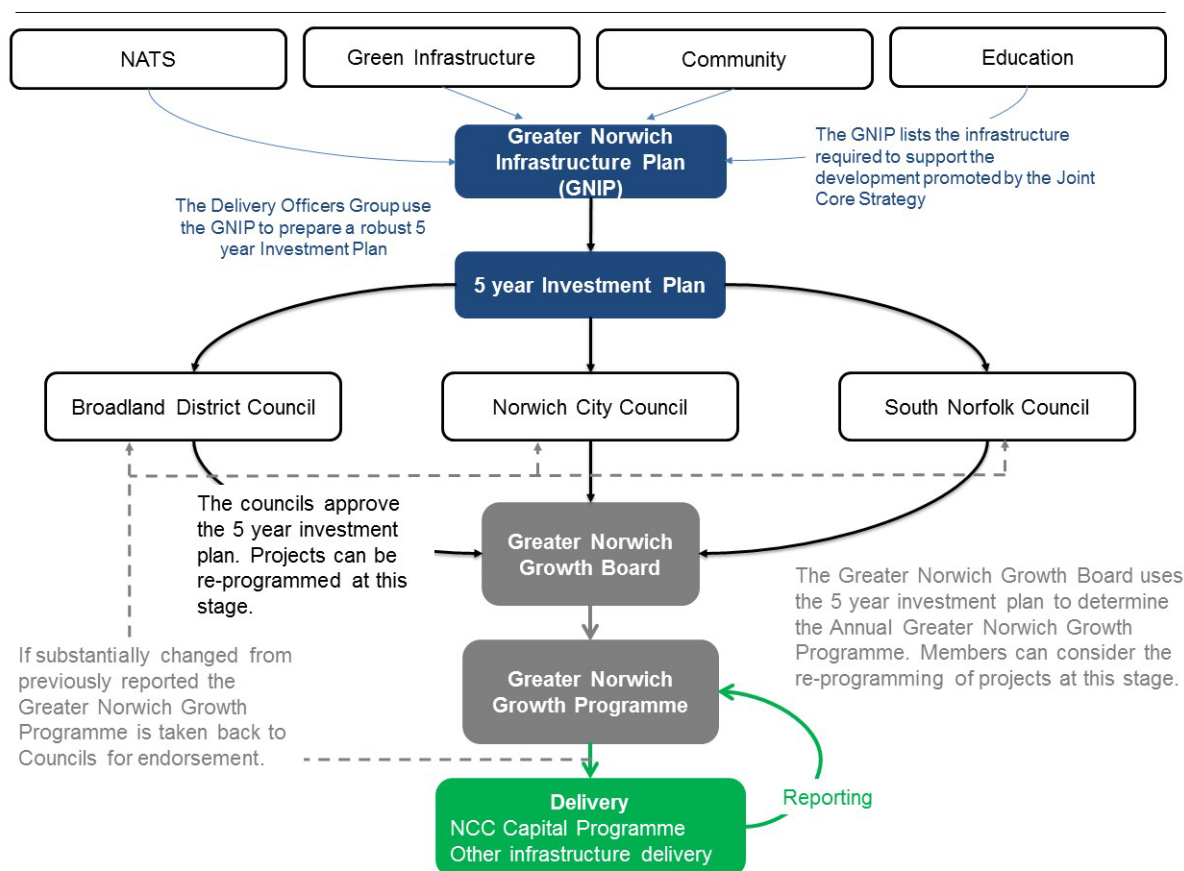
District Councils will consider the Infrastructure Investment Plan in February 2018. The GNGB will consider the Infrastructure Investment Plan at its meeting in March 2018.

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/Cringleford. The boardwalk currently only extends half the length of the path from the UEA to Eaton/Cringleford. 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	2022/22
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				
Tuckswold 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	Harrissons' Wood	(45)					(15)	(16)	(13)	(1)							
	Harrissons' 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																	
	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
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)	NEG2	(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	NEG5	(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

Norfolk Strategic Planning Framework

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

December 2017



Borough Council of
King's Lynn &
West Norfolk



NORWICH
City Council



Norfolk County Council



Environment
Agency



NEWANGLIA
Local Enterprise Partnership
for Norfolk and Suffolk



GREATER CAMBRIDGE
GREATER PETERBOROUGH
ENTERPRISE PARTNERSHIP
DEFINING THE FUTURE

Acknowledgements

The authors would like to thank the following organisations for their support in the production of this document:

- Breckland District Council
- Broadland District Council
- Broads Authority
- Great Yarmouth Borough Council
- Borough Council of King's Lynn and West Norfolk
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council
- Norfolk County Council
- Suffolk County Council
- Babergh & Mid Suffolk District Councils
- Waveney District Council
- West Suffolk Council
- Fenland District Council
- East Cambridgeshire District Council
- South Holland District Council
- Natural England
- Environment Agency
- 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.

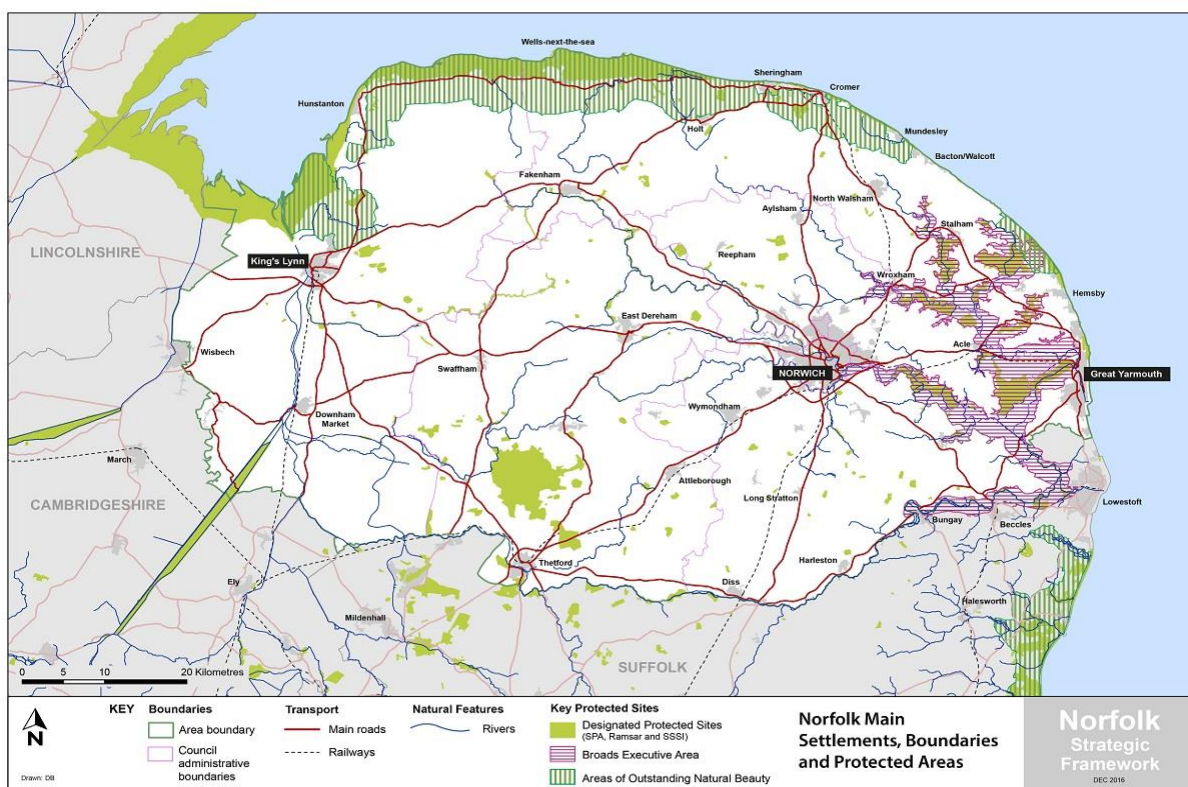


Figure 1: Map of Norfolk's main settlement, Authority boundaries, major transport connections and protected areas. 2017

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.

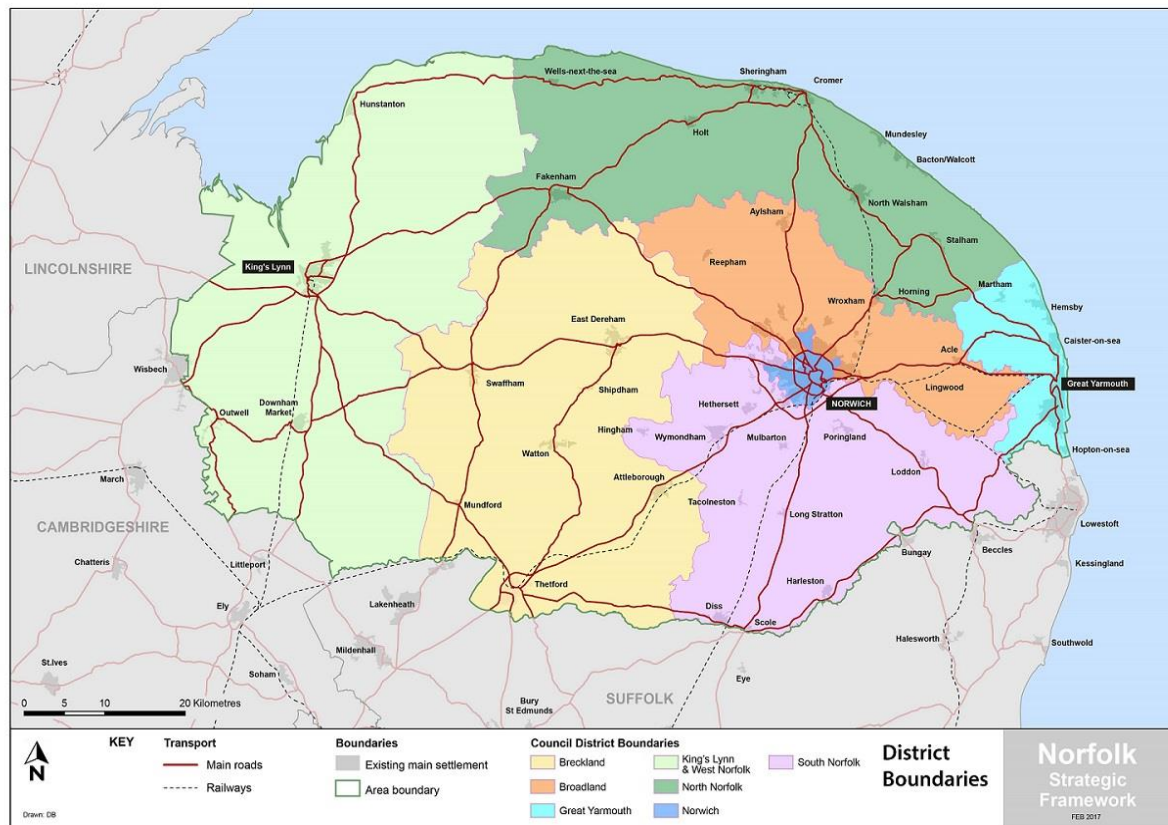


Figure 2: Map of Norfolk District boundaries and the major transport connections. 2017

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.

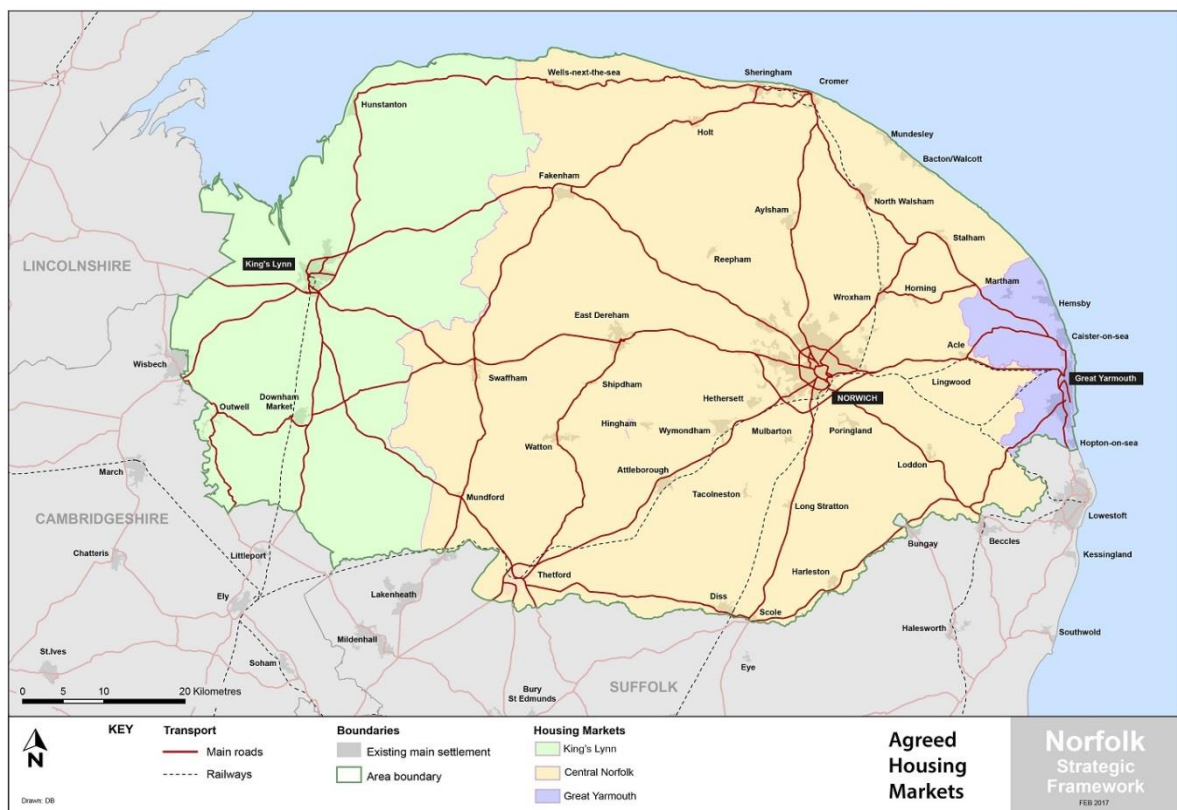


Figure 3: Map of Norfolk agreed housing markets and major transport connections. 2017

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.

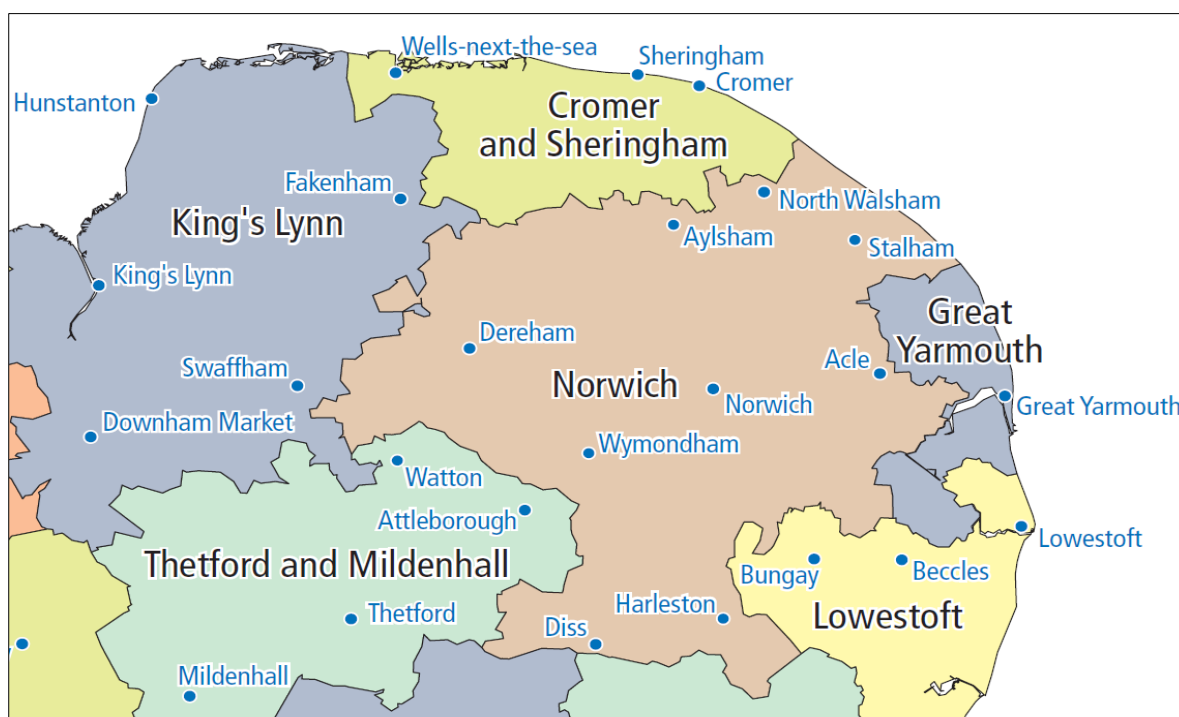


Figure 4: Norfolk's 2011 travel to work areas (TTWAs). Source: ONS 2015

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.

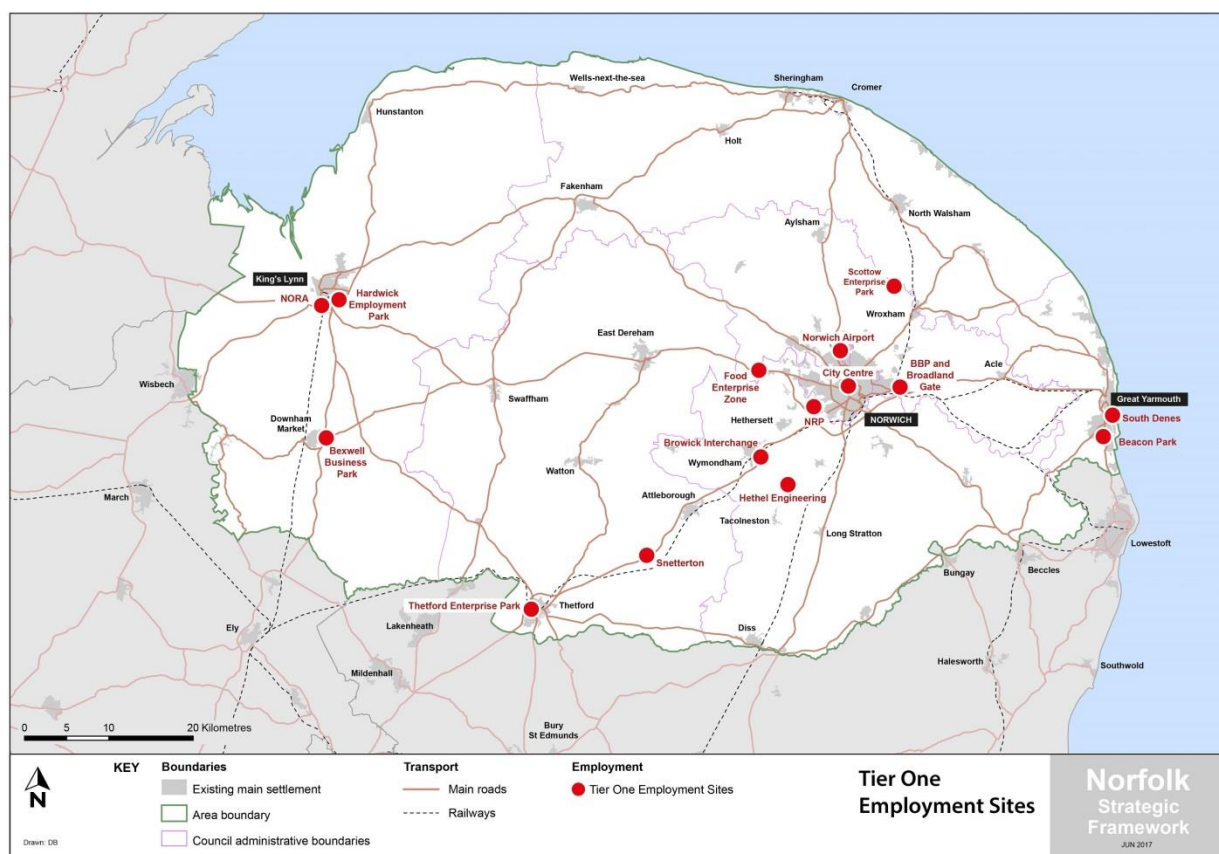


Figure 5: Norfolk's Tier One Employment Sites. 2017

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.

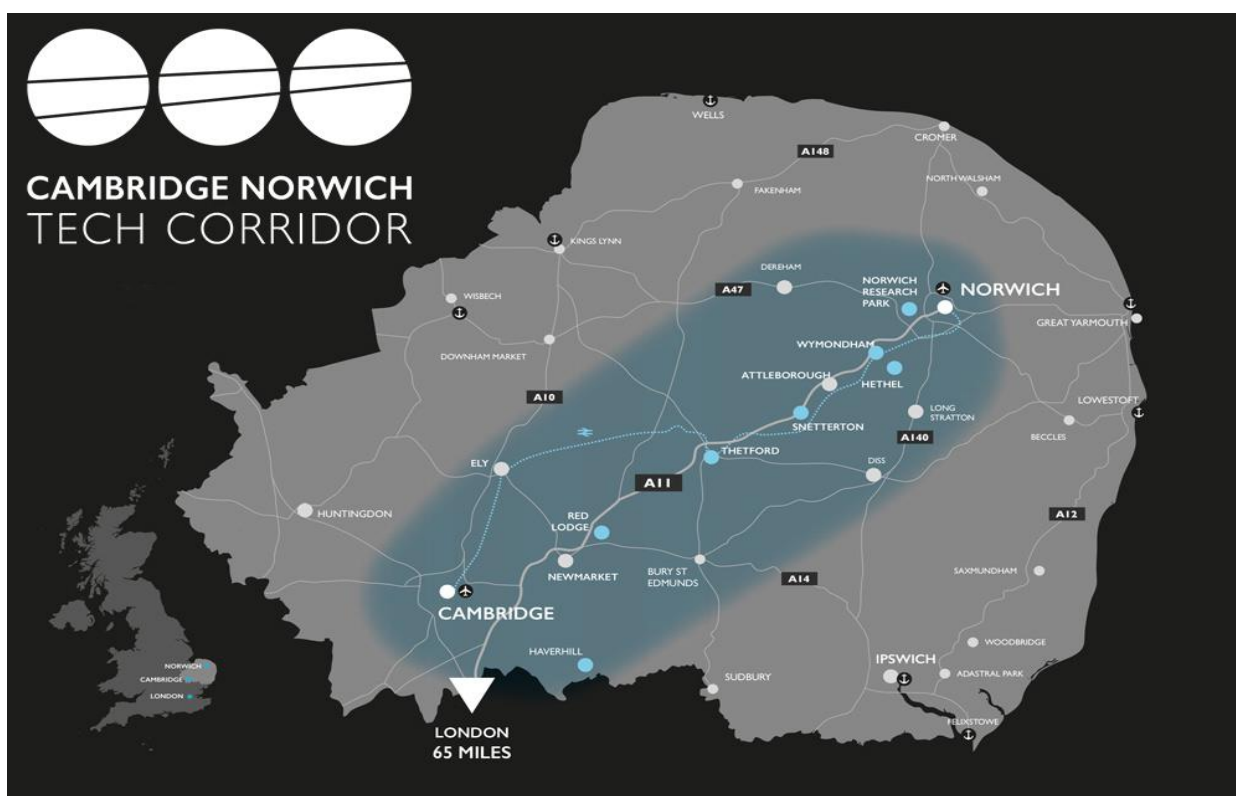


Figure 6: The Tech Corridor between Cambridge and Norwich, 2017

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/>

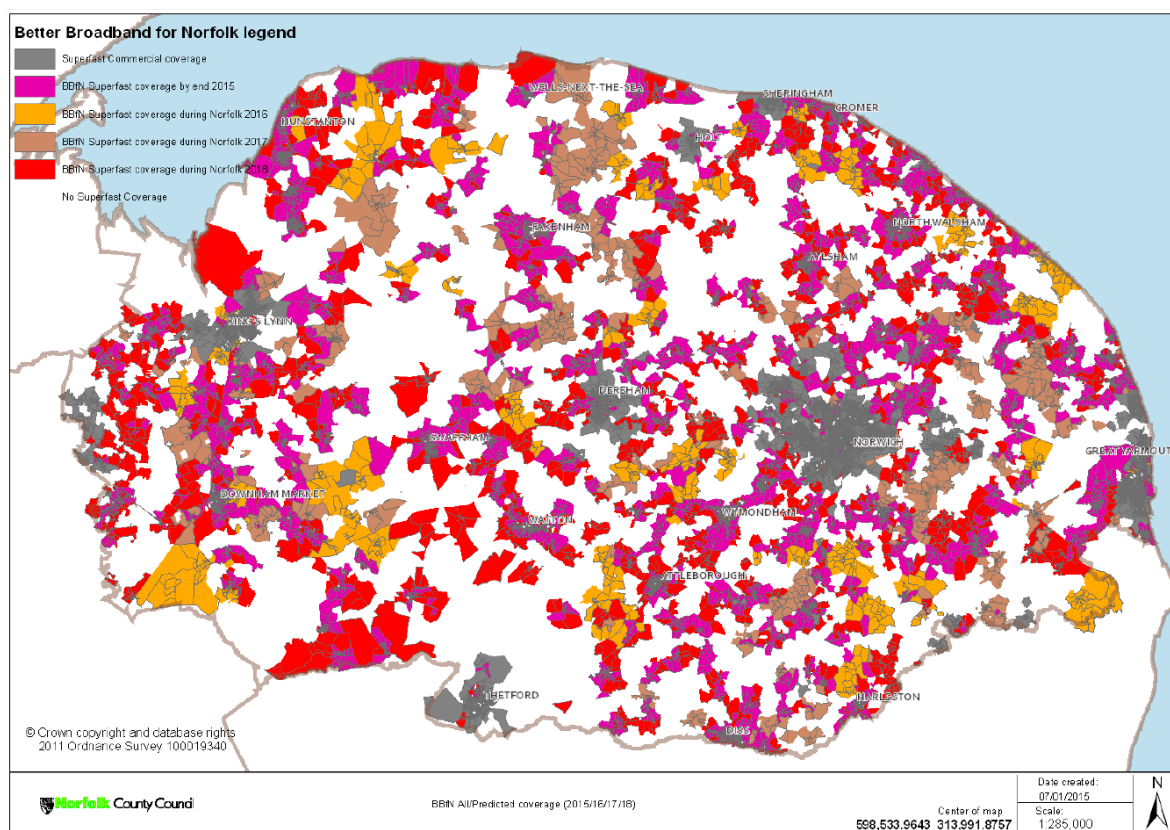


Figure 7: Map showing Next Generation Access (NGA). White areas don't have NGA broadband services.
Source: Better Broadband Norfolk, 2016

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

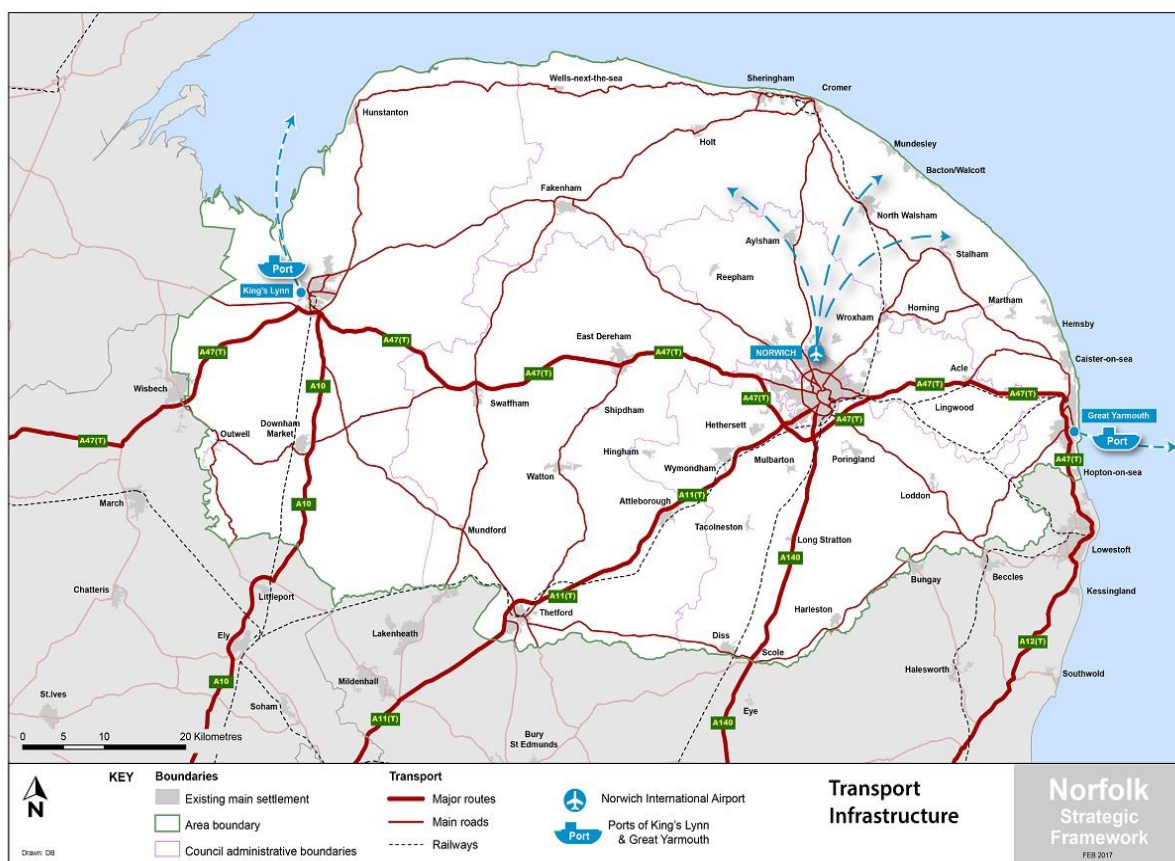


Figure 8: Norfolk Transport Infrastructure, 2017

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>

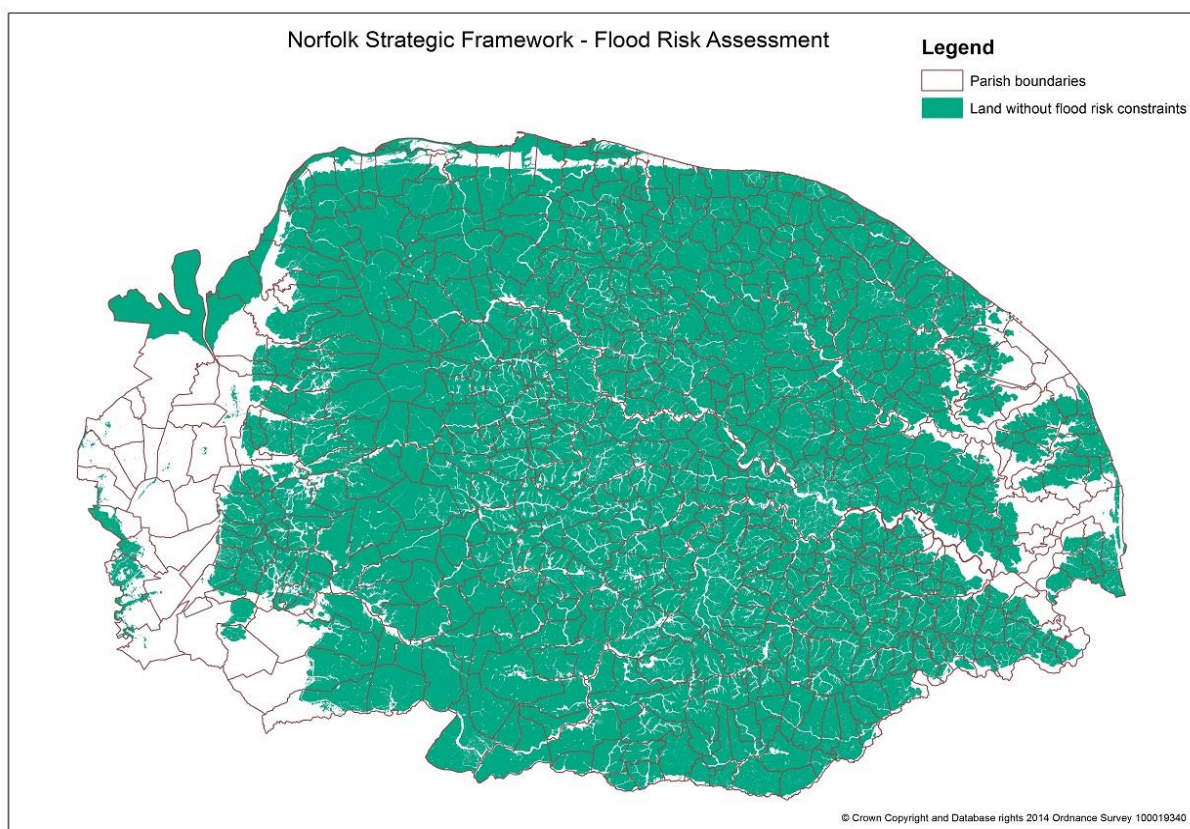


Figure 9: Norfolk Flood Risk Map. 2016

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.

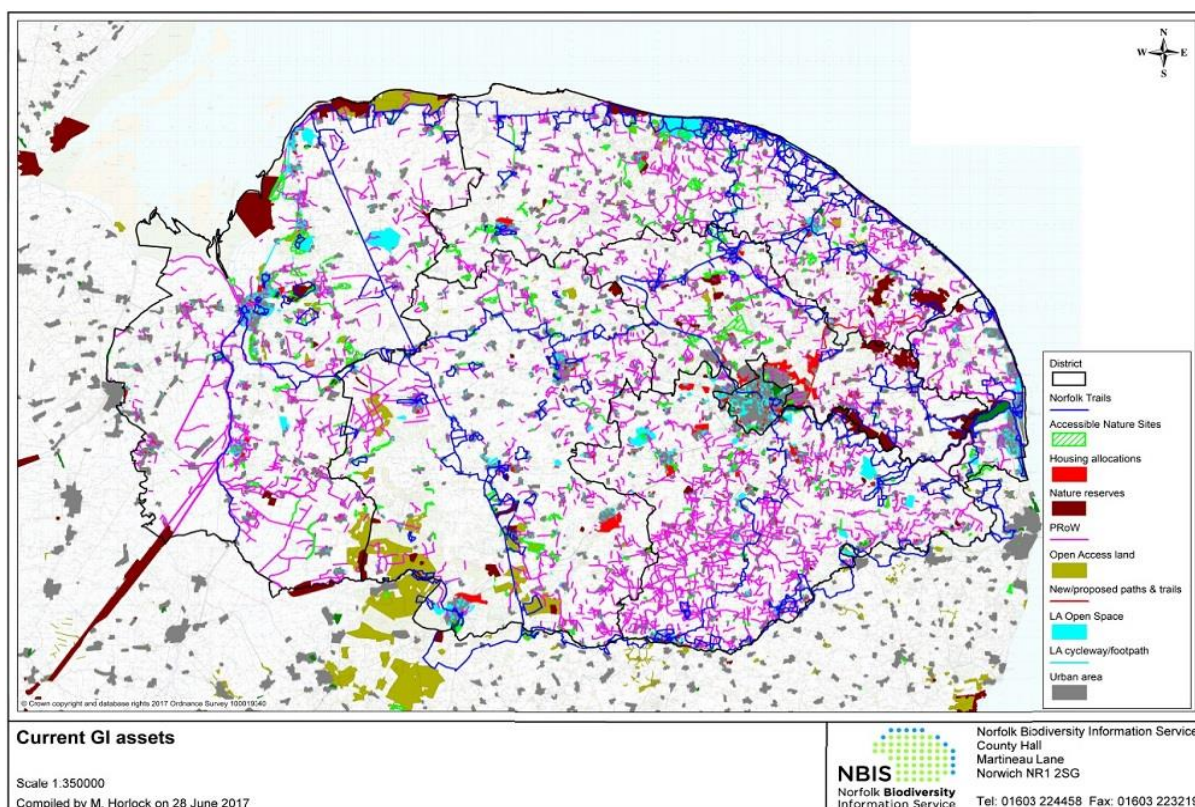


Figure 10: Norfolk's current GI assets. 2017

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')

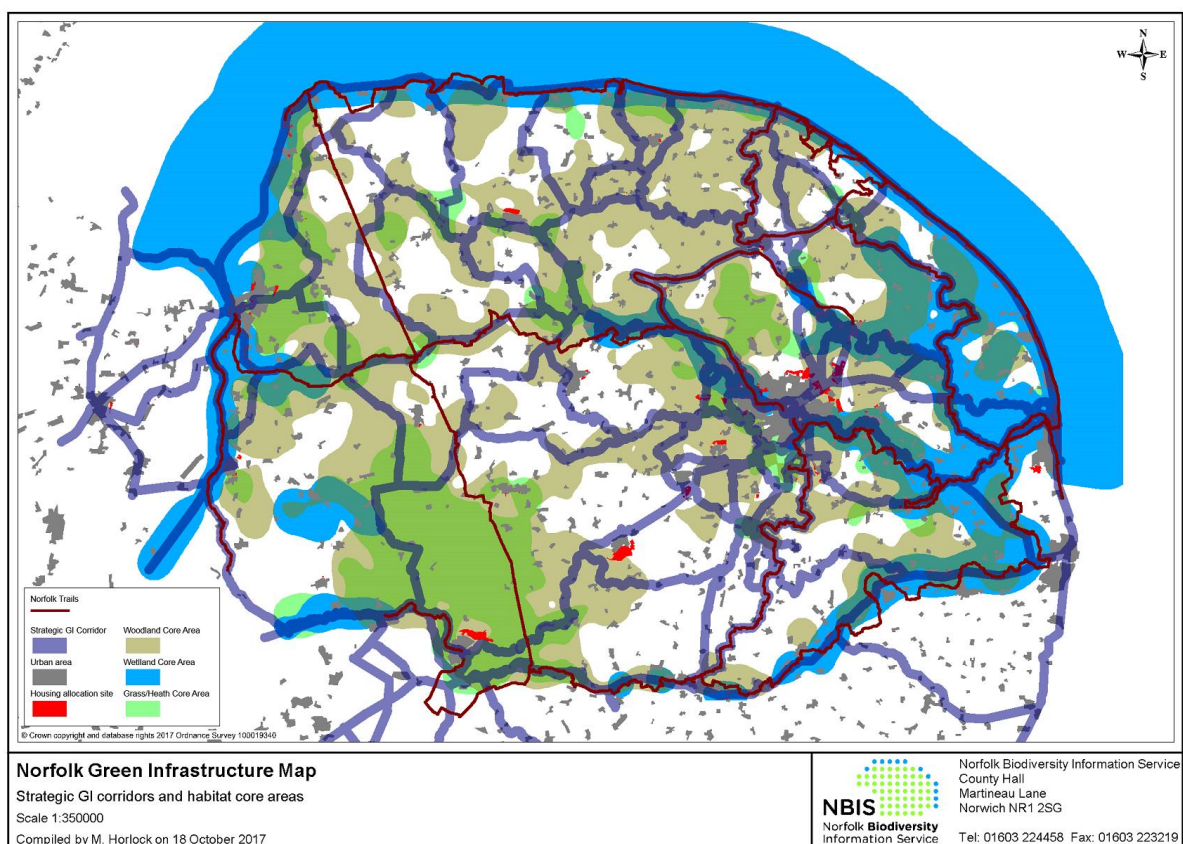


Figure 11: Norfolk's GI corridors. 2017

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>	



Equalities at Broadland District Council

Public Sector Equality Duty Annual Report

2017

1. Introduction

The Equality Act 2010 gave a formal requirement to all Local Authorities to comply with the Public Sector Equality Duty (PSED). That is, in the exercising of our functions, Broadland District Council must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

There are nine protected characteristics contained within the Act; Age, Disability, Gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, marriage and civil partnership.

In order to comply with this we believe as a Council, that we should;

- Treat people fairly, justly and with respect in both employment and service provision
- Find ways to support those who are disadvantaged or excluded
- Promote inclusion and celebrate diversity.

Suffrage Pioneers

To celebrate 100 years of women receiving the vote, the Women's Local Government Society (WLGS) are seeking 100 pioneers who were suffragists across the country and who deserve to be recognised. Successful nominators would have the opportunity to hold community events to celebrate and commemorate the local pioneer followed by work to encourage the next generation to participate in civic life.

The council put out a call to residents to nominate any previously unknown women and supportive men who took part in the suffragette movement and also undertook research to identify any prospective nominees. As a result, four nominations have been made in relation to women who have a connection to Broadland. Three nominations were made by the council and one by the Norfolk Museums Service. One of the nominations has been included as a Cameo on the Suffrage Pioneers website. We await to hear the results of our nominations.

Norwich Pride

During the Pride celebrations that take place in Norwich in July, Broadland is proud to fly the Pride flag in support of LGBTQI residents and visitors to the area. It is hoped that the flag is seen by people travelling into Norwich to take part in the events.

2. Corporate Equalities Group (CEG)

The Corporate Equalities Group at Broadland acts as a mechanism through which equalities issues and equality related activities and work can be disseminated, discussed and devised. The group is made up of cross-departmental representatives including a Unison Equalities representative and two elected Members, they provide a link between the group and Overview and Scrutiny Committee. Meetings are quarterly and chaired by the Deputy Chief Executive.

Equality Objectives 2015-19

The Broadland District Council Equality Objectives are;

1. Support the vision for Broadland District Council of *'Growing a strong and vibrant Broadland to give more jobs, more homes and more opportunities for all'* and ensuring that equalities are embedded in part of the 'day to day' work at Broadland.
2. Work in partnership with other organisations to ensure that equalities are at the forefront of our decision making and service provision.
3. Remain people focused through our values. Customers, staff, members and partners are treated fairly and respectfully.
4. Promote and share our equalities work and demonstrate how this benefits the district in relation to our ambitions. Encourage and respond to feedback.

Equality Actions 2017-18

It was agreed by the CEG, on publication of its objectives for 2015-19, that it was necessary to develop a yearly action plan in order to provide focus on and demonstrate fulfilment of these. The purpose of this would be to engage in specific activities that would progress our equalities work and ensure that we continue to work towards achieving our ambitions.

The actions for 2017-18 were:

1. Connect with religious and faith groups in the Broadland area
2. Consider a Health in all Policies (HiAP) approach – explicitly taking into account the health implications of the decisions we make.
3. Update the Single Equality Scheme to instead be presented as a clear Plan on a Page
4. Work in partnership to better understand mental health issues for children and young people

Reepham High School Mental Health event – Reepham 'Grow Your Community' Network

Working in partnership with the Town Council the network were successful in a application to Advisory Board for a small grant of £700. Following further work with the Head of Personal and Social Education (PSE), Reepham High School and Broadland's Early Help Hub's Community Capacity Coordinator, a Mental Wellbeing Roadshow was planned. This delivered a high impact, one-off event engaging large numbers of young people in mental health issues. It is estimated that between 300 to 350 pupils and 20+ adults/parents attended the event.

A number of organisations attended displaying information relating to their service/s and speaking to the young people about the range of support they could provide. Pupils had work sheets to enable them to write down contact numbers and the support available – they took these away with them. The work sheets acted as an ice-breaker and gave the pupils a reason to ask questions and prompted conversation.

246 feedback forms were completed and handed in – this is an excellent returns rate of around 66%. Of these 66% or two-thirds of attendees felt that they had learnt something new, whilst another 22% thought maybe or were not sure and 40% felt that their attitudes to mental health and wellbeing had changed as a result of what they had learned, whilst another 37% thought maybe or were not sure.

Other work undertaken towards these actions will be detailed throughout this paper.

The CREB and the CREN

Broadland District Council has representatives at both the Norfolk Community Relations and Equalities Board, attended by the Deputy Chief Executive, and the Community Relations and Equality Network which is attended by the Housing, Health & Partnerships Officer. Both groups have multi-agency membership with the CREN predominantly a practitioners group and which provides a platform for representatives to learn and share best practice.

3. Our workforce

As of 31st December 2017 Broadland employed 245 members of staff, a shrinkage in the workforce of 7.5% since March 2016. Of these 163 (67%) are women and 82 (33%) are men.

	Male permanent	Male Temp	Female Perm	Female Temp	Total
FT	63 (63)	2 (3)	61 (71)	5 (4)	131 (141)
PT	16 (17)	1 (1)	93 (98)	4 (8)	114 (124)
Total	79 (80)	3 (4)	154 (169)	9 (12)	245 (265)

(Figures in bracket denotes staff numbers as at March 2016)

Just over half – 53% of all staff are full time with 95% of those employed on a permanent contract. In terms of ratios between those full time and part time employed, 79% of all males are employed full time while 40% of all women are employed full time.

Three times more women than men are employed on a temporary contract. However this is broadly in line with the female/male staff ratio and the total number of staff members on temporary contracts is small, only 6%.

Broadland employs 16 disabled staff (7% of total employees) and is a member of the government Disability Confident scheme at Employer level. Seven members of staff identify as having an ethnicity other than British.

Numbers of employees requesting non-pay benefits are given below. It is interesting to note that a slightly greater proportion of males utilise the childcare salary sacrifice scheme. In addition, female members of staff appear to place a higher value on the provision of annual leave.

2016/17	Males		Females	
Non Pay Benefits	Number	%	Number	%
Flexible Working requests	3	3.8%	10	5.5%
Childcare Salary Sacrifice	7	8.9%	9	5.0%
Buying Annual Leave	5	6.3%	21	11.7%
Selling Annual Leave	4	5.1%	3	1.7%
Norfolk Rewards	28	35%	108	57%

Pay and Progression

Section 79 of the Equality Act 2010 requires organisations of more than 250 employees to publish pay data by gender. The data provided below relates to the 2016/17 year.

Gender Pay Gap at snapshot date of 31 March 2017	Mean (average) gross hourly pay	Mid-point (median) gross hourly pay
Males	£17.89	£16.09
Females	£13.10	£11.98
% difference	26.8%	25.5%

The Council has a total of 13 Local Grades (LG) however as the top 4 grades (Local Grades 1 – 4) are predominately filled by males, the average hourly rate is positively influenced in favour of males. The average hourly rate is positively skewed in favour of males based on the numbers of males and females in the senior roles rather than males being paid more for doing similar roles to females.

The opportunity to increase the number of females in senior roles will be dependent on relevant vacancies arising. In 2016/17 only one manager role (LG7 or above) was recruited to. This was filled by a female at LG7.

Mentoring programmes

In 2016 the female head of service completed a Women in Leadership course. An outcome of this is that she proposed the introduction of a structured mentoring programme. This was agreed by the Corporate Leadership Team and a programme introduced in April 2017. This supports both male and female members of staff throughout different stages of their career to reach their full potential. At the time of reporting 6 males and 12 females have committed to being a mentor and through the appraisal process and electronic communications to all staff, 5 female and 4 male mentees have been matched with one of those mentors.

In addition to this during 2017, the female Development Manager undertook a programme of external mentoring with nelson spirit.

In terms of internal staff movements, 30 members have staff changed roles - 25 females and 5 males – during 2016/17. Of these, 21 of the role changes were promotions with 16 female and 5 male members of staff being successful in their applications. 4 members of staff were providing maternity leave cover, 5 were providing secondment cover and 3 members of staff had temporary contracts migrated to permanent roles.

Councillors

Broadland has 47 Councillor Members, of these 11 (23%) are women, which is an increase of 1 from the previous year; there is 1 female Cabinet Member out of a membership of 6 and a female Vice Chairman of the Council.

3 Councillor Members identify as having a disability or long-term health issue and 1 Councillor Members identities as being from a Black, Asian and Minority Ethnic (BAME) background.

The age of Councillors ranges from 23 years to 86 years with a median age of 62 years

4. The State of Broadland

The following section provides a snapshot of the Broadland population; the data is taken from the 2011 Census unless otherwise indicated.

Figures from Norfolk Insight state that the Broadland District Population in 2016 is estimated at approximately 127,400, this represents a rise of around 2,750 since the last census. It is estimated that 51% of the population identify as female and 49% identify as male.

Population by age

The chart below demonstrates a breakdown of the population by age category.

2016	
Age bracket	Number
0-4	6100
age 5-9	6800
age 10-14	6500
15-19	6900
20-24	5600
25-29	6000
30-34	6200
35-39	6800
40-44	8000
45-49	9600
50-54	9800
55-59	8700
60-64	8200
65-69	9600
70-74	7700
75-80	5900
80-84	4500
85+	4500
Total	127400

The age bracket featuring the highest number of residents is the 50-54 age group (as opposed to the 45-49 age group last year). The 65-69 age category also features as a highly populated age group.

54% of the Broadland population is approximately of working age, while those aged 0-19 make up 21% of the population and 25% is aged 65+.

Current life expectancy statistics put female life expectancy at 84.4 years and 80.6 years for males, a very slight decrease on last year, however both of these figures are slightly higher than the Norfolk, East of England and England averages.

In terms of living in good health, statistics show that in Norfolk men can expect to live to age 64 in good health and women to age 66.

Ethnicity

	White	Mixed	Asian or Asian British	Black or Black British	Other Ethnic Group
Figures in %	97.7	0.9	1.0	0.3	0.1
Total no of people	121,795	1064	1,265	331	191

Census 2011 data

The percentage of Broadland residents who are white has fallen since the previous Census in 2001. The percentage of people who are from Mixed or multiple ethnic groups has doubled whilst the percentage of residents who are Asian or Asian British has tripled.

95.8 percent of Broadland residents were born in the United Kingdom. Of the 4.2 percent of Broadland residents born outside of the UK more than one third have moved to the UK in the last 10 years, twice as many in the 10 year period previous to that.

Religion and Belief

Religious diversity is more prevalent in Broadland as a wider range of faiths are being observed by the population.

	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other religion	No religion	Not stated
Percentage %	63.3	0.3	0.2	0.1	0.3	0.1	0.4	28	7.4
Total No. of people	78,938	342	252	117	377	72	508	34,845	9,195

Census 2011 data

Christianity remains as the majority religion for Broadland residents; however there has been a decrease in residents who state that they are Christian since the 2001 Census. From a comparative viewpoint, Broadland has a moderately higher Christian population compared to the Norfolk average of 61%. All religions, other than Christianity, are broadly commensurate with the percentage totals for Norfolk with the exception of 'Muslim' being 0.6% compared to Broadland's 0.3%.

The numbers of people stating they have 'no religion' forms nearly one third of the Broadland population and is an increase on the 2001 Census.

Marriage and Civil Partnership

	Single, (Never married)	Married	Same Sex Civil Partnership	Separated	Divorced	Widowed
Percentage %	24.5	55.7	0.2	2.0	9.5	8.1
Total No. people	25,397	57,687	189	2,088	9,885	8,411

Census 2011 data

The 2011 Census shows that of the Broadland population who are legally old enough to marry, comprising approximately 104,000 of the population; just over half have entered into a heterosexual marriage. In addition to this, one fifth of the population has been married previously but are no longer and just less than one quarter have never been married.

At the time of the 2011 Census the data informs us that there were 189 couples in Broadland who have entered into a same sex Civil Partnership, although assumptions cannot be made that this data means that 0.2% of the Broadland population are lesbian, gay or bisexual.

We do not currently have up to date statistics on the number of same-sex marriages that have been entered into by Broadland residents. However the Office for National Statistics states that nationwide between 29 March 2014 – 31 December 2014, 4,850 same sex marriages had taken place, of these 2,721 were between female partners and 2,129 were between male partners.

Disability, Transgender, Pregnancy and Maternity

The Council does not have information on the above characteristics.

5. Our services

The systems thinking approach is firmly embedded within the services that are offered to all those who live, learn and work in the district. For example, within the Housing Options service the purpose is understood from the perspective of the service user as *Understand my housing problem and help me to solve it* and for the Environmental Protection team *Keep my area safe, clean and peaceful*.

Underpinning the delivery of our services are six ambitions that seek to highlight our values and achieve our vision of:

Growing a strong and vibrant Broadland with more jobs, more homes and more opportunities for all.

The following sections examine the six ambitions and provides examples of the work undertaken by Broadland and our partners to address equality issues within this.

The issue of Health, although an ambition in its own right could be viewed as a linking theme throughout this section of the paper reflecting our commitment to Health in all Policies. In addition it is also worth noting that many of the activities and services mentioned achieve in more than one ambition and this highlights the universal approach adopted by Broadland.

Ambition 1 - To deliver economic success in our area

- To back Broadland Businesses by providing information, help, advice and guidance to help them grow and prosper.
- To support the people of Broadland and their communities by increasing their skills and/or employment prospects.
- To generate and commit investment to ensure development provides the necessary infrastructure, homes and opportunities for Broadland residents.
- To broaden the scope, impact and significance of joint working through partnerships.

Choices Programme

The 12 week programme offers people with long career breaks the chance to boost their confidence, while improving their CVs, English, maths and computer skills.

Research undertaken by officers found a lack of self-esteem, lack of confidence and people thinking they don't have any skills to offer impacted on their success rate in applying for the jobs they wanted.

To counter this, the programme offers a personal and more holistic approach to get people back into volunteering or work experience and give them the confidence to apply for jobs. Attendees have stated that the course has really improved their confidence and made them realise they have many transferable skills employers are searching for."

It has been noted that women are the predominant attendees on the course and discussions are being held to look at how the course can be presented to make it more engaging for men.

Community at Heart Grants

From October 2017 the community grants process was changed with the council working in partnership with Norfolk Community Foundation to administer the grant funding.

Grants offered are:

- Broadland Community at Heart Capital grants which will fund 50% of eligible capital project costs up to maximum award of £5,000.
- Broadland Community at Heart Activities grants which will fund 50% of eligible project costs up to a maximum award of £2,000.
- Broadland Community at Heart Small grants can offer up to £500 with no match-funding requirement, in support of a variety of small, locally-led projects

Eve's Veg Co

The project, located near Booton was been set up with the aim of growing vegetables to be sold locally and to run both volunteer and training programmes for people to learn more about producing.

Awarded a £500 grant during the summer of 2017 the money has allowed them to establish volunteer days, buy tools, compost and seeds and pay for some volunteer expenses like bus fares. The grant was also a stepping stone to other grant applications."

During 2016, the project worked with more than 100 volunteers, some wanting to improve their horticultural skills, others who were in recovery from mental illness and others who wanted more formal training to help aid a career change.

Ambition 2 – To achieve environmental excellence in everything we do

- To minimise waste and maximise recycling.
- To improve energy efficiency and increase the uptake of renewable energy throughout the district.
- To keep Broadland clean and tidy.
- To broaden the scope, impact and significance of joint working through partnerships.

Dementia Friendly Waste Collection Calendars

Following attendance at an in-house Dementia Friend's sessions, the Environmental Contracts Officer became aware of a reported increase in the number of calls being received into the contracts section within Environmental Services from residents showing confusion over their weekly waste collection arrangements.

As a result, a simple Dementia Friendly Waste Collection calendar was designed and can be issued to residents on request. The calendar is printed on plain paper and lists the dates of collections in clear type without showing graphics or service advertisements that could detract from the waste collection message.

Ambition 3 – To plan and provide well housed communities

- To generate and commit investment to ensure development provides the necessary infrastructure, homes and opportunities for Broadland residents.
- To maximise the delivery of homes people can afford
- To raise the quality of existing homes
- To understand people's housing problems and help solve them
- To broaden the scope, impact and significance of joint working through partnerships.
- To address the needs of the older population to ensure they can continue to live independently.

- To help support and protect vulnerable residents

Affordable Housing Delivery

The Government White paper *Fixing our Broken Housing Market* published in February 2017 states clearly:

'The Housing Market in this country is broken... Since 1998, the ratio of average house prices to average earnings has more than doubled. And that means the most basic of human needs – a safe, secure home to call your own – isn't just a distant dream for millions of people. It's a dream that's moving further and further away...As recently as the 1990s, a first-time buyer couple on a low-to-middle income saving five per cent of their wages each month would have enough for an average-sized deposit after just three years. Today it would take them 24 years

In Broadland, data shows that the average house price stands at £236,759 while the average salary is £23,629.¹

Of the 56,300 dwellings in Broadland, fewer than one tenth (5,409) are socially rented and as of 31st March 2017 there were 2,854 households on the housing list.

The provision and delivery of affordable homes on new housing developments can be a means through which Broadland residents can access housing. In the 2016/17 financial year, 644 new properties were completed across all tenures, 37% of these can be categorised as an affordable home product equating to an overall delivery of 27% affordable rent tenure and 10% affordable home ownership. A further breakdown can be found below:

Tenure Type	Number for 2016/17 year
Affordable Rent Tenure	176
Affordable Home Ownership	61
Total affordable home products	237

New Homes Survey

The council had undertaken a New Homes Survey in 2015, based on homes completed between 2011-2013 with a repeat being undertaken in early 2017. Questionnaires were sent to occupiers of new homes completed between January 2014 and June 2015.

The main aim of this survey was to collect responses from residents relating to their opinions of their new homes and surrounding area. As part of this survey, questions focussed on a range of areas including: property tenure; where they had moved from; household composition and needs; property types and design; external space and access to local services and facilities. Additional questions asking for feedback from residents on their expectations of the new property were added.

In total, 141 responses were received from households living in 17 of Broadland's Parishes. The response rate was 25%.

When looking at ownership of properties compared to age groups, a reduction in ownership with a mortgage in the 18-30 group in 2017 was noted compared to 2015, with an increase

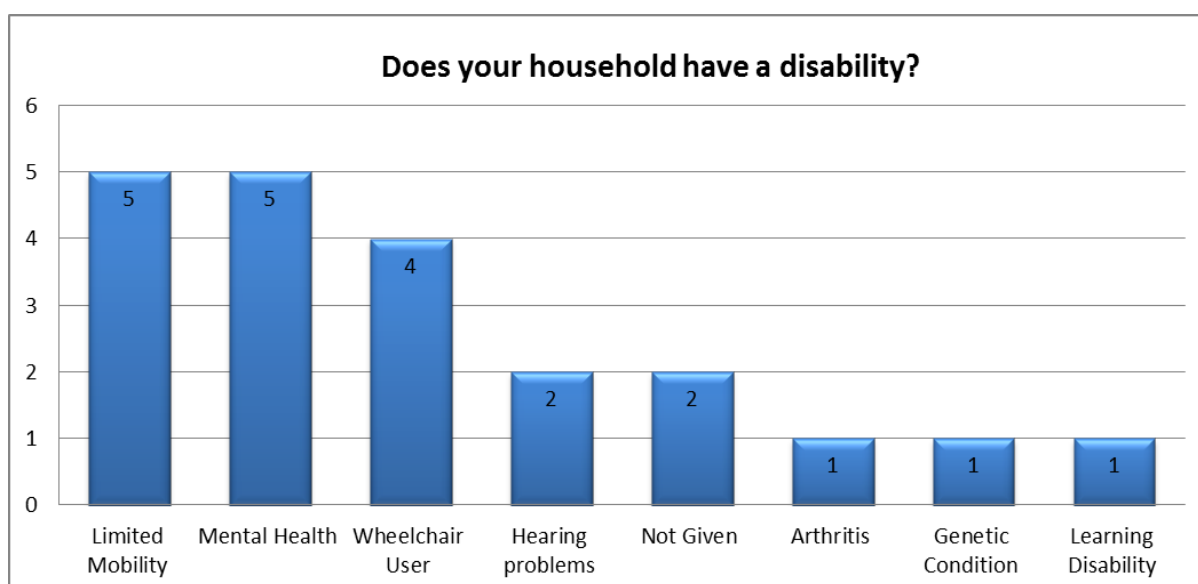
¹ (Source: Home Truths 2016/17 National Housing Federation)

in numbers renting from Housing Associations. This may reflect the increased numbers of affordable houses being built and difficulty getting into the housing market for under 30's.

There were a smaller number of private renters in 2017 compared to 2015 and increased numbers of Shared Ownership and Help to Buy purchased in 2017, particularly in 18-30 and 31-45 groups. As with the 2015 survey, the majority owned outright in 2017 were by the 60+ age group and there was no householder aged 60+ with a mortgage in the 2017 survey.

The Equality and Human Rights Commission launched an Inquiry into Housing for Disabled People at the end of 2016. The outline for the enquiry mentions not only the difficulty experienced by people with a disability in accessing suitable housing but also the support that is available to enable them to live in their homes. To enable a clearer picture from a Broadland perspective, findings from the New Homes Survey detailed how well the needs of disabled people were met with their new property with 15% (21 households) of respondents reporting a household member having a disability.

A table showing the types of disability indicated in the responses is given below.



It was also reported that 5 homes (24%) were adapted to meet the needs of the residents and 85% of households with a disabled resident stated that their individual disability requirements were met by their new home.

Some respondents commented on their individual disability giving information on their living situation and what changes had been made to their properties as follows:

- Low level shower
- Handrail, bath seat, pillow riser, garden all shingled and paved
- Larger shower instead of bath
- Wet room

46% were aged 60+ (15 households) with 57% (12 households) renting from a Housing Association and 43% (9 households) owning outright. No respondents with a disabled resident reported owning with a mortgage or private renting.

52% of respondents lived in houses with 48% living in bungalows, with the majority of households living in either two or three bedroom properties.

To examine this further, during 2018, we will be undertaking a deep dive exercise into housing needs for older people, including types of housing older people have indicated they would like to live, availability, current demographic trends and also perception vs. reality of older people's housing.

Ambition 4 – To increase levels of health and wellbeing

- To back Broadland Businesses by providing information, help advice and guidance to help them grow and prosper.
- To address the needs of the older population to ensure they can continue to live independently.
- To support the people of Broadland and their communities by increasing their skills and/or employment prospects.
- To improve energy efficiency and increase the uptake of renewable energy throughout the district.
- To raise the quality of existing homes
- To address the needs of the older population to ensure they can continue to live independently.
- To reduce the incidence of crime and anti-social behaviour (ASB) by targeted action.
- To promote healthy lifestyles and encourage behaviour change
- To help support and protect vulnerable residents
- To broaden the scope, impact and significance of joint working through partnerships

Local Public Health Offer (LPHO) and HIA+

Since 2015 the council has been working in partnership with Public Health Norfolk to identify shared priorities using district focussed evidence gathered by both organisations. Funding from Public Health, £17,142 per year for 3 years, can be used to initiate resulting activity in addition to any match funding provided by the council.

For the 2016/17 year, funding has focussed on extending delivery of a pilot HIA+ project. The 3 month project was initially set up using Disabled Facilities Grant (DFG) funding, in conjunction with the Aylsham Surgery, the North Norfolk Clinical Commissioning Group (CCG) and the Integrated Care Coordinators (ICCs). A Home Improvement Agency (HIA) Officer was identified as a conduit through which the wider support offered by district councils and the VCSE sector could be accessed.

Patients would be referred by GPs via ICCs or the Multi-Disciplinary Team meetings (MDTs). There is no age requirement to a referral instead patients identified would be those who may have higher than average presentations to the GP and who require a variety of interventions to help them and to remain supported in their own (or suitable) home.

Examples of interventions include:

- Applying for Personal Independence Payment (PIP) to be reassessed.
- Completing a housing needs report and discussing application for Sheltered Housing
- Contacting utilities companies to change to more suitable tariff or for grant for works
- Speaking to charitable organisations for grant funding

The original pilot was felt to be successful and it was further agreed to draw on the Local Public Health Offer (LPHO) funding to re-site the project at the Drayton Surgery for a further 6 month period and latterly, a surgery located in Thorpe St Andrew, which falls under the remit of Norwich CCG.

While referrals were slow initially, the first 6 months (Aylsham followed by Drayton) saw approximately 50 referrals to the service. An evaluation of the project in collaboration

between the council, Public Health, North Norfolk CCG and the University of East Anglia (UEA) is underway.

Physical Activity for Young People

Reports suggest that engaging in physical activity helps children and young people increase their self-esteem, resilience and ready them for learning and a recent study undertaken by Public Health Wales and Bangor University further suggests that children and young people who have experienced adverse childhood experiences but regularly played sport as children were less likely to have a mental health illness as an adult.²

The council is currently looking at work to improve resilience and self-esteem in young people and two examples utilising physical activity that can help to achieve this are given below:

Bike, Walk, Scoot Club

The club was launched in two Hellesdon schools with the aim to encourage young people to take active journeys into school. Members of the club commit to making at least three active journeys per week and this enables them to stay active and healthy and to arrive at school calm and ready to learn.

Club members receive a branded hi-vis jacket, fluorescent band, certificate of membership and a badge.

Safe parking areas away from the schools have been identified to ensure that members can have an active element to their journey. This also decreases hazards and traffic congestion around the schools at busy points of the day. It is hoped the project will roll out to other local schools.

Marriott's Way Children's Fun Run

2017 saw the first ever Marriott's Way Fun Run for young people. Scheduled to take place on the same day as the annual 10k race the run for young people aged four to sixteen covers a one mile circular route in Aylsham. Encouraged to wear fancy dress, 40 young people took part with all of them receiving a Children's Fun Run medal.

The Integrated Mental Health Team

During 2017 the council contributed funding to the Integrated Mental Health Team (IMHT) located within the main police call centre at Wymondham HQ. This service can be accessed by Broadland District Council staff members to report or refer concerns they may have about residents they are working with.

The team consists of a Mental Health Team Leader and 5 Mental Health Nurses, with experience in working with Autism, Asperger's, self-neglect and hoarding, drugs and alcohol. The IMHT can access multiple information systems such as police records and Adult Social Care information which enables them to make informative and timely decisions when ascertaining next steps in collaboration with the reporting officer.

Feedback from staff members who have accessed the service includes:

I've had a couple of positive experiences now with the (IMH) team including yesterday when they came to our offices and carried out an assessment on a client who has high support

² Public Health Wales 2018

needs. An action plan has been put in place. They've also been able to share with me over the phone whether a client is known to services if we have concerns. This has been very useful in being able to identify if a client already has support and if so sharing concerns with them. Definitely a worthwhile service for us to be involved with.

In addition to this in early 2017, the IMHT facilitated in-house training at the council offices which was attended by front line members of staff in Benefits, Housing & Environmental Services and Economic Development. The aim was to raise awareness and confidence around the different types of Mental Health Disorders, if/what people can do to help, issues of confidentiality and mental capacity.

Ambition 5 – To keep people safe and secure

- To address the needs of the older population to ensure they can continue to live independently.
- To reduce the incidence of crime and anti-social behaviour (ASB) by targeted action.
- To broaden the scope, impact and significance of joint working through partnerships.

Extension of Handyperson+ Service

The Handyperson+ service remains popular and is a central aspect to the success of the District Direct service in Broadland (below). Earlier in 2017 the decision was made to expand the criteria of the service to enable more people to access the interventions and advice available through the Handyperson.

Previously the service was only open to those aged 65+; this was expanded to include those of any age in receipt of Incapacity Benefit, Personal Independence Payments (PIP), Disability Living Allowance (DLA), Attendance Allowance and people who are registered blind. As before the labour charge for the service remains unless the client is in receipt of means tested benefits. The grant funding available for interventions following an assessment by the handyperson also increased from £10 to £100. The funding is available once per applicant and can include safety measures such as the installation of door chains and grab rails within the home and key safes to the exterior of the home.

Safeguarding

Following completion of the council's annual S.11 audit set by Children's Services it was agreed to undertake a programme of refresher safeguarding training. Also due to staff turnover a new cohort of designated safeguarding officers was identified. This training took place in January and February and was attended by an estimated 90 Officers.

Early Help Hub Collaboration Meetings

The Broadland Early Help Hub is well established and new partners joining us throughout 2017 include Care Connectors from Carers Matter Service supporting unpaid carers and a Housing Support Link worker (TA).

The hub holds weekly collaboration meetings which are well attended. They are an opportunity to meet hub partners and to find out more about current issues or services. Recent briefings have discussed Operation Gravity, Scams Awareness and the new Drug and Alcohol recovery provider, Change, Grow, Live. Importantly, the collaboration meetings enable a safe space with which to discuss cases. This ensures a holistic and joined up approach to supporting individuals and families.

Project Root Causes

Root Causes was developed in late 2016 and has been running since early 2017. Through this work issues of hoarding and/or extremely unkempt gardens have been identified as contributing to the problem of people who have mental health and/or substance misuse problems. It is well evidenced that these issues can make an individual more likely to either commit anti-social behaviour or be targeted and become a victim of crime. However, when an individual is a property owner, there is little or no help available to them without payment.

In the cases identified thus far, the individuals do not have the financial ability to make payment and neither are they receiving or engaging with support services and so the problem continues to worsen.

The council is continuing with the project to provide a solution by engaging with the Community Payback Scheme to clear the unkempt and overgrown gardens and declutter the property. This will improve the look of the area for the immediate neighbours and reduce the individual from being identified as vulnerable. The work is undertaken free of charge by the Community Payback Team, however, we will incur the costs of providing a skip (£100 each) and portable toilet provision (£60) at the location.

In exchange for this work, the individual will be encouraged to engage with the appropriate and relevant support services to prevent the issue reoccurring in the future and to reduce their vulnerability of further becoming a victim. Additionally, family and friends are also encouraged to engage and support the individual moving forward.

A total of 6 individuals have been assisted with this project and all are continuing to maintain their properties and reduce their hoarding and 3 more individuals are currently being worked with. Where possible, individuals are making a financial contribution towards the costs of providing skips.

The project process is also being used to assist a tenant who meets the criteria with the exception that they do not own their property. However, because the process is streamlined and effective and the individual has engaged well, the registered provider has agreed to reimburse the Council for the costs of the skips and toilet facilities.

The project continues to be monitored by:

- revisiting each person who has been assisted to assess whether they are maintaining their property
- monitoring their calls for assistance;
- receiving updates from support services about their continued engagement.

Ambition 6 – To continue to provide high quality, value for money services on our own or as a trusted partner

- To effectively manage our finances.
- To use system thinking principles to improve services, maximise new income streams and deliver savings and efficiencies.
- To maximise staff engagement.
- To broaden the scope, impact and significance of joint working through partnerships.

District Direct

Broadland, South Norfolk, Norwich City, Breckland and North Norfolk Councils are working with the Norfolk and Norwich University Hospital to identify patients who are at risk of a delayed discharge and put in action plans to ensure they have suitable discharge plans to prevent re-admission.

The current discharge team includes both health and social care staff. District Councils being included within these services, widens the remit of the discharge team increasingly into the wider determinants of health. In addition, Housing, employment, benefits and adaptations all have a significant impact on the health and wellbeing of a patient, particularly when they are vulnerable following an inpatient stay. Identifying potential issues or adaptations that could begin to be resolved prior to hospital discharge would allow for the smooth transition to returning to living in the community.

The pilot project, where the five councils (above) have each committed to place – or fund – a member of staff in the discharge hub one day per week, commenced in September for an initial 12 week period. However, owing to the success of the project this has since been extended to the beginning of March while long term funding options are considered.

An evaluation with the University of Essex is underway, however an interim report highlights that 80 patients had been supported through the project with 132 interventions taking place. The age range of patients ranged between 31 and 96 with the average age being 71.

The most prevalent interventions put in place are:

- Installation of a keysafe
- A referral for assessment by the Integrated Housing Adaptations Team (IHAT)
- Application to the housing register in their district
- Installation of grab rails

For the period 11th September – 9th December 2017 the number of bed days saved was 203 (5 day week) and saving £40,600. Over the course of a year (7 day week) this could lead to a saving of £262,800.

Community at Heart

Adopted in 2017, Community at Heart takes a whole council approach to getting more closely involved with our communities, building productive relationships and raising awareness of key initiatives between communities and ourselves.

The aim is to encourage everyone to always think of the impact their work or decision will have on the Broadland area. It also aims to build more trust and understanding for residents in terms of the role of the council and see first-hand the work of the councillors they voted for.

As part of this, and as an extension to the Grow Your Community project, a new role was developed – Community Projects Officer. Located within the Communications team, the role has a remit to: deliver community engagement projects and to support the Community at Heart initiative; establish connections with Broadland communities to support their community goals and aspirations; lead on connecting departments to deliver the ambitions of Community at Heart initiative.

The first cross-departmental Community at Heart meeting led by the Community Projects Officer took place in early January.

Looking forward

A significant project being undertaken in early 2018 is the re-drafting of the council's Equalities Impact Assessment document and guidance.

The aim is to move away from a tight question and answer approach to a narrative format that encourages those completing the form to think of the wider impacts the prospective policy may present. Emphasis is also being made on how/if potential impacts can be mitigated and the review process once a policy has been implemented will be examined.

In line with the HiaP and Community at Heart approaches, the EIA will ask those completing it to consider *Health*, *Rurality* and *Deprivation* as characteristics in addition to those protected by the Equalities Act.

The EIA guidance will be refreshed in order to open up thinking around potential impacts earlier in the policy process.

Other events/activities that are taking place in 2018 and will be reported on in the next annual update include:

- Embedding of the Community at Heart and HiaP approaches
- Introduction of the Homelessness Reduction Act
- Full Digital Service rollout of Universal Credit
- Implementation of the Stop Hate in Norfolk (SHiN) protocol
- Review of the Equality Objectives 2015-19 and progression of work to determine objectives for 2019-2023.