

Council Minutes – 17 April 2018

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Broadland Overview and Scrutiny Annual Report 2017-18



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Committee Chairman Foreword

The Committees' aims are to provide real benefits to the people of Broadland and through their work bring forward appropriate recommendations to Cabinet and Council.

The topics discussed over the last year have covered various areas of the Council's work and in some cases the work of partner organisations that have significance for our local communities. The reviews carried out by the Overview and Scrutiny Committee and its Panels have gleaned valuable in-sight into the issues facing our communities today, providing recommendations to improve services for residents.

It's worth remembering that the Overview & Scrutiny function of a local authority is not an end in itself. It should be focused on ensuring better outcomes for our communities through constructive engagement with officers, Cabinet, Council and our partners. To reflect this approach we have restyled our meetings to ensure Councillors are able to question fully to clarify a point, and through this approach questions have become short and pertinent, while Officer presentations capped to a synopsis. The level of scrutiny has improved.

I look forward to the next 12 months as the Committee evolves further, while in addition working with our peers at South Norfolk Council as the two authorities consider more collaborative working.

I enjoy my time as Chairman of this Committee. I would like to offer my thanks and appreciation to the Officers and Members who support the Committee, in particular the vice-chairman Cllr Jonathan Emsell and the Overview and Scrutiny Research Officer, Stacy Cosham.



Councillor David Harrison
Overview and Scrutiny Committee Chairman

Introduction

Broadland District Council adopts the Cabinet system to operate its decision making, therefore an Overview and Scrutiny Committee consisting of non-Cabinet members operates.

Overview and Scrutiny is central to the Council's decision making process and has two main roles.

1. The development and review of policies for a wide range of subjects and services.
2. The critical examination of the Council's performance and effectiveness of its decisions.

The Overview and Scrutiny Committee looks into areas of local concern, it recommends improvements the Council can make to ensure quality of life is improved for all. The main tasks of the Committee are:

- **Performance Monitoring** - We have to meet corporate priorities set out in the Broadland Business Plan and report against those indicators. Scrutiny can examine any aspect of our performance, including services that we deliver through partnerships with other organisations.
- **Holding the Cabinet to Account** - Decisions made by the Cabinet but not yet put into practice can be reviewed by the Overview and Scrutiny Committee and challenged.
- **Policy review and development** - Overview and Scrutiny can propose new policies or review existing policies and recommend changes to the Cabinet.
- **External Scrutiny** - Any issue directly affecting Broadland residents can be scrutinised by the Committee, including services provided by another organisation

In an age of austerity it is only through demonstrating the value and impact that effective scrutiny can have in supporting councils and other organisations to deliver better, more cost-effective services, that scrutiny will endeavour to be a valued element of local democracy.

Overview and Scrutiny Reviews

An Overview and Scrutiny Committee has responsibility to both scrutinise and monitor on an ongoing basis. To that end, the Committee strives to develop a balanced Work Programme which is published on the Council's website for information.

Reviews conducted this year are as follows:

Early Help Hub

The Committee completed a review of the Council's Early Help Hub. The Hub is a collaborative partnership between the Council, Children's Services, the Voluntary Sector, Police and other public bodies; its primary purpose is bringing key services together, sharing resources and supporting customers over a range of social issues. For the District Council this includes Housing Options, Environmental Health, Housing Benefits, Debt and Welfare Advice, Tots2Teens, Planning Enforcement and Emergency Planning.

The hub has developed its 'all age' support service so that a broader range of customers can be supported. Monitoring of Early Help Hub intervention concludes that there were a lot of common issues around mental health, as well as parenting skills between adolescents and young people. The Early Help Hub reaches out to commission services from other bodies to facilitate early intervention and in turn there is a wider universal provision of bodies that supported this work and alleviated pressure on the more acute work being done in the Hub.

The review assessed the effectiveness of working arrangements, identified how the partnership model achieved efficiency savings for the benefit of all partner agencies and made 10 recommendations for Cabinet to consider.

NORSE Environmental Waste Services (NEWS)

After receiving a Cabinet report outlining the continuation of the garden waste collection contract, a number of Committee Members raised concerns surrounding the contract. This Panel convened for the purposes of understanding how the Joint Venture Contract was formed and assessed its ongoing effectiveness. The Panel investigated the public accounts and conditions of the contract, broadened their understanding of the partner structure and how the contract is procured. The Review Panel concluded a dissatisfaction with certain elements of the Joint Venture Contract which was reported to Cabinet for further consideration.

Scrutiny of Council Finances

The Committee undertook their scrutiny of Council finances through a preparation workshop with the Head of Finance and Revenue Services and supporting Finance staff. Their preparation consisted of agreeing questions for the Cabinet to respond to at a joint discussion in late November. Throughout the year the Committee considered Council's financial performance in 2017, including its financial support services such as Council Tax Reduction Scheme, Business Retention Pilot and Budget Forward Look. Furthermore, the Committee meeting with Cabinet was successful and informative.

Neighbourhood Development Plans

A number of Committee Members wished to test how successful neighbourhood plans were being delivered across the District and whether more could be done to encourage more parishes to develop a plan. Additionally, looking at how the process of creating a neighbourhood development plan builds community interest, interaction and political interest at parish council level. This review set out to work with the Neighbourhood Planning Officers and spatial planning colleagues to understand more fully how neighbourhood plans were being delivered across the district and met with neighbourhood plan groups to understand their experiences of creating a plan. This review is expected to conclude with a report presented to Committee in 2018-19.

Overviewing

In addition to the above stand-alone reviews, the Committee continually monitors certain Council activities. In the past year these have included:

- Monitoring partnership working
- Monitoring a corporate policy register
- Broadland Economy Updates
- Resilience Updates
- Community Safety Updates and, Police and Crime Panel outcomes
- Public Health, Health and Wellbeing Board outcomes, Norfolk Health Overview and Scrutiny Committee outcomes
- Corporate Equalities Group outcomes

Scrutiny of the Cabinet

Broadland District Council conducts a practice of the Overview and Scrutiny Committee appraising cabinet reports one week before Cabinet meetings. This provides opportunity for Committee to ask Officers questions, broaden their understanding of Council services and schemes and enables the Committee to make recommendations to Cabinet. This practice has kept call-ins to a minimum and built a good working relationship between Cabinet and Officers.

Furthermore, Committee members are able to attend Cabinet meetings when those reports are discussed to make any further comment through the Committee Chairman and to witness how the Cabinet arrives at its decisions.

Over the past year the Committee has called-in the following Cabinet decisions.

Green Waste Contract

The consequence of OSC call in at the latter end of 2016-17 regarding the garden waste collection contract has resulted in two bids being received and the deal secured has resulted in a further £2 per tonne saving for the council and subsequently tax payers.

Waste Disposal Contract

A Portfolio Holder decision was called in referring to the transfer of food waste to a facility in Northampton. Committee felt this was not efficient, cohesive or sustainable. The Committee met with the Head of Service and Portfolio Holder where information was shared and explanation provided to how the decision had been made. Upon considering the further evidence and explanation the Committee agreed to accept the PH decision.

During the scrutiny of Cabinet reports, strong debates took place over the following reports:

Greater Norwich Food Enterprise Zone Local Development Order

In May 2017 the Committee appraised the Cabinet report seeking to set out proposals for a Local Development Order (LDO) associated with the Greater Norwich Food Enterprise Zone (GNFEZ). Committee took the opportunity to fully understand the impact of the LDO on the local community and the districts economy. Community representatives and industry experts attended the meeting to provide statements. The Committee resolved to support the adoption of the proposed GNFEZ which the Cabinet also later supported.

Construction of a new Junction at Plumstead Road: Legal Agreement

Some Members expressed concern that the development could overrun and additional costs could fall on the Council. It was, therefore, proposed that if Broadland was exposed to any financial risk, the additional cost would be underwritten through the Norwich Area Transportation Strategy. The Cabinet however agreed the same options as the Committee except for their amendment that any costs be underwritten through the NATS as Cabinet felt the risks were accounted for and Officers explained that the construction contract was separate from the agreement and if when the construction and design contract was drawn up its budgeted costs exceeded the budgeted amount, either party could withdraw.

Footway Lighting

Following a decision by Norfolk County Council to no longer adopt new footway lighting, Broadland had agreed likewise not to take responsibility for new footway lighting from April 2018; to consult five Broadland parishes as to how to transition future responsibility for lighting currently provided by Broadland District Council and recharge to residents through Special Expenses; and to consult all Broadland parishes to assess the future need for provision of footway lighting from new developments across the District. The Committee were disappointed that the consultation event with the five parishes was cancelled as the two with the majority of lighting did not wish to participate; also disagreeing with the cost recovery plan identified by the Cabinet to cover the cost beyond the use of the Special Expenses by administering a standard £5 increase to all households across the district when others already maintained their own lighting. Committee resolved to invite Portfolio Holders to their meeting to discuss the matter fully.

Joint meeting with Cabinet to discuss budget

Each year the Committee meets with the Cabinet to discuss the performance of the budget and question what plans are being made for the next budget. In 2017 the Committee set some challenging questions for the Cabinet. Committee took the opportunity during the joint meeting to seek clarifications and press some further points. Overall the Committee felt that Cabinet have managed the budget well and continues to achieve best value for Council services and residents.

Committee Training

This year the Committee has continued to invest in its member skills. Comprehensive training was provided to all Committee members covering the basics of scrutiny, questioning skills and financial scrutiny by a trainer across 2016-17.

During the 2017-18 programme the Committee's Overview and Scrutiny Research Officer ran short workshops tailored to advanced questioning skills; research skills; communicating scrutiny methods; methods of scrutiny and financial scrutiny; thus taking those initial skills further.

Communicating Scrutiny

The Overview and Scrutiny Committee recognises that although the scrutiny function is councillor-led, the communities of Broadland can and should influence their Work Programme and involve themselves in scrutiny reviews.

The Committee have maintained their ambition to communicate with parish and town councils and residents in a transparent way; utilising the Council's social media accounts to promote scrutiny reviews and introducing a quarterly e-newsletter sent to subscribers.

You can get involved by joining us on Twitter via [@BDCDemServices](https://twitter.com/BDCDemServices)

You can also subscribe to our quarterly newsletter "[Broadland Scrutiny News](#)"

Membership of the Overview and Scrutiny Committee

Cllr David Harrison (Chairman) Cllr Jonathan Emsell (Vice-Chairman)

Mr A D Adams	Mr G Everett	Mr V Ray-Mortlock
Mrs C Bannock	Mr R Grady	Mr V Tapp
Mr D Buck	Mrs L Hemsall	Mrs K Vincent
Mrs J Copplestone	Mr G Nurden	Mr D Ward

Have your Say

Members of the public are welcome to attend any of the Overview and Scrutiny Committee meetings. Public speaking is allowed on any matter on the agenda, excluding the Minutes of the previous meeting. Speakers must advise the Head of Democratic Services and Monitoring Officer of their wish to speak two clear working days before the Committee. Members of the public can also make their views known to their local District Councillor or any member of the Overview and Scrutiny Committee.

Members of the public may also write to the Head of Democratic Services and Monitoring Officer to request that a relevant subject or issue be investigated by the Overview and Scrutiny Committee. Contact information is as follows:

scrutiny@broadland.gov.uk

Broadland District Council

Democratic Services

Thorpe Lodge

Yarmouth Road, Norwich

NR7 0DU

Alternatively you will find a suggestion form within the scrutiny section of the Council's website: www.broadland.gov.uk/scrutiny and can be emailed to scrutiny@broadland.gov.uk

All suggestions will be considered by the Chairman and Vice Chairman. You will then be informed by the Head of Democratic Services and Monitoring Officer of the outcome.

Overview and Scrutiny Committee Recommendations to Cabinet Record of progress

Cabinet Papers for:	Topic	OSC Recommendation	Cabinet Decision	Alignment	Comment
11 April 2017	Business rates update	Options 1 and 2	Options 1 and 2	Agreed	
11 April 2017	Service Improvement Programme update	Option 1	Option 1	Agreed	
11 April 2017	Highways England A47 Consultation Response	Option 1	Option 1	Agreed	
11 April 2017	Consultation Response on the UK Industrial Strategy Green Paper	Option 1	Option 1	Agreed	
23 May 2017	Greater Norwich Food Enterprise Zone Local Development Order	Option 1 (amended) Option 2	Options 1 2 3	Varied	No challenge made. Subsequently this was deferred for more public consultation.
23 May 2017	Bid to the Community Infrastructure Fund from Rackheath Parish Council	Option 1	Option 1	Agreed	
23 May 2017	Greater Norwich Joint Five Year Investment Plan	Option 1	Option 1	Agreed	
23 May 2017	Community at Heart – Communications and Engagement Strategy	Options 1 and 2	Options 1 and 2	Agreed	
20 June 2017	Possible use of Compulsory Purchase Order (CPO) to acquire land for recreation use in Brundall	Options 1 and 2	Options 1 and 2	Agreed	
20 June 2017	Staff Resources in the Planning Department	Option 1	Option 1	Agreed	

Cabinet Papers for:	Topic	OSC Recommendation	Cabinet Decision	Alignment	Comment
20 June 2017	Performance Related Pay 2017	Options 1 and 3	Options 1 and 2	Varied	No further challenge
20 June 2017	Re-modelling Temporary Accommodation	Option 1	Option 1	Agreed	
20 June 2017	Council Owned Land	Option 1	Option 1	Agreed	
20 June 2017	Disposal of Council Owned Land	Defer decision	Options 1 2 3	Varied	Agreed with reasoning. No further challenge
20 June 2017	Apprenticeships Broadland Service Review	Option 2	Options 1 and 2	Varied	No challenge made
18 July 2017	Construction of a new Junction at Plumstead Road: Legal Agreement	Option 1 Option 2 amended	Options 1 and 2	Varied	No challenge made
18 July 2017	Council Performance 2016/17 – Broadland Business Plan and Service Plan Updates	Option 1	Option 1	Agreed	
18 July 2017	Council Tax Reduction Scheme Update 2018/19	Option 1	Option 1	Agreed	
18 July 2017	Treasury Management Performance for 2016/17	Option 1	Options 1 and 2	Varied	No challenge made
18 July 2017	Handyperson Plus and Better Care Fund	Options 1 2 3	Options 1 2 3	Agreed	
18 July 2017	Private Sector Housing Enforcement	Options 1 and 2 a, b, c, d	Options 1 2 3 4	Agreed	
18 July 2017	Broadland Waste Depot Provision	Option 1	Option 1	Agreed	
18 July 2017	Waste Collection Contract Procurement	Options 1 4 5 6 7 8	Options 1 2 3 4 5 6	Varied	This decision was called in
18 July 2017	Community Grants Programme Review 2016/17	Options 1 2 3 4 5	Options 1 2 3 4 5 6	Agreed	

Cabinet Papers for:	Topic	OSC Recommendation	Cabinet Decision	Alignment	Comment
15 August 2017	Norwich Airport Masterplan – Council response to the consultation	Option 1	Option 1	Agreed	
15 August 2017	Discretionary Business Rates Revaluation Relief Scheme	Options 1 3 4	Options 1 2 3	Varied	No challenge made
12 September 2017	Proposed Allocation of a Commuted Sum to Affordable Housing Delivery at Rosebery Road, Gt Plumstead	Option 1	Option 1	Agreed	
12 September 2017	Housing Briefing	Options 1 2 3	Options 1 2 3	Agreed	
12 September 2017	Report on NEWS Joint Venture Company following Annual Shareholders' Meeting	Options 1 and 2	Options 1 2 3	Varied	The issues were delegated to be addressed through the NEWS Time and Task Limited Panel.
10 October 2017	Budget Look Forward 2018-2021	Options 1 2 3 4	Options 1 2 3 4	Agreed	
10 October 2017	100% Business Rates Retention Pilot	Options 1 2 3	Options 1 2 3	Agreed	
10 October 2017	Endorsement of the Norfolk and Suffolk Economic Strategy – A Strategy for Growth and Opportunity	Options 1 and 2	Options 1 and 2	Agreed	
10 October 2017	Economic Development Department – Future Direction	Options 1 and 2	Options 1 and 2	Agreed	
10 October 2017	Broadland Growth Limited Update	Options 1 and 3	Options 1 and 2	Varied	No challenge made

Cabinet Papers for:	Topic	OSC Recommendation	Cabinet Decision	Alignment	Comment
7 November 2017	Capital Strategy	Options 1 2 3 4	Options 1 2 3 4		
7 November 2017	Council Tax Reduction Scheme 2018/19	Options 1 and 3	Options 1 and 2	Varied	No challenge made
7 November 2017	Council Tax Discretionary Relief Fund Update	Options 1 and 2	Options 1 and 2	Agreed	
7 November 2017	Council Tax, Non-Domestic Rates and Temporary Accommodation – Position at 30 September 2017	Option 1	Option 1 Noted the council's position	Agreed	
7 November 2017	Procurement Strategy 2017-2021	Options 1 and 2	Options 1 and 2	Agreed	
7 November 2017	Functions Delegated to Town and Parish Councils	Options 1 and 3	Option 3	Varied	No Challenge
7 November 2017	Interim Management Arrangements in the Housing and Environmental Services Department	Options 1 and 2	Options 1 and 2	Agreed	
7 November 2017	Systems Thinking Review of Waste Collection Service	Option 1	Option 1	Agreed	
7 November 2017	Waste Collection, Street Cleansing and Grounds Maintenance Service	Option 2	Option 2	Agreed	
7 November 2017	ICT Strategy 2017-2021	Options 1 and 2	Options 1 2 3	Varied	No challenge

Cabinet Papers for:	Topic	OSC Recommendation	Cabinet Decision	Alignment	Comment
5 December 2017	Publication of Greater Norwich Local Plan Consultation	Options 1 and 2	Options 1 and 2	Agreed	
5 December 2017	Footway Lighting in Broadland	Options 1 2 3	Options 1 2 3 4	Varied	Much challenge from Committee and Parishes
5 December 2017	Council Performance	Option 1	Option 1	Agreed	No identification of reviews
5 December 2017	Treasury Management Report to 30 Sept 2017	Option 1	Options 1 and 2	Varied	No Challenge
5 December 2017	Annual Audit Inspection Letter	Option 1	Noted	Agreed	
5 December 2017	Scrutiny review of NEWS	All recommendations	Agreed to send letter to Director for further clarification	Varied	Cabinet challenged for clarification and later approved remaining recommendations
9 January 2018	Budget and Medium Term Financial Plan 2018-21	Options 1 2 3 4 5	Options 1 2 3 4 5	Agreed	
9 January 2018	Council Owned Bridges on the Bure Valley and Marriott's Way Routes	Option 1	Options 1 and 2	Varied	No Challenge
9 January 2018	Broadland and South Norfolk - Collaborative Working Opportunities	Options 1 2 3 4	Options 1 2 3 4 5	Varied	Challenge from Committee on timescale and costs
9 January 2018	Update Report on NEWS Joint Venture Company	Option 1 2 3	Options 1 and 2	Varied	No Challenge
6 February 2018	Financial Monitoring to 31 Dec 2018	Option 1	Option 1	Agreed	
6 February 2018	Treasury management Strategy 2018-19	Options 1 and 2	Options 1 and 2	Agreed	

Cabinet Papers for:	Topic	OSC Recommendation	Cabinet Decision	Alignment	Comment
6 February 2018	Joint 5 Year Infrastructure Investment Plan	Option 1	Option 1	Agreed	
6 February 2018	Norfolk Strategic Planning Framework	Option 1	Option 1	Agreed	
6 February 2018	Public Sector Equality Duty Update	Option 1	Option 1	Agreed	
6 February 2018	Asset Management	Option 1	Option 1	Agreed	
6 February 2018	Waste Collection: Street Cleansing and Grounds Maint. Services Contract Update	Option 3	Option 4	Varied	Cabinet debated the merits of options 3 and 4 agreeing that option 4 gave the better value for money for residents and enables the recycling services to roll out to more households.

Council Tax Care Leavers Local Discount Policy (allowed under S13A Local Government Finance Act 1992 (as amended))

1 BACKGROUND

- 1.1 Billing Authorities have the power to allow a local Council Tax reduction under S13A of the Local Government Finance Act 1992 (as amended), for individual cases or a class of cases.
- 1.2 Care leavers often have to start living independently much earlier than their peers taking on more financial responsibilities, when they might be on a low income and without the same family support network
- 1.3 As a corporate parent, Norfolk County Council and in addition, Broadland District Council has a responsibility to support care leavers whilst they are developing the skills and confidence to live independent lives and learn vital life skills.
- 1.4 By granting a full reduction in Council Tax for care leavers living as single adults or living with other care leavers up to and including age 21, the Council will be providing financial assistance for a group of people who need help at a very important time in their lives.

2 OPERATION OF THE DISCOUNT

- 2.1 This discount is available to care leavers who are liable to Council Tax as the only adult in the dwelling or who live only with other qualifying care leavers.
- 2.2 A full discount will be allowed to qualifying care leavers reducing the Council Tax charge to nil for the qualifying period.
- 2.3 The discount will be awarded only after entitlement to other discounts have been applied (except Council Tax Reduction).
- 2.4 The qualifying period will last until the care leaver(s) reach the age of 22.
- 2.5 A care leaver is defined as a person aged 25 or under, who has been looked after by a local authority for at least 13 weeks since the age of 14; and who was looked after by the local authority at school-leaving age or after that date.

2.6 The Act defines the categories of children entitled to leaving care support as:

- Eligible children are those young people aged 16-17 who are still in care and have been 'looked after' for a total of 13 weeks from the age of 14 and including their 16th birthday;
- Relevant children are those young people aged 16 and 17 who have already left care, and who were 'looked after' for at least 13 weeks from the age of 14 and have been 'looked after' at some time while they were 16 or 17;
- Former relevant children are those young people aged 18, 19 or 20 who have been eligible and / or relevant.

2.7 A written application will be required, except for cases where the authority has been able to establish all the conditions of entitlement to the discount from existing evidence held by the authority or provided to it.

2.8 Applications may be made by email to council.tax@broadland.gov.uk or by post to:

Council Tax
Broadland District Council
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich
NR7 0DU

2.9 Once an award has been made an adjustment notice or bill will be sent confirming the discount.

2.10 The care leaver must advise the Council within 21 days of any change in circumstances which may give rise to a change in entitlement to discount such as a new adult moving in or the care leaver vacating the dwelling.

3 REVIEW OF DECISION AND APPEAL PROCESS

3.1 S16 of the Local Government Finance Act 1992 provides that a person may appeal against any decision by a Billing Authority that he or she is liable to pay Council Tax or a calculation as to the amount to pay.

3.2 Any care leaver aggrieved by a decision of the Billing Authority not to award a care leavers discount may in the first instance request a review of the decision.

- 3.3 A review should be instigated by writing to the Head of Finance and Revenue Services at the address shown in 13.8 above.
- 3.4 A request for a review should detail the reasons in full.
- 3.5 If a review is requested, the decision on entitlement will be independently reviewed by a different officer from the one involved in the initial determination.
- 3.6 A final decision following a review will be sent in writing to the care leaver.
- 3.7 Following a request for a review, if the care leaver is still aggrieved an appeal may be made to the Valuation Tribunal within two months of the Council's response at 3.6. Or, if the Council has not responded, within four months of the date of the request for a review the care leaver may appeal to the Valuation Tribunal.
- 3.8 The Valuation Tribunal's contact details are:

Valuation Tribunal
Hepworth House
2 Trafford Court
Doncaster
Yorks
DN1 1PN

Email: vtdoncaster@vts.gsi.gov.uk
Tel: 0300 123 2035



MASTERPLAN
FRAMEWORK

FEBRUARY 2018





MASTERPLAN FRAMEWORK

A partnership project, between Broadlands District Council, Barratt Homes and Building Partnerships, delivering new homes, community facilities, employment and open space as part of Rackheath village

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01 Introduction

Sets out the purpose of this document and background to North Rackheath

02 Vision

Explains what North Rackheath's fundamental characteristics are and how they will be unique

03 Contextual Analysis

Provides a contextual study of Norfolk's settlements within proximity of Rackheath that have been influential in developing the framework masterplan

04 Site Assets and Features

Defines how the main assets of the site will be harnessed and considers wider environmental, planning and design issues of relevance to North Rackheath

05 Building a Framework

Explains the design rationale and sets the structuring elements for the masterplan framework

06 Framework masterplan

Illustrates the urban structure, connections and movement, land use distribution, townscape and landscape approaches

07 Phasing and implementation

Provides an overview of the anticipated phasing sequence



01 INTRODUCTION

2

1.1 This chapter sets out the purpose of this document and background to North Rackheath.





Purpose of the document

1.2 The purpose of this masterplan Framework Document is to articulate the aspirations of Broadland Council, Barratt Eastern Counties and Manor Farm Rackheath to create a new community on land at North Rackheath. It sets out an overarching vision for the area and shows how the process of site analysis has influenced a design rationale that will deliver an appropriate form and quality of development in future years. The document will provide the basis for future planning applications.

1.3 The masterplan has been developed over a period of approximately 8 months with input from stakeholders at various stages of the process. This has involved an initial drop-in update on the masterplan process, a design workshop including statutory as well as local stakeholders and a final event presenting the draft masterplan.

1.4 The masterplan has also built on the large amount of work carried out in the area in the past when the site was promoted through the Local Development Framework process and its promotion and identification as one of 4 Eco-towns in the supplement to PPS1.



NORTH RACKHEATH IN CONTEXT

1.5 North Rackheath is located to the north-east of Norwich. With a population of around 200,000, Norwich is one of the largest urban areas in the east of England and a key regional focus for housing, employment, retail, leisure and education. It dominates its largely rural hinterland. The environment surrounding the city is of high quality and includes the nationally designated area of The Broads.

1.6 Norwich benefits from high quality public transport links and road links via the A11 and A47. Norwich Airport provides links to further afield. The Northern Distributor Road (NDR) is currently being built and will provide improved transport links to the north of the city.

1.7 Rackheath village is situated about 6 km north east of Norwich city centre and on the edge of the Norwich built up area, beyond the NDR. North Rackheath sits between Wroxham and Salhouse Roads.

1.8 It lies in the administrative area of Broadland District Council. The site falls mainly in Rackheath Parish with part falling within Salhouse Parish Council boundary.

1.9 A key aim of the masterplanning exercise is that the new development should integrate successfully with the existing settlement. The existing settlement consists of three main elements:

- The residential area of New Rackheath is located on either side of Salhouse Road. It is characterised by bungalows and houses dating from the 1950s with more modern development to the west of Salhouse Road which incorporates a primary school. New houses are currently being developed on the northern boundary of the village and several other developments are planned in the locality.
- The Station Road area of Salhouse is an outlier to the village of Salhouse which is 1km further distant. It consists mainly of bungalows and has

a small industrial estate and a train station with a large car park.

- Rackheath Industrial Estate was developed initially around the buildings of the former airfield and provides accommodation for a range of industrial and commercial uses.

1.10 In addition, there is sporadic development of small groups of houses along Wroxham Road and Green Lane West.

1.11 The boundaries of North Rackheath are broadly defined by:

- Wroxham Road to the north west;
- Blocks of woodland around Bear's Grove to the north;
- The Norwich-Wroxham railway to the east, and
- Green Lane West to the south.

WHY A NEW SETTLEMENT AT RACKHEATH? FROM ECO-TOWN TO ALLOCATION

The Eco-town

1.12 An area of land at Rackheath was promoted for development through representations to the Greater Norwich Joint Core Strategy. In the summer of 2008, the Greater Norwich Development Partnership suggested to the Government that Rackheath might be a potential Eco-town site.

1.13 The Government published its draft Planning Policy Statement Eco-towns in November 2008. Twelve sites were shortlisted and classified according to a set of sustainability criteria. Rackheath was the single location which was deemed to be 'Grade A- generally suitable for an Eco-town'.

1.14 As part of its consultation on the Draft Policy Statement, the Government asked for the submission of final proposals from the promoters of all Eco-towns. At that stage a Concept Statement for the Eco-town was developed setting out:

- The broad vision for the development and its guiding principles;
- A description of its setting and environmental conditions;
- A masterplan, showing the broad distribution of land uses and transport arrangements;
- A strategy for sustainable infrastructure;
- An energy strategy and innovative measure to promote a low carbon future;
- Plans for governance.

1.15 In July 2009, the Government published Planning Policy Statement:eco-towns A supplement to Planning Policy Statement 1. Annex A identified Rackheath as one of four Eco-town locations.

The Joint Core Strategy

1.16 The Joint Core Strategy for Broadland, Norwich and South Norfolk was adopted on 24th March 2011 (JCS). Following a legal challenge, parts of the text and some associated maps and diagrams were re-examined in relation to Broadland part of the Norwich Policy Area. The Broadland part of the JCS was adopted in 2014.

1.17 The JCS sets out the long-term vision and objectives for the area, including strategic policies for steering and shaping development. It identifies broad locations for development. The JCS is designed to deliver substantial growth in housing and employment dependent on significant investment in existing infrastructure. This includes the development of the NDR, green infrastructure, waste and water infrastructure and education.

1.18 Norwich has been identified as a main focus for growth in the East of England.

1.19 The area needs growth for a number of reasons:

- People are now living longer and the make-up of households has changed. There are more single occupants and this results in a need for more houses irrespective of population growth;

- The area is attractive to people moving from other parts of the country, and
- Not enough homes have been built in recent years to match demand.
- These trends also impact on opportunities for local people to step on to the housing ladder.
- The levels of growth being sought through the JCS between 2008 and 2026 are:
 - Provision of 37,000 additional homes
 - Securing 27,000 new jobs

1.20 In Broadland, the historical pattern of development lends itself to further expansion with new growth locations in the parishes of Old Catton, Sprowston, Rackheath & Thorpe St Andrew (the Growth Triangle).

1.21 The Growth Triangle is a focus for future sustainable development on the basis that:

- It has easy access to strategic employment opportunities;
- There are opportunities for high quality public transport, which will improve access to Norwich City Centre;
- It is well related to existing services and facilities in the Norwich fringe;
- It provides the opportunity to deliver new neighbourhoods of sufficient size to support a range of facilities.

1.22 Policy 9 (Strategy for growth in the Norwich Policy Area) identified a need for 7,000 new dwellings in the Growth Triangle by 2026 continuing to grow to around 10,000, eventually. There is also a requirement for new employment development of around 25ha at Rackheath. The JCS recognises that the Growth Triangle incorporates land at Rackheath promoted for an eco-community.

1.23 The Eco-town supplement was cancelled in March 2015 at which point the site lost its Eco-town status. The developer and the landowner continued to promote the site through the Development Plan Process.

The Growth Triangle

1.24 As a consequence of the JCS, Broadland Council prepared the Old Catton, Sprowston, Rackheath & Thorpe St Andrew Growth Triangle Area Action Plan which was adopted in July 2016. The purpose of the Area Action Plan (AAP) is to enable and co-ordinate sustainable strategic scale development in accordance with the JCS.

1.25 The landowner and developer promoted the site at North Rackheath through the AAP and secured the site's allocation in Policy GT16.

1.26 GT16 identifies an area of 293 ha, of which 160 ha shall be a mixed-use development, including at least 30 ha for employment and provision for necessary services, facilities and infrastructure. 75 ha is safeguarded as the North Rackheath Buffer Zone of which 30 ha should be provided as a new public park. The remaining area is to be safeguarded for the potential future expansion of the planned settlement.

1.27 Within the site there is also a requirement to identify land for necessary services and facilities and infrastructure. This includes planning for a secondary school, nursery facilities, serviced sites for 2 primary schools, community facilities, waste recycling and a health and social care facility.

1.28 The policy also requires recreational facilities, formal and informal open space, recreational routes and green linkages.

1.29 An initial 160ha development will include provision for approximately 3,000 homes. The Housing Trajectory in the AAP envisages development commencing in 2019/20 at a rate of 100 units per year, rising in 2020/21 to 200 units to the end of the plan period. This will see the delivery of 1,300 homes by 2026.

The Neighbourhood Plan

1.30 The Rackheath Neighbourhood Plan 2017-2037 as adopted by Broadland District Council and Rackheath Parish Council forms part of the

Development Plan, which has helped inform the development of this Framework.

1.31 The administrative area covered by the Plan is the whole of the civil parish of Rackheath. The majority of North Rackheath falls within the area.

1.32 The aims of the Plan are to:

- Give a voice to residents to shape development, in terms of location, scale and style.
- Develop policies that will
 - Enable the community to grow whilst retaining that village feel and community spirit.
 - Integrate the new Rackheath development with the existing village.
 - Manage the impact of additional vehicles through Rackheath.
 - Enhance Rackheath's community and businesses.
 - Identify community needs for the use of developer contributions and other possible funds.

1.33 The Plan has a number of objectives which are reflected in a suite of policies. The North Rackheath development will be assessed against those and other relevant policies.

1.34 Policies relating to mix and type of housing, character, density and massing and public realm will be particularly relevant as will those relating to the environment, community, business and employment, services and transport.

1.35 Policies relating to localised flooding, retention of tree belts, preservation of local and historical character, provision of a large green space, provision of a new community hub building, provision of a second access onto the existing Industrial Estate, creation of a new Local Centre, pre-school and school provision, encouragement of provision of a new medical centre contain specific references to North Rackheath.

The Need for a masterplan

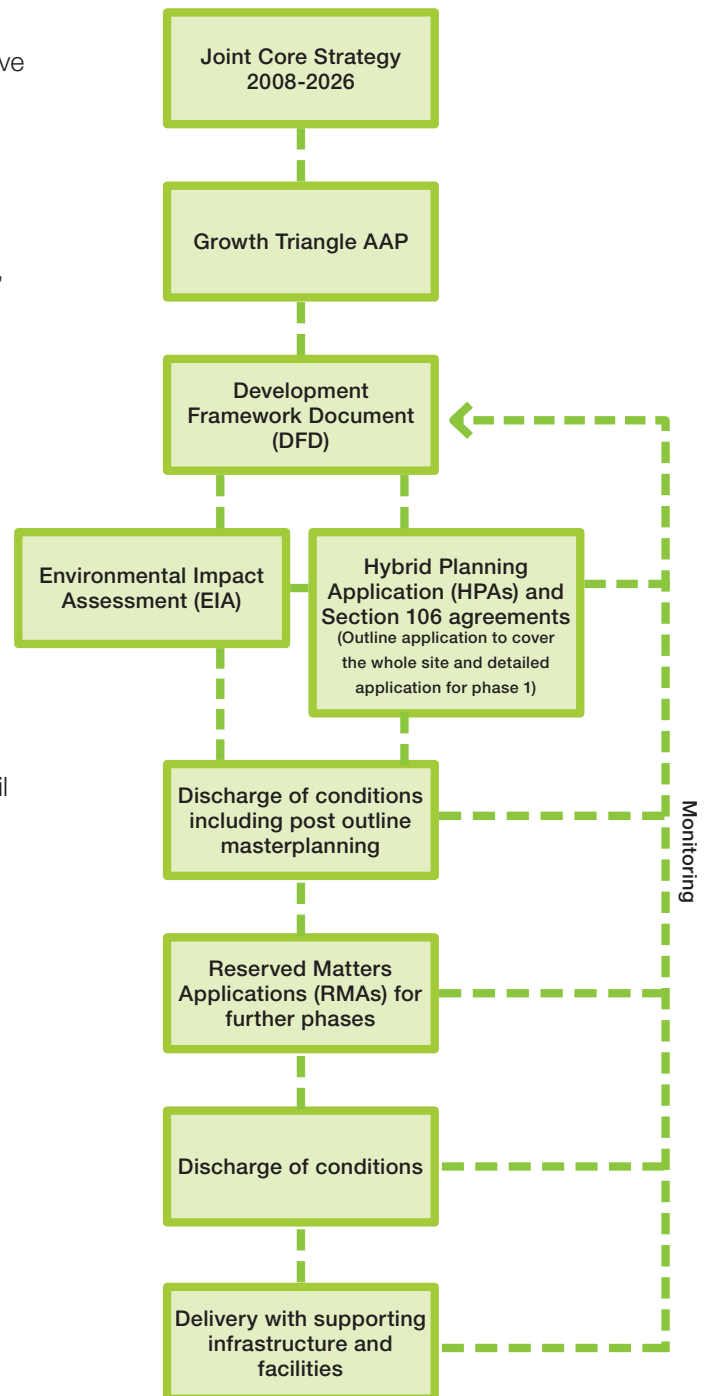
1.36 The layout of the development was reserved to be determined through this participative masterplanning process. It is a requirement of policy that the masterplan will be agreed by the developer and Broadland Council prior to the commencement of the development.

1.37 The document is divided into six sections, following this introduction:

- Vision for North Rackheath
- Contextual analysis
- Site analysis and features
- Design rationale and structuring element
- Framework masterplan
- Phasing and implementation

Next steps

1.38 This Development Framework Document (DFD), will be ratified by Broadland District Council and will be a material consideration for future planning applications. The diagram illustrates its position in the planning and delivery stages.





02 VISION

10 / 2.1 This section explains what North Rackheath's fundamental characteristics are and how they will be unique.





2.2 The development partnership aims to create an attractive, desirable and sustainable new community at North Rackheath. Through the masterplan and detailed design of buildings, the new settlement will integrate both physically and socially with the existing community, respecting local history and character whilst creating a distinctive place with its own identity.

2.3 The new settlement will provide around 3,000 new homes comprising a mix of housing types and tenures, creating a diverse and balanced community. A mix of dwelling sizes will allow homes to be adapted over time to suit the changing needs of residents. Land that could support around 1000 further new homes the reserved area referred to in Policy GT16, is also shown on the masterplan.

2.4 High quality facilities will be provided to meet the needs of pedestrians and cyclists within the new settlement, promoting sustainable travel choices among residents.

2.5 The design of the settlement will promote walking and cycling encouraging healthy lifestyles. This will be achieved through the provision of a variety of accessible green spaces and a mix of services and facilities within walking distance of all homes. A diversity of community spaces, including community halls, educational facilities, children's play space and allotments, will encourage social interaction and foster a sense of community.

2.6 Surrounded by farmland and parkland, the settlement at North Rackheath will be a high quality, attractive and desirable place to live, work and play.



2.7 The masterplan proposals have been developed with the following key objectives in mind:

13

- To create a mixed use new settlement that positively integrates with the existing community and is able to meet the day to day needs of its residents.
- To support the economic growth of the surrounding area and Norwich by promoting long term sustainable links to key employment, the expansion of Rackheath Industrial Estate and the potential for new employment areas.
- To create an attractive and desirable place to live, for work and for recreation and leisure that utilises the existing landscape structure.
- To create a place that encourages healthy lifestyles through the provision of a variety of accessible green space and a mix of facilities that are within easy walking distance of all homes.
- To create a mix of spaces that encourage social interactions, including built facilities, such as community halls/education facilities and accessible green space, such as allotments.
- To create a place that has its own distinctive character but respects the history of the site, including its former use as a WWII airfield, and the surrounding area through the masterplan and detailed design of buildings.
- To create a place with a mix of housing tenures, and sizes that are adaptable helping to ensure a balanced community and allow for changes in needs and lifestyles.
- To create a place with a clear road hierarchy that supports public transport and offers connections to key destinations, such as the Rackheath Industrial Estate, Rackheath and Salhouse station.
- To create high quality and functional cycle and pedestrian framework that promotes sustainable modes of transport and encourages healthy lifestyle choices.





03 CONTEXTUAL ANALYSIS

14

3.1 The form and structure has been informed by an analysis of surrounding settlements. The settlements have been carefully chosen due to their size and location on key routes towards Norwich.

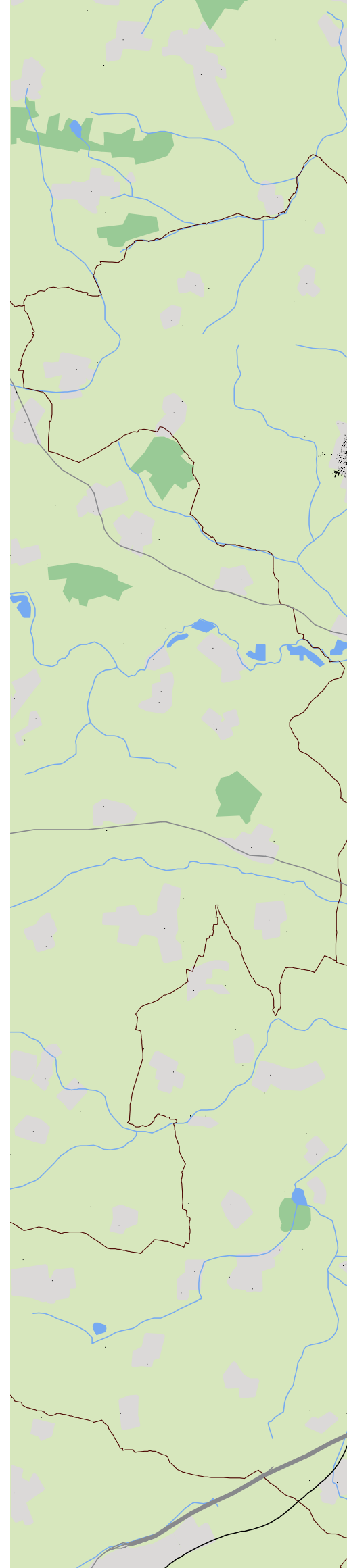


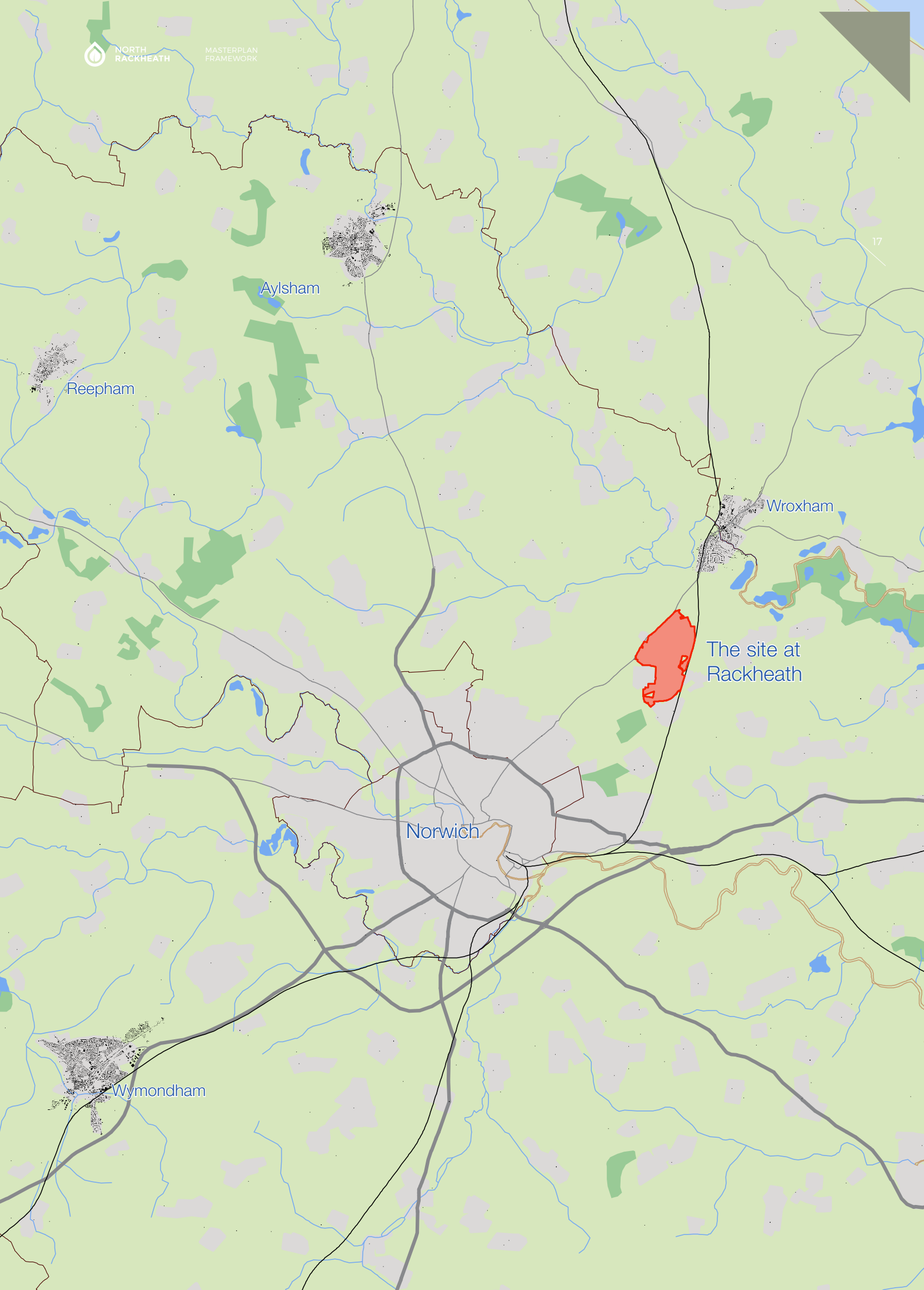


3.2 The masterplan at North Rackheath seeks to create an attractive, desirable and sustainable settlement that respects its local surroundings whilst creating a distinctive new community.

3.3 This chapter provides a contextual study of existing settlements within proximity of North Rackheath. The following four settlements have been studied and common features or trends have been identified, helping to inform evolving design concepts. These settlements have been identified due to their size and location on key routes into Norwich, similar to the sites location adjacent to Wroxham Road. The settlements are:

- Wymondham
- Reepham
- Wroxham
- Aylsham





Aylsham

Reepham

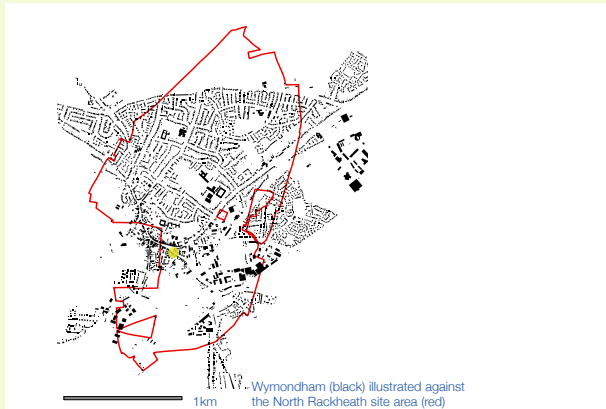
Wroxham

The site at
Rackheath

Norwich

Wymondham

WYMONDHAM



Main routes

- The primary routes have gentle curves and corners whereas secondary routes have sharper, more acute changes in direction

Mixed use

- The greatest mix of uses is focused in the historic core
- There are some light industrial uses to the south of the town

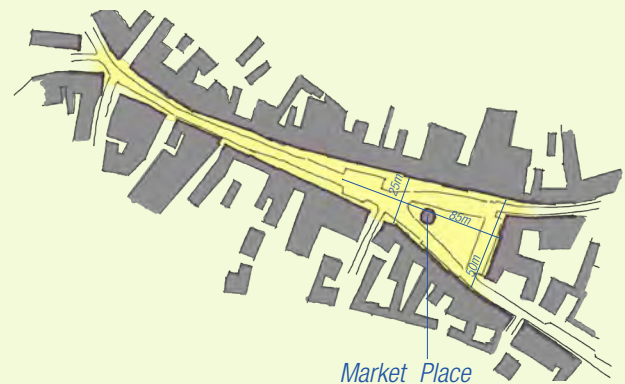
Densities

- The town has a relatively dense urban form in its historic core comprising predominantly terraced properties and a mix of 1 and 2 storey dwellings with occasional 3 storey buildings overlooking the principal access street



Introduction

3.4 Wymondham is a historic market town, approximately 7km south west of Norwich. It is noted for its 17th century Market Cross and the Abbey dating from 1107. The town centre has a unique collection of historic buildings and heritage. The town centre was designated as a Conservation Area in 1974, subsequently revised in 1994 and 2001.

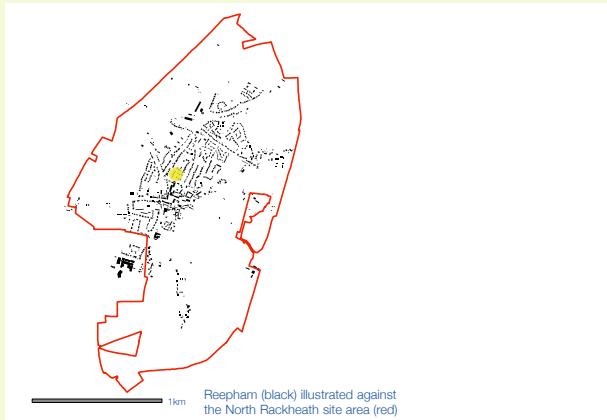


Key features

- Nucleated town centre
- Triangular spaces created at many road junctions
- Fragmented back land development of a more domestic scale with 'mews'-style
- Varied street widths with continuous frontage
- Medieval development pattern of 'burgage' plots
- Few front gardens
- Major open space linked to the Abbey
- Mature trees define key spaces
- Mix of architectural styles with grand Georgian buildings/facades fronting onto key spaces/vistas
- Norfolk red brick with some painted render, clay pantiles with occasional slate roofs
- Decorative flintwork and pargetting
- Exposed timbers on vernacular buildings
- Chimneys important element in the roofscape
- Occasional Dutch gable-ends; sash windows



REEPHAM



Main routes

- The historic B1145 forms the main route leading through the town from the east and looping north
- The Marriotts Way footpath and cycle path run along the lines of old railway track

Mixed use

- The greatest mix of uses is focused within the town centre
- The 18th century market place forms a focal point within the town
- Some light industrial uses located north of the town

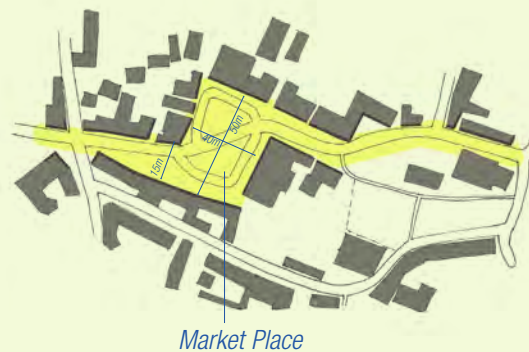
Densities

- The town has a relatively dense urban form comprising predominately detached and semi-detached dwellings, with some terraced properties
- The town comprises a mix of 1 and 2 storey dwellings, with a 3 storey building overlooking the market place



Introduction

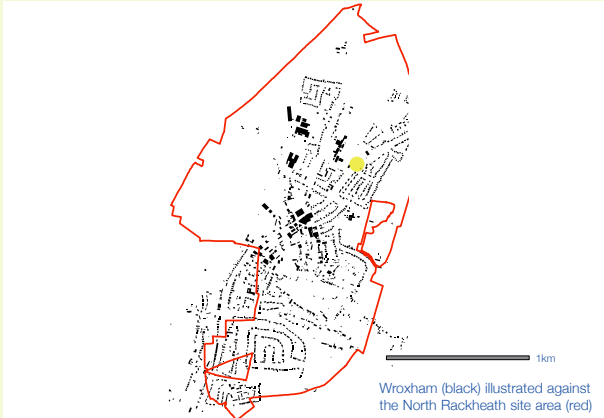
3.5 Reepham is a small market town approximately 14km north west of Norwich which has had market town status since the 13th century. Recently housing developments have been built on brownfield land, so the perimeter of the town has not been expanded significantly.



Key features

- Nucleated town centre
- Market Place is rectangular in form, but connecting road through the centre creates two triangular spaces
- Varied street widths
- Market Place surrounded by 18th century Georgian buildings, many with a Flemish influence such as Dutch gables
- Some Georgian/Paleadian-style entrances and decorative cornices
- Many buildings converted into small shops
- The majority of buildings are red brick interspersed with painted brick buildings
- Chimneys important element of townscape
- Mix of slate and clay roof tiles
- Few front gardens; some properties have small garden spaces with brick wall boundary treatments with rounded coping and railings
- Grouped on-street parking

WROXHAM



Main routes

- The A1151 Norwich Road forms the main route through the town leading through in a south to north direction
- Wroxham was built around the river as a medieval settlement

Densities

- Mix of 1 and 2 storey dwellings built at a low density
- The village centre comprises a denser urban form of mixed 20th century architectural styles and light industry

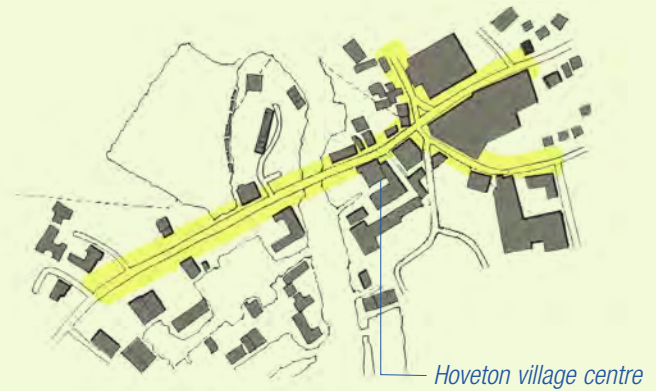
Mixed use

- The greatest mix of uses is focused around Wroxham Bridge
- The Local Centre comprises a mix of 20th century buildings built around a river-based leisure industry
- The majority of local businesses are situated within Hoveton



Introduction

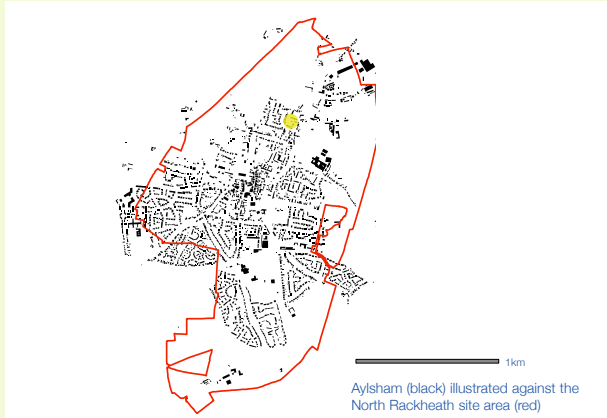
3.6 Wroxham is a village located approximately 7.5 miles north east of Norwich within the Norfolk Broads. Its character is derived from its relationship with the River Bure, which separates Wroxham from Hoveton immediately north of Wroxham. The villages of Wroxham and Hoveton are collectively known as the capital of the Broads.



Key features

- The centre is focused around the Wroxham Bridge and comprises a mix of uses including boating related industry
- The town centre is characterised by a mix of 20th century buildings interspersed with some late 19th century buildings
- The centre is largely occupied by commercial buildings
- 1980s/90s town housing with balconies fronting the River Bure
- Some chimneys but not visually prominent
- No front gardens within town centre
- Predominately red brick buildings with some render and cladding
- Some decorative features on key buildings

AYLSHAM



Main routes

- The principal streets converge in the market square
- Norwich Road links to the A140, connecting to Norwich to the south

Mixed use

- Greatest mix of uses is focused within the town centre
- The market square is the focal point of the town
- A medium size superstore and health centre are located south of the market square. A smaller foodstore is found west of the market square
- Light industrial uses to the north east of the town

Densities

- Relatively dense urban core, of predominantly 2 storey buildings with occasional 3 storey
- Mix of detached and semi-detached dwellings with 3 storey buildings at key locations



Introduction

3.7 Aylsham is a historic market town on the River Bure around 13km north of Norwich. The town began to develop from around the 13th century, based around the market square. The predominant trade began with linen, until the 19th century when grain and timber took over.



Key features

- Nucleated town centre
- Narrow street form leading to the market square with continuous frontage
- Occasional 'mews'-style streets
- Narrow pavements, few street trees
- Market square is rectangular in form, but connecting road through the centre creates a triangular space
- Occasional formal Georgian facades/buildings
- Occasional Dutch-style gable ends
- Few front gardens; occasional recessed "threshold" spaces
- Predominantly Norfolk red brick with some painted render
- Frequent use of dormer windows
- Chimneys important element in the roofscape
- Smaller run of shops
- Frequent brick boundary treatment/rounded coping

SETTLEMENT STUDY SUMMARY

3.8 The features identified will inform the framework masterplan for North Rackheath.

Rectangular market place form

3.9 Generally rectangular form but with triangular spaces created at road junctions and through access routes. Town centres generally nucleated settlements.

Varied street widths

3.10 All settlements are characterised by varied street widths, frequently with continuous frontages. Very few street trees.

Chimneys and dormer windows

3.11 Chimneys and dormer windows are an important townscape feature within all settlements.

Dutch gables

3.12 Dutch gable ends are a common feature within three of the four settlements reviewed.

Classical influence

3.13 Many classical (Georgian/Palladian) facades, dating from the 18th century when frontages were re-modelled to keep up to date with the fashion of the time. Especially doorways with panelling and fanlights.

Brick boundary treatments

3.14 Few front gardens; some properties have small garden spaces with brick wall boundary treatments with rounded coping and railings, and some recessed "threshold" spaces.

Materials

3.15 Norfolk red brick is the predominant material in all settlements, with some pale coloured render or painted brick.



	Wymondham	Reepham	Wroxham	Aylsham
Market square size	85 x 50m	40 x 50m	n/a	40 x 40m
Town centre character	Vernacular housing with strong enclosure. Rectangular form with triangular spaces	Mix of small shops and vernacular architecture with strong enclosure. Rectangular form with triangular spaces	Largely modern architecture. River-side frontage. Some decorative features on key buildings	Vernacular housing with strong enclosure. Occasional with triangular spaces
Architectural details	Mix Georgian frontages, decorative flintwork, exposed timbers, Dutch gable ends, chimneys	Mix Georgian frontages, Dutch gable ends, chimneys	Mix 19th and 20th century	Mix Georgian facades, Dutch gable ends, chimneys
Car parking in square	Grouped parking in market squares, limited on-street	Grouped parking in market place, limited on-street	Pay and Display car park, limited on-street parking	Grouped parking in market squares, limited on-street
Number of storeys	2-3	1-3	1-3	2-3
Boundary treatment	Varies, in most cases none, otherwise brick walls with rounded coping	Varies, in most cases none, otherwise brick walls with rounded coping and railing	Varies, in most cases none,	Varies, in most cases none, otherwise brick walls with rounded coping
Materials	Norfolk red brick with pale shades of render	Red brick. Some painted brick	Red brick with some render and cladding	Norfolk red brick with pale shades of render
Open space	Key squares at important junctions, few street trees	Recreational area north of the town centre, few street trees	River Bure walking routes	Pocket parks in the planned estate areas, few street trees

Conclusions

3.16 Of the four settlements analysed, only Wroxham is not suitable to be used as a precedent, due to its river-front character and modern, commercial town centre.

3.17 The remaining settlements all feature condensed or nucleated town centres, with these areas focused around a market square that is generally rectangular in form, but sub-divided into triangular spaces due to access routes.

3.18 Architecturally there is a mix of vernacular style with occasional classical architecture with the greatest attention given to the doorway feature. The occasional Dutch gables hint at the influence of the Norfolk coast and trade links to Europe.

3.19 Key precedents from this study:

- Condensed/nucleated town centres with rectangular form
- Lower densities at the edge of settlements
- Streets focussed towards the centres
- Generally 2-3 storey building heights
- Classical architectural influence
- Dutch gable ends
- Red brick with occasional render and painted brick
- Chimneys and dormer windows

3.20 The findings of this study are not intended to be copied. The site at Rackheath should be developed to respect these findings and interpret them to create a distinctive character in its own right that has a reference to existing Rackheath and the historic settlements in the vicinity.



04 SITE ASSETS AND FEATURES

24

4.1 The site has a number of assets that have influenced the form of the framework masterplan. This chapter explores these specific site features and the assets of other nearby development sites.







Wroxham Road

26

2

4

1

3

5

6

Rackheath
Industrial
estate

Salhouse
station

Salhouse

Rackheath

1

5

Site structure

4.2 The landscape, vegetation, heritage, existing roads and utility corridors create distinctive linear forms through the central and southern parts of the site. The northern part of the site breaks down with a more varied topography and more intimate hedgerow network. These features provide design cues that the masterplan has utilised.

Heritage

4.3 The site has an important history as a WWII airfield. The masterplan has responded to and respected this history by incorporating the features into the masterplan.

Wider connections

4.4 The site is adjacent to Salhouse station, close to the Northern Distributor Road and bus routes on Wroxham Road. It has the potential to extend and plug gaps between a number of existing and proposed long distance cycle routes.

Other development sites

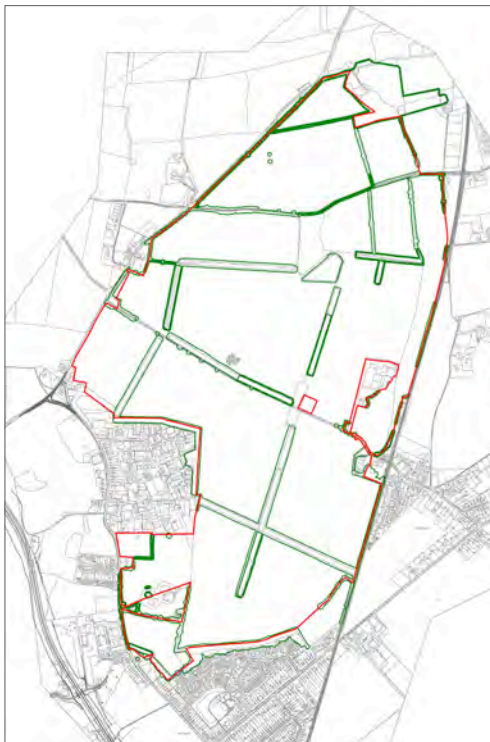
4.5 The site falls under allocation area GT16. This is one of four policy areas in Rackheath. Allocation areas GT17, GT18 and GT19 together with the site will contribute a considerable number of homes in the area in the plan period. The North Rackheath development has considered the location of these allocations in its development.



Site structure

4.6 The site is generally large scale arable fields with few features. The features outlined below create linear forms. These break down towards the northern third of the site. Together this creates the 'site structure' which has influenced the development of the masterplan.

Vegetation



4.7 The southern two thirds of the site comprise linear vegetation features. This contrasts with the northern third of the site that has a slightly more sinuous landscape vegetation, most notably adjacent to Stonehouse Road and a more intricate hedgerow network to the north east of the site. This character change is reflected in the masterplan Framework.

Heritage



4.8 The former runway alignment further emphasises the linearity of the site and forms an important part of the masterplan development. Long distance vistas and views along the length of this route will be a unique feature of the site and will be retained.

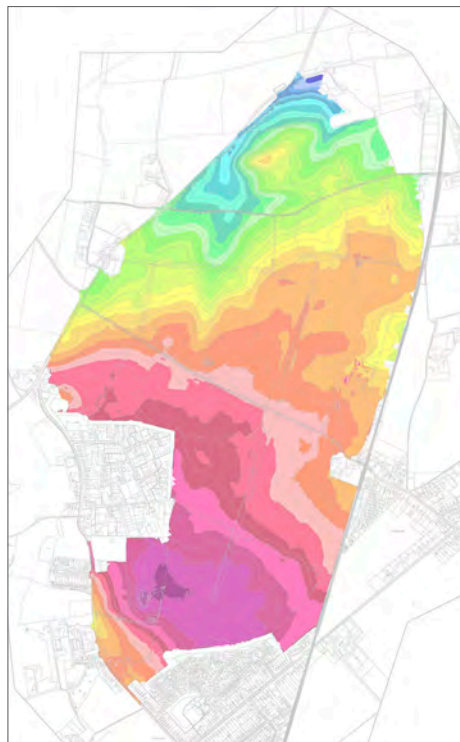


Utilities



4.9 The route of a high pressure gas main along the eastern boundary of the site creates a further linear form through the eastern part of the site.

Topography



4.10 The topography also changes across the site. Although subtle and generally falling from south to north, the topography has some small variations slightly altering the character across the site. In the southern part of the site the topography is very subtle with little variation. The central part of the site has a shallow valley and the northern part becomes more varied with a distinctive knoll in the north west.

Heritage

4.11 Historically the site comprised of heathland, before becoming arable farmland. An element that can potentially be reinstated in the parkland of the new masterplan. It had a short period as a WWII airfield.

4.12 Evidence of this use is still present including part of the former main runway and tree belt that has been planted along it, the control tower, and part of a hard standing store area. Numerous elements of the airfield have since been removed, but as part of the masterplan could be reinterpreted to serve as a reminder of the site's importance during in WWII. The airfield plan and aerial image below show these features.





War memorial

4.13 Currently located in the industrial estate, the development may provide the opportunity to relocate it within an attractive and accessible setting.



Control tower

4.14 Adjacent to the site the tower has been converted to office use. There is an opportunity to provide a setting to the building and retain visual links to the runway



Former runway

4.15 The former runway alignment has been represented in the form of tree belt. Part of the original hard standing remains either side of Muck Lane. This can be incorporated in some form into the masterplan.



Wider connections

4.16 The Growth Triangle Area Action Plan has guidance and policies on a number of wider framework aspirations that the site at North Rackheath can help facilitate. These are:

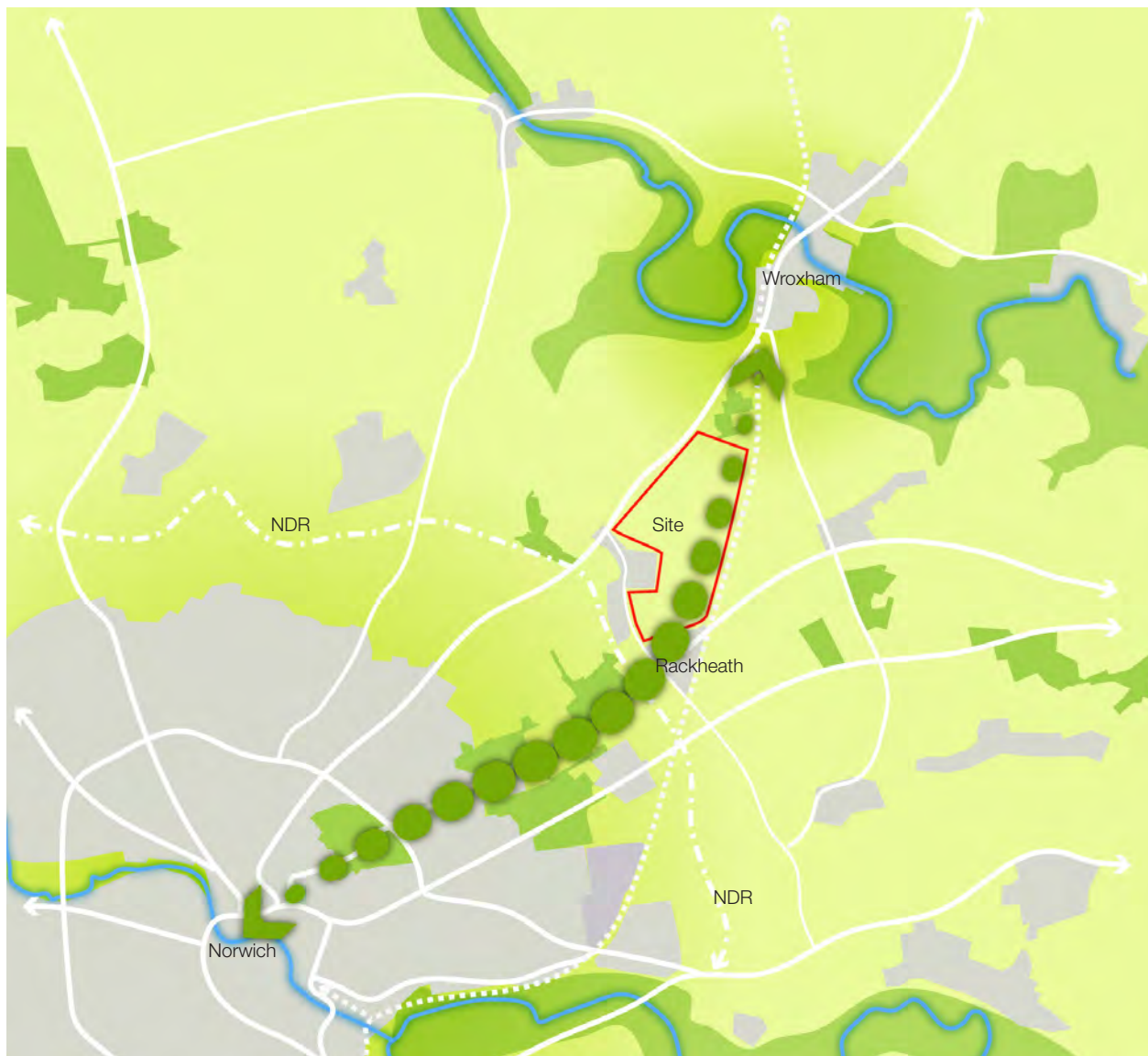
- Policy GT2: Green infrastructure - the site can deliver one of the two primary green corridors that aim to enable biodiversity and habitat connectivity.
- Policy GT3: Transport - seeks to deliver a cycleway between Stonehouse Road (in the

north of the site) and Broadland Business Park, adjacent to the Bittern Railway Line. The development is able to deliver the on-site element of this and potentially assist in the off-site delivery.

- Policy GT3 Transport - seeks to ensure that a regular bus service can serve the development and the presence of the railway line provides the opportunity to utilise the rail station for enhanced rail services.

4.17 These policy principles are embedded within the masterplan Framework.

Green framework





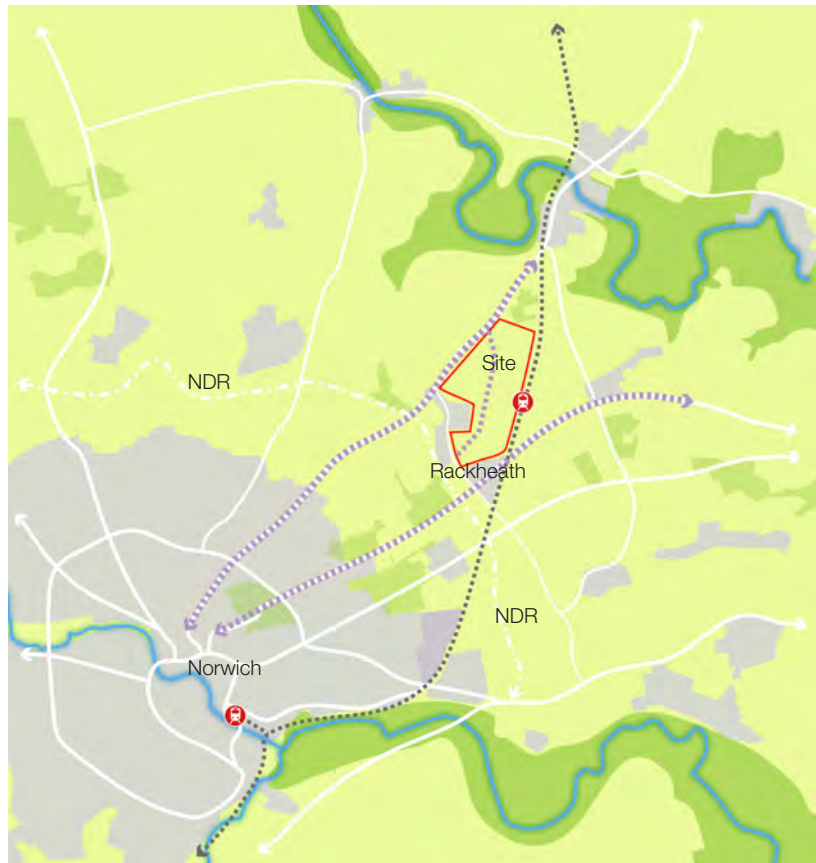
Strategic cycle network

4.18 A strategic cycle link through the site will fill-in part of the gap linking to the wider cycle network, both existing and proposed. The development also has the potential to assist in the delivery of the off-site elements of the proposed network.



Public transport

4.19 The provision of a practical and accessible public transport strategy is a fundamental objective of the masterplan. Key to this is providing convenient connections to key destinations in and around Norwich.



Other development sites

4.20 Three development sites are identified close to the North Rackheath site. These are: GT17, GT18 and GT19.



(Extracts from BDC Local Plan: Growth Triangle Area Action Plan, July 2016)

GT17:

- Residential development for around 79 units
- Currently under construction
- Landscaping and open space

GT18:

- Residential development for around 300 units
- Pedestrian and cycle links adjacent to Green Lane West
- Landscaping and open space, with particular focus on landscaping adjacent to the NDR
- Land for road widening on Salhouse Road corridor to deliver Bus Rapid Transit corridor, and links to GT16

GT19:

- Residential development for around 150 units
- Pedestrian and cycle links adjacent to Green Lane East
- Landscaping and open space, with particular focus on landscaping adjacent to the NDR



Rackheath policy areas

4.21 Together the four growth policy allocations will work together to achieve the objective of the AAP. This framework masterplan has given due consideration to the context and development of these sites.



SITE FEATURES

Interfaces and edges

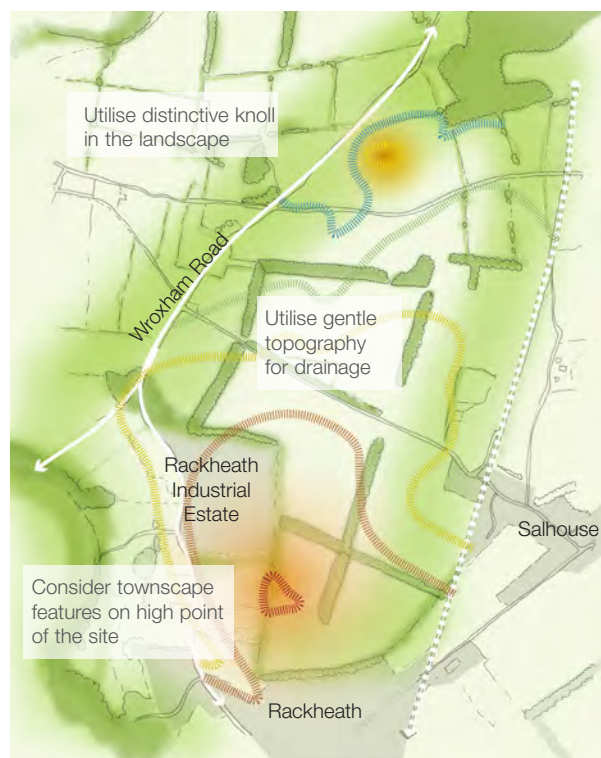
4.22 The site bounds a number of different land uses and has numerous key interfaces. The design response to this mix of uses and edges has been a key consideration. Key features to consider are:

- Connections to existing residential and employment areas
- Connections to the wider countryside (cycle and pedestrian)
- Neighbouring uses could include potential noise constraints from the railway and industrial estate
- Address what will be a change in character along Wroxham Road

Topography

4.23 Although relatively flat, the site has a subtle topography generally falling from the south to the north. A distinctive knoll is located to the north of the site. Key considerations include:

- Maximise the topography for sustainable drainage solutions
- Utilise the topography to aid the creation of a positive townscape
- Consider views to and from the site to key features, such as Rackheath Church
- Consider internal views



Landscape and vegetation

4.24 The site is primarily used for arable agriculture and for its size has limited vegetation. Key vegetation features include shelter belts and mixed tree species and some hedgerows, with mature trees, located to the northern edge of the site. Key considerations include:

- How to treat the shelter belts
- Utilise the landscape to enhance the townscape and open spaces
- New planting should complement the existing features and surrounding landscape character
- The internal landscape strategy should positively incorporate and build upon the existing network



GI network

4.25 Being strategically positioned between the Broads and Norwich the site has the potential to assist in the creation of a comprehensive long distance pedestrian and cycle network. Local networks will also need to be examined with a particular focus to local facilities. Considerations include:

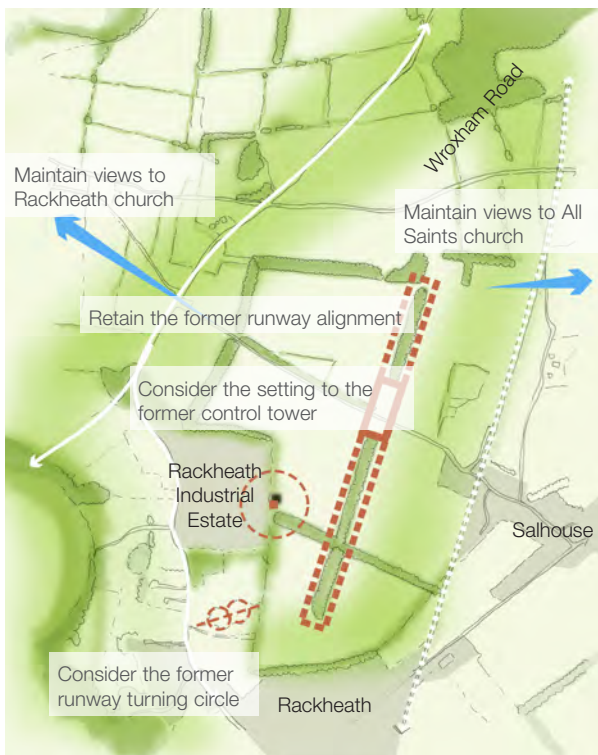
- Incorporate attractive and direct north south pedestrian and cycle routes
- Provide numerous supporting routes that allow for various length recreational circular pedestrian and cycle routes
- Explore connectivity options with adjacent land uses, including Rackheath and the Industrial Estate
- Incorporate the two existing public rights of way that cross the site



Heritage and views

4.26 As a former WWII US airfield, the site has some important heritage features. The alignment of the main runway has been retained in the form of a tree shelter belt and the turning circle and control tower still remain in situ. These features plus internal views will be incorporated into the masterplan:

- Retain the alignment of the runway and utilise this as part of the green infrastructure
- Provide a setting and consider internal views to the control tower
- Consider the use and location of public art to reflect the history of the site



Utilities

4.27 A key site consideration is a high pressure gas main running close to the eastern site boundary. This limits some forms of development and needs to be factored into the masterplan design.







05 BUILDING A FRAMEWORK

40

5.1 Following a full understanding of the site its assets, and the wider connections, this section explains the design rationale and sets the structuring elements for the masterplan framework. The sequence layers the key site features together with the key place making objectives, such as walkable neighbourhoods, social infrastructure and multi-functional green space.





STRUCTURING ELEMENTS

5.2 The following sequence shows how the existing site features have been combined with structuring place making principles that together form the base for the framework masterplan. The response to this sequence is key to the delivery of a comprehensive, legible and functional settlement that enables a logical and practical phasing approach.

Respond to the site features

5.3 Heritage, vegetation, easements, existing lanes and fixed vehicle access points



Central linear corridor

5.4 The former runway alignment and tree belt provides a central linear car-free movement corridor



Complementary connections

5.5 Utilising the existing lanes, tree belt and public rights of way to connect to the central linear corridor



Access and vehicle movement

5.6 The primary street (and public transport routes) extends through the site from fixed access points

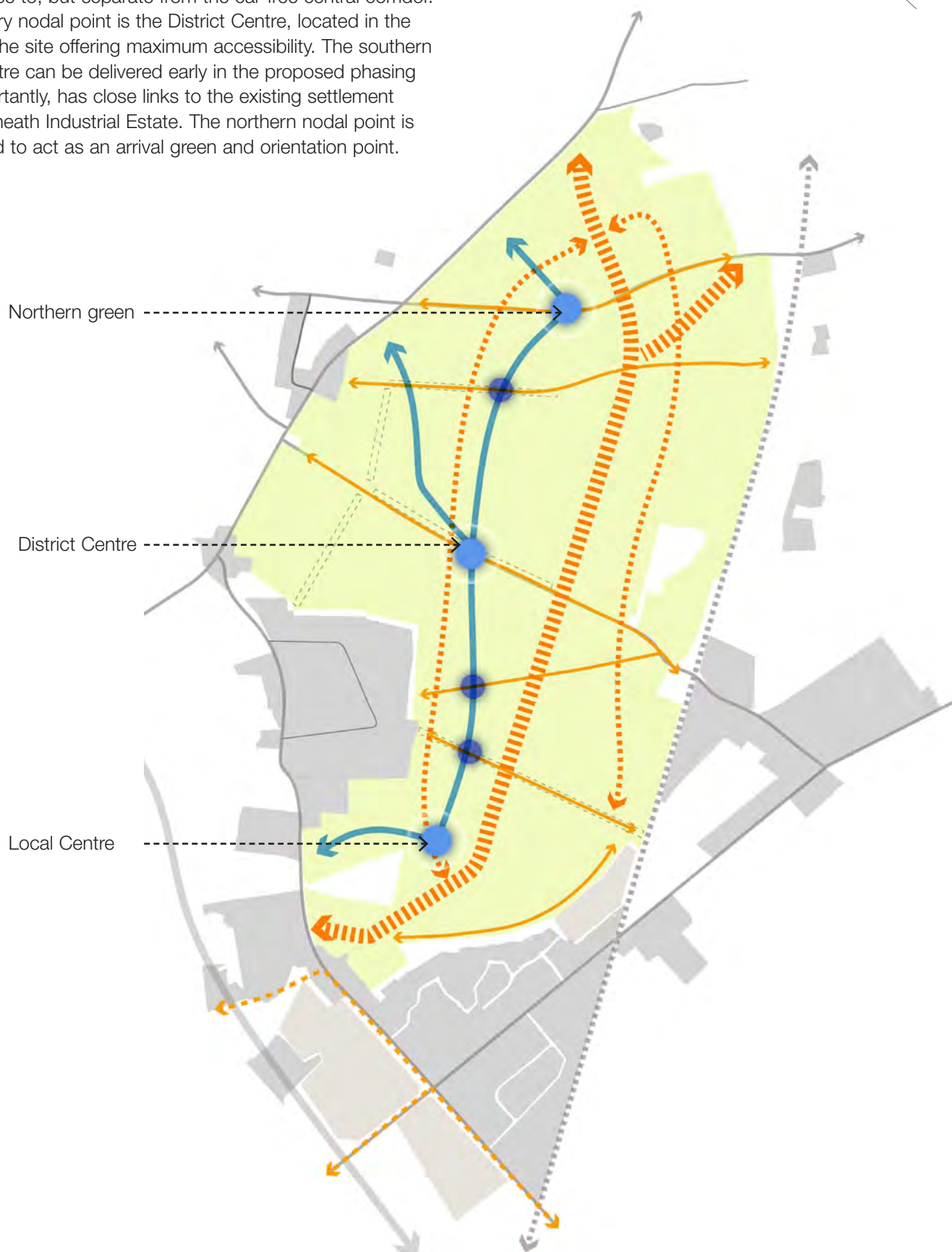


Key nodal points

5.7 Important intersections of the movement framework provide key positions for nodal points



5.8 Three main nodal points are positioned along the primary street, close to, but separate from the car-free central corridor. The primary nodal point is the District Centre, located in the centre of the site offering maximum accessibility. The southern Local Centre can be delivered early in the proposed phasing and, importantly, has close links to the existing settlement and Rackheath Industrial Estate. The northern nodal point is anticipated to act as an arrival green and orientation point.



GREEN INFRASTRUCTURE

5.9 This sequence sets the green infrastructure framework. This considers and overlaps with the previous pages structuring elements that together form a comprehensive base for the masterplan framework.

Central green corridor

5.10 Providing a green lung through the site, the corridor will retain the tree belts and provide recreation and habitat areas

1



Northern buffer zone

5.11 An area to the north of the site will provide a buffer zone allowing a transition from rural to urban

2



Secondary green corridors

5.12 Complementing the central green corridor additional north south links will be provided

3



East west links

5.13 Combining with the north south links the east west links, utilising existing features, creating a comprehensive green network

4



Sports provision

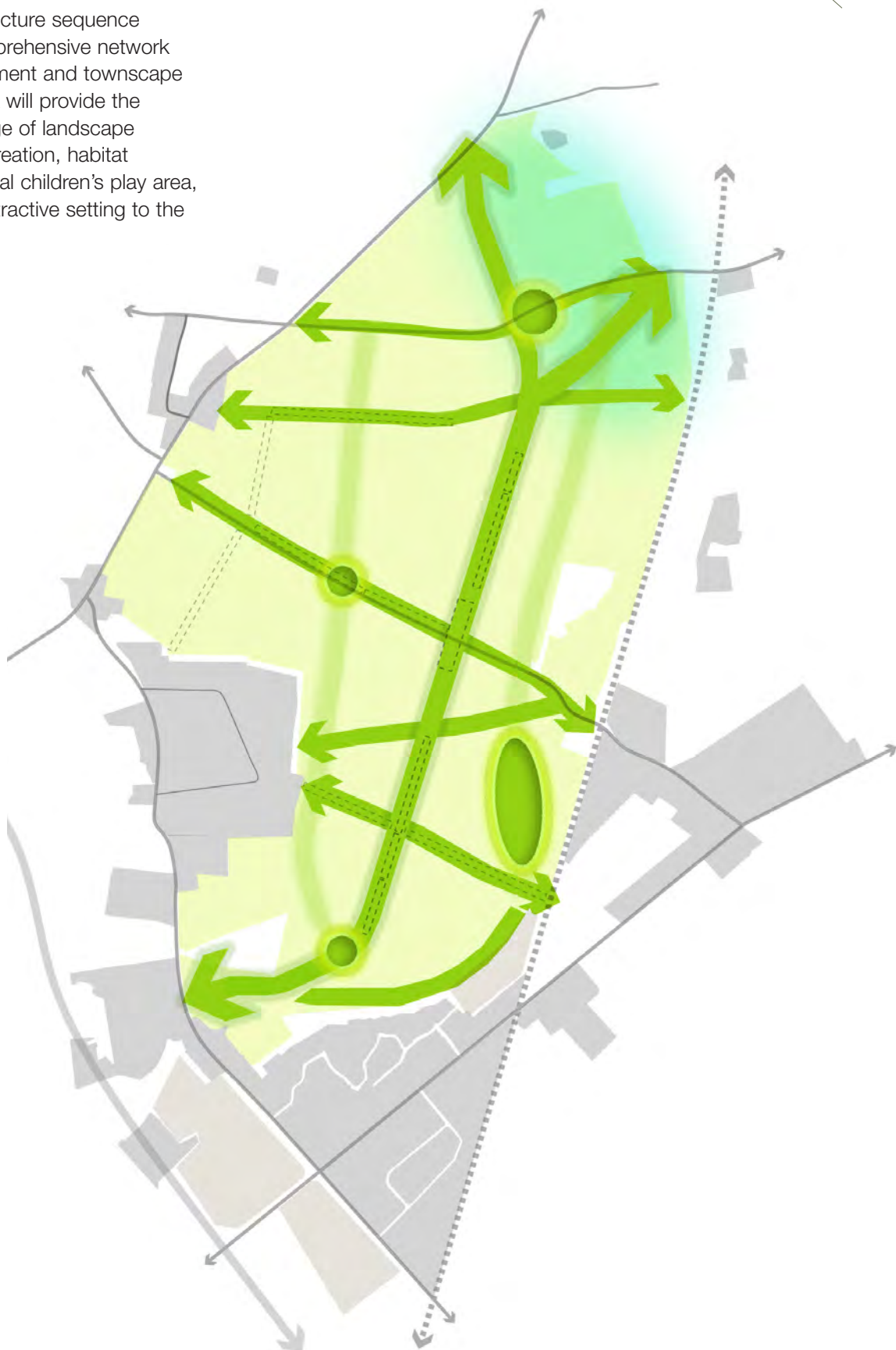
5.14 Two key sports hubs will provide high quality sports provision. This will be complemented by smaller hubs in the District and Local Centres

5



A Comprehensive green framework

5.15 This green infrastructure sequence combines to create a comprehensive network that will support the movement and townscape framework. The framework will provide the opportunity for a wide range of landscape opportunities including recreation, habitat creation, formal and informal children's play area, wildlife corridors and an attractive setting to the development.





CONCEPT OPTIONS

5.16 The framework was informed by testing the previously discussed sequences. The following concept options were explored, and analysed prior to the adoption of the two centre option outlined here.

CONCEPT OPTION ONE: TWO CENTRES

5.17 This option locates a small mixed use centre towards the southern end of the site, close to a primary school. A second larger mixed use centre would be located towards the central part of the site. This option would ensure that all residents (including existing residents of Rackheath) would be within a reasonable walking distance of new facilities.

5.18 This option provides multiple benefits and the potential negatives could be mitigated to an extent. Flexible units could be provided at the two centres that would allow the uses to change over time, responding to demand. Due to this and the positives outlined, this option was chosen as the preferred option to progress and base the framework masterplan. The other options explored are discussed on the following pages.

Pros:

- Creates a strong townscape with two distinctive centres aiding legibility
- Allows non-residential uses to be delivered in a phased manner
- Creates a heart at the centre of two neighbourhoods
- Allows the co-location of other facilities, such as the primary schools at each centre
- Allows some community facilities to be located close to the existing Rackheath residents, whilst allowing residents in the northern part of the site to be within easy walking distance of facilities

Cons:

- Potential to over provide services and facilities, resulting in one centre potentially being unviable in the long run

CONCEPT OPTION TWO: HIGH STREET

5.19 This option presents a single Local Centre in the form of a high street. The high street would link the two neighbourhoods and be positioned on the primary street and bus route. This option enables new facilities and services to be clustered together, but results in some residents being a greater distance away.

5.20 This option was discarded due to the separation of the centre from the existing settlement and proposed housing areas at GT17, GT18 and GT19. This option would also result in the centre being delivered relatively late within the phasing sequence, which has been considered a negative for the overall development of the site.

Pros:

- Creates a strong central nodal point that is clearly legible
- Allows mixed use elements to develop over time expanding the high street
- Allows the co-location of a mix of services and facilities

Cons:

- The Local Centre and facilities are likely to be delivered later in the phasing programme due to its optimum central location in the site
- Would result in some residents being further walking distance from facilities, including the existing Rackheath residents





CONCEPT OPTION THREE: CENTRAL GREEN

5.21 This option provides an alternative approach to the provision of the green infrastructure. Providing green infrastructure through the centre of the site will enable easier access to a large number of residents.

5.22 This option was discarded as it fragments the settlement into two very distinct parcels, one associated with Rackheath and one stand alone. This was not seen as an appropriate scenario and not policy compliant in providing a buffer zone to the north of the site.

Pros:

- Increases the accessibility of the functional green space
- Creates two distinctive neighbourhoods that would be clearly defined
- Allows the co-location of a mix of services and facilities
- Allows residents of each neighbourhood to be within close proximity of facilities at each Local Centre

Cons:

- Potentially creates two separate communities
- Would pull development closer to the Broads and does not provide a northern buffer zone



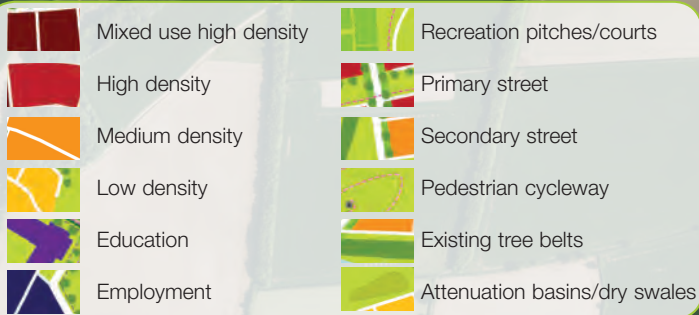


06 FRAMEWORK MASTERPLAN

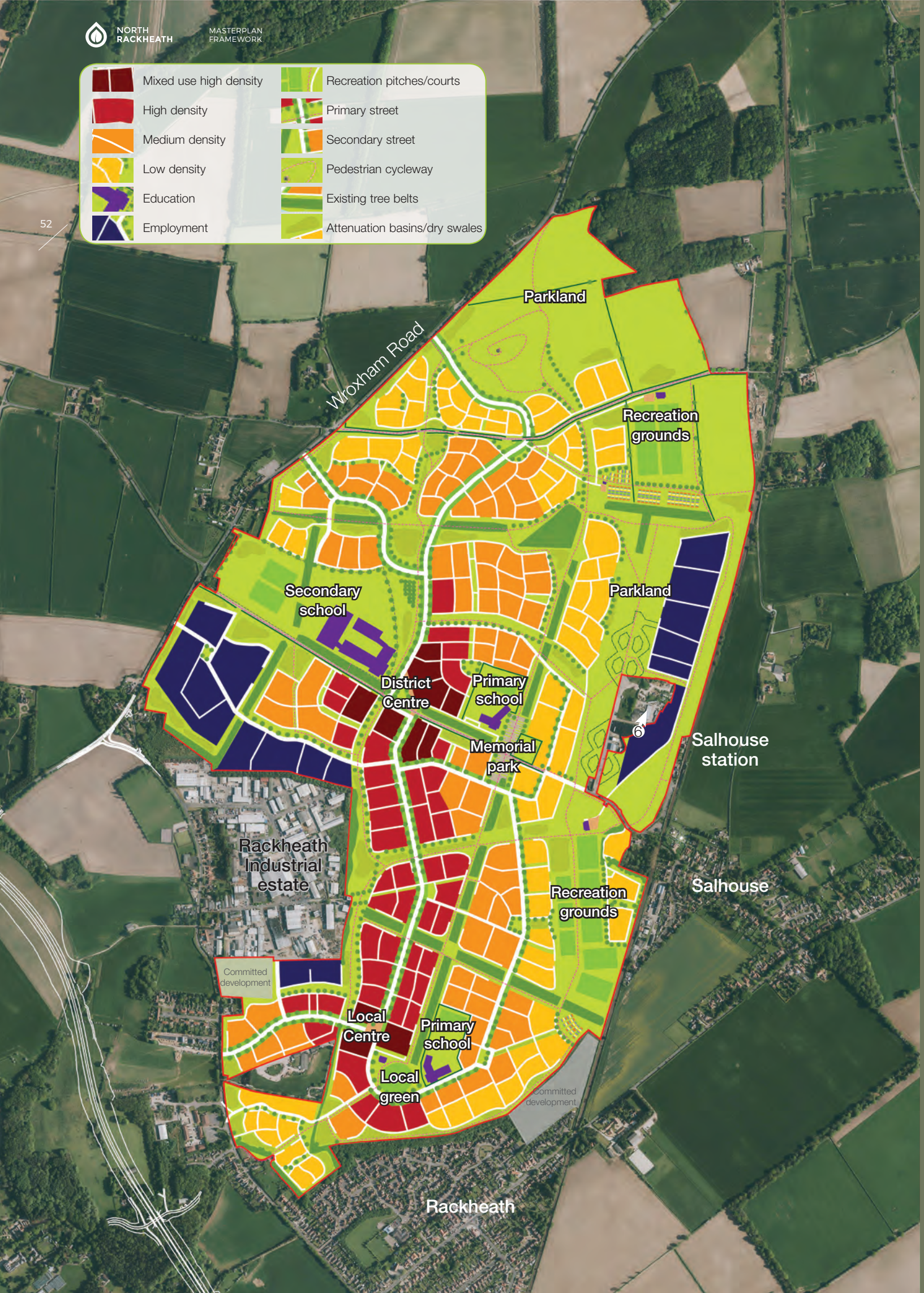
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52





THE FRAMEWORK
MASTERPLAN:
At a glance





54

Opportunity for public art to act as a focal point at the top of the knoll

Open space acts as a buffer zone to the Broads and will provide recreation walking and cycling routes and habitat creation

Low density northern neighbourhood responds to site topography

Employment land benefits from proximity to the District Centre and potential for its own access from Wroxham road

The northern neighbourhood is focussed around a large central green, intersected by the downgraded Muck Lane

The primary street will link the neighbourhoods with the avenue planting creating a highly legible form and distinctive feature

Housing zone provides enclosure to the recreation grounds

Recreation grounds will serve both the new and existing communities

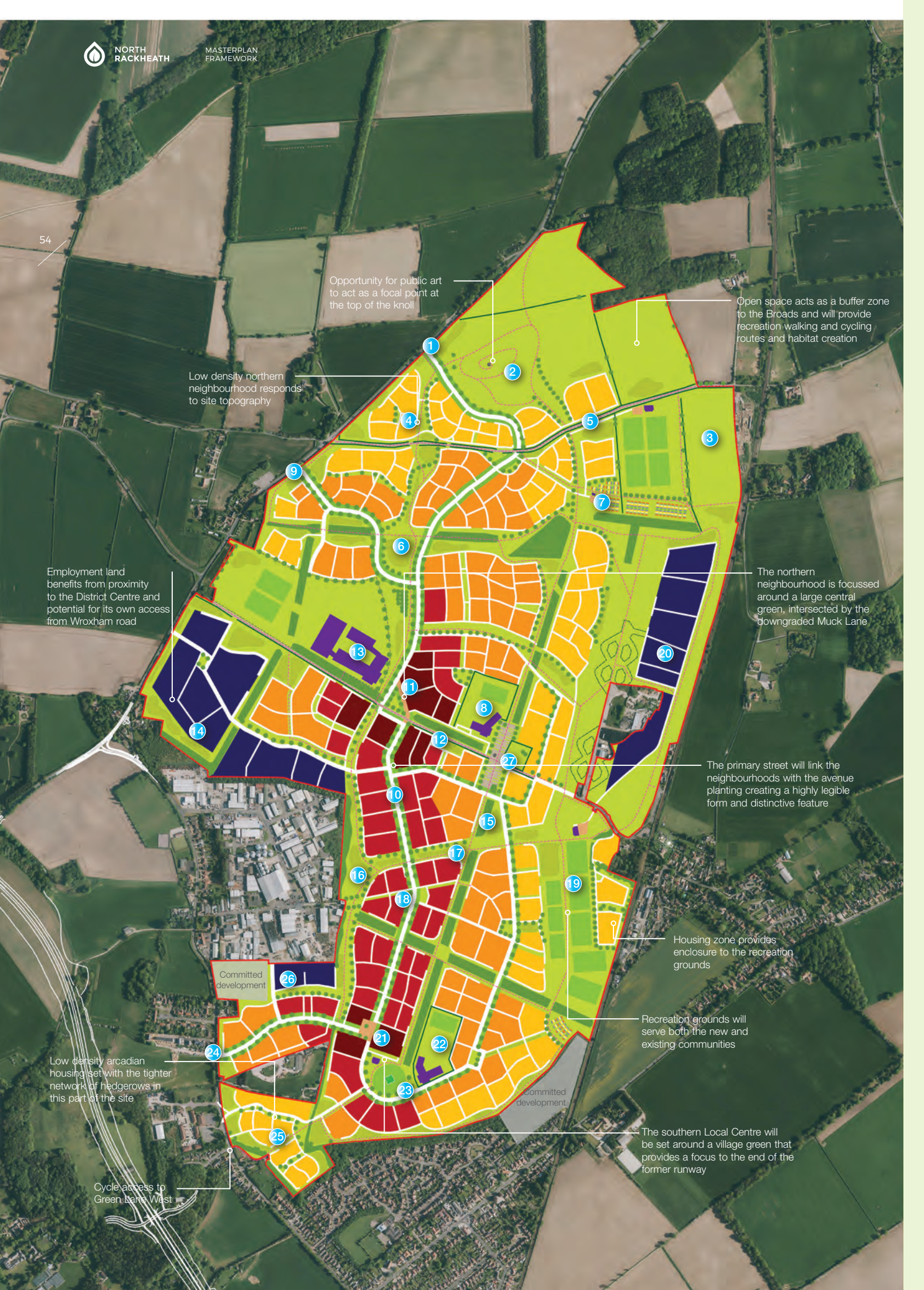
The southern Local Centre will be set around a village green that provides a focus to the end of the former runway

Low density arcadian housing set with the tighter network of hedgerows in this part of the site

Cycle access to Green Lane West

Committed development

Committed development





FRAMEWORK ILLUSTRATIVE MASTERPLAN

1. Northern access from Wroxham Road

2. Public art positioned at the top of the knoll in public park

3. Public park and habitat area forms buffer zone

4. Low density northern neighbourhood

5. Stonehouse Lane down graded to pedestrian and cycle greenway

6. Dry swales form part of an informal greenway following the subtle valley

7. Allotments

8. Northern primary school

9. Central access from Wroxham Road

10. Primary street avenue

11. District Centre surrounds central green

12. Muck Lane to the west of the former runway is downgraded to a pedestrian cycleway

13. Secondary school

14. Western employment zone

15. Former runway alignment forms a north south greenway with pedestrian cycle routes
16. North south greenway provides easy walking access to the secondary school and forms a buffer zone from the Industrial Estate

17. East west greenway divides the north south neighbourhoods

18. Local greenway has retains views from the control tower to the former runway

19. Recreation grounds

20. Eastern employment zone

21. Local Centre

22. Southern primary school

23. Village green provides a focus at the southern end of the runway

24. Southern access from Green Lane West

25. Lower density housing area adjacent to Green Lane West

26. Southern employment zone

27. Memorial park utilising the remains of the former runway

Mixed use high density

High density

Medium density

Low density

Education

Employment

Recreation pitches/courts

Primary street

Secondary street

Pedestrian cycleway

Existing tree belts

Attenuation basins/dry swales

LAND USE

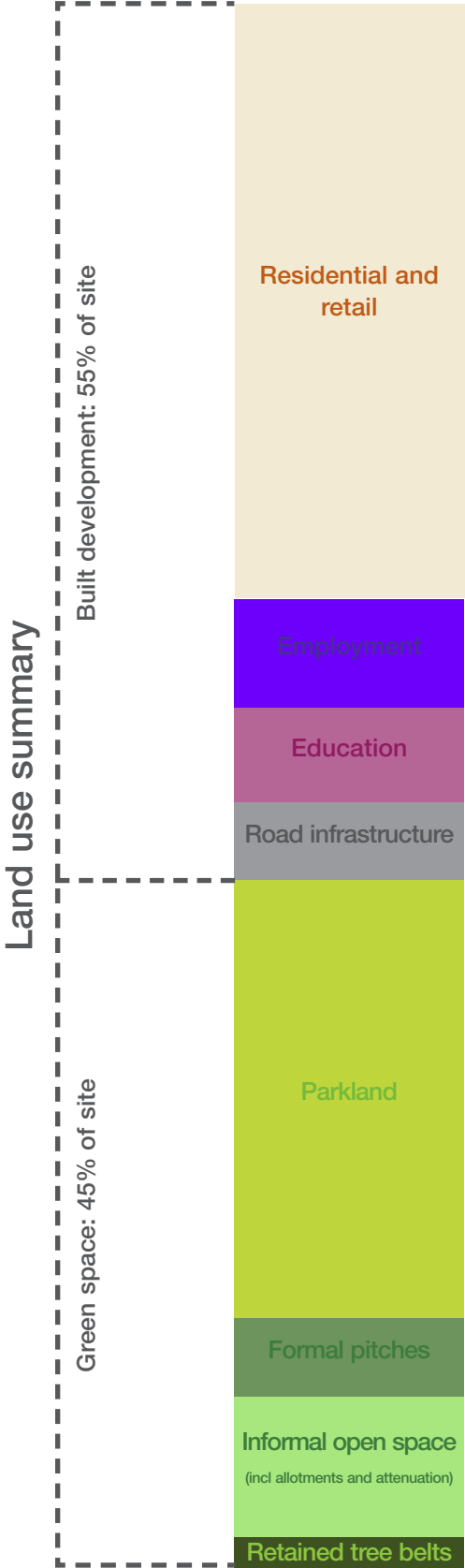
6.1 The framework masterplan provides a spatial arrangement for the uses required within AAP policy GT16. The location of these uses has been carefully considered to the respond to their wider context and the site features, as identified in the previous chapters. The key land uses and their features are outlined over the following pages.

Housing

6.2 The majority of the site will be made up of new homes. The site has the potential to deliver around 4,000 homes, around 1,300 of which will be delivered within the plan period to 2026. The site will be developed in a phased manner. Further information on phasing is provided in chapter 07 (page 96).

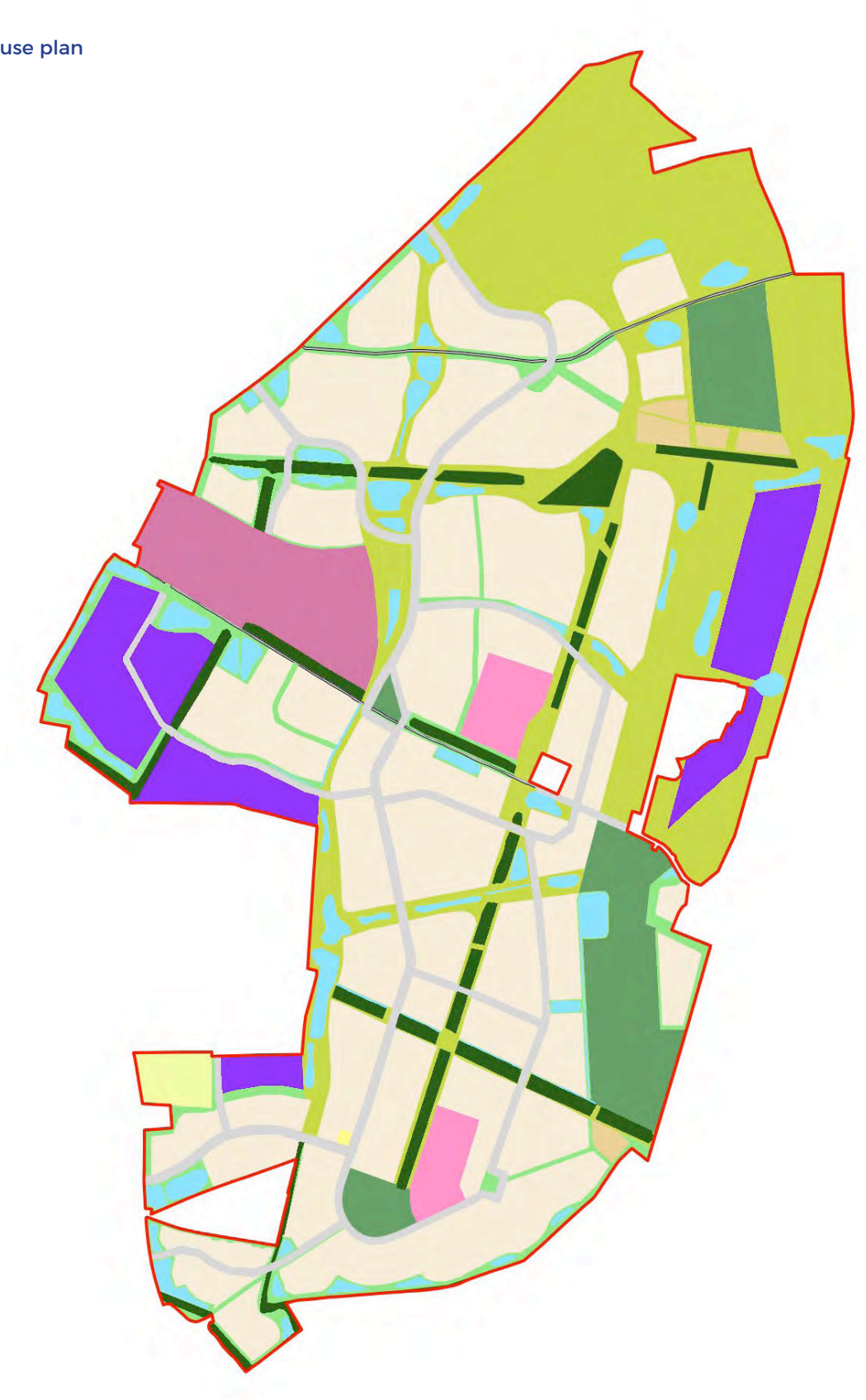
6.3 A range of housing types, styles, and sizes will be provided. These will generally be formed of detached, semi-detached and terrace forms, and a small amount of low-rise flats and apartments.

6.4 Complementing the typology mix a range of tenures will be provided. The distribution and mix of affordable housing will be established with Broadland District Council through the planning application process.





Land use plan



Employment

6.5 The AAP identifies an area of land that should be allocated for employment purposes. This should include a mix of employment uses within use Class B (B1, B2 and B8), and no more than 50% within Class B1.

6.6 The masterplan has divided the employment into three areas. The locations each have benefits and have been split to positively incorporate into the phasing strategy, and allow the development of hubs. The three locations as indicated on the plan are:

Northern employment zone

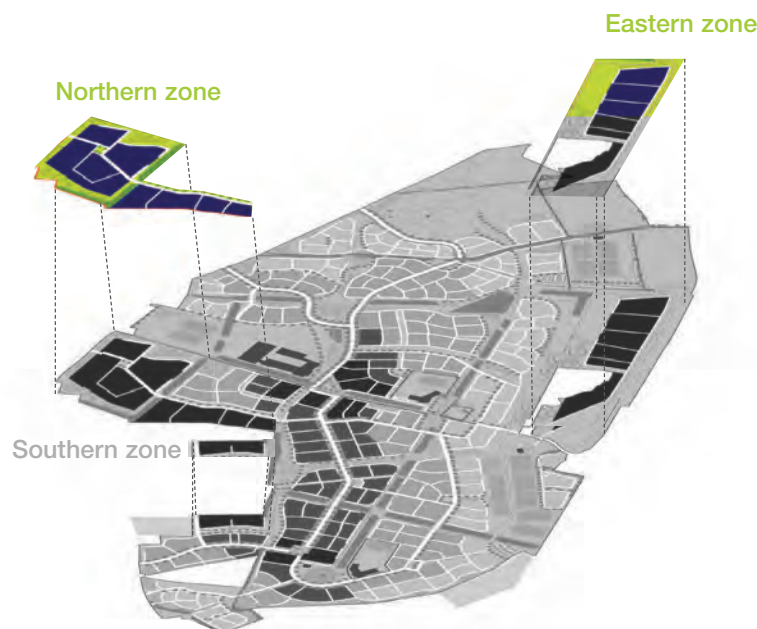
- Forming an extension to the north of the Rackheath Industrial Estate, this is the largest of the employment zones. The location allows potential future vehicle links to the Rackheath Industrial Estate and a potential access to Wroxham Road, avoiding the need for commercial traffic to pass through the residential areas. This zone benefits from relatively close proximity to the District Centre, helping to support the centre's viability.

Southern employment zone

- This zone provides a small extension to the south of Rackheath Industrial Estate and could be delivered within an early phase of development, see chapter 07. The zone benefits from close proximity to the southern Local Centre. This zone provides a transition between the existing industrial estate and the proposed residential areas.

Eastern employment zone

- This zone, adjacent to the existing commercial operations and extending north, benefits from its proximity to Salhouse station.



Education

Secondary school

6.7 A 12 ha site has been identified to be safeguarded as the potential site of a new secondary school, in accordance with the AAP. The masterplan identifies this area and its location has been carefully considered ensuring that the site benefits from the following:

- Co-location with the District Centre to provide the opportunity for combined journeys reducing car use
- It is adjacent to a number of green ways providing the opportunity for off-road car free routes to school, as part of a walkable neighbourhood
- It has relatively close proximity to Wroxham Road, reducing the travel time for pupils arriving by bus
- Should the site not be required by the education authority, the site's location is suitable to revert to alternative uses, including employment, retail, residential and open space without undermining the structure and principles of the overall masterplan.

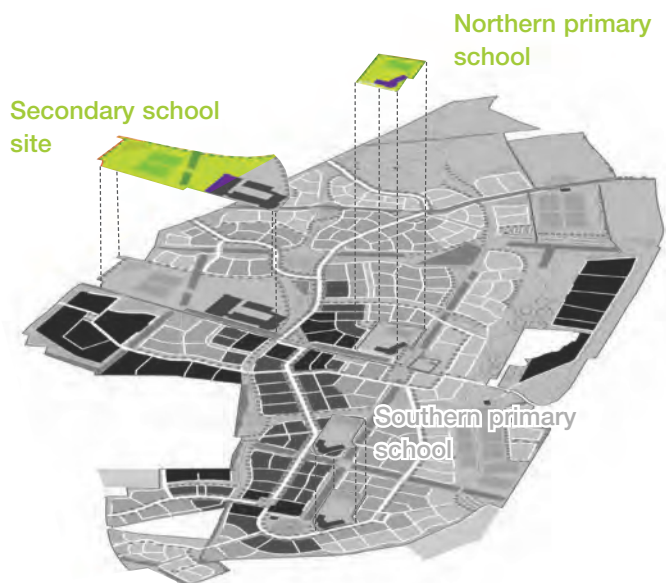
Primary schools

6.8 Two primary schools, each a minimum of 2 ha are required as part of Policy GT16. The location of these sites identified in the masterplan have been chosen as they:

- Ensure that the majority of residents will be within a 10 minute (800m) walking distance of a school
- Are positioned adjacent to the central green way, on the alignment of the former runway, providing the opportunity for off-road, car-free routes to school
- Are close but not in the District and Local Centre to allow for combined journeys but not create a conflict on users at peak times.

6.9 Both school sites are large enough to meet the requirements for a 3 form entry (3FE) school, as specified by Building Design Bulletin 103. Due to its proximity to Rackheath Primary school, the southern school is the minimum site size specified and to allow flexibility through the phasing the northern school site is the maximum 3FE size specified in the guidance.

6.10 The school sites represent an over provision as set out in the AAP policy. The rationale for this is to ensure, that should the safeguarded land come forward, there is flexibility within the framework to accommodate the additional pupil numbers this would generate.



District and Local Centre

6.11 Policy GT16 requires the provision of at least one mixed use centre. The framework masterplan has identified two centres to meet this requirement. These will comprise one centre, located towards the southern part of site, and a one centre located centrally within the site. The phased approach to development of the site allows for flexibility in provision in later years.

District Centre

6.12 The District Centre will contain a mix of uses including retail, community and leisure facilities. Together, these will create a hub of activity that will create a clear focal point.

6.13 Ground floor units will be flexible providing retail provision whilst being adaptable to respond to demand. Residential units will sit above the retail. The District Centre should initially provide for one larger food convenience store, up to 750sqm, complemented by a range of smaller stores that combined will provide up to 1000sqm of floor space.



6.14 These will overlook a community green, that is large enough to accommodate a leisure facility, such as a neighbourhood equipped area of play (NEAP). Flexible land uses adjacent to this space and the retail provision will allow the potential for other supporting facilities to be delivered, such as health services.

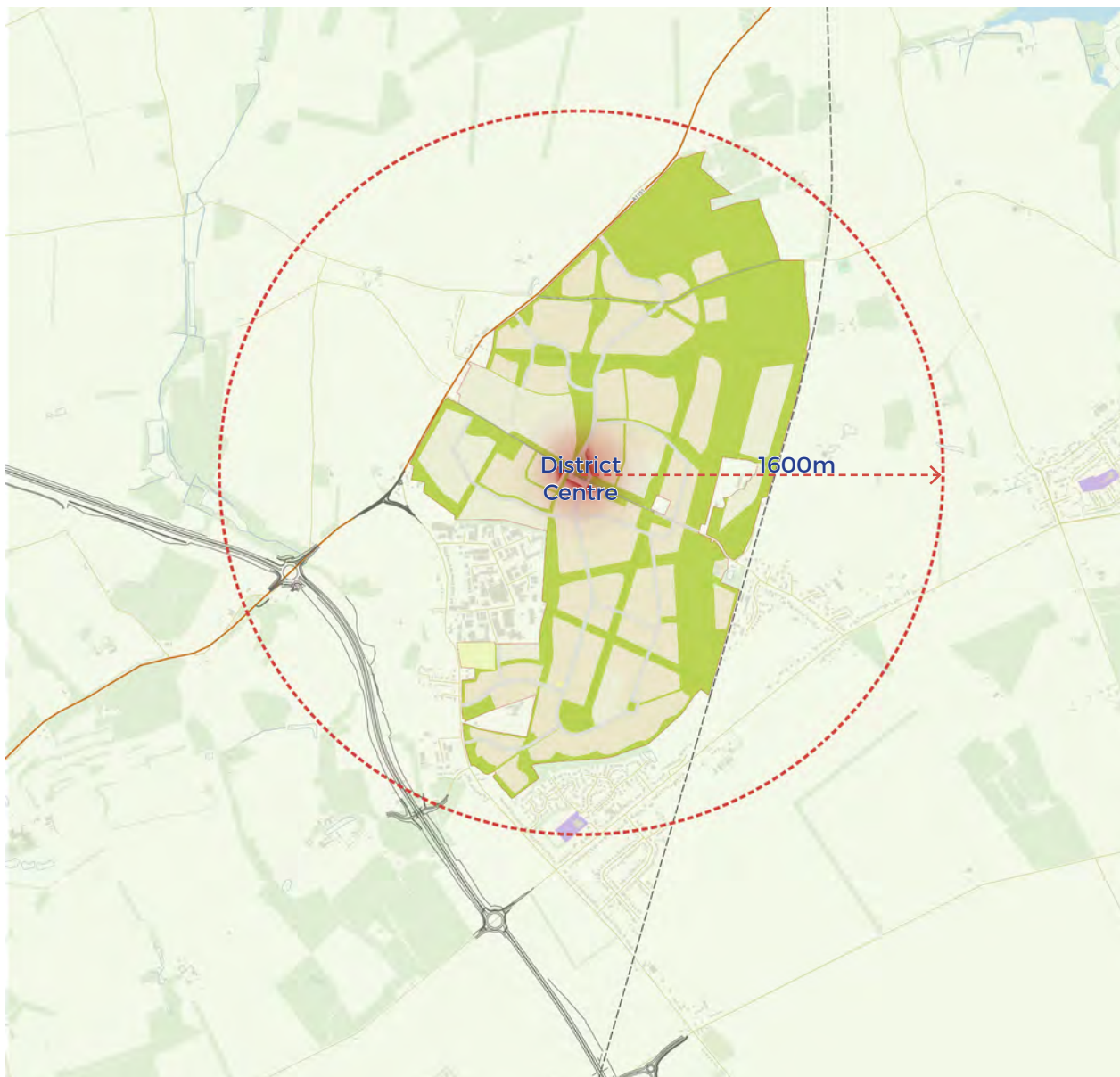
6.15 The illustrative layout below demonstrates how the District Centre could be articulated.

6.16 The location of the District Centre ensures it is within comfortable walking distance of the majority of the masterplan area, and within a 30

minute walk of the existing village and policy areas GT17, 18 and 19.

6.17 The District Centre location is highly accessible. It is centrally located and on the proposed bus route along the primary street. Furthermore, its location has been considered with the principle of walkable neighbourhoods in mind. Two green ways, one east to west, one north to south cross through the centre providing easy, off-road, access for pedestrians and cyclists

District Centre catchment (approx 20 minute walking catchment)



Local Centre

6.18 In addition to the District Centre a smaller Local Centre will serve the day to day needs of residents in the south of the settlement. The location of the centre also has a close relationship to the existing Rackheath village and will provide those existing residents with new services and facilities within comfortable walking distance.

6.19 The southern Local Centre will be delivered within the early phases of development (see chapter 07), due to its location.

6.20 Structured around a small square, taking its design cue from Alysham and Reepham, the centre will contain a small number of retail units, up to 500 sqm.

6.21 A community building that could also be utilised as a pavilion and changing facility will serve the recreation ground immediately to the south of the centre. Flexible ground floor space should be provided to accommodate a police beat base.

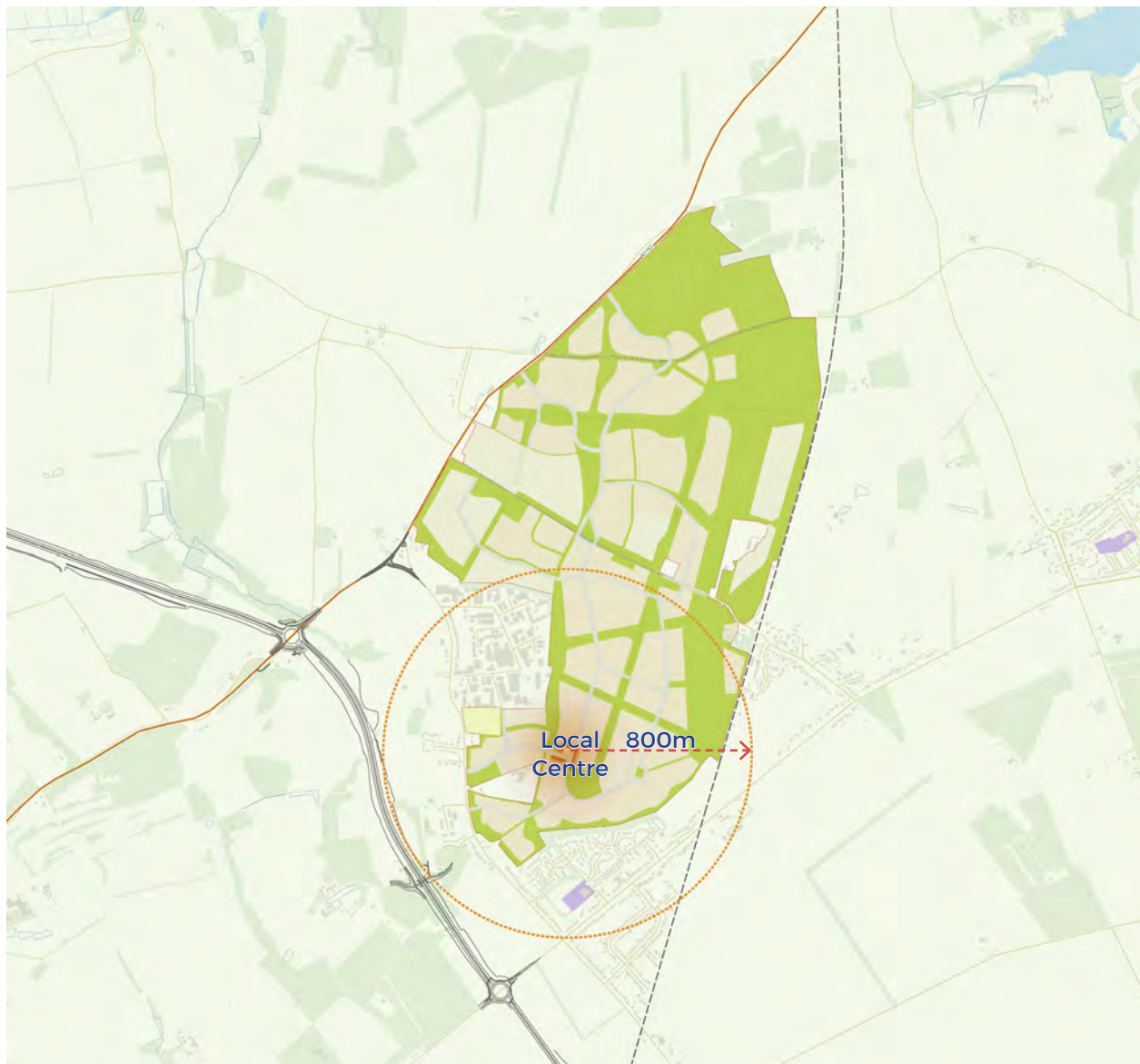
6.22 The illustrative layout below demonstrates how the Local Centre could be delivered.



6.23 The Local Centre is located in the southern section of the site at a crucial nodal point where the primary street changes direction to the gateway at Green Lane West. This point, together with the local green, marks the convergence point of the central green corridor and the eastern green way link.

6.24 As well as acting as a key nodal point, the centre is located on the primary street and bus route and close to pedestrian links to Rackheath and Rackheath Industrial Estate.

Local Centre catchment (approx 10 minute walking catchment)



Other social infrastructure

Community buildings

6.25 The recreation hubs will include pavilions with changing facilities. The proposed pavilion associated with southern recreation grounds should be designed to allow for a variety of community uses. This building will act as a hub and base for community activities here and on the adjacent local green. The location of this building ensures that it is within the likely early phases of development and within close proximity to Rackheath village, serving both new and existing residents.

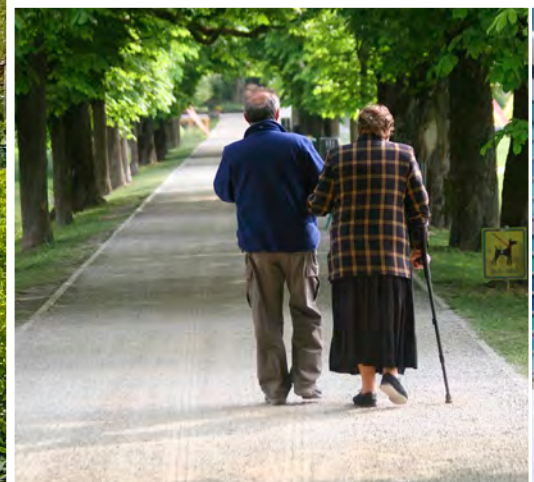
Recycling facility

6.26 A site of 0.4ha accommodating a recycling facility will be located within the employment zone. This framework does not specify which but suggests that the most appropriate location for such a facility would be close to Rackheath Industrial Estate within the southern or northern employment zones.

Health facilities

6.27 The Area Action Plan recognises that new residential and working population within the Growth Triangle will need access to a range of services including access to GP and related health services.

6.28 Detailed discussions are required with the Norfolk Community Health and Care NHS Trust regarding the precise level of need and the timing of health care provision. There is sufficient flexibility in the District Centre and Local Centre to accommodate provision if a need is identified.



Nursery

6.29 Norfolk County Council has a strong vision which places schools at the heart of its services and has aspirations to improve access and options for nursery child care.

6.30 The Greater Norwich Infrastructure Plan and Policy GT16 identifies the need for two primary schools, including a 60-place nursery within the North Rackheath development.

6.31 In the interests of maximising social inclusion it is proposed to locate the nursery provision in tandem with the primary schools. This has clear benefits for parents as it maximises opportunities for access to the service and assists in ensuring that nursery and school pupil drop-off and pick-up can be co-ordinated. It also has clear benefits in terms of assisting the transition to primary education.

Elderly accommodation

6.32 Some of the residential land use could be utilised to provide various forms of elderly accommodation. If this is provided it should be located close to the centres, adjacent to amenities and the primary bus route. The scale and density of these uses are also often of a nature that is best reflected in the higher density areas.



TOWNSCAPE STRATEGY

Density

6.33 Densities are proposed to be greatest around the District and Local Centres. Taller buildings that are sited more closely to one another will help to increase the importance of these areas and ensure the maximum number of residents are within comfortable walking distance of the services and facilities provided at these locations.

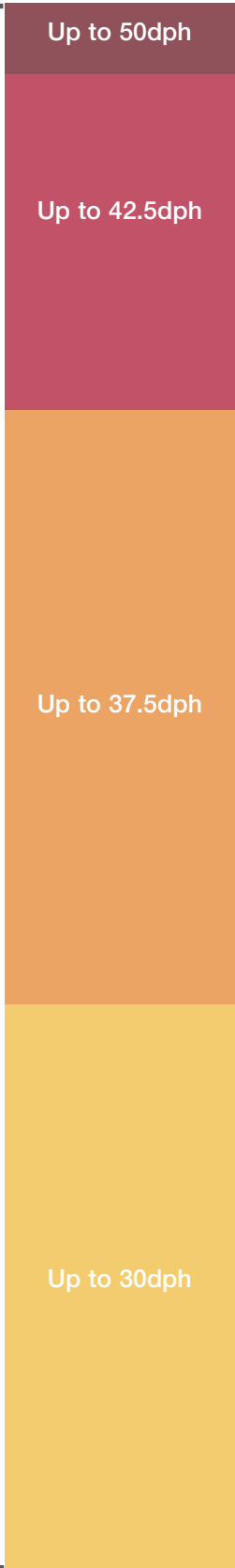
6.34 Densities generally fall towards the settlement edges adjacent to the open space and countryside beyond. Generally the density will be greater towards the southern edge of the site adjacent to the existing urban area and where the site is closer to Norwich. The northern part of the site will be a lower average density, lower buildings that are sited further apart, responding to its relationship to the more rural nature north of the site.

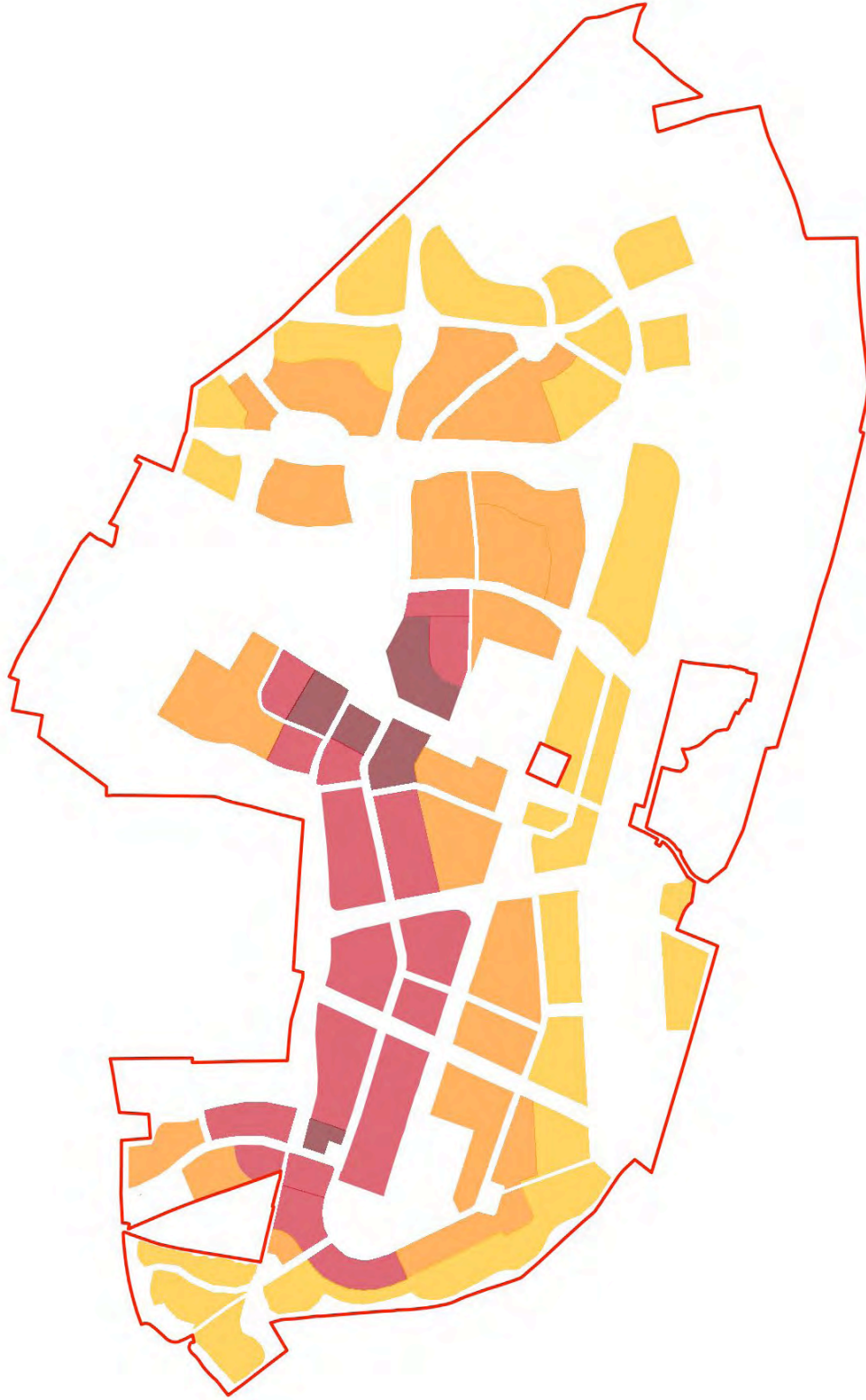
6.35 Densities will generally be higher along the primary street maximising the number of people within close proximity of the public transport route.

6.36 This density pattern is typical of many historic settlements, such as Aylsham, Reepham and Wymondham, as discussed in the contextual analysis in chapter 03.

Density summary

Maximum average density 36.4dph





Building heights

6.37 The majority of buildings will be residential in scale, two and two and half storeys, responding to the immediate urban form and surrounding areas.

6.38 In some key areas of the masterplan building heights will be allowed to be greater. Areas such as the District and Local Centres buildings will be able to exceed the prevailing building height to perform specific townscape functions, creating a hierarchy of space and high degree of enclosure.

6.39 In addition to the centres, taller buildings will also frame key landscape spaces. Again, this will help create a high degree of enclosure to and aid legibility with the change to the prevailing urban form.

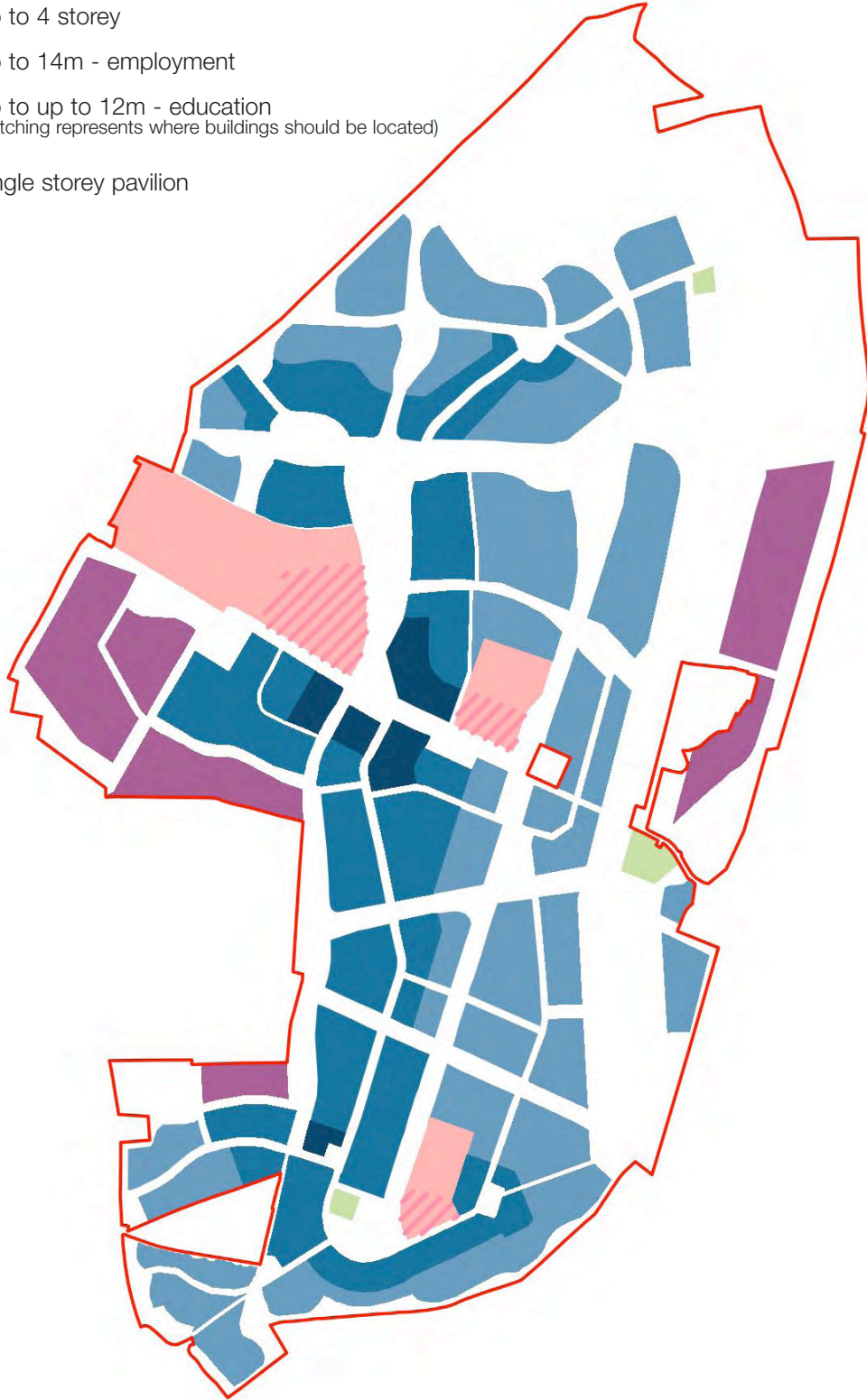
6.40 Away from the centres and key spaces occasional taller buildings could be used in key positions to terminate vistas, create variation in roof lines adding to the visual interest of streets through the masterplan.

6.41 This mix of buildings heights creates a high degree of visual interest and is typical of many historic settlements, such as Aylsham, Reepham and Wymondham, as discussed in the contextual analysis in chapter 03.

6.42 The plan opposite shows the maximum building heights permitted in an area. It is likely that the majority of buildings within these areas will be lower than this maximum but this allows for the inclusion of taller buildings to act as marker and landmark buildings enabling a visually interesting townscape.



- Up to 2 storey
- Up to 3 storey
- Up to 4 storey
- Up to 14m - employment
- Up to up to 12m - education
(Hatching represents where buildings should be located)
- Single storey pavilion



Strategic views

6.43 The plan opposite identifies a number of key views that should be retained. Some of these represent internal views that the site has a unique opportunity to preserve, others provide views that extend beyond the site boundary to the surrounding countryside. These views are a key component of the masterplan as they retain the links to the countryside that surrounds the site.

6.44 In addition to the identified strategic views, numerous local views should be incorporated into the detailed design at future planning stages.

Landmark buildings

6.45 Supporting the internal views, landmark buildings are identified to enhance the townscape and aid legibility. These buildings will help to contribute to local distinctiveness and act as clear reference points. The buildings will be defined through an alternative approach to architectural design so that the buildings are distinguishable from the prevailing urban form, this could be through the use, materials and/or scale.

6.46 However, these buildings will still sit comfortably and be appropriate in relation to the surrounding form. Complementing landmark buildings will be numerous marker buildings. The location of these will be determined at the detailed design stages.

6.47 An alternative approach to using landmark and marker buildings is to use a grouping of buildings that creates a set piece. This arrangement will result in meeting the same townscape objective.

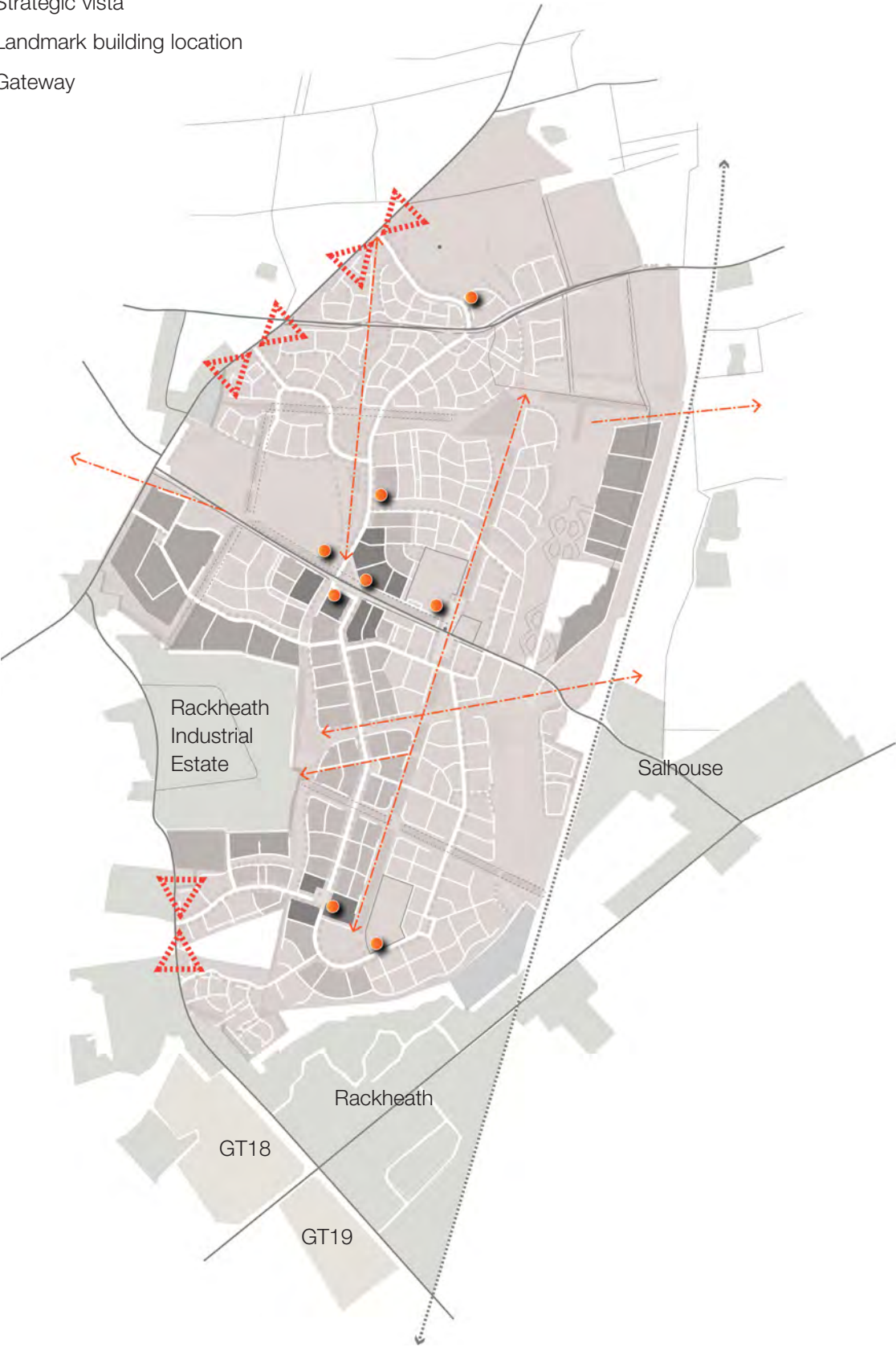
Gateways

6.48 The primary access points should be articulated to accentuate their importance as the 'front door' to the site. These are identified on the plan opposite.





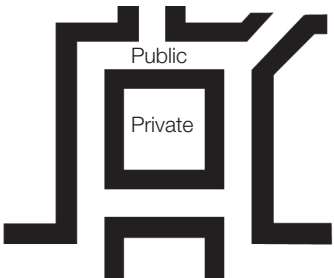
- ← — Strategic vista
- Landmark building location
- ⚡ Gateway



Townscape principles to guide future design stages

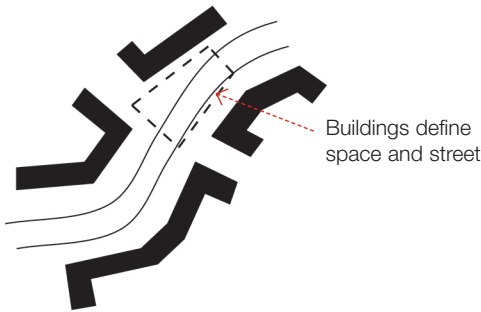
Block structure

6.49 The block structure of future proposals should be formed around the use of traditional perimeter blocks, unless a departure is justified to meet a specific townscape criteria. Perimeter blocks create a clear distinction between public and private realms and help to ensure that all public spaces can benefit from a high level of natural surveillance



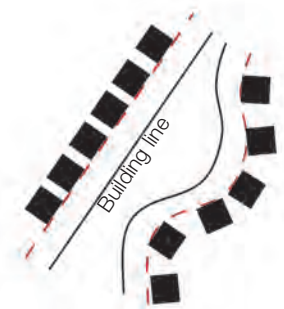
Buildings and streets

6.50 Buildings should be orientated to respond to and define the streets and spaces by directly addressing them. Buildings should be angled to address curved streets rather than a sawtooth or staggered arrangement. To promote street activity the primary entrance to buildings should be located to be visible from the public realm.



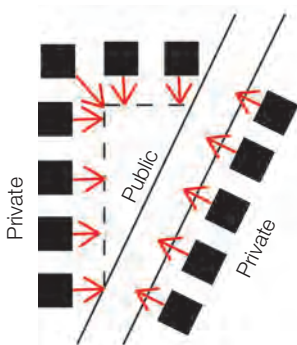
Building line

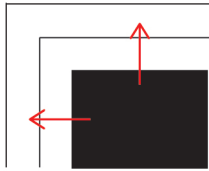
6.51 Building lines should generally be consistent. This is of greatest importance along the primary and secondary movement corridors, to emphasise their roles in the street hierarchy. This is also key adjacent to the central green corridor, responding to and reflecting the linear form of the former runway alignment. This will help frame a long distance vista that will be a dramatic feature of the masterplan.



Frontages

6.52 Natural surveillance should be promoted through the position of key openings within the building facade. Habitable rooms should overlook routes and spaces, with special emphasis at children's play spaces. Where blank elevations are required these should be kept to a minimal and should aim not to address public areas.





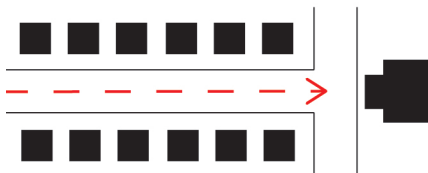
Corners

6.53 Corner plots should be designed to ensure that they address both streets, or spaces, through the positioning of openings. It may be appropriate for the corner building to address and place emphasise to the corner through an increase in height or change in form, such as a turned gable, or an 'L-shaped' building



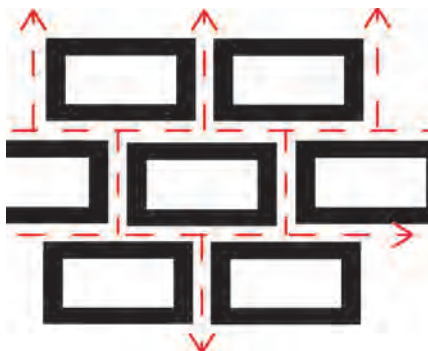
Groupings

6.54 Some key spaces, or smaller incidental spaces, may be defined by a grouping of buildings creating a change in the prevailing urban form. This can be achieved through the clustering of units of through the arrangement of units.



Vistas

6.55 Where primary and secondary streets and spaces create a vista (view) this should be terminated, or punctuated through the positioning of a marker or landmark building, public space or a landscape feature. Where this occurs on minor and low order streets vistas should be terminated by the main elevation of a building.



Permeability

6.56 The framework sets out the key movement framework network. This should be reinforced through the arrangements of streets at the later design development stages to create a high degree of permeability. Where vehicle routes end, pedestrian and/or cycle connections should be maintained to create a comprehensive network

ACCESS AND MOVEMENT STRATEGY

Movement and access objectives

6.57 In accordance with the Growth Triangle Area Action Plan policies the masterplan framework seeks to achieve a number of objectives:

- Contain journeys within the settlement (including Rackheath and Rackheath Industrial Estate) as far as possible
- Ensure connectivity with the existing highway network
- Create a place that maximises the potential for walkable neighbourhoods, where walking and cycling have priority
- Create an internal street network that supports a logical and practical bus route and ensures that the majority of residents are within comfortable walking distance of a bus stop
- Promote connections to key adjoining uses, including Rackheath, Rackheath Industrial Estate and Salhouse station
- Incorporate car-free, safe routes to school
- Provide direct pedestrian and cycle routes to key facilities
- Provide a strategic north south cycle route connecting Salhouse Road and Green Lane West, Newman Road and potential for links to the proposed Bittern Line cycleway
- Create a clear hierarchy of streets aiding legibility and place making

Walkable neighbourhoods and self containment

6.58 The movement network is intrinsically linked to the land use distribution and green infrastructure as part of the walkable neighbourhoods principle. Combined with the highly permeable traditional

perimeter block structure, the framework seeks to ensure self containment, as far as possible, through the following measures:

- The wide range of uses provides the opportunity to meet the day to day needs of residents to be contained within the site
- Creating a series of walkable neighbourhoods, including car-free routes as part of the green infrastructure network, maximises the opportunity for short trips to be self contained and encourages sustainable transport choices
- The employment opportunities at Rackheath Industrial Estate, and the proposed employment expansion area, provide job opportunities to be potentially contained within the site
- The potential provision of super-fast broadband connections will enable home working opportunities and home delivery

Street hierarchy

6.59 The movement framework aims to create a clear street hierarchy that forms an important part of the character and legibility of the development. This framework indicates the key primary and secondary streets, with the lower order streets to be refined at the detailed design stages. However, all streets will maintain pedestrian and cycle connectivity even if vehicle connections are restricted.

6.60 The primary street, which local buses will operate on, and secondary streets will be classified as 30mph. At key locations such as through the District and Local Centres, this will be reduced to 20mph using an appropriate combination of traffic calming measures.

6.61 Beyond these, streets will have design speeds aiming to limit traffic speeds to 20mph and below.

- Primary street
- Secondary street



Main access arrangements

6.62 Three main access points are proposed, two from Wroxham Road and one from Green Lane West. In addition, a secondary access from Green Lane West is also proposed. The access arrangements are outlined on the page opposite.

Public transport

6.63 The Wroxham Road edge of the site is already well served by frequent bus services operating to central Norwich and Wroxham. Additional services also operate to Green Lane West and on Salhouse Road.

6.64 Existing bus stops along the site boundary would be within feasible walking distance of early phases of development and the proposed on-site secondary school. The existing stops could be enhanced with electronic display boards and improved passenger waiting facilities.

6.65 The primary street running generally north-south through the proposed development also offers a potential new public transport corridor providing an opportunity for bus services to divert into the development site. The creation of walkable neighbourhoods with bus stops at their centre within the site would place the majority of housing within 400m of a bus stop. To the south of the site, buses would connect with Green Lane West and could then join Wroxham Road or Salhouse Road.

6.66 Discussions with bus operators will be held during the preparation of a Transport Assessment. However, at this stage a phased public transport strategy is anticipated. Initially it is envisaged that the service frequency of existing services operating to Green Lane West could be increased to support the early phases of development, with existing Wroxham Road services potentially diverting into the site once the primary street is in place, followed by further increases in service frequency in the longer term.

Salhouse Station

6.67 A key feature of the development proposal is the retention of the current Salhouse rail station on the Bittern Line, which offers direct non-car connections to the city centre of Norwich as well as destinations further afield including the Norfolk coast. Additional land is also reserved around the station to facilitate future expansion, potentially enabling longer trains to operate on the route if required.

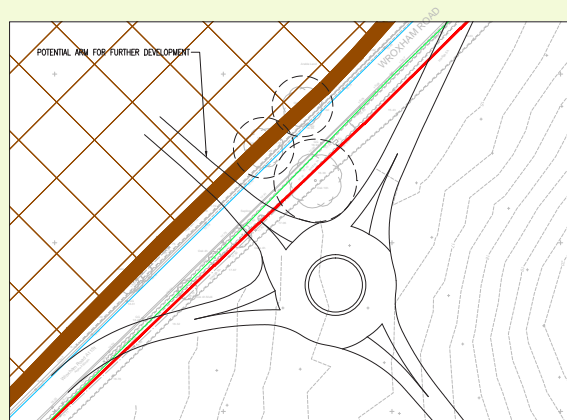
6.68 Within the development site, existing public rights of way would be enhanced with all-weather surfacing and new attractive footpath/cycleway links segregated from traffic would be created linking conveniently with the rail station. These links would substantially improve connectivity and accessibility of the rail station from surrounding residential development, including existing development at New Rackheath village and employment at the Industrial Estate as well as the proposed development, new schools and commercial development.

Parking

6.69 The development will incorporate a range of parking solutions, including on-street, on-plot and parking courtyards. These will be designed to ensure that car parking is well integrated, accessible and situated so as to support rather than dominate the street scene. The exact ratio of each solution will be determined at the detailed design stages. The parking strategies will be in accordance with Broadland District Council parking standards (SPD), June 2007.

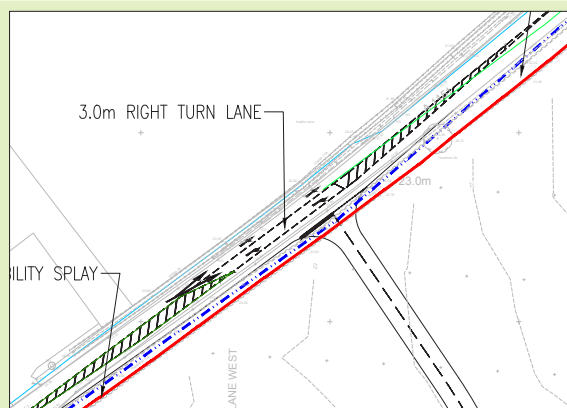
Wroxham Road northern roundabout

6.70 It is envisaged that a new roundabout on Wroxham Road at the northern edge of the development would provide a gateway feature at the low point, seeking to influence slower vehicle speeds on approach to the development from the north. The proposed roundabout (approximately 300m north of Stonehouse Road) has been designed as an offline layout to minimise disruption to Wroxham Road traffic during construction and aligned seeking to retain existing mature oak trees along Wroxham Road.



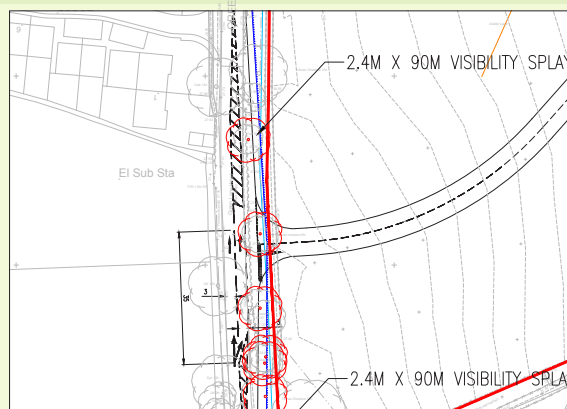
Wroxham Road ghost junction

6.71 A new ghost island priority junction is also proposed in the north west of the site approximately 100m south of Stonehouse Road. This junction would connect the primary street to Wroxham Road prior to the opening of the Northern Gateway roundabout. Once the section of primary street from the northern ghost island junction is in place and connected to existing routes within the site, the western sections of Muck Lane and Stonehouse Road could be closed to vehicular traffic, with users diverted to the new junction. The intention is to downgrade sections of Muck Lane and Stonehouse Road to public bridleway status to provide new sustainable green links for pedestrian, cyclist and equestrian movement.



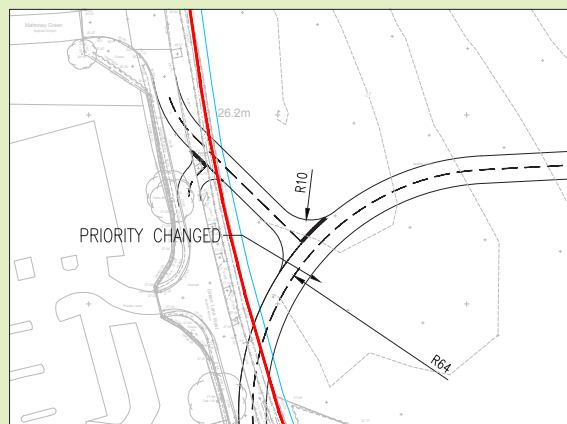
Primary access junction with Green Lane West

6.72 To the south of Rackheath Industrial Estate the primary street would connect to a new priority junction. This would be an uncontrolled priority ghost island junction. With development in place along the site frontage, it is also envisaged that the speed limit could potentially be reduced to 30mph between the Industrial Estate and New Rackheath Village. To support a speed limit reduction, additional street lighting would also be provided along the site frontage.



Revised priority junction with Green Lane West

6.73 Once the primary southern access is in place and the NDR (Northern Distributor road) is opened, there is an opportunity to create a further secondary access close to the southern boundary to enhance highway capacity and linkage with New Rackheath village. This route would be designed as a revised priority route, re-directing Green Lane West traffic into the site, facilitating bus access and passing trade for commercial units within the site. This junction arrangement would be coupled with new signalised crossing facilities (such as a Toucan or Pegasus crossing) for pedestrians, cyclists and equestrians to access the future bridleway bridge over the NDR to the south west of the site. This is on a key desire line towards central Norwich and the rail station which is within cycle distance from the south west corner of the site.



Existing Internal Public Highways

Stonehouse Road and Muck Lane

6.74 It is envisaged that the majority of traffic from Muck Lane, Stonehouse Road and Green Lane West would re-route to the NDR in future, so there is an opportunity to downgrade sections of these routes and reallocate the existing roads to public bridleways.

6.75 At the western end of Muck Lane and Stonehouse Road the junctions with Wroxham Road almost form a crossroads and existing mature oak trees constrain scope for junction improvements and widening. It is therefore proposed to convert the western sections of these routes to green corridors for NMUs (Non Motorised Users) and close the routes to vehicles, once alternative new internal roads are in place.

6.76 However, Stonehouse Road and Muck Lane are the only existing highway routes crossing the high pressure strategic gas main within the site, and any changes to existing or new public vehicle crossings of the gas main would trigger significant upgrade works to the gas pipe. As a result, sections of existing highways crossing the gas main are proposed to be retained unaltered for vehicles where they cross the HP gas pipe to allow access to the commercial site.

6.77 The two existing underpasses, where Muck Lane and Stonehouse Road pass under the railway at the eastern edge of the site, are constrained in height (and in width at Muck Lane) so are expected to be unsuitable for buses and HGVs. The Stonehouse Road underpass could potentially be closed to vehicles so that it can become a sustainable green link towards Wroxham to the north east. However, in order to retain access to Salhouse Station from the east and third party land areas west of the railway, the Muck Lane bridge is proposed to remain as a two way vehicle route. However, the narrow underpass section could be signalised to allow shuttle working in the interests of highway safety.

Off-site highway improvements

6.78 A full Transport Assessment will be prepared as part of the hybrid planning application, in liaison with Norfolk County Council, and this will identify any specific requirements for off-site transport improvements in the interests of highway capacity and safety. At present, it is envisaged that highway improvements would be focused on Wroxham Road and to a lesser extent Salhouse Road, taking into account the anticipated effects of the Northern Distributor Road. A site-wide travel plan will also be developed to encourage the uptake of sustainable travel opportunities from the opening of the development.

Primary street arrangement

6.79 This key structuring element of the masterplan will be designed to perform a number of functions. Its primary role will be to provide a movement corridor for pedestrians, cyclists and vehicles including public transport. Its secondary role will be to aid the townscape strategy and act as a clearly identifiable feature of the masterplan aiding legibility and character.

6.80 The primary street will generally have a consistent character. However, this character will have slight alterations to respond to its location within the masterplan and the specific characteristics of these areas.

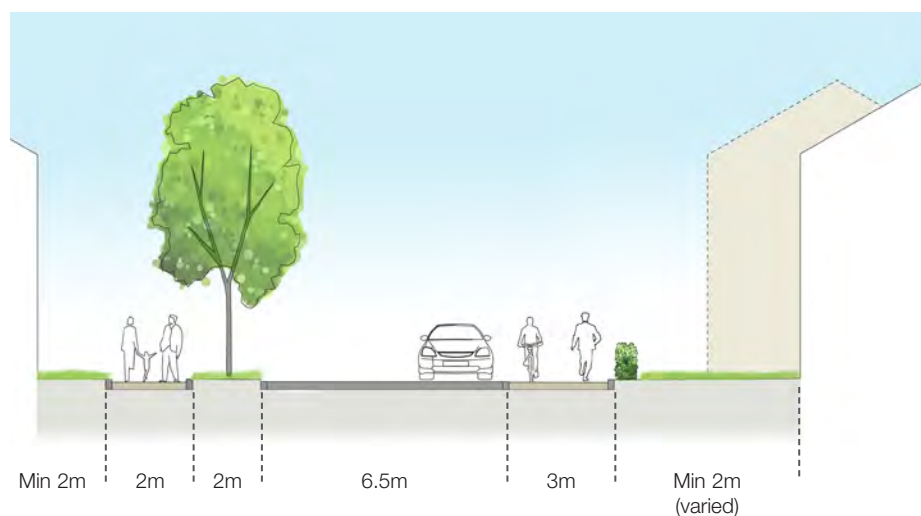
6.81 The consistent characteristics include:

- Tree planting, which will provide the key character distinction of the street
- Consistent carriageway width - this may widen at junctions and corners to allow the comfortable passing of larger vehicles.

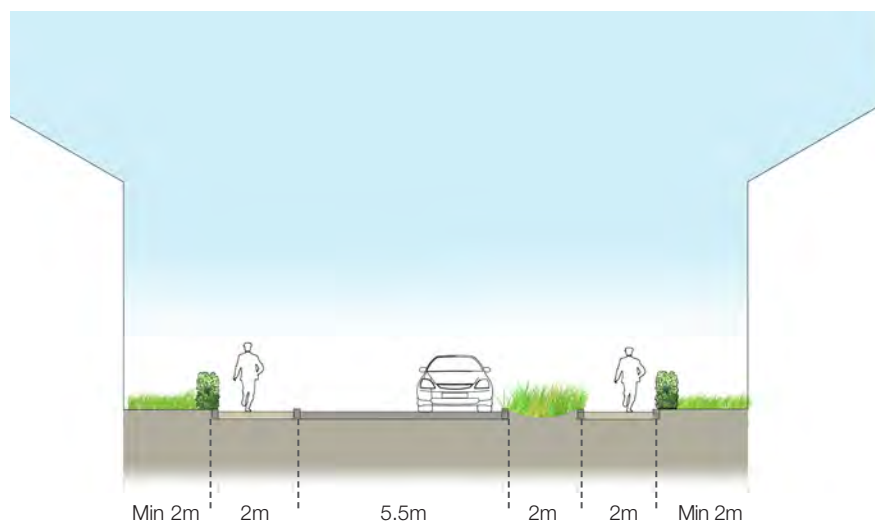
6.82 The sections opposite illustrate how the primary and secondary street could be articulated.

6.83 The primary street will include tree planting along one side, which could alternate to respond to the adjacent building form, and a shared footway/cycleway will be included along one side of the carriageway. A typical section is illustrated below:

Primary street



Secondary street



The secondary street will provide a similar function to the primary street but will generally only include limited planting. This, and the narrower cross section, will create a more intimate feel and differentiate it from the primary streets.

Pedestrian and cycle movement

6.84 Providing clear, direct and well overlooked routes to all the key facilities and open spaces is fundamental to the comprehensive pedestrian and cycle framework, following the principles of walkable neighbourhoods. This will aim to encourage sustainable movement choices throughout the development.

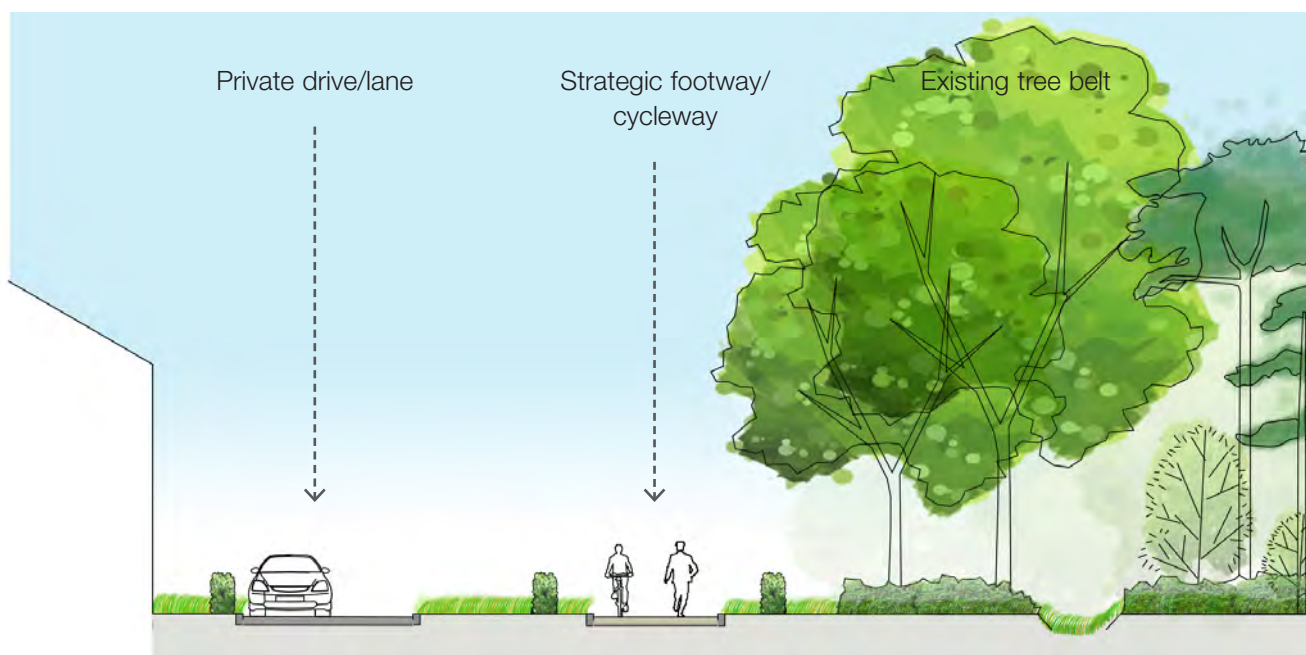
6.85 The primary element of this network is the shared footway cycleway connecting Wroxham Road in the north to Green Lane West in the south. This off-road route provides local connections but also offers the opportunity to connect to the Newman Road bridge over the NDR and the proposed Bittern Line cycleway that will connect into the Norwich cycle networks. This route, where appropriate, will utilise the remains of the former runway, subject to the concrete being of sufficient standard and safe.

6.86 Supporting the strategic route are a number of recreational cycleways and smaller footpath routes that crisscross the site. These provide a wide range of options for recreational walks of various lengths and also provide direct routes to key facilities.

6.87 Part of this network incorporates Salhouse Road and Muck Lane. These are anticipated to be, in part, downgraded to allow pedestrian and cycle use only, retaining the hedgerows where possible.

6.88 The existing public rights of way have been incorporated into the framework design and form part of the pedestrian movement strategy.

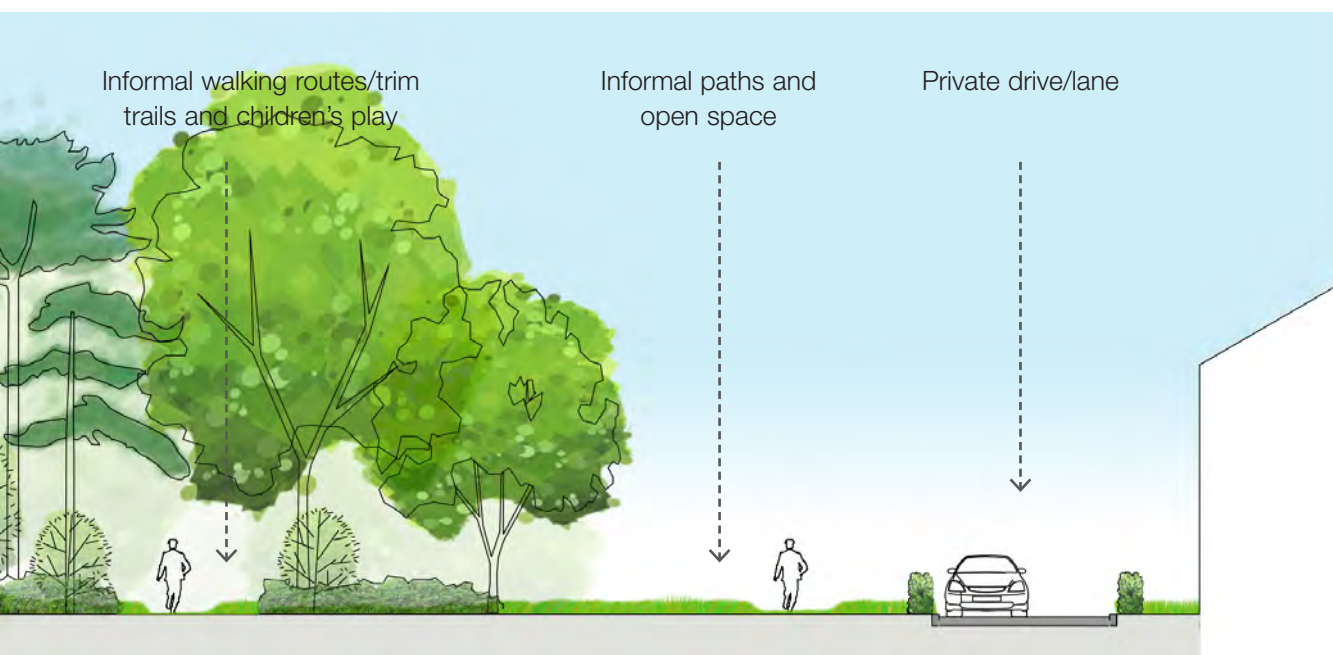
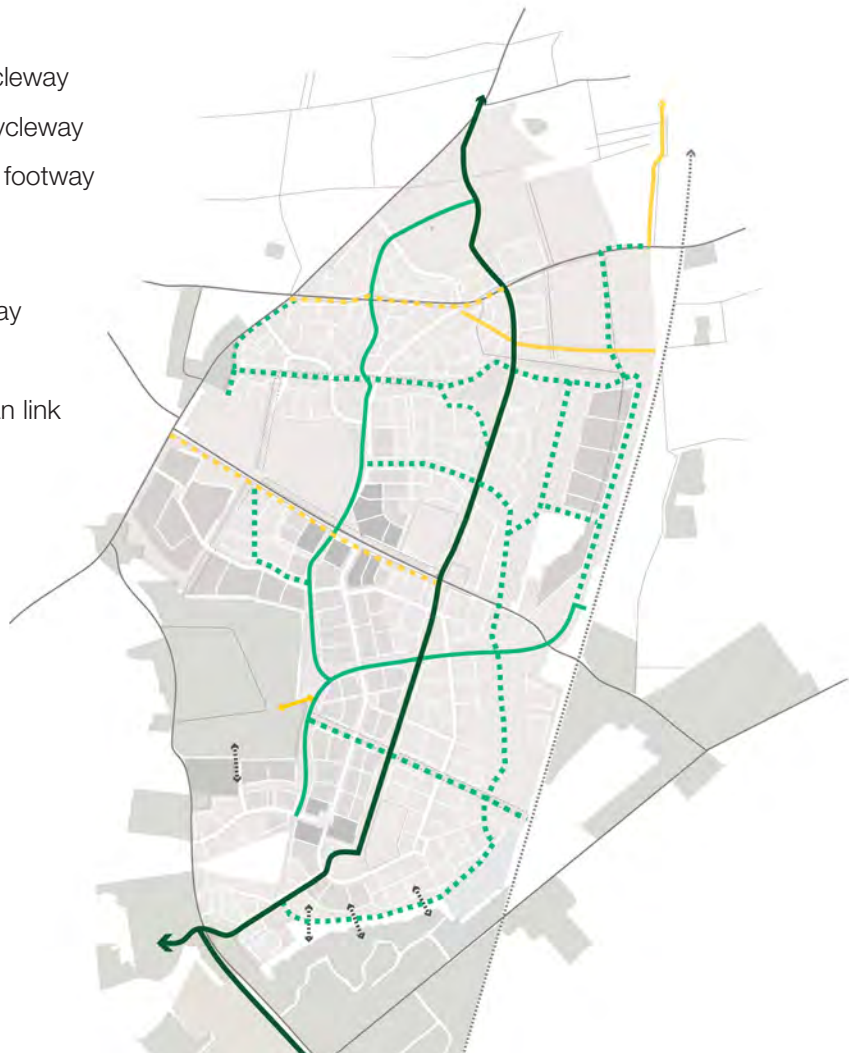
6.89 Potential future pedestrian links are indicated where they would be desirable but are currently not able to be achieved due to land ownership.



Indicative section through the central green corridor



- 4m strategic footway cycleway
- 3m recreation footway cycleway
- Existing highway to form footway cycleway
- Recreational footway
- Existing public right of way
- Existing pedestrian link
- Potential future pedestrian link



Landscape strategy

6.90 The landscape strategy is a fundamental part of the Masterplan and has been developed in conjunction with the movement, townscape, play and drainage strategies. The key principles of this strategy are:

- To retain and incorporate the key landscape features and positively utilise these within the landscape framework
- Ensure that the green infrastructure penetrates the built form creating an attractive setting to homes and a sequence of accessible and functional local green spaces
- To retain existing public rights of way
- To retain the hedgerows and trees aligning Salhouse Road and Muck Lane where possible
- To conserve and enhance ecological habitats that encourage biodiversity throughout the site, creating interconnected wildlife corridors
- To provide a mixture of accessible, usable and attractive open spaces, suitable for all people within the new and existing community
- To retain a parkland buffer zone in the north of the site
- To incorporate, enhance and reinterpret the heritage features

6.91 To highlight how these objectives could be implemented the following pages illustrate some of the key landscape spaces.

1. North parkland and hill top park
2. Runway corridor north
3. Runway corridor central
4. Memorial Park
5. Runway corridor south
6. Western green corridor south
7. Western green corridor north
8. Turning circle interpretation
9. Southern recreation hub
10. District centre green





1. North parkland & hill top park

- 1 Existing vegetation/hedgerow retained where possible
- 2 Seasonally dry drainage basin in meadow
- 3 Informal parkland character - a mix of amenity grass and meadow
- 4 'The Hill' vantage point and landmark - seating/shelter/sculpture
- 5 Open space footpath linked to development-generated desire lines
- 6 Informal footpath and cycle network
- 7 Native woodland and meadow mix



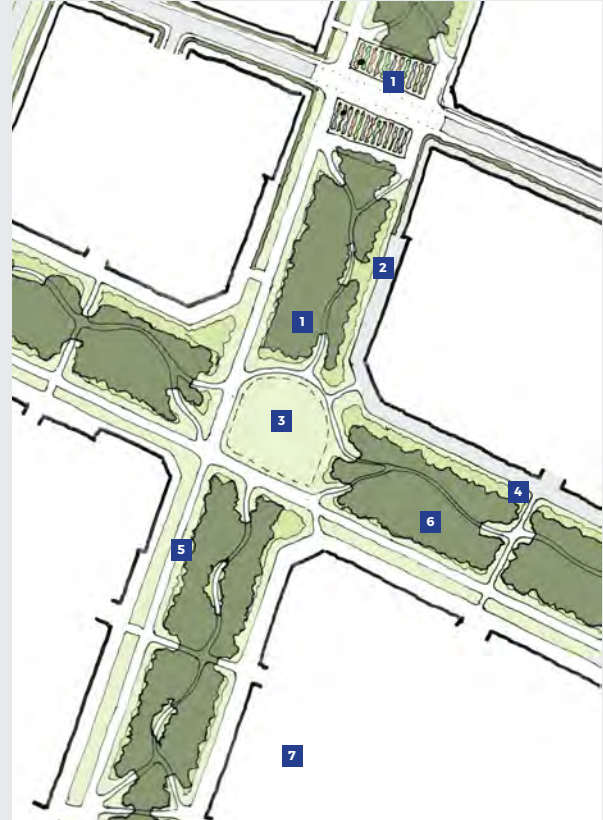
2. Runway corridor north

- 1 Landscape becomes more informal in character to the north
- 2 Allotment gardens
- 3 Play
- 4 Parking
- 5 Northern runway marker - sculpture/shelter/seating
- 6 End of the runway (turning area) copse retained with low key informal access
- 7 Open space footpath system aligned to development-generated desire lines
- 8 Native meadows associated with retained trees and new drainage swales
- 9 Seasonally dry drainage swale. Landform inspired by form of adjacent runway
- 10 Existing 'runway pines' retained - open up in places as necessary to allow footpath crossing points which facilitate desire lines
- 11 Landscape becomes more formal in character to the south



3. Runway corridor central

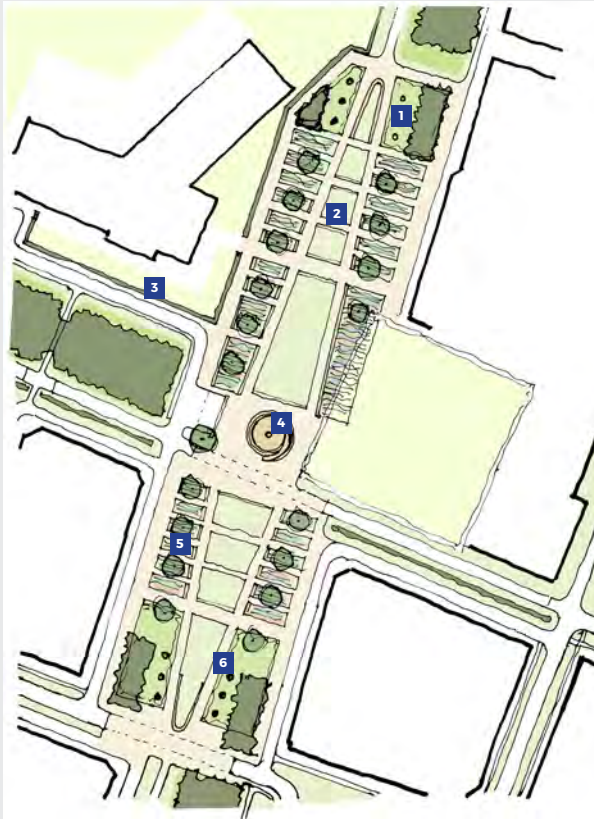
- 1 'Runway gardens' at main crossing points - a celebration of colour, aligned along the formal runway
- 2 Edge footpaths
- 3 Area for children's play
- 4 Retained pine tree corridors managed and opened up as necessary to allow footpath crossings
- 5 Strategic footpath and cycleway corridor set inside runway corridor
- 6 Create open views under tree canopies - with a woodland meadow character
- 7 Formal landscape character within runway ones is more formal - especially gardens, especially adjacent to higher density development areas



5. Runway corridor south

- 1 Village square
- 2 Local centre
- 3 Retained pine tree corridors modified as necessary to allow for informal linear routes
- 4 Southern runway marker - sculpture/shelter/seating
- 5 Village green - events/recreation
- 6 Primary school
- 7 Community hall and changing facilities





4. Memorial Park

- 1 Gateway sculpture - runway markers, possibly associated with lighting
- 2 'Tapering' lawns - framed by gardens and trees - to enhance north-south perspective
- 3 Gardens are open to encourage integration with adjacent school and surrounding development
- 4 Memorial sculpture and viewing platform with long dramatic views north and south to the runway markers
- 5 Colourful ornamental grass/meadow gardens (some seasonal) as a peaceful backdrop to seating walls
- 6 Gateway sculpture - runway markers, possibly associated with lighting

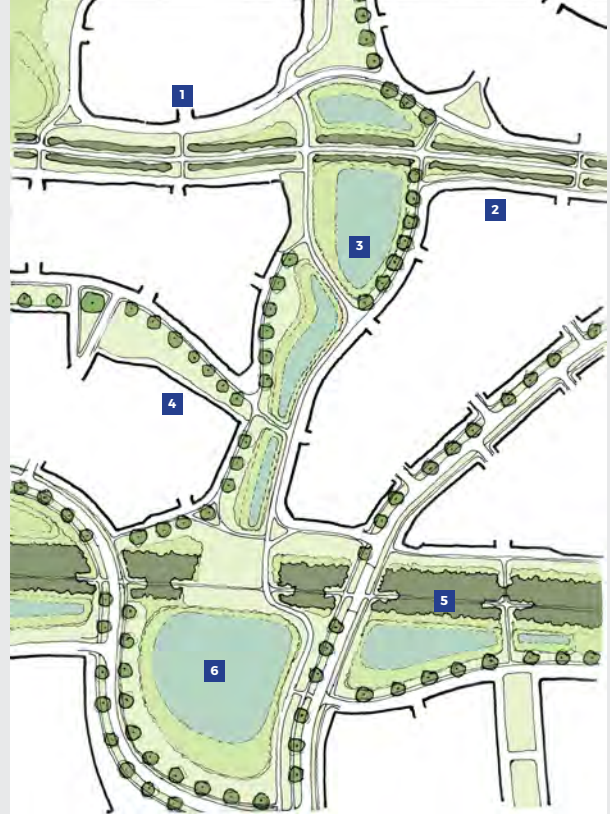


6. Western green corridor south

- 1 Shallow dry attenuation basin integrated with native meadows
- 2 Former control tower at gateway to the industrial area. Opportunities for interpretation and memorial
- 3 Generally informal landscape character with footpath and cycleway system integrated with planting and landform
- 4 Additional native woodland planting with landform mounding to assist screening industrial zone

7. Western green corridor north

- 1 New connections to Stonehouse Lane as necessary based on desire line requirements
- 2 Existing hedgerows and trees retained where possible
- 3 Dry attenuation basin and meadows integrated with amenity open space along an informal greenway
- 4 Strategic gaps created in pine rows to achieve bold visual connections
- 5 East-west footpath link integrated within linear pine plantation
- 6 Seasonally dry drainage attenuation basin carefully integrated visually and ecologically



9. Southern recreation hub

- 1 Formal playing pitches
- 2 Integrated drainage swale and basin and native meadows
- 3 Footpaths follow development desire lines for pedestrian movement
- 4 Cycleway integrated with layout of formal sports pitches to avoid conflicts
- 5 Groups of specimen trees strategically placed to visually break up the otherwise large formal space
- 6 Allotments





8. Turning circle interpretation

- 1 A grid of orchard trees provides a visual buffer between residential and employment areas. the layout reflects the former (no longer visible) turning heads
- 2 Strategic cycleway/footpath through the orchard gardens
- 3 Paths and gardens follow the former concrete surfaces. Trees fill the voids between
- 4 Paths connect to the employment zone



10. District centre green

- 1 Bowls green
- 2 Play area
- 3 Specimen trees define 'the green'
- 4 Landscape character becomes more informal towards the north
- 5 Informal footpaths connect along retained tree belts
- 6 Muck Lane footpath and cycleway



Memorial Park

6.92 This small formal park celebrates the military heritage of the North Rackheath site and provides an appropriate, attractive landscape setting for the re-located WWII war memorial, which is currently in the industrial area.

6.93 Sited at a central point on the former runway, the focus of the park is an elevated viewpoint with a landmark Memorial Sculpture. From here there are dramatic long, straight north-south views along the former runways. The tapering form of the adjacent lawns is angled to exaggerate the perspective of these evocative views, which reflect the history of the site and are framed by the distinctive North Rackheath 'runway pines.'

6.94 A sequence of columnar lights at the north and south gateways to the park echo linear, repetitive patterns of runway lights and radar masts that would have featured on the former airfield. There is a sense of movement and power. In plan view, the lawns resemble the wings of a plane, but these colourful garden spaces will provide attractive places to sit and reflect, as well as popular meeting zones for parents as they wait for their children to emerge from the adjacent Northern Primary School.



1. Gardens with colourful borders



2. Planting will frame the view along the tapering runway lawns



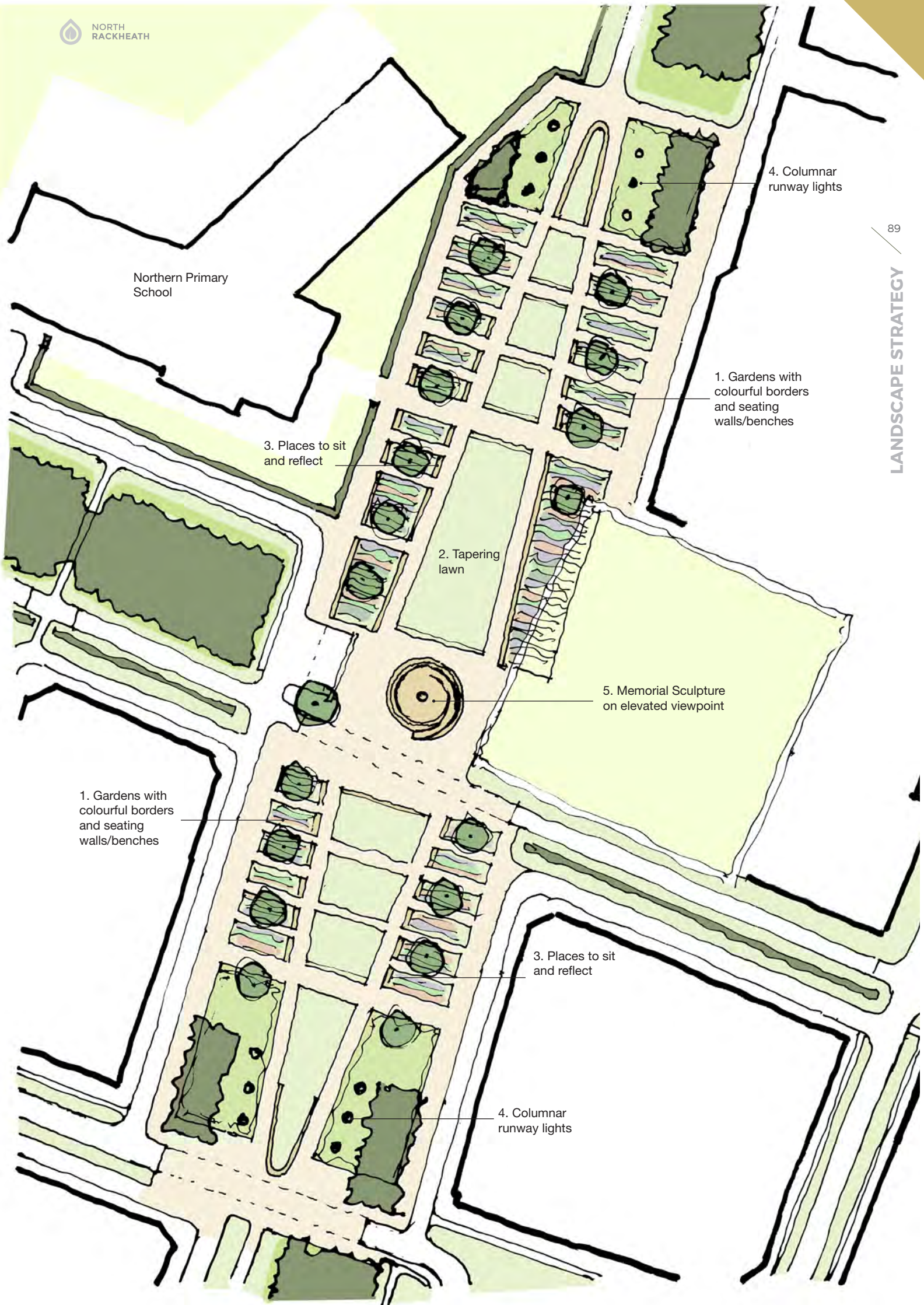
3. Places to sit and reflect



4. Columnar runway lights



5. Elevated memorial / interpretation point, framing the long runway views

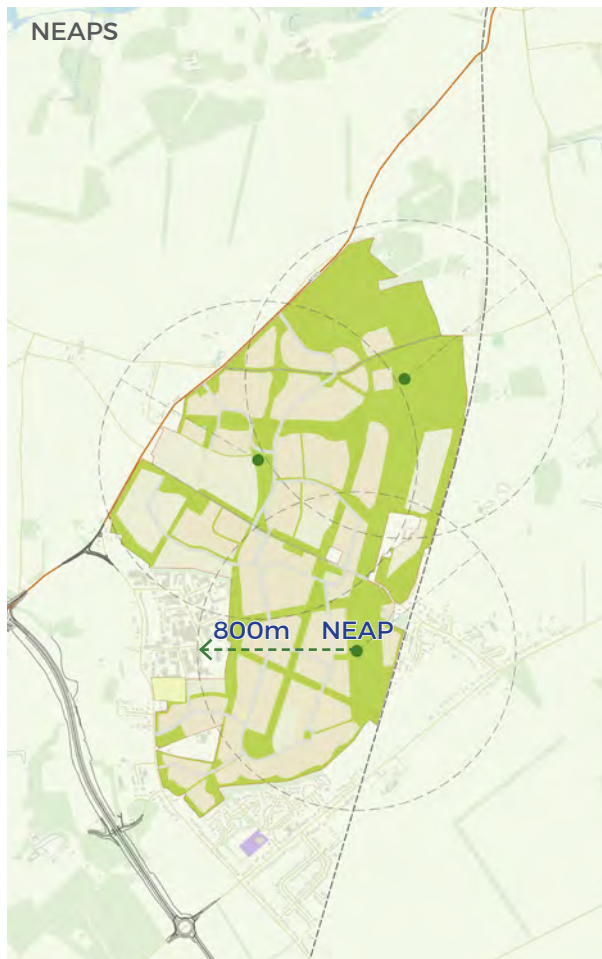


Play and open space strategy

6.95 Formal play spaces - Neighbourhood Equipped Areas for Play (NEAPs) and Local Equipped Areas for Play (LEAPs) will be provided in accordance with Broadland District Council's Guidance for Recreational Provision in Residential Development (SPD, April 2016).

6.96 The precise locations of these facilities in not yet fixed, but there are expected to be two NEAPs, with LEAPs scattered throughout the infrastructure landscape. The plans below highlight potential options for the locations of these facilities ensuring all residents are located within easy walking distance

6.97 In addition, the rich green infrastructure landscape of the North Rackheath community will provide a wealth of opportunities for imaginative natural play, as well as a network of attractive spaces and routes for informal recreational activities such as running, cycling, walking and nature watching.



Landscape management

6.98 North Rackheath will create a significant range of green infrastructure assets, providing a major recreational resource and enhancing biodiversity and habitat connectivity. It is important that a robust and sustainable landscape management structure is developed to protect this capital investment.

6.99 There are a number of options for structuring the governance and management of North Rackheath's strategic infrastructure landscape. It might be adopted by Broadland District Council, by Rackheath Parish Council, by a management company or by a charitable trust which is operated on behalf of the local community. In each of these scenarios, there would need to be a legal agreement between the management organisation and the developer, which would cover relevant capital funding and sources of revenue funding. The latter might typically be secured through the Community Infrastructure Levy, endowments associated with the phased residential development, and service charges.

6.100 It is relevant to note that responsibility for management of the drainage system within the infrastructure landscape is likely to fall to Anglian Water and/or Norfolk County Council and/or a private management company.

Biodiversity

6.101 North Rackheath is a large, arable site with a network of species-poor tree belts, hedgerows and narrow grass field margins. Although seemingly uninteresting at the outset, surveys have shown the site to provide commuting and foraging opportunities for ten species of bat including common pipistrelle, noctule, brown-long eared bat and the rarer barbastelle bat. The friable, sandy soil and mosaic of woodland, scrub fringe and grass field margins on-site also support an invertebrate assemblage that includes five notable species. Fifty-one species of bird were identified using the site during breeding bird surveys, of which 30 are of conservation concern.

6.102 The landscaping strategy seeks to enhance the site's ecological value through the retention of important habitats and the provision of new, better quality ones. The linear routes of the tree belts and hedgerows will be retained; maintaining the existing bat commuting corridors through the site and the link between the woodland parcels to the south of the site with those to the north and The Broads beyond. Vegetative 'buffers' between the development and retained linear features and a bat sensitive lighting scheme will ensure bats can continue to use the site. The habitat mosaic required by the invertebrate assemblage on-site will be provided for through the retention of woodland areas and the creation of species-rich meadows, bare ground areas and scrub planting within the extensive green space. Suitable nesting habitat for a variety of bird species will be provided on-site through the retention of existing habitat and new tree and shrub planting.

6.103 There are excellent opportunities for ecological enhancements on a site such as North Rackheath, due to its large size and dominance of arable habitat with poor ecological value. Areas of species-rich meadow grassland will provide a better food source for invertebrates, which in turn will improve foraging for bats, birds, reptiles and amphibians. The new drainage swales will provide temporary water sources across the site and will be of benefit to a variety of wildlife. New linear bat commuting and foraging routes will be created on-site through the provision of roadside tree planting and existing tree belts will be managed to improve species diversity and structure. Bat and bird boxes installed on site, particularly within the walls of buildings, will provide additional roosting and nesting opportunities.

DRAINAGE STRATEGY

Flood risk and surface water drainage:

6.1 The North Rackheath site as a whole is located in a low flood risk area (Flood Zone 1) as identified by the Environment Agency. No watercourses, ditches or existing piped drainage have been identified on site. There are no surface water connections available on or in the close vicinity of the site, hence it is proposed to dispose of surface water via infiltration methods. Initial infiltration testing undertaken within the far north end on the site suggests there is a potential for infiltration. Further tests to validate this information, as well as assess the entire site area, will be performed at the planning application stage. The proposed surface water drainage for the site incorporates Sustainable Drainage Systems (SuDS).

6.2 The SuDS will be integrated into the open space network. The landscaping of the SuDS features provides opportunities to create and deliver biodiversity gains, landscape enhancement and recreational and sustainability benefits. The proposed SuDS are to deal with surface water at source and include a management train of features designed to enhance water quality and to allow for ground water recharge where possible.

6.3 SuDS are incorporated to enable the drainage to mimic the existing natural catchment process as closely as possible, where practicable and will incrementally reduce flow rates and volumes from the site as well as address and control flows passing through the site.

6.4 The flat nature of the site, its size, features and existing utilities encourage proposed surface water to be split into several catchments and each be discharged on its own. This will influence the spatial planning of the site defining drainage boundaries for individual development parcels and will trigger implementation of the primary drainage infrastructure in the neighbouring drainage catchments.

Surface Water Drainage Principles:

- Creation of an integrated drainage strategy utilising the underlying topography within the site. Drainage of the overall development will be split into several catchments utilising existing hedgerows, roads and other existing features. A network which utilises swales and ditches to convey surface water flows into porous paving, filter drains, infiltration/attenuation basins located at the lowest point of each catchment. These SuDS features are an integral component of the green infrastructure proposals.
- Infiltration/attenuation features will be sized based on the proposed infiltration testing results, existing borehole logs and in accordance with proposed impermeable area. Allowable discharge rates, if option of discharge to an existing surface water component becomes available, are likely to be limited to the existing greenfield run-off rates. Proposed surface water drainage will be designed in accordance with Norfolk County Council Guidance the Environment Agency and Lead Local Flood Authority (LLFA) advice as well as the industry best practise guides.
- The infiltration/attenuation basins will be located at a natural low point of each catchment and planted with wetland plant species to create a valuable ecological resource and setting for surrounding housing. This will be designed to satisfy Norwich International Airport requirements to ensure it does not affect the airport's functionality in regards to birds strike and open water features will be limited.
- Swales and ditches will be integrated into the major landscape corridors that run through the development. Those will be lined with filter drains wherever possible to maximise its ecological and attenuation potential.
- Porous paving will be located within the private car parks wherever possible and will provide an effective source control as well as will contribute to surface water attenuation volume.
- Bio-retention planters could be used and placed within strategic locations of the development

(where feasible) to provide additional water quality treatment from roads and parking, as well as providing an element of storage during the extreme flood events if required.

- Green roofs and water butts will be considered at each stage of the project subject to its applicability and feasibility.
- Anglian Water may act as the prospective adopting authority for the piped network and green SuDS features wherever applicable.
- The Local Authority will act as the prospective adopting authority for the green SuDS wherever applicable.

Sustainable water management:

6.5 The masterplan seeks to provide onsite solutions to surface water drainage. In addition to providing attenuation areas and infiltration/attenuation within landscape areas, each development parcel will feature Sustainable Urban Drainage Systems to deal with rainwater at a local scale. Water usage will also be minimised at a domestic scale in accordance with targets set out in the Code for Sustainable Homes.



07 PHASING & IMPLEMENTATION

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PHASING

7.1 The Growth Triangle Area Action Plan, Policy GT16, allocates the whole of North Rackheath for development but safeguards a 58ha parcel of land for the potential future expansion of the planned settlement. A specific parcel of land is not identified in the Policy or supporting text.

7.2 The suitability of that land for development will be considered as a part of a 'call for sites' exercise or review of the AAP.

7.3 While the outcome of that process cannot be prejudged it has been necessary to approach the masterplanning exercise in a cohesive and holistic way including the whole allocation area.

7.4 The masterplan includes for a phased sequence of development, cognisant of the requirement to meet the housing trajectory requirements to 2026, a commitment to deliver at least another 1,700 homes beyond the plan period and the stages in development that trigger the requirement for key pieces of infrastructure e.g. a second primary school.

7.5 The phasing sequence will see development commenced in the southern part of the site and progressing in a broadly northerly direction. This allows for a final phase to be planned and safeguarded without prejudicing the other components of the development or undermining the masterplanning process. The plan opposite illustrates the potential phasing. However, the phasing is to be agreed as part of the application process with Broadland District Council. Each phase will be divided into smaller sub-phases.

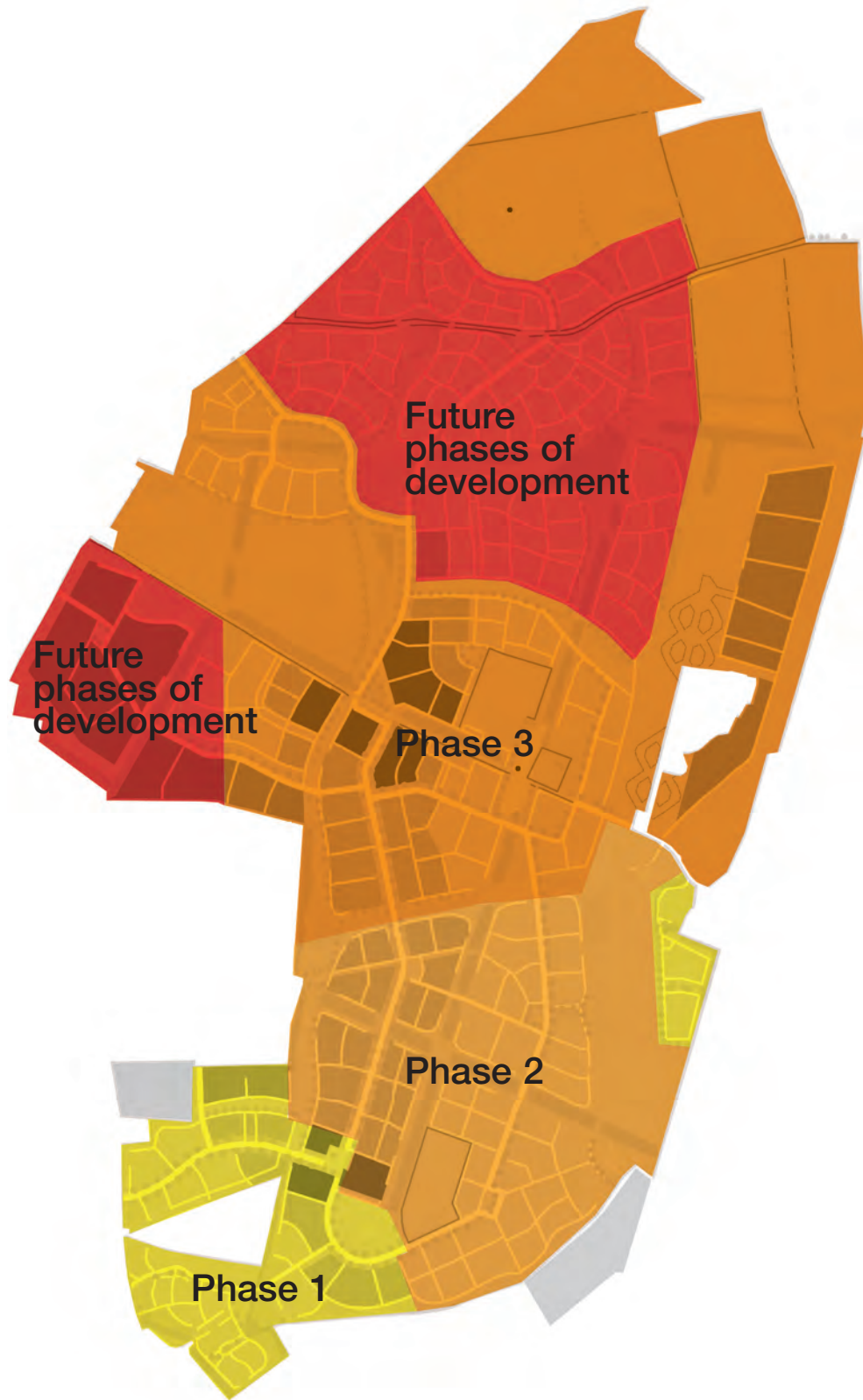
IMPLEMENTATION

7.6 Implementation of the masterplan will be achieved through the formal planning application process, planning conditions and development of the site.

7.7 Once the masterplan is ratified by Broadland Council, work will commence on the detailed environmental impact assessment of the proposals.

7.8 It is anticipated that a planning application will be submitted to Broadland Council in Autumn 2018. This will be a hybrid application seeking full planning permission for tranche 1 (circa 200 houses) and an outline application for the remaining phases.

7.9 Development is expected to commence on site in 2019.





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PAY POLICY STATEMENT

1 INTRODUCTION

- 1.1 This Policy is required under sections 38 - 40 of the Localism Act 2011. The Policy aims to be transparent, coherent and relevant to current and future needs. These needs will include the ability to attract, retain and motivate staff to help achieve the organisations vision and ambitions.
- 1.2 The Council expects high standards of performance from its staff and believes a Pay Policy should reflect the contributions of its staff. Each member of staff makes an individual and valuable contribution within their role to the effectiveness of the organisation. However, the adage 'the whole is greater than the sum of the individual parts' is particularly relevant in describing the collective strength of the Council's staffing resource and the ability of staff to work together in a positive manner.

2 SCOPE OF POLICY

- 2.1 As required by the Act and in response to associated guidance it covers:
- the Policy on the level and elements of remuneration for Chief Officers. Chief Officer being defined as in section 2 of the Local Government and Housing Act 1989;
 - the Policy on the remuneration of the lowest paid employees; the definition of the "lowest paid employees" and the rationale for that definition;
 - the relationship between the remuneration of Chief Officers and other staff;
 - other specific aspects of Chief Officers' remuneration: remuneration on recruitment: increases and additions to remuneration: use of performance-related pay and bonuses; termination payments; and benefits in kind.

NB: References to the Public Sector Exit Payments have been removed as Government approval for the treatment of these has been delayed.

- 2.2 In addition the Policy sets out :
- discretionary aspects of Chief Officers' remuneration e.g. medical insurance and lease cars including the monetary value of these benefits;
 - the principles on pay awards for all staff;

- information on the responsibilities of Chief Officers to aid public understanding of their roles , in accordance with the Local Government Transparency Code 2015;
- thresholds for salaries on appointments.

3 PRINCIPLES

- 3.1 The following pay principles apply to all staff including Chief Officers.
- 3.2 A local Performance Related Pay Scheme will apply to all staff.
- 3.3 There are 13 Local Grades within the Broadland pay scheme. Posts are evaluated on to these grades using the Inbucon Job Evaluation Scheme.
- 3.4 The local grades will generally be wider than NJC grades and overlap allowing greater scope for progression linked to performance within a post.
- 3.5 Salaries for all staff will recognise the need to pay at a sufficient level to recruit and retain quality staff on market related salary scales.
- 3.6 The principle of checking salary grades for all staff within the market will continue to ensure the competitiveness of the salary/grading structure is maintained. Any market-related increases applicable will be due in April each year and will be applied to the grade minima / maxima and to individual salaries. This increase will be recommended by external and independent pay consultants.
- 3.7 Pay for all staff will recognise and reward performance not service.
- 3.8 Performance payments for all staff will be made through the Council's Performance Related Pay (PRP) scheme, which agrees specific objectives that the employee is then assessed against. However, there may be occasions where performance is recognised through the use of honoraria in addition to PRP. These occasions are likely to occur where an employee takes on additional responsibilities often related to long term staff absences/ vacancies.
- 3.9 Commencement salaries of staff will be made within the relevant local grade assuming the mid point of the grade to be the market rate for the role in most cases.
- 3.10 Market supplements will only be used where there is evidence that they are required.
- 3.11 Payments for fees, charges and allowances will be consistent across all staff.

- 3.12 The Council's policy on compensation payments for termination on the grounds of redundancy, early retirement and efficiency will be in accordance with the Adjustment to Staffing Agreement.
- 3.13 The Council's policy on flexible retirement, early payment of pension, the augmentation and/or award of additional pension will be in accordance with the Council's Pensions Discretionary Policy.
- 3.14 Staff in receipt of a Local Government Pension may be employed by the Council where there is a justifiable business case. This would be justifiable where the member of staff is the best match for the organisation's requirements. The salary level of the member of staff on appointment may be adjusted to reflect the payment of a pension through the Local Government Pension Scheme.
- 3.15 Staff who have received a redundancy or compensation payment from Broadland District Council will not normally be re-employed by the Council. Approval from the Chief Executive will be required. If this occurs any re-engagement will be in accordance with 3.14 above
- 3.16 Staff previously employed by Broadland District Council may be engaged under a contract for services where there is a business case for doing so. This may be for financial, risk mitigation and/or skills shortage reasons. Approval from the Chief Executive will be required. If this occurs any re-engagement will be in accordance with 3.14 above
- 3.17 Pay and benefits will be monitored and assessed to identify any discriminatory aspects and whether they benefit any group of employees with a particular protected characteristic(s). Protected characteristics particularly relevant include gender (Equal Pay issues) and age (Minimum Wage, and National Living Wage).
- 3.18 The Council will annually publish this Policy and associated pay data on the Council's website.

4 PUBLIC SECTOR EXIT PAYMENT CAP AND RECOVERY REGULATIONS

- 4.1 The Council will comply with any regulations aimed at capping public sector exit payments which may come into force in the next 12 months.
- 4.2 The Council will comply with any recovery regulations which may come into force within the next 12 month. These regulations being aimed at recovering exit payments from public sector employees who return to public sector employment.

5 CHIEF OFFICERS' REMUNERATION

- 5.1 Chief Officers within this Council will include the Chief Executive; the Deputy Chief Executive and Heads of Service.
- 5.2 Remuneration of Chief Officers will include:
- salary or where there is a contract for services payments made by the authority for those services;
 - any bonuses payable;
 - any charges, fees or allowances payable (which would include election fees);
 - any benefits in kind;
 - any increase in or enhancement of pension entitlement where that is the result of the resolution of the authority; and
 - any amounts payable on ceasing to hold office or being employed by the authority other than amounts that may be payable by virtue of any enactment.
- 5.3 The terms and conditions of employment for Chief Officers, except those relating to rate of pay, are covered by the National Scheme for the Joint Negotiating Committee (JNC) for Chief Executives and Chief Officers.
- 5.4 Chief Officers' salaries will be offered within the salary ranges of Local Grades 1 – 4 inclusive.
- 5.5 Performance assessments linked to pay for Heads of Service will be undertaken by the relevant line manager (either the Chief Executive or the Deputy Chief Executive).
- 5.6 Performance assessments for the Chief Executive and Deputy Chief Executive will be undertaken by the Appointments and Pay Panel.
- 5.7 In addition to the remuneration identified in 5.2, Chief Officers may receive other specific benefits which will be identified annually.
- 5.8 Payment for membership of professional bodies will only be paid for those Chief Officers undertaking statutory roles ie Head of Paid Service, Monitoring Officer and Section 151 Officer.
- 5.9 The Chief Executive also receives Returning Officer fees. The fees in respect of County, District and Parish Council Elections are set by the Chairpersons

of the Norfolk Authorities' Member Remuneration Panels and the fees for conducting European, Parliamentary and Police & Crime Commissioner elections are set by the Cabinet Office.

5.10 Information relating to Chief Officers' payments will be published annually to provide transparency. The information will include contextual data such as areas of responsibility, number of staff within the service, capital and revenue expenditure, salary ceiling, the contract type and identify any current vacancies.

5.11 For appointments on large salary packages, defined as ones in excess of £100,000 pa, Council approval will be obtained. The components of the package will include gross salary, car benefits and private health benefits.

6 REMUNERATION OF LOWEST PAID EMPLOYEES

6.1 The Council's lowest paid employees are those employees in trainee / apprentice roles. These roles will be paid within Local Grade (LG)13. These roles will be for employees who are joining as the first step in their career.

6.2 The lowest pay point will be that of LG13. The bottom of LG 13 will be the National Minimum wage for 18 – 20 year olds (£11,352 pa from April 2018).

6.3 All employees will be paid at least at a level equating to the national minimum wage legislation.

6.4 Employees aged 25 years and over will be paid at least at a level equating to the National Living Wage.

6.5 The lowest point of Local Grade 12 will be the National Living Wage (NLW) which will be £15,065 pa from April 2018.

7 RELATIONSHIP BETWEEN CHIEF OFFICER'S REMUNERATION AND OTHER STAFF

7.1 Pay relationships will be measured by the use of a pay multiple. This is defined as the highest paid taxable earnings for the year including base salary, variable pay, bonuses, allowances and the cash equivalent of any benefits in kind) and the median earnings of the whole Council. The highest taxable earnings, ie those for the post of Chief Executive, will normally be no greater than 7 x the median earnings of the whole Council.

7.2 The pay multiple as at January 2018 is 4.82. This is a decrease of 0.15 from 2017. As the taxable earnings of the Chief Executive include Returning Officer fees, and these vary from year to year, this accounts for the fluctuation in the multiplier.

8 RESPONSIBILITIES

- 8.1 This Policy will be approved by Council.
- 8.2 The appointment and appointment salaries for Chief Officers will be determined by the Appointments and Pay Panel.
- 8.3 The appointment and starting salaries of staff new to the Council will be determined by an Officer Recruitment Panel, which will consist, as a minimum, of a management representative for the relevant service and a representative from HR.
- 8.4 The level of any annual pay awards will be determined in accordance with policy agreed by Council.
- 8.5 The level of any PRP awards will be agreed by Cabinet.

9 REVIEW OF POLICY

- 9.1 The Policy will be reviewed annually and the Council's approach for the following financial year will be confirmed.
- 9.2 However, the Council recognises that a variety of circumstances (foreseen or unforeseen) may arise and require the Pay Policy to be sufficiently flexible to deal with these circumstances such as the use of market supplements. The Council will have regard to the extent to which the exercise of any flexibility could lead to a serious loss of confidence in the public service.

10 APPROACH FOR THE FORTHCOMING YEAR (2018/19)

- 10.1 As part of the budget setting process for 2018/19 a 2 percent annual increase in the salary budget is currently modelled as part of the Council's Medium Term Financial Plan.
- 10.2 The market related award applicable in April 2018 will be recommended by independent pay consultants. Any recommendation for a market related award will be applied to the Local Grades and to individuals' salary. Any market related award will be provided for as part of the 2 percent increase in the salary budget
- 10.3 The Pay Scheme must be affordable taking into consideration the medium term budget implications for the Council. Therefore if, once the market related award has been applied, there is any excess budget this will be made available for PRP.
- 10.4 The lowest Local Grade (LG) of LG13 is identified as a trainee grade, specifically for those staff employed under apprenticeship / trainee

arrangements. These arrangements are likely to apply where the employee is entering work with little and/or out dated experience.

- 10.5 Roles other than those evaluated as LG 13 may also be appropriate for apprentice employees. An apprentice employee will be someone who is studying for a recognised qualification that enhances and / or widens their skills and knowledge. Apprentices may study for a range of qualifications including National Vocational Qualifications (NVQ's), degrees and professional qualifications. Apprentice employees will be paid within the appropriate grade for the role they are undertaking.
- 10.6 The minimum range for LG13 will be the national minimum wage for workers aged 18 – 20 years and will remain in line with this figure.
- 10.7 The minimum salary for LG12 will be the National Living Wage and will remain in line with this figure.
- 10.8 Work on the future design and funding options for the Council's Performance scheme is currently on hold whilst the organisation explores collaborative working.
- 10.9 Actual salaries of Chief Officers for the most recent financial year will be published on the website (as per the statutory code of recommended practice on data transparency).
- 10.10 No bonuses will be paid.
- 10.11 The benefits in kind specific to Chief Officers include:
 - lease car or cash equivalent of up to £4,871 for Chief Executive and Deputy Chief Executive and £4,714 for Heads of Service
 - medical insurance approximate value of £900 and medical check-up approximate value of £485.

NB: Although these benefits are offered to Chief Officers, it should not be assumed that they will all take them up.

- 10.12 An individual personal reward statement will be available for any member of staff where it is specifically requested by that individual. The statement will show the value of the individual's benefits package, including the value of the employer's pension contributions.

Date	Ref	Comment
Feb 2013	3.9	Replaced 'appointments' with 'commencement salaries.' Deletion of 'the midpoint is recognised as the salary reflecting the skills, experience, qualifications required for the role'.
	4.1	Replaced 'Head of Paid Service' with 'Chief Executive'.
	4.10	Inserted 'contextual'.
	6.1	Update to the year to show that the measure is still being met.
	9.1 & 9.2	Change to the year.
	9.6	Change to the benefits in kind figures and inserted the word 'innate'.
	9.7	Reward statements will now only be produced where an employee requests their personal statement.
Aug 2013	2.1	Include 'associated guidance'.
	2.2	Insert fourth bullet point re thresholds.
	4.6	New point Performance assessments for DCE undertaken by CE.
	4.10	RO fees no longer agreed by Norfolk Branch of Assoc of DC but by CE group.
	4.12	New point re appointment of salaries of £100,000+.
	4.13	New point re severance packages of £100,000+.
	6.1	Updated to refer to 2014.
	9	References to year updated.
	9.6	Medical figures updated.
Jan 2015	3.6	Include principle of applying market award to grades and individual salaries.
	3.13	Pensions Discretionary Policy, 2008 removed.
	4.9	Deleted 'payments will be treated separately from salaries'.
	4.10	Additional info added (salary ceiling, contract type, vacant posts).
	4.11	Inserted 'Full Council approval will be sought'.
	4.12	Inserted 'Full Council approval will be sought'.
	6.1	Definition of pay multiple added.
	6.2	Pay multiple as at Jan 2015 updated.
	7.3	Inserted new to the Council.
	9.1	Re-establish cost of living award.
	9.2	Market related award to be applied to individual salaries.
	9.3	Efficiency savings becomes a permanent feature New point PRP pot calculation explained.
	9.7	Update to figures.
Jan 2016	3.15	New point Recovery of Public Sector exit payments.
	4.12	Reference that a new exit payment cap is likely of £95,000.

Date	Ref	Comment
	5.4	Inclusion of National Living Wage.
	6.2	Update on pay multiple.
	9.1	2 percent budget identified for salaries.
	9.3	Deletion of using efficiencies for PRP instead any excess from 2 percent budget to be for PRP.
	9.4	New point to work with staff reps to design a pay scheme for the future.
	9.8	Update on figures.
Jan 2017	2.1	Benefits in kind added to fourth bullet point.
	2.2	New point on public sector exit payments.
	2.3	Reference made to Transparency Code 2015.
	3.12	Added reference to Public Sector Exit Payment Regs.
	3.15	Reference to new Recovery regulations.
	3.16 & 3.17	Reference made to Public Sector Exit payment regs.
	3.18	New point.
	Sect 4	New section.
	Sect 5	Deletion of reference to exit payments in excess of £100,000.
	5.9	New wording fees set by Chairs of Norfolk Authorities Member Remuneration panels.
	6.5	Insert rate will be min of NMW for age.
	7.2	New multiplier figure.
	8.5	PRP agreed at Cabinet (not Council).
	10	Update to 2016/17 figures.
Jan 2018	2.1	New final bullet point re references to PS Exit Payments
	3.12	Removal of PS Exit Duty 2016
	4.0	This section contained details of how the PS exit payments and recovery regulations were to be applied but as these have not come into force, this section confirms the council's approach should the government progress these.
	7.2	Update to multiplier figure
	10	Year updated to 2018 /19
	10.4	LG 13 becomes an apprentice/trainee grade and comment re apprentices may be paid outside of LG13 deleted as not necessary
	10.5	Definition of apprentice explained
	10.6	Salary range of LG13 to be linked to NMW
	10.7	Salary minimum of LG12 linked to NLW
	10.11	Medical insurance decreased

14.1 Outcomes

Following the progress report being reviewed by the informal member groups and the two Full Councils, officers will continue to develop the Feasibility Study which will be presented to Members in June/July.

The Feasibility Study will seek to demonstrate the benefits to be delivered from a strategic collaboration and one shared officer team supporting two autonomous councils. These will include the following outcomes:

- **Achieving greater influence-** We will establish our combined area as one of the best places to live and work in the country. By showing strong leadership of place, we will increase our ability to take advantage of national and regional opportunities to deliver investment for our combined areas, driving prosperity and maximising quality of life for everyone.
- **A joint collaborative working of service delivery-** Through one shared officer team and shared culture we will transform the way we work for the benefit of our communities, building our capacity and resilience.
- **Creating a platform for innovation –** We will be forward thinking, continuously improving and innovating to ensure we deliver those services that our residents and businesses value the most.
- **Delivering financial resilience and sustainability –** We will enable the Councils to adapt to an evolving local government financial landscape, doing more with less and enhancing our productivity and efficiency.

The Feasibility Study will address these opportunities by developing proposals to support the focus areas set out in section 8 of this report.

14.2 Timeline

The timeline for review of the feasibility report by Members in June/July will be as follows:

Week commencing	Member group
W/c 4 June	Deadline for report to be circulated to informal Member meetings
W/c 11 June	Joint informal Member meetings: <ul style="list-style-type: none"> • Joint Scrutiny Group [Date TBA] • Joint Informal Cabinet [Date TBA]
W/c 25 June	Scrutinies <ul style="list-style-type: none"> • Tue 26 June – BDC • Wed 27 June - SNC
W/c 2 July	Cabinets <ul style="list-style-type: none"> • Mon 2 July – BDC and SNC (this will be a co -located meeting)
W/c 9 July	Full Councils <ul style="list-style-type: none"> • Mon 9 July – SNC • Thur 12 July - BDC

Joint Lead Members Group [Date TBA]

Member Development Strategy

Introduction

The delivery of Member development supports the ethos that leading the community with greater knowledge and understanding should help the Council achieve its corporate ambitions.

Council Ambitions

- To deliver economic success in our area
- To achieve environmental excellence in everything we do
- To plan and provide well housed communities
- To increase levels of health and wellbeing
- To keep people safe and secure
- To continue to provide high quality, value for money services on our own or as a trusted partner

Purpose of the Strategy

The Member Development Strategy aims to:

- equip Councillors with the skills, knowledge and competencies necessary to achieve high quality service provision;
- ensure that all Councillors, either new or experienced, build capacity to help them in current roles and to prepare them for roles they may fulfil in the future;
- regularly evaluate Member development to ensure that it continually evolves to meet individual and Council needs;
- ensure that all Members (including potential Members) are aware of the Council's expectations of them to engage and participate in learning and development opportunities;
- provide a consistent framework for Member development which addresses skills and knowledge required for the modern environment.

Strategy Statement:

The Council recognises that Members are expected to play an increasingly important role as decision makers, regulators and working in partnership to deliver the Council's corporate ambitions. Broadland is committed to the continuous support and development of all of its Members. The Member Development Panel has been closely involved in the preparation of this Strategy prior to its formal adoption by Council.

Induction Programme

A comprehensive induction programme is offered to all Members following their election to office. Newly elected Members are provided with a handbook containing the most basic information together with a summary of other information which is useful to know from the outset, such as advice on receiving offers of gift and hospitality. Broadland has a strong officer / Member working relationship and upon taking office, Members can expect help and support from officers at all levels. There is a lot to take on board as a newly elected Member and so officers from the committee team are available to assist with the completion of forms and also to act as a "buddy" in the first few weeks.

The induction programme is prepared in conjunction with senior political and managerial leadership to ensure a targeted and effective approach.

Induction sessions include: code of conduct, budget, decision making processes etc.

Newly elected Members are also provided with a copy of the Local Government Association "Councillors Guide".

Mandatory Training

Mandatory training is undertaken as soon as possible at the start of each full term (every four years) and this is supplemented by refresher training at the start of the third year of the four yearly cycle. See below for the list of mandatory training.

A copy of the induction and mandatory training programme is included as part of the candidate pack to enable potential Members to have as much notice as possible of the key dates.

- Induction – all Members
- Code of Conduct – all Members
- Planning – all Members and substitutes of the Planning Committee
- Licensing Act and Gambling Act – all Members of the Licensing & Regulatory Committee

- Private Hire legislation – all Members of the Licensing & Regulatory Committee
- Tree Preservation Orders – all Members of the Appeals Panel
- Auditing / financial accounting – all Members and substitutes of the Audit Committee

Other Training & Development Opportunities

Except where specific training is mandatory, the offer of learning and development will be presented as an opportunity, not an obligation. Various opportunities and activities will be offered and it is up to each Member how they wish to engage with their development. However, Members are expected to play an active role in their own personal development, with the support and guidance of the Council.

Approach / Methods of Learning

A variety of learning methods will be adopted – eg in house training courses, briefings and workshops. Other methods such as E-learning and online packages will also be used where these are more beneficial and cost-effective.

The method and delivery of the training / learning depends on the topic, the availability of in-house expertise and the level of interest from Members.

Wherever possible, shared learning (ie through collaboration with other local authorities) will also be undertaken.

There are also informal briefing methods such as the Members' Handbook (as referred to above) and Members' Bulletin (fortnightly newsletter published electronically).

Budget

The Council sets aside an amount for Member development and training for the whole of the four year cycle, as part of the Council budget exercise. Expenditure is monitored by the Member Development Panel and the budget is held by the Head of Democratic Services & Monitoring Officer. Therefore, all requests for training must be made through the Senior Committee Officer.

Feedback / Evaluation

Feedback is an important part of the development process as this helps to inform the training and development programme for future years.

Training is evaluated in a number of ways - eg a questionnaire for all participants immediately after an event. Members are expected to provide feedback on all the activity they undertake – both mandatory training as well as the optional development opportunities.

Members are also asked to identify subjects for any training / learning opportunities they would like to see included in the training programme.

Equalities

Broadland Council is committed to the principle of equality in the learning and development opportunities for all Members, irrespective of age; disability; ethnicity; gender; race; religion; sexual orientation or marital status.

Wherever possible, development activities will be provided at different times to accommodate various needs.

Role Definitions

There are role definitions available for the following roles:

- Councillor
- Group Leader
- Portfolio Holders
- Committee Chairman

A copy of each is appended to this Strategy.

Responsibilities

Council: The Council is committed to developing its elected Members to achieve the corporate ambitions and will allocate an appropriate budget to support this.

Group Leaders: Group Leaders have the prime responsibility for mandatory training, ensuring their members have the relevant skills and knowledge to carry out their duties.

Member Development Panel: The Member Development Panel will support the delivery of learning and development of elected Members.

Democratic Services Department: The Democratic Services Department is responsible for delivery of the training and learning, providing a structured induction and training programme.

Members: Each Member is responsible for undertaking mandatory training and identifying his / her own development requirements.

Drafted: February 2018

Adopted:

Updated:



The Councillor's Role

As a democratically elected local representative, you have a unique and privileged position and the potential to make a real difference to people's lives.

However being an effective councillor requires hard work. Every day councillors have to balance the needs and interests of their residents, voters, community groups, local businesses, political parties (if they belong to one) and the council. All these groups will make legitimate demands on a councillor's time on top of their personal responsibilities to family, friends and workplace.

It is therefore important that councillors understand their role so they can perform responsibly and effectively for the council and maintain the quality of their personal lives.

The councillor's role takes in:

- Representing their local area
- Community leadership and engagement
- Decision making
- Developing council policy
- Overview and scrutiny
- Regulatory duties
- Code of Conduct and standards

Representing the local area

The primary role of a councillor is to represent their ward and the people who live in it and not just those who may have voted for them. Councillors provide a bridge between the community and the council – as well as being an advocate for local residents and signposting them to the right people, you will need to keep them informed about the issues which affect them.

Members of political parties may find that their party offers advice and guidance on doing this.

The representational role involves building relationships with individuals and groups, to inform, consult and empower people and facilitate effective community involvement in local government.

As a local councillor, you will be expected to:

- respond to residents' queries and investigate their concerns
- communicate council decisions which affect them
- know your patch and be aware of any problems
- know and work with representatives of local organisations, interest groups and businesses
- represent their views at council meetings.

Community leadership

Community leadership is at the heart of modern local government and councils are taking on new responsibilities for working in partnership with local communities and organisations, including the public, voluntary, community and private sectors, working collaboratively to improve services and the quality of life for citizens.

Councillors should ensure corporate responsibility for issues relating to the safeguarding of children and vulnerable adults, as well as personal responsibility to comply with all relevant safeguarding legislation, policies and action plans.

Decision making

Councillors have a central part to play in making decisions that impact on their ward and across the whole area covered by the council. They will be involved in decision making through:

- Full council
- Regulatory committees such as planning and licensing
- Local voluntary organisation management
- Sitting on boards and as school governors
- Membership of partnership boards
- Being employers of staff (from head of service level through to Chief Executive) on appointments panels and disciplinary or grievance appeals

Councillors should promote community cohesion and equality and diversity in decision making.

Developing council policy

Councillors influence and determine the development and review of the council's policy and strategies to make the best use of resources and deliver services that meet the needs of local communities. They contribute to this through their role on various committees and panels with full Council signing off the final policy document.

Overview and scrutiny

Councillors have always been required to scrutinise the council and the overview and scrutiny function is a natural extension of representation.

The role of councillors includes:

- providing a check on the activities of the Cabinet through call in powers
- monitoring and reviewing policy formulation and implementation
- policy development
- quality review
- scrutiny of external bodies and agencies

Regulatory duties

Local authorities are not just service providers, they also act as regulators. This involves councillors in quasi judicial roles on special committees appointed by the council, such as planning and licensing committees.

There is a requirement for members to undertake approved training before serving on such committees. In these roles councillors are required to act independently and are not subject to any party group whip.

Code of Conduct and standards

As a councillor you are required to adhere to the council's agreed Code of Conduct, based on the "Nolan Principles". Councils are required to promote and maintain high standards of conduct by its councillors.

Councillors also have to balance the different interests within the area they represent and represent the needs of all people within that area and the district as a whole and not just those people who voted for them or are known to them.

By law you must attend at least one committee or council meeting every six months – however, it is expected you will attend every Council meeting and all the committee meetings you have been appointed to or if unavailable, send your apologies.

Role Definition – Group Leader

Primary role

The Council recognises the key leadership role played by the Leaders of all groups on the Council and the importance of their commitment to cross-party working.

In recognising this role, the Council will ensure that Group Leaders have access to appropriate support and advice from officers.

Main responsibilities

- To provide leadership to their group
- To ensure their group contributes effectively, positively and constructively to the Council's activities including the work of the Overview & Scrutiny Committee and opposition to the majority group.
- To instil a sense of responsibility and accountability amongst members of their group.
- To assist in ensuring appropriate standards and levels of attendance are maintained and, in this respect, to act as the first point of reference for their group.
- To act as the principle spokesman for their group.
- To represent their group, including as a consultee if required.
- To nominate members on their group to serve on committees, working parties, panels and outside organisations in accordance with the political balance rules.
- To encourage a culture of learning and development amongst elected Members, including the active participation of their group in briefings; workshops and training events and to liaise with officers in respect of specific needs of the group's Members.
- To mentor members.

Role Definition – Portfolio Holders

Primary role

Each portfolio holder will be accountable and provide the leadership for their specific areas of responsibility.

This will require a clear understanding and in-depth knowledge of the range of services for which he / she is responsible and an awareness of current agreed policies in respect of those service.

Main responsibilities

- To have overall responsibility for the development and implementation of council policy in relation to their portfolio and to be the main council spokesperson for their portfolio.
- To represent and speak on behalf of the Cabinet at the Overview & Scrutiny Committee when they are dealing with issues under their portfolio.
- To be a member of the Cabinet and exercise collective responsibility in decision making and in making recommendations to the Council.
- To consult with the Overview & Scrutiny Committee, other Members, outside organisations and the public as appropriate in the formulation and development of council policy.
- To work with other portfolio holders to ensure effective corporate governance of the council.
- To ensure ward members and party spokespersons are kept informed of issues within the portfolio holder's responsibility so they can fully contribute to the decision making and scrutiny processes.
- To promote the interests of the district, all its residents, businesses and other organisations and stakeholders within Broadland, ensuring equality and diversity.
- To ensure that a community leadership role is taken by the Council across the public, voluntary and business sectors to provide effective working links and partnerships with all sectors.

- To act as a consultee as part of any decision making processes within their portfolio which have been delegated to officers.
- To act as a consultee on any matters of urgency which an officer needs to act upon prior to a Member decision.

Service related responsibilities

Each portfolio holder has its own service related responsibilities and duties as defined in Part Three of the Council's Constitution.

Role Definition – Committee Chairman

Primary role

To chair meetings effectively ensuring the committee fulfils its purpose and the Council's Constitution and rules of debate are followed correctly.

Main responsibilities

- To ensure an effective relationship between the committee, officers, the Press and members of the public in attendance.
- To ensure a balance is struck between time-keeping and adequate time for debate to enable matters to be dealt with in an orderly and efficient manner.
- To ensure impartiality and objectivity within the meeting and the decision-making process.
- To facilitate focussed and relevant discussions, ensuring that all committee members are able to contribute and with no member able to unduly dominate discussions at the expense of others.
- To act in an impartial and fair way, with tact and diplomacy.

Skills and commitment required

- Possess relevant knowledge of committee protocol and the Council's Constitution and be guided by officers.
- Good communication and interpersonal skills
- Willingness to devote the necessary time and effort
- Attend chairman's briefings arranged by officers in advance of the meeting
- Undertake any mandatory training
- Have sufficient knowledge of the subject area within the remit of the committee

GENERAL DATA PROTECTION REGULATIONS

4 RESOURCE IMPLICATIONS

- 4.1 BDC will pay SNC the salary costs on a bi-monthly basis as invoiced.
- 4.2 SNC will keep a record of the time spent on DPO for BDC, including any time spent by the SNC Monitoring Officer.
- 4.3 SNC will continue to line manage Emma Pheby and seek feedback at appropriate times in the year from BDC's Monitoring Officer.
- 4.4 SNC's Monitoring Officer will respond to any issues raised by the BDC Monitoring Officer.