

Agenda

CABINET

Members of the Cabinet

Portfolio

Date

Monday 14 October 2019

Mr J Fuller
(Chairman)

External Affairs and
Policy

Mrs K Mason Billig
(Vice Chairman)

Stronger
Communities and
Governance

Mrs Y Bendle

Health, Housing and
Wellbeing

Mrs A Thomas

Finance and
Resources

Mr K Kiddie

Regulatory and
Environmental
Excellence

Mrs L Neal

Planning and
Economic Growth

Time

9.00 am

Place

Colman and Cavell Rooms
South Norfolk House
Cygnet Court
Long Stratton
Norwich
NR15 2XE

Contact

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please let us know in advance**

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Agenda

1. To report apologies for absence
2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;
3. To Receive Declarations of Interest from Members (please see guidance – page 3)
4. To confirm the minutes of the meeting of Cabinet held on 9 September 2019
(attached – page 5)
5. Norfolk and Suffolk Local Industrial Strategy (report attached – page 12)
6. Brexit Planning (report attached – page 23)
7. Cabinet Core Agenda (attached – page 28)

DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. affect yours, or your spouse / partner's financial position?
2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

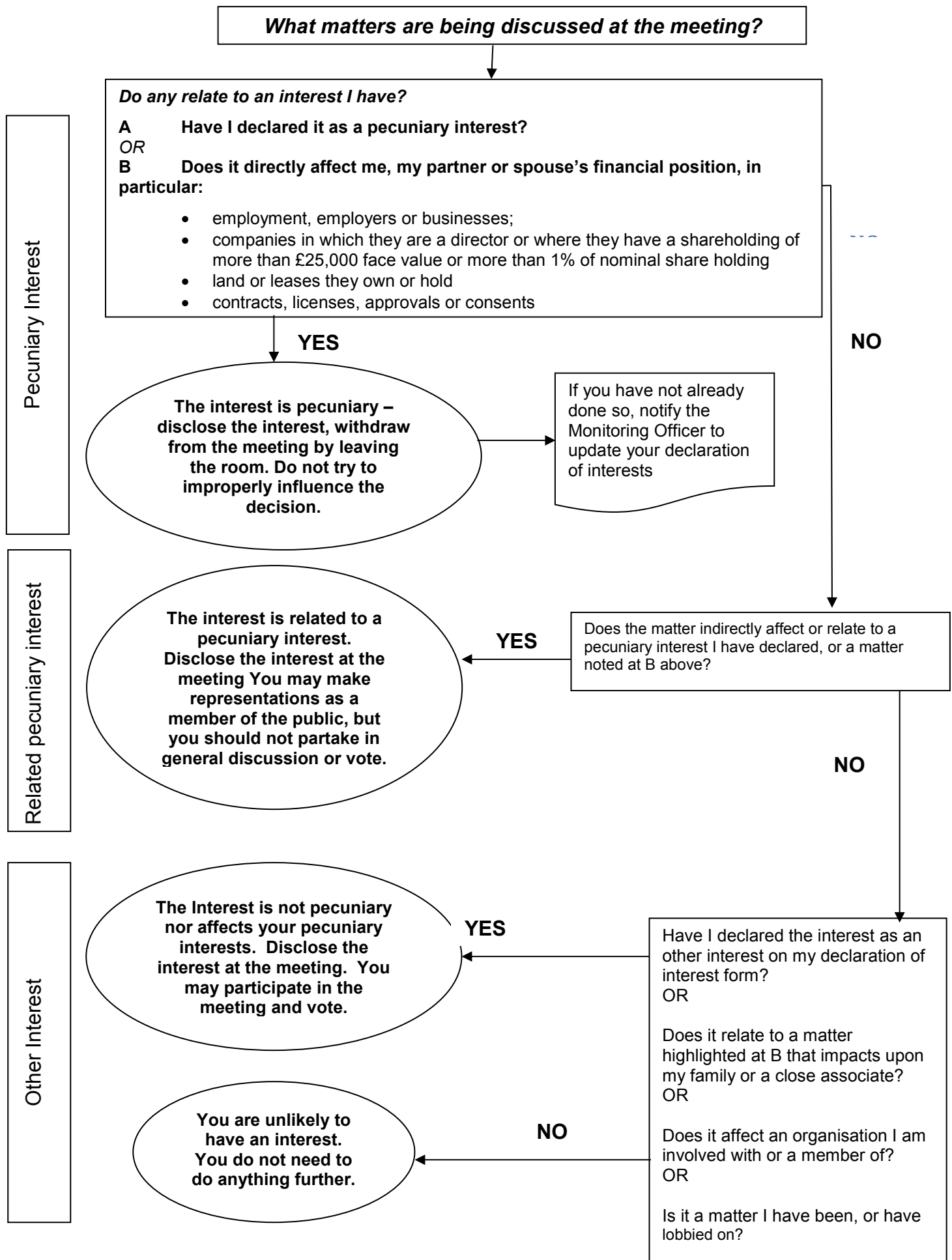
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.

Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST
INSTANCE**

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF





CABINET

Minutes of a meeting of the Cabinet of South Norfolk District Council held at South Norfolk House, Long Stratton on Monday 9 September 2019 at 9.00am.

Members Present:

Cabinet: Councillors: J Fuller (Chairman), Y Bendle, K Kiddie, L Neal and A Thomas

Apologies: Councillor: K Mason Billig

Non-Appointed Councillors: B Bernard, D Bills, C Brown, V Clifford-Jackson, J Easter, F Ellis, T Laidlaw and J Overton

Officers in Attendance: The Director of Resources (D Lorimer), the Director of Place (P Courtier), the Assistant Director Governance and Business Support (E Hodds), the Assistant Director Individuals and Families (M Pursehouse), the Head of Health and Leisure Services (S Goddard), the Senior Planning Officer (S Marjoram), the Group Accountant (J Brown), the Business Improvement Leads (E Pepper and S Crook) and the Evaluation and Data Analyst (T Thomas)

Also in Attendance: Mr J Joyce (Vice-Chairman of Poringland Parish Council)

Two members of the public

2735 DECLARATIONS OF INTEREST

Cllr L Neal declared an "other" interest in relation to minute 2737, the Poringland Neighbourhood Plan, by virtue of being a member of Poringland Parish Council and its Neighbourhood Plan Committee.

2736 MINUTES

The minutes of the meeting of the Cabinet held on Monday 22 July 2019 were confirmed as a correct record and signed by the Chairman.

**2737 PORINGLAND NEIGHBOURHOOD PLAN
SUBMISSION FOR EXAMINATION (MAY 2019)**

Members considered the report of the Senior Planning Officer, which proposed a formal Council response to the Poringland Neighbourhood Plan, to be submitted to the Examiner appointed to undertake the examination of the Plan.

The Chairman welcomed members of the Poringland Parish Council to the meeting.

The Senior Planning Officer presented his report, explaining that officers had previously met with the Poringland Neighbourhood Plan Committee, and had provided comments on earlier drafts of the Plan. He outlined the proposed formal representations, outlined at section 3 of the report.

Cllr J Joyce, Vice Chairman of Poringland Parish Council, addressed the Cabinet, expressing his gratitude for the assistance of South Norfolk Council officers, during the production of the Neighbourhood Plan. He explained that the Parish Council did not disagree with the proposed recommendations and was willing to work with officers to address the issues raised.

Cllr Joyce explained that the Parish Council had extensively consulted local residents and was confident that the Plan would receive sufficient support at the referendum stage. The feedback from the consultation had indicated concerns regarding the impact of the speed and volume of traffic along the B1332, which ran through the centre of the settlement, and the desire to create more of a “village feel”. The social infrastructure of the village had suffered due to the pace, nature and scale of recent development, and therefore the thrust of the Plan was for a pause in development in the early stages, with any later development being at the Norwich end of the village.

In response to questions, Cllr Joyce explained that the boundary between Poringland and Framingham Earl was indistinct, and that the two villages did in effect, operate as one community. Framingham Earl Parish Council had been invited to undertake the Neighbourhood Plan in conjunction with Poringland Parish Council, however had declined.

District councillor for Poringland, Cllr J Overton, expressed his support for the aspirations of the Plan. He agreed with Cllr Joyce, that the social infrastructure was poor, and that a pause in development was required. He further explained that the local school was no longer able to accommodate the numbers of children living in the village, and that following the recent housing development, a series of “rat runs” had formed within the village at peak times. Members noted that a recent survey had confirmed that the B1332 was extremely heavy during peak times, with the majority of traffic travelling from the south.

Some concerns were raised regarding the Plan’s proposals for future development to the north of the village, suggesting that this was likely to spill over in to the

neighbouring parish. The Senior Planning Officer explained that good reasons were needed to limit development to the south of the village, and officers were satisfied with the wording of the proposed policy. He added that whilst it was unfortunate that other villages were not party to the Neighbourhood Plan, the Greater Norwich Local Plan team had been consulted and were satisfied that the Plan's proposals offered the best solution for the local area.

It was then

RESOLVED: To:

1. submit the eight representations set out in Section 3 of this report to the Examiner appointed to examine the Poringland Neighbourhood Plan, as the response of South Norfolk Council; and
2. authorise the Director of Place to undertake any further work necessary to pursue the Council's representations through the Examination process

The Reason for the Decision

To ensure that the plan becomes an effective part of the statutory Development Plan and best delivers the parish's aspirations.

Other Options Considered

None.

2738 NORFOLK STRATEGIC PLANNING FRAMEWORK, JUNE 2019 SHARED SPATIAL OBJECTIVES FOR A GROWING COUNTY AND STATEMENT OF COMMON GROUND

Members considered the report of the Senior Planning Officer, which sought Council endorsement of the Version 2 of the Norfolk Strategic Planning Framework (NSPF) as one of the signatories, and for the Council to reiterate its commitment to the continued updating and evolution of the NSPF.

Cllr J Fuller commended the report to members, explaining that although this was not a statutory planning document, it would assist the Council in fulfilling its obligations to demonstrate the Duty to Cooperate and would meet the National Planning Policy Framework requirement to have a Statement of Common Ground.

The Senior Planning Officer presented his report to Cabinet, outlining the key changes to the document. He referred to new housing figures using the Government's Local Housing Need methodology, the new agreement covering Minerals and Waste, and the new work across County boundaries.

During discussion, the Chairman referred to the importance of the A140 as a key link between Norwich and Ipswich, explaining that the NSPF would add weight to future negotiations regarding the Long Stratton bypass.

The Chairman queried the omission of SANGS (Suitable Alternative Green Spaces), and the Senior Planning Officer explained that this was a piece of ongoing work that would feed in to Version 3 of the document.

RESOLVED: TO RECOMMEND THAT COUNCIL agrees to:

- a) be a signatory to the updated Norfolk Strategic Planning Framework (June 2019); and
- b) support the continued work of members and officers to ensure that the NSPF remains up to date.

The Reason for the Decision

To ensure that the Council is able to demonstrate the Duty to Cooperate and meets the National Planning Policy Framework requirement to have a Statement of Common Ground.

Other Options Considered

None.

2739 JOINT INCLUSIVE GROWTH STRATEGY

Members considered the report of the Evaluation and Data Analyst, which proposed a framework for South Norfolk and Broadland Councils to encourage and enable inclusive growth within their districts.

The Evaluation and Data Analyst presented his report to Cabinet, outlining the need for inclusive growth, the particular challenges faced and the proposed priority areas. He explained that a member workshop had been held to discuss inclusive growth for South Norfolk members of the Growth Infrastructure and Environment and the People and Communities Policy Committees, along with Broadland's Economic Success Panel. Feedback from this session had been used to formulate the proposed framework.

During discussion, members indicated their support for the Strategy in principle, however, it was felt that more focus was required in some areas, with more detailed actions. The Chairman made particular reference to the need for a clean and safe environment along with crime prevention and was disappointed that these areas did not feature more under paragraph 4 of the report, where priority areas had been identified.

In response to queries, the Evaluation and Data Analyst explained that the Norfolk Inclusive Growth Coalition was looking to evaluate project outcomes and would be developing relevant measures. Referring to Appendix 1 of the report regarding the percentage of children at risk of not being in education, employment or training (NEET indicators), the Assistant Director (Individuals and Families) advised that

officers were working closely with Norfolk County Council to improve performance.

Cllr Y Bendle indicated her support for the Strategy but suggested that it should refer to the good work already being done in support of the priority areas. She reminded members that this was a high-level Strategy and suggested more detailed work should be laid out within an action plan.

Following further discussion, members agreed that a detailed action plan, to include resource implications, targets and measurable outcomes, should be devised, and that this, along with the Strategy, should be considered by the relevant policy committees, before returning to Cabinet.

- RESOLVED:**
1. To agree in principle the Inclusive Growth Strategy;
 2. That the Strategy, along with a more detailed action plan (to include resource implications, targets and measurable outcomes), is considered by the Growth Infrastructure and Environment, and the People and Communities Policy Committees, before consideration at Cabinet.

The Reason for the Decision

To ensure that the right priority areas are in place along with a clear action plan, with measurable outcomes and targets.

Other Options Considered

To approve the Strategy.

2740 PERFORMANCE, RISK, REVENUE AND CAPITAL BUDGET POSITION FOR QUARTER ONE 2019/20

Members considered the report of the Business Improvement Lead, the Group Accountant, and the Senior Governance Officer, which detailed the Council's performance against strategic measures, risk position and the revenue and capital position, for the first quarter of 2019/20.

The Business Improvement Lead (EP) introduced the report, explaining that the position regarding performance, finance, and the management of risks, was positive for the first quarter of 2019/20.

The Group Accountant outlined the position regarding resources, explaining that the positive revenue variance of £709k reflected the high level of business rates income received, and £31 grant income from central government. Members noted that the capital spend was £3.95m, against a budget of £4.096m, with main areas of spend being a loan to Big Sky Developments Ltd and the purchase of two new refuse vehicles.

Cllr A Thomas acknowledged this to be a positive position, but stressed that a cautious approach was still required, with the possibility of future unexpected cost pressures.

The Business Improvement Lead drew attention to those areas regarding performance measures and risks, as highlighted within the report.

During discussion, members referred to the performance of the leisure centres, noting that income was below target by £131k. Officers informed Cabinet that the implementation of the correct VAT treatment across all the leisure centres and performance at the café and spa at the Wymondham centre had impacted on income. Members noted that these issues were currently being addressed with options for the spa being considered and the tender for the café underway. The extension of the car park at Wymondham would soon commence and the increase in car parking available, would help to increase customer satisfaction and retain membership.

The Head of Health and Leisure Services outlined recent membership figures across all the Council's leisure facilities, drawing attention to the 138% rise in membership at the Long Stratton Leisure Centre, since its refurbishment. In response to a query, he explained that these figures could be broken down further on request. The Chairman highlighted the importance of the Council's responsibility for public health, reminding members that membership at the Wymondham Leisure Centre had increased by 80% since the refurbishments. Cabinet agreed that the performance measures and targets for the leisure service required review, stressing the need for them to demonstrate the benefit on residents, which could not be captured purely in financial terms.

RESOLVED: To

- a) Note the 2019/20 performance for the quarter and the year and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1 of the report), and that officers review the strategic measures set for Leisure and Recreation;
- b) Note the current position with respect to risks and accepts the actions to support risk mitigation (as detailed in section 6 of the report).
- c) Note the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendix 2).

The Reason for the Decision

To ensure that processes are in place to improve performance, the management of risks is sound, and that budgets are managed effectively.

Other Options Considered

None

2741 CABINET CORE AGENDA

Members noted the latest version of the Cabinet Core Agenda.

With regard to the Waste Services Review, the Chairman stressed the need for proposals to be considered at the Growth Infrastructure and Environment Policy Committee, before consideration at Cabinet.

(The meeting concluded at 10.39 am)

Chairman

Norfolk and Suffolk Local Industrial Strategy

Report Author(s):	Nina Cunningham Strategic Economic Growth and Funding Manager Tel: 01508 533745 Email: ncunningham@s-norfolk.gov.uk
Portfolio:	Economic Development
Ward(s) Affected:	All wards
Purpose of the Report:	To request endorsement of the Norfolk and Suffolk Local Industrial Strategy
Recommendation:	It is recommended that Cabinet endorse this draft strategy

1 SUMMARY

- 1.1 The Norfolk and Suffolk Local Industrial Strategy (NSLIS) has been developed by New Anglia Local Enterprise Partnership (NALEP), reflecting the opportunities and needs of Norfolk and Suffolk's growing economy and setting out how the area will respond in a fast-changing world. Local partners have put in place a strong partnership that has a track record of delivery and this Local Industrial Strategy demonstrates how Norfolk and Suffolk will continue to collaborate across disciplines and boundaries to provide new Clean Growth solutions and the specific infrastructure that its communities and businesses need.
- 1.2 Key actions proposed include:

- **Clean Energy:** Build on our existing clean energy research strengths across regional universities, working closely with industry and further development of our energy assets.
- **Agri-Food:** Invest in a Food Hub based at the Food Enterprise Zone near Norwich and develop a world-leading hub for plant and microbial research at the John Innes Centre.
- **Digital Creative:** Create a new digital hub in Norwich for business incubation and develop the economic case for a Smart Emerging Technology Institute (SETI) and testbed.
- **Foundations of productivity:** Actions to: boost residents' skills and employment opportunities, promote Norfolk's sectoral and cultural offer and deliver the right mix of sustainable, energy-efficient homes and commercial space.

2 BACKGROUND

- 2.1 In November 2017, the Government published a National Industrial Strategy (NIS) aimed at boosting growth and productivity across the country through:
- five foundations of productivity (ideas, people, infrastructure, business environment and places);
 - four 'grand challenges' representing the strategic opportunities in sectors where we have a competitive advantage
 - artificial intelligence and 'big data'
 - clean growth
 - the future of mobility; and
 - meeting the needs of an ageing society
- 2.2 Government subsequently asked Local Enterprise Partnerships (LEPs) to develop local versions of the NIS building on the biggest opportunities for growth, increased productivity, high skilled jobs, supply chain firms and improving in-work progression within their respective areas.
- 2.3 The Norfolk and Suffolk Local Industrial Strategy has been developed by NALEP in partnership with local authorities and leaders from business and education. The process began in March 2019 with a range of consultation events involving leaders from local authorities, business and education, where the overall approach and aims for the strategy were agreed; as well as examining the economic evidence, developing ideas and testing proposed interventions.
- 2.4 In addition to the consultations, an Independent Economic Expert Panel¹ was established to act as a critical friend, offering independent expert advice. This

¹ Members of the expert panel included: Professor Tim Besley from the LSE, Rebecca Riley from University of Birmingham, Alex Plant from Anglian Water and David Campbell from the Department of Business, Energy and Industrial Strategy.

panel reviewed the evidence and proposed interventions and made a number of recommendations.

3 CURRENT POSITION/FINDINGS

3.1 The draft Local Industrial Strategy includes a number of proposed actions and those which directly relate to South Norfolk Council are set out below:

- Support to capitalise on the potential economic opportunity afforded to the eastern section of the Oxford - Cambridge arc through links with East West Rail.
- Support the Greater South East Energy Hub in developing opportunities across the energy and utility networks and enabling more flexible and innovative solutions to the future power generation needs of Norfolk and Suffolk.
- Invest in a Food Innovation Centre led by Broadland District Council based at the Food Enterprise Zone.
- Collaborate with partners including Lincolnshire, Cambridgeshire and Peterborough leveraging the existing strengths of Agri-Tech East to realise the collective power as the UK centre for hi-tech, precision agriculture and food product.
- Develop a world-leading *Next Generation* hub for plant and microbial research at the John Innes Centre, Norwich Research Park.
- Promoting the work of Easton College to provide 'Farm ready' students in conjunction with large farming estates such as Morley Agricultural Foundation.
- Identify mechanisms to leverage greater value and productivity from enhanced commercialisation opportunities between the NRP and the existing business base to attract inward investment.
- Develop the economic case for a Smart Emerging Technology Institute (SETI) and testbed. If funding is secured, this initiative is likely to become the cornerstone for delivering the ambitions of the Cambridge Norwich Tech corridor.
- Create an innovation research and development fund offering businesses grants between £1k-£2k and recruitment of 'innovation ambassadors'.
- Delivery of an exemplar ageing society assisted living community linking researchers and clinicians with residents to trial and test new technologies.
- Developing a digital skills programme and an apprenticeship level transfer scheme (so that large companies can enable SMEs to host apprentices), as well as addressing the skills shortages to maximise the opportunities available to local people.

- Develop low carbon energy generation, networks and storage and work with partners to ensure the right mix of sustainable, energy-efficient homes and commercial space.
- Development of a shared investment prospectus with Arts Council and National/Heritage Lottery, including specific new development in market towns and places where there is significant new housing.

4 PROPOSED ACTION

- 4.1 A draft of the strategy was considered by the LEP board at its meeting of 25 September. All local authorities have now been tasked with sharing the draft NSLIS through their committee processes, during September and October.
- 4.2 If endorsed by LAs the Strategy enters the sign off process with Government, with a view to publication by the end of October.
- 4.3 The draft strategy attached (see link below) is therefore a working draft, which is subject to amendment before agreement by Government.

5 OTHER OPTIONS

- 5.1 South Norfolk Council could choose not to endorse the Strategy.

6 ISSUES AND RISKS

6.1 Finance implications

Whilst there is no funding specifically set aside by Government for the implementation of Local Industrial Strategies, by signing up to these documents Government is endorsing its aims and ambitions and any future plans will need to take into account the Local Industrial Strategy. This will mean that future rounds of funding administered by New Anglia LEP funding priorities (e.g. Growth Deal, Innovative Projects Fund) will take account of the Norfolk and Suffolk LIS.

South Norfolk Council will seek to exploit all funding opportunities to deliver our growth priorities within the strategy.

7 CONCLUSIONS

- 7.1 All local authorities in Norfolk and Suffolk have been given the opportunity to shape and endorse this Strategy to agree the shared vision, challenges and sector opportunities up to 2036. The proposed Norfolk and Suffolk Local Industrial Strategy is in the second wave of strategies and is expected to be signed off (subject to Local Authority and NALEP Board endorsement) by Government in October.

8 RECOMMENDATIONS

It is recommended that Cabinet endorse the draft Norfolk and Suffolk Local Industrial Strategy.

Appendices

- Appendix 1: Executive Summary of Local industrial Strategy
- Appendix 2: [Draft Norfolk and Suffolk Local Industrial Strategy](#)

Background Papers

- [Norfolk and Suffolk Economic Strategy](#)

Executive summary

Norfolk and Suffolk - the UK's clean growth region.

A globally recognised, high-tech and inclusive economy which is leading the transition to a post-carbon economy through sustainable food production and sustainable energy generation.

With an economy worth £36bn,¹ Norfolk and Suffolk makes a significant contribution to UK plc, with globally competitive clusters and growing specialisms from agri-food and clean energy to information and communications technology and digital creative.

Clean growth sits at the heart of this Local Industrial Strategy. Norfolk and Suffolk is at the forefront of tackling the challenges and opportunities of climate change. The area's major strengths in energy generation and usage, high tech, sustainable agri-food present major opportunities. The cross-sector opportunities are particularly exciting, delivering solutions such as energy self-sufficiency in farming, or using older gas platforms for sustainable energy generation, for example, to make a major contribution to the UK's transition to a post carbon economy.

The Norfolk and Suffolk economy has clear and well-defined potential for growth. This Local Industrial Strategy sets out a series of coherent and specific actions that will drive productivity and growth across the economy as a whole, so that all businesses and communities' benefit from sustainable and inclusive growth with clean energy, improved wages and better quality jobs, innovative transport solutions and support for the ageing population. The scale of the productivity prize is significant. If Norfolk and Suffolk was operating at the same productivity rate as the UK average, it would contribute an additional £4bn gross value added per annum.

As global, national and local economies adapt to climate change and the transition to a zero-carbon economy, Norfolk and Suffolk is taking action to bring together expertise and emerging technologies, across different disciplines and sector boundaries to provide new solutions and clean growth opportunities.

Clean Energy – Powering the world

Norfolk and Suffolk is well placed to be a global exemplar for clean, low carbon energy production, exporting services and skills globally, whilst increasing the availability of affordable sustainable energy for local communities and businesses.

Norfolk and Suffolk has expertise in all forms of energy generation and sits at the heart of the world's largest market for offshore wind energy. Planned investment in renewable and nuclear power generation will make it the leading supplier of renewable energy to the UK, providing power for 58per cent of the UK's homes.

¹ Norfolk and Suffolk Local Industrial Strategy evidence base – contains all data in this document unless otherwise stated.

As well as a key role in the production of energy, Norfolk and Suffolk is also playing a leading role in the transition to a zero-carbon economy. Working with the Greater South East Energy Hub to deliver local projects at scale that benefit communities, private investors and businesses operating in the low carbon sector, is a priority. Transforming the local energy system and new innovations in energy wider resource use will drive productivity gains across all businesses.

This strategy sets out a range of actions that local partners will take to maximise the clean energy opportunity including:

- Developing an ambitious research and innovation programme that will build on existing clean energy research strengths across the regional universities, Cefas and ORE Catapult, working closely with industry to deliver increased innovation and productivity, new research collaborations, and cross-sector translational projects.
- Enhancing the capacity and capability of Norfolk and Suffolk's ports with a series of ambitious projects to attract and capture manufacturing, construction and operations and maintenance investment, to serve the offshore energy market.
- Expanding OrbisEnergy's scope from offshore renewables to 'clean energy', delivering an ambitious innovation and growth programme focussing on supply chain development, new technology solutions, investment in skills and talent, attracting investment, increasing global exports and supporting collaboration across industry to develop a shared all energy workforce.

Agri-Food – Feeding the world

Norfolk and Suffolk has the innovation and expertise to develop, pioneer and apply new approaches to sustainable agriculture, utilising clean energy and innovative water management, and increase value added processing and exports through the applications of new technologies and systems.

Norfolk and Suffolk has the largest agri-food sector in the UK and world-leading research into plant and soil technology and agricultural systems. Agriculture is changing fast. Opportunities such as automation are transforming agriculture, streamlining crop and livestock production, and informing crop and soil modelling. At the same time, soil degradation, biodiversity loss and climate change alongside a growing global population are driving new challenges and consumer behaviours.

Norfolk and Suffolk is home to an advanced and nationally significant food and drink sector, with globally renowned companies. There are many more quality processing businesses with potential to grow in domestic and international markets. The opportunity to add value to the economy with an increase in processing and high-tech production methods, automation, enhanced use of information technology and other innovations is substantial.

This strategy sets out a range of actions that will be taken forward to maximise the clean agri-food opportunity including:

- Invest in a Food Innovation Hub based at the Honingham Food Enterprise Zone to deliver business growth through innovation, productivity, processing, exports and support new start-ups.
- Collaborate with partners including Lincolnshire, Cambridgeshire and Peterborough leveraging the existing strengths of Agri-Tech East to realise the collective power as the UK centre for hi-tech, precision agriculture and food production.

- Develop a world-leading hub for plant and microbial research at the John Innes Centre.

Information and Communications Technology and Digital Creative– Connecting the world

Grow and secure the information and communications technology and digital creative clusters at Adastral Park and Norwich as national assets. Build the integrated networks that business need including the UK's first advanced highspeed optical wireless network.

Norfolk and Suffolk's information and communications technology and digital creative opportunity is both fast-growing and high value. It is at the cutting edge of digital innovation, with distinctive strengths in telecoms, cyber security, quantum technology, artificial intelligence, Internet of Things and user experience design.

It is also imperative in supporting productivity growth and technology-driven innovation across all local sectors, for example through agri-tech and the application of advanced intelligent information technology supporting the low carbon energy transition. Anchored by nationally recognised tech clusters centred on Norwich's fast growing digital creative hub, and at Adastral Park, near Ipswich.

This strategy sets out a range of actions that will be taken forward to maximise the information and communications technology and digital creative opportunity including:

- Deliver the Adastral Park 2025 vision to take the site to a new level as a major national strategic asset and growth engine for the UK.
- Create a new digital hub in Norwich for the incubation of start-ups and accommodation of scale up businesses in the digital and creative cluster.
- Develop the economic case for a Smart Emerging Technology Institute and testbed (SETI) – a unique advanced high-speed optical and wireless network (including 5G) which interlinks Internet of Things testbeds to support large-scale experiments and data transfer.

The Foundations of productivity

This Local Industrial Strategy also recognises the strengths and the importance of a number of underpinning sectors in the Norfolk and Suffolk economy - financial services, culture and the visitor economy, ports and logistics, advanced manufacturing and construction. Tackling the productivity challenges in these sectors is a key part of the Local Industrial Strategy.

Ideas: Norfolk and Suffolk has strong innovation assets, but innovation is concentrated in a small number of innovative firms, and world-class research assets, including Norwich Research Park and Adastral Park, near Ipswich. There is a long-tail of non-innovative businesses.

Together local partners will widen the cross section of businesses innovating and investing by providing the right support and access to finance needed to increase productivity through innovation, particularly focusing on clean growth and the networks needed. Collaboration, learning and partnership between science, research and business, across different sectors and disciplines will be strengthened. By:

- Introducing a new integrated offer and programme of activity that will stimulate collaboration and innovation which will include – an innovation research and development fund, Innovation ambassadors and an Innovative Projects revenue fund.

- Developing next generation innovation infrastructure including - exemplar ageing society assisted living community and exploring the Port of Felixstowe becoming an exemplar for blue tech.
- Create partnerships with other parts of the UK to scope out shared and complementary capabilities to drive forward new innovations and access to new markets.

People: Norfolk and Suffolk has a diverse and growing population. Employment levels are higher than the UK average. The area is a desirable place to live, quality of life is constantly ahead of the national trend with a consistent net inflow of people of all ages, including families and skilled professionals.

Skills levels are increasing in Norfolk and Suffolk faster than the UK as a whole. But there is more to be done, particularly in digital skills needed by businesses of all sectors.

Local partners will continue to work together to grow an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals by:

- Closing the skills and labour gaps, especially in digital and technical skills, and continue to build skills across the strategic opportunity areas by delivering sector skills plans, supporting opportunity areas in Ipswich and Norwich and delivering the youth pledge.
- Providing a range of opportunities that enable all residents to upskill throughout their lives, including developing a digital skills programme and working with industries to scale up existing initiatives.
- Improving aspirations and continuing to develop employability and work readiness amongst young people including developing a apprenticeship level transfer scheme and enhancing the New Anglia Enterprise Advisor Network and Careers Hub.

Infrastructure: Boosting infrastructure enables success. Places and communities are interconnected, depend on transport links and draw on many of the same labour market and supply chains. Local partners will work to increase local investment in energy and water efficiency, storage and management infrastructure, alongside existing transport, housing and digital that will enable all residents to take advantage of economic opportunities by:

- Delivering an integrated approach to infrastructure and inter-regional connectivity to maximise clean growth impacts locally and for UK plc.
- Delivering the right mix of sustainable, energy efficient, intelligent homes, commercial space and communities that are fit for the future.
- Developing exemplar low carbon energy generation, networks and storage which benefit local businesses and communities

Business Environment: Norfolk and Suffolk has a strong business environment and is a great place to build and grow a business, with stable and resilient firms, strong levels of business support and good business survival rates. The area is home to internationally facing businesses which export £2.9bn of goods and £2.4bn of services. However there is an opportunity to encourage a wider cross-section of businesses to engage in exporting with ~~as~~ current levels of exports ~~are~~ lower than comparator areas. There is an extensive network of business advice services across Norfolk and Suffolk, centred around the New Anglia Growth Hub, the single point of access for all business support.

Local partners will increase the number of businesses growing, scaling up, and the number of new high growth potential businesses; and raise sustainability, productivity and wages amongst the wider business base. Businesses will be supported in their efforts to expand market access and attract inward investment by:

- Providing industry leadership that drives actions and takes advantage of the opportunities that exist within and across clean energy, agri-food and information and communications technology and digital creative through establishing Industry councils.
- Sharpening the high-quality business support offer to ensure it meets the changing needs of businesses adapting to new ways of working and new technology, including – an integrated inward investment and business location offer, expanding Invest East, a free "investor led" programme and delivering supply chain programmes.

Places: Norfolk and Suffolk is an outstanding place to live and do business. 140 miles of coastline, three Areas of Outstanding Natural Beauty and a diversity of landscapes, internationally important wildlife reserves and historic sites. The main urban centres of Ipswich and Norwich are dynamic fast-growing centres with a rich cultural offer and core to future economy growth.

Norfolk and Suffolk will build on the place-focused approach to improving access to skills and employment agreed in its Economic Strategy, recognising the different requirements of its towns, urban, coastal and rural areas, connecting pockets of deprivation which exist alongside the largest future opportunities. Local partners actions will include:

- Communicating a clear, ambitious offer to the world central to attracting the people, investors and businesses of the future.
- Accelerating investment on the Enterprise Zones to help drive economic growth.
- Developing a shared investment prospectus with Arts Council and National Lottery Heritage, ensuring that cultural infrastructure is maintained and developed, including specific new development in market towns and places where there is significant new housing.

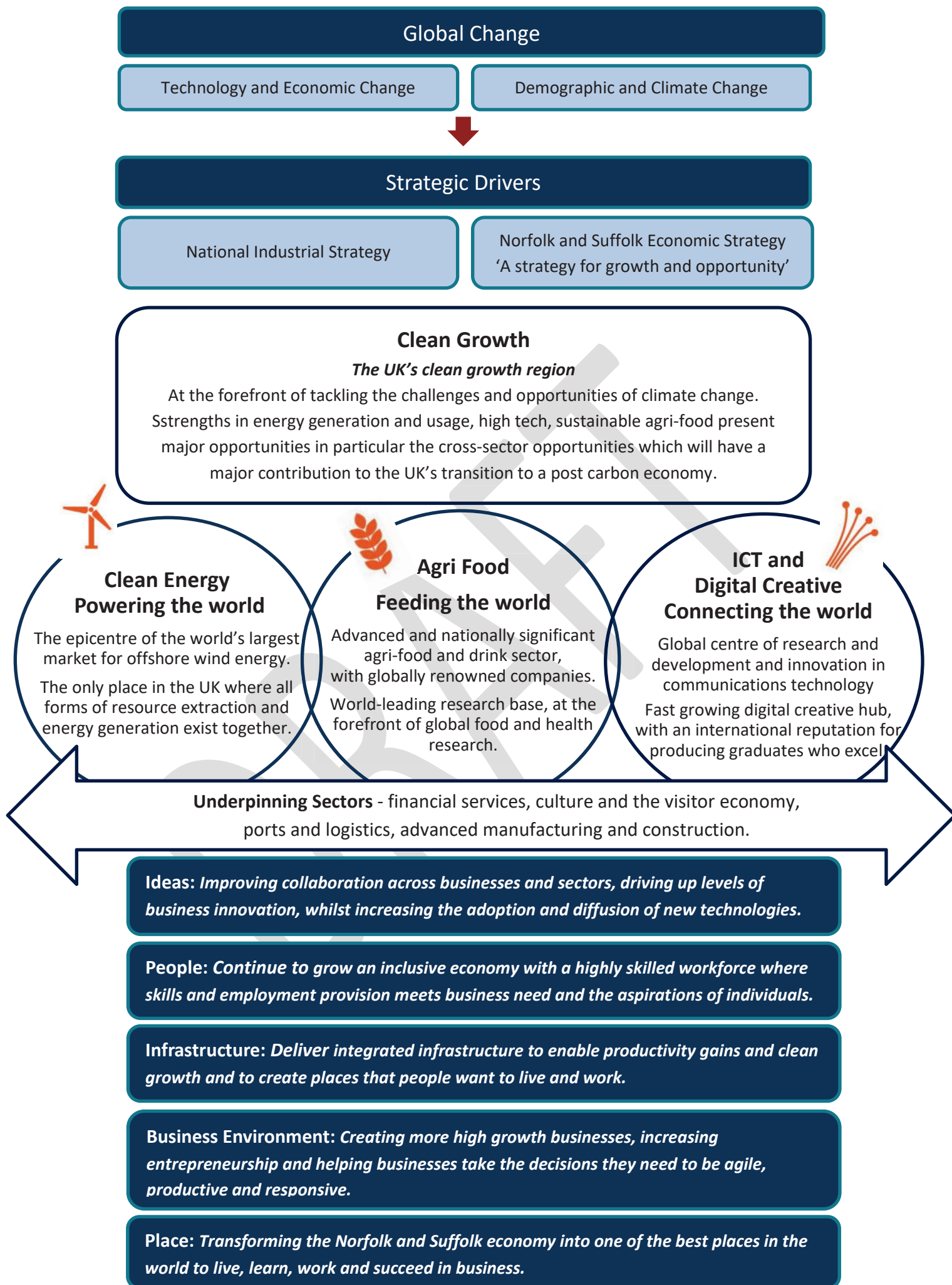
Making it happen

Norfolk and Suffolk partners know that the economy is most successful when they work together for the benefit of the people who live, learn and work here.

This strategy looks to 2036 and is based on a robust evidence base and has been developed by a strong local partnership of businesses, local authorities, universities and colleges and the voluntary, community and social enterprise sector. It builds on the priorities and targets set by local partners in the Norfolk and Suffolk Economic Strategy, the local blueprint for inclusive growth and productivity gains, with an overall goal to transform the economy into one of the best places in the world to live, learn, work and succeed in business.

A number of tools and systems have been put in place to support delivery:

- Shared evidence base
- Delivery and Investment plans
- A common investment prioritisation framework,
- A shared inclusive growth toolkit
- An annual stock-take of progress
- An evaluation programme.



Brexit Planning

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Portfolio: John Fuller

Ward(s) Affected: All

Purpose of the Report:

To provide members with an overview on Brexit planning within South Norfolk Council.

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Recommendations:

To note South Norfolk Council preparations for Brexit on 31st October 2019.

1 SUMMARY

- 1.1 Broadland and South Norfolk Councils have established an officer working group, in order to proactively monitor Brexit related activity to assess potential impacts for both councils and work effectively with partner agencies on Brexit planning.
- 1.2 This report provides an overview on the Brexit planning to date for South Norfolk.

2 BACKGROUND

- 2.1 The UK is due to exit the EU on Thursday 31st October 2019. Multi-Agency Contingency planning for the impacts of BREXIT and in particular a 'No Deal' exit scenario is being undertaken via the Norfolk Resilience Forum (NRF) of which Broadland and South Norfolk Councils are active members.

3 CURRENT POSITION/FINDINGS

3.1 Local Arrangements – Lead BREXIT Officer

- 3.1.1 The Secretary of State for MHCLG recently wrote to all Local Authorities asking them to identify a Lead Brexit Officer which for Broadland and South Norfolk is Hannah Ralph (Chief of Staff).
- 3.1.2 An officer working group has been established to assist with local Brexit preparations. This team is looking at:
 - Civil Contingency Planning and Business Continuity
 - Communications to staff, members and public
 - Support to local businesses
 - General Brexit impacts and reporting

3.2 Multi Agency Planning & Risk Assessment

- 3.1.1 The Council's Emergency Planners are working with multi-agency partners via the Norfolk Resilience Forum to assess Brexit risks for Norfolk and establish appropriate response arrangements.

The following sections outline the council's Brexit planning on key areas:

3.2 Fuel Supplies

- 3.2.1 Current planning assumptions indicate that fuel supply should be un-affected but there could be some short-term impacts on distribution caused by delays at ports, congestion on the roads and by people panic buying. With this in

mind South Norfolk have looked carefully at key services such as waste & recycling to make sure we have enough fuel locally to continue delivering these services.

3.3 Communications and Information to Residents

- 3.3.1 Communications around Brexit are co-ordinated by Central Government. Norfolk County Council is taking the lead locally to co-ordinate our communications activity based on the strategy produced by the Norfolk Resilience Forum.
- 3.3.2 The South Norfolk website home pages have a 'Get Ready for Brexit' tab which links back to the UK Government Brexit Webpage. This is the best way of ensuring that messaging is consistent and up to date
<https://www.gov.uk/brexit>
- 3.3.3 The communications team are also working with staff to ensure we give out consistent messages to the public and are able to support residents and businesses where appropriate.

3.4 Personal Data

- 3.4.1 The Government has indicated that they will incorporate the General Data Protection Regulations (GDPR) into UK law and maintain the high standards set by the legislation. Therefore, no immediate action is required to amend practices with regarding to processing and handling personal data.
- 3.4.2 There is some uncertainty regarding gaining access to personal data stored by cloud services in the EU, and as a result the council are currently identifying any information that may be affected, which initial investigation shows to be minimal, with the view to seeking assurances on access as soon as possible.

3.5 Local Businesses

- 3.5.1 Business concerns about Brexit continue to be collated and shared with NALEP.
- 3.5.2 A series of Brexit events by New Anglia Growth Hub and Central Government Departments have been arranged over the forthcoming weeks and the Council will promote these events to local businesses.
- 3.5.3 Broadland and South Norfolk are also seeking to explore opportunities with other councils to pool support for businesses to support them in their Brexit preparations.

3.6 Non-UK national's ineligible for mainstream homelessness support

- 3.6.1 Both Councils already work with non-UK nationals that are ineligible for homelessness support. Currently we receive contact from non-nationals from the EU and further afield. There is already clear guidance and established protocols about how to support this group as the council has a duty to assess need and will make a judgement based on safeguarding. The council works closely with immigration, Adult and Children Social Care and will continue to do so.

4 PROPOSED ACTION

- 4.1 Business Continuity Plans and the Emergency Response Plan have been reviewed and updated as required.

5 ISSUES AND RISKS

5.1 Resource Implications

- 5.1.1 The Council will continue to monitor risks locally and as part of the Norfolk Resilience Forum and adopt any mitigations as appropriate.
- 5.1.2 The Council has been allocated funding from central government to help with Brexit preparations.
- 5.1.3 The Council is currently working with partners to determine the most effective way to utilise this funding including business support, community outreach and ensuring measures in place to deliver key services.

- 5.2 **Legal Implications** – The Council will continue to monitor any legal implications as a result of the UK leaving the EU and put any appropriate mitigation in place.

- 5.3 **Equality Implications** – The Council will continue to monitor any equality implications as a result of the UK leaving the EU and put any appropriate mitigation in place. This will include ensuring vulnerable groups are not adversely impacted.

- 5.4 **Environmental Impact** – The Council will continue to monitor any environmental implications as a result of the UK leaving the EU and put any appropriate mitigations in place.

- 5.5 **Risks** – The main Brexit risks for Norfolk were reviewed on 5 September using the latest government planning assumptions. The risk assessment links in to the Government’s preparations Operation “Yellowhammer”

6 CONCLUSION

- 6.1 The Council will continue to work with the Norfolk Resilience Forum and partner agencies to monitor the situation as it develops, ensuring appropriate risk assessment and actions plan are in place to mitigate any implications of the UK leaving the EU without a deal on the 31st October.

7 RECOMMENDATIONS

- 7.1 To note South Norfolk Council preparations for Brexit on 31st October 2019.

CABINET CORE AGENDA 2019

Date	Key or Operational	Title of Report	Responsible Officer	Portfolio Holder	Exempt?
14 Oct	<i>K</i>	<i>LEP Local Industrial Strategy</i>	<i>Nina Cunningham</i>	<i>Lisa Neal</i>	<i>N</i>
	<i>O</i>	<i>Brexit</i>	<i>H Ralph</i>	<i>John Fuller</i>	<i>N</i>
11 Nov	<i>O</i>	Performance, Risks, Revenue and Capital Budget Position Report for Quarter Two 2019/20	E Pepper /J Brown/ E Goddard	A Thomas /K Mason Billig	N
	<i>O</i>	Treasury Management Quarter 2	Julie Brown	A Thomas	N
	<i>O</i>	Essential Worker Housing	Keith Mitchell/ Kay Oglieve-Chan	Y Bendle	N
	<i>K</i>	Environmental Action Plan	Alison Old / D Baillie-Murdon	K Kiddie	N
	<i>O</i>	Update on Charging Schedule for Pre-Applications	H Mellors	L Neal	N
	<i>O</i>	Single Domain Name	Catherine Morris Gretton/ Jenny Mitchell	K Mason Billig	N
9 Dec	<i>O</i>	Consultation followed by adoption of CA Appraisals and Boundary Amendments	Chris Bennett	L Neal	N
	<i>O</i>	Early Help Model Across Authorities	Mike Pursehouse	Y Bendle	N
	<i>O</i>	Joint Commercialisation Strategy	Debbie Lorimer	J Fuller	N
	<i>K</i>	Waste Services Review	Sarah Bruton	K Kiddie	N
	<i>O</i>	Review of Discretionary Rate Reliefs	Paul Chapman	A Thomas	N
	<i>O</i>	Health and Wellbeing Priorities	Sam Cayford	Y Bendle	N
Council 16 December 2019					
6 Jan 2020	<i>K</i>	Greater Norwich 5-Year Investment Plan and Annual Business Plan	Phil Courtier	J Fuller	N
	<i>K</i>	Greater Norwich LP Regulation 18 Consultation	Phil Courtier	J Fuller	N

Key decisions are those which result in income, expenditure or savings with a gross full year effect of £100,000 or 10% of the Council's net portfolio budget whichever is the greater which has not been included in the relevant portfolio budget, or are significant (e.g. in environmental, physical, social or economic) in terms of its effect on the communities living or working in an area comprising two or more electoral divisions in the area of the local authority.