Agenda

CABINET

Members of the Cabinet	Portfolio
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

Date

Monday 9 September 2019

Time

9.00 am

Place

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

Contact

Claire White tel (01508) 533669

South Norfolk District Council
Cygnet Court
Long Stratton Norwich
NR15 2XE

Email: democracy@s-norfolk.gov.uk
Website: www.south-norfolk.gov.uk

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communication for all

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 Monday 22 July 2019** (attached – page 5)

5. **Poringland Neighbourhood Plan Submission for Examination (May 2019);** (report attached – page 13)

6. **Norfolk Strategic Planning Framework, June 2019; Shared Spatial Objectives for a Growing County and Statement of Common Ground** (report attached – page 22)

7. **Joint Inclusive Growth Strategy** (report attached – page 113)

8. **Performance, Risk, Revenue and Capital Budget Position for Quarter One 2019/20** (report attached – page 129)

9. **Cabinet Core Agenda** (attached – page 174)

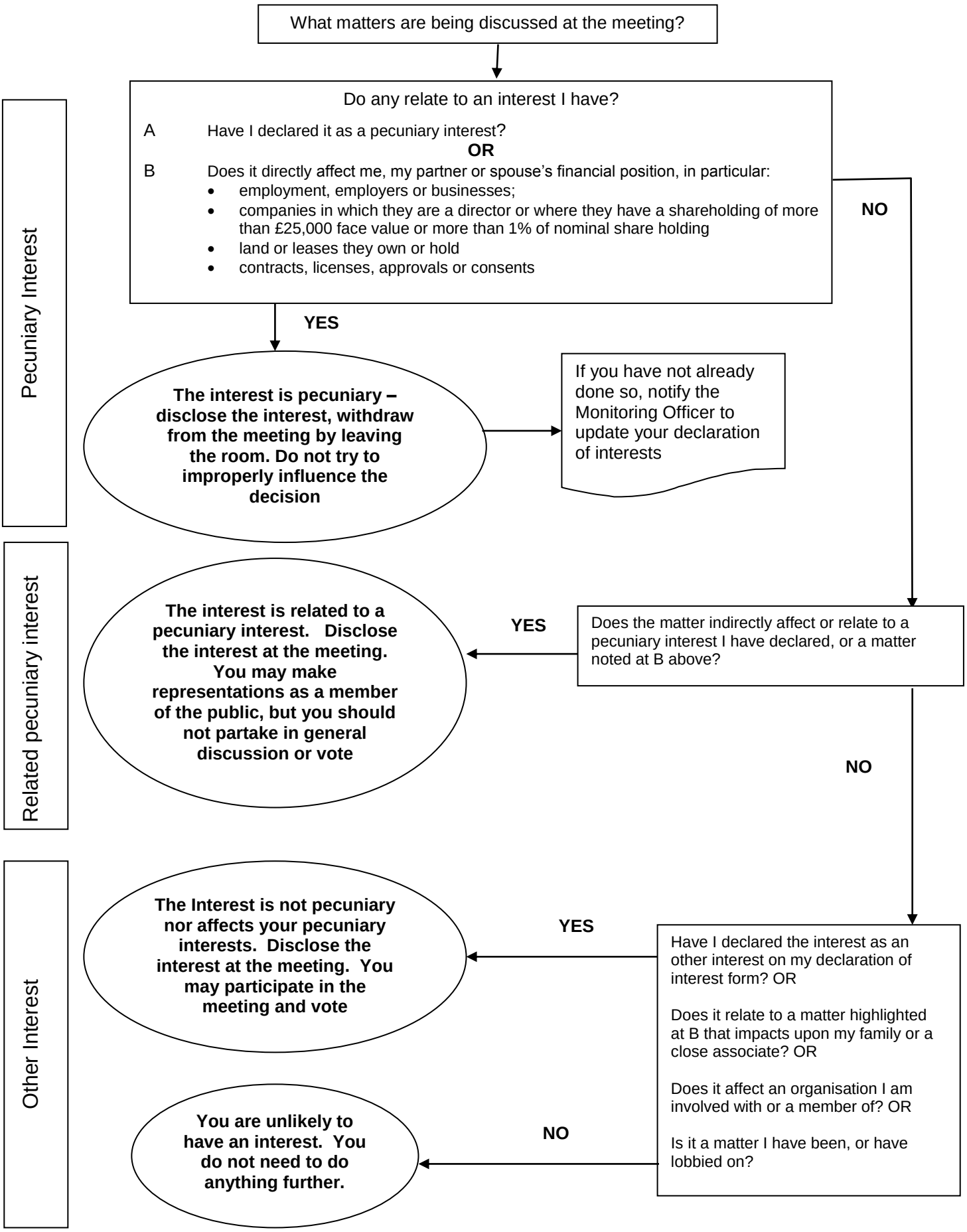
DECLARATIONS OF INTEREST AT MEETINGS

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 would 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 another 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 22 July 2019 at 5.10pm.

Members Present:

Cabinet:	Councillors:	K Mason Billig (Chairman), Y Bendle, K Kiddie, and A Thomas
Apologies:	Councillors:	J Fuller and L Neal
Non-Appointed	Councillors:	D Bills, F Ellis, T Laidlaw and G Minshull
Officers in Attendance:	The Managing Director (T Holden), the Director of People and Communities (J Sutterby), the Assistant Director Chief of Staff (H Ralph), the Assistant Director Governance and Business Support (E Hodds), the Assistant Director Individuals and Families (M Pursehouse), the Housing and Benefits Manager (R Dunsire), the Revenues and Benefits Manager (Broadland DC) (S Quilter), the Group Accountant (J Brown), the Housing Enabling and Strategy Officer (K Mitchell), the Housing Standards and Community Protection Manager (T Cooke), and the Senior Governance Officer (E Goddard).	

2725 MINUTES

The minutes of the meeting of the Cabinet held on Monday 10 June 2019 were confirmed as a correct record and signed by the Chairman.

2726 PERFORMANCE, RISK, REVENUE AND CAPITAL BUDGET POSITION FOR QUARTER FOUR 2018/19

Members considered the report of the Group Accountant, the Business Improvement Lead, and the Senior Governance Officer, which detailed the Council's performance against strategic measures, risk position and the revenue and capital position for the fourth quarter of 2018/19.

Officers presented the report, summarising the Council's performance and drawing attention to the key issues, under each of the Council's corporate priorities.

With regard to budgets, members were informed that there was a positive variance on the revenue budget of £1.875 million for 2018/19, and that capital spend was £15.925 million, against a budget of £47.740 million. Members' attention was drawn in particular to the slippage requests on both capital and revenue budgets, the movement in reserves, the amended capital programme, and the budget virement that had exceeded £100,000.

Cabinet expressed its appreciation to all staff, whose hard work and dedication had helped the Council to achieve such positive outcomes throughout the year, and particular reference was made to the work of the Early Help Hub, Economic Development, and the prude management of budgets. With regard to those three indicators where targets had not been met, Cabinet noted the reasons and felt confident that improvements would be made. Members noted that the completion of the refurbishment of the Long Stratton Leisure Centre had been delayed and this had in turn impacted on the rate of membership growth, and accepted that targets had been too ambitious. The need to ensure that new and existing members were supported to ensure their retention, was also expressed.

During discussion, particular reference was also made to indicator HE 1603, the % of households in temporary accommodation for 8 weeks or less, and members noted that officers were working hard to improve communications between Housing Associations and the Council, so that there was an awareness of potential evictions at an earlier stage in the process.

It was

RESOLVED:

1. To:

a) Note the 2018/19 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).

b) Note the current position with respect to risks and accepts the actions to support risk mitigation (detail contained in Appendix 2).

c) Note the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendices 3 & 4).

2. TO RECOMMEND THAT COUNCIL:

a) Approves the budget virement which exceeds £100,000 in accordance with the rules of financial governance (section 1.12).

b) Approves the movement in reserves as outlined in Section 1.12

c) Approves the slippage requests of £267,957 on revenue and £677,885 on capital

d) Approves the amended Capital programme and its financing for the next four financial years as set out in Appendices 7 and 8.

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.

2727 TREASURY MANAGEMENT ANNUAL REPORT 2018/19

Members considered the report of the Group Accountant and the Capital and Management Accountant, which reviewed the treasury management activity during the financial year 2018/19, the position on investments as at 31 March 2019 and reported on the prudential indicators, as required under the Treasury Management Code of Practice.

The Group Accountant outlined the salient points of the report to Cabinet and after brief discussion, it was

RESOLVED: TO RECOMMEND THAT COUNCIL:

a) Notes the treasury activity for the second half of the year and that it complies with the agreed strategy.

b) Notes the 2018/19 prudential indicators for the latter six months of the year.

The Reason for the Decision

To ensure that the Council's investment strategy remains positive

Other Options Considered

None.

2728 COUNCIL TAX SUPPORT SCHEME

Members considered the report of the Housing and Benefits Manager, which sought Cabinet approval to commence a consultation on proposals to changes to Council Tax Support, to minimise the impact of the increase in zero hours contracts, the Gig economy and Universal Credit.

Members welcomed the Revenues and Benefits Manager (Simon Quilter), from Broadland District Council, to the meeting.

Officers presented the report, explaining the reasons why changes to the Council Tax Reduction / Support scheme were necessary, and referred to the proposed options, as detailed in the report. Members noted that the work had been undertaken in collaboration with Broadland District Council, and the analysis of the possible changes had been conducted in consultation with all Norfolk authorities. Officers explained that the preferred option, and that recommended by the People and Communities Policy Committee, was the Variance Scheme outlined at paragraph 4.1.5 of the report.

Cllr Y Bendle commended the report and reminded members that any proposed changes would require a public consultation. She stressed the importance of a fair and consistent scheme, which was efficient to administer.

Cabinet recognised the need for change, noting the position at Gt Yarmouth Borough Council, where the take up of Universal Credit was higher, and the impact on changes in council tax liability more onerous. Members expressed their support for the proposals to move to a variance scheme, and it was

RESOLVED:

1. To agree the commencement of the statutory 8-week public consultation regarding the amendment of Council Tax Support, to move to the variance scheme for those receiving the Housing Element of Universal Credit and to incorporate operational changes already enacted within the Housing Benefit system.
2. To note that the results of the consultation will be detailed in a further Cabinet report before consideration at full Council.

The Reason for the Decision

To mitigate the impact of Universal Credit, by reducing the opportunity for people to accrue unsustainable areas, and to ensure that the scheme is efficient to administer.

Other Options Considered

To consult on alternative schemes:

- Discount scheme
- Banded scheme
- No change to the current scheme.

2729 AFFORDABLE HOME OWNERSHIP

Members considered the report of the Housing Enabling and Strategy Officer, which considered the eligibility for homes provided for affordable home ownership and sought Cabinet approval to introduce recommended changes.

The Housing, Enabling and Strategy Officer presented his report, and advised members that there was a good supply of affordable homes through both Broadland and South Norfolk Districts, and that officers believed that there was no longer a need to prioritise local applicants for these homes. This would eliminate the Council's process of checking and approving the circumstances of applicants, enabling officers to focus on other areas.

Cllr Y Bendle stressed the need for consistency and the simplifying of arrangements for potential purchasers, house builders and financial advisors. She also expressed support for the recommendation that applicants should register with the Help to Buy Agency, which would check eligibility, on the basis of income and current housing status.

Discussion followed regarding the clarity of the recommendations. With regard to affordable home ownership provided through negotiation with developers, it was agreed that the decision as to whether or not a local connection policy should be applied, should be delegated to the relevant portfolio holder, with any decision being based on supply and demand.

RESOLVED: To agree that:

1. All applicants for affordable home ownership must register with the regional Help to Buy agency;

2. For homes developed under the 'exceptions policy' a local connection cascade will apply to all affordable homes for rent and for affordable home ownership.

3. For affordable homes provided through negotiation with developers:

   a) Affordable home ownership:

   - To delegate authority to the Director of Place, in consultation with the Portfolio Holder for Health, Housing and Wellbeing, to agree whether there is to be a local connection priority, the decision to be based on supply and demand.

   b) Affordable housing for rent:

   - In settlements of less than 3,000 population, local people with proven housing need are to have priority for all.

- In settlements with a population of 3,000 or more, local people with proven housing need are to have priority for about one third.

- Authority is delegated to the Director of Place to vary this when the homes to be provided are intended for people with special needs.

4. The local connection cascade is to be based on the format agreed by Cabinet on 7 November 2005 (see Appendix 4 of the report).

The Reason for the Decision

To provide consistency and simplify arrangements
To provide benefits to the economic development of the District and contribute to the effective working of the housing market.
To remove unnecessary administrative burdens on both Councils.

Other Options Considered

To retain a local connection policy

2730 AMENITY AND FACILITY STANDARDS FOR LICENSED HOUSES IN MULTIPLE OCCUPATION .

Members considered the report of the Housing Standards and Community Protection Manager, which sought Cabinet approval to adopt a document which provided clear guidance to the private rented sector of the minimum standards of accommodation South Norfolk Council expected for residents living in multiple occupation.

The Housing Standards and Community Protection Manager presented his report, explaining the standards set were not a change in policy, but supported the existing Housing Strategy and helped to provide clear guidance with regard to the Council's expectations for Houses of Multiple Occupation (HMOs). Members noted that this approach would support private landlords, who provided well maintained homes, and would in turn free up officers' time, to spend on other areas of the sector, where there was more need.

Cllr Y Bendle expressed her support for the document, explaining that whilst it was a growing sector, there were still relatively few HMOs in the rural area of South Norfolk.

The Chairman also expressed her support for the guidance, suggesting that this would support and encourage landlords to provide decent homes.

RESOLVED: To adopt the South Norfolk Council Houses in Multiple Occupation – Amenity and Facility Standards for Houses in Multiple Occupation 2019 (outlined at Appendix 1 of the report).

The Reason for the Decision

Minimum standards will ensure that HMOs are not overcrowded, do not pose risks to health and safety, and are not a blight on their local communities.

Other Options Considered

None

2731 JOINT WORKING GROUP: WASTE SERVICES REVIEW

It was

RESOLVED: To agree to the formation of a Waste Services Review Member Working Group, to work jointly with Broadland District Council members.

2732 CABINET CORE AGENDA

Members noted the latest version of the Cabinet Core Agenda.

2733 EXCLUSION OF THE PUBLIC AND PRESS

It was

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

2734 FUTURE DIRECTION OF BUILD INSIGHT COMPANIES

Members considered the *exempt* report of the Director of Resources, which reviewed the current joint ownership arrangements of the Build Insight Companies, and provided recommendations for their future direction, including alternative proposals.

Members noted the background to the report and the proposals for the future operation of the Build Insight Companies. Cabinet agreed that the proposal to buy back the Norfolk Property Service shares in Build Insight Ventures Ltd was the sensible way forward.

RESOLVED: To:

1. Agree that the Council buys back the shares in the joint venture from NPS, transfers ownership to Big Sky Ventures Ltd and continues to operate the three Build Insight group companies as a subsidiary group, subject to approval by the CIC regulators.
2. Delegate to the Section 151 officer, in consultation with the Managing Director, to conclude negotiations with NPS to expediate the process and minimise future losses.

The Reason for the Decision

To provide the opportunity to address the issues currently being experienced by the Build Insight Group.

Other Options Considered

As outlined in the report

(The meeting concluded at 6.20 pm)

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Chairman

Agenda Item: 5
Cabinet
9 September 2019

Poringland Neighbourhood Plan

Submission for Examination (May 2019)

Report Author(s):	Simon Marjoram Senior Planning Officer 01508 533810 smarjoram@s-norfolk.gov.uk

Portfolio:	External Affairs and Policy & Planning and Economic Growth
Ward(s) Affected:	Poringland, Framinghams & Trowse

Purpose of the Report:

Under Regulation 16 of the Neighbourhood Plan Act (2012, as amended), Poringland Neighbourhood Plan has been submitted to the Council for a formal consultation, lasting at least six weeks, ending on Friday 13 September. All responses to the consultation will be sent to South Norfolk Council and the Council will arrange for these to be considered at an examination of the Neighbourhood Plan by an independent examiner. The Council has responded in detail at an officer level to an earlier (Regulation 14) consultation on the Neighbourhood Plan; this report seeks endorsement of the formal representations the Council wishes to put in front of the independent examiner on some remaining issues.

Recommendations:

Cabinet to agree:

- To 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
- To authorise the Director of Place to undertake any further work necessary to pursue the Council's representations through the Examination process

1 SUMMARY

1.1 In May 2019 Poringland Neighbourhood Plan Steering Group, on behalf of Poringland Parish Council, submitted the 'Examination Version' of the Neighbourhood Plan, which can be viewed here. Following the requirements of the Neighbourhood Planning Regulations, South Norfolk Council has made the Neighbourhood Plan available for comment between 23 July 2019 and 13 September 2019. Any comments received during this period, along with the Neighbourhood Plan itself and the supporting documents, will then be forwarded to an independent Examiner to conduct the required Examination into the Plan.

2 BACKGROUND

2.1 Poringland Parish Council has developed the Neighbourhood Plan in the context of the policies in the South Norfolk Local Plan. Poringland (along with Framingham Earl) is currently defined as a Key Service Centre in the Joint Core Strategy (JCS) and was allocated housing growth of between 100-200 additional dwellings in the JCS plan period (2008-2026). Poringland is also within the Norwich Policy Area (NPA) in the current Local Plan and, as such, additional development over and above the 100-200 dwellings was considered appropriate to help deliver the wider JCS requirements. Furthermore, housing growth in Poringland and the neighbouring parishes that use services and facilities in the village, has exceeded the anticipated development rate, partly as a consequence of the previous lack of five-year land supply within the NPA. The Greater Norwich Local Plan, which will make new allocations for the period to 2036, is currently being prepared. It is within this context of growth and development that the Poringland Neighbourhood Plan has been developed.

2.2 Following the establishment of the Poringland Neighbourhood Plan Group, which comprises Parish Councillors and local residents, the Parish Council submitted the Neighbourhood Plan Area for designation in August 2017. This followed the boundaries of Poringland parish as they were at that time and the Neighbourhood Plan Area was designated on this basis. During the course of plan production, the parish boundaries were revised by South Norfolk Council under the Reorganisation of Community Governance 2018; however, the designated Neighbourhood Plan Area remains unchanged. The Neighbourhood Plan Area is therefore the same as the former parish boundary and the policies will be effective within this designated area.

2.3 The Neighbourhood Plan sets out a Vision Statement for the future development of Poringland as well as a number of objectives. These are grouped into four themes:

- Housing and the Built Environment;
- Environment, sustainability and rural character;
- Transport and access; and
- Economy and community services/facilities and infrastructure.

24 policies have been produced under these themes.

2.4 The Neighbourhood Plan Group has been supported by consultants and has sought regular feedback from South Norfolk Council. The Neighbourhood Plan is supported by an evidence base of documents prepared by the Neighbourhood Plan Group. These include a Character Appraisal for Poringland as well as a Consultation Statement which sets out the responses that the group received at various stages and how these have helped shape the current version of the Plan. Strategic Environmental Assessment (SEA) Screening and Habitats Regulation Assessment (HRA) Screening Reports were both prepared and consulted on separately as part of this process; it was determined that neither an SEA or HRA are required to support the Plan.

2.5 Whilst the Neighbourhood Plan accepts the recent growth that has occurred in the parish, and that which is still under construction or has extant permission, the Plan has been prepared largely as a response of the scale of this development and a desire to better integrate future development with the village. The Plan is concerned with ensuring that future growth is at a sustainable rate, which is acceptable to the residents of the village, and that when development is proposed it is of a form and quality that enhances the village.

3 CURRENT POSITION

3.1 The Neighbourhood Plan has been circulated to a number of Council officers, representing specialists in conservation and design, landscape, flood risk, economic development, housing mix and planning. The following formal Representations are proposed to be made, grouped under the four Neighbourhood Plan themes.

Housing the Built Environment

3.2 The overall aim of this group of policies is to allow the recent housing development and new residents time to assimilate into the village and to ensure that a balanced range of housing is delivered on future developments.

3.3 As such, **Policy 1** seeks to pause development within the first five years of the future GNLP plan period. The Neighbourhood Plan accepts that new development will come forward during the plan period and is not seeking to prevent this occurring, but looks to work with the GNLP team to stagger the delivery of this development. At the time of writing it is not known what the GNLP housing allocation for Poringland will be; however, the GNLP team is aware of the emerging Neighbourhood Plan policy position. SNC officers have discussed the practical implications of this policy with the Neighbourhood Plan Group, including the possible implications if the Council cannot demonstrate a 5-year housing land supply in the future. As the Policy is seeking to work with the GNLP authorities to deliver a sustainable rate of development, rather than apply an overall restriction, it is not considered necessary to make a representation on this issue.

3.4 Policies 2 to 5 are concerned with the delivery of housing of a scale, tenure and mix considered appropriate to the nature and requirements of the village. Whilst the principles of these policies are considered to be in general conformity with the

Development Plan and are broadly supported by Officers the following matters are specifically brought to the attention of Members.

3.5 **Policy 2** supports schemes comprising 20 or fewer dwellings. Officers have previously raised concerns that the 20-dwelling threshold has not been sufficiently justified by evidence and that this policy could result in the delivery of numerous smaller sites without the necessary associated infrastructure to mitigate the cumulative impact. The proposed policy wording has been amended following discussion about these concerns and now includes criteria for supporting schemes larger than 20 dwellings. However, it is still considered that the policy could be tightened to avoid unintended consequences.

Representation 1: The Council considers that Policy 2 would benefit from revisions to ensure that larger sites are not artificially sub-divided to avoid delivering the necessary supporting infrastructure, and also clarification as to whether or not the support for small sites and infill plots is only for those which fall inside current and future Development Boundaries, other than where they are justified by exceptions policies at the local and national level.

3.6 The principle of **Policy 3** 'Housing Mix' is considered acceptable; however, officers have concerns that a clear justification of the requirement for 20% of all dwellings to be either suitable for- or easily adaptable for- older or less mobile residents has not been provided. It is also unclear how a dwelling would be considered as being "easily adaptable" and therefore how this particular objective could be achieved when assessing planning application

Representation 2: The Council considers that the Plan would benefit from referencing supporting information, such as local demographic statistics, which justifies the inclusion of the 20% requirement in Policy 3. The Plan would also benefit from more detail on what 'easily adaptable' is considered to mean, such as examples of particular measures or reference to specific standards.

3.7 With regard to **Policy 5** 'Affordable Housing' and its supporting text, the Council support the fact that the affordable housing cascade has been amended to reflect the approved South Norfolk Council cascade; however, an additional priority relating to military personnel has been inserted since the Regulation 14 consultation and consequent changes to the supporting text are considered necessary.

3.8 Representation 3: The Council considers that the wording in the supporting text on page 22 requires amending to reflect housing legislation - *'However, South Norfolk Council will need to determine priorities between applicants ~~to favour Service Personnel and their families~~, so that applicants ~~in housing need~~ who have served in the Armed Forces are given greater priority ~~over those who have not~~ than those without a local connection that have not served'.*

Environment, sustainability and rural character

3.9 This section of the Neighbourhood Plan deals with a number of issues which aim to ensure that development comes forward in a way which protects and enhances

both the natural and built environment, including the identified rural character of Poringland and its surrounding landscape. Some of the key elements of this section of the Plan are:

- **Policies 6 and 7** which seek to enhance biodiversity and protect existing trees and hedgerows;
- **Policies 8 and 9** relating to landscape, in particular the identified 'valued landscape' to the south of the village, and a number of important 'long views'
- **Policy 11** concerning the protection of three identified Local Green Spaces, which uses one of the key tools available to Neighbourhood Plans;
- **Policy 13** which recognises the complex flood risk issues in Poringland and the surrounding area, and which acknowledges and seeks to build on the extensive research undertaken into the local hydrology and geology;
- **Policy 14** which seeks to distinguish the characteristics that contribute to high quality design that will respect and enhance the area.

3.10 Broadly these policies are considered to be positive and aim to make the Neighbourhood Plan a locally distinctive document, that adds to the policies in the existing Local Plan. In particular, Policy 13 has been significantly updated following discussions between Officers and the Neighbourhood Plan Group. However, the following concerns remain and further changes are required to both the supporting text and the policy text in order to clarify the information and improve the effectiveness of the policy:

Representation 4: The Council considers that Policy 7 should be amended to clearly include reference to the retention of significant trees, hedgerows and landscape features, ideally within the public realm wherever possible, to ensure appropriate future management, as follows: '*Proposals shall include high quality landscaping design that as a minimum retains existing significant trees, hedgerows and landscape features, ideally within the public realm.'*

Representation 5: The Council recommends Policy Map 2 (page 55) and Policy Map 4 (page 57) are updated to illustrate the important views being referred to in Policy 9 (and shown in the photographs at page 58) and to illustrate the Chet Valley Linear Reserve and the parkland around Porch Farm which are referenced within the supporting text for Policy 9. It is also recommended that the broad locations from which longer distance views towards Norwich and the Tas Valley, referenced in Policy 9, should be illustrated on Map 2.

Representation 6: The Council considers that changes are required to both Policy 13 itself and the supporting text, in order to clarify the information and improve the effectiveness of the policy.

Supporting text (page 32): *The significance of the issue is set out in the South Norfolk Council Poringland Integrated Urban Drainage Strategy Supplementary Groundwater Drainage Report (2008)~~, hereafter referred to as 'The Millard Report'~~.*

~~'The problem is caused by natural springs and streams, and the predominant boulder clay geology overlain by 8-12m of sand and gravel.~~ Many of the problems stem from the predominant boulder clay geology overlain in some areas by sands and gravels. Where the sands and gravels interface with the boulder clay close to the surface, this can give rise to transient springs and natural flow routes'.

Policy 13: *All major development proposals, or all development proposals coming forward within the areas of high, medium and low risk from surface water flooding, as identified by the Environment Agency, must have due regard to ~~The Millard Report~~ Poringland Integrated Urban Drainage Strategy and satisfy the following criteria:*

a) The application includes a Flood Risk Assessment (FRA) and Surface Water Drainage Strategy that gives adequate and appropriate consideration to all sources of flooding and surface water drainage to ensure there is no increased risk of flooding either on the development site or to existing property as a result of the development. ~~Developers will be expected to ensure that downstream water flooding is avoided.~~ Developers must demonstrate that there will be no increase in flood risk elsewhere.

b) Sustainable Drainage Systems will need to be considered for all planning applications, following the SuDS hierarchy, but in particular note:

i. ~~Development that manages surface water through infiltration methods may be supported but only if it can be clearly demonstrated to be effective by appropriate percolation and soil investigation tests showing that this will not result in the increase of flood risk on-site or off-site. There should be no direct discharge to groundwater and schemes should provide a saturated zone of 1.2 metres.~~ Where percolation test results support the use of infiltration drainage, developers should give careful consideration to the outcomes of the Poringland Integrated Urban Drainage Study to ensure that flood risk is not increased elsewhere.

ii. Where infiltration is not effective or practicable, as will be the case in much of Poringland, developers should seek solutions that ~~use storage zones or connections to a water course. Such drainage solutions should intercept and store long term surface water run-off up with~~ manage surface water within the site by means of attenuation and controlled discharge including an appropriate allowance for climate change. ~~Again, it will be necessary to demonstrate that the solution will not increase flood risk elsewhere and should be based on sufficient treatment steps.~~

Any drainage strategy ~~is likely to~~ should avoid the piping of existing drainage channels, but where it is demonstrated ~~unless this is shown~~ to be necessary it should be supported by Land Drainage Consent from the Lead Local Flood Authority. …'

Transport and access

3.11 The policies in this section aim to address issues surrounding the promotion of sustainable transport options (**Policies 16 and 18**) and minimise the impact of

parking, both in the vicinity of schools (**Policy 17**) and on the character and appearance of residential development (**Policy 19**). The Council is supportive of these polices, subject to the Members noting that the parking standards proposed in Policy 19 differ from the adopted Norfolk County Council car parking standards. The Poringland Neighbourhood Plan also proposes minimum vehicle parking standards rather than maximum vehicle parking standards. Norfolk County Council has the opportunity to respond separately to this consultation.

Economy and community services/facilities and infrastructure

3.12 This section of the Plan deals with a variety of topics around facilitating the provision of small scale commercial and employment opportunities in appropriate locations and which are commensurate with the size and nature of Poringland (**Policies 21 and 22**). This section also covers the protection and enhancement of community facilities, (**Policy 20**) and sets out a list of psychical and social infrastructure priorities which will be used to guide future S106 requirements and CIL spending (**Policy 24**). These policies are broadly supported, subject to the following amendment to Policy 22:

Representation 7*:* The Council considers that the final sentence of Policy 22 is not justified and that it could promote less sustainable patterns of development, contrary to other aims of the Plan, and that any concerns regarding conflict between uses is adequately dealt with by other Neighbourhood Plan and Local Plan policies, as such the following should be deleted - ~~*Such economic development that is located separate from residential areas will be considered favourably.*~~

3.13 In addition to the above Representations to the polices and supporting text, above, it is also recommended that the labelling of all photographs, maps and figures is reviewed and updated where appropriate for clarity and consistency purposes. In some instances, it is not clear where illustrations in the plan are highlighting good examples and, if they are, what specifically is being illustrated, or where they are highlighting potential issues/concerns.

Representation 8: The Council considers that the Plan would benefit from a comprehensive assessment of the labelling of illustrations, to maximise the benefit of having them in the Plan, e.g. those on page 37 supporting Policy 14.

4 PROPOSED ACTION

4.1 As noted above, following the end of the consultation period on 13 September, the Neighbourhood Plan, the supporting documents and responses to the current consultation will be forwarded to the Examiner appointed to undertake the examination of the Plan.

4.2 It is proposed that the Council's formal response to this Regulation 16 consultation comprises the eight Representations set out above in Section 3, to be submitted to the Examiner.

5 OTHER OPTIONS

5.1 The Council could choose not to comment on the Poringland Neighbourhood Plan; however, this would not be considered to be fulfilling the Council's duties in the Neighbourhood Plan process. In particular, the Council needs to ensure that the Neighbourhood Plan can be implemented through the Development Management process and that it will be effective in delivering the Vison and Objectives of the community.

6 ISSUES AND RISKS

6.1 **Resource Implications** – as with all Neighbourhood Plans, South Norfolk Council will be able to claim additional funding from the Government should the Neighbourhood Plan receive a positive recommendation from the independent Examiner that the Plan is appropriate to proceed to referendum. However, the Council will also need to pay the Examiner's fees and also pay to administer the holding of the referendum. Previously experience has shown that these fees fall within the amount received from Government, and some provision is made for Neighbourhood Plan work within existing budgets. If the Neighbourhood Plan is successful at examination and referendum, Poringland Parish Council will be entitled to receive 25% of CIL income from new development in the parish after the plan is formally 'made' (adopted) by South Norfolk Council, rather than the standard 15%.

6.2 **Legal Implications** – The Neighbourhood Plan is following a process set out in the Neighbourhood Planning Act 2012 (as amended) and, if successful at examination and referendum, will become part of the statutory Development Plan for South Norfolk.

6.3 **Equality Implications** – The Neighbourhood Plan is following a process set out in the Neighbourhood Planning Act 2012 (as amended), involving consultation with the community and statutory consultees. A consultation statement summarises how consultation was undertaken, the issues raised and how these have been addressed in the Plan.

6.4 **Environmental Impact** – Strategic Environmental Assessment (SEA) and Habitats Regulation Assessment (HRA) screenings have been carried out in consultation with the relevant statutory bodies. The Plan is not considered to require either.

6.5 **Crime and Disorder** – The Plan is not considered to have negative impacts in terms of crime and disorder, and Norfolk Constabulary have been part of the consultation process on the Plan.

7 CONCLUSION

7.1 That the Representations made in Section 3 are required in order for the Plan to become an effective part of the statutory Development Plan for the determination of future planning applications in Poringland.

8 RECOMMENDATIONS

8.1 Cabinet to agree:

- To 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

- To authorise the Director of Place to undertake any further work necessary to pursue the Council's representations through the Examination process

Background Papers

Poringland Neighbourhood Plan – Statement of Basic Conditions

Agenda Item: 6
Cabinet, 9 September 2019
Council, 16 September 2019

Norfolk Strategic Planning Framework, June 2019

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

Report Author(s): Simon Marjoram
Senior Planning Officer
01508 533810
smarjoram@s-norfolk.gov.uk

Portfolio: External Affairs and Policy

Ward(s) Affected: All

Purpose of the Report:

In 2018 the Council became a signatory to the first version of the Norfolk Strategic Planning Framework (NSPF). Work has continued to update the document and ensure that it fulfils its functions in helping the Council demonstrate the Duty to Cooperate (under the Localism Act 2011) and meet the National Planning Policy Framework (NPPF) requirement to have a Statement of Common Ground, which will be key in showing that Local Plan documents are 'sound' during their Examination by the Planning Inspectorate (see Appendix A, section 1.1 for details). It is therefore recommended the Council remains a signatory to the updated NSPF.

Recommendations:

Cabinet recommend for Council to agree to:

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

1 SUMMARY

1.1 The South Norfolk Council meeting of 19 February 2018 endorsed the original version of the Norfolk Strategic Planning Framework (NSPF). The NSPF has been produced by all of the local planning authorities in Norfolk, working alongside partner organisations, including Natural England, the Environment Agency, Anglian Water and New Anglia LEP. The NSPF sets out guidelines for strategic planning matters across the County, and beyond, and demonstrates how the authorities will work together under the Duty to Co-operate through a series of formal Agreements on planning related topics. The NSPF has now been updated in a number of key areas (revised version attached as Appendix A), including making the document a formal Statement of Common Ground under the requirements of the National Planning Policy Framework (NPPF), and taking on board the Government's standard methodology for calculating local housing need.

2 BACKGROUND

2.1 The NSPF has been prepared by officers from the constituent authorities, under the oversight of a member level group comprising representatives from all of the authorities, to provide a co-ordinated approach to strategic planning issues. The Council's representative is the Cabinet member for External Affairs and Policy.

2.2 Although the Framework is not be a statutory planning document, it sets out strategic matters to be taken account of in the production of Local Plans, including the emerging Greater Norwich Local Plan. Cross boundary issues include significant new housing and employment needs, strategic infrastructure provision, and protection of sensitive nature conservation sites. Several joint studies have been prepared to provide supporting evidence for the Framework, which have had benefits both in terms of economies of scale, and also in terms of a more comprehensive assessment of cross-boundary issues. This work is ongoing, to ensure that the NSPF remains up to date and fulfils its role as a Statement of Common Ground.

3 CURRENT POSITION/FINDINGS

3.1 The NSPF includes 25 'Formal Agreements', set out in a summary on pages 6 to 9 of the document (Appendix A). These Agreements include working towards a shared Spatial Vision (Agreement 2) and Shared Objectives (Agreement 3). The Vision and Objectives have regard to the main spatial planning issues of population growth, housing, economy, infrastructure and environment. Agreements on specific issues explain how the local planning authorities will seek to deal with the matters through their spatial planning role. Therefore, although the Framework is not a planning document in its own right, it can be seen as a guide for future planning work.

3.2 Many of the key updates to version 2 of the NSPF are shown as tracked changes in Appendix A and include:

- Ensuring that it functions as a Statement of Common Ground, helping the authorities demonstrate the soundness of their local plans under the requirements of NPPF paragraph 35. This includes highlighting the governance arrangements in section 1.2, the 'next steps' in section 8 and a commitment to ongoing review under Agreement 25;
- The inclusion of housing figures that use the Government's standard methodology for calculating local housing need in section 6.3;
- Highlighting the work that is undertaken to address cross-boundary issues beyond the county boundary in section 3.5 and Appendix 2;
- A new Agreement addressing Minerals and Waste Planning issues (Agreement 23);
- An updated Agreement on telecoms, including the roll out of the 5G network (Agreement 19); and
- Highlighting the work with Water Resources East (WRE) to safeguard sustainable water supplies in section 7.4.

4 PROPOSED ACTION

4.1 It is proposed that the Council endorses the updated NSPF and remains one of the signatories to the Framework. The Framework is an iterative document that will evolve and be updated to reflect changing circumstances. Also, it is likely that there will continue to be opportunities for joint-working amongst the local planning authorities on issues under the Framework. Potential work identified for the next iteration of the NSPF include:

- Evolving a Green Infrastructure Recreational Avoidance and Mitigation Study and recommendations to address impacts on internationally designated (Natura 2000) sites;
- Improvements to the commitments around Climate Change;
- Evidence on older people's accommodation and support needs;
- A new Transport Agreement with greater alignment to the Norfolk Infrastructure Delivery Plan;
- Potential options for influencing housing delivery; and
- Guidance and joint policies to support the roll out of 5G.

5 OTHER OPTIONS

5.1 The Council could decide not to be a signatory to the NSPF and/or not to continue to review and evolve the document to address emerging issues; however, the Government is clear, through the NPPF, that Statements of Common Ground which address strategic, cross-boundary planning issues will be key to assessing the soundness of Local Plans. Councils will also have to continue to demonstrate that they are meeting their 'Duty to Cooperate' obligations. Notwithstanding these requirements, the member and officer groups that support the development of the NSPF also provide a useful and practical way of focussing attention on key, cross-boundary issues.

6 ISSUES AND RISKS

6.1 **Resource Implications** – There is an ongoing financial implication for the Council in terms of supporting the work of members and officers in keeping the NSPF up to date. A direct financial contribution is also made to cover the costs of the NSPF Programme Manager and the ongoing studies needed to evidence the NSPF. Officer time is within existing staff resources and the NSPF reflects work that would, in any event, need to be undertaken as part of the Local Plan process, in terms of the Duty to Cooperate and a Statement of Common Ground. Significant financial savings have been and can be made through the joint commissioning of evidence base work. The budget is available for this work and if it were not undertaken through the NSPF, resource would need to be found elsewhere.

6.2 **Legal Implications** – the NSPF will be a key element in demonstrating that Norfolk's local planning authorities are working together as required under the Duty to Co-operate set out in the Localism Act 2011 and in demonstrating that they are meeting the requirements to produce Statements of Common Ground under the NPPF.

6.3 **Equality Implications** – It is not considered that the Framework will have any adverse impacts in terms of equalities.

6.4 **Environmental Impact** – As a non-statutory document which is not making new policy, there are no negative environmental implications. The NSPF indicates how the Norfolk local authorities aim to work together to manage some environmental matters (such as recreational pressures on sensitive nature conservation sites) more effectively.

6.5 **Crime and Disorder** – It is not considered that the Framework will have any adverse impacts in terms of crime and disorder

7 CONCLUSION

7.1 The revised NSPF (Appendix A) will assist the Council in fulfilling its obligations to demonstrate the Duty to Cooperate (under the Localism Act 2011) and meet the National Planning Policy Framework (NPPF) requirement to have a Statement of Common Ground, which will be key in showing that Local Plan documents are 'sound' during their Examination by the Planning Inspectorate.

8 RECOMMENDATIONS

8.1 Cabinet recommend for Council to agree to:

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

Appendix A

Norfolk Strategic Planning Framework – Shared Spatial Objectives for a Growing Community and Statement of Common Ground (June 2019)

Appendix A

Norfolk Strategic Planning Framework

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

~~January~~ June 2019

Signatories

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

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- Broadland District Council
- Broads Authority
- Great Yarmouth Borough Council
- Borough Council of King's Lynn and West Norfolk
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council
- Norfolk County Council
- Suffolk County Council
- Babergh & Mid Suffolk District Councils
- Waveney District Council
- West Suffolk Council
- Fenland District Council
- East Cambridgeshire District Council
- South Holland District Council
- Natural England
- Environment Agency
- Wild Anglia
- Anglian Water
- New Anglia Local Enterprise Partnership
- UK Power Networks
- Cambridgeshire and Peterborough Combined Authority
- Great Yarmouth & Waveney CCG
- North Norfolk CCG
- Norwich CCG
- South Norfolk CCG
- West Norfolk CCG
- NHS Sustainability and Transformation Partnership Estates for Norfolk and Waveney
- Mobile UK

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Summary of Formal Agreements within the Statement of Common Ground

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

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

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

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

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

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

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

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

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

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

Agreement 8 - The above list of locations are the Tier One Employment sites and should be the focus of investment to drive increasing economic development in key sectors, and protected from loss to other uses.

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

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

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

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

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

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

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

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

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

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

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

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

local plan documents.~~The aim is to get this guidance agreed before the end of Spring 2019 with it potentially being included in emerging Local Plan documents.~~

Agreement 20: The authorities agree to endorse the updated *Planning in Health*: *An Engagement Protocol Between Local Planning Authorities*[1], *Public Health and Health Sector Organisations in Norfolk* and undertake its commitments.

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

Agreement 22: In recognition of:

a) the importance the Brecks, the Broads and the Area of Outstanding National Beauty, together with environmental assets which lie outside of these areas, brings to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity;
b) the pressure that development in Norfolk could place on these assets; and
c) the importance of ecological connections between habitats
the Local Planning Authorities will work together to produce a GI Strategy for Norfolk which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.

Agreement 23: It is agreed that:

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

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

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

[1]See https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/strategic-member-forum/nspmf--28-jan-2019--draft-health-planning-protocol-new.pdf?la=en&hash=89E2F23726C3CF38EC362E8441F01C1EAA52225F

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

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

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

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

Agreement ~~23~~24: In recognition of the benefits gained by co-ordinating and co-operating on strategic planning activities the signatories to this document agree to support the activities of the Norfolk Strategic Planning Member Forum and to continue to appropriately resource joint planning activity.

Agreement ~~24~~ 25: Norfolk Planning Authorities agree to maintain this statement of common ground on a regular basis reviewing it at least every two years to support the maintence of up to date local plans across the county and ensure that the NSPF remains the most appropriate vehicle to address strategic planning matters for the county.~~Norfolk Planning Authorities agree to maintain the statements of common ground on a regular basis with publication dates to be linked to local plan publications of the various authorities involved. The review will ensure that each authority is able to meet its local housing needs and agreements are in place where this is not appropriate or achievable, each review will also ensure that the NSPF remains the most appropriate vehicle to address strategic planning matters for the county.~~

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Section 1 – Introduction

1.1 Purpose of this Document

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

The aim of producing the framework was to:

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

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

With the publication of a revised National Planning Policy Framework (NPPF) on the 24th July 2018 (and updated in February 2019)[2] and the requirement to apply a new standardised methodology to assessing housing need and produce statements of common ground it is clear that Norfolk's local planning authorities needed to continue to work closely together to address strategic planning matters. The Norfolk Strategic Planning Member forum agreed to continue to formally cooperate on strategic planning activities and to update the NSPF in light of the publication of the revised NPPF.

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

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

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

www.norfolk.gov.uk/nsf

[2] See https://www.gov.uk/government/publications/national-planning-policy-framework--2

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

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

1.2 Governance Arrangements for the creation of this document

Norfolk Strategic Planning Member Forum

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

Norfolk Strategic Planning Officers Group

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

The Steering Groups

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

Technical Sub groups

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

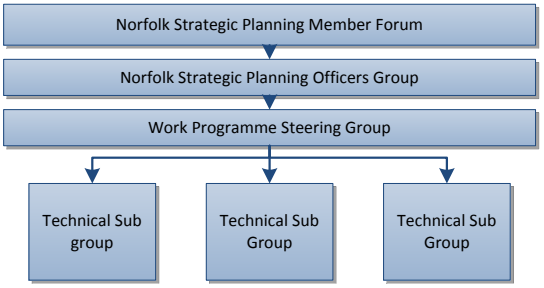

Figure 1: Governance arrangements for the Norfolk Strategic Planning Framework

1.3 Changes to the document

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

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

1.4 Timescale for and coverage of the Document

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

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

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

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

Section 2 – Vision and Objectives

2.1 Introduction

Norfolk is a diverse County. It covers a land area of 5,370 sq. km (2,074 sq. miles) and has a population of 898,390[3]. It is a largely rural county with a relatively low population density, although over half of the population lives in the built up areas of Norwich, Great Yarmouth and King's Lynn and a number of market towns[4]. These built up areas have a very considerable stock of historic assets and can offer a very attractive quality of life to residents.

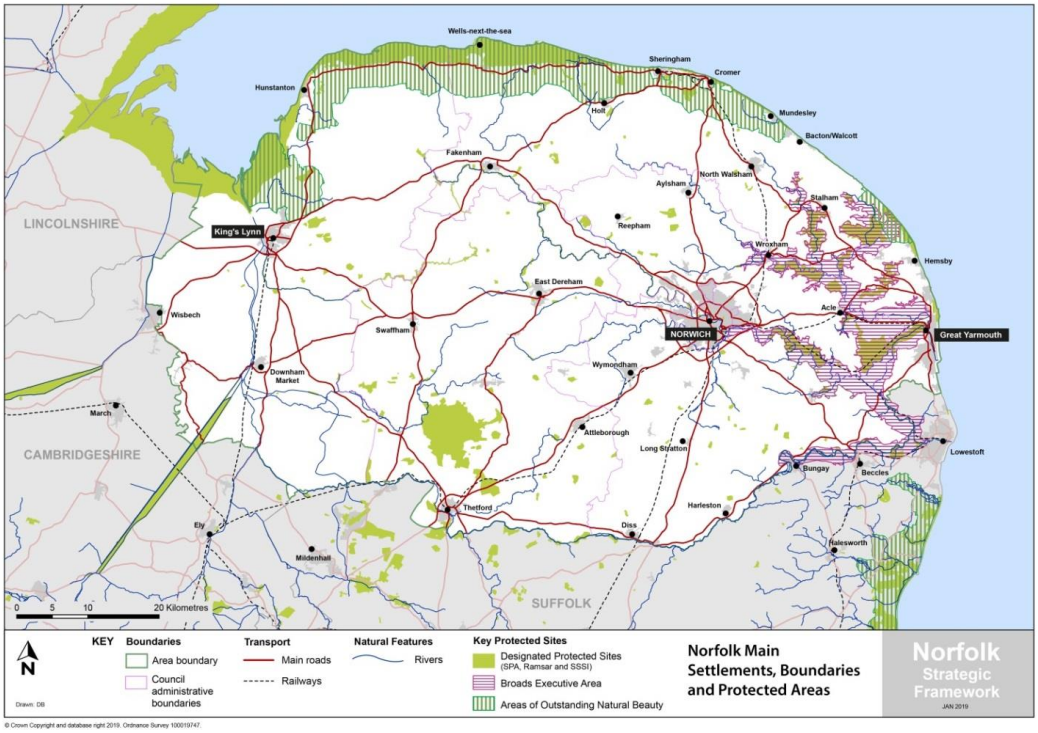

Figure 2: Map of Norfolk's main settlement, Authority boundaries, major transport connections and land-based protected areas. ***2019***

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

[3] Mid year 2017 ONS estimate see Norfolk Insight web page http://www.norfolkinsight.org.uk/population

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

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

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

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

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

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

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[5] See NEW Anglia LEP Economic Strategy page 7 https://newanglia.co.uk/wp-content/uploads/2018/11/New-Anglia-Economic-Strategic-Brochure-Lowres.pdf
[6] See www.norfolk.gov.uk/mobilemap
[7] See Better Broadband for Norfolk Website
[8] See Better Broadband for Norfolk Information Sheet 26 (26 May 2017)
[9] See papers for the 13th October 2016 Member Forum at www.norfolk.gov.uk/nsf

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2.2 Proposed Spatial Vision

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

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

2.3 Proposed Shared Objectives

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

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

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

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

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

To address housing needs in Norfolk by:

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

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

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

To improve and conserve Norfolk's rich and biodiverse environment by:

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

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

DRAFT

Section 3 – Understanding the County

3.1 Administrative Boundaries

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

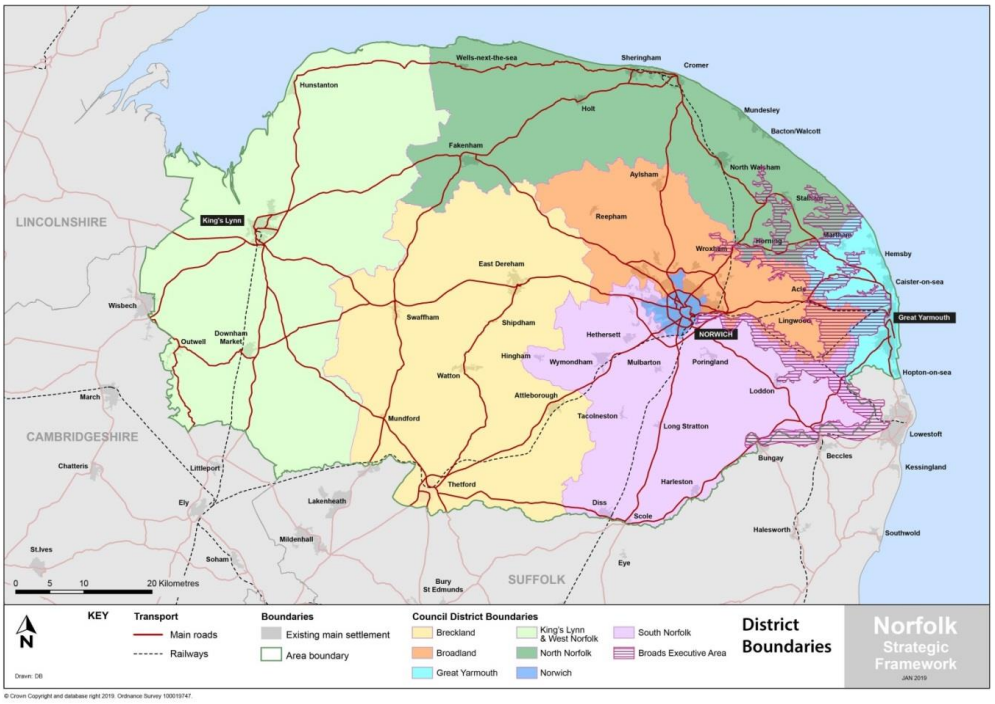

Figure 3: Map of Norfolk District boundaries and the major transport connections. *2019*

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

[10] Breckland District Council, Broadland District Council, Great Yarmouth Borough Council, King's Lynn and West Norfolk Borough Council, North Norfolk District Council, Norwich City Council and South Norfolk Council.

makers on development in marine and coastal areas. On 2 April 2014 the East Inshore and Offshore marine plans were published, becoming a material consideration for public authorities with decision making functions.

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

The economic geography of Norfolk is complex as it reflects a multicentric area and boundaries tend to be fuzzy. Overall the County has a relatively high level of self-containment as the vast majority of the resident workforce stay in Norfolk for work, although there are some strong functional cross county boundary linkages[11].

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

3.2 Housing Markets

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

Prior to the introduction of a new housing methodology in the revised National Planning Policy Framework in July 2018, the Norfolk Districts and the Broads Authority had produced Strategic Housing Market Assessments (SHMAs) which covered the entire County[13]. Within the Central Norfolk SHMA area (comprising of Broadland District Council, Norwich City Council and South Norfolk Council) a case can also be made for the identification of a core area based around Norwich

[11] The linkages between Great Yarmouth and Lowestoft; the settlements in the Waveney Valley; and between King's Lynn and the Fens and Cambridge being particularly important.
[12] Local Housing Systems Analysis: Best Practice Guide. Edinburgh: Scottish Homes
[13] See https://www.norwich.gov.uk/download/downloads/id/3993/shma_-_june_2017.pdf
https://www.west-norfolk.gov.uk/download/downloads/id/1736/shma_document.pdf
https://www.great-yarmouth.gov.uk/CHttpHandler.ashx?id=1241

and its immediate environs including parts of both South Norfolk and Broadland District Councils. Outputs from the Central Norfolk SHMA include separate conclusions in relation to this core area.

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

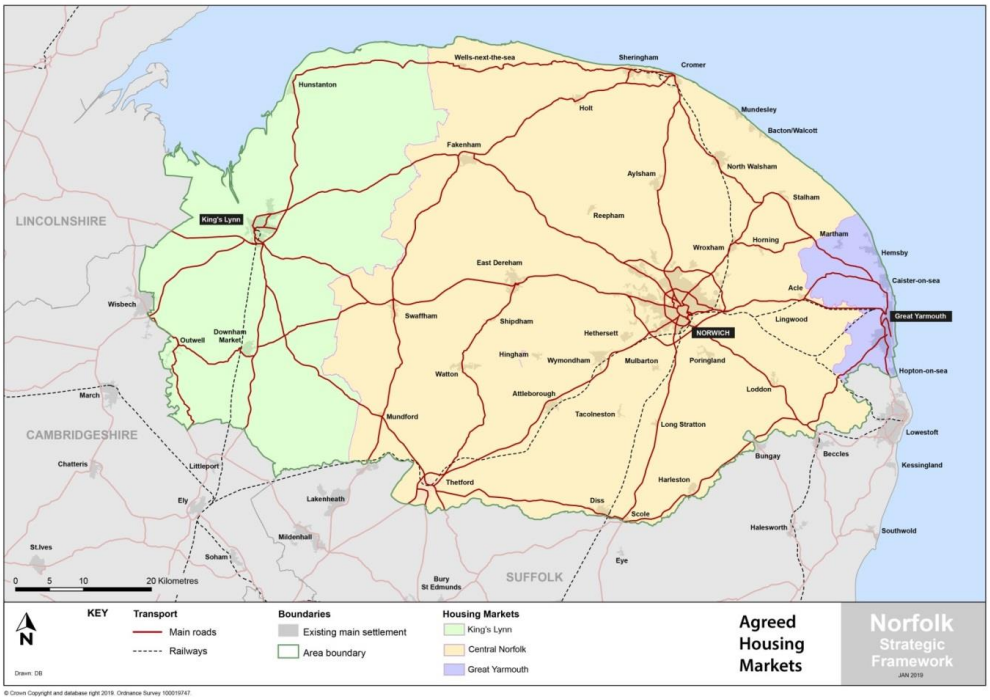

Figure 4: Map of Norfolk District boundaries and the major transport connections. *2019*

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

The housing needs of the relevant parts of the Broads Authority Area are included within the SHMAs for Central Norfolk, Great Yarmouth and Waveney. The level of need within the Broads Authority

area is specified within the Central Norfolk SHMA[14]. The new ~~interim~~ Government methodology cannot be used to calculate the housing requirements within the Broads area, therefore there remains a requirement for the Broads Authority to calculate a separate housing need when it reviews its local plan.

By virtue of the methodological requirements of the definition HMAs, the Central Norfolk Housing Market is very large and includes settlements some considerable distance apart which have little or no functional connection. In response to this the Central Norfolk Strategic Housing Market Assessment[15] defines a core housing market area identifying the settlements with the strongest connections to the Norwich Urban Area. This supports the decision to prepare separate Local Plans for North Norfolk and Breckland District Councils (see below).

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

3.3 Strategic Functional Economic Market Areas

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

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

Boundaries of Travel to Work Areas (TTWAs) are illustrated over the page in Figure 5. Information on retail matters are captured within the existing evidence base supporting Local Plans[16]. Both these sources suggest that whilst Norwich is a major Regional Centre and draws trade from an extensive catchment across Norfolk and the wider region, both King's Lynn and Great Yarmouth retain a sufficient degree of self-containment to be considered in different functional economic market areas for most purposes.

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[14] See pages 132-134 of the Central Norfolk SHMA
https://www.norwich.gov.uk/download/downloads/id/3993/shma_-_june_2017.pdf
[15] See pages 35-36 of the Central Norfolk SHMA
https://www.norwich.gov.uk/download/downloads/id/3993/shma_-_june_2017.pdf
[16] See in particular the Employment, Town Centre and Retail Study for the greater Norwich Local Plan:
https://gnlp.jdi-consult.net/localplan/readdoc.php?docid=14

It should also be noted that there are some very strong and significant cross boundary functional economic relationships. Great Yarmouth has particularly strong links with Lowestoft to the South. Within the Waveney Valley there are strong relationships between settlements on both sides of the County boundary. In the West of the County, King's Lynn in particular has functional economic linkages to the Lincolnshire and Cambridgeshire Fens. Settlements such as King's Lynn, Downham Market and Thetford also benefit to some extent by good access to the Cambridge economy.

The position within the Central Norfolk area is again more complicated as for certain economic functions (such as higher order retail and cultural activities) the catchment area extends over the whole of Central Norfolk areas; there are far weaker connections in other areas of economic activity. In outer parts of the Central Norfolk area there is little functional connection for convenience shopping and the proportion of working residents who work in the Norwich urban area is very low[17]. Both Thetford and Mildenhall and Cromer and Sheringham are still regarded as being distinct Travel to Work Areas. These are illustrated below.

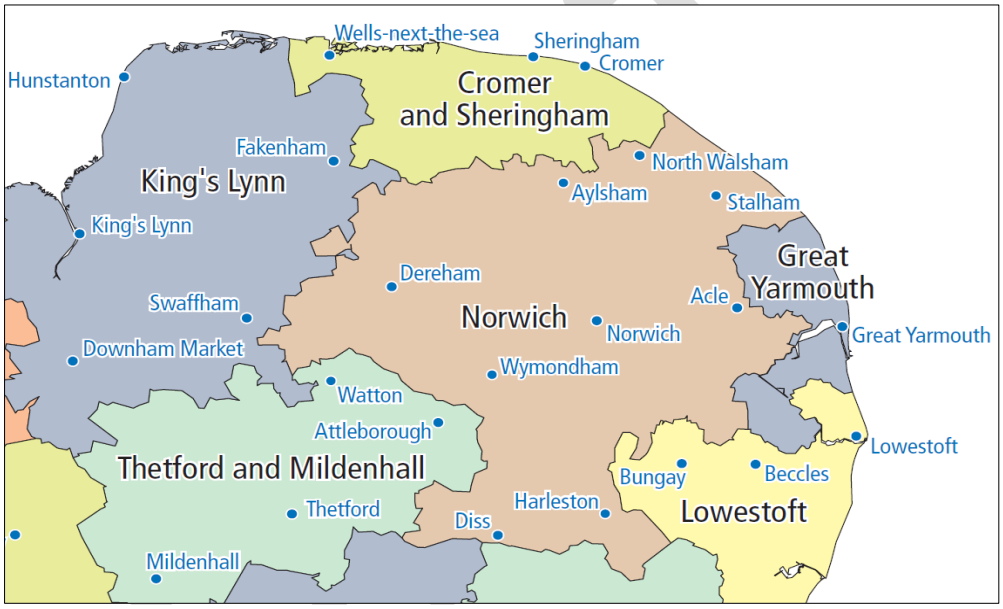

Figure 5: Norfolk's 2011 travel to work areas (TTWAs). Source: *ONS 2015*

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

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

3.4 Implications of Changing Infrastructure on Market Areas

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

The Highways (England) Roads Investment Strategy contains a number of improvement schemes for the A47 as part of the government's trunk road programme ~~from~~to be delivered by 2025~~ 2015 to 2020~~:

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

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

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

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

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

[18] See www.greater**norwich**growth.org.uk/dmsdocument/554 for further information

Whilst the recently delivered and announced infrastructure enhancements are welcomed and cumulatively will assist the County in reaching its economic potential it is not considered likely they will result in any significant change to the functional geography of the County in the immediate future with regard to either housing or economic markets. East/West communications across the County will remain relatively slow and lack reliability, therefore it is likely that both King's Lynn and Great Yarmouth will retain similar levels of self-containment in housing and economic matters as present. The functional geography of the County will remain broadly as it is at least for the period of the preparation of the next round of Local Plans.

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

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

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

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

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

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

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

area closer to Norwich with much stronger functional connectivity. The possible advantages of producing a single Local Plan covering all of Central Norfolk are considered to be outweighed by the delays this would cause to plan preparation and the difficulty of getting meaningful engagement over such a large area.

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

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

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

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

For further information on the current Local Plans in the County and the timetable for review please see the Norfolk Compendium[19].

3.5 Other Joint Initiatives and Neighbouring Strategic Partnerships

Given the high degree of self-containment in relation to the housing market and travel to work areas the framework relates principally to the county of Norfolk although where appropriate cross boundary initiatives are in place. For example planners from all of the Norfolk and Suffolk coastal local planning authorities, including the Broads Authority have also held a series of meetings over the latter part of 2017/early 2018 to share knowledge and experience and identify common interests around the coastal planning process. This has led to the creation of a separate 'Coastal' Statement of Common ground being developed[20]. Other joint working arrangements include a Statement of common ground between Great Yarmouth and Waveney and the Cambridge Norwich Tech corridor, further details of cross boundary initiatives are in appendix 2.

[19] See Norfolk Compendium of Local Plans on https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/monitoring-land-use-policies

[20] See https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/strategic-member-forum/nspmf-statement-of-common-ground-coastal-zone-planning-report-180712.pdf

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

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

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

The Framework:

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

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

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

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

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[21] See http://cambridgeshirepeterborough-ca.gov.uk/assets/Combined-Authority/Item-2.1-Append
[22] See https://www.eastsuffolk.gov.uk/assets/Business/Suffolk-Growth-Programme-Board/Newsletter-7-files/Suffolk-Growth-Framework-May-2019.pdf
[23] See http://www.southeastlincslocalplan.org/adopted-plan/

Section 4 – Projections of growth

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

4.1 Population Projections

The most recent set of national population projections were published by the Office for National Statistics (ONS) in May of 2018[24]. These show a drop in the rate of overall population growth from the 2014 ONS figures, however Table 1 still shows ~~the~~ a growth in population levels of~~projected at a~~ 10% ~~increase~~ over the 20 year period from 2016-2036. All districts are projected to see a level of population growth of between 5% and 18%.

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

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

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

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

[24] Available at https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2

Table 2: Existing population numbers (000s) and % by age quartiles (2016) and projected population numbers and % by age quartiles (2036) of Norfolk Districts. *Source: ONS*

	2016				2036			
District	**All people (000s)**	**000s aged 0-19 (%)**	**000s aged 20-64 (%)**	**000s aged 65+ (%)**	**All people (000s)**	**000s aged 0-19 (%)**	**000s aged 20-64 (%)**	**000s aged 65+ (%)**
Breckland	137.1	29.6 (21.5)	74.2 (54.1)	33.4 (24.4)	156	30.9 (19.8)	75.5 (48.4)	49.8 (31.9)
Broadland	127.4	26.3 (20.6)	68.8 (54)	32.2 (25.3)	138.1	27.3 (19.8)	67.5 (48.9)	43.1 (31.2)
Great Yarmouth	99	22 (22.2)	53.6 (54.1)	23.4 (23.6)	103.8	21.2 (20.4)	50.8 (48.9)	31.7 (30.5)
King's Lynn And West Norfolk	151.8	32.3 (21.3)	81 (53.4)	38.4 (25.3)	164.4	33.2 (20.2)	78.8 (47.9)	52.3 (31.8)
North Norfolk	103.6	18.3 (17.7)	52.1 (50.3)	33.2 (32)	112.1	18.2 (16.2)	49.4 (44.1)	44.7 (39.9)
Norwich	139.9	31.5 (22.5)	87.7 (62.7)	20.8 (14.9)	154	33.7 (21.9)	93.2 (60.5)	27 (17.5)
South Norfolk	133	29.6 (22.3)	71.4 (53.7)	31.7 (23.8)	156.8	33.3 (21.2)	77 (49.1)	46.6 (29.7)
Norfolk	**891.7**	**189.6 (21.3)**	**489.1 (54.9)**	**212.9 (23.9)**	**985.2**	**197.8 (20.1)**	**492 (49.9)**	**295.3 (30)**

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

	Difference between 2016 and 2036			
District	**All people (000s)**	**000s aged 0-19 (%)**	**000s aged 20-64 (%)**	**000s aged 65+ (%)**
Breckland	18.9	1.3 (-1.7)	1.3 (-5.7)	16.5 (7.5)
Broadland	10.7	1 (-0.8)	-1.3 (-5.1)	10.9 (5.9)
Great Yarmouth	4.8	-0.8 (-1.8)	-2.8 (-5.2)	8.3 (6.9)
King's Lynn And West Norfolk	12.6	0.9 (-1.1)	-2.2 (-5.5)	13.9 (6.5)
North Norfolk	8.5	-0.1 (-1.5)	-2.7 (-6.2)	11.5 (7.9)
Norwich	14.1	2.2 (-0.6)	5.5 (-2.2)	6.2 (2.6)
South Norfolk	23.8	3.7 (-1.1)	5.6 (-4.6)	14.9 (5.9)
Norfolk	**93.5**	8.2 (-1.2)	2.9 (-5)	82.4 (6.1)

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

[25] Total growth in population age 65 plus is 82,400

ages of 20 and 64 population growth is projected to be very slow, with only a 0.6% growth rate over the 20 year period, whilst the numbers of 0-19 years olds are projected to grow by 4.3%.

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

The 2017 Health profile for England[26] suggests:

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

4.2 Household Projections

The most recent set of household projections were published by Department for Communities and Local Government (DCLG) in Sept 2018[27]. These show that due to demographic changes households will increase at a marginally faster rate than population. Similar patterns of growth are shown as for population but again it should be noted that these projections do not take into account growth planned in existing Local Plans which may influence the scale and distribution of the growth in households.

Table 44: ONS 2016 household projections. ***Source: ONS***

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

[26] See https://www.gov.uk/government/statistics/2017-health-profiles
[27] See https://www.gov.uk/government/statistical-data-sets/live-tables-on-household-projections

It should also be noted that the outcome of the Government Technical consultation at the end of 2018[28] regarding the standard housing need methodology maintains the use of ~~latest Government Technical consultation[29] regarding the standard housing need methodology uses~~ the 2014 based household projections in calculating the housing need~~, t~~. These show a larger growth in households in all districts except in Breckland than the figures above. According to ONS this is because of lower assumptions about future levels of fertility and international migration, and an assumption of a slower rate of increase in life expectancy in the 2016 based projections. It is clear these figures remain important in calculating local housing need and the 2014 based projection figures are included in the table below.

Table 5~~5~~: ONS 2014 household projections. ***Source: ONS***

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

4.3 Employment Projections

Across the East of England Local Authorities use the East of England Forecasting Model (EEFM) to better understand the development needs of their area. The model provides a set of baseline forecasts designed to facilitate the setting of consistent housing and jobs targets and can also provide a means of generating alternative scenarios. It is prepared by the independent forecasting house Cambridge Economics and further information about the model and details of runs published are available online[30].

Table 5 sets out the headline results for Norfolk Districts produced in the 2017 run of the model. As with any forecast model, these results need to be treated with a degree of caution. They are "policy neutral" and assume that policy context in the future remains broadly as it has in the past. They cannot reflect the impact of any recent or future interventions that may be made through

[28] See https://www.gov.uk/government/consultations/changes-to-planning-policy-and-guidance-including-the-standard-method-for-assessing-local-housing-need

~~[29] See https://www.gov.uk/government/consultations/changes-to-planning-policy-and-guidance-including-the-standard-method-for-assessing-local-housing-need~~

[30] See http://cambridgeshireinsight.org.uk/EEFM

infrastructure investment, Economic Strategies or Local Plans. In addition, the reliability of a number of the underlying datasets decreases at smaller scales, and economic activity is not limited by council boundaries, so individual sector and District forecasts should be treated as being broadly indicative.

Overall the model shows that without additional intervention total job levels in the Norfolk economy are projected to grow at relatively modest rates over the next 20 years with most of the growth projected taking place within Greater Norwich. If the aims of the City Deal are added to the model's forecasts, it projects that over 92% of all the net growth in Norfolk will take place in Greater Norwich.

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

Districts	Total employment (000's)				2016-2036 growth (000's)
	2011	2016	2026	2036	
Breckland	49.8	57.5	58.2	59.8	2.3
Broadland	53.7	58.7	61.1	62.6	3.9
Great Yarmouth	41.9	43.9	45.9	47.6	3.7
King's Lynn & West Norfolk	62.6	68.9	71	72.3	3.4
North Norfolk	39.5	42.4	43.3	44.3	1.9
Norwich	89.5	102	108.4	113.3	11.3
South Norfolk	56.3	63.3	68.9	74.7	11.4
Greater Norwich*	199.4	223.9	250.3**	262.3**	38.4
Norfolk	393.3	436.7	468.7**	486.4**	49.6

*Broadland, Norwich & South Norfolk

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

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

DRAFT

Section 5 – The Economy

Strategic Economic Objectives

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

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

5.1 Introduction

Compared to other areas in the UK, Norfolk has generally weathered the economic downturn since 2008 well. This is largely due to its diverse economy which is not reliant on any one sector. County employment levels and Gross Value Added (GVA) have returned to pre-downturn levels. The value of Norfolk's economy is £18.7 billion.[31]

Overall Norfolk's economy is growing, although growth is stronger in some parts of the County than others. This growth is driven by certain sectors of the economy, mostly concentrated in specific geographic areas, where there are particular strengths and expertise, for example energy, advanced engineering, tech/digital, food and life sciences. Norfolk's overall employment rates have consistently remained above national levels over the past 10 years (currently 75.2%, compared to the national level of 75%) and unemployment rates are generally below the national level and lower than they were 10 years ago[32]. However, this disguises substantial variation, the County includes some of the most deprived communities in the Country which have not weathered the downturn so well and a State of the Nation report, published in Nov 2017, has revealed parts of the county are

[31] https://newanglia.co.uk/economic-evidence-workbooks/
[32] ONS Annual Population survey, (July 2017-June 2018)

some of the worst in England for social mobility. The potential impact of Brexit adds uncertainty to future projections.

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

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

Notwithstanding these clusters and our economic strengths, the challenge going forward is the Norfolk economy's high level of dependency on lower wage, lower-skill sectors such as food production, agriculture and tourism, and the related high concentrations of very deprived populations in some parts of the County and 'hidden' rural poverty elsewhere. This is reflected in productivity levels per head which are currently at 25% below the national average[33]. This, coupled with low levels of investment, relatively poor infrastructure and skills attainment, impacts on potential future economic growth.

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

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

The UK government published a white paper Building a Britain fit for the future in November 2017[34]. The overarching aim and ambition of the Industrial Strategy is to provide a long term framework to build on our areas of competitive advantage, to close the gap between our best and worst performing areas, and make the UK one of the most competitive places in the world to start or grow a business. The strategy identified 5 foundations of productivity and 4 grand challenges to put the UK at the forefront of the industries of the future. Additionally local authorities are working with the New Anglia LEP to support the production of~~within Norfolk are working to produce~~ a local industrial

[33] See East of England Forecast Model 2017 - https://cambridgeshireinsight.org.uk/eefm/
[34] See https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future

strategy. The overarching strategy for Norfolk set in the context of the New Anglia LEP area is set out in the Economic Strategy which was published in 2017[35]. This set a number of ambitious targets regarding jobs numbers, new business start-ups, housing delivery, and productivity by 2036. Some of the key targets are summarised in Table 6:

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

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

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

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

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

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

[35] See https://newanglia.co.uk/our-economic-strategy/

The development of this framework has concentrated on; identifying strategic sites, possible further interventions and cross boundary working that will need to be taken forward to deliver the shared objectives that have been agreed.

5.2 Strategic Employment Sites

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

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

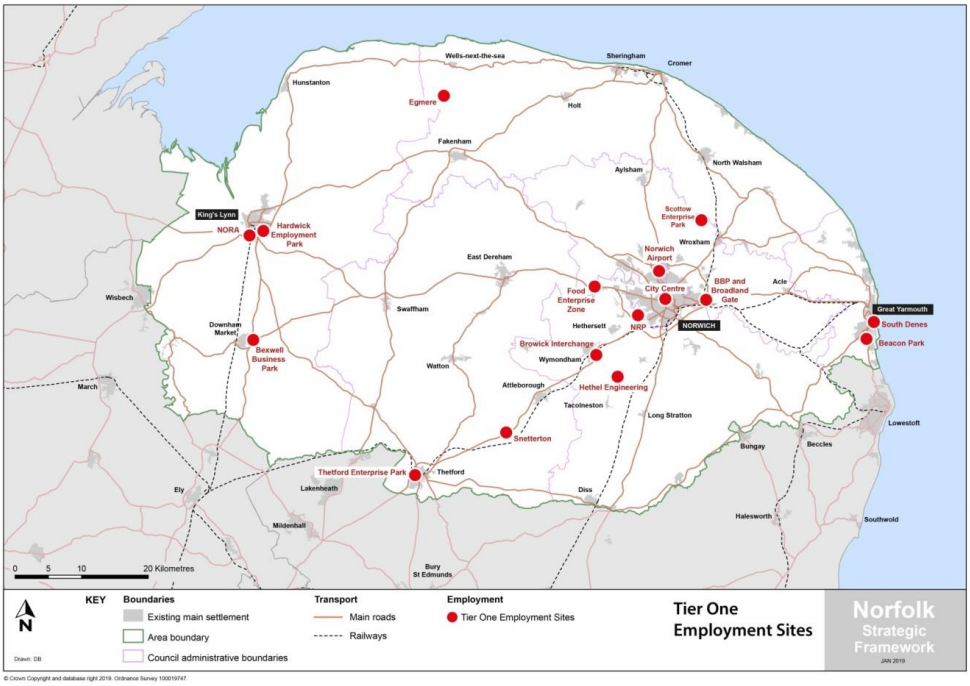

Figure 6: Norfolk's Tier One Employment Sites. *2017*

Agreement 8 recognises that these Tier 1 sites should be protected from loss to alternative uses such as housing which is consistent with Paragraph 4.18 of the Housing White Paper which proposes that employment sites identified as "strategic" will not be subject to reduced protection from residential development. It is therefore proposed that the Tier 1 employment sites identified in Table 7 are formally recognised as "strategic" employment sites within Agreement 8.

Table 8: Tier one employment sites, sector, location and size. *2017*

Site	Supports ~~SEP~~ N&S Economic Strategy's Key Sector(s)	N&S Economic Strategy's~~SEP~~ Growth Location	Land available (approx.)
Bexwell (Downham Market)	ICT and Digital Creative	King's Lynn and Downham Market (A10)	29 ha
Broadland Business Park area - plots on existing BBP - BBP Laurel Farm - St Andrews northside, - Broadland Gate	Financial services ICT & Digital Creative	Greater Norwich	55ha
Browick Interchange (Wymondham)	Advanced Manufacturing & Engineering. ICT and Digital	Tech Corridor	22 ha
Egmere Business Zone	Offshore renewables sector	Space to Innovate Enterprise Zone	7.4ha
Food Enterprise Zone Honingham/Easton	Food, Drink & Agriculture	Greater Norwich / Tech-corridor	19ha
Great Yarmouth Enterprise Zone and Energy Park sites: - Beacon Park (EZ) - South Denes (EZ & EP)	Energy	Great Yarmouth and Lowestoft	13.5ha 25ha
Hardwick extension (King's Lynn)	Advanced Manufacturing & Engineering ICT and Digital Creative	King's Lynn and Downham Market (A10)	27 ha
Hethel Engineering Centre and Technology Park	Advanced Manufacturing & Engineering	Greater Norwich Tech Corridor	20ha
Nar Ouse Business Park (King's Lynn) (part EZ)	Advanced Manufacturing & Engineering ICT and Digital Creative	King's Lynn and Downham Market (A10 corridor)	17 ha (EZ)
Norwich City Centre	ICT and Digital Creative Financial Services Tourism and Culture	Greater Norwich	Multiple Sites
Norwich Airport - Aeropark - Southern area (around Hurricane Way) - Airport business park	Advanced Manufacturing & Engineering	Greater Norwich	75ha+
Norwich Research Park (part Enterprise Zone) NRP North and South	Life Sciences Food, Drink & Agriculture	Greater Norwich Tech Corridor	45ha (EZ 25ha)
Scottow Enterprise Park	Logistics Energy	Greater Norwich/ North Norfolk	26 ha
Snetterton	Advanced Manufacturing & Engineering	Tech corridor	68ha
Thetford Enterprise Park	Advanced Manufacturing & Engineering Food, Drink & Agriculture	Tech corridor	18ha

Agreement 8 - The above list of locations are the Tier One Employment sites and should be the focus of investment to drive increasing economic development in key sectors, and protected from loss to other uses.

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

5.3 Key Cross-Boundary Economic Issues and Interventions

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

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

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

The role of Greater Norwich

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

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

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

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

The Five Year Infrastructure Investment Plan identifies the projects from the Greater Norwich Infrastructure Plan the delivery of which is considered to be a priority for achieving the economic growth targets, as set out in the Joint Core Strategy and the Greater Norwich City Deal. The Greater Norwich Growth Programme identifies infrastructure schemes to be prioritised for delivery and development within each financial year, using pooled CIL funding.

The Norwich Area Transportation Strategy (NATS) identifies the transport improvements needed over the next 15+ years. The NATS Implementation Plan (agreed 2010, updated 2013) sets out a range of transport measures with their intended phasing for delivery over the short to medium term. Both are due to be updated.

Cambridge to Norwich Technology Corridor

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

The corridor is identified as a key growth corridor in the New Anglia LEP's Strategic Economic Plan. The Cambridge Norwich Tech Corridor initiative[36] has been established to maximise the economic benefits of this high quality location for technology based businesses with its world class universities, research institutes and long established tech businesses. The partnership will capitalise on the talent pool, emerging sectors, low cost space, high quality environment, infrastructure networks and a fast growing economy to deliver innovation-led growth and investment.

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

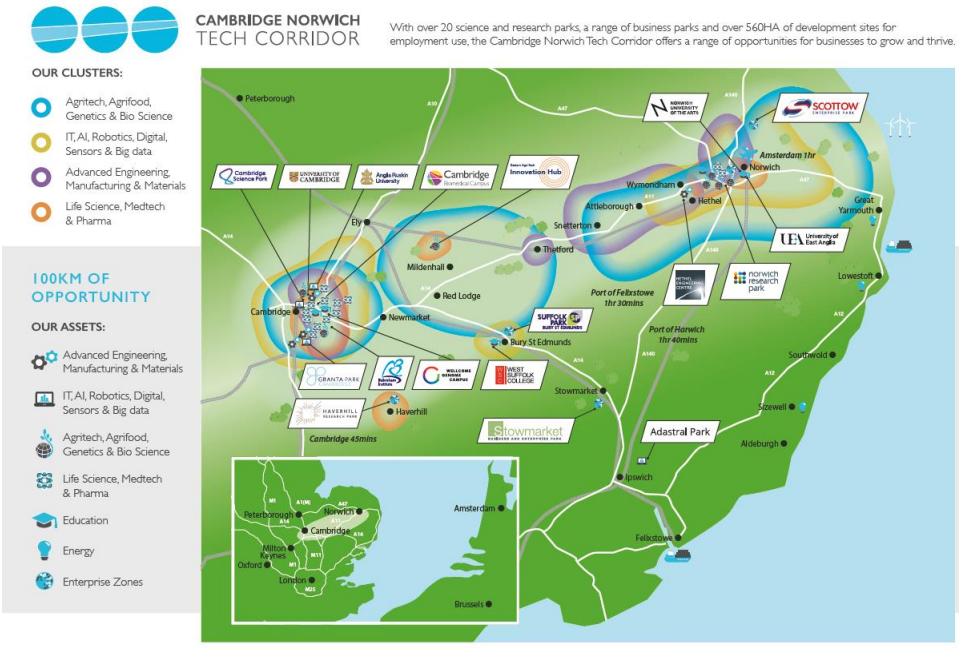

Figure 7: The Cambridge Norwich Tech Corridor, *2019*

[36] See http://www.techcorridor.co.uk/ for further information

A47 Corridor

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

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

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

Offshore Energy Sector / Ports of Great Yarmouth & Lowestoft

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

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

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

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

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

Norfolk Coast, the Broads and the Brecks

The Norfolk Coast, the Broads and the Brecks are the 3 key cross boundary areas of the county where economic benefits include not only their attraction for tourism and recreation, but also their contribution to quality of life, and hence the attractiveness of Norfolk as an area to live, work and to

locate a business. The economies of these areas are dependent on businesses, infrastructure and environmental protection in surrounding areas. This is particularly the case for the Broads Authority Executive Area, where the Broads Authority boundary is very tightly drawn.

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

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

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

A10 corridor

The A10, and parallel rail line from King's Lynn to Cambridge (passenger and freight), provides a strategic transport corridor. The section from King's Lynn to Downham Market is identified as a growth location in the Norfolk and Suffolk Economic Strategy~~New Anglia SEP~~. To realise the growth potential of the A10 Corridor there is a need to improve journey times, reliability of services and enhancement of operational capacity. Cambridgeshire County Council have commissioned studies of the economic potential and transport options for the route north of Cambridge. A feasibility study is underway to strengthen the case for the Ely area improvements (road and rail) to enable more frequent rail services to operate in future; while longer peak hour trains should be able to run from King's Lynn by the end of ~~2018~~2020. A new Cambridge North railway station recently opened enabling improved access to jobs in the businesses on the north side of Cambridge for Norfolk residents once longer trains are up and running. There is potential for large-scale job growth in the corridor at Downham Market; while the largest housing allocation in the west at West Winch/North Runcton requires the completion of the West Winch Relief Road and Hardwick junction improvements to be fully developed.

Relationship to the Cambridgeshire and Peterborough Combined Authority

Following the formation of the Combined Authority (~~in part~~ replacing the old LEP organisation for greater Cambridgeshire and Peterborough, which included ~~including~~ some surrounding authorities) a

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

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

5.4 Strategic Principles of Economic Success

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

Supporting future economic growth

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

Education and skills

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

Connectivity

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

Section 6 – Housing

Strategic Housing Objectives

To address housing needs in Norfolk by:

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

6.1 Introduction

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

In February 2017 the Government published the Housing White Paper "Fixing our Broken Housing Market"[37]. This document set out a broad range of reforms that Government planned to introduce

[37] Available at https://www.gov.uk/government/collections/housing-white-paper

to help reform the housing market and increase the supply of new homes with the principal aim of increasing housing delivery in England to 300,000 net additional dwellings per year by the mid 2020's. Many of these measures were subsequently introduced via an updated National Planning Policy Framework including a new standardised national methodology to be used for calculating the minimum number of new homes which might be required. Alongside this the government has introduced a Housing Infrastructure Fund[38], published a Garden Communities Prospectus, invited bids for Housing Deals, and has committed to spending an additional £2 billion on affordable homes, all measures targeted at delivering an increased supply of homes. It is clear that increasing the delivery of new homes is likely to remain a major priority for the UK government for the foreseeable future.

Based on the latest projections[39] by 2036 the population of Norfolk is expected to grow from an estimated population in 2016 of 891,700 to 985,200, a rise of 93,500 or around 10.5%. Much of this growth is driven by net inward migration and an increase in life expectancy.

Based on the~~is population projection and the associated national household projections~~government standard methodology ~~it is likely that the~~ Norfolk Authorities will need to collectively plan for at least an additional ~~75,996~~75,186 (~~approx. 4,222~~4,177 per annum) homes between ~~2018~~ 2019 and 2036. Many of these new homes are already included within adopted Local Plans in the County and a significant proportion already have planning permission. ~~However in most of the County housing delivery rates have fallen behind existing annualised plan targets and although rates have improved in recent years most Authorities in the County are currently aiming to deliver higher annual targets to address earlier shortfalls.~~

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

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

The number of dwellings built in the County since 2007 have generally fallen behind published Local Plan targets due to the impact of the recession. As a consequence, the required annual rate of housebuilding required to meet existing Local Plan targets has been increasing as local authorities seek to address shortfalls. Furthermore to ensure that local targets can be addressed national

[38] Available at https://www.gov.uk/government/publications/housing-infrastructure-fund

[39] Mid 2016 Population Projections, ONS (please note the Mid 2014 Population projections are used in the Standard housing methodology calculation but the Mid 2016 Population Projections provide the most up to date picture of population change)

policy[40] requires that each authority provides a buffer of deliverable supply thus ensuring that at all times more deliverable supply is available than is required to meet needs alone, with the size of the buffer determined by delivery rates over the preceding three years. This has resulted in some areas having very high annual targets over the next five years which are well above the long term requirements set out in their respective Local Plans or produced by applying the standard methodology.

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

It should also be noted that land supply issues may ease because since the recession and particularly the publication of the National Planning Policy Framework in 2012, the number of unbuilt planning permissions has also been increasing, so that by the start of 2016 there was a large stockpile of consented sites. Across the county as a whole, the Authorities assess that some ~~30,000~~29,000 new dwellings could be built in the five years between ~~2016~~ 2018 and ~~2021~~ 2023 from currently available sites.

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

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

6.3 Future Housing Demand and Need 2015-2036.

The National Planning Policy Framework requires that the need for homes in terms of quantity, size, type and tenure within an area is addressed by planning authorities when preparing Local Plans,

[40] National Housing Delivery Test – Results of this test are published by government in November of each year and compare the number of dwellings built over a three year period with the number required.

unless the consequences of doing so would result in unsustainable development. Where planning authorities conclude that it is not desirable to address identified needs within an individual authority area they should reach agreement with others to ensure that needs are met.

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

Table 9: Local Housing Need based on mid 2014 household projections applying standard national methodology using the projected average annual household growth from 2019 to 2029 (correct as at June 2019)

Area	Annualised housing need in SHMAs	Annualised housing need applying standard methodology (2014 base)	Variation
Breckland	584[41]	~~697~~681	+~~113~~97
Broadland	389	~~544~~527	+~~155~~138
Great Yarmouth	420	~~360~~363	-~~80~~57
KLWN	670	~~556~~555	-~~134~~115
North Norfolk	405	~~543~~553	+~~138~~148
Norwich	724	~~604~~601	-~~122~~123
South Norfolk	763	~~918~~897	+~~159~~134
Broads Authority (Norfolk part)	11	n/a[42]	
Norfolk	3,966	~~4,222~~4,177	+~~256~~211

As can be seen the application of the new national standard methodology for assessing housing requirements produces a similar overall requirement for the County as a whole, namely ~~4,222~~4,177 dwellings per year compared to the 3,966 identified in the earlier Strategic Housing Market Assessments but the distribution of this growth is different. This distribution of housing needs across the County potentially raises a number of cross boundary issues that will need careful consideration. This matter may need further consideration as each authority progresses work on its individual or joint Local Plans.

[41] Note as the Breckland Local Plan is covering a period of 2011-36 it's annualised OAN is considered to be 612pa rather than 584pa as this reflects under delivery in the period 2011-15

[42] The Government Consultation said 'where local planning authorities do not align with local authority boundaries, such as National Parks, the Broads Authority and Urban Development Corporations, available data does not allow local housing needs to be calculated using the standard method set out above'. In these cases we propose that authorities should continue to identify a housing need figure locally, but in doing so have regard to the best available information on anticipated changes in households.

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

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

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

The evidence[43] concludes that Norfolk is covered by all, or parts of, three separate Housing Market Areas and this has led to agreement about producing evidence and appropriate planning areas.

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

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

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

[43] **Central Norfolk Strategic Housing Market Assessment 2017** - covering Norwich, Broadland, and South Norfolk authorities, together with substantial parts of North Norfolk, Breckland and the Broads Authority, together with a more marginal interaction with other parts of Norfolk and Suffolk.
King's Lynn and West Norfolk Strategic Housing Market Assessment – Covering the administrative area of King's Lynn and West Norfolk Borough Council.
Great Yarmouth Strategic Housing Market Assessment - Covering the administrative area of Great Yarmouth Borough Council.

The Broads

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

Table 10: Projected dwelling need within the Broads Authority area 2015-2036

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

In view of the special qualities of the Broads there has been a long standing agreement between the BA and their overlapping local councils about the other areas planning to meet any housing needs arising in the BA area[44]. It would clearly not be in the best interests of good planning in Norfolk for planning in the Broads area to be driven by a need to meet statistically derived housing targets where this would be incompatible with the protection of the special qualities of the Broads. Agreements 11 and 12 below addresses this matter although it should be noted that emerging evidence suggests, with the possible exception of the part of the BA area in Great Yarmouth Council area, that the BA will be able to find sufficient sites for housing to meet identified needs within its own area in locations considered to be compatible with the protection of the Broads.

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

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

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

Implications of the City Deal for Housing

In December 2013 the Greater Norwich City Deal was signed[45]. The City Deal was expected to see 300 new businesses supported and secure an additional £100 million of private investment. The deal was also expected to create more than 19,000 jobs, including 3,000 high value jobs at Norwich Research Park, 2,000 jobs around Norwich Airport, 1,000 jobs based around Norwich University of the Arts and 6,000 construction jobs.

The housing implications of the City Deal were assessed thoroughly as part of the Central Norfolk SHMA. This calculated that an upward adjustment of 9,505 dwellings to the housing requirement

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

[45] See https://www.gov.uk/government/publications/city-deal-greater-norwich

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

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

6.4 Type of Homes

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

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

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

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

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

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

latest available evidence and develop strategies to ensure these needs are met. If current trends continue an increasing proportion of elderly people will remain in their homes for longer periods.

Specialist types of accommodation

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

Elderly People

The identified OAN of approx. 84,000 dwellings across Norfolk by 2036 includes the conventional housing needs of elderly people, but does not include people residing in care and nursing homes. On this basis, all self-contained elderly person housing is counted within the housing supply; but the supply of bed spaces in residential institutions (Use Class C2) is not. If sufficient Class C2 bed spaces are not provided in the period 2015-36 then these people will not vacate existing dwellings and therefore more dwellings may be required. Evidence[46] indicates that the current supply of specialist housing for Norfolk is estimated to be 8,808; this is around 7,500 beds less than the current identified need for 16,352 spaces. If current trends and policies continue the estimated need in Norfolk by 2036 will be 27,737 beds, this is 18,928 more beds than the current ~~r~~supply. As a result of the increasing need, Norfolk's local planning authorities consider there is a case for further joint work in this area. Whilst the ~~county~~ County Council have recently published the Extra Care Housing Strategy[47], it is felt that further work is required to identify the need and types of accommodation which are required to support the increase in the elderly population going forward and as such a study should be commissioned.

Student Housing and the OAN

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

The largest higher education provider in Central Norfolk is the University of East Anglia (UEA). The University has a campus in Norwich and a total of over ~~14,500~~15,580 full time students~~, with around 90% of UK national students being full time~~ (academic year ~~2016-17~~2017/18)~~ and the remainder being part time~~. The University currently maintains 4,300 bed spaces on the campus (and nearby village) and 305 bed spaces in the city. Norwich also contains the Norwich University of the Arts

[46] See https://www.norfolk.gov.uk/livingwellhomes

[47] See https://www.norfolk.gov.uk/-/media/norfolk/downloads/business/supplying-ncc/care-providers/living-well-homes/extra-care-housing-strategy.pdf

which has ~~1,900~~2,165 full-time students, City College with 11,000 full and part-time students and Easton College with 300 students.

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

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

The accommodation needs of Gypsies and Travellers, including Travelling Show people, and those residing in boats and mobile/park homes are included within the overall assessments of housing need and comprise part of that need rather than an additional requirement. These types of accommodation which are provided can therefore count towards addressing locally set housing targets. Locally authorities have prepared specific evidence to quantify the levels of need for such accommodation and use this evidence to inform Local Plan preparation. Five Norfolk authorities (Broadland, Gt Yarmouth, North Norfolk, Norwich and South Norfolk), plus the Broads Authority, commissioned a Caravans and Houseboats Needs Assessment to 2036, which was completed in October 2017 [48]. Breckland DC commissioned its own study[49] and the Borough Council of King's Lynn and West Norfolk is a partner in a Cambridgeshire-based needs assessment[50].

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

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

6.5 Capacity and Distribution

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

[48] See https://www.north-norfolk.gov.uk/media/4081/norfolk-final-ana-09-10-17.pdf
[49] See https://www.breckland.gov.uk/media/2662/Breckland-Gypsy-and-Traveller-Accommodation-Assessment/pdf/2016_11_29_Breckland_GTAA_Final_Report.pdf
[50] See https://www.west-norfolk.gov.uk/download/downloads/id/2579/gypsy_and_traveller_accommodation_assessment_2016.pdf

Each Authority has prepared Housing and Economic Land Availability Assessments (HELAAs) [51] using a standardised methodology which has been agreed by all Authorities. These are assessments of unconstrained capacity and take no account of the policy choices that each authority may make when preparing their Local Plan. It is anticipated that Norwich City, Broadland and South Norfolk will work jointly to address their shared housing need through the Greater Norwich Local Plan with other District Authorities having the capacity to address its own housing need.

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

6.6 Delivering Housing Growth

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

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

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

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

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

- Allocating a balanced range of sites and scales of development
- Enable early stage engagement with high profile councillors and leader of the Council to facilitate stakeholder buy-in and community liaison at the site allocation stage.

[51] ~~Housing and Economic Land Availability Assessments~~

- Support and encourage allocation and development of retirement developments, bungalows, lifetime homes and extra care facilities for independent elderly living in suitable environments
- Use Planning Performance Agreements where appropriate for larger scale and more complex housing sites
- Employ or nominate strategic development officers to focus on larger scale growth allocations and assist developers through the planning process. These staff may be a shared resource between neighbouring authorities.
- Seek to invoke Service Level Agreements for Utilities and Network Rail related infrastructure where large scale sites are reliant on strategic interventions.
- Review the s106 approach for larger scale sites and consider a hybrid approach with early phases considered in more detail than later phases to enable flexibility for sites which have longer timeframes.
- Facilitate the creation of a county-wide developer forum
- Consider whether statutory powers can be used to assist with unlocking difficult sites
- Work up a funding strategy with the local highway and flood authorities to support sites where major infrastructure is required and this is not covered by CIL.

Alongside these possibilities there may also be other measures taken which would complement these actions:

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

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

Section 7 – Infrastructure and Environment

Strategic Infrastructure and Environmental Objectives

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

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

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

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

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

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

To improve and conserve Norfolk's rich and biodiverse environment by:

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

7.1 Introduction

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

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

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

The Infrastructure Delivery Plan[52] (IDP) has been produced by the County Council working with all the local planning authorities and utility providers. It identifies strategic infrastructure requirements and provides an update on the delivery of a range of projects. The projects in the IDP reflect the key

[52]See https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies

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

7.2 Utilities

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

Table 11: Priority Utilities Projects for Promotion[53]

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

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

7.3 Electricity

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

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

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

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

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

7.4 Water

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

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

Anglian Water's Current Water Resources Management Plan runs to 2040 (with the draft Water Resources Management Plan 2019[54] having been consulted on in Spring 2018 running to 2045). This demonstrates how sufficient water for future growth will be provided and therefore water supply is not a strategic constraint to development through appropriate supply and demand measures. Consideration is given to reducing the potential demand for water before proposing supply measures.

Norfolk Authorities will work with Water Resources East (WRE) to help safeguard a sustainable supply of water for the East of England, resilient to future challenges and enabling the area's communities, environment and economy to reach their full potential.
By August 2022, WRE will develop a draft single, multi-sector Regional Plan for Eastern England, working with water companies, Local Authorities and Local Enterprise Partnerships, the energy and agricultural sectors, landowners and key environmental NGOs. The plan will seek to :

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

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

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

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

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[54] See https://www.anglianwater.co.uk/about-us/draft-water-resources-management-plan-2019.aspx

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

The disposal of waste water is addressed by Anglian Waters Long term water recycling plan[55] which highlights the investment needed over the next 25-years to balance the supply and demand for water recycling. The plan considers risk from growth, climate change, severe drought, and customer behaviours. It promotes sustainable solutions for maintaining reliable and affordable levels of service, and facilitates working in partnership to mitigate flood risk. Anglian Water has also implemented new charging rules setting out a fixed, upfront schedule of fees that they charge for laying mains and pipes that connect new buildings and housing developments to their network[56]. This is a significant step towards ensuring that water companies provide an excellent service to developers of all sizes.

It will be necessary to take a co-ordinated approach to water through water cycle studies to address water supply, quality, waste water treatment and flood risk. Flood risk assessments should be used effectively to ensure development is located appropriately, to help achieve this a Strategic Flood Risk Assessment (SFRA) has been produced jointly by most Norfolk authorities[57].

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

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

In considering the distribution of growth Local Planning Authorities will need to ensure that distribution avoids cumulative detrimental impact on the most sensitive water courses particularly, those in the Broads and on the Wensum which cross a number of Local Planning Authority boundaries. Each public body will have regard to River Basin Management Plan[58] to ensure that their plans and actions do not risk delivery of the environmental objectives for each water body in the County (not just protected sites).

[55] See https://www.anglianwater.co.uk/about-us/water-recycling-long-term-plan.aspx
[56] See https://www.anglianwater.co.uk/_assets/media/DS-charging-arrangements-Sept-2018-07.pdf
[57] See http://www.broads-authority.gov.uk/planning/planning-policies/sfra/sfra
[58] See https://www.gov.uk/government/publications/anglian-district-river-basin-management-plan

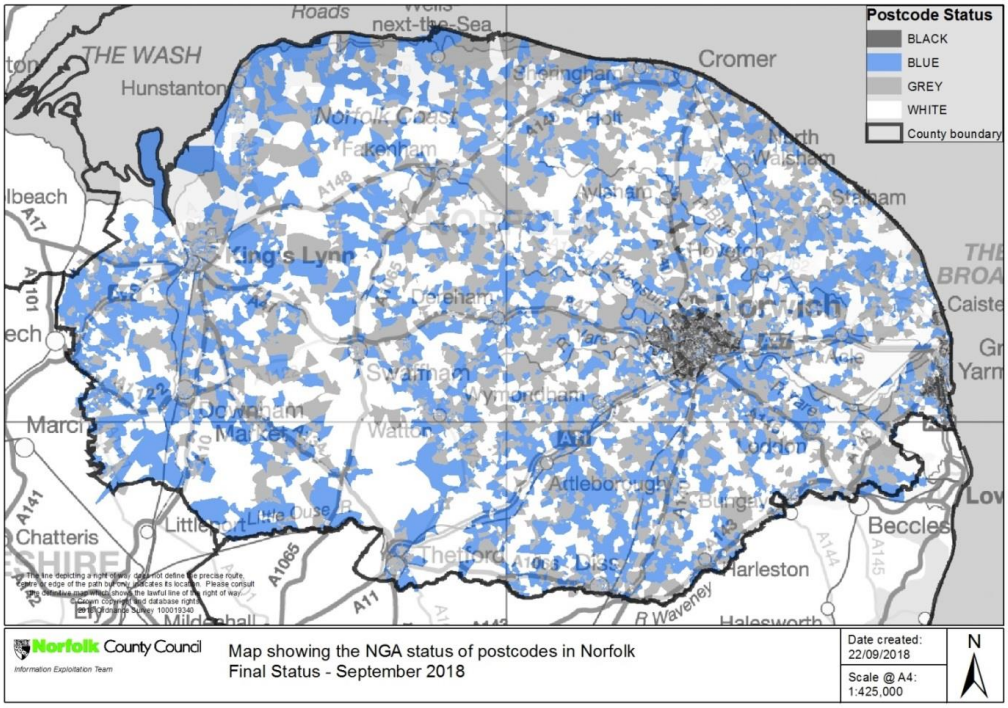
7.5 Telecoms

Broadband

Having access to high-speed and reliable broadband is now regarded as essential by many residents and businesses. The picture regarding superfast broadband coverage is rapidly improving, 92% of the county's homes and businesses can now access superfast broadband, up from 42% in 2012[59], and through the extension of the Better Broadband for Norfolk (BBfN) programme it is aimed to make high-speed broadband available to more than 95% of Norfolk's premises by spring 2020.

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

It is difficult to get accurate maps showing currently available download speeds across Norfolk, as the situation is changing constantly. But a map produced by Better Broadband for Norfolk (BBfN) in 2016, and reproduced over the page, shows the availability of Next Generation Access (NGA) broadband across the county[60].



[59] See Better Broadband for Norfolk Information Sheet 26 (26 May 2017)
[60] Interactive up to date maps are available at http://www.betterbroadbandnorfolk.co.uk/

Figure 8: Map showing Next Generation Access (NGA). White areas don't have NGA broadband services, Black areas have more than one operator offering NCA, Grey areas have one NGA operator and blue areas have previously been indicated to have planned commercial coverage for NGA broadband.
Source: Better Broadband Norfolk, 2018

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

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

In April 2016, changes to Building Regulations R1[61] were finalised. For applications made on or after 1 January 2017 new buildings are required to have physical infrastructure to support high-speed broadband (greater than 30Mbps). However, there is no requirement to provide external or site-wide infrastructure beyond the access point.

The availability of high-speed broadband is clearly of major strategic significance for Norfolk and Norfolk authorities welcome Openreach's offer to install Fibre to the Premises (FTTP) free of charge to all new housing developments of 30 or more homes and an improved pricing structure all the way down to two homes[62]. However the further rollout of broadband to existing homes cannot be required through any current Local Plan, but the Norfolk authorities are working closely with Better Broadband for Norfolk and other bodies and providers to ensure that high-speed broadband is delivered to more parts of the county as soon as is practicable.

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

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

[61] See https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/517789/BR__PDF_AD__R__2016.pdf

[62] See https://www.openreach.com/content/dam/openreach/openreach-dam-files/images/fibre-broadband/fibre-for-developers/Rate%20card%20website.pdf

application stage of major residential and commercial planning applications, as well as through consultations on the emerging Local Plans.

Mobile telephony

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

Coverage in Norfolk

Interactive mapping (available from Consumer Group Which[63]) shows the general coverage for 2G, 3G and 4G data across Norfolk. The majority of areas across Norfolk receive a weak 2/3/4G signal, with the strongest signals in Norwich and market towns such as King's Lynn and Great Yarmouth.

Norfolk County Council commissioned AWTG (Advanced Wireless Technology Group) to conduct an independent benchmark assessment of mobile coverage and user experience across Norfolk. The benchmarking campaign was conducted between February and March 2018 using a robust four-tier methodology to maximise the extent and breadth of data collection. This included Walk Testing at over 30 locations including museums, tourist attractions, camping and caravan sites, Rail Testing on all main rail routes in Norfolk, Drive Testing on over 5,500 kilometres of Trunk, A, B and C class roads across Norfolk and Stationary Testing at enterprise zones and 28 Norfolk Broads mooring points. The scope of the campaign covered a detailed assessment of the GSM (2G), UMTS (3G) and LTE (4G) radio network (coverage) performance and received signal strength of the four main mobile network operators in the UK. The results of this assessment can be found at www.norfolk.gov.uk/mobilemap.

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

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

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

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

[63] http://www.which.co.uk/reviews/mobile-phone-providers/article/mobile-phone-coverage-map

By the time most of the next rounds of Local Plans have been adopted, 5G will be a reality (2020). The main benefit of 5G is that it could, in theory, provide ultra-high speed broadband access to all, without the bandwidth capacity challenges of 4G. This should enable location to be much less of a barrier to receiving broadband than previously, with benefits for homeowners and businesses. It could remove a barrier to location of employment opportunities, particularly home-based and rural-based businesses.

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

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

Agreement 19 - To maximise the speed of rollout of 5G telecommunications to Norfolk, the Local Planning Authorities are engaging with the telecommunications industry including Mobile UK to produce shared ~~guidance on the location of base and booster stations for the~~objectives for extending 4G coverage and the rollout of 5G infrastructure in Norfolk ~~5G network~~, taking into account material planning considerations. ~~The aim is to get this guidance agreed before the end of Spring 2019~~The objectives will be agreed in the Summer of 2019 ~~with it potentially being included in emerging Local Plan documents~~and inform local plan documents.

7.6 Social Infrastructure

Health

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

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

- An increasingly ageing population, with impacts on health and social care provision and costs[64]
- The number of premature deaths increasing, caused by smoking, lack of physical activity, obesity and alcohol misuse. In 2009/10 alone, physical inactivity cost local healthcare authorities £6.2 million per year[65].

[64] The King's Fund: Future Trends, Demography, Ageing Populations

- Increasing problem of obesity and associated costs. A quarter of the UK's population is obese costing the tax payer £2.47bn a year[66], and if current trends continue over 50% of the population is predicted to be obese by 2050[67].
- Increase in demand for mental health and wellbeing services which continue to be affected by cuts.[68]
- Changing approaches to healthcare delivery.

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

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

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

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[65] British Heart Foundation, 2013: Economic costs of physical inactivity.
[66] Institute of Economic Affairs, 2017: Obesity and the Public Purse.
[67] NHS, 2015: "Britain: The fat man of Europe"
[68] Norfolk Community Foundation, 2016: New mental health and wellbeing 'match funding challenge' for Norfolk.

Health Impact assessment and all authorities will consider wider use of both HIAs and the checklist to actively consider designing in health benefits.

Agreement 20: The authorities agree to endorse the updated *Planning in Health*: *An Engagement Protocol Between Local Planning Authorities*[69], *Public Health and Health Sector Organisations in Norfolk* and undertake its commitments.

Education

Norfolk's School Capacity return to the DfE (SCAP) indicates that Norfolk's school population will continue to grow over the next 10 years.

Primary age population including the influence of housing with full permission will rise by around 4% and secondary by 22% (children currently in the school system including the additional 4% covered by growth). Further housing coming forward is likely to produce a higher increase percentage.

Previously reported increases in the school population at reception age is still resulting in an overall increase in the school population in both primary and secondary phases as these children progress through the school system. New housing development has added further pupils to increase the school population overall. Pressure is mainly in urban areas which have seen the highest concentration of population growth. The speed of delivering houses is key to the requirements of school places so careful monitoring of housing progress is undertaken between County Council/District/Borough Councils.

Standards in Norfolk schools have risen considerably over the past 5 years with 83% of schools being graded Good or Outstanding in 2018 compared with 68% 5 years ago – data as at 31 Aug 2018. The Local Authority retains responsibility for ensuring that there is a sufficient supply of school places and works with a range of partners, e.g. Dioceses and Academy Trusts to develop local schemes.

Norfolk County Council's School Growth and Investment Plan, published every January identifies three growth areas requiring more than one new primary phase school and a further 10 areas requiring one new school. Expansion to existing schools will also be required in some areas of the County. A new High School for north east Norwich is also being discussed and planned.

Our strategic priorities were agreed by Children's Services Committee in November 2017 to guide the work with local partners and any proposals for investment in the education infrastructure. These include guidance on the minimum size of new schools and a desire to reduce mixed age classes. More recently members agreed a significant investment in our infrastructure for Special Educational Needs Provision including new special schools. Norfolk County Council works closely with Local Planning authorities as per agreement 21.

Agreement 21: The Local Planning authorities will continue to work closely with the County Council and school providers to ensure a sufficient supply of school places and

[69]See https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/strategic-member-forum/nspmf--28-jan-2019--draft-health-planning-protocol-new.pdf~~https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/Health%20Protocol%20Final%201.2docx.pdf~~

land for school expansion or new schools, and use S106 and / or Community Infrastructure Levy funds to deliver additional school places where appropriate. The authorities agree to continue supporting the implementation of the County Council's Planning Obligations Standards as a means of justifying any S106 payments or bid for CIL funds needed to mitigate the impact of housing growth on County Council infrastructure.

7.7 Transportation

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

A background paper has been produced summarising the state of the County's transport network, providing much of the evidence base for the production of the NSPF and subsequent Local Plans[70]. The paper aims to identify: the current state of the transport system; the constraints (current and future); and opportunities and includes a review of transport constraints to identify issues that, without resolution, may prove a barrier to growth.

Current Network

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

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

The following projects have successfully been funded since 2013

Completed:

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

[70] See https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/NSFTTransport_OutputV4.docx

Under construction or part-completed:

- Attleborough Town Centre Improvements - £4.5m
- Thetford Enterprise Park Roundabout - £2m
- Snetterton Energy Supply - £4.1m
- Great Yarmouth Rail Station to the Market Place improvement- £2m
- Great Yarmouth sustainable transport package (Part 1) - £2.5m
- Norwich (various projects including Dereham Road roundabout- £2m, Cycle link extension to Wymondham- £1.3m, City centre Prince of Wales Road - £2.6m, Dereham Road widening- £3m)
- A140 Hempnall Roundabout - £4m

Planned, not yet started:

- A11/ORR Daniels Road junction improvement- £2m
- Great Yarmouth congestion-busting projects- £3.3m
- Great Yarmouth sustainable transport package (Part 2) - £3.5m
- Great Yarmouth Third River Crossing- £120m
- A47 improvements £2-300m (incl Thickthorn and Great Yarmouth junction improvements and dualling Blofield to North Burlingham, and Easton to North Tuddenham)
- ~~A140 Hempnall Roundabout - £4m~~

Norfolk County Council, in partnership with Norwich City Council, Broadland District Council and South Norfolk Council, has made an application to the Department for Transport (DfT) as part of the Transforming Cities Fund. The fund aims to make it easier for people to access jobs, training and retail, and also aims to respond to issues around air quality. In September 2018, Greater Norwich was one of 10 city areas shortlisted to apply for a share of the £840m grant. The Transport for Norwich team is now working with the DfT on detailed proposals to put forward for funding through the project.

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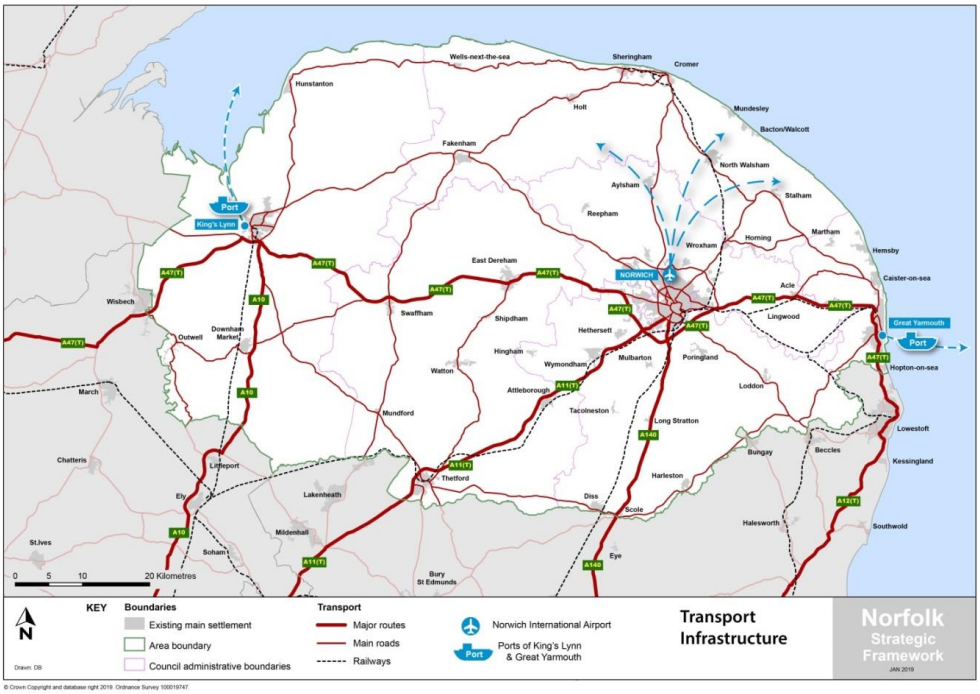

Figure 9: Norfolk Transport Infrastructure, 2017

Norfolk has a limited rail network, meaning that many of its towns are not served by rail. Also, the services offered provide a very limited range of destinations and frequencies. In particular, services to the Midlands and Home Counties are poor. Whilst rail generally provides faster journeys to other major centres compared to road, average rail speeds compare poorly with connections between major centres out of the County.

Norwich Airport is situated some 5km north of Norwich city centre. It operates a number of scheduled and charter flights and provides servicing for the offshore energy industries via helicopter flights. The airport terminal has capacity for 700,000 passengers per year. The airport is currently reviewing it's draft masterplan which envisages considerable growth in the coming years[71].

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

Levels of both walking and cycling to work are relatively high in Norwich. In South Norfolk and Broadland Districts levels of walking are comparatively lower than elsewhere in the county, probably reflecting that many people from these districts work in Norwich - too far to walk. A comprehensive

[71] See http://www.norwichairport.co.uk/masterplan/

cycle network has been identified in Norwich, and the city has also benefited from a large amount of funding that has been used to upgrade parts of the cycle network. There is still however a considerable amount of work required to upgrade the network in its entirety.

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

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

Table 12: Key Infrastructure Road Projects in Local Authority Control

Project Name	Estimated Start date	Estimated Cost	Funding sources
Broadland Growth Triangle Link Road	First Phase started 2017	£38m	Developer funding, CIL, BRP, HIF
A140 Long Stratton Bypass	2020	£31m	Developer funding, Growth Deal, CIL, NPIF, Government Major Road Network
A10 West Winch Housing Access Road	2019	£22.8m	Developer funding, Growth deal
A47 Hardwick Junction King's Lynn	2025	£17m	Developer funding, Growth deal
Attleborough Link Road	2020	£18m	Developer funding, Growth Deal
Norwich Western Link (A47 to NDR)	2023	Indicative £160m	Growth Deal, Local Major Transport Scheme

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Table 13: Priority Road Projects for delivery by other organisations

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
A11 Thetford bypass junctions	2020-2025	Not Known	Highways England Roads Investment Strategy 2 (2020-2025)
A47 Wisbech Bypass Junctions	2020	Not Known	HPIF, Developer funding, Highways England Roads Investment Strategy 2 (2020-2025)
A47 Acle Straight dualling	2025	£79m	Highways England Roads Investment Strategy 2 (2020-2025)
A47 Tilney to East Winch Dualling	2025	£130m	Highways England Roads Investment Strategy 2 (2020-2025)

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

Furthermore, the background paper produced identified three key strategic issues affecting the County including: the relatively poor transport connectivity between our main settlements and destinations outside Norfolk resulting in long journey times; the poor connectivity within the County particularly for east-west journeys, exacerbated by congestion and unreliable journey times on parts

of the network (especially the A47) adding to business costs; and difficulties in delivering major enhancements to transport networks within our urban areas and market towns which tend to have historical street patterns where the scope for major improvements is limited.

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

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

Rail

The rail network serving Norfolk is sparse: few settlements are connected to the rail network, and the network serves few destinations out of the county. There are two lines from London: the Great Eastern Main Line from London Liverpool Street via Ipswich to Norwich; and the Fenline / Great Northern Route from London King's Cross via Cambridge to King's Lynn. (King's Lynn also has one train per day to London Liverpool Street.) Norwich is directly connected to Cambridge, Great Yarmouth, Lowestoft and Sheringham; and longer distance services via Peterborough to Liverpool.

The tables below set out some key shared priority schemes for rail improvement that the authorities will work together to promote for funding. These include Norwich in 90 which requires track improvements including the Trowse swing bridge, Haughley Junction, loops in Essex and level crossing upgrades. Also a large number of rail services pass through Ely. Major rail infrastructure improvements are required to accommodate all services committed within franchise agreements and for further frequency improvements in the future. Local authorities are working with local enterprise partnerships, government and Network Rail to bring forward the improvements for delivery in the next round of rail spending, between 2019 and 2024, known as Control Period 6.

Table 14: Priority Rail Projects for promotion

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

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

7.8 Flood Protection and Green Infrastructure

Flood Protection

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

Much of the Norfolk coastline is reliant on flood defences to minimise flood risk to existing development. Considerable further information on the planned interventions that are necessary in order to protect our communities from coastal flooding are set out in the Coastal Evidence (Flooding and Coastal Erosion) background paper that is published in support of the NSPF[72].

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

To address these strategic issues it will be necessary to take a co-ordinated and proportionate approach to managing flood risk. Flood risk assessments are to be used effectively to ensure development is located appropriately and away from flood plains wherever possible. Developers will need to work closely with the relevant public authorities risk management authorities in minimising flood risk from all sources through a combination of high quality urban design and green infrastructure, as well as use of Sustainable Drainage Systems (SUDs) forming part of the overall design of developments. Early engagement with the relevant risk management authorities is required prior to the submission of some planning applications. Further guidance on how this will be done is available on the County Council website due to its role as the Lead Local Flood Authority for the County[73].

[72] See https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/Infrastructure%20Group%20Coastal%20Paper%20DRAFT%20V7%201.docx
[73] See in particular https://www.norfolk.gov.uk/-/media/norfolk/downloads/rubbish-recycling-planning/flood-and-water-management/guidance-on-norfolk-county-councils-lead-local-flood-authority-role-as-statutory-consultee-to-planning.pdf

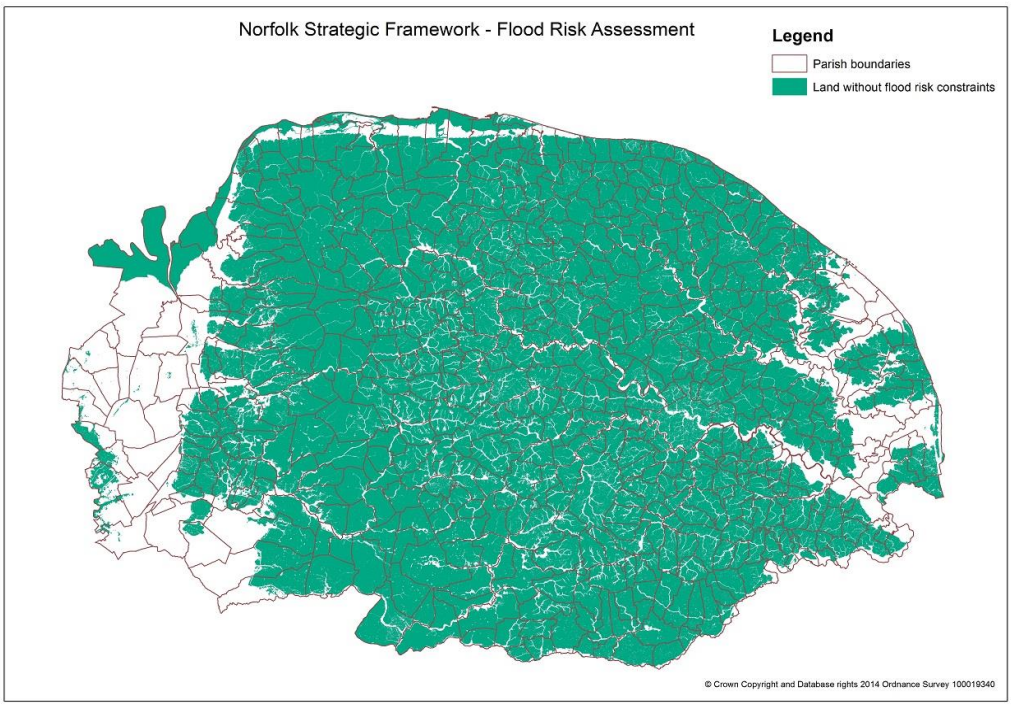

Figure 10: Norfolk Flood Risk Map. 2016

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

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

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

Table 15: Priority Strategic Flood Defence Projects for Promotion

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
Great Yarmouth Tidal Defences 2017 onwards (Epoch 2)	2026	£27-76 million	NALEP, Local Authorities and Private Sector
Bacton Walcott sandscaping scheme	2018	£19.3m	Public sector, Regional Flood and Coast Committee, Environment

Green Infrastructure and the Environment

Green infrastructure (GI)[74] is a network of multi-functional green space, urban and rural, which is capable of delivering a wide range of economic, environmental and quality of life benefits for local communities. The provision of green infrastructure in and around urban areas helps create high quality places where people want to live and work. New GI can also mitigate impacts on existing sensitive sites and support heritage and conserve the historic environment. Access is an integral part of GI and PROW and 'Norfolk Trails' are an important asset.

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

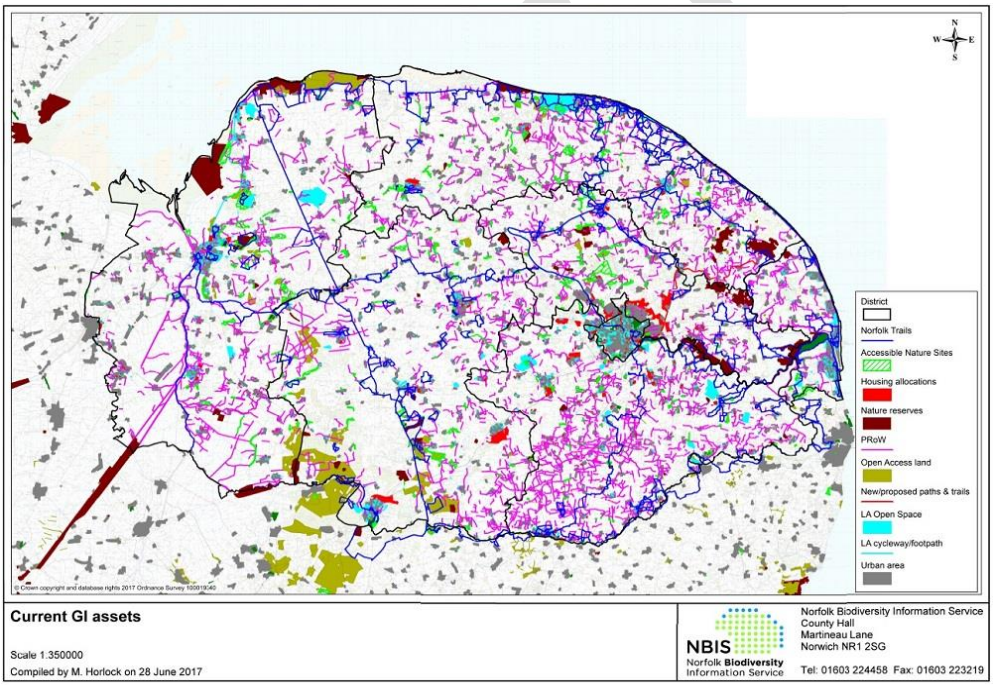

Figure 11: Norfolk's current GI assets. 2017

[74] The definition of GI is set out in the Natural England document GI Guidance http://publications.naturalengland.org.uk/file/94026 In terms of the NSPF it includes 'blue infrastructure' ie water environments - rivers, lakes, ponds etc.

Current GI assets are set out in Figure 11[75]. Green infrastructure should be provided as an integral part of all new development, where appropriate, alongside other infrastructure such as utilities and transport networks.

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

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

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

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

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

[75] Further more detailed maps are available from the NBIS website see http://www.nbis.org.uk/sites/default/files/documents/Maps.zip

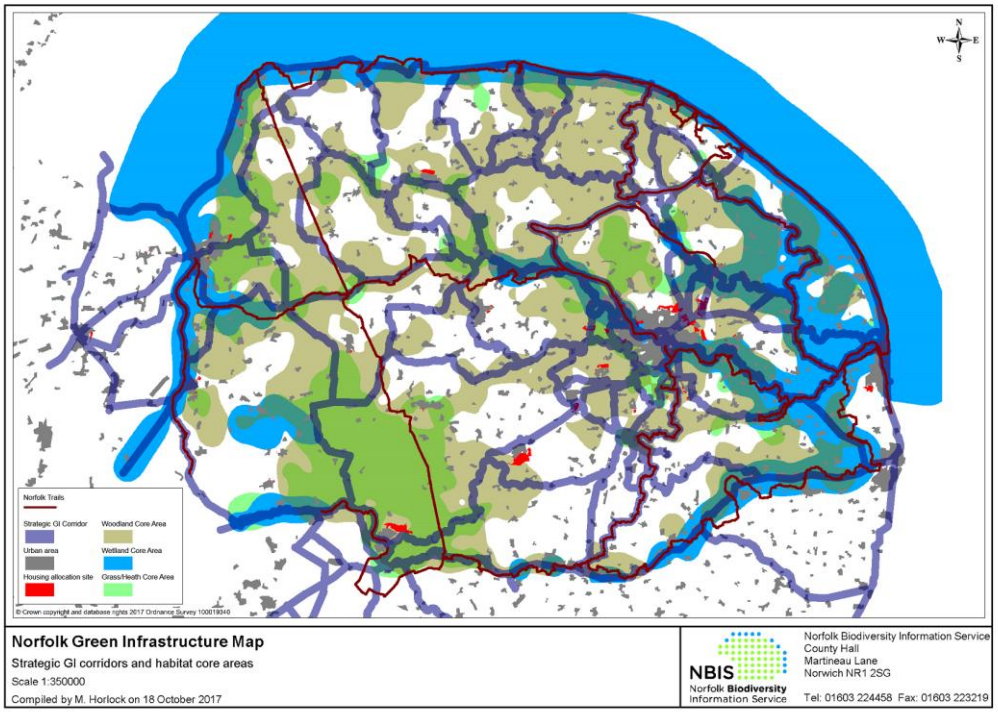

Figure 12: Norfolk's GI corridors. 2017

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

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

Agreement 22: In recognition of:

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

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

c) the importance of ecological connections between habitats

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

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

Table 16: Priority Green Infrastructure Projects for Promotion

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
The Green Loop (Walking/cycling route linking Norwich – Aylsham – Hoveton –NE Growth Triangle)	Not Known	Not Known	
Weavers Way	2018/19	£1.1m	RDPE,HLF,NALEP

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7.9 Minerals and Waste

Minerals

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

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

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

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

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

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

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

The 10 year rolling average of silica sand sales in Norfolk was 681,900 tonnes in the period 2007-2016. The 3 year rolling average of silica sand sales was 785,400 tonnes in the period 2014-2016. The permitted reserves for silica sand extraction sites in Norfolk were 2.62 million tonnes at the end of 2016. Based on the 10 year sales average, at the end of 2016 there was a silica sand landbank of permitted reserves of over 3 years.

Sand and gravel resources are located throughout the County (with the exception of the Fens area in the far west and south-west of Norfolk). Sand and gravel is used in the construction of roads and buildings and it is a key ingredient in the production of concrete and mortar, asphalt coating for roads, as a drainage medium and in the construction of embankments and foundations. The distribution of sand and gravel sites throughout Norfolk is widespread with a relatively large number of small operators. In 2016 there were 30 permitted sand and gravel extraction sites in Norfolk operated by 14 different companies. There are, however, particular clusters of sand and gravel workings near to King's Lynn, in the north of Breckland District and around Norwich.

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

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

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

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

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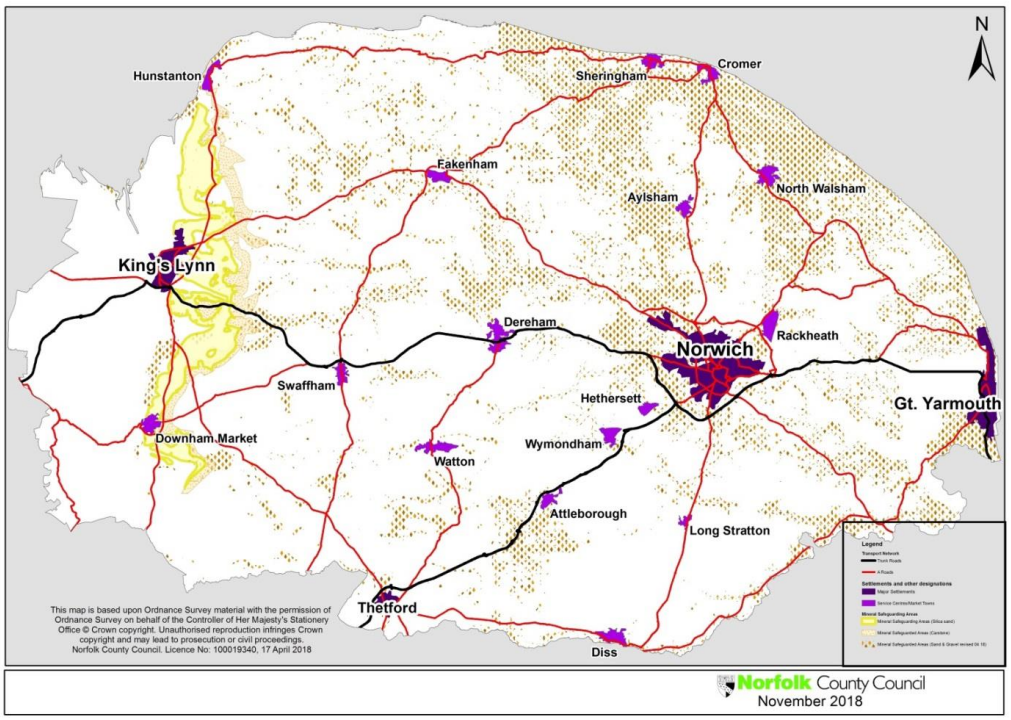

Figure 13: Mineral Resources within Norfolk

Waste

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

20 Household Waste Recycling Centres, provided by Norfolk County Council, which accepted nearly 76,000 tonnes of waste in 2016/17.

10 commercial composting facilities which received nearly 130,000 tonnes of waste in 2016/17, as well as a few small community composting facilities;

There are two metal recycling facilities at Lenwade and Great Yarmouth, one metal recycling facility at King's Lynn docks and a large number of small sites accepting scrap metal or end-of life vehicles. The metal recycling facilities received over 62,000 tonnes of waste in 2016/17;

61 operational sites for the treatment and/or transfer of waste (including municipal, commercial and industrial, hazardous, clinical, construction and demolition), which received over 1,570,000 tonnes of waste in 2016/17 and 24 sites for the treatment and transfer of inert waste (including construction and demolition waste) only, which received over 130,000 tonnes of waste in 2016/17;

There are two non-hazardous landfill sites (Blackborough End and Feltwell) in Norfolk, but they are currently inactive. These sites have a permitted void capacity (remaining landfill space) estimated to be 5.09 million cubic metres.

In 2016/17 over 350,000 tonnes of inert waste was received at inert landfill sites or used in the restoration of mineral workings.

There is a renewable energy plant operated by EPR at Thetford which received over 470,000 tonnes of waste in 2016/17. The waste received at this facility is poultry litter which is burned to produce energy.

Agreement 23 : ~~Minerals and waste common ground~~

It is ~~common ground that national planning policy, interpreted for Norfolk, means~~agreed that:

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

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

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

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

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

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

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

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Section 8 – Conclusions and Next Steps

This Framework documents how the Norfolk Planning Authorities maintain effective cooperation between themselves, with the neighbouring district and county planning authorities, and with other key relevant agencies and utilities. In doing so it meets the relevant requirements of Section 3 of the ~~2018~~ 2019 National Planning Policy Framework (NPPF).

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

Agreement ~~23~~24: In recognition of the benefits gained by co-ordinating and co-operating on strategic planning activities the signatories to this document agree to support the activities of the Norfolk Strategic Planning Member Forum and to continue to appropriately resource joint planning activity.

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

~~In light of these new requirements and that the Statements of Common Ground must reflect the most up to date position in terms of joint working across the area, Norfolk Authorities have agreed to the following:~~

Agreement ~~24 :~~25: Norfolk Planning Authorities agree to maintain ~~the~~ this statement~~s~~ of common ground on a regular basis ~~with publication dates to be linked to local plan publications of the various authorities involved. The review will ensure that~~reviewing it at least every two years to support the maintence of up to date local plans across the county and ensure that the ~~each authority is able to meet its local housing needs and agreements are in place where this is not appropriate or achievable, each review will also ensure that the~~ NSPF remains the most appropriate vehicle to address strategic planning matters for the county.

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

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

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The NSPF will also be maintained to ensure:

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

Appendix 1 – NSPF Contacts:

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

NSPF Programme Manager	
Trevor Wiggett City Hall St Peter's Street Norwich NR2 1NH Email: trevorwiggett@norwich.gov.uk 01603 212557	
Breckland Council	**Broadland District Council**
~~Phil Mileham~~Andrew Darcy ~~Strategic~~ Planning Manager Breckland Council ~~and South Holland Council~~ Elizabeth House Walpole Loke Dereham NR19 1EE Tel 01362 656803 Email : Andrew.Darcy@breckland.gov.uk	John Walchester Spatial Planning Manager Broadland District Council Thorpe Lodge 1 Yarmouth Road Norwich NR70DU Tel 01603 430622 Email : john.walchester@broadland.gov.uk
The Broads Authority	**Great Yarmouth Borough Council**
Natalie Beal Planning Policy Officer Broads Authority Yare House 62-64 Thorpe Road Norwich NR1 1RY Tel 01603 756050 Email : Natalie.Beal@broads-authority.gov.uk	~~John Clements~~ TBC Principal Strategic Planner Great Yarmouth Borough Council 2nd Floor, Town Hall Hall Plain Great Yarmouth Norfolk NR30 2QF Tel ~~01493 846624~~ Email: ~~john.clements@great-yarmouth.gov.uk~~
The Borough Council of King's Lynn and West Norfolk	**Norfolk County Council**
Alan Gomm	Phil Morris

Planning Policy Manager Borough Council of King's Lynn and West Norfolk Kings Court Chapel Street King's Lynn PE30 1EX Tel 01553 616237 Email : alan.gomm@west-norfolk.gov.uk	Principal Planner Norfolk County Council Martineau Ln Norwich NR1 2UA Tel 01603 222730 Email : phil.morris@norfolk.gov.uk
North Norfolk District Council	**Norwich City Council**
Mark Ashwell Planning Policy Manager North Norfolk District Council Council Offices Holt Road Cromer NR27 9EN Mail : mark.ashwell@north-norfolk.gov.uk Tel 01263 516325	Graham Nelson Head of Planning City Hall St Peter's Street Norwich NR2 1NH Mail : grahamnelson@norwich.gov.uk Tel 01603 212530
South Norfolk Council	
Simon Marjoram Planning Policy South Norfolk District Council South Norfolk House Long Stratton Cygnet Court Norwich NR15 2XE Tel 01508 533810 Email : SMarjoram@S-NORFOLK.GOV.UK	

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Appendix 2 – Cross Border Cooperation Initiatives

Cooperation mechanism	Authorities involved	Brief details	Date	Other Comments	Website link (if relevant)
Coastal Partnership East	North Norfolk, Great Yarmouth, Waveney, Suffolk Coastal	Shared Coastal Management Team for the four authorities.	Ongoing	Coastal Zone Planning Statement of Common Ground (2018), setting out an agreed approach to coastal planning (note additional signatories to Statement: Broads Authority, BC King's Lynn & West Norfolk; and endorsed by Environment Agency).	https://www.coasteast.org.uk/
Membership of Broads Authority	Broadland, Great Yarmouth, North Norfolk, Norwich, South Norfolk, Waveney, Norfolk and Suffolk.	Each provides members to govern the Broads Authority.	Ongoing		http://www.broads-authority.gov.uk/about-us/who-we-are/members/meet-our-members
Waveney/Great Yarmouth sub regional meetings	Waveney, Great Yarmouth, Broads Authority.	Quarterly Periodic meetings between these three eastern authorities to discuss strategic cross boundary issues pertinent to the area.	Ongoing	Waveney Local Plan Duty to Cooperate Statement of Common Ground (2018) on Housing Market Area, Functional Economic Area and Objectively Assessed Need, between Waveney, Great Yarmouth, Broads Authority, South Norfolk, Suffolk Coastal, and Mid-Suffolk.	n/a
Norfolk Coast (AONB) Partnership	Great Yarmouth, North Norfolk, King's Lynn & West Norfolk, Norfolk, Broads Authority, Natural England	Management of the Norfolk Coast Area of Outstanding Natural Beauty.	Ongoing	The Partnership also includes 2 community representatives.	http://www.norfolkcoastaonb.org.uk/partnership/core-management-group/169
Memorandum of Understanding – Treatment of Housing and Employment Needs and Delivery in the Broads Authority Area	Broads Authority, Broadland, South Norfolk, Norwich, Great Yarmouth, Waveney, Norfolk, Suffolk.	Agreed mechanism for distribution of housing (and employment) development in relation to targets for overlapping district and Broads areas.	2014 (and previously)	Further Statement of Common Ground (2017) between Broads Authority and Great Yarmouth Borough Council updating and specifying this in relation to housing in Proposed Broads Local Plan	n/a
New Anglia Local Enterprise Partnership	All Norfolk and Suffolk District and County	To lead economic growth and job creation across Norfolk and	Ongoing	Partnership also includes private sector and education representatives.	https://newanglia.co.uk/

	Councils	Suffolk.			
Wherry Line Community Rail Partnership	Norfolk, Suffolk, Norwich, Broadland, Great Yarmouth, Waveney.	To promote the railway and the surrounding area to develop economic and environmental benefits for residents, visitors and tourists.	Ongoing	Partnership also includes Abellio Greater Anglia, Network Rail, Railfuture, Norfolk Association of Local Councils, rail users, station adopters, RSPB, and local businesses.	https://www.greateranglia.co.uk/about-us/community-rail-partnerships
Great Yarmouth Transport and Infrastructure Steering Group	Great Yarmouth, Norfolk, Environment Agency, Highways England	To promote and coordinate infrastructure improvements in, around and benefitting Great Yarmouth Borough	Ongoing		https://great-yarmouth.cmis.uk.com/great-yarmouth/Committees/CommitteeSystemfromMay2016/tabid/142/ctl/ViewCMIS_CommitteeDetails/mid/562/id/170/Default.aspx
A47 Alliance	Norfolk, Great Yarmouth, Broadland, Norwich, Breckland, King's Lynn & West Norfolk	Seeks to promote the dualling of the A47.		Alliance also includes Peterborough & Cambridgeshire local authorities, MPs, business groups, LEPs, etc.	http://www.a47alliance.co.uk/
Greater Norwich Development Partnership	Norwich, Broadland, South Norfolk, Norfolk County Council and the Broads Authority	Partnership to produce Local Plan for Greater Norwich Area and address related planning policy issues such as housing land supply and monitoring. This involves a member level group and joint officer team.	Ongoing		http://www.greaternorwichgrowth.org.uk/
Greater Norwich Growth Board	Norwich, Broadland, South Norfolk, Norfolk County Council and the Broads Authority	Member level Board and joint officer team for strategic investment planning and delivery across the Greater Norwich area. This includes pooling of CIL receipts and a joint CIL process.	Ongoing		http://www.greaternorwichgrowth.org.uk/
Norfolk Strategic Planning Officers Group	All Norfolk Local Planning Authorities	Monthly meeting of Heads of Planning Policy teams to discuss cross boundary issues.	Ongoing		www.norfolk.gov.uk/nsf
Norfolk Member Forum	All Norfolk Local Planning Authorities	Over sees Duty to Cooperate requirements at a member level, in particular the production of the NSPF.	Ongoing		www.norfolk.gov.uk/nsf
Norfolk Strategic Planning Framework	All Norfolk Local Planning Authorities	Shows how the Authorities work together and forms the	2018, but being reviewed.		www.norfolk.gov.uk/nsf

		Statement of Common Ground for the area. Addresses cross boundary issues.			
The Wash and North Norfolk Marine Partnership	East Linsey, Boston, Fenland, South Holland, Kings Lynn & West Norfolk, North Norfolk, Lincolnshire County Council and Norfolk County Council	Local Communities and Management Groups working together to protect marine heritage	On-going	Many other Agencies and local groups involved	https://wnnmp.co.uk/home/partnerships/
Norfolk/Suffolk Cross border Meeting	Babergh and Mid Suffolk, South Norfolk, Great Yarmouth, Broads Authority, Ipswich Borough, Suffolk County, West Suffolk, Breckland, Kings Lynn & West Norfolk, East Suffolk	Quarterly meetings of Planning Policy teams to discuss cross boundary issues.	Ongoing		
Wisbech Access Strategy Steering Group	Kings Lynn & West Norfolk, Norfolk County Council, Cambridgeshire County Council, Fenland DC, Wisbech Town Council		Ongoing		
Norfolk Rail Group	Norfolk & Suffolk County Councils, all districts		Ongoing		
Joint SFRA Update	Kings Lynn & West Norfolk, North Norfolk DC, Greater Norwich, Broads Authority, Great Yarmouth	Team over was the production of a Joint SFRA across most of Norfolk	Completed		
East of England Aggregates Working	Norfolk, Suffolk, Essex, Hertfordshire and	Quarterly meetings. Collect data relating to the	Ongoing	The EoEAWP also includes representatives from the minerals	http://www.centralbedfordshire.gov.uk/planning/minerals-

Party	Cambridgeshire County Councils. Peterborough, Thurrock, Southend-on-Sea, Luton, Bedford, Central Bedfordshire Councils	supply and demand of aggregates, publish an annual monitoring report, provides technical advice to Mineral Planning Authorities on their Local Aggregate Assessments. Line of communication between MPAs and MHCLG.		industry, Marine Management Organisation, and MHCLG. Includes feedback and liaison with London AWP and South East AWP.	waste/aggregate/overview.aspx
East of England Waste Technical Advisory Body	Norfolk, Suffolk, Essex, Hertfordshire and Cambridgeshire County Councils. Peterborough, Thurrock, Southend-on-Sea, Luton, Bedford, Central Bedfordshire Councils	Quarterly meetings. Forum for discussion relating to waste planning including waste data, capacities and forecasting.	Ongoing	The EoEWTAB is also attended by the Environment Agency. Includes feedback and liaison with London WTAB and South East WTAB.	

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Agenda Item: 7

Cabinet

09/09/2019

JOINT INCLUSIVE GROWTH STRATEGY

Report Author(s): Tim Thomas

Evaluation and Data Analyst

01508535329

tthomas@s-norfolk.gov.uk

Portfolio: Planning and Economic Growth

Health, Housing and Wellbeing

Ward(s) Affected: All

Purpose of the Report:

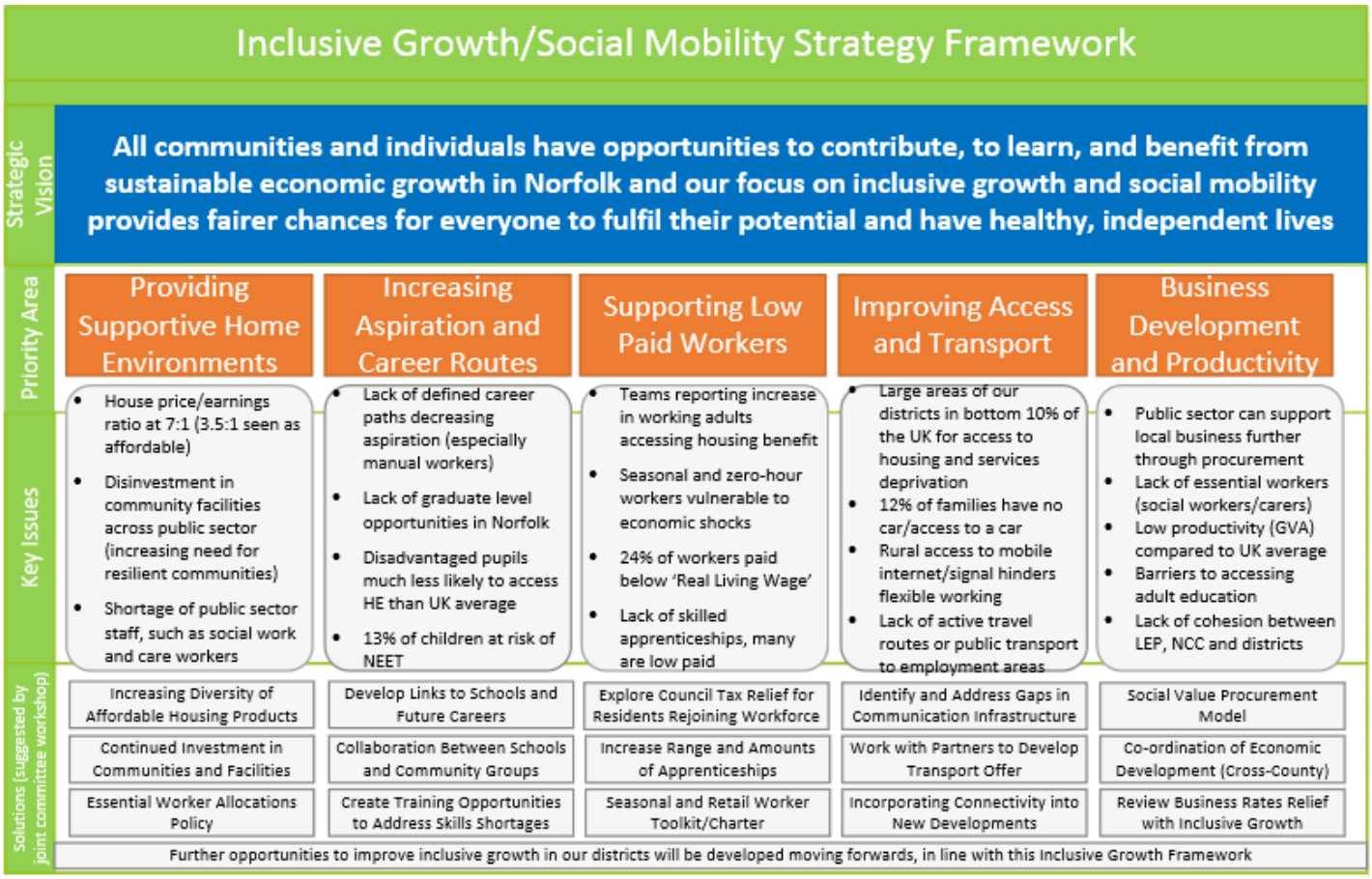
To outline a proposed framework in order for South Norfolk (and Broadland) Councils to encourage and enable inclusive growth within their districts. The report outlines why there is a need for inclusive growth, the particular challenges faced and the priority areas for work in this field. The framework is not intended to be time-limited but will be reviewed as appropriate.

Recommendations:

That Cabinet agree to adopt the Inclusive Growth Framework as a Council Strategy, to allow officers to direct resources and continue to develop action plans, in consultation with respective Portfolio Holders.

1 SUMMARY

1.1 The report outlines the evidence base around Inclusive Growth, both locally and nationally and how this relates to the work of our district councils. The strategy contains five priority areas for Inclusive Growth: Providing Supportive Home Environments, Increasing Aspiration and Career Routes, Supporting Low Paid Workers, Improving Access and Transport and Business Development and Productivity. The strategy outlines the rationale for the choice of priority areas and the initiatives to be taken forward based upon these. The report is summarised in the following framework;



2 BACKGROUND

Introduction

2.1 The related topics of social mobility and inclusive growth have been perennial subjects on the agenda of public sector organisations, recognised by the establishment of a national Social Mobility Commission in 2013. Inclusive growth projects have typically focussed on urban areas, which are now some of the best performing in terms of social mobility. Manchester University has created an inclusive growth unit dedicated to researching this issue, and the Scottish Government has also had a keen focus on inclusive growth, creating Scotland's Centre for Regional Inclusive Growth.

2.2 The State of the Nation report for 2017 (https://www.gov.uk/government/publications/state-of-the-nation-2017), produced by the Social Mobility Commission and focussed on quantifying mobility in different council areas, has inspired a Norfolk-wide push on the issue. The latest report showed South Norfolk and Broadland to be the best performing local authorities in Norfolk for social mobility. However, neither were in the best performing quartile nationally.

2.3 This strategy will outline the long-term goals of the Inclusive Growth approach that South Norfolk and Broadland Councils will endeavour to implement. To achieve truly inclusive growth, the foundations of a strong and prosperous community must be in place. These foundations are a healthy environment, a low-crime area and good-quality sustainable housing solutions.

Norfolk Context

2.4 The Norfolk Leaders' meeting on the 31st January 2019 agreed to an inclusive growth coalition between the County Council and Norfolk District Councils. This, in addition to support from the Norfolk Chief Executive's Group and the formation of a director-level working group, shows momentum building around this agenda across the county. Andrew Staines has been the County Council's lead on inclusive growth and presented a workshop in April 2019 to South Norfolk and Broadland's senior management team, leading to discussions progressing this issue. We are the first rural districts to produce an Inclusive Growth Strategy, as much of the focus has been on urban areas, such as Greater Manchester and the West Midlands Combined Authority.

2.5 The Inclusive Growth Coalition has the following vision for inclusive growth: "All communities and individuals have opportunities to contribute, to learn and benefit from sustainable economic growth in Norfolk and our focus on inclusive growth and social mobility provides fairer chances for everyone to fulfil their potential and have healthy, independent lives".

Strategic Context

2.6 Links between inclusive growth and health and wellbeing are strong motivators for this strategy. South Norfolk, Broadland and Norfolk Health and Wellbeing Strategies highlight 'Employment and Aspirations' as one of their key priority areas, closely linking with social mobility.

2.7 The Health and Wellbeing Strategy indicated that: 'People who are unemployed for more than 12 weeks are between four and ten times more likely to suffer from depression and anxiety. Unemployment can also lead to poorer physical health and more attendances at the GP. Some studies show that the risk of being out of work, in the longer term, is greater than the risk of killer diseases such as heart disease.'

2.8 In addition to this, the Norfolk Health and Wellbeing Board have recognised the impact of socio-economic factors on health, suggesting that 40% of the wider determinants of health are due to socio-economic factors such as education, employment and income. NALEP have bought into this approach, distributing European Social Funding for LIFT projects; 'projects that will support people to

gain the confidence, skills and knowledge to move into employment or into formal accredited learning and skills provision.'

2.9 The combination of these factors has led to the formation of the South Norfolk and Broadland Inclusive Growth Strategy. It has been designed to meet two key objectives;

a) Complement and feed into the development of the county-wide inclusive growth coalition

b) To establish the priorities and our vision for our joint officer team moving forwards

Joint Inclusive Growth Workshop Feedback

2.10 A joint informal policy workshop was held on the 1st July on the subject of inclusive growth between Broadland District Council's Economic Success Panel and Wellbeing Panels, and South Norfolk Council's People and Communities Policy Committee and Growth, Infrastructure and Environment Policy Committees. Member feedback during the workshop has been critical in developing this inclusive growth framework and the policy proposals within this document.

2.11 The following topics were subjects which found widespread support during the workshop, and are actioned within the framework in the form of project/policy proposals:

a) Expanding use of social value in the local area as a procurement criterion, and trying to embed this within the wider public sector and anchor organisations

b) Promoting or enabling a wide range of affordable housing tenures

c) Council tax relief for low paid workers/those re-entering the workforce

d) Business rates relief matched to inclusive growth objectives

e) Improving relationships with schools to help create supportive home environments

f) Promoting living wage in line with high living costs in this area. There were discussions on the ways this could be achieved such as accreditation, through contracts or rates relief

g) Identifying and meeting broadband and mobile signal gaps

h) Supporting and promoting car share and active transport schemes, to overcome rural challenges between business and potential employees. Linking the 'Transforming Cities' bid to inclusive growth

i) Establishing a framework to develop the inclusive growth agenda enables clarity of intention for both business-as-usual services and future projects and initiatives. This evidence led approach will create robust policy, providing direction and clarity of thought to reach shared outcomes.

2.12 Through consultations with officers within the council and our partner organisations, the five following focus areas have been decided upon. The reasons for inclusion are in Section 9. It should be noted that these themes are

interdependent and as such they cannot be targeted in isolation. Only through a combined effort on each of the five focus areas can a significant and prolonged effect on inclusive growth be created.

2.13 The focus areas are designed to be flexible and to work alongside future decisions at a county level, giving a starting point to influence the long-term direction of the Inclusive Growth Coalition. We recognise and will contribute fully to this county-wide forum. However, considering the breadth of the issue, there is a great deal of progress that can only be made at a district level, due to our unique connection with our residents on a local basis. This strategy will harmonise those efforts.

3 CURRENT POSITION

3.1 South Norfolk and Broadland are generally healthy, safe and reasonably affluent places to live. The core services both councils have in place and the partnership work undertaken have continued to ensure that residents can enjoy and prosper in our areas. Whilst a focus on inclusive growth is important in terms of developing our offer, it is important to remember and build upon our core offer to residents.

3.2 **Environment** - Broadland and South Norfolk have no air quality management areas, suggesting reasonably good air quality in both council areas. South Norfolk has only one air quality area of concern (Long Stratton), which will be alleviated with the eventual construction of the Long Stratton Bypass. Parts of both South Norfolk and Broadland districts are ranked in the bottom 10% nationally for quality of living environment, mainly due to low access to green spaces. The forthcoming Joint Environmental Strategy will outline the principles both councils will pursue, as well as the actions they will take to ensure a healthy environment. This is in addition to current schemes, such as 'Keep Broadland Buzzing' and the Diss 'Reuse and Recycle' event.

3.3 **Crime** - Crime levels in Broadland and South Norfolk are generally very low, with only 10 out of 165 neighbourhoods above the country average for crime deprivation. County Lines gangs are however of increasing concern, and there have been numerous reports of anti-social behaviour in local areas. Presentations on knife, gang and drug crime have been made at schools across South Norfolk and Broadland. The South Norfolk and Broadland 'Early Help' approaches have also increased contact and co-working between the police and the council.

3.4 **Housing** - The house price to income ratio in both council areas is 7:1. For comparison, the ratio deemed as affordable is 3.5:1. The increase in housebuilding could help stabilise the average house price by meeting demand and as such positively affect the house price to median wage ratio. Delivering affordable housing is a key driver of economic growth. Delivering numerous Help to Buy properties (1,299 equity loans under Help to Buy in South Norfolk, as of August 2018. 177 affordable homes in Broadland in 2017/18), has enabled more families to own their own home. Migration means that development is essential to meet housing demand. South Norfolk and Broadland both own development companies, which provide affordable housing.

3.5 These areas are cornerstones of the public service offer, supporting the foundations needed for the successful implementation of this Inclusive Growth

Strategy. Therefore, South Norfolk and Broadland District Councils are undertaking the following actions:

a) Developing our targeted local community offer alongside our partners. Ensuring that we build community capacity through officer support, member ward and other grants, providing communities with the skills and resources to support themselves, creating healthy environments

b) Our environmental and waste teams ensure that we keep our districts clean and tidy, encouraging a proactive response where needed to offensive graffiti and drug waste as well as noise, fly tipping and other nuisance that affects quality of life and causes community tension

c) Enhance community safety to tackle anti-social behaviour before it escalates. Working with partners we address low level crime by focussing enforcement and community support in a targeted fashion in areas where vulnerability is high.

d) Our housing teams work closely with landlords to improve the quality of homes, focussing on properties with suspected trafficking or cuckooing and assisting where homes have fallen into disrepair through hoarding or self-neglect. This improves the lived environment for all

e) Building on skills and employment offers across both districts, including working alongside DWP in job centres in South Norfolk for the recent launch of South Norfolk for Jobs, with the LEP and schools to provide improved careers offers and improving skills and prospects through Broadland Training Services (BTS).

f) Working through our Help Hubs, using combined intelligence to map areas of vulnerability and target resource. We will focus upon areas where knife crime has been reported, such as neighbourhoods in New Costessey, Loddon, Diss, Hellesdon, Thorpe St Andrew and Old Catton

g) Work with Children's Services and Norfolk Youth Offending Team to influence the continued exclusion of children from our schools, which causes isolation and increases vulnerability

h) Planning and housing strategy ensuring we build homes and communities in the right place, with a focus on affordability and the infrastructure needed to promote a thriving economy

i) Through effective media, continuing to promote the reality and risks of county lines and vulnerability, along with the support that can be offered to at risk families and communities

3.6 This section explores issues raised by the 5th 'State of the Nation' paper, produced by the Social Mobility Commission in 2017. The report, and the development of the Social Mobility Index contained within, produced 16 indicators on social mobility based upon how a child with certain characteristics will perform as an adult. These are split into four key areas, which are ranked for the 324 lower tier authorities, with a ranking of 1 for the best performing and 324 for the worst.

District	Overall Score	Early Years	Schools	Youth	Adulthood
South Norfolk	152	141	156	209	90
Broadland	93	188	121	70	139

3.7 South Norfolk and Broadland are the two best performing authorities in Norfolk by this measure. However, we are ambitious authorities that aim to be the best in the country for giving people from any background the opportunity to succeed.

3.8 South Norfolk is poorly ranked for disadvantaged pupils for three measures: Disadvantaged pupils' attainment in Key Stage 2, disadvantaged pupils' attainment at A-Level and the percentage of disadvantaged pupils entering higher education.

3.9 Broadland is also ranked in the bottom third nationally for three measures: GCSE attainment of disadvantaged pupils, median salary (£) of employees who live in Broadland and the percentage of disadvantaged pupils entering higher education.

4 PROPOSED ACTION

4.1 The implementation of the following five areas as priority areas for inclusive growth is proposed. The following two pages explain the rationale for including these as priority areas, alongside evidence that justifies its inclusion

Inclusive Growth Framework (Summary of Priority Areas and Evidence)			
Priority Area	**Our Aim**	**Summary**	**Evidence**
Access and Transport	Ensure that no-one in South Norfolk or Broadland is prevented from achieving their potential due to lack of access	Due to the rurality of our districts, South Norfolk and Broadland require innovative solutions to enable access to employment centres and services. Both districts have large commuter outflow, meaning we are not maximising the potential of our workforce in our local area. Research suggests commuting has negative impacts upon health and wellbeing and increases living costs. Access also means residents being able to access fast, and reliable broadband, supporting those in self-employment and flexible working. In addition to public transport provision in rural areas, there is a need for residents to be supported in reaching key services, including those unable to travel independently	• 45% of households have two cars, compared to 32% nationally (ONS, 2011) • Longer average journey times by public transport than by car to key employment centres (ONS, 2011) • 11% of our residents do not have access to a car/personal transport (ONS, 2011) • Over 20,000 more people commute out of South Norfolk and Broadland than commute in (per day) (ONS, 2011)

Business Development and Productivity	To increase productivity by maximising talent through encouraging employers to buy into our vision of inclusive economy growth	District councils support the local economy through targeted interventions via business rates and procurement. There is an identified need to link workers with employers that can maximise their skillsets, and we need to provide opportunities for people to fulfil their aspirations, such as career progression and home ownership. Productivity in South Norfolk and Broadland is low compared to the national picture, explaining the relatively low incomes on a national and East of England level. To reverse this trend, we will increase productivity through innovative ideas, training, education or marketing our area. Apprenticeships can be effective, but many SME's struggle to support apprenticeship and training opportunities on their own. We should ensure that education and training conducted now meets future skills demand	• Employment growth in 'Health and Care' (14,100 jobs) and 'Construction' (3,100 jobs) by 2045 (EEFM, 2018) • 97% of apprenticeships are below degree level (DfE, 2016/17) • Norfolk has a skills deficit relative to labour demand (Government Office for Science, 2016) • Lower productivity than the country overall, with GVA per capita of £22,400 in Broadland, £20,400 in South Norfolk, and £25,350 nationally (ONS, 2017)
Aspiration and Career Routes	To help residents into home ownership and support them to achieve their aspirations	Local employers such as the N & N Hospital offer career pathways from entry-level to the very top. By providing career routes for local people, we can ensure that we have a skilled and aspirational workforce. It enables us to provide a home-grown solution to current and anticipated skills shortages. It would prevent job blocking of graduates in below graduate level roles. The other component of creating impact in terms of aspiration is to change the mindset of our residents in order to create a forward-looking workforce. Reducing crime, particularly County Lines, is crucial. Young people need to have exposure to a wide variety of opportunities and role models, to create an aspirational mindset. This requires further research and consultation with partners to better understand issues around aspiration. Aspiration is not just about education and careers. It also entails giving our residents the opportunity to live fulfilling personal lives, providing a supportive environment for raising a family and achieving the goal of home ownership	• UEA ranks 48th across the country for the prospects of graduates a year after leaving education. This is much lower than its overall position (Guardian University Table, 2019) • 13% of Broadland and South Norfolk children are at risk of NEET (not being in education, employment or training) (Children's Services, 2018) • Broadland/South Norfolk are bottom 30% nationally for disadvantaged children entering HE (SMC, 2017) • There were only 50 degree apprentices between South Norfolk and Broadland combined in 2017/18 (DfE, 2018)

Supportive Home Environments	To provide an environment that gives young people the greatest opportunity to succeed	Home environment is a key determinant of future outcomes. With sight of the shift in funding of children's services towards a community-focussed programme, there is an opportunity to further support vulnerable young people through our community programmes. Services that both councils provide have important roles in supporting healthy home environments in which our residents prosper. Research shows that the attainment of parents, and older siblings, have positive impacts on the future attainment and career progress of children, so forming a supportive home environment is vital for young people to succeed. On the other end of the scale, South Norfolk and Broadland's ageing populations could lead to increased care responsibilities for our residents. Employers should recognise the economic impact that older residents and carers and facilitate this contribution	• 180 villages in Norfolk unsustainable on demographic trends (NCC, 2019) • South Norfolk and Broadland have been identified as two of 13 'crunch zones' for social care in England (Centre for Progressive Policy, 2018) • 9-11% of children are growing up in poverty (ONS, 2018) • Increase of 7,000 residents with activity limiting conditions in next 30 years (POPPI, 2019)
Supporting Low Paid Workers	Working with businesses to provide low paid workers with adequate support, good working conditions and training opportunities	24% of workers in both South Norfolk and Broadland are not paid the 'real living wage', the wage needed to cover the essential costs of living, calculated by the Living Wage Foundation and supported by numerous local authorities and businesses. Businesses paying a reasonable wage ensures apprenticeship accessibility for those without parental support, makes work pay and provides financial security. Seasonal, tourism and zero-hours contracts, whilst advantageous due to their flexibility, can have negative effects on those who rely upon these jobs the year round. Whilst South Norfolk and Broadland offer much in terms of agriculture and tourism, we are aware of and work with those who are vulnerable to shocks in our economy. Low paid workers are at greatest risk from automation and technological development	• 24% of workers paid below 'Real Living Wage' (SMC, 2017) • 33% of jobs could be automated by 2030 (Norfolk County Council, 2019) • 5% of the South Norfolk/Broadland workforce have no formal qualifications (ONS, 2011) • Average income (after tax and benefits) is £17,096 in South Norfolk and £17,619 in Broadland, against £19,779 nationally

4.2 The following are summaries of the early projects that will be proposed to be undertaken as a result of the Inclusive Growth Strategy, as mentioned in the framework at para 1.1. Over the long-term, this report ensures that future work in this area will be aligned with the Inclusive Growth Framework at para 1.1. These are our initial projects in line with the framework. In time, the others mentioned in the framework will be considered and actioned upon.

SKILLS AND TRAINING

4.3 **What is the problem we are trying to solve?** The Apprenticeship Levy has led to a greater number of higher apprenticeships and a concurrent reduction in more traditional apprenticeship routes. High productivity sectors report that they would like to employ more young people, but the skillsets required are often not available.

4.4 **What do we want from the project?** To increase the range of apprenticeship, skills and training opportunities for people in South Norfolk and Broadland, and to match this with the identified skills need. This could involve partnering with other districts to enable breadth of opportunity.

4.5 **Who do we need to be involved?** Officers from the joint Economic Development Team for Broadland and South Norfolk, Broadland Training Services, local authority partners.

4.6 **What is required to make the project happen?** A review of the potential options for Broadland and South Norfolk to increase skills provision, alongside key stakeholders. A long-term commitment to skills and training provision in recognition of the positive and prolonged impact this will have.

4.7 **Case Study – Broadland Choices:** The Choices programme is a free 12-week course, taking a personal approach to getting people back into work. Based at Carrowbreck House in Hellesdon, Choices enables Broadland residents to identify their skills and qualities, improve or write a CV, practice interview techniques, find out about training courses (including English and Maths), and get help finding work or volunteering opportunities. One recent success story was Michelle. After completing the Choices programme and discovering a passion for Excel, Michelle secured a job at Broadland District Council as a Payments Administrator.

REVIEWING BUSINESS RATES RELIEF TO SUPPORT INCLUSIVE GROWTH OBJECTIVES

4.8 **What is the problem we are trying to solve?** Through this project, we seek to undertake a review of the various business rates relief schemes that are operated by Broadland and South Norfolk Councils. This is to ensure the existing schemes are in line with inclusive growth objectives and aligned across the two districts.

4.9 **What do we want from the project?** The aim is to review and develop the way in which we apply relief in order that they support the five priority areas we have identified.

4.10 **Who do we need to be involved?** Officers from the joint Economic Development Team for Broadland and South Norfolk, Broadland's Economic Success Panel, South Norfolk's Growth, Infrastructure and Environment Policy Committee and the two Cabinets.

4.11 **What is required to make the project happen?** A thorough review, giving portfolio holders, policy committees and Cabinets a range of fully costed proposals to best utilise business rates relief.

4.12 **Case Study – Voluntary Living Wage Business Rate Relief:** Brent Council were the first in the country to offer business rates discounts as an incentive to pay the Living Wage. Some of the capital's lowest-paid workers received pay rises of around £2.50 an hour after Brent Council offered firms up to £5,000 off their business rates, if they become Living Wage accredited employers. Evaluation shows 80% of employers believe the Living Wage enhanced the quality of work, 66% of employers report positive impacts on recruitment and retention and employers have seen a 25% fall in absenteeism of contract staff.

REALLOCATION OF LIFT (LOCAL INVESTMENT IN FUTURE TALENT) FUNDING

4.13 **What is the problem we are trying to solve?** Both Broadland and South Norfolk Councils have match-funded projects alongside LIFT funding from the EU European Social Fund. The LIFT scheme is scheduled to end in 2020, so match funding provided by SNC/BDC will need to be reviewed.

4.14 **What do we want from the project?** Learn from the projects already funded by the scheme, in both South Norfolk and Broadland and to decide where that funding will be committed moving forward.

4.15 **Who do we need to be involved?** SNC, BDC and representatives of currently funded projects.

4.16 **What is required to make the project happen?** Evaluation of projects currently funded by BDC and SNC, in order to derive where the match funding has and could have the greatest possible impact.

4.17 **Case Study - Harleston Job Club Extension:** Harleston Information Plus (HIP) were awarded £28,811 from the LIFT Jobs programme to run their successful Jobs Club for a further two years and extend it to surrounding villages, with 36 ‘pop up job club’ events and ongoing support for otherwise isolated jobseekers. The project has a target of 25 men and 38 women gaining employment during the project or within six months of leaving.

LINKING SCHOOLS WITH COMMUNITY GROUPS AND BUSINESSES

4.18 **What is the problem we are trying to solve?** A key point arising from the joint Inclusive Growth Workshop was the sentiment that many young people do not have the ‘soft skills’ needed to make them effective in the workforce.

4.19 **What do we want from the project?** To create an index of community groups active in the local area, from which schools (and others) could signpost groups for young people to engage with.

4.20 **Who do we need to be involved?** Local community groups and others, such as the local cadets, sports clubs, youth groups and Youth Advisory Boards. Variety of organisations that can assist with the development of communication, leadership and teamworking skills.

4.21 **What is required to make the project happen?** Buy-in from the groups mentioned above, alongside resource from both Norfolk County Council and Broadland and South Norfolk District Councils.

MAXIMISING USE OF CAR SHARE SCHEMES AND OTHER COMMUNITY TRANSPORT SCHEMES

4.22 **What is the problem we are trying to solve?** A variety of public and private sector car schemes currently exist within Broadland, South Norfolk and Norwich districts, for services ranging from older people's transport to transport to work. The large range of schemes have made it difficult to gain the critical mass needed to be effective, and wider public knowledge of these schemes is poor.

4.23 **What do we want from the project?** We seek to research the various schemes, and to encourage them to work together in order that they can create the critical mass needed to be successful. Concurrently, increasing knowledge of these schemes in the wider population, both with our residents and through partner and anchor organisations.

4.24 **Who do we need to be involved?** NCC Liftshare, representatives of key industries, voluntary sector and local schools.

4.25 **What is required to make the project happen?** A co-ordinated approach between the various providers and recognition of the complementary nature of these schemes.

4.26 **Case Study – Ocado:** Ocado has been effective in recruiting employees required for its continuous growth, partially due to the introduction of a car-sharing scheme. Access to their site is via a dual carriageway, so sustainable travel solutions are limited. A car-sharing scheme provides a sustainable solution that attracts people to Ocado and assists in retaining employees by offering cost savings. Ocado encourages employees to share their journeys through their induction process with time given to employees match with colleagues travelling in their direction. Offering incentives such as competitions and parking spaces led to 36% of the workforce to register to share their journey and transport savings of £496,000.

LINKING BUSINESSES WITH LOCAL TALENT

4.27 **What is the problem we are trying to solve?** Historically high levels of employment make it challenging for people to move upwards in their career. Jobs growth in health and care sector that requires local talent. Disadvantaged groups of young people face challenges with career prospects families with only one adult in work face economic difficulties.

4.28 **What do we want from the project?** Businesses to invest in recruitment, apprenticeships and training in Broadland and South Norfolk, opportunities for young people to develop careers, more residents working at key sites and to help adults into work after long absences from employment. This could potentially be done through projects under the DWP 'For Jobs' banner.

4.29 **Who do we need to be involved?** Local MPs, DWP, Local Businesses, Shared Officer Team, Children's Services, Partner Organisations.

4.30 **What is required to make the project happen?** MP buy-in to champion, DWP resource to set up and run the project, resource from the shared officer team and Children's Services to coordinate the project. The project also requires businesses and UEA on board to engage and recruit local talent.

ENGAGEMENT WITH CAREERS EVENTS

4.31 **What is the problem we are trying to solve locally?** Aspiration levels, especially in rural areas, can be low for some children, as many career paths may not be visible to them, or they may not have role models in suitable industries.

4.32 **What do we want from the project?** To link up with the Norfolk Skills Fair (for 14 to 24 year olds), which highlights a host of career opportunities, or be involved in the development of a careers event in our areas, so that our young people are as informed as they can be about the various career paths and opportunities that are available to them, such as apprenticeships or technical qualifications.

4.33 **Who do we need to be involved?** Norfolk County Council Children's Services, representatives of key industries and local schools.

4.34 **What is required to make the project happen?** To link with the current Norfolk Skills fair offer, or a collaboration with our local public sector partners and outreach to a variety of businesses.

SOCIAL VALUE POLICY FOR SOUTH NORFOLK AND BROADLAND PROCUREMENT

4.35 **What is the problem we are trying to solve?** Public sector procurement can play a significant role in providing a greater social value impact in our communities. Without a social value policy, local authorities can find it more difficult to ensure that contractors play their part in increasing the economic welfare of the communities in which they are operating.

4.36 **What do we want from the project?** To ensure that local government money that goes through a procurement process is used in the most effective way to engender positive impact in the communities in which they are spent.

4.37 **Who do we need to be involved?** Representatives of local communities, procurement team, Broadland and South Norfolk Cabinet (potential for other public sector organisations and anchor institutions).

4.38 **What is required to make the project happen?** Organisation of consultation events with community representatives (and in open forums) to derive (in an evidence-led manner) the most effective way that social value can be applied. These will then need to be combined to create a social value policy, to be used for appropriate procurement projects, tailored to each specific community.

4.39 **Case Study - Preston Austerity Strategy:** Preston was one of the worst hit councils from austerity cuts in the UK. They found that amongst the top 300 local

suppliers, only about 5% of the money flowed back through Preston and only 29% flowed through Lancashire, with £488m a year leaving the area. Over three years, their efforts saw more than £4m extra going through the Preston economy. Institutions became aware that costs became heavier, if too much contract money left the area. For example, the NHS would have more ill-health to deal with if people were not working, there could be more crime and people with skills might move away. In Preston, local spending institutions were persuaded to use the Social Value Act, if possible, to ensure contract money kept circulating locally.

EARLY YEARS AND COMMUNITY SUPPORT

4.40 **What is the problem we are trying to solve?** Changes in the public sector landscape have led to greater collaboration in this area. Reduction in physical assets in our areas from Children's Services towards a community approach.

4.41 **What do we want from the project?** To ensure that we continue to work in a partnership manner to ensure that services are provided in the community through a targeted approach.

4.42 **Who do we need to be involved?** Broadland and South Norfolk Help Hubs, particularly Children's Services and the two districts.

4.43 **What is required to make the project happen?** Co-ordination of the community work and outreach of several public sector organisations.

INCREASED RANGE OF AFFORDABLE HOUSING PRODUCTS

4.44 **What is the problem we are trying to solve?** High house price to earnings ratio means some families cannot afford to own their own home.

4.45 **What do we want from the project?** To increase the range of affordable housing products on the market in Broadland and South Norfolk, which would mean that more residents had access to an appropriate product.

4.46 **Who do we need to be involved?** Broadland and South Norfolk Strategic Housing Team, registered providers, development companies.

4.47 **What is required to make the project happen?** Partnership working between the above to identify suitable sites and products for innovative affordable housing products.

4.48 **Case Study - Wells & East Community Land Trusts (CLT):** Wells & East provides a good example of creating housing in areas of low affordability. CLTs allow communities to deliver their own services, housing or community enterprises. Formed over 10 years ago, Homes for Wells CLT has housed 30 families who struggled to keep up with the local housing market. The CLT has received national recognition for their innovative projects. Residents successfully transformed the lives of workers in Wells that would have been forced to relocate.

5 ISSUES AND RISKS

5.1 **Resource Implications** – The proposals outlined earlier will have a direct resource implication, as they will require officer time to be actioned upon, and as such may require greater resource in the short term. However, the framework is designed to ensure that resource is better directed at these priority areas for the long term and co-ordinated to reduce duplication, so it could lead to a long term reduction in resource in the priority areas, in which much work is already done.

5.2 **Legal Implications** – No legal implications

5.3 **Equality Implications** – No equality implications

5.4 **Environmental Impact** – No potential for negative environmental health impacts

5.5 **Crime and Disorder** – Potential for a long-run positive impact on crime and disorder

5.6 **Other Risks** - None

6 CONCLUSION

6.1 As outlined at length in the main body of the report, there are many areas in which both South Norfolk and Broadland districts could target to engender inclusive growth. The report follows the evidence base to form five priority areas, complete with proposals on how each of these areas could be actioned upon. Therefore, it is concluded that the Inclusive Growth Strategy should be agreed upon to better direct our resource (and that of our partners) to these priority areas, which will be reviewed on an annual basis

7 RECOMMENDATIONS

7.1 Agree to adopt the inclusive growth framework as a council strategy, to allow officers to direct resources and continue to develop action plans, in consultation with respective portfolio holders.

Background Papers

None

Appendix 1 – Risk of NEET Indicator (South Norfolk and Broadland High Schools) (NCC Children's Services, 2018)

Please note that there appears to be a pattern of higher NEET risk at rural schools

South Norfolk Schools	Year 10/11			Broadland Schools	Year 10/11		
	Red	Amber	Green		Red	Amber	Green
Archbishop Sancroft High School	21%	11%	68%	Acle Academy	11%	21%	68%
Diss High School	15%	13%	72%	Aylsham High School	16%	18%	65%
Framingham Earl High School	25%	7%	68%	Hellesdon High School	12%	22%	66%
Hobart High School	29%	11%	60%	Reepham High School & College	13%	22%	65%
Long Stratton High School	23%	11%	66%	Sprowston Community Academy	15%	23%	62%
Ormiston Victory Academy	22%	16%	62%	Taverham High School	12%	18%	70%
Wymondham College	20%	4%	76%	Thorpe St Andrew	9%	18%	73%
Wymondham High Academy	15%	11%	75%	Grand Total	12%	20%	67%
Grand Total	21%	10%	69%				

Appendix 2 – State of the Nation Results for All Norfolk Districts (out of 324 districts, 1 being the best performing)

Local Authority	Overall Score	Early Years	Schools	Youth	Adulthood
Broadland	93	188	121	70	139
South Norfolk	152	141	156	209	90
North Norfolk	263	144	71	278	320
Great Yarmouth	293	111	296	260	288
Norwich	294	176	253	274	302
King's Lynn and West Norfolk	297	118	279	306	290
Breckland	300	170	278	217	317

Agenda Item: 8
Cabinet

9 September 2019

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

Report Author(s):	**Finance**: Julie Brown (Group Accountant) 01508 533855, jabrown@s-norfolk.gov.uk **Performance**: Emma Pepper (Business Improvement Lead) 01508 535317, epepper@s-norfolk.gov.uk **Risk Management**: Emma Goddard (Senior Governance Officer) 01508 533943, egoddard@s-norfolk.gov.uk

Portfolio:	Stronger Communities & Governance; and Finance & Resources
Ward(s) Affected:	All
Purpose of the Report:	This report details the Council's performance against strategic measures, risk position and financial position for the first quarter of 2019/20.

Recommendations:

It is proposed that Cabinet:

a) Notes the 2019/20 performance for the quarter and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1).

b) Notes the current position with respect to risks and accepts the actions to support risk mitigation (detailed in Section 6 of this report).

c) Notes the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendix 2).

1. SUMMARY

1.2 This report details the Council's performance against strategic measures, and risk position and financial position for the first quarter of 2019/20.

2. CURRENT POSITION / FINDINGS

2.1 In terms of performance, the table below provides a summary for Q1.

	Totals
Green Indicator	**21 Measures met or exceeded the target.**
Amber Indicator	**5 Measures are within an acceptable tolerance of target.**
Red Indicator	**4 Measures did not reach the stretched target.**
Baseline	**5 Measures are being 'baselined' in order to determine the target.**

2.2 With regard to risk management, the current organisational capacity position is positive, indicating the Council is proactively managing risks and capable of realising opportunities as they are identified. The table below presents a position that will assist the organisation to achieve its ambitious targets for the future. The Strategic Risk Register is outlined in Section 6 of this report.

Capacity Indicator	Present Position	Present Risk Acceptability
Financial	The Medium-Term Financial Strategy that was agreed in February 2019 shows that the Council's Budget is balanced until 2022/23.	
Service Delivery	The Council continues to perform strongly against its suite of strategic performance indicators. The	

Capacity Indicator	Present Position	Present Risk Acceptability
	quarter 1 position 2019/20 is favourable with only four measures not meeting its target.	+
Legal / Compliance	No significant legal / compliance issues have been raised over the past quarter and the status remains the same.	+
Reputation	The Council continues to have good reputation locally and nationally	+
Human Resources Capacity	This remains strong and the Corporate Management Leadership Team continues to be in a position to drive the Council forward. The Council continues to ensure that it has the right skills and resources in place to fulfil the needs of the organisation, which is strengthened now the joint management structure is complete.	+

2.3 With regards to the financial position, there is a positive variance against revenue budget at Q1 of £709k. Further details are provided in section 4 of the report.

3 COMBINED PERFORMANCE , RISK AND FINANCIAL COMMENTARY BY CORPORATE PRIORITY

3.1 Economic Development

Measure **LI 758** relating to External funding has already exceeded its annual target in Q1 largely by securing a significant investment from the Homes England Accelerated Construction fund for the St Gile Development in Cringleford of £7.8m. Alongside this an additional £4m has been secured from NALEP, which when combined with £3.05m of SNC funding will provide commercial space within the Norwich Research Park enterprise zone creating new jobs and attracting further investment to the site.

Measure **EG 1605** relating to apprenticeship placements is below target for Q1 due to changes in how the numbers are recorded and reported. Since making the change we have had 18 new apprenticeships offered in the month of July.

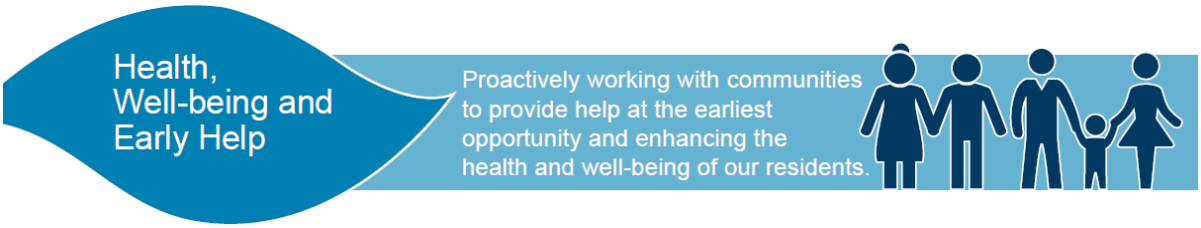
In terms of the Directorate Risk D3 (The Visitor Economy Initiative does not result in increased numbers and increased visitor economy spend), Visit East of England has launched a new website with an integral booking engine. We will shortly be recommending this to all Local Tourism Action Groups (L-Tag) members in the Waveney and Tiffey Valley areas. This will encourage more visitors and minimise this risk. We also have a District-wide Local Investment in Future Talent (LIFT) training programme, coordinated by both the Waveney Valley and Tiffey Valley Groups. This will enable attendees to achieve the Welcome Host accreditation, enabling staff to use skills to improve customer experiences and increase visitor spend.

3.2 **Property Development and Management**

Strategic Risk (S6 – Property Development Activities are not successful, leading to lack of income generation and inability to repay council loans and associated interest) has been updated following an Assurance Review being undertaken in respect of the Big Sky Group. The review reminded the Council of the need to ensure that loan repayments are monitored, which they regularly are, however this is now reflected in the risk.

There are currently £12.16m of capital loans invested in the Big Sky companies in accordance with the approved capital programme and £650k of revenue working capital as agreed by Cabinet. Currently one loan of £490k, to Big Sky Property Management, is due to be refinanced and loan interest continues to be received at a rate of 4%. Loan interest receivable from the Big Sky companies for Q1 is £145k.

Measure **MI 1039** relating to % of units liable for business rates is higher this quarter than that of the same quarter in each of the previous six year. Further details can be found in Appendix 1.



3.3 **Leisure and Recreation**

The Directorate Risk (D5 - Leisure Enhancement Programme does not result in increased income and usage) has been updated to reflect the revised position regarding VAT. There is an ongoing impact of a reduction in income as a result of the implementation of the correct VAT treatment on Membership income. In addition, the team will also review planned expenditure profiles and priorities to mitigate the reduction of income described above.

Measure **HE 1901** which relates to ‘Leisure Service income performance to achieve cost neutrality’ is below target for Q1 by £131K. The service is £131k below target, of which £53k is related to the impact of applying the correct VAT treatment across all the leisure centres. The Service has delivered approx. £50k of cost efficiencies to mitigate the income meaning we are

overall £20k off tolerance. Loss of income is due to café, spa, and lack of capacity at Wymondham, see Appendix 1 for further details.

The car park works at Wymondham Leisure Centre are now being tendered which will help to increase parking capacity encouraging greater footfall at the centre thereby improving customer satisfaction and retention. However, income remains under budget for Q1 particularly in relation to spa and café income (totalling a £24k shortfall at Q1). The tender for the café is currently underway and options for the spa are being considered by management. Membership numbers at Wymondham are currently 220 members below the target set for 2019/20 which equates to nearly £25k of income variance.

3.4 **Housing**

Measure **HE 1603** which relates to Households in Temporary Accommodation for less than 8 weeks is below target for Q1 and continues to challenge us. The team are working hard to mitigate evictions from social rent and hope to expand the work they are carrying out with Saffron to other major social housing provider and this remains a key focus area for the team. Further details can be found in Appendix 1.

3.5 **Housing Benefit / Council Tax Support**

Measure **HE 1606** which relates to the number of days to process new claims for Housing Benefit and Council Tax support has seen good results in Q1 with the average number of days being reduced to five. The team are aware from previous years trends that the summer period can be a challenging time and so have put the work into Q1 to give them a better starting position for the year. Further details can be found in Appendix 1.

3.6 **Development Management**

Measure **LI 350** relating to the delivery of affordable homes is already above target for Q1 with 211 affordable homes delivered in this quarter. Further details can be found in Appendix 1.

In relation to the Long Stratton Bypass and the associated Strategic Risk (S2), Long Stratton Bypass has been identified as a Transport East priority as part of the regional evidence base to be submitted to Department for Transport (DfT) by the end of July. A decision on funding by DfT is expected late 2019.

3.7 **Waste**

There is a negative variance on transport fleet costs of £33k at Q1 due to overspends on vehicle repairs and spare parts. However, the depot are investigating the sale of obsolete parts to provide additional income and providing external training to workshop staff to allow greater in-house repairs to be carried out in order to reduce costs.

3.8 **Member Ward Grants**

Measure **PL 1901** '% of ward budget spent' is below target, however this is not a concern given this is an election year and therefore a later start to the allocations of funding from May. We expect this figure to increase dramatically from Q2 and beyond. For further details please see Appendix 1

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3.9 **Resources**

The positive variance against the revenue budget of £709k at Q1 is a positive sign of the present strength of the Council's financial position which needs to be protected in the future. It is recognised that there is a strategic risk that the Council is unable to deliver priority services should revenue funding fall short of required expenditure. The revenue surplus reflects the higher business rates income achieved to date due to good collection and S31 grant income from central government. The Council is participating in the Norfolk 75% business rates retention pilot during 2019/20.

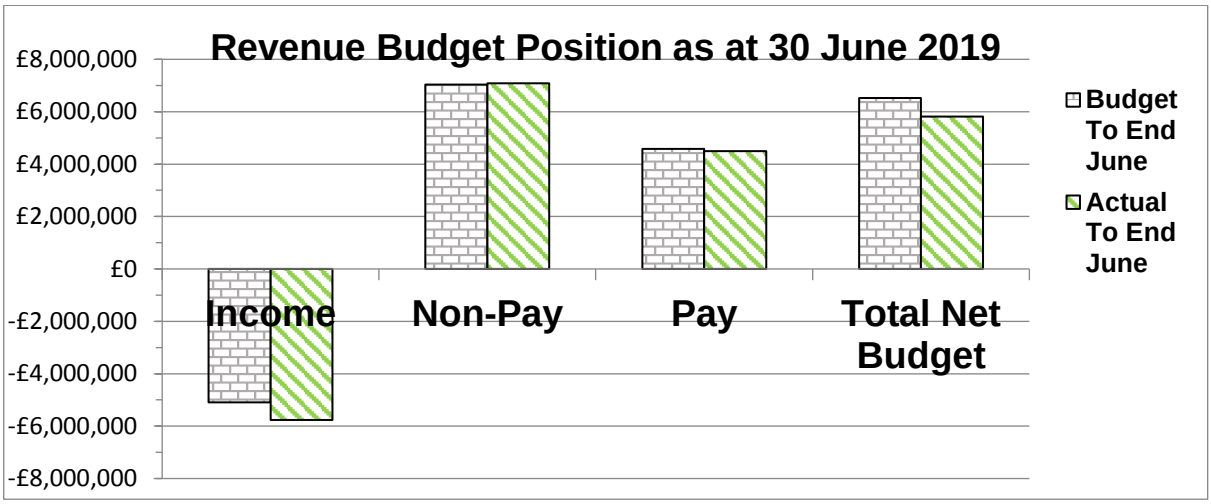
The updated Medium-Term Financial Strategy agreed by Council in February 2019 shows a balanced budget up to and including 2021/22, with a total funding gap of £2.4 million projected in the two subsequent years.

4 REVENUE POSITION QUARTER ONE

The budget for 2019/20 was set by the Council in February 2019.

The total net budget to the end of June was £6.5m. The actual total expenditure, net of income and excluding Housing Benefit payments, was £5.8m. This therefore produced a positive variance against the revenue budget of £709k. In comparison, at the end of May 2018, there was a positive variance of £604k and if trends continued in a similar way, the year-end outturn could be in the region of £1.875m (based on the 2018/19 draft outturn).

The position at the end of June is set out in the graph below.

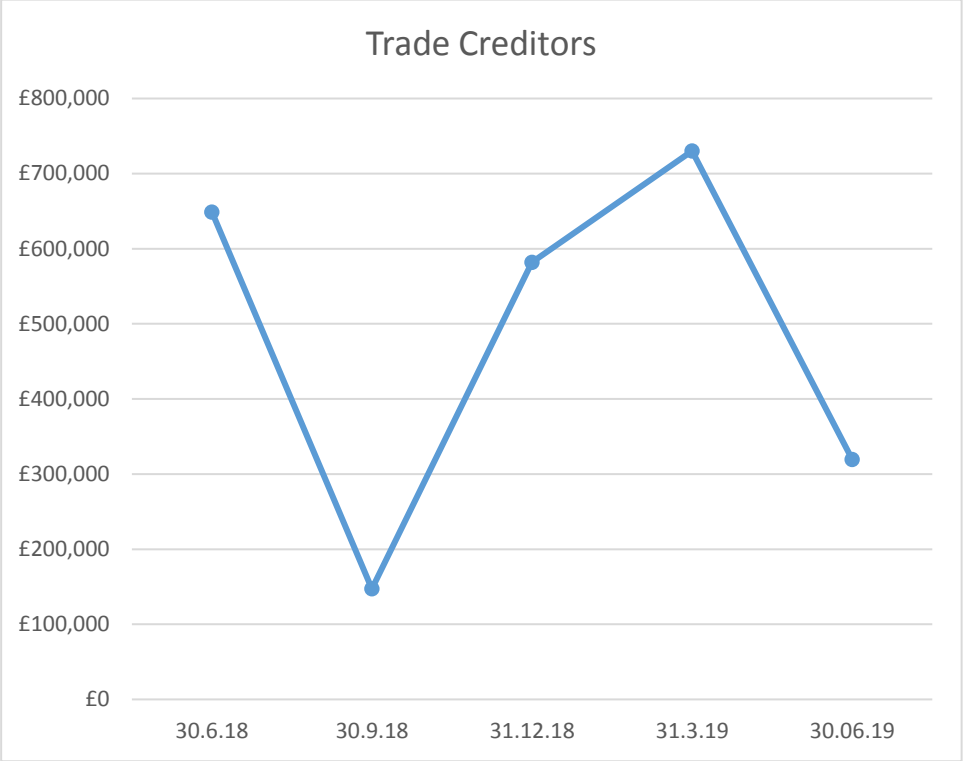


A more detailed analysis of the main areas of variance by service is attached as Appendix 2. These variances are the direct costs of each service and exclude recharging between services for overheads, depreciation charges and technical financial adjustments required for statutory reporting purposes at the end of the financial year.

4.1 **Pay budgets:** There continues to be vacancies in some areas of the Council, as outlined in Appendix 2, which are awaiting outcomes of the corporate wide staffing restructures. The overall position on staffing budgets at the end of June is a positive variance of £86k.

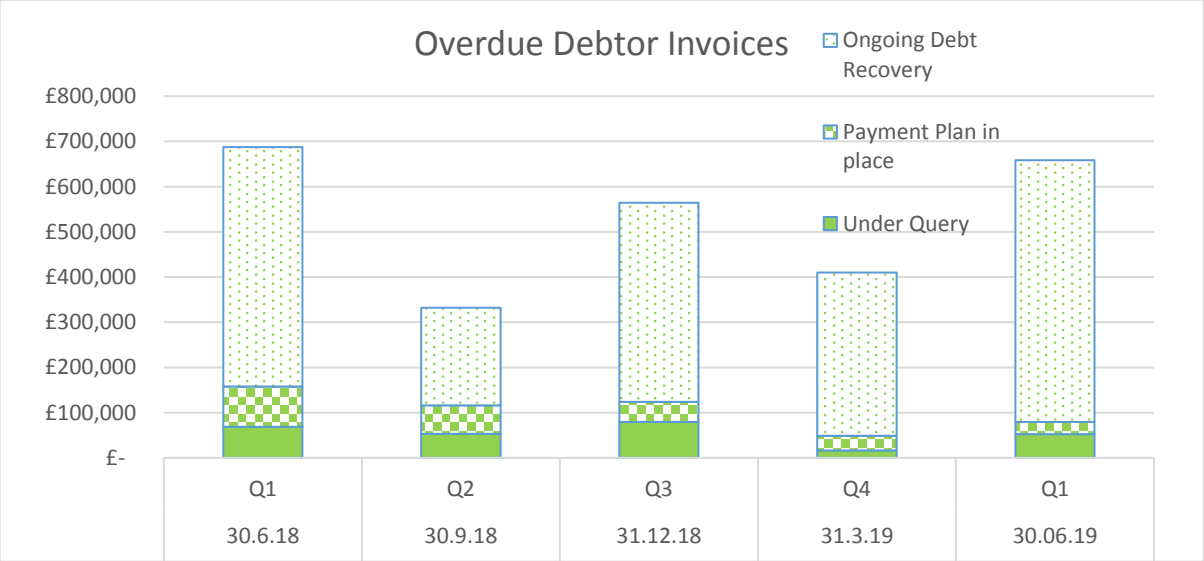
4.2 **Non-Pay budgets:** There has been lower than budgeted non-pay expenditure across the Council during Q1, but this has been offset by higher than anticipated spend on the business rates tariff as a result of the Norfolk business rates pilot. The pilot is anticipated to result in higher than budgeted business rates income which leads to an increase in the tariff to be paid but overall is a positive position for the Council (see below). The overall variance for non-pay budgets at Q1 is a negative variance of £48k.

Performance on payments is shown in the graph below which shows the total value of invoices approved on the finance system but not yet paid (these are referred to as 'Trade Creditors'). The Council pays most of its suppliers within 30 days 97% of all undisputed supplier invoices have been paid within 30 days for Quarter 1.



4.3 **Income Budgets:** At the end of Q1 income was £671k higher than budgeted. There is a positive variance on business rates income of £532k, reflecting the good performance in the collection of business rates and receipt of S31 grants from central government in relation to the mandatory reliefs awarded.

4.4 Trade Debtors are all outstanding invoices raised by the Council which are still awaiting payment. Performance on overdue invoices is shown in the graph below. These invoices include charges for CNC Building Control, Community Infrastructure Levy, Rent Assisted Deposits and charges for Sewerage Services £5,876,261 has been raised in the current financial year in relation to Community Infrastructure Levy (CIL).



5 CAPITAL POSITION QUARTER ONE

5.1 Capital expenditure to the end of June was £3.95m compared to a budget of £4.096m. There are no major variances to report at this stage of the year.

The main areas of capital spend in Q1 were a loan to Big Sky Developments Ltd for £3m, £373k on 2 new waste vehicles and £177k on streetlighting.

6 STRATEGIC RISK POSITION

Risk Reference: S1	**Failure to encourage business growth at Norwich Research Park Enterprise Zone (EZ) and realise associated opportunities and benefits agreed by Cabinet.**
Directorate & Owner	Place - Director of Place
Commentary	On 23 May 2016, Cabinet agreed to invest £12.54m to support infrastructure development at Norwich Research Park Enterprise Zone. This report was revised and resubmitted on 23 April 2019 requesting a reduced amount of funding investment of c. £3.05m to unlock part of the EZ. The accompanying report highlighted the opportunity to: - invest, unlock and enable new development - generate significant economic and financial benefits - accelerate business growth and attraction of inward investment - generate business rates income Also highlighted were several key risk areas, most notably that the development of the site does not occur, which could ultimately result in the Council's investment not being recouped. Work has been completed on a market assessment for a building Zone 4 which shows a good level of demand for such an investment.
Business Plan Activity	Delivery of inward investment, new jobs and business rates income from the NRP EZ.
Required/outstanding actions to mitigate risk	• Assessment of most advantageous borrowing options for South Norfolk Council at point of borrowing. • Lambert Smith Hampton have been appointed to secure developers/ tenants to the NRP EZ including the Zone 4 building. • The funding agreement between Bullen and SNC provides protection and mitigation against non/ late delivery of the required infrastructure and MSCP. A Programme Delivery Board will continue to meet to ensure that the Zone 4 project remains on track and within budget.

Risk Reference: S2	**Delivery of the Long Stratton Bypass is delayed**
Directorate & Owner	Place - Director of Place
Commentary	• The Greater Norwich City Deal facilitates a commitment to pool CIL to help fund infrastructure across the Greater Norwich area, with the Long Stratton Bypass identified as a key project to be delivered. A multi-year commitment to borrow £10m from the City Deals loan pot to help part-fund the bypass was agreed by the Greater Norwich Growth Board in 2016. Additional internal and external funding streams are also being investigated. • The Long Stratton AAP was adopted in May 2016, which requires developers/ landowners to contribute a 'substantive' amount of the funding required, adding certainty to the project happening • A successful bid to the National Productivity Investment Fund secured £3.05m towards the improvements at Hempnall Crossroads and the scheme is currently under construction & due for completion in late 2019.
Business Plan Activity	E3 Infrastructure Delivery
Required/outstanding actions to mitigate risk	• Two planning applications have been submitted, which include 1800 homes, employment land, supporting infrastructure and the bypass. Currently working towards determination by Development Management Committee in 2020. • The potential use of a Compulsory Purchase Order (CPO) to ensure delivery remains an option if progress is too slow, Considerable internal resources would be needed if a formal CPO process is required for the Long Stratton bypass and 1800 houses plus associated employment land and infrastructure. A significant sum has been earmarked from the Council's reserves should additional costs be necessary to fund such work. • SNC has supported the inclusion of the A140 as part of the Government's Major Roads Network and has assisted Norfolk County Council in pursuing subsequent funding opportunities. • Long Stratton Bypass has been identified as a Transport East priority as part of the regional evidence base to be submitted to DfT by the end of July. A decision on funding by DfT is expected late-2019.

Risk Reference: S3	**Shortage of 5-year land supply has resulted in uncoordinated development across South Norfolk, with pressure to approve housing applications on unallocated sites and housing planning appeals more likely to succeed when applications are refused on land supply grounds**
Directorate & Owner	Place - Director of Place
Commentary	Interim housing land supply figures for April 2018 have been published, which demonstrate over 6 years supply in the wider Greater Norwich Area.
Business Plan Activity	E2 – Adopted Local Plan delivery and implementation
Required/outstanding actions to mitigate risk	• All Greater Norwich Local Plan documents allocating sites have been adopted, but continuing to approve appropriate planning applications on unallocated sites will add to the housing land supply. Each application will be considered on its own merits. Planning applications for housing need to be considered having regard to the current five-year supply situation.

	• Officers will continue to take legal advice on various aspects of the current housing land supply situation, to ensure the position across greater Norwich is robust and defendable, in order to minimise the risk of cost at appeal.

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Risk Reference: S4	**The Council is unable to deliver priority services as revenue funding falls short of required income**
Directorate & Owner	Resources - Group Accountant
Commentary	The Council's Medium-Term Financial Strategy (MTFS) was updated in February 2019 and shows a balanced budget for 2019/20, 2020/21 and 2021/22. The £1 million challenge on budgets for 2019/20 will need to be delivered by staff. Further work is required to identify measures to balance the budget from 2022/23 onwards. The plan contains two major risks, around income. Firstly, it includes revenue income from the New Homes Bonus (NHB). The actual level of NHB received is dependent on continued delivery of planned housing growth in the District. The future of this funding stream beyond 2019/20 is subject to decisions in the government's Spending Review timetabled for 2019. Secondly, the plan assumes additional income from commercialisation, mainly from property development and the leisure service and also from increases to fees and charges.
Business Plan Activity	**BAU: Finance:** Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge.
Required/outstanding actions to mitigate risk	• Balanced budget beyond 2022/23 • Delivery of the Enterprise Zone • Delivery of further property developments (2019/20 and beyond) • Delivery of the savings from collaboration with Broadland Council (2019/20 onwards)

Risk Reference: S5	**Council assets are not managed effectively and do not support service delivery**
Directorate & Owner	Resources - Director of Resources
Commentary	The Council's key operational assets need to be maintained adequately to support effective service delivery. These assets can assist the Council in improving services offered and increasing income generation. The repairs and maintenance of these assets is managed by the services responsible.

	Technical advice is provided by the Facilities and Technical Services Manager.
Business Plan Activity	
Required/outstanding actions to mitigate risk	• Rationalise floor space at South Norfolk House for rental income – office space has been created with a view to let (2019/20) • The Lodge has been refurbished, and is actively being marketed (2019/20) Trumpeter House is being actively marketed (2019/20)

Risk Reference: S6	**Property Development activities are not successful, leading to lack of income generation and inability to repay council loans and associated interest**
Directorate & Owner	Resources - Development Project Manager
Commentary	Through the Council's wholly owned property development company, Big Sky Developments Ltd, the Council is seeking to utilise its own land to develop a range of residential and commercial property. The commercial units will be retained within the Council to enable revenue income to be generated from rents. While the majority of the residential homes will be sold to generate profit, it is envisaged that a number will be retained in the Council's wholly owned property rental company, Big Sky Property Management Ltd. These homes will generate a rental income and the company's profits will be returned to the Council's revenue income.
Business Plan Activity	
Required/outstanding actions to mitigate risk	• Maximise opportunities by seeking to gain planning consent for development • Respond to market conditions, supply and demand • Feasibility appraisal of 5 potential development sites has led to pre-application discussions in relation to 4 sites, with a view to submit full planning applications in relation to two sites • Search for additional sites for development in progress (2018/19) • Assembling Design Team to deliver housing at the newly acquired site in Cringleford, purchased by Big Sky Developments Monitoring of loan repayments as they become due.

Risk Reference: S7	**Opportunity to benefit from efficiencies and enhance services and quality of life for residents through collaborative working with Broadland District Council.**
Directorate & Owner	Managing Director - Assistant Director – Chief of Staff
Commentary	South Norfolk Council has been working alongside Broadland District Council (BDC) since October 2017 to consider options regarding collaborative working. This approach would enable both Councils to drive economic and housing growth, enhance quality of life and improve service delivery to residents of Broadland and South Norfolk. This would also allow both councils to build capacity and resilience, deliver potential savings and increase their influence nationally with regard to shaping the local government agenda

	The Full Council of each authority resolved to form one joint officer team across the two autonomous councils on 12 July 2018
Business Plan Activity	M2: BAU: Business Improvement Team: Undertaking Service Reviews for Strategic Leadership Team and the wider business to identify capacity, efficiencies, service delivery alterations. Tracking, reporting, challenging and intervening as necessary for Council performance, corporate projects and programmes. In conjunction with Digital Transformation, identify, prioritise and develop digital solutions to maximise self-service and 24x7x365 customer support.
Required/outstanding actions to mitigate risk	• Programme Team to: • progress the actions outlined in the route map for delivery set out in the Feasibility Study (2019/20) • monitor risks as outlined in the Feasibility Study. • Consult Joint Lead Members Group and Joint Scrutiny Committee when appropriate (2019/20) • Track and support the delivery of the Routemap through the core programme team.

7. PROPOSED ACTION

7.1 Cabinet is asked to note the contents of this report

8. OTHER OPTIONS

8.1 None

9. ISSUES AND RISKS

9.1 **Resource Implications – These are as outlined in the body of the report.**

9.2 **Legal Implications** – none

9.3 **Equality Implications** – none

9.4 **Environmental Impact** - none

9.5 **Crime and Disorder**- none

9.6 **Other Risks** – none

10 CONCLUSION

10.1 Overall, the position regarding performance, management of risks and financials is positive at quarter one 2019/20.

11 RECOMMENDATIONS

11.1 It is proposed that Cabinet:

a) Notes 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).

b) Notes the current position with respect to risks and accepts the actions to support risk mitigation (as detailed in section 6).

c) Notes the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendices 2).

CORPORATE PRIORITY AREA

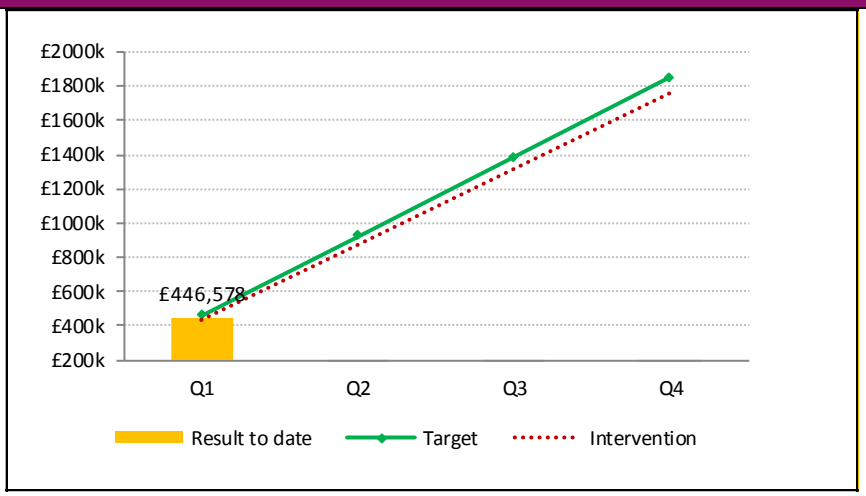
Economic Growth, Productivity and Prosperity – Providing the environment to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities

Corporate Priority:

Working as part of Greater Norwich to support investment in critical infrastructure, utilising innovative funding mechanisms, increasing the number of local jobs and the area's overall productivity

Measures:

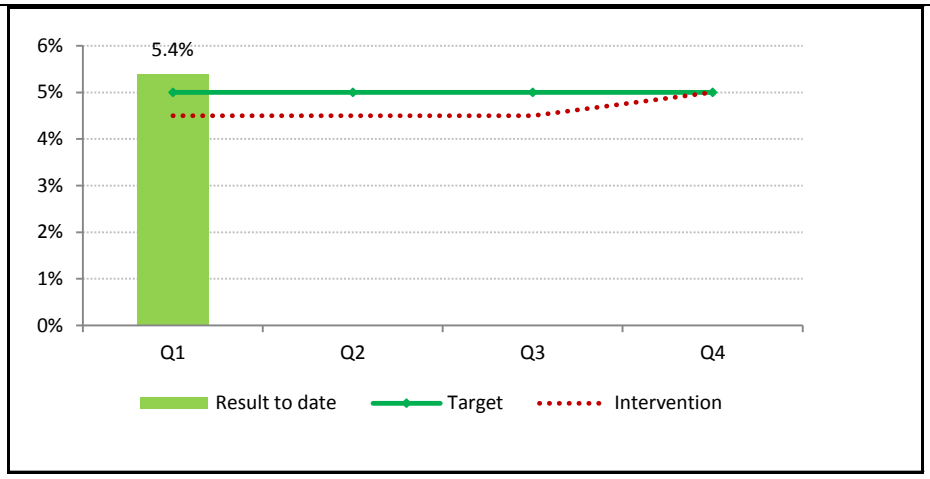
LI 1013: CNC Building Control fee earning income



Directorate: Place
Measure owner: AD Planning

Application income is slightly lower than the forecast level due to lower than anticipated activity in the development industry. This is a reflection of national trend which is in part due to uncertainty about Brexit and the future economy.The Hackitt review has yet to conclude how building control will change and therefore it is unclear how this may affect the development sector and this adds to the aforementioned uncertainty

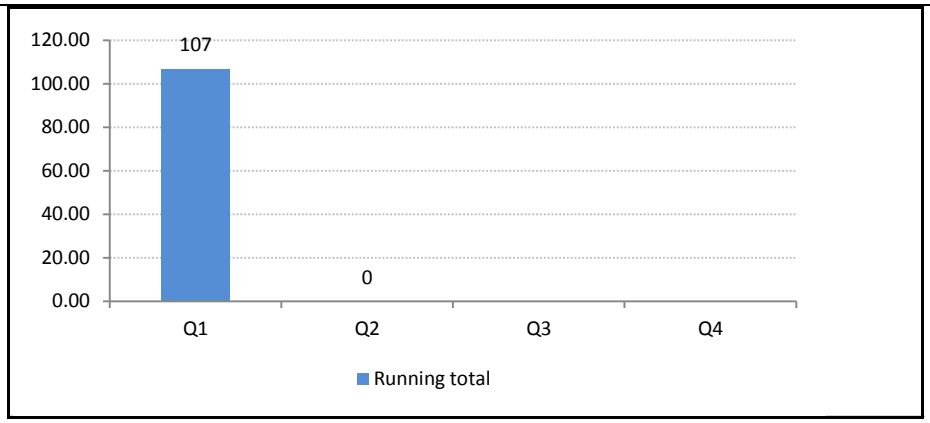
LI 358: % rental income return from property investment



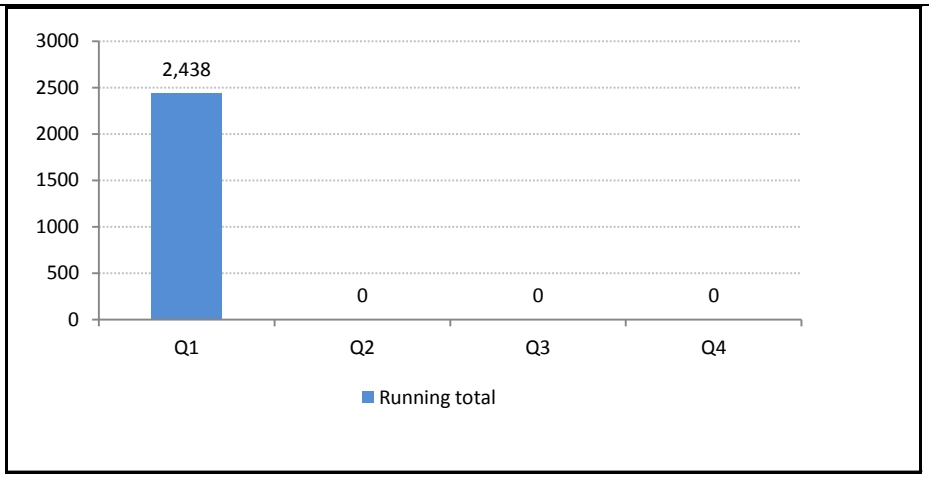
Directorate: Resources
Measure owner: AD Finance

Rental income from Investment properties has an overall positive variance of £13k due to good occupancy and additional rent for Unit 13 while the sale progresses as they took early occupation under a lease. Loddon Business Centre has some vacant units which have led to a negative variance of £1.2k this quarter. This variance is expected to increase in the short term as 2 more units are due to become vacant and money will need to be spent to bring them up to a rentable standard. Crafton House has a positive variance to date of £5k due to a higher level of occupancy than budgeted for.

EG 1601a: Number of residential dwellings developed through our Big Sky Developments company



Directorate: Resources
Measure owner: AD Finance

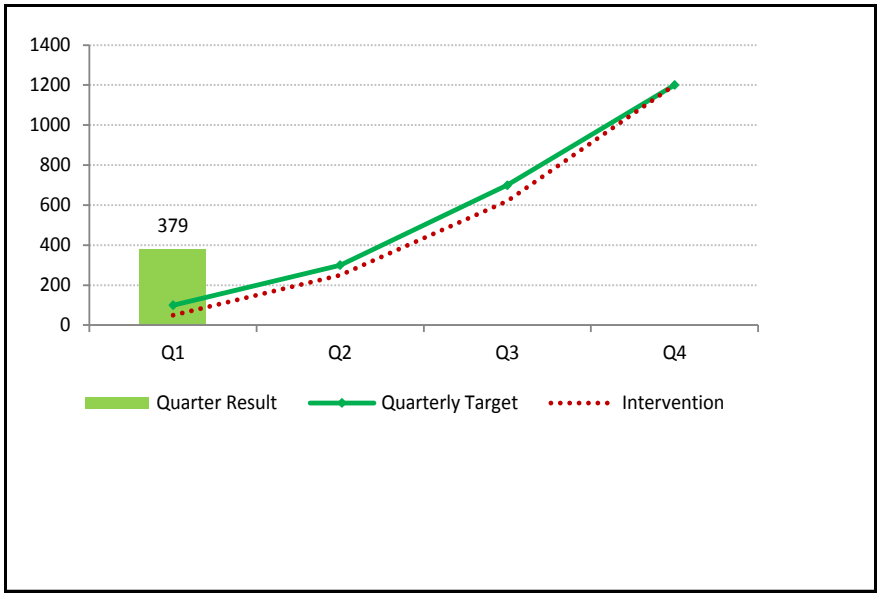
	Rosebery Park - only 5 remaining properties to sell (4 shared equity and 1 open market). Maple Park - only 4 remaining open market dwellings to sell. A further 1 is reserved awaiting exchange. 2 shared equity unit are reserved.
EG 1601b: SqMetre area of commercial space developed through our Big Sky Developments company	
	Directorate: Resources **Measure owner:** AD Finance
	The running total still remains at 2,438 sqm with no further units planned for delivery in ths financial year.

Corporate Priority:

Supporting new and existing businesses to grow: facilitating innovation, and providing targeted support to key sectors

Measures:

LI 356: Number of Small-to-Medium (SMEs) provided with advice and guidance in South Norfolk

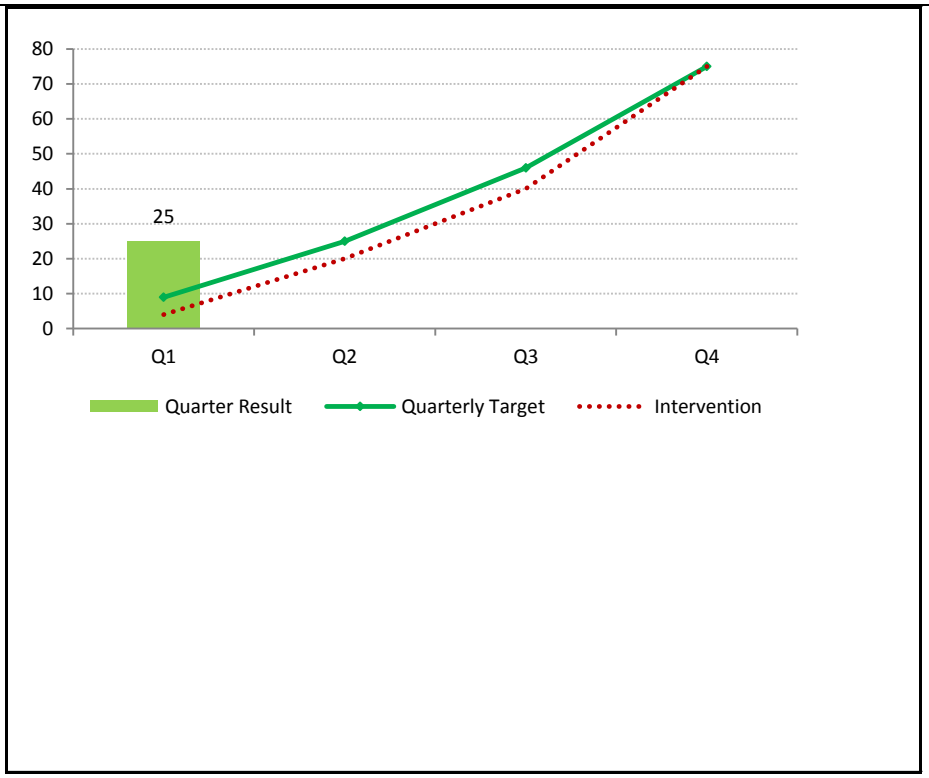


Directorate: Place
Measure owner: AD Economic Growth

The breakdown of the figures for advice and guidance given is as follows:
28 – Local Tourism Action Group briefings
41 - South Norfolk Business Breakfast
11 - Growth Hub referrals
241 -Food & Licensing team visits/licences.
58 - Economic Development general enquiries

Note: the food and licensing team include a figure for visits and advice given whilst licences are issued. Their visits are usually for regulatory, licensing or food premises inspection purposes, but often include general business advice and onward referrals to other agencies.

LI 1613: Number of new business start-ups supported in South Norfolk



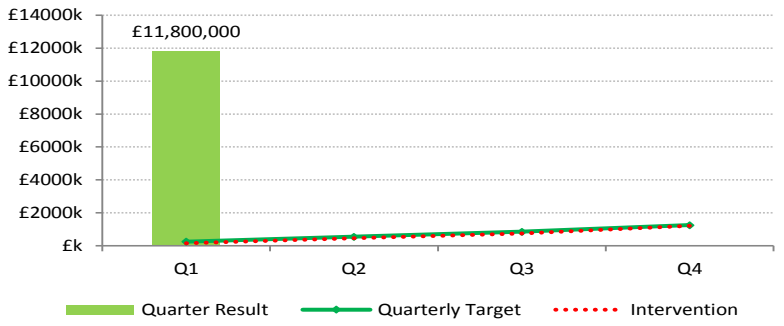
Directorate: Place
Measure owner: AD Economic Growth

The breakdown for the support to start-ups in South Norfolk is as follows:
19 - Business Growth Club
6 - Norfolk & Waveney Enterprise Services (NWES) referrals

The Council facilitates the Business Growth Club, which invites pre-start-up and start-up businesses to networking sessions at Crafton House, Poringland. Here they are able to receive free mentoring in many aspects of starting a business, including finance, marketing, selling, etc.

NWES is a LEP sponsored organisation, commissioned to deliver its start-up programme to which South Norfolk EDOs currently refer potential clients. Referrals are predominately for small, life style type businesses.

LI 758: External funding identified and brought into the local economy

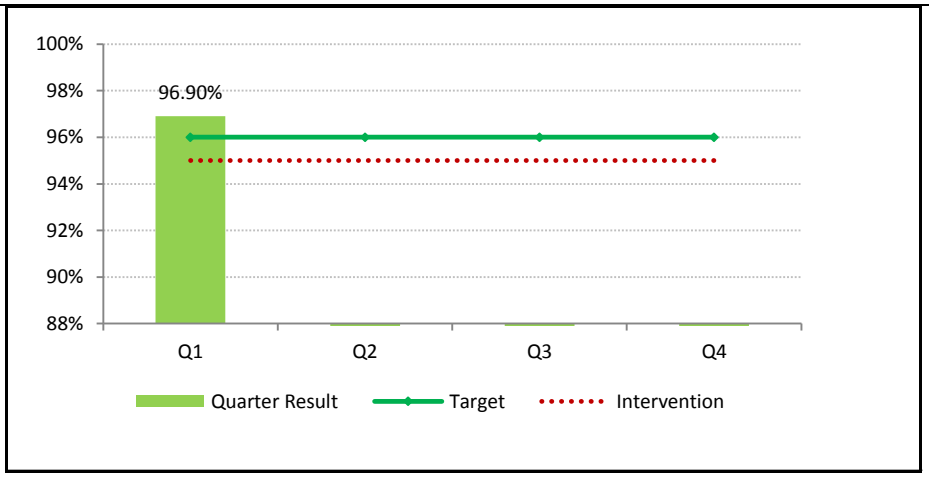


Directorate: Place
Measure owner: AD Economic Growth

South Norfolk Council has successfully secured £7.8m from Homes England's Accelerated Construction Fund for the St Giles Development site in Cringleford. This will be used to deliver 350 homes, through Big Sky Development Ltd, at an accelerated pace using modern methods of construction.

To assist in the development of Norwich Research Park the Council has secured a funding package of £4m from the New Anglia LEP, matching this Council's funding of £3.05m. This funding will deliver crucial infrastructure to open up the Park's Enterprise Zone and deliver a speculative building , creating new jobs and anticipated inward investment.

BV010: % of non-domestic rates collected

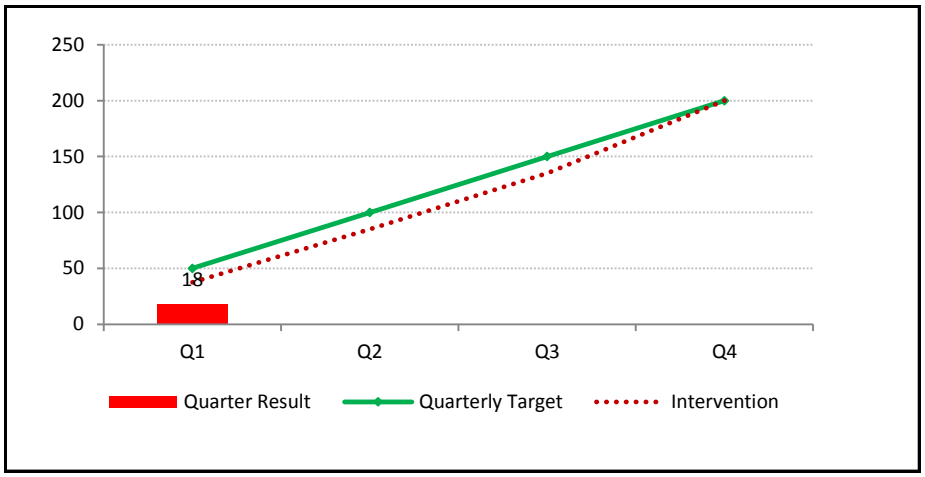
	Directorate: Resources **Measure owner:** AD Finance
	The cumulative Rateable Values (RV) upon which the Non Domestic Rates charge is calculated continues to grow as the Council becomes aware of new businesses and reports changes to existing properties. Collection is marginally below the same period in 2018/19 (-0.06%) however the actual value of cash collected is £206k higher. To date £9,050k of the total liability of £32,538k raised for 2019/20 has been collected
LI 210: % of food premises which have an FHRS (Food Hygiene Rating Scheme) rating of satisfactory or above	
	Directorate: Place **Measure owner:** AD Regulatory
	Notwithstanding the positive performance of food premises having a food rating of satisfactory or above, this quarter has been challenging for the service as two members of staff have left in quick succession. However, the posts have been recruited to and work will continue to ensure a smooth handover and transition into a single team

Corporate Priority:

Working with key partners to develop local skills to match what our businesses need, and supporting apprenticeships

Measures:

EG 1605: Number of apprenticeship placements available in our local businesses for our young people



Directorate: Place
Measure owner: AD Economic Growth

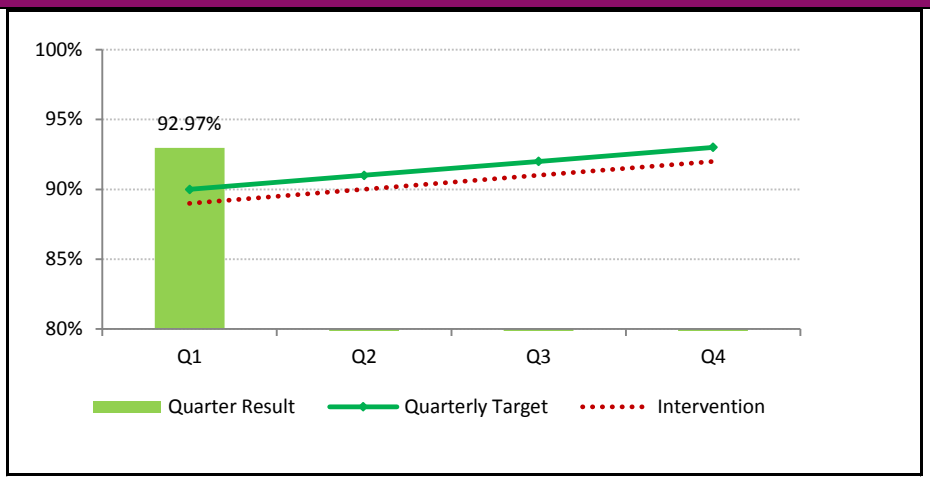
At present this figure cannot be reported due to the fact that the team responsible for reporting this information at Norfolk County Council has been disbanded. A new Skills team at Norfolk County Council is now being put in place with the aim of being able to provide these figures, at a district level, for Q2. However, there is nothing to indicate that the number of apprenticeship placements vary significantly to the target.

Corporate Priority

Sustaining the character and supporting the vitality of our local market towns, stimulating business growth, both in town centres and across the rural parts of our district

Measures:

MI 1039: % of units liable for business rates occupied



Directorate: Place
Measure owner: AD Economic Growth

The occupancy level for commercial premises in South Norfolk at the end of Q1 (92.97%) is higher than the occupancy figure for the same quarter in each of the previous six years. For comparison purposes occupancy of Broadland premises stands at 94.00% for Q1.

CORPORATE PRIORITY AREA

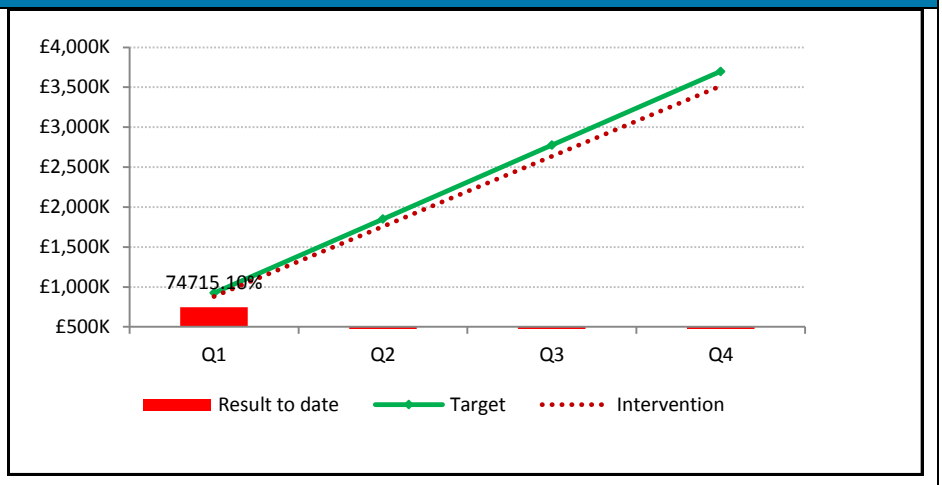
Health, Well-being and Early Help – Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents

Corporate Priority

Encouraging our residents to live healthy and active lives

Measures:

HE 1901: Achievement of our leisure services income performance target to achieve cost neutrality



Directorate: People
Measure owner: AD Community Service

Of this income variance £53,341 is caused by the unbudgeted VAT impact on Fitness direct debit income. The remaining variance to income budget of -£75,705 is attributed to: •Diss LC which -£4.6k vs. income target
• Lon Stratton SLC (-£4k) down vs. income targets
• Ketts Park which is (-£12k) vs. income budget
• Wymondham LC is -£43k vs income budget, which includes the Spa (-£12.7k), the Cafe (-£11.6k), Memberships (-£17.6k) and Kids Camp (-£1.1k). Mitigations in place to address the situation include •£20.2k of efficiency savings identified to date.
• £50k of unbudgeted income identified through a parking arrangement at Ketts Park, and significantly increased bookings of the 3G pitch over the football season
• Café at Wymondham leisure centre is out to tender, and car park expansion due to be implemented in the Autumn.
• A review of the Spa operation with the current provider is due to be initiated.
• Marketing drive and relaunch of the class programme at

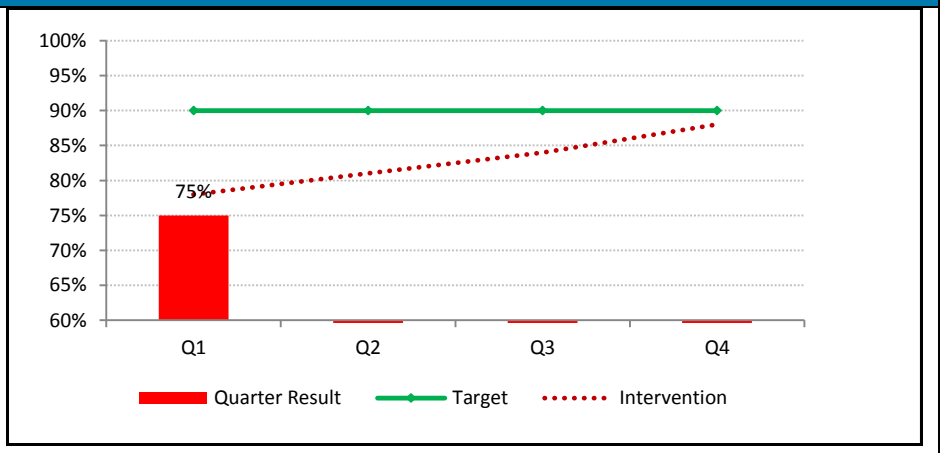
	Wymondham LC to attract additional membership in the face of increased local competition and saturated capacity

Corporate Priority

Supporting people within our communities who need our help the most

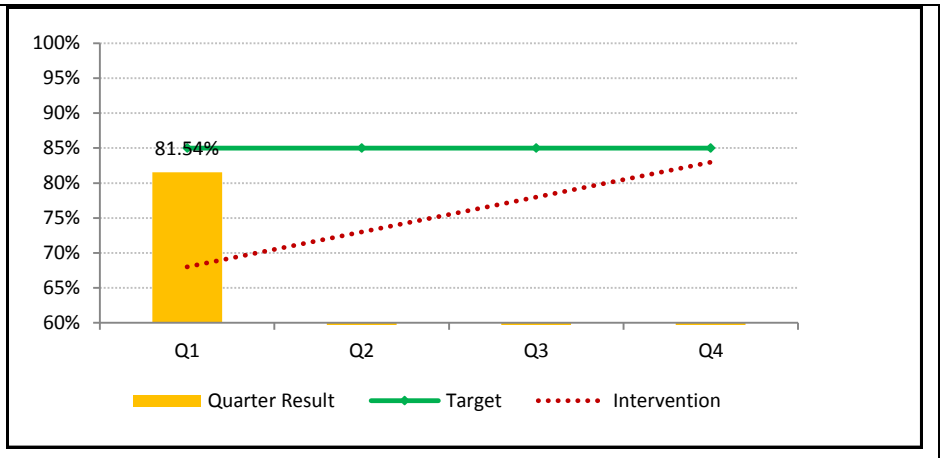
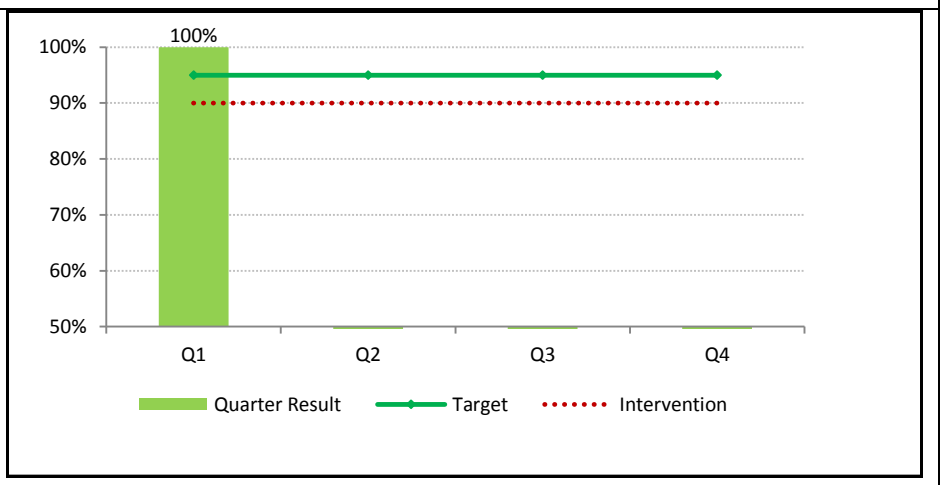
Measures:

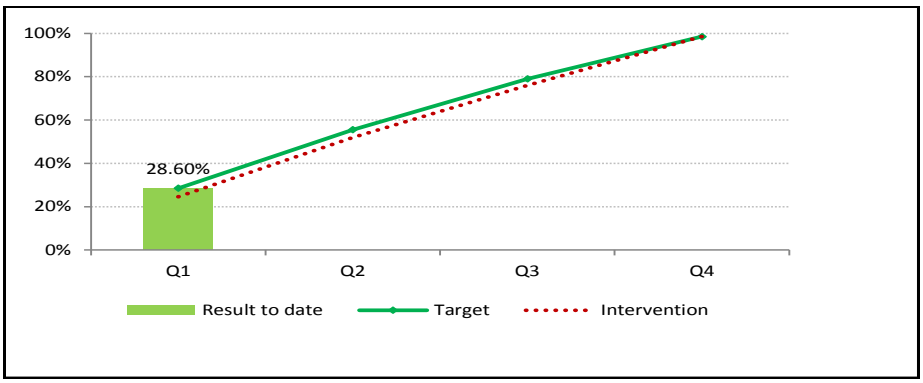
HE 1603: % of households in temporary accommodation for 8 weeks or less from the date of the homelessness decision to housing solution



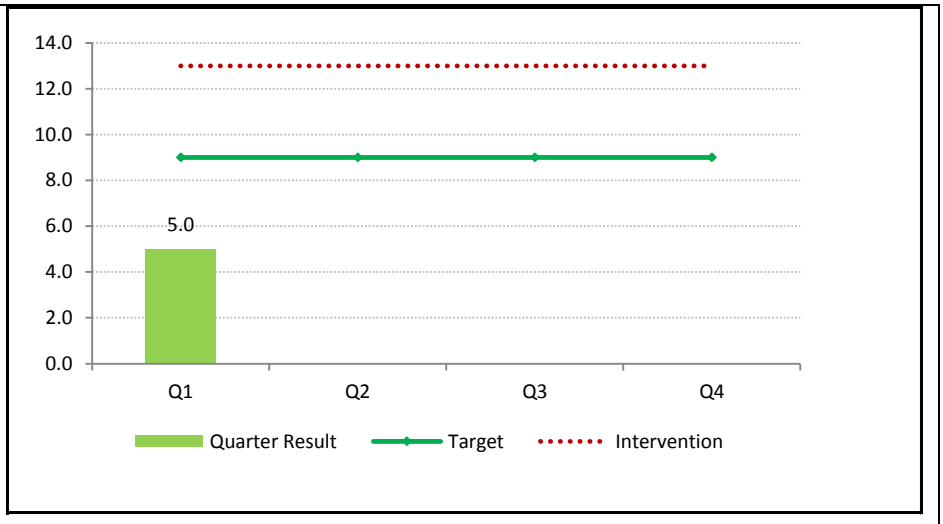
Directorate: People
Measure owner: AD Individuals and Families

Officers continue to see the numbers of those evicted from social rented properties continuing to rise - to mitigate this officers have been working on a data sharing protocol with Saffron with the intention of expanding this to other major social housing providers. When eviction has occurred landlords are less willing to take on risky tenants which is a pattern being see across the region. Officers are starting to utilise Broadland Council's private sector leasing stock to allow customer to prove they can maintain a tenancy with support. The numbers in temporary accommodation remain low therefore a % is not a clear reflection of numbers in our stock. With numbers low officers are allowing partners to utilise our council accommodation, a service they pay and whilst this has proved very cost effective partners seem less motivated to to find a speedy resolution to long term tenants. With this in mind, therefore officers will review this measure in quarter two for its validity.

HE 1801: % successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	
	Directorate: People **Measure owner:** AD Individuals and Families
	This is again related to the issues the council are facing with social landlords. Officers will be working with the data sharing agreement with landlords to resolve this issue to allow for earlier preventative interventions
HE 1605: % of those housed by SNC housing remain in the same, or improved accommodation after a 12 month period	
	Directorate: People **Measure owner:** AD Individuals and Families
	The councils track record in getting people ready for properties remains on track. This is also helped by landlords stricter rules on taking on only suitable tenants. Suitable and sustainable tenancies which are chosen by residents remains the bedrock of our preventative stream, one the council remain very proud of

BV009: % of council tax collected	
	Directorate: Resources **Measure owner:** AD Finance
	The Council's taxbase (the number of properties attracting a Council Tax charge) continues to increase, with growth in Q1 2019/20 exceeding that experienced in Q1 2018/19. This has created an additional £200k of Council Tax since 01/04/2019. The Council continues to monitor any detrimental impact on in year collection rates due to the increasing numbers of Universal Credit claimants, and those opting to pay over 12 months. Collection in Q1 2019/20 is marginally down on the same period in 2018/19 (-0.07%) however actual cash collected has increased by £1,480k. To date the Council has collected £26,018k of the £90,986k that is due in this financial year.

HE 1606: Number of working days taken to process new claims for Housing Benefit/Council Tax Benefit



Directorate: People
Measure owner: AD Individuals and Families

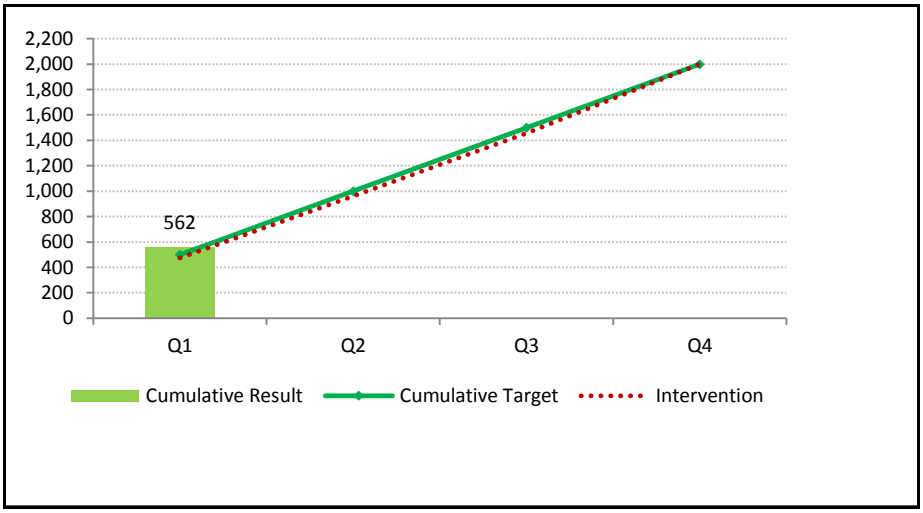
Following review, the team's new set up is fully embedded now and this is reflected in the results. The summer holidays always show increased demand, we have therefore worked hard to be ready for this by being as ahead as possible for a slight dip in performance over the coming 8 weeks, however a number of new members of staff are now also up to speed meaning we have greater resilience. It is worth noting that the government specifically has recognised the performance of South Norfolk Council in the speed of processing new claims

Corporate Priority

Working as part of communities to proactively provide early help

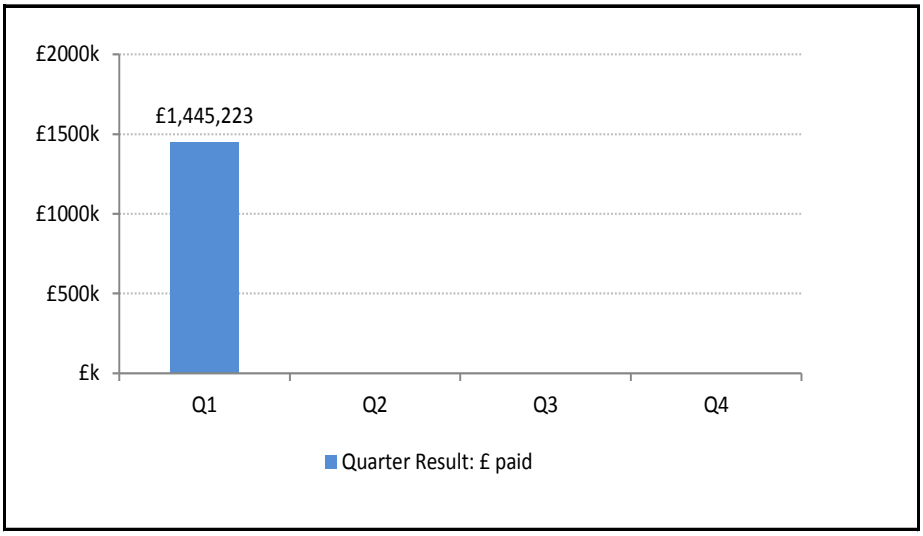
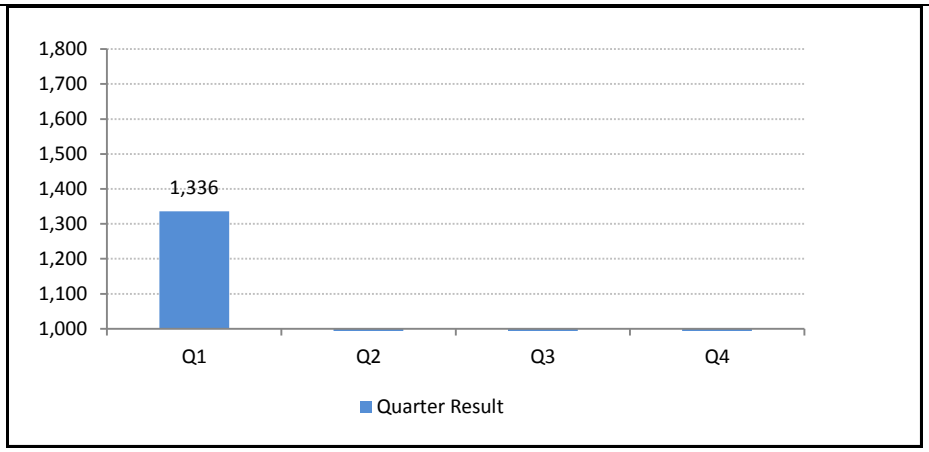
Measures:

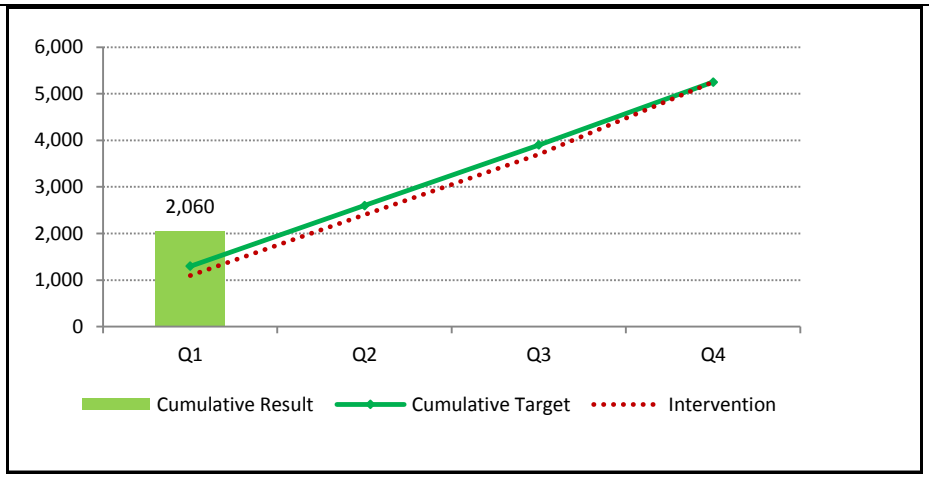
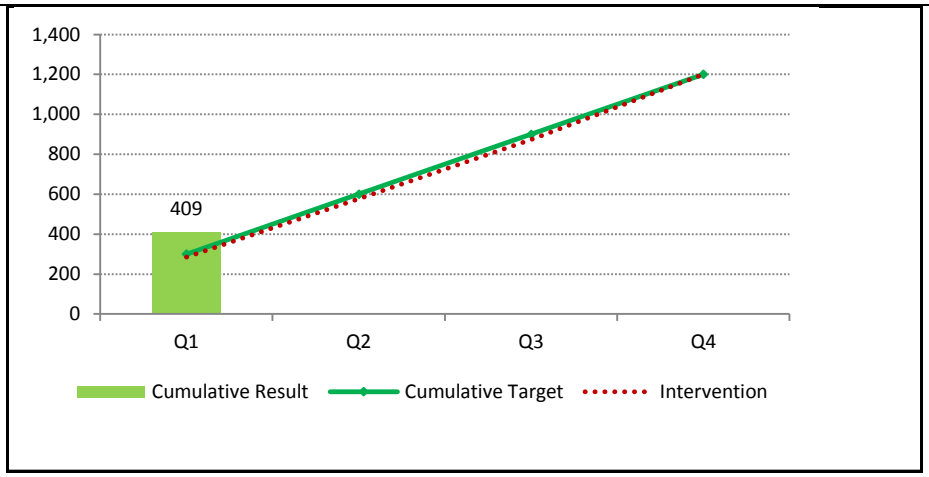
HE 1607: Number of households helped to achieve positive outcomes through our Help Hub service



Directorate: People
Measure owner: AD Individuals and Families

The number of cases being processed through the help hub remains consistent. An increased promotion of online referrals over the next quarter may reduce the number of face-to-face and telephone referrals, reducing pressure on officer time. An increased promotion of self help tools may see some reduction in the number of low need requests which may have some impact on Q2 figures

HE 1607a: £ paid in benefits to people in work	
	Directorate: People **Measure owner:** AD Individuals and Families
	Housing benefits payments are dipping slowly as expected as more people move over to Universal Credit. The number of Council Tax Support claims continues to remain steady. Overall number of claimants have only reduced by 30 over the last 12 months however the amount paid per an award is reducing, hopefully reflecting the ability of people to access work easier.
HE 1607b: Number people in work receiving benefits	
	Directorate: People **Measure owner:** AD Individuals and Families
	As per HE1607b this remains steady when looking at this time last year

	where number of claimants sat at 1366. This is positive as there was a danger that people would not claim Council Tax Support however through the work undertaken with our partners in early help and out continued presence within our main Job Centres officers have made sure that those who need assistance are receiving it.
HE 1608a: Number of households who are assisted to access support within their community to meet low level need	
	Directorate: People **Measure owner:** AD Individuals and Families
	Building on business as usual, South Norfolk on Show and Ping! launch events in Q1 have provided excellent opportunities to engage with households and inform them about the support which is available to assist them with low level need
HE 1608b: Number of referrals to our social prescribing services	
	Directorate: People **Measure owner:** AD Individuals and Families

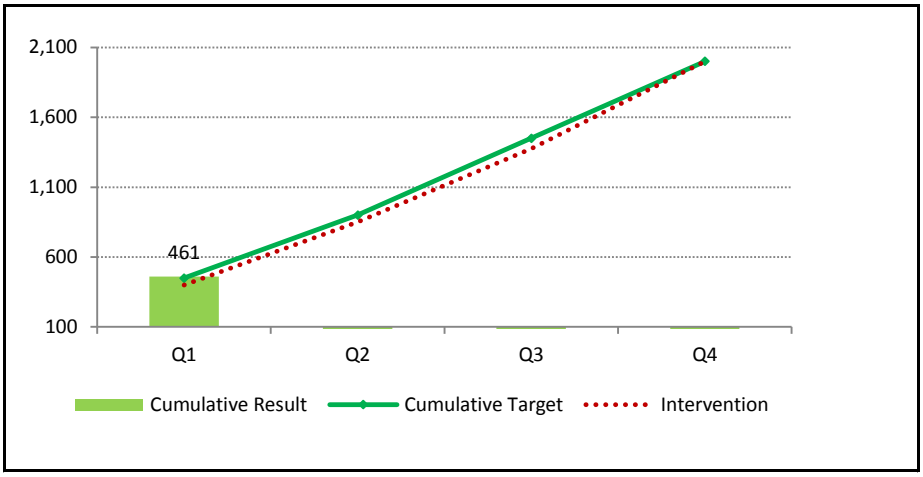
	This service continues to be hugely successful in helping to identify issues at their earliest point, as well as alleviating pressure upon primary care, and is growing with more adult social care referrals in quarter 1. All surgeries in South Norfolk are covered by this service, and discussions are ongoing about future funding beyond June 2020 when current Norfolk County Council expires.U34

Corporate Priority

Helping our older and vulnerable residents to stay independent and in their own homes for longer

Measures:

LI 323: Increase the number of vulnerable people supported to maintain independence in their own homes, with support from interventions



Directorate: People
Measure owner: AD Individuals and Families

This indicator includes delivery of our handyperson, debt and welfare, energy advice and care and repair services. Demand remains consistent and is meeting the increased target threshold for 2019/20, demonstrating increased reach of these services to vulnerable adults.

CORPORATE PRIORITY AREA

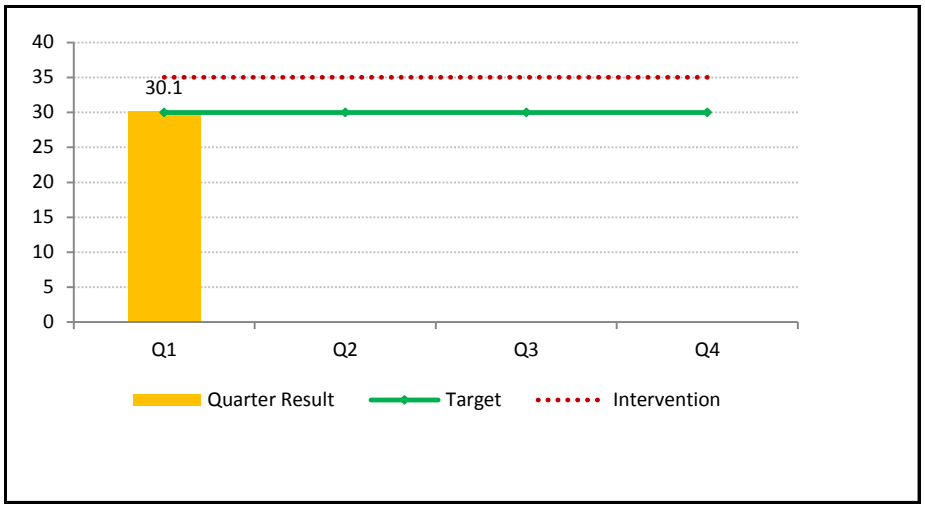
Place, Communities and Environment- Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages

Corporate Priority

Keeping streets and public spaces safe, clean and tidy

Measures:

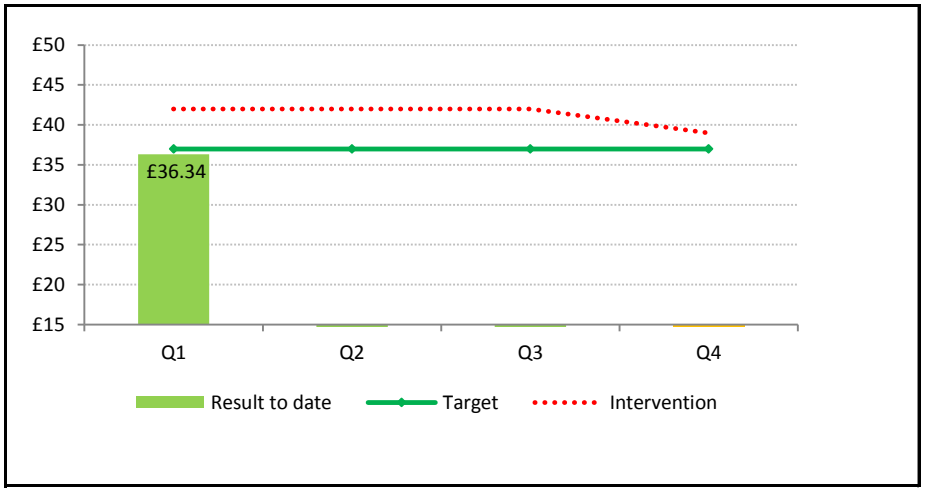
LI 263: Number of missed bins for all waste per 100000 collections



Directorate: People
Measure owner: AD Community Service

There has been a small improvement in service performance from the recent Q4 figure of 30.28, however, the figure reflects more missed bins in the garden waste service compared to refuse and recycling. The cause for this is that the service utilises a number of Agency members of staff and some new drivers that have recently joined the service which should improve performance in Q2 . On a positive note customer compliments in both services have also increased.

LI 262: Cost of waste collection per household



Directorate: People
Measure owner: AD Community Service

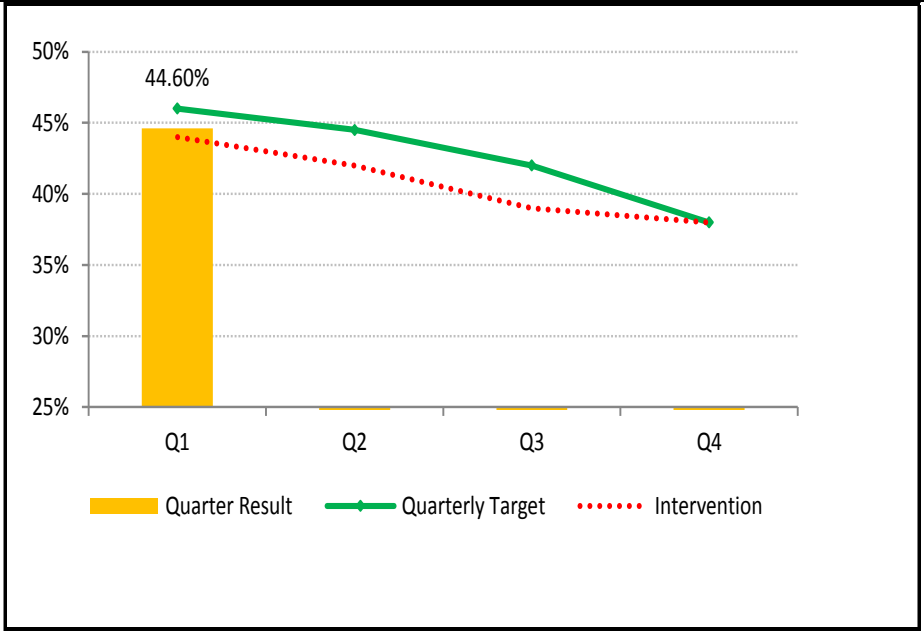
The Q1 cost per bin has fallen from the Q4 figure of £37.48 to £36.34. This improved performance is due the increased number of customers utilising the garden waste service and a better than expected return from recycling credits. Although operating costs such as the cost of fuel have increased, overall transport costs have been controlled by the measures put in place at the Depot to minimise vehicle repair and spare part costs

Corporate priority

Encouraging communities and businesses to recycle more – reducing the amount of waste that we send to landfill

Measures:

NI 192a: % municipal waste recycled, reused and composted



Directorate: Place
Measure owner: AD Regulatory

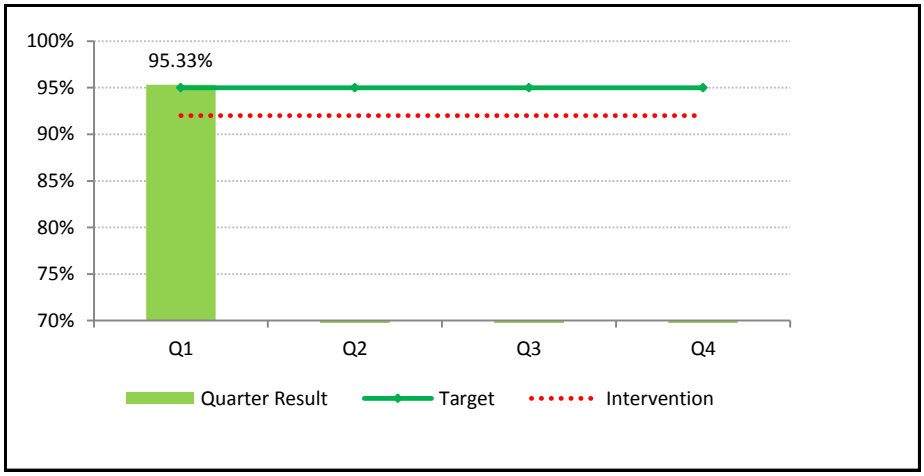
It should be noted that this is an annually reported figure

Corporate priority

Enhancing our high quality environment by supporting development that respects and enhances the distinctive character of South Norfolk

Measures:

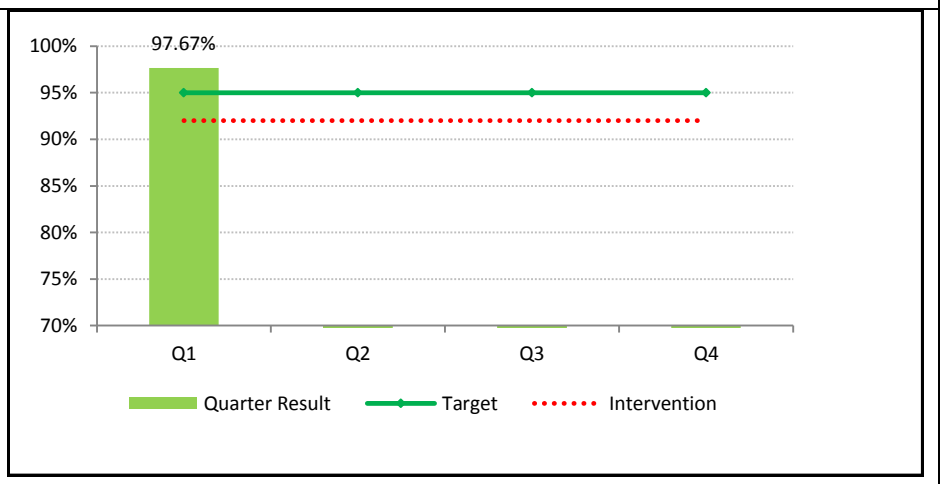
PL 1801: % of other and minor applications determined within 8 weeks or in an extension of time

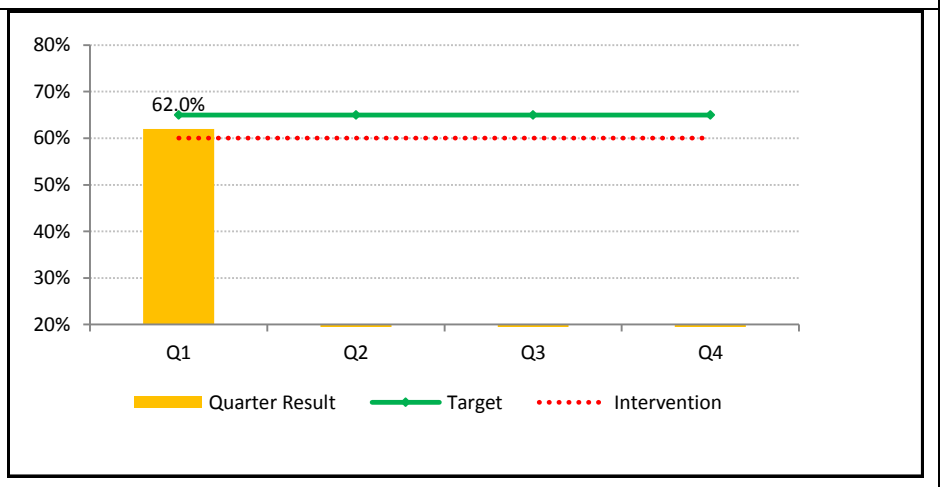
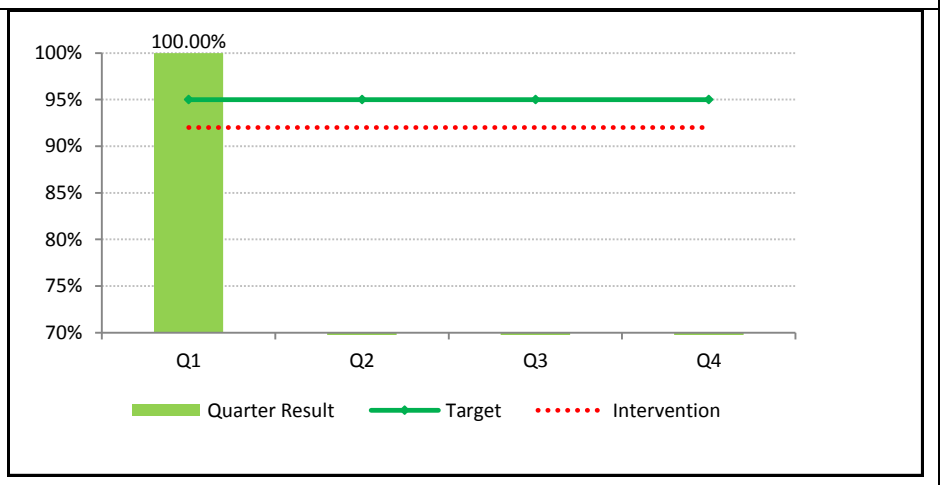


Directorate: Place
Measure owner: AD Planning

This relates to 245 applications out of 257. 225 were determined within the statutory time period and 20 within an agreed extension of time.

LI 302: % of householder applications determined within 8 weeks or in extension of time



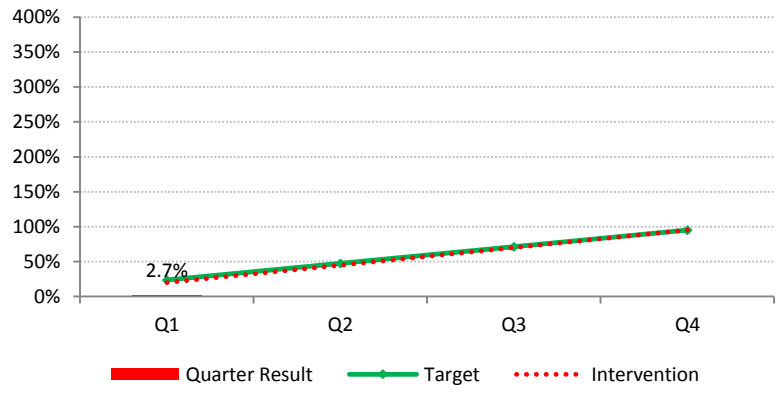
	Directorate: Place **Measure owner:** AD Planning
	This relates to 168 applications out of 172. 158 were determined within the statutory time period and 10 within an agreed extension of time.
MI 1307: % of householder applications determined within 6 weeks	
	Directorate: Place **Measure owner:** AD Planning
	This relates to 106 applications out of 172. 158 were determined within the statutory time period and 10 within an agreed extension of time.
MI 1308: % of major applications determined within 13 weeks or in extension of time	

	Directorate: Place **Measure owner:** AD Planning
	This relates to 17 applications. 9 were determined within the statutory time period and 8 within an agreed extension of time.

Corporate Priority

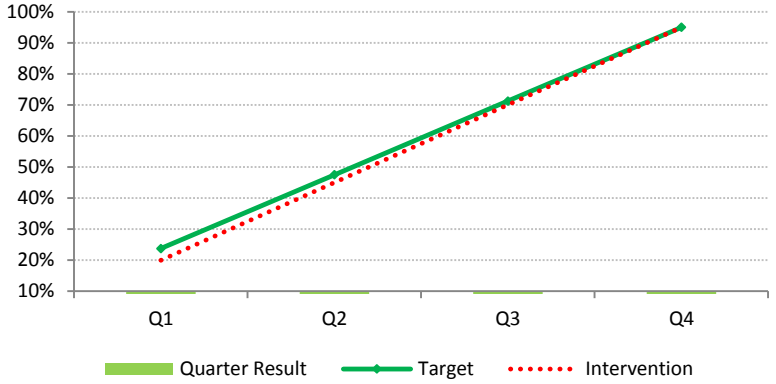
Working effectively with the Voluntary Sector and community groups to make sure our residents have access to a wide range of services and support to meet their needs

Measures:
PL 1901: % of Member Ward budget spent



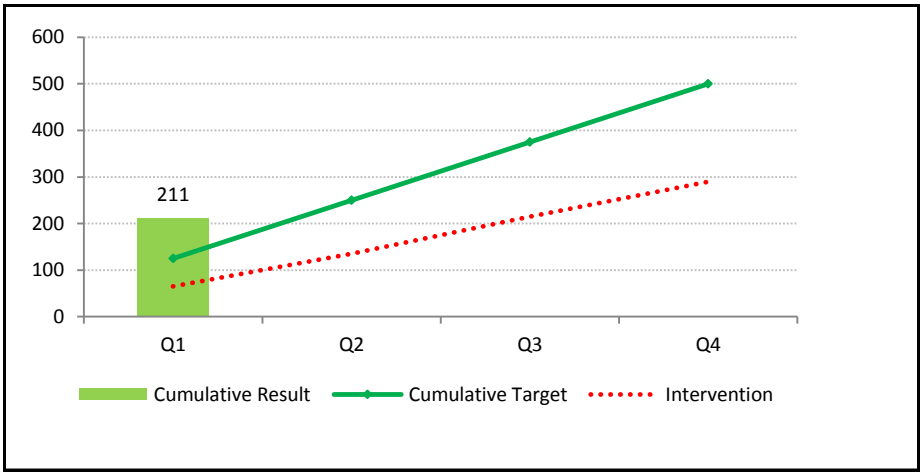
Directorate: People
Measure owner: AD Individuals and Families

With a mature scheme we would expect to be on course for a 23.75% target in quarter one. However, this is an election year and so the scheme did not start until May and the Council have a number of new members who will naturally want to take time to understand their ward. Officers expect this figure to significantly increase in quarter two.

PL 1602: % of Community Action Fund (CAF) spent	
	Directorate: People **Measure owner:** AD Individuals and Families
	The CAF Panel runs in Q2. In recent history, all monies have been allocated with a significant over subscription of eligible schemes.

Corporate Priority

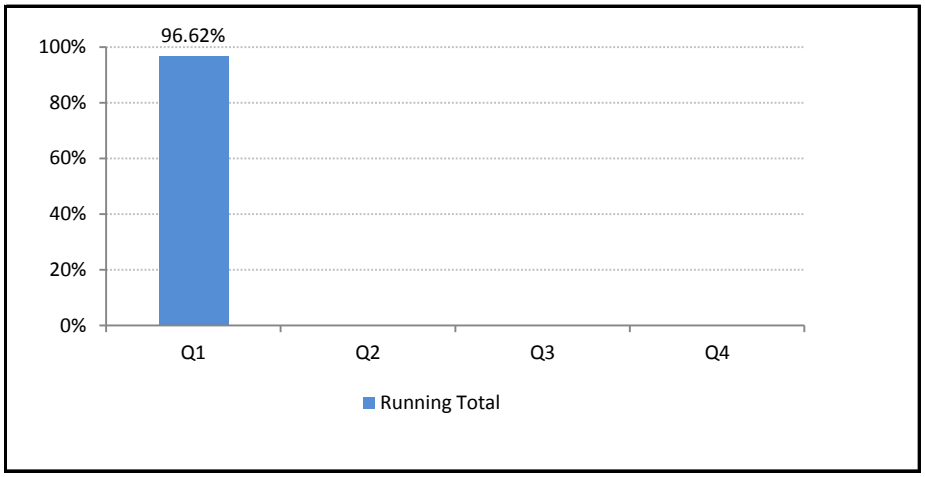
Ensuring the range and number of local homes match the needs of local families and residents

Measures: **LI 350: Number of affordable homes delivered (including Help to Buy)**	

	Directorate: Place **Measure owner:** AD Planning
	In Q1, 84 affordable homes were completed by housebuilders under s106 planning obligations. MHCLG also reported 127 completed sales through Help to Buy (equity loan).

Corporate Priority

Supporting a transparent and democratic Council, that enables communities to have their say on local decisions and services

Measures: **PL 1604: % of people applying to register to vote online as opposed to on paper**	
	Directorate: Resources **Measure owner:** AD Governance and Business support
	In Q1 96.62 % applied online to register to vote as opposed to 3.38 % on paper.

CORPORATE PRIORITY AREA

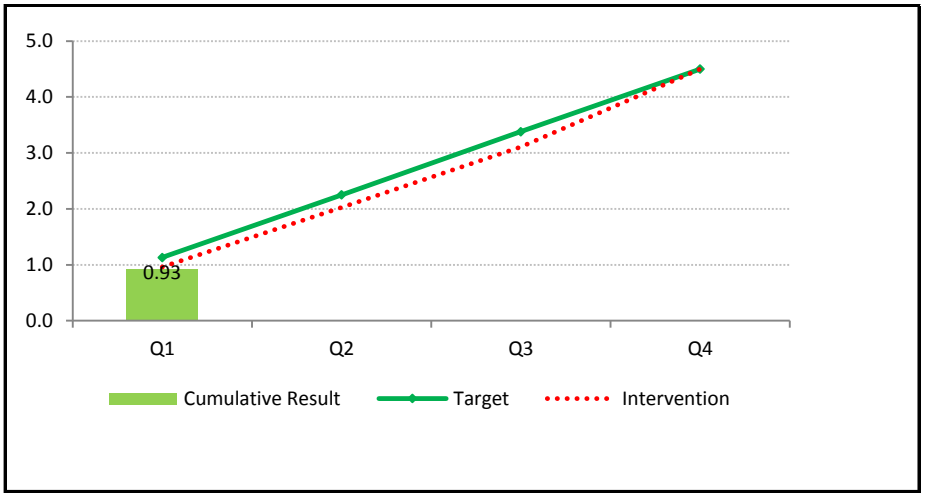
Customer Focussed, Can Do and collaborative, Business-like, efficient and entrepreneurial

Corporate Priority

Delivering increased value for money by increasing productivity

Measures:

BV 012a: Working days lost due to short term sickness absence



Directorate: Resources
Measure owner: AD Governance and Business support

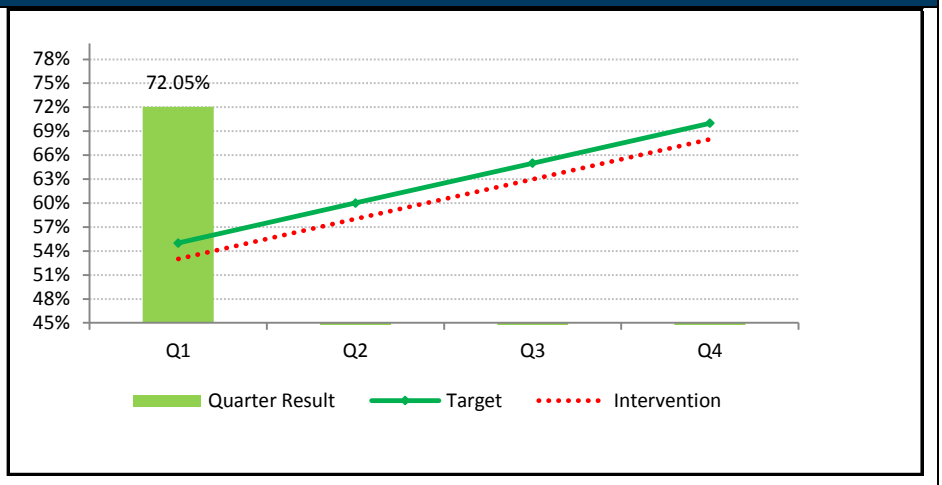
Short-term absence shows as 0.93 days lost and remains below target (a slight increase from 0.88 in Q1 2018/19). There's been a significant reduction in overall days lost per FTE, including long-term sickness, over the last two years - now 1.53 cumulative (compared to 1.83 in Q1, 2018/19 and 2.05 days in Q1 2017/18). This has been achieved through close monthly monitoring, feedback, and return to work forms chased/quality checked. Formal procedures also being monitored/ managed closely by the Senior HR Advisor with line managers being coached on the process & their responsibilities wherever appropriate

Corporate Priority

Delivering the services that customers need, when they need them

Measures:

HO 1801: % of services that have an online webform which were completed via self-service



Directorate: Resources
Measure owner: AD Chief of Staff

The figures have increased again from Q4 as the council continues to improve it's online offerings and will continue to do so across 2019 to enable channel shift and improvements in customer service

Appendix 2: Analysis of Major Variances on Service Areas – April to June 2019

Service Area	Direct Budget (net income)/net expenditure £	Direct Net Expenditure/ (Income) £	Variance (negative)/positive £	Commentary
Wymondham Leisure Centre (WLC)	(72,420)	(13,597)	(58,823)	WLC is a net income budget. Currently there is an adverse variance against budget due to under achieving on income budgets. The tender for the car park works is now underway to help the Council increase the parking capacity to help encourage further visitors to the centre. However, the income budget was set prior to the identification of the requirement for the VAT correction on DD membership income which means that membership income will need to increase by at least 20% or other income streams will need to increase in order to reach the budgeted target.
Community Connectors	10,649	(25,966)	36,615	This is a net expenditure budget. The favourable variance is due to the underspend being carried from previous years, together with grants received from Norfolk County Council. The service is anticipated to run until funding is fully utilised, potentially up to July 2020.
HB Payments	(77,589)	554,402	(631,991)	This is a net income budget. The adverse variance is due to grant income being lower than budgeted at this stage.
Benefits Team	99,574	18,644	80,930	The favourable variance on the net expenditure budget is due to unbudgeted income received as S31 grants, to help with delivery of new tasks and

				processes associated with changes to legislation & Universal Credit.
Community Assets	55,013	28,984	26,029	A favourable variance has been achieved because of deferred expenditure on Equipment, Technical Maintenance, and Tree Works. Expenditure on these items has historically peaked in the summer months (Q2) and again at year end and this trend is expected to continue so the outturn is likely to be a balanced position.
Economic Development	95,957	32,478	63,479	Favourable variance on the net expenditure budget is as a result of a decision not to recruit to 2 posts while the teams are reviewed as part of the staffing restructure [£25k]. In addition, income from pooled business rates (£37k) has been received to reimburse South Norfolk for work carried out and paid for in 2018/19 on the Greater Norwich Power Study. This income is forecast to be utilised in the coming months to support an on-street parking project.
Transformation	106,142	66,805	39,337	There are pay savings arising from the senior management restructure and a national management trainee vacancy. There is currently an underspend on the organisational development budget as the programme is planned for later in the year and it is anticipated that by year end there will be no variance.
CT Cost of Collection	(99,135)	(128,511)	29,376	This net income budget is currently overachieving because of additional income from government grants of £16k. Expenditure on producing bills is expected in the later part of the year.
Internal Audit	30,205	2,916	27,289	There are pay savings from the senior staffing restructure. Together with timing variances from setting up the audit plans after the budget setting

				process took place, this results in this positive variance against the net expenditure budget.
Business Rates (NNDR) Income	2,004,288	1,744,744	259,544	This positive variance reflects good performance on the collection of business rates and receipt of grants from Central Government in relation to mandatory reliefs given. This trend is likely to continue through the year and could result in a significantly positive variance in the region of £1m. During 2019/20, the Council is participating in a Norfolk wide 75% Business Rates retention pilot.
Interest received	(27,200)	(85,030)	57,830	Interest rates have risen in comparison to the same period in 2018/19 and the Council has taken advantage of this by placing more fixed term deposits securing interest at between 0.95% and 1.13% compared to between 0.78% and 0.88% in Q1 of 2018/19. Variable accounts and money market funds have also seen an increase in rates which has helped in achieving a positive Q1 variance of £58k. The timing of capital spends and requirement to borrow may reduce the level of interest received by Q4 of 2019/20.

CABINET CORE AGENDA 2019

	Decisions: Key, Policy, Operational	Key Decision/Item	Lead Officer	Cabinet Member	Exempt Y/N
9 Sept	*O*	*Performance, Risks, Revenue and Capital Budget Position Report for Quarter One 2019/20*	*E Pepper / J Brown/ E Goddard*	*A Thomas*	*N*
	O	*Inclusive Growth Strategy*	*Jamie Sutterby*	*J Fuller*	*N*
	K	*Norfolk Strategic Planning Framework*	*Simon Marjoram/John Walchester*	*J Fuller*	*N*
	O	*Poringland Neighbourhood Plan – Reg 16 Consultation and Submission for Examination*	*Simon Marjoram / Kate Fisher*	*J Fuller*	*N*
Council 16 September					
14 Oct	O	Offender Protocol	Mike Pursehouse	Y Bendle	N
	K	Greater Norwich LP Regulation 18 Consultation	Phil Courtier	J Fuller	N
11 Nov	O	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
	K	Diss OPE	Mark Heazle	Y Bendle	Y
	O	Essential Worker Housing	Keith Mitchell/ Kay Oglieve-Chan	Y Bendle	N
	K	Environmental Action Plan	Alison Old / D Baillie-Murdon	K Kiddie	N
	K	Waste Services Review	Sarah Bruton	K Kiddie	N
	O	Locality Working and Social Prescribing	Kerrie Gallagher	Y Bendle	
	O	Review of Discretionary Rate Reliefs	Paul Chapman/ Simon Quilter	A Thomas	N
9 Dec	O	Consultation followed by adoption of CA Appraisals and Boundary Amendments	Chris Bennett	L Neal	N
	O	Early Help Model Across Authorities	Mike Pursehouse	Y Bendle	N
	O	Health and Wellbeing Priorities	Sam Cayford	Y Bendle	N
Council 16 December 2019					
Jan 2020	K	Greater Norwich 5-Year Investment Plan and Annual Business Plan	Phil Courtier	J Fuller	N