

# Cabinet Agenda

## Members of Cabinet:

Cllr S A Vincent Chairman (Leader)	Policy
Cllr T M Mancini-Boyle (Deputy Leader)	Finance
Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr S Lawn	Planning
Cllr J Leggett	Environmental Excellence
Cllr F Whymark	Housing and Wellbeing

## Date & Time:

Tuesday 14 September 2021 at 6.00pm

## Place:

Council Chamber, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich

## Contact:

James Overy tel (01603) 430540 Email: [james.overy@broadland.gov.uk](mailto:james.overy@broadland.gov.uk)  
Website: [www.broadland.gov.uk](http://www.broadland.gov.uk)

## PUBLIC ATTENDANCE:

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<https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng>

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Public speaking can take place:

- Through a written representation (which will be read out at the meeting)
- In person at the Council offices

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All those attending the meeting in person must, sign in on the QR code for the building and promptly arrive at, and leave the venue. The hand sanitiser provided should be used and social distancing must be observed at all times. Further guidance on what to do on arrival will follow once your public speaking registration has been accepted.

# AGENDA

1. To receive declarations of interest under Procedural Rule no 8 4
2. Apologies for absence
3. Minutes of meeting held on 31 August 2021 56
4. Matters arising therefrom (if any)
5. Public Speaking  

To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.

In accordance with the Constitution a period of 3 minutes is allowed per member of the public.
6. Representations from Non-Cabinet Members  

To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.

In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.
7. Overview and Scrutiny Committee  

The Cabinet will be advised of views expressed by the Committee at its meeting on 7 September 2021 in relation to items on this Agenda.
8. Covid-19 Recovery Plan 2021 - 2022: Progress Update 6
9. Transport for Norwich (TfN) Strategy Consultation Response 17
10. Norfolk Strategic Flood Alliance (NSFA) Strategy Consultation Response 33

Trevor Holden  
Managing Director

## 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.

<p>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.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> <li>1. affect yours, or your spouse / partner's financial position?</li> <li>2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?</li> <li>3. Relate to a contract you, or your spouse / partner have with the Council</li> <li>4. Affect land you or your spouse / partner own</li> <li>5. Affect a company that you or your partner own, or have a shareholding in</li> </ol> <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>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.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>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.</p>

**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



## **COVID-19 RECOVERY PLAN 2021 – 2022: PROGRESS UPDATE**

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**Portfolio:** Leader

**Wards Affected:** All

### **Purpose of the Report:**

To:

- To provide Cabinet with an update on progress against the endorsed COVID-19 Recovery Plan.
- To outline actual and committed costs against the indicated budget and use of the appropriate cost allocations for the One Team across two Councils.

### **Recommendations:**

To acknowledge the contents of this report

#### **1. Summary**

- 1.1 The COVID pandemic continues to have an ever-present effect upon residents, businesses and the Council and its operations, having experienced a third wave

during the summer period of 2021 despite the significant work to help contain, support and vaccinate.

- 1.2 Following endorsement by Cabinet in June 2021 to a new recovery framework and indicative budget allocation from the Containing Outbreak Management Fund, Un-ringfenced COVID grant from Government and other funding sources, this report provides an overview of progress with implementation along with an outline of actual costs and their form of allocation under the One Team.

## **2. Background**

- 2.1 The Covid-19 Pandemic is the biggest challenge the UK has faced in generations. Its impact on people's health, wellbeing and the economy continues to be substantial both locally and globally, and it is likely that the ramifications will be felt for many years to come.
- 2.2 In June 2021 Cabinet approved adoption of *the COVID-19 Recovery Plan 2021-22*, which replaced previous plans and placed the Council's current ongoing and planned containment and recovery work in the context of the evolution of the COVID-19 pandemic.
- 2.3 The COVID-19 Recovery Plan 2021-22 outlined a plan which utilised the various funding streams made available to the Council to manage the ongoing effects of the virus on residents and communities, businesses and on the organisation. These funding streams included
  - 2.3.1 The Containing Outbreak Management Fund (COMF), the vast majority of which is passed to the Council via Norfolk Public Health and is allocated within parameters of application set by Government
  - 2.3.2 The Un-ringfenced COVID grant provided directly by Government to the Council
  - 2.3.3 A number of other more specific funding streams provided directly to the Council by Government, including money to enable the delivery of isolation support payments and funding for deployment of business grants.

## **3. Progress**

- 3.1 The below provides headlines of the significant progress made since the report was COVID-19 Recovery Plan 2021-22 was endorsed by Cabinet, broken down by priority areas:

### **3.2 COMMUNITIES**

#### **3.2.1 Housing and Hardship**

- Temporary roles in the housing team already in place have had their contracts extended to March 2023, meaning additional resilience in the housing team to

continue to meet the significantly increased demand from tenancy and family breakdown.

- £6k of the 'Whatever It Takes' grant has been called down to assist 9 individuals or families in maintaining their tenancy.
- £78k of Isolation Support Payments have been administered by the benefits team in June and July alone to support with positive cases or contacts required to isolate who could not work.
- 5,396 contacts were traced and successfully supported by our Covid Support Assistants in June and July by the One Team, along with providing strong local support for the successful COVID vaccination programme.

### 3.2.2 Improved Community Cohesion

- 4 FTEs have been recruited across the One Team to help deal with enhanced levels of low-level community protection cases, helping to alleviate community tension often caused by social restrictions.
- A contract was put in place with the YMCA starting on the 1<sup>st</sup> of July which has so far taken 26 referrals for younger people experiencing mental wellbeing issues.
- A contract has been put in place with New Routes who specialise in engagement with harder to reach and migrant communities.
- 2 Community Connectors have been recruited operating across the NN3 and NN4 Primary Care Network areas.

## **3.3 ECONOMY**

### 3.3.1 Helping People into Jobs

- A project manager has been recruited to lead our skills agenda, which since June has seen 40 Kickstart placements agreed (18 of which are in post) along with 69 residents referred to the Work4All programme, all across the One Team.
- Our apprenticeship programme has been revolutionised with 16 apprenticeship roles approved in process of recruitment across the One Team which will maximise the use of our apprenticeship levy, and a role recruited to administer, support and provide development for all our apprentices.

### 3.3.2 Grow our Economy by Supporting Businesses

- The tender for the Economic Strategy is out with returns due in September
- Increased licensing team capacity in place leading to an additional 85 food inspection visits and around 300 visits to licensed premises across the One Team
- Support and advice to businesses on COVID security including issuing 22 COVID safe certificates.
- Additional specialist capacity has been brought into the Economic Growth team to support post COVID recovery for supporting local businesses and bringing forward stalled sites.
- Phase 3 of the Additional Restrictions Grants has concluded with cumulatively approximately only £174k remaining from a £49.89m allocated.



### 3.4 ORGANISATION AND GOVERNANCE

#### 3.4.1 Secure our Finances through Transformation and Commercialisation

- 67 DFG's approved in Broadland so far this year despite significant ongoing limitations of OT capacity and supply chain. Additional assessment resource is being sought to be brought into the team to help accelerate recovery.
- Council Tax.

#### 3.4.2 Reimagine our Service Delivery and Ways of Working

- The Accommodation Programme has been launched with a dedicated project resource and specialist and independent consultants being drawn in to review options on behalf of the Councils
- The infrastructure to enable live streaming of Council meetings has been implemented. This has been developed to enable further expansion to accommodate hybrid meetings once the legislation in relation to this has been drafted. The team now need to test this element of the infrastructure.
- Following the agreement by Cabinet and Council to the Customer Services Strategy and complaints policy, the Customer Insight and Experience manager has been appointed following a recruitment exercise.

## 4. Cost Allocation and Apportionment

### *Allocated Resources and Underspend*

- 4.1 Cabinet will recollect, as detailed in the COVID-19 Recovery Plan paper in June 2021, that the following amounts have been made available to the Council to enable its response to and recovery from the pandemic. Included also is a summary position of spent and allocated resources from this funding

Funding Source	Total Funding Available	Committed Spend	Anticipated Underspend
Containing Outbreak Management Fund (COMF)	£828k	£787k	£41k
Un-ringfenced COVID Grant	£891k	£552k	£339k

- 4.2 Appendix A outlines the current detailed position in terms of spend and commitment of COVID recovery monies. Some of the reason for the gap can be explained by the time taken to recruit or difficulties in recruitment, and changes in approach commensurate with the ever-changing COVID environment. It is, however anticipated that the COMF funding will be fully utilised in particular due to the shift in the approach in Norfolk from containment to 'living with' the virus and its wider effects.

## ***Apportionment of costs***

- 4.3 Cabinet will be aware that the recovery plan included within it indicative budget allocations to elements of the councils' recovery plans. These budgets were indicative because of the changing nature and demands of the pandemic requiring some flexibility in resource allocation, and also as officers were working through the final costing of certain solutions.
- 4.4 Appendix 1 shows the actual spend or commitments against each budget line, in accordance with some of the progress mentioned in section 3 of this report. Cabinet will note also that the allocations of costs where a 'One Team' approach has been taken have defaulted to a Broadland: South Norfolk 45:55 split as per the agreed approach to One Team activities. Where a different apportionment has been taken this is explained and cost allocation has been allocated accordingly.

## **5. Issues and risks**

- 5.1 The primary risk associated with this report is that of a further outbreak of Covid-19 and the discovery of new and more transmissible variants that could drive a third wave of infections. The success of the ongoing vaccination programme is clearly mitigating the likelihood of a further outbreak, and the County and Country is moving towards a 'living with COVID' approach. However, increases in infections through subsequent waves may be expected and will have effect on council operations.
- 5.2 **Resource Implications** – A detailed overview of the Covid budget position was presented to Cabinet in June 2021, with cabinet agreement to delegations to officers and portfolio holders to allocate finances within the parameters of that plan as required by our requirement to respond.
- 5.3 **Legal Implications** – There are no direct legal implications arising from this report.
- 5.4 **Equality Implications** – The impact of Covid varies across different groups in the community and has clearly impacted disproportionately upon the most vulnerable. Older people and those from BAME groups are more likely to suffer serious health impacts, whilst in general, younger people are more likely to suffer serious economic impacts. The Council's Recovery Plan for 2021-2022 recognises those differences and seeks to address them in order to support those most in need.
- 5.6 **Environmental Impact** – There are no direct detrimental environmental impacts arising from this report.
- 5.7 **Crime and Disorder** – There has been an attributable increase in anti-social behaviour during the last year. The Recovery Plan for 2021-2022 acknowledges the impact on officer caseloads and makes provisions to address this.
- 5.8 **Risks** – As a consequence of the significant one off funding available to the Council and residents as part of its COVID-19 response, there is a risk of creating a cliff edge in service delivery terms when services need to end due to funding being exhausted. This risk will be kept under careful review as the impact and outcomes achieved by the various strands of work are better understood and considered against business as usual and core services.

## **6. Conclusion**

- 6.1 The Covid-19 Recovery Plan for 2021-2022 articulates the Council's ambition for protecting our communities whilst also facilitating the delivery of an effective recovery from the impacts of the Pandemic. This report outlines the demonstrable progress the council is making against its plans and how this is funded.

## **7. Recommendations**

- 7.1 To acknowledge the contents of this report

### **Background papers**

Covid-19 Recovery Plan 2021/22 – Cabinet June 2021

Covid Recovery Report - Cabinet April 2021

Covid-19 Update Report – Cabinet February 2021

Covid-19 Update Report – Cabinet and Full Council December 2020

Our Plan for Recovery from the Covid-19 Crisis – Cabinet July 2020

CONTAIN OUTBREAK MANAGEMENT FUND (COMF)	Broadland District Council								Comments
	Initial Allocation	Cabinet 20 Apr 21 Allocation	Cabinet 15 June 21 Additional Allocation	New Allocations (June 21 Cabinet)	Expected Spend	Underspend	Apportionment of Costs %		
<b>Covid Support Advisors</b> - Using initial £250k award	250,000				271,728	-21,728	50		Between BDC and SNC we have employed 15 CSAs and 3 team leaders. Now recruited extra 3, all employed until March 2022. But still under complement. Jen to estimate for full cost. Average monthly payroll for CSAs c £22k per authority CSAs have been appointed on 12-month contracts. Although the CSAs operate fluidly across the One Team, each authority was allocated the same funding for the same resources and therefore needs accounting for individually. Each district has experienced very similar profile of COVID cases.
<b>Covid Support Advisors</b> - Extend contracts to March 2022		119,000			84,000	35,000	50		
Improve <b>analytics capacity</b> to identify how best to deploy this resource		25,000			25,000	0	45		Job adverts currently out for analytical support (1 officer)
Increased <b>Licensing Team capacity</b> and backfill to manage additional Covid related demand and to facilitate service Policy Review		20,000	35,000		55,000	0	45		Additional support within Licensing team Martina Wilson now to end Mar 22 Plus Extra hours for extra licensing staff, Nick to tell Jen who, so can charge to COMF

<b>'Whatever it Takes' Grant</b> – to be used for wider homelessness avoidance		25,000			25,000	0	As per allocation	The resource will be called down from this fund if the individual or family are a Broadland resident or statutory concern.
Invest in <b>enhanced regulatory capacity</b> to help manage increased <b>ASB</b> and nuisance demand manifesting from social restrictions		60,000			60,000	0	45	2 CSA actively used. Use some of the experienced CSA's to help with this. Nick to let Jen know who and what period (45/55)
Build on existing partnerships to commission <b>Young Person Mental Health Support</b> , in order to support up to an additional 120 young people per authority per year for two years		47,000	47,000		94,000	0	50	Contract signed will run from July 21- July 22- YMCA. The contract is between the YMCA and Broadland Council specifically.
Increase our <b>exercise referral scheme</b> by 1 FTE per district for 24 months, creating additional throughput of approximately 250 per year, per authority			50,000		37,500	12,500	45	2 x 37hr post for 24mths have been recruited
Employ <b>Engagement Officers</b> to help build bridges and community resilience with hard to Reach Groups identified through Covid		30,000			30,000	0	50	New Routes' contract will run from Jul y21 July 22. The contract and costs are specific to the Council.
Employ <b>Community Connectors</b> to help develop- and navigate community capacity in Broadland		60,000			60,090	-90	100	2 connectors in post. Costs may vary depending on discussions with PCNs
<b>Mutual Aid Groups</b> - Improving the infrastructure and support to MAG		10,000			10,000	0	As per allocation	Business case being worked up. Funding allocated will be in accordance with mutual aid groups in Broadland district
<b>Clickit Local</b> - Re-opening the High Street awareness campaign		15,000			15,000	0	50	Clickit Local have been procured and we are in the process of finalising the contract and KPIs. This is due to launch in September. The first 6 months are £5k per LA which can be covered

								by RHSS/WBF. The following six months are at a rate of £2,500 per LA and will be from COMF monies.
<b>Pleased to See You!</b> - Re-opening the High Street awareness campaign		10,000			10,000	0	50	Marketing campaign has equal application to both district areas
<b>BDC &amp; SNC Covid-19 Safe Business Certification</b>		10,000			5,144	4,856	50	Not all spend required, will look to reallocate underspend. Costs allocated equally due to equal licensing activity in each district area
Development and Call Down from <b>COVID Staff Bank</b>		15,000			0	15,000	45	Not likely to be used. Underspend will look to be re allocated
	<b>250,000</b>	<b>446,000</b>	<b>132,000</b>	<b>0</b>	782,462	<b>45,538</b>		
Discretionary Isolation Support Payments £250,000								As yet we have not needed to call upon this money to top up the Discretionary Isolation Support Payments.

#### UNRINGFENCED

	Initial Allocation	Cabinet 20 Apr 21 Allocation	Cabinet 15 June 21 Additional Allocation	New Allocations (June 21 Cabinet)	Expected Spend	Underspend	Apportionment of Costs %	Comments
A <b>Hardship Grant</b> for essentials for residents in crisis (established - £25K) &				25,000	25,000	0	As per Allocation	Started issuing these, allocated depending on resident location.
Set aside funds to cover loss of <b>DHP</b> (£92K SNC/£71K BDC)				71,000	0	71,000	As per Allocation	Contingency set aside due to central government reductions in funding for 21/22. If needed it will be towards the end of the financial year.

Augment the <b>additional capacity in the Housing Team &amp; Benefits Team</b> (6 additional roles in place, extend by up to 12 months)				72,000	72,000	0	45	Contracts extended.
Invest in an enhanced <b>Debt and Welfare Rights Service</b> (1FTE) additional capacity, building on the existing service offer.				17,000	17,000	0	45	Recruitment has commenced.
Implement additional 24 month <b>0.5 FTE</b> to assist with investigation and licensing of new <b>HMOs</b> found through Covid				25,000	18,750	6,250	45	Cabinet approval – recruitment has commenced
Increased capacity to support more young people into the workplace, and older working age people to retrain and redeploy into the economy, including: • Roll out and facilitate our <b>KickStart</b> Programme • Cover the costs of an expanded and better directed Choices programme, trainer costs, administration and venue hire • Increase the capacity of the DWP partnership project <b>Work4All</b>				35,000	35,000	0	45	Resource in place
Create and deliver a <b>BDC &amp; SNC Skills and Training Programme</b> – Project Management capacity 18 months				75,000	31,500	43,500	45	Project Management post recruited to awaiting start. Project Support Officer role recruitment unsuccessful
Design and implement a <b>graduate, apprenticeships and summer placements scheme</b> . Cost of an additional HR Business Partner				15,000	7,500	7,500	45	Offer made to Assistant OD Business Partner (Employment & Skills) – transition period as internal appointment, employee to start picking up work from 23.08.2021
Development of a comprehensive <b>Economic Growth Strategy</b>				25,000	25,000	0	45	Tender distributed with responses due in early September.

Support local businesses to engage with the public sector in bidding for work through promoting a <b>common set of Contract Standing Orders and procurement processes</b> in Norfolk and offering training and support to businesses on how to complete these				25,000	25,000	0	45		Work has commenced
<b>DFG Recovery Project</b> , add case mgt capacity to speed up recovery against the 21/22 budget which has been carried forward				35,000	35,000	0	45		Recruitment underway
Increased <b>Council Tax and Recovery Team Resource</b>				61,600	61,600	0	45		Recruitment complete. All funding committed- speak to Gary
<b>New Ways of Working</b> – Phase 2 Accommodation – Develop and implement proposals for the use of our office accommodation, considering a ‘hub and spoke’ model (subject to Business Case and Project Management)				100,000	100,000	0	45		LB funded from this budget. Awarded contract for options appraisal and business case Ingleton wood and rose-Leigh Booth.
<b>Development of hybrid meetings</b> to mitigate the need for larger public facing democratic meetings and external venue hire				12,000	12,000	0	Specific costs allocated		Costs are specific to solutions put in place for the Council
Initial appointment of <b>Customer Experience and Insight Lead</b> to develop customer insight to assist in transformation of services and prove the benefits of the role				45,000	33,750	11,250	45		Post agreed and advert drafted. Out to advert shortly.
Implementation and <b>training of Business Intelligence Software</b>				25,000	25,000	0	45		AD Transformation to lead
<b>Additional HR capacity</b> to deal directly with employee relations				28,000	28,000	0	45		In progress
	0	0	0	691,600	552,100	139,500			



## **TRANSPORT FOR NORWICH (TfN) STRATEGY CONSULTATION RESPONSE**

**Report Author:** Paul Harris  
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**Portfolio:** Planning

**Wards Affected:** All

**Purpose of the Report:**

To agree Broadland District Council's response to Transport for Norwich (TfN) Strategy Consultation.

**Recommendations:**

Cabinet to agree the proposed response to the Transport for Norwich (TfN) Strategy Consultation as set out at Appendix A.

## **1. Summary**

- 1.1 Norfolk County Council is currently consulting on the Transport for Norwich (TfN) Strategy.
- 1.2 The TfN Strategy will set out transport policies for Norwich and the Strategic Growth areas around it, together with consideration of the longer distance trips from the county or beyond, this will be where the strategy and the action plan have their main focus. Once adopted the TfN Strategy will replace the current Norwich Area Transport Strategy (NATS).
- 1.3 To help shape the final version of the TfN Strategy, it is proposed that Broadland District Council's Cabinet agrees the Council's response to the TfN Strategy consultation. The proposed consultation response is set out as appendix A of this report.

## **2. Background**

- 2.1 Norfolk County Council maintains a suite of documents that set out transport policies for Norfolk. These documents include the Local Transport Plan (LTP), which sets out policies for the whole of Norfolk.
- 2.2 The LTP is supported by a range of area specific, or detailed plans and policies. This includes a specific strategy for the Norwich area: the Norwich Area Transport Strategy (NATS).
- 2.3 Norfolk County Council has recently reviewed the LTP. The new version of the LTP, LTP4, was recommended for Full Council agreement by Norfolk County Council's Cabinet on 2 August 2021. LTP4 is expected to be adopted in due course subject to the agreement of Norfolk County Council's full Council meeting in September 2021.
- 2.4 Norfolk County Council is currently consulting on the Transport for Norwich (TfN) Strategy. Once adopted, the TfN Strategy will replace NATS.

## **3. Current position**

- 3.1 The current NATS was adopted in 2004 and set out the transport strategy for the Norwich area until the year 2021. Minor amendments were made to NATS in April 2010 as part of the development of the Joint Core Strategy (JCS) for Broadland, Norwich and South Norfolk. The most significant amendment was to seek step-change in the provision of public transport through the creation of bus rapid transit (BRT) routes connecting major growth areas to the city centre and employment sites. Proposals to implement NATS were set out in an Implementation Plan (NATSIP). NATSIP was adopted in 2010 and rolled forwards in 2013.
- 3.2 The production of the TfN Strategy will ensure transport policies remain up-to-date. In addition, the scope and timetable for the review responds to a number of driving factors:

- The progress of the Greater Norwich Local Plan;
  - Progress on LTP4, which set a context for the TfN review;
  - The receipt of funding for, and delivery of, the Transforming Cities Fund (TCF) Programme;
  - Amendments to the Climate Change Act that include a target to achieve net zero carbon by 2050.
  - Addressing air quality issues within the Norwich City area; and,
  - Increased emphasis on active travel and healthier lifestyles.
- 3.3 In the short term, an updated strategy will also give a wider context for:
- The regeneration of key sites in Norwich, including East Norwich and Anglia Square;
  - Post-pandemic economic recovery;
  - The examination of the Greater Norwich Local Plan;
  - Delivery of the Transforming Cities Programme;
  - Maximising opportunities to secure other external funding; and,
  - Taking advantage of planned strategic improvements, such as the Norwich Western Link and on the A47 at Blofield/Burlingham, Thickthorn and Easton / North Tuddenham.
- 3.4 The Transport for Norwich (TfN) Strategy itself takes the form of a high-level strategy setting out a vision, objectives and longer-term aspirations.
- 3.5 The proposed vision, objectives and longer-term aspirations are set out in the TfN consultation documents, which have been provided as background papers to this report. For the sake of brevity these have not been repeated in detail within this report. However, the core policy messages to which the Strategy seeks to react are described in the documentation as covering the following themes:
- The environment:
    - Reducing carbon emissions, particularly from transport, by facilitating zero emission vehicles, active travel, public transport and reducing the demand for travel;
    - Protecting and improving the environment;
    - Improving air quality, particularly in the built up urban areas
  - The economy:
    - Supporting economic growth and recovery, including from the impacts of the Covid-19 pandemic;
    - Providing and enhancing connectivity between key hubs and locations such as key employment sites, rail stations, ports and airports, and key cities and places both within the county as well as nationally and internationally.
  - Society, health and equality
    - Improving access to education, training and employment opportunities and tackling deprivation;
    - Encouraging equality and equal access to travel for all;
    - Improving the health of communities and increasing levels of physical activity;
    - Improving air quality for the health of communities;
    - Providing access to green space;

- Encouraging and enabling active travel by providing safe, continuous, direct and comfortable routes;
    - Providing a safe, healthy and attractive environment for people to live and work in.
  - Technology
    - Adapting to and embracing of new technologies in transport. For example, electric vehicles, micromobility and autonomous vehicles.
- 3.6 The TfN strategy will be accompanied by an action plan that will set out commitment to the major actions that will be undertaken to achieve the vision, objectives and aspirations of the plan. This will effectively replace NATSIP. The action plan does not form part of this consultation. Norfolk County Council intends to produce an action plan to accompany the final version of the TfN Strategy to be published at the end of 2021.
- 3.7 In terms of geographical coverage, NATS has a defined geographical area that covered the city of Norwich, the built-up fringe parishes and the first ring of surrounding villages.
- 3.8 It is not currently intended that the extent of the TfN Strategy is defined as rigidly, recognising that the city of Norwich is important for people and businesses across a large area. Nonetheless, transport within Norwich and the Strategic Growth areas around it, together with consideration of the longer distance trips from the county or beyond will be where the strategy and the action plan have their main focus.
- 3.9 Outside of this area, interventions will be taken forward underneath LTP4, and a number of market towns including Aylsham, Diss and Wroxham and Hoveton already have a local network improvement plan that has been developed.
- 3.10 A separate implementation plan will be developed by Norfolk County Council to accompany LTP4.

#### **4. Proposed action**

- 4.1 To help shape the final version of the TfN Strategy, it is proposed that Broadland District Council's Cabinet agrees the Council's response to the TfN Strategy consultation. The proposed consultation response is set out as appendix A of this report.
- 4.2 Individual Members also have the opportunity to make their own representations to Norfolk County Council in response to the TfN Strategy consultation and a notification has been sent to all members which includes a link to the consultation website.

#### **5. Other options**

- 5.1 Cabinet may amend the response if they consider that further matters should be included, or if they do not agree elements of the response proposed.

- 5.2 Cabinet may also choose not to respond on behalf of the Council, relying on individual members to make their own representations as they see fit.

## **6. Issues and risks**

- 6.1 **Resource Implications** – Broadland District Council has agreed to make a financial contribution to the TfN Strategy to help its development and delivery. These commitments can be met within existing budgets. Ongoing officer engagement in the development of the TfN Strategy will be met by the existing resources of the Council's planning department.
- 6.2 **Legal Implications** – None.
- 6.3 **Equality Implications** – An Equalities Assessment forms part of the draft Sustainability Appraisal, which is published alongside the TfN Strategy for consultation. No specific impact assessment has been completed in respect of the Council's response, but regard has been had to equalities implications in drafting the proposed response. It can be expected that the Council will comply with any requirement for further EqlA of individual projects and schemes as necessary.
- 6.4 **Environmental Impact** – The TfN strategy is subject to Sustainability Appraisal (SA), incorporating Strategic Environmental Assessment (SEA) and a Habitat Regulations Assessment (HRA). These assessments will inform the final strategy. It can be expected that the Council will comply with any requirement for further environmental assessment of individual projects and schemes as necessary.
- 6.5 **Crime and Disorder** – there are not considered to be any crime and disorder risks associated with this report.
- 6.6 **Risks** – none other than those already set out.

## **7. Conclusion**

- 7.1 Cabinet to agree the proposed response to the Transport for Norwich (TfN) Strategy Consultation as set out at Appendix A.

## **8. Recommendations**

- 8.1 Cabinet to agree the proposed response to the Transport for Norwich (TfN) Strategy Consultation as set out at Appendix A.

## **Background papers**

Transport for Norwich Strategy Consultation Document – chapters can be downloaded from the bottom of the consultation webpage, [here](#).

## Response to the Transport for Norwich Strategic Consultation

Chapter / Section	Commentary
Chapter 1, Spatial Portrait, Paragraphs 1.1 to 1.7.	<p>The Council notes the references to the Indices of Multiple Deprivation. The Council supports the County Council's identification of specific areas of deprivation in Norwich. It is also important to recognise that issues of deprivation also effect Broadland. For example, Broadland ranks significantly worse than Norwich in the key metric of Barriers to Housing &amp; Services, a ranking of 165 compared to 287 in Norwich. This is important as this measure for a Transport Strategy as it takes into account "geographical barriers", which relate to the physical proximity of local services.</p> <p>The relatively lower ranking is self-evidently related to rural nature of large parts of Broadland, which in many way to be expected. Accepting that the measure is based on local services, the ranking is indicative of the ongoing importance of the services and facilities provided by the City of Norwich and the built-up Fringe Parishes that surround it to those living in the wider rural hinterland. The Council therefore supports the specific references in the plan to recognising the needs of those who need to travel to Norwich from the rural hinterland where access to non-car modes of transport may be limited. It may be useful if the Strategy also acknowledged the wider context in terms other areas of work which seek to reduce the need to travel, particularly commuting, through the provision of better broadband and the retention of services and employment opportunities in the more rural locations.</p> <p>Looking beyond the IMD, the reliance on private transport in Broadland is further underlined by the 2011 census data on Car or van availability. This highlights that the vast majority of households across Broadland own at least one car, with 1 or 2 cars per household being most common. There is a very low percentage of households with no car. This high percentage of car ownership likely illustrates that many residents consider access to a car is important to meet their needs, this will be particularly significant for those living in the more rural parts of the district where services and facilities are more widely dispersed as indicated by the IMD ranking.</p> <p>Considering Method of Travel to Work information, it is clear that the vast majority of residents in Broadland/ commute to work using a private vehicle. Levels of cycling are below 3%, even in the more urban areas with levels in the more rural areas sitting below 1.5%. Walking is relatively stable across the whole district at around 6%, this likely reflects those that work in close proximity to their homes.</p> <p>The use of buses is highest in the most urban areas, although still lies below 7%. The use of Buses is significantly less in rural areas, and diminishes noticeably between larger and smaller rural locations. Bus patronage no doubt reflects the</p>

Chapter / Section	Commentary
	<p>quality and frequency of service, with the significant drop off in rural areas reflecting relatively sparse services within these areas.</p> <p>As part of the underlying analysis that will inform the specific interventions to be included in the action plan and which will achieve the overall outcomes of the strategy, it will be important to identify the barriers, real or perceived, to how people are able to move around, the barriers to sustainable transport and how and where these might be addressed and where they cannot be addressed. This will be essential if continued reliance on private transport is going to be reduced in areas where alternative modes is a realistic alternative and also to plan for how to reduce the impact of private transport where alternative options cannot realistically be achieved.</p> <p>To address the expected ongoing need for reliance on private transport there should be a dovetailing of the strategy with any wider LTP interventions to support EV infrastructure in the rural areas, the EV strategy within TfN, any proposals to prioritise particular roads to specific modes of travel and the strategy in terms of parking within the City.</p>
Chapter 1, About the Transport Strategy, Paragraphs 1.8 to 1.10	<p>The Council notes the intention to develop an action plan that will set out how the strategy will be implemented on the ground. Given the timetable under which the TfN Strategy has been produced the Council understands why this has not been prepared and published for consultation. This document will of course be critical and the Council looks forward to working with the County Council in the preparation of the action plan.</p> <p>The Council also looks forward to working with the County Council on the development of the Implementation Plan for LTP4 now that the strategy is close to adoption. It will be important that the two implementation plans dovetail where appropriate to ensure joined up transport planning across the Broadland areas. In due course the Council would welcome clarity on Norfolk County Council's timetable for the production of the LTP4IP and how the County Council intends to engage with the Council on its production.</p>
Chapter 1, Geographical Coverage of the Strategy, paragraphs 1.11 to 1.18.	<p>The Council recognises the benefits of a strategy that focuses on Norwich and its Strategic Growth area. The Council also agrees that it is critical that such a strategy considers how of longer distance trips to Norwich that originate from elsewhere in the County and beyond will be managed and consideration of how implementation measures within the city will effect such trips.</p> <p>The Council is however concerned that the final sentence of paragraph 1.18 appears to seek to limit the strategy to an area that does not effectively capture the full extent of the Strategic Growth area as expressed through the Greater Norwich Local Plan (GNLP).</p>

Chapter / Section	Commentary
	<p>In the Council's view it is important that the Strategy should genuinely reflect the extent of the strategic growth area within Greater Norwich. This approach will ensure that the strategy is best placed to guarantee joined up planning for the strategic growth area and provides an opportunity to present a clear articulation of transport priorities within this area to support funding applications. The extent of the strategic growth area is defined in paragraph 193 of the Greater Norwich Local Plan. It is explained as incorporating 74% of planned growth and includes:</p> <ul style="list-style-type: none"> <li>• The main Cambridge Norwich Tech Corridor area, including Norwich, the North East Growth Triangle, the remainder of the Norwich Fringe, Hethersett and Wymondham;</li> <li>• All the key strategic employment areas in the plan (key strategic employment areas are set out in Policy 6 of the GNLP);</li> <li>• All but one of the strategic scale housing growth locations (the exception is Long Stratton);</li> <li>• High quality public transport, road and cycling infrastructure (both existing and planned); and,</li> <li>• The great majority of brownfield sites in the area.</li> </ul> <p>The Council also notes that the consultation document identifies that a local strategy has been produced for Wymondham within the paragraph that references LTP4. As explained above, Wymondham forms part of the Strategic Growth area of Greater Norwich as set out within the Greater Norwich Local Plan (GNLP). In addition, interventions improving connectivity between Wymondham, Norwich and NRP/NUH/UEA are a key part of the TCF programme. The Council therefore considers the Wymondham network improvement plan to be more detailed plan and policy that supports the TfN Strategy and that should be incorporated into the plan in the same way as the Local Cycling and Walking Infrastructure Plan.</p> <p>The Council would re-emphasise that whilst a strategy that focuses on Greater Norwich's strategic growth area, and which recognises wider movements into the area is an appropriate approach it remains critical that the wider hinterland is not left behind. This makes effective progression of the LTP4IP essential.</p>
Chapter 1, Current Progress and Achievements, paragraphs 1.19.	<p>The Council welcomes the recognition of the significant achievements that have been delivered through the NATS Strategy. The Council considers that a key component of delivering these achievements has been effective integration between the District Councils' development plans, the County Council's transport plan and the role of the Greater Norwich Growth Board partnership in providing strategic direction and coordination of the growth programme, securing cooperation between parties and in identifying, lobbying for and coordinating funding.</p>



Chapter / Section	Commentary
	<p>For these reasons that Council considers that it is essential that the TfN Strategy effectively reflects the Strategic Growth Plans for the area in the way set out above and that its implementation is embedded in the GNGB framework for partnership working.</p>
<p>Chapter 2, Policy Context, paras 2.1 to 2.4</p>	<p>The Council welcomes the Policy context being set out in the document. The Council would recommend that comprehensive review referred to in the document would benefit from being broadened to cover plans, projects and strategies.</p> <p>This could capture items such as the TCF programme, the Wymondham Network Improvement Strategy, the Local Cycling and Walking Improvement Plan or other bid proposals such as the Town's Fund, Levelling Up Fund or Active Travel Fund applications. Such as document could usefully be kept up-to-date to help inform the iteration and evolution of the TfN action plan.</p> <p>Aside from this, and accepting that this isn't intended to be an exhaustive list, the Council also considers that key policies should specific consideration of NALPs economic plan, industrial strategy and economic recovery and renewal plan. This ensures the plan relates effectively to key economic themes.</p>
<p>Chapter 3, Problems Issues and Challenges, paragraphs 3.1 to 3.12</p>	<p>The Council recognises the scale of the challenge to meet government's commitment to achieve net zero by 2050. This is likely to be a particular challenge in more rural areas where opportunities for travel without the use of the private car is much more restricted. This again reinforces the need for effective integrations between LTP4 and TfN.</p> <p>It is recognised that there are locations within the built-up area that demonstrate high levels of active travel, but there will be some areas that have much lower levels. In developing the action plan that accompanies the Strategy it would be a useful for the County Council to focus infrastructure investment in areas that do not meet their potential, particularly where such areas correspond to areas of major growth and change.</p> <p>The Council welcome recognition that routes into the city centre may also be adversely impacted by air quality. The Council considers that it is essential that any knock on impacts of additional restrictions for vehicular traffic need to be properly understood. This will ensure that any expected impacts on air quality are understood before action is taken. The potential impact on air quality that may occur from further restricts may well dictate careful consideration being given to the phasing of intervention or restrictions.</p> <p>The Council would also note that deprivation also effects rural areas, with access to services being a particular issue. Therefore impact on access to Norwich, as the county town for Norfolk, from wider rural area needs to be given careful consideration. The Council would suggest that, if it not already the case, that Place (including rurality), Health and Low</p>

Chapter / Section	Commentary
	<p>Income and Poverty should also be taken into account in the County Council's EqlA. This is in line with the best practice approach adopted by Broadland.</p> <p>The Council support the statement that new strategic growth areas have the opportunity to be planned to facilitate and encourage sustainable transport. This will require sustainable transport interventions beyond individual site boundaries. It will also requires effective co-ordination across the whole of the strategic growth area for interventions to maximise effects.</p> <p>One of the challenges is of course the potential changing nature of the city centre, which may have been accelerated as a result of the Covid-19 Pandemic. It will therefore be important that the Action Plan that accompanies the strategy is regularly reviewed and updated to reflect any changes to the nature of the city centres, and any resultant impacts on travel patterns. Similarly, the fact that a significant number of peoples travel habits have changed as a result of the pandemic, for example increase propensity for remote working, may also impact on travel habits. It will be important that short, medium and long term changes are understood and that opportunities that they present are capitalised upon.</p>
Chapter 4, Vision and Themes	<p><b>Vision</b></p> <p>The Council is generally supportive of the vision statement, in particular the recognition that consideration needs to be given to Norwich and the Strategic Growth Areas around it. In the Council's view the correct interpretation of the Strategic Growth Area is as set out in the GNLP. The Vision might be usefully expanded to recognise the need to provide access options that minimise the environmental impact of those traveling in from the surrounding areas.</p> <p><b>Themes</b></p> <p>The Council broadly supports the identified themes. Some specific comments on the individual themes has been given below.</p> <p><b>Norwich and Norfolk</b></p> <p>The Council considers that this theme would benefit from a stronger reference to the need to ensure high quality connections for longer distance trips to Norwich that originate elsewhere in the county or beyond.</p> <p><b>A Zero Carbon Future</b></p>

Chapter / Section	Commentary
	<p>The Council notes that the County Council has included in this section an intention to help achieve carbon neutrality by 2030, ahead of government's 2050 target. This appears to be different to the target expressed in the Zero Carbon policy. It would be helpful for the County Council to clarify the relationship between the two targets.</p> <p>Assuming the 2030 target is what is intended. The Council notes that the ban on petrol and diesel vehicles will not come into force until 2030, and clearly not all those using private transport will have been able to transition to a zero carbon vehicle by the point. If a target for 2030 is to be included the Council are of the view that a more achievable outcome maybe achieving carbon neutrality across all trips originating and ending within the built-up area of Norwich by 2030 with wider carbon neutrality by 2050 for those trips starting or ending outside the built-up area. This remains consistent with the NCC objective of working towards Carbon Neutrality by 2030 but also reflect the necessary change over to Elective Vehicles or other zero carbon technologies for private vehicles. Private vehicles are likely to remain necessary for those travelling into Norwich from the wider rural area.</p> <p><b>Air Quality</b></p> <p>The Council support the theme. It is important that consideration is given to locations and routes that have air quality issues but have not reached the AQMA threshold and/or those that are at risk of reaching this threshold.</p> <p>As set out elsewhere, it is also important that the knock-on impacts of further restrictions for general traffic in regards pollution in the short, medium and long needs to be given proper consideration to ensure interventions are justified and phased appropriately.</p> <p><b>Changing attitudes and behaviours</b></p> <p>The Council support the theme but notes that not everyone who travels longer distances into Norwich are likely to have the option to primarily travel around by active travel. Such trips are also within the remit of the strategy. It is suggested that the text under this theme would be better focused on those that are starting and ending their trip within the Strategic Growth area. This theme could also be usefully expanded to say choose to primarily travel by active or zero-carbon transport.</p> <p><b>Meeting Local Needs</b></p> <p>It is important that the transport systems meet the needs of everyone. This require that account is taken of the those travelling from outside of the built-up area that will not readily have access to means other than private vehicles. Close and easy access to the city, with close proximity parking, will also be need not just for persons registered as disabled,</p>

Chapter / Section	Commentary
	<p>important as this is, but also for the elderly or other with limited mobility. The Council trusts that the impact of interventions on age and disability should be considered as part of the EqIA process.</p> <p><b>Reducing the dominance of traffic</b></p> <p>Full consideration should be given to the knock-on implications of further traffic restrictions in the city centre, including whether these would result displace noise and air quality impacts to other areas and if so whether interventions are still justified or whether they should be phased to account for greater uptake of zero emission vehicles.</p> <p><b>Making the Transport system work as one</b></p> <p>The Council strongly supports this theme. Effective transport planning across the whole of the Strategic Growth area within the TfN strategy will provide the best opportunity to achieve these outcomes for existing population centres and the areas of significant growth and change.</p> <p><b>Making it Happen</b></p> <p>The Council supports the theme. In order to achieve this, Council considers that it is essential that the TfN Strategy effectively embedded in the GNGB framework for partnership working.</p>
Chapter 5, Norwich and Norfolk, Paragraphs 5.1 to 5.11	<p>The Council support for the policy that seeks to promote strategic connections and hinterland access that support Norwich's role.</p> <p>The Council would suggest that the words "and the role of the wider Norwich area a key driver of economic growth" or something similar could usefully be added to the policy given the importance of the wider Norwich area, and in particular the Cambridge to Norwich tech corridor to the prosperity of the area.</p> <p>In respect of supporting action, the Council would be grateful if the County Council could confirm whether it is the intention to incorporate unfunded Transforming Cities Fund (TCF) schemes, if they're deemed to support the objectives of the plan? Also whether the objectives of the plan would be considered to be the items expressed as themes?</p> <p>If it is intended that there is to be a wider review, the Council would suggest that it may be better to express this as TCF measures being reviewed and incorporated into the action plan where they remain consistent with achieving the intended outcomes of the plan.</p>

Chapter / Section	Commentary
Chapter 6, A Zero Carbon Future, paragraphs 6.1 to 6.5	<p>The Council support the proposed policy approach that sets out the clear proposal to reduce carbon emissions from transport in line with national targets.</p> <p>The Council also strongly supports the proposal to develop an Electric Vehicle (EV) strategy. An EV strategy will also be essential across the wider rural area, where opportunities for active or other sustainable modes of transport will be less than either the built-up area or the wider Strategic Growth area. The Council notes that an EV strategy for Norfolk is proposed within the updated version of the Local Transport Plan (LTP4). The Council considers that it is extremely important that the two strategies are aligned and complement each other. The Council would also note the need, as expressed by members at a recent Norfolk Strategic Planning Forum, to more widely engage at a strategic level to ensure adequate energy supplies for the county to support roll out of an EV strategy and change over to electric heating in homes.</p>
Chapter 7, Improving the Quality of our Air, paragraphs 7.1 to 7.9	<p>The Council supports the intention to improve air quality. Restrictions of petrol and diesel traffic in the centre are important to explore. Consideration will also need to be given to ensuring equality of access for those who have mobility issues and need to be able to park within the city, but will not have access to zero emission vehicles and for whom public transport or other means are not a viable option.</p> <p>A careful balance will need to be struck between bringing in significant interventions, such as those listed in paragraph 7.8 of the document to ensure people have viable alternatives for accessing the city so as not to restrict Norwich's ability to thrive in line with the Vision.</p>
Chapter 8, Changing Attitudes and Behaviours, paragraphs 8.1 to 8.12	<p>The Council supports the proposed programme of influencing attitudes and behaviours to utilise sustainable transport choices. In the Council view this work will need to be focused on areas where sustainable transport is a viable alternative for people. Also, influencing behaviour will only be successful where supported by high quality sustainable transport infrastructure. This will include considerations of affordability. The Council also notes the significant pressure that the public transport sector has been under as a result of the Covid-19 pandemic, improving public transport services against this backdrop will be a particular challenge for the action plan.</p> <p>In the Council's view, the development of Strategic Growth Areas provides an opportunity that shouldn't be missed to influence people's travel behaviour from the outset. Providing high quality infrastructure that supports these areas should be a key and urgent focus of the forthcoming action plan.</p>

Chapter / Section	Commentary
Chapter 9, Supporting Growth Areas, paragraphs 9.1 to 9.8	<p>The Council welcomes the policies intent to proactively meeting the transport requirements of planned growth. Providing sustainable transport solutions from an early stage of the development will be key to influencing sustainable transport behaviours.</p> <p>As stated elsewhere in this response, providing high quality infrastructure that supports these areas should be a key and urgent focus of the forthcoming action plan.</p> <p>The Council support the commitment to implementing the planned interventions within the agree Transforming Cities Fund (TCF) Programme.</p>
Chapter 10, Meeting Local Needs, paragraphs 10.1 to 10.15	<p>The Council supports the principle of including a section on meeting peoples' needs. In the Council's view, within the policy "Local" should be taken as including those that rely on Norwich for educational, employment or other services as well as those that are resident in the area.</p> <p>The Council considers that this a key section where the need to consider longer distance trips to Norwich that originate from elsewhere in the County should be considered. This currently appears absent from the context section, albeit access from the rural hinterland is specifically identified in 10.14. As set out elsewhere access to services is a key area of deprivation within Broadland.</p> <p>In the Council's view, the transportation barriers to accessing employment and education opportunities can be every bit, if not more acute in the rural areas. However, the policy and its contextual/supporting focuses mainly on Norwich. This could be usefully expanded to recognise this issue, and the fact that this will be a major factor influencing the number of trips to Norwich, and the method of transport that will be used to make these trips.</p> <p>The Council support "Overcoming Barriers" policy statement. Ensuring that the transport system of the Norwich area meets needs of those that rely on Norwich for educational, employment or other services is key to ensuring an inclusive transport system within which everyone can benefit from the prosperity of Norwich and its Strategic Growth area.</p> <p>As set out elsewhere, the Council would recommend that matters of Place (including rurality), Health and Low Income and Poverty to be included as part of the EqIA that accompanies the final strategy.</p> <p>The Council supports the policy statement on reducing road traffic harms.</p>
Chapter 11, Reducing the Dominance of Traffic, paragraphs 11.1 to 11.15	<p>The Council supports the policy approach to seek to enhance places when changes to the transport network are made. The Council looks forward to working with NCC in the development of Design Guides and Codes.</p>

Chapter / Section	Commentary
	<p>The Council also support the co-ordination of the approach to managing freight and deliveries. The Council would welcome the opportunity to work with the County Council and commercial partners to identify suitable opportunities for freight consolidation facility.</p> <p>The Council supports the proposal to work with local communities to address traffic issues and improve connections that support active travel. The Council would also encourage NCC to work with communities in Market Towns to delivery the outcome of the Network Improvement Strategies through the implementation plan for new Local Transport Plan (LTP4).</p>
Chapter 12, Making the Transport System Work as One, paragraphs 12.1 to 12.29	<p>The Council supports the proposal to adopt a road network and travel mode hierarchy that supports mobility requirements of people as opposed to vehicles and recognises the contribution to place that elements of the highway network can make. The Council would note that it is important that the role and function of all main radial and orbital routes are clearly defined. This will ensure that it is obvious where a particular routes sits within the hierarchy, and how residents who are reliant on those routes will be served in the future should the function and prioritisation of the roads on which they rely be changed.</p> <p>The Council would note that the prioritisation of corridors for certain modes of travel will have knock-on impacts for how general traffic will use the road network. As set out elsewhere, the congestion and pollutions impacts of knock-on impacts will need to be carefully considered to ensure that interventions are appropriate phased to ensure people have viable travel options, and so that pollution impacts can be minimised.</p> <p>The Council supports the statement that parking restriction need to take account of ensuring the ongoing economic vitality of the city, and that the essential needs of those without viable transport alternatives or those that need direct access to the city for mobility reasons continue to be met.</p> <p>The Council also supports the ongoing role of the Park and Ride network and the intention to work with bus operators to deliver services that meet needs and the complementary measures to improve journey times and reliability. Providing high quality services to major areas of growth and change is critical to establishing travel patterns of residents at an early stage.</p> <p>The Council support the encouragement of active travel where this is a viable option for residents. The Council would also note that to make the transport system work as one, it is important to ensure interventions take account of emerging Local Transport Plan (LTP4) policy 10, which seeks to improve connectivity between rural area and services in urban areas.</p>

Chapter / Section	Commentary
Chapter 13, Making it Happen (Governance), paragraphs 13.1 to 13.4	The Council support the proposal to ensure appropriate governance. As set out elsewhere, the Council considers that it is essential that the Transport for Norwich (TfN) Strategy effectively embedded in the Greater Norwich Growth Board (GNGB) framework for partnership working.

End.



**Agenda Item: 10**  
**Cabinet**  
**14 September 2021**

## **NORFOLK STRATEGIC FLOOD ALLIANCE (NSFA) STRATEGY CONSULTATION RESPONSE**

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**Portfolio:** Leader

**Wards Affected:** All

**Purpose of the Report:**

For Broadland District Council to consider the Norfolk Strategic Flood Alliance (NSFA) Strategy and ratify as appropriate.

**Recommendations:**

Cabinet to ratify the Norfolk Strategic Flood Alliance (NSFA) Strategy as set out at Appendix A.

## **1. Summary**

- 1.1 The Norfolk Strategic Flood Alliance has produced a Strategy which it has been circulated to all agencies involved with flood response across Norfolk county.
- 1.2 The Norfolk Strategic Flood Alliance has invited the Council as a member authority to ratify the strategy ahead of its meeting on 20<sup>th</sup> September 2021.

## **2. Background**

- 2.1 The flooding experienced across Norfolk over the Christmas & New Year 2020 caused widespread impacts. Responding agencies resources were severely stretched and there were inconsistencies in the responses in different local authority areas. Residents were confused about which agency to contact for help and what level of response they could expect.
- 2.2 Following that flooding, the Norfolk Strategic Flood Alliance was established in early 2021. Chaired by Lord Dannatt, the work of the Alliance has involved strategic lead officers and Leaders from a range of agencies involved in flood response and water management across the County. The Norfolk Strategic Flood Alliance membership includes, among others, the Environment Agency, Anglian Water, the Association of Drainage Authorities, the Water Management Alliance, Water Resources East, the Norfolk Resilience Forum, the Broads Authority and Norfolk's local authorities.
- 2.3 There are longstanding flooding issues where ownership of and responsibilities for land, ditches and drains has been unclear. The Norfolk Strategic Flood Alliance is able to highlight these areas and drive these issues forward at a more visible level than previously.

## **3. Current position**

- 3.1 The Norfolk Strategic Flood Alliance seeks to develop a more coordinated approach to flood and water management with closer working between agencies in order to reduce the impact of future flooding on Norfolk residents. The vision of the Alliance is that through this approach that the people of Norfolk will have high level of confidence that flood risks are as low as reasonably practicable and are being managed effectively.
- 3.2 The Norfolk Strategic Flood Alliance is proposing that, on an annual basis, member agencies will be invited to reaffirm their commitment to working in the Alliance and the delivery of collaborative working in accordance with its guiding principles.

## **4. Proposed action**

- 4.1 The Council is being invited to ratify the Strategy.

## **5. Other options**

- 5.1 Cabinet could decide not to ratify the Norfolk Strategic Flood Alliance Strategy.

## **6. Issues and risks**

- 6.1 **Resource Implications** – The Norfolk Strategic Flood Alliance strategy seeks to gain a consensus approach bringing new focus to member agencies' existing resources. One areas of resourcing concerns the provision of sandbags during an emergency. Like many other districts, Broadland District Council does not currently issue sandbags to residents unless a Major Incident has been officially declared. At all other times it is the residents' responsibility to source their own flood protection measures. Any future decision to offer sandbags on a different or wider basis would need further consideration.
- 6.2 **Legal Implications** – None.
- 6.3 **Equality Implications** – No equality implications have been identified in connection with the adoption of the Norfolk Strategic Flood Alliance strategy.
- 6.4 **Environmental Impact** – Localised flooding has evidently become more frequent in the United Kingdom and this is expected to continue and, potentially, to worsen. The NSFA Strategy (in conjunction with other agency plans, procedures and mitigations) will assist Norfolk residents to become more resilient to flooding. If any major schemes are brought forward the Council will have a key role in environmental assessment of individual projects and schemes as necessary.
- 6.5 **Crime and Disorder** – There are no identified crime and disorder risks associated with this report.
- 6.6 **Risks** – none identified other than set out above.

## **7. Conclusion**

- 7.1 Ratifying the Norfolk Strategic Flood Alliance Strategy as set out at Appendix A will demonstrate the Council's commitment to working collaboratively in line with the Strategy.

## **8. Recommendations**

- 8.1 Cabinet to ratify the Norfolk Strategic Flood Alliance Strategy as set out at Appendix A.

## **Background papers**

None.

## NORFOLK STRATEGIC FLOODING ALLIANCE – OVERALL STRATEGY

***The purpose of the constituent members of the Norfolk Strategic Flooding Alliance (NSFA) is to work together so that Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts.***

1. **Introduction.** The NSFA was formed following recognition that the county-wide response to flooding and flood-related risks is incoherent and improvements are required to protect and reassure Norfolk communities. Members of the NSFA are united in their determination to work collaboratively and transparently across boundaries and structures to improve the response of flooding and increase the coherency and consistency of flood risk management. The unique selling point of the NSFA is that it represents a single point of focus and collaboration for all flood-related challenges facing the County of Norfolk. Our Action Plan is at Appendix A and the record of actions achieved, so far, is at Appendix B.

## OUR GOALS

2. **Our Vision.** The NSFA will be successful through the coordinated actions of the statutory authorities from central to local government, through to commercial companies, land and property owners large and small, their communities and individuals themselves. As a result, the people of Norfolk will have high level of confidence that flood risks are as low as reasonably practicable and are being managed within the overall context of improved water management.

3. **Our Objectives.** Our objectives are:<sup>1</sup>

- a. Achieve a transparent, collaborative, integrated and sustainable approach to water management issues across the County of Norfolk that is applied coherently.<sup>2</sup>
- b. Provide a cooperative approach to local, regional and national funding opportunities to mitigate Norfolk's flood risks.
- c. In accordance with Shoreline Management Plan governance, establish a strategic group (or Groups) for the coastal areas from the Yare to the Wash/Ouse to help mitigate coastal erosion and coastal flooding.
- d. Examine how to implement whole river management best practice for inland waterways from catchment areas to the sea.
- e. The planning system across the County is coherently applied and does not exacerbate the flood risks to new and existing residents and communities.
- f. When preparing and delivering their statutory or lead-agency responsibilities, category one responders and other relevant bodies will, where appropriate, collaborate through the Norfolk Resilience Forum (NRF) to:
  - I. enable the Local Lead Flood Authority (LLFA) to compile a common flood risk picture,
  - II. develop a consolidated action plan that maps multi-agency activities and progress,
  - III. ensure local flood resilience and the response to flooding events, which is streamlined and cohered across the County,
  - IV. achieve synchronised initiatives across Norfolk that mitigate the risk of flooding and enhance communities' local resilience, and
  - V. deliver a programme of exercises to confirm NSFA effectiveness and assure progress development.<sup>3</sup>

<sup>1</sup> These are distilled further into a series of actions and tasks in Annex A.

<sup>2</sup> This will include an understanding of other water management strategies and activities already in practice through other bodies and organisations.

<sup>3</sup> We will do this in partnership with the Ministry of Housing, Communities and Local Government (MHCLG) or the Cabinet Office, partner authorities in the region and the Emergency Planning College, in the design, training, work up and delivery of the exercise.

- g. Enhance the confidence of Norfolk communities through regular public communications and engagement on flood risks, mitigation measures and resilience / self-reliance initiatives.
- h. Produce an Integrated Norfolk Water Management Strategy.<sup>4</sup>
- i. Deliver a united Norfolk view on flooding and water management issues to Central Government.

## OUR APPROACH

### 4. **Our Principles.** Our guiding principles are:

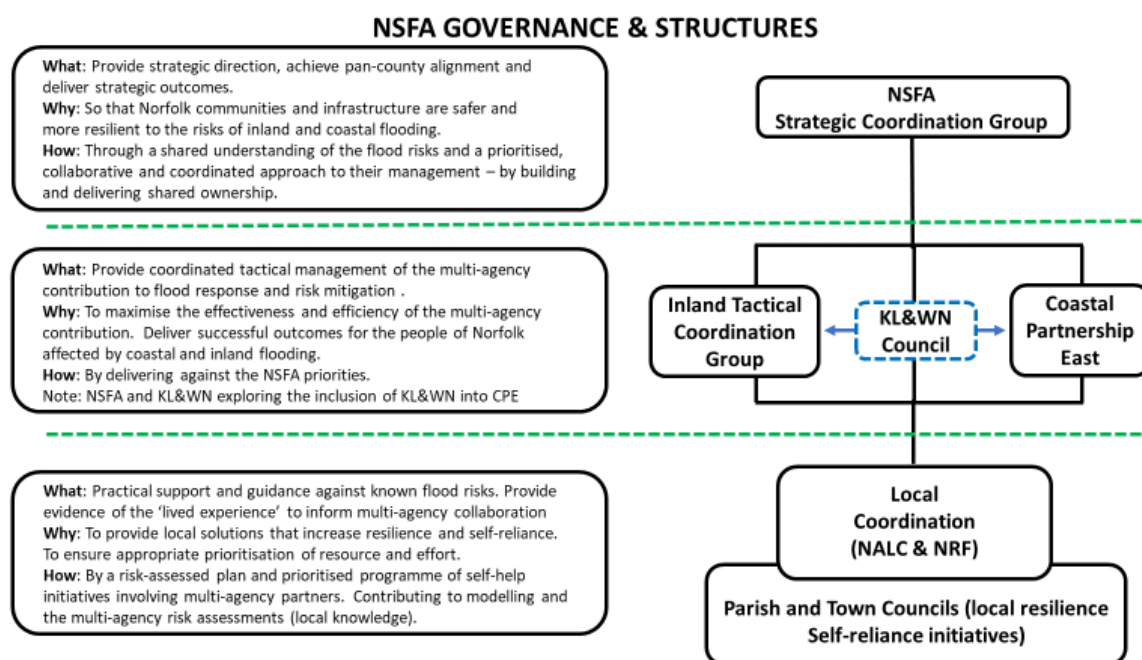
- a. We will work together in a collaborative and transparent manner through the statutory duties established by the Civil Contingencies Act (CCA) (2004) and its supporting doctrine and guidance as well as making maximum use of Public Sector Cooperation Agreements, where appropriate.
- b. Extant statutory or lead responsibilities remain with the relevant agency.
- c. We will share information and manage knowledge intelligently.
- d. We will focus on delivering the best outcome for Norfolk communities.
- e. We will speak with one voice and communicate clearly, coherently and consistently to Norfolk communities.
- f. We will exploit pre-existing structures and multi-agency fora to reduce duplication and ensure our activities are efficient and effective.
- g. We will ensure a balanced approach – delivering quick wins and set the conditions for achieving longer-term success.
- h. We will make evidence-based decisions and anticipate future risk through collaborative analysis and data sharing.
- i. We learn from others and our own experiences and seek to identify and share ‘best practice’ as appropriate.

5. **Strategic Collaboration – Threats and Opportunities.** It is unlikely that any single entity will be able to develop projects or solutions alone to mitigate the threats of flooding or to promote the opportunities of better water management. Collaboration (not duplication) between NSFA and Water Resources East (WRE) is essential to a coherent approach across the County of Norfolk. From a water management perspective, WRE and its strategic partners will identify opportunities in the short, medium and long-term to connect fluvial flood risk reduction with water scarcity opportunities, ideally delivering water quality benefits at the same time. This will predominantly focus on the opportunities to capture and store flood water and make it available for use for example for irrigation, energy production and to drive environmental improvement and natural capital net gain. Key partners in this work, alongside Norfolk local authority colleagues and WRE’s Norfolk Water Strategy partners (Anglian Water and The Nature Conservancy) will be landowners, internal drainage boards, local community leaders and environmental Non-Governmental Organisations (NGO).

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<sup>4</sup> To include an integrated approach to resource planning that considers all potential requests for funding to develop a single and prioritised statement of desired outcomes that all can work to deliver.

6. **How we Function.** The NSFA will operate across 3 levels (using Civil Contingencies Act doctrinal definitions for each level) – Strategic, Tactical and Operational/Delivery – a schematic representation of how this will be achieved, with broad roles and responsibilities, is shown below:<sup>5</sup> The NSFA recognises that member organisations and authorities have different priorities, funding arrangements, regulators and statutory obligations. It is incumbent on NSFA members to highlight to the NSFA their constraints to help the NSFA appreciate how best to work around these for the benefit of local communities. While the NSFA will determine its priorities, it accepts the need to use the statutory and funding frameworks of other bodies in order to realise these priorities. The Norfolk County Council (NCC) communications team would use this strategy and action plan to develop a proactive communications and engagement plan.



## ASSESSING SUCCESS

7. **What will success look like?** Achieving the stated vision will be the ultimate assessment of success for the NSFA. On our journey to achieving this vision, the NSFA will assess performance against the individual objectives (para 3), the specific actions and tasks (annex A) and our ways of working / guiding principles (Appendix B). On an annual basis (July NSFA meeting) members will be invited to affirm their commitment to the NSFA and the delivery of collaborative working in accordance with our guiding principles.

8. **Universal Stakeholder Buy In.** On an annual basis – commencing in July 2021 - the stakeholders, who are the constituent members of the NSFA (details at Appendix C), will commit to work together by formally signing off the annual NSFA Overall Strategy, of which this is the first.

<sup>5</sup> For local operational/delivery groups to be successful, there will need to be multiple (to spread the load), probably covering either the district council areas (with a number amalgamated to ensure there aren't too many groups for those of us that cover the whole of Norfolk) or Anglian Water water recycling collection areas. Discussions are underway to see if KL&WN might consider joining Coastal Partnership East and therefore remove the need for a bilateral arrangement between the NSFA and KL&WN on coastal flooding matters.

## APPENDIX A - ACTION PLAN

Code: **RED**: Significant issues to be resolved or task/outcome/action not commenced, **Amber**: Significant issues identified and plan to resolve developed – no target date set, **Yellow**: minor issues or progress to achieve goal is on track, **Green**: desired task/action/outcome achieved.

SER	TASK	ACTION	PROGRESS	LEAD/OWNER	ASSESSMENT
1	Task 1. Develop closer working between all agencies and better co-operation	1.1 More effective collaboration to ensure clearer multi-agency emergency response, recovery and remediation actions.	Agreement to this strategy signifies a commitment from members to adopt the principles and objectives in their own programmes, plans and strategies and a commitment to work collaboratively to achieve the NSFA's objectives.	All	
2		1.2 The need to have a single consolidated approach to flooding across Norfolk so there is no 'post code lottery' (e.g. removal of the confusion about the utility and availability of sandbags).	<p>To be addressed through the NSFA Inland Flooding Group. The NRF is developing a picture of what districts provide in terms of flooding support during both response and recovery phases. The NRF (via the Multi-Agency Fusion Group (MAFG)) will provide a formal update on who does what to the next Inland Flooding Group meeting in September.</p> <p>Explore the role of the Severe Weather and Flood Risk working group and how this might inform the working of the coastal and inland flooding groups.</p> <p>This work should recognise the roles and responsibilities of all 3 tiers of local government and consider how we balance locally derived needs with autonomy of decision-making and resourcing (especially finance) while achieving appropriate county-wide consistency.</p>	<p>Chair NSFA Inland Flooding Gp</p> <p>NRF Chair</p>	

3		<p><b>1.3</b> Develop in partnership with others (such as Water Resources East (WRE) and the <b>Broadland Futures Initiative</b> (BFI) options for how flood water might be used to alleviate drought risks or managed in a more integrated multi-agency approach.</p>	<p>First formal meeting between NSFA and WRE programmed for 17 May. It discussed opportunities for shared working and what 'plugs and sockets' are required between the 2 structures to ensure opportunities to deliver a holistic approach to water management might be achieved.</p> <p>Develop an appropriate 'plug and socket' approach with existing flood and drought initiatives to ensure an integrated approach while not duplicating effort.</p> <p>The BFI should be reviewed by the NSFA and areas of collaborative opportunity identified and factored into the NSFA Action Plan. The BFI considers existing and new plans that will emerge and impact upon the BFI plan area. It is expected that the BFI will inform the Norfolk Strategic Flooding Alliance (NSFA).</p> <p>Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast.</p>	<p>Chair NSFA</p> <p>MD WRE</p> <p>Chair BFI</p>	
4		<p><b>1.4</b> Develop a prioritised list of known flooding risk areas to guide initial collaborative working</p>	<p><b>NSFA members will share their capital and maintenance plans with each other to ensure the maximum opportunities possible for the development of synchronised and mutually supporting work and to help communicate our work with Norfolk Communities.</b></p>	<p>Chair NSFA</p> <p>Chairs of Inland and Coastal</p>	



			<p>An initial prioritised list comprises 16 flood sites that have been identified as complex and requiring multi-agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.</p> <p>A second tranche of flood risk sites is being considered.</p>	Working Groups	
5	<b>Task 2.</b> Clarify roles and responsibilities both amongst partners themselves and for the general public.	<b>2.1</b> Education of Riparian owners, homeowners and businesses on their responsibilities, how to be more resilient in the face of severe weather and who to reach out to in times of flooding.	<p>Flyer produced and to be distributed to all properties (business and private across Norfolk). It provides basic advice and linkages to where specific advice can be found.</p> <p>NFRS, NRF and NALC exploring ways to improve local resilience and self-reliance through education and advisory programmes.</p> <p>Riparian owners need to be updated on their responsibilities to watercourse maintenance. This might be led by the CLA and NFU.</p>	CFO, NFRS  NALC  CLA  NFU	
6		<b>2.2</b> The potential for a Memorandum of Understanding to provide greater clarity and the need to undertake a gap analysis of areas not covered by agencies.	<p>To be considered by the NCC as the LLFA. Consideration should be given to the NRF to lead on developing this.</p>	NCC as LLFA (through NRF)	
7		<b>2.3</b> Encourage local support groups to help improve community resilience through provision of support, education and information.	<p>Consideration should be given to the Coastal and Inland groups leading on this with NRF liaison for delivery of engagement and education programme. These groups might want to explore the role of the Coastal Flood Wardens as</p>		

			<p>a resource that might be developed for other scenarios.</p> <p>Consider the development of dashboard, to guide planning and response, in which flood data and the current picture is made accessible to all stakeholders.</p> <p>Consider the Introduction of a web-based portal to help householders and businesses identify who is responsible for what drainage asset.</p> <p>Integration of data feeds by the NCCC Norfolk Office of Data Analytics (NODA) to create an more holistic appreciation of risk and situational awareness. Intention to embed this in an open forum website (Norfolk Prepared) to ensure agencies and public maintain situational awareness and can prepare and response more effectively</p>	<p>Chairs of Inland &amp; Coastal Groups</p> <p>CFO, NFRS</p> <p>NALC</p> <p>NRF</p>	
8		<p><b>2.4</b> Maintain regular communications with Norfolk communities on flooding related issues to ensure communities are as well informed on NSFA activities as is practicable.</p>	<p>This recognises the need for direct (NSFA to communities) and indirect (through a third party) communications. Parish Councils will have a key role to play here.</p> <p>Requires close collaboration and coordination on flooding related communications. NCC will lead on the development of a coordinated NSFA Communications Plans (including agreed, immediate lines to take in times of crisis).</p> <p>Utilise Norfolk Prepared website, tactical delivery through inland and coastal NSFA groups.</p>	<p>Chair NSFA</p> <p>Chair Inland and Coastal Groups</p> <p>NCC as LLFA</p> <p>NRF</p> <p>NALC</p>	

			The Norfolk Prepared website was advertised in the flood flyer and the website provides broad resilience and self-reliance advice.		
9		<b>2.5</b> Consider what flood protection and mitigation capabilities are required and how they might be supported and supplied.	Item needs to be addressed by the inland and coastal flooding groups to identify most appropriate capabilities to mitigate flooding. Once the 2 groups have considered the issue for their respective remits, the NSFA should consider a consolidate view including how capabilities might be resourced	NSFA  Chairs of inland and Coastal groups	
10	<b>Task 3.</b> Determine and implement appropriate mechanisms for funding flood-related initiatives.	<b>3.1</b> A shared resilience fund to help agencies and authorities better react to emergency situations in a collaborative manner.	The Chairs of the Inland and Coastal working groups should consider what additional resources they required. This detail should be submitted to the NSFA who would fuse the requirements into a single submission for the LLFA to consider. This should be completed by end of July 21.  CPE is also exploring a coastal adaptation mechanism to support those affected by erosion which could be linked	Chairs of the inland and Coastal working groups	
11		<b>3.2</b> Maximising the capital, maintenance and revenue funding streams of NSFA members , as well as resource and skills, jointly to agree common priorities and funding for proactive water management initiatives.	A more collaborative approach to funding-streams, utilising Regional Flood and Coastal Committees (RFCC), and a more coordinated approach to the Business Plans of NSFA members should be the preferred method to operationalise the water management outcomes we seek for Norfolk.  The NSFA will work integrally with Anglian ( Eastern) and Anglian (Gt Ouse) RFCCs to ensure Flood Defence Grant in Aid capital and other	All	

			funding opportunities are maximised for all RMAS in Norfolk.		
12		<b>3.3</b> Lobbying DEFRA regarding the funding criteria for retro-fitting SuDS and drainage improvement works, as current model undervalues the damage caused by surface water flooding and the costs of mitigation schemes			
13	<b>Task 4.</b> Improve the coherency of planning processes across the County to ensure that new developments do not exacerbate the flood and coastal erosion risks or act as a barrier to the development of options.	<b>4.1</b> Removal of the automatic right to connect surface water from new developments to the sewerage system, which should be replaced with a more conditional approach to ensure all parties work together to assess and approve connections to the sewer network.	<p>Anglian Water is already involved in this work nationally with Water UK.</p> <p>Lord Dannatt and George Freeman MP wrote, on 23 Jun 21, to SofS EFRA and SofS HCLG to express concerns over 2 planning policy matters. The first regarding the automatic rights for developers to connect surface water from new developments to the sewerage system. Second, The ongoing responsibility of developers for drainage and water management on their developments.</p>	<p>Chair NSFA</p> <p>Anglian Water</p>	
14		<b>4.2</b> Planning policy and guidance to be updated and strengthened to require flood risk betterment in areas of high flood risk and to reflect new environment policy objectives and new SuDs National Non-Statutory Technical Standards.	<p>CPE is working with our 3 LA planning teams and those at KLWNBC and south into Essex to ensure we have integrated coastal planning policy in relation to erosion and coastal change. we have a shared Supplementary Planning Document which we are currently reviewing in line with new and emerging Local Plans. We are also exploring spatial planning and development in Coastal Change Management areas with planners locally and nationally.</p> <p>Farmers and landowners perceive planning to be a barrier to the development of on-farm reservoirs, which will play a crucial role in</p>	<p>Chair NSFA</p> <p>NCC and District / Borough Councils</p>	

			<p>connecting flood risk with water resources, delivering economic and environmental benefits. The group needs to consider what is most needed, is it formal policy changes, guidance to landowners submitting applications or is internal guidance for planners needed to help them with reviewing an application? It would also be helpful to identify a number of 'shovel-ready' projects and test them through the planning system.</p> <p>The NSFA would consider forming a focused working group to understand the breadth of planning-related challenges and recommend a programme of work to address these.</p>		
15		4.3 LLFA to review thresholds for bespoke responses to consultations on Major Development and LPAs to review provision of drainage advice for Minor Development to improve the technical expertise in flooding.		NCC / LLFA	
16		4.4 A clear process to remove and replace misconnections to sewers through Building Control, or re-classification of foul sewers into combined sewers.	<p>Seems a logical for Anglian Water to lead, given their role (this might ensure that foul sewer are <b>not</b> reclassified as combined sewers).</p> <p>Building Control at the local authorities with regards to spotting and addressing misconnections, working with Anglian Water to ensure that foul sewers are <b>not</b> reclassified as combined sewers).</p>	<p>Anglian Water</p> <p>and local authority Building Control teams</p>	
17	Task 5. Improve collective	5.1 Develop a shared surface water flood risk mapping resource and asset register, and provide districts with access to the LLFA's GIS system.	<p>Encourage wider use of EA flood map to increase awareness of surface water flood risks in the County. Information can be found on <a href="https://eur02.safelinks.protection.outlook.com/">https://eur02.safelinks.protection.outlook.com/</a></p>	<p>EA</p> <p>Anglian Water</p>	

	understanding of the flood risks through the development of multi-agency situational awareness and data sharing protocols, establishing a commonly accessible mapping resource and modelling function.		<p>Anglian Water is developing something similar for all flood risk partners across the region, so no need to reinvent the wheel.</p> <p>CPE is also keen to develop a shared asset register for coastal locations so they can develop integrated asset investment strategies with their partners (similar to that with AW).</p>		
18		<b>5.2</b> Establishing local community champions to support communities to map out relevant water management assets.	Potentially incorporated in LRF Stronger Community Resilience pilot. LRF to work with NALC, Community Resilience, PH etc to help identify local champions.	NRF Strategic Support Officer	
19		<b>5.3</b> Develop and then monitor the concerns of Norfolk communities affected by flood and drought risks and realities – a form of persistent audience sentiment and analysis.	<p>The development of a prioritised list is based upon inputs from local communities and historic data. It is addressed by the Local Issues Working Group. Discussions have taken place with NCC Comms to explore a proactive approach to communications and with sentiment analysis.</p> <p>CPE is holding its first join Suffolk and Norfolk Coastal Community conference this autumn to discuss coastal change. They have held a Suffolk event for several years and invited schools and guest speakers as well as the community leads and partners. It's a very effective event for sharing information, networking and supporting peoples understanding of risks and solutions.</p>	Nick Tupper NSFA	
20		<b>6.1</b> A coordinated effort from all RMAs to ensure that all their assets are regularly and proactively maintained, to lead by example.	EA and Anglian Water have an established, mature risk-based maintenance programme and could support others developing the same.	Anglian Water	

	<b>Task 6.</b> Creation of a sustainable approach to drainage through a coherent county-wide programme of improvements, prioritised maintenance and through the planning of new developments.		CPE conducts regular inspections of all its coastal assets and this informs their annual maintenance programmes. They also have a £150M capital delivery programme for 10 years: they have already delivered the Bacton Landscaping project and are in the process of progressing Lowestoft tidal flood walls and barrier. They will have a capital scheme for Cromer and Mundesley online early next year.	EA	
21		<b>6.2</b> The maintenance regimes of delivery agencies and authorities are shared between NSFA partners to facilitate closer cooperation in areas of mutual interest / responsibility.		Anglian Water EA IDBs	
22		<b>7.1</b> Sharing mobile numbers of all first responders to reduce the time it takes to contact the appropriate person who can make decisions with the skills and knowledge on the ground.	Services with 24hr response - contact should always be through established arrangements - not to individuals - relying on individual contacts more likely to impede and not enhance response - eg leave, change of roles, assigned to other events etc. Item closed – to be transferred to Appendix B.	NRF Chair	
23	<b>Task 7.</b> Effective management of the multi-agency response to improve consistency of delivery across the County to ensure we retain the confidence of Norfolk communities.	<b>7.2</b> Explore the creation of Community Resilience Team at Parish Council level able to respond to flooding events.	Being considered by NRF, NFRS and NALC. To be assisted and enabled by increased situational awareness from data embedded in Norfolk Prepared website.  Norfolk ALC is already doing work in this area to gather names into a 'register'.  Learn from and make links with any COVID support groups set up at county, district or Parish level.	NRF Chair  CFO, NFRS  NALC	

24		<b>7.3</b> Explore potential roles for the NRF and local resilience planners in advising, preparing and supporting mitigation measures (such as education).	Being considered by NRF. Will require identification of risks specific to geographical location. NRF assessing options for education/training of community champions. Norfolk Prepared to be used as a platform to inform public on pre-emptive actions that can improve their resilience to local risks.	NRF Strategic Support Officer	
25		<b>7.4</b> Consider how the NCC Resilience Hub might lead in the setting up of initial coordination function of flooding events (what resources are required to enable this?)	NRF assessing options for an improved cascade call system for setting up initial response groups. Confirmation of Local Coordination Group (LCG) roles and responsibilities being amended in Norfolk Emergency Response Guidance (NERG).	NRF Chair	
26		<b>7.5</b> Consider how regular exercise events might be used to prove and improve NSFA functionality and effectiveness through the use of a series of testing scenarios involving coastal and inland flooding events (and explore how these might mitigate drought risks).	<p>Training and assessment exercises are a key indicator of progress and to drive learning and development.</p> <p>A NSFA Flood exercise planning meeting will take place on 8 Jul (details to follow) to determine scope and objective for the NSFA autumn exercise. It will also explore options for the Norfolk contribution for the National Flood exercise in Oct 22.</p> <p>An exercise is being developed by NRF's multi-agency fusion group (MAFG) that will test our response to inland and coastal flood challenges. Expected to be delivered 26-28 Oct 21.</p>	NRF Chair	



27		<p><b>7.6</b> Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood ( and erosion) management on the coast. Can be accessed via <a href="https://eur02.safelinks.protection.outlook.com/">https://eur02.safelinks.protection.outlook.com/</a></p>	<p>CPE will be developing this further with EA and our coastal partners and communities through the SMP action plans and via our IRF bid.</p> <p>An education campaign about climate change and SL rise at a regional/county level would help all RMA's in the discussions we have to have with communities.</p>		
28	<p><b>Task 8.</b> Improving the oversight of and managing delivery of riparian responsibilities.</p>	<p><b>8.1</b> An education campaign to educate landowners and homeowners in terms of their responsibilities around keeping ditches and culverts cleared.</p>	<p>The EA are considering developing some guidance on this nationally but some local guidance could perhaps be developed more quickly with a Parish Council as a test area and involving local engagement from riparian owners about what support, knowledge, H&amp;S considerations and equipment a riparian owner needs.</p> <p>Cambridgeshire County Council are developing riparian guidance asap on this so perhaps you could collaborate with them for efficiency and speed?</p> <p>Charles Krolik-Root is the lead on this at CCC.</p>	NCC as LLFA	
29		<p><b>8.2</b> Explore the practicalities and benefits of a single lead organisation for managing all watercourses in the County. How would this be resourced and what authorities would it require (how might these impact on the statutory obligations of other NSFA elements)?</p>			
30		<p><b>8.3</b> The NSFA partners will review existing responsibilities of the EA, LLFA, Broads Authority and IDBs across the County to assess if there is a better balance of those responsibilities in managing and maintaining</p>			

		the County's watercourses alongside riparian owners, and to look at mechanisms for achieving that, including new legislation.			
31	<b>Task 9.</b> Improve understanding of the policy framework across all NSFA members and improve the consistency of its delivery across the County of Norfolk	<b>9.1</b> Need to better understand EA's policy around river dredging and whether this is being undertaken.	<p>EA provides their current policy position:</p> <p>Dredging means removing accumulated material in waterways, such as gravel or soil (often referred to as silt). Dredging in certain locations may improve land drainage by lowering the river level to allow water to flow from the land or from drains, however it may sometimes cause unintentional flooding downstream. Dredging may also be ineffective in reducing flooding, as the natural processes in many rivers can cause silt to build up again quickly. Dredging may also damage wildlife and ecosystems in certain areas. In extreme flooding events, the small increases in width and depth achieved by dredging a waterway do not provide enough capacity to contain the excess flood water. This means dredging is not always the best solution to managing flood risk, and we may suggest other measures instead. When the EA dredges they focus work on locations where the risk of flooding, economic loss and risk to life are the greatest. They may dredge an area if there is evidence that:</p> <ul style="list-style-type: none"> <li>dredging will reduce flood risk to local properties will not increase flooding downstream it is affordable to do so (disposal of silt may be expensive).</li> </ul>	All	Item closed. Will be transferred to the record of completed actions in Jul 21.

			<ul style="list-style-type: none"> <li>it is compatible with restrictions around protected species.</li> </ul>		
32		<b>9.2</b> Need to better understand the Declassification of Infrastructure Programme being undertaken by Anglian Water.	Anglian Water does not have a declassification programme, but they will review assets that are incorrectly classified when they are made aware. Anglian Water to lead this work and communicate it comprehensively with the NSFA.	Anglian Water	

**APPENDIX B – RECORD OF ACHIEVEMENTS**

<b>SER</b>	<b>ACTION</b>	<b>OUTCOME</b>	<b>ACHIEVED</b>
1	Consider the need for a single, centralised flood line number that provides a mechanism through which flooding can be reported, specific triage advice can be provided and generic flood prevention and resilience guidance can be sought.	Single flood line number in place to provide 24/7 hub for flood advice and support. Flyer produced that covers advice and provides details on organisational flood roles and responsibilities. Flyer will be distributed to all properties and business and properties across Norfolk by the end of May 21	27 May 21
2	Production of clear comms tools (leaflet/website) for householders and businesses with emergency contact numbers.	Flyer produced by the NRF (MAFG) and NCC Comms that has been distributed to all addresses across the County. This flyer provided details on the single flood line number, the roles and responsibilities of various agencies and authorities and provided link to other advisory / resilience websites.	27 May 21
3	Develop a prioritised list of flood work that can be used to galvanise a collaborative approach to complex flooding sites	First tranche comprises a list of 16 flood sites that have been identified as complex and requiring multi agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.	

**APPENDIX C – NSFA MEMBERSHIP**

<b>SER</b>	<b>ORGANISATION</b>	<b>REPRESENTATIVE</b>	<b>COMMENT</b>
1	NSFA Executive	Lord Richard Dannatt	Chair
2	NSFA Executive	Nick Tupper	Local Authorities POC
3	NSFA Executive	Philip Lester	Strategy, NRF and Exercising POC
4	NCC / LLFA	Cllr Andrew Proctor	Leader County Council
5	NCC / LLFA	Tom McCabe	ED Paid Services
6	NCC / LLFA	Graham Bygrave	Highways
7	NCC / LLFA	Mark Ogden	Flood and Water Management
8	NCC / LLFA	Duncan Merren	Communications
9	Inland Flooding Group	Trevor Holden	MD Broadland & South Norfolk District Council
10	Coastal Flooding Group	Sheila Oxtoby	CEx Great Yarmouth Borough Council
11	Breckland District Council	Cllr Sam Chapman-Allen	Leader District Council
12	Breckland District Council	Maxine O'Mahony	ED District Council
13	Broadlands District Council	Cllr Shaun Vincent	Leader District Council
14	Borough of Gt Yarmouth Council	Cllr Carl Smith	Leader Borough Council
15	Borough of Kings Lynn & West Norfolk Council	Cllr Stuart Dark	Leader Borough Council
16	Borough of Kings Lynn & West Norfolk Council	Lorraine Gore	CEx District Council
17	North Norfolk District Council	Cllr Sarah Butikofer	Leader District Council
18	North Norfolk District Council	Steve Blatch	CEx District Council
19	Norwich City Council	Cllr Alan Waters	Leader City Council
20	Norwich City Council	Stephen Evans	CEx City Council
21	South Norfolk District Council	Cllr John Fuller	Leader District Council
22	Anglian (Great Ouse) Regional Flood and Coastal Committee (ARFCC)	Richard Powell	
23	Anglian Eastern Regional Flood and Coastal Committee (AERFCC)	Brian Stewart	
24	Association of Drainage Authorities (ADA)	Innes Thompson	
25	Anglia Water (AW)	Jonathan Glerum	
26	Broads Authority (BA)	Marie-Pierre Tighe	
27	Coastal Partnership East (CPE)	Karen Thomas	
28	Environment Agency (EA)	Mark Johnson	
29	Highways Agency (HA)	Simon Amor	
30	National Farmers Union (NFU)	Rob Wise	
31	Norfolk Resilience Forum (NRF)	Stuart Ruff	Also Chief Fire Officer, NFRS

32	Norfolk Association of Local Councils (NALC)	John Pennell	
33	Water Resources East (WRE)	Robin Price	
34	Water Management Alliance (WMA)	Phil Camomile	

DRAFT

**CABINET**

**14 September 2021**

**Final Papers**

<b>Item</b>	<b>Details</b>	<b>Page No</b>
<b>3</b>	<b>Minutes of meeting held on 31 August 2021</b>	<b>56</b>

**DEMOCRATIC SERVICES**

**Broadland District Council**

Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU

Email: [committee.services@broadland.gov.uk](mailto:committee.services@broadland.gov.uk)

# CABINET

Minutes of a meeting of Cabinet held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, held on Tuesday 31 August 2021 at 6.00pm.

<b>Cabinet Member Present:</b>	Councillors: S Vincent (Chairman), T Mancini-Boyle (Vice-Chairman), J Copplestone, J Emsell, S Lawn, J Leggett and F Whymark.
<b>Other Members in Attendance:</b>	Councillors: K Leggett and K Vincent.
<b>Officers in Attendance:</b>	The Managing Director, Director of Resources, Director of Place, Director of People and Communities, Chief of Staff (Monitoring Officer), Assistant Director of Finance, Assistant Director ICT/Digital and Transformation Contracts, Internal Consultancy Lead Waste Services, Policy & Partnerships Manager and Democratic Services Officers (LA, JO).

## 32 MINUTES

The minutes of the meeting of Cabinet held on 6 July 2021 were agreed as a correct record.

## 33 REPRESENTATIONS FROM NON CABINET MEMBERS

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

## 34 ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Cabinet received the Minutes of the meeting of the Panel held on 23 August 2021. The Panel had considered the Strategic Environmental Services Contract, which would be determined by Cabinet later in today's meeting.

## 35 INSURANCE CONTRACT – DECISION ON AWARD

The Assistant Director for Finance introduced the report, which sought approval to award a new insurance contract to commence on 1 October 2021.



The Council's approach for the contract was to cover all insurable risks and to not self-insure. Members were advised that Broadland had a low claims history and had gone out to tender jointly with South Norfolk Council, with support from A J Gallagher Brokers.

The tender had been broken down into 11 lots and had resulted in six bids being received. The award criteria had been weighted at 50 percent price and 50 percent quality of cover.

The Portfolio Holder for Finance confirmed that much of the insurance data for the procurement had previously been gathered for the Local Government Mutual offer, which had not come to fruition. She added that the contract was for Broadland only and showed a saving of £9,130 per annum over the existing contract. Members were also asked to note that the broker was very experienced in dealing with local authority insurance procurement.

In response to a query from the Leader concerning any overlap of insurance cover between the lots awarded, the Assistant Director for Finance confirmed that each lot was a distinct insurance policy, which would avoid any overlap occurring.

It was unanimously:

## **RESOLVED**

To award the following contracts for each insurance lot for a period up to five years and delegate to the Assistant Director of Finance to appoint a broker to support the insurance provision over that period:

<b>Policy Type</b>	<b>Bidder</b>
Lot 14 – Material Damage	A
Lot 15 – Mortgaged Properties Inadvertently Uninsured	A
Lot 16 - Works in progress	A
Lot 17 – Terrorism	B
Lot 18 – Combined Liability	C
Lot 19 – Fidelity Guarantee	D
Lot 20 – Personal Accident	E
Lot 21 – Computer	A
Lot 22 – Engineering Inspection	D
Lot 23 – Engineering Insurance	D
Lot 24 – Motor Fleet	D

## **Reasons for Decision**

To award a new contract to continue the Council's insurance cover.

## 36 EXCLUSION OF THE PRESS AND PUBLIC

### RESOLVED

That the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

## 37 STRATEGIC ENVIRONMENTAL SERVICES CONTRACT

The exempt report recommended the award of a ten-year contract to the preferred bidder for the provision of the Council's Strategic Environmental Services contract. The contract included the provision of all waste collection services including residual, recycling, food waste and street cleansing, with the contract commencing on 1 April 2022. The contract also included the option of an extension for up to a further ten years.

The Portfolio Holder for Environmental Excellence advised the meeting that the procurement had followed a very stringent OJEU exercise, which had involved recruiting consultants and taking legal advice and members being fully briefed throughout the process. The contract had been based on a 60/40 quality/price criteria. The report also set out two options for expanding the food waste scheme. Option A was for urban infill and Option B was for a food waste collection service across the whole District. All of the bidders had opted to operate the service from the Frettenham Depot. The procurement had been carried out in the light of forthcoming changes to Government waste policies and funding, as well as developments in carbon reduction technology.

The Portfolio Holder for Environmental Excellence commended officers for all their hard work during the procurement process. She also advised the meeting that the Environmental Excellence Policy Development Panel and the Overview and Scrutiny Committee had unanimously supported the recommendation.

The Portfolio Holder for Environmental Excellence proposed amending the recommendation to:

To award a contract to **Bidder C** ~~on the basis of Option B~~ for a period of ten years, with the option for a further extension of up to ten years, for the provision of the Council's Strategic Environmental Waste services.

The Internal Consultancy Lead Waste Services informed the meeting that procurement contract specification had been changed from an input to an output based one. This meant that details for how to deliver a specific standard were not set out in a prescribed manner. For example, rather than being required to sweep a road a specific number of times in a year, the contractor was required to ensure the cleanness of the road was maintained to a specific standard. If this standard was not maintained default deductions could be imposed.

Members were asked to note a recent Government consultation on the proposal to introduce a universal weekly food waste collection service from 2024/25 across the whole of the country and from 2023/24 for those areas who currently provided a partial food waste service. The meeting was advised that it would be prudent to wait until the Government made clearer the level of New Burdens funding it would provide to support such a scheme. Cabinet confirmed that District wide food waste service remained an ambition of the Council, but noted the current lack of clarity on the Government's position on New Burdens funding.

In answer to a query from the Leader it was confirmed that there was sufficient capacity for the processing of food waste if it was collected on a District wide basis.

Members were also advised that bidder C was proposing to use some second-hand Euro 6 compliant vehicles. As these would need replacement when ten years old it would provide the Council with the flexibility to introduce electric refuse vehicles, as they became more viable.

It was unanimously:

### **RESOLVED**

To award a contract to Bidder C for a period of ten years, with the option for a further extension of up to ten years, for the provision of the Council's Strategic Environmental Waste services.

### **Reasons for Decision**

To enter into a new contract for Strategic Environmental Waste Services.

(The meeting concluded at 6.36pm)

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Chairman