

Cabinet

Agenda

Members of the Cabinet:

Cllr J Fuller (Chairman)	Leader, External Affairs and Policy
Cllr K Mason Billig (Vice Chairman)	Governance and Efficiency
Cllr M Edney	Clean and Safe Environment
Cllr R Elliott	Customer Focus
Cllr L Neal	Stronger Economy
Cllr A Thomas	Better Lives
Cllr J Worley	Finance and Resources

Date & Time:

Monday 13 September
9.00 am

Place:

To be held in the Council Chamber at South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

Contact:

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Email: democracy@s-norfolk.gov.uk
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PUBLIC ATTENDANCE:

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

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Public speaking can take place:

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- In person at the Council offices

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All those attending the meeting in person must, sign in and arrive/ leave the venue promptly. 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 initial registration has been accepted.

AGENDA

1. To report apologies for absence;
2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, “by reason of special circumstances” (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;
3. To receive Declarations of interest from Members;
(Please see guidance – page 4)
4. To confirm the minutes from the meeting of Cabinet held on Monday 19 July 2021;
(attached – page 6)
5. Transport for Norwich (TfN) Strategy Consultation Response;
(report attached – page 18)
6. Norfolk Strategic Flood Alliance (NSFA) Strategy Consultation Response;
(report attached – page 34)
7. Cabinet Core Agenda;
(attached – page 56)

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



Agenda Item: 4

CABINET

Minutes of a meeting of the Cabinet of South Norfolk Council, held on Monday 19 July 2021 at 1.00pm.

Committee Members Present: Councillors: J Fuller (Chairman), M Edney, R Elliott, L Neal and A Thomas

Apologies for Absence: Councillors: K Mason Billig and J Worley

Other Members in Attendance: Councillors: D Bills, F Ellis and T Laidlaw

Officers in Attendance: The Managing Director (T Holden), the Director of Place (P Courtier), the Director of People and Communities (J Sutterby), the Director of Resources (D Lorimer), the Chief of Staff (E Hodds), the Assistant Director Economic Growth (T Armstrong), the Assistant Director Planning (H Mellors), the Assistant Director Regulatory (N Howard), the Assistant Director Individuals and Families (M Pursehouse), the Senior Community Planning Officer (R Squires) and the Senior Heritage and Design Officer (C Bennett)

Also in Attendance: The Greater Norwich Planning Policy Manager (Mike Burrell)

Mr R Mackenzie (Long Stratton Town Council) and Mr S Adcock

2911 CHAIRMAN'S ANNOUNCEMENTS

The Chairman explained that Cllr J Worley was currently on paternity leave. On behalf of Cabinet, he sent best wishes and congratulations to Cllr Worley and his partner on the birth of their daughter, Grace.

2912 DECLARATIONS OF INTEREST

Concerning minute number 2914, the Greater Norwich Local Plan – Submission to the Secretary of State for Independent Examination, Cllrs Fuller and Neal both declared an “other” interest, by virtue of being a member of the Greater Norwich Development Partnership.

With regard to minute number 2915, concerning the Long Stratton Area Action Plan, Cllr A Thomas declared an “other” interest by virtue of being a district member for Long Stratton. With regard to minute 2919, regarding Emergency Planning Structures, she declared an “other” interest as having been personally impacted by the recent flooding in the District and having to vacate her home.

Under minute 2918, regarding the Skills and Training Programme, Cllr D Bills declared an “other” interest as a member of the County Council’s Adult Learning Committee.

Under minute number 2921, regarding the Pensions Discretion Policy, Cllr J Fuller declared an “other” interest as a member of Norfolk County Council’s Pensions Committee.

2913 MINUTES

The minutes of the meeting of the Cabinet held on 1 June 2021 were agreed as a correct record.

2914 GREATER NORWICH LOCAL PLAN (GNLP) – SUBMISSION TO THE SECRETARY OF STATE FOR INDEPENDENT EXAMINATION

Members considered the report of the Place Shaping Manager, which sought approval to submit the Greater Norwich Local Plan (GNLP) to the Secretary of State for independent examination.

The Greater Norwich Planning Policy Manager outlined the background to the report and explained that the Regulation 19 consultation stage of plan-making for the Greater Norwich Local Plan (GNLP), had sought representations on its soundness and legal compliance. The representations made had all been assessed and officers had concluded that they had identified no significant issues that could not be addressed or were such a risk to the GNLP that it should not be submitted to the Secretary of State for Public Examination. Members noted that the intended date of submission to the Secretary of State was 30 July, with the examination planned for November and December.

Members noted that some representations had raised issues which had to be addressed before submission, in particular relating to mitigation necessary to protect sites protected under the Habitat Regulations, from increased visitor pressure due to growth. This would be addressed through a Statement of Common Ground with Natural England, which members were informed was close to agreement. The Greater Norwich Planning Policy Manager explained that ongoing work was also required to proactively identify and bring forward sufficient Gypsy and Traveller sites to meet identified need. The Chairman stressed the need to ensure the proper apportionment of sites across the whole area, and he referred to the Council’s excellent record in traveller site provision.

During discussion, the Chairman raised the need to commit to the identification of a site for a new settlement (Policy 7.6) in the next Local Plan. Members noted that work in this area has already commenced and would take many years to come to fruition.

In response to a query regarding the provision of additional singular dwellings in settlements (three in a smaller settlement, five in the larger settlements), the Assistant Director of Planning advised that these would be permitted outside of current development boundaries, however she stressed that there was a strict criteria base for this new policy.

RESOLVED:

TO RECOMMEND THAT COUNCIL

1. Agrees that the Greater Norwich Local Plan (GNLP) is sound and to submit the Plan to the Secretary of State for independent examination subject to reaching an agreement in principle with Natural England, in the form of a signed statement of common ground, in relation to the mitigation necessary to protect sites protected under the Habitat Regulations.
2. Commits to proactively identify and bring forward sufficient Gypsy and Traveller site to meet identified needs in accordance with the criteria-based policies of the current and emerging Development Plans.
3. Agrees to request that the appointed independent inspector make any Main Modifications necessary to make the plan sound and legally compliant.

and,

4. Delegates authority to the Assistant Director for Planning in consultation with the Portfolio Holders for External Affairs and Policy and Stronger Economy, and in conjunction with Broadland District and Norwich City Councils, to:
 - a. agree minor modifications to the GNLP prior to its submission.and,
 - b. negotiate any main modifications necessary to make the GNLP Sound as part of the Independent Examination.

The Reason for the Decision

To ensure that the Council's Development Plan remains effective and that the policies continue to have full weight in determining planning applications. The representations received have identified no significant issues.

Other Options Considered

To defer submission of the Plan

2915 LONG STRATTON NEIGHBOURHOOD PLAN – CONSIDERATION OF EXAMINER’S REPORT

Members considered the report of the Senior Community Planning Officer, which outlined the report and recommendations received from the independent examiner, appointed to inspect the submitted Long Stratton Neighbourhood Plan.

The Senior Community Planning Officer presented his report, explaining that the examination had concluded that the Plan should proceed to referendum, with 11 recommended modifications. These modifications were minor, and officers were recommending that Cabinet should accept them and that the Plan should proceed to a referendum. If approved, the referendum would take place towards the end of September.

Members noted that once adopted, the Neighbourhood Plan would become part of the statutory development plan for the area, would carry the same weight as other adopted plans, and would not conflict with the Area Action Plan.

Cllr A Thomas, local member for Long Stratton wished to thank the Long Stratton Neighbourhood Plan Team (made up of both Long Stratton Town Councillors and members of the public), on behalf of herself, her fellow local member, Cllr Worley, and the community of Long Stratton. She acknowledged the huge amount of work that had been invested in the Plan’s production and consultation process and she looked forward to the referendum in September.

The Chairman commended the report and congratulated Long Stratton Town Council on the Plan, explaining that it was impressive that the examiner had only recommended 11 minor modifications. He did not believe that the minor modifications in any way diluted what the Town Council was trying to achieve.

Addressing the Cabinet, Mr S Adcock explained that the team had tried to build on what was already in the Area Action Plan, so that there were no conflicts of policy, and Mr R Mackenzie thanked South Norfolk Council for all of its support.

RESOLVED

To:

1. Approve each of the recommended modifications of the independent examiner of the Long Stratton Neighbourhood Plan, as detailed within the examiner’s report, and
2. Publish a Decision Statement, setting out the Council’s response to the examiner’s recommendations and announcing the intention for the Neighbourhood Plan to proceed to a referendum

The Reason for the Decision

Cabinet is satisfied with the recommended modifications from the independent examiner.

Other Options Considered

None

2916 ADOPTION OF CONSERVATION AREA APPRAISALS AND BOUNDARY AMENDMENTS FOR BURSTON, FORNCETT, GISSING, THORPE ABBOTS, WINFARTHING AND WRAMPLINGHAM CONSERVATION AREAS

Members considered the report of the Senior Conservation and Design Officer, which proposed amended conservation area boundaries, appraisals and management guidelines for Burston, Forncett, Gissing, Thorpe Abbots, Winfarthing and Wramplingham Conservation areas.

Cllr L Neal commended the report to members, explaining that officers had worked with the relevant parish councils and had taken into account all comments received through the consultation process.

The Senior Conservation and Design Officer briefly summarised the considerations made for each of the six areas and responded to members' queries on points of detail.

Cllr R Elliott explained that he had been involved in the review as local member for Wramplingham, and he thanked officers for what he felt was a interesting, well managed and supported process.

In response to a query regarding developments adjacent to conservation areas, the Assistant Director of Planning explained that a high quality of design would always be sought. With regard to the future programme of conservation area reviews, she explained that only a small number of the 52 areas were yet to be reviewed, after which a new programme would be devised. The new programme would take into consideration areas where considerable new development had occurred.

RESOLVED

TO RECOMMEND THAT COUNCIL

1. Approves and adopts the amended conservation area boundaries for Burston, Forncett, Gissing, Thorpe Abbots, Winfarthing and Wramplingham Conservation Areas.

2. Approves and adopts the conservation area appraisals and management guidelines for Burston, Fornsett, Gissing, Thorpe Abbots, Winfarthing and Wrampingham Conservation Areas.

The Reason for the Decision

To ensure that up to date information on the conservation areas is available when making planning decisions.

Other Options Considered

None

2917 MOVING TOWARDS A FIRST-CLASS CUSTOMER SERVICE

Members considered the report of the Transformation and Innovation Lead, which provided Cabinet with an overview of current progress and findings of the Customer Satisfaction and Customer Complaints projects, making proposals for a new Customer Strategy, Customer Charter, Complaints Handling Policy and Unreasonably Persistent Complainants Policy.

The Portfolio Holder, Cllr R Elliott, commended the report to Cabinet, expressing his support for the principle of a first-class customer service and “placing the customer at the heart of everything we do”.

The Director of Resources then outlined the key areas of the report and its recommendations to members. She explained that it was proposed that the same policies be implemented across South Norfolk and Broadland Councils.

Cllr A Thomas, as Chairman of the Norfolk Restorative Approaches Board, hoped that Council would use such approaches when dealing with people as part of the complaints procedure, explaining that face to face conversations at an early stage was an effective approach in ensuring a positive outcome for all. In response, the Director of Resources agreed that early engagement with the customer was key, and also stressed the importance of taking any learning points from each complaint made.

In response to queries, members noted that complaints would sit within the service area with the relevant Director taking overall responsibility. The decision to classify a complainant as unreasonably persistent or behaving unreasonably, would need to be ratified at Corporate Management Team.

RESOLVED

1. To approve
 - a) The adoption of the proposed Customer Strategy.
 - b) The adoption of the proposed Customer Charter; and
 - c) To note the appointment of a new Customer Experience & Insight Lead role.

2. **TO RECOMMEND THAT COUNCIL** approves the adoption of:
- a) The Complaints Handling Policy;
 - b) the Unreasonably Persistent Complainants Policy

The Reason for the Decision

To ensure the delivery of a first-class customer service.

Other Options Considered

None.

2918 SKILLS AND TRAINING PROGRAMME

Members considered the report of the Economic Growth Administrator, which provided a summary of the Council's current skills and training provision and proposals to tailor support to specific cohorts of residents and start-up businesses.

The Portfolio Holder, Cllr L Neal, commended the report to members, referring to the importance of the skills and training provision, and how this could be enhanced and targeted to those more in need.

The Assistant Director of Individuals and Families referred to the joint approach with Economic Growth which would ensure that individuals were supported in returning to employment and were fully skilled to meet the needs of employers.

Attention was drawn to the Apprenticeship Scheme and the need to champion the apprenticeship agenda within the Council. The Managing Director stressed the importance of apprenticeships and attracting, training and retaining future officers of the Council.

Cllr D Bills advised that there were over 100 apprentices working for Norfolk County Council, and he hoped that the councils could work in partnership. The Managing Director assured members that the Council was working with the County Council and other Districts.

In response to queries, officers explained that a central apprenticeship budget fund was proposed, comprised of existing staff budgets and recurring underspends from within directorates. The Assistant Director of Economic Growth added that other funding streams could be utilised to support the skills and learning agenda.

Members welcomed the proposals and also suggested that there were opportunities to work with other large employers in the county who were experiencing staff shortages.

RESOLVED

To:

1. Note the impacts on skills, training and the wider economy in South Norfolk and Broadland and to note the intended approach to tailor support to specific cohorts of residents and start-up businesses.
2. Agree to the establishment of a centralised apprenticeship budget comprised of existing apprenticeship posts across all directorates, topped up through increasing the vacancy factor from 2% to 3.5% to generate an additional £245,000 from recurring underspend across both councils.

The Reason for the Decision

To maximise the impact of services and fill the gaps within existing local service provision. To also benefit partners already working in the field to create an effective and comprehensive response.

Other Options Considered

To take no action.

2919 EMERGENCY PLANNING STRUCTURES

Members considered the report of the Assistant Director of Regulatory which presented proposals for emergency planning structures, to include an Emergency Incident Officer Scheme.

The Assistant Director of Regulatory Services outlined the proposals to members.

In response to queries, the Assistant Director advised that approximately eight officers would be required and would be sourced from existing staff. The scheme would be in place to respond to emergency threats to local communities and would not be responding to incidents such as major noise pollution. The team would, however, be able to provide some coordinated support in such cases, passing details of incidents on to relevant officers who would take the appropriate action.

Cllr R Elliott expressed his support for the recommendations but stressed the need to ensure that officers appointed had the correct skills to deal with incidents. The Managing Director assured Cabinet that staff would be adequately trained.

Members supported the proposals and the Chairman felt this to be an excellent example of how the collaboration with Broadland Council had allowed the two councils to work together to provide additional reassurances for residents and businesses, whilst delivering efficiencies.

RESOLVED:

To agree to establish a 24/7/365 Emergency Incident Officer scheme offering a guaranteed response to defined serious emergency incidents, at an additional annual revenue cost of £13k revenue and £2k equipment, tools and clothing annually borne 45% BDC / 55% SNC

The Reason for the Decision

To produce a reliable and fully resourced response that is effective and efficient.

Other Options Considered

As outlined in the report.

2920 INSURANCE CONTRACT – REQUEST FOR DELEGATION TO AWARD CONTRACT

Members considered the report of the Assistant Director Finance, which sought a delegation from Cabinet, to award a new insurance contract.

The Director of Resources outlined the report and explained that South Norfolk and Broadland Councils were currently in the process of tendering for a new joint insurance contract. A delegation to officers was sought to enable a timely award of the contract.

It was

RESOLVED:

To agree to delegate authority to the Assistant Director of Finance, in consultation with the Broadland District Council Portfolio Holder for Finance and the South Norfolk Council Portfolio Holder for Finance and Resources, to award a new insurance contract.

The Reason for the Decision

To ensure the procurement of the Council's Insurance cover within the necessary timescales

Other Options Considered

As outlined in the report.

2921 PENSIONS DISCRETION POLICY

Members considered the report of the Chief of Staff, which presented Cabinet with a Pensions Discretion Policy.

The Chief of Staff briefly presented the report and drew members' attention to the draft joint policy with Broadland District Council, outlined at Appendix 1 of the report.

It was

RESOLVED

To approve the Council's Pensions Discretions Policy

The Reason for the Decision

To ensure that a Pensions Discretionary Policy is in place, in line with statutory requirements.

Other Options Considered

None

2922 CABINET CORE AGENDA

Members noted the latest version of the Cabinet Core Agenda.

2923 EXCLUSION OF THE PUBLIC AND PRESS

It was **RESOLVED** to exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)

2924 FINANCE SYSTEM BUSINESS CASE

Members considered the exempt report of the Assistant Director of Finance, which sought consideration of a business case for a joint Finance System, across both South Norfolk and Broadland Councils.

The Director of Resources outlined the salient points of the report

Cabinet considered the options available and it was

RESOLVED:

To agree the recommendations as outlined in paragraph 11 of the report

The Reason for the Decision

To ensure a single joint finance system, to allow significant operational benefits.

Other Options Considered

As outlined in the report.

2925 ICT AND DIGITAL STRATEGY REVIEW

Members considered the exempt report of the ICT and Digital Manager, which presented members with the ICT and Digital Strategy and proposals for the delivery of digital services to customers, for approval.

The Chief of Staff drew members' attention to the salient points of the report.

It was

RESOLVED:

To approve:

- 1) the ICT & Digital Strategy in terms of its direction and action plan
- 2) the proposals to deliver Digital services for customers.

The Reason for the Decision

To allow the Council to drive forward the alignment, development and expansion of ICT and Digital Services, in a coordinated and efficient manner.

Other Options Considered

None.

2926 SHARED PROCUREMENT SERVICE BUSINESS CASE

Members considered the exempt report of the Assistant Director of Finance which sought consideration of a business case for a shared Procurement Service.

The Director of Resources presented the report and drew attention to Appendix A of the report which set out the business case for a shared Procurement Service.

Members agreed that there was a strong strategic case to combine procurement resources, and management capacity to implement the shared service.

RESOLVED:

To agree

- 1) To the establishment of a shared procurement service, with Breckland Council being the host authority (subject to Broadland District Council and Breckland Council also agreeing this)
- 2) To agree to delegate the detail of the agreement to the Director Resources, in consultation with the Portfolio Holder Finance and Resources.

The Reason for the Decision

To support a knowledgeable and resilient service, which focuses on social and environmental value, whilst achieving savings

Other Options Considered

As outlined in the report.

(The meeting concluded at 2.43 pm)

Chairman

Transport for Norwich (TfN) Strategy Consultation Response

Report Author(s): Paul Harris
Place Shaping Manager
01603 430444
paul.harris@broadland.gov.uk

Portfolio: External Affairs and Policy and Stronger Economy

Ward(s) Affected: All

Purpose of the Report:

To agree South Norfolk 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 South Norfolk 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 South Norfolk 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** – South Norfolk 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](#).

Appendix A

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 South Norfolk. For example, South Norfolk ranks significantly worse than Norwich in the key metric of Barriers to Housing & Services, a ranking of 88 compares 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 South Norfolk, 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 South Norfolk is further underlined by the 2011 census data on Car or van availability. This highlights that the vast majority of households across South Norfolk 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 South Norfolk 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%. Levels of walking is highest in the urban areas at around 9% but this drops off to below 5% in the rural parts of the district. Levels of walking likely reflects those that work in close proximity to their homes.</p>

Chapter / Section	Commentary
	<p>The use of buses is highest in urban areas and within rural towns and urban fringe, although still only lies around the 6% mark. The use of Buses is significantly less in the smaller rural locations. Bus patronage no doubt reflects the 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 South Norfolk 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>

Chapter / Section	Commentary
	<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> <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"> • The main Cambridge Norwich Tech Corridor area, including Norwich, the North East Growth Triangle, the remainder of the Norwich Fringe, Hethersett and Wymondham; • All the key strategic employment areas in the plan (key strategic employment areas are set out in Policy 6 of the GNLP); • All but one of the strategic scale housing growth locations (the exception is Long Stratton); • High quality public transport, road and cycling infrastructure (both existing and planned); and, • The great majority of brownfield sites in the area. <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.	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

Chapter / Section	Commentary
	<p>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> <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>
Chapter 2, Policy Context, paras 2.1 to 2.4	<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>
Chapter 3, Problems Issues and Challenges, paragraphs 3.1 to 3.12	<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</p>

Chapter / Section	Commentary
	<p>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 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 South Norfolk.</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>Vision</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>Themes</p> <p>The Council broadly supports the identified themes. Some specific comments on the individual themes has been given below.</p> <p>Norwich and Norfolk</p>

Chapter / Section	Commentary
	<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>A Zero Carbon Future</p> <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>Air Quality</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>Changing attitudes and behaviours</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>Meeting Local Needs</p>

Chapter / Section	Commentary
	<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, 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 EqlA process.</p> <p>Reducing the dominance of traffic</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>Making the Transport system work as one</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>Making it Happen</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>

Chapter / Section	Commentary
	<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>
<p>Chapter 6, A Zero Carbon Future, paragraphs 6.1 to 6.5</p>	<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>
<p>Chapter 7, Improving the Quality of our Air, paragraphs 7.1 to 7.9</p>	<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>
<p>Chapter 8, Changing Attitudes and Behaviours, paragraphs 8.1 to 8.12</p>	<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>

Chapter / Section	Commentary
	<p>In the Council's view, the development of Strategic Growth Areas provides an opportunity that shouldn't be missed to influence peoples 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>
<p>Chapter 9, Supporting Growth Areas, paragraphs 9.1 to 9.8</p>	<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>
<p>Chapter 10, Meeting Local Needs, paragraphs 10.1 to 10.15</p>	<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 South Norfolk.</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>

Chapter / Section	Commentary
	The Council supports the policy statement on reducing road traffic harms.
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> <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 is keen that the Strategy emphasises the changing nature of personal mobility and the role that technology can play; the Beryl Bike and scooter roll out has been a good example of this. The further use of technology (such as ride hailing apps) should be supported and promoted, to reduce reliance on car ownership and increase flexibility and reliability at times and in locations where public transport is not easily available.</p> <p>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 route 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>

Chapter / Section	Commentary
	<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 13, Making it Happen (Governance), paragraphs 13.1 to 13.4	<p>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.</p>

End.

Norfolk Strategic Flood Alliance (NSFA) Strategy Consultation Response

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Portfolio: Leader

Ward(s) Affected: All

Purpose of the Report:

For South Norfolk 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 20th 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. Unlike the other city, borough and district councils in Norfolk, this Council provides sandbags free of charge for residents to collect at a number of locations around the district. Any future decision taken collectively through the Norfolk Strategy Flood Alliance 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

Norfolk Strategic Flood Alliance Strategy (appendix A)

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:¹

- a. Achieve a transparent, collaborative, integrated and sustainable approach to water management issues across the County of Norfolk that is applied coherently.²
- 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.³

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

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

³ 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.⁴
- i. Deliver a united Norfolk view on flooding and water management issues to Central Government.

OUR APPROACH

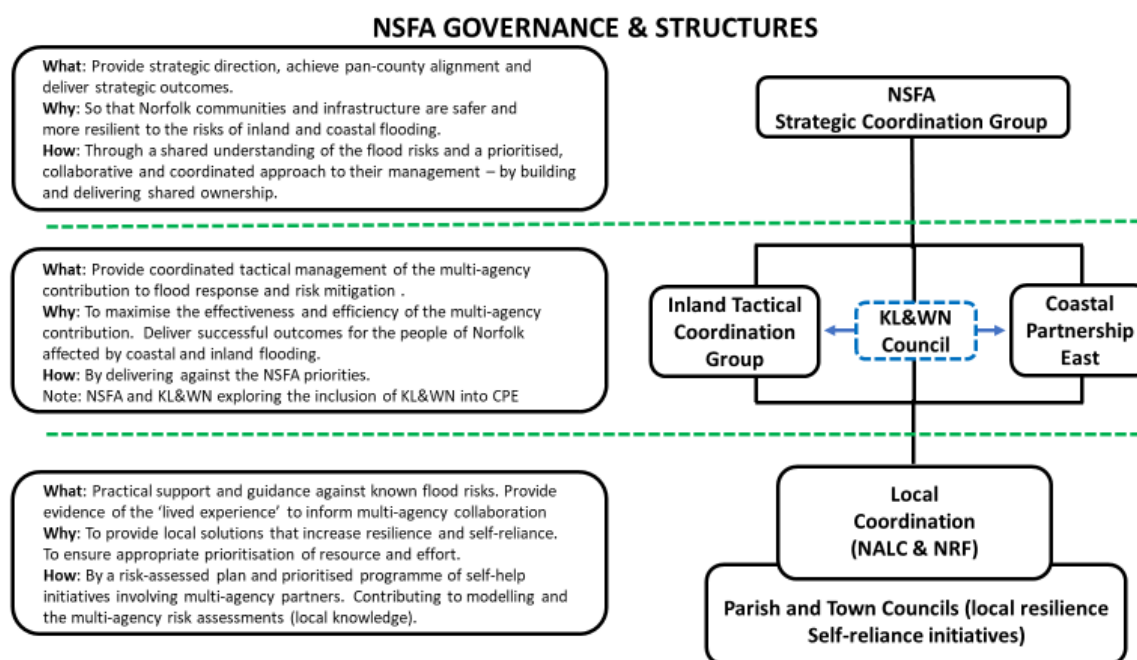
4. Our Principles. Our guiding principles are:

- 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).

⁴ 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:⁵ 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.

⁵ 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>1.3 Develop in partnership with others (such as Water Resources East (WRE) and the Broadland Futures Initiative (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>1.4 Develop a prioritised list of known flooding risk areas to guide initial collaborative working</p>	<p>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.</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	Task 2. Clarify roles and responsibilities both amongst partners themselves and for the general public.	2.1 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		2.2 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		2.3 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 & Coastal Groups</p> <p>CFO, NFRS</p> <p>NALC</p> <p>NRF</p>	
8		<p>2.4 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		2.5 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	Task 3. Determine and implement appropriate mechanisms for funding flood-related initiatives.	3.1 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		3.2 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		3.3 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	Task 4. 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.	4.1 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		4.2 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 <u>not</u> 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 <u>not</u> 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 https://eur02.safelinks.protection.outlook.com/</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		5.2 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		5.3 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		6.1 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	

	Task 6. 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		6.2 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		7.1 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	Task 7. Effective management of the multi-agency response to improve consistency of delivery across the County to ensure we retain the confidence of Norfolk communities.	7.2 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		7.3 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		7.4 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		7.5 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>7.6 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 https://eur02.safelinks.protection.outlook.com/</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>Task 8. Improving the oversight of and managing delivery of riparian responsibilities.</p>	<p>8.1 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&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>8.2 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>8.3 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	Task 9. Improve understanding of the policy framework across all NSFA members and improve the consistency of its delivery across the County of Norfolk	9.1 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"> 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). 	All	Item closed. Will be transferred to the record of completed actions in Jul 21.

			<ul style="list-style-type: none"> it is compatible with restrictions around protected species. 		
32		9.2 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

SER	ACTION	OUTCOME	ACHIEVED
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

SER	ORGANISATION	REPRESENTATIVE	COMMENT
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	

CABINET CORE AGENDA 2021

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
13 Sept	Key	Norfolk Strategic Flooding Alliance Strategy	Nick Howard	Lisa Neal	
		Response to Transport for Norwich Strategy Consultation	Paul Harris	John Fuller	
18 Oct	Key	Integrated Housing Adaptions Team Alignment and Independent Living Assistance Policy	Kevin Philcox/ Leigh Booth	Alison Thomas	
	Key	Review of Materials Recovery Facility Contract	Simon Phelan	Michael Edney	Exempt
	Key	Capital Funding for SNC Growth Programme	Phil Courtier	Lisa Neal	
		Future Office Accommodation Project	Debbie Lorimer/ Leigh Booth	Kay Mason Billig	
		Mobile Homes – Fees and Charges Policy	Mike Pursehouse	Alison Thomas	
		Ketts Park Tennis Court Tender	Rob Adams	Richard Elliott	
		Reserves and MTFP Update	Rodney Fincham	Josh Worley	
	Key	South Norfolk Use of Strategic Fund	George Denton	John Fuller	
		Charging Policy	Madeleine Bussens	Josh Worley	
22 Nov		Best in Class Housing Model Progress	Mike Pursehouse	Alison Thomas	
	Key	Prevention Advice and Support Model	Mike Pursehouse	Alison Thomas	
		Food Safety Services Commercialisation Options	Nick Howard	Michael Edney	
		Licensing Services – Commercialisation Options	Nick Howard	Michael Edney	
	Key	Regulatory Enforcement Policy	Nick Howard	Michael Edney	Exempt
		Anti-Social Behaviour Policy	Nick Howard	Michael Edney	
		Review of Environmental Enforcement Penalties	Nick Howard	Michael Edney	
		Licensing Fees and Charges Review	Nick Howard	Michael Edney	
	Yes	Submission of Diss and District Neighbourhood Plan	Richard Squires	John Fuller / Lisa Neal	
		Submission of Redenhall with Harleston Neighbourhood Plan	Richard Squires	John Fuller / Lisa Neal	
		Submission of the Starston Neighbourhood Plan	Richard Squires	John Fuller / Lisa Neal	

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
		Quarter 2 Performance Risk and Finance	Sinead Carey	Josh Worley/Kay Mason Billig	

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