

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 A Dearnley	Finance and Resources
Cllr R Elliott	Customer Focus
Cllr G Minshull	Clean and Safe Environment
Cllr L Neal	Stronger Economy
Cllr A Thomas	Better Lives

Date & Time:

Monday 7 February 2022
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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Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link:

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

If a member of the public would like to observe the meeting in person, or speak on an agenda item, please email your request to

committee.snc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Thursday 3 February 2022.

Large print version can be made available

If you have any special requirements in order to attend this meeting, please let us know in advance.

Public Speaking and Attendance at Meetings

All public wishing to attend to observe, or speak at a meeting, are required to register a request by the date / time stipulated on the relevant agenda. Requests should be sent to: committee.snc@southnorfolkandbroadland.gov.uk

Public speaking can take place:

- Through a written representation
- In person at the Council offices

Please note that due to the current circumstances with Covid19 and the need to socially distance the Council cannot guarantee that you will be permitted to attend the meeting in person. There are limited places in the Council Chamber and the numbers of public speakers permitted in the room will vary for each meeting.

All those attending the meeting in person are asked to sign in and arrive/ leave the venue promptly. The hand sanitiser provided should be used and social distancing must be observed at all times. You will also be required to wear a face mask when moving around the building. 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 5)
4. To confirm the minutes from the meeting of Cabinet held on Tuesday 4 January 2022;
(attached – page 7)
5. In Year Budget Options;
(report circulated separately)
6. Revenue Budget and Council Tax 2022/23;
(report attached – page 19)
7. Capital Strategy and Capital Programme 2022/23 to 2026/27
(report attached – page 37)
8. Treasury Management Strategy Statement 2022/23
(report attached – page 57)
9. Delivery Plan 2022-2024
(report attached – page 87)
10. Council Tax Assistance Scheme 2022/23
(report attached – page 147)
11. Minimum Energy Efficiency Standards
(report attached – page 161)

12. Greater Norwich Joint Five-Year Infrastructure Investment Plan and Annual Growth Programme

(report attached – page 171)

13. Adoption of Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy

(report attached – page 234)

14. Proposal for a Community Infrastructure Fund Loan Scheme

(report attached – page 460)

15. Cabinet Core Agenda

(attached – page 473)

16. Exclusion of the Public and Press

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)

17. Microsoft Enterprise Agreement – Contract Award

(NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)

(report attached – page 474)

18. Internal Audit Contract Award

(NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)

(report attached – page 478)

19. Exempt Minute – to confirm an exempt minute arising from the Cabinet meeting held 4 January 2022

(attached – page 482)

Agenda Item: 3

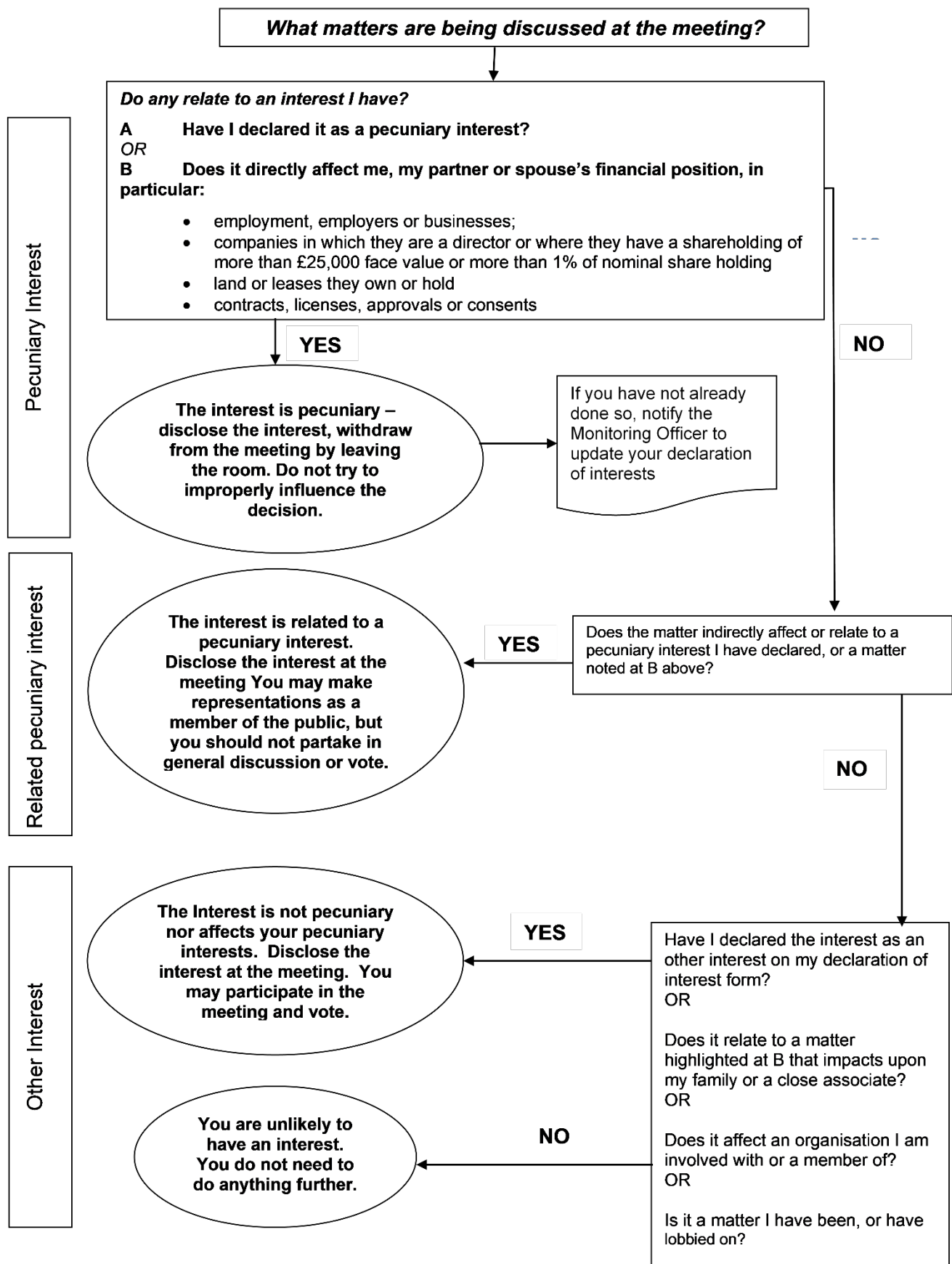
DECLARATIONS OF INTEREST AT MEETINGS

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

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.
<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 Council4. Affect land you or your spouse / partner own5. 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 Tuesday 4 January 2022 at 9.00am.

Committee Members Present: Councillors: J Fuller (Chairman), A Dearnley, G Minshull, L Neal and A Thomas

Apologies: Councillors: K Mason Billig and R Elliott

Other Members in Attendance: Councillors: D Bills, J Hornby and T Laidlaw

Officers in Attendance: The Managing Director (T Holden), the Director of Place (P Courtier), the Assistant Director Chief of Staff (E Hodds), the Assistant Director Individuals and Families (M Pursehouse), the Assistant Director Regulatory (N Howard), the Assistant Director Planning (H Mellors), the Business Improvement Team Manager (S Pontin), the Strategic Growth Projects Manager (N Cunningham) and the Internal Consultancy Officer (L Tiernan)

2955 DECLARATIONS OF INTEREST

Cllr J Fuller declared an other interest with regard to minute 2968, Planning, Regulatory, Housing Standards And Waste Team Services IT Migration, in that he owned a small number of shares in IDOX

2956 MINUTES

The minutes of the meeting of the Cabinet held on 22 November 2021 were agreed as a correct record.

2957 HOUSING ALLOCATION POLICY REVIEW

Members considered the report of the Assistant Director of Individuals and Families, which recommended updates to the Housing Allocation Policy.

The Assistant Director of Individuals and Families, presented the report, advising that the Housing team had been working with the new Housing system and Allocation Policy since April 2021. Now that officers had been exposed to real cases, and could see the impact of the new Policy, it was felt

appropriate and timely to undertake an early review, and to propose a number of changes.

The Internal Consultancy Officer outlined the proposals as detailed in the report and drew attention to a number of areas where amendments were proposed.

During discussion, members welcomed the early review of the document and the proposed changes, but stressed the need to ensure a pragmatic approach and were concerned that some wording might deter people from applying. It was suggested that more clarity was required in some areas, with more details on what mitigations could apply and when. This was required particularly in cases of relationship breakdown, domestic abuse, and where residents were in debt to the Council.

In response, officers agreed that additional caveats could be provided, and also stressed the need to ensure officer discretion in some cases. It was agreed that the required amendments would be made through consultation with Cllr A Thomas, the portfolio holder for Wellbeing.

Referring to the recommendation from the Scrutiny Committee regarding the renaming of housing bands to “Emergency Band, Band 2, Band 3 and Band 4” (option 2 at paragraph 4.2.1), Cabinet took into account the views of the Focus Group, and agreed that its preferred option was Option 1, “Emergency Band, Band 1, Band 2 and Band 3”.

In response to a query from the Chairman regarding the need to ensure the best use of adapted properties, the Internal Consultant explained that this issue was addressed through the match bidding process.

RESOLVED:

1. To agree the proposed changes to the Housing Allocation Policy, subject to minor amendments
2. That final approval of the amendments be delegated to the Assistant Director of Individuals and Families in consultation with the Portfolio Holder for Better Lives.

The Reason for the Decision

To ensure a fair and consistent policy to those who need housing support.

Other Options Considered

To review the policy in 6 months, as originally planned.

2958 MINIMUM ENERGY EFFICIENCY STANDARDS

Members considered the report of the Housing Standards Senior Manager, which sought approval for a Minimum Energy Efficiency Standards Enforcement Procedure, to tackle landlords who abused the regulations, and failed to provide homes that were energy efficient.

The Assistant Director of Individuals and Families outlined the background to the report, and the requirement for landlords to no longer let properties that had an Energy Performance Certificate (EPC) rating below E. He explained that the team would work on a principle of education first, and that officers would work with landlords to explain the legislation and encourage them to make the necessary changes.

Members noted that following a joint bid, £72k had been awarded to South Norfolk and Broadland Councils to support this work and to deliver a compliance and enforcement scheme.

The portfolio holder, Cllr A Thomas welcomed the initiative, however felt that the document failed to stress that enforcement really was a last resort. Referring to paragraph 2.4, she felt that there was a need to explain the reasons why the regulations did not apply to social housing.

Members discussed the need to seek legal advice when issuing financial penalties, and the Assistant Director explained that this would only be sought when necessary. Members suggested that this needed to be made clearer within the procedures.

The Chairman expressed his support for the principles of the scheme, which he felt had been outlined at Appendix 1 of the report. However, he felt that the report had failed to provide a proposed procedure, or process, on which Cabinet approval was sought. He therefore suggested that a proposed process and procedure be considered at a future meeting of the Cabinet.

RESOLVED:

To:

1. Agree the principles as outlined at Appendix 1 of the report;
2. That a proposed process and procedure be considered at a future meeting of the Cabinet.

The Reason for the Decision

To ensure a proactive procedure for enforcement, whilst protecting vulnerable residents.

Other Options Considered

None.

2959 REPORT OF THE CHAIRMAN OF SCRUTINY COMMITTEE

Members considered the report of the Chairman of the Scrutiny Committee, which proposed an amendment to the Member-Led Grant rules, to allow all

underspend to be rolled over into the next financial year's Community Action Fund budget.

The Chairman of the Scrutiny Committee, Cllr J Hornby, outlined the Committee's proposals to Cabinet. He explained that the Scrutiny Committee was keen to ensure that any uncommitted funding was not lost to general savings, and was ring fenced to support community projects.

Referring to the member grant underspend, he advised that this stood at £24,500 on 8 December, however, due to assistance from officers, had reduced to £3,800 by the end of the year.

Discussion followed regarding the potential to use unspent funds to support unsuccessful CAF applications, however, it was agreed that this would require a meeting of the Panel, and that the most cost efficient option was to roll funds over in to the new financial year.

RESOLVED:

That the Member-Led Grant Rules be amended to allow all underspend to be rolled over into the next financial year's Community Action Fund budget.

The Reason for the Decision

To ensure that funds are safeguarded for community projects.

Other Options Considered

To retain the current rules.

2960 REVIEW OF ENVIRONMENTAL ENFORCEMENT PENALTIES

Members considered the report of the Assistant Director of Regulatory Services, which sought to determine fixed penalty notice charge levels, for specified environmental and anti-social behaviour offences.

The portfolio holder, Cllr G Minshull commended the report to members, referring to enforcement penalties as a deterrent to offenders, but also stressed the need to ensure that the level of penalty charges was not too high, as this might result in more court proceedings.

The Assistant Director of Regulatory drew attention to the key proposals in his report, explaining that the Economy and Environment Policy Committee had reviewed the report and was satisfied with all the proposals. He explained that he did not expect the future number of penalty notices to be high, and that proceeds from those issued would be reinvested in the respective services. In response to a query regarding the rationale for the setting of early payment reductions, he explained that where offences were primarily committed by residents, a 40% reduction for early payment was proposed, and where offences were typically committed by a trade or business, a reduction of 20% was proposed.

Cabinet welcomed the proposals and it was

RESOLVED:

To agree:

1. The setting of fixed penalty notice charge levels for specified environmental and anti-social behaviour offences as proposed in Appendix 1 of the report.
2. That the proceeds of paid fixed penalty notice charges be reinvested in the respective service area's revenue expenditure budgets to support further service delivery.

The Reason for the Decision

To prevent and minimise environmental crime.

Other Options Considered

To make no changes to existing charges.

2961 STARSTON NEIGHBOURHOOD PLAN SUBMISSION

Members considered the report of the Senior Community Planning Officer, which sought agreement to take the proposed Starston Neighbourhood Plan through to the next stages of consultation and independent examination.

The portfolio holder, Cllr L Neal, welcomed the submission from Starston Parish Council, and acknowledged the amount of work that had gone in to the production of the Plan.

In response to a query, the Assistant Director of Planning explained that some inconsistencies in the policy wording when referring to the number of dwellings, had been identified by officers, and would be submitted as part of the Council's response to the consultation. However, she advised that the Plan could quote numbers of dwellings, as opposed to hectares, despite South Norfolk choosing to do the latter throughout the Greater Norwich Local Plan. She advised that the Plan had met all the assessment criteria and that the next step was to accept the Parish Council's submission and to start preparations for the Regulation 16 consultation.

The Chairman congratulated Starston Parish Council on the production of a high quality Plan.

It was

RESOLVED:

To agree:

1. That the submitted Starston Neighbourhood Plan meets the requirements of Part 6 of Schedule 4B of the Town and Country Planning Act 1990.
2. That the Neighbourhood Plan can therefore proceed to consultation, in accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012, and subsequently to an independent examination.
3. That the proposed South Norfolk Council response, as detailed in Appendix 2 of the report, is formally submitted as part of the Regulation 16 consultation.

The Reason for the Decision

The Plan has met all the assessment criteria and in accordance with the regulations, should proceed to consultation.

Other Options Considered

None.

2962 REDENHALL WITH HARLESTON NEIGHBOURHOOD PLAN SUBMISSION

Members considered the report of the Senior Community Planning Officer, which sought agreement to take the proposed Redenhall with Harleston Neighbourhood Plan through to the next stages of consultation and independent examination.

The portfolio holder, Cllr L Neal commended the report and drew attention to the comments made by South Norfolk Council, outlined at paragraph 4.4.

The Assistant Director of Planning confirmed that the Plan had met all the assessment criteria and that the next step was to accept the Town Council's submission and to start preparations for the Regulation 16 consultation. She explained that South Norfolk had proposed very few representations.

Referring to Appendix D of the Plan, and the Justification for Local Green Spaces, the Chairman referred to a piece of land owned by South Norfolk Council (grassland off Rushall Road), and he queried the soundness of allocating land owned by others.

In response, the Assistant Director of Planning explained that the time to comment on whether the Council agreed with the designation of land as a local green space, would be through the Reg.16 consultation, and that the purpose of the current stage was for the Council to comment on policy. She reminded members that through the Local Plan process, South Norfolk also proposed the allocation of land owned by others.

The Chairman congratulated Redenhall with Harleston Town Council on the production of such a high quality and comprehensive plan.

RESOLVED:

To agree:

1. That the submitted Harleston Neighbourhood Plan meets the requirements of Part 6 of Schedule 4B of the Town and Country Planning Act 1990.
2. That the Neighbourhood Plan can therefore proceed to consultation, in accordance with Regulation 16 of the Neighbourhood Planning (General) Regulations 2012, and subsequently to an independent examination.
3. That the proposed South Norfolk Council response, as detailed in Appendix 2 of the report, is formally submitted as part of the Regulation 16 consultation.

The Reason for the Decision

The Plan has met all the assessment criteria and in accordance with the regulations, should proceed to consultation.

Other Options Considered

None.

2963 UPDATE TO THE LOCAL DEVELOPMENT SCHEME

Members considered the report of the Place Shaping Manager, which proposed amendments to the current Local Development Scheme (LDS), to reflect changes to the timetable for the South Norfolk Village Clusters Housing Allocations and also introduced proposals for the adoption of the East Norwich Masterplan Supplementary Planning Document (SPD).

The Assistant Director of Planning reminded members that it was statutory requirement to update the LDS accordingly. The Chairman added that whilst it was regrettable that the timetable for the Village Clusters Allocation had slipped, it was important that officers had time to consider all the responses received.

RESOLVED:

TO RECOMMEND THAT COUNCIL approves the proposed amendments to the current Local Development Scheme.

The Reason for the Decision

To ensure that the LDS reflects the amended timetable for the production of the South Norfolk Village Clusters Housing Allocation Plan, and also the proposed timetable for the production of the East Norwich Masterplan SPD

Other Options Considered

None.

2964 INTRODUCTION OF MONITORING FEES FOR S106 AGREEMENTS

Members considered the report of the Business Improvement Team Manager, which recommended the introduction of monitoring fees on developers in relation to developments granted planning permission, to cover the Council's cost of overseeing compliance with legal obligations under section 106 agreements.

The portfolio holder, Cllr L Neal commended the report recommendations and drew attention to the proposed charges at section 4 of the report.

The Business Improvement Team Manager outlined the background to the report, referring to the legislation allowing authorities to change a monitoring fee through section 106 planning obligations. Members noted that fees needed to be proportionate and reasonable and would allow the Council to cover costs, but not make a profit.

Members also noted that the Council currently had in place 37 agreements, which involved the monitoring of some 107 obligations with an approximate total of 513 triggers. The Business Improvement Team Manager advised that monitoring sec 106 agreements required considerable officer time and precision and he explained that larger developments resulted in more complex monitoring requirements.

The Chairman referred to the £500 obligation charge from Norfolk County Council and queried whether there would be an element of double charging. Officers explained that the Norfolk County Council charge did not include South Norfolk costs. It was agreed that the South Norfolk charging schedule would clearly indicate that it only covered costs associated with South Norfolk Council.

Cabinet agreed that the proposed charges were fair and reasonable, and it was

RESOLVED:

That the monitoring fees for section 106 agreements, as set out in Appendix 1 of the report, are adopted from 1 April 2022.

The Reason for the Decision

To cover the costs involved in overseeing compliance with obligations and to align the Council's practice with recent legislation and Government guidance.

Other Options Considered

None.

2965 STREET NAMING AND NUMBERING POLICY

Members considered the report of the Business Improvement Team Manager, which proposed updates to the Council's Street Naming and Numbering Policy.

The Business Improvement Team Manager briefly outlined his report and advised that the proposed amendments were minor and mainly looked to expand on engagement with Town and Parish Councils on the naming of streets. He also explained that the Regulation and Planning Policy Committee had recommended that the list of local historic names at paragraph 5.3, be added to the other street naming conventions at para 5.1, and Cabinet agreed to this proposal.

The Chairman also raised the use of apostrophes and other special characters. The Business Improvement Team Manager explained that as a general rule, apostrophes, and other characters were not used, and the Chairman suggested that a reference to this should be made within the Policy.

RESOLVED:

To agree the Street Naming and Numbering Policy as set out in Appendix 1 of the report, subject to minor amendment, with effect from 1 April 2022.

The Reason for the Decision

To provide further clarity to the process.

Other Options Considered

To continue with the current policy

2966 CABINET CORE AGENDA

Members noted the latest version of the Cabinet Core Agenda.

2967 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)

2968 PLANNING, REGULATORY, HOUSING STANDARDS AND WASTE TEAM SERVICES IT MIGRATION

Members considered the *exempt* report of the Business Improvement Team Manager, which set out the options to align the IT systems used by the Planning, Land Management, Regulatory, Housing Standards and Waste teams, and sought approval on the way forward.

The Assistant Director of Planning presented the report and outlined the options, as detailed in section 4. She drew attention to the preferred option (Option 2), which officers considered to be the most cost effective and would be undertaken as a single project.

The Assistant Director of Regulatory informed members that aligning the systems would enable the OneTeam to realise significant efficiencies and members noted how Council services would benefit from the proposals.

Members expressed support for the proposals, suggesting that aligning the system on to one platform would not only benefit staff, but residents too.

It was

RESOLVED:

To agree the recommendations as outlined at paragraph 8 of the report.

The Reason for the Decision

To ensure benefits and efficiencies to Council services.

Other Options Considered

To agree alternative options as detailed in the business case.

2969 FINANCE CASH RECEIPTING SYSTEM BUSINESS CASE

Members considered the *exempt* report of the Assistant Director of Finance, which presented Cabinet with a business case for a joint cash receipting system, for both South Norfolk and Broadland Councils.

The portfolio holder, Cllr A Dearnley explained that moving to a single Cash Receipting system for South Norfolk and Broadland Councils would bring

operational benefits and efficiency savings. He drew members' attention to the preferred option (Option 3), as outlined in the business case.

Members noted that following discussions with the proposed contractor, the Assistant Director of Finance was confident that the new system could go live on 1 April 2022.

RESOLVED:

To approve the recommendations as outlined at paragraph 4 of the report.

The Reason for the Decision

To deliver operational benefits and financial savings to the Council.

Other Options Considered

To agree alternative options as outlined in the Business Case.

2970 BROWICK INTERCHANGE INFRASTRUCTURE LOAN REQUEST

Members considered the *exempt* report of the Strategic Growth Projects Manager, which proposed the fast tracking of the delivery of Browick Interchange employment site by providing a short-term loan to the Browick Interchange to deliver the first phase of infrastructure to open up the site.

The Strategic Growth Projects Manager outlined the background to the proposals and drew attention to the economic benefits of the site, once complete.

Members noted the summary of the Heads of Terms (subject to contract), outlined at paragraph 3.1 of the report. The Strategic Growth Projects Manager assured members that any loan agreement would be carefully structured, to ensure low risk to the Council.

RESOLVED:

That after clarification regarding the terminology at paragraph 3.3 of the report, to approve the recommendations of the report, outlined at paragraph 8, subject to satisfactory due diligence being completed.

The Reason for the Decision

To bring forward the development of the site so that its economic benefits can be recognised sooner.

Other Options Considered

To wait for market forces to bring forward the site.

2971 FOOD ENTERPRISE PARK (SOUTH NORFOLK) LOCAL DEVELOPMENT ORDER

Members considered the *exempt* report of the Strategic Growth Projects Manager, which sought Cabinet approval to forward fund the preparation of a Local Development Order (LDO) on land within the Greater Norwich Food Enterprise Zone, owned by Food Enterprise Park Ltd.

The Strategic Growth Projects Manager outlined her report and the benefits the proposals would bring.

The portfolio holder, Cllr L Neal, felt this was an exciting opportunity for South Norfolk, and would bring economic benefits to the district.

It was

RESOLVED:

To approve the recommendations as outlined at paragraph 8 of the report.

The Reason for the Decision

To bring forward the development of the site so that its economic benefits can be recognised sooner.

Other Options Considered

To wait for a planning application to come forward.

(The meeting concluded at 11.30 am)

Chairman

REVENUE BUDGET AND COUNCIL TAX 2022/23

Report Author(s): Rodney Fincham, Assistant Director - Finance
t [01508 533982](tel:01508533982)
e rodney.fincham@southnorfolkandbroadland.gov.uk

Portfolio Holder: Finance & Resources

Ward(s) Affected: All wards

Purpose of the Report: This report provides information affecting the Council's revenue budget for 2022/23 in order for the Cabinet to make recommendations to Council on 22nd February regarding the Council's budget and council tax for 2022/23.

Recommendations:

- 1 That Cabinet recommends to Council:
 - 1.1 The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
 - 1.2 That the Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £8,485,950 and for Special Expenditure shall be £7,366.
 - 1.3 That the Band D level of Council Tax be £165.00 for General Expenditure and £0.14 for Special Expenditure.
- 2 That Cabinet agrees:
 - 2.1 Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
 - 3.1 The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
 - 3.2 The Medium-Term Financial Strategy projections.

1 SUMMARY

- 1.1 It is the responsibility of the Cabinet to prepare a revenue budget for approval by Council. Based on consideration of the information in this report, Cabinet needs to make recommendations to the Council meeting in February where the council tax, including the element relating to preceptors, will be decided.
- 1.2 This report presents a summary of the Council's draft 2022/23 Revenue Budget and contains details of the proposed fees and charges for 2022/23.
- 1.3 This report is divided into a number of sections that as a whole cover the various elements that need to be considered when setting the Council's budget for the coming year and the council tax for the District.

Section 2	Revenue Budget Requirement 2022/23
Section 3	Local Government Finance Settlement
Section 4	Budget Consultation
Section 5	Fees & Charges
Section 6	Medium Term Financial Strategy
Section 7	Reserves
Section 8	Council Tax
Section 9	Special Expenses
Section 10	Advice of Chief Finance Officer / Section 151 Officer.

2 REVENUE BUDGET REQUIREMENT 2022/23

- 2.1 The proposed revenue budgets and associated Delivery Plan seek to advance the Council's priority areas:
- Growing the Economy
 - Supporting individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively.

- 2.2 The draft budget requirement for 2022/23 is summarised in the following table.

	Pay £'000	Non Pay £'000	Income £'000	Net £'000
Chief of Staff	1,739	1,907	-539	3,107
Resources	2,601	3,731	-478	5,854
Place	4,684	2,849	-6,219	1,314
People & Communities – Leisure	1,945	1,726	-2,724	947
People & Communities - Other	6,162	20,311	-22,778	3,695
Net Cost of Services (Including HB)	17,131	30,524	-32,738	14,917

- 2.3 A more detailed breakdown is shown in **Appendix A**, and the main changes to the base budget are as shown in **Appendix B**. All spending areas have been reviewed to ensure that there are appropriate budgets for service areas, and these accord with the Delivery Plan.

Staffing Costs

- 2.4 The proposed budget includes provision for a cost of living rise of 2% in 2022/23. It also includes £300,000 for performance related pay. Staff terms and conditions are determined under local pay bargaining arrangements, and negotiations are currently ongoing.
- 2.5 Within the staffing budgets, most areas have either a static establishment, or a small reduction where savings have been generated via the One Team savings programme. The only significant change (as agreed by Cabinet on 19 July 21 – Skills and Training Project report) is that the Council has now increased its vacancy factor from 2% to 3.5% (which is in line with historical experience), and has used this change to fund an increase in the number of apprenticeship posts that it will offer.
- 2.6 Members will also be aware of a number of temporary additional roles to support the Council's Covid response. These are being fully funded from Covid grant monies and do not represent any additional cost to the Council.

Community Infrastructure Levy (CIL)

- 2.7 CIL is not included within the Council's revenue budget as it relates to funding for infrastructure and is accounted for separately to the Council's revenue budget, with the exception of the agreed 5% proportion for administration of the scheme by the Council, which is estimated to be £328,000 in 2022/23 (£250,000 in 2021/22). However, it is difficult to predict with certainty the level of income from CIL as it depends upon the commencement of the Development.

Joint Working

- 2.8 As a result of the joint working with Broadland, the workforce operates as 'one team' supporting two councils. Some staff are still fully charged to one authority (for instance all leisure staff are charged to SNC as only SNC operate leisure centres). However, all joint costs have been split SNC 55% / BDC 45% since 1 January 2020.
- 2.9 In order to monitor the savings from the joint working with Broadland, a Cost and Saving Tracker is maintained, and progress against this is monitored as Measure 1 within the Strategic Performance and Finance Report. All the savings delivered to date have been built into the 2022/23 budgets.

COVID Budgets

- 2.10 Covid continues to have impacts on our residents, businesses and our operations. No new additional Covid budgets have been included for 2022/23. However it is likely that some of the budgets allocated to support our Covid response in the current year will be carried forward as a number of our support programmes will be continuing.

Refuse Services

- 2.11 Within the 2022/23 Budget we have included:
- A new domestic waste round and a new recycling round to cope with the increase in property numbers.
 - An allowance for MRF processing costs of £680,000. However given that the agreement is now for a variable gate fee the actual costs will vary from this figure.

Leisure Services

- 2.12 Leisure services are an important contributor to public health and general wellbeing. The service provided by SNC is valued, and is seen as an important element of the Council's overall service provision.
- 2.13 Over the past few years the Council has invested over £8.3m in the leisure facilities and prior to Covid the number of leisure users had been rising with almost a million visits in 19/20. The Council had also made substantial progress towards its aim of delivering a cost neutral service - ie where the income from running the facilities, fully covers the running costs, without needing a subsidy from the general council taxpayer.
- 2.14 The leisure service was however hit hard by the enforced closures of the leisure centres due to Covid, and user numbers are only now slowing returning to pre-pandemic levels.
- 2.15 As such last year the Council agreed to financially support the leisure service in the short term with a target that the service will require no more than £2.5m of support over the 3 year period 21/22, 22/23, 23/24. Despite a difficult year with Covid still impacting the service, the anticipated draw on this reserve for 21/22 is less than had been anticipated at the start of this financial year. This is as a result of a stronger recovery than anticipated, with performance currently at the highest level of the three scenarios modelled.

3 LOCAL GOVERNMENT FINANCE SETTLEMENT

- 3.1 The Provisional Local Government Finance settlement for 2022/23 was announced on 16th December 2021.
- 3.2 The Final Local Government Financial settlement will be announced in the coming weeks and officers will provide a verbal update to the Cabinet meeting if information is available at that time. It is proposed that any changes from the provisional settlement are managed through reserves, so as not to impact on Council Tax setting and that this is delegated to the s151 Officer.

Grant Figures

- 3.3 The following table shows the key grant figures.

	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000
Business Rates Baseline (Note 1)	10,580	10,846	11,788	11,275	11,275	11,275
Business Rate Tariff	-7,665	-7,843	-8,431	-8,154	-8,154	-8,154
Baseline Need	2,915	3,003	3,357	3,121	3,121	3,121
New Homes Bonus	4,390	3,838	3,941	4,522	3,577	2,093
Services Grant (Note 2)						215
Lower Tier Services (Note 3)					447	1,238
Revenue Support Grant	832	417				1
Rural Services Grant					299	299
Total	8,137	7,258	7,298	7,643	7,444	6,967

Note 1: The Business Rates baseline is the predicted / reference level of Business Rates that the authority is expected to retain. This is different to the actual amount retained which includes a proportion of the growth in business rates.

Note 2: Services Grant is a new one off grant in 22/23.

Note 3: The Lower Tier Services Grant was announced as a one off grant for 21/22, but has been continued into 22/23.

- 3.4 The above table demonstrates the Councils reliance on Business Rates income and new homes bonus.

Business Rates Income

- 3.5 The Norfolk local authorities participated in a business rates retention pool in previous years. Any additional retained growth from pooling was allocated to a Norfolk wide 'Joint Investment Fund' which was used to fund projects across Norfolk.
- 3.6 In 2021/22, due to the risk of a significant drop in Business Rate income due to Covid, no retention pool was formed.
- 3.7 For 2022/23 a business rates retention pool has again been formed. However rather than all gains being allocated to a Norfolk wide 'Joint Investment Fund' this time any gains will be shared between the authorities.

New Homes Bonus Grant

- 3.8 The provisional allocation for 2022/23 is £2,092,501 of which £35,840 relates to the Affordable Homes Premium (128 x £350 x 80%). The New Homes Bonus Grant for 2021/22 was £3,577,209.
- 3.9 The Government is still due to report back on the consultation it carried out in April 2021, on the future of this housing incentive. The indication is that this change will include moving to a new, more targeted approach which is aligned with other measures around planning performance. A new approach is a risk for this Council within the medium-term financial plan.

Services Grant

- 3.10 The Government is introducing a one-off Services Grant in 2022/23. The Government says that the new grant provides funding to all tiers of local government in recognition of the vital services delivered at every level of local government. It includes funding for local government costs for the increase in employer National Insurance Contributions. The Government intends this to be a one off grant for 2022/23.

Lower Tier Services Grant

- 3.11 Although this was announced as a one off grant for 21/22, this has been continued into 22/23. However the Government has stated this is again only a 1 year grant.
- 3.12 In particular it needs to be noted that £1,098,000 of this grant represents a 'Cash Funding Floor Component'. This element is essentially a top up to ensure that this Council's funding levels remains close to 21/22 levels.

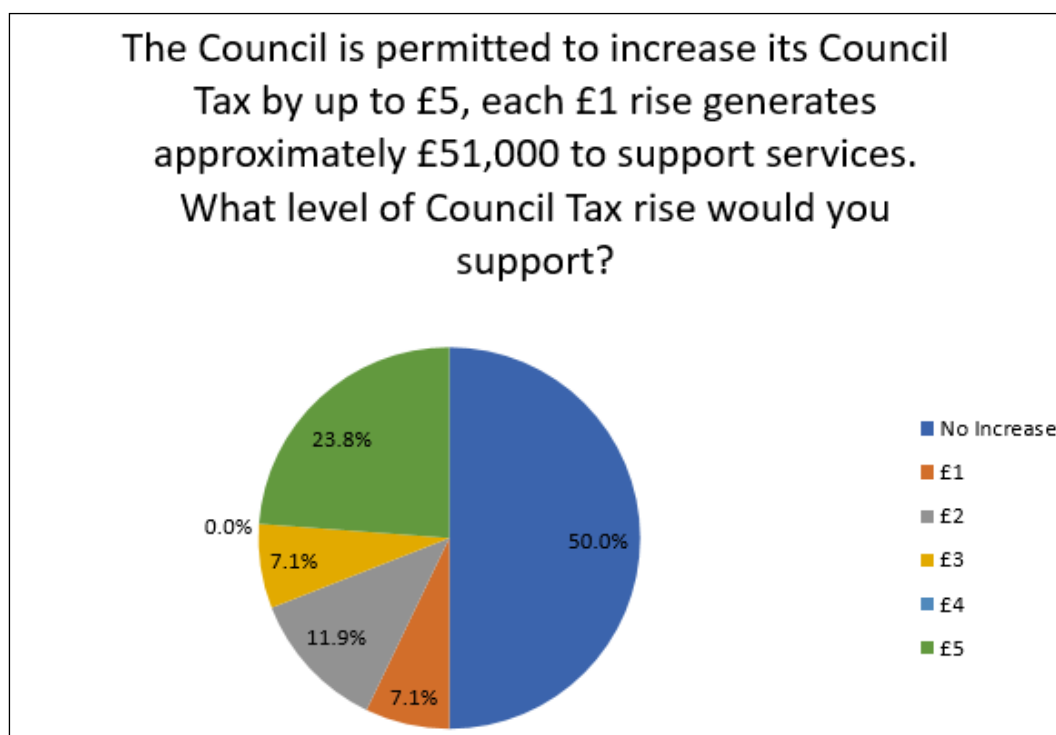
Service Specific Grants

- 3.13 The Council continues to receive Housing Benefit Administration Grant for the administration on Housing Benefit. However, this is reducing over time as the benefit moves over to Universal Credit.

- 3.14 The Council will receive £229,037 in Homeless Prevention Grant in 2022/23 (2021/22 222,450).

4 BUDGET CONSULTATION

- 4.1 The Council undertook a budget consultation via its website between 9 December 2021 and 17 January 2022. The consultation was promoted on our website and via twitter.
- 4.2 The consultation received 43 responses. Although this is a higher number of responses than in recent years, it still may not be representative of the population.
- 4.3 The key messages from this year's budget consultation exercise are:
- There was 71% support to target resources primarily on those most in need.
 - There was 69% support to investing in commercial ventures.
 - There was 64% support for targeting resources to encourage business growth.
 - There was 79% support for charging service uses for discretionary services, as opposed to charging general taxpayers.
- 4.4 Regarding increasing council tax there was a range of responses as follows:



5 FEES AND CHARGES

- 5.1 In line with the Council's Charging Policy (as amended) [see note below], it is proposed to increase most discretionary fees and charges this year in line with inflation. This year fees will be increased by between 3% and 4.9%. 4.9% being the September RPI figure.

[SNC Charging Policy Note:

Cabinet on 24 October 16 agreed a charging policy which stated:

all fees or charges are increased by the level of inflation (as measured by the Retail Prices Index in December)

However, this was amended by Cabinet on 4 Feb 19 so
that future increases to fees and charges will be linked to the September Retail Price Index each year.

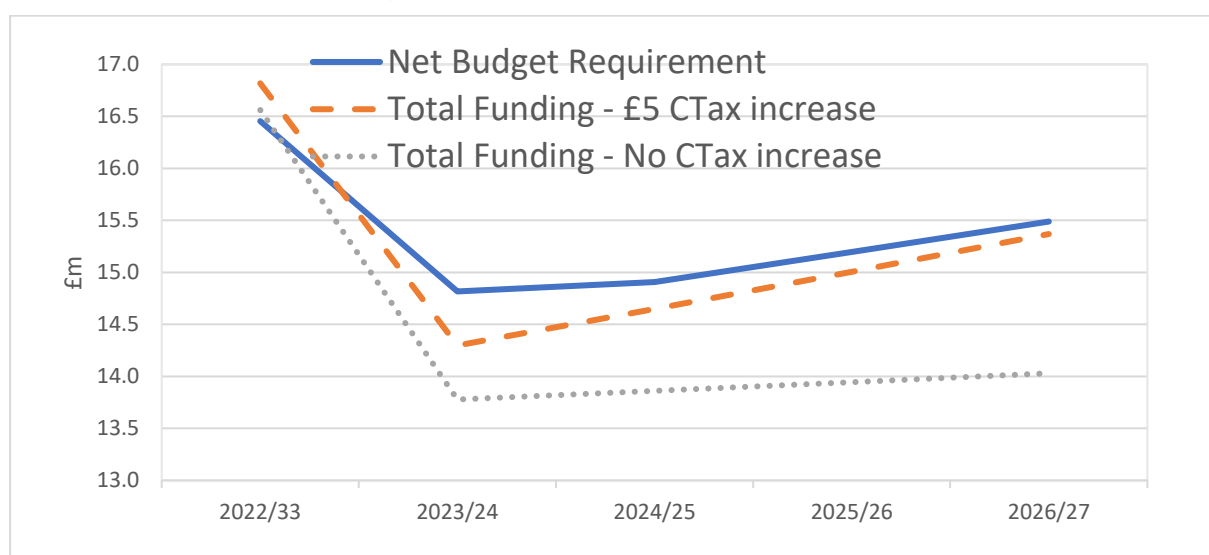
Garden Waste Brown bin

5.2 The proposed Garden Waste Brown bin charges are as follows:

	21/22 charge	22/23 Proposed Charge
Direct Debit customers	£50.75	£53.00
Non-Direct Debit Customer	£56.90	£60.00
Re-joining Fee	N/A	£20.00

6 MEDIUM TERM FINANCIAL STRATEGY

6.1 The following graph shows the Council's projected Net Budget Requirement compared to the predicted Total Funding over the next few years.



- 6.2 **Appendix C** provides the Medium-Term Financial Plan (MTFP) figures supporting this graph.
- 6.3 This shows that the Council should be able to deliver a balance budget in the medium term, provided Council Tax rises are implemented.
- 6.4 The primary reason for the reduction in funding in 23/24 is the expected reduction in new homes bonus grant after this year, and the cessation of the one off Government Grants.
- 6.5 The figures in the plan are based on the 2022/23 Local Government Finance Provisional Settlement. Future year funding figures are uncertain due to the Government's ongoing funding review, which is expected to be consulted on in 2022/23 and introduced for 2023/24.
- 6.6 The Council has benefited from growth in Business Rates income. Changes to the Business rates retention scheme are expected in 2023/24. However as yet we do not know what impact these will have on the Council.
- 6.7 The likely reduction in future funding and the need to finance the 5-year capital programme are key reasons why it is recommended to increase the 2022/23 Council

Tax. Increasing Council Tax protects the Council's income base and helps deliver a balanced budget in future years. The additional income in 2022/23 is part of a wider plan on financing the Council's ambitious 5-year capital programme and reduces the amount of external borrowing required.

Borrowing

- 6.8 Future years' capital programmes will be funded partly through borrowing. The exact timing of borrowing depends upon the progress and phasing of the Capital Programme and the level of revenue reserves. This will initially be internal borrowing from the Council's own cash balances; future external borrowing must be affordable within the context of the revenue budget. Nevertheless, while interest rates remain low there is a case for borrowing on a fixed interest rate basis if the income generated from an investment clearly exceeds the cost of financing.
- 6.9 Since the introduction of the 'Prudential framework' in 2004, Councils have been able to borrow without restriction / prior approval provided they believe the borrowing to be prudent and affordable. However in recent years, Government and CIPFA have raised concerns about excessive borrowing by some councils to fund commercial ventures, and it is now not possible to borrow from the PWLB primarily for commercial gain. Furthermore, in July 21 MHCLG published a policy paper stating, 'we are reviewing the statutory powers for capping borrowing and considering how and when we will apply these to protect local financial sustainability'. Although there does not appear to be an imminent threat to restrict access to borrowing for local authorities, this does need to be recognised as a potential risk.

7 RESERVES

General Revenue Reserve

- 7.1 The impact of the proposed revenue budget and the capital programme on the General Revenue Reserve is shown in the table below:

	£'000
Estimated Balance as at 1 April 2022 (excluding potential underspend in 21/22)	7,806
Annual Surplus	363
Projected balances as at 31 March 2023	8,169
Funding Gap	-519
Projected balances as at 31 March 2024	7,650
Funding Gap	-260
Projected balances as at 31 March 2025	7,390

- 7.2 The projected General Fund Balance remains above the recommended level of £1.4m.

8 COUNCIL TAX

Taxbase

- 8.1 The projected tax base for 2022/23 is 51,430 (Band D equivalent households). The projected tax base has increased by 2.4% compared to the tax base in 2021/22. This is due to housing growth in the District and officers working to identify new properties as soon as they are taxable.

Council Tax Referendum limit

- 8.2 As a shire district council authority, the Council is allowed to raise its Band D Council Tax by the greater of £5 or 2% without breaching the Council Tax Referendum limit.
- 8.3 Under the Localism Act, local communities have the power to decide if a Council Tax rise is excessive. Any district council that wishes to increase its Council Tax beyond the prescribed limit is required to hold a referendum to seek the approval of the electorate. The process of holding a referendum would have implications on cash flows and investment interest, as well as costing in excess of £150,000.

SNC Council Tax

- 8.4 It is proposed that South Norfolk Council increases its Council Tax for a Band D property from £160.00 to £165.00 for 2022/23. This equates to a 3.125% rise.
- 8.5 The Council Tax is calculated by taking the total income to be collected (£8,485,950) and dividing this by the Taxbase (51,430).

Norfolk County Council (NCC)

- 8.6 NCC have the option of increasing their Council Tax by 2%, plus an additional 1% Adult Social Care Precept (plus any social care precept rise not used in 21/22). The actual increase is yet to be confirmed.

Police and Crime Panel

- 8.7 The Police and Crime Panel have the option of increasing their Council Tax by £10. The actual increase is yet to be confirmed.

Parishes

- 8.8 At the time of writing, parish precepts for 2022/23 were still being set. A full list of precepts will accompany the Council Tax report to Full Council. South Norfolk Council has no influence over the level of these precepts.
- 8.9 For 2022/23, the Government has again decided not to apply any thresholds for Council Tax increases set by Parish and Town Councils, which if exceeded would trigger a referendum.
- 8.10 Officers will use the information provided by the preceptors in producing the Council Tax resolution for the Full Council meeting on 22nd February.

9 SPECIAL EXPENSES

- 9.1 Where a Parish/Town Council requires this Council to run specific services, then the cost is recouped through the special expense's mechanism. For SNC this only relates to street lighting in Costessey and Gillingham.
- 9.2 The amount to be collected in Special Expenses has been increased by 2.4%, to reflect the level of running costs expected in individual parishes. However as the number of properties in Gillingham has increased, the charge per property actually falls.

9.3 The Band D charges being proposed are as follows:

	21/22 Band D C Tax	22/23 Band D C Tax
Costessey	£0.91	£0.92
Gillingham	£8.82	£8.63

9.4 The Council also operates a number of streetlights in the Council car parks. The maintenance of these are paid for by SNC out of its budgets.

10 ADVICE OF THE SECTION 151 OFFICER

10.1 The Local Government Act 2003 places two specific requirements on an authority's Section 151 (s151) Officer in determining the Council's budget and Council Tax. Under section 25, the s151 Officer must advise firstly on the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves.

10.2 **Appendix D** contains the full advice of the s151 officer on these matters.

10.3 In summary the advice is:

- Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.
- Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

Section 114

10.4 The Section 151 Officer is also required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure.

10.5 Section 114 notices are rare, and the advice of the Section 151 Officer is that the possibility of such a notice being required at South Norfolk Council is very remote at the present time.

11 OTHER OPTIONS

11.1 Cabinet can propose an alternative revenue budget, capital programme and Council Tax to Council, subject to the advice of the s151 Officer on the prudence and robustness of the budgets.

12 ISSUES AND RISKS

12.1 Resource Implications – These budget proposals set out the resource plans for the Council during 2022/23.

12.2 There are always a number of unknown variables at the time of setting the budget. Where this is the case, officers have made prudent estimates based on the most up to date information available.

- 12.3 Legal Implications – The Council has a legal duty to set a balanced budget
- 12.4 Equality Implications – The budget contains reductions in spending without impacting on the level of service that our residents presently receive – for instance as a result of the joint working with Broadland Council. There are also increases in fees and charges, with discounts available for some services to residents on low incomes. Officers believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.
- 12.5 Environmental Impact - The budget will allow the Council to deliver its statutory duties in respect of the environment.
- 12.6 Crime and Disorder - The budget will allow the Council to deliver its statutory duties in respect of the community safety.

13 CONCLUSION

- 13.1 The proposed 2022/23 revenue budget is balanced and provides for £364,000 to be added to balances. This is subject to the final Government Finance Settlement figures not changing substantially from the provisional figures.
- 13.2 The Council Tax is proposed to increase from £160.00 to £165.00 for 2021/22 for a band D property.
- 13.3 Further increases of £5.00 each year are assumed in future years for the purposes of the Medium-Term Financial Strategy.
- 13.4 Fees and charges have been increased for service areas and commercial activities.
- 13.5 Over the next few years, the level of Government funding is expected to continue to decrease, however the Council is in a strong financial position.
- 13.6 The financing of the 5-year capital programme and the likely reduction in future funding are the key reasons why it is recommended to increase the 2022/23 Council Tax. Increasing Council Tax protects the Council's income base and helps deliver a balanced budget in future years.
- 13.7 There is increased financial risk while future changes to the funding formula and business rates are still under discussion. The amount of the New Homes Bonus remains a major risk and is to subject to further Government reforms and the successful delivery of enough new homes.

14 RECOMMENDATIONS

- 1 That Cabinet recommends to Council:
 - 1.1 The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.

- 1.2 That the Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £8,485,950 and for Special Expenditure shall be £7,366.
 - 1.3 That the Band D level of Council Tax be £165.00 for General Expenditure and £0.14 for Special Expenditure.
 - 2 That Cabinet agrees:
 - 2.1 Changes to the proposed fees and charges as set out in section 5.
 - 3 That Cabinet notes:
 - 3.1 The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
 - 3.2 The Medium-Term Financial Strategy projections.
-

Background Papers

Delivery Plan

APPENDIX A: REVENUE BUDGET REQUIREMENT 2022/23

	FTE	Pay £'000	Non Pay £'000	Income £'000	Net £'000	Prior Yr FTE	Apprentice Adjust	21/22 Budget £'000
Chief of Staff								
Executive Team	4.4	436	27	0	463	5.0	-0.55	479
Chief of Staff	8.8	413	713	-537	589	8.2	-0.55	614
Governance	8.4	368	767	-2	1,133	8.6		1,298
Human Resources	5.5	234	345	0	579	6.5	-1.10	668
Apprentices (now centralised)	14.3	288	55	0	343		6.05	
	41.5	1,739	1,907	-539	3,107	28.3	3.85	3,059
Resources								
Corporate Costs (inc pension lump sum)		300	2,092	-20	2,372			2,099
Finance & Procurement	11.3	441	87	0	528	12.7	-0.55	515
Council Tax & NNDR	20.4	645	55	-384	316	19.4		301
ICT & Digital	13.6	697	1,093	0	1,790	14.7	-1.10	1,859
Transformation	6.2	275	10	0	285	6.9		337
Customer Services	3.1	49	0	0	49	2.8		67
Facilities	5.6	194	394	-74	514	5.6		497
	60.2	2,601	3,731	-478	5,854	62.1	-1.65	5,675
Place								
Economic Growth	15.9	686	1,582	-1,806	462	12.3	-0.55	488
Community & Env Protection	9.9	493	69	-23	539	8.9		508
Food, Safety & Licensing	6.4	272	27	-172	127	6.6		142
Planning	31.7	1,292	553	-1,553	292	32.3		494
Building Control / CNC	34.5	1,534	469	-2,335	-332	36.1		-385
Business Support	15.4	407	149	-330	226	14.3	-0.55	200
	113.9	4,684	2,849	-6,219	1,314	110.6	-1.10	1,447
People & Communities								
Leisure	64.2	1,945	1,726	-2,724	947	66.7		1,564
People & Communities								
Communities and Early Help	23.7	499	319	-86	732	24.4	-1.10	766
Housing Standards & Ind Living	11.2	458	33	-135	356	13.6		349
Housing Benefit Payments			17,000	-17,000	0			0
Housing and Benefits	33.6	1,151	259	-1,187	223	34.1		172
Waste Services	135.5	4,054	2,700	-4,370	2,384	136.6		2,497
	203.9	6,162	20,311	-22,778	3,695	208.7	-1.10	3,784
Cost of Services								
	483.7	17,131	30,524	-32,738	14,917	476.4	0.00	15,529
Precept - Internal Drainage Board					198			173
Interest Payable					300			300
Minimum Revenue Provision (to repay borrowing)					0			39
Investment Income					-1,556			-1,356
Council Tax Deficit / (Surplus) (Offset by Covid Grant 21/22)					-70			-379
Transfer to Asset Replacement Reserves					1,900			1,900
Transfer to new Economic Growth Reserve					1,000			
Transfer to new Environmental / Infrastructure Reserve					500			
Transfer to / (from) Other Earmarked Reserves					142			142
Transfer to / (from) Leisure Centre Recovery Reserve					-946			
Transfer to / (from) General Fund Balance					364			429
					16,749			16,777
Funded by								
Council Tax - District Element (assumes £5 rise in C Tax in 22/23)					8,486			8,037
Council Tax - Special Expenses					7			7
NNDR (Business Rates) - Baseline Income					3,121			3,121
NNDR (Business Rates) - Retained Growth					1,289			1,289
New Homes Bonus					2,093			3,577
Services Grant					215			0
Lower Tier Services Grant					1,238			447
RSG / Rural Services Delivery Grant / Other Govt Grants					300			299
					16,749			16,777

APPENDIX B: BUDGET MOVEMENTS

The main changes to the base budget are as shown in the table below.

	£'000	£'000
Base Budget 2021/22		15,529
Inflationary Cost Pressures (mainly utility costs and fuel)		117
Inflationary Increases in Fees & Charges		-69
Salary Related Changes		
Pay inflation (21/22 extra 0.5% and 22/23 2%) / Reward & Recognition	521	
1.25% rise in Employers National Insurance Contributions	99	
Net Change in Salary Costs	-51	
Increase in pension payment for pension deficit £1,446k to £1,546k	100	669
Cost Pressures		
Apprenticeship levy increase	5	
Increase in external audit fees	10	
Adjustment to CNC support recharge budget	22	
Economic Growth – building maintenance costs	8	
Community & Environmental Protection	1	
Planning – New requirement for Design Guide	11	
Planning – Neighbourhood planning costs and cluster work	98	
Building Control – To ensure CNC nil net cost	33	
Building Control – Change to support costs charged to CNC	19	
Business Support – Out our hours support	5	
Housing Standards – Travellers site	2	
Waste – Staffing for additional round to deal with growth	71	
Waste – MRF Fees	227	512
Reductions in Income		
Facilities – New internal audit contractor unlikely to rent space	10	
Contribution to Economic Growth team ends	39	
Community & Environmental Protection – Dog fees	2	
Housing Benefit Lower income from HB overpayments, as move to UC	100	151
Savings		
Transformation - Reduction of one internal consultancy post	-22	
Housing and Benefits – Internal consultancy officer	-27	
Executive Team	-17	
Chief of staff	-1	
Governance – Reduction in budget for legal costs £457k to £300k	-157	
Governance - Other	-17	
HR	-17	
Corporate costs	-63	
Council Tax & NNDR	-1	
ICT & Digital	-66	
Transformation	-28	
Facilities	-19	
Economic Growth	-52	
Food safety & licensing	-4	
Planning	-93	
Communities	-30	
Housing and Benefits	-7	
Leisure – Instructor fees, equipment costs and other minor savings	-127	
Waste – Clinical waste	-75	
Waste – Budget for consultancy support now removed	-125	
Waste – Transport fleet savings	-121	
Waste – Other savings	-78	-1,148

	£'000	£'000
Growth in Income		
Chief of staff – primarily Internal Audit income	-43	
Economic growth	-58	
Car parks & public conveniences	-2	
Food safety & licensing	-1	
Planning – Cil income estimate increased from £250k to £328k	-78	
Street Naming and Numbering	-7	
Housing and Benefits	-16	
Leisure	-548	
Waste – Commercial waste income	-70	
Waste – Other	-21	-844
Base Budget 2022/23		14,917

APPENDIX C: MEDIUM TERM FINANCIAL PLAN (MTFP)

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Base Net Expenditure	14,917	14,917	14,515	14,159	14,442
<u>Recurring Adjustments:</u>					
Inflationary Pressures		298	290	283	289
Collaboration Savings		-300	-300		
Bounce bank of leisure service		-500	-447		
Increase in pension contribution		100	100		
Base Net Expenditure for following year	14,917	14,515	14,159	14,442	14,731
<u>Non Recurring Adjustments</u>					
Internal Drainage Board Precept	198	202	206	210	214
Interest Payable & MRP	300	300	300	300	300
Investment Income - General	-56	-56	-56	-56	-56
Investment Income - Loans to companies	-1,500	-1,200	-950	-950	-950
Transfers to / (from) Earmarked Reserves	3,542	1,500	1,250	1,250	1,250
Transfer from Leisure Recovery Reserve	-946	-444			
Net Budget Requirement	16,455	14,817	14,908	15,196	15,489

Funded by					
Council Tax - District Element (No increase)	8,229	8,311	8,394	8,478	8,563
Council Tax - Special Expenses	7	7	7	7	7
Council Tax - (Deficit) / Surplus	70				
NNDR (Business Rates)	4,410	4,410	4,410	4,410	4,410
New Homes Bonus - Legacy Payments	1,171				
New Homes Bonus - New Scheme from 23/24	921	750	750	750	750
Other Grants	1,453				
Rural Services Delivery Grant	300	300	300	300	300
Total Funding - No Council Tax Increase	16,561	13,778	13,861	13,945	14,030
Total Funding - With £5 Council Tax Increase	16,818	14,298	14,648	15,005	15,368

Funding Gap / (Surplus) - No CTax increase	-106	1,039	1,047	1,250	1,459
Funding Gap / (Surplus) - £5 CTax increase	-363	519	260	191	121

Council Tax Calculation - No Increase					
Council Taxbase (Homes)	51,430	51,944	52,464	52,988	53,518
Council Tax	160.00	160.00	160.00	160.00	160.00
	8,229	8,311	8,394	8,478	8,563

Council Tax Calculation - £5 Increase					
Council Taxbase (Homes)	51,430	51,944	52,464	52,988	53,518
Council Tax	165.00	170.00	175.00	180.00	185.00
	8,486	8,831	9,181	9,538	9,901

APPENDIX D: ADVICE OF THE s151 OFFICER

The advice of the s151 officer on the robustness of the estimates included in the budget, and on the adequacy of the financial reserves is as follows.

1 Robustness of Estimates

- 1.1 The budget estimates have been produced on a prudent basis, with an emphasis on identifying the existing cost pressures the Council faces and a realistic level of savings and efficiencies. The budget has been constructed so that all known costs are budgeted for, and income budgets are based on realistic projections. The budget is therefore constructed on a prudent basis.
- 1.2 There are however a number of significant potential risks in the robustness of the estimates as follows:
 - There is likely to be an ongoing impact due to Covid. Monies have been set aside however there is a risk that these could be insufficient.
 - The expected changes to the formula for council funding and changes to the business rates retention scheme is a source of major uncertainty at the present time, as the impact of any changes could have a variety of impacts. While best estimates have been made, the impact of these changes on the council's funding remains unclear.
 - There is an assumption that the Council is able to collect the level of Council Tax planned. The Council has consistently performed well in this area. As Universal Credit is rolled out, the Council is working to ensure that it can manage any resultant customer debt issues.
 - The Council depends on a number of contractors, suppliers and partners to deliver services. The use of partners is important as a delivery model for certain services, and there is a risk that some of these either contract their activities or cease to exist altogether. There could be cost implications that arise should this occur. Where it appears likely that this may happen with particular organisations, then the Council will take appropriate contingency measures to mitigate the impact.
 - There is a risk the economy stalls and growth is not as assumed in the Medium-Term Financial Strategy. If this were to occur, it would impact on the level of income received by the Council through its fees and charges as well as income from business rates retention. There would also be an impact on the demand on the services provided by the Council such as increasing homelessness and benefit claimants. This in turn would lead to an increase in the savings required in future years.
 - Budget estimates have been prepared on a cautious basis, limiting costs and growth where possible and ensuring income expected to be received, both through fees and charges and grant streams are at a level officers are confident can be delivered. There is a risk that this will be overly sensitive.
- 1.3 Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.

2 Adequacy of Reserves

- 2.1 As s151 officer I am also required to report on the adequacy of reserves.
- 2.2 Section 26 of the Local Government Act 2003 gives the Secretary of State power to fix a minimum level of reserves for which an authority must provide in setting its budget. The Secretary of State has the view that section 26 would only be used "...in which an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty."
- 2.3 The level of reserves is predicted to remain at the level required to finance the medium-term financial strategy. The plans in the Capital Programme include using earmarked reserves to fund an element of the capital programme over the next five years.
- 2.4 The projected level of the main General Fund reserves held by the Council at 31st March 2023 is £8.1m (excluding any 2021/22 surplus). Given the scale of the earmarked reserves held, this level of reserves provides sufficient flexibility should any of the assumptions made in this budget prove too optimistic.
- 2.5 Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

CAPITAL STRATEGY AND CAPITAL PROGRAMME 2022/23 TO 2026/27

Report Author(s): Darren Slowther
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Portfolio: Finance & Resources

Ward(s) Affected: All

Purpose of Report:

To present the Capital Strategy and the proposed Capital Programme for 2022/23 to 2026/27.

Recommendation:

Cabinet is asked to recommend to Council the Capital Strategy (**Appendix A**) and the Capital Programme for 2022/23-2026/27 (**Appendix B**).

1 SUMMARY

- 1.1 It is the responsibility of the Cabinet to prepare a budget for approval by the Council.
- 1.2 This report is one of a number of reports to be considered by Cabinet at this meeting to set the Council Budgets.
- 1.3 This paper focuses on the Capital Strategy and the associated Capital Programme.

2 BACKGROUND

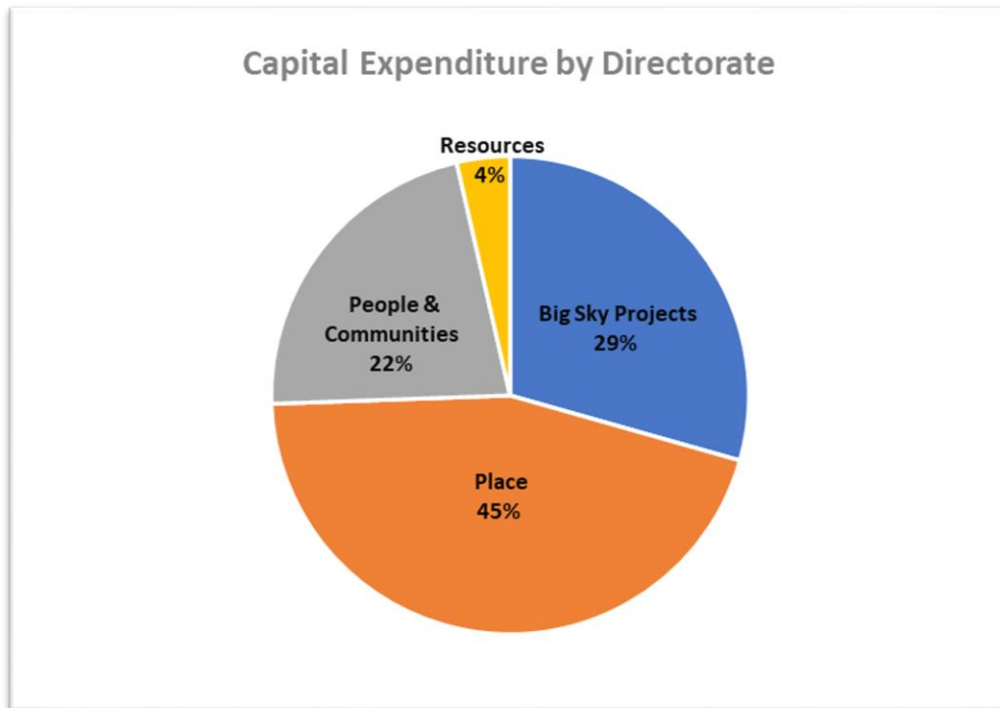
- 2.1 As part of the Council's budget process the Capital Strategy, and associated Capital Programme, is reviewed in order to assess, as part of the overall financial strategy of the Authority, what the scale and composition of the programme should be, and the consequential funding implications for the financial strategy.

3 CAPITAL STRATEGY

- 3.1 The Capital Strategy sets out the Council's approach to the use of its capital assets and resources. It is the framework for determining the capital programme and the effective use of the Council's resources.
- 3.2 This strategy seeks to deliver the Council's vision for the district as set out in the Delivery Plan. These ambitions are:
- Growing the Economy
 - Supporting individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively.
- 3.3 The Capital Strategy focuses investment to deliver these priorities while also contributing to the financial sustainability of the Council by supporting opportunities to develop more efficient service delivery and to generate additional income.
- 3.4 The full capital Strategy is included as **Appendix A**.

4 SUMMARY OF CAPITAL PROGRAMME

- 4.1 This year the Capital Programme has been expanded to include a number of new key projects help bring forward key economic development projects, make improvements to the public realm, and protect the environment.
- 4.2 The programme is therefore significantly larger than previous years and represents an increase in ambition.
- 4.3 The detailed five-year capital programme is shown in **Appendix B** and totals £85.6 million. The pie chart below shows how the programme is broken down by Directorate over the next five years.



4.4 Expenditure by Directorate is summarised in the following sections.

5 PEOPLE AND COMMUNITIES

Leisure Provision

- 5.1 Expenditure on Leisure facilities has been budgeted to take place in order of priority over the next five years.
- 5.2 Improvement works across all sites totalling £500k are budgeted to take place during 2022/23 and these are to be financed from a specific reserve which was created to ensure that resources are in place to fund the refurbishment and replacement of equipment and improvements to Leisure Centres when required.

Waste Services

- 5.3 The capital programme includes provision for development of a new depot. Options are currently being investigated and will be subject to a full business case. A reserve has been specifically created to ensure the earmarked funding is in place for depot expenditure.
- 5.4 Annual budgets are in place for the purchase of waste bins for homes in the district, and for the replacement of waste vehicles.

Disabled Facilities Grant

- 5.5 The Council receives ring-fenced Disabled Facilities Grant funding from the Government through the Enhanced Better Care Fund managed by Norfolk County Council. The allocation for 2021/22 was £1.035m and is projected to remain at this level for future years. It is important that this funding is fully committed in each year to avoid it having to be returned to Government. These grants are valuable in helping people stay in their own homes.

6 PLACE

Economic Growth

- 6.1 Budgets have been included in the Programme for a series of initiatives that will enhance the economic development of the South Norfolk district:
- £2m per annum for Improvements in the Public Realm (£1m of which is intended to be matched funded),
 - £4.5m fund for Economic Development Investment and by engaging growth
 - £1.5m fund for development opportunities.
 - £2m on land acquisition for an office development in the Norwich Research Park.

7 BIG SKY PROJECTS

- 7.1 In July 2017 Cabinet agreed to provide funding to Big Sky Developments Ltd (BSDL) in relation to strategic housing and employment development opportunities and the capital programme includes the associated budgets for potential developments over the coming years, although the timing of expenditure is dependent upon the speed with which these opportunities are realised and is therefore not entirely within the Council's control.
- 7.2 BSDL has projected its cash requirements for the next five years and in order to ensure that they have the necessary cash to deliver their strategy. This totals £2.5m in 22/23 and £7.44m in 2023/24. Additionally, £10m and £5m have been included in 2025/26 and 2026/27 respectively to provide for investment in potential future housing schemes.
- 7.3 BSDL cashflow projections show that it can repay SNC loans totalling £31.4m between 2022/23 and 2026/27. These loan repayments are treated as Capital Receipts. Further details about the Capital Receipts balance is shown in the table at paragraph 9.7.

8 RESOURCES

ICT and Digital Investment

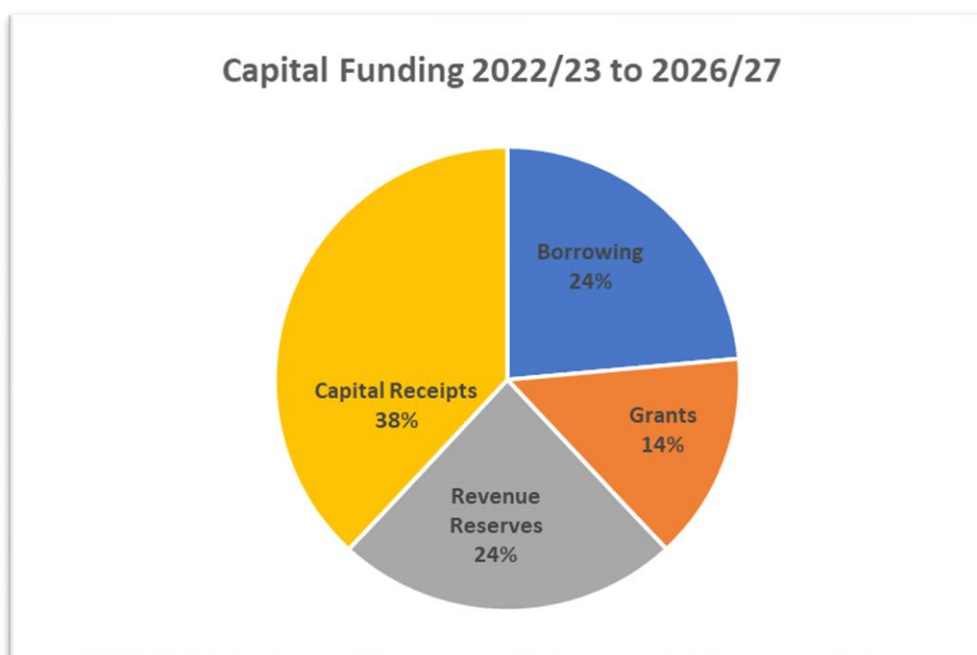
- 8.1 The capital programme sets aside the capital funding required to deliver the ongoing requirements for IT equipment for individual users and infrastructure and software upgrades and replacements to support the Council's IT network and systems.
- 8.2 There is an additional budget included in the programme for the continuing investment in the transformation programme to align IT systems across departments. This work is being carried out in collaboration with Broadland District Council in order to deliver better value for money and enable a fully joined up network going forward.

Facilities

- 8.3 Provision for the continuing maintenance / enhancement of South Norfolk House is included in the programme. Essential works have been identified by condition surveys and will be carried out while awaiting the results of a wider accommodation review

9 FINANCING THE CAPITAL PROGRAMME

- 9.1 This section focuses on the main sources of funding that are proposed to be used to fund the capital programme.
- 9.2 The size of the capital programme and the need to be prudent in the use of revenue reserves for capital purposes means that it is predicted that the Council will need to borrow to fund the capital programme over the next five years.
- 9.3 The new five-year capital programme will be financed from a mixture of revenue and capital reserves, capital receipts and grants, internal borrowing from cash balances, and external borrowing. The projected sources of funding are shown in the graph below and **Appendix B** provides further details.



Effect on Reserves

- 9.4 During the five-year programme £20.9 million of revenue reserves will be used to fund the programme as shown in the table below:

	£000
Asset Replacement Reserve	5,379
Refuse Reserve	5,000
General Revenue Reserve	4,159
Infrastructure Reserve	2,837
New Ways of Working Reserve	1,761
Leisure Centre Reserve	1,484
Car Park Upgrades Reserve	175
Street Lighting Reserve	60
Total Use of Revenue Reserves	20,855

Capital Receipts

- 9.5 The programme includes repayment of loans from Big Sky Developments Limited funded by property sales from the development at St Giles Park, Cringleford, and future developments in the District. These are subject to the prevailing housing market conditions at the time of sale. They could therefore fluctuate, and this is a risk to the funding of the programme which needs to be managed.
- 9.6 As part of the transfer of the housing stock to Saffron Housing Trust the Council will continue to receive income from for the sale of right to buy properties.

- 9.7 The table below demonstrates the estimated pattern of receipts and expenditure funded from these. A significant number of these additions are repayments from Big Sky Developments Limited, indicated in the table below (bracketed figures).

Opening Balance 31/3/22	105,566
Additions in year (£2m BSDL)	2,225,000
Utilised 22/23	1,063,233
Balance 31/3/23	1,267,333
Additions in year (£11.44m BSDL)	11,665,000
Utilised 23/24	9,102,284
Balance 31/3/24	3,830,049
Additions in year (£3m BSDL)	3,225,000
Utilised 24/25	2,699,852
Balance 31/3/25	4,355,197
Additions in year (£9.86m BSDL)	10,085,000
Utilised 25/26	13,900,000
Balance 31/3/26	540,197
Additions in year (£5.1m BSDL)	5,325,000
Utilised 26/27	5,675,000
Closing Balance 31/3/27	190,197

Borrowing

- 9.8 As resources reduce, the Council will have a need to borrow to fund capital projects.
- 9.9 It is likely that there will be slippage over the life of the programme which could delay the need to borrow. In the first instance, the Council will be able to borrow internally from its own cash balances. The cost of this would be the interest foregone from investing the cash with external counterparties.

10 OTHER OPTIONS

- 10.1 Cabinet can propose changes to the Capital Strategy and Capital Programme, before recommending these to Council for approval.

11 ISSUES AND RISKS

Resource Implications

- 11.1 The size and composition of the capital programme has a significant impact on the medium-term financial plan.

Risks

- 11.2 A number of the capital schemes rely on working with partners and / or require appropriate opportunities to arise in the market. As such there is a risk that the timeframe for schemes (particularly those marked as provisional schemes) will slip.

Legal Implications

- 11.3 The Council is required to set a budget for 22/23.

Equality Implications

- 11.4 Officers believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.

Environmental Impact

- 11.5 There is no direct environmental impact arising from this report.

Crime and Disorder

- 11.6 There is no direct crime and disorder impact arising from this report.

12 CONCLUSION

- 12.1 This Capital Programme is significantly larger than previous years. It represents an increase in ambition and risk. Furthermore as the overall programme it likely to lead to long term borrowing being undertaken, it represents a step change in approach, and will commit future administrations to servicing this debt.

13 RECOMMENDATION

- 13.1 Cabinet is asked to recommend to Council the Capital Strategy (**Appendix A**) and the Capital Programme for 2022/23-2026/27 (**Appendix B**).

Background Papers

None

Appendix A: Capital Strategy

1 Purpose

- 1.1 The purpose of this Capital Strategy is to outline the Council's approach to capital investment, and how the Council ensures that capital investment is prudent, affordable and directed to the Council's Corporate Priorities.
- 1.2 The Capital Strategy is a partner document to the Medium-Term Financial Plan (MTFP), the Broadland and South Norfolk – "Our Plan" 2020-2024, the ICT Strategy, the Commercialisation Strategy, the Council's Delivery Plan, the Council's Budget (Revenue and Capital), the Treasury Management Policy and the Annual Investment Strategy.

2 Vision for the District

- 2.1 This strategy seeks to deliver our vision for the district as set out in the Broadland and South Norfolk – "Our Plan" 2020-2024. Our ambitions are:
 - Growing the Economy
 - Supporting Individuals and empowering communities
 - Protecting and improving the natural and built environment, whilst maximising quality of life
 - Moving with the times, working smartly and collaboratively.

3 Definition of Capital Expenditure

- 3.1 Capital expenditure is defined in Section 16 of SI 2003/3146 as:
 - Expenditure that results in the acquisition, construction or enhancement of fixed assets (tangible and intangible)
 - Expenditure fulfilling one of the definitions specified in regulations made under the Local Government Act 2003
 - Expenditure which has been directed to be treated as capital by the Secretary of State (for example, grants made to third parties for the purpose of capital expenditure).

4 Requirement for a Capital Strategy

- 4.1 The Local Government Act 2003 requires local authorities to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Prudential Code "requires local authorities to have regard to wider management processes (option appraisal, asset management planning, strategic planning and achievability) in accordance with good professional practice".
- 4.2 As part of the Prudential Code authorities are required to produce a capital strategy and are also required to estimate their capital expenditure over the next three financial years, which will form a part of the budget setting process each year.

- 4.3 The capital strategy helps address the strategic long-term purpose of investment and therefore stretches for many years.
- 4.4 The strategy provides the starting point for the capital programme and a framework for the effective use of the Council's resources and will influence the direction of treasury management. The Prudential Code permits the Council to determine the appropriate level of capital investment to deliver quality public services, subject to affordability.

5 Priorities

- 5.1 This Capital Strategy focuses investment to deliver the Council's corporate priorities, while also contributing to the Council's financial sustainability by supporting opportunities to develop more efficient service delivery and to generate additional income.
- 5.2 The current capital expenditure priorities are set out in the capital programme.
- 5.3 This strategy is a living document which evolves over time to incorporate ongoing capital liabilities which will need to be met in the future alongside other investment decisions. In order to determine future liabilities, the Council will commission condition surveys for Council assets. The Capital Strategy will also need to be developed in line with the asset management plan. The Capital Strategy is a corporate document and requires a cross-Council approach to be effective.

6 Capital Assets

- 6.1 The assets which are likely to present the greatest ongoing capital liability for the Council over the next 20 years are as follows:

Asset	Net Book Value as at 31.3.21
South Norfolk House	£3,218,250
Wymondham Leisure Centre	£9,876,000
Long Stratton Leisure Centre	£4,138,000
Diss Leisure Centre	£2,448,000
Commercial Units	£11,460,400

- 6.2 The Council has adopted a Commercialisation Strategy, which helps guide how we invest in our income generating assets. Over the past few years significant investment has gone into the Council's three leisure centres in order to increase footfall and work towards a subsidy free service.
- 6.3 The Council also has a portfolio of commercial units. These supports the Council's economic development strategy and also provide a financial return to the Council.
- 6.4 In addition to these assets, significant capital expenditure will need to be incurred on the upgrade of IT equipment and improvements to the IT Infrastructure

- 6.5 As at 31st March 21 the Council held £33,428,000 in loans and equity in its commercial companies. Budgets are in place to lend a further £6.2m by 31st March 2022. These investments have been made as part of the capital programme and need to be considered as part of this Capital Strategy.
- 6.6 Under the Treasury Management Code, for all non-treasury investments, i.e. commercial activity, the Council is required to approve annually a schedule of existing material investments, subsidiaries and joint ventures and liabilities and its risk exposure. This is contained in Annex 1 for approval. The level of risk exposure is taken to be the value of these investments which will vary over time but are shown as at 31 March 2021.

7 Capital Financing

- 7.1 The Council can finance its capital programme from various sources as follows:
- Revenue.
 - Revenue Reserves
 - Capital Receipts from asset disposals
 - Grants
 - Tax Increment Financing (TIF).
 - Private Finance Initiative/Public Private Partnership
 - CIL
 - Borrowing.
- 7.2 Over the next few years, the total amount of investments and cash will fall as cash is spent on the capital programme and earmarked reserves are spent.
- 7.3 The proposed total resources available to finance the current capital programme going forward from 2022/23 and slippage from 2021/22 will be in the region of £84.9 million as set out below:

Resources	£million
Capital Receipts	32.4
Grants (incl. S106 funds)	12.3
Revenue Reserves	20.9
Borrowing Requirement	20.0
Total	85.6

- 7.4 The use of reserves means that the Council's cash is projected to reduce in the short term. This reduction means that further capital expenditure in this period would need to be funded from generating additional resources or external borrowing.

8 Borrowing

- 8.1 Under the Prudential Code, Councils determine how much they will borrow as long as any borrowing is affordable and prudent, thus clearly linking the financing of capital with the Treasury Management Strategy and the revenue budget.
- 8.2 The consequence of the funding position is that the Council will be required to borrow to finance any additional capital expenditure in the coming period. However, any borrowing must be affordable in line with the requirements of the prudential code.
- 8.3 Under the Prudential Code, Councils are not permitted to borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. All the Council's commercial investments are within the District and are primarily intended to deliver economic and housing regeneration and growth.
- 8.4 The need to borrow is not based on our levels of investment balances/reserves but on the Council's capital financing requirement (CFR).
- 8.5 The total amount of debt that the Council can take on needs to be affordable. Affordability will be kept under review as part of the Treasury Management Strategy and when setting revenue and capital budgets It will reflect the need for prudence along with the risk appetite of the Council.
- 8.6 There are many sources of borrowing available to the Council and it is likely that the Council will utilise a mix of these to spread the risk around loan maturities and future interest rates. Sources include:
- Public Works Loan Board (PWLB)
 - Borrowing from other local authorities
 - Borrowing via the Municipal Bonds Agency (MBA)
 - Borrowing from institutions such as the European Investment Bank and directly from commercial banks
 - Borrowing from the money markets
 - Local Authority stock issues and bills
 - Commercial paper
 - Structured finance.
- 8.7 HM Treasury issued new guidance regarding PWLB lending on 12 August 2021. The effect of this guidance is that PWLB borrowing can only be taken out to support service delivery, housing, economic regeneration, preventative action, and treasury management. It includes a definition of investment assets bought primarily for yield, which the PWLB will not support. Additionally, under the Prudential Framework local authorities cannot borrow or invest for speculative purposes. The government and CIPFA are clear that borrowing to invest for yield is not permitted under the Prudential Framework. SNC has no such projects in its Capital Programme.

- 8.8 The purpose of this Capital Strategy is to outline the Council's approach to capital investment, and how the Council ensures that capital investment is prudent, affordable and directed to the Council's Corporate Priorities.

9 Priorities for the Capital Programme / Option Appraisal

- 9.1 The need for capital investment is driven by a number of factors both internal and external to the council. The diagram below illustrates a number of these.



- 9.2 Within the funding constraints outlined above, it is necessary to set clear priorities for capital expenditure. All expenditure proposals require a clear business case to justify the expenditure. The policy on capitalisation is included in the Council's annual accounts. Capital expenditure is authorised by Cabinet and Full Council through the budget setting process and monitored on a quarterly basis through reports to Cabinet.
- 9.3 Potential proposals should be assessed in line with the Council priorities. The table below highlights capital expenditure that is already planned or could be undertaken to meet the Council's priorities:

Growing the Economy	Supporting individuals and empowering communities	Protecting and improving the natural and built environment, whilst maximising quality of life	Moving with the times, working smartly and collaboratively
Development opportunities on the Norwich/Cambridge Tech Corridor	Further enhancement of SNC Leisure Facilities	Waste Vehicle Replacement	Delivering the ICT Strategy and Systems Transformation
Other Property Development for Local Business Workspace	Disabled Facilities Grants	Refurbishment/Replacement of Waste Depot	Improvements to the Council's operational buildings
Strategic Economic Developments to boost growth (Neighbourhood Renewal Fund)	Enabling greater access for all across the district – accessible public conveniences	Waste/Recycling Bin Purchases	
		Street Lighting Replacement Programme	
		Play Area Refurbishments	
		Installation of Electric Car Charging Points	

10 Partnerships

- 10.1 Partnership working is certain to continue and is likely to assume greater significance given the state of public finances so this strategy needs to ensure that any capital requirements identified through partnership work can be considered alongside other bids for capital funds.
- 10.2 South Norfolk Council's collaborative working with Broadland District Council is likely to create a wide number of opportunities to work jointly on capital projects that will benefit both authorities. If the expectation is that the nature of the projects are large scale, significant capital expenditure is likely. Managers of capital projects should be encouraged to adopt or at least make reference to this Capital Strategy, affirming that the project(s) are in line with current priorities and vision moving forward
- 10.3 The Council is a member of the Greater Norwich Growth Board (GNGB). Expenditure, both capital and revenue, is directed by the Greater Norwich Business Plan, reviewed and updated annually by the Board and supports the delivery of growth over the GNGB area which comprises Broadland, Norwich and South Norfolk Councils, Norfolk County Council and the Local Enterprise Partnership.

11 Equalities

- 11.1 Capital projects must give consideration to the Equalities Act 2010.
- 11.2 Promoting equality and diversity is vital for tackling discrimination and social exclusion.

12 Risk Management

- 12.1 As part of the project business case, capital projects should be risk assessed. Any mitigation actions should be included in the project business case. With diversity of partnership working, including joint venture working as described above, local authorities' assessment of risk management becomes increasingly important.
- 12.2 The main financial risk is associated with actual performance against expected. Excessive costs incurred due to unforeseen circumstances and project slippage can lead to increased pressure on future year's budgets. This can be mitigated by having robust business cases and monitoring through the life of the project.
- 12.3 The risk around borrowing is managed by use of Prudential Indicators that are calculated annually as part of the budget setting process and revisited at each year's actual outturn and a decision on how much the council can afford to borrow.

13 Advice of the Section 151 Officer

- 13.1 The Section 151 Officer is specifically required to report on the deliverability, affordability and risks associated with the capital strategy.
- 13.2 Deliverability is underpinned through the embedding of capital expenditure within the business planning process and use of specialist advice where required, for example, in assessing the plans to deliver commercial property investments.
- 13.3 The prudential indicator of net financing costs to net revenue income stream from taxation and central government provides another view of financial sustainability. This is set out in the Treasury Management Strategy elsewhere on this agenda.
- 13.4 The key risks in this strategy are as follows:
 - **Economic** – Changes in the economy could mean that investments undertaken in line with the strategy do not deliver the anticipated benefits or returns. Prudent assumptions have been made on the level of returns that can be expected.
 - **Timing** – Delays incurred during the implementation phase of particular projects could impact on the returns in the short term. Effective project management and monitoring is undertaken to mitigate this risk.
 - **Interest Rates** – It has been assumed that interest rates will stay at their current low levels. The exact timing of borrowing will determine the exact interest rates on external debt incurred as part of this strategy. The interest rate outlook is kept

under review so that the strategy can be changed should rises in interest rates become probable.

- **Government Policy** – The strategy is aimed to deliver quality services and to improve the sustainability of the Council. Should government policy change in a way that prevents parts of the strategy being implemented, increases its cost or reduces the expected benefits, then the strategy would need to be revised.

13.5 *Overall this Capital Programme is significantly larger than previous years. It represents an increase in ambition and risk. Furthermore as the overall programme it likely to lead to long term borrowing being undertaken, it represents a step change in approach, and will commit future administrations to servicing this debt.*

14 Conclusion

- 14.1** This Capital Strategy represents a prudent and affordable approach to investment in the Council's assets to support service delivery and to contribute to the Council's financial sustainability over the next 5 years.

Annex 1: Schedule of Non-Treasury Investments

Investment	Value in the Council's Balance Sheet at 31 March 2021
Big Sky Ventures Ltd – Equity Shares	£6,468,000
Big Sky Developments Ltd - Loans	£26,300,000
Big Sky Property Management Ltd - Loans	£3,160,000
Crafton House	£1,489,600
Rectory Road, Dickleburgh - Agricultural Land	£1,347,500
Wym - Ayton Road	£1,508,400
Rushall Road, Harleston - Agricultural land	£1,043,200
Shotesham Road, Poringland - Commercial Development Land	£520,600
9-11 Mere Street, Diss	£634,100
Trumpeter House	£959,500
Loddon Business Centre	£528,000
Friarscroft Lane, Wymondham - Development Land	£522,200
Unit 18A Harleston	£481,800
Former Wym Town Council Office, Middleton St	£296,200
Gissing - Residential Development	£166,900
Unit 19A Harleston	£219,700
21 Penfold Drive, Gateway 11, Wymondham NR18 0WZ	£147,800
15 Vincess Road, Diss	£185,000
Ketteringham Depot-Unit 1 & 2 Station Lane	£174,700
Dereham Road, Costessey Caravan Site	£241,600
Unit B17 Owen Rd Diss	£365,300
13 Vincess Road, Diss	£169,300
The Lodge, Maple Park	£79,500
Unit 5b Owen Road Diss IP22 4ER	£97,600
9 Park Road Diss	£13,300
4 Garages Thomas Manning Road	£71,800
Park Road Diss - Land - Bus Depot Diss	£52,400
3 Garages Chapel Street Diss	£72,100
Friarscroft Lane, Wymondham - Garden Lane Rear of 23-37	£45,000
Eleven Mile Lane, Sutton, Wymondham - Paddock Land	£25,200
Parking Plots in Long Stratton	£1,900
Garden Plot, Station Close, Swainsthorpe	£200
	<hr/>
	£44,228,000

Appendix B Capital Programme

Capital Programme (Scheme)	Directorate	Team	Provisional Projects - i.e. those requiring a business case and/or Member approval to progress	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Total 2022-27 £
Supporting Individuals - Housing									
Big Sky Financing	Big Sky	-	Y		7,440,000				7,440,000
New Big Sky Developments.	Big Sky	-	Y	2,500,000			10,000,000	5,000,000	17,500,000
Development opportunities on Cambridge / Norwich arc	Place	Ec Growth	Y	1,500,000					1,500,000
Travellers Sites	Place	Ec Growth	Y	300,000					300,000
Temporary Accommodation - Security Improvements	P&C	Ind & Families	Y	11,000					11,000
Supporting Individuals - Health & Leisure									
One Public Estate / Medical / Health Facilities	Place	Ec Growth	Y		4,000,000				4,000,000
Land assembly / Investment in Diss	Place	Ec Growth	Y	1,000,000		1,000,000			2,000,000
Disabled Facilities Grants	P&C	Housing		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Wymondham Leisure Centre Works	P&C	Leisure		173,049	80,000	20,000		75,000	348,049
Long Stratton Pool	P&C	Leisure		110,000					110,000
Diss Leisure Centre	P&C	Leisure		170,496	30,000	15,000	50,000		265,496
Diss Leisure Centre Poolside Improvements/Tank Tiles	P&C	Leisure				300,000			300,000
Long Stratton Leisure Centre	P&C	Leisure		65,000	25,000	60,000			150,000
Framingham Earl High School	P&C	Leisure	Y	10,520	220,000	80,000			310,520
Ketts Park Kitchen	P&C	Leisure	Y	35,000					35,000
Ketts Park Works	P&C	Leisure	Y	35,000					35,000
Improvements in the Public Realm									
Play Areas (works funded by s106 monies)	Place	Ec Growth			113,973	49,946			163,919
Norfolk Strategic Fund to support Economic Growth	Place	Ec Growth		678,572					678,572
Larger Settlements Fund	Place	Ec Growth	Y	1,000,000	1,000,000	1,000,000	1,000,000		4,000,000
Larger Settlements Fund (Matched funding)	Place	Ec Growth	Y	1,000,000	1,000,000	1,000,000	1,000,000		4,000,000
Long Stratton public realm	Place	Ec Growth	Y				2,000,000		2,000,000
Long Stratton public realm (Matched funded)	Place	Ec Growth	Y				2,000,000		2,000,000
Changing Places (Disabled Public Conveniences)	P&C	Ind & Families	Y	20,000					20,000

Capital Programme (Scheme)	Directorate	Team	Provisional Projects - i.e. those requiring a business case and/or Member approval to progress	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Total 2022-27 £
Protecting the Environment									
Environmental Projects	Place	Ec Growth	Y	400,000	400,000	400,000	400,000	400,000	2,000,000
Investment in the Economy									
Norwich Research Park Building	Place	Ec Growth	Y	2,000,000	6,000,000				8,000,000
Property Development (Browick Road)	Place	Ec Growth		3,000,000					3,000,000
Other Property / Economic Development Investment	Place	Ec Growth	Y	4,500,000					4,500,000
Car Park Improvements	Place	Waste		35,000	35,000	35,000	35,000	35,000	175,000
Our Own Needs									
IT - Annual Replacement Programme	Resources	ICT & Digital		225,000	225,000	225,000	225,000	225,000	1,125,000
IT - Members IT refresh	Resources	ICT & Digital		46,000					46,000
IT - System Replacement Programme	Resources	ICT & Digital		275,000	275,000	275,000	275,000	275,000	1,375,000
IT - WIFI	Resources	ICT & Digital		220,000					220,000
IT - Remote Working Solution	Resources	ICT & Digital		55,000	165,000				220,000
South Norfolk House – Enhancement Works	Resources	Facilities		32,233	262,284	74,852	221,405	149,235	740,009
Street Lighting	Place	Ec Growth		24,240	24,240	24,240	24,240	24,240	121,200
Bins Purchase	P&C	Waste		165,000	165,000	165,000	165,000	165,000	825,000
Waste Vehicles - Replacement Programme	P&C	Waste		760,000	760,000	760,000	760,000	760,000	3,800,000
Waste Vehicles - New vehicles as new rounds needed	P&C	Waste		190,000			190,000		380,000
Waste Vehicles - Increase for extra street sweeping	P&C	Waste	Y	234,000					234,000
Grounds Maintenance Equipment	P&C	Waste			65,000	45,000	15,000	15,000	140,000
Waste Depot	P&C	Waste		3,500,000	3,000,000				6,500,000
				25,270,110	26,285,497	6,529,038	19,360,645	8,123,475	85,568,765

Capital Programme - Financing				Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Total 2022-27 £
Grants				3,060,812	2,126,213	2,062,186	4,012,240	1,012,240	12,273,691
Revenue Reserves				11,146,065	5,057,000	1,767,000	1,448,405	1,436,235	20,854,705
Capital Receipts				1,063,233	9,102,284	2,699,852	13,900,000	5,675,000	32,440,369
Borrowing				10,000,000	10,000,000				20,000,000
				25,270,110	26,285,497	6,454,186	19,139,240	7,974,240	85,568,765

Treasury Management Strategy Statement 2022/23

Report Author(s):	Darren Slowther, Capital and Treasury Accountant 01603 430467 darren.slowther@southnorfolkandbroadland.gov.uk
Portfolio Holder:	Finance & Resources
Ward(s) Affected:	All
Purpose of the Report:	This report sets out the authority's approach to the management of its borrowings, investments and cash flows.

Recommendations:

Cabinet is recommended to approve the following, and recommend these to Council

1. This Treasury Management Strategy Statement 2022/23
2. The Treasury Management Policy Statement 2022/23 (**Appendix 1**)
3. The Annual Investment Strategy 2022/23 (**Appendix 2**)
4. The Treasury Management Practice (TMP1) (**Appendix 3**)
5. The Treasury Management Scheme of Delegation (**Appendix 4**)
6. The Prudential Indicators (**Appendix 5**)
7. The Minimum Revenue Provision (MRP) Statement (**Appendix 6**).

1 SUMMARY

- 1.1 This report sets out the Treasury Management Strategy Statement 2022/23 and associated policies.
- 1.2 It is a regulatory requirement that these be approved annually by Full Council.

2 DEFINITION AND PRINCIPLES

- 2.1 The Chartered Institution of Public Finance and Accountancy (CIPFA) defines treasury management as:
- “The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*
- 2.2 DLUHC and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This Treasury Management Strategy Statement deals solely with financial investments. Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.
- 2.3 There are 3 key treasury management principles:
1. **Security** – To ensure monies are not placed at undue risk, by ensuring all monies are invested in appropriate counterparties or instruments commensurate with the organisation’s risk appetite.
 2. **Liquidity** - To ensure that cash flow is adequately planned, with cash being available when it is needed, and that sufficient funding is available to finance the organisation’s capital investment plans.
 3. **Yield** - To maximises investment returns (commensurate with risk) and minimise borrowing costs to minimise the costs to the organisation.
- 2.4 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as “non-treasury” activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities.

3 TREASURY MANAGEMENT STRATEGY STATEMENT

- 3.1 This Treasury Management Strategy Statement for 2022/23 encompasses a number of areas as follows:
- | | |
|------------|---|
| Section 4 | Treasury Management Policy Statement |
| Section 5 | Annual Investment Strategy |
| Section 6 | Expected Investment Returns |
| Section 7 | Treasury Management Practices |
| Section 8 | Treasury Management Scheme of Delegation & Reporting Requirements |
| Section 9 | Policy on use of External Service Providers |
| Section 10 | Prudential Indicators |
| Section 11 | Minimum Revenue Provision (MRP) Policy Statement |
| Section 12 | Borrowing Strategy |
| Section 13 | Prospects for Interest Rates |

- 3.2 These documents do not tend to change significantly from year to year, however It is a regulatory requirement that these be approved annually by Full Council.
- 3.3 The key changes to note this year relate to the publication by CIPFA on 20th December 2021 of revised Treasury Management and Prudential Codes. CIPFA have stated that formal adoption is not required until the 2023/24 financial year. This Council has to have regard to these codes of practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval. The revised codes will have the following implications:
- a requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement;
 - clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate. This will include the requirement to set a proportionate approach to commercial and service capital investment;
 - address Environmental, Social and Governance (ESG) issues within the Capital Strategy;
 - require implementation of a policy to review commercial property, with a view to divest where appropriate;
 - create new Investment Practices to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices);
 - ensure that any long term treasury investment is supported by a business model;
 - a requirement to effectively manage liquidity and longer term cash flow requirements;
 - amendment to TMP1 to address ESG policy within the treasury management risk framework;
 - amendment to the knowledge and skills register for individuals involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each council;
 - a new requirement to clarify reporting requirements for service and commercial investment, (especially where supported by borrowing/leverage).
 - In addition, all investments and investment income must be attributed to one of the following three purposes: -
 - **Borrowing Requirement Arising from the organisation's cash flows or treasury risk management activity.**
This type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.
 - **Service Delivery Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure.**
Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial

viability of the project in question or otherwise incidental to the primary purpose”.

- **Commercial Return**

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council’s financial capacity – i.e., that ‘plausible losses’ could be absorbed in budgets or reserves without unmanageable detriment to local services. ***An authority must not borrow to invest primarily for financial return.***

- 3.4 As this Treasury Management Strategy Statement and Annual Investment Strategy deals solely with treasury management investments, the categories of service delivery and commercial investments will be dealt with as part of the Capital Strategy report. However, as investments in commercial property have implications for cash balances managed by the treasury team, it will be for the authority to determine whether it feels it is relevant to add a high level summary of the impact that commercial investments have, or may have, if it is planned to liquidate such investments within the three year time horizon of this report, (or a longer time horizon if that is felt appropriate).
- 3.5 Members will be updated on how all these changes will impact our current approach and any changes required will be formally adopted within the 2023/24 TMSS report.

4 TREASURY MANAGEMENT POLICY STATEMENT

- 4.1 In line with CIPFA’s Treasury Management in the Public Services: Code of Practice the Council maintains a Treasury Management Policy Statement. This is the cornerstones for effective treasury management.
- 4.2 This Treasury Management Policy Statement is included in **Appendix 1** and details the policies, objectives and approach to risk management of the Council’s treasury management activities, including policies where the Council has commercial investments held for financial return.
- 4.3 It is this Policy that sets out that the Council’s primary objective in relation to investments is the security of capital. The liquidity or accessibility of the Council’s investments followed by the yield earned on investments remain important, but are secondary and tertiary considerations respectively.

5 ANNUAL INVESTMENT STRATEGY

- 5.1 The Annual Investment Strategy sets out the Authority’s:
 - Investment Approach
 - Investment Risk Management Policy
 - Creditworthiness Policy
 - Other Investment Limits
 - Investment Risk Benchmarking

- 5.2 As at the end of December 2021 the Council had treasury investments of £40.8m, and £33.5m in loans to wholly owned Council companies. However, the application of resources (capital receipts, reserves etc.) to finance capital expenditure is expected to reduce the level of investments over time.
- 5.3 The Annual Investment Strategy categorises investments between:
- **Specified investments.** Investments that have a high level of credit quality and are subject to a maturity limit of one year.
 - **Non-specified investments.** Investments with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration before being authorised for use.
- 5.4 The Annual Investment Strategy also sets time and monetary limits for institutions on the Council's counterparty list.

6 EXPECTED INVESTMENT RETURNS

- 6.1 The Bank Rate rose from 0.10% to 0.25% in December 2021. However, forecasts from LINK Asset Services, the Council's appointed treasury advisors, anticipate no higher rate than 0.75% by March 2023, so it has been assumed that investment earnings on short term and money market-related instruments will be sub 0.75% for the foreseeable future.
- 6.2 On that basis the expected investment return for 2022/23 has been calculated as £50,000.
- 6.3 For comparison the investment return in 2021/22 is expected to be c£40,000.

7 TREASURY MANAGEMENT PRACTICES (TMPs)

- 7.1 Treasury Management Practices set out the manner in which the Council will seek to achieve the Treasury Management policies and objectives, and prescribe how it will manage and control those activities.
- 7.2 Treasury Management Practice (TMP1) Credit and Counterparty Risk Management is included as **Appendix 3**.

8 TREASURY MANAGEMENT SCHEME OF DELEGATION, REPORTING REQUIREMENTS AND TRAINING

Scheme of Delegation

- 8.1 The Council delegates:
- responsibility for the implementation and monitoring of its treasury management policies and practices to Cabinet, and

- responsibility for the execution and administration of treasury management decisions to the Section 151 Officer.

8.2 The Council also nominates the Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

8.3 Further details are included in **Appendix 4**.

Reporting Requirements

8.4 Members are required to receive and approve, as a minimum, three treasury reports each year as follows:

1. **Treasury Management strategy** (this report) – This is forward looking and covers the plans for the year ahead. Approval is through Cabinet and then Council
2. **A mid-year treasury management report** – This is a progress report and will update on the mid-year treasury management position. Approval is through Cabinet.
3. **An annual treasury report** – This is a backward looking document and provides details of actual treasury management operations compared to the estimates. Approval is through Cabinet and then Council.

Training

8.5 The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management.

8.6 The training needs of treasury management officers and members are periodically reviewed.

9 POLICY ON USE OF EXTERNAL SERVICE PROVIDERS

9.1 The Council recognises that responsibility for treasury management decisions remains with the Council at all times, and will ensure that undue reliance is not placed upon the services of our external service providers.

9.2 All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subject to regular review.

9.3 The Council currently uses Link Asset Services, Treasury solutions as its external treasury management advisors.

10 PRUDENTIAL INDICATORS

- 10.1 The CIPFA Prudential Code sets out a number of indicators for authorities to use to ensure that their capital expenditure plans are affordable. These fall under 2 subheadings:
- Prudential Indicators for Affordability
 - Prudential Indicators for Prudence.
- 10.2 The Council's proposed Prudential indicators are included as **Appendix 5**.

11 MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT

- 11.1 The Council is required to pay off an element of its accumulated capital borrowing need (the CFR) through an annual revenue charge (the Minimum Revenue Provision - MRP).
- 11.2 The Council will use the Asset life method of calculating MRP, which means MRP will be based on the estimated life of the assets.
- 11.3 Further details about MRP are included in **Appendix 6**.

12 BORROWING STRATEGY

Borrowing Requirement

- 12.1 The Authority is currently debt free. However, the capital expenditure plans show a need to borrow over the medium term.

Sources of Borrowing

- PWLB – The primary source for most local authority borrowing due to its cost effective pricing structure (eg a percentage over gilt yields).
- Bank overdraft – Can be cost effective for short term cashflow needs.
- Other local authorities – Can be cost effective for shorter dated maturities out to 3 years or so.
- Financial institutions (primarily insurance companies and pension funds but also some banks). Can be used to borrow out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).
- Municipal Bonds Agency – A developing viable alternative depending on market circumstances prevailing at the time of bond issue.

Policy on Borrowing in Advance of Need

- 12.2 The authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed.

- 12.3 Any decision to borrow in advance will be within the approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 12.4 Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

13 PROSPECTS FOR INTEREST RATES

- 13.1 The Council has appointed Link Asset Services as its treasury advisor and **Appendix 7** provides their advice on their advice on interest rates a number of other treasury related matters.

14 ISSUES AND RISKS

- 14.1 **Resource implications** – The Treasury Management Strategy ensures funding is available to meet the Council's needs. It also delivers investment income for the Council and helps to minimise the costs of borrowing.
- 14.2 **Legal implications** – Adoption of the CIPFA Code of Practice on Treasury Management is recommended by CIPFA and therefore falls within the remit of section 15 of the Local Government Act 2003.
- 14.3 Local authorities are required by Regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146] to have regard to the current editions of the CIPFA codes of best practice.
- 14.4 **Equality implications** – Treasury decisions are made impartially, within the guidelines.
- 14.5 **Risks** – Treasury management is not risk free. The primary objective of the Council's Treasury Management function is to minimise risk to the principal amounts involved, whilst still maintaining optimum liquidity.

15 RECOMMENDATIONS

- 15.1 Cabinet is recommended to approve the following and recommend these to Council:
1. This Treasury Management Strategy Statement 2022/23
 2. The Treasury Management Policy Statement 2022/23 (**Appendix 1**)
 3. The Annual Investment Strategy 2022/23 (**Appendix 2**)
 4. The Treasury Management Practice (TMP1) (**Appendix 3**)
 5. The Treasury Management Scheme of Delegation (**Appendix 4**)
 6. The Prudential Indicators (**Appendix 5**)
 7. The Minimum Revenue Provision (MRP) Statement (**Appendix 6**).

Background Papers

CIPFA Treasury Management Code of Practice

CIPFA Prudential Code of Practice

Appendix 1: Treasury Management Policy Statement

The Council adopts the CIPFA definition of treasury management namely:

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Council regards the successful identification, monitoring, and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.

The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

The Council’s primary objective in relation to investments is the security of capital. The liquidity or accessibility of the Authority’s investments followed by the yield earned on investments remain important, but are secondary and tertiary considerations respectively.

The Council’s borrowing will be affordable, sustainable, and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken, and the type of borrowing should allow the Council transparency and control over its debt.

Where the Council has made commercial investments in property, in wholly owned companies or in joint ventures, the performance of these investments will be monitored and reported in line with the overall Treasury Management policy.

The Council, in making investments through its treasury management function, supports the ethos of socially responsible investments. We will actively seek to communicate this support to those institutions we invest in as well as those we are considering investing in by:

- encouraging those institutions to adopt and publicise policies on socially responsible investments;
- requesting those institutions to apply council deposits in a socially responsible manner.

Appendix 2: Annual Investment Strategy

1. The Annual Investment Strategy sets out the Authority's:
 - Investment Approach
 - Investment Risk Management Policy
 - Creditworthiness Policy
 - Other Investment Limits
 - Investment Risk Benchmarking.

Investment Approach

2. Cash investments will be made with reference to the core balance and cash flow requirements, and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
3. Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow and to fund the Council's capital programme, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.
4. For its cash flow generated balances, the Council will seek to utilise instant access and notice accounts, money market funds and short-dated deposits, (overnight to 364 days), in order to benefit from the compounding of interest.
5. If there is a risk that the Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable. Conversely, if the risk is that Bank Rate is likely to fall significantly within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment Risk Management Policy

6. The Council's Investment Risk Management Policy has regard to the following:
 - DLUHC's Guidance on Local Government Investments ("the Guidance")
 - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the Code")
 - CIPFA Treasury Management Guidance Notes.
7. As set out in the Treasury Management Policy Statement, the Council's investment priorities will be security first, portfolio liquidity second and then yield (return).
8. The above guidance from the DLUHC and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means:
 - Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of

concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.

- Other information: Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to monitor market pricings such as “credit default swaps” and overlay that information on top of the credit ratings.
 - Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
 - This authority has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists under the categories of ‘specified’ and ‘non-specified’ investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
 - **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 12.
 - **Transaction limits** are set for each type of investment.
 - This authority will set a limit for the amount of its investments which are invested for longer than 365 days.
 - Investments will only be placed with counterparties from countries with a specified minimum sovereign rating.
 - This authority has engaged external consultants, to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
 - All investments will be denominated in sterling.
9. This authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

10. As a result of the change in accounting standards for 2020/21 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Department for levelling Up, Housing and Communities, [DLUHC], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1.4.18.)

Creditworthiness Policy

11. The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
 - It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
12. The Section 151 Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
13. Credit rating information is supplied by our treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are provided to officers almost immediately after they occur, and this information is considered before dealing. For instance, a negative rating Watch applying to counterparty at the minimum Council criteria may be suspended from use, with all others being reviewed in light of market conditions.
14. The criteria for providing a pool of high-quality investment counterparties, (both specified and non-specified investments) is:
- Banks 1 - good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign Long-Term rating of AA, matching the UK's rating.and have, as a minimum, the following Fitch, Moody's and Standard & Poor's credit ratings (where rated):

	Fitch	Moody's	Standard & Poor's
Short Term	F1	P1	A-1
Long Term	A-	A3	A-

- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations. This bank can be included provided it continues to be part nationalised or it meets the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested. The Council's provider of banking services is Barclays Bank PLC.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies. The Council will use all societies which meet the ratings for banks outlined above
- Money Market Funds (MMFs) CNAV (consistent net asset value) – AAA
- Money Market Funds (MMFs) LVNAV (low volatility net asset value) – AAA
- Money Market Funds (MMFs) VNAV (variable net asset value) – AAA
- UK Government (including gilts, Treasury Bills and the Debt Management Account Deposit Facility (DMADF)).
- Local authorities, parish councils etc subject to due diligence
- Housing associations subject to due diligence
- The Authority may also invest cash with other organisations, for example by making loans to small businesses. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment, on the specific advice of the Authority's treasury management adviser and on the provision of appropriate security, e.g. through a charge on assets.

15. *Use of additional information other than credit ratings.* Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment opportunities.

Time and monetary limits applying to investments

16. The criteria for specified and non-specified investments are detailed in TMP1. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long Term Rating (or equivalent)	Money Limit	Time Limit
Banks 1 higher quality	AA-	£12.5m	2 years
Banks 1 medium quality	A	£10m	18 months
Banks 1 lower quality	A-	£7.5m	1 year
Banks 2 – part nationalised	N/A	£12.5m	2 years
Limit 3 category – Council's banker (not meeting Banks 1)	N/A	£12.5m	6 months
Other institutions limit	-	£5m	1 year
DMADF (debt management account deposit facility)	UK sovereign rating	unlimited	2 years
Local authorities	N/A	£7.5m	2 years
Housing associations higher quality	AA	£10m	2 years
Housing associations medium quality	A	£7.5m	1 year
Housing associations lower quality	A-	£5m	1 year
	Fund rating	Money Limit	Time Limit
Money Market Funds CNAV (constant net asset value)	AAA	£10m	liquid
Money Market Funds LVNAV (low volatility net asset value)	AAA	£10m	liquid
Money Market Funds VNAV (variable net asset value)	AAA	£10m	liquid

Other Investment Limits

17. Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.
- a) **Country limit.**
The Council has determined that it will only use approved counterparties from countries with a **minimum sovereign credit rating of AA** from Fitch (or equivalent).
- b) **Other limits.**
In addition:
- no more than £5 million of total cash will be placed with any non-UK country at any time;
 - limits in place above will apply to a group of companies;
 - sector limits will be monitored regularly for appropriateness.

Investment Risk Benchmarking

18. In order to ensure security, the Council will use appropriate benchmarks. These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position

and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report. The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.1% (1 in 1000) historic risk of default when compared to the whole portfolio.
- This benchmark is an average risk of default measure and would not constitute an expectation of loss against a particular investment.

19. Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £0m
- Liquid short-term deposits of at least £4m available with a week's notice.

20. Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7-day LIBID rate. LINK, the Council's treasury advisors have stated that they will maintain continuity by providing clients with LIBID investment benchmark rates on the current basis with a view to communicating with clients when full financial market agreement is reached on how to replace LIBOR (the LIBID rate is derived from LIBOR). This is likely to be an iteration of the overnight SONIA rate.

Appendix 3: Treasury Management Practice (TMP1) Credit and Counterparty Risk Management

1. Treasury Management Practices set out the manner in which the Council will seek to achieve the Treasury Management policies and objectives, and prescribe how it will manage and control those activities.
2. This TMP covers Credit and Counterparty Risk Management.

Guidance

3. DLUHC issued Investment Guidance in 2018, and this forms the structure of the Council's policy below.
4. The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective, the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council has adopted the Code and applies its principles to all investment activity. In accordance with the Code, the Section 151 Officer has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

Annual Investment Strategy

5. The key requirements of both the Code and the investment guidance are to set an Annual Investment Strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:
 - The strategy guidelines for choosing and placing investments, particularly non-specified investments.
 - The principles to be used to determine the maximum periods for which funds can be committed.
 - Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
 - Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.
6. The investment policy proposed for the Council is:

Specified Investments

7. These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

- The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
- Supranational bonds of less than one year's duration.
- A local authority, housing association, parish council or community council.
- Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
- A body that is considered to be of a high credit quality (such as a bank or building society). For category 5 this covers bodies with a minimum Short-Term rating of A- (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies.

8. Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are set out in the report in Appendix 2 para. 15.

Non-specified investments

9. These are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below.
10. Non-specified investments would include any sterling investments with:

	Non-Specified Investment Category	Limit (£)
a.	Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. The value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.	£5 million
b.	The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.	£12.5 million
c.	Any bank or building society that has a minimum long-term credit rating of A-, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	£10 to £12.5 million depending on the institution
d.	Any non-rated subsidiary of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to the same criteria as for the parent company and assurance on the robustness of the group structure.	As per parent company, but total limit not to be exceeded

	Non-Specified Investment Category	Limit (£)
e.	Share capital in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will not be invested in corporate bodies. See note 1 below.	£20 million
f.	Loan capital in a body corporate. See note 1 below.	£30 million
g.	Bond funds. See note 1 below.	
h.	Property funds – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using.	

Note. This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

Within categories b and c, and in accordance with the Code, the Council has developed additional criteria to set the overall amount of monies which will be invested in these bodies.

[The Monitoring of Investment Counterparties](#)

11. The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly).
12. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest.
13. Any counterparty failing to meet the criteria will be removed from the list immediately by the Section 151 Officer, and new counterparties which meet the criteria will be added to the list.

Approved Countries for Investments

14. This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link credit worthiness service.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Qatar
- U.K.

15. The following countries, although they meet the minimum required sovereign rating, are not approved for investment.

AA-

- Hong Kong

Appendix 4: Treasury Management Scheme of Delegation

The following Treasury Management Scheme of Delegation shall apply.

Full Council

The following matters are the responsibility of Full Council:

- Approval of annual strategy.
- Approval of / amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices.
- Budget consideration and approval.
- Approval of the division of responsibilities.

Cabinet

The following matters are delegated to Cabinet:

- Reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- Receiving and reviewing reports on treasury management policies, practices and activities.
- Receiving and reviewing regular monitoring reports and making recommendations to the responsible body.
- Approving the selection of external service providers and agreeing terms of appointment.
- Receiving and reviewing regular monitoring reports and acting on recommendations.

s151 (responsible) officer

The following matters are delegated to the Council's s151 Officer:

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- Submitting regular treasury management policy reports.
- Submitting budgets and budget variations.
- Receiving and reviewing management information reports.
- Reviewing the performance of the treasury management function.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit, and liaising with external audit.
- Recommending the appointment of external service providers.
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe of at least 20 years.

- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money.
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority.
- Ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources.
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority.
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above.
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following:
 - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios.
 - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments.
 - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making.
 - Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken.
 - Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

Appendix 5: Prudential Indicators

Prudential Indicator for Affordability 1 - Capital expenditure

1. This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

	Estimated Outturn 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000
Total Capital Expenditure	13,154	25,270	26,285	6,529	19,361	8,123

Prudential Indicator for Affordability 2 – Financing Cost to Net Revenue Stream

2. This prudential indicator calculates the ratio of financing costs to net revenue stream. Financing costs are broadly defined as the net of the return on investments and other financial assets, against the payments made on debt and similar financial liabilities.
3. This is a measure of the authority's ability to meet any debt payments from its revenue. An increasing positive figure indicates an increasing inability to meet such payments.

	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27
Financing Cost	-939,340	-574,400	-394,300	-121,800	195,700
Net Revenue Stream	15,006,000	14,319,000	14,713,000	15,002,000	15,296,000
Ratio of Financing Costs to Net Revenue Stream	-6.26%	-4.01%	-2.68%	-0.81%	1.28%

Prudential Indicator for Affordability 3 – Capital Financing Requirement

4. The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

5. The table below summarises capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

	Estimated Outturn 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000
Total Capital Expenditure	13,154	25,270	26,285	6,529	19,361	8,123
Capital receipts	-1,928	-1,063	-9,102	-2,700	-13,900	-5,675
Capital grants	-2,494	-3,061	-2,126	-2,062	-4,012	-1,012
S106 Funds	-25					
Revenue	-3,607	-11,146	-5,057	-1,767	-1,449	-1,436
Net financing need for the year (borrowing required)	5,100	10,000	10,000	0	0	0

Prudential Indicator for Affordability 4 – External Debt

6. The **authorised limit** for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
7. The **operational boundary**. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000
Total CFR	20,736	28,736	26,994	23,684	12,900	7,162
External Borrowing	0	10,000	20,000	20,000	20,000	20,000
Total Debt	0	10,000	20,000	20,000	20,000	20,000
Authorised Limit	35,000	40,000	40,000	35,000	25,000	20,000
Operational Boundary	25,000	35,000	35,000	30,000	20,000	15,000

8. Full Council should be advised at the earliest opportunity if the Operational Boundary is exceeded. The Authorised Limit must not be exceeded without formal agreement in advance by Council.

Prudential Indicator for Prudence 1 – Gross Debt and the Capital Financing Requirement

9. Within the range of prudential indicators, there are a number of key indicators to ensure that the Council operates its activities within well-defined limits.
10. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.
11. The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting that the Council will be under borrowing by **£8.7** million in 2022/23 as it will be using its cash instead of incurring external debt (internal borrowing). The cost of internal borrowing is the interest foregone from cash investments, but this is less than the interest rates the Council would pay on external borrowing. Both internal and external borrowing have to be repaid over time, however Minimum Revenue Provision is provided only for borrowing not associated with Council owed companies in line with the MRP Policy.

	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000
External Debt at 1 April	0	0	10,000	20,000	20,000	20,000
Expected change in External Debt	0	10,000	10,000	0	0	0
Actual gross external debt at 31 March	0	10,000	20,000	20,000	20,000	20,000
The Capital Financing Requirement	20,736	28,736	26,994	23,684	12,900	7,162
(Under)/over borrowing	-20,736	-8,736	-8,047	-3,684	7,100	12,838

12. The S151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Prudential Indicator for Prudence 2- Maturity structure of borrowing

13. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

	Lower Limit (Cumulative)	Upper Limit (Cumulative)
Under 12 months	0%	50%
12 months to 2 years	0%	80%
2 years to 5 years	0%	90%
5 years to 10 years	0%	95%
10 years and above	0%	100%

14. If the authority decides to take up long-term debt to finance a major capital project in the future, it will discuss the matter with its treasury advisors to determine the best option in terms of repayment pattern, term and whether fixed or variable rates would be more efficient.

Prudential Indicator for Prudence 3 – Principal sums invested for longer than 365 days

15. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

	Estimate 2020/21 £'000	Estimate 2022/23 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
Principal sums invested for longer than 365 days	5,000	5,000	5,000	5,000	5,000

Appendix 6: MRP Statement

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) and Guidance on Minimum Revenue Provision (MRP) requires full Council to approve a statement of its MRP policy in respect of the forthcoming financial year, indicating which of the four options set out in the Guidance are to be followed in the financial year:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

The Council has adopted Option 3 as its policy.

This means MRP will be based on the estimated life of the assets, in accordance with the regulations. This option provides for a reduction in the borrowing need over approximately the asset's life.

MRP in respect of leases brought on balance sheet under the IFRS-based Local Authority Accounting Code of Practice will match the annual principal repayment for the associated deferred liability.

The Authority has established a number of wholly owned companies (Big Sky Developments Ltd, Big Sky Property Management Ltd) and has provided loans from the Authority to the companies.

With the exception of overdrafts for working capital purposes, the cash advances will be used by the companies to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. If the Council borrows to fund these loans, the Capital Financing Requirement (CFR) will increase by the amount of loans advanced and once loans are repaid to the Authority the CFR will reduce accordingly.

As the Authority is satisfied that the companies will make repayments over the life of the capital programme, we do not deem it necessary to set aside MRP for repayment of this debt. However, if there is a doubt about the companies' ability to repay the loans, we will start to provide MRP over the life of the loans.

MRP Overpayments

Any MRP charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31 March 2022 the total VRP overpayments were £0.

Appendix 7: Prospects for Interest Rates

The Council has appointed Link Asset Services as its treasury advisor and this appendix provides their advice on a number of treasury related matters.

Interest Rates

The following table gives Link's central view on interest rates.

Link provided the following forecasts on 20.12.21. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View 20.12.21														
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10	1.10	1.10	1.10	1.10
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20	1.20	1.20	1.20	1.20
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30

Additional notes by Link on this forecast table: -

- *LIBOR and LIBID rates will cease from the end of 2021. Work is currently progressing to replace LIBOR with a rate based on SONIA (Sterling Overnight Index Average). In the meantime, our forecasts are based on expected average earnings by local authorities for 3 to 12 months.*
- *Our forecasts for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short term cash at any one point in time.*

Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021.

As shown in the forecast table above, the forecast for Bank Rate now includes four increases, one in December 2021 to 0.25%, then quarter 2 of 2022 to 0.50%, quarter 1 of 2023 to 0.75%, quarter 1 of 2024 to 1.00% and, finally, one in quarter 1 of 2025 to 1.25%.

Gilt yields / PWLB rates

Since the start of 2021, we have seen a lot of volatility in gilt yields, and hence PWLB rates. As the interest forecast table for PWLB certainty rates above shows, there is forecast to be a steady, but slow, rise in both Bank Rate and gilt yields during the forecast period to March 2025, though there will doubtless be a lot of unpredictable volatility during this forecast period.

While monetary policy in the UK will have a major impact on gilt yields, there is also a need to consider the potential impact that rising treasury yields in America could have on our gilt yields. As an average since 2011, there has been a 75% correlation between movements in US 10-year treasury yields and UK 10-year gilt yields. This is a significant upward risk exposure to our forecasts for longer term PWLB rates. However, gilt yields and treasury yields do not always move in unison.

There are also possible downside risks from the huge sums of cash that the UK populace have saved during the pandemic; when savings accounts earn little interest, it is likely that some of this cash mountain could end up being invested in bonds and so push up demand for bonds and support their prices i.e., this would help to keep their yields down. How this will interplay with the Bank of England eventually getting round to not reinvesting maturing gilts and then later selling gilts, will be interesting to monitor.

As the US financial markets are, by far, the biggest financial markets in the world, any upward trend in treasury yields will invariably impact and influence financial markets in other countries. Inflationary pressures and erosion of surplus economic capacity look much stronger in the US compared to those in the UK, which would suggest that Fed rate increases eventually needed to suppress inflation, are likely to be faster and stronger than Bank Rate increases in the UK. This is likely to put upward pressure on treasury yields which could then spill over into putting upward pressure on UK gilt yields.

The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within the forecasting period, despite the major challenges that are looming up, and that there are no major ructions in international relations, especially between the US and Russia, China / North Korea and Iran, which have a major impact on international trade and world GDP growth.

Investment and Borrowing Rates

Investment returns are expected to improve in 2022/23. However, while markets are pricing in a series of Bank Rate hikes, actual economic circumstances may see the MPC fall short of these elevated expectations.

Borrowing interest rates fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England and still remain at historically low levels. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years.

On 25.11.20, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates which had been increased by 100 bps in October 2019. The standard and certainty margins were reduced by 100 bps but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three-year capital programme. The current margins over gilt yields are as follows:

- PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
- PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
- Local Infrastructure Rate is gilt plus 60bps (G+60bps)

Creditworthiness

Significant levels of downgrades to short- and long-term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, as economies are beginning to reopen, there have been some instances of previous lowering of Outlooks being reversed.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards at the end of March / early April 2020 due to the heightened market uncertainty and ensuing liquidity crisis that affected financial markets, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

Delivery Plan 2022-2024

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Portfolio: The Economy and External Affairs

Ward(s) Affected: All

Purpose of the Report:

The purpose of this report is for Cabinet to recommend to Council the approval and adoption of the Delivery Plan for 2022-24.

Recommendations:

1. To recommend that Council approves the adoption of the Delivery Plan for 2022-24.

1 SUMMARY

- 1.1 This report provides an overview of the development of South Norfolk Council's Delivery Plan for 2022-24, in collaboration with Broadland District Council. The Delivery Plan outlines the activities and projects the Council will be undertaking to meet the priority areas outlined in the four-year Strategic Plan.

- 2 **BACKGROUND** The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and ambitions of the Council. Alongside this, Council agreed to developing Delivery Plans which sets out how we will achieve our ambitions set out in the Strategic Plan.

- 2.2 At the heart of the Strategic Plan 2020-2024, is the vision for our place:

'Working together to create the best place for everyone, now and for future generations'

- 2.3 This vision is underpinned by the Council's four strategic priorities:

- Growing the economy
- Supporting individuals and empowering communities
- Protecting and improving the natural and built environment, whilst maximising quality of life
- Moving with the times, working smartly and collaboratively

- 2.4 While being developed concurrently and giving members a common approach to tracking service delivery, the Delivery Plan also enables both South Norfolk Council and Broadland District Council to pursue local policies and operational models that most accurately reflect the specific requirements in each council area.

- 2.5 For the first two years of the Strategic Plan, we have developed one year Delivery Plans, mainly due to the changing environment with Covid-19 and the impact this has had on our services. For 2022 to the end of the Strategic Plan in 2024, the Council has produced a two-year plan, enabling greater certainty with our focus areas to be sought, along with a two year budget which is also on Cabinets agenda.

21/22 Delivery Plan

- 2.6 In the last year, South Norfolk Council has continued to deliver critical services to customers during the Covid-19 pandemic, along with continuing to transform the way in which the Council works to deliver value for money services. Below is just a highlight of some of the things the Council has achieved in the last year:
- Launched a new housing system, giving customers more flexibility to choose their own home
 - Securing millions of pounds to support our local businesses
 - Developing an Environmental Strategy to protect and enhance our local environment
 - Delivering a new Enforcement Strategy and Plan across the two Councils, supporting our high-quality customer-focused service delivery

- Throughout coronavirus South Norfolk innovated and launched a new and enhanced leisure online platform making it easier for you to stay fit and healthy
- Creating a single website and email address for the Councils, helping us develop and improve our digital services
- Delivered high spec new homes at St Giles Park through South Norfolk's wholly owned company, Big Sky
- Implemented a new telephony system to make it easier for customers to access our services, and support remote working, allowing us to be accessible in any location

3 CURRENT POSITION/FINDINGS

- 3.1 The Delivery Plan for 2022-24 (see appendix A) sets out the key activities to be delivered within the last two years of the Strategic Plan, broken down into the key and major projects we will deliver, along with the service delivery and business as usual activities we undertake on a regular basis.
- 3.2 The Delivery Plan is broken down into the following key areas:
- An introduction to the plan and how it links with the Strategic Plan and vision for the Council
 - An overview of where our money comes from and how it is planned to be spent in 2022-24
 - The key and major projects we plan on delivering across the two-year period
 - An overview of the business as usual activities which take place by team and;
 - The key Delivery Measures we will report to Cabinet in Q2, Q3 and Q4, enabling the Council to track its performance against the Delivery Plan

4 PROPOSED ACTION

- 4.1 This report proposes that Council approves the adoption of the Delivery Plan for 2022-24. If approved, the plan will come into place in April 2022 and will be tracked and monitored through the Strategic Performance, Risk and Finance reports which come into Cabinet for Q2, Q3 and Q4.

5 OTHER OPTIONS

- 5.1 Members could choose to not to adopt the Delivery Plan for 22-24. This would however, mean that we would not have a clear plan for delivery for the coming years and impact our ability to progress towards the delivery of our strategic priorities.

6 ISSUES AND RISKS

- 6.1 **Resource Implications** – The Delivery Plan is aligned to the budget setting process and is subject to change if the budget changes. The budget for 22-24 is also being considered in another item on this committee's agenda. The Delivery Plan will feed into the development of service specific plans which will ensure that there are the right resources in place to deliver the plan effectively.
- 6.2 **Legal Implications** – no implications.
- 6.3 **Equality Implications** – no implications.
- 6.4 **Environmental Impact** – no implications.
- 6.5 **Crime and Disorder** – no implications.
- 6.6 **Risks** – Risks to the Council and to the delivery of our Plan is managed through both a Strategic Risk Register which comes to Cabinet in Q2, Q3 and Q4 and through operational risk registers managed within service areas.

7 CONCLUSION

- 7.1 In summary, the Delivery Plan sets out the ambitions for the Council moving forward and provides an in-year overview of the different activities which will take place to ensure we are delivering on what we have set out to achieve.

8 RECOMMENDATIONS

- 1. To recommend that Council approves the adoption of the Delivery Plan for 2022-24.

Background Papers

None.

Our Delivery Plan

2022/23 – 2023/24



Our Delivery Plan for 2022/23 - 2023/24

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2018 which has seen the councils develop a single officer team working across two districts.





Largest partnership of its kind with responsibility for

563 sq miles

Home to the

**NRP, Lotus,
The Broads**

and the visitor attraction with the highest footfall in Norfolk (Dinosaur Park)

Location of over

10,000

businesses
across the two
economies

Home to

260,000
residents

10 market
towns

Both in the

top 5 economies

to bounce back from Covid (Grant Thornton)

Our partnership has enabled us to have a stronger voice nationally, securing increased funding of £147.4m from central government to support our coronavirus response. This has enabled us to continue providing the local services our communities value. This comes at a time when many councils are facing funding pressures and budget gaps. Some of the things our One Team has achieved so far include:

- Launching a new housing system, giving you more flexibility to choose your own home
- Securing millions of pounds to support our local businesses
- Developing an Environmental Strategy for each district to protect and enhance our local environment
- Delivering a new Enforcement Strategy and Plan across the two Councils, supporting our high-quality customer-focused service delivery
- Unveiling Broadland Country Park for you to enjoy exploring, walking, cycling and horse riding
- Throughout coronavirus South Norfolk innovated and launched a new and enhanced leisure online platform making it easier for you to stay fit and healthy
- Creating a single website and email address for the Councils, helping us develop and improve our digital services for you
- New telephony system to make it easier for you to access our services, and support remote working, allowing us to be accessible for you in any location.

Our Strategic Plan for 2020-2024 has outlined our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next three years working as a partnership.

Challenges in the future are changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those challenges. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

As coronavirus continues to be the biggest challenge the UK has faced in generations, the last two years have been exceptionally difficult for the people and businesses in our district. Its impact on people's health, wellbeing and the economy continues to be substantial. The collaboration has meant that with increased capacity, resilience and closeness to the community, our Councils are able to quickly step-up and provide on-going help at times of need and support during the recovery. Since the end of March 2020, here are some examples of successes from some of our one team:

Help Hub

20,104

calls taken from residents asking

5,000

calls made to shielding residents

**7 day
a week
working**

Hub support line opened

**until
22:00**

4,373

individuals visited on enhanced contact tracing to support self-isolation

Financial support to residents

51,764

calls taken by the Housing and Benefit Team

5,821

Benefit and Council Tax Support Claims received

£73,000

paid through Covid-19 hardship fund

£1,260,935

paid in extra Council Tax support

£263,000

paid in track and trace payments

In the community

2,750

prescriptions
collected

3,150

shopping
trips done

560

households
in food
poverty fed

4,000

food parcels
delivered

8

tonnes of food
distributed
to residents

45

community support
groups formed with
4,000
volunteers

Housing

294

residents provided
with temporary
accommodation

739

residents housed

781

people helped onto
the housing register

1,694

people a month
provided housing
advice

Corporate Achievements

85%

of staff working remotely

15%

of staff working from our offices

32

of our leisure staff redeployed to the NHS, 48 of our staff offering time to help the NHS

Launched zoom for over

600

staff and councillors

140

virtual committee meetings broadcast on YouTube, with over 19,500 views, totalling 4700 hours watch time

44

Trained Mental Health First Aiders

Supporting Businesses

£84 million

in grants to local businesses

10,000

businesses called offering support

First Councils to distribute
£1 million

to businesses forced to close

£1 million

of support distributed for every week of lockdown

We reviewed our working and office layouts to ensure we keep our customers, staff and members safe in Covid secure work-spaces.

The Councils recruited jointly to a new team – our Covid Support Advisors – who have offered practical help and support to both our businesses and residents.

Following the closure of the leisure centres, the Leisure Team worked across the one team in both districts, helping to support teams who were under pressure. The leisure team also helped at testing and vaccination sites and on the local hospital wards.

A Joint Covid Recovery Plan was agreed by both Councils in July 2020 which is currently being reviewed and updated.

Celebrated and thanked our Covid Community Heroes to recognise their amazing efforts in helping us with our response to Covid-19

Our One Team – delivering for the residents of Broadland and South Norfolk.

This document, our Delivery Plan, has been developed around our priorities and ways of working and describes our intended activities for 2022/23 - 23/24.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priority areas are our ambitions linked to each priority. These are underpinned by how we deliver our services through our people, our approach and performance.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focussed on the three service areas the council is made up of, with each activity carried out being linked back to the key priority areas.

The Vision for our place

Working together to create the best place and environment for everyone, now and for future generations

Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.

Supporting individuals and empowering communities

- Ensure that the most vulnerable feel safe and well.
- Empower people to succeed and achieve their aspirations.
- Create and support communities which are connected and are able to thrive.

Protecting and improving our natural and built environment, whilst maximising quality of life

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.

Moving with the times, working smartly and collaboratively

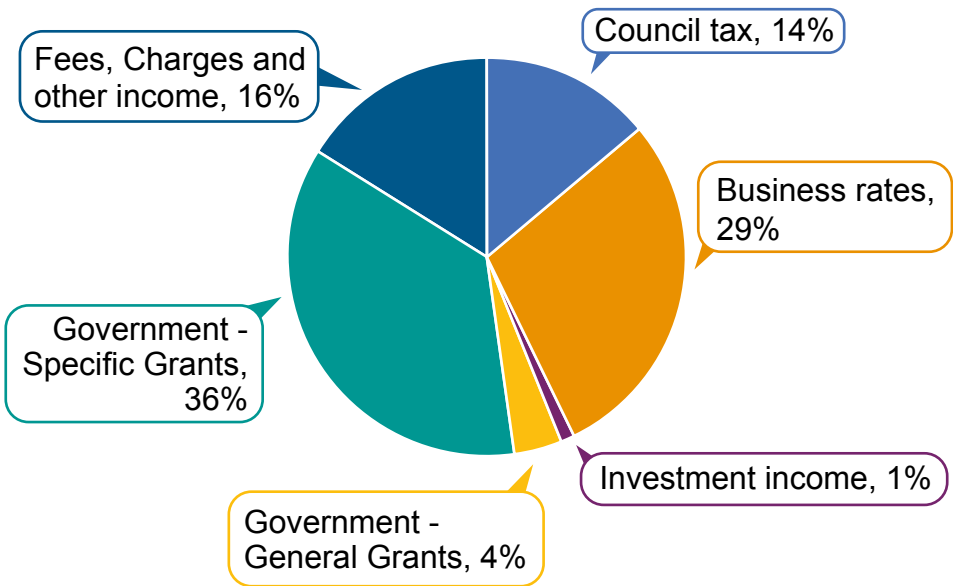
- Promote a place which has a clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.



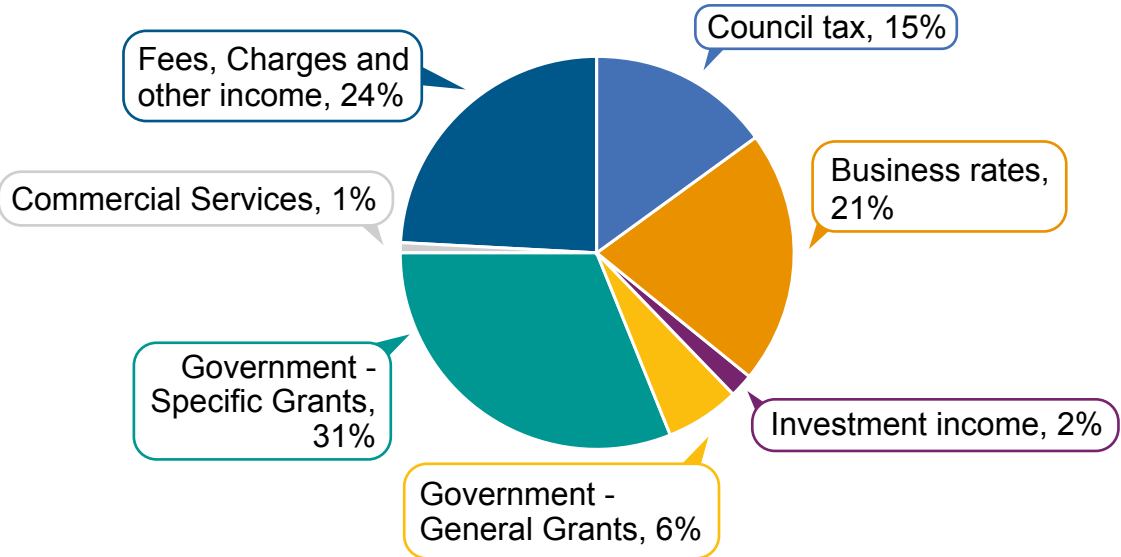
Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment.

Broadland District Council - Where does the money come from

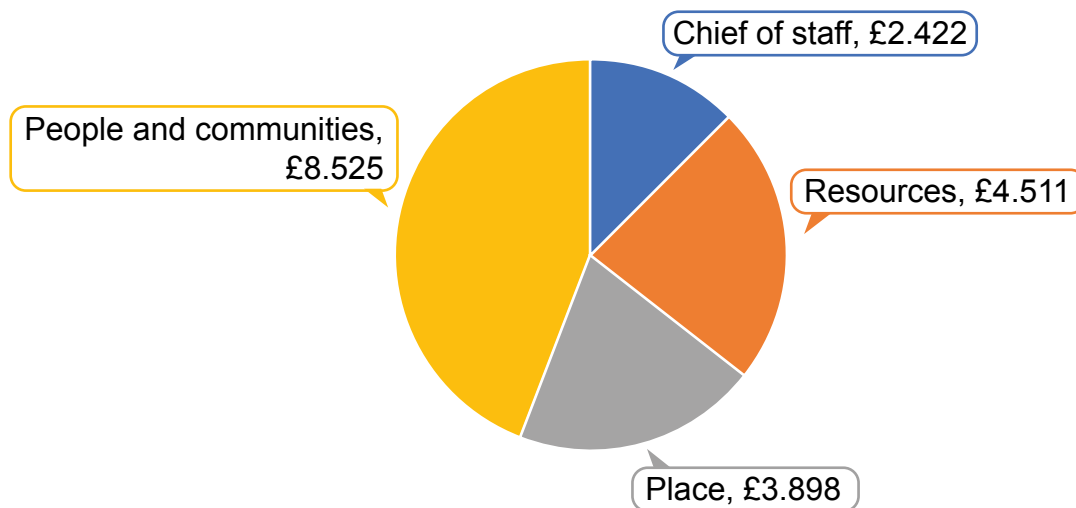


South Norfolk Council - Where does the money come from

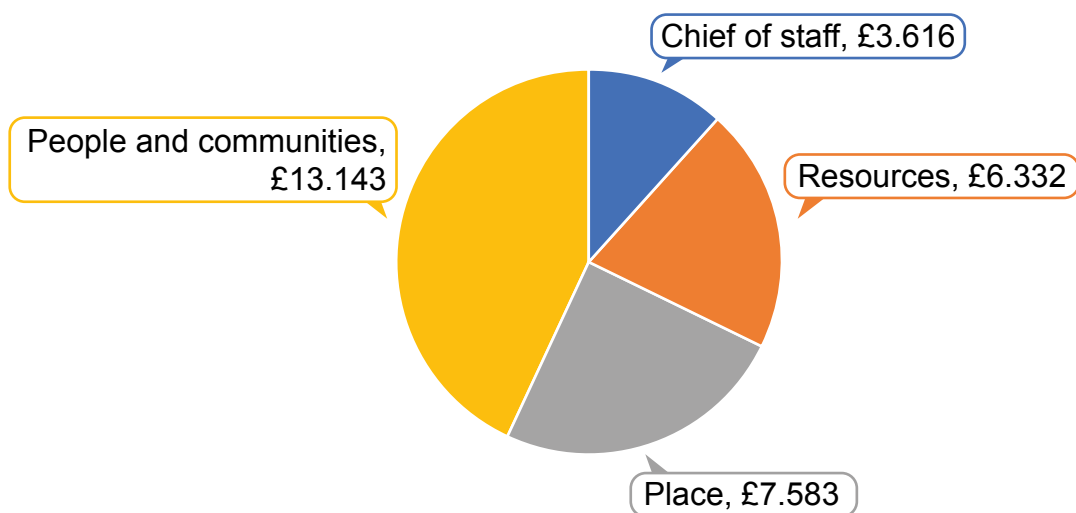


How our budget is to be spent in 2022-23

Broadland District Council - (Spend in millions)



South Norfolk Council - (Spend in millions)



Delivery Programme - Projects for 2022 – 2024



Growing the economy

Our long term ambitions:

- Promote our areas as a place that businesses want to invest in and grow, attracting investment for our areas
- Build a productive, high performing and dynamic economy for the future
- Create an inclusive economy which promotes skills and job opportunities for all

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
GE1	(Both) Economic Development Strategic Plan Delivery of an Economic Strategic Plan to support economic recovery and take advantage of future growth opportunities.		October 2021 – June 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Programme Manager - Economic Growth
GE2	(SNC only) Harleston Public Realm Improvements Creating a template for High street and public realm enhancement documents for future funding opportunities.	✓	October 2021 – June 2022	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth & Market Towns & Business Development Manager
GE3	(Both) Car Parking & Electric Vehicle Charging Points (EVCP) Work with the Norfolk Parking Partnership to develop and implement a car parking strategy for Broadland and South Norfolk including the provision of electric vehicle charging points.		November 2021 – October 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Market Towns & Business Development Manager
GE4	(SNC only) Electric boat charging points Work with the Broads Authority to enable the provision of electric boat charging points.		Pilot Project Launch May 2022	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth & Market Towns &

					Business Development Manager
GE5	(BDC only) Food Innovation Centre and wraparound support package Providing grow-on space and innovation support for eligible food and drink businesses.	✓	June 2021 – December 2022	Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager
GE6	(Both) Comprehensive Review of Council Owned Assets Collation of council assets into a single Works Programme for the maintenance, repair and re-purposing of Council assets to optimise use and to support ongoing projects.		September 2022 – September 2023	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Community Assets Manager
GE7	(Both) Housing Development Strategy Finalise and implement a Housing Development Strategy that will maximise the delivery of new affordable homes whilst making best use of all suitable funding opportunities.		September 2021 – June 2022	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager
GE8	(Both) One Public Estate (OPE) Programme Providing shared facilities as part of the OPE programme.	✓	July 2021 – April 2023	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager
GE9	(Both) Development of Business Cases for Further Commercial Investment Opportunities Explore commercial and strategic opportunities which can contribute to and support growth in the economy.	✓	August 2021 – March 2024 (and ongoing)	Cabinet Member for Stronger Economy (SNC) Cabinet Member for Economic Development (BDC)	AD Economic Growth & Growth Delivery Manager & Strategic Growth Projects Manager
GE10	(SNC only) Develop Local Development Orders for Consideration at Key Employment Sites If approved, these planning outcomes will secure and fast-track economic growth opportunities.	✓	March 2022 – March 2024	Cabinet Member for Stronger Economy (SNC)	AD Economic Growth Strategic Growth Projects Manager



Our long term ambitions:

- Ensure that the most vulnerable feel safe and well
- Empower people to succeed and achieve their aspirations
- Create and support communities which are connected and are able to thrive

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
SI1	(Both) Review of our holiday activity schemes including Tots2Teens and Kids Camp Provide a consistent approach that meets the needs of families and is financially sustainable.		October 2021 – July 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC) Cabinet Member for Customer Focus (SNC)	AD Individuals and Families & AD Community Services
SI2	(Both) Review to explore improvements to the way to the support independent living		September 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families
SI3	(Both) Deliver improvements to how customers access and are supported through housing Drive efficiency, reduce unnecessary contact and provide more preventative information and advice.	✓	October 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager
SI4	(Both) Review of our temporary accommodation Enable more efficient use of our temporary accommodation and a clearer pathway from homeless to sustainable housing.	✓	October 2021 – June 2022	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager

SI5	(Both) Development of our successful help hub and partnership approach Providing prevention, advice and support to residents.		April 2022 – February 2024	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families & Senior Housing and Wellbeing Manager
SI16	(SNC Only) Finalise options and a decision made for the future leisure provision in Diss Enable communities to be as active and healthy both physically and mentally as possible, development of business plan for enhanced facilities.		September 2022	Cabinet Member for Customer Focus (SNC)	AD Community Services and Leisure Business Development Manager
SI17	(SNC Only) Expand leisure offer in the East Enable communities to be as active and healthy both physically and mentally as possible, development of business plan for enhanced facilities.		Sept 2022	Cabinet Member for Customer Focus (SNC)	AD Community Services and Leisure Business Development Manager
SI18	Delivering a locality Health and Wellbeing strategy via the development of locality led Health and Wellbeing Partnerships in each district to drive partnership work and increase investment in prevention and addressing inequality.	✓	January 2022-Sept 2022 (then ongoing BAU)	Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	Director of People and Communities / AD Individuals and Families



Protecting and improving the natural and built environment, whilst maximising quality of life

Our long term ambitions:

- Take proactive steps to preserve the natural and built environment
- Ensure we have the right homes for everyone
- Build a place that everyone can be proud of

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
PE1	(BDC only) Work with Veolia to continue the successful mobilisation and monitoring of new Broadland waste contract, including the introduce of WEEE collections and the expansion of food waste across the whole district from October 2022	✓	November 2021 – October 2022	Cabinet Member for Environmental Excellence (BDC)	AD Community Services
PE2	(Both) Planning for a New Settlement Assess the availability, suitability and achievability of New Settlement proposals in Greater Norwich.	✓	March 2022 – March 2023	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Place Shaping Manager
PE3	(Both) Develop and deliver a strategy and specific action plans to decarbonise council activities towards achieving Net Zero		Develop decarbonisation strategy and outline action plans by March 2023 Develop and implement costed	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Regulatory

			actions from 2022 through to March 2024 and beyond		
PE4	(Both) Review of existing Tree Preservation Orders Ensure we have up to date Tree Preservation Orders, enabling us to protect specific trees, groups of trees or woodlands in the districts.		December 2022 – June 2025	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Development Manager
PE5	(Both) Finalise options and develop full business cases for the improvements to Frettenham depot and replacement for Ketteringham depot Reduce carbon footprint, improve quality of staff welfare and facilities, future proof facilities and ensure safe operations.	✓	April 2022 – April 2024	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Community Services
PE6	(Both) Tree Planting Deliver a programme of community engagement activity and enabling including specific projects to deliver tree planting targets.		April 2022 – March 2024	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Regulatory
PE7	(BDC only) Review of opportunities of a Green Bond model Enabling capital-raising and investment for new and existing projects with environmental benefits.		October 2021 – March 2023	Cabinet Member for Finance (BDC)	AD Finance



Our long term ambitions:

- Promote an area which has a clear and ambitious offer
- Provide truly commercial, entrepreneurial and collaborative public services
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers

Projects for 2022-24 which will help us get there:

Ref	Programme/Project	Priority Project?	Delivery Timescales	Lead Member	Lead Officer
MT1	(Both) Implementation of a new Finance system (forms part of the Systems Transformation Programme) Enabling a single system and improved working practices delivering on the One Team Collaboration.	✓	September 2021 – April 2022	Cabinet Member for Finance (BDC) Cabinet Member for Finance & Resources (SNC)	AD Finance
MT2	(Both) Waste Customer Services Review Review alignment of our waste customer services and operational systems including utilisation of In-Cab technology.	✓	December 2020 – June 2022	Cabinet Member for Environmental Excellence (BDC) Cabinet Member for Clean & Safe Environment (SNC)	AD Community Services & Waste Senior Operations Manager
MT3	(Both) Business Case for a Customer Relationship Management (CRM) system Scope and opportunities identified with the aim to support the organisation to organise and manage our customer relationships.	✓	January 2022 - March 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT4	(Both) Review of our office accommodation and implementation of recommendation(s);	✓	December 2021 – December 2022 (timeline agile)	Cabinet Member for Transformation and	Director of Resources

	including projects such as hub and spoke model Enable a work environment that supports our core principles and culture.		depending upon outcomes of the review)	Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	
MT5	(Both) Explore options of introducing webchat functionality for customers to establish the potential of webchat as an access channel Enabling customers to be able to access our services through their channel of choice.		April 2022– December 2022	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT6	(Both) Expansion of Office 365 product suite Facilitate further digital transformation and innovation in the way we work.	✓	June 2022 – January 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT7	(Both) Delivery of Phase 2 of the joint website Implementation of new features, services, and capabilities within the Digital Services offerings.		June 2022 – January 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT8	(Both) Provision of a remote access solution Enable true workforce agility using a robust and secure solution.	✓	Exploration June 2022 – March 2023 Delivery March 2023 – October 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT9	(Both) Implementation of a new Planning System (forms part of the Systems Transformation Programme)	✓	March 2022 – March 2023	Cabinet Member for Planning (BDC)	AD Planning & Business Improvement Manager

	Enabling a single system and improved working practices.			Cabinet Member for Stronger Economy (SNC)	
MT10	(CNC) Record Digitilisation Comprehensive review of all historic paper files currently stored at several locations, to digitise all necessary records and securely dispose of remaining records.		April 2022 – April 2023	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	CNC Service Manager
MT11	(Both) Delivery of Moving Towards a First-Class Customer Service Strategy Embed progressive services that are driven by customer insight and engagement to ensure they meet customer need.	✓	April 2022 – April 2023	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Customer Focus (SNC)	AD ICT/Digital and Transformation
MT12	(Both) Back scanning of planning files Enabling a fit for purpose electronic planning application data set.		April 2022 – March 2024	Cabinet Member for Planning (BDC) Cabinet Member for Stronger Economy (SNC)	AD Planning & Business Improvement Manager
MT13	(Both) Implementation of a new Revenues & Benefits System (forms part of the Systems Transformation Programme) Enabling a single system and improved working practices.	✓	April 2022 – Mid – 22/23	Cabinet Member for Finance (BDC) Cabinet Member for Finance & Resources (SNC) Cabinet Member for Housing and Wellbeing (BDC) Cabinet Member for Better Lives (SNC)	AD Individuals and Families
MT14	(Both) Implementation of the Elections Bill Achieve compliance with the new legislation.	✓	April 2022 – March 2024	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff

MT15	(Both) Review and alignment of Constitutions Processes and delegations are aligned to assist effective governance across one officer team.	✓	April 2021 – March 2024	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff
MT16	(Both) Delivery of One Team Staff Development Programme Attracting and retaining key talent to the One Team.	✓	April 2022 – March 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	Chief of Staff
MT17	(Both) Delivery of the Business Intelligence Programme Providing performance data which is easy to access, reliable and available at the right time to the right people to support strategic and operational decision making and drive service improvement	✓	Proof of Concept agreed: February 22 Delivery: April 2024	Cabinet Member for Transformation and Organisational Development (BDC) Cabinet Member for Governance and Efficiency (SNC)	AD ICT/Digital and Transformation
MT18	(BDC) Migration of data to Her Majesty's Land Registry (HMLR) Centralisation of local land charges as required by the Infrastructure Act 2015 which transferred responsibility for local land charges to HM Land Registry	✓	January 2023 – December 2023	Cabinet Member for Planning (BDC)	Director of Place & Business Support Manager
MT19	(Both) Electoral Boundary Review Every polling district has an accessible polling station. Our electoral boundaries ensure that communities are fairly represented	✓	October 2023 – January 2025	Leader and Cabinet Member for Policy (BDC) Leader and Cabinet Member for External Affairs (SNC)	Chief of Staff
MT20	(Both) Review the provision of WiFi to ensure it is fit for purpose and value for money.		December 2022	Cabinet Member for Transformation and Organisational Development (BDC)	AD ICT/Digital and Transformation

	Implement the review recommendations to ensure the Wi-Fi provision is up to date and fit for purpose to support our new ways of working			Cabinet Member for Governance and Efficiency (SNC)	
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Our Business As Usual Activities which support us to achieve our ambitions:

Alongside delivering our key projects and programmes, the main bulk of our work is delivering key and critical Council services to our customers. The below table provides the overview of these BAU activities:

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
A Chief of Staff – Governance					
A1	Review of members Code of Conduct	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	May 2023	Monitoring Officer	Links to all priority areas
A2	Review process for Freedom of Information Requests and Subject Access Requests	A new process / system which would streamline the process, for all involved, with a view to linking into the CRM project if possible	July 2022	Chief of Staff	Moving with the times, working smartly and collaboratively
A3	External review of the Internal Audit Service against the Public Sector Internal Audit Standards	Continued compliance with the Public Sector Internal Audit Standards.	December 2022	Head of Internal Audit	Moving with the times, working smartly and collaboratively
A4	Provision of Governance & Democratic function	Decisions are made in accordance with legislation and the constitution.	Ongoing	Chief of Staff	Links to all priority areas
A5	Member development and training	Well informed members who make sound decisions	Ongoing	Chief of Staff	Links to all priority areas

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
A6	Data Protection and Freedom of Information (FOI) compliance	Minimal data protection breaches, with very few requiring report or resulting in complaints to the Information Commissioner's Office (ICO). FOI requests are responded to in statutory timeframe, the Councils receive minimal internal review and complaints to the ICO.	Ongoing	Chief of Staff	Links to all priority areas
A7	Equalities - monitor and assist compliance with public sector equality duty	The Councils are compliant with their equality duties, ensuring equality considerations are at the centre of policy formulation and decision making.	Annual report - 31 January Review and Publish Equality Objectives by April 2024	Chief of Staff	Links to all priority areas
A8	Provision of a high-quality Internal Audit Service to both Councils across Norfolk and the East	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective.	Ongoing	Head of Internal Audit	Links to all priority areas
A9	Publishing and maintaining the electoral register, including the annual canvass	The electoral register is accurate and complete as possible, ensuring that everyone who is eligible and wants to vote is able to do so.	<ul style="list-style-type: none"> July/August - data matching exercise August/November – annual canvass 1 December – publish an electoral register February – postal voter identifier refresh 	Electoral Registration Officer	Links to all priority areas

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
A10	Deliver effective and efficient elections for all types of election activity	Polls are delivered to ensure a consistent high-quality experience for voters and those wanting to stand for election.	<ul style="list-style-type: none"> Any by-elections that occur up to 2024 District and parish elections – 4 May 2023 	Returning Officer/ Chief of Staff	Links to all priority areas
A11	Civic Receptions	Well planned and successful civic and Chairman events that promote the Council and ensure that the community is well represented.	Ongoing	Chief of Staff	Links to all priority areas
B Chief of Staff - HR and OD					
B1	Management of employee absences and turnover	Short term and long-term sickness absence targets % reduction in absence Staff retention target of 90%	Monitored and reported Quarterly	Chief of Staff	Links to all priority areas
B2	Employee Wellbeing	Utilisation of Employee Assistance Programme and Mental Health First Aiders	Ongoing	Chief of Staff	Moving with the times, working smartly and collaboratively
B3	Create a culture to enable employees to be the best version of themselves	<ul style="list-style-type: none"> % response rate employee opinion survey % improvement wellbeing survey % improvement employee opinion survey % completion rate half year and end of year appraisals 	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
B4	Workforce Planning Strategy to include hybrid working, talent management, graduates & apprentices and future skills with partner organisations	<ul style="list-style-type: none"> • # Output measured high performance ratings • # career moves / internal promotions • # recruits against strategic target 	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively
B5	Build on and create an inclusive One Team culture	<ul style="list-style-type: none"> • Completed gender pay submission • Completed action plan 	Monitored and reported Quarterly	Chief of Staff	Moving with the times, working smartly and collaboratively
C Chief of Staff – Marketing and Communications					
C1	Create targeted and effective stakeholder communication strategies to ensure all stakeholders receive the information they need at the right time through the right channels	<ul style="list-style-type: none"> • Growth in social media engagement and following • Over 60% positive and neutral sentiment press clippings • Volume increase year on year of positive and proactive coverage • More than 75% of staff believe they are adequately to extremely well informed 	<ul style="list-style-type: none"> • Residents' magazines March 2023 and 2024 July 2023 and 2024 November 2023 and 2024 • Social media Year round • Public relations Year round • Internal communications annual plan September 2022 and 2023 • Internal communications benchmarking 	Chief of Staff	<p>Moving with the times, working smartly and collaboratively</p> <p>Supporting individuals and empowering communities</p>

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
			survey August 2022 and 2023		
C2	Creation of revenue streams through the creation of third-party advertising and sponsorship opportunities	<ul style="list-style-type: none"> • 10% increase in revenue compared with 2021/2022 • 10% increase in revenue compared with 2022/2023 	<ul style="list-style-type: none"> • March 2023 • March 2024 	Chief of Staff	Moving with the times, working smartly and collaboratively
C3	Promotion of annual events such as the Community Awards, Staff Awards and the Business Awards	<ul style="list-style-type: none"> • Number of nominations comparable with previous years for all awards • Positive engagement with social posts promoting event and event winners • Positive level of business engagement through sponsorship of awards 	Award dates TBC	Chief of Staff	<p>Moving with the times, working smartly and collaboratively</p> <p>Supporting individuals and empowering communities</p>
C4	Delivery of Marketing and Comms campaigns for each service area	A good level of awareness of promoted support/service with targeted stakeholder. Exact measures to be documented in the relevant Marketing and Comms Plan.	Ongoing throughout the year	Chief of Staff	Links to all priority areas
C5	Supporting resident engagement on County-wide initiatives	A good level of awareness of promoted support/service with targeted stakeholder detail of which will be documented on the communications plan.	Ongoing throughout the year	Chief of Staff	Links to all priority areas
D Resources – Council Tax and NNDR					
D1	Implement NDR Revaluation on 1 April 23	Revaluation of NDR delivered accurately and on time.	1 April 2023	Internal Consultancy Senior Lead (CTAX NNDR)	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
D2	Collection of Council Tax and NDR	Collection rate exceeds the target set.	Ongoing	Revenues Manager	Moving with the times, working smartly and collaboratively
E Resources – Finance					
E1	Financial support to key corporate projects	Development of a sound financial case and support where applicable. Procurement advice to be provided as required.	Ongoing dependent upon project timelines	Senior Finance Business Partner & Procurement Team	Moving with the times, working smartly and collaboratively
E2	Implementation of new accounting standard (IFRS 16) for leases	Successful implementation for 22/23 Accounts	May 2023	Capital Accountant	Moving with the times, working smartly and collaboratively
E3	Retender contracts eg Cash Collection Contract. Merchant Acquiring Contract	New contract in place	December 2022	Finance Manager	Moving with the times, working smartly and collaboratively
E4	Produce a new Procurement Strategy and review approach to sustainability in Procurement	New Strategy delivered	December 2022	Procurement Consortium	Moving with the times, working smartly and collaboratively
E5	Delivery of core Accountancy services	The Councils' resources are managed effectively and provide value for money.	<ul style="list-style-type: none"> Feb – Budget Jun - Accounts 	Finance Manager & Senior Finance Business Partner	Moving with the times, working smartly and collaboratively
E6	Delivery of core Financial Transactions services	The Councils' resources are managed effectively and provide value for money.	Ongoing	Finance Manager	Moving with the times, working smartly and collaboratively
E7	Delivery of core Procurement services. Nb: Will be working in collaboration with Breckland so will be looking to standard processes and develop	The Councils' resources are managed effectively and provide value for money.	Ongoing	Procurement Consortium	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	contract management practices.				
F Resources – Customer Services					
F1	Expand and improve our customer access channels in line with our Digital Strategy and our Systems Transformation Programme	Customers can access our services through their channel of choice. Each access channel is cost-effective in its delivery of services.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F2	Support the delivery of the outputs of the Accommodation Programme	Providing the best service, we can to our customers.	December 2022 (depending on ourcomes of accommodation review)	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F3	Maintain effective and efficient customer contact centre that reflect both customer and business need in line with the strategic direction of the One Team	Core customer contact team understands and acts on operational data with a suite of relevant KPIs. Call centre understands demand, resources and continually identifies/shares insight that applies to service areas across the organisation.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F4	Support transformation projects by embedding the use of customer insight data across the organisation	Customer insight drives appropriate business decisions using toolkits, techniques and data.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
F5	Align Out of Hours contracts to ensure they remain value for money and reflect business need	Provide the customers with a accessible and cost-effective out of hours phone system.	October 22 – March 23	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
G Resources – ICT/Digital					
G1	Support the technical delivery of the Systems Transformation Programme	ICT/Digital platforms that are aligned to the One Team, delivered to requirements	Ongoing – dependent upon project business case timelines	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G2	Support the delivery of corporate projects such as Accommodation Review, Business Intelligence	Projects are supported from ICT/Digital to be delivered.	Ongoing – dependent upon project business case timelines	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G3	Support in the delivery of existing and any emerging customer access channels such as, the Telephony System	Optimised customer access channel that delivers on the vision of our Digital Strategy and Customer Charter	Throughout 2022	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G4	Deliver effective and efficient ICT operations service that meets the needs of the customer	Council systems, infrastructure and the service desk are operating in line with the business need and customer expectations	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
G5	Keep abreast of new and emerging technologies and the opportunities for their adoption across the One Team	An adaptable and progressive ICT/Digital service that delivers on customer need.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
H Resources – Facilities					
H1	Delivery of capital works to Council offices	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses.	Dependent upon outcome of accommodation review.	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
H2	Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to	Zero disruption to Council services/operation due to property issues.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	enable services to be delivered to residents and businesses.				
H3	Review the current opening hours of the Councils' HQ buildings	Our office opening hours reflect the needs of customers and the business and are consistent across sites.	Ongoing	Assistant Director ICT/Digital and Transformation	Moving with the times, working smartly and collaboratively
I Resources – Innovation, Strategy and Programmes					
I1	Development and delivery of a new planning and performance framework	The organisation has a clear vision and framework for performance, ensuring it stays abreast of any key service delivery issues at all levels and risk is minimized.	May 2022	Strategy and Programmes Manager & Transformation Lead Officer	Moving with the times, working smartly and collaboratively
I2	Implementation of System Transformation Service Reviews within Planning/Environmental Health & Food, Safety & Licencing	The service area is supported to deliver an impactful transformation review which delivers efficiencies, cost-effectiveness and increased levels of service.	September 2022	Transformation, Innovation and Internal Consultancy Manager	Moving with the times, working smartly and collaboratively
I3	Implementation of Business Transformation Service Reviews across the organisation	Service areas are supported to deliver impactful transformation reviews which deliver efficiencies, cost-effectiveness and increased levels of service.	Expected to start in 2023/24	Transformation, Innovation and Internal Consultancy Manager	Moving with the times, working smartly and collaboratively
I4	Development of a new 4-year Strategic Plan for the two Councils, leading to the end of the current Strategic Plan in 2024	The Councils remain efficient and effective, future focused and plans activities to achieve our vision and goals.	April 2023 – April 2024	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
15	Programme management of SPARK Transformation Programme	Delivery of Feasibility Study collaboration roadmap.	Ongoing	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
16	Programme management of the Officer led Resources Co-ordination Group	Resources are managed effectively across the organisation, ensuring we can deliver our Delivery Plan	Ongoing	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
17	Monitoring, analysing and reporting of strategic risk, performance and finance to CMLT and Members; including in year reviews and updates of the Delivery Plan for 2022/23 – 2023/24	Risk is minimised where possible and performance is used to drive service improvement.	Quarterly	Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
18	Provide training and support to the Internal Consultancy Team	Capability within the team is built and the Transformation agenda is delivered in an effective way.	Ongoing	Transformation, Innovation and Internal Consultancy Manager /Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
19	Build understanding and capacity within the central transformation and strategy team and then wider organisation of agile working and the concept of innovation.	Better support to the organisation to increase productivity and efficiency, and creativity for transformation and change.	Ongoing	Transformation, Innovation and Internal Consultancy Manager /Strategy and Programmes Manager	Moving with the times, working smartly and collaboratively
110	Monitoring the performance of the business through the Quarterly Business Governance Quarterly Reports to CMLT	Corporate Governance oversight which provides assurance against statutory requirements and other key metrics and to inform corporate decision-making process.	Quarterly	Transformation Lead Officer	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
J People and Communities – Early Help					
J1	Create a framework to bringing investment to the districts which directly support safe, healthy communities, and economic success	Increase private and public investment into the Council areas to target resources at identified issues	June 2022	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities
J2	Improve careers advice and work experience opportunities for all residents	Maximising social value and Corporate social responsibly	<ul style="list-style-type: none"> Model developed by May 2022/3 Work placements in place Jul 2022 	AD Individuals and Families	Supporting Individuals & Empowering Communities /Growing the Economy
J3	Refreshed post-Covid approach to support good physical and mental health through well placed / timed interventions	Increased participation in activity in identified thematic and geographical hotspots such as anti-social behaviour, falls, obesity	Supporting four target cohorts per annum	Help Hub and Communities Senior Manager/Leisure Business Development Managers	Supporting Individuals & Empowering Communities
J4	Ensure range of Apprenticeship/Graduate opportunities exist for those that want them	Promote benefits of Apprenticeships to local businesses and provide quality opportunities across hard to recruit Council roles	September 2022	AD Individuals and Families	Supporting Individuals & Empowering Communities /Growing the Economy
J5	Influence the range of training opportunities to support South Norfolk and Broadland businesses, employability and encourage lifelong learning	Increase in residents accessing training, confirmed via annual skills survey	Septmber 2022	Assistant Director Individuals and Families Assistant Director of Economic Development	Growing our economy
J6	Support a range of events, activities and networks to raise awareness of community-based services and celebrate success	<ul style="list-style-type: none"> Annual Community at Heart awards completed Annual Community Awards completed Queens Platinum Jubilee 	Oct each year Oct each year June 22	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
J7	Continued support for victims of domestic abuse through raising awareness of services and effective collaboration with partners	Earlier identification of victims and their families.	Ongoing	Help Hub and Communities Senior Manager	Supporting Individuals & Empowering Communities
K People and Communities – Leisure					
K1	Implement the ongoing Leisure Recovery Plan to increase use and income with an enhanced centre and non-centre-based leisure offer to improve activity levels of residents (SNC only)	Increase in: <ul style="list-style-type: none"> • Participation and footfall • Membership subscriptions • Enhanced on-line offer • Profitability – achieving cost neutrality • Customer satisfaction levels at centres • Increased targeting and market segmentation – use of Datahub • Improved in-house marketing • Improved service offer • Non-based and more informal community based physical activities 	Return to Pre-COVID position by March 2024 Operationally cost neutral by March 2024	AD Community Services Leisure Operations Managers	Supporting Individuals & Empowering Communities
K2	Review/ development of Broadland and South Norfolk Leisure Strategy	A new joined up and clear Health and Leisure strategy, covering April 2022 – December 2024. To include recovery plan from COVID and expansion of non-centre-based leisure	Dec 2024	AD Community Services Leisure Business Development Officers	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
K3	Work with Greater Norwich Growth Board, FMG Consulting and other stakeholders, to help develop the new Greater Norwich Sport & Physical Activity Strategy	Strategy documents published by Spring 2022, with clear insight to inform policy decisions and strategy going forward, until 2038	May 2022	AD Community Services	Supporting Individuals & Empowering Communities
K4	Continue to develop the jointly managed/ funded South Norfolk and Broadland Locality Development Officer position, working in partnership with Active Norfolk	Successful partnership working and achievement of locality objectives, including leading the development and implementation of a strategic framework for physical activity for Broadland and South Norfolk	December 2022	AD Community Services	Supporting Individuals & Empowering Communities
K5	Facilitate a wider leisure offer, enabling communities to be as active and healthy both physically and mentally as possible	An agreed policy position for development of community-based leisure opportunities, with each business case considered on its individual merit.	Individual timelines to be informed and agreed as part of Business Cases	AD Community Services/AD Economic Growth/AD Individuals & Families	Supporting Individuals & Empowering Communities
K6	Improved utilisation of Ketts Park, delivering appropriate improvements, including completion of tennis court refurbishment, car park improvements, exploration of café and soft play business cases (SNC only)	Tennis court refurbishment completed and increased utilisation and income generation. Car park repair completed. Café and soft play business cases developed.	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities
K7	Review the online class offering, with a view to ensuring value for money and creating a service that	Proposed move to more on demand content, explore opportunities to target specific underrepresented and hard to	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	is utilised by the wider community and hard to reach groups	reach sectors (e.g. housebound, care homes, awaiting orthopedic surgery)			
K8	Develop use of and access to Framingham Earl Sports Centre (SNC only)	Business case developed for improvements to facilities	Ongoing	AD Community Services	Supporting Individuals & Empowering Communities
K9	Business case and Installation of EGYM equipment at Wymondham and Long Stratton Leisure Centres (SNC only)	EGYM equipment installed and creation of additional membership category to create new income stream. Scoping completed and agreed way forward proposed.	September 2022	AD Community Services	Supporting Individuals & Empowering Communities
K10	Efficient and safe operational delivery of the Leisure Centres and community leisure offerings	Implementation of COVID-19 recovery Plan. Working towards Quest Quality Accreditation across the other leisure sites.	Ongoing	AD Community Services Leisure Operations Manager	Supporting Individuals & Empowering Communities
K11	Review of Leisure Centre management systems (SNC only)	Explore opportunities to replace the current and somewhat limited database management system with one that is more fit for purpose	September 2022	AD Community Services Leisure Operations Manager	Supporting Individuals & Empowering Communities
K12	Review of Joint Use Agreements with Long Stratton and Wymondham schools/leisure centres (SNC only)	Undertake a review of these to ensure they are mutually beneficial to both parties and fit for the future growth in both towns.	Ready for September 2022 school year	AD Community Services Leisure Operations Manager	Supporting Individuals & Empowering Communities
L People and Communities – Waste Services					
L1	Increase recycling rates and reduce contamination	Improve the environment by reducing the contamination of bins and increasing the level of recycling by influencing	Ongoing	Contracts, Policy and Partnerships Officer	Protecting and Improving Our Natural and Built Environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		<p>residents' positive waste habits including waste reduction</p> <p>Increase recycling rate to 60% across both Council's April 2024</p>			
L2	Retendering of Garden Waste Contracts	Successful re-tendering of contracts	Q3 2022	Internal Consultancy lead – Waste	Protecting and Improving Our Natural and Built Environment
L3	Delivery of Government Waste Strategy	Required service changes and improvements are efficiently delivered in line with the Governments strategy	<p>TBD</p> <p>Develop implementation plans to ensure compliance with new strategy - Ongoing</p>	<p>AD Community Services</p> <p>Contracts, Policy and Partnerships Officer</p>	Protecting and Improving Our Natural and Built Environment
L4	Deliver effective waste services	<ul style="list-style-type: none"> • Ensure compliance and H&S of both waste services • Maintain operator license accredited quality assurance standard (SNC). • Effective monitoring of Broadland contract in partnership with Veolia 	Ongoing	<p>AD Community Services</p> <p>Waste Senior Operations Manager</p> <p>Contracts, Policy and Partnerships Officer</p>	Protecting and Improving Our Natural and Built Environment
L5	Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement	<ul style="list-style-type: none"> • Improve the environment through actions in our Environmental Strategy • Reduce time taken to clear up fly-tipping • Reduced level of instances and complaints relating to street scene recorded, – improved environment and 	Ongoing	<p>AD Community Services</p> <p>Waste Senior Operations Manager</p> <p>Contracts, Policy and Partnerships Officer</p>	Protecting and Improving Our Natural and Built Environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		reduced Anti-Social Behaviour			
M People and Communities – Housing Standards & Independent Living					
M1	Promoting and enforcing the Minimum Energy Efficiency Standards in the private rented sector	To reduce the numbers of non-compliant poor energy efficient properties and create a sustainable process for future enforcement actions.	Ongoing	Senior Housing Standards Manager	Protecting and Improving Our Natural and Built Environment
M2	Continue to align our housing standards team. Widen scope of delivery to address hard to reach housing issues	Preventative grant schemes reviewed and implemented. New Independent Living Assistance Policy delivers flexibility addressing strategic issues such as mental health and hospital discharge within 12 months.	New Independent Living Policy and grant Schemes to be fully implemented by July 2022 months.	Senior Housing Standards Manager	Supporting individuals and empowering communities
M3	Ensuring homes in Broadland and South Norfolk are safe and healthy through robust enforcement of legislative standards	<ul style="list-style-type: none"> Vulnerable residents are supported through our core services. Increase in identification of HMOs Four empty homes enforcement procedures started per annum. 	Ongoing	AD Individuals and Families	Protecting and Improving Our Natural and Built Environment
M4	Delivery of the Warm Homes Programme for residents	Creating a long-term plan to continue to address fuel poverty and raise household expenditure through energy efficiency and other cost reduction initiatives	Ongoing	AD Individuals and Families	Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
N People and Communities – Housing & Benefits					
N1	Improve accommodation options and safety for victims of domestic abuse	Improved outcomes for victims of domestic abuse	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N2	Continue work with partners in line with our rough sleeper strategy and central Government to focus on rough sleeping.	No one in South Norfolk or Broadland faces a second night out on the streets without an offer of accommodation.	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N3	Deliver housing advice services in line with the priorities of our homelessness strategy	The Councils provide sustainable outcomes which meet the ongoing and changing needs of residents and prevent homelessness.	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
N4	Deliver effective and efficient benefit services, and work with partners and clients to support people out of hardship post-Covid and avoid dependency trap	Working age claimants are supported into employment options Non-working age support to remain independent at home	Ongoing	Senior Housing and Wellbeing Manager	Supporting individuals and empowering communities
O Place – Economic Growth					
O1	Market Towns and High Street Innovation: <ul style="list-style-type: none"> Develop and implement Market Towns plan. Explore and implement opportunities relating to innovative use of space on the high street. 	Reduction in vacant retail space in market towns.	Plan Development September 2022 Implementation January 2023 and ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<ul style="list-style-type: none"> Investigate further opportunities for public realm improvements. 				
O2	Infrastructure and facility improvements to protect and enhance Broadland and Queen's Hills Country Parks	<ul style="list-style-type: none"> Provision of high-quality open spaces. Increased visitor numbers. 	Milestones to come from the delivery of the masterplan – due April 2022.	AD Economic Growth Community Assets Manager	Protecting and improving our natural and built environment
O3	Delivery of ongoing improvements and enhancements to the Bure Valley Path and Bure Valley railway site: <ul style="list-style-type: none"> Working with Norfolk County Council to improve information and access. Bridge improvement programme. Boundary fence improvements. 	<ul style="list-style-type: none"> Improve the quality of the infrastructure and the visitor experience. Increased visitor numbers. 	Completion of Bure Valley Path improvements - March 2023	AD Economic Growth Community Assets Manager	Protecting and improving our natural and built environment Supporting individuals and empowering communities
O4	Delivery of infrastructure improvements to support and enable growth	<ul style="list-style-type: none"> Securing funding for sustainable transport along the Stanfield Spur (Hethel – Wymondham). Delivering highways infrastructure to support growth in the Broadland Growth Triangle Area Action Plan. 	Ongoing	AD Economic Growth Growth Delivery Manager Strategic Growth Projects Manager	Growing our economy Supporting individuals and empowering communities Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
O5	Work with partners to promote Cambridge Norwich Tech Corridor	Attract sector and place-based investment into Broadland & South Norfolk.	Ongoing	AD Economic Growth Growth Delivery Manager Strategic Growth Projects Manager	Growing our economy
O6	Food Enterprise Zone & Norwich Research Park Progress further opportunities for development on the enterprise zones.	Continue to promote and attract inward investment.	Ongoing	AD Economic Growth Strategic Growth Projects Manager Growth Delivery Manager	All priorities
O7	Business Support and Facilitation Review current provision for networking and business to business events.	<ul style="list-style-type: none"> An evolving package of business support to enable growth and development of local enterprises. A successful platform to showcase our leading businesses. 	Ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy
O8	Promote Visitor Economy and Tourism <ul style="list-style-type: none"> Work with Destination Marketing Organisations (DMO's) and other partners to define the Tourism Sector Deal, promote the wider area to visitors and support local tourism businesses. Raise awareness in and generate income for our area as a destination for 	The visitor economy within our districts grows and continues to be seen as a key sector.	Ongoing	AD Economic Growth Market Towns & Business Development Manager	Growing our economy

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	use by the TV and Film industries.				
O9	Business Support through Training <ul style="list-style-type: none"> Promotion of Apprenticeships and other work-related training to businesses. Engage with businesses to understand skills gaps and evolve the package of direct/indirect delivery to address local needs. 	<ul style="list-style-type: none"> Increase in number/skill level of apprentice placements across the districts over rolling 12-month period. Enhanced programme of business-related courses linked to the needs of local businesses. 	<p>Create and maintain online forum for local and internal opportunities – June 22</p> <p>Programme of training courses that target identified skills gaps – September 2022</p>	<p>AD Economic Growth</p> <p>AD Individuals & Families</p> <p>Programme Manager – Economic Growth</p>	<p>Growing our economy</p> <p>Supporting individuals and empowering communities</p>
O10	Management of Council-owned Assets <ul style="list-style-type: none"> Continued operation and improvement of assets in accordance with regulations. Maximise the use of our assets through repurposing, disposal or development where appropriate. Continuous improvement in our approach to estate management. Tree Maintenance and Inspection Programme. 	<p>Provision of high-quality public areas that meet the needs of the community.</p> <p>Improved management of council owned assets to deliver:</p> <ul style="list-style-type: none"> Improved safety. Lower costs. Better utilisation. Supporting green initiative/ambition. 	Ongoing	<p>AD Economic Growth</p> <p>Community Assets Manager</p>	<p>Supporting individuals and empowering communities</p> <p>Protecting and improving our natural and built environment</p>
O11	Green Infrastructure Strategy and Action Plan	<ul style="list-style-type: none"> Production of an updated Green Infrastructure Strategy from which new 	Green Infrastructure Action Plan – July 22.	<p>AD Economic Growth</p> <p>Growth Delivery Manager</p>	Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	<ul style="list-style-type: none"> Work in partnership with the GNIP (Greater Norwich Infrastructure Partnership) to update the Green Infrastructure Strategy. Develop and implement a Green Infrastructure Action Plan to maximise available opportunities. 	<ul style="list-style-type: none"> Action Plans will be created/developed. Successful submission of bids for Community Infrastructure Levy funding, to allow delivery of key Green Infrastructure projects. 	Ongoing delivery throughout the reporting period, based on the Action Plan		Protecting and improving our natural and built environment
O12	Implement a Community Infrastructure Action Plan to focus our support of the important growth being delivered by Parish and Town Councils	<ul style="list-style-type: none"> Successful implementation of a Community Infrastructure Action Plan. Working with and supporting Parish and Town Councils in the spend of their committed sums to deliver Community Infrastructure 	Ongoing	AD Economic Growth Growth Delivery Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment
P Place – Planning					
P1	Plan for and co-ordinate the delivery of future development need across the Greater Norwich area	Production of local plan document in accordance with the Local Development Scheme Successful adoption of Neighbourhood Plans in preparation	GNLP Adoption Dec 2022 Village Clusters Adoption March 2023	AD Planning Place Shaping Manager	Supporting individuals and empowering communities Protecting and improving our natural and built environment
P2	Scope and implement any outcomes of the Planning Bill	Effective and timely implementation of new Planning Bill requirement.	Dependent upon release from Government	AD Planning All Planning Managers	Supporting individuals and empowering communities

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
					Protecting and improving our natural and built environment
P3	Scope, implement and integrate any outcomes of the Environment Bill	Effective integration and implementation of new requirements into planning policy and practice.	Dependent upon release from Government	AD Planning Place Shaping Manager/ Development Manager	Protecting and improving our natural and built environment
P4	Working with partners and on the Transport for Norwich (TfN) project delivery group in respect of design, ensuring acceptable impacts on other sites and consents and securing planning for the implementation of Infrastructure Projects	Delivery of schemes by Norfolk County Council	March 2024	AD Planning Development Manager	Protecting and improving our natural and built environment
P5	Work as part of the Greater Norwich Growth Board, plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including: <ul style="list-style-type: none"> Preparation of the 2022/23 Greater Norwich Five Year Infrastructure Investment Plan (5YIIP) and Annual Growth Programme (AGP) 	Funding secured for the delivery of infrastructure to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2022/23 identifying the delivery of planned infrastructure projects for the area.	5YIIP & AGP Agreed by GNGB (Greater Norwich Growth Board) Q3 2021/22 (DECEMBER) Agreed by Councils – Q4 2021/22 (MARCH) Council decision ratified by GNGB – Q4 2021/22 (MARCH)	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
P6	Working with partners, effectively plan for the identified infrastructure needs	Delivery of right infrastructure at the right place at the right time	Ongoing	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment
P7	Review of SNC and BDC Development Management Policies and scope options for a joint plan	Adoption reviewed Development Management Policies for both Councils.	Scope in September 22	AD Planning Place Shaping Manager	Protecting and improving our natural and built environment
P8	Delivery of affordable housing to meet the needs of our communities	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	AD Planning Development Manager	Protecting and improving our natural and built environment
P9	Review Self-build register and align processes	Single approach to Self-Build Register with consistent process.	September 2022	AD Planning Place Shaping Manager	Moving with the times, working smartly and collaboratively
P10	Update Statement of Community Involvement	Continued effective engagement with stakeholders as part of the planning process.	Dependent upon release from Government	AD Planning	Protecting and improving our natural and built environment
P11	Implement charges for street naming and numbering (BDC only)	Charges implemented successfully.	April 2022	AD Planning Business Improvement Manager	Moving with the times, working smartly and collaboratively
P12	Review and Preparation of Design Guides for Broadland and South Norfolk	Adoption of Design Guide(s) compliant with national guidance.	Review outcome of funding bid Q1 22/23 Scope any further work Q2 22/23	AD Planning Development Manager	Protecting and improving our natural and built environment
P13	Adopted Local Plan delivery and implementation	<ul style="list-style-type: none"> The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council 	Update to Housing Land Supply Assessment – Q4 2021/22	Place shaping manager	Protecting and improving our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
		tax income and economic growth. <ul style="list-style-type: none"> • Protecting the environment in line with adopted policies. • Maintaining a 5-year land supply of land for housing, putting the Councils in a strong position to determine planning applications in line with the development plan 	Agree AMR for 2020/21 – Q4 2021/22. Ongoing –Prepare funding bids to overcome blockages to development, including CIL, BRP applications and monitoring.		
P14	Statutory Development Management function	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: <ul style="list-style-type: none"> • 90% of minors/others in agreed time • 95% of householders in agreed time • 95% of majors in agreed time 	Ongoing	Development Manager	Protecting and improving our natural and built environment/ Growing our economy
P15	Undertake Conservation Area Appraisals (CAA's) across the two districts	Heritage Assets are protected, and planning decisions are informed	Conservation Area Appraisals completed by end of Q4 22/23	Development Manager	Protecting and improving our natural and built environment
P16	Planning Enforcement	There is an effective investigation of all alleged breaches of planning	Ongoing	Development Manager	Protecting and improving our natural and built environment
Q Place – Environmental and Community Protection					
Q1	Robust and dynamic anti-social behaviour rapid response and early intervention service to	<ul style="list-style-type: none"> • Swift response • Rapid solution • High impact • Low re-occurrence 	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	maximise community safety and public reassurance				
Q2	Anti-social behaviour (proactive) mapping, analysis, planning and multi-agency coordination to achieve high impact and robust enforcement	Strong and effective inter-agency coordination. Robust tactical response to medium and high Anti-social behaviour threats	Ongoing	AD Regulatory	Protecting our natural and built environment
Q3	Continue coordinating on enforcement and campaign for ‘Making every contact count’ across public protection and community safety services	Strong watchful professional awareness maximises the protection of our communities when potential problems happen.	Ongoing	AD Regulatory	Supporting individuals and empowering communities
Q4	Pilot and mainstream implementation of ‘Integrated early action’ team to catch and resolve problems seriously affecting people’s lives before they worsen	Catch early symptoms of problems that would escalate into more extensive, serious, complex and potentially damaging problems requiring regulatory solutions.	March 2023	AD Regulatory	Supporting individuals and empowering communities
Q5	Dynamic, robust ongoing implementation of environmental enforcement (reactive)	<ul style="list-style-type: none"> • Reduction in new offences • Strong defense of hot spot areas minimizes offending. • Rapid response to reported incidents maximizes evidence gathering and detection offenders. • Robust enforcement action. 	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
Q6	Environmental enforcement (proactive): Programme of proactive detection and enforcement to tackle root causes	Complete knowledge and analysis drives targeting environmental offending at source and robust enforcement	March 2024	AD Regulatory	Protecting our natural and built environment
Q7	Community Safety through close partnership working to minimise crime and disorder	Crime, disorder and anti-social behaviour in our districts are prevented as far as possible and remains low.	Ongoing	AD Regulatory	Protecting our natural and built environment
Q8	Coordinate Regulatory resources to identify and minimise risks of exploitation of vulnerable people through Community Safety Partnership and local action	Good watchfulness, intelligence, challenge and minimal exploitation activity in our districts.	Ongoing	AD Regulatory	Protecting our natural and built environment
Q9	County Lines: work through strategic group and in practical coordination to respond to threats facing vulnerable members of our communities	Good intelligence and minimal County Lines activity in our districts	Ongoing	AD Regulatory	Protecting our natural and built environment/ Supporting individuals and empowering communities
Q10	Flood water management: mapping, risk assessment, analysis and local work with communities at highest risk of flooding threat to life and property	<ul style="list-style-type: none"> Local flooding threats are well understood Communities well informed Targeted action in high-risk locations 	Ongoing	AD Regulatory	Protecting our natural and built environment/ Supporting individuals and empowering communities
Q11	Deliver key environmental protection campaigns to protect health and homes	High compliance with good standards and targeted action to tackle risks.	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
Q12	Deliver and review planning consultation impact when commenting on environmental safeguards, standards and controls in new development proposals	Review of consultation process to maximise impact	Ongoing	AD Regulatory	Protecting our natural and built environment
Q13	Deliver and continually develop our Environmental Strategies and their action plans to achieve our aims for environmental improvement, sustainability and community involvement	<ul style="list-style-type: none"> Effectiveness of environmental strategies and action plans is widely recognised. Evidence of strong community engagement and support in a range of activities. 	As per developing action plan and programme	AD Regulatory	Protecting our natural and built environment
Q14	Decarbonisation programme of environmental improvement in council activities to reach net zero carbon emissions.	Programme and individual projects, building on the Carbon Audit, on target to reduce carbon emissions towards net zero across council activities	Ongoing	AD Regulatory	Protecting our natural and built environment
Q15	Continue ongoing establishment of the 24/7 Emergency Incident Officer scheme to give maximum support to local communities when they face serious emergency incidents threatening lives, property and the environment	Scheme offers reassuringly strong protection of our communities when significant emergency incidents happen	Ongoing	AD Regulatory	Protecting our natural and built environment
Q16	Work with the Norfolk Strategic Flood Alliance on strategic, tactical and	Action plan and programme in place are achieving increased	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	action planning to maximise the protection of our communities from flooding of homes and businesses	protection for our local communities.			
Q17	Community emergency plans: Campaign to promote and maximise resilience and self-reliance in local communities.	<ul style="list-style-type: none"> Strong capabilities and local resilience provided under effective Community Emergency Plans Review completed of rest centres 	Ongoing	AD Regulatory	Protecting our natural and built environment
Q18	Deliver a full programme of public protection for community protection, community safety and environmental protection, providing support and help to our communities, working closely with key partners	Comprehensive protection offered to our communities with strong evidence of local support and partnership working	Ongoing	AD Regulatory	Protecting our natural and built environment
Q19	Refresh and update of Business Continuity plans and preparedness	Robust Business Continuity plans and full support programme assures well-informed, up-to-date business continuity supporting council service delivery and full capability to deliver our commitments	Ongoing	AD Regulatory	Moving with the times, working smartly and collaboratively
Q20	Continued review of plans for rest centre premises for emergency evacuation of residents and training of	Full review completed of local rest centre accessibility and availability, informed by community emergency plans	Ongoing	AD Regulatory	Protecting our natural and built environment

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	staff to support these venues				
R Place – Food, Safety & Licensing					
R1	Implement the Food Standards Agency COVID-19 Recovery Plan (backlog of food safety regulation) to fully protect our communities	Full up-to-date food safety protection restored after pandemic, through a programme of recovery activity	Ongoing	AD Regulatory	Protecting our natural and built environment
R2	Deliver a programme of encouragement, ‘nudge’ and challenge mechanisms to maximise regulatory compliance	Improved regulatory compliance and business support	Ongoing	AD Regulatory	Protecting our natural and built environment
R3	Business Regulatory Support & Advice Hub	<ul style="list-style-type: none"> Improved regulatory compliance and business support Encouragement to take up additional information, advice and support 	Ongoing	AD Regulatory	Protecting our natural and built environment
R4	Pilot and mainstream additional commercial compliance support services to businesses and give added protection to our communities	Enhanced regulatory compliance service offer is funded by new commercial income	March 2024	AD Regulatory	Protecting our natural and built environment/Growing our economy
R5	Implement new Licensing Act, taxi and gambling policies	Updated, robust policies and processes to best support licensing functions	Ongoing	AD Regulatory	Protecting our natural and built environment
R6	Refine event licensing and partnership working to secure safe, successful community events, closely	Safe licensed events benefit from high compliance and public confidence, promoting enriched community life	Ongoing	AD Regulatory	Protecting our natural and built environment/Growing our economy

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
	supported by the Safety Advisory Group				
R7	Animal licensing: Ongoing development and implementation of new licensing system, inspection and enforcement	Updated, robust policies and processes to best support animal licensing functions	Ongoing	AD Regulatory	Protecting our natural and built environment
R8	Deliver a full programme of Food Safety, Health & Safety and Infectious Disease Control	Comprehensive protection offered to our communities with strong evidence of local support and partnership working	Ongoing	AD Regulatory	Protecting our natural and built environment
R9	Deliver a full programme of and Licensing administration, inspection, regulation and intervention	Comprehensive licensing protection offered to our communities and level business playing field, with strong partnership working and public confidence	Ongoing	AD Regulatory	Protecting our natural and built environment
S Place - CNC					
S1	Review and respond to recommendations emerging from the Building Safety Bill	Ensure compliance as a Building Control Service	March 2024	CNC Service Manager	Moving with the times, working smartly and collaboratively
S2	Deliver the statutory building control service for the five local authority partners	Continued and sustained delivery of the building control function	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively
S3	Plan and implement a marketing strategy to increase market share and improve our reputation in line with our brand image	<ul style="list-style-type: none"> • Increase our market share. • Improved customer feedback about our services and brand 	April 2022	CNC Service Manager	Moving with the times, working smartly and collaboratively

Ref	Activity	Successful outcome	Timescales	Lead Officer	Strategic Priority Link
S4	Use a dashboard of measures to improve service delivery and team performance	Receive positive customer feedback with an improving customer satisfaction score over time	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively
S5	Deliver service efficiencies through the implementation of a range of service and IT system improvements	Optimised systems and processes, such as online inspection booking, able to deliver CNC services in line with the needs of the customer	Ongoing	CNC Service Manager	Moving with the times, working smartly and collaboratively
T Place – Business Support					
T1	Directorate Business Support: Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation	Customers are dealt with in an efficient and effective way	Ongoing	Business Support manager	Moving with the times, working smartly and collaboratively

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These measures get tracked quarterly to our Corporate Management Leadership Team and reported through to our Cabinets as set out below:

- Broadland District Council Cabinet – Quarter 2 and Quarter 4
- South Norfolk Council Cabinet – Quarter 2, Quarter 3 and Quarter 4

Measure Ref	Delivery Measure	What a successful outcome would be	Reporting Frequency	Service
1	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/Broadland collaboration	£8.6m savings over 5 years. Savings target of £1.773m in 2021/22, and £2.325m in 2022/23 as outlined in the Feasibility Study.	Quarterly	All teams
2	Customer satisfaction	55% of customers satisfied with our services (This measure is still in development, with work underway to increase the volume of responses and extend the services the survey can be accessed through)	Quarterly	Customer Insight
3	Staff satisfaction	Continual improvement on: <ul style="list-style-type: none"> • Percentage response rate employee opinion survey • Percentage improvement employee wellbeing pulse survey • Percentage improvement employee satisfaction opinion survey 	Quarterly	OD
4	Staff absence levels	No more than 4.5 days at year end	Quarterly	HR
5	Staff retention	90% retention of workforce (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
6	Percentage of the organisations workforce who are apprentices and graduate entry roles.	18 new apprentices (2.4% of the workforce)	Quarterly	HR / OD

7	Council Tax Collection Rate	98% Collection Rate (This is the average national top quartile collection rate over the past 3 years). Stretch target 99%.	Quarterly	Council Tax
8	Business Rates Collection Rate	98% Collection Rate (This is the average national top quartile collection rate over the past 3 years) Stretch target 99%.	Quarterly	Business Rates
9	Number of people in employment	Increase in the number of people in employment	End of Q4 for the preceding year	Economic Development
10	Employment rate	Increase on employment rates for both districts	Annual	Economic Growth/ Communities and Early Help
11	Those in employment claiming universal credit	Decrease on the number of those who are in employment and claiming universal credit	Annual	Economic Growth/ Communities and Early Help
12	Percentage of vacant retail space in market towns	Less than 8% on average across our market towns	Quarterly	Economic Growth/ Planning
13	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
14	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth

15	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents by year end	Quarterly	Communities and Early Help
16	(SNC only) Number of members across the 4 SNC leisure centre membership sites (Wymondham, Diss, Framingham Earl and Long Stratton)	Achieve leisure recovery scenario 2 assumption of 3,229 Direct Debit memberships, by end of March 2023 (86% of pre-COVID level). Achieve 3,481 total live members, by end of March 2023 (86% of pre-COVID)	Quarterly	Leisure
17	(SNC only) Financial leisure recovery plan - bottom line cost to Council for leisure service	Achieve leisure recovery scenario 1 bottom line cost of £946,390 in year 2	Quarterly	Leisure
18	Number of residents supported to live independently	800 persons assisted to live independently	Quarterly	Communities and Early Help
19	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions	Quarterly	Communities and Early Help
20	Percentage of successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80%	Quarterly	Communities and Early Help
21	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	No more than 7 working days	Quarterly	Housing and Benefits
22	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
23	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	Quarterly	Planning

24	% Planning decisions made within statutory timescales	<ul style="list-style-type: none"> • 90% of minors/others in agreed time • 95% of householders in agreed time • 95% of majors in agreed time 	Quarterly	Planning
25	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	98%	Quarterly	Food, Safety & Licensing
26	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
27	Percentage of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
28	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
29	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
30	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
31	Number of litter picks/clean up initiatives supported	30 SNC 30 BDC	Quarterly	Waste Services
32	Number of confirmed incidents of flytipping	No more than: 1,000 SNC 500 BDC	Quarterly	Environmental Protection

Council Tax Assistance Scheme 2022/23

Report Author(s):

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Portfolio:

Better Lives

Ward(s) Affected:

All wards

Purpose of the Report:

The purpose of this report is to obtain agreement to adopt the proposed changes to the Council Assistance Scheme for the financial year 2022/23

Recommendations:

That Cabinet considered the proposals and approves the changes to the Council Tax Assistance Scheme for the financial year 2022/23.

1. Summary

- 1.1 Council Tax Assistance (CTA) is a discount scheme which reduces Council Tax bills to a more affordable level for low income households.
- 1.2 Government sets out how the scheme must operate for pensioners under prescribed regulations but allows local authorities to shape their own scheme for those of working age.
- 1.3 The Council is required to review its Council Tax Assistance Scheme annually.
- 1.4 The Council needs to approve the scheme, and any changes, by 11 March and adopt the revised scheme from 1 April each year.

2. Background

- 2.1 From 1st April 2013, the Government abolished the national Council Tax Benefit system. Since then each billing authority is required to set a Council Tax Assistance scheme for the year ahead.
- 2.2 Each year the billing authority must consider whether or not to revise its scheme, or replace it with another one. This must be agreed by 11th March of the financial year preceding the effective date of the revisions.
- 2.3 Proposed changes to the Council Tax Assistance Scheme which have the potential to reduce a claimant's entitlement to Assistance must be informed by consultation with stakeholders.

3. Current position/findings

- 3.1 A full review has been undertaken on the Council Tax Assistance Scheme for South Norfolk Council.
- 3.2 A legal review has also been undertaken by Team Netsol to ensure the scheme is legally compliant.
- 3.3 Following this review, we are proposing to make changes to the scheme to optimise the way we assess CTA and target the financial help to those who are most in need.
- 3.4 These changes were drawn up in collaboration with members over the course of four member workshops.
- 3.5 The changes proposed will ensure we are being responsive to the current economic climate. Many residents are receiving an income lower than they would

normally expect, or having to make a claim for CTA when they have not previously done so before. The proposed changes will ensure that assistance is effectively distributed to residents to ensure help is provided where it is needed.

- 3.6 The changes will ensure that customers are treated fairly and equitably, regardless of their circumstances.
- 3.7 We are also aiming to simplify the scheme to make it more understandable for customers
- 3.8 The Housing and Benefit team and members have also been working in collaboration with Policy in Practice to model the effect the proposed changes will have on the overall cost of the Council Tax Assistance Scheme.
- 3.9 The model indicates that there will be an overall cost saving of £134,092. The saving to the Council will be 8% of this, as the Council collects Council Tax on behalf of precepting authorities. Further detail on this saving can be seen in Appendix 2
- 3.10 Team Netsol have undertaken a legal review of the scheme and have advised that the current scheme is not legally compliant with equalities legislation, due to
 - a) having differing levels of maximum Council Tax Assistance for different demographics
 - b) lone parents with children under 5 being added to the prescribed requirements and being treated the same as pensioners, which is not legal.
 - c) by having these discrepancies, certain groups are being favoured over others.
- 3.11 The proposed changes will ensure the scheme is legally compliant in future years.
- 3.12 Appendix 1 shows the specific aspects of the Council Tax Assistance Scheme which we are proposing to change for the new financial year.
- 3.13 The changes proposed will provide resilience within the Housing and Benefit Team. They will also be able to be delivered by the proposed joint system without any additional software cost.
- 3.14 The proposals have been put out for public consultation for ten weeks from 10th September 2021 to 22nd November 2021
- 3.15 The results of the consultation show that there was a positive response to all the proposals.
- 3.16 The full results of the consultation can be seen in Appendix 1
- 3.17 Norfolk County Council and the Police and Crime Commissioner's office were invited to respond to the consultation. The Police and Crime Commissioner's Office was fully supportive of the proposals for both Councils Norfolk County

Council acknowledged the correspondence but did not provide an opinion on whether or not they supported the proposals.

4. Proposed action

- 4.1 From April 2022 we are proposing that the changes outlined in Appendix 1 are adopted in the Council Tax Assistance Scheme for South Norfolk Council.

5. Other options

- 5.1 The options available are to leave the Council Tax Support Scheme as it is and not adopt the proposed changes.
- 5.2 If this option is taken, however, the scheme will not be legally compliant with equalities legislation as per the advice provide.

6. Issues and risks

6.1 Resource Implications –

Changes to the Scheme will require training which will impact on the Benefits team. This includes the time to prepare, deliver and receive the correct information to all members of staff and relevant outside organisations.

This task is undertaken each year and can be met with existing resources.

6.2 Legal Implications –

Schedule 4 of the Local Government Finance Act 2012 states that local authorities must consider revising or replacing its Council Tax Assistance Scheme every year. Failure to do so by 11 March may lead to intervention from the Secretary of State.

- 6.3 **Equality Implications** – An Equalities Impact Assessment has been carried out on the changes. Any negative impacts have been agreed as neutral with the mitigation in place.

A legal review has been undertaken on the existing scheme by Team Netsol. This review highlighted some items in the existing policy that were not compliant with equalities legislation. The proposed changes will rectify these inequalities.

- 6.4 **Environmental Impact** – n/a

- 6.5 **Crime and Disorder** – n/a

- 6.6 **Risks** - If the Council does not approve revisions to the Scheme by 11 March then the current Scheme will continue unchanged and may be subject to intervention by the Secretary of State.

If no changes are made then the scheme will remain not legally compliant.

7. Conclusion

- 7.1 By making the proposed changes as outline in Appendix 1 we will be ensuring greater fairness and optimising the way we assess CTA and targeting the financial help to those who are most in need. This report is seeking for Cabinet to approve the proposed changes to South Norfolk's existing Council Tax Assistance Scheme.

8. Recommendations

- 8.1 We recommend that Cabinet agree to the proposals and adopt the changes to the Council Tax Assistance Scheme for the financial year 2022/23

APPENDIX 1

CTA Consultation Items and Results

Proposal 1: To set the maximum Council Tax Assistance for all working age adults at 84%

Detail

Currently South Norfolk Council have maximum CTA set at the following levels:

100% for lone parents with children under 5

85% for all working age

72.25% for passported claim with no disability premium




We are proposing setting the maximum for all working age claims at 84%

Reason for Proposal

We have been advised by Team Netsol, following a legal review, that by having differing levels of maximum CTA South Norfolk Council are not adhering to equalities legislation

The modelling shows that lowering the maximum level of CTA from 100% to 84% for lone parents with children under 5 see their average award decrease by 16.5% compared to the current scheme in 2022/23. To mitigate this we are also proposing to disregard child maintenance payments for all claims. For those customers who do not receive any child maintenance and are experiencing hardship we can utilise the discretionary pot.

Consultation Results

			Response Percent	Response Total
1	Yes		53.33%	16
2	No		33.33%	10
3	Don't know		13.33%	4

Proposal 2:
To protect War pensioners by assessing their CTA on 100% of their Council Tax Liability

Detail




As an exemption from the above we are proposing to set maximum CTA for any working age customer in receipt of a war pension at 100%

Reason for Proposal

To continue the support for the armed forces as recognised in the Silver Award granted by the Ministry of Defence in 2020.

Currently there is only 1 working age claim in South Norfolk who would be affected by this change so the impact on the cost is negligible.

Consultation Results

			Response Percent	Response Total
1	Yes		54.84%	17
2	No		32.26%	10
3	Don't know		12.90%	4

Proposal 3:
To reintroduce Second Adult rebate for cases where the second adult is in receipt of a passported benefit or Universal Credit and not in remunerative work

Detail

A second adult is another adult who lives in a customer's home who is not their partner and not a lodger or boarder who pays rent. Second adult rebate can be paid to the council tax bill payer where they do not get the 25% single person discount as they have a second adult living with them.




If the second adult is on a low, or nil, income then second adult rebate may be paid on up to 25% of a customer's Council Tax liability. This is to help with the loss of the 25% discount, which is no longer applicable, if the second adult is not able to help out with paying this bill due to their low income.

Reason for Proposal

To provide protection for resident adults with low income

The number of customers this would affect would be low, we are estimating that we will pay approximately 20 working age claims for this, based on a comparison with Broadland District Council. Pension age claims are already assessed for second adult rebate under the prescribed regulations.

Consultation Results

			Response Percent	Response Total
1	Yes		51.61%	16
2	No		29.03%	9
3	Don't know		19.35%	6

Proposal 4:

To take into account Universal Credit sanctions when assessing a customer's income

Detail

Universal Credit Sanctions can sometimes be applied to a customer's Universal Credit payment if they do not fulfil their claimant commitment. This is a decision made by the Department for Work and Pensions.

The Council is proposing to use the reduced Universal Credit amount that the customer is receiving, after sanctions, rather than the gross amount, in the assessment of CTA.




Reason for proposal

To provide a fairer scheme for customers

By taking sanctions into account and using their lower income we are using the actual amount of income the customer is receiving.

The number of claims this would affect is minimal, however we would be ensuring a fairer assessment for these customers

Consultation Results

			Response Percent	Response Total
1	Yes		45.16%	14
2	No		35.48%	11
3	Don't know		19.35%	6




Proposal 5:**To increase the maximum backdating period to 1 month from 4 weeks****Detail**

The Council's current maximum period that a new claim can be backdated is 4 weeks. The Council is proposing to extend this to 1 month.

Reason for Proposal

To align the Council Tax Reduction Scheme with the Housing Benefit Regulations on this issue

Consultation Results

			Response Percent	Response Total
1	Yes		67.74%	21
2	No		22.58%	7
3	Don't know		9.68%	3

Proposal 6:**To remove the 3 month backdate period for lone parents with children under 5, and change this to 1 month****Detail**

In the Council's current scheme, lone parents with children under 5 years old are able to make a claim for a backdate for a period up to 3 months. This is in line with the potential backdate available to pensioners.

The Council is proposing to change this maximum backdate period to a maximum of one month which would bring lone parents with children under 5 in line with other working age customers, to ensure all working age customers are treated equally, following the legal advice provided.




Reason for Proposal

To align the Council Tax Reduction Scheme with the Housing Benefit Regulations on this issue

If any customers are suffering financial hardship due to this we are able to mitigate this with the discretionary pot. This allows us to target those who need the assistance.

This change also means we would be complying with Equalities legislation

Consultation Results

			Response Percent	Response Total
1	Yes		45.16%	14
2	No		38.71%	12
3	Don't know		16.13%	5

Proposal 7: Removing the band cap for properties above a Band D

Detail

The Council's current scheme includes a cap on an award of CTA so it will not pay any higher than the liability of a band D property.

The Council is proposing to remove this band cap, so any customer can make a claim for the actual charge of their property, regardless of their Council Tax Band

Reason for Proposal




To simplify the scheme for customers

Covid 19 has impacted people universally meaning those in higher band properties have not received the help they need when are suddenly facing unexpected financial hardship

The current job market means that these customers may not be able to find new employment as quickly as they may have done in the past.

The removal of the band cap, in addition to proposal one, will negate the need to apply a thirteen week protection.

Consultation Results

			Response Percent	Response Total
1	Yes		45.16%	14
2	No		41.94%	13
3	Don't know		12.90%	4

Proposal 8: To remove the minimum income floor for self-employed earners

Detail

If a customer is self-employed and their earnings are low, their benefit may be worked out on higher earnings than they have. This is called the 'minimum income floor'. The minimum income floor is set at the level of the national minimum wage at the number of hours a customer would be expected to work.

In the Council's current scheme, if self-employed earnings are below the minimum income floor, the minimum income floor figure will be used to work out CTA instead of the actual earnings figure.

We are proposing to remove the minimum income floor from the assessment of CTA, and base the calculation on a customer's actual self-employed income.




Reason for Proposal

To simplify the scheme for customers

Encourage ingenuity and small business ventures

Allowing the Council to be Covid responsive. Currently many self-employed customers are earning below an expected wage through no fault of their own

Consultation Results

			Response Percent	Response Total
1	Yes		51.61%	16
2	No		35.48%	11
3	Don't know		12.90%	4

Proposal 9: To disregard Child Maintenance payments for all claims

Detail

Currently, any Child Maintenance payments that a customer receives is taken into account as income in the calculation of Council Tax Assistance.




We are proposing to disregard Child Maintenance income so the child(ren) can receive the full benefit of the support paid by the absent parent. This would bring the CTA scheme in line with Housing Benefit on this issue.

Reason for Proposal

To mitigate the impact of the removal of the 100% liability for lone parents with children under 5

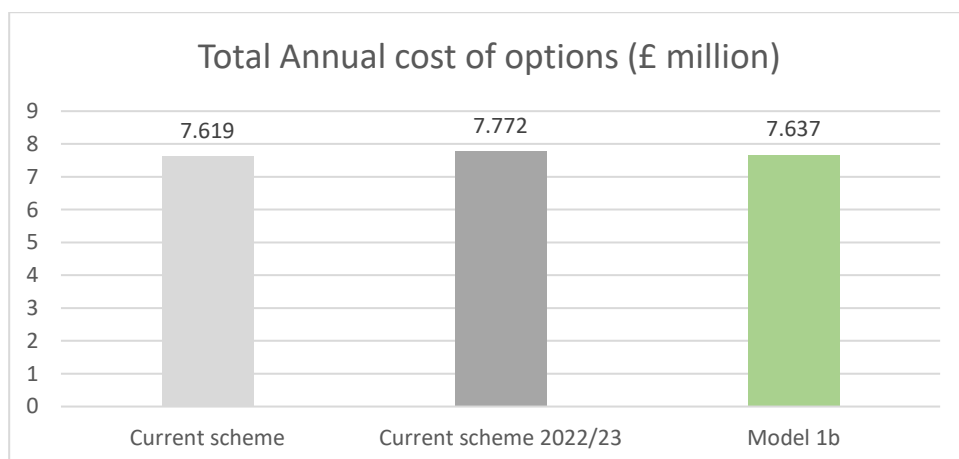
To align the Council Tax Reduction Scheme with the Housing Benefit Regulations on this issue

Consultation Results

			Response Percent	Response Total
1	Yes		54.84%	17
2	No		25.81%	8
3	Don't know		19.35%	6

APPENDIX 2

Impact of proposed changes on the overall cost of the scheme



If no changes were made to the current scheme, the projected additional increase in cost for next year would be £153,000. This is due to the annual uprating of the amounts used to calculate the scheme, and the projected increase in Council Tax charges.

If the proposed changes were adopted, this would provide an increase on the current year's cost of only £18,908.

This is a saving of £134,092 compared to if we were to make no changes to the scheme.

Actual cost to the Council of the proposed changes

Current Scheme Cost (2022/23)	Modelling Cost (2022/23)	Difference	Actual cost of the changes to Council
£7,772,000	£7,637,908	£134,092	£10,727 (saving)

The modelling shows that the proposed changes will provide a potential saving to the Council of £10,727.

This is 8% of the overall saving as the Council collects on behalf of precepting authorities.

Average CTA award based on model

The model shows that, although the changes will provide a cost savings, the impact on an individual's Council Tax Assistance in monetary terms, on average, is small.

Model - Average Household support		Comparison to current scheme	
Group	£/week	Change (£/week)	Change (%)
All Working Age	£17.61	-£0.43	-2.39%
UC	£16.79	-£0.54	-3.10%
Legacy Benefits	£18.95	-£0.26	-1.36%
Pension Age	£22.92	£0.00	0%
Total	£19.77	-£0.26	-1.28%

Minimum Energy Efficiency Standards

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Portfolio: Better Lives

Ward(s) Affected: All

Purpose of the Report:

South Norfolk Council is developing a proactive approach to the enforcement of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015. An accountable decision approach is required regarding enforcement decisions including financial penalties for non-compliance.

Recommendations:

Cabinet to approve:

- 1 The Councils proposed enforcement procedure.
- 2 The financial penalty decision process.

1. Summary

1.1 This report supports two of the Councils key agendas:

1. As part of our commitment to deliver our environmental strategy, we are ensuring that private sector homes in South Norfolk are more efficient in their energy use thus reducing emissions.
2. Through this regulation we are supporting our vulnerable households by providing information and guidance to landlords to ensure their homes are energy efficient, using a muscular approach when needed to tackle landlords who abuse the regulations. The more energy efficient a home is, the more affordable the cost to tenants.

1.2 From 1 April 2020, landlords should no longer let or continue to let properties if they have an EPC (Energy Performance Certificate) rating below E, unless they have a valid exemption in place. It is the responsibility of the District Council to enforce this requirement through our housing standards work but currently we have no accountable decision approach for this enforcement work and therefore we could be challenged.

1.3 The Council will use our normal approach to enforcement, by using information, education and advice first to support landlords to comply with the legislation. We will achieve this by using a proactive and reactive approach to identify properties that do not comply with legislation and having a clear and accountable process to this approach.

1.4 To assist this approach, the Housing Standards team has recently been successful in a joint bid on behalf of Broadland District and South Norfolk Councils to proactively deliver a compliance and enforcement scheme for these Regulations and have been awarded £72,000.

1.5 To complete this proactive scheme, an enforcement policy requires approval to ensure accountability and consistency to the proactive approach the scheme requires. As with all enforcement action, the Council works on a principle of education first, taking enforcement action only where necessary.

2. Background

2.1 The Domestic Minimum Energy Efficiency Standard (MEEs) Regulations 2018 amends The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 by setting a minimum energy efficiency level for domestic private rented properties to support reduction in inefficient properties.

2.2 The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 are designed to tackle the least energy-efficient properties in England and Wales – those rated F or G on their Energy Performance Certificate (EPC). The Regulations establish a minimum standard for both domestic and non-domestic privately rented property, effecting new tenancies from 1 April 2018. As a result,

since 1 April 2020, landlords should no longer let or continue to let properties if they have an EPC (Energy Performance Certificate) rating below E, unless they have a valid exemption in place.

- 2.3 Exemptions include works that devalue a property as a result of the works; a wall insulation exemption where expert advice i.e. a Chartered Builder (MCIOB) / Building Surveyor (MRICS) indicates this could damage the property; exemptions can be obtained where the Landlord(s) has not been able to secure the necessary third-party consents, despite having made reasonable efforts, however, improvement work that does not need consent, must still be carried out by the Landlord. Importantly there is also a financial cap on works required by any landlord of £3500 and once this has been spent by the landlord the property can be registered on the exemption register. Written evidence must be provided to support the exemption. Guidance is available for Landlords at <https://www.gov.uk/government/publications/non-domestic-private-rented-property-minimum-energy-efficiency-standard-landlord-guidance>.
- 2.4 This regulation does not apply to social housing, and some listed buildings are not covered by MEES Regulations. The reason for this is that social housing associations are already covered by standards that are outside of these regulations. Certain listed buildings are exempt mainly due to their age and construction type.
- 2.5 The Housing Standards team has recently submitted a joint bid on behalf of Broadland District and South Norfolk Councils to help the Council deliver a compliance and enforcement scheme for these Regulations and has been awarded £72,000.
- 2.6 The team has developed an engagement programme with landlords and a proactive approach using the funding available. It is likely, because of this proactive approach, enforcement will be initiated which may involve multiple properties. Therefore, a consistent decision-making process is required regarding enforcement and possible financial penalties that may result from non-compliance.
- 2.7 Across our region, best practice has shown there is difficulty in identifying EPC (Energy Performance Certificate) of non-compliant properties. Many rental homes are in isolated rural areas for example. The finance from the bid will result in additional staff to set up and deliver an effective MEES compliance process that will identify non-compliant properties and target these landlords. Officers will then share their learning within our Housing Standards team and energy partners to ensure all lessons learnt are embedded in future processes. We shall also ensure monitoring and enforcement systems will remain in place after funding ceases. (31st March 2022).

3. Current position/findings

- 3.1 The Regulations are intended to ensure that those tenants who need energy efficient homes the most, particularly vulnerable people, can enjoy a better living environment and lower energy bills.

- 3.2 Local authorities are required to enforce compliance with the domestic minimum level of energy efficiency. They may check whether a property meets the minimum level of energy efficiency and may issue a compliance notice requesting information where it appears to them that a property has been let in breach of the Regulations (or an invalid exemption has been registered in respect of it). The compliance notice may also require the landlord to register copies of the requested information on the Private Rented Sector (PRS) Exemptions Register. The authority may also publish details of the breach on the national PRS Exemptions Register.
- 3.3 Where a local authority is satisfied that a property has been let in breach of the Regulations it may serve a notice on the landlord requiring compliance and improvements to be made. If these improvements are not made then the Council has option to impose financial penalties when it is appropriate to do so.
- 3.4 A local authority may also serve a penalty notice for the lodging of false information on the Exemptions Register. The landlord may ask the local authority to review the penalty notice and, if the penalty is upheld on review, the landlord may then appeal the penalty notice to the first-tier Tribunal.
- 3.5 A publication penalty means that the enforcement authority will publish some details of the landlord's breach on a publicly accessible part of the PRS Exemptions Register. The enforcement authority can decide how long to leave the information on the Register, but it will be available for view by the public for at least 12 months.

4. Proposed action

- 4.1 The process for the Council to address non-compliance will be based on the usual procedures of South Norfolk Council, providing information, advice and encouraging compliance first, and taking enforcement action second.
- 4.2 As part of the funding allocation from BEIS, a comprehensive social media campaign will be initiated aimed at Landlords and Tenants. Landlords will be informed of the regulations, their responsibilities, that support through grants may be available for warm home upgrades and that further advice is available from the Council.
- 4.3 This process recognises the importance the Council places on working alongside our businesses and landlords, but also using our teeth to enforce to protect vulnerable residents if needed.

Process for taking action (see appendix 1).

- 4.4 After information is received either through data or complaint, the team will:
- Raise awareness of MEES Regulations by working with landlords and letting agents. Officers will contact landlords, give advice and direct them to grants that

are currently available through the various internal and external financial assistance schemes.

- Outline the implications of non-compliance. i.e. the financial penalty procedures that include fines up to £5000 and will use this if necessary.
- If non-compliance which cannot be resolved informally the Council will initiate the penalty process. A non-compliance notice to the landlord will be sent formally asking them to comply.
- If there is still non-compliance then Officers will liaise with the Assistant Director of Individuals and Families, and at this stage seek legal advice to impose a fixed penalty, the fine level will be set in accordance with current guidance.
- Should a fixed penalty process not resolve the issue the Council will instigate a prosecution against the landlord to enforce compliance.

Legal advice

- 4.5 The process is designed to seek legal advice only at the end of the process when all other avenues for compliance has been explored and dismissed by the landlord.
- 4.6 Appendix 2 details the factors that will be used to make the decision and will help to ensure consistency and transparency. The factors will only be a guide and each case will be treated on its own merits in consultation with legal advisors.
- 4.7 A matrix system is a common process used to help engage the target cohort in enforcement. By being clear that the more impact your action has on others, and the more you deliberately show disregard to your responsibly, the higher the penalty you will receive. This acts as an incentive to engage with the Council. The conditions and restrictions for imposing financial penalties are set out in appendix 3.

5. Other options

- 5.1 No other options are suggested

6. Issues and risks

6.1 Resource Implications

The proactive procedure detailed in this report that the authority has initiated is externally funded. The Housing Standards team currently initiates reactive inspections of properties in the Private Rented Sector following a complaint from a tenant. Post inspection, the appropriate enforcement procedure will include the

possibility of using these regulations as part of a tool kit, this approach will limit the potential impact on future resources.

- 6.2 Legal Implications** - Legal assistance may be required regarding the imposition of financial penalties for example an appeals procedure as result of a fine. Therefore, it is possible that legal advice would be sought prior to any financial penalty action initiated in accordance with Appendix 1.
- 6.3 Equality Implications** – The enforcement approach is not expected to impact any protected characteristic group
- 6.4 Environmental Impact** – The progression of enforcement that result in the energy demand of residential dwellings will reduce carbon and therefore be of environmental benefit
- 6.5 Crime and Disorder** – Operating a property as rented dwelling with an EPC below E is an offence. As such the procedure addresses the offenses including any mitigating circumstances that may be of consideration.
- 6.6 Risks** – Without an approved policy the financial penalty procedure is at an increased risk of challenge.

7. Conclusion

- 7.1** This report proposes accountable procedures to move forward with an active proactive procedure of enforcement of the Minimum Energy Efficiency requirements in the private rental sector to ensure compliance with current legislation, support our environmental strategy and help our vulnerable residents through providing warm homes.

8. Recommendations

Committee/Cabinet to agree to

- 1 Approve the Councils proposed enforcement procedure.
- 2 Approve the financial penalty decision process.

Background papers

None

Appendix 1

Flow chart for rolling out Minimum Energy Efficiency Standards to band E or above – in South Norfolk and Broadland



Appendix 2

The Following Factors will be considered when setting the financial penalty levels

- The seriousness of the offence, determined by harm caused and culpability of the offender
- The history of compliance of the offender
- The punishment of the offender for the offence
- Deterring the offender from repeating the offence
- Deterring others from committing similar offences
- Removing any financial benefit obtained from committing the offence

The approach is based on the Magistrates' Court Sentencing Guidelines issued by the Sentencing Council. Accordingly, an assessment of culpability and harm will be carried out in order to determine the appropriate level of penalty in each case.

Harm

Harm will be assessed as either high, medium or low.

In determining the level of harm the Local Housing Authority will have regard to:

- The individual/s affected i.e. damage to health, psychological distress.
- The current condition of the property
- The number of residents affected by the breach
- The vulnerability of the resident

Culpability

In determining culpability, the Local Housing Authority will have regard to four levels of culpability.

Where the offender:

- Has the **intention** to breach the requirement.
- Is **reckless** as to whether harm is caused by the breach
- Has **knowledge** of the legislation and does not intend to take action.
- Is guilty of **negligence**

Considering the above, culpability will be assessed as either very high, high, medium or low.

Determining the Amount of the Financial Penalty

The table below sets out the interrelation between harm and culpability as a determinant of the financial penalty, banding the fine amount is a percentage of the total cap of fine as detailed in this report.

Harm	Culpability			
	Very high	High	Medium	Low
High	100%	80%	60%	40%
Medium	80%	60%	40%	20%
Low	70%	50%	30%	10%

Aggravating/Mitigating Factors

The penalty may be increased or decreased from the centre starting point within the band to the maximum or minimum level in the band. Considerations affecting this decision are detailed in the table below:

Full co-operation following identification of offence	Reduce from starting
Minimal further input required by the council to achieve compliance	No adjustment
Significant involvement by the council required to achieve compliance	Increment increase
A significant lack of co-operation and/or obstruction leading to significant further enforcement activity (e.g. works in default)	Further incremental increase

In cases where more than one penalty has been imposed, the Local Housing Authority will apply the “Totality Principle” in order to ensure that the penalty or penalties imposed are a proper reflection of all of the offending behaviour and are just and proportionate in all the circumstances.

Appendix 3

A local authority may not impose a financial penalty under both paragraphs (a) and (b) above in relation to the same breach of the Regulations. But they may impose a financial penalty under either paragraph (a) or paragraph (b), together with financial penalties under paragraphs (c) and (d), in relation to the same breach. Where penalties are imposed under more than one of these paragraphs, the total amount of the financial penalty may not be more than £5,000.

The maximum penalties are as follows:

- (a) Where the landlord has let a sub-standard property in breach of the Regulations for a period of less than 3 months, the Local Authority may impose a financial penalty of up to £2,000 and may impose a publication penalty.
- (b) Where the landlord has let a sub-standard property in breach of the regulations for three months or more, the Local Authority may impose a financial penalty of up to £4,000 and may impose a publication penalty.
- (c) Where the landlord has registered false or misleading information on the Private Rented Sector (PRS) Exemptions Register, the Local Authority may

impose a financial penalty of up to £1,000 and may impose a publication penalty.

- (d) Where the landlord has failed to comply with compliance notice, the Local Authority may impose a financial penalty of up to £2,000 and may impose a publication penalty.

It is important to note that this maximum amount of £5,000 applies per property, and per breach of the Regulation. Given this, it means that, if after having been previously fined up to £5,000 for having failed to satisfy the requirements of the regulations, a landlord proceeds to unlawfully let a substandard property on a new tenancy; the local enforcement authority may again levy financial penalties up to £5,000 in relation to that new tenancy.

Greater Norwich Joint Five-Year Infrastructure Investment Plan and Annual Growth Programme

Report Author(s): Paul Harris
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Portfolio: External Affairs and Policy

Ward(s) Affected: All

Purpose of the Report:

To agree the content of the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2022 to 2027, approve the allocation of Community Infrastructure Levy (CIL) to the projects included within Annual Growth Programme and agree the draft loan agreement for the drawdown of £6.733M to support the delivery of the Long Stratton Bypass.

Recommendations:

It is recommended that Cabinet recommends to Council that it:

- a) approves the Draft Five Year Infrastructure Investment Plan 2022-27 (Appendix 1)
 - b) approves the proposed 2022/23 Annual Growth Programme (section 3 of Appendix 1)
 - c) agrees the draft legal loan agreement for the draw down of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass (Appendix E of Appendix 1) and to allocate £350,000 of the Infrastructure Investment Fund (IIF) to the cash reserve.
- and,
- d) Subject to the agreement of recommendation c), to delegate authority to the Council's Section 151 Officer and Director of Place in consultation with the Leader of the Council, to finalise the terms and sign the legal loan agreement on behalf of the Council.

1. Summary

- 1.1 This report presents the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2022 to 2027. The five year plan includes: progress report on previously approved projects; proposals for new projects to be funded by pooled Community Infrastructure Levy (CIL) in 2022/23, otherwise known as the 2022/23 Annual Growth Programme (AGP); updated forecasts of CIL income; and, information on future project priorities. The five year plan also sets out proposals for a loan agreement for the drawdown of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass.
- 1.2 In accordance with the CIL pooling arrangements for Greater Norwich's Infrastructure Investment Fund (IIF), each of the three CIL charging authorities: Broadland District Council; Norwich City Council; and, South Norfolk Council need to agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2022 to 2027, approve the allocation of CIL to specified projects as part of the Annual Growth Programme (AGP) and agree to the loan agreement to support the Long Stratton Bypass.

2. Background

- 2.1 In 2013 the Greater Norwich authorities (Broadland District Council, Norwich City Council, South Norfolk Council and Norfolk County Council) together with the New Anglia Local Enterprise Partnership, signed a City Deal with Government. The City Deal agreed a strategic infrastructure programme which would be supported by access to reduced cost borrowing and the local authorities made a commitment to pool a significant proportion of Community Infrastructure Levy (CIL) income to form an Infrastructure Investment Fund (IIF).
- 2.2 The Greater Norwich Growth Board has responsibility for managing the IIF and assembling the Annual Growth Programme (AGP) from the Joint Five-Year Infrastructure Investment Plan (5YIIP).
- 2.3 Prior to the preparation of this 5YIIP, the Greater Norwich Infrastructure Plan (GNIP) was updated. The GNIP identifies infrastructure priorities to the end of the Joint Core Strategy plan period in 2026 and details the progress of infrastructure delivery within the Greater Norwich area.

3. Current position

- 3.1 Broadland, Norwich and South Norfolk have each resolved to levy a charge on new development within their area. This charge is known as the Community Infrastructure Levy (CIL) and is used to help deliver certain types of infrastructure needed to support development in the Greater Norwich area. Within Greater Norwich, income received from the CIL is pooled within the Infrastructure Investment Fund (IIF) which is administered by the Greater Norwich Growth Board (GNGB).

- 3.2 Infrastructure needed to support planned growth is identified through the Greater Norwich Infrastructure Plan (GNIP). The GNIP identifies infrastructure priorities to the end of the Joint Core Strategy plan period in 2026 and details the progress of infrastructure delivery within the Greater Norwich area. The GNIP was updated prior to the preparation of the 2022-27 5YIIP. The GNIP is listed as a background paper to this report.
- 3.3 Taking account of a range of evidence and information from Council Officers and other Stakeholders, the 2022-27 5YIIP identifies projects that are currently considered to be a priority for delivery over the next 5 years to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.
- 3.4 If agreed by the each of the three CIL charging authorities within Greater Norwich: Broadland District Council; Norwich City Council; and, South Norfolk Council projects recommended to be allocated pooled CIL funding within the 5YIIP will be duly adopted within the respective year's Annual Growth Programme (AGP). Projects identified within the 5YIIP but not within an AGP remain priorities but have not been allocated CIL funding.
- 3.5 This 5YIIP plan also sets out an updated position on infrastructure delivery, includes revised CIL income forecasts, provides updates on projects accepted within previous AGPs and outlines planned preparatory work for infrastructure schemes for future years.

2022/23 Annual Growth Programme (AGP)

- 3.6 In accordance with the agreed processes for the Infrastructure Investment Fund (IIF), the Greater Norwich Growth Board (GNGB) met on 2nd December 2021 to agree which projects are to be put forward as the proposed 2022/23 AGP. As a result, 7 projects totalling £4,502,117 have been identified to be supported through the IIF. These projects are identified in table 1.

Table 1 - Proposed 2022/23 Annual Growth Programme

Project Name	Applicant	Location	Amount of CIL requested	Total project size
Yellow Pedalway extension (airport to Broadland Northway)	Norfolk County Council	Broadland	1,600,000	1,900,000
Wensum Walkway	Norfolk County Council	Norwich	1,264,951	1,974,096
Broadland Country Park- Horsford Crossing	Broadland District Council	Broadland	100,666	100,666

Wherryman's Way Access Improvements	Norfolk County Council	South Norfolk	216,500	445,148
Wensum Lodge	Norfolk County Council	Norwich	1,090,000	1,254,000
Football Development Centre- Heartsease Open Academy	Norwich City Council	Norwich	150,000	480,000
Yare Boat Club	Broadland District Council	Broadland	80,000	271,000
TOTAL			4,502,117	6,424,910

- 3.7 In addition to these seven projects, it is proposed that Children's Services at Norfolk County Council receive £2million to support the development of their education capital programme within Greater Norwich. This new allocation will support development at Hethersett Academy. An update on education projects that are currently being progressed or actively pursued are set out on page 16 of the 5YIIP. The 5YIIP is included as Appendix 1 of this report.
- 3.8 It is also proposed that a £6.733m loan is drawn down from the Public Loan Works Board, as agreed through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass. This would require a forecasted annual repayment of £348,215 to be paid from the IIF for 25 years. As a forecasted figure this amount is subject to change.
- 3.9 Taking account of the Wherryman's Way Access Improvements project, proposed investment of CIL in Hethersett Academy and anticipated interest repayments on the Long Stratton Bypass Public Loan Works, over £4M of CIL would be invested in infrastructure in South Norfolk. This would make South Norfolk the single largest recipient of CIL agreed through the approval of this year's 5YIIP and AGP.
- 3.10 To support the proposed new loan draw down, it is proposed that £350,000 is allocated to the cash reserve which would cover one year's forecasted loan repayment for Long Stratton Bypass. This is a safeguard that was put in place by all partner S151 officers when the first City Deal loan was drawn down for the Broadland Northway. It also ensures that the GNGB adheres to the borrowing requirements as detailed within CIL legislation.
- 3.11 Approximately £2m from the IIF is to be committed to projects that have a delivery programme spanning multiple years, some of which were agreed in previous AGPs. Updates on previously agreed projects are provided in Appendix D of the 5YIIP.

Long Stratton Bypass

- 3.12 The 5YIIP also provides a delivery update for Long Stratton Bypass (LSBP) and recommends the drawdown of £6.733m borrowing to support its delivery. This is to cover the local contribution, having already secured £26.2m of match funding from the Department for Transport (DfT).
- 3.13 Up to £10m of reduced cost borrowing was ring fenced to LSBP within the Greater Norwich City Deal agreement which all partners signed with government in December 2013, a commitment which has been re-established in each version of this 5YIIP.
- 3.14 The City Deal borrowing is to be drawn down by Norfolk County Council as the GNGBs Accountable body, and the draft legal loan agreement to support this is included within the Appendix E of the 5YIIP.
- 3.15 The 5YIIP provides financial information which supports the decision making to borrow through the City Deal agreement. It is therefore appropriate that the decision to borrow to support the delivery of LSBP is progressed alongside this 5YIIP and AGP.
- 3.16 The draft legal agreement mirrors the terms as agreed by all partners in 2016 when City Deal borrowing was drawn down to support delivery of the Broadland Northway (previously known as the NDR). The agreement requires the commitment from all partners to allocate funding from the IIF to pay the interest and capital loan repayments for a period of 25 years. Using current interest rates, the forecasted annual repayment to be paid from the IIF is in the region of £348,000.
- 3.17 Subject to the agreement of the draft by all Districts, it is proposed that when delivery of LSBP has progressed to the point that the loan monies are required the final legal loan agreement will return to a special meeting of the GNGB for finalisation. As agreed within the GNGB's signed Joint Working Agreement, a unanimous decision will be required from all board members (the Council Leaders) prior to the signing and the drawdown being actioned.

4. Proposed action

- 4.1 As set out in section 3, the projects identified within this 5YIIP are those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.
- 4.2 Following a successful outcome to their evaluation in accordance with the agreed project appraisal procedure, the 7 new projects identified for CIL funding in 2022/23 have been agreed by the Greater Norwich Growth Board. The 7 projects include 1 project considered to be a key priority in South Norfolk that either enable or support planned growth within the district. Specifically, this projects is: Wherryman's Way Access Improvements. In addition, the agreement of the 5YIIP and AGP would provide funding for an extension to Hethersett Academy that will

directly support growth in the District and provide a loan agreement to enable the delivery of the Long Stratton Bypass and enable the strategic growth planned related to this piece of infrastructure.

- 4.3 On the basis of the above, and in accordance with the recommendation in section 8, it is proposed that the Regulation and Planning Policy Committee advises Cabinet to recommend to Council that it agrees the Greater Norwich Joint Five Year Infrastructure Investment Plan 2022-2027 and approve: the allocation of CIL to the 7 specified projects, these projects will form the 2022/23 Annual Growth Programme (AGP); the allocation of £2M to support the Education Capital Programme; and, agree the draft legal loan agreement for the drawdown of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass including the allocation £350,000 of the Infrastructure Investment Fund (IIF) to the cash reserve to support the borrowing arrangements.

5. Other options

- 5.1 The Committee may choose to recommend amendments to the 5YIIP prior to its agreement. This may include: proposing to agree funding for only some of the 7 projects identified for CIL funding in 2022/23; proposing that funding is not approved to support the Education Capital Programme; and/or, that the draft loan agreement for the drawdown of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass, including the allocation £350,000 of the Infrastructure Investment Fund (IIF), should be amended or rejected.
- 5.2 In order to ensure: a) the timely delivery of the AGP; and, b) that all projects that receive pooled CIL funding have been properly evaluated in accordance with agreed project appraisal procedure, it would not be reasonable to recommend additional projects for CIL funding within the 2022/23 AGP. The project appraisal process ensures, as far as practicable, that projects are strategically justified and deliverable.
- 5.3 If the committee considers that there are additional priority projects that should be considered for the allocation of pooled CIL funding then a further recommendation should be made. This recommendation should propose that the Director of Place be instructed to progress such projects in accordance with the IIF procedures.

6. Issues and risks

- 6.1 **Resource Implications** – The most significant immediate risks relate to project cost control and delivery. For the projects within South Norfolk, these risks are being minimised through the project management processes of the partner organisations who will be responsible for the delivery of these schemes.

There may also be ongoing management and maintenance costs following delivery of the schemes. For the Wherryman's Way, Hethersett Academy and Long Stratton Bypass, these schemes would be maintained under their capital programme of the relevant partner organisation.

There remains a risk that CIL income will not cover all commitments made within the agreed programme. This risk is mitigated by the significant amount of CIL liable from planned growth within Greater Norwich. A forecast of income from planned growth is included in Table 1 of the 5YIIP.

The Planning for the Future White Paper published in August 2020 proposes that the existing CIL and S106 regimes of securing development contributions are replaced with a new, consolidated “Infrastructure Levy”. At a national level the new system would aim to increase revenues when compared to the current system. However, the White Paper also recognises that in some low value areas development would be likely to fall below the minimum value-based threshold for making contributions under the new system. The White Papers sets out that the impact on areas with lower land values under the proposed new system will be given further consideration. This situation will need to be kept under review.

- 6.2 **Legal Implications** – No specific legal advice has been sought as part of the preparation of this report. The only specific legal implication arising from the agreement of the 5YIIF and approval of the AGP relates to the finalisation of the Long Stratton Bypass loan agreement. The draft agreement is however based on the legal loan agreement signed for the Broadland Northway, and further advice as necessary can be taken by the Director for Place, Assistant Director for Finance and Leader of the Council and Portfolio Holder for External Affairs and Policy in finalising the agreement under the delegated authority sought within this report.

In accordance with the Council’s practices, there has been engagement with the Monitoring Officer, and the wider Corporate Management Leadership Team (CMLT) in the preparation of this report.

- 6.3 **Equality Implications** – An Equalities Impact Assessment accompanies this report.
- 6.4 **Environmental Impact** – The environmental impacts associated with the identified schemes will be considered as part of the relevant consenting process. The principle of the Long Stratton Bypass was established in the Joint Core Strategy, and also considered within the Long Stratton Area Action Plan. Both of these Local Plan document were subject to Sustainability Appraisal (SA), incorporating Strategic Environmental Assessment (SEA) and Habitat Regulation Assessment (HRA)
- 6.5 **Crime and Disorder** – It is not considered that any of the proposed schemes are likely to raise significant concerns in terms of crime and disorder.
- 6.6 **Risks** – There are not considered to be any specific risks other than those specifically documented above arising from the recommendations in this report.

7. Conclusion

- 7.1 The projects within the 5YIIP have been appropriately identified with reference to evidence and the input of officers and stakeholders. The projects are therefore appropriately identified as those currently considered to be a priority for delivery to

assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.

- 7.2 The 7 new projects proposed for CIL funding in 2022/23 have been agreed by the Greater Norwich Growth Board (GNGB), following an assessment of their suitability by the Greater Norwich Project's Team, in accordance with the adopted processes for the Infrastructure Investment Fund (IIF). It is therefore appropriate to allocate pooled CIL funding to these projects.
- 7.3 With available CIL funding in place, the allocation of £2M to support the Education Capital Programme remains an important part of the ongoing support provided to address the education impacts of growth.
- 7.4 Agreement to the draft legal loan agreement for the drawdown of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass, and the allocation of £350,000 of the Infrastructure Investment Fund (IIF) to the cash reserve will facilitate the delivery of critical infrastructure necessary to support the major strategic growth proposals at Long Stratton. Strategic growth at Long Stratton forms a key part of the adopted and emerging planning strategy for Greater Norwich.

8. Recommendations

- 8.1 It is recommended that Cabinet recommends to Council that it:
 - a) approves the Draft Five Year Infrastructure Investment Plan 2022-27 (Appendix 1)
 - b) approves the proposed 2022/23 Annual Growth Programme (section 3 of Appendix 1)
 - c) agrees the draft legal loan agreement for the draw down of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass (Appendix E of Appendix 1) and to allocate £350,000 of the Infrastructure Investment Fund (IIF) to the cash reserve.and,
 - e) Subject to the agreement of recommendation c), to delegate authority to the Council's Section 151 Officer and Director of Place in consultation with the Leader of the Council, to finalise the terms and sign the legal loan agreement on behalf of the Council.

Background papers

[Greater Norwich Infrastructure Plan \(GNIP\)](#)

Equalities and Communities Impact Assessment

Name of Officer/s completing assessment:
Paul Harris

Date of Assessment: 05/01/2022

1. What is the proposed Policy (please provide sufficient detail)?

For the purposes of the assessment the term 'Policy' relates to any new or revised policies, practices or procedures under consideration.

Joint 5 Year Infrastructure Investment Plan 2022 to 2027 and 2022/23 Annual Growth Programme.

2. Which protected characteristics under the Equalities Act 2010 does this Policy impact: (indicate whether the impact could be **positive**, **neutral**, or **negative**)

Protected Characteristic	Potential Impact		
	Positive	Neutral	Negative
Age	<input checked="" type="checkbox"/>		
Disability	<input checked="" type="checkbox"/>		
Race		<input checked="" type="checkbox"/>	
Sex		<input checked="" type="checkbox"/>	
Religion or Belief		<input checked="" type="checkbox"/>	
Sexual Orientation		<input checked="" type="checkbox"/>	
Marriage/Civil Partnership		<input checked="" type="checkbox"/>	
Pregnancy/Maternity		<input checked="" type="checkbox"/>	
Gender Reassignment		<input checked="" type="checkbox"/>	

3. Which additional Communities characteristics does this policy impact?

Health	<input checked="" type="checkbox"/>		
Place inc. Rurality		<input checked="" type="checkbox"/>	
Low Income and Poverty	<input checked="" type="checkbox"/>		

3. What do you believe are the potential equalities impacts of this policy?

Please include:

- Partnership organisations worked with in the development of this policy
- Evidence gathered to inform your decision
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

Note: Impacts could be **positive**, **neutral**, or **negative** and impact groups differently

The Greater Norwich Growth Board Joint 5 Year Investment Plan 2021-2026 and Annual Growth Programme 2021/22 includes 3 specific projects that are relevant to South Norfolk. Projects directly related to Broadland and Norwich will be separately considered, in terms of EQIA, by those Councils.

The specific projects that relate to South Norfolk comprise: Wherryman's Way Access Improvements, extension to Hethersett Academy and loan agreement to enable the delivery of the Long Stratton Bypass.

Inherently these projects have a neutral impact on most of the protected characteristics. The two protected characteristics where there are potential impacts are Age and Disability, specifically in terms of the usability of the Wherryman's Way Access Improvements for those with physical disabilities or age related mobility issues as the project will, to some extent, improve all ability access. The delivery of the necessary extensions to Hethersett Academy will also have a positive impact in terms of age as it will ensure adequate education provide for younger people.

5. What do you believe are the potential communities impacts of this policy?

Please include:

- How the policy can meet agreed priorities
- Evidence gathered to inform your decision
- Partnership organisations worked with in the development of this policy
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

Note: Impacts could be **positive**, **neutral**, or **negative** and impact groups differently

The projects are expected to have an overall positive impact in terms of Health and Low Income and Poverty. Wherryman's Way will directly improve access to the countryside, provide opportunities for walking and support health and wellbeing. The delivery of Long Stratton Bypass will enable the delivery of the planned strategic growth at Long Stratton. The strategic growth planned will, amongst other things, provide general market and affordable housing. Provision of adequate housing is important to health, and affordable housing to addressing issues of low income and poverty.

6. How is it proposed that any identified negative impacts are mitigated?

Please include:

- Steps taken to mitigate, for example, other services that may be available
- If a neutral impact has been identified can a positive impact be achieved?
- If you are unable to resolve the issues highlighted during this assessment, please explain why
- How impacts will be monitored and addressed?
- Could the decision/policy be implemented in a different way?
- What is the impact if the decision/policy is not implemented?

Negative impacts, which require mitigation, have not been identified in relation to the above projects.



Signed by evaluator:

Signed by responsible head of department:

Helen Meloni

Please send your completed forms to the equalities lead Victoria Parsons) to be reviewed and stored in accordance with our legal duty.

REVIEW DATE – 05/01/2023

(See Page 2 for details of reviews. Please send a copy of the reviewed document to Victoria Parsons)

Greater Norwich Growth Board

Draft Joint Five-Year Infrastructure Investment Plan 2022-2027

December 2021

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INTRODUCTION

The projects identified within this Infrastructure Investment Plan are those currently considered to be a priority for delivery, to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal; one of the key strands of the City Deal was the delivery of an infrastructure programme facilitated by a pooled funding arrangement between the Authorities.

Income received from the Community Infrastructure Levy (CIL) is pooled within the Infrastructure Investment Fund (IIF) which is administered by the Greater Norwich Growth Board (GNGB). The projects which receive IIF funding during the forthcoming financial year will be adopted as the 2022/23 Annual Growth Programme (AGP).

This Plan incorporates the updated position on infrastructure delivery, includes revised CIL income projections, provides updates on projects accepted within previous AGPs and outlines planned preparatory work for infrastructure schemes in future years.

THE GREATER NORWICH GROWTH BOARD

The Greater Norwich Growth Board is a partnership that is unlike any other in the UK. Norfolk County Council, Norwich City Council, South Norfolk District Council, Broadland District Council and the New Anglia Local Enterprise Partnership are the five partners that make up the GNGB. They have chosen to work together to accelerate the delivery of infrastructure within the wider Greater Norwich area, because they recognise the benefits that can be achieved by looking beyond individual administrative boundaries.

Since the establishment of the GNGB in 2014, their partnership working practices and particularly the pooling arrangements of CIL contributions within the IIF, are considered an exemplar model of working by the Planning Advisory Service (PAS), who have cited the GNGB as a partnership who are pursuing ambitious growth agendas under strong strategic leadership and cross boundary collaboration.

Since 2014 the partnership has allocated over £22m of IIF funding and £40m of CIL supported borrowing which has levered in at least an additional £230m to deliver infrastructure projects within the Greater Norwich area.

The GNGB's successes were emphasised when they became the winners of the partnership working category at the 2020 national Planning Awards. An accolade that has confirmed that their unique working arrangement is to be celebrated. The partnership looks forward to continuing to work together to pool their shared skills and resources, leveraging additional funding and increasing delivery outcomes whilst continually planning for even bigger infrastructure schemes for the future.

DEVELOPMENT OF THE JOINT FIVE-YEAR INFRASTRUCTURE INVESTMENT PLAN

The development of this annual Plan requires the Greater Norwich Infrastructure Plan (GNIP) to be updated¹. The GNIP identifies infrastructure priorities to the end of the current Joint Core Strategy (2026) and details the progress of infrastructure delivery within the Greater Norwich area. Thematic strategic priorities identified within the GNIP feed into the project appraisal process for the IIF. The 2021 GNIP was accepted by the GNGB at the Board Meeting on 17th June 2021.

This Plan provides the reprogrammed financial commitments for IIF funding against the forecasted CIL income until 2026/27. Projects listed within the forthcoming financial year within this Five-Year Plan should be considered as the proposed Annual Growth Programme (AGP) for 2022/23 which are being recommended to be allocated funding from the IIF.

The GNGB agreed new processes for project selection on 27th of November 2018, and this is the third year that the projects have been progressed through this full process before being recommended for inclusion in the AGP. A call for new projects is triggered upon the acceptance of the GNIP. This year's call closed on 30th July, the Greater Norwich Projects Team (GNPT) appraised each submission and provided recommendations to the Infrastructure Delivery Board (IDB) alongside comments received from the Greater Norwich Delivery Officers Group. The new processes have led to clear acceptance criteria for projects, a measured and robust selection process to support informed recommendations from the IDB which enables the GNGB to allocate CIL from the IIF in a clear and decisive manner.

The GNGB will initially consider this Draft Five Year Infrastructure Investment Plan on 2nd December 2021.

As the Accountable Body for the GNGB, Norfolk County Council will also receive a report on the 2022/23 AGP in early 2022

The three District Councils will consider this Plan at their Cabinet meetings in January/February 2022. As per the agreed processes, the approval of this plan by each District Council will commit IIF funding to those projects within the forthcoming financial year, accepting them as the AGP 22/23.

The final AGP 22/23 will return to the GNGB for formal joint agreement at their meeting on 16th March 2022.

¹ [Click here for the Greater Norwich Infrastructure Plan 2021](#)

Greater Norwich Growth Programme Process

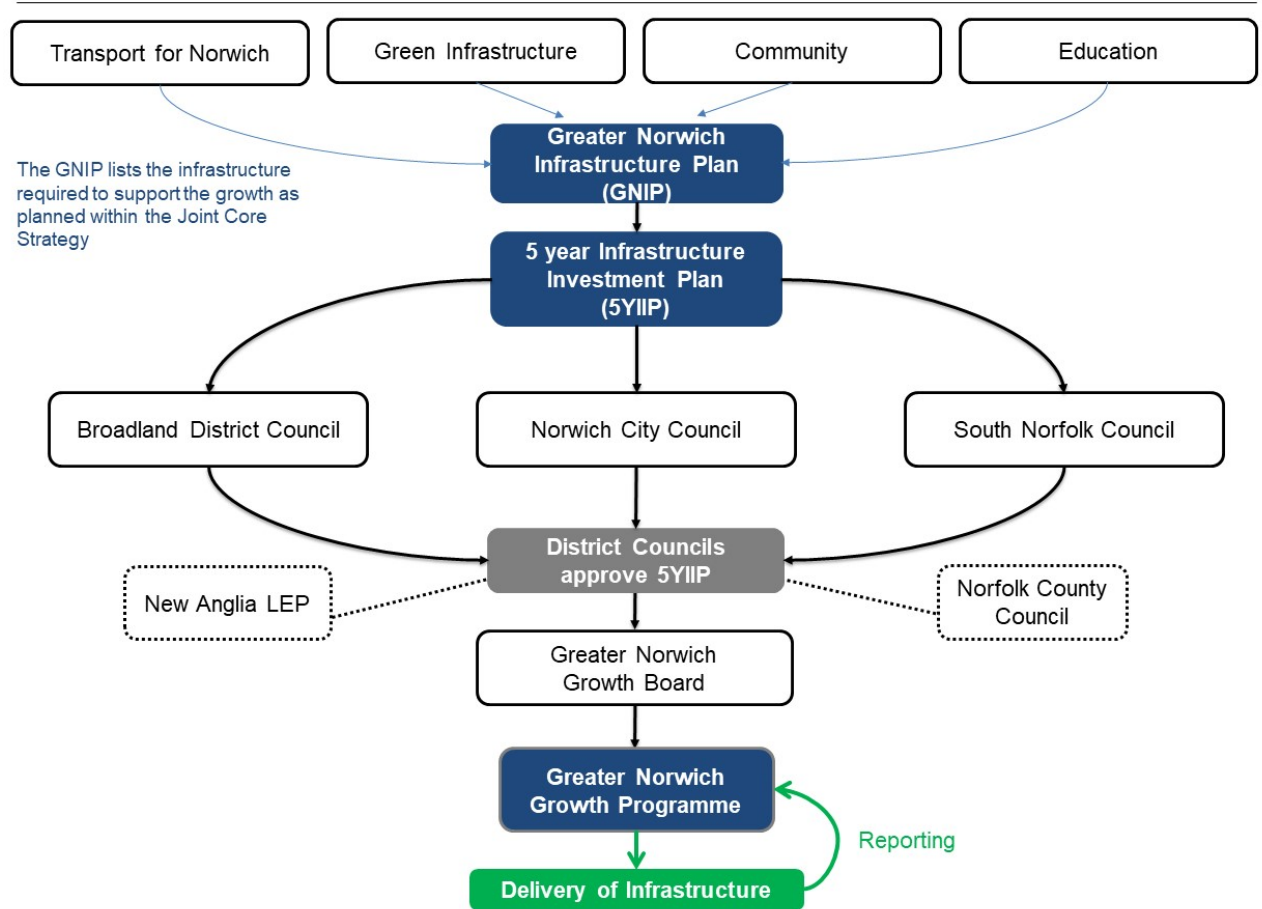


Figure 1 – Greater Norwich Growth Programme decision making process

PROPOSED 2022/23 ANNUAL GROWTH PROGRAMME

In accordance with the agreed processes for the Infrastructure Investment Fund (IIF), the Infrastructure Delivery Board met on 15th October 2021 to agree which projects are to be put forward as the proposed 2022/23 Annual Growth Programme (AGP). As a result, 7 projects totaling £4,502,117 have been identified to be supported through the IIF. Details of these projects have been included in this report as Appendix A.

Project Name	Applicant	CIL request	Total project cost
Yellow Pedalway extension (airport to Broadland Northway)	County	1,600,000	1,900,000
Wensum Walkway	County	1,264,951	1,974,096
Broadland Country Park- Horsford Crossing	Broadland	100,666	100,666
Wherryman's Way Access Improvements	County	216,500	445,148
Wensum Lodge	County	1,090,000	1,254,000
Football Development Centre- Heartsease Open Academy	Norwich	150,000	480,000
Yare Boat Club	Broadland	80,000	271,000
TOTAL		4,502,117	6,424,910

In addition, it is proposed that Education receive £2million to support the development of their capital programme within Greater Norwich. This new allocation will support development at Hethersett Academy. An update on all Education projects that have been allocated IIF can be found on page 11.

It is proposed that a £6.733m loan is drawn down from the Public Loan Works Board, as agreed through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass. This would require a forecasted annual repayment of £348,215 to be paid from the IIF for 25 years. As a forecasted figure this amount is subject to change. A project delivery update and further details regarding the City Deal agreement and the loan legal arrangement between all partners, can be found on page 10.

To support the proposed new loan draw-down, it is proposed that £350,000 is allocated to the cash reserve which would cover one year's forecasted loan repayment for Long Stratton Bypass. This is a safeguard that was put in place by all partner s151 officers when the first City Deal loan was drawn down for the Broadland Northway. It also ensures that the GNGB adheres to the borrowing requirements as detailed within CIL legislation.

Approximately £2m from the IIF is to be committed to projects that have a delivery programme spanning multiple years, some of which were agreed in previous AGPs. Updates on previously agreed projects are provided in Appendix D.

ECONOMIC DEVELOPMENT AND REGENERATION

A number of projects supported by IIF significantly contribute to the economic growth of areas by providing transport, green infrastructure and community benefits. These projects support the wider regeneration of areas but often require many years of strategic planning to come to fruition. Projects which the GNGB have already identified as strategic priorities within the Greater Norwich area include:

Anglia Square

A planning application for the comprehensive redevelopment of Anglia Square, comprising up to 1250 dwellings, a hotel, ground floor commercial floorspace, a cinema, multi-storey car parks and a location for the existing chapel was submitted to Norwich City Council in March 2018 (ref: 18/00330/F). Following the resolution of Norwich's Planning Application Committee to approve the scheme (6th December 2018) the application was called in by the Secretary of State for his determination.

A planning inquiry was conducted in February 2020 and notwithstanding a recommendation to approve from the inspector, the Secretary of State refused planning for the development in November 2020.

Since early 2021, NCC, the developers, Homes England, and Historic England have been working together to create a completely new scheme for the main site. This has led to a programme of pre-application meetings (the first of which was in April 2021) together with stakeholder engagement, public consultation and design review (the first round of which took place in September 2021). This programme will continue through to the intended submission of a full application for the entire scheme in March 2022.

The Greater Norwich Local Plan (GNLP) is proposing that Anglia Square and adjoining land (approx. 4.79 ha) is allocated for a housing-led mixed use development including retailing, employment, community and leisure facilities, and will act as a catalyst for wider investment and redevelopment in the 'Northern City Centre Strategic Regeneration Area' defined in the GNLP. The housing element of the scheme is in the region of 800 units.

East Norwich

Following the closure of Carrow Works in 2020, significant regeneration proposals are being developed for the East Norwich area. The redevelopment area comprises around 50ha of brownfield land including Carrow works, the adjacent Carrow House, the Utilities Site and Deal Ground site. The GNLP is proposing that these sites are allocated for comprehensive mixed-use redevelopment as the 'East Norwich Strategic Development Area'.

This site represents the largest regeneration scheme in Greater Norwich and has the potential to deliver a sustainable new community comprising up to 4,000 homes as

proposed in the Greater Norwich Local Plan, alongside considerable employment and community spaces, linking the city centre with the Broads national park at Whitlingham.

To unlock the potential of this area there will need to be considerable investment in infrastructure to support redevelopment. This will be a complex exercise and is currently being examined through a detailed master-planning exercise which will supplement policies in the Greater Norwich Local Plan. This master-planning exercise is being undertaken by consultants Avison Young and is overseen by a public private partnership led by Norwich City Council. The stage 1 masterplan was endorsed by Norwich City Council's Cabinet in November 2021 and is available at <https://www.norwich.gov.uk/masterplan>. It is anticipated that the masterplan will be completed by end of March 2022. The stage 1 concept masterplan has just been published and anticipates that the level of housing will be around 3,500 units although further detailed work will take place in stage 2 that will refine the masterplan as the basis for a supplementary planning document.

The level of infrastructure investment to unlock the development will be identified through the master-planning process but will include physical infrastructure such as new roads, bridges and pedestrian/cycle ways, as well as social and community infrastructure including a school. However, the expectation is that this may require public sector leadership in order to deliver. One possible source of funding to assist with this is the Infrastructure Investment Fund and the GNGB may need to draw down further borrowing via the City Deal in order to ensure timely delivery of the site.

Delivery of infrastructure in this manner not only has the potential to deliver a major development but also has the potential to greatly improve access to the Broads and Whitlingham Country Park for much of the City's population. (See GI section for River Yare Crossing).

Norwich Research Park (NRP) Enterprise Zone

Work commenced in March 2020 on a c.£7m investment package funded by South Norfolk Council and the New Anglia LEP comprising c. 19,000 sq. ft grow on space for businesses and the necessary infrastructure to open up part of the Enterprise Zone. Infrastructure works and the building (shell and core) were completed in February 2021. In addition to this public sector investment, the 800 space multi-storey car park was also completed in February 2021 as part of the overall scheme.

A number of improvements to the Norfolk and Norwich University Hospital (NNUH) are due to start in 2022 including enlarging Colney roundabout and installing a new bus interchange.

Various projects in and around the NRP will help improve its connectivity to the wider area, as well as enhance the local environment. Key improvements which have all received IIF funding include a new bus interchange at Roundhouse Way, a more direct

footpath link to the significant housing growth at Bowthorpe which has been enabled by a new footbridge across the River Yare. Health walks to improve the wellbeing of patients, employees and residents alike which have been implemented in the grounds of the NNUH, along with further enhancements to Green Infrastructure links between the NNUH, Research Park and the nearby housing development.

Greater Norwich Food Enterprise Zone

Located on the Food Enterprise Zone at Food Enterprise Park (FEP in Honington), the Broadland Food Innovation Centre is being led by Broadland District Council to provide food grade premises which comply with supermarket requirements (British Retail Consortium), test kitchens, a sensory food tasting facility in conjunction with a comprehensive innovation support package for eligible businesses, based in Norfolk and Suffolk. The Breeam excellent building is expected to be delivered in Autumn 2022 and the innovation programme will run to June 2023. The £11.4m project has been funded by Broadland District Council, New Anglia LEP, European Regional Development Fund, Hethel Innovation and the UEA.

Various projects in and around the Food Enterprise Park will help improve its connectivity to the wider area. These include the dualling of the A47 with a junction providing access to the FEP and an additional power supply to support the delivery of whole of the FEP (100 acres).

Smart Emerging Technologies Institute – SETI

A more detailed business case has been commissioned by South Norfolk Council to take forward the Smart Emerging Technologies Institute (SETI) concept. The project is led by the University of East Anglia in collaboration with BT at Adastral Park, University of Cambridge and University of Essex. The business case should be complete early 2022.

SETI is based around the development of a closed loop fibre network which will enable data transfer more than 1,000 times faster than broadband connections. SETI will be a science, technology and business asset for the region that will push the boundaries of leading science research and benefit the UK as a whole. Although delayed due to Covid-19, work on the technology and business case for SETI is progressing and will be published in 2021.

Cambridge Norwich tech Corridor (CNTC)

The CNTC continues to be recognised and promoted as a strategic location for technology and innovation within the region and the UK. Supported by local authority partners, a mapping of key clusters across the Corridor has enabled the identification of

specialist strengths and development opportunities in different high-growth locations. Continued support and promotion of business case studies raises the profile of the opportunities to Government policy makers, inward investors and local businesses seeking to scale up.



CIL ALLOCATION- FOUR THEMATIC GROUPS

Greater Norwich's adopted CIL charging policy examined the delivery requirements of four types of infrastructure to support the planned housing growth. Applications from the four thematic groups of Transport, Education, Green Infrastructure and Communities (which includes Sports) are therefore welcome to apply to the IIF. Summaries from each of these groups is included below.

TRANSPORT

Transport for Norwich (TfN)

Transport for Norwich (TfN) is the adopted transport strategy and programme of works that is delivering transport improvements across Greater Norwich. The current strategy recognises that everybody's journeys are different and looks to give people viable options on how they choose to travel; it actively promotes sustainable transport. The strategy has already delivered key improvements such as the Broadland Northway, a network of Park and Ride facilities and 'Pedalway' cycle routes, the award-winning Norwich Bus Station, bus priority measures both in the City Centre and along radial routes, and public realm improvements at key locations such as Tombland. There is an implementation plan of transport delivery that sets out a range of transport measures, together with their general intended phasing, for delivery over the short to medium term.

Following a review of the existing TfN transport strategy, it is envisaged that the new strategy will be adopted late-2021. The new Transport for Norwich Strategy will sit alongside the county-wide Local Transport Plan which was backed by the County Council's Cabinet in August 2021 and will be put to the County Council's full Council meeting in November for adoption. Both these documents will support the County Council's pledge to achieve net zero carbon by 2030, which was adopted as part of their Environmental Policy in November 2019.

Projects supported by IIF

The 2015/16 AGP agreed to the use of the IIF to top up other funding to help deliver the TfN programme over the period 2015/16 to 2019/20 and committed a total of £3,570,000.

Many projects which were initially programmed to receive IIF funding have since taken advantage of alternative external funding streams including Growth Deal and Cycle City Ambition Grant (CCAG) to deliver projects. The TfN projects that were allocated IIF were:

- GP11 - St Clements Toucan crossing
- GP13 - Eaton Centre Interchange
- GP13b - Roundhouse Way Bus Interchange

- GP16 - Golden Ball Street highways improvements
- GP17b – Cromer Road - Aylsham Rd (A140)
- GP24 - Colney River Crossing
- GP26b- Hempnall Crossroads
- GP32 - Broadland Way: Green Lane North to Plumstead Road
- GP45 - Green Pedalway junction improvements
- GP46 – Marriott's Way: Access improvements in Costessey
- GP53 – Marriott's Way: Resurfacing at Drayton
- GP74 - Plumstead Road Roundabout

Strategic Transport Schemes

The 2016/17 AGP agreed to use IIF funding in future years to ensure the delivery of large strategic transport projects, including the Broadland Northway and Long Stratton bypass together with Hempnall crossroads junction.

GP25 - Broadland Northway

Construction of the Broadland Northway was completed in April 2018 and there has been significant positive feedback from residents and businesses regarding the reduced journey times and simpler journeys that the new route provides. The monitoring of traffic impacts is ongoing. The road was paid for by the Department for Transport, Growth Point funds and the Community Infrastructure Levy (CIL). With the agreement of all the Greater Norwich partners, £40m of borrowing to support its delivery took place during the 2016/17 financial year and will be repaid by future CIL income from the IIF.

GP26 - Long Stratton Bypass

The Long Stratton Bypass (LSBP) will be funded from a combination of developer and public sector funding. It was announced in September 2019 that the Department for Transport (DfT) had awarded major road network funding to develop the business case for the LSBP. This enabled the scheme to move forward to the next stage. The Outline Business Case was submitted to the DfT in January 2021 and resulted in a commitment from them to fund 70% of the overall project cost, with a further release of scheme development funding to take the project through to the appointment of a preferred Contractor. At that point, a Full Business Case submission will be required to obtain the final funding from DfT to allow construction of the project. The remainder of the overall project funding (30%) will be made up of a developer contribution and CIL supported borrowing.

The authorities have worked collaboratively with the Developer to ensure the planning applications for the bypass and associated development were updated to allow a re-submission and for re-consultation in August 2021. The consultation and consideration process is well under way and it is hoped a recommendation can be made to the Local Planning Authority Development Management Committee early in 2022. In the meantime, detailed design work for the bypass continues.

City Deal borrowing to support the delivery of Long Stratton Bypass

£10m of CIL supported borrowing was allocated to LSBP through the Greater Norwich City Deal agreement which was signed with Government in December 2013. This gave the GNGB access to lower-cost borrowing from the Public Works Loan Board (PWLb). Following a review it is proposed that a total of £6.733m is drawn down and repaid over 25 years through the City Deal. Whilst there are funds available within the IIF which could be directly allocated to the project, it is considered that this would not be the most appropriate use of the fund. The IIF is intended to deliver infrastructure that directly affects the quality of people's lives such as schools, public open spaces and community facilities in addition to transport projects. The future of CIL income is also uncertain because new planning legislation is expected to lead to the replacement of CIL with a new 'Infrastructure Levy'. To ensure that infrastructure delivery can continue throughout any transitional period of change, it is considered preferable to use the borrowing capacity agreed through the City Deal now, spreading the cost of repayment and smoothing the impact upon the fund.

The City Deal borrowing to support Long Stratton Bypass is programmed to be required in 2022/23. Using current interest rates, the forecasted annual repayment to be paid from the IIF is in the region of £348,000. The final repayment amount cannot be fully confirmed until the loan is actioned and the interest rates at that future time are known.

Agreement of this borrowing is subject to the signing of a legal loan agreement between all Greater Norwich partners. The draft version of this agreement is included within Appendix E and the forecasted interest repayments are included within the IIF financial framework on page 16 of this Plan. Subject to the agreement of the draft by all District

Cabinet and Full Councils, it is proposed that the final legal loan agreement will return to a special meeting of the GNGB when delivery of LSBP has progressed to the point that the loan monies are required. The GNGB seeks delegated authority to sign the final legal loan agreement together with their s151 officers under the direction of Norfolk County Council as the Accountable Body. As agreed within the GNGBs signed Joint Working Agreement, a unanimous decision will be required from all board members (the Council Leaders) prior to the signing and the draw down being actioned.

This Five Year Infrastructure Investment Plan provides financial information which supports the decision making to borrow through the City Deal agreement. It is therefore appropriate that the decision to borrow to support the delivery of LSBP is progressed alongside this Plan.

Each Greater Norwich CIL receipting Authority is recommended to:

- agree the draft legal loan agreement for the draw down of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass (Appendix E)**
- agree for the GNGB to be granted delegated authority to sign the final legal loan agreement together with their s151 officer's, under the direction of Norfolk County Council as the Accountable Body**

GP26b Hempnall Crossroads

Hempnall crossroads progressed ahead of the delivery of long Stratton Bypass and is now fully operational. The 20/21 Annual Growth Programme included a £561,760 contribution to this project, listed as GP26b in Appendix D

Other funding streams

A range of funding, in addition to that from the IIF, will continue to be sought to fund the existing and future TfN Implementation Plans. This will include locally held Local Transport Plan funding, as well as Cycle City Ambition Grant (CCAG), Local Growth Fund monies and specific funding awards from government, including the Levelling Up Fund, Towns Deal, Active Travel Fund, Capability Fund, E-bike Extension Fund and the Zero Emission Bus Regional Area (ZEBRA) Fund.

Transforming Cities Fund

The Greater Norwich 'Transforming Cities' application is based around transforming connectivity in and around Norwich through a coordinated package of improvements on three transport corridors and in the city centre.

Greater Norwich was successful in securing an initial allocation of £6.1m from an early

allocation of Transforming Cities funding. This was used to deliver 6 transport schemes across Greater Norwich during 2019/20-2020/21, which included new pedestrian crossings, provision of segregated cycle facilities between Wymondham and Hethersett, improvements to Norwich Bus Station and the implementation of a new cycle share project with Beryl.

It was announced in September 2020 that a further £32m of Transforming Cities Fund (TCF) funding had been allocated to Greater Norwich. We have prioritised corridors and schemes that are deliverable within the challenging timescales of the funding programme (up to end 2023), and will maximise benefits and value for money. We have also tried to deliver the best possible balance between bus, walking and cycling schemes, which will be supplemented by a coordinated and sustained behaviour change programme that will be locally funded and delivered. Delivery of the TCF programme is going well and a number of schemes are already complete. These include public realm and walking / cycling improvements at Tombland, as well as a new bus/cycle contraflow bus lane on Thorpe Road, an improved walking /cycle route along the Marriott's Way and improvements to the bus route along South Park Avenue. Schemes also approved for construction in 2021/22 include a new bus lane along Aylsham Road / Cromer Road, public transport and walking / cycle improvements at Grapes Hill, improved bus / walking / cycle access to Norwich Rail Station and walking / cycle enhancements along King Street.

EDUCATION

Children's Services publish their Schools Local Growth and Investment Plan (SLGIP) annually in January as part of the Children's Services Member briefing paper to Cabinet. SLGIP recognises growth across the whole County but the most significant growth is within the Greater Norwich area. Land has been or is being secured for up to thirteen new schools in Greater Norwich to support the forecasted growth.

Those currently being progressed are:

- Blofield, new building to move and expand existing school – land transfer moving forward
- Cringleford, new primary school – awaiting land transfer and scheduled to open Sept 2024
- Silfield, new primary school – awaiting land transfer and scheduled to open Sept 2024
- North Norwich/Rackheath new high school – land discussion only
- Poringland, new primary – site search

In addition, extensions to existing schools are actively being pursued at the following sites:

- Ormiston Victory Academy, Costessey – currently on site and scheduled to complete early Summer 2022
- Sprowston Community Academy – currently on site and scheduled to complete September 2022
- Hethersett High Academy – feasibility underway for further expansion
- Wymondham High Academy – feasibility underway for further expansion

Children's Services' Capital Priorities Group oversee the work to determine the order, timing, details and funding of education priorities. Norfolk County Council Cabinet considered the funding of the schools' capital programme in October 2020 and a refreshed schools' capital programme was presented and approved on 8 November 2021. Cabinet agreed that NCC investment would fund any shortfall to ensure the delivery of essential school places once all other funding opportunities have been explored.

2017/18 commitment

Hethersett – funding drawn down for two schemes to support housing growth in the village.

- £1m was committed towards the expansion of 11-16 places at Hethersett High Academy. A new classroom block was completed for September 2020, with a total budget of £8m, and the remaining funding government grant for Basic Need.
- £1m to increase Hethersett VC Junior school to a full Primary. The scheme was

completed in November 2020. The total budget is £4.5m, with residual funding from a government grant for Basic Need and condition.

2018/19 commitment

£2M was committed in 2018/19 and will be used to fund two projects:

- To identify and secure a new site to move the existing school at Blofield into larger and more modern school accommodation. Land assembly conversations are moving forward.
- To ensure the existing primary school site in Brundall has suitable accommodation for larger cohorts of children. This involves the provision of 2 new classroom blocks, demolition of caretaker bungalow and improvement to parking provision. This was completed in December 2020 (building) with follow on external works completed March 2021.

2019/20 commitment

£2M was committed in 2019/20 to support the delivery of a new 420 place primary school in Cringleford on allocated S106 land with a consideration for the need for a nursery alongside the primary school. The design is currently being developed. Further progress on this scheme requires access to the land, and the land transfer from the developer, which is scheduled upon the occupation of 100th home. Based on the latest information, the school is scheduled to open in September 2024.

2020/21 commitment

£2M was committed in 2020/21 to support an extensive expansion project at Ormiston Victory Academy in Costessey. This involves a new three-story classroom block and internal remodeling to increase the number of school places from 1050 (7 Form Entry) to 1500 (10 Form Entry) for 11-16year old pupils. The scheme is currently underway and completion is programmed for early Summer 2022.

2021/22 commitment

A further £2M was committed in 2021/22 to support the considerable expansion of Ormiston Victory Academy, with a total project cost in the region of £9.5m. The shortfall of £5.5m has been met with a government grant of Basic Need.

2022/23 commitment

£2M is proposed to be allocated to Hethersett Academy. A second phase of development in response to 1400 new homes in the village (1200 originally with an additional 200 recently confirmed).

Considered use of the IIF to support borrowing

On 30th September 2021 the GNGB received an update regarding the delivery of Norfolk Children's Services Education Capital Programme. During the meeting, the partners reconfirmed their commitment to support the shared responsibility with Norfolk County Council (NCC) to ensure the delivery of schools' infrastructure resulting from housing growth. They also agreed to consider the use of the IIF in future years to service NCC Borrowing to support the delivery of Greater Norwich capital education projects. This is still under consideration and would be subject to the GNGB reviewing a report outlining the legal and financial implications for the IIF and then receiving agreement from each district authority's Cabinet and Full Council. More information is expected to be provided within the next version of this Plan.

GREEN INFRASTRUCTURE

The Green infrastructure Programme Team comprise officer representatives from the four Greater Norwich partner authorities, together with the Broads Authority as a key stakeholder. They are responsible for identifying the green infrastructure strategic priorities within the Greater Norwich area and ensuring that the Green infrastructure network meets the requirements of the Habitats Regulations Assessment of the Joint Core Strategy and other subsidiary Development Planning Documents.

The 2007 Greater Norwich Green Infrastructure Strategy was developed around four principal Green Infrastructure themes:

- Sustaining and enhancing the character and local distinctiveness of riverscapes, landscapes and townscapes
- Making space for wildlife
- Providing a high quality, multi-functional and connected network of accessible green spaces for people
- Adapting to climate change through sustainable planning and design

In March 2021 the Infrastructure Delivery Board (IDB) approved progression of a scoping paper proposing an update of the existing strategy. Work to define the scope is progressing, with input from all partner authorities and assistance from the UEA.

The purpose of the strategy will be to help manage and improve existing GI assets, increase the level of GI provision to address identified deficiencies or needs, and develop a network of multi-functional spaces which will deliver biodiversity net gain and other natural assets. This work will also set out clear priorities for GI delivery which will provide a framework for directing future resources.

It is anticipated that, subject to approval, strategy development will commence in April 2022.

The below are projects that have been prioritised by the GNGB for future investment, the majority of which have received IIF funding to deliver elements of their progress in previous AGPs.

Green Loop – Broadland Way and Marriott's Way

A key element of the North-East Norwich Growth Triangle (NEGT) Area Action Plan is an off-carriageway cycle and pedestrian route between east Norwich at Thorpe St Andrew and the Northern Broads at Wroxham, known as Broadland Way.

Broadland Way is designed to be a multi-functional Green Infrastructure corridor that provides residents of the new development with a safe walking/cycling route that can be used for commuting or leisure, whilst also providing ecological connectivity.

Combined with Marriott's Way and the Bure Valley Path, this new facility will form a Green Loop to the north of Norwich linking northern city areas of growth with the countryside and providing a highly biodiverse corridor. Marriott's Way particularly fulfils several key functions as a wildlife link, a health-promoting asset through cycling and walking, and an outdoor classroom. See Appendix D for delivery updates.

Yare Valley

The project aims to develop the unifying concept of a river parkway: a linear country park based on the River Yare Corridor between Bawburgh and Whitlingham Country Park. The parkway would comprise a collection of linked spaces along banks of the River Yare. This 'umbrella' project was included in the Green Infrastructure Delivery Plan and included several projects such as the Wherryman's Way improvements within the current proposed AGP, and others that have been brought forward since the study was published.

A key project along the valley is the delivery of the River Yare Crossing. This project will help support regeneration of the wider East Norwich area, which is identified as a strategic regeneration area in the emerging Greater Norwich Local Plan. It will take the form of a cycle/pedestrian bridge crossing the River Yare to enable better access to Whitlingham Country Park from the city centre. The masterplan concerning the East Norwich redevelopment will explore this issue further.

River Wensum

A strategy has been developed to guide regeneration of the River Wensum Corridor in Norwich, extending to Whitlingham in the east, which was adopted by Norfolk County Council, Norwich City Council, the Environment Agency and the Broads Authority in Summer 2018.

The strategic objectives include enhancing connectivity throughout the river corridor (particularly with the Norfolk Trails network) and enhancing the natural environment and green infrastructure. Key green infrastructure proposals which have received IIF funding in previous AGPs include the completion of a missing link on the Riverside Walk, improvements to accessibility of the existing Riverside Walk and enhanced links with the Broads network at Whitlingham in the longer term

The Norwich Riverside Walk

This is identified as a sub-regional green infrastructure corridor supporting growth locations in the Joint Core Strategy. The River Wensum Strategy noted above also aims to complete key missing sections of the riverside walk within the city. The development of the Riverside Walk alongside the Wensum helps to support the green infrastructure requirements for anticipated new housing and employment development that has been identified in the city centre and East Norwich.

Broadland Country Park

Broadland Country Park (BCP) was allocated £719,000 of IIF funding which enabled the land to be purchased by Broadland District Council in 2019. The new Country Park was launched online with its new name at Easter 2021 with a new website, a promotional film and a blog site. www.southnorfolkandbroadland.gov.uk/broadlandcountrypark and links from [google maps](#). The Project Officer was recruited in August 2020 and a part time Park Ranger started work in May 2021.

Match funding has been secured from the Business Rates Pool and British Cycling, as well as s106 contributions from nearby developments. The Broadland Country Park Horford Crossing project is recommended for approval to receive IIF funding within this Plan, which will improve pedestrian and cycling access into Broadland Country Park across the B1149 Holt Road.

Planning permission has been secured for the first piece of significant infrastructure; surfacing of the short 1.4km all-user all-weather route to the North of the Country Park, known as the 'pink route'. Broadland Country Park helps to manoeuvre the Greater Norwich area into a strong position in which to deliver sustainable, well planned communities by enabling a mitigation strategy that alleviates the impact of growth on the internationally designated sites in Norfolk.

Burlingham Country Park

Burlingham Country Park project proposes the repurposing of one of the largest areas of land owned by Norfolk County Council. At over 12.5 km² the Burlingham site is located near Strategic Employment Sites and Major Housing Growth Sites.

Bounded by the River Bure to the north, the River Yare to the south and bordered by the Broads Nature Reserve, the project will:

- deliver high quality Green Infrastructure in the area
- provide improved countryside and recreational access for new residents
- reduce recreational pressure on the nearby sensitive environments.

This would create a Green Infrastructure Priority Corridor with high carrying capacity, identified as a priority in the Greater Norwich Infrastructure Plan.

Queens Hill Country Park

Ownership of the land to the south of Queens Hills, Costessey has recently been transferred to South Norfolk District Council. This now allows this informal public space to be developed into a Country Park.

COMMUNITY

A number of strategic community projects have been identified and funded in previous publications of this Plan. These include library improvements, open space developments and improved community facilities. Notable delivery has seen the purchase and development of Broadland Country Park and the implementation of Open Library services within 8 Library projects across the Greater Norwich area.

The 2014 sports facilities and playing pitches study identified key areas requiring development, which are now being progressed and delivered by the Greater Norwich Sports & Physical Activity Working Group. Projects that have been developed by this group and included in previous AGPs include Aylsham Sports Hub, Wymondham tennis club, Recreation Road swimming pool, Long Stratton Sports Hub, Crusaders RFC and Brundall Sports Hub

In September 2020, the GNGB agreed for a review of the 2014 study to be undertaken to develop a wider reaching Greater Norwich Sports and Physical Activity Strategy. This work has been match funded by Sport England and is following their Strategic Outcomes Planning Guidance, which is expected to be complete by Spring 2022. The strategy will provide recommendations to implement an integrated approach to sport and physical activity. This more holistic approach will move away from just considering sporting participation within built facilities, it will:

- consider the contribution of improving physical and mental health and wellbeing to, reducing health inequalities,
- improve community cohesion
- address barriers to participation.

FIVE YEAR INVESTMENT PLAN FRAMEWORK

In the 19/20 version of this plan, the growth programme had forecasted a deficit within the Infrastructure Investment Fund (IIF). This led to the development and implementation of new processes for the allocation of the IIF in 20/21 and a move to only committing allocations to projects that are deliverable within the forthcoming year. At the same time officers reflected upon their increased understanding of the complex nature of CIL and changed their methodology for forecasting the income. This is the third year that these new processes have been followed and the fund is now forecasted to hold a balance of £13.9m at the end of 22/23.

Please note that the forecasted balance is subject to change because it is dependent upon CIL income for the second half of 21/22 and all of 22/23 being received as forecast. The forecasted figure for year ending 21/22 has seen a particular increase over the last 12 months due to a combination of factors but is largely driven by a number of large development schemes coming forward earlier than expected and opting to make large upfront payments as opposed to phasing development.

		To 31/03/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27*
	INCOME							
1	Actual CIL receipts	£33,227,802	£6,246,112					
2	Interest	£123,406						
3	Forecast CIL receipts		£8,588,521	£9,778,749.00	£7,047,802	£6,327,959	£5,814,484	£4,582,040
4	Cumulative Income	£33,351,208	£48,185,841	£57,964,590	£65,012,392	£71,340,351	£77,154,835	£81,736,875
	EXPENDITURE							
5	Programme agreed	£5,306,563	£4,688,780	£1,780,478	£143,000	£143,000		
6	Programme proposed (21/22 AGP)			£3,072,117	£1,430,000			
7	Borrowing agreed	£8,794,045	£2,057,045	£2,057,045	£2,057,045	£2,057,045	£2,057,045	£2,057,045
8	Cash Reserve	£2,000,000		£350,000				
9	Borrowing proposed			£241,006	£348,214	£348,214	£348,214	£348,214
10	Education	£8,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000
	Total Expenditure	£24,100,608	£8,745,825	£9,500,646	£5,978,259	£4,548,259	£4,405,259	£4,405,259
11	Cumulative Expenditure	£24,100,608	£32,846,433	£42,347,079	£48,325,338	£52,873,597	£57,278,856	£61,684,115
12	Cumulative Surplus/Deficit	£9,250,600	£15,339,408	£15,617,511	£16,687,054	£18,466,754	£19,875,979	£20,052,760
13	Funds committed in future years (23/24 - 26/27)			£1,716,000				
14	FORECASTED non committed funds, available to spend			£13,901,511				

Table 1 – Proposed Five Year Infrastructure Investment Plan

* please note the five-year CIL forecast now extends beyond the adopted Joint Core Strategy period

Explanation of the table.

- 1- The amount of CIL income received from the Districts and paid into the IIF.
- 2- Interest earned on the balance of funds held within the IIF since 2014.
- 3- The CIL income that the IIF is forecasting to receive in the next 5 years. Given the complex nature of CIL income, it is expected that these figures will change between publications of this Plan, particularly in years 3-5. The medium to long term effect on the construction industry following the Covid-19 outbreak, Brexit and the proposed planning reform add additional uncertainty to these figures.
- 4- Total CIL income received since the opening of the IIF to the end of each given financial year. Future years are forecasted figures.
- 5- The amount of CIL which will be drawn down from the IIF to deliver all projects in each given financial year. These projects have been agreed in previous AGPs and will either be being delivered over multiple years or are projects whose delivery has been delayed and their draw-down has rolled over from a previous year.
- 6- The amount of CIL which will be drawn down by the projects proposed to be included within the 2022/23 Annual Growth Programme in each given financial year. These projects have been through the project selection process and are proposed and sponsored by the Infrastructure Delivery Board.
- 7- The agreed loan repayments for the Broadland Northway
- 8- It was agreed by each partner's 151 officers that a reserve equal to one annual loan was required to safeguard any loan repayments. A £2m cash reserve to support the repayments for the Broadland Northway has been allocated in a previous year. This Plan proposes an increase to the cash reserve by £350,000 to safeguard the forecasted repayments for the proposed borrowing to support the delivery of Long Stratton Bypass.
- 9- The forecasted borrowing repayments calculated using the estimated amount that will be required to support the delivery of Long Stratton Bypass. This forecasted amount will not be fully confirmed until all parties agree and sign a legal agreement enabling the loan to be drawn down and the repayments committed. This forecast is calculated assuming a £6.73m loan taken over 25 years beginning 22/23.
- 10- NCC has a statutory duty to support the growth of schools. A £2million allocation from the IIF has been identified for each year within this Plan. Future years should only be considered as an indicative figure which will be confirmed annually with the acceptance of each new Annual Growth Programme.
- 11- Total committed funding from the opening of the fund to each year end. Future years are forecasted figures.
- 12- Total amount within the fund at the end of each financial year. Future years are forecasts only and are subject to change because both the income and expenditure are forecasted.
- 13- Amount committed to projects that will be drawn from the fund in future years. This will not be spent in the forthcoming year but is not available to be allocated to other projects.
- 14- The forecasted funds available within the IIF at the end of the forthcoming year which could be allocated to new projects. This is a forecast only because both

income and expenditure are forecasted and are subject to a high degree of change. (see No.3)

This financial framework has been provided for the specific purposes of this Plan to support the decision making of new allocations of CIL. A detailed breakdown of individual project drawdowns set against CIL income as required within an Infrastructure Funding Statement, is detailed within the Full Growth Programme Appendix B

Greater Norwich's long term Strategic Planning

The Greater Norwich partners have been proactively working together for over 10 years. This ongoing partnership working will soon result in the current Joint Core Strategy being replaced by the Greater Norwich Local Plan. The Greater Norwich Local Plan seeks to ensure that the development needs of Greater Norwich continue to be met to 2038, and its production demonstrates the partners' commitment to working together to support growth in the longer term. In addition, Norfolk County Council, in consultation with the other Greater Norwich Authorities, has recently updated the Local Transport Plan for Norfolk and is in the process of updating transport policies for the Norwich area through the Transport for Norwich Strategy.

Each of these new strategies will result in the need for additional or different infrastructure to deliver planned growth at the same time as supporting the transition to net zero. There is a huge requirement to commission strategic major infrastructure projects, just one example of which is the stage 1 masterplan for East Norwich indicating that costs for infrastructure are £28.3m and £76.1m for site specific costs excluding schools and health/community facilities. All funds currently unallocated within the IIF will be used to support projects which will arise from the plans and other policies and strategies that relate to the Greater Norwich area. This includes but is not restricted to:

- Norfolk Strategic Infrastructure Delivery Plan (includes the Broadland Growth Link Road £38m)
- Local Transport Plan and Transport for Norwich Strategy Implementation Plans, including the Transforming Cities Programme and the Local Walking and Cycling Infrastructure Plans (includes the Green Loop £5.8m).
- Education capital programme- with a particular need to deliver a new High School to the North East of the City (£26m).
- Greater Norwich Sports & Physical Activity Strategy
- Greater Norwich Green Infrastructure Strategy Update & Delivery Plan- aligning with the Environment Bill which requires the delivery of biodiversity net gain
- Strategic development locations including: The North East Growth Triangle East Norwich, Long Stratton; the Cambridge-Norwich Tech Corridor ; and, subject to confirmation through a Local Plan review, a New Settlement(s).
- New City Centre Vision

As these programmes develop and move closer towards delivery, eligible projects will be welcomed to apply to the IIF in future years. The amount of pooled CIL available within the fund is small when compared to the total that will be required so the GNGB are proactively working together to close this funding gap by using the IIF as match to lever in the additional that is required, whilst sharing their resources, skills and influence to accelerate the delivery of infrastructure in their joint Greater Norwich area.

City Deal Borrowing and the establishment of the Strategic Investment Fund

The signing of the City Deal agreement which led to the establishment of the GNGB and the IIF, also gave the Greater Norwich authorities access to reduced cost borrowing from the Public Works Loan Board. £60m of borrowing was allocated to support the delivery of strategic infrastructure projects such as the Broadland Northway and Long Stratton Bypass, and £20m was separately allocated to establish an infrastructure fund to accelerate infrastructure delivery. This £20m borrowing allocation is available to the GNGB until March 2026 and they are keen to utilise it as a loan facility. At their meetings on 17th June and 30th September 2021 the GNGB agreed a draft Terms of Reference for the establishment of a new Strategic Investment Fund (SIF) and for future loan repayments to 'in principle' be repaid from the IIF. The establishment of the SIF is still in the development stage whilst full processes, legal and governance arrangements are designed, and these will then require review and agreement from each partner District Cabinet and Council before proceeding. Additional information regarding the SIF is expected to be included within the next version of this Plan.

Infrastructure Funding Statement and removal of Regulation 123 list

The GNGB have published their project-specific IIF allocations through this Plan on an annual basis since 2016. This is long before it became a legislative requirement to publish this information within an Infrastructure Funding Statement (IFS). Unfortunately, Greater Norwich's unique CIL pooling arrangements does not concur with a requirement to report CIL allocations on a District specific basis, because their partnership approach delivers infrastructure cross boundaries. Therefore all information that is required within an IFS continues to be publicly reported within this Plan.

Allocations from the IIF are currently restricted to the four thematic groups as agreed within the Greater Norwich adopted CIL charging policy. These are Transport, Education, Green Infrastructure and Community (which includes sports). When CIL was initially adopted, local authorities were required to report a regulation 123 list confirming the infrastructure thematic groups which were considered within their CIL charging calculations and therefore the groups to which CIL can be reallocated to. The need for this list was withdrawn by legislation from September 2019, but this does not automatically allow other groups to apply to the IIF because the Greater Norwich authorities are still adhering to their locally adopted CIL charging policy. The GNGB understand the funding pressures that other infrastructure thematic groups are experiencing and were planning to undertake a review of CIL alongside the development of the Greater Norwich Local Plan. Unfortunately this was put on hold following the publication of the [Planning For The Future](#) white paper in August 2020, which proposes the cessation of CIL in favour of a new Infrastructure Levy. More details regarding this change are expected to be published by Government but the timetable for this is currently unknown. Until the future of CIL is more certain the GNGB are required to proceed with their adopted policy.

APPENDIX A – PROPOSED 2021/22 ANNUAL GROWTH PROGRAMME PROJECT DETAILS

This appendix sets out the projects which have been put forward to be funded by CIL in the 2022/23 Annual Growth Programme for Greater Norwich. The projects are listed by the authority in which they will be geographically delivered, together with their proposed CIL allocations.

Broadland

Broadland Country Park- Horford Crossing - £100,666

The principle is to encourage green transport options for accessing Broadland Country Park.

- Provision of a road crossing Refuge Island on the B1149 Holt Road at Horsford, to cater for both pedestrians and cyclists entering Broadland Country Park.
- Installation of a new 'welcome' sign, directional signage and cycle racks at Broadland Country Park Sandy Lane entrance.

Yare Boat Club – £80,000

This is a multi-stage programme designed to improve and expand the existing rowing facilities at Yare Boat Club. This will enable the volunteer run club to proactively take their sport out to the local community and particularly younger people (18-25), encouraging and enabling participation whilst specifically targeting those that would not stereotypically access the sport from within lower socio economic communities locally. Developing the facilities will promote physical activity, attract new members, offer recreational rowing opportunities, improve the capacity and quality of competitive rowing whilst also tackling the health effects of post lockdown loneliness.

(Sport England's Active Lives Adult Survey May 2020/21 Report shows that across mid-November 2020 to mid-May 2021, increases in loneliness were most prominent in the 16-24 age group and that loneliness was higher amongst those from the least affluent groups)

- Stage One: Provision of a new, light weight boatshed on the site – Request for funding

Stage 2 of the project will see a reduction in undercover storage capacity for the existing fleet. Therefore, as 'Stage 1', a new boatshed is needed before it can start. This new storage will accommodate all current club and member-owned boats and prevent further degradation to the fleet (caused by exposure to the elements). The new boatshed will be large enough to allow for continued expansion of the club (including boats from the planned merger with another club) and will increase the lifespan of the fleet.

(Further stages not to be funded by CIL)

- Stage 2: Changing Facilities and power adaptations

The second stage is to remove existing inadequate changing facilities, showers, toilets and foul water treatment and replace with new. Currently there is only one small toilet and a shower within the ladies changing room, which also has the kitchen sink. There is no separate shower for men. To reduce the existing network power requirements at a time when power usage is likely to increase, this phase will also install a solar power and battery system. This will also improve the energy efficiency and environmental impact of the facility. Phase Two will be funded internally alongside a grant from BBE Anglia (already secured).

- Stage Three: Converting the remaining club house area into training, kitchen and social areas.

There is currently no space for members to socialise, recover, attend coaching sessions, train or compete indoors. By converting the newly vacated space, the club will be able to improve the facilities for members, increase their capability to attract new members, expand their competitive offer and introduce a programme for under 18s

Broadland & Norwich

Yellow pedalway extension - £1,600,000

The project will deliver active travel infrastructure improvements in the Hellesdon area to the north of Norwich. These improvements will enhance the provision of different transport options along the strategic A140 corridor to support growth. A summary of the key project deliverables is outlined below:

- This scheme will extend an existing shared use cycling and walking path from the proposed Broadland Enterprise Park and the Broadland Northway (A1270) roundabout to the junction with Amsterdam Way (serving Norwich Airport) along Holt Road. Two new bus stops within laybys will also be provided adjacent to The Nest / Manor Park sports facilities.
- In addition, a new toucan crossing (for pedestrians and cycles) to connect The Nest / Manor Park sports facilities to the new bus stops will be provided.
- The new shared use facility would typically be 3m wide and will predominantly run along the eastern side of the Holt Road for a length of 1225 metres.
- A new short length of shared use pathway (140 metres) will also be provided along the western side from the Broadland Northway (A1270) roundabout to the new junction at The Nest.
- A 40mph limit will be introduced in place of the short stretch of existing 'national speed limit' along Holt Road, which will effectively extend the existing 40mph limit at the airport end. This creates a safer environment for walking and cycling adjacent to the carriageway.

This scheme has been designed to fit within Highways owned land. The shared use facility up to The Nest would remain within the Highways property boundary and complement the new junction providing access to The Nest, which has recently been completed.

Norwich

Wensum Lodge - £1,090,000

Current home of Norfolk County Council's Adult Learning service, it engages with 7,000 Norfolk residents annually. Norfolk County Council has an ambitious new model for Wensum Lodge to become an outstanding regional creative business incubator, creative and community hub (including digital skills), and centre of craft excellence in the East.

This project proposal seeks to implement the following:

- Extensive works to improve the accessibility of the site, creating disability access (as well as improved access to the services below ground) with smooth zones through the cobbled areas
- These works will also enable access to the hub building and proposed changing places toilet as part of the wider re-development of the buildings
- Secure cycle racking and storage for learners, visitors and residents which could also accommodate Beryl Bikes and E-scooters as required.
- Landscape external areas with attractive green spaces and gardens, creating an attractive as well as accessible civic space for residents
- Create accessible access to Jurnets, including ramps and automatic doors
- Enable full pedestrian access to the front of the building creating key links to the River and enabling future Riverside walk access.

Wensum Walkway- £1,264,951

This project will deliver a new elevated walkway (approx. 70 metres in length) on the Wensum Riverside Walk, closing the last gap in this popular, traffic-free route as it travels from New Mills to Carrow Bridge. The walkway will connect St Georges Street to Duke Street along the southern bank of the River Wensum. The walkway will be for use by walkers and cyclists and will also deliver high quality access for users with physical, sensory and/or cognitive impairments. The proposed walkway will project from the southern end of Blackfriars Bridge and will land on a build out on Dukes Palace Wharf.

The new walkway provides;

- Connectivity between the two sites of the Norwich University of the Arts (NUA) on Duke Street and St Andrews Street;
- A safe and continuous link of the Wensum Riverside Walk between Norwich Train Station, central Norwich and Hellesdon to the north of the city;
- Wider access to the Norfolk Trails of Wherryman's Way to the south and Marriott's Way to the north of the scheme.

Football Development Centre- Heartsease Academy- £150,000

The FDC@OpenAcademy project will see the installation of a new 7v7 3G football pitch, replacing a youth sized grass pitch that currently exists. The new pitch would connect to the existing full sized 3G football pitch that is currently operated at the facility, increasing their 3G pitch capacity by an additional 50%. By converting the existing small sided grass pitch to a small sided artificial 3G pitch they will be able to cater for more football activity covering both the traditional and recreational formats of the game.

The funding will be used to support the construction of the additional 3G pitch which they anticipate will create a significant increase in the amount of football delivered at the site; an increase from around 50 affiliated matches per season, to 150 affiliated small sided matches, and training access for 24 affiliated teams. As well as being able to host recreational football programmes such as Walking Football, Disability football provision and Health & Wellbeing football focused interventions.

South Norfolk

Wherryman's Way access improvements- £216,500

The Wherryman's Way is a 37.5mile walking trail from Norwich Train Station to Great Yarmouth Train Station via the Reedham Ferry following the River Yare through the protected landscape of the Norfolk Broads. It is part of the Norfolk Trails Network of promoted routes that connect the key communities across Norfolk into our natural landscape. The project will be delivered by Norfolk County Council in partnership with and match funded by the Broads Authority. It will create access improvements on the route through sections at Surlingham, Bramerton and Hardley Flood allowing improved all ability access.

The project will deliver: (Only the first three are requested to be funded through the IIF)

- Bank Stabilisation at Surlingham, Bramerton and Hardley Flood when the bank has been eroded by the river
- Installation of Bridges at Hardley Flood on the Public Footpaths which have previously been lost due to river erosion
- Upgrading of footpaths Surlingham FP1, Bramerton FP5 and Footpaths on Hardley Flood (Loddon FP4, Langley with Hardley FP9, Loddon FP5 and Langley with Hardley FP5)
- Public Engagement onto the path
- Restoration of the Bird Hide on Hardley Flood (as match through Watermills and Marshes project)
- Improvements at Rockland Staithe to the Footpath (through the CIL access for all project) and also to the moorings (funded through the Broads Authority)

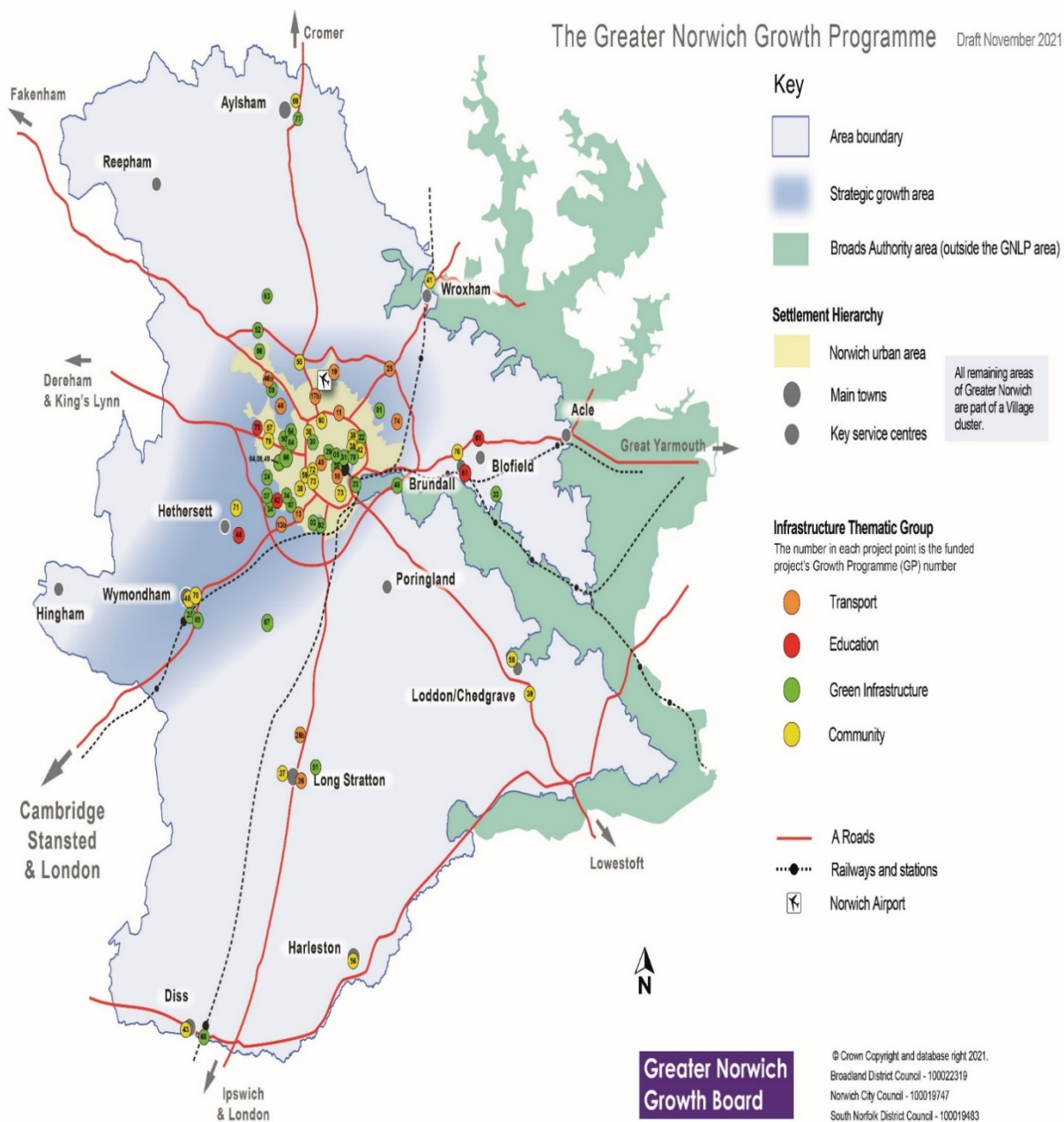
APPENDIX B – GREATER NORWICH GROWTH PROGRAMME

GREATER NORWICH GROWTH PROGRAMME							Projects supported by borrowing highlighted in grey																			
Ref	Applicant	Expenditure	Status	Theme	Project Budget	Other funding	CIL funding	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Current*	Programmed CIL drawdown					2025/26	2027/27			
Agreed 2014/15 Growth Programme																										
GP1	Broadland	Harrisons' Wood	Ongoing	Green Inf.	(45)		(45)			(15)	(16)	(4)	(4)	(5)		(1)										
	Broadland	Harrisons' Wood secured funding (S1)			45		45																			
GP2	Norwich	Darby Wood	Complete	Green Inf.	(35)		(35)			(26)																
GP3	Norwich	Marston Marsh	Complete	Green Inf.	(30)		(30)			(24)	(1)															
GP4	Norwich	Earlham Millennium Green - Phase 1	Ongoing	Green Inf.	(15)		(15)			(3)																
GP5	Norwich	Riverside Walk	Complete	Green Inf.	(70)	(19)	(51)			(17)	(31)															
GP6	County	Marriott's Way - Phase 1	Complete	Green Inf.	(60)		(60)																			
GP7	South Norfolk	Norwich Health Walks	Complete	Green Inf.	(40)		(40)			(38)																
Agreed 2015/16 Growth Programme																										
GP8	Norwich	Earlham Millennium Green - Phase 2	Complete	Green Inf.	(66)		(66)				(52)															
GP9	County	Marriott's Way - Phase 2	Complete	Green Inf.	(250)		(250)				(302)	(1)	65													
GP11	County	St Clements' Toucan Crossing	Complete	Transport	(339)		(113)																			
GP13	County	Easton Interchange	Complete	Transport	(825)		(100)																			
GP13b	County	Roundhouse Way	Complete	Transport	(795)		(50)								(50)											
GP16	County	Golden Ball Street (NATS)	Complete	Transport	(3,448)		(1,023)																			
GP17b	County	Cromer Rd - Aylsham Rd (A140)	Ongoing	Transport	(416)	(329)	(87)									(87)										
Agreed 2016/17 Growth Programme																										
GP19	Broadland	St Faiths to Airport Transport Link	Closed	F Transport	(1,000)		(1,000)				(20)															
GP22	Norwich	Pink Pedalway - Heathgate	Complete	Green Inf.	(250)	(100)	(150)				(150)															
GP23	Norwich	Carrow to Deal Ground riverside walk	Closed	F Green Inf.	(350)	(250)	(100)					(29)														
GP24	Norwich	Cohney River Crossing (NRP to Three	Complete	Transport	(422)	(251)	(171)					(48)	(30)	(90)	(3)											
GP25	Broadland	NDR (see borrowing costs below)	Complete	Transport																						
GP26	County	Long Stratton Bypass (see	Ongoing	Transport																						
GP26b	South Norfolk	Hempnall Crossroads	Complete	Transport	(4,600)	(4,038)	(562)									(282)	(23)									
Agreed 2017/18 Growth Programme																										
GP27	South Norfolk	Lizard and Siffeld Nature Reserves	Closed	F Green Inf.	(14)		(14)							(14)												
GP29	Norwich	Marriott's Way-Barn Road Gateway	Complete	Green Inf.	(69)	(24)	(45)							(42)												
GP30	Norwich	Sloughbottom Park - Andersons	Ongoing	Green Inf.	(343)		(343)					(4)		(58)	(82)	(199)										
GP31	Norwich	Riverside Walk accessibility	Ongoing	Green Inf.	(200)		(200)					(5)	(2)	(22)		(172)										
GP33	Broadland	Stumpshaw Pit Circular Walk	Ongoing	Green Inf.	(60)	(25)	(35)							(23)		(12)										
GP36	Norwich	Cedle Gardens	Ongoing	Green Inf.	(220)	(70)	(150)									(150)										
GP37	South Norfolk	Long Stratton Sports Hub	Ongoing	Community	(2,655)	(2,045)	(610)									(610)										
GP38	Norwich	Football pitch improvements	Ongoing	Community	(100)		(100)								(45)	(55)										
GP39	South Norfolk	Hales cricket and bowls clubhouse	Ongoing	Community	(190)	(160)	(30)					(5)			(1)	(25)										
GP40	South Norfolk	Ketts Park Sports Hub - Wymondham	Complete	Community	(800)	(550)	(250)						(250)													
GP41	County	Wroxham Library: self service	Complete	Community												(34)										
GP42	County	Plumstead Road Library: self service	Complete	Community	(153)	(33)	(120)									(112)										
GP43	County	Disa Library: self service	Complete	Community												(29)										
GP44	County	Education - Hethersett	Complete	Education	(2,000)		(2,000)						(2,000)													
Agreed 2018/19 Growth Programme																										
GP45	Norwich	Green Pedalway- Junction	Complete	Transport	(560)		(560)								(462)											
GP46	County	MMV: Thorpe Marriott to Costlessey	Closed	F Transport	(100)		(12)							(5)	(7)	(485)										
GP46b	County	Marriotts Way-Costlessey	Ongoing	Transport	(526)											(5)	(29)									
GP47	Norwich	UEA to Easton Boardwalk	Ongoing	Green Inf.	(30)		(30)									(1)	(18)									
GP48	South Norfolk	Wherryman's Way: Yare Valley	Ongoing	Green Inf.	(23)		(23)							(5)	(0.4)	(10)										
GP49	Norwich	Earlham Millennium Green	Ongoing	Green Inf.	(25)		(25)							(4)	(11)	(18)										
GP50	Norwich	Yare and Wensum Valleys Link	Ongoing	Green Inf.	(170)		(170)								(23)	(147)										
GP51	County	Green Infrastructure: Access for All	Ongoing	Green Inf.	(150)		(150)					(27)	(25)	(1)	(67)	(30)										
GP52	Broadland	Thorpe Marriott Greenway	Ongoing	Green Inf.	(121)		(121)					(5)	(9)	(94)	(13)											
GP53	County	MMV: Surfacing Works (Graydon)	Closed	F Transport	(85)		(24)					(5)	(15)	(4)												
GP55	Broadland	Community Sports Hub - The Nest	Complete	Community	(4,625)	(3,501)	(1,124)						(327)	(384)	(413)											
GP56	County	Harleston Library self-access	Complete	Community	(35)		(35)								(22)											
GP57	County	Costlessey Library self-access	Complete	Community	(35)		(35)								(26)											
GP58	County	Loddon Library self-access	Complete	Community	(35)		(35)								(22)											
GP59	County	Earlham Library self-access	Complete	Community	(35)		(35)								(26)											
GP60	County	Mike Cross Library self-access	Complete	Community	(35)		(35)								(24)											
GP61	County	Education - Blifield and Brundall	Ongoing	Education	(2,000)		(2,000)									(1,000)	(1,000)									
Agreed 2019/20 Growth Programme																										
GP62	Education	- Cringleford	Ongoing	Education	(2,000)		(2,000)									(1,000)	(1,000)									
Agreed 2020/21 Growth Programme																										
GP63	Broadland	Broadland County Park (prev NNW)	Ongoing	Green Inf.	(1,265)	(546)	(719)								(147)	(143)	(143)	(143)	(143)							
GP64	Norwich	Hellesdon Station Green Infrastructure	Ongoing	Green Inf.	(453)	(232)	(232)									(147)	(86)									
GP65	South Norfolk	East Wymondham Green Infrastructure	Ongoing	Green Inf.	(46)	(2)	(44)									(44)										
GP66	Norwich	20 Acre Wood Community Access Im	Ongoing	Green Inf.	(62)		(62)									(62)										
GP67	County	Ketts Country Long Distance Trail	Ongoing	Green Inf.	(98)		(98)									(93)										
GP68	South Norfolk	Frenze Beck Green Infrastructure	Ongoing	Green Inf.	(45)	(10)	(35)									(35)										
GP69	Broadland	Aylsham Sports Hub Stage 3	Ongoing	Community	(966)	(511)	(475)									(385)										
GP70	South Norfolk	Wymondham Tennis Club	Ongoing	Community	(150)		(150)									(150)	(90)									
GP71	South Norfolk	Crusaders Rugby Football Club	Ongoing	Community	(600)	(450)	(150)									(150)										
GP72	Norwich	Recreation Road Pool	Ongoing	Community	(60)		(60)									(60)										
GP73	Norwich	Norwich Parks Tennis	Ongoing	Community	(423)	(320)	(103)									(103)										
GP74	Broadland	Plumstead Road Roundabout	Ongoing	Transport	(1,350)	(625)	(725)									(725)										
GP75	County	Education - Ormiston Victory Academy (added to 21/22 allocation)																								
Proposed 2021/22 Growth Programme																										
GP75	County	Education - Ormiston Victory Acaden	Ongoing	Education	(9,000)	(5,000)	(4,000)									(4,000)										
GP76	Broadland	Brundall Sports Hub	Ongoing	Green Inf.	(1,346)	(1,246)	(100)									(100)										
GP77	Broadland	Bure Valley Path	Ongoing	Green Inf.	(841)	(582)	(259)									(30)	(229)									
GP78	Norwich	Kett's Heights	Ongoing	Green Inf.	(312)		(312)									(109)	(203)									
GP79	Norwich	FDC Bowthorpe 3G Pitch	Ongoing	Community	(929)	(679)	(250)									(250)										
Proposed 2022/23 Growth Programme																										
GP80	County	Yellow Pedalway Extension	Transport		(1,900)	(300)	(1,600)										(560)	(1,040)								
GP81	County	Wensum Walkway	Transport		(1,974)	(709)	(1,265)										(1,265)									
GP82	Broadland	Broadland County Park - Horsford Crossing	Transport		(101)	-	(101)										(101)									
GP83	County	Wherryman's Way Access Improvements	Green Inf.		(445)	(229)	(217)										(97)	(120)								
GP84	County	Wensum Lodge	Community		(1,254)	(164)	(1,090)										(820)	(270)								
GP85	Norwich	FDC - Heartsease Open Academy	Community		(480)	(330)	(150)										(150)									
GP86	Broadland	Yare Boat Club	Community		(271)	(191)	(80)										(80)									
GP87	County	Education					(2,000)										(2,000)									
Full Growth Programme					(54,796)	(29,016)		(183)	(672)	(1,109)	(2,809)	(975)	(2,659)	(10,689)		(6,853)	(1,573)	(143)								
Cash reserve equal to one years loan repayme						(2,000)									(2,000)		(345)									
GP25	GP25 Broadland Northway (amount borrowed)				205,000	(40,000)		(40,000)																		
Interest and loan repayment against borrowing								(559)		(2,057)	(2,057)	(2,057)	(2,057)	(2,057)		(2,057)	(2,057)	(2,057)	(2,057)	(2,057)						
Loan set up fee								(14)																		
GP26	GP26 Long Stratton Bypass (proposed amount borrowed)				37,443	(6,733)											(7,633)									
Forecasted interest and loan repayments against the borrowing																	(241)	(348)	(348)	(348)	(348)					
Forecasted loan set up fee																	(2)									
TOTAL borrowing costs (annual payment made from pooled CIL)								(573)	(2,057)	(2,057)	(2,057)	(2,057)	(2,057)	(2,057)		(2,298)	(2,405)	(2,405)	(2,405)	(2,405)						
TOTAL pooled CIL funding requirement								(183)	(1,144)	(3,166)	(4,867)	(3,032)	(6,716)	(12,746)		(9,496)	(3,978)	(2,548)	(2,495)	(2,495)						
Actual pooled CIL Income					56	851	2,490	3,215	3,334	5,710	6,870	10,703		6,246		9,779	7,048	6,328	5,814	4,582						
Forecasted pooled CIL Income														8,589												
Forecasted annual pooled CIL surplus / (deficit)					56	851	2,308	2,070	167	843	3,83															

* Current Draw down figures are made up of part actual draw down (spend) and part programmed future draw down

APPENDIX C - SCHEMATIC MAP SHOWING THE LOCATIONS OF ALL PREVIOUSLY AGREED PROJECTS.

The numbers correspond to the projects 'GP' number which is included in the full growth programme list on the previous page and detailed against the delivery updates in Appendix D.



APPENDIX D – PROJECT UPDATES

Broadland

GP1 - Early Delivery of Public Access to Harrison's Plantation: £45,000

Norfolk County Council's Natural Environment Team delivered a completed Woodland Management Plan in June 2015. This woodland management plan focused on Harrison's Plantation and the Breck. Further work relating to Boar Plantation has been deferred. This project secures areas of woodland located off Blue Boar Lane, Sprowston (and associated with the White House Farm development proposal) for public access and future use as a 'Woodland Park', as set out within Sprowston Neighbourhood Plan.

The project has faced a long delay to the transfer of the land to Broadland District Council partly due to the redeployment of resources during the Covid-19 outbreak, but Council officers have now agreed with the developer that a formal amendment will be made to the s106 and, amongst other things, this will remove the requirement for the installation of a bus gate through Boar Plantation, replacing it with a requirement for a cycle way. Once the deed of variation has been approved, the transfer deeds will be updated and signed off.

GP33 - Strumpshaw Pit Circular Walk: £35,000

This project aims to expand the dog walking capabilities of Strumpshaw Pit, offering an alternative location for walking and offsetting the impact of visitor numbers in the protected sites of Norfolk.

Part one of the project includes improvements to the landfill gas infrastructure and part two involves improved parking facilities for cars and bicycles. Match funding has been sourced to enable the delivery of the wider project which also includes improvements to the access to the circular walk and consideration for the biodiversity improvements along the path.

With the landfill gas works complete (in March 21), the site is now fully DSEAR (Dangerous Substances and Explosive Atmospheres Regulations) safe for public access. This has allowed NCC to allow visitors open access across the site.

Funding has been secured from Broadland District Council to complete the next phase of the project, including construction of the car park and improvements to the perimeter path.

GP52 - Thorpe Marriott Greenway: £121,000

The Thorpe Marriot Greenway is designed in order to promote better greenspace and access in the Thorpe Marriott area. This involves creating a path through the current tree belt that will link the Thorpe Marriot estate, the Marriott's Way, Nabour Furlong, Pendlesham Rise, Littlewood (three woodlands owned by Broadland District Council)

and the NDR green bridge that leads to Drayton Drewray. This will also help to deliver the identified Thorpe Marriott to Hevingham Secondary Green Infrastructure Corridor (S6). The main project completed in March 2021. Outstanding minor works are in the process of being finalised.

GP69 - Aylsham Sports Hub Stage 3 - £475,000

The Project is to deliver a full-size, floodlit 3G pitch which can be sub-divided into 3 smaller pitches suitable for football and rugby, on the site of the Aylsham Sports Hub at Aylsham High School, owned by the Aylsham Cluster Trust.

The facilities will fulfil a need identified by the Football Association and the local community and related partners to provide all weather floodlit facilities in the Aylsham area. This facility will be available to local clubs and teams, along with recreational football players to hire on a pay as you go basis or block bookings. The pitch will come with its own 2 team changing rooms and a referee area attached and adjacent to the gym/fitness building in line with Football Association regulations so could be used for tournaments and official events. This will be operated under Aylsham Sports Hub. The project secured an additional £510,750 of match funding to deliver the project.

The 3G pitch, which was completed and handed over on 28 August 2020, is running as normal with good usage. Bookings are in place for the following season with several local teams committing to the facility. The club are reviewing the impact of Covid-19 on the provision of the changing rooms and are exploring the potential of extending the delivery timescale to incorporate further stage 4 building works. A final decision on delivery methods is expected by Spring 2022.

GP74 - Plumstead Road Roundabout - £725,000

The project will deliver a new roundabout on Plumstead Road. The delivery also includes the creation of new footways and cycleways, a new pedestrian crossing, road re-alignment and associated services. In delivering the scheme, the project will directly unlock the development of 315 homes across two allocated sites located within the Broadland Growth Triangle. Furthermore, it will ensure that the strategically important orbital link road between Salhouse Road and Plumstead Road can be delivered.

Additional £625,000 of match funding from the LEP and Business Rates Pool has been secured to facilitate delivery.

Negotiations are ongoing with local landowners to complete and sign the s.278 agreement. Commencement of works on site will be dependent upon how quickly the s.278 is signed and land secured. Anticipated timescales range from Jan 2022 to Nov 2023.

GP76 – Brundall Sports Hub - £100,000

This is phase one of the project which is known as Brundall Sports Hub. It will deliver a multi-sport floodlit 3G pitch with fencing, floodlighting, a maintenance storage container, hard standing pathways, car parking and a single storey club

house/changing room building. The building incorporates plans for a community gym which will be capable of hosting various sports clubs, teams and coaching sessions within the community whilst drawing people into the village

Construction is expected to commence on site in November 2021. Work has begun to tender for a potential operator.

GP77 – Bure Valley Path - £259,124

The Bure Valley Path is already a well-used walking and cycling route and a key component of the Greater Norwich Infrastructure Plan project 'the Green Loop'. Despite this, there remain a series of obstacles which prevent it from reaching its full potential as a Norfolk-Wide destination and alternative destination to the Natura 2000 sites.

This project will deliver a broad range of improvements to the Bure Valley Path and the surrounding area. Including provision of a pedestrian and cyclist access crossing over the A140, creation of 5 circular walks, way marking, surface improvements and biodiversity improvements.

Additional funding has been secured from Broadland District Council and from the Experience Project (funded via Interreg EU funding). It is anticipated that installation of waymarking will commence from Feb/Mar 2022 and A140 crossing works from Jan 2023.

Norwich

GP17b – Cromer Rd-Aylsham Rd (A140) Bus Priority and sustainable transport improvements: £87,000

The primary objective is to implement on-carriageway bus priority measures through the reallocation of road space on the A140 Cromer Road north of Norwich city centre. This will enable the benefits of the Broadland Northway to be realised by improving bus journey reliability and bus service performance as well as having a positive impact on bus patronage. The project involves the provision of an inbound bus lane between Fifers Lane and Waterloo Road along the Cromer Road/Aylsham Road corridor. The provision of the inbound bus lane would be shared with cyclists.

The Joint Committee for the Transforming Cities Fund approved the scheme proposal to go for construction on 10 June 2021 and scheme is being now progressed to consultation. Construction documents were issued on 19 August 2021.

GP30 – Marriott's Way: Sloughbottom Park – Anderson Meadow: £342,504

Improvements to a section of the route to increase safety, comfort and personal security. Works include path widening/realigning, providing street lighting, improving an adjacent storm drain, vegetation management, tree planting, and drainage improvements.

The scheme is split into two phases:

- Phase 1 – Dragon Bridge to Mile Cross Road Bridge adjacent Andersons Meadow. Completed in August 2020.
- Phase 2 – Mile Cross Road Bridge to Sloughbottom Park. Completed in July 2021.

GP31 - Riverside walk accessibility improvements: £200,000

The project aims to enable the use of the Riverside Walk (between New Mills and Carrow Bridge) by all, including access measures on and adjacent to the walk, and improved signage and waymarking linking the river with the city centre and other key attractions. Construction is expected to commence in 2022.

GP36 - Castle Gardens: £150,000

Restoration and improvement works to Castle gardens to promote the use of the gardens as a linear park. Restoration works will safeguard the gardens for future use whilst planned improvements will ensure that the gardens can be maintained within the available budgets. The linkage to the gardens from the surrounding street scene will be enhanced along with improved linkages to the castle and green. The project is being re-tendered with a revised scope of works due to an increase in construction costs post-pandemic. Construction is expected to commence in 2022.

GP38 - Football Pitch Improvements: £100,000

This project provides football pitch improvement works at Eaton Park, Sloughbottom Park, Britannia Barracks and Fountain Ground including drainage improvements, improved grass species and improved goal facilities through the provision of new posts, nets and additional ground sockets. Also the purchase of additional equipment to allow a good standard of maintenance for the pitches. This will permit moving the pitches annually to prevent excessive wear, improve the playability of the pitches and increase capacity. Phase 1 works to procure machinery to improve maintenance and increase capacity of pitches have been completed. Phase 2 work for football pitches to be re-graded and re-seeded and provide new goals to all sites will be delivered by September 2023 due to the impact of the pandemic. Phase 3 completion date for installation of sustainable irrigation is to be determined.

GP47 - UEA to Eaton Boardwalk extension: £47,000

The project is to extend the existing boardwalk which forms part of the Yare Valley Walk between UEA and Eaton/Cringleford. The boardwalk currently only extends half the length of the path from the UEA to Eaton/Cringleford. Environmental permit from environment agency will be required. The developer is providing £70,000-worth of work alongside this project.

After successful coordination with Environment Agency (EA) additional funding has been secured through EA for wider environmental improvements. These works are funded and will be delivered by the EA but we will be working alongside them with this project to increase biodiversity benefits and budget efficiencies e.g. combined ecological surveys.

Work planned in the original project description has been superseded by work delivered and secured through development. Following a successful request for additional CIL funding of £17k, the project will now deliver the remaining section of Yare Valley Walk improvements between UEA and Cringleford in the format of a hardcore path from the car park to the point Norwich City Council land adjoins private land: an area which will not receive improvements from development.

In addition to the path, the project will deliver:

- interpretation at Cringleford Meadow car park.
- waymarking posts.
- biodiversity enhancement (grubbing out part of an historic ditch system for fish spawning).
- enhancements to the informal car park to provide a welcoming and key starting point for circular walks

GP49 - Earlham Millennium Green (EMG) Phase 3: £25,000

The main pedestrian route through EMG is already being improved and upgraded under Phase 2 of a CIL funded improvement project. Under an earlier Phase 1, habitat improvements were undertaken including refurbishment and enlargement of the wildlife pond. The current proposals seek to build on this work by:

- Improving links to the main route through the site from Bowthorpe, and from West Earlham via George Fox Way
- Refurbishing and improving existing but 'tired' entrance features such as estate fencing and gates
- Provision of a new, high quality interpretative signboard
- Replacing 3 worn-out timber pond and river dipping platforms with more durable recycled plastic versions
- Refurbishing an existing timber footbridge connecting EMG with Earlham Marsh

All planned works have been completed. Additional tree works are expected to be completed by January 22.

GP50 - Yare and Wensum Valleys Link: £170,000

The River Wensum and Yare run close together in the west of the city between Marriott's Way and the Three Score development site. The link between the two river valleys is a recognised green infrastructure corridor and the route of the purple pedalway. The project will improve this link for walkers, cyclists and wildlife.

Works at Oval Road, & Knowland Grove are completed. Linear open space tree works are completed with highway works scheduled to start in December 2021. Bunkers Hill

Wood works are largely completed with tree planting scheduled for November 2021. Norwich Road works are progressing following a public consultation.

GP64 - Hellesdon Station Green Infrastructure: £232,200

The project will deliver a range of inter-related green infrastructure improvements in the Hellesdon Station area. These improvements will boost the transport and ecological functions of strategic green infrastructure corridors to support growth:

- Marriott's Way - Red pedalway (and National Cycle Route 1) and Purple pedalway (Outer circuit): Improvements to make walking and cycling routes safer and more convenient including a parallel pedestrian / cycle zebra crossing of Hellesdon Road, path re-alignment onto the railway track bed and accessible ramp,
- New and improved recreational facilities: canoe launch platform, picnic area, path access and car park improvements,
- Natural area enhancements to river valley sites; Hellesdon Mill Meadow, Marlpit Paddock and Hellesdon Marsh. These include vegetation management, habitat improvement, tree planting and landscaping which will result in biodiversity gains.
- Community involvement through volunteering and engagement with community groups.

Following confirmation of Transforming Cities Fund matched funding, construction of Hellesdon Road crossing and Marriott's Way ramped access and path have been completed. 4 of the 25 sub-projects will be re-programmed to 2022/23 due to staff resources and need for felling licenses and consultation.

GP66 - 20 Acre Wood Community Access Improvements: £62,450

The project will improve an existing woodland path through 20 Acre Wood from Enfield Road to Earlham Green Lane. The current informal path is used regularly by the community to access the West Earlham shops, school and Health Centre.

The project involves installing a raised hard surface path to avoid damaging any tree roots, and this would be suitable for both cyclists, pedestrians, mobility scooters and push chairs. Additionally, the project would install way-markers at each end of the path, and a wooden chicane to slow pedestrian movement from the path to the tarmac path and road.

A second part of the project will deliver an element of community engagement working with the Friends of West Earlham Woods and the Local Infant and Primary Schools to develop a sense of community ownership of the woodland.

It is anticipated that the project will commence in September 2022 and will be completed by March 2023.

GP72 - Recreation Road Pool: £60,000

The project outputs include constructing new fencing to allow the swimming pool to be accessed during the school day whilst safeguarding pupils; constructing a covered cycle store to encourage users to cycle to the centre; and increasing the size of the car park to increase community access to the pool, while also increasing the number of hours which are available to be used by potential customers which in turn makes it more viable as a sustainable business proposition.

The pool is currently in use with 5 new community-use lettings already in place. The car park extension has been completed and is in use. The cycle store is on order and awaiting delivery from the manufacturer.

GP73 - Norwich Parks Tennis: £103,453

The project will deliver a total of 5 all-weather tennis courts across two different parks in Norwich, to add to the provision offered by the Norwich Parks Tennis Programme. The courts will be located at Heigham Park (3 courts) and at Lakenham Recreation ground (2 courts). The additional courts and improvements are required to support the future growth of affordable quality tennis, accommodating the demands of the growing population in the Greater Norwich area. The project has secured an additional £319,330 of match funding to deliver the project.

Lakenham Tennis Courts have been completed and are due to open at the beginning of November 2021. Heigham Tennis Courts is under construction and progressing well. Works are due to complete in December 2021. Licences are in place for the operator to take over post completion.

GP78 – Kett's Heights - £312,000

Kett's Heights is described as one of Norwich's best kept secrets, containing the remains of a medieval chapel and 19th century garden terraces. It is named after Robert Kett who occupied the site during his advance on the City in 1549. The site was acquired by Norwich City Council in the 1980s and is managed by the Friends of Kett's Heights, who are supported by the Norwich Fringe Project.

The proposed improvements to Kett's Heights provide for a more accessible and resilient space but also provide enhancements to the green links through this area (linking with Mousehold Heath and Lion Wood).

At present the only access to the site is from Kett's Hill via a pedestrian gate and a series of failing timber steps. As such there is no DDA compliant access to the site or provision for maintenance vehicles

The project aims to provide:

- Improved access to the site with new steps from Kett's Hill and the provision of a new ramped access from Ladbrook Place enabling access for all.

- Repairs to the walls and infrastructure of the site, ensuring their preservation and the safety of users of the site.
- Creation of new habitat and improvements to existing habitat, leading to increased biodiversity
- Community involvement – continued support to and from the Friends group
- Community involvement – volunteer programme for delivery of biodiversity enhancements and conservation repairs to the site infrastructure

Training for the volunteer programme is underway. Construction works are scheduled to commence in March 2022.

GP79 – FDC Bowthorpe - £250,000

The conversion of the full size grass pitch at the FDC Bowthorpe to a 3G pitch to cater for more football activity, both traditional and recreational. The facility is the main training venue for three large affiliated grassroots football clubs who are growing in terms of active playing members and affiliated teams, therefore demand for pitch access exceeds current capacity.

In addition, the site is the primary hub site for Norfolk County Football Associations' County 5ives small-sided football programme and is the location of Norfolk's largest Walking Football programme. The centre hosts a weekly mental health inclusion programme delivered in partnership with our Active Partnership & NHS Norfolk & Suffolk Foundation Trust. The site provides a strong pay and play recreational programme.

The project will create a facility which is able to meet the local demand to participate in traditional and recreational grassroots football, whilst developing a facility which is sustainable for the long term within today's current financial climate.

A provisional start date of 8th November has been agreed with the contractor with completion due on 8th March 2022.

South Norfolk

GP37 - Long Stratton Sports Hub: £500,000

The project aims to bring together a number of facility-providing partners (South Norfolk Council, Long Stratton High School and Long Stratton Parish Council) to improve the sport and leisure facility stock in the village in anticipation of significant housing growth. It will create a new sport and leisure 'Hub' across three adjacent sites and provide new and enhanced facilities that are fit for purpose and better suited to the current and future facility needs of local residents. Management will be shared across the three sites, resulting in economies of scale and efficiencies in service delivery. In May 2020 a project change request was agreed by the Infrastructure Delivery Board and a further £110,000 of CIL funds were awarded as a result of updated construction costs.

Due to the impact of the pandemic, future ongoing management for the pool is being reviewed between Long Stratton High School and South Norfolk County Council.

GP39 - Hales cricket and bowls clubhouse improvements: £30,000

There is a definite need for a replacement pavilion to serve Loddon and Hales Cricket Club and Hales Bowls Club on their shared site on Green Road. The latter had been forced to relocate to the current venue as a result of housing development on their previous site off Yarmouth Road in Hales. The clubs currently coexist on the Green Road site, albeit in separate accommodation. The cricket club pavilion is currently in extremely poor condition, which presents the club with health and safety issues. The proposed new pavilion will give both clubs a permanent home in spaces that meet their respective needs, allowing them to develop and grow participation across a range of ages, as well as provide a new facility for the whole local community to utilise.

There are also plans to investigate incorporating Loddon Football Club on the site as well, with the possible creation of grass pitches on available land. This will further enhance the use of the new clubhouse building and by incorporating football as well, will also provide more benefits to the local community and help with increased participation.

Phase One – site access improvement works were completed in January 2020, but match funding to complete phase 2 has not yet been achieved. As time has passed, it is likely the project scope and costs have increased, so taking on board advice from the South Norfolk Leisure Business Development Managers, the club has decided to stall progress and completely re-evaluate the project, including identifying a project team to drive it and ensure it is delivered. The project has closed prematurely and remaining funding will be withdrawn, but the club are expected to reapply to the IIF in the future and are aiming at doing this again in July 2022, for delivery to commence in April 2023

GP48 - Wherryman's Way: Yare Valley Cycle Route: £23,000

Improve the Yare Valley Cycle Route, which follows the Wherryman's Way Loddon cycle loop which links into the Norwich cycle map and Norwich pedalways project. Work is progressing with an estimated start date of Spring 2022

GP65 - East Wymondham Green Infrastructure: £44,422

Oxford Common is an area of natural countryside that has been identified as having the potential to support recreation and the improvement of green infrastructure within the south and east Wymondham areas. The project will install appropriate infrastructure around the site to create an accessible area for local residents to visit for recreation purposes. The project will establish approximately 1800 metres of new permissive paths, resulting in a newly defined circular route and the possible enclosure of 9 hectares of grassland for restoration of the site to County Wildlife Site (CWS) standard.

The project is scheduled to be delivered by Spring 2022.

GP68 - Frenze Beck Green Infrastructure: £35,200

The project will deliver a number of green infrastructure updates and installations on Frenze Beck, on the eastern edge of Diss. The work to be delivered includes the installation of new entrance gates, the design and installation of new information boards and trails, installing benches and picnic benches and the installation of gravel footpaths to unlock access to two viewing areas.

Work has been re-scheduled to commence in Autumn 2021 due to the impact of covid-19 on staff resource

GP70 - Wymondham Tennis Club: £149,962

The project improves Wymondham Tennis Club's facilities at Kett's Park in Wymondham. This includes a new fourth court to provide additional capacity in an area of high housing and population growth.

Additionally, the project will deliver the resurfacing of three existing courts which have experienced a lack of investment and appropriate maintenance under the management of the town council, the conversion of floodlights to LED Lumineers to provide lower running costs and deliver a greener operation and the enhancement will also see netball courts provided on the site, bringing outdoor, publicly-accessible floodlit courts to Wymondham for the first time.

Work is scheduled to commence in Spring 2022.

GP71 - Crusaders Rugby Football Club Clubhouse Extension: £150,000

The project will deliver new infrastructure and enhanced facilities at Crusaders Rugby Club, based in Little Melton (South Norfolk). The enhanced facilities to be provided include four en-suite changing rooms that meet RFU guidelines, a new referees' changing space, refurbished and extended social spaces, an accessible entrance, first floor viewing area and new accessible toilet facilities. £450,000 of match funding has been secured.

In July 2021 the IDB approved a change in the scope of works to a phased approach due to the impact of covid-19 on project delivery. Phase 1 will include rebuilding 3 x RFU/Sport England compliant en-suite changing rooms & referee changing facilities. Construction is due to commence in November 2021 with an estimated completion date of April 2022.

Greater Norwich area-wide

GP46B Marriott's Way Ramp & Resurfacing: £526,000

The Marriott's Way Thorpe Marriott to Costessey surfacing works (GP46) and Marriott's Way Ramp (GP53) projects came forward as part of a programme of works identified through the Marriott's Way Implementation and Delivery plan, informed by public and stakeholder consultations in 2015. Having progressed both schemes, it became apparent that the works required, and the initial estimated costs of the proposed works were both significantly over the original allocation.

Following a review of costs, a change request was presented to the Infrastructure Delivery Board (IDB) in October 2020, seeking further CIL funds to progress the works. The IDB concluded that due to the scale of additional funds required, these projects should be re-presented as one merged new IIF application. The project was recommended for inclusion in the IIF by the IDB on 6th November 2020. The original total budget for both projects was £185,000. The total revised amount is £526,000.

The projects aim to improve access and accessibility on Marriott's Way and link into a number of other projects along the route funded from the Heritage Lottery Fund, Transforming Cities as well as the IIF, to help facilitate the use of Marriott's Way as a key walking and cycling route and a sustainable transport corridor for people commuting into and out of Norwich. They involve the improvement in access points and resurfacing between Thorpe Marriott and Costessey plus the creation of a ramp to the rear of the Tesco supermarket in the Drayton area to reduce the gradient, allowing much improved accessibility for all.

GP51 - Green Infrastructure, Access for All: £150,000

A number of Green Infrastructure trails across the Greater Norwich area have been audited for both power chair use and general accessibility, identifying the improvement works necessary to allow such access. This project implements a range of smaller scale accessibility improvements across various projects and areas. The funding is allocated 30,000 a year for five years with different project areas being delivered each year.

Rockland accessible footpath works were completed in September 2021 with widened footway and passing places/ viewpoints created on the route.

GP67 - Kett's Country Long Distance Trail - £97,630

Recreation of Kett's Country Long Distance walking trail linking Norwich through to Wymondham and creating a series of 5 local circular walks linked to areas of increased development. This will include installation of new signage and furniture, creation of walks books and promotional materials, removal of all access obstacles and deliver countryside access improvements. Installation of new data counters to monitor usage and economic impact. This project provides additional access to Green Infrastructure to the new populations at Wymondham and Hethersett.

Infrastructure improvements (replacement of gates and bridges, installation of board walks) is ongoing. Waymarking installation for the linear and circular routes will commence in November 2021.



APPENDIX E – DRAFT LEGAL LOAN AGREEMENT

Dated _____ 20[]

PROJECT SCHEDULE

Pursuant to Agreement Relating to GNGB Partner Draw-down and Borrowing
Authorisations of 21st October 2015
Relating to GNGB Partner Draw-down and Borrowing Authorisations for the Construction of
the Long Stratton Bypass

BROADLAND DISTRICT COUNCIL

NORWICH CITY COUNCIL

SOUTH NORFOLK DISTRICT COUNCIL

&

NORFOLK COUNTY COUNCIL

nplaw
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH

Dated

20[]

Background**Background**

- This Project Schedule sets out agreed obligations in relation to Partner Draw-down and Borrowing Authorisations for the Construction of the Long Stratton Bypass and has been prepared in accordance with clause 5 of the Agreement Relating to GNGB Partner Draw-down and Borrowing Authorisations dated 21st October 2015 between Broadland District Council, Norwich City Council, South Norfolk District Council and Norfolk County Council ("the Agreement").
- Accordingly this Project Schedule forms part of the Agreement.

1 Project

- Construction of the Long Stratton Bypass ("LSBP") and related measures.

2 Project Description

- The LSBP is a single carriageway road that will provide a new junction at Church Lane, Long Stratton, to the north, extending from this junction on the east side of Long Stratton in a southerly direction for approximately 3.9km, where it will re-join the existing A140. The bypass will have two further roundabouts along its length that will act as access points to the proposed new development areas, as well as a southern access back into the town.
- The LSBP will provide:
 - Support for transformational plans for new housing and employment land, leading to increased local employment opportunities and higher average salaries
 - A new, more efficient and reliable route for through traffic on the A140, improving connections between the two largest New Anglia economies
 - Traffic relief in the town centre with associated vehicle emission and pollution improvements
 - Improved quality of life and reducing severance for communities
 - Opportunities to further improve conditions for people walking, cycling or using public transport.

3 Project Period

- The project is due to mobilize in late summer 2022 when full scale archaeological investigations will commence. These will be followed by advanced utility diversion works ahead of the main works contract. [].
- Construction is programmed to begin in [July 2023] with a majority of the works completed by [January 2025].

4 Background

- The adopted Joint Core Strategy for Broadland, Norwich and South Norfolk identifies Long Stratton as a key location for growth and proposes the development of 1,800 new houses with supporting school facilities and green infrastructure and 9.5ha of employment land, over the period 2008 to 2026. This scale of development would not be acceptable unless a bypass were also provided to remove A140 traffic from the town centre.

5 Agreed terms

- Loan funding would be repaid over a 25 year period

6 Additional Terms & Conditions

- In accordance with paragraph 5.4 of the Agreement, Liabilities in respect of any overspend or delay in respect of Project Schedule timeframes and milestones shall be shared as follows:

Partner	Share of overspend risk	Share of timeframes and milestones risk
Norfolk County Council	100%	100%

7 Fees and expenses

- The County Council shall borrow funds from various sources as they are identified to assist with the delivery of the Growth Programme. The County Council shall ensure that the cost of any additional borrowing (up to £6.733m) for this purpose will be undertaken at the equivalent of the prevailing PWLB project rate discount as set out in the City Deal dated 12 December 2013.
- Funding from the Infrastructure Investment Fund for the purposes of the LSBP shall be capped at £6.733m million plus any associated borrowing costs incurred by the County Council as provided for herein.

8 Repayment and review

- In accordance with paragraph 3.4 of the Agreement, the County Council shall use the Infrastructure Investment Fund to fund the costs of borrowing costs in accordance with the following schedule.

Illustrative costs of borrowing to be funded from Infrastructure Investment Fund:

DRAFTING NOTE: The interest rate incorporated within this cost of borrowing table is that applicable at 11 October 2021. For the purpose of this illustration, £4.705m spend for both 2022/23 and 2023/24 is borrowed on 1 April 2023, with the remainder borrowed 1 April 2024. Basis of borrowing assumed to be 25year annuity, at 2% after deducting 0.4% effective local infrastructure rate concession. This table will be updated by the County Council after the final funds drawdown.

Year	Principal start	Repayment	Interest Inc in repayment	Balance close
2022/23				
2023/24	4,705,285.00	- 241,006.76	94,105.70	4,558,384
2024/25	6,586,105.94	- 348,214.65	131,722.12	6,369,613
2025/26	6,369,613.41	- 348,214.65	127,392.27	6,148,791
2026/27	6,148,791.03	- 348,214.65	122,975.82	5,923,552
2027/28	5,923,552.20	- 348,214.65	118,471.04	5,693,809
2028/29	5,693,808.60	- 348,214.65	113,876.17	5,459,470
2029/30	5,459,470.12	- 348,214.65	109,189.40	5,220,445
2030/31	5,220,444.88	- 348,214.65	104,408.90	4,976,639
2031/32	4,976,639.13	- 348,214.65	99,532.78	4,727,957
2032/33	4,727,957.26	- 348,214.65	94,559.15	4,474,302
2033/34	4,474,301.76	- 348,214.65	89,486.04	4,215,573
2034/35	4,215,573.15	- 348,214.65	84,311.46	3,951,670
2035/36	3,951,669.97	- 348,214.65	79,033.40	3,682,489
2036/37	3,682,488.72	- 348,214.65	73,649.77	3,407,924
2037/38	3,407,923.84	- 348,214.65	68,158.48	3,127,868
2038/39	3,127,867.67	- 348,214.65	62,557.35	2,842,210
2039/40	2,842,210.38	- 348,214.65	56,844.21	2,550,840
2040/41	2,550,839.94	- 348,214.65	51,016.80	2,253,642
2041/42	2,253,642.09	- 348,214.65	45,072.84	1,950,500
2042/43	1,950,500.28	- 348,214.65	39,010.01	1,641,296
2043/44	1,641,295.64	- 348,214.65	32,825.91	1,325,907
2044/45	1,325,906.91	- 348,214.65	26,518.14	1,004,210
2045/46	1,004,210.40	- 348,214.65	20,084.21	676,080
2046/47	676,079.96	- 348,214.65	13,521.60	341,387
2047/48	341,386.91	- 348,214.65	6,827.74	- 0
		- 8,598,158.30	1,865,151.30	

9 VOLUNTARY PREPAYMENTS

If the Parties agree to make additional repayments over and above those listed above, a new schedule will be produced based on the remaining outstanding debt, including interest, in accordance with clause 16 (Variation) of the Agreement.

Signed by [] Section 151 Officer for and on behalf of NORFOLK COUNTY COUNCIL
Signed by [] Section 151 Officer for and on behalf of BROADLAND DISTRICT COUNCIL
Signed by [] Section 151 Officer for and on behalf of NORWICH CITY COUNCIL
Signed by [] Section 151 Officer for and on behalf of SOUTH NORFOLK DISTRICT COUNCIL

Adoption of the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation (GIRAMS) Strategy

Report Author(s): Paul Harris
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01603 430444
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Portfolio: Policy and External Affairs & Stronger Economy

Ward(s) Affected: All

Purpose of the Report:

In order to ensure that the Council continues to meet its legal duty under the Conservation of Habitats and Species Regulations 2017, authority is sought for the adoption the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) and the collection of related obligations from applications for residential development, and other relevant development proposals, in accordance with the GIRAMS evidence and Policy 3 of the Greater Norwich Local Plan (GNLP).

Recommendations:

1. Subject to agreement by all planning authorities, and an immediate review of the GIRAMS mitigation package, Cabinet to recommend that Council adopts the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation (GIRAMS) Strategy and resolves to begin collecting obligations from applications for residential development, and other relevant development proposals in line with the following requirements of Policy 3 of the Greater Norwich Local Plan:

All residential development will address the potential visitor pressure, caused by residents of the development, that would detrimentally impact on sites protected under the Habitats Regulations Directive through:

- *the payment of a contribution towards the cost of mitigation measures at the protected sites (as determined under the Norfolk Green infrastructure and Recreational Impact Avoidance and Mitigation Strategy plus an allowance for inflation); and,*
- *the provision or enhancement of adequate green infrastructure, either on the development site or nearby, to provide for the informal recreational needs of the residents as an alternative to visiting the protected sites. This will equate to a minimum of 2 hectares per 1,000 population and will reflect Natural England's Accessible Natural Greenspace Standard.*

1. Summary

- 1.1 In exercising their duties as a local authority, the Council has a legal duty to comply with the Conservation of Habitats and Species Regulations 2017. This requires the authority to only permit a plans or programmes (including Local Plans and Planning Applications) where there are no adverse effect on the integrity of a habitat site protected under the regulations or where compensatory measures are secured which obviate identified adverse effects.
- 1.2 Assessment work carried out in connection with the production of the Norfolk Strategic Planning Framework and as part of the Greater Norwich Local Plan has identified that residential, and other relevant accommodation e.g. tourist accommodation, will have a likely impact on habitat sites, and that this needs to be avoided as much as possible through local open space / green infrastructure provision, and also mitigated by a package of soft and hard mitigation measures at the habitat sites themselves.
- 1.3 Compensatory measures to mitigate these identified effects have been identified within the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS). The requirement to seek tariff contributions towards mitigation measures at protected habitat sites themselves and to provide appropriate contributions to green infrastructure are included within Policy 3 of the Greater Norwich Local Plan (GNLP), which was approved by the Council for submission to the secretary of state for independent examination on 26 July 2021.
- 1.4 In order to ensure that the Council continues to meet its legal duty under the Conservation of Habitats and Species Regulations 2017, it is proposed that the Council adopt the Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) and resolves to begin collecting obligations from applications for residential development, and other relevant development proposals in line with the requirements of Policy 3 of the GNLP.
- 1.5 In parallel with the adoption of the GIRAMS it is intended that a review of the GIRAMS is carried out as part of the work programme underneath the Norfolk Strategic Planning Framework (NSPF). This will ensure that the Council can be confident that the ongoing mitigation package that is delivered is as effective as possible.

2. Background

- 2.1 In exercising their duties as a local authority, the Council has a legal duty to comply with the Conservation of Habitats and Species Regulations 2017. This requires the authority to assess the impacts of all plans and programmes (including Local Plans and Planning Applications) that may affect the protected features of any site protected under those regulations. Such sites are referred to as “habitat sites” in the National Planning Policy Framework (NPPF).
- 2.2 Where an adverse effect on the integrity of a habitat site cannot be ruled out, and where there are no alternative solutions, the plan or project can only proceed if compensatory measures are secured which obviate those adverse effects.
- 2.3 A commissioned survey by Footprint Ecology undertaken in 2016 collected visitor data from a range of “habitat sites” in Norfolk. This survey demonstrated that there would be an increase in recreational pressure on habitats sites resulting from housing and population growth across Norfolk. In recognition of this evidence, the Norfolk Strategic Planning Framework (NSPF), the latest version of which was endorsed by South Norfolk Council on 26 April 2021, identified in agreement 28 that:

In recognition of:

- a) the importance the Brecks, the Broads and the Area of Outstanding National Beauty, together with environmental assets which lie outside of these areas, brings to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity;*
- b) the pressure that development in Norfolk could place on these assets; and*
- c) the importance of ecological connections between habitats*

Norfolk Planning Authorities will work together to complete and deliver the Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy which will aid Local Plans in protecting and where appropriate enhancing the relevant assets

- 2.4 In complying with its duty under the Conservation of Habitats and Species Regulations 2017 the Council has also commissioned its own Habitat Regulations Assessment (HRA) as part of the production of the Greater Norwich Local Plan (GNLP). The GNLP HRA also concludes that residential, and other relevant accommodation e.g. tourist accommodation, will have a likely impact on habitat sites, and that this needs to be mitigated by a package of soft and hard mitigation that includes measures at the habitat sites themselves as set out in the GIRAMS. This conclusion is shared by Natural England.
- 2.5 As a consequence of the HRA’s conclusion, Policy 3 of the submitted GNLP includes the following requirement:

All residential development will address the potential visitor pressure, caused by residents of the development, that would detrimentally impact on sites protected under the Habitats Regulations Directive through:

- the payment of a contribution towards the cost of mitigation measures at the protected sites (as determined under the Norfolk Green infrastructure and Recreational Impact Avoidance and Mitigation Strategy plus an allowance for inflation); and,*
- the provision or enhancement of adequate green infrastructure, either on the development site or nearby, to provide for the informal recreational needs of the residents as an alternative to visiting the protected sites. This will equate to a minimum of 2 hectares per 1,000 population and will reflect Natural England's Accessible Natural Greenspace Standard.*

- 2.6 This policy was agreed individually by all the Greater Norwich authorities as part of the decision to submit the Greater Norwich Local Plan for independent examination. South Norfolk Council agreed to submit the GNLP at its Council meeting on 26 July 2021.
- 2.7 The Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) was completed in March 2021. This Strategy, included as appendix A of this report, considered relevant baseline information across Norfolk, identified opportunities for improvement of the Green Infrastructure Network and set out proposal for a Recreational Avoidance and Mitigation Strategy (RAMS).
- 2.8 The RAMS strategy comprised the delivery of a £7,940,596.43 mitigation package as set out in Table 10 of the Norfolk GI and RAMS strategy document. The mitigation package is to be funded through developer contributions. At the time the strategy document was completed the cost per dwelling was calculated as £185.93 per dwelling. This figure was calculated by dividing the total cost of the mitigation package by the number of planned dwellings to 2038 that had not yet secured planning permission i.e. the number of dwellings on which developer contributions could be sought. This figure may be subject to adjustment based upon the number of potential contributory dwellings at the point the strategy is adopted. After adoption, it would also be subject to an adjustment for inflation as set out in the GNLP policy.
- 2.9 An interim Statement of Common Ground (SoCG) was initially agreed with Natural England as part of the submission of the Greater Norwich Local Plan for independent examination. A further Norfolk wide SoCG has been agreed through actions taken by Norfolk Strategic Planning Framework Member Forum. This SoCG has been subject to consultation with Natural England. At the time of writing confirmation of agreement by all authorities to this SoCG is awaited. This SoCG set out provisions for a county wide agreement to bring forward procedures for the collection of a tariff of £185.93 per dwelling (based on the conclusions of the GI and RAMS strategy) by 31 March 2022, and to complete a review of a GIRAMS mitigation package within 18 months.

- 2.10 Using the principles established by the GNDP and its governance of the Community Infrastructure Levy (CIL), it is intended that matters including governance, success factors, distribution, prioritisation and apportionment are being finalised through the Norfolk Strategic Planning Framework (NSPF) Member forum. The work programme being taken forward under the NSPF will also include a review of the GIRAMS and the mitigation package to ensure that it is as effective as possible. The intention is to complete the review of the GIRAMS within 18 months in order to inform the delivery of specific mitigation projects.
- 2.11 Whilst these matters were being finalised the Greater Norwich partners will implement the GIRAMS package (referring to the RAMS package) as the best available evidence.

3. Current position/findings

- 3.1 The emerging GNLP policy, which has been agreed as being sound by Greater Norwich Authorities, sets out a specific requirement to make contributions to deliver a Recreation Avoidance and Mitigation Strategy (RAMS) and to secure the provision of adequate green infrastructure. This is to ensure that the Council meets its obligations under the Conservation of Habitats and Species Regulations 2017.
- 3.2 Obligations policies set out through a Local Plan would typically only come into force following its adoption. However, the Council's obligations under the Conservation of Habitats and Species Regulations 2017 also apply in the discharge of its responsibilities in granting planning permission for development. In this instance, compliance with the Council's legal duty supersedes such typical practice in this instance.

4. Proposed action

- 4.1 Taking account of the Council's approval of the GNLP policy in relation to requiring contributions to the RAMS tariff, in order to ensure that the Council continues to meet its legal duty under the Conservation of Habitats and Species Regulations 2017 it is proposed that the Council adopts the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) and resolves to begin collecting obligations from applications for residential development, and other relevant development proposals in accordance with the requirements of Policy 3 as set out in the recommendation of this report.

5. Other options

- 5.1 The Council may choose to delay adoption of the Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) and implement the related section of Policy 3 of the GNLP or choose not to adopt the GIRAMS.
- 5.2 The full implication of taking either of these other options would be related to the reasoning behind the decision. However both options would, in principle, present a material risk to the soundness of the GNLP and the legal robustness of decisions to approve planning applications for residential and other relevant types of development. The related section of Policy 3 is based on the GIRAMS and its

evidence, and so any alternative approach to be considered would be dependent on further work being undertaken to identify and evidence an appropriate alternative way forward. This would likely impact on the determination of relevant applications for planning permission.

6. Issues and risks

- 6.1 **Resource Implications** – In the short term there are expected to be additional costs to the authority related to the establishment of appropriate S106 clauses or alternative mechanisms to secure tariff contributions through development. There are also likely to be some costs to the authority associated with the governance of the overall programme. It is expected that these cost can be met within the existing resources of the Planning team.

Costs associated with the implementation and programme management of the RAMS mitigation would be funded through the collection of the tariff contributions.

- 6.2 **Legal Implications** – South Norfolk Council has a legal duty to comply with the Conservation of Habitats and Species Regulations 2017. This requires the authority to assess the impacts of all plans and programmes (including Local Plans and Planning Applications) that may affect the protected features of any site protected under those regulations. Where an adverse effect on the integrity of a habitat site cannot be ruled out, and where there are no alternative solutions, the plan or project can only proceed if compensatory measures are secured which obviate those adverse effects.

All planning obligations sought through development must meet the tests of contained in Regulation 122(2) of the Community Infrastructure Levy Regulations 2010. Namely that the any obligation is: a) necessary to make the development acceptable in planning terms; b) directly related to the development; and, c) fairly and reasonably related in scale and kind to the development.

- 6.3 **Equality Implications** – There are not considered to be any individual equalities implications resulting from the adoption of the GIRAMS and implementation of the relevant section of Policy 3 of the GNLP. Wider equalities implications were considered through the equalities impact assessment that accompanied the Greater Norwich Local Plan.
- 6.4 **Environmental Impact** – The adoption of the GIRAMS is a key part of complying with the Council's duty under the Conservation of Habitats and Species Regulations 2017. The adoption of the GIRAMS and implementation of the relevant section of Policy 3 of the GNLP will ensure, beyond a reasonable doubt, that the implementation of the Council's planning strategy does not have an adverse impact on habitat sites protected under the Conservation of Habitats and Species Regulations 2017 as a result of increased recreational pressure resulting from household and population growth.
- 6.5 **Crime and Disorder** – The proposal is not considered to have any significant implications in terms of crime and disorder.

6.6 **Risks** – no risks other than those outlined in 6.1 to 6.5.

7. **Conclusion**

7.1 For the reasons set out within the report, in particular at paragraphs 3.1, 3.2 and 4.1, it is proposed that the Council adopts the Norfolk GIRAMS and resolves to begin collecting obligations from application for residential development, and other relevant development proposals in line with the relevant section of Policy 3 as set out in the recommendation.

8 **Recommendations**

8.1 Subject to agreement by all planning authorities, and an immediate review of the GIRAMS mitigation package, Cabinet to recommend that Council adopts the Norfolk Green Infrastructure and Recreational Avoidance and Mitigation (GIRAMS) Strategy and resolves to begin collecting obligations from applications for residential development, and other relevant development proposals in line with the following requirements of Policy 3 of the Greater Norwich Local Plan:

All residential development will address the potential visitor pressure, caused by residents of the development, that would detrimentally impact on sites protected under the Habitats Regulations Directive through:

- the payment of a contribution towards the cost of mitigation measures at the protected sites (as determined under the Norfolk Green infrastructure and Recreational Impact Avoidance and Mitigation Strategy plus an allowance for inflation); and,
- the provision or enhancement of adequate green infrastructure, either on the development site or nearby, to provide for the informal recreational needs of the residents as an alternative to visiting the protected sites. This will equate to a minimum of 2 hectares per 1,000 population and will reflect Natural England's Accessible Natural Greenspace Standard.

Background papers

[Norfolk Strategic Planning Framework May 2021](#)

[Greater Norwich Local Plan](#)

[Interim Statement of Common Ground with Natural England](#)



Norfolk Green Infrastructure and Recreational impact Avoidance and Mitigation Strategy

Habitats Regulations Assessment Strategy Document

March 2021

Version	Date	Issued by	Reviewed by	Description of changes
1.0	30/07/2019	Ryan Mills	Sue Hooton	Internal Review
2.0	02/08/2019	Sue Hooton	Jon Crane	Draft Report
3.0	09/10/2019	Sue Hooton	Jon Crane	Draft Report
4.0	28/10/2019	Sue Hooton	Jon Crane	Draft Report
5.0	14/02/2020	Sue Hooton & Ryan Mills	Jon Crane	Issue
6.0	22/05/2020	Sue Hooton & Ryan Mills	Jon Crane	Final Draft Report
7.0	19/10/2020	Sue Hooton & Ryan Mills	Jon Crane	Final Report (pending housing figures and agreement of plan periods)
8.0	23/03/2021	Sue Hooton & Ryan Mills	Jon Crane	Final Report
Title of report		Norfolk Green Infrastructure and Recreational impact Avoidance and Mitigation Strategy		
Client		Norfolk Strategic Planning Framework		
Client representative		Trevor Wiggett		
Report contributors		Sue Hooton CEnv MCIEEM, Ryan Mills CMLI & Jon Crane MTCP		

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Acknowledgement

We would like to acknowledge the work of our colleague Natasha Moreno-Roberts who sadly passed away before the report was finalised. She was integral to the study at the early stages and would still be now if she were alive.

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EXECUTIVE SUMMARY

Why is this Strategy needed?

This strategy has been produced to support Local Planning Authorities (LPAs) in Norfolk in their statutory requirement to produce 'sound' i.e. legally compliant Local Plans for their administrative or Plan making areas.

The potential for recreational activities to disrupt the protection objectives of Habitats Sites in and around Norfolk is related to the level of growth in each Local Plan 'in combination'; specifically an increase in population resulting from identified new housing requirements across the County that will in turn ensure more people visit Habitats Sites for recreation. This residential growth, combined with an increase in tourism accommodation, will result in more people visiting and possibly harming Habitats Sites.

There is an opportunity to address mitigation strategically, in this instance at the County level. The provision of green infrastructure (GI) at both a development site and at the Plan making level will be key to diverting and deflecting new residents from visiting Habitats Sites on a daily basis. As it is not possible to rule out residual effects, strategic mitigation is proposed within this document in the form of a Recreational impact Avoidance and Mitigation Strategy (RAMS). This is in order to ensure that Local Plans can be adopted and to enable planned growth through the implementation of measures to avoid adverse effects on the integrity of Habitats Sites.

Natural England's interim advice to the Norfolk LPAs welcomes the preparation of a Norfolk GI and RAMS Strategy, as a large scale strategic project involving all of the Norfolk authorities working together, to help mitigate the recreational effects likely to arise as a result of increased housing over the respective Local Plan periods on sensitive designated sites. This approach will build on the existing evidence included within the Norfolk Visitor Survey Report, which provides a comprehensive analysis of current and projected visitor patterns to Habitats Sites across Norfolk. It delivers Natural England's advice that provision of enhanced Green Infrastructure (GI) is needed within all new residential developments with year round connections to the local countryside.

This Strategy will form part of the evidence base for Local Plans to ensure that residential planning applications which have the potential to impact on Habitats Sites are compliant with the Habitats Regulations. Its delivery aims to support growth and meet the GI & nature need for residents and visitors to Norfolk.

What is proposed regarding Green Infrastructure?

Green infrastructure (GI) provision is essential to divert and deflect the daily recreational visits away from the sensitive Habitats Sites, and their rare species, in order to avoid adverse effects on the integrity of these sites from all the individual developments alone. This Strategy identifies that there is currently no justified need for a 'county-wide' or 'county-level' solution regarding GI provision in addition to those measures already in place at the strategic and localised / individual development level, to enable Local Plan growth. The RAMS section of this Strategy has explored mitigation options in Norfolk related to avoiding recreational impacts on Habitats Sites 'in-combination' with other plans and projects and concluded that these can be ensured through

a suite of mitigation measures at the Habitats Sites. This conclusion can be made only if GI provision is delivered on or near housing and tourist accommodation development sites in the first instance.

Although this Strategy does not identify the need for any new County-wide GI provision to mitigate recreational impacts, it is essential that LPAs secure the provision of GI at both a development site and a Plan making level. Further, an opportunity exists to enhance the GI network to 'future proof' the County against any effects that may emerge beyond Local Plan periods, should residential growth requirements continue to rise. This Strategy also looks at existing open space opportunities within the County to see whether they could be procured or otherwise developed to meet a certain standard to provide a genuine alternative recreational offer to the Habitats Sites and rectify deficiencies and future-proof growth in future Local Plan periods. These are mapped within this Strategy as 'Strategic Opportunities'.

As mentioned previously, in order to avoid the majority of the potential impacts from recreational pressure, adequate provision will need to be made at a local level for green infrastructure / open space provision related to development. Such provision should add to the level, quality and type of GI that is currently available and be proportionate to the scale of development that it is to address. In assessing this requirement, regard should be had to information such as audits of what is currently available and opportunities for enhancing Green Infrastructure, Green Infrastructure Strategies, and models such as Natural England's ANGst model.

In addition to exploring opportunities for alternative recreational across Norfolk, this Strategy recommends other GI mechanisms that can be incorporated into the planning process. These are listed below:

- The integration of an 'Enhanced Green Infrastructure (EGI)' Policy wording into any emerging Local Plans, to ensure that developers are aware of their responsibilities regarding the quality of GI provision.
- LPAs could undertake an 'EGI audit', exploring whether GI provision could be improved moving forward, to offer an additional recreational offer close to where people live. This audit would use a set of 'EGI Quality Criteria' to ensure social, economic and environmental benefits.

The Strategy delivers Natural England's advice that provision of enhanced Green Infrastructure (GI) is needed within all new residential developments with year round connections to the local countryside. It now seeks a commitment from the LPAs to deliver enhanced GI with multiple benefits which is accessible locally to all Norfolk residents & tourists and work towards an aspirational target for enhanced GI within large scale developments.

What exactly is a RAMS?

The RAMS identifies a detailed programme of County-wide mitigation measures aimed at delivering the mitigation necessary to avoid adverse effects on integrity of the Habitats Sites from the 'in-combination' impacts of recreational impacts at Habitats Sites from residential development including tourist accommodation that is predicted across Norfolk. Once finalised and adopted, the RAMS will comprise of strategic mitigation measures to avoid and mitigate adverse effects predicted for the Habitats Sites, which will be costed and funded through developer contributions. There is in-built flexibility for each Habitats site as there is no "one size

fits all” fix; the solution will need the LPAs to work with conservation organisations to identify which combination of package measures is appropriate and likely to be effective.

It is important to acknowledge that the RAMS exists specifically to mitigate these ‘in-combination’ effects. It is not a mechanism to deliver mitigation for recreational impacts from individual residential developments alone or individually; this must be provided on/near the development site in the form of Green Infrastructure provision, for the purposes of avoidance in the first instance. The RAMS mitigation measures are also not designed to deal with existing issues at Habitats Sites, as these are not directly related to planned housing growth or future tourist accommodation development.

What is the RAMS proposing?

Additional housing growth is predicted to lead to more people visiting the countryside of Norfolk, much of it important for wildlife. This has the potential to cause more disturbance to sensitive wildlife and habitats. The RAMS is proposing bespoke and evidence based actions to prevent that disturbance, funded by developer contributions from house builders.

In addition to ensuring sufficient greenspace within and near to residential developments, this Strategy recommends a package of avoidance and mitigation measures to be delivered at the Habitats Sites that includes, but to ensure flexibility, is not limited to:

- The provision of a ‘Delivery Co-ordinator’ with the role of managing the delivery of the mitigation measures and acting on the results of monitoring;
- Securing provision of a Ranger team to provide a presence at the Habitats Sites particularly of the Broads, all three parts of the Coast and, when monitoring shows that this is a priority, also in the Norfolk Brecks (which could be extended to West Suffolk in the future). The role of the Ranger team includes informing visitors of the importance of the Habitats Sites, and directing them to appropriate areas, giving walks, talks & supporting partner events; providing promotional materials designed in conjunction with existing partners to make best use of their knowledge and experience;
- Undertaking an Audit of Signage is proposed regarding appropriate access points to each Habitats Sites; car park rationalisation may then be considered necessary in the future to manage the carrying capacity of these sensitive sites.
- Monitoring of commencement of residential developments especially locations e.g. within which LPA and individual Habitat site ZOI;
- Recording the implementation of mitigation for recreational impacts and track locations and costs;
- Collating and mapping key roosts and feeding areas outside the Habitats Sites i.e. functionally linked land;
- Sharing a new website dedicated to the Norfolk RAMS, providing information on the Habitats Sites, the need for mitigation and measures to alleviate recreational disturbance;
- Setting up a county-wide ‘dog project’ to engage with dog walkers, promoting sites

for dog walking, providing information on other areas available for dog walking and highlighting issues at Habitats Sites; build on existing use of dog bans & dogs on lead areas plus dog friendly beaches;

- Filling in gaps in data for Habitats Sites to calculate individual ZOIs and continuous updating of 'Visitor Surveys' at selected locations to monitor effects and update the need for a Ranger team and any additional measures;
- The provision of literature regarding codes of conduct and pilots for zonation for those undertaking water sports at Habitats Sites, including bait digging, power hang gliders, kayakers and kite surfers and the use of drones;
- Work identifying and providing strategic mitigation projects which are based on evidence and supported by data gathering undertaken in the Strategy and where there is a deliverable and identified need. Working with landowners and partners to support existing or identify new fencing to protect breeding sites for SPA bird populations;
- Working with landowners and partners to collate bird monitoring surveys to identify land outside SPAs which support qualifying features;
- Monitoring of sensitive vegetation & species to inform mitigation needs ; and
- Working with the Public Rights of Way team on projects regarding route diversions and site buffering.

What will this mitigation cost and how could it be paid for?

A per dwelling tariff for the Norfolk-wide RAMS has been calculated by dividing the total cost of the RAMS mitigation package by the total number of houses still to be delivered over Local Plan periods. Any dwellings already consented in full are not included in this calculation.

Contributions cannot be collected from developers to pay for mitigation necessary to avoid impacts from these residential developments alone, nor from other users. Where any reserved matters applications for residential development are submitted, the LPA will need to comply with Natural England's advice to undertake 'HRA screening' if this has not already been undertaken and developer contributions may still be required.

The tariff is an exact monetary value to ensure the full costs of the mitigation package can be collected relevant to the impacts predicted from Local Plan growth, in order for them to be HRA compliant.

Further to this, the costed package also includes a 10% contingency which has been included to ensure that there is no shortfall in the delivery of necessary mitigation measures. With annual reviews of the tariff in line with the Retail Price Index (RPI) and considerations of the RAMS for each Local Plan review, each Local Plan period will secure developer contributions to fund ongoing delivery of mitigation which amounts to 'in perpetuity'. The provision of the mitigation package is sufficient to address the 'in perpetuity' issue as measures will be funded by the LPAs on a rolling programme.

The RAMS package of mitigation measures has been identified to cost in the region of £7.9 million. This tariff is payable on each net new dwelling that currently does not have full planning consent. There will therefore be a required cost to be paid by developers on each new dwelling

that does not currently have planning permission. This approach seeks to mitigate the additional recreational pressure in a way that ensures that those responsible for it pay to mitigate it at a level consistent with the level of potential harm. Fairly, this represents a planning contribution that must be paid for each net new dwelling delivered in the County. This cost is identified as **£185.93 per dwelling** and per bedspace for tourist accommodation or student accommodation unit equivalents.

Summary of Norfolk GI and RAMS Strategy recommendations

The Norfolk wide GI and RAMS Strategy aims to support Local Plan growth & meet the GI and Nature need for residents and visitors. It recommends each Authority:

- Commits to deliver enhanced GI with multiple benefits which is accessible locally to all Norfolk residents & tourists;
- Works flexibly and look beyond boundaries for strategic delivery of GI and RAMS measures at a range of levels;
- Commits to consulting conservation bodies regarding Rangers, seeking creative management options and acting on the results of monitoring;
- Delivers strategic and Local Plan policies in relation to new residential and tourist accommodation and work towards an aspirational target for enhanced GI within large scale developments;
- Secures developer contributions from all new residential development across Norfolk based on the evidenced tariff based approach, to make a substantial contribution to mitigating adverse impacts arising from planned housing growth at Habitats sites
- Implements the key projects and priorities to encourage appropriate recreational behaviour in line with the RAMS Action Plan.

1. INTRODUCTION

1.1 Project Background

The Councils of Broadland District Council, Breckland District Council, Great Yarmouth Borough Council, The Borough Council of King's Lynn & West Norfolk, North Norfolk District Council, Norwich City Council, South Norfolk Council and the Broads Authority (working together to address cross-boundary issues and offer a strategic solution through a Norfolk Strategic Planning Framework (NSPF)), commissioned Place Services in April 2019 to prepare a Green Infrastructure (GI) and Recreational Impact Avoidance and Mitigation Strategy (RAMS).

This study will form part of the evidence base for each of the above authorities' Local Plans and provides the basis for future agreements through the NSPF. The Authorities appointed consultants to undertake this work covering the six districts, one city and the Broads Authority area within the county of Norfolk. The Project Steering Group was formed of all LPAs, along with Natural England and Forestry Commission. Together they worked with Place Services in the production of this Strategy.

The Councils listed above are the Local Planning Authorities (LPAs) for their respective areas but excluding those parts in the designated Broads area, where the Broads Authority is the LPA. Below is a map of the study area, representing the entirety of the County of Norfolk.

Figure 1: Map of Norfolk including LPA boundaries



Source: Place Services, 2020

1.2 Why is the Strategy needed?

This strategy has been produced to support Local Planning Authorities (LPAs) in Norfolk in their statutory requirement to produce ‘sound’ i.e. legally compliant Local Plans for their administrative areas. Local Plans set the framework for growth for the LPA area over a set ‘Plan period’, typically 15 years.

Local Plans outline the level of growth needed in an administrative area, identify where strategic housing and employment growth can be sustainably delivered, and set a framework of policies that will be used to determine planning applications and ensure sustainable development.

Work toward LPA Local Plans in Norfolk includes assessing whether growth, in terms of both overall housing requirements and specific allocations for development, would have any likely adverse effects on the integrity of ‘Habitats Sites.’ This assessment, known as a ‘Habitats Regulations Assessment’ (HRA) is required through EU law (the EU Habitats Directive)¹ and as such is a key determinant of the ‘soundness’ of a Local Plan and their legal compliance.

Habitats Sites, also known as Natura 2000 sites, include Special Protection Areas (SPAs), Special Areas of Conservation (SACs) and Ramsar sites (wetland sites designated to be of international importance under the Ramsar Convention). These represent those areas with the highest level of designation for wildlife interest in Europe and ensuring that their protection objectives are not compromised is of paramount importance.

Consultants ‘Footprint Ecology’ undertook surveys in 2015-16, the results of which provided local authorities in Norfolk with information to underpin reviews of their Local Plans, Habitats Regulations Assessments and this Strategic solution for avoidance and mitigation. The results highlight how an increase in recreational pressure (particularly at the North Coast, the Broads and the Valley Fens) is predicted to be linked with residential development across multiple local authorities and that solutions are likely to be most effective if delivered and funded in partnership.

In other parts of the country, strategic mitigation schemes have been established involving partnerships of local authorities delivering mitigation funded through developer contribution schemes. Such approaches would provide Norfolk authorities with an effective way of delivering mitigation and some recommendations for mitigation approaches are given.

The HRA work undertaken for the individual Local Plans in Norfolk has identified a common theme regarding the potential for recreational activities to disrupt the protection objectives of Habitats Sites in and around Norfolk. This is related to the level of growth in each Local Plan, specifically an increase in population resulting from identified new housing requirements that are within the ‘Zone of Influence’ (ZOI) for likely significant effects regarding recreational disturbance at Habitats Sites.

ZOIs represent the extent of land around Habitats Sites within which residents travel to them for recreational activities, as evidenced by extensive survey work. Local Plan allocated growth will result in more people visiting and possibly harming Habitats Sites. Effects can occur from activities as varied as dog walking to water sports.

¹ This law still applies until further notice.

In response to the potential of an increased population to cause harm to Habitats Sites across all of Norfolk, from individual developments alone and also when considered with effects from other plans and projects (known as ‘in-combination effects’), there is an opportunity to address mitigation strategically, in this instance at the County level. The role of Green Infrastructure at both development site and Local Plan levels is key to diverting and deflecting new residents from visiting Habitats Sites for their daily recreational needs; however as residual effects cannot be ruled out, strategic mitigation is also proposed within this document for mitigation measures to be delivered at the Habitats Sites to deal with residual effects following avoidance measures on development sites.

Within this Strategy, strategic GI opportunity areas are explored to complement diversionary GI provision that is already established, based on supporting information and evidence that has been provided by the LPAs. Residual effects are proposed to be mitigated through a Recreational impact Avoidance Mitigation Strategy (RAMS) in order to ensure that Local Plans can be adopted and to enable planned growth through the implementation of measures to avoid likely adverse effects on the integrity of the Habitats Sites.

COVID-19

As we approached the publication of this Strategy, Coronavirus (COVID-19) reached the country. At the time, the majority of the text had been agreed with Local Planning Authorities and Natural England. However, the virus then highlighted the importance of designing for active travel and access to green space. This strategy contains recommendations to enhance green infrastructure to avoid potential impacts on recreational pressures, mitigate climate change, and improve wildlife corridors and connectivity. Yet, it was decided it was vital that we should also be actively encouraging people to walk or ride a bicycle, enjoy local green infrastructure opportunities to support a sense of wellbeing. This study has therefore taken this into consideration before being finalised.

2. GREEN INFRASTRUCTURE STRATEGY

2.1 What is Green Infrastructure (GI)?

Green infrastructure can be defined as a carefully planned network of high quality natural and semi-natural assets and habitat types, of green and blue spaces, and other strategically planned environmental features that maintain and deliver our ecosystem services. It provides multi-functional benefits integral to the health and wellbeing of our communities and to the ecology and economy of the county. Green infrastructure is often referred to as a network of these natural and semi-natural assets and spaces, which are joined together connecting urban and rural areas and are habitually strategically planned. Green infrastructure provision is therefore an important solution to delivering the Lawton principles² of “more, bigger, better and joined”.

In creating this strategy:

- Local and national green infrastructure policy and Local Planning Authorities Green Infrastructure Strategies were reviewed;
- Existing Green infrastructure mapping was reviewed, and cross referenced with other GI data to form the evidence base for the strategy; and
- Continued engagement with key stakeholders was undertaken.

2.2 Legislative Background and GI Drivers

2.2.1 National

The national policy approach to delivering green infrastructure is set out in the National Planning Policy Framework and supporting Planning Practice Guidance. National Planning Policy Framework (NPPF): Strategic Policies states:

‘Strategic policies should set out an overall strategy for the pattern, scale and quality of development, and make sufficient provision for...conservation and enhancement of the natural, built and historic environment, including landscapes and green infrastructure...’

The NPPF also encourages planning policies and decisions to consider natural and local environment enhancements. Paragraph 171 states that:

- Plans should:take a strategic approach to maintaining and enhancing networks of habitats and green infrastructure; and
- LPA should seek opportunities to provide better facilities for users, for example by adding links to existing rights of way network including

² Lawton Principles advocates a landscape-scale approach to conservation, to create “a coherent and resilient ecological network”, guided by 4 key principles, summarised as “more, bigger, better and joined”.

national trails.

The ‘National Planning Practice Guidance: What is a strategic approach to green infrastructure?’ states that,

“To assist in planning positively for green infrastructure local planning authorities may wish to prepare an authority-wide green infrastructure framework or strategy. This should be evidence-based by, for example, including an assessment of current green infrastructure provision that identifies gaps in the network and the components and opportunities for improvement. The assessment can inform the role of green infrastructure in local and neighbourhood plans, infrastructure delivery plans and Community Infrastructure Levy (CIL) schedules.”

“Local Plans should identify the strategic location of existing and proposed green infrastructure networks. Where appropriate, supplementary planning documents can set out how the planning, design and management components of the green infrastructure strategy for the area will be delivered.”

The Natural Environment White Paper, ‘The Natural Choice: Securing the value of nature’ (2011) highlighted ‘the importance of green spaces to the health and happiness of local communities’. The White Paper sets out a framework to protect and enhance the natural environment and to support coherent and resilient ecological networks that reflect the value of ecosystems.

It refers to the role of planning and the role of urban green infrastructure as providing linkages to the ecological network and as an effective tool to managing environmental risks such as flooding and heat waves. It also advocates that green spaces should be factored into the development of all communities, with guidance from local knowledge and statutory powers of local authorities, to work in a more integrated way to achieve multiple benefits (Defra, 2011).

The 25 Year Environment Plan ‘A Green Future: Our 25 Year Plan to Improve the Environment’ (2018) sets out a framework to maintain and improve the environment for the next generation. The following six key areas were identified:

- Clean air
- Clean and plentiful water
- Thriving plants and wildlife
- A reduced risk of harm from environmental hazards such as drought and flooding
- Using resources from nature more sustainably and efficiently
- Enhanced beauty, heritage and engagement with the natural environment

2.3 Types of Green Infrastructure (GI)

This Strategy will refer to different types of GI and how they all play a role in enhancing the overall GI network. These are as follows:

Figure 2: Scale of GI (Illustrative only)

2.3.1 Local GI

Local GI is at the development scale. Part of this includes ensuring GI forms part of development design and the planning process. This means recognising the character and distinctiveness of different locations and ensuring that policies and programmes respond accordingly. GI can play a key role in this process, from formulating design principles and drawing up masterplans, to identifying opportunities for community involvement.

2.3.2 Strategic GI

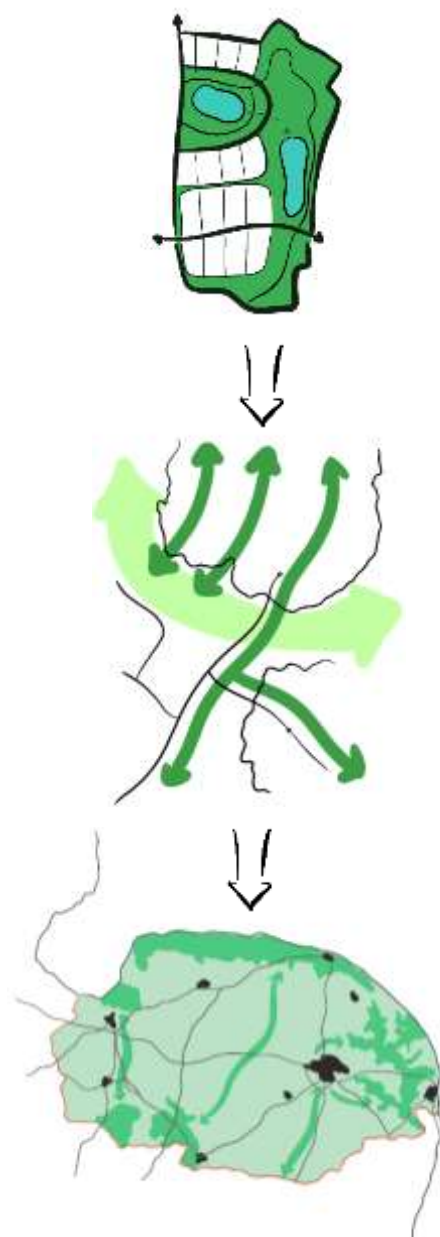
Strategic GI is at a District/Borough or Plan making level. This means, larger scale projects that enhance the GI network and provide new or improved outdoor spaces that benefit the wider community. For instance, this could include new green spaces and parks, public realm projects, and sustainable transport and connectivity improvements. A coordinated, strategic approach such as this is integral to the planning and delivery of green infrastructure.

2.3.3 County-wide GI

These are county-wide/cross-boundary approaches that provide GI opportunities that are of scale and size that benefit a wider pool of people and help combat in-combination effects on Habitats Sites for planned growth across the county. It is this type of GI to which much of this Strategy relates.

2.3.4 Enhanced GI (EGI)

Enhanced Green Infrastructure (EGI) represents accessible 'Green Infrastructure' that can in part perform the role of a Suitable Accessible Natural Green Space (SANGS). SANGS themselves represent 'strategic' GI provision but have to meet a list of criteria to be named as such. Some of these criteria can be met through enhancements to existing GI to assist in the provision of areas attractive enough for local recreational use on or near where new homes are built. EGI can therefore also take the strain away from people visiting Habitats Sites for recreation.



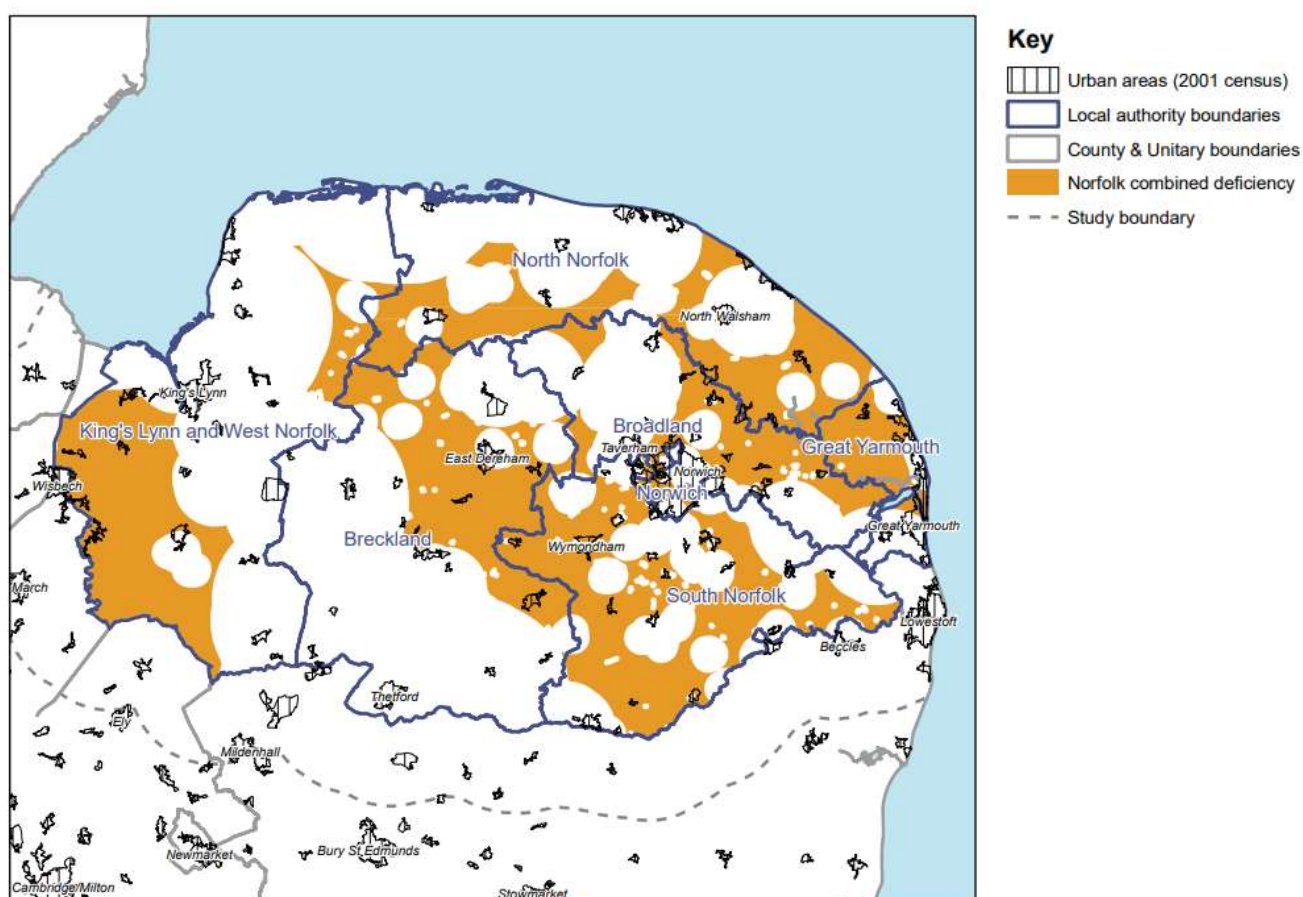
2.4 Norfolk GI Baseline

2.4.1 County level studies

2.4.1.1 Analysis of Accessible Natural Greenspace Provision for Norfolk (2010)

In 2010 an analysis of Accessible Natural Greenspace (ANG) Provision for Norfolk was carried out by Natural England (NE). The methodology followed was based on the Accessible Natural Greenspace Standards (ANGSt) analysis toolkit (Handley et al, 2003b) using an inventory of ANG data compiled on Geographic Information System (GIS) to show areas of adequate provision or deficiency. The Plan below shows all the accessible natural greenspace within the study area and the 10km buffer zone, displayed by ANGSt model size classes (20ha+ ANG, 100ha+ ANG and 500ha+ ANG).

Figure 3: Those areas with no accessible natural greenspace provision at all levels of ANGSt analysis



Source: Natural England, 2010

2.4.1.2 The Norfolk Green Infrastructure Mapping Project (GIMP) (2018)

Further analysis was carried out in 2018 by Norfolk County Council as part of the GIMP. The project aimed to:

- Make the ‘connections’ between GI and growth, providing LPAs with a deliverable approach to addressing Green Infrastructure matters to enable and support growth;
- Map the Green Infrastructure Network of Norfolk, maximising the benefits it brings to the communities of Norfolk;
- Identify deficiency in GI provision; and
- Identify opportunities for enhancement.

In regard to deficits, the project assessed current settlement deficiencies in ANG and Public Rights of Way access. All the urban areas within the county were assessed against the ANGSt guidelines and the Woodland Trust Woodland Access Standard (although all GI was assessed and not just woodlands).

This allowed the production of maps that indicate urban areas and settlements that appear to be deficient in GI and could be targeted for work as part of any GI planning.

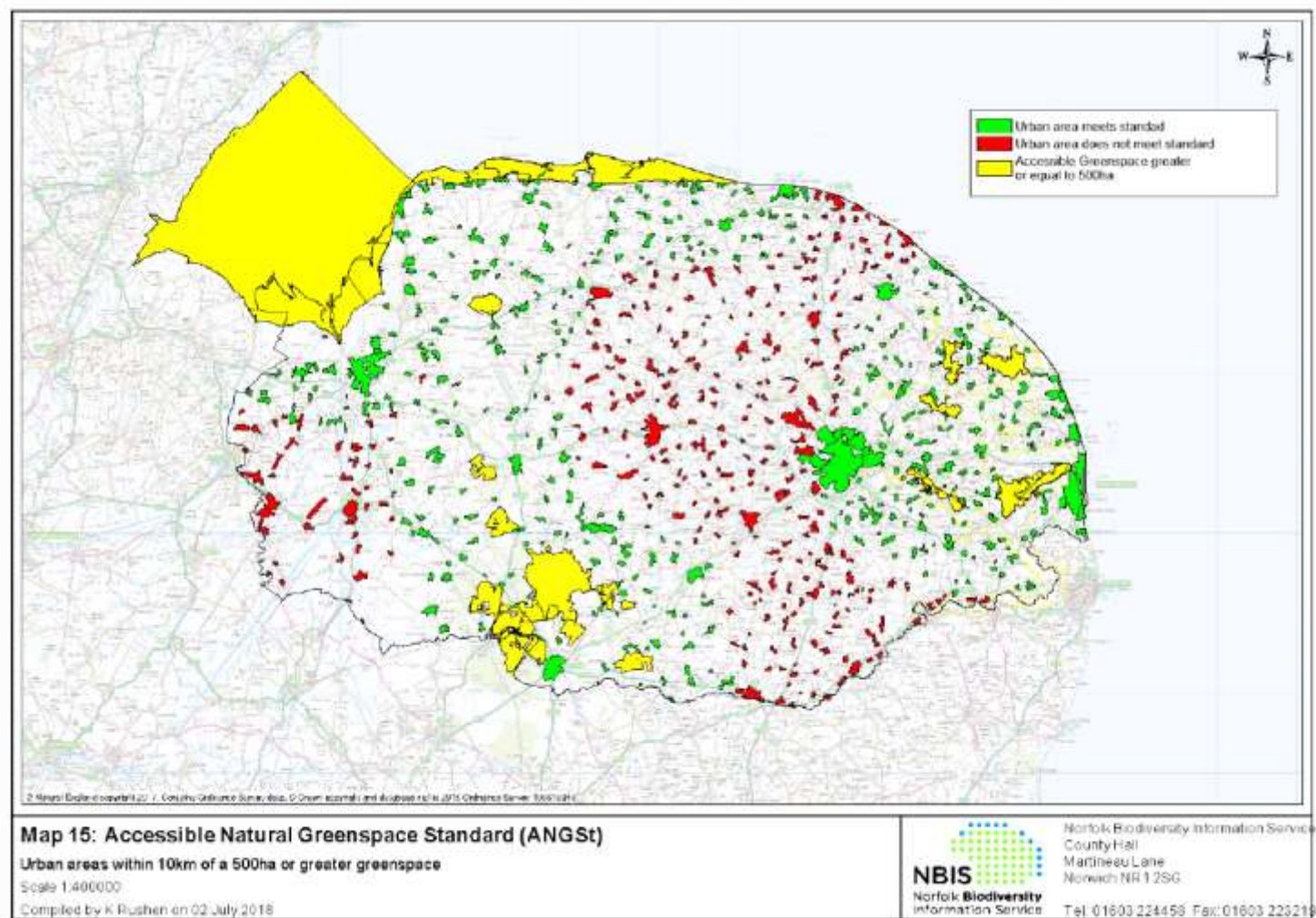
In terms of the ANGSt, urban areas were assessed against three levels of accessibility:

- Urban areas within 2km of 20ha or greater greenspace
- Urban areas within 5km of a 100ha or greater greenspace
- Urban areas within 10km of a 500ha or greater greenspace

The findings were similar to those of the 2010 report in that they showed the main areas of deficiency were in the west of King’s Lynn and West Norfolk, South Norfolk through to Breckland and North Norfolk.

Figure 4 below shows the Urban areas within 10km of a 500ha or greater greenspace plan. This data was used for this study as the size and scale of the ANG assessed is not dissimilar to County-wide level opportunities such as Country Parks and/or SANGs.

Figure 4: Urban areas within 10km of a 500ha or greater greenspace

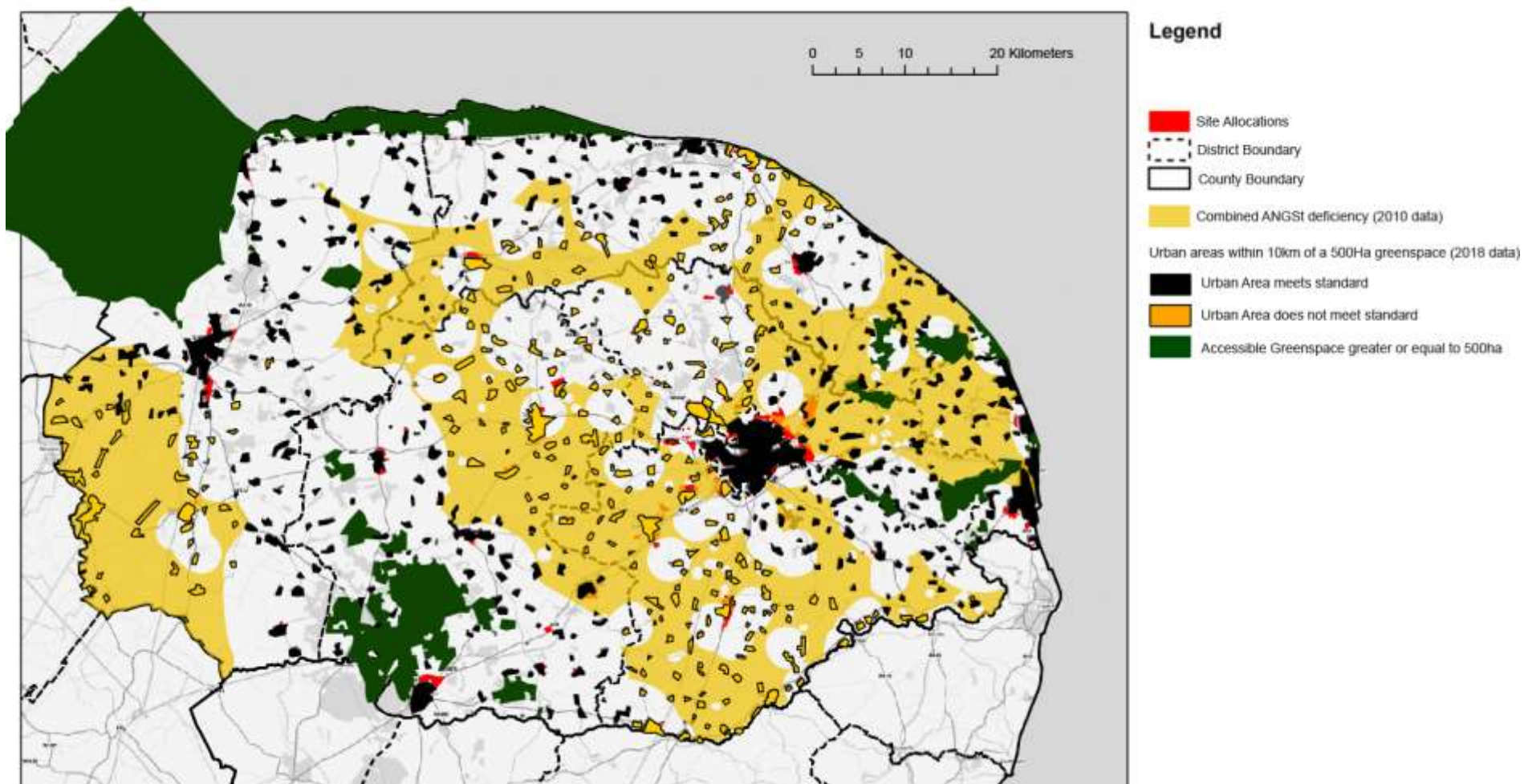


Source: Norfolk County Council,
2018

For comparison, the two deficit data sets have been overlaid alongside the Local Plan site allocations on Figure 5 to give an overall indication of the available local accessible natural greenspace to new residents in Norfolk. As you can see from this figure, the majority of the predicted housing growth across the county is located in areas that meet the ANGSt requirements. However, there are areas within Broadland and South Norfolk on the Norwich Fringe that do not meet the standards and therefore GI enhancements would be beneficial.

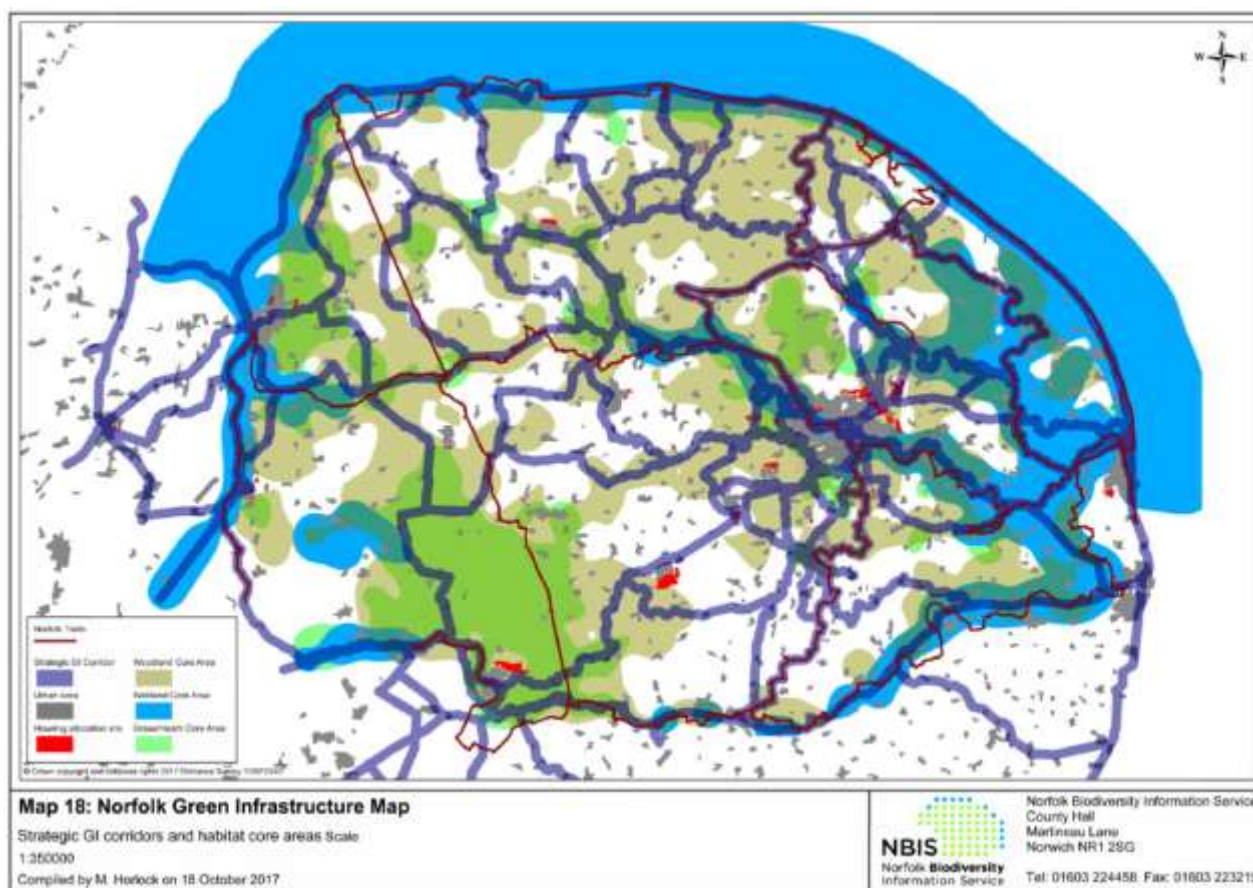
It is also worth noting that the ANGSt data from the 2010 and 2018 studies are based on all 'Accessible Natural Greenspace', which includes Habitats Sites. For many areas, such as the urban areas of southern Breckland and the northern coastline this is why no deficiency in accessible nature greenspace was found. Thus, although useful, the findings from this report cannot be purely based on these deficits and additional factors and priorities will need to be considered such as housing growth, existing GI projects and ecological enhancements.

Figure 5: Norfolk ANGSt Deficiencies



As well as the deficiency data provided. The GIMP also provides a county-wide GI network made up of identified primary and secondary Green Infrastructure Corridors throughout the county, along with a prioritisation of opportunities (using ecological network modelling and the identified GI corridors).

Figure 6: Strategic GI corridors and habit core areas map



Source: Green Infrastructure Mapping Project, 2018

The Norfolk Green Infrastructure mapping also provides users with the location of native habitat corridors/core areas, as shown in Figure 6. These are; grassland-heathland, woodland and wetland corridors. These are based on ecological network maps, kernel density analysis and existing survey data. It is important that areas of native habitat are joined together into an overarching network as this can ensure they are more resilient to changing climates and stresses, but it can also improve the levels of ecosystem services provided such as; nutrient cycling (supporting services), biomass (provisioning services), pollination (regulating services) and ecotourism (cultural services). Larger and better-connected areas of natural habitats are also now recognised as a key strategy for maintaining biodiversity. Many organisations are now promoting the creation of ecological networks and the use of landscape-scale approaches to conservation. Such initiatives include The Wildlife Trusts' Living Landscapes.

2.4.1.3 Report of Ecological Network Mapping Project for Norfolk (2016)

This report was produced for the Norfolk Biodiversity Partnership in order to help secure the

long-term future of wildlife and ensure ecological networks are established and restored. The report provides a series of maps showing an indicative ecological network for Norfolk along with the core areas that were used in the production of the GIMP. They also identify where new habitats can be created and where these can be connected. A number of potential projects are also presented that if implemented could help develop various aspects of the network.

2.4.2 Current projects at a County-wide Level

At the county wide level a number of projects exist that incorporate GI network improvements at different scales and levels. This includes, but is not limited to:

- Norfolk Trails: maps.norfolk.gov.uk/trails/
- Living Landscape Projects: www.norfolkwildlifetrust.org.uk/wildlife-in-norfolk/a-living-landscape
- Norfolk Tree Planting and Resilience Strategy (Draft)
- Norfolk Infrastructure Delivery Plan (2019): www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business/norfolk-infrastructure-delivery-plan-2017-2027.pdf
- Community Biodiversity Projects: www.norfolkbiodiversity.org/community-2/community-directory/
- Habitat and Species Action Plans: www.norfolkbiodiversity.org/habitats-and-species/

2.4.3 Strategic level data

On a Strategic Level, all LPAs have GI initiatives in place, whether that is a Green Infrastructure Policy, Strategy and/or Projects that are either adopted, or are in the process of being adopted by the LPA. These have been reviewed to see whether they are sufficient for the purposes of responding to GI pressures, opportunities, enhancements and management across Norfolk

Breckland

Breckland's Local Plan (BLP) (Adopted 2019)

GI Policy: ENVo1 Green Infrastructure.

- Ensures that all new development incorporates GI and enhances the existing network

Additional Policies include:

- ENVo2 Biodiversity Protection and Enhancement
- ENVo5 Protection and Enhancement of the Landscape
- ENVo6 Trees, Hedgerows and Development

Reference is made to the GIMP Strategic GI corridors and habit core areas, as well as Norfolk Trails

Thetford Area Action Plan (AAP) (Adopted 2012)

Breckland

Local Level GI Policies and project initiatives that look to restore and enhance the GI network

Policy TH11: Joe Blunt's Lane – “the existing route of Joe's Blunt Lane will be protected and enhanced as a green route to the North of Thetford”

Policy TH 12: The Thetford Loops.

This policy aims to provide multi-purpose, high quality routes for pedestrians and cyclists for leisure and utility trips. However, the policy recognises that it may result in intensification of recreational use of the Breckland SPA and mitigation measures would be required to alleviate this by careful consideration of routes and signage

“The Thetford Loops will enhance and encourage access into the surrounding forest and countryside for recreation.

However, encouraging people into the Forest (which is part of the Breckland SPA) has the potential to result in increased disturbance to protected Annex I birds (Woodlark and Nightjar) from the intensification of recreational use of sites.

12.41 Therefore, it is recognised that there are potential conflicts relating to promoting access and the nature conservation interest of the surrounding area (i.e. Thetford Forest and Barnham Cross Common). As such, a number of mitigation measures will be required as part of the implementation of the Loops to avoid any adverse impacts arising from them. Such mitigation is likely to require routes through the forest to change to reflect the Forestry Commission's felling cycle, not only for safety of users, but also to reflect that some bird species use areas of the forest at different stages of growth to nest and fledge. It is also likely that changes will be required to the Loops signage to direct users away from sensitive areas at particular times. Further work is therefore required to determine the level of use of the Loops, the types of activity they will provide for and the extent to which the Loops may increase access to sensitive areas. The exact mitigation measures will be informed by such work.”

As well as the strategic studies that have been completed, there are also a number of localised plans and strategic policies that are emerging, or in place, that also strengthen the county's GI. Table 1 below provides all of the local studies that provide reference to GI. This includes reference to recreation and connectivity enhancements, habitat protection and enhancements, new development open space, and GI inclusion. Figure 8 also shows all localised initiative areas overlaid on the GI map.

Greater Norwich

Greater Norwich Development Partnership (GNDP) Green Infrastructure Strategy (2007)

The GNDP GI Strategy sets out a vision for green infrastructure in the Greater Norwich Area for a “multifunctional network of green spaces and green links, providing an environmental life support system for communities and wildlife”.

The Strategy sets out six core principles for GI planning and management to underpin relevant policies, plans and decisions with the Greater Norwich area

The document proposes and identifies a multi-functional GI network for the Greater Norwich area.

The network also connects a diverse range of wildlife habitats and provides important ecological corridors for species dispersal and migration.

Green infrastructure should be delivered, protected and managed through the commitment and involvement of the public, private and voluntary sectors across the Greater Norwich Area working in partnership.

GNDP Green Infrastructure Delivery Plan (2009)

Greater Norwich

The GNDP GI Delivery Plan uses the GI Strategy as a basis to review spatial information, identify opportunities for GI in the area and produce an action plan to take GI ambitions forward. The delivery plan identifies a number of GI Priority areas (Green Infrastructure Priority Areas supporting Key Growth Areas shown on plan below), which refines the corridors identified in the GI Strategy.

The Green Infrastructure Delivery Plan reviews existing management arrangements for open space and discusses options for the future including local authority, private management companies and trusts.

Greater Norwich Joint Core Strategy (JCS) (Updated 2014)

The JCS provides strategic policies that cover the Greater Norwich area. GI is embedded throughout the document. However, the one policy that highlights it most is Policy 1: Addressing climate change and protecting environmental assets.

Greater Norwich Infrastructure Plan (GNIP) (2020)

The GNIP was produced to co-ordinate and manage the delivery of strategic infrastructure to support growth, improve quality of life and enhance natural environment.

GI is one of the GNIP main priorities and are based on the need to mitigate the potential impacts on Habitats Sites under the Habitat Regulations. The document sets out over 100 projects of different scales across the Greater Norwich region, falling within different GI Priority Areas.

Habitats Regulations Assessment of Greater Norwich Regulation 18 Draft Plan

The document concludes that the Greater Norwich Local Plan Strategy would have no adverse effect upon the integrity of any European site acting alone if there is “satisfactory completion of the Green Infrastructure and Recreational impact Avoidance Mitigation Strategy (Section 5) that provides:

- “a tariff-based payment taken from residential, and other relevant accommodation e.g. tourist accommodation, that will be used to fund a mixture of mitigation measures, most likely consisting of soft and hard mitigation measures at the designated natural sites themselves to increase their resilience to greater visitor numbers.
- the provision of suitable alternative natural green space (SANGs), which would be large enough to meet a range of needs and sufficiently well publicised for effective mitigation. The current Broadland District Council Development Management DPD policy EN3 may be considered as a precedent for housing growth in the emerging Greater Norwich Local Plan, although consideration will need to be given to new evidence emerging as part of plan production.
- Implementation of a wider programme of Green Infrastructure Improvements in accordance with current and emerging project plans so that residents of existing and proposed housing have an alternative to European sites for regular routine activities such as dog walking.

Broadland

As well as the strategic GI evidence base provided in the Greater Norwich documents, there are also fundamental strategic and localised work being carried out at a District level with Broadland that are fundamental to enhancing the GI network. These include the following:

Development Management DPD (2015)

The Development Management DPD (DMDPD) has its own GI policy - *Policy EN3 – Green Infrastructure*.

Broadland

This policy is important as it refers to ‘informal’ open space, rather than ‘formal’ open space. It also states that improving the provision, quality and accessibility of informal open space will “mitigate the potential impacts of visitor pressure upon sensitivity international designated sites” (Habitats Sites).

In accordance with Policy EN3, all development of 5 or more dwellings within Broadland are expected to make a GI contribution.

Recreational Provision in Residential Development SPD (2016)

To build on the DMDPD, Broadland also produced a Recreational Provision in Residential Development SPD that sets out standards for formal and informal recreation space. In terms of Informal Recreational Space, it states that:

The Growth Triangle Area Action Plan (GTAAP) (Adopted 2016)

The GTAAP builds upon the JCS and specifically applies to areas of Old Catton, Rackheath, Sprowston, Thorpe St Andrew and other parishes.

The GTAAP has a strategic policy in place for GI. Primarily it is regarding an area of green space (landscape buffer) that has been identified as a landscape setting to the edge of Norwich

These green infrastructure corridors will be delivered through a series of projects and proposals.

East Broadland Green Infrastructure Project Plan (EBGIPP) (2015)

The EBGIPP is a project plan that focuses on delivery of potential GI projects for the short-, medium- and long-term within the area of Great Plumstead and Acle.

Projects include; the Witton Run GI Project, Link from Blofield to Blofield Heath and A47 Safe Foot and Cycle Crossing.

The details of each project are set out, along with the opportunities, risks and justification. As well as enhancing the GI network, great importance within this study is given to the protection of highly sensitive wildlife sites such as SSSIs and CWS.

West Broadland Green Infrastructure Project Plan (WBGIPP) (2018)

A similar approach was taken to the WBGIPP as the EBGIPP with a focus on delivery of potential GI projects within the West Broadland area. Projects include; the Thorpe Marriott Greenway, South Drayton Greenway and Marriott’s Way Circular Walks. The details of each project are set out, along with the opportunities, risks and justification within the report.

The projects within the GTAAP, EBGIPP and WEBGIPP are transposed into the Greater Norwich Infrastructure Plan. Enhancement schemes themselves are then delivered: directly by development, through investment of commuted S106 payments and investment of pooled CIL. In doing this Broadland provides mitigation for predicted impacts on N2K sites in a manner agreed through the independent examination of its local plan documents.

Kings Lynn and West Norfolk

GI has been highlighted and assessed on a borough-wide and localised scale within KLWN. The following document extracts provide detail of these:

Site Allocations and Development Management Policies Plan (Adopted 2016)

Given the importance of retaining and enhancing the boroughs GI network, along with the recreational pressures on Habitats Sites, it was identified that there is a need for monitoring and mitigation measures. For this reason, the Policy DM 19 - Green Infrastructure/Habitats Monitoring and Mitigation was adopted. The GI element of this policy refers to opportunities to link to wider networks, working with partners both within and beyond the Borough.

Kings Lynn and West Norfolk

In relation to Habitats Regulations Assessment monitoring and mitigation the Council has also endorsed a Monitoring and Mitigation Strategy.

This section is important as it acknowledges the need for “enhanced informal recreational provision”, rather than just amenity space. By making this commitment, there is a guarantee that GI enhancements will be provided on site that will improve the borough and county GI network, rather than just green space.

Borough Council of Kings Lynn and West Norfolk Green Infrastructure Study: Stage Two (GISS2) (2010)

The GISS2 was completed in 2010 and provides a borough wide analysis of; existing provision, deficits, potential improvements, policies to deliver GI and high, medium and low priority projects.

This study highlights GI plans for the borough, and more specifically, three main towns; Hunstanton, Kings Lynn and Downham Market. Together they act as a spatial framework of how the GI vision will be delivered. The plans have been developed to demonstrate existing GI assets and potential new projects.

North Norfolk

North Norfolk have been reviewing their GI provision on a strategic level through planning policy and supporting documents. These are as follows:

North Norfolk Green Infrastructure Background Paper 5 (2019)

This GI Background Paper is a non-technical guide explaining the approach to Green Infrastructure and further guiding principles to inform planning proposals and the site allocations in the emerging North Norfolk Local Plan 2016-2036. The following are the interim overarching strategic objectives for the delivery of green infrastructure in North Norfolk.

This Background Paper provides a high level outline of green infrastructure and environmental considerations in North Norfolk. The final published Green Infrastructure Strategy will provide the detail on the district wide approach – highlighting the district wide corridors and how green infrastructure in the district can be enhanced and where new green infrastructure should be provided.

First Draft Local Plan (Part 1)

The Draft Local Plan provides the overarching strategic approach to development and how it should be delivered (through suitable development policies). The Plan ensures that good quality, sustainable development takes place in suitable locations which respects the landscape, environment and heritage of North Norfolk.

As part of the comprehensive suite of environmental policies, the First Draft Local Plan also contains a specific proposed policy on Green Infrastructure in order to safeguard, retain and enhance the network of green infrastructure. The proposed policy is **Policy ENV 5 Green Infrastructure**.

This policy ensures that all new development incorporates GI into its layout and design. This will help mitigate recreational pressures on Habitats Sites and improve the wider GI network.

Great Yarmouth

Great Yarmouth Local Plan – Core Strategy (December 2015)

Great Yarmouth

It is clear that GI plays an important role in the strategy for the district. Policy CS15 of the Local Plan relates to providing and protecting community assets and green infrastructure. It states that *“Everyone should have access to services and opportunities that allow them to fulfil their potential and enjoy healthier, happier lives.”*

Great Yarmouth Borough Council Infrastructure Plan (IP) (2014)

The IP identifies the green infrastructure needed to support the borough’s growth ambitions set out in the emerging Local Plan over the plan period (2014 - 2029). It includes details of enhancements to existing GI provision, along with there long-term management. Estimated costs, funding sources and delivery leads have been set out within the document with the aim to progress the projects within the Local Plan period.

South Norfolk

Falling within the Greater Norwich region, South Norfolk has developed fundamental strategic and localised policies that help support the GI work being done on a county-wide level. This includes:

South Norfolk Local Plan Development Management Policies Document (LPDMPD) (2015)

As well as the Policies, Projects and Strategies promoted through the Greater Norwich Joint Core Strategy. South Norfolk also currently has an adopted LPDMPD. Within this document, there are policies that refer to GI such as: Policy DM 1.4 and Policy DM 4.4. These policies are as follows:

Policy DM 1.4 Environmental quality and local distinctiveness

Policy DM 4.4 Natural environmental assets - designated and locally important open space

Long Stratton Area Action Plan (AAP) (2016)

On a local level, implementation of the policies stated above will be supported by consideration of more detailed local green infrastructure strategies such as those created for Long Stratton and Wymondham within their AAP’s. Both these towns sit along a County-wide Strategic Green Infrastructure corridor, therefore the provision of high quality GI within future development is important.

The Long Stratton AAP provides an Indicative Green Infrastructure Plan that identifies the green infrastructure necessary to deliver the requirements of the AAP. The area includes a network of public access routes and existing common land, linking across to the long distance Norfolk Trails. The document states that “Development will be instrumental in integrating locally characteristic greens, hedgerows, woodlands and ponds in to development east and west of Long Stratton.” In turn, the AAP also incorporates GI within its local policies. Such as:

- Policy LINGS1 Land East, South-East And North-West Of Long Stratton
- Policy LINGS5 General Green Infrastructure Requirements For New Developments Within Long Stratton AAP Area

Local Policies such as these are integral to development management and ensuring we provide high quality green infrastructure for new communities, as well as enhance the wider network.

Wymondham AAP (2016)

Similarly to Long Stratton, the Wymondham AAP provides an Indicative Green Infrastructure Plan that identifies the green infrastructure necessary to deliver the requirements of the AAP.

South Norfolk

Elsewhere in the AAP document, some allocations for development have specific policies which will address green infrastructure issues particular to those sites.

Specifically, the policy that relates to GI strategically is *Policy WYM 8: General Green Infrastructure Requirements For New Developments Within Wymondham AAP Area*.

The Broads

The Broads Authority have its own policies in place to ensure the conservation and enhancement of the natural beauty, wildlife and cultural heritage of the Broads is retained.

Local Plan for The Broads (Adopted 2019)

Policy DM8: Green infrastructure

There is an expectation that new development proposals will enhance, and integrate with, the local green infrastructure network. Development shall contribute to the delivery and management of green infrastructure that meets the needs of communities and biodiversity, both within and beyond the proposal's boundaries, including establishment of new and enhancement of existing green infrastructure.

The Broads Plan (2017)

The Broads Plan sets out a long-term vision and guiding actions to protect and enhance the area's special qualities. While the Broads Authority were responsible for its production, it is a partnership plan, and its success is dependent on a common vision, joint working and shared resources. Themes include but are not limited too; Managing water resource and flood risk, conserving landscape character and the historic environment and offering distinctive recreational experiences.

Norwich

Development Management Policies Local Plan (DM policies plan)

Within this document, there are policies that refer to GI, such as Policy DM3: Design Principles and Policy DM6: Natural Environmental Assets.

The River Wensum Strategy (2018)

The River Wensum Strategy is a long-term strategy aimed at enabling change and regeneration in the river corridor by improving public access, providing high quality public realm and, enhancing the city's environmental, cultural and historic offer in a manner that contributes to Norwich's regeneration. The strategy covers the river corridor from the city council boundary at Hellesdon to the west, through to Whitlingham Country Park in the east. It was established by the River Wensum Strategy Partnership (RWSP), which is led by Norwich City Council, alongside the Broads Authority, Norfolk County Council, the Environmental Agency and the Wensum River Parkway Partnership.

Other documents that cover the Norwich area and have been reviewed under the Greater Norwich section of this chapter include:

- Greater Norwich Development Partnership (GNDP) Green Infrastructure Strategy (2007)
- GNDP Green Infrastructure Delivery Plan (2009)
- Greater Norwich Joint Core Strategy (JCS) (Updated 2014)
- Greater Norwich Infrastructure Plan (GNIP) (2020)

2.4.4 Stakeholder Feedback from Workshop

An initial workshop was held for key stakeholders in May 2019 to gather local and specialised knowledge from LPAs, organisations and individuals regarding Green Infrastructure. Appendix 5 provides details of the feedback that was gathered from the workshop.

A second workshop in July provided an opportunity to capture and discuss strategic opportunities to create new green infrastructure provision based on planned housing growth. Stakeholder/LPA Officer input helped to identify deficiencies/gaps in Green Infrastructure provision, enhancement opportunities, potential constraints to protection/enhancement and strategic opportunities to create new GI provision based on predicted housing growth at the LPA level. The details from this workshop have been detailed in Appendix 6.

It is important to understand that there are inconsistencies in the level of information provided for each LPA area depending on attendance at the workshops. However, some of the key points raised include, but are not limited to:

Constraints

- Lack of feasibility funding to properly develop projects
- Lack of funding for ongoing maintenance
- Conflict between user groups
- Saturation levels in terms of users demands on Green Space
- User expectations - facilitates types of users e.g. Dogs vs children

Opportunities

- Restoration opportunities at minerals extraction sites for nature and people
- Link into opportunities within the new ELMS (Environmental Land Management Scheme) to consider land margin corridors and access
- Provision of accessibility in/around hot spots of housing to countryside
- Country Parks in key locations

2.4.5 Data Analysis

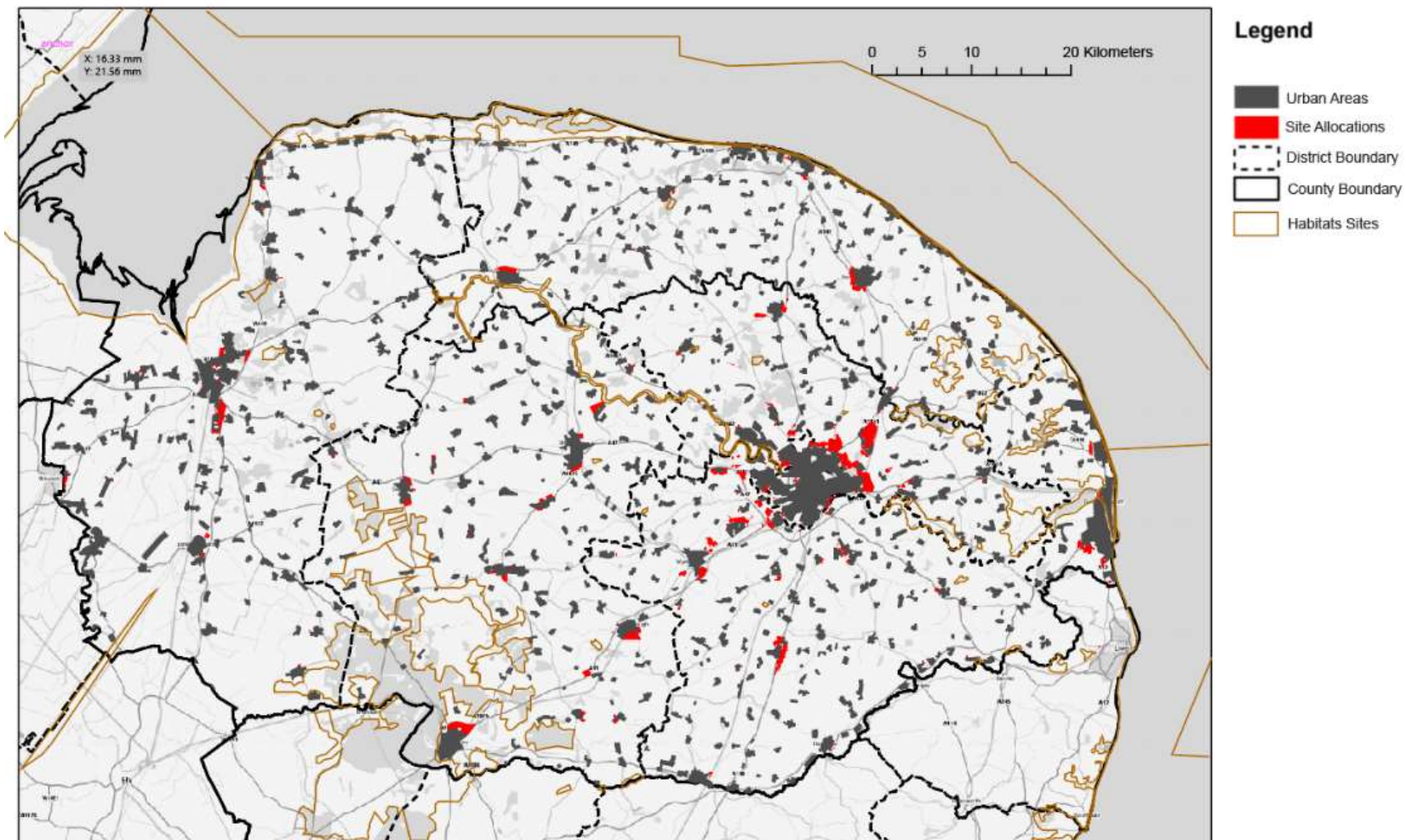
Our review of strategic level data has been collated into Table 1 below. As you can see, all LPAs have standalone GI policies, as well as GI integrated within Strategic Policies in adopted or emerging Local Plans. Furthermore, many of the LPAs also have strategic projects, strategies and/or initiatives such as Infrastructure Plans and GI Strategies in place, which set out a vision, potential projects and implementation programmes. Those LPAs that do not have these in place, such as the Broads and South Norfolk, fall within the region of other wider strategies. For instance, South Norfolk is part of Greater Norwich and therefore projects and initiatives for South Norfolk have been accounted for with the Greater Norwich GI Strategy.

Table 1: GI included at a Strategic Level across Norfolk LPAs

LPA	GI Policy	Strategic Policies with GI integrated	Strategic GI Projects, Strategy and/or Initiatives	Localised GI Policies and Initiatives (i.e. Neighbourhood Plans and AAPs)
Breckland	✓	✓	-	✓
Broadland	✓	✓	✓	✓
Broads	✓	✓	✓	✓
Great Yarmouth	✓	✓	✓	✓
Greater Norwich	✓	✓	✓	✓
Kings Lynn and West Norfolk	✓	✓	✓	✓
North Norfolk	✓	✓	✓	✓
Norwich	✓	✓	✓	✓
South Norfolk	✓	✓	-	✓

To gain a greater understanding of the scale and complexity of the potential GI network, most of the existing data has also been overlaid on to one map to show the breadth of the work that is being undertaken. The baseline map used included the existing OS map showing District boundaries, Local Plan site allocations and Habitats Sites locations.

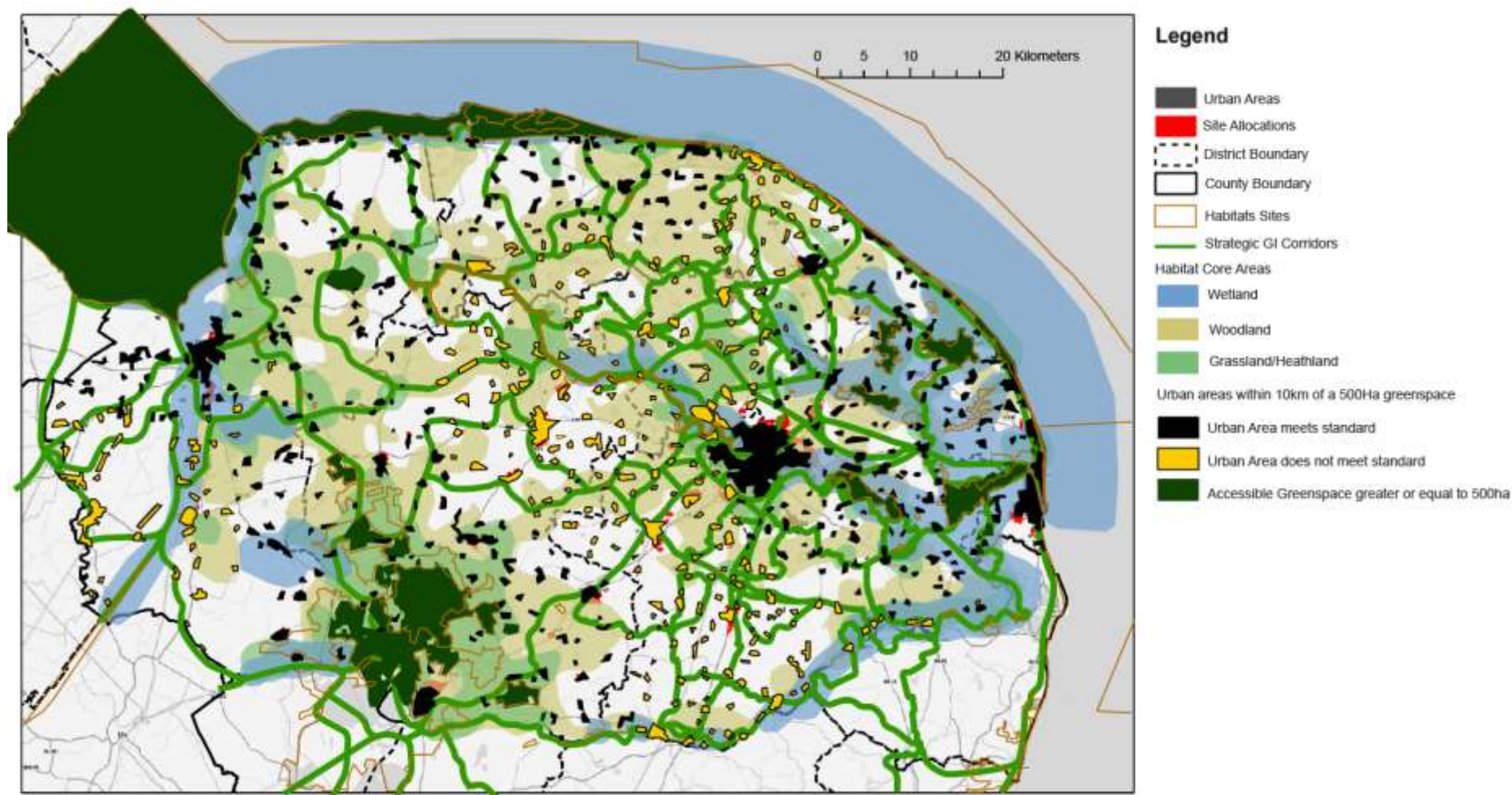
Figure 7: Base Map



Source: Place Services, 2020

This was then overlaid with the 2018 ANGSt data (urban areas within 5km of a 100Ha greenspace) and County-wide GI data; Strategic GI Corridors and Habitat Core Areas. This gives us a greater understanding of the county-wide aspirations for retention and enhancement, versus the SANGs need.

Figure 8: Strategic GI corridors and habitat core areas overlay

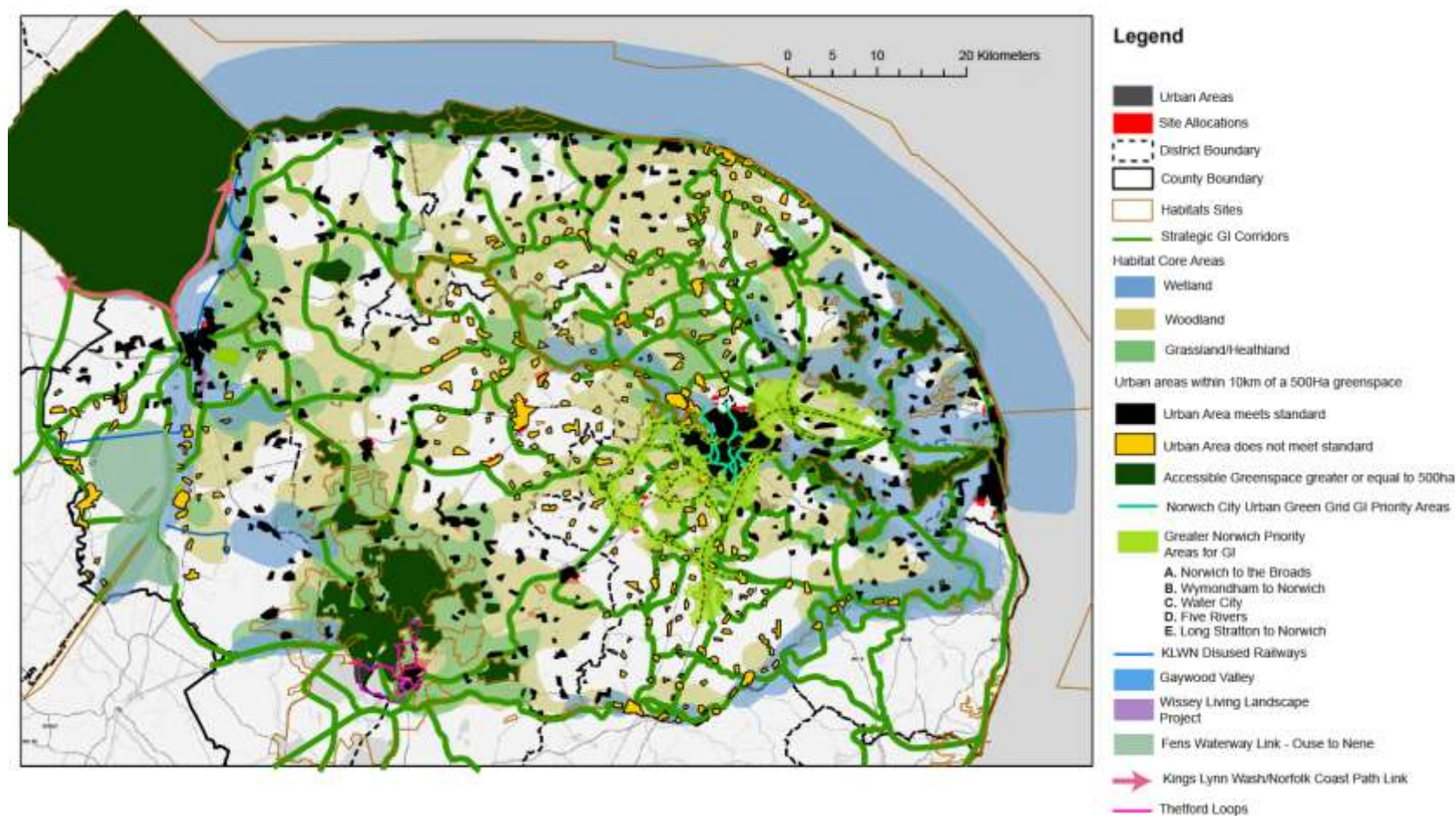


Source: Place Services, 2020

The data shown in Figure 8 provides a more holistic approach to county-wide GI potential, whereas Figure 9 below includes the Strategic projects and initiatives in place such as the Greater Norwich Priority Areas and Thetford Loops.

Although it may seem that there are GI project deficits in some areas such as North Norfolk, the maps do not include the Policies and LPA-wide Strategies highlighted in Table 2. For instance, the North Norfolk Emerging Local Plan and North Norfolk Green Infrastructure Background Paper 5 provide a detailed understanding of the district's GI, strategic initiatives and opportunities that will also help accommodate the pressures associated with impacts on Habitats Sites emanating from the level of growth planned in individual Local Plans.

Figure 9: Plan making level (Strategic) GI Projects and Initiatives



Source: Place Services, 2020

As well as the strategic studies that have been completed, there are also a number of localised plans and strategic policies that are emerging, or in place, that also strengthen the county's GI. Table 2 below provides all of the local studies that provide reference to GI. This includes reference to recreation and connectivity enhancements, habitat protection and enhancements, new development open space, and GI inclusion. Figure 9 also shows all localised initiative areas overlaid on the GI map.

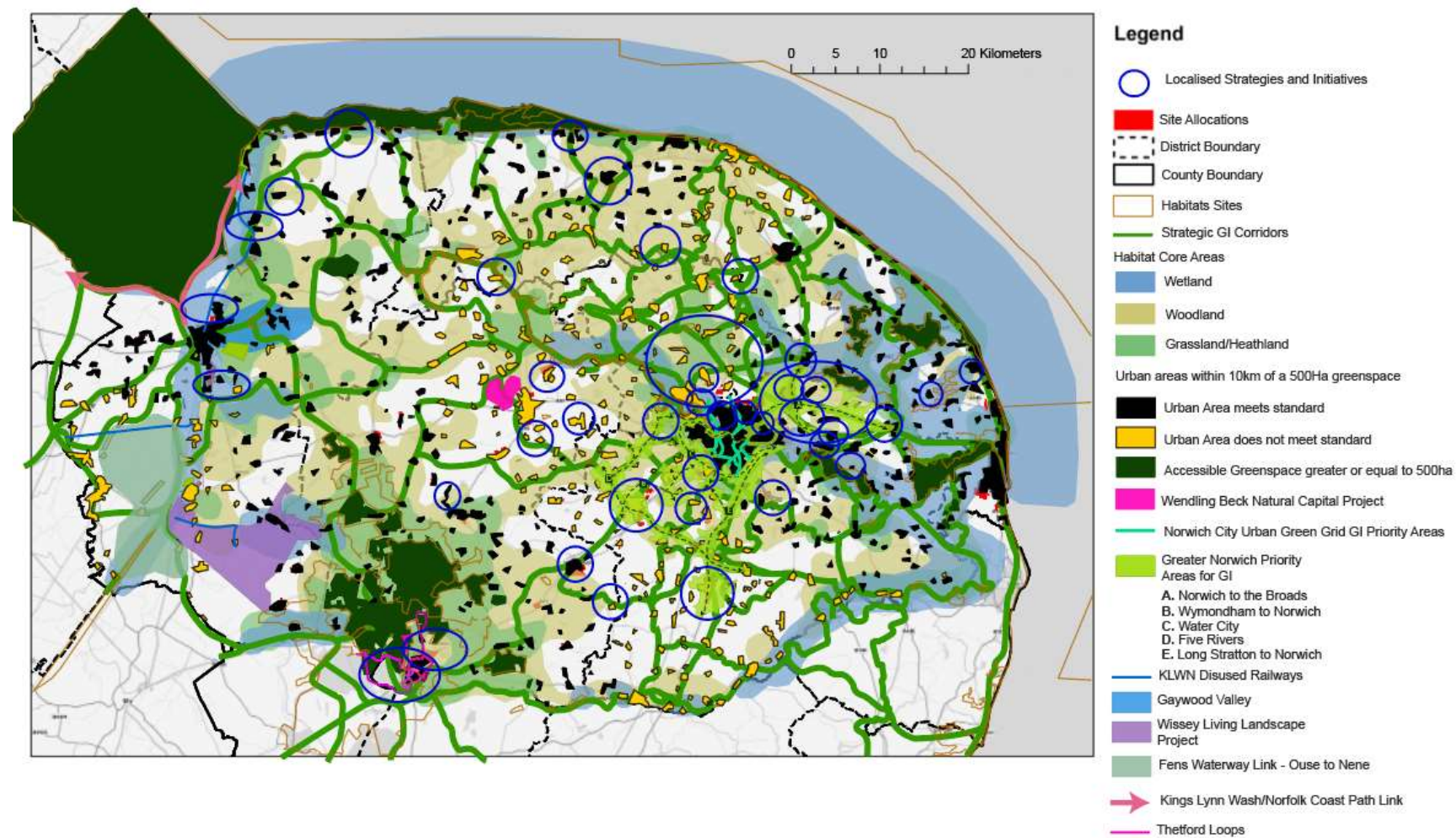
Table 2: Local studies and plans that reference GI

Local initiatives and plans that include references to GI	
<p>Breckland</p> <p>Attleborough NP – Objective ESD 1</p> <p>New Buckenham NP (Emerging) – Policy CE1</p> <p>Saham Toney NP (Emerging) – Policy 7E</p> <p>Swanton Morley NP</p> <p>Yaxham NP – Policy ENV3</p> <p>The River Valley Park Concept (RVP Concept)- which is not a policy but one which the Thetford Area Action Plan can contribute to as some policies fall under the River Valley Park project.</p> <p><i>“The RVP concept includes river and wetland habitat restoration and landscape enhancement projects and multifunctional routes connecting within Thetford and out to the wider GI of the region.”</i></p> <p>The Great Ouse Wetland Vision - <i>“which is a vision to restore and enhance river and flood plain habitat to benefit biodiversity. It is a joint Environment Agency and Natural England initiative to deliver an enhanced environment for fish and other wildlife.”</i></p> <p>The Wendling Beck Exemplar Partnership Nature restoration project (2020) - This nature restoration project covers approximately 2000 acres north of Dereham, bringing together the key stakeholders and landowners in the river catchment to deliver a catchment focused story of river restoration, natural capital improvement, ecological enhancement and ecosystem services improvements.</p>	<p>Broadland</p> <p>East Broadland GI Plan</p> <p>West Broadland GI Plan</p> <p>Acle NP</p> <p>Aylsham NP</p> <p>Blofield NP</p> <p>Brundall NP</p> <p>Drayton NP</p> <p>Great and Little Plumstead NP</p> <p>Hellesdon NP</p> <p>Horsford NP</p> <p>Old Catton NP</p> <p>Rackheath NP</p> <p>Salhouse NP</p> <p>Sprowston NP</p> <p>Strumpshaw NP</p> <p>Wroxham NP</p>
<p>Kings Lynn and West Norfolk</p> <p>Brancaster NP</p> <p>Sedgeford NP</p>	<p>South Norfolk</p> <p>Cringeleford NP</p> <p>Easton NP</p>

Local initiatives and plans that include references to GI	
Snettisham NP South Wooton NP North Runcton and West Winch NP	Mulbarton NP Poringland NP (Emerging) Wymondham AAP Long Stratton AAP
North Norfolk Blakeney NP Corpusty and Saxthorpe NP Holt NP Ryburgh NP	Great Yarmouth Rollesby NP (Emerging) Hemsby NP (Emerging)
Norwich River Wensum Strategy (adopted 2018) Development Management Policies Local Plan (2014) - Policy DM3 – Delivering High Quality Design Policy DM6 – Protecting and enhancing the natural environment	The Broads The Broads Plan

As can be seen from the figure below, GI initiatives, projects and strategies are located county-wide, with local enhancement opportunities at the forefront of local planning. This will in turn help enhance the county GI network, but also accommodate the pressures associated with impacts on Habitats Sites.

Figure 10: Compiled GI layers Map



2.4.6 Baseline Conclusions

To conclude, on a Strategic level all LPAs have initiatives in place that accommodate the pressures associated with impacts on Habitats Sites emanating from the level of growth planned in individual Local Plans. For many this is in the form of GI Policies, Strategy documents and/or Projects, and local initiatives that will not only enhance the GI network, but in turn also provide improvements to recreation, biodiversity and wellbeing, and action regarding climate change. Strategic development policies relevant to allocations within Local Plans also include requirements for Green Infrastructure provision, which will meet the daily demands for new residents, as well as contribute to the county GI network and strategic green corridors.

Therefore, to meet county-wide GI needs there needs to be a reliance on current county sites, the national initiatives and current emerging Local Plan facilities. In consideration of the mitigation measures explored and proposed within the RAMS section of this Strategy document, we consider (based on the data collected and assessed from all LPAs and Annexes I and II of the Natural England Confirmation of Approach Taken letter (see Appendix 1)) that there is no specific need for a 'County-wide / level' GI scheme solution to mitigate recreational effects on Habitats Sites. This is because the strategic GI policies, objectives and initiatives LPAs have in place or emerging, are appropriate given the level of growth expected across the County.

2.5 Opportunity Areas for Improving the GI Network at the Strategic level

2.5.1 Relationship with the RAMS

On review, there are several local, district and county-wide strategies and projects in place across Norfolk that are appropriate to avoid the impacts on Habitats Sites emanating from the level of growth planned for in the individual LPA Local Plans. For this reason, and in consideration of the mitigation measures explored and proposed within the RAMS section of this Strategy document, there is no specific need for a 'County-wide / level' solution to mitigate recreational effects on Habitats Sites and LPAs should continue to work towards strategic GI policies, aims and objectives that are already in place or emerging at the plan making level, and local initiatives.

2.5.2 Strategic Opportunity Areas (SOA)

Although there is no specific need for County-wide projects, given the NE recommendation for the provision of well-designed open space/GI on-site of residential developments within the identified Norfolk RAMS ZOI (or contributions towards strategic GI within LPA areas (see Appendix 1 – Annex I and II)), Strategic Opportunity Areas (SOA) for GI enhancements have been identified across the County. No significant studies have been completed to decide their location; instead, the location of these SOAs are based on workshop feedback, current projects and initiatives, ANGSt deficits, existing GI provision, Habitats Sites and predicted housing growth. Site opportunities include existing open spaces that could be enhanced, new EGI provision and recreational route improvements that will create a significant draw and 'day out' qualities similar to that of Country Parks/SANGs.

It is important to note that these SOAs do not need to be brought forward by LPAs to meet the strategic need, nor are they directly required in regard to current recreational pressures. The SOAs are purely recommended as additional opportunities that could be explored as part of further studies in the future. If LPAs wanted to investigate the opportunities further, we would advise the SOAs and any OS

within them are audited against SANG quality criteria (see Appendix 6) to assess the site-specific delivery projects that need to be delivered to meet these requirements and in turn deflect residents from visiting Habitats Sites.

2.5.2.1 Methodology

As stated above, the SOAs were not derived from a significant study and therefore no site surveys were undertaken. As a substitute, the following steps were taken:

1. Baseline Review

This was purely a desk-based study to identify and map existing data available by LPAs and the County Environment Team. This includes existing green spaces, corridors and links, potential projects that have been included in existing planning and GI-related documents, such as Area Action Plans. As this review was based on existing information, there are inconsistencies in the level of information available from each LPA area, which impacts the detail available in this strategy.

2. Stakeholder Workshops

These involved talking to key stakeholders to identify what GI enhancements, deficits and project opportunities are available across the Norfolk area. Maps were printed and brought along to the workshops to allow stakeholders to mark on the location of potential GI projects (See Appendix 5).

The key stakeholders included the majority of LPAs as well other interested parties such as Natural England, Norfolk County Council's Environment Team, Norfolk Wildlife Trust and Royal Society for the Protection of Birds (RSPB). As with the Baseline Review, the data collected from these workshops varied per LPA and therefore there are inconsistencies in the data presented in Appendix 5.

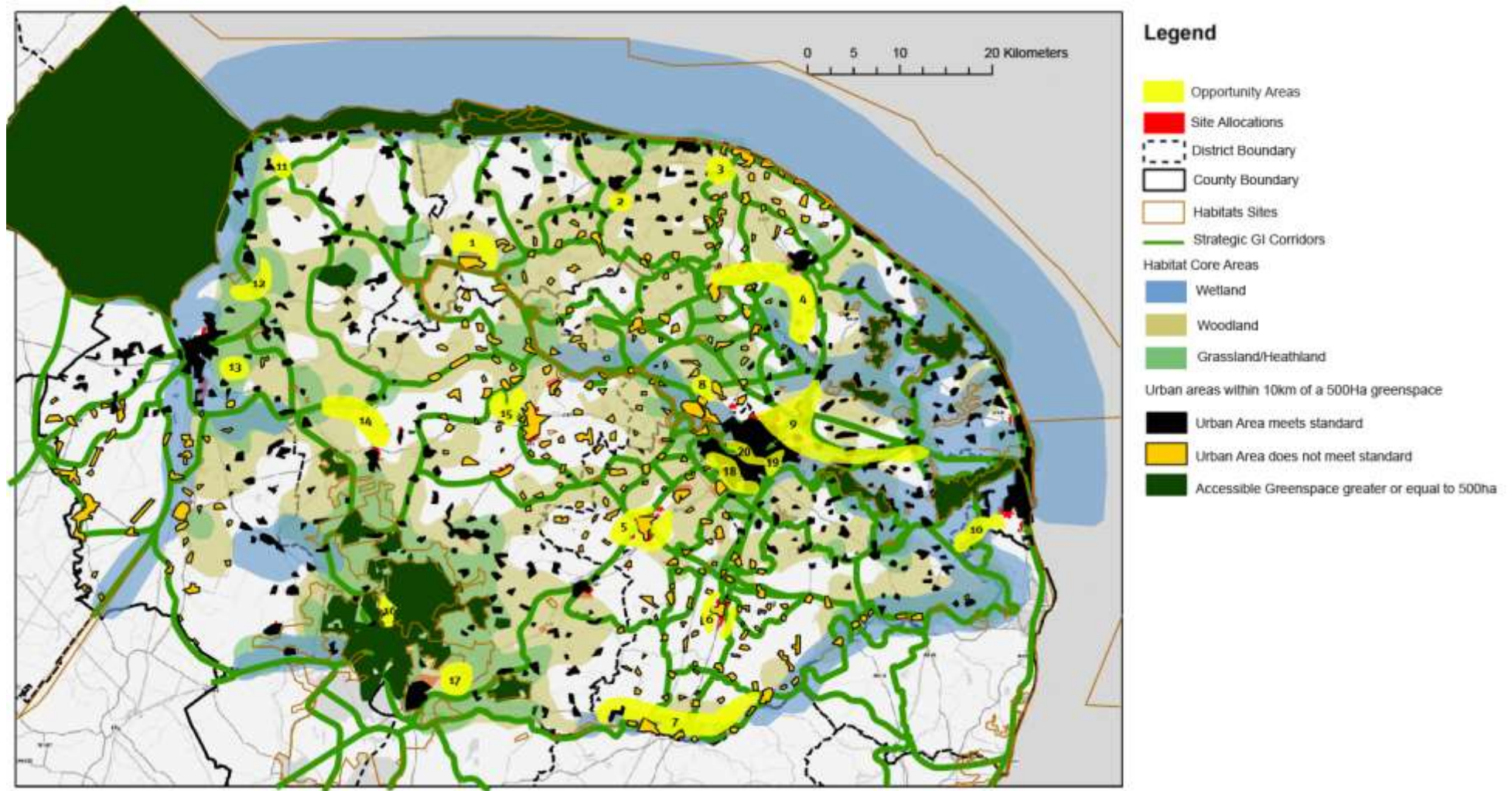
3. Selection and Review

The opportunity areas were sent to all the stakeholders involved in this Strategy for consultation. Post review, Opportunity Areas were amended and added to form the completed Strategy document.

2.5.2.2 Strategic Opportunity Area Locations

The figure below shows the location of these Opportunity Areas and the following sub-sections offer further information regarding each of these per LPA area where relevant.

Figure 11: Norfolk GI Strategic Opportunity Areas



Source: Place Services, 2020

Accessible Natural Greenspace within this area should include:

- Parking for visitors
- Minimum of a 2.7km Walking Route
- Inclusive and accessible – meet disability needs and provide for varied groups
- Wayfinding in the form of signposts and advertisements.
- Naturalistic Space that should include:
 - Woodland
 - Open (non-wooded) areas
- Play facilities

SOA 2 - Holt Country Park is owned and managed by North Norfolk District Council and lies on the edge of the Norfolk Coast Area of Outstanding Natural Beauty (AONB). It consists of heathland and woodland landscapes that can be explored by walking and cycling. Dogs are allowed on site and it is open all year round. Improvements such as a café and upgraded playground have already taken place, which make it a great attraction within the local area. However, further enhancements could be implemented to attract a wider audience. Given its sensitive proximity to the AONB and SSSI, careful consideration also needs to be given to habitat and biodiversity creation and enhancements to benefit the GI network.

Other enhancements that could be considered include:

- Art and Sculpture
- Facilities for less able visitors, such as easy trails, seats and information available in accessible formats
- Educational events
- An outreach programme promoting your site to less represented sectors of the community

SOA 3 - Enhancements to Weaver's Way and circular routes around Great Wood and Felbrigg would provide an attractive walking and cycling route for residents and visitors that deter people from visiting the coast. Initiatives could include:

- Clearly sign-posted or advertised in some way
- Various walking routes for different capabilities
- Well maintained footpaths, preferably unsurfaced where possible to avoid an urban feel.

SOA 4 - North Walsham is well served by the Norfolk Trail network with 2 Trails providing three routes out of town. The 61-mile Weavers Way is a long-distance route that connects Cromer to Great Yarmouth via North Walsham. The Weavers Way also connects with The Norfolk Coast Path, Angles Way, Wherryman's Way and the Paston Way. There is also a connection to the Bure Valley Way and Marriot's Way at Aylsham.

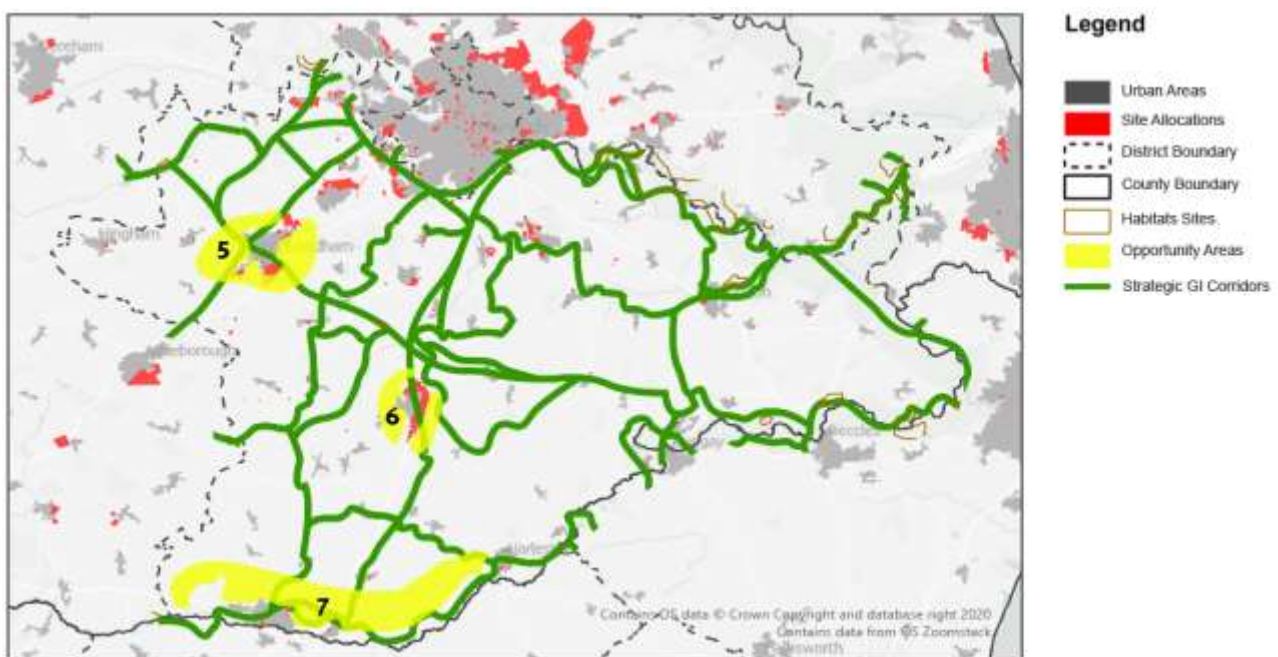
Additionally, North Walsham is proposed to have the largest influx of development across North Norfolk in the form of a Sustainable Urban Extension (SUE) known as 'The North Walsham Western Extension'. The site is expected to deliver a range of infrastructure and community facilities including a new western link road, employment land, a primary school and other key infrastructure. The site covers some 95ha of open countryside on the west of the town and would envelop a number of public rights of way and The Weavers Way. Towns and Village to the west and south west of North Walsham currently

do not meet the ‘within 5km of a 100Ha greenspace’ ANGSt. Therefore, with this large expansion expected, enhancements are needed to existing Public Rights of Way (PRoW) access, such as Weaver’s Way and Paston Way, as well as enhancements to recreational opportunities in the local area to attract residents and local visitors. For this reason, the land south-west of North Walsham has been determined as an Opportunity Area; specifically, North Walsham Wood, Lord Anson’s Wood, Bacton Wood and Perch Lake Plantation and the surrounding area. Collectively these areas could become a new Country Park/SANG (or equivalent) and enable access into surrounding PRoW and long-distance trails. Currently Lord Anson’s Wood is an allocated site in Norfolk Waste and Minerals Local Plan for sand and gravel extraction. However, it is recommended it be restored to heathland with public access, which could be incorporated into any future project.

2.5.2.2 South Norfolk

South Norfolk is a landscape of arable farmland intersected by river valleys. As with Broadland, South Norfolk is working to produce the Greater Norwich Local Plan (GNLP) through the Greater Norwich Development Partnership (GNDP). Although locally there are multiple GI projects taking place, three SOAs have been recommended.

Figure 13: Strategic Opportunity Areas of South Norfolk



Source: Place Services, 2020

SOA 5 - It is predicted that Wymondham will grow between now and 2026 with a minimum of 2,200 new homes and a further 20 hectares of employment land. Furthermore, The GNDP Green Infrastructure (GI) Strategy (2007) identifies Wymondham as a point where two strategic (and one local) Green Infrastructure corridors meet. The Wymondham Area Action Plan has set a vision for ‘Kett’s Country – a virtual Country Park’; a pastoral landscape of grassland, woodland, farmland, hedgerow and wetland habitats. Other enhancements include:

- Minimum of a 2.7km Walking Route (preferably circular)
- Links to long distance footpaths

- Woodland planting
- Management plans for biodiversity, geodiversity and preservation of the historic environment

SOA 6 - Long Stratton has been identified in the Joint Core Strategy for at least 1,800 new dwellings and employment opportunities. This is also required to deliver a new bypass for the village, alongside other infrastructure. Long Stratton has also been identified as containing core woodland areas. Within the area there are also a number of key sites including Fritton Common and Tyrells Wood SSSIs, Wood Green and Tyrells Wood/New Plantation County Wildlife Sites, ancient replanted woodland at The Grove and smaller non-designated sites such as Morningthorpe Green. As development takes place, it is important that the GI network in and around Long Stratton is enhanced and developed to ensure suitable levels of GI quality and quantity are available in the local area, especially given many of the towns and villages in the surrounding area do not meet the ANGSt for being within 5km of a 100Ha AGS. For these reasons, initiatives such as the following could be developed:

- Minimum of a 2.7km Walking Route (preferably circular)
- Links to long distance footpaths
- Enhancements to natural green space, such as woodlands and grass and heathlands
- Unrestricted spaces for dogs to be off lead
- Signposts and other forms of wayfinding

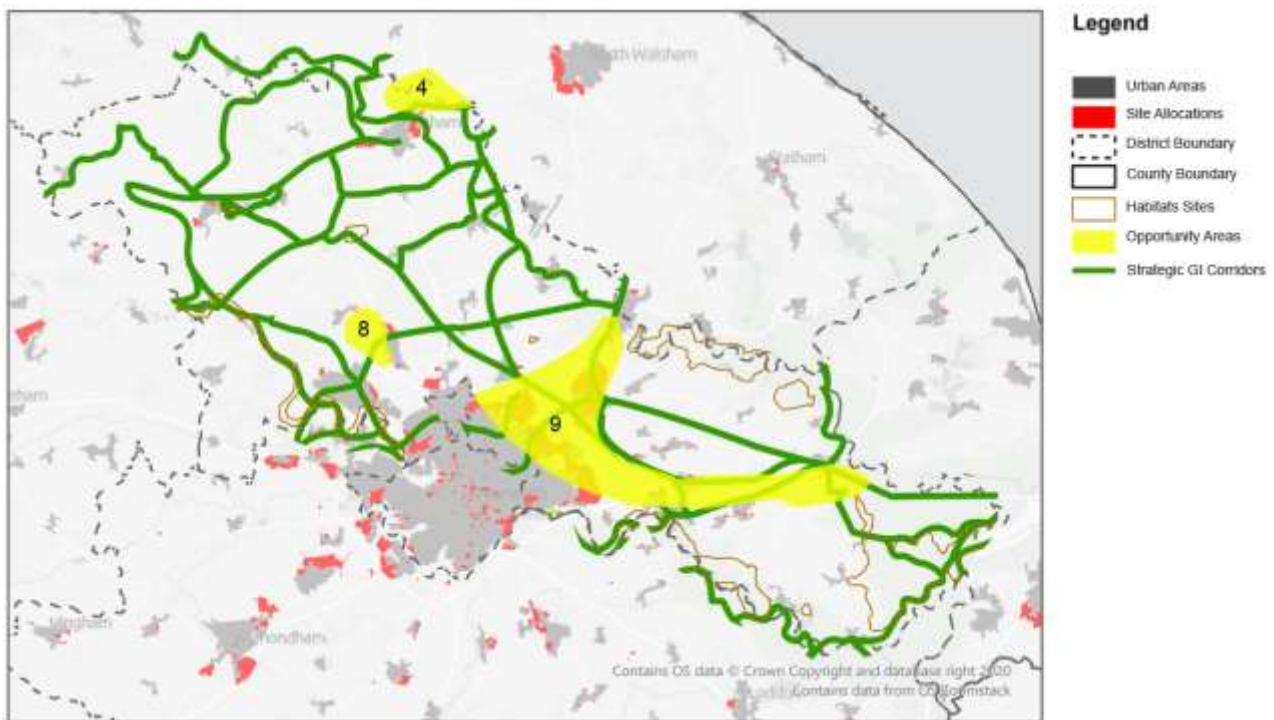
SOA 7 - Housing growth planned in Diss suggests that enhancements could be made to the surrounding walking and cycling network. Although the area has plentiful PRoW, assurance that these are connected with a range of circular routes of different lengths, would be desirable. There are also opportunities to connect and enhance the Boudicca Way (Norwich to Diss) with a link onto Angles Way which follows the River Waveney. Furthermore, with the Common Land Creation Scheme, a programme of improving access to and creating new areas of Common Land for public recreation, further enhancements to the land surrounding the recreation routes could be achieved to provide attractions for those with other interests. This could include:

- Various walking routes for different capabilities
- An outreach programme promoting your site to less represented sectors of the community
- A programme of events and guided walks, promoting healthy living and environmental awareness
- Brown and white tourist directional signs

2.5.2.3 Broadland

Broadland District is predominantly rural, covering an area of 213 square miles to the north of the City of Norwich, Norfolk. It embraces large areas of low-lying arable land, and to a lesser extent, pasture farmland. It also contains numerous woodlands and plantations along with areas of historic parkland. Broadland District Council is working together with Norwich City Council and South Norfolk District Council to produce the Greater Norwich Local Plan (GNLP) through the Greater Norwich Development Partnership (GNDP). Although locally there are multiple GI projects taking place, on a county-wide level two SOAs fall within the district, with North Norfolk SOA 4 overlapping into Broadland, north of Aylsham.

Figure 14: Strategic Opportunity Areas for Broadland



Source: Place Services, 2020

SOA 8 - The North West Woodland is situated north west of Norwich and has already been identified as a project area in the West Broadland GI Strategy (GNIP Project GIP8.1 - North west Forest & Heaths), which seeks to develop a primary corridor connecting woodlands and heaths to the north-west of Norwich. An area of land known as the Houghen Plantation that falls within this Opportunity Area and is surrounded by common land has also already been purchased by Broadland District Council with plans to turn it into a Country Park. Project opportunities include:

- Minimum of a 2.7km Walking Route (preferably circular)
- Links to long distance footpaths
- A variety of habitats for user experience
- Visually sensitive way-markers
- Volunteering programmes
- Play facilities

SOA 9 – This area encompasses the Broadland Way, which is the ‘missing link’ of the ‘green loop’ between Wroxham and Norwich (Thorpe St. Andrew). If developed and enhanced, it would link up with Marriott’s Way and the Bure Valley Path to create an almost circular route across the Broadland District. This would not only provide additional recreational routes, but also enable new residential developments, such as the proposed 300 home mixed use development in North Rackheath, to embed itself into the wider GI network. In addition to this, the southern corridor lies along two major arterial routes; the A1151 and the A47 which lead directly to the Habitats Sites; therefore GI enhancements could provide a direct interception. This route is also referred to in the East Broadland GI plan and the Burlingham Estate (identified in the GNIP) is also situated within the Opportunity Area. New facilities

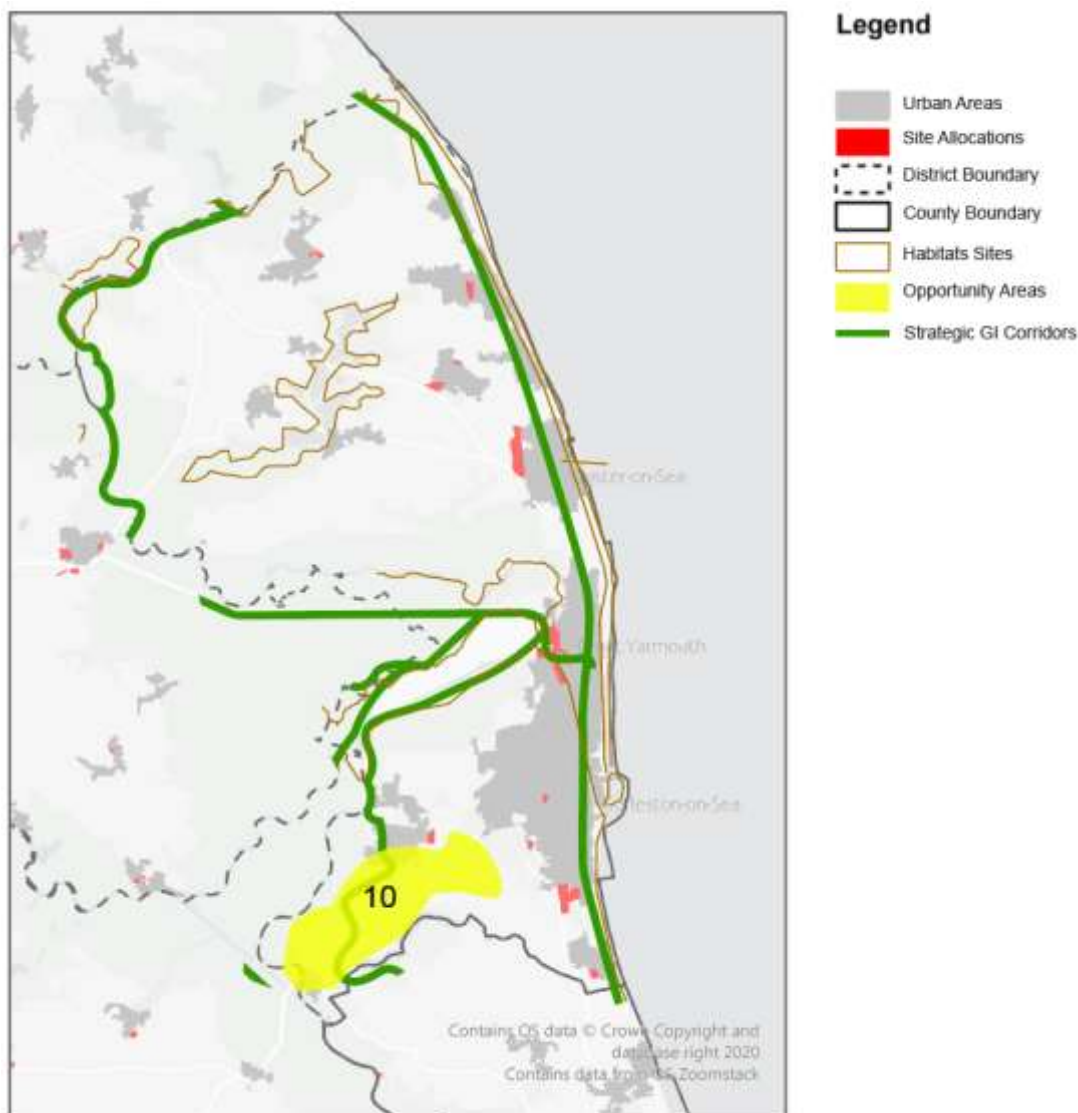
referred to in the East Broadland GI plan include:

- New volunteer group and events
- Accessible routes for all user groups
- New woodland planting
- Improved car parking provision
- Art and Sculptures

2.5.2.4 Great Yarmouth

The Borough's natural environment is rich in biodiversity with a total of 223.5 ha of open space provision. This includes a variety of public parks, ornamental gardens and general amenity spaces which are managed by Great Yarmouth Borough Council. The current population is approximately 98,700 and growing, with it predicted to reach 105,400 by 2021. For this reason, the Great Yarmouth Local Plan has defined two strategic locations for major residential and employment development, at Beacon Park and the Waterfront Area.

Figure 15: Strategic Opportunity Areas for Great Yarmouth



Source: Place Services, 2020

SOA 10 - The Beacon Park SUE (Core Strategy - Policy CS18g) is for approximately 1,000 new homes, and construction is already underway. To help meet the demands of this growth along with other emerging growth areas such as 'Land south of Links Road, Gorleston-on-Sea' for 500 dwellings (Final Draft Local Plan Part 2 - Policy GN1), it is proposed that consideration could be given to options to open up routes from the railway lines for recreation could be explored, along with the creation of a potential for a new 'Country Park' environment to reduce or prevent the likely increase in visitor numbers on Habitats Sites. If considered, to maximise its purpose to redirect recreational visitors the following initiatives should be considered could be provided:

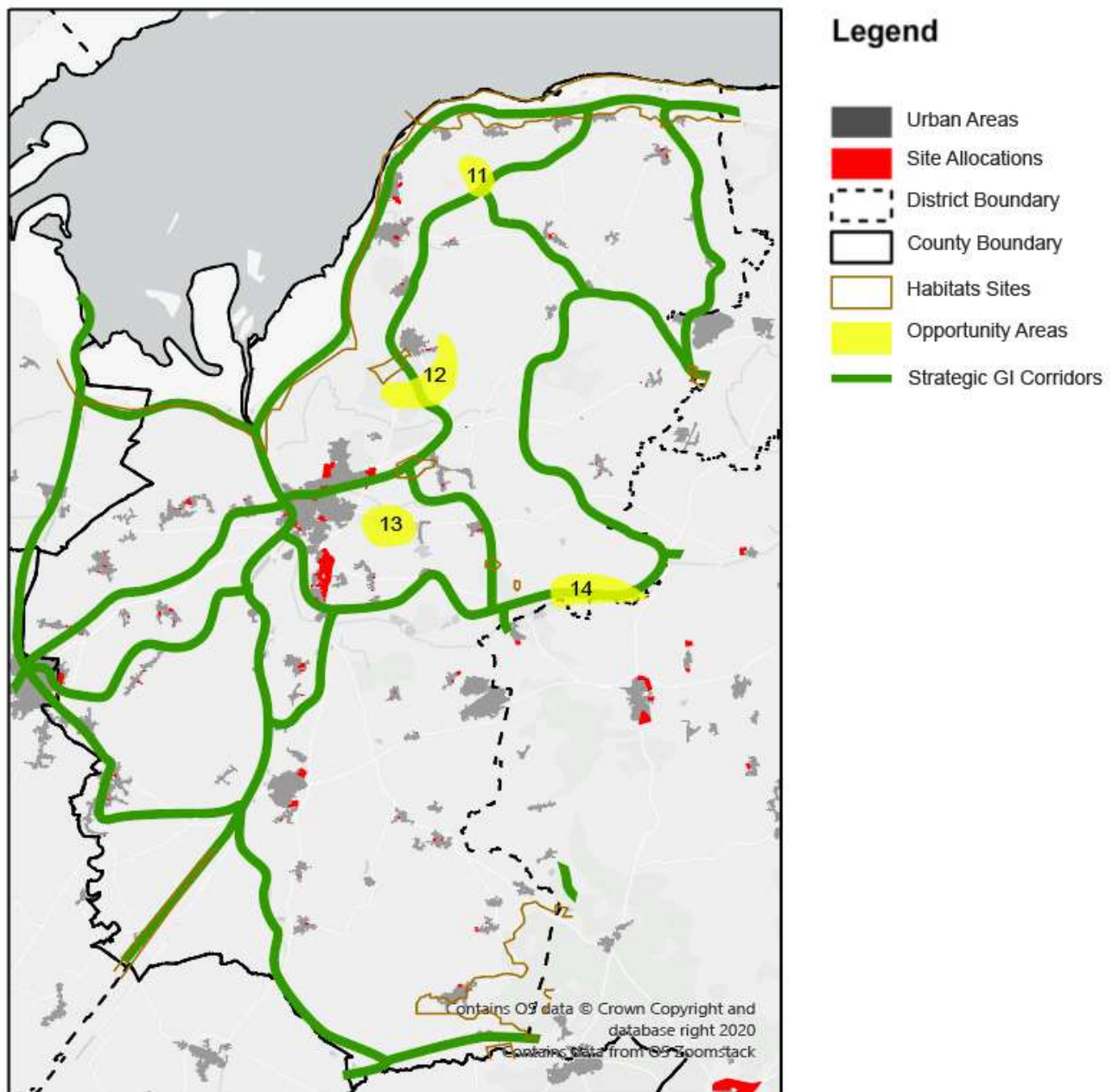
- Parking for visitors
- Minimum of a 2.7km Walking Route
- Links to long distance footpaths
- Inclusive and accessible – meet disability needs and provide for varied groups

- Wayfinding in the form of signposts and advertisements.
- Unrestricted areas for dogs to be off lead.
- Naturalistic Space that should include:
 - Woodland
 - Open (non-wooded) areas
 - Wetlands

2.5.2.5 King's Lynn and West Norfolk

King's Lynn and West Norfolk is predominantly rural in character and has a very diverse and varied landscape. In addition to the Borough's three main towns of King's Lynn, Downham Market and Hunstanton, there are more than one hundred villages of varying sizes. On this basis, three SOAs have been identified.

Figure 16: Strategic Opportunity Areas for King's Lynn and West Norfolk



Source: Place Services, 2020

SOA 11 - The home of conservationist Lord Melchett, Courtyard Farm has provided circular walks around the farm, showing the work that they do and the specially created wildlife habitats on site. There are two way-marked circular walks of 2 miles and one 6 mile walk around the farm, on public footpaths, as well as several miles of permissive paths. This provides an opportunity to enhance the area further and provide activities that can make the site a destination for all. Furthermore, there are opportunities to connect into the Ringstead Loop, a 23-mile circular walk and also Peddars Way National Trail. Other potential enhancements include:

- Wayfinding and interpretation signage

- Inclusive and accessible – meet disability needs and provide for varied groups

SOA 12 – A total of 142 hectares of the Queen’s private estate at Sandringham was designated as a Country Park in 1968. Since then it has been enlarged to include nearly 243 hectares of parkland. The Country Park is an ideal destination for local residents and visitors from afar with nature trails, a café and shop. For these reasons, there are many opportunities to work with the Sandringham Estate to enhance the Country Park further and create key connections into the wider GI network by:

- Linking to long distance footpaths
- Varied habitat improvements (woodland, heathland and wetland)

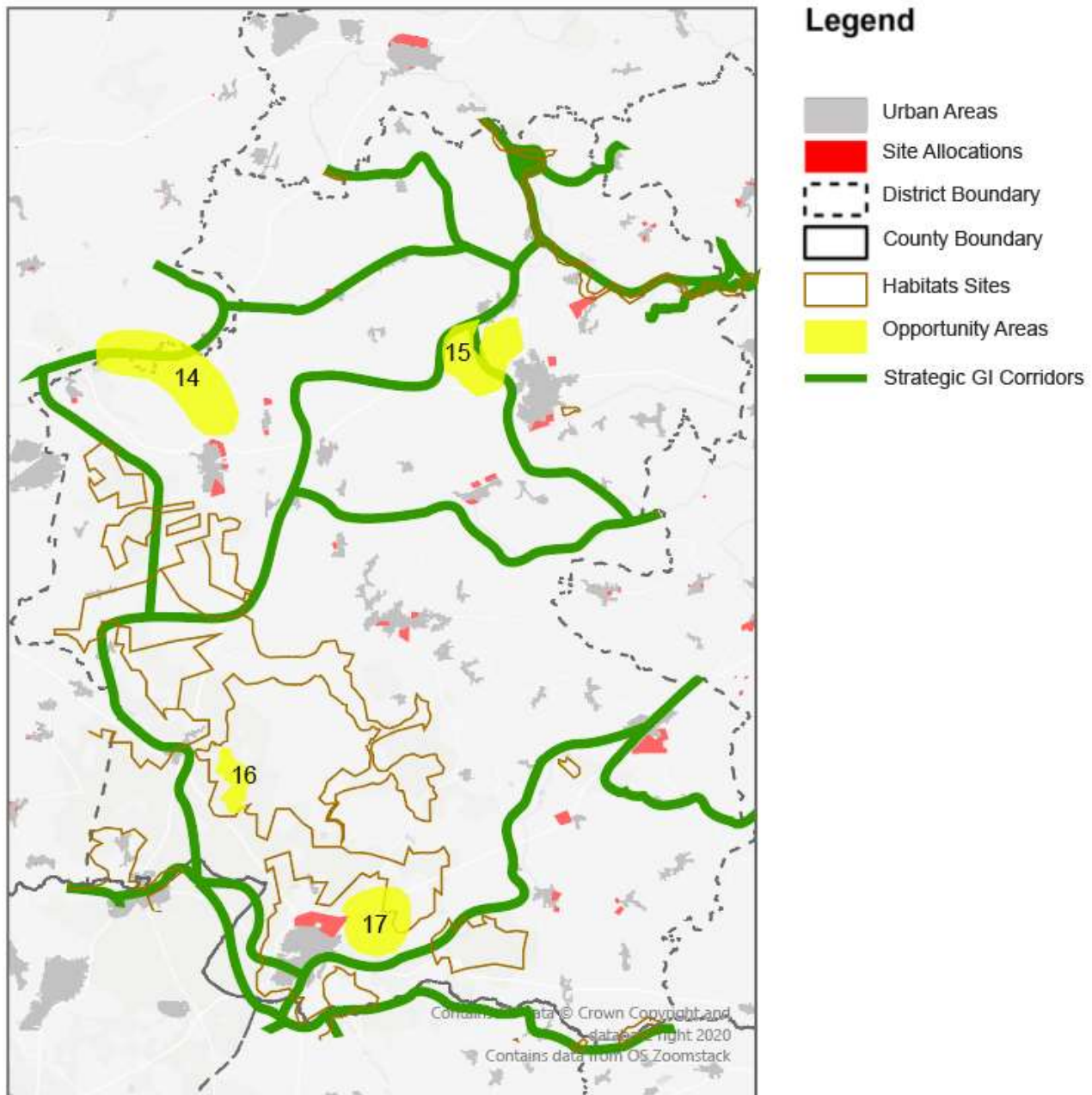
SOA 13 - King’s Lynn housing growth means the demand for infrastructure has grown. It is already proposed that new Green Infrastructure will be provided in connection with the strategic housing developments at a location around the fringe of the town, with further opportunities sought to enhance provision in or around the Gaywood Valley and in the Bawsey/Leziate Countryside Sports and Recreation Zone. Therefore, it is suggested that a site outside the settlement would be beneficial. Bawsey Pits, a former quarry, has been restored back to grassland with associated lakes. As recommended by stakeholders, it makes a key location for GI enhancements and has the potential to become a larger Country Park if enhancements such as the following are made:

- Parking for visitors
- Minimum of a 2.7km Walking Route
- Inclusive and accessible – meet disability needs and provide for varied groups
- Wayfinding in the form of signposts and advertisements.
- Naturalistic Space that should include:
 - Woodland
 - Open (non-wooded) areas
- Play facilities

2.5.2.6 Breckland

In the Breckland emerging Local Plan new developments will be expected to provide opportunities to incorporate Green Infrastructure and enhance existing connectivity, recognising the intrinsic value of the Green Infrastructure network and ensuring that the functionality of the network is not undermined as a result of development. To coincide with this, four SOAs are proposed to enhance the GI network.

Figure 17: Strategic Opportunity Areas for Breckland



Source: Place Services, 2020

SOA 14 - It is currently proposed that Swaffham will provide an additional 1,612 new dwellings over the period of the emerging Local Plan. Of these 1,612 dwellings, 1007 have either already been completed or are committed, with further 605 dwellings proposed up to 2036. The River Nar is a chalk stream and like many rivers it has been highly modified with mill and priory diversions, culverts, fords, water meadows and land-drainage dredging. Currently there is a restoration project sponsored by the Norfolk Rivers Trust via the Catchment Restoration Fund to 're-wild' the river. Alongside this project there are opportunities to implement enhanced suitability GI to improve connectivity, provide circular routes for cycling and walking and countryside activities, along with:

- Inclusive and accessible-meet disability needs and provide for varied groups
- Wayfinding in the form of signposts and advertisements
- Improvements to wetland areas

SOA 15 - The Wendling Beck Exemplar Partnership is a landscape scale nature restoration project covering approximately 2,000 acres north of Dereham. The project brings together the key stakeholders and landowners in the river catchment, including; Norfolk Rivers Trust, Breckland District Council and NWT to deliver a catchment focused story of river restoration natural capital improvement, ecological enhancement and ecosystem services improvements.

The ambition is to use Biodiversity Net Gain policy from the forthcoming Environment Bill to help finance and deliver a new approach to conservation management. The project will run for a minimum of 30 years, but the vision is to develop a habitat bank framework that will enable it to run in perpetuity.

Aims and objectives include:

- Systematic conservation planning approach
- Sustainable financial model
- Habitat restoration and creation to support biodiversity
- River restoration and enhancement
- Public access and creation of quiet recreational space
- Linking to wide GI connections

SOA 16 - It is proposed throughout the stakeholder workshop process that a secondary Forestry England site could be proposed close to the northern edge of Thetford Forest. Currently there is a wide range of recreational activities available in other locations across the Forest, therefore it was suggested that an ecological park would be more appropriate to attract visitors with different interests. It is considered that any proposal would benefit from having:

- A variety of habitats for user experience
- Visually sensitive way-makers

SOA 17 - Thetford has one of the district's largest residential development allocations, with a large SUE of approximately 5,000 new homes, known as Kingsfleet, already granted planning permission. Work has already commenced on Phase 1, with the development due to be completed by 2024. Some of the key requirements of the development is it provides an integrated walking and cycling network, that connects into Thetford's existing network. However, it is felt that further opportunities lie north west of the site for enhance suitability GI that could take away pressure from other areas of Thetford Forest. From a desk top analysis, it would be recommended that numerous recreation routes could be implemented with connections to plantation woodland and Brettenham Nature Reserve, further North West of Thetford. Project initiatives could include:

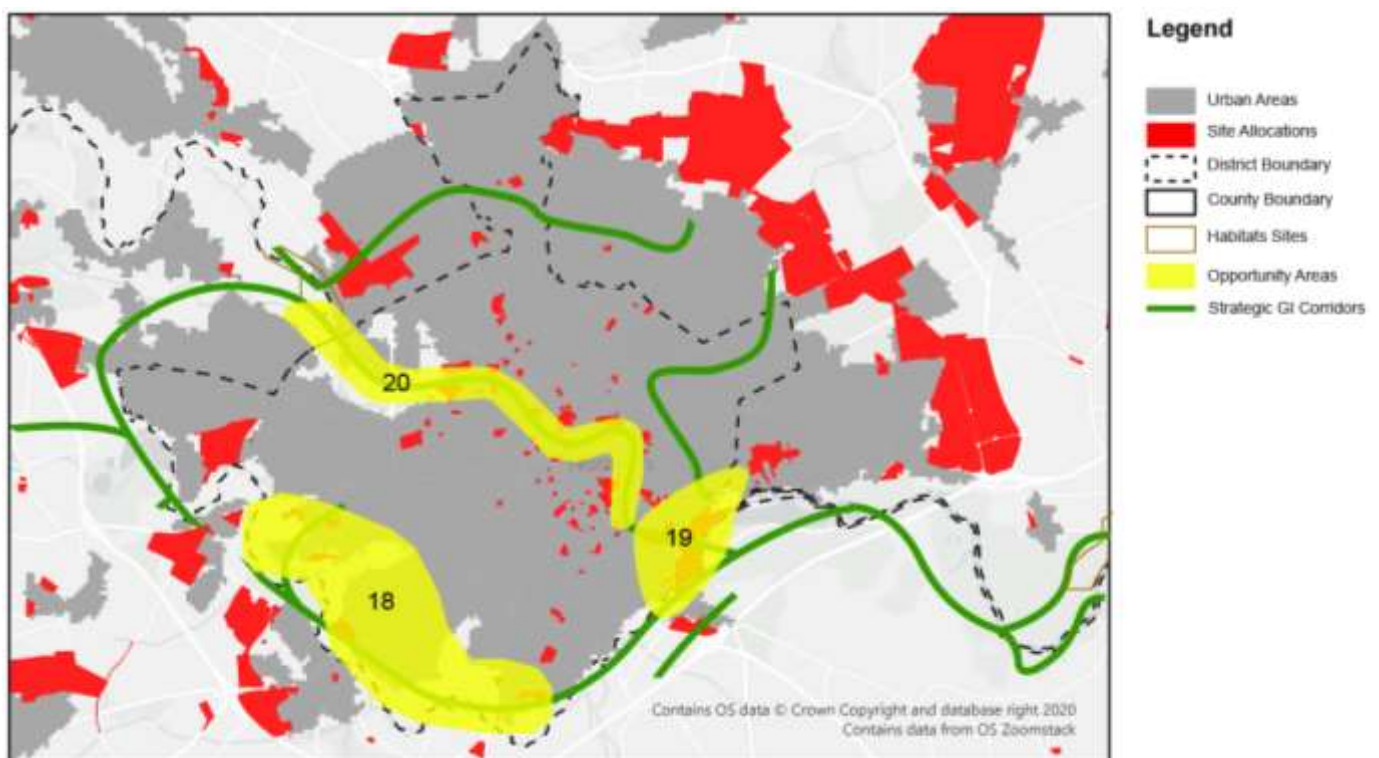
- Parking for visitors
- Minimum of a 2.7km Walking Route
- Links to long distance foot paths
- Inclusive and accessible-need disability needs and provide for varied groups

- Visually sensitive way-markers
- Naturalistic Space that should include:
 - Woodland
 - Open (non-wooded) areas

2.5.2.7 Norwich

Greater Norwich (Norwich City Council, along with South Norfolk Council and Broadland District Council) have recently published the GNIP. The GNIP identifies several projects across the Greater Norwich area, with many already being progressed and delivered. This includes but is not limited too; Kett's Heights biodiversity improvements, Earlham Millennium Green Improvement Project, and Castle Gardens. This, along with the emerging GN Local Plan are being used to support the City and the surrounding area in delivering strategic infrastructure to support growth, provide people with a high quality of life and enhance the natural environment. Many projects have already been scoped out, with some in the feasibility stage and others being delivered through a range of funding streams. To assist with delivery, the SOAs below reflect a number of these projects:

Figure 18: Opportunity Areas for Norwich



Source: Place Services, 2020

SOA 18 – The Yare Valley GI Corridor / Yare Valley Walk / Norwich Fringe South is an expanding area of enhanced Green Infrastructure, including the River Yare, a number of woodland parcels, and marshland habitats that are under increasing environmental pressures. As housing needs in the area grow, it is important that POS improvements, pedestrian and cycle connectivity and habitat enhancements are delivered. The Norfolk Fringe Project has already helped deliver many projects, including a new boardwalk that makes areas of the man-made broad at the University of East Anglia accessible in wet

conditions.

However, there are other expected projects in the pipeline that are in early fruition and need further investment and design work. These projects include:

- Bowthorpe and Earlham Marshes paths
- Yare Valley Path Northern extension
- Danby Wood improvements
- Earlham Woods enhancements

SOA 19 – The emerging Greater Norwich Local Plan allocates approximately 50ha of land in east Norwich (the ‘East Norwich Strategic Regeneration Area’ comprising Carrow Works, the Deal Ground/ May Gurney site, and the Utilities site) for comprehensive mixed use development with the potential for significant new housing and employment in this prominent gateway location. A masterplan is in the process of being commissioned which will form the basis of a supplementary planning document to supplement the GNLP policy. The draft (Regulation 18) policy 7.1 notes, in relation to the East Norwich Strategic Regeneration Area, the need to protect and enhance green infrastructure assets, corridors and open spaces within the area, including enhancing linkages from the city centre to the Broads, the wider rural area and elsewhere in Norwich, to include pedestrian /cycle links between Whitlingham Country Park and the city centre.

SOA 20 –The River Wensum that runs through Norwich has already been identified as an important GI corridor within both the JCS and GNIP. As a result, the River Wensum Strategy (adopted 2018) was produced with the aim of delivering the vision of improving the management of the river corridor and its surroundings, increasing access to (and use of) the area by all, including enhanced connectivity with the Norfolk Trails network, as well as enhancing the natural and built environment. Site specific projects for this area have already been derived and we would recommend implementation strategies for these continue. These projects include:

- Complete key sections of the riverside walk between New Mills and Trowse Swing Bridge
- Improved accessibility of the riverside walk in the city centre to make it accessible for all
- Enhanced links between the city centre and Whitlingham, and enhance connectivity to the Norfolk Trails network.

2.6 Recommendations

2.6.1 Overview

The Natural England RAMS Interim Advice Letter (Appendix 1) recommends that “large developments (50+ houses) include green space that is proportionate to its scale to minimise any predicted increase in recreational pressure to designated sites, by containing the majority of recreation within and around the developed site.” In this Strategy, this is defined as EGI and given the importance of deflecting recreation pressure from Habitats Sites in the first instance, it is advised that it would be beneficial to review existing or proposed localised Green Infrastructure Strategies and/or policies to include enhancements proposed through EGI.

The Natural England Interim Advice Letter also states that “even when well-designed, ‘on-site’

provisions are unlikely to fully mitigate impacts when all residential development within reach of the coast is considered together ‘in combination’ and therefore they advise that “consideration of ‘off-site’ measures (i.e. in and around the relevant European designated site(s)) are also required as part of the mitigation package for predicted recreational disturbance impacts in these cases.” GI may be necessary at the local (development site) level, to be secured by the LPA at the application stage and strategic (Local Plan making) level to divert and deflect visitors from the Habitats Sites. This strategy has discounted the need for additional County-wide measures. However, outside of Local Plan periods, this may not be the case and therefore the need will need to be re-assessed. For this reason, we would also recommend that an EGI Quality audit is undertaken of all existing open spaces.

2.6.2 EGI Audit

The effectiveness of EGI and SANGs as mitigation relies upon location and design. Therefore, it is necessary for measures to be of a certain quality. Whilst no formal guidance has been produced to determine what criteria may be required to provide suitable SANG or EGI to functionally divert recreational pressure from the Habitats Sites, many audits for other local authorities have based their assessment on criteria agreed by Natural England to provide SANG for the Thames Basin Heaths SPA (Provided in Appendix 3).

2.6.2.1 EGI Quality Criteria

The following guidelines for ‘EGI quality’ are taken from the Natural England SANGs Guidance and have been revised where necessary to meet the Norfolk need:

Accessibility	<ul style="list-style-type: none"> The amount and nature of parking provision should reflect the anticipated use of the site by visitors. It should provide an attractive alternative to parking by the part of the Habitats Site for which it is mitigation. Car parks should be clearly signposted and easily accessed. New parking provision should be advertised as necessary to ensure that it is known of by potential visitors.
Networks of sites	<ul style="list-style-type: none"> Because a large proportion of visitors to the Habitats Sites have long walks or run or bicycle rides the provision of longer routes is important. The design of routes within sites smaller than about 40 ha will be critical to providing routes of sufficient length and attractiveness for mitigation purposes.
Paths, Roads and Tracks	<ul style="list-style-type: none"> Findings suggest that you should aim to supply a choice of routes of around 2.7km in length with both shorter and longer routes of at least 5km as part of the choice, where space permits. Paths do not have to be of any particular width, and both vehicular-sized tracks and narrow PRoW type paths are acceptable to visitors. Paths should be routed so that they are perceived as safe by the users, with some routes being through relatively open (visible) terrain (with no trees or scrub, or well-spaced mature trees, or wide rides with vegetation back from the path), especially those routes which are 1-3 km long. Paths should be surfaced but not necessarily tarmac paths, particularly where these blend in well with the landscape.

Artificial Infrastructure	<ul style="list-style-type: none"> ▪ Generally, an urban influence is not what people are looking for when they visit the Habitats Sites and some people undoubtedly visit the Habitats Sites because they have a naturalness about it that would be marred by such features. ▪ It would be expected that sites have adequate car parking with good information about the site and the routes available. Some subtle way-marking would also be expected for those visitors not acquainted with the layout of the site. ▪ Other infrastructure would not be expected and should generally be restricted to the vicinity of car parking areas where good information and signs of welcome should be the norm, though discretely placed benches or information boards along some routes would be acceptable.
Landscape and Vegetation	<ul style="list-style-type: none"> ▪ A semi-natural looking landscape with plenty of variation was regarded as most desirable by visitors. Landscape features within the landscape will vary depending on the Habitats Site you are trying to deflect visitors from. ▪ There is clearly a balance to be struck between what is regarded as an exciting landscape and a safe one and so some element of choice between the two would be highly desirable.
Restrictions on usage	<ul style="list-style-type: none"> ▪ The bulk of visitors to the Habitats Sites come to exercise their dogs and so it is imperative that sites allow for pet owners to let dogs run freely over a significant part of the walk. ▪ Public Access should be largely unrestricted, with both people and their pets being able to freely roam along the majority of routes. This means that sites where freely roaming dogs will cause a nuisance or where they might be in danger (from traffic or such like) should not be considered.

This criterion is compiled into a checklist, similar to the Thames Basin Heaths SPA Quality Checklist contained in Appendix 3.

Enhancements that are identified in the EGI Audit should be based on user data. It is therefore recommended that visitor surveys are completed after auditing to ensure the GI meets the local need.

2.6.3 Enhanced Green Infrastructure (EGI) Policy Guidance

EGI could be integrated into policy either under associated GI and/or new Housing Requirements policies. For example, similarly Purbeck District Council have built Suitable Alternative Natural Green Space (SANG) into their Local Plan (Purbeck Local Plan Submission, Purbeck District Council, 2019). SANG is the name given to green space that is of a quality and type suitable to be used as mitigation for Habitats Sites.

Purbeck chose to use SANG as part of their 'New Housing Development Requirements' stating that it is expected that new housing development on allocated sites will "deliver appropriately designed suitable alternative natural greenspaces (SANGs) to avoid / mitigate the adverse effects from the new homes on European sites (in accordance with The Dorset Heathlands Planning Framework 2015-2020 Supplementary Planning Document, 2016)". They have also referenced the need for Strategic SANGS in the Infrastructure section of the Local Plan with a connected policy for a Strategic SANG (Policy I5: Morden Park strategic suitable alternative natural green space).

In a similar stance, EGI can also be incorporated into policy. For ease, recommended policy inclusions have been provided below:

Enhanced Green Infrastructure Policy Guidance

If EGI is to be incorporated into planning policy, in particular existing GI policies, we would recommend the following:

- The GI network should be referred to as “A strategic multi-functional network of enhanced green infrastructure”
- The aim is for it to “provide areas attractive enough for local recreational use on or near where new homes are built that can deflect people away from Habitats Sites for recreation.”
- Development should “seek to maximise opportunities for the restoration, enhancement and connection of the District’s green infrastructure network throughout the lifetime of the development, both on-site and for the wider community.”
- Reference could be made to this document, and objectives that: “seek to meet local standards and identified opportunities within the Norfolk Green Infrastructure and Recreational impact Avoidance and Mitigation Strategy and any future strategies adopted by the Council.”
- We encourage local authorities to promote and work towards 40% GI within large-scale developments.
- Access to local GI should be enhanced. Opportunities to connect to existing Rights of Way networks and infrastructure must be utilised where possible to provide year-round use.
- Policy should lead to the delivery and implementation of SANG. This should be a unified approach across all LPAs.

2.6.3.1 GI Strategy integration

Although to some extent EGI objectives differ from GI objectives, the general principle is the same; “multifunctional green space capable of delivering a wide range of benefits” therefore the inclusion of the term EGI can be justified legally. Nationally there are great examples of how SANG provision can be incorporated into GI Strategies. For example, Hart Green Infrastructure Strategy (Land Use Consultants, July 2017) provides details of priority projects within the district, along with recommendations for SANG delivery and opportunities for SANG enhancements. In a similar way, EGI can be incorporated, with recommendations for EGI enhancements to existing open spaces, opportunities for new EGI provision and specific EGI project/target areas.

2.6.4 Opportunity Area Delivery

Strategic (Plan Level) Opportunities can be delivered through appropriate master-planning for large scale developments and sustainable urban extensions to secure SANGs. However, where developments are of a smaller scale, we would recommend exploration of pooling resources to produce larger, multifunctional EGI within Opportunity Areas is undertaken.

If the LPAs feel that it would be opportune to explore proposals within these Opportunity Areas further, as previously suggested, an EGI Audit should be undertaken along with the production of individual Implementation Plans (IPs).

Within an Implementation Plan, consideration should be given to how the proposed GI projects fulfil GI functions and provide benefits. Consideration should also be given to any practical constraints to achieving the Green Infrastructure projects alongside an outline prioritisation exercise.

Options to work across LPA boundaries should be explored to maximise opportunities for people and the environment. This would give further flexibility on locations, as well as the proposed developments GI could cater for. For instance, small-scale developments, which would not have sufficient capacity for EGI on site could then benefit from large-scale off-site GI provision.

Appropriate funding streams should be identified (with input from key partners and stakeholders), based on the character of individual projects, as should outline capital and revenue costs and phasing, to ensure a guide to future investment in Green Infrastructure is as robust as possible.

3. RAMS

3.1 What is a Recreational impact Avoidance and Mitigation Strategy (RAMS)?

In addition to the provision of Green Infrastructure at both a development site and at the plan-making level, the RAMS aims to deliver the mitigation necessary to avoid the likely adverse effects on integrity from the ‘in-combination’ impacts of residential development that is forecast across Norfolk.

It is important to acknowledge that the RAMS exists to mitigate these ‘in-combination’ effects specifically. It is not a mechanism to deliver mitigation for recreational impacts from individual residential developments alone or individually; this must be provided on or near the development site. To this extent, the RAMS is ‘strategic’ in nature.

The RAMS identifies a detailed programme of strategic mitigation measures which would be funded by contributions from residential development schemes. The strategic approach of a RAMS has the following advantages:

- It provides developers, agents and planning authorities with a comprehensive, consistent and efficient way to ensure that appropriate mitigation for residential schemes is provided in an effective and timely manner.
- It is pragmatic: a simple and effective way of protecting and enhancing the internationally important wildlife in Norfolk and will help to reduce the time taken to reach planning decisions;
- It provides an evidence based and fair mechanism to fund the mitigation measures required as a result of the planned residential growth; and
- The notion of RAMS is endorsed by Natural England and has been used effectively to protect other Habitats Sites across England and is therefore the most effective way to mitigate in-combination recreational impacts. This RAMS specifically has also been endorsed by Natural England (see Appendix 1).

3.1.1 Legislative Background

This Strategy complies with the relevant legislation and national guidance, including:

- Article 6 of the Habitats Directive (92/43/EEC) 1994
- European Commission (2001) Assessment of plans and projects significantly affecting Habitats Sites
- Methodological guidance on the provisions of Article 6(3) & 6(4) of the Habitats Directive 92/43/EC
- Government Circular 06/2005
- Conservation of Habitats and Species Regulations 2017 (as amended)
- The National Planning Policy Framework (NPPF) 2019

The Conservation of Habitats and Species Regulations 2017 (as amended), commonly known as the

Habitats Regulations, transpose Council Directive 92/43/EEC, on the conservation of natural habitats and of wild fauna and flora (EC Habitats Directive), into UK law. They also transpose elements of the EU Wild Birds Directive in England and Wales. The Regulations came into force on the 30th November 2017 and extend to England, and will continue to do so even after the UK leaves the EU.

The Habitats Regulations provide for the designation and protection of 'Habitats (European) sites', the protection of 'European protected species', and the adaptation of planning and other controls for the protection of European Sites (henceforth referred to as Habitats Sites in accordance with the National Planning Policy Framework (NPPF)). Regulations 63 and 64 of the Habitats Regulations require a series of steps and tests to be followed for plans or projects that could potentially affect a Habitats Site.

The steps and tests set out within Regulations 63 and 64 are commonly referred to as the 'Habitats Regulations Assessment' (HRA) process that competent authorities must undertake to consider whether a proposed development plan or programme is likely to have significant effects on a Habitats Site.

HRA stage 2 is often referred to as 'Appropriate Assessment' (AA) although the requirement for AA is first determined by an initial HRA 'Screening' stage undertaken as part of the full HRA.

Specifically, Regulation 63 states:

- 63.— (1) A competent authority, before deciding to undertake, or give any consent, permission or other authorisation for, a plan or project which—
- (a) is likely to have a significant effect on a European site or a European offshore marine site (either alone or in combination with other plans or projects), and
 - (b) is not directly connected with or necessary to the management of that site, must make an appropriate assessment of the implications of the plan or project for that site in view of that site's conservation objectives.

The Regulation 63 of the Habitats Regulations refers to "the competent authority". These are the body or bodies responsible for the application of the Habitats Regulations Assessment process, on a case-by-case basis to ensure compliance with the Habitats and Birds Directives. A competent authority is defined in Regulation 7 of the Habitats Regulations so as to include:

- a) Any Minister of the Crown (as defined in the Ministers of the Crown Act 1975(1)), government department, statutory undertaker, public body of any description or person holding a public office;
- b) the Welsh Ministers; and
- c) any person exercising any function of a person mentioned in sub-paragraph (a) or (b). and public body includes:
 - (a) the Broads Authority (4);
 - (b) a joint planning board within the meaning of section 2 of the TCPA 1990 (joint planning boards) (5);
 - (c) a joint committee appointed under section 102(1)(b) of the Local Government Act 1972 (appointment of committees) (6);

- (d) a National Park authority; or
- (e) a local authority, which in this regulation means—
 - (i) in relation to England, a county council, a district council, a parish council, a London borough council, the Common Council of the City of London, the sub-treasurer of the Inner Temple or the under treasurer of the Middle Temple;
 - (ii) in relation to Wales, a county council, a county borough council or a community council;

The Habitats Regulations also use the following terms, which are used in this Strategy and are defined below:

<i>'Likely Significant Effect'</i>	This is a possible adverse effect that would undermine the conservation objectives for a Habitats (European) Site, and which cannot be ruled out based on clear verifiable objective information.
<i>'Alone'</i>	Consideration given to the details of the plan or project which may result in effects on a Habitats Site.
<i>'In combination with other plans and projects'</i>	Consideration needs to also be given to the in-combination effects which will or might result from the addition of the effects of other relevant plans or projects.
<i>'Adverse Effects on Integrity'</i>	This is the stage 2 HRA test at Appropriate Assessment based on likely impacts on qualifying features on the Habitats Site. If any mitigation is needed at Stage 1 HRA screening, the assessment by the competent authority needs to consider if the plan or project can avoid Adverse Effect on Integrity of Habitats Sites.

The Government has produced core guidance for competent authorities and developers to assist with the HRA process. HRA is thus a vital part of a Local Plan's evidence base: for Plans to be considered legally compliant and sound, as set out in section 35 of the NPPF, each LPA must provide mitigation.

Natural England has published a set of mapped Impact Risk Zones (IRZs) for Sites of Special Scientific Interest (SSSIs), which underpin each Habitats Site on the MAGIC website (www.magic.gov.uk). The MAGIC website provides geographic information about the natural environment from across government and Natural England manages the service under the direction of a Steering Group who represent the MAGIC partnership organizations. This helpful GIS tool can be used by LPAs to help consider whether a proposed development is likely to affect a SSSI and determine whether they need to consult Natural England to seek advice on the nature of any potential SSSI impacts and their avoidance or mitigation. The dataset and user guidance can be accessed from the www.magic.gov.uk website.

Not all of the LPAs have prepared project level HRAs for residential developments within the Impact Risk Zones (IRZs) of the SSSIs that underpin each Habitats Site.

3.2 RAMS Baseline

In order to determine the baseline information for recreational impacts, the following methodology was followed to determine patterns of visitor use of the Habitats Sites within the County:

- Desk studies to determine what evidence of recreational impacts exists and identify any gaps supported by the Norfolk LPAs;
- Review of existing visitor survey datasets to supplement the desk studies and gain an understanding of the origins of visitors to the Habitats Sites and thereby determine the ZOIs for both residents and tourists;
- Continual engagement with Natural England to discuss and agree the methodology, location and results of the studies to provide robust evidence on which to develop the Strategy; and
- Stakeholder meetings with those parties with a responsibility for or an interest in the Habitat Sites to gain a fuller understanding of the Habitats Sites, the recreational pressures they are under presently, those that would arise with an increase in population and an understanding of what mitigation including enhanced GI provision, has been undertaken to date and how effective this is. Full details of the workshop attendees can be found in Appendix 5.
- Identifying the extent of housing need within LPA areas (in Local Plan periods), and also the extent of this need that will be met through new Local Plan housing allocations.

3.2.1 The Importance of the Norfolk Habitats Sites

Norfolk has a diversity of Habitats Sites from coastal and extensive forest to valley fens, washland and a chalk river and a desktop review looked at the existing data on the Habitats Sites and the species and habitats that they support.

Norfolk's coastal habitats are internationally important for non-breeding waders and wildfowl as well as its beaches dunes which support breeding birds and seals. The coastline along the Norfolk part of The Wash in the east is the largest marine embayment in Britain, with the second largest expanse of intertidal sediment flats in the country. The Norfolk Coast from the Wash around to the East coast is the only typical British example of a barrier beach system with extensive areas of salt marsh with characteristic creek patterns that have developed behind sand and shingle spits and bars. The Wash and North Norfolk coast European Marine Site is important for breeding and moulting of one of Europe's largest populations of common seal. The intertidal mudflats and salt marshes represent one of Britain's most important winter-feeding areas for waders and wildfowl outside of the breeding season.

'The Broads' is one of the most extensive remaining areas of fen habitat in Europe and its Habitats Sites are designated for three internationally important birds (marsh harrier, bittern and crane) which nest & forage in the wetland habitats. Geographically, 'The Broads' (which has a status equivalent to a 'National Park') also contains Breydon Water, an inland tidal estuary with extensive areas of mudflats, which supports internationally important numbers of birds.

'The Brecks' is characterised by an extensive area of grass heath (and some heather heath) and many heaths are designated as part of Breckland SAC, large arable fields, and the largest coniferous forest in lowland England. This Habitats Site (specifically a 'Special Protection Area' (SPA) related to the

protection of wild birds) holds internationally important populations of Stone Curlew, Nightjar and Woodlark. Stone Curlew establishes nests on open ground provided by arable cultivation in the spring, while Woodlark and Nightjar breed in recently felled areas and open heath areas within the conifer plantations. The forest is a major recreational attraction in the region and considered to be at capacity now as visitor pressure is a key vulnerability for ground nesting birds.

In addition to the above areas, Norfolk has hidden gems which are also internationally important; its extensive areas of valley fens, many of them valley-head spring-fed; the largest and best examples of wet heath in East Anglia and the River Wensum (a chalk river) as well as sharing the Ouse Washes with Cambridgeshire. Part of Redgrave & South Lopham Valley Fens Ramsar site (covered by Waveney and Little Ouse Valley Fens SAC) also lies in Norfolk and is internationally renowned for its population of Fen Raft spider.

3.2.2 Current recreational impacts on Norfolk Habitats Sites

3.2.2.1 Recreational pressures

Some of the designated Habitats Sites in Norfolk in scope for this Strategy are not currently considered to be suffering from recreational impacts e.g. Overstrand Cliffs SAC and some of the components of Norfolk Valley Fens SAC, but they may be at risk from increased pressure and disturbance from planned growth; land managers have expressed concern at some recreational activities such as dogs off lead in pools in the summer months at Redgrave & Lopham Fens (pers comm, Suffolk Wildlife Trust 2019).

A total of 25 different bird species are specifically listed by Natural England as designated 'Interest Features' for many of the Habitats Sites across Norfolk and all sites support sensitive habitats. The key vulnerabilities / factors affecting site integrity are identified in the Site Improvement Plans (SIPs) and Supplementary Advice for Conservation Objectives for each Habitats Site. These include recreational pressure for many but not all sites, but this results in disturbance to breeding birds (e.g. Little Terns) and non-breeding birds (wintering wildfowl and waders) as well as causing habitat damage to sensitive habitats.

The Norfolk coast, from King's Lynn eastwards to Great Yarmouth, has many locations which have been identified through the Conservation Objectives for the Habitats Sites as hotspots for disturbance of sensitive habitats and other features e.g. birds and seals. The Wash and North Norfolk coast SAC is important for breeding and moulting of one of Europe's largest populations of common seal which is a designated Interest feature. During harsh winters, a prolonged cold spell can mean birds struggle to get sufficient feeding time in between tides and any disturbance in these conditions is more significant to bird populations. Some roost sites hold large concentrations of birds, but numbers may change as use fluctuates and factors other than disturbance or habitat degradation may be an issue in some locations.

The Wetland Bird Survey (WeBS) monitors non-breeding waterbirds in the UK. There is a WeBS Alerts system which provides a method of identifying changes in numbers of water birds at a variety of spatial and temporal scales and reports are written every three years. It would be beneficial to integrate WeBS counts with a Norfolk RAMS bird monitoring programme. Species that have undergone major changes in numbers are flagged, by the issuing of an Alert. Alerts are intended to be advisory; subject to interpretation, they should be used as a basis on which to direct research and subsequent conservation efforts if required.

According to the SIP and Supplementary Advice, the Habitats Sites in the Broads are suffering from recreational impacts on SAC habitats and disturbance to wintering waterfowl in particular, is an issue

on a number of Broads' sites. This is largely a result of boat-based use of the water bodies, especially Breydon Water.

Breckland SPA has a 1.5km buffer zone in which development is anticipated to result in a Likely Significant Effect due to Functionally Linked Land (FLL) for its designation features. This aims to protect SPA birds from disturbance linked to residential development, particularly Stone Curlew on farmland within the SPA, although increased recreational use of Thetford Forest may exceed its capacity to protect Woodlark and Nightjar.

In addition, FLL outside of the designation boundaries for all SPAs in Norfolk, also needs to be protected from disturbance e.g. areas of farmland and heathland for Stone Curlew outside of the Norfolk part of Breckland SPA boundary or wintering wildfowl on farmland. This will need to be mapped and updated on a regular basis from monitoring surveys to inform planning decisions on residential development; this is considered likely to be included as a project in the mitigation package set out in this Strategy. As key roosts are used by SPA birds at different times of the year (breeding and non-breeding), there are seasonal variations as well as daily variations in usage due to the tidal cycle for coastal Habitats Sites. Key locations for SPA birds and SAC features e.g. seals and the state of the tide can mean birds are closer or further from the shoreline and potential disturbance.

The SIP for Breckland SPA and SAC includes public access/disturbance as one of the prioritised issues for action but does not record a threat to SAC features. It states that recreational and other activities have the potential to impact both SAC and SPA features. Disturbance does not currently appear to be significantly impacting the bird populations, but the impacts of increased recreational activity is uncertain. Recreational growth in Thetford Forest may impact on Woodlark and Nightjar. The forest is a major recreational attraction in the region. Similarly, military training activities have the potential to impact ground nesting birds, especially Stone Curlew, but the extent of this impact is unclear. SAC features may be affected through eutrophication (dog fouling, unauthorised fires) and disturbance of soils, in particular on commons and heaths. Recreational activity, particularly involving dogs, may adversely affect rabbits and cause spread of disease so this will need monitoring in the early years of the Strategy. Air pollution and the impact of atmospheric nitrogen deposition on Breck heaths features is listed in the SIP for further investigation by Natural England and this may trigger a separate mitigation approach in the future but is not considered to be within scope of this Strategy.

The valley fens, scattered across the county and those in the Waveney & Little Ouse valleys shared with Suffolk, support sensitive wetland habitats and rare species which are at risk from damage due to recreational pressure.

3.2.2.2 Identifying Visitor Patterns of Use of Habitats Sites

In the past, HRAs for Norfolk authorities have concluded that significant impacts were only likely where protected sites were within or in close proximity to the districts themselves. However, more recent evidence and research indicates that effects on some sites are likely to extend much further than the LPA boundary. The locations used in the 2015 and 2016 visitor surveys identified a median distance from postcode data for the grouped points e.g. Broads, Brecks and Coast.

A Footprint Ecology report for Norfolk County Council (Panter, C., Liley, D. & Lowen, S. (2016) contains details of visitor surveys undertaken at 35 locations within Habitats Sites across Norfolk during 2015 and 2016; potential locations were identified at a workshop held in Norwich on the 26th February 2015 and the list refined and agreed by the steering group. The report provides a comprehensive analysis of current and projected visitor patterns to Habitats Sites across Norfolk. The report combines data from multiple local authorities to predict changes in recreation use as a result of new housing planned

across Norfolk. It also provides recommendations for mitigation and monitoring.

The work was commissioned by Norfolk County Council/the Norfolk Biodiversity Partnership on behalf of all local planning authorities across Norfolk. The surveyed locations covered a range of Habitats Sites and all the locations had public access and a potential risk whereby increased recreation levels could be damaging. For simplicity, only SPA and SAC sites were mapped but many have multiple designations including Ramsar.

The work was carried out during 2015 and 2016 at 35 agreed locations. Analysis also drew on other data, for example planned residential growth (as allocated in current plans), provided by Norfolk County Council. The locations encompassed estuary, coast, heathland, wetland, grassland and woodland habitats. The survey points were grouped into seven broad geographic areas: the Brecks, Roydon & Dersingham, the Wash, the East Coast, the North Coast, the Broads and the Valley Fens. Surveys at each point involved 16 hours of survey work split evenly between weekdays and weekends and spread across daylight hours. As such fieldwork was standardised and broadly comparable.

Visitor surveys undertaken by Footprint Ecology in 2015-16 at Norfolk Habitats Sites with identified impacts from recreational disturbance, gathered information on the number of visitors to these sites and evidence of the distances which visitors will travel to access locations for recreation purposes.

Two thirds (66%) of all interviewees were on a short trip from home (local residents) and around a third (32%) of interviewees were on holiday (tourists). However, holiday-makers accounted for nearly half of all visitors interviewed at the North Coast and Broads.

The survey methodology was designed to provide a snapshot of access patterns at a selection of access points onto the Habitats Sites considered to already be affected by recreational impacts. The remaining Habitats Sites across Norfolk do not have visitor data which can be used to inform the need for mitigation measures.

The Footprint survey methodology was not designed to give accurate estimates of annual visitor numbers to each site and did not reference Ramsar sites; although many Habitats Sites have multiple designations, it is considered important to assess the likely impacts on designated features. Visitor surveys took place at different times of year at different locations, with the timing targeted to coincide with times when wildlife interest (e.g. designated features of Habitats Sites) was present and access was likely to be high. Fieldwork involved counts of people and interviews with a random sample of visitors.

Table 3: Designation features per Habitats Site (MAGIC, 2019) and visitor surveys undertaken to assess disturbance

Habitats Site	Designation features sensitive to recreational disturbance and visitor surveys undertaken			
Habitats	SPA Breeding birds and/or SPA/SAC/Ramsar sensitive habitats (May to July)	Summer visitor survey completed?	SPA Non-breeding birds and/or SPA/SAC/Ramsar sensitive habitats (August to April)	Winter visitor survey completed?
Ouse Washes	Yes	No	Yes	No
Norfolk Brecks	Yes	Yes	Yes	Yes

Habitats Site	Designation features sensitive to recreational disturbance and visitor surveys undertaken			
Habitats	SPA Breeding birds and/or SPA/SAC/Ramsar sensitive habitats (May to July)	Summer visitor survey completed?	SPA Non-breeding birds and/or SPA/SAC/Ramsar sensitive habitats (August to April)	Winter visitor survey completed?
Roydon & Dersingham	Yes	Yes	Yes	Yes
The Wash	Yes	Yes	Yes	Yes
North Norfolk Coast	Yes	Yes	Yes	Yes
Gt Yarmouth – Winterton Horsey	Yes	Yes	Yes	Yes
Norfolk Valley Fens	Yes	Yes	Yes	No
The Broads & Breydon Water	Yes	Yes	Yes	Yes
River Wensum	Yes	No	Yes	No
Waveney & Lt Ouse Valley Fens	Yes	No	Yes	No

Source: MAGIC / Footprint Ecology / Place Services, 2019

Key findings from the 2015/16 visitor survey results include:

- Over half (52%) of interviewees were visiting from home and resident within Norfolk. Some 16% of interviewees live outside Norfolk and had travelled from home on a short visit/day trip.
- In total 6,096 groups were estimated entering or leaving sites across all survey points. These groups consisted of 13,842 adults, 2,616 children and 3,466 dogs.
- Dog walking (41%) and walking (26%) were the most popular activities overall, but with big variations depending on the sites. Within individual areas this first and second ranking of dog walking and walking was consistent for the East Coast, Roydon & Dersingham, the Valley Fens, the Wash and the North Coast.
- Two thirds (66%) of interviewees were on a short trip from home and around a third (32%) of interviewees were on holiday. Holiday-makers accounted for nearly half of all visitors interviewed at the North Coast and Broads.
- Holiday-makers were typically staying in self-catering accommodation (31%) or campsite/caravan sites (29%). In the Broads over half (59%) of the holiday makers

interviewed were staying on a boat.

- The most commonly reported duration on site was 1 to 2 hours (31%), closely followed by between 30 and 60 minutes (27%). Key differences were the large proportion of interviewees visiting for more than 4 hours in the Broads (29% of interviewees) and conversely at Roydon Common, the large proportion visiting for less than 30 minutes (36%).
- Across all interviewees (including holiday makers), 31% of those interviewed were visiting the site for the first time. For those interviewees travelling from home on a short visit/day trip, over a quarter (27%) indicated they visited the site at least daily, reflecting high frequencies of use by local residents.
- Over three quarters (77%) of all interviewees had arrived at the interview location by car. Most of the remaining interviewees (18%) had arrived on foot.
- 'Close to home' was one of the main reasons people gave for choosing the site where interviewed that day. Scenery was particularly important for those visiting the North Norfolk Coast.
- Just over a third (36%) of interviewees was aware of a designation/ environmental protection that applied to the site they were visiting.
- A total of 1,314 routes were mapped from the interviews, showing where people had walked during their visit. Median route length across all sites and all activities was 3.18km. Across all sites the typical (median) dog walk was 2.93km. Walkers covered a median distance of 3.7km while activities such as boating (median 7.64km) covered longer distances.
- Over half (59%) of the holiday makers interviewed in the Broads were staying on a boat (Footprint visitor surveys 2015-16.)

Figure 19: Map of Visitor survey point locations in Norfolk Habitats Sites 2015-16



Source:
Footprint
Ecology, 2016

3.2.3 Establishing an evidenced Zone of Influence (ZOI) for recreational impacts

3.2.3.1 What is a Zone of Influence?

A Zone of Influence (ZOI) is a designated distance that establishes where development is likely to have a significant effect on a Habitats Site. It is an area emanating outwards from a Habitats Site within which development can be expected to have a negative effect on the integrity of the Habitats Site in question. Relevant to this Strategy, this means that residential development occurring within a Zone of Influence can be expected to generate additional recreational visits to Habitats Sites.

3.2.3.2 How have the evidenced ZOIs been calculated?

As outlined in Section 3.2.2.2 of this Strategy, visitor surveys undertaken by Footprint Ecology in 2015-16 at Norfolk Habitats Sites gathered information on the number of visitors and evidence of the distances which visitors will travel to access locations for recreation purposes. The Footprint Ecology surveys were undertaken on the Habitats Sites considered to already be affected by recreational impacts chosen at a workshop in 2015 and covered those sites with existing recreational impacts. Other Habitats Sites or some of the components were not considered to be at risk from this impact pathway as supported by the Supplementary Advice and Site Improvement Plans e.g. Overstrand Cliffs SAC and Norfolk Valley Fens SAC. This does not provide complete coverage of all Habitats Sites within scope of this Strategy though Natural England has advised on use of best available evidence to identify ZOI for likely recreational impacts.

Together with the local and county authorities and a range of organisations, Footprint Ecology agreed a sample of survey locations which represented the full range and types of site within the county. These survey results may not support the identification of Zones of Influence for each, or each parcel of, the Habitats Sites within scope for the Strategy.

The raw postcode data from the 2015-16 visitor surveys has allowed interpretation of the dataset for each Habitats Site and calculation of an evidenced ZOI. It is recommended that Natural England uses this for planning purposes and shows this as IRZs for the component Sites of Specific Scientific Interest (SSSIs) on the 'MAGIC map' website (Defra) specifically in relation to relevant development and recreational impacts.

Data from both the winter and summer visitor surveys (Footprint Ecology, 2015 & 2016) has been used primarily to calculate the ZOIs for each Habitats Site, and also to collate information on current recreational activities at Habitats Sites and predict likely impacts from increased use by additional residents.

The results of the winter and summer visitor surveys provided substantial evidence relating to who uses the Habitats Sites, where they travel from, how often they visit and why.

The data used to calculate the ZOIs defined in Figure 20 has been refined using best practice methodology for multiple survey locations within a single Habitats Site which may have different attractions and facilities. This has ensured a standardised ZOI has been calculated separately for both residents and tourists. Without refinement this would have increased the ZOI and affected the credibility of the data. However, the visitor postcode dataset was collected at different survey points within individual Habitats Sites at different times of the year.

According to best practice methodology utilised by consultants and accepted by Natural England, ZOIs are calculated by ranking the distances travelled by visitors to the Habitats Sites based on the hometown postcode data they provided. Not all postcode data is used as this can skew the results.

Instead the ZOIs are based on the 75th percentile of postcode data (i.e. the distance where the closest 75% of visitors come from).

The Footprint Ecology visitor survey dataset from 2015-16 comes from multiple survey locations in a single Habitats Sites. Best practice in these situations uses a different method which is to calculate the ZOI from the 75th percentile distance travelled for each survey location and then average the ZOI for each Habitats Site. This is the method used to calculate the ZOIs for this Strategy.

This 75th percentile has been used in this way at a range of other sites to define a broad area from where recreation use typically originates. The results from the Norfolk dataset would suggest that a countywide radius of the site would work to capture a Zone of Influence that would encompass the majority of visitors across the year and across survey points. This method was used for a number of strategic mitigation schemes, including the Essex and Suffolk Coast RAMS, and is considered by Natural England to be best practice.

The ZOIs identify the distance within which new residents are likely to travel to the Norfolk Habitats Sites for recreation. The ZOIs presented within this report will guide the requirement for residential developments to provide a financial contribution towards visitor management to mitigate for in-combination impacts on all the Habitats Sites.

Natural England have accepted the evidenced ZOIs and will update the IRZs for the constituent SSSIs shown on MAGIC website; this is on the basis of the overall ZOI because the data collected for this Strategy is the most comprehensive and up-to-date available. The individual ZOIs provide evidence to the LPAs of how many dwellings are proposed which are likely to affect each Habitats Site and inform the proportion of spend for developer contributions collected for a single development.

LPAs will also need to use the individual ZOIs to record the locations for developer contributions for delivery of mitigation measures at the relevant Habitats Site on project level HRAs and legal agreements. This will facilitate the delivery of mitigation measures at the appropriate Habitats Sites to avoid impacts from increased recreational pressure. This will thereby provide an audit trail for spend of developer contributions.

The Impact Risk Zones as identified by Natural England (see Table 4) and displayed on the MAGIC website (magic.defra.gov.uk/MagicMap.aspx), are set for each of the SSSIs that underpin the Norfolk Habitats Sites; these relate to likely risks from all potential impact pathways and flag when LPAs should consult NE. Based on experience shared in the formulation of the Suffolk and Essex Coast RAMSs, once the IRZs have been updated by NE based on the single ZOI for recreational impacts, the information boxes will include a note for new residential development; this is likely to state that financial contributions are required towards the emerging Norfolk Recreational impacts Avoidance & Mitigation Strategy (RAMS) and to contact the Local Planning Authority for further advice.

Table 4: Habitats Sites in Norfolk and current Impact Risk Zones (IRZs) for SSSIs underpinning Habitat sites

Habitats Site	Current SSSI Impact Risk Zone (Km) shown on MAGIC map
Ouse Washes SPA/SAC/Ramsar	5km
Breckland SPA/SAC	8km
Roydon Common SAC & Ramsar and Dersingham Bog SAC	7km

Habitats Site	Current SSSI Impact Risk Zone (Km) shown on MAGIC map
The Wash SPA/Ramsar	3km
The Wash and North Norfolk Coast SAC	3km
North Norfolk Coast SPA & Ramsar	5km
Overstrand Cliffs SAC	1km
River Wensum SAC	4km
Norfolk Valley Fens SAC	3km
Winterton - Horsey Dunes SAC	5km
Great Yarmouth North Denes SPA	5km
Broadland SPA & The Broads SAC	2km
Breydon Water SPA	3km
Waveney and Little Ouse Valley Fens SAC	3km
Redgrave & South Lopham Fens Ramsar	5km

Source: Place Services / MAGIC Map, 2019

The Figures below show the evidenced individual ZOIs for recreational impacts on each Habitats site and the overall ZOI for the Norfolk RAMS which covers the whole county, regardless of IRZs for any sites currently without visitor data.

The overall ZOI map is recommended as the one to be used for the Strategy tariff so that each LPA can secure developer contributions for a Norfolk wide RAMS package of measures. NB The overall ZOI excludes areas outside Norfolk i.e. within the adjoining counties of Suffolk, Lincolnshire and Cambridgeshire as developer contribution will be limited to applications within the jurisdiction of the Norfolk LPAs.

It is understood that West Suffolk Council are looking to potentially to include the Suffolk part of Breckland Habitats Sites (i.e. within their administrative area) within an updated RAMS in the future to include these.

Figure 20: Individual ZOIs for recreational impacts from residential development (for Habitats Sites with visitor data)

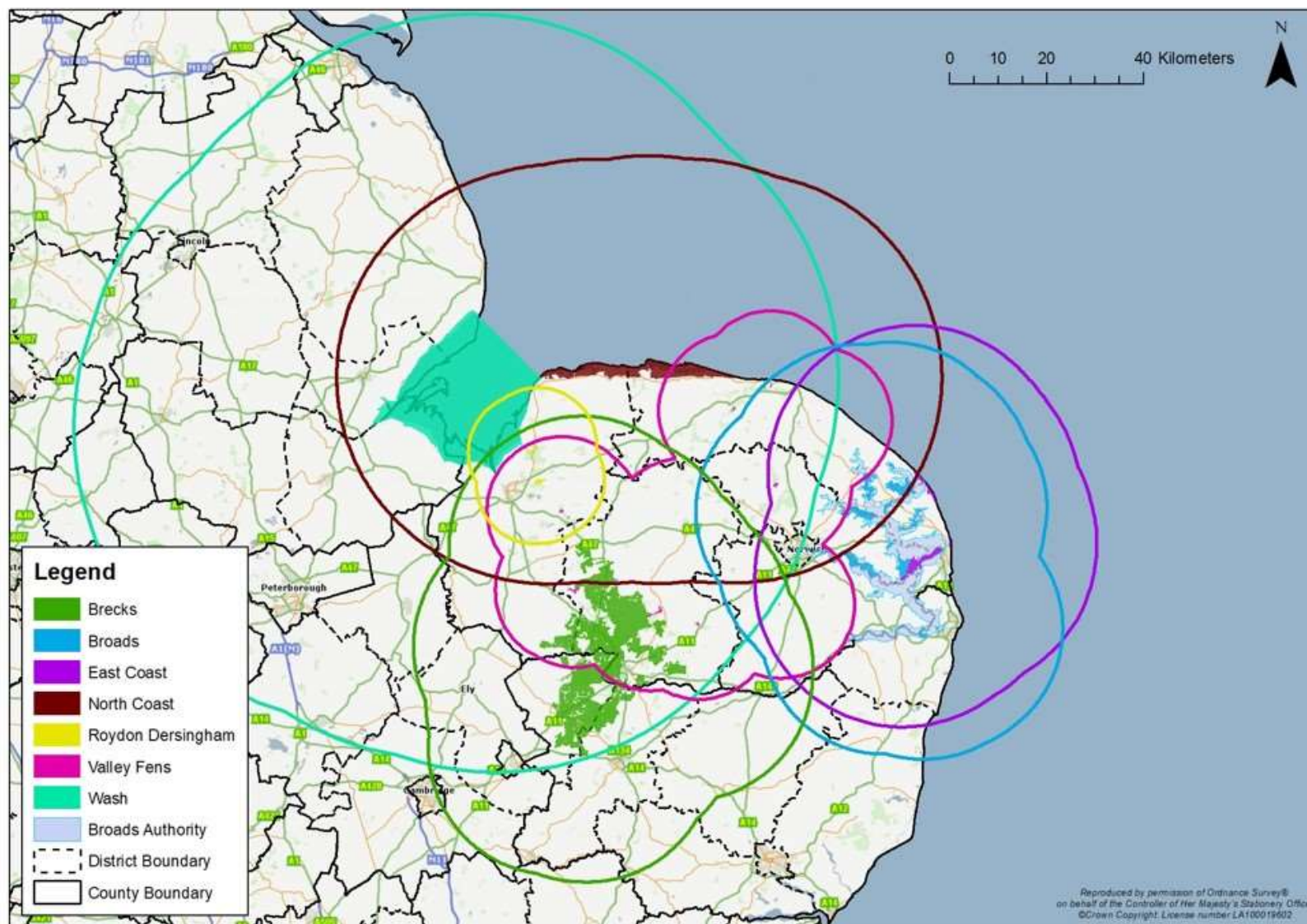
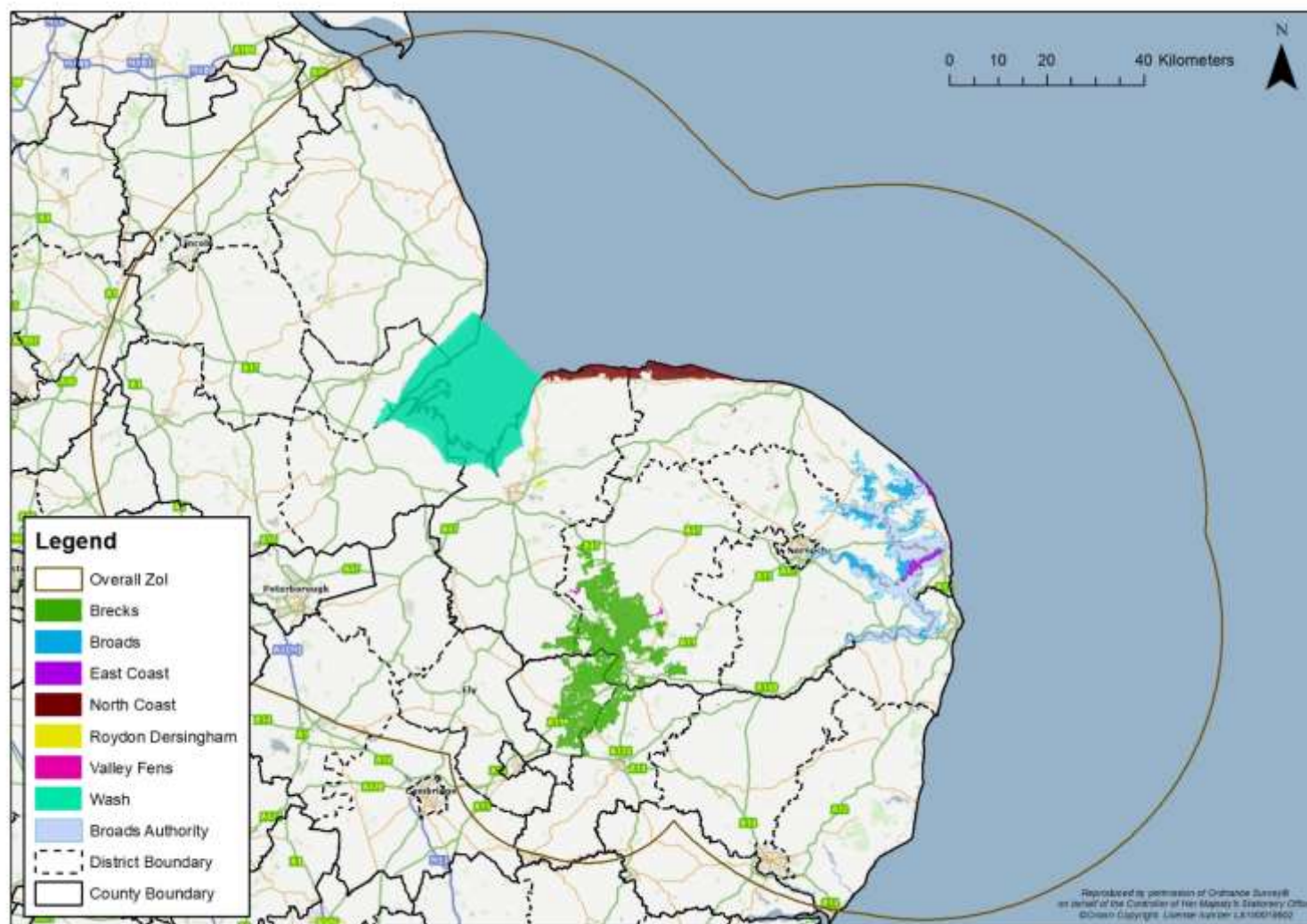


Figure 21: Overall ZOI for Norfolk RAMS tariff for recreational impacts from residential development



Source: Place Services, 2020

As the above maps show, the whole of Norfolk is covered by an evidenced ZOI for residential development.

It is essential to reference the relevant Habitats Sites from the ZOI information when preparing project level HRAs at application stage. This is needed to help allocate funds from developer contributions to the Habitats Sites which are predicted to be affected. As the Footprint Ecology report indicates the proportion of visitors from each LPA, this could be used by the RAMS Steering Group to allocate spend of developer contributions for each Habitats site.

Table 5 below identifies which ZOIs overlap with each LPA boundary. The colours are linked to each ZOI identified in Figure 20 except where there is currently no ZOI identified recreational impact or visitor dataset available.

Table 5: LPAs and ZOIs for Norfolk RAMS package

Habitats Sites / LPAs	King's Lynn & West Norfolk	Breckland Council	Broadland DC	Broads Authority	Great Yarmouth BC	North Norfolk DC	Norwich CC	South Norfolk DC
Ouse Washes SPA	No visitor data for this Habitats Site							
Ouse Washes Ramsar	No visitor data for this Habitats Site							
Ouse Washes SAC	No visitor data for this Habitats Site							
Breckland SPA								
Breckland SAC								
Roydon Common and Dersingham Bog SAC								
Roydon Common Ramsar								
Dersingham Bog Ramsar								
The Wash SPA								
The Wash and North Norfolk Coast SAC								
The Wash Ramsar								
North Norfolk Coast SAC								
North Norfolk Coast SPA								

Habitats Sites / LPAs	King's Lynn & West Norfolk	Breckland Council	Broadland DC	Broads Authority	Great Yarmouth BC	North Norfolk DC	Norwich CC	South Norfolk DC
North Norfolk Coast Ramsar								
River Wensum SAC	No visitor data for this Habitats Site							
Norfolk Valley Fens SAC								
Winterton - Horsey Dunes SAC								
Great Yarmouth North Denes SPA								
Broadland SPA								
Broadland Ramsar								
Breydon Water SPA								
The Broads SAC								
Waveney and Little Ouse Valley Fens SAC	No visitor data for this Habitats Site							
Redgrave and South Lopham Fens Ramsar	No visitor data for this Habitats Site							
Number of ZOIs affected by Local Plan	5	5	5	3	2	6	5	6
Key:	Norfolk Brecks ZOI	Not in the ZOI	Roydon Dersingham ZOI	Wash ZOI	North Coast ZOI	Valley Fens ZOI	East Coast ZOI	Broads ZOI

Source: Place Services, 2021

3.2.3.3 A ZOI for tourist accommodation

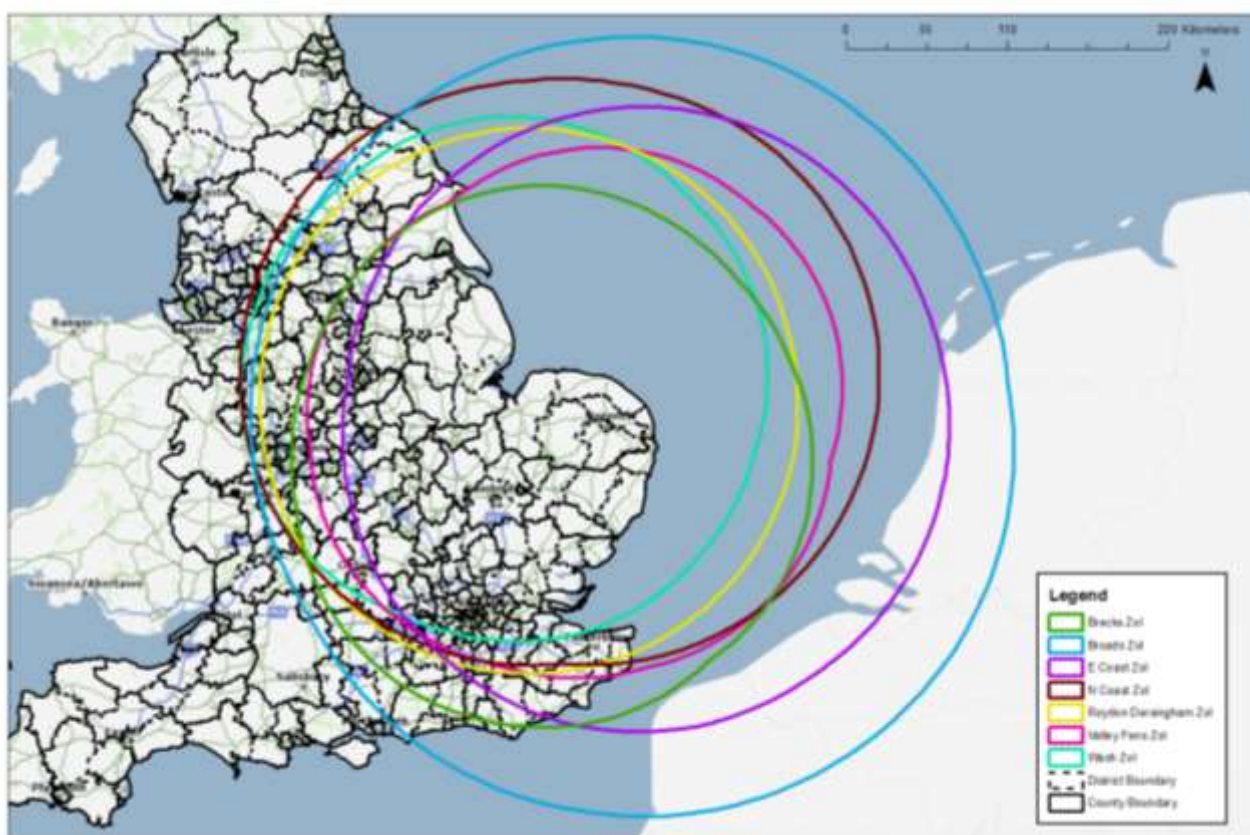
- A separate ZOI for tourists has been calculated (see figure below) which demonstrates the huge distance from which Norfolk attracts out of county visitors. However, planning applications consented by Norfolk authorities can only secure developer contributions for delivery of measures within the county.

It is recommended that this evidence is used to support the application of a RAMS tariff on tourist accommodation based on a per bed space ratio with the same ZOI as other residential growth. The Natural England interim advice to the LPAs, included Houses in Multiple Occupancy e.g. hotels, guest houses and lodges; and

Residential caravans/mobile homes/park homes.

- It is also recommended that residential moorings, holiday caravans & touring pitches should be included. Natural England may like to consider these types of development when issuing any revised advice to Norfolk LPAs ahead of the RAMS being adopted.
- As the evidenced ZOIs for tourist accommodation is countywide for all Habitats Sites, this means that developer contributions for this type of development will need reference all sites to be allocated accordingly reference be spread across all of the sites in legal agreements.
- It will be up to the NSPF steering group to allocate spend for delivery of measures as they see fit. There is no “knock on” effect of Local Plans and Habitats Sites (as this does not relate to non-tourist related residential development) and this does not change the overall ZOI for the tariff.

Figure 22: ZOIs for recreational impacts from tourist accommodation



Source: Place Services, 2019

The analysis of visitor postcode data for tourists to Norfolk collected in 2015-16, indicates that for all Habitats Sites, the whole county (and considerably further afield) is within the ZOI for recreational impacts from tourist accommodation. This supports the principle of including tourist accommodation within scope of the developer contributions on a 'per six bedspace ratio' of the tariff identified for residential growth, although no new tourist accommodation units are allocated in any of the Norfolk Local Plans which this Strategy seeks to support.

ZOIs have been calculated for this Strategy for each of the Habitats Sites which have a robust dataset from visitor postcodes - as the best available evidence - and these are shown in the table below.

Table 6: ZOI Calculations for Norfolk Habitats Sites with regard to recreational impacts

Area	ZOI using complete dataset	ZOI for residents only	ZOI for tourists only
Brecks sites	27km	26km	163km
Broads sites	194km	25km	248km
East Coast sites	51km	30km	202km
North Coast sites	148km	42km	198km

Area	ZOI using complete dataset	ZOI for residents only	ZOI for tourists only
Roydon & Dersingham	12km	12km	182km (only 1 piece of data)
Norfolk Valley Fens	18km	15km	156km
The Wash	66km	61km	162km

Source: Place Services, 2019

As there is no visitor postcode data for all of the Habitats Sites, there is currently no evidenced ZOI for recreational impacts for these internationally designated sites. However Natural England's interim advice (12 August 2019, ref 257629) states that consideration should be given to determining if the strategy could include the required visitor data collection and site monitoring to determine site specific mitigation where there are gaps in evidence.

Natural England's advice confirms that the calculated ZOI covers the whole of Norfolk County encompassing all designated sites. It is therefore reasonable to assume that there will be additional residential visits to all Habitats Sites resulting from the increased population associated with planned housing growth. Therefore, the RAMS mitigation package will include visitor and habitat monitoring to avoid future impacts and identify specific mitigation measures for these sites if necessary. Natural England have included these ZOIs in their interim advice to the Norfolk LPAs on HRA requirements (August 2019) relating to recreational impacts on Habitats Sites predicted from residential growth identified in their emerging Local Plans.

The visitor surveys took place in winter 2015/16, when non-breeding waders and wildfowl (which are designated features of the Habitats Sites) are present along the Norfolk coast (August to April). The second round of visitor surveys took place during the spring of 2016 when breeding birds such as Little Tern, which are designated features, use it for nesting. Some Habitats Sites provide habitat for SPA birds which could be impacted by trampling during the summer months used by non-breeding species over winter. There is therefore a need to monitor this potential impact at all SPAs when their designation features are not present.

Key findings from the Footprint Ecology visitor surveys report relating to housing change links to allocated new housing and implications included:

- A predicted 14% increase in recreational use of the Natura 2000 sites surveyed by Norfolk residents (in the absence of any mitigation), as a result of new housing during the current plan period.
- The increase is likely to be most marked in the Norfolk Brecks, where Footprint Ecology predicted an increase of around 30%. For the Broads the figure is 14%; 11% for the East Coast; 9% for North Norfolk; 15% for Roydon & Dersingham; 28% for the Norfolk Valley Fens and 6% for the Wash (note these figures relate to the surveyed access points only and to visits by Norfolk residents).
- For parts of the North Coast, the Broads, and parts of the East Coast, the links between an increase in local housing and recreation impacts are less clear as these sites attract a high number of visitors coming from a wide geographical area, both inside and outside Norfolk. There are therefore likely to be pressures from overall population growth both from within the county and further afield.
- Potential/recommendations for mitigation and monitoring at all sites; in particular Green

Infrastructure such as Suitable Alternative Natural Greenspace ('SANGs'); better signage; a Ranger team and awareness raising campaigns.

3.2.3.4 Additional evidence gathered and analysis

Correspondence with stakeholders including the Royal Society for the Protection of Birds (RSPB), Forestry Commission (FC) and Norfolk Wildlife Trust (NWT) has highlighted the need for a defined monitoring regime for recreational impacts on the three designated birds for Breckland SPA. Some monitoring efforts are at risk from a lack of funding due to responsibilities for providing these resources being undefined. It is considered essential that robust monitoring provides data to assess the potential for pressures from residential development. This can then identify which mitigation measures are the most effective at protecting designation features of the Habitats Sites and the locations for their delivery. This discussion and correspondence with these organisations is outlined in Appendix 9.

The Site Improvement Plans and Supplementary Advice for Qualifying Features for the Norfolk Habitats Sites (prepared by Natural England) include recreational disturbance as a key vulnerability or factor for Adverse Effect on Integrity (AEOI) for many of the Norfolk sites. The main impacts are:

- Disturbance of birds particularly wintering wildfowl (at a number of sites in the Broads) and Little Terns on dunes.
- Eutrophication (dog fouling, unauthorised fires) and disturbance of soils, in particular on commons and heaths.
- Damage caused by trampling of lichen dune grassland and dune heath.

The Site Improvement Plan (SIP) for the North Norfolk coast states that it is a very popular area for recreational activity and visitor numbers are likely to grow, for example as a result of the England Coast Path as well as housing development. A range of recreational activities may have adverse impacts on the sites (Boating; motor boating; water skiing; jet skis; commercial and non-commercial wildlife tours; commercial shipping; kites (including surfers, boarders and buggy boarders); moorings; access to moorings; motorised vehicles; bikes, hovercraft; bird/wildlife watching; (dog) walking; Samphire collection, shellfish collection, bait digging, reed cutting, beachcombing, sea lavender gathering; beach barbecues; littering; wildfowling). Conflicts with the management of fragile habitats and species which can be easily disturbed by recreational activity will need to be carefully addressed. To overcome these challenges further collaboration between stakeholders and local people may be needed with the aim of more holistic management of the area. For example, the North Norfolk Kiter's Working Group have a voluntary management scheme restricting and monitoring activity with an annual review. The European Marine Site (the Wash and the North Norfolk Coast) scheme has mechanisms to reduce damage from recreational activity. Incidents are reported through an Incident Recording Process (IRP), but a chance still exists of future incidents occurring, by members of the public unaware of the potential impacts.

The relevant SIPs and Supplementary Advice (only available for SPAs and SACs) however, do not include recreational disturbance as a key vulnerability or factor for Adverse Effect on Integrity (AEOI) for the following sites:

- Breckland SAC
- Norfolk Valley Fens SAC
- Ouse Washes SAC or SPA
- Overstrand Cliffs SAC

- River Wensum SAC (angling & crayfish)
- Redgrave & Lopham Fen SAC
- Roydon Common & Dersingham Bog SAC
- Waveney & Little Ouse Valley Fens SAC

Nutrient enrichment may become a threat to sensitive SAC vegetation in the future and dogs swimming in pools on SACs in the summer may need to be managed to avoid an Adverse Effect On Integrity (AEOI) – the Stage 2 HRA Appropriate Assessment test - on aquatic species, which are qualifying features.

Where the relevant Site Improvement Plans and Supplementary Advice on conserving and restoring features do not currently include recreational disturbance, trampling, or nutrient enrichments as a key vulnerability or factor for Adverse Effect On Integrity e.g. Overstrand Cliffs SAC, Norfolk Valley Fens SAC and Waveney & Little Ouse Valley Fens SAC, these were not selected for visitor surveys in 2015-16. These SACs do not therefore currently have visitor survey data. There are therefore no costed *mitigation* measures for these sites in the initial RAMS package but *monitoring* of impacts is included and will inform reviews of the mitigation package and the tariff over time.

3.2.4 Residential (including tourist) accommodation planned in the overall ZOI within Local Plans

3.2.4.1 Natural England Interim Advice Letter

Natural England, in an interim advice letter sent to all Norfolk LPAs in August 2019, has confirmed the individual ZOIs and overall countywide ZOI for recreational impacts for use at application stage, as outlined in this Strategy. This is the case for both the ZOI for residential development and that for tourist accommodation. Please see Appendix 1 of this Strategy for the letter in its entirety.

3.2.4.2 Predicted Increase in Visitors from Planned Residential Growth

Local Plans allocate land for development including residential growth and the Habitats Regulations Assessment identify which allocations and policies are likely to result in significant effects on the Habitats Sites within scope.

Growth in each LPA partner area is set out in the following sections, with implications for effects on Habitats Sites summarised as outlined in each LPA's Local Plan HRA/AA.

Breckland

Over the Local Plan period the population is set to grow from 131,857 in 2012 to 153,678 by 2036 (ONS 2014 based sub-national population projections 2012-2036).

All proposed allocations within Swaffham are within 1500m and 3km of the Brecks SPA. The Breckland Local Plan Submission HRA identifies that there is a likely significant effect on European sites through the screening of allocations in the Local Plan. Due to a lack of data it is not possible to rule out the potential impact of development on functionally linked land for Stone Curlews. All allocations will be required to be supported by a project level HRA, which may consist of additional survey work and will determine site specific mitigation measures.

Land to the south west of Watton is located within 1500m of the Breckland Farmland Special Protection Area, which is designated for the special interest feature Stone Curlews. Evidence has shown that development up to 1500m from the site can impact upon Stone Curlew. A Habitats Regulations Assessment has been undertaken to assess the impact upon the Breckland Special Protection Area. All proposed allocations within Watton are within 1500m and 3km of the Brecks SPA. The Breckland Local Plan

Breckland

Submission HRA identifies that there is a likely significant effect on European sites through the screening of allocations in the Local Plan. Due to a lack of data it is not possible to rule out the potential impact of development on functionally linked land for Stone Curlews. All allocations will be required to be supported by a project level HRA, which may consist of additional survey work and will determine site specific mitigation measures.

Evidence used to support the adoption of the Core Strategy in 2009 included research to inform the Habitats Regulations Assessment (HRA) of the Core Strategy which examined the effects of housing and roads on the distribution of the Stone Curlew in The Brecks. The adopted mitigation policy required that any new development which may impact on the SPA must be subject to Appropriate Assessment. The measures are defined by buffers (Local Plan Map 5.1). New development will not normally be permitted within 1,500m of the edge of the SPA (primary buffer represented by red cross hatching) unless it can be demonstrated by an appropriate assessment that the development would not adversely affect the integrity of the SPA. Such circumstances may include the use of existing buildings and development where completely masked from the SPA by existing development.

Stone Curlews are also found outside the SPA; these birds are clearly part of the SPA population and functionally linked. Accordingly, a secondary buffer (represented by blue cross hatching) indicated areas that have been identified where there are concentrations of Stone Curlew (using data gathered over the periods 1995-2006, and 2007-2015 (most recently using data from 2011- 2015)).

Within these areas, development may be brought forward providing a project level Habitats Regulations Assessment can demonstrate adverse effects have been prevented, for example where alternative land outside the SPA can be secured to adequately mitigate for the potential effects.

In 2013 a "Further Assessments of the Relationship between Buildings and Stone Curlew Distribution" study was carried out to update previous work on the effect of buildings and roads on Stone Curlews in The Brecks. Including new analysis and using additional survey data, this study report focused on the effects of buildings and roads on the distribution of breeding Stone Curlew in The Brecks. The report provides strong support for the continuation of a 1500m zone around the areas capable of supporting Stone Curlews. Within this zone additional development is likely to have a significant effect on the SPA.

A buffer zone for development extends 1,500m from the edge of those parts of the Breckland SPA that support or are capable of supporting Stone Curlews. A separate buffer zone does the same for other land (outside the SPA) supporting the qualifying features of the SPA.

The HRA for the Main Modifications (Footprint Ecology, February 2019) includes the following key issues:

Impacts of built development on Stone Curlew

- Mitigation measures now well established and incorporated into the Local Plan through the Stone Curlew Buffer zones, updated in light of new data.

Recreation disturbance to SPA birds

- A measure not yet fully progressed from the Core Strategy HRA. Securing adequate recreation provision at new development, and working with partners to appropriately manage recreation, particularly at accessible forest sites. Commitments are now included in ENV 3.

Urbanisation effects on SAC and SPA habitats

- A measure not yet fully progressed from the Core Strategy HRA. Framework now committed to within Policy ENV 3 for working with relevant partners to protect and restore the most urban heath sites, with a requirement for developers to contribute to measures within the framework where development may lead to increased recreation use of urban heaths.

The following mitigation measures are currently applied for the Local Development Framework, in light of the previous HRA findings and recommendations made:

Breckland

- Direct effect of built development on SPA birds = policy wording and 1500m/400m zones mapped
- Indirect effect of disturbance = policy wording committing to a recreation management, monitoring and mitigation strategy in collaboration with partners
- Urban effects on heaths around Thetford = developer funded approach to urban heaths management and the provision of alternative green spaces
- Recreation pressure on the North Norfolk Coast = Plan wording to commit to new research and collaboration with other neighbouring local authorities
- New and upgraded roads = policy commitment to preventing any new roads or road improvements within 200m of Breckland SAC
- New and upgraded roads = excluded from the 1500m Stone Curlew zone
- Water issues = policy wording to secure flood alleviation measures and commitment to bringing forward new development in step with infrastructure and supply improvements to avoid impacts on Norfolk Valley Fens SAC and Ramsar and Lt Ouse & Waveney Valley Fens SAC and Ramsar

The increases for sites in the Brecks were much higher than the Norfolk-wide 14% increase and as such development in the Breckland area, due to its proximity and scale, has particular implications in terms of recreation. These results are relevant in considering the impacts from the overall quantum of development and the likely scale of change in recreation at sensitive sites, with particular increases predicted from growth within Thetford, Swaffham and Mundford.

The Supplementary Advice for Qualifying Features of Breckland SPA (Stone Curlews, Woodlark & Nightjar) includes information on managing disturbance caused by human activity. The frequency, duration and/or intensity of disturbance affecting nesting and/or foraging birds should not reach levels that significantly affect the populations of these SPA birds. All three species have been found to be sensitive to human-related disturbance and this may take the form of noise, light, sound, vibration, trampling and presence of people, animals and structures.

Research has found that Stone Curlews are highly susceptible to disturbance with active responses being recorded at distances of up to 500m from a dog walker (Taylor et al, 2007). A further study carried out by Sharpe et al, 2008) found that Stone Curlew nest density was considerably lower on arable land around settlements up to a distance of 2500m. The research was used to inform a comprehensive study undertaken by Breckland Council as part of an HRA of its Core Strategy. As a result of the HRA, a 1500m constraints zone has been put in place around those parts of the Breckland SPA that supports or is capable of supporting this SPA bird. In addition to the 1500m buffer, a second buffer has been established to capture areas frequently used by nesting Stone Curlew outside of the SPA (functionally linked land) which forms part of the SPA population. These areas were selected from 1km grid squares which held at least 5 nests during the period 1995-2006. This constraint zone has been adopted by all the LPAs where this SPA boundary falls under their jurisdiction but does not apply a blanket ban on development. The cumulative effect of new housing within the 1.5km constraints zone therefore has the potential to lead to an increase in urban pressure on parts of Breckland SPA with a risk of harmful effects to Stone Curlew. However, for residential development allocated in Breckland's Local Plan will need to deliver mitigation measures as identified in the Local Plan HRA and Natural England is exploring a strategic approach to mitigating these potential impacts arising from new housing.

Research investigating the impact of disturbance on Woodlark populations on heathlands found that nest density was lower on sites with higher level of human disturbance (Mallord et al, 2007). Liley et al, 2007 studied the impacts of recreational disturbance on Annex 1 breeding birds including Nightjar and Woodlark on heathland sites in Dorset. The higher the density of housing resulted in fewer birds on the heaths and the research shows that the impact of housing situated close to a heath is more severe than housing is further away. As a result of these findings, a 400m zone around SPA heaths was proposed within that Local Plan as a suitable distance at which to totally limit further development around the boundaries of heathland sites. The 400m, as selected as Natural England, is regarded as a pragmatic distance to represent the zone of highest potential impact on

Breckland

the SPA from new residential development. This distance has been adopted by Breckland Council and the exclusion zone has subsequently been adopted by all the LPAs where the SPA falls under their jurisdiction.

Broads Authority

The HRAs for the Broads Local Plan and the Broads Management Plan both focus on visitor management, including boating activities. The plans provide comprehensive measures for managing tourism, and this accords with the duties of The Broads Authority. The Local Plan was adjudged to not need a strategic solution to mitigate recreational impacts on Habitats Sites. Project-level HRAs are however needed at the planning application stage for all residential development.

Borough of King's Lynn & West Norfolk

The Local Plan states that the requirement for mitigation applies to housing and tourist accommodation applications within the whole area, including hotels, guest houses, lodges, static caravans & touring pitches. For tourist accommodation the contribution is calculated on a case by case basis by the Council, depending on the type, location and seasonality of the accommodation (section 5.6.1). The approach differs to RAMS as in there is not a coasted suite of measures and money is allocated through an application process which is facilitated through the Norfolk Coast Partnership (NCP), further information can be found on the Norfolk Coast Partnership website. The mitigation fund covers any admin costs/time to the NCP. Project level HRAs are required as part of this process.

Great Yarmouth

The HRA for the Core Strategy (Footprint Ecology, 2015) provided recommendations for Habitats Sites mitigation and monitoring. NB the plan period will now be from 2013 to 2030. The aim of the Strategy is to implement the protection of the main local Habitats Sites: Winterton-Horsey Dunes SAC, Breydon Water SPA & Ramsar site and North Denes SPA, from any adverse effects on integrity resulting from increased recreational pressures which may arise from new housing and tourism development planned by the Core Strategy growth. The plan-wide HRA recommends the immediate implementation of the following measures:

- Monitoring of visitor numbers and vegetation change to identify any impacts from the Core Strategy planned development.
- Provision of mitigation measures such as bins for dog waste, interpretation boards, waymarked routes and control of dogs.
- Contribution to the management of the little tern colony to mitigate impacts of visitor pressures.

Section 3.1: planning obligations will be secured to provide a series of necessary monitoring and mitigation measures based on the proximity of new residential and tourist development to the relevant Natura 2000 sites. This is explained in a draft policy option on page 5 of the Habitats Monitoring and Mitigation Strategy (attached). Tourist accommodation is defined in section 3.2 and exemptions listed in section 3.8. The implementation of the strategy is explained in section 4.1 and differs from both RAMS and King Lynn's approach. A project level HRA is also required for each development but some proposals can be processed by the council according to criteria agreed with NE, more information can be found on the Great Yarmouth Borough Council website (Habitat Guidance and Assessment Template).

Broadland, Norwich City & South Norfolk (Greater Norwich Local Plan)

Since 2016, Norwich City, Broadland and South Norfolk District Councils have been jointly preparing a Greater Norwich Strategic Plan and consultants are working on an Appropriate Assessment (AA) to inform it and support it at examination. The AA for this joint plan identifies an increased prevalence and occurrence of negative recreational effects to the Habitats Sites, which in the absence of effective mitigation is likely to lead to adverse effects on the sites' integrity.

As the housing figures for Norwich City are incorporated into the Greater Norwich Local Plan, the Regulation 18 HRA (Dec 2019) assesses the combined impacts of housing growth identified by all three of these LPAs. The text below reflects the NE interim advice relating to the need for GI to avoid impacts from residential development alone but also refers to the emerging Norfolk GI and RAMS approach to avoid impacts from the Local Plan in combination with other plans and projects. *It is ascertained that the Greater Norwich Local Plan Strategy would have no adverse effect upon the integrity of any European site **acting alone**, subject to the following outstanding matters:*

- *Mitigation of recreational impact upon European sites comprising*
 - a) a tariff based payment taken from residential, and other relevant accommodation e.g. tourist accommodation, that will be used to fund a mixture of mitigation measures, most likely of soft and hard mitigation measures at the European sites;*
 - b) the provision of suitable alternative natural green space (SANGs), which would be large enough to meet a range of recreational needs,*
 - c) implementation of a wider programme of Green Infrastructure Improvements in accordance with current and emerging project plans, so that residents have an alternative to European sites for regular activities such as dog walking.*
- *Satisfactory completion of a Water Cycle Study which demonstrates no adverse impact on European sites (Policy 1, Section 5)*
- *Clarification of Policy 6, Section 10 perhaps as a final bullet point 'Habitats Regulations Assessments will be required for small scale tourism accommodation within 1km, and for larger scale tourism accommodation within 10km, of a European site. Habitats Regulations Assessment will also be required for tourism, leisure, cultural and environmental activities which would utilise European sites'. (Section 10.2)*

The Norfolk Authorities are progressing a Norfolk-wide study, the Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy (GIRAMS). This strategy is expected to set out a proposed approach to tariff contributions from new development, in accordance with the first part of the mitigation identified above. This study may also provide useful evidence/guidance for a future SANGs strategy.

To alleviate recreational pressure on European sites alternative recreational opportunities should be provided. Where increased recreational use is predicted to cause adverse impacts on a site, avoidance and mitigation should be considered. Avoidance of recreational impacts at European sites involves location of new development away from such sites or provision of an alternative recreational resource.

This could take the form of a new country park containing woodland, small and large waterbodies (where feasible and subject to aircraft safeguarding constraints, open grassland or potentially inland beach functions (if feasible) nearer the strategic development sites.

Broadland District Council requires mitigation to be provided by new development to address likely significant impacts on projected sites. Broadland's mitigation strategy required new residential development of 5 or more homes to make on-site or off-site (including commuted sum payments in lieu of provision) and informal GI contributions (equivalent to 4ha per 1000 population).

North Norfolk

The Core Strategy was subject to 'Appropriate Assessment' which assesses potential effects on Habitats Sites (Special Areas of Conservation, Special Protection Areas and Offshore Marine Sites) and the Appropriate Assessment report is available on the Council website at www.northnorfolk.org/ldf. The recent HRA screening of policies and allocations in the emerging Local Plan Part 1 (Footprint Ecology, 2019)) identified recreational pressure as a key theme for more detailed assessment at the appropriate assessment stage. At the First Draft Local plan stage, the Appropriate Assessment section of this report concluded that the policy wording is adequate for Habitats Site protection, but that there would be benefit in setting out more clearly the requirements for Habitats Sites as a separate policy to the wider requirements for biodiversity and geodiversity. This would be beneficial as the emerging strategic mitigation approach to alleviate recreation pressure is likely to require more detailed policy and supporting text working to give clarity in developer requirements.

The abovementioned HRA report considers that the main impact pathway to take to appropriate assessment is identified as recreation pressure, and this is applicable to all of the Habitats Sites screened into the assessment apart from the River Wensum SAC. It notes that the most recent North Norfolk plan level HRA work is the 2010 HRA undertaken by Royal Haskoning for the Site Allocations document. This concluded that the site allocations set out within the plan would not cause an adverse effect on any of the European sites with the commitment of North Norfolk District Council to progress key mitigation measures at a strategic level in relation to recreation. The activities required are summarised below:

- A programme of assessing visitor behaviour at European sites and their potential impact, to establish a pre-development baseline from which the impact of future development can be assessed.
- Provision of open space within the larger site allocations is provided for, and the HRA of the Site Allocations advised that there is a need for further understanding of the potential role of these open spaces and the green infrastructure network in reducing pressure on European sites.
- Ensuring that any future monitoring taking place at European sites is complementary to advancing the evidence base in relation to consideration of recreation impacts and mitigation needs.

The AA states that Reference to the partnership working with the Norfolk wide authorities on this matter is important to demonstrate an ongoing commitment. It is therefore anticipated that the section of the HRA relating to delivering strategic mitigation to support the Local Plan will be expanded to include an explanation of the Norfolk GI and RAMS and how it needs to be attributed in policy, at the next iteration of the HRA. In summary, it is currently understood that the Strategy will involve the following:

- Assessment of current green infrastructure provision and future provision within site allocations, to inform additional green infrastructure requirements for European site mitigation purposes (i.e. avoid impacts from the development alone)
- Access management measures to be implemented at the European sites, justified with evidence and costed to provide a per house contributions tariff (i.e. avoid impacts in combination with other plans and projects)
- Establishment of a project board to oversee implementation

The HRA includes a recommendation for advising on policy wording in relation to the Norfolk RAMS and finds that whilst a conclusion of no adverse effects on European site integrity cannot currently be made. It is concluded that there are measures recommended or in progress that are capable of providing the necessary certainty to enable a conclusion of no adverse effects at the next iteration of the HRA.

Discussions with Natural England will check their support for the mitigation proposals and these discussions will therefore inform the next iteration of this HRA. This HRA will also be updated to reflect any other consultee responses of relevance to the HRA.

3.2.4.3 Housing Planned in the Evidenced Zones of Influence

The table below outlines the amount of housing that is being planned for in each Local Plan. All LPAs are at different stages of the plan making process. Some figures will be based on Local Plan allocations, but where these are currently not known, LPAs have provided an informed estimate based on evidence from housing trajectory documents and past housing delivery rates.

The housing data goes up to the year 2036 so where necessary, the Local Housing Need (calculated using the standard methodology) has been used to estimate allocations for the additional period up to 2038. These housing numbers will be reviewed and, where necessary, updated over the lifetime of the strategy in accordance with LPA monitoring data, as part of the Norfolk GI and RAMS monitoring and review process.

The housing numbers supplied in the table below are based on the quantity of net new dwellings that are expected to fall within the ZOI for the Norfolk GI and RAMS. All LPAs are wholly covered by the county wide ZOI, and therefore the numbers of homes that are still expected to be built within the ZOI have been included in the figures in the tables below. Estimated windfall is the amount expected for the length of the Strategy.

The figures in the table below will change over time and the tariff will change at each review. The tariff has been calculated based on the level of growth within the LPAs' Local Plans, including allocations and windfall allowances.

Table 7: Planned Growth within Norfolk until 2038

LPA Partner	A Local Plan Housing Provision	B Number in Emerging / Current Local plan already completed	C Number in Emerging / Current Local Plan already with Planning Permission	Dwellings to include in tariff		
				D (A-B-C) Remaining Allocations	E Windfall	TOTAL (D+E)
Greater Norwich ³	36,487	5,240	21,454	9,793	4,450	14,243
North Norfolk ⁷	11,060	1,964	2,716	6,380	0	6,380
Great Yarmouth ⁴	9,915	1,692	3,343	4,880	1,111	5,991
Breckland ⁵	12,668	1,075	9,493	2,100	700	2,800
King's Lynn & West Norfolk ⁶	8,455 (combined)	448	1,680	6,327	6,838	13,165
Broads	222	0	92	130	0	130
						TOTAL: 42,709 dwellings

Source: Norfolk Strategic Planning Framework / Place Services, January 2021

³ Housing commitment and completions figures are based on draft monitoring outputs as of 1 April 2020. Local Plan housing requirements are based on the emerging Regulation 19 Draft Greater Norwich Local Plan (GNLP) Document. The GNLP plan period is 2018-2038. The Housing Trajectory assumption are based on the plan achieving an average annual delivery which is equal to the minimum Local Housing Need (LHN) requirement for Greater Norwich of 2,027 home per year. LHN requirement is calculated as of 2018.

⁴ The Great Yarmouth Local Plan runs to 2030 - for 2030-2036 the GY Local Housing Need (calculated using the standard methodology) has been used to estimate allocations for this period.

⁵ The Local Plan period is 2012 – 2036, however will be subject to an immediate review with possible extended end date of 2041.

⁶ Local Housing Need = 539 (539 x 20 = 10,780) Emerging Local Plan review (2016 -2036). Note this is a review and carries forward the majority of allocations already made in the 2016 Plan. Only two modest allocations totalling 111 dwellings are made. The allocations and completions from windfall sites since 2016 already will meet the LHN. The windfall allowance is based upon historic trends and includes a 25% discount as land is a finite resource. However, it should be noted that the current planning system and indeed the Local Plan review are very flexible in relation to windfall development. Figures are taken from the 2019/20 Housing Trajectory: https://www.west-norfolk.gov.uk/info/20079/planning_policy_and_local_plan/753/housing_delivery_test_hdt_action_plan

⁷ Housing Target is adjusted to reflect updated standard methodology 553x20 years for plan period. Windfall allowance 170pa, (16yrs remaining , 2,720) adjust to reflect plan requirements outside completion, permissions and emerging allocations

It should be noted that without ‘Plan period’ housing trajectories, it has not been possible to identify whether there are any likely ‘peaks’ across Norfolk (i.e. any ‘dwelling per annum’ spikes) that could affect the mitigation required in set periods. For instance, if all the LPAs were relying on higher dwelling per annum numbers in years 10-15 of plan periods for example (to meet overall plan period requirements), then more mitigation would be needed in that period. Although this would not affect the tariff, additional Ranger resource may be needed.

The Strategy is based on average growth / annual housing targets over Local Plan periods. Final phasing and delivery may differ slightly due to market conditions (etc) but for the purposes of this Strategy annualised delivery considerations remain appropriate.

3.3 Mitigation at Habitats Sites

This sub-section addresses the following parts of the brief:

- Exploring effective mitigation measures;
- Addressing when the mitigation measures are required;
- Explaining where the mitigation is required;
- Explaining how mitigation relates to development;
- Setting out how mitigation measures can be funded;
- Proposing how the mitigation will be implemented;
- Proposing how the success of the mitigation measures will be monitored; and
- Setting out how best to incorporate monitoring data and other information and best practice into future reviews of the strategy and Local Plans.

3.3.1 Existing Habitats Sites Monitoring and Mitigation Schemes

3.3.1.1 Borough of King’s Lynn & West Norfolk

The Borough-wide Natura 2000 sites ‘Monitoring and Mitigation Strategy’ states that the requirement for mitigation applies to housing and tourist accommodation applications (including hotels, guest houses, lodges, static caravans & touring pitches) within the whole area. For tourist accommodation the contribution is calculated on a case by case basis by the Council, depending on the type, location and seasonality of the accommodation. This approach differs to a RAMS as there is no costed package of measures and developer contributions are allocated through an application process which is facilitated through the Norfolk Coast Partnership (NCP). This mitigation fund covers any admin costs/time to the NCP. Project level HRA’s are required as part of this process and some proposed mitigation measures are included.

3.3.1.2 Great Yarmouth Borough Council

The ‘Habitats Monitoring and Mitigation Strategy’ aims to implement protection measures for the main local Natura 2000 sites: Winterton-Horsey Dunes SAC, Breydon Water SPA & Ramsar site and Gt Yarmouth North Denes SPA, from any significant effects resulting from increased recreational pressures which may arise from new housing and tourism development planned by their Core Strategy growth. The plan-wide HRA recommends the immediate implementation of the following measures:

- Monitoring of visitor numbers and vegetation change to identify any impacts from the Core Strategy planned development.
- Provision of mitigation measures such as bins for dog waste, interpretation boards, waymarked routes and control of dogs
- Contribution to the management of the Little Tern colony to mitigate impacts of visitor pressures

The Great Yarmouth Habitats Monitoring and Mitigation Strategy uses planning obligations to secure developer contributions to provide a series of necessary monitoring and mitigation measures based on the proximity of new residential and tourist development to the relevant Natura 2000 sites. This is explained in a draft policy option and tourist accommodation (in section 3.2) and exemptions listed (in section 3.8). The implementation of the strategy is explained (in section 4.1) and differs from both the RAMS and Borough of King's Lynn & West Norfolk approaches. A project-level HRA is also required for each residential development, however some proposals can be processed by the council according to criteria agreed with NE.

3.3.1.3 Broadland District Council

The Recreational Provision in Residential Development SPD (2016) states that "The Habitats Regulations Assessments undertaken for the Joint Core Strategy, the Site Allocations DPD and the DMDPD conclude that any impact upon the Natura 2000 sites is considered unlikely. However, because the possibility of any potential impact cannot be ruled out entirely, green infrastructure (within the Local Plan area) is required in order to mitigate the impacts of development." This principle is taken forward through subsidiary policies including Policy EN3 of the Local Plan which needs to meet the 4ha per 1,000 population standard for informal recreational provision.

The approach taken to avoid recreational impacts by provision of strategic Green Infrastructure within residential sites and offsite within the Local Plan making area, aims to implement protection measures for the local Habitats Sites. This approach is key to diverting and deflecting residents from using Habitats Sites on a daily basis and high quality Green Infrastructure reduces the level of impacts. However, this differs from the other two mitigation and monitoring schemes, as the Broadland scheme is unable to deliver mitigation at the Habitats Sites outside the Plan making area.

3.3.1.4 North Norfolk District Council

NNDC have a policy in place seeking mitigation contributions from dwellings since the adoption of the Site allocations plan in 2011.

3.3.1.5 Greater Norwich Local Plan

The emerging Greater Norwich Local Plan is accompanied by an interim HRA which identifies in detail how internationally designated ecological habitats and wildlife sites in the wider area, including the Broads and the Norfolk coast, would potentially be impacted by recreational pressures likely to be generated by growth in Greater Norwich. Local Plan Policy 3 therefore sets a requirement that development mitigates impact on sites protected under the Habitats Regulations Directive.

The HRA identifies a range of mitigation measures to alleviate additional recreational pressure from additional growth planned in the Greater Norwich Local Plan. These include interventions at the sites themselves, providing suitable alternative natural green space (known as SANGS) and the implementation of a wider programme of green infrastructure improvements.

3.3.2 Exploring mitigation options at Habitats Sites

This section explores those approaches that are being undertaken in other parts of the country and what learning points are relevant for this Strategy. A knowledge of other approaches acts as a starting point for developing a RAMS that is appropriate for Norfolk and the unique challenges faced by multiple authorities and a large number of Habitats Sites that will be affected by recreational pressure.

3.3.2.1 What's being done elsewhere?

Surrey Heath Borough Council - Thames Basin Heaths Special Protection Area Avoidance Strategy SPD 2019

This case study is useful as it explores that notion of 'strategic' SANGs to additionally assist in the mitigation of effects away from the SPA itself. These are typically owned by individual LPAs who have purchased land in a strategic location for this purpose. New development can be 'allocated' to a strategic SANG within catchment areas, and contributions from developments within these catchments can be used for SANG enhancement, and ongoing management and maintenance.

What are the identified effects on Habitats Sites?

The Thames Basin Heaths Special Protection Area (SPA) is a network of heathland sites which are a habitat for three internationally important rare bird species: Dartford warbler, woodlark and nightjar. All three species nest on the ground or at low level and so are easily disturbed or harmed by recreational activity such as dog walking. Predation by domestic cats is also a risk factor, as is the potential for fly tipping and arson on the heathland habitat.

Research conducted on behalf of Natural England in 2005 indicated that the existing level of recreational pressure is having a detrimental impact on the three species. The breeding success of these ground-nesting birds is affected by disturbance from people and their pets using the SPA for recreational purposes.

What did they do to mitigate the effects?

An SPD approach established a 400m buffer around the SPA within which no net new residential development will be permitted; without which it would not be possible to conclude no adverse effect on the integrity of the SPA. A project-level HRA will be needed to demonstrate that any development within this zone will not have an adverse effect on the SPA and/or the acceptability of any avoidance and mitigation measures provided within the SPD.

The SPD also set out the provision of SANGs (of a certain capacity) which were currently not in use for recreation or significantly under-used to

provide a new alternative for recreation. The SPD further sets out that SANGs should be in place before any development is occupied so that the risk of additional recreational pressure arising on the SPA is avoided. Additionally, mitigation was proposed in the form of Strategic Access Management and Monitoring (SAMM) measures and co-ordinates visitor management across the whole of the publicly accessible SPA. Access Management was seen as an important part of the avoidance strategy. The SPD proposed to promote the use of SANGs by improving the accessibility of sites, identifying recreational routes (in particular circular walks easily accessible from residential areas) and promoting these measures.

Is this mitigation proposed relevant to the situation in Norfolk?

As the SPD has only recently been progressed, the successfulness of the mitigation measures is unknown at this stage. The mitigation proposed is unique to the effects identified for the Thames Basin Heaths SPA, in particular those related to three bird species from new development. The mitigation proposed within the SPD relates very specifically to these effects and is not solely related to recreational pressure as is the case with the Norfolk RAMS strategy. Nevertheless, the case study informs this Strategy of the relationship between recreational disturbance emanating from growth over a wide area and the provision of 'strategic' enhancements to the GI network at the District level which can serve specific catchments.

The Dorset Heathlands Planning Framework 2015-2020 – An implementation plan to mitigate the impact of new housing development upon the Dorset Heaths Special Protection Area (SPD)

This case study outlines that mitigation can be supplemented by other GI projects. Furthermore, the suite of mitigations recommended include both infrastructure and ‘non-infrastructure provision’ which has implications for funding mechanism options in Norfolk and an appropriate mechanism to deliver mitigation.

What are the identified effects on Habitats Sites?

Public access to lowland heathland, from nearby development, has led to an increase in wild fires, damaging recreational uses, the introduction of incompatible plants and animals, loss of vegetation, soil erosion and disturbance by humans and their pets amongst other factors.

These effects are most keenly felt within 400m of heathland where Natural England advise that additional residential development is likely to have a significant adverse effect upon the designated site, either alone or in combination with other developments. The implication of this is that in most cases it will not be possible for an LPA undertaking an ‘appropriate assessment’ of a proposal for residential development to be certain that any adverse effects could be avoided or alleviated. Within an area of 400m to 5km, significant adverse effect in combination with other proposals will still be identified, but that avoidance or mitigation measures can allow development to be approved.

What did they do to mitigate the effects?

An SPD approach sets out that mitigation of effects between 400m and 5km will include ‘Heathland Infrastructure Projects’ such as SANGs to divert recreational pressure away from heathland. Residential developments that cannot avoid or mitigate their own adverse effects are required to make a contribution towards the overall Avoidance and Mitigation Strategy. This strategy has two elements, Heathlands Infrastructure Projects (such as SANGs) which are funded through CIL (where a schedule is adopted by LPAs), and Strategic Access Management and Monitoring (SAMM),

which is ‘non infrastructure provision’ such as wardens, education and monitoring.

SAMM cannot be funded through CIL. The SAMM charge is also effective for prior approval applications for the change of use and or conversion of non-residential development to housing. This means that any new dwelling that comes forward will pay a direct contribution toward mitigating the adverse effects of its impact upon the Dorset Heaths. The contribution is payable through either a Unilateral Undertaking or Section 111 agreement. Proposed agreements under Section 111 will require the LPA and the developer to enter into the agreed form of S106 agreement at an agreed time. Section 111 is applicable as the SAMM is considered subsidiary to facilitating the mitigation.

Is the mitigation proposed relevant to the situation in Norfolk?

The success of the SPD can largely be measured through the success of collecting of contributions. The SPD responds to an area within a specific distance of a single Habitats Site and for that reason is quite different from the effect that this Strategy seeks to mitigate. Required mitigation within the SPD includes SANGs supplemented by other GI projects however, which is appropriate to a GI and RAMS Strategy. The Dorset Heathlands would be affected by development in a number of ways, whereas the Norfolk RAMS deals with ‘in-combination’ recreational effects only which has further implications for funding mechanisms that ensure mitigation is relevant to specific development. In Dorset the SPD ensured that CIL would pay for Heathland Infrastructure Projects and other mechanisms for other mitigation measures.

The Suffolk Coast Recreational disturbance Avoidance and Mitigation Strategy

This case study establishes an approved method of mitigation for both traditional coastal and forest habitats. It also outlines effects related to both planned housing growth and those that can be expected through tourist related development. The Strategy also introduces two tariffs that reflect differing levels of planned growth in some LPA areas and a proportionate approach.

What are the identified effects on Habitats Sites?

This Strategy is a collaborative project between East Suffolk Council, Ipswich Borough Council and Babergh & Mid Suffolk District Councils to help prevent recreational pressure on Habitats Sites on the Suffolk Coast (including forest habitats), in part due to residential development in the area and an increase in visitors. Parts of the Suffolk coast are also popular tourist destinations and the Strategy separates sites where access is predominantly from tourists rather than local residents. Effects on sensitive receptors included those regarding rare and vulnerable birds which feed, nest and/or rest on the Suffolk Coast including woodland / forest habitats. Further receptors include wildlife which may be chased or disturbed by off-lead dogs, the presence of too many people, footpaths becoming eroded by people walking and vegetation becoming trampled. Trampling decreases plant cover and changes the ground flora species composition.

What are they doing to mitigate the effects?

The Strategy includes a list of measures and projects to be funded through a tariff approach, including:

- Within the forestry blocks suitable nesting habitat for Nightjar and Woodlark will be created temporarily when trees are felled;
- Employment of specific RAMS wardens to educate visitors;
- An audit of signage and car parking to determine high and low use areas;
- The consideration of alternate locations

for dog activities away from nesting, roosting and feeding bird areas; and

- Monitoring work to find out if implemented measures are working.

RAMS payments are requested for development of one or more new dwellings and some tourism development, within a 13km zone of influence from designated sites. The Strategy sets out that a contribution to RAMS is a simple way of allowing the AA of smaller developments to conclude that the in-combination effect will be mitigated. Two tariffs areas have been identified, to reflect lower planned housing growth in some areas than others, offering a 'fair' contribution that is proportionate to effects.

Is the mitigation proposed relevant to the situation in Norfolk?

Although this RAMS project considers coastal recreational impacts, it does factor in the protection objectives of numerous Habitats Sites within the Suffolk coastal area including areas of forest - this is similar to the habitats found in Norfolk. The RAMS is also now considering tourist related development, which again is relevant to Norfolk Habitats Sites. The Strategy sets out that although paying into RAMS is the easiest way to help mitigate against recreational disturbance impacts to designated sites arising from new residential development, there is an option not to pay into the RAMS fund - providing onsite mitigation is expensive and will be assessed to ensure it provides meaningful recreation. It must provide a suitable alternative to visiting a European site. Additionally, the Strategy outlines that RAMS is a comprehensive form of mitigation to address cumulative effects - addressing effects on a piecemeal basis is unlikely to be effective.

3.3.2.2 Analysis and review of mitigation options for each Habitats Site in Norfolk

An initial workshop was held for key stakeholders in May 2019 to gather local and specialised knowledge from organisations and individuals on the following:

- The locations of visitors at the coast and the recreational activity currently taking place;
- Current recreational disturbance problems; and
- Current mitigation measures in place.

A follow-up workshop was then held with key stakeholders in July 2019 which provided an opportunity to capture the mitigation measures considered as most effective to avoid the impacts likely to result from increased recreational pressure on the Norfolk Habitats Sites in the future.

For each Habitats Site, stakeholder input has helped to identify current issues of recreational disturbance which have provided a focus for and will help prioritise measures in the Norfolk GI and RAMS. The information gathered from the workshops has been summarised in the tables below for each Habitats Site. These show the current recreational disturbance by increased visitor access, existing mitigation in place and identification of any gaps in mitigation which could be considered to be part of the RAMS element of this Strategy. However, it is important to note that this is not an exhaustive list of all the measures in place.

Table 8: Issues and impacts identified from stakeholder workshops and stakeholder discussions

Issue	Impact	Mitigation in place / trialled
Walkers/ joggers/ dog walkers/ horse riding/ paddle sports / swimming/ canoeing/ kayaking powerboating etc. in sensitive areas	<ul style="list-style-type: none"> ▪ Little terns/nesting birds disturbed ▪ Erosion of site 	<ol style="list-style-type: none"> 1) Trialling visitor management approaches at Horsey/Winterton, Holme, Brancaster, Holkham through ENDURE project. 2) Wardens/volunteers 3) Signage focused on dog walkers 4) Dog walking events/dog breakfast to spread the message/ No dogs policy mid-April to August Scolt Head. 5) Alternative paths around the perimeter of sites 6) Education material available 7) Fencing for tern colony Scolt Head. Also monitoring of habitat change & erosion 8) Social media campaign 9) Holkham foreshore staff & Dersingham Bog engage with visitors, monitoring of nesting success and impacts of recreational disturbance on species habitats monitored for impacts of erosion

Issue	Impact	Mitigation in place / trialled
		10) Positive signage, no 'do not's New recreational best practice guide been out for consultation so can be considered catalogue for measures.
Increased number of campsites/glamping close to designated sites	People likely to visit protected areas which causes traffic/noise	N/A
Dog walkers trespassing onto Nature Reserve after the Information Centre shuts	Disturbance to habitats	1) Increased signage 2) Awareness of implications

Source: Place Services, 2019

Table 9: Types of recreational disturbance reported at the Norfolk GI and RAMS Workshops and stakeholder discussions

Body	Information currently available	What measures are in place to avoid / mitigate disturbance
Norfolk County Council	<p><i>ENDURE Project:</i></p> <ul style="list-style-type: none"> Visitor management on Sand Dune sites Trialling approaches Walking with Stakeholders to ID issues <p><i>Norfolk Trails:</i></p> <ul style="list-style-type: none"> Delivering England Coast Path and National Path People counter data available for trials and sites Visitor information surveys <p><i>Prowad link project (Wash EMS)</i> - soon to undertake visitor survey for the area</p> <p><i>Marriotts Way Project</i> - Visitor info & Education & Interpretation</p>	<ol style="list-style-type: none"> Trialling visitor management approaches at Horsey/Winterton, Holme, Brancaster, Holkham through ENDURE project Will involve social media campaign on site into wardens/rangers - fencing/signage
North West Norfolk	<ul style="list-style-type: none"> Site records of increased disturbance from a range of activities including - 	<ol style="list-style-type: none"> Scolt Head - Sumer Walden on Scolt Head - Temporary shut between mid-April and August - Inland has 'no dogs' policy mid-April-

Body	Information currently available	What measures are in place to avoid / mitigate disturbance
	<p>sailing, power boarding, canoeing, kayaking</p> <ul style="list-style-type: none"> Visits to sites increasing erosion on vulnerable habitats (North Norfolk sites) and disturbance, walkers, joggers, general increase in visitor numbers increasing impacts on breeding animals and habitats Lots of other activities on the coast and inland sites. 	<p>August. Fencing to Tern colonies monitoring of habitat change and erosion</p> <ol style="list-style-type: none"> Holkham Foreshore - Staff monitor breeding shorebirds and advise and engage with visitors around disturbance Dersingham Bog - staff monitor visitors and engage with visitors on site. Detailed monitoring of nesting success and impacts of recreational disturbance on species habitats monitored for impacts of erosion
The Wash North Norfolk Marine Partnership (WNNMP)	<p><i>MMO Project (University of Hull)</i></p> <ul style="list-style-type: none"> Understand and map recreational activities and associated pressures across British Detailed info and GIS layers for The Wash and N. Norfolk, EMS + Cromer MCZ. <p><i>WNNMP</i></p> <ul style="list-style-type: none"> Coordinated disturbance monitoring programme across EMS since 2004. Reports available. New online reporting tool is built to automate monitoring. Automate for other areas/sites" 	<ol style="list-style-type: none"> New recreational best practice guide. Consultation ends May 25th. ----- 20 activities and provides advice across all spatial and seasonal scales. Can be considered a best practice catalogue Online and paper version available Includes an activity icon - signage to develop a visually consistent communication strategy across region Dog walking management strategy report commissioned that covers Holkham NNR (& Gibraltar Point NNR - Lincs) and adjacent area (Steve Johnson) Need to develop a consistent approach for both sites - WNNMP Avians Group
Norfolk Coast Partnership	<ul style="list-style-type: none"> Family friendly sites (sites more able to handle visitor pressure) Sensitive sites (data collected from site wardens on the most sensitive breeding/feeding/roosting/layout out sites for birds and seals Older surveys on visitor reasons to visit specific sites Older dog disturbance work (with WNNMP) In Progress: 	<ol style="list-style-type: none"> NCP are the facilitators of the BKLWN HMM Fund, as well as sitting on the Panel Happy to share process/development of the fund Would be happy to spread this role across other LAs/across Norfolk or to help in setting up a countrywide approach Completed 'Your Norfolk Coast' project with tourism businesses about their customers' recreational impacts. We continue to work on these issues - key theme for us.

Body	Information currently available	What measures are in place to avoid / mitigate disturbance
	<ul style="list-style-type: none"> - Key Performance Indicators for the coast (AONB) - New Norfolk Coast Management Plan 	
Royal Society for the Protection of Birds (RSPB)	<ul style="list-style-type: none"> ▪ Visitor surveys at Winterton for LIFE project ▪ Little term site profiles - passed to due ▪ Reserve management plans available will have NE sign off 	<ol style="list-style-type: none"> 1) Little tern site profiles 2) Reserve management plan 3) Fencing, wardening, signage common 4) RSPB doing behaviour change project in east Norfolk. Targeted signage on dog walkers. Signs changes to be focused on what 'can' be done rather than 'can't' be done. Pictures of dogs to encourage target audience. Run a 'dog breakfast' event in August to make contact with dog walkers at car park, provide chance to talk and demonstrate interest in what the group want at the site. Well received event and work through 2018 - built positive link with the community.

Source: Place Services, 2019

3.3.3 Proposed mitigation and reasoned outputs

This Strategy has used the evidence gathered in the previous sections to identify a package of effective measures considered necessary to avoid and mitigate the impacts of recreational disturbance from planned residential growth over the next 20 years in each participating LPA area. This section looks solely at the measures which need to be delivered at the Habitats Sites across Norfolk to deal with the residual impacts which are not deflected by strategic Green Infrastructure. The Natural England interim advice to the Norfolk LPAs (Aug 2019) (see Appendix 1) includes details for Green Infrastructure to containing the majority of recreation within and around the residential site to avoid impacts from the development alone. The RAMS package is designed to avoid impacts from the development in combination with other plans and projects; it is not designed or reasonable for the RAMS to mitigate or reduce the current level of recreational disturbance in the Norfolk Habitats Sites as this would be unreasonable for future developers. However the RAMS measures identified for delivery at these sites will promote good visitor behaviour, which will have a positive impact where there are existing conflicts, and ensure adverse impacts on vulnerable interest features do not increase.

Based on the observations reported by site managers, and an excerpt provided to the consultants by Natural England from their 'Housing Development and Estuaries in England: Developing Methodologies for Assessing the Impacts of Disturbance to Non-Breeding Wildfowl' (Footprint Ecology, unpublished report for Natural England⁷) it is considered that the most effective mitigation measure at estuaries is

⁷ Ross, K., Liley, D., Austin, G., Clarke, R.T., Burton, N.H., Stillman, R.A., Cruickshanks, K. and Underhill-Day, J. (2014)

on-site Ranger i.e. face to face communication. This intervention can be considerably more effective than signs, byelaws and general information provision; it is supported by Natural England and implemented by other HRA mitigation partnerships in conjunction with other bespoke behaviour intervention measures as needed. The RAMS package therefore places an emphasis on Ranger engagement with the public, but it also contains many other tools in its toolbox such as monitoring (visitor numbers and behaviours, vegetation and species including disturbance incidents) to build up a picture of what successful mitigation looks like for each Habitats site to deal with issues that concern the site managers.

Published research for the Solent estuary on the first year results of monitoring bird disturbance in the presence/absence of Rangers (Liley, D. and Panter, C. (2017)⁸ showed that at seven out of the ten locations surveyed, the proportion of birds disturbed (i.e. any behavioural response) was significantly lower when a Ranger was present. Activities where the proportion of birds disturbed was less when a Ranger was present were dog walking, walking, jogging, and ‘other’ (i.e. activities that did not fit with our standard categories). These are potentially some of the activities that would be most easily intercepted by the Rangers. Whilst the results from this first year are not intended to provide comprehensive findings or complete results, they show slight positive effects of Ranger presence, particularly in terms of the overall number of birds disturbed, rather than the proportion of events that cause disturbance. The monitoring is intended to provide baseline results for comparison with future years and to guide how the Ranger team is deployed. Implications are discussed but key recommendations are:

- For each site, a target is set for what the Ranger team is aiming to achieve, and this is communicated directly to visitors. Targets would relate to visitor numbers (e.g. fewer visitors walking in a particular area), visitor behaviour (e.g. fewer dogs off lead), bird numbers (e.g. increased use of an area by birds) or bird behaviour (e.g. fewer birds flushed). Ranger effort would then become focussed to specific spots and targets and the monitoring could also, in part, directly report against those targets.
- The reach and effectiveness of the Ranger team is increased through temporary signs (e.g. ‘A’ boards that can be put out at key locations), temporary fencing etc. that can help influence people besides one of the Rangers simply speaking to them. An example is a roost on a linear section of beach where people can approach in either direction. As the Ranger can only stand on one side of the roost, the use of temporary signage/fencing etc. on the other side could make a major difference.

Different types of recreational impact will need bespoke mitigation measures and the list of impacts reported for Norfolk Habitats Sites are wide ranging. Some sites will need more monitoring data to inform which measures is likely to be most effective and others will benefit from a menu of measures to influence visitor behaviour.

A Natural England presentation at the HRA mitigation “meet up” in Havant (Nov 2018) described how to develop and test behavioural interventions based on the finding that there is often a fundamental difference between stated attitudes and behaviour when dealing with environmental issues. Dr Rose O’Neill & Dr Cheryl Willis explained that, when it comes to exploring changing behaviours, the challenge is not to focus only on the individual (their attitudes, knowledge and awareness). It is more effective is to look beyond the individual to the context in which behaviours are occurring. This supports the need for the Norfolk RAMS steering group and when in post, the Delivery Coordinator to use the package of measures and test which intervention will work best in each situation on any site.

Clearly, the prioritisation of the implementation of the mitigation measures will need to consider which

measures will achieve the greatest impact, the cost of the measures and the amount of funds available in the Norfolk RAMS budget and the complexity of projects, for example some may require long term planning and feasibility work.

The package of mitigation measures, some coast-wide and others specific to an individual Habitats Site will need to be implemented “in perpetuity” although the costs are currently calculated for the lifetime of the Local Plans as advised by Natural England. The term “in perpetuity” has a legal definition of 125 years (The Perpetuities and Accumulations Act 2009) and it has been accepted in strategic mitigation schemes for European sites such as those in place for the Thames Basin Heaths and Dorset heathlands. The conclusion on a time period for the RAMS to cover is therefore recommended as the earliest date any Local Plan covers to the last date any Local Plan covers i.e. until 2038. This will however need to be agreed by the LPAs to support each Local Plan at examination. The RAMS package of measures will also therefore need to cover sufficient mitigation to be delivered for the periods for each Local Plan. This will have a slow start, with fewer Local Plans adopted than not at present, rising to deliver mitigation across all of the Norfolk’s Habitats Sites identified. This will allow the package costs to be finalised and a tariff calculated.

Developer contributions will be ongoing to support future local plan periods with an updated package. Existing RAMS partnerships elsewhere in England invest some of the developer contributions to ensure that mitigation for impacts from residential development can be delivered for the Local Plan periods without the need for successive funding. Bird Aware Solent currently invest 40% of all such contributions and the Bird Wise project in Kent split funds at approximately 40% spend and 60% investment.

As the tariff is applicable on a per dwelling basis, it will also apply to unplanned growth that may come forward in the timeline of the project. As the partner LPAs have different time periods for their Local Plans, NE’s advice was that a fair and appropriate approach would be for the single Norfolk RAMS pot to be available for developer contributions for all adopted Local Plans. Therefore, those LPAs with adopted Local Plans should be able to deliver the mitigation measures for the sites affected by their development as soon as possible. Those LPAs with Local Plans still in preparation will start the transfer of developer contributions to the countywide RAMS pot for strategic delivery when the strategy has been adopted. This approach would give a staggered start to the RAMS pot and build funds as Local Plans are adopted; these would need to be spent at the sites predicted to be affected and recorded in legal agreements to provide an audit trail for each LPA decision on relevant development.

With regular reviews built into the Norfolk GI and RAMS report – with regular gate reviews for assessing progress of the measures delivered under implementation of the RAMS mitigation package – it is suggested that the LPAs should fix a suitable point before the end of the last Local Plan adoption for all parties to agree a final review and need for another period of RAMS to support future Local Plans. This will be influenced by any future HRA Appropriate Assessments of new Local Plans.

In reality, regular reviews of Local Plans and implementation of the Norfolk GI& RAMS, will provide opportunities for a continuing and rolling delivery of mitigation measures to meet the ‘in perpetuity’ test at examination and all decisions on relevant development.

In the interim period and in line with NEs’ interim advice, all LPAs are asked to prepare HRA records using the template provided or something similar, secure sufficient GI on site or provision nearby, and collect developer contributions for the delivery of mitigation at the Habitats Sites as necessary. This is in order to avoid AEOI from residential development

After the current Strategy lifetime, future timetables will need to be prepared based on reviews of the Strategy itself and its evidence base.

Figure 23: Types of recreational disturbance reported at the Norfolk GI and RAMS workshops



Figure 24: Key mitigation options identified at the Norfolk GI and RAMS workshops and partner organisations



Source: Place
Services, 2020

To identify the key “hotspots” where visitor behaviour is already resulting in significant effects on Habitats Sites, the initial sites identified were the survey points listed in the Footprint report “Visitor surveys at European Protected Sites 2015-16”. These were identified at a workshop held in Norwich held in February 2015 with the local and county authorities and a range of organisations and after the workshop, the consultants checked some potential survey locations on the ground and the list was finalised with the steering group to match the available budget (40 survey points in total though not all in Norfolk) and workshop suggestions. The visitor survey work coincided with periods when the nature conservation interest at each location was potentially the most sensitive, and when people were likely to be visiting so the results provided a good indication of visitor pressure at the time.

Many but not all of the survey locations were recognised as “hotspots” so the workshops held in 2019 for this project, aimed to update the picture of visitor behaviour at these and other locations at all the Habitats in Norfolk, not just those surveyed in 2015-16. This was supplemented with discussions with Norfolk Wildlife Trust (who were unable to attend either of the two workshops in 2019) and land managers and LPA partners. They confirmed that most of the locations surveyed were now hotspots for visitors with concerns of many having reached their capacity with impacts on vulnerable features and additional locations were also identified. From these discussions 41 ‘hotspots’ locations across Norfolk have been identified where sensitive features are already being affected and therefore, without mitigation, the Habitats Sites are likely to be adversely affected by the predicted increased level of recreational pressure from residential development forecast and allocated within Local Plans.

As some information is confidential, maps included in this Strategy will for example not identify roosts for breeding and non-breeding birds but instead identify locations where conflict is an issue due to access points and car parks and could therefore result in adverse effect on the integrity of Habitats Sites.

3.3.3.1 Rangers

Based on the delivery of strategic HRA mitigation partnerships elsewhere in England (e.g. Thames Basin and Dorset Heaths, Solent and North Kent Coast), Natural England has been keen to support face-to-face communication as an effective method of influencing visitor behaviour and thereby avoiding and mitigating adverse impacts on vulnerable features at Habitats Sites of different types.

The interventions for the Norfolk RAMS Ranger team are broadly categorised as education, communication and habitats based. ‘Education and communications’ is discussed in Section 3.3.3.3 below.

For the reason outlined above, the Norfolk RAMS mitigation package therefore has a focus on education and public engagement activities to raise awareness of appropriate visitor behaviour at Habitats Sites and the number of Rangers proposed is based on practical experience of Bird Aware Rangers on the Solent. As an established team, hotspot locations will be visited each week. Based on the 41 hotspots identified by Norfolk stakeholders at the workshops, the RAMS package includes sufficient resources for the Norfolk coast (from the Wash to the East coast), the Broads and, subject to monitoring to confirm the need and timing for this measure, also for the Norfolk Brecks. This provision will be monitored and reviewed throughout the lifetime of the project / Local Plan periods. At present, the resource recommended has been based on existing provision elsewhere in England with review on travel time and mileage provided by Habitats Sites managers. How this resource is utilised by the project will be dependent on need to provide flexibility in discussion with Natural England and Habitats site managers.

The Norfolk hotspot locations would therefore benefit from weekly visits to encourage appropriate recreational behaviour and can support existing site staff as well as tie in with site monitoring work

throughout the year. This could include surveys of vegetation and species as well as updating visitor surveys at different locations.

At coastal sites, visits will need to be planned around the tides as some sites are best at high tide for resting birds, while others are great feeding spots at low tide. Equipment such as a telescope will help the Ranger team show visitors a good view of the birds or seals at these Habitats Sites, as to the naked eye it is easy to overlook them as they are well camouflaged. HRA mitigation Rangers elsewhere report that when a visitor has had a good look through a telescope, it makes it much easier for them to explain why they need to be given space so they can feed and rest. This approach is likely to be suitable at inland sites too where sensitive birds are found e.g. the Brecks and the Broads.

Natural England understand that the concern relating to inclusion of a 'one size fits all' mitigation measure for Norfolk Brecks Habitats sites, related to the timing within the package. NE staff felt that flexibility for implementation of measures in the part of Norfolk needed to be included and front loaded the package with habitat and species monitoring (i.e. SPA and SAC features) as well as visitors and this allows for consideration of the West Suffolk Local Plan to be supported by a Brecks-wide approach before deciding if Ranger and education activities are the best use of resources. The package delivery timeline retaining the costs for a future Norfolk Brecks engagement budget provides flexibility and has allowed the package to be finalised and a tariff calculated.

Provision of educational awareness will be a key role for the RAMS team to encourage appropriate behaviour at the sensitive locations where new residents (including tourists staying in the county) are likely to cause recreational impacts, often unintentionally. This face to face communication will be key and could be a regular "come and watch the birds/seals" pop-up event with an opportunity for the Ranger team members to explain the best way to avoid disturbance. However, support for existing Ranger provision is also key to building relationships with existing managers of Habitats Sites; it is essential that each Local Authority can demonstrate transparency for spend of developer contributions, so the RAMS Ranger team need to be seen as an additional resource for additional recreational impacts, and not to address existing issues or funding being used to fill in gaps in provision.

As well as visits to the Habitats Sites, it will be key to provide talks and walks e.g. to schools, clubs and societies, attend local events run by a wide variety of organisations and use their time to plan activities and co-ordinate with other providers. It will be important to maintain close working links with colleagues in the RAMS Ranger team to enable the Delivery Coordinator to keep up to date with their work programme as it changes with new housing developments commencing. Other time will also need to be spent on training to ensure Health & Safety e.g. lone working, and development of best practice e.g. codes of conduct for different recreational activities; educational materials and props and interpretation for the Norfolk GI and RAMS website and social media, which will need to dovetail with other information e.g. site notice boards & England Coast Path.

It is recommended that joint messages are developed with other organisations already delivering similar activities with the RAMS Ranger team in these areas, to ensure clear and consistent messaging achieves as wide a reach as possible. For example, Broads Authority (BA) Rangers look after several land sites across the area as well as being water-based and an important part of the Broads Ranger role is to influence public behaviour on sites and to encourage safe use without causing damage. They spend most of the summer speaking to people about safely using sites, for example the use of barbeques and accessing the water. The byelaws ensure activities are carried out in a way that do not cause damage to the natural environment (less boat wash to damage habitats, etc). In addition, BA Rangers hold their own events including guided walks and safety days to engage with wider audiences. The BA visitor information centre staff and Education Officer play an important role in educating and engaging with the public as well. Any member of the Ranger team based in the Broads would benefit

from close links with Broads Authority Rangers to help identify key areas. There would also be links with their education work and events programme including the Broads Curriculum. The RAMS Ranger team requirement would therefore be best delivered via or in partnership with the Broads Authority and benefit from their experience in providing Ranger services that fulfil multiple roles, from engagement to practical work and enforcing bye laws.

It is possible that during the winter, one of the RAMS Ranger team could be dedicated to one or two Habitats Sites when disturbance of over-wintering birds is likely, as additional new housing delivery numbers are greatest in this part of the Norfolk RAMS Zones of Influence. Ranger team visits in the winter months will be focussed on key locations to counter problems e.g. associated with bait digging, impacts on seals, and the fact that dog walkers are not allowed on to the beaches during these months.

In the months of May to September, Ranger team efforts should be dedicated to locations within Habitats Sites where the trampling of sensitive habitats affecting SPA spring and summer breeding birds are the focus e.g. at Winterton/Horsey, North Denes, Holme, Brancaster and Holkham. Under the EU Interreg funded ENDURE project, the Norfolk County Council Environment team is looking to reduce the impact visitors have on Norfolk dunes when visiting the coast path and other trails. This can build on the findings of the report commissioned by Natural England to help improve the management of walkers with dogs at Winterton and Great Yarmouth North Denes (Jenkinson, 2015). While site-based measures may initially appear to be the most obvious steps to take in the study area, it is considered that the first priority must be to ensure good working partnerships and relationships are in place and then maintained to minimise effects arising from the actions of partners and other nearby land managers in the future that could otherwise, inadvertently, become significant.

The NSPF will need to consider the resourcing of mitigation to deal with peaks in effects related to housing being delivered, as there are no phasing details provided at this stage to influence the mitigation package. It is therefore recommended that the LPAs note that there may be a need to adjust the number of mobile Ranger team members and link recruitment to identifying a need for face to face presence in any particular part of the county as well as evidence that this measure has been triggered by evidence of adverse visitor impacts. There is no 'one-size fits all' tool for the delivery of mitigation measures in the RAMS 'toolbox' so the Steering group will need to be guided by the Delivery Coordinator with an oversight of monitoring reports.

The roles of the Norfolk RAMS Ranger team, as allocated by the RAMS Delivery co-ordinator, could also include assistance with the delivery of site-specific and local projects and the monitoring of visitors. As the Strategy is rolled out, the work of the Ranger team will likely change to include publicity, events, monitoring, reporting and working on some of the longer-term measures.

Apart from the 41 identified hotspots for disturbance of habitats and species e.g. key roosts and feeding areas (as shown in Figure 25) that will require the Ranger team visits across the Norfolk RAMS area, other less sensitive sites will also require additional visits. Locations identified should also include those with high visitor numbers regardless of risk to Habitats Site features. Based on information provided by Bird Aware Solent Rangers, key locations should receive weekly visits as 'High Risk' sites for recreational disturbance, whilst other locations should be categorised as Medium (with monthly visits scheduled) or Low (with seasonal visits required). This frequency of visits to specific sites within the geographical work area of each member of the Ranger team is aimed at maximising public engagement at the appropriate time of year, which may be year-round in some locations.

Mobile Ranger team members could also carry out further visitor surveys over the lifetime of the Norfolk GI and RAMS to provide updated baseline for ZOIs as part of the monitoring programme. This would

ideally be prioritised as follows:

- Summer visitor surveys at all sites as the Ramsar sites and Norfolk SACs include habitat features sensitive to recreational pressure at all times of the year, especially from water-based recreation. The ZOI should then be re-calculated from the combined dataset from summer visitors as well as over winter too.
- Winter and summer visitor surveys at all the Norfolk SPAs as these had not been covered as part of Footprint Ecology Norfolk visitor survey programme 2015-16.
- Winter and/or summer visitor surveys for those sites which were surveyed as part of the Footprint Ecology Norfolk visitor survey programme 2015-16 but which had a dataset lower than 400 as per the Visit Britain guidelines.

Joint visits with other organisations will demonstrate partnership working and this has been successfully demonstrated by Bird Aware Solent Rangers e.g. for a pop-up event with some of their educational props such as bird skulls, beach finds and a telescope. This meant many families gained an insight into their local environment and enjoying matching the skulls to the pictures. Some quotes from their blog show the value of this face to face communication at avoiding and mitigating for recreational impacts:

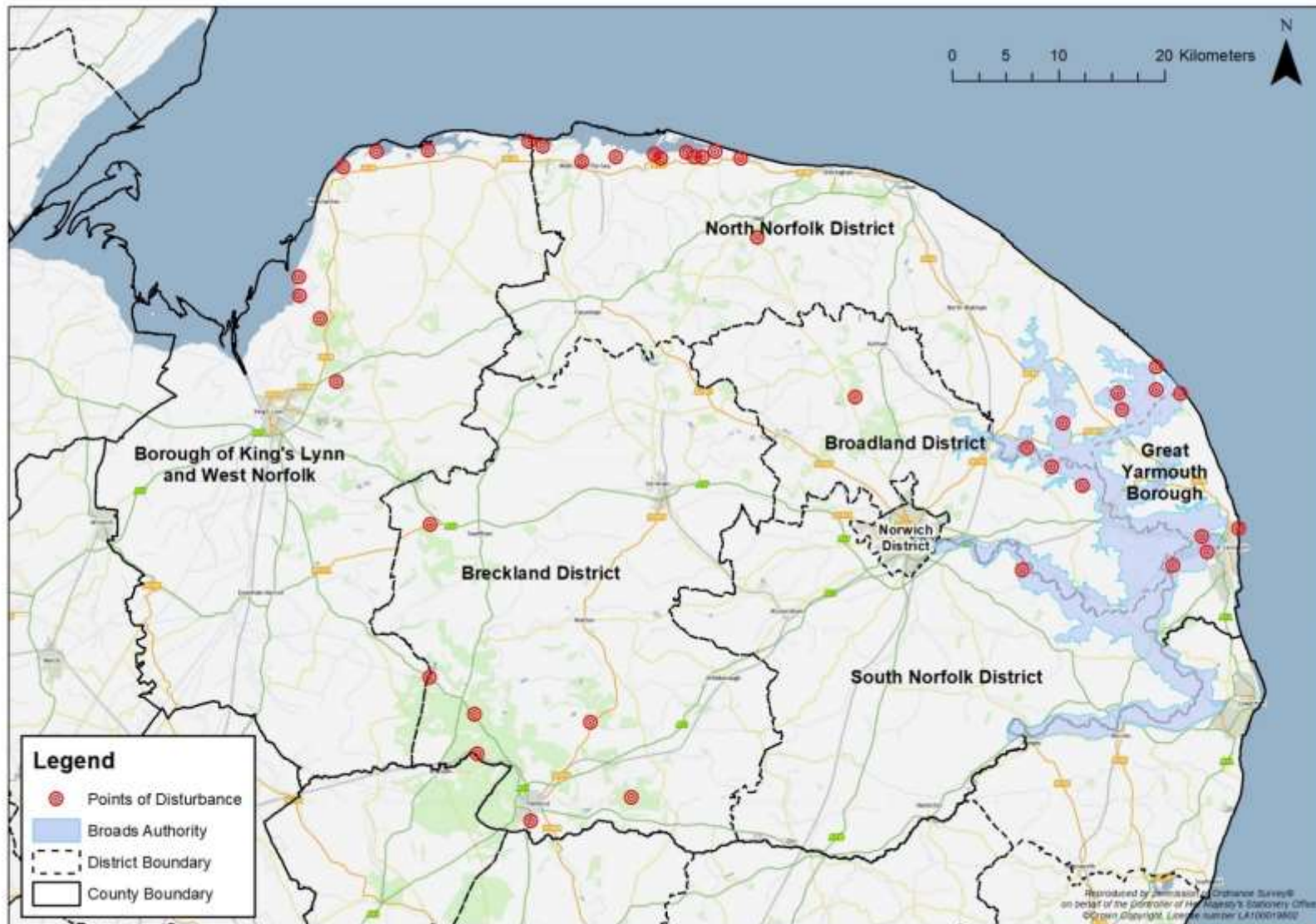
“It always gives Rangers a sense of pride when the people we talk to leave us, appreciating that the area is special for the thousands of birds who call it home every winter.”

“One thing I have come to appreciate is how important it is to have a visible Ranger presence along the coast. I am often surprised by the number of people that see birds scatter after being disturbed, yet they do not realise the impact of this. I try to explain that this disturbance contributes to loss of feeding time and additional energy use which can threaten the bird's chance of surviving the winter. I'm really pleased to say that this usually gets people's attention and it's then I see a change in their outlook. It's in this 'eureka' moment that the difference the Ranger team makes on a daily basis is really highlighted. Most people out enjoying the coast already have an appreciation of the environment and wildlife, we just help them to connect to it.”

3.3.3.2 Proposed locations for measures to avoid impacts from planned residential growth in Norfolk

The locations for delivery of key measures proposed in the mitigation package are shown in the figure below as identified by stakeholders at the workshops held in 2019 and subsequent discussions held with conservation organisations including NWT, RSPB, Natural England site staff and LPA partners.

Figure 25: Locations for disturbance impacts and Norfolk RAMS mitigation proposals



Source: Place Services,
2020

The geographical distribution of recommended mitigation measures shown in the figure above indicate key locations where resources should be focussed. Each LPA needs to mitigate for in-combination impacts outside of their administrative boundary, and not just for their local Habitats Sites. Strategic mitigation is spread according to need on the ground and the package costed for tariff collection; as each project-level HRA Screening Report completed by the LPAs needs to identify the Habitats Site(s) which are predicted to be impacted. This is needed for the legal agreements to provide an audit trail of developer contributions.

Each LPA should be preparing project-level HRA Screening Reports for all residential development in line with NE interim advice (August 2019), which included an HRA template for this purpose. Where the applicant agrees to contribute to the Norfolk RAMS, the development will be HRA compliant. The strategic solution is not however mandatory, and applicants could try to provide their own data for visitor surveys at the relevant Habitats Sites (dependent on ZOI(s)) and assess the likely recreational impacts for their development to enable the LPA to prepare a bespoke project-level HRA.

In very exceptional circumstances therefore a developer may offer alternative mitigation if:

- details of the visitor surveys carried out and mitigation offered with evidence of how this will fully mitigate the impacts in perpetuity. This should be submitted along with the application and will require the input of a professional ecologist.
- the information is sufficient to support the LPA in preparing a bespoke HRA Appropriate Assessment to check that the measures offered are effective and can be delivered in perpetuity. This is potentially a lengthy process and the outcome of the Appropriate Assessment may show that the alternative mitigation offered is insufficient. The AA will require formal consultation with Natural England and in line with the CJEU Court ruling (*Holohan and Others v An Bord Pleanála*), there are more detailed requirements on the competent authority for any plans or projects at the Appropriate Assessment stage, including, but not limited to cataloguing the entirety of habitat types and species for which a site is protected and being beyond reasonable scientific doubt concerning the effects of the work envisaged on the site concerned.

However, securing alternative effective mitigation measures, and sufficient funds for their delivery in perpetuity, could be difficult. The timescales and costs involved minimise the likelihood of this approach being accepted as sufficient by the LPA or Natural England and unlikely to be compliant with Habitats Regulations if they cannot avoid Adverse Effect On Integrity of Habitats Sites.

3.3.3.3 Education and communication

A cost-effective approach which has been successfully implemented by a number of HRA mitigation partnerships (e.g. North & East Kent and the Solent), is to develop a brand and use positive and clearly understandable message to engage with visitors where birds are key to the site integrity. This positive and comprehensive approach can be more engaging than an explanation of the Norfolk GI and RAMS or Habitats Regulations and the intricacies of planning and conservation law. A brand could be promoted on relevant websites to engage and motivate interested parties.

The Solent partnership uses the brand name 'Bird Aware'⁸ North Kent uses 'Bird Wise', which is based upon the Bird Aware model. The use of the Bird Aware brand for parts of the Norfolk GI and RAMS, if forthcoming, would not mean that the entire focus of the Strategy was on SPA birds, as designated habitat features must be protected in their own right through the Norfolk GI and RAMS and these would

⁸ Bird Aware - www.birdaware.org

not be neglected if this branding was used.

The Solent Bird Aware project now offers a portal for information and partners under the Bird Aware brand. This is also the case for the 'Bird Aware Essex Coast' which has a ready-made communication package including an established website. This could be available for the Norfolk RAMS team to purchase and would include a bespoke Bird Aware Norfolk webpage and an initial print run of Norfolk GI and RAMS leaflets containing relevant local photos. A strategic approach or campaign is usually most effective where an easily understandable, clear, persuasive and memorable message/brand is presented to the target audience at the point of contact (recreational users of the sites in this case). For example, the RSPB have built an easily recognisable and well-respected brand and, although their key focus is on protecting birds, their educational materials etc. advocate the conservation of other species and habitats too. This improves people's awareness of these as well. With this in mind, it would be mindful that the educational materials and Ranger team interactions with the public, for example, should cover wider habitat protection as well as those related to birds.

Using a brand would complement the use of the Norfolk RAMS Ranger team. Further, the provision of "face to face" conversations visitor was a measure that was commonly cited in the Norfolk GI and RAMS workshops as being effective. This face-to-face engagement with visitors is the main feature of other mitigation schemes such as the Solent (Bird Aware partnership), in the Thames Basin Heaths and Dorset heathlands. Encouraging people to avoid disturbance of roosting birds e.g. Little Terns or Stone Curlews, or feeding wildfowl and waders on the coastal mudflats, has been identified as one of the most effective mitigation measures by wardens of Habitats Sites across England.

The Norfolk RAMS Ranger team would spend the majority of their time outside at the Habitats Sites. Their work would represent a key communication tool in educating and communicating with visitors, influencing how visitors behave and showing people wildlife. The advantage of such an approach is that the staff can focus their time at particular priority sites/locations as required, such as those with the best visitor access and those likely to result in disturbance of key wildlife areas including bird roosts.

Other monitoring recommended and included in the RAMS mitigation package will be the collation and mapping of key roosts and feeding areas outside the SPAs; undertaking an audit of existing signage and interpretation boards; reviewing and writing new codes of conduct e.g. related to water sports, hire boat users, bait digging, paramotors, kite surfers, drones, horse riders; and vegetation surveys to identify any concerns regarding trampling impacts, including logging disturbance events (particularly those caused by dogs).

Some of the surveys would benefit from the input of volunteers, as Ranger team members with educational skills may not have botanical or invertebrate identification skills. This could be a mechanism to engage with specialists in the local area and spread wider awareness of the project and its aims.

The Delivery Coordinator would also monitor levels of new residential development in each LPA area to note relevant ZOIs for Ranger team visits, as well as consented housing applications to track funds available in each quarter of the financial year. This would then be fed back to Steering Group / each LPA, along with reporting on the implementation of mitigation at locations and tracking the spend of project monies transferred to the accountable body. This role would also include liaising with other organisations providing site wardens, promoting walks and talks by the Ranger team to clubs and other groups; managing website information, social media and promotional materials; and arranging for new interpretation boards or signage and setting up a countywide dog project. Partnership working, monitoring and review will be essential tasks for the partner LPAs.

3.3.3.4 Habitats based actions

In addition to staff resources focusing on communication & educational events, it will be important for them to also co-ordinate projects to support the monitoring and management of vegetation and species by site managers. This is expected to be an important focus in the Norfolk Brecks initially with 1FTE RAMS Ranger team member, as the Suffolk Brecks is outside the scope of this Strategy, so a landscape scale approach will need to be progressed in the future in conjunction with West Suffolk Council with additional resources needed to deliver mitigation measures.

The proposed Norfolk RAMS mitigation package also includes an audit of signage at Habitats Sites, including interpretation as well as appropriate access points, and a budget for new interpretation boards where these are considered appropriate visitor interventions.

- Working with landowners and partners will be crucial for any fencing needed to protect existing breeding sites e.g. for Little Tern & Ringed Plover populations on the coast, or identify new locations which need protection for qualifying features outside the Habitats Sites i.e. on Functionally Linked Land. Bird monitoring surveys will need the RAMS team to work closely with landowners and partners particularly to map key roosts and feeding areas; in the Brecks, much monitoring work has been undertaken on all three Breckland SPA birds to monitor their distribution and inform the buffer areas for development but assessment of impacts in Thetford Forest will need additional surveys before decisions can be made on mitigation measures. As it is important that a monitoring dataset is maintained for all Habitats Sites to inform mitigation measures, there is a budget line for this within the RAMS package.
- Monitoring of sensitive habitats & species is likely to need specialist surveyors though conservation organisations may be able to deliver contracts for car park counts, bird counts, visitor surveys and access management assessments.
- As many disturbance incidents reported include dogs, there is a budget line for setting up a dog related project for the county's Habitats Sites. Similar to the Suffolk Coast & Heaths AONB project "I'm a good dog", Dorset Dogs project or Bird Wise Coastal Canines Club <https://northkent.birdwise.org.uk/coastal-canines-club/>, this will aim to engage with dog walkers, promoting sites for dog walking, providing information on dog walking and highlighting issues at Habitats Sites. It can build on existing use of dog bans & dogs on lead areas plus promotion of dog friendly beaches on the North Norfolk Coast.
- Another tool in the RAMS toolkit is the identification of zones for different activities – based on detailed knowledge of the Habitats Sites and the geographical distribution of their sensitive qualifying features.
- Provision of literature regarding codes of conduct for those interested in undertaking water sports at Habitats Sites is another project which has been included in the RAMS package of measures. Following engagement with water sports users, it may be that a pilot for zonation at particular locations along the Norfolk coast could be introduced, similar to that on the Exe Estuary. Codes of conduct can be effective if they have the support of users groups, e.g. for bait digging, power hang gliders, kayakers and kite surfers and the use of drones. Whilst these are education /communication measures, they need to be based on habitat and species monitoring and assessment. Any projects including proposal for Public Rights of Way diversions will require detailed discussions with landowners and the Norfolk County

Council team; these may not be appropriate but some situations have found this measure is workable so a budget line has been included to include legal costs. As the BKLWN and Gt Yarmouth BC mitigation funds will be superseded by a Norfolk wide RAMS fund for developer contributions, there is a small budget identified for strategic mitigation projects in a specific location; any spending from this budget will need to be evidence based supported by data gathering undertaken in the Strategy and where there is a deliverable and identified need.

3.3.4 Costed mitigation package for RAMS

The costed mitigation package in Table 10 has been based on bespoke measures considered necessary to avoid likely disturbance at key locations with easy public access. A precautionary approach to avoid adverse effects has been adopted, with priority areas for measures identified as those which have breeding SPA birds which could conflict with high number of visitors to the Habitats Sites in the summer, and those with important roosts and foraging areas in the winter. Sensitive habitats are also at risk from damage by high numbers of visitors and potential hotspots have been identified for Ranger team visits. This may include the need for a water-based member of the RAMS Ranger team. The package includes an effective mixture of avoidance and mitigation measures to provide flexibility and deliverability, based on similar costed provision elsewhere in England. It is a toolbox for the NSPF Steering Group and the Delivery Co-ordinator once in post to consider and discuss with Natural England the timing and locations for individual measures.

The RAMS package has been developed through identifying best practice measures (see case studies outlined in previous section) and gathering local nature conservation practitioner expertise, from a new dedicated staff resource to focussing on awareness raising and appropriate behaviour with a wide range of recreational user groups at Habitats Sites. However, this approach needs to be implemented in conjunction with LPA provision of GI to intercept and deflect visitors from these sensitive sites in the first instance. The package particularly prioritises measures considered to be effective at avoiding and mitigating recreational disturbance by Habitats Sites managers and those seeking to manage water sports on the Norfolk coast to avoid impacts through appropriate behaviour. These measures can be justified as necessary, relevant and reasonable and enables the LPAs to demonstrate that as competent authorities, they can avoid adverse effects on the integrity of Habitats Sites.

The Ranger team should aim to visit 2 sites each day on 3 days/week to allow for other work commitments. This calculation supports the inclusion of five Norfolk RAMS Ranger team members (Broads, 3 x Coast and when considered appropriate, also in the Brecks (subject to monitoring to inform the need)) within the mitigation package and any additional seasonal Ranger team members will need to be assessed based on developer contributions collected and priorities for delivery of mitigation in any specific areas.

The RAMS Ranger team visits in the Broads would hugely benefit from close partnership working with the Broads Authority Rangers to support the message of appropriate behaviour for water-based activities. RAMS Ranger team patrols are aimed at encouraging all users to take an active role in avoiding impacts from recreational activities on the Broads and on coastal waters. It is hoped that codes of conduct and zonation of sensitive waters near SPA bird roosts and foraging areas can be implemented, similar to measures on the Exe Estuary⁹. Broads Authority Rangers actively manage water use through the Byelaws which are the framework for controlling use and protecting habitats on

⁹ Exe Estuary Management Partnership

the Broads.

It may be possible for the RAMS Ranger team to transfer their visits outside of season for a particular Habitats Site and direct efforts as needed at a strategic level. Following the first five years of the project, and in line with Local Plan review periods, there may be predicted peaks in housing delivery, though evidence for spend will be based on the findings of activity reports from the RAMS Ranger team. To provide flexibility for strategic deployment of resources, indicative locations are identified through 'ground-truthing' from Ranger team visits and updated surveys for the Norfolk GI and RAMS project Board and Delivery co-ordinator to account for any unforeseen circumstances. Table 10 outlines the costed mitigation package until 2038.

Table 10: Mitigation package costed until 2038

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
Immediate	Governance	Set up and operation of a Partnership Executive Group	N/A	(LPA £1,000)	21	£0.00	<p>The RAMS should be overseen by a single accountable body amongst the LPA partners who would additionally be responsible for the employment of any required staff identified within this Strategy.</p> <p>This would need to be an 'in kind' contribution from the LPA as this is a statutory requirement of the competent authorities. NB This is over and above the requirement for s106 monitoring of developer contributions.</p>
Immediate – 2022/23	Staff resource	Delivery Coordinator	N/A	£45,000 starting salary	17	£900,543.19	Salary costs include NI and overheads & 2% annual increments. As LAs need audit & scrutiny, it is recommended that this role is within one of the LAs. The Delivery Coordinator will provide management of the RAMS Ranger contract.
		Travel expenses budget	N/A	£450	17	£9,150.00	Mileage rate 45p/mile; Delivery Coordinator estimated annual mileage 1,000 for 17 years= £7650 plus train travel out of county estimated £1,500/year = £9150 budget.
		Training	N/A	£500	17	£8,500.00	Annual budget £500.

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
Broads & Coast and indicative 2027/28 for Norfolk Brecks	Ranger contracts (by tender every 5 years)	Broads Habitats sites	N/A	£36,000	16	£671,014.27	Estimated contract budget line includes 2% annual increments
		Coastal Habitats sites (3 FTE)	N/A	£108,000	16	£2,013,042.81	Estimated contract budget line includes 2% annual increments
		Norfolk Brecks Habitats sites (start subject to monitoring of impacts)	N/A	£36,000	11	£428,073.76	Estimated contract budget line includes 2% annual increments. Indicative start date 2027
		Travel expenses budget for RAMS Ranger contract	N/A	£18,000 Years 7-12 £ 22,500 Years 12-22	16/11	£121,500.00	Mileage rate 45p/mile; Ranger team estimated annual mileage 10,000 x 4 FTE for 16 years = £18,000 x 4 (3 Coast & 1 Broads) = £72,000 plus 10,000 x 1 FTE for 11 years (Norfolk Brecks) = £49,500 Total £121,500
		Equipment and uniform for RAMS Ranger contract	N/A	(small ongoing cost)	N/A	£60,000.00	Estimated contract budget line for polo shirts, waterproof coats, rucksacks and binoculars with one set costed per 5 year contract

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
		Training	N/A	£2,000 Years 7-12 £2,500 Years 12 - 22	16/11	£17,500.00	Estimated contract budget line includes £500 training/ team member= £2,000 x Years 7-12 (£12k) + £500 Norfolk Brecks for Years 12-22 (£5.5k) = £17,500
		Administration & audit	N/A	(LPA £1,000)	16	£0.00	As above
	Access	Audit of Signage including interpretation	£1,000	N/A	N/A	£1,000.00	To be undertaken by Delivery Coordinator / Ranger team and/or volunteers with small additional budget for local travel
		New interpretation boards	£97,200	N/A	N/A	£194,400.00	£2,700 per board, based on HLF guidance. Approx. 18 boards needed (at an average of two per Site). Number of boards allows for two replacements in Plan period at each site. NB boards as costed are for new / additional needs and NOT for the replacement of existing boards.
	Monitoring of residential development & RAMS contributions	Commencement of new residential developments and within which ZOIs	N/A	N/A	N/A	£0.00	All LPA s106/ infrastructure/contributions officers to track financial contributions for each development (on commencement) for all LPAs; part of audit trail for s106 monies. No cost as undertaken as part of LPA work in Development Management and s106 or Infrastructure officers

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
	Monitoring of Functionally Linked Land for SPA birds	Recording implementation of mitigation and track locations and costs	N/A	N/A	N/A	£0.00	No cost as delivered as part of core work by RAMS Delivery Coordinator
		Collation & mapping of key roosts and feeding areas outside the SPAs in particular in the Norfolk Brecks	£10,000	N/A	N/A	£10,000.00	Initial dataset to be available to inform site visits by Ranger team
		Work with landowners and partners to collate bird monitoring surveys to identify land outside SPAs which support qualifying features. Particularly in the Norfolk Brecks	N/A	£5,000	17	£85,000.00	Repeat every 5 years to fit with Local Plan reviews.
	Monitoring of visitors	Baseline Visitor surveys at additional locations in summer (with questionnaires)	£15,000	N/A	N/A	£15,000.00	Initial focus on baseline for Habitats Sites with no data e.g. Norfolk Valley Fens, Waveney & Lt Ouse Valley Fens and estimated cost £5k/Habitats Site x 3. Liaise with NE, AONB, NCC PRoW re England Coast Path.

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
	Communication	Website set up for Day 1	N/A	N/A	N/A	£0.00	Norfolk RAMS webpage set up costs £4k to be covered by LPAs and ideally hosted by one LPA partner.
		Walks and talks to clubs and user groups by RAMS team	N/A	N/A	N/A	£0.00	Covered by Ranger team contract plus Delivery Coordinator & in due course volunteers
		Promotional materials	N/A	N/A	N/A	£50,000.00	Use existing education materials e.g. Norfolk Coast AONB, BKLWN or Gt Yarmouth/ RSPB, for education packs, stationery, dog bag dispensers, car stickers etc.
Short to Medium term	Dog related project	Set up county wide dog project similar to Suffolk Coast & Heaths AONB "I'm a good dog", Dorset Dogs or BirdWise Coastal Canines Club.	£15,000	N/A	N/A	£75,000.00	Seek to use AONB design for leaflets & website text for management of dog walking, liaison with specialist consultants (Dog focussed), liaison with dog owners etc., liaise with dog clubs & trainers. Build on use of dog bans, leash control orders and promotion of dog friendly beaches. Maintain project with repeat promotion every 5 years.
	Water sports zonation for Norfolk Coast	N/A	£10,000	N/A	N/A	£10,000.00	Approx. costs only to be refined when opportunity arises

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
2025/26	Website	Delivery Coordinator to keep website & promotion on social media up to date	N/A	£12,000	16	£204,000.00	Update e.g. with Norfolk Brecks refresh costs spread over plan period and include dog and water borne recreation focussed pages on Norfolk RAMS webpages plus merchandise e.g. dog leads. Estimated 1 day/month for 17 years.
	Visitor Monitoring	Update Visitor surveys at all locations in summer & winter (with questionnaires)	£5,000 per Site	N/A	16	£225,000.00	Estimated cost £5,000 / Habitats Site / year for rolling programme of 15 Sites (£75k). Estimated x 3 throughout RAMS package timescale = £225k. Liaise with NE & NCC PROW re: England Coast Path and LPAs re budgets as some of the survey costs may be absorbed into the budget for the HRAs needed for Local Plans. This could reduce the amount of contributions secured via Norfolk RAMS which could be used for alternative measures, so this is a worst case scenario cost.
		Signage at Habitats sites	£58,000	N/A	N/A	£290,000.00	£14,500 x 4 – this allows for 3 designs of discs (e.g. paw prints in traffic light colours to show where no dogs, dogs on lead, and dogs welcome). There are 7,500 of each x 4 replacements (every 5 years) factored into total cost. This may link with a timetable e.g. Norfolk Coast with dog ban 1 st May to 30 th Sept.

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
	Codes of conduct	For water sports, bait digging, para motors/power hang gliders, kayakers, kite surfers.	£5,000	N/A	N/A	£25,000.00	Use existing Norfolk Coast AONB, BKLWN, RSPB resources with small budget for printing as promotion online & using social media. Talks to clubs and promotion covered by Delivery Coordinator and the RAMS Ranger team. Review every 5 years.
	Local mitigation projects	Work with landowners & partners to identify locations for local priority projects.	£1,000,000	N/A	N/A	£1,000,000.00	A project fund for mitigation at identified locations for specific RAMS related projects that meet local requirements (subject to meeting the aims of this Strategy). Spending from this budget should be evidence based supported by data gathering undertaken in the strategy and where there is a deliverable and identified need. Projects should be strategic and will be scrutinised in detail before any spend is agreed by the Steering Group.

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
	Ground nesting SPA bird project – fencing - specifically for breeding Little Terns, & Ringed Plovers - and surveillance costs for Stone Curlew	Work with landowners & partners to identify existing or new locations for fencing to protect breeding sites for Little Tern & Ringed Plover populations	£15,000 per site x 2 (4 sites identified for fencing) Replacements of fencing likely to be required every 5 years (4 times in Plan period)	N/A	N/A	£240,000.00	Check with RSPB, NE & EWT when fencing project is prioritised; Based on costs for supporting the Little Tern colonies at North Denes and Winterton to include fencing and any other relevant equipment; funds cover purchase of new fencing as required (such as every 5 years). This includes an element of management costs for the project. Surveillance of Stone Curlews on private land to be undertaken by trained volunteers/landowners.
Longer term projects	Car park rationalisation	Work with landowners, Habitats Site managers & partner organisations	£150,000	N/A	N/A	£50,000.00	Indicative costs for rationalising some car parks are based on the Suffolk RAMS to be refined when opportunity arises. Some car parks may be reduced in size with minimal cost and this figure will need to be accurately costed on bespoke projects as locations will dictate costs and details need to be considered by the Steering group at their regular reviews of the mitigation package and tariff calculations.
	Habitats sites monitoring (birds)	Birds monitoring for key roosts & breeding areas within and outside SPAs	£25,000	N/A	16 (x 8)	£200,000.00	Costs for trained volunteers; surveys £5000 for each of 5 Ranger areas) every 2 years.

Priority	Theme	Measure	One off cost or each time	Annual cost (not gross salary)	No. of years	Total cost	Notes
		Vegetation monitoring (those Sites liable and with features sensitive to trampling)	N/A	£5,000 per Site	4 times over RAMS period	£300,000.00	Costs for surveys every 5 years =£20k (per Site) x 15 (number of Habitats Sites).
	Route diversions	Work with PRow on projects	£15,000	N/A	N/A	£15,000.00	Approx. costs only to be refined when opportunity arises

	COSTS
TOTAL MITIGATION PACKAGE	£7,218,724.03
+ 10% contingency	£721,872.40
TOTAL COST	£7,940,596.43

3.4 RAMS Recommendations

3.4.1 A Single Countywide Tariff Approach

This Strategy recommends a tariff approach to ensure funds are collected and pulled together to deliver the RAMS mitigation package proposed. Although the number of ZOIs for Habitats Sites in each LPA area varies depending on the geographical position, a single county wide tariff area is recommended for the sake of simplicity. This reflects the entirety of Norfolk including all partner LPAs and would see a common tariff amount for all net new dwellings¹⁰ in the county. This has been calculated from the RAMS mitigation package to cover the lifetime of the Local Plans.

The tariff is proposed to be applicable to every net additional dwelling (with per bedspace and student accommodation unit ratios), unless the house builder can demonstrate to the satisfaction of the relevant LPA and Natural England that alternative avoidance and mitigation measures can be delivered in perpetuity and these will be effective at avoiding adverse effect on the integrity of the Habitats Sites, in combination with other plans and projects.

The list of relevant residential growth which this Strategy, and therefore the RAMS tariff, applies to and the is therefore as follows:

1. All new dwellings of 1+ units in current site allocations and windfall (excludes replacement dwellings and extensions)
2. Houses in Multiple Occupancy e.g. hotels, guest houses and lodges;
3. Student Accommodation
4. Residential care homes and residential institutions (excludes nursing homes)
5. Residential caravan sites/mobile homes/park homes;
6. Gypsies, travellers and travelling show people plots;

and in addition to Natural England's Advice we recommend including:

7. Residential moorings, holiday caravans, touring pitches and campsites.

3.4.1.1 Calculating the Tariff

A per dwelling tariff has been calculated by dividing the total cost of the Norfolk RAMS mitigation package by the total number of houses still to be delivered over the Local Plans period i.e. any houses already consented having come forward early, are not included in this calculation. Contributions cannot be collected from developers to pay for mitigation necessary to avoid impacts from consented residential development.

As developer contributions collected will need to be spent at the individual Habitats Sites where impacts are predicted from residential developments, it is important that project level HRA Appropriate Assessments record which sites need delivery of mitigation measures for inclusion of this detail in the legal agreements. The spend on mitigation can thereby be tracked in relation to residential developments commenced to avoid impacts prior to occupation.

As set out in Table 11 below, the split of the total cost for the Norfolk RAMS mitigation package for each

¹⁰ For other units of accommodation such as student accommodation there will be a per bed space ratio.

LPA to collect (i.e. the proportion of the costs to be collected from developers) is based on their housing figures, including windfall, to be delivered by the Local Plan. If predicted housing numbers are not realised, the associated impacts will also be less so the cost of the mitigation necessary will be reduced. There will be no need to review the pre-dwelling tariff in this situation although review of the mitigation package in case of additional impacts is recommended.

The total cost for calculation per dwelling tariff is based on the total number of dwellings identified in each Local Plan which have not received 'Full' consent i.e. any houses already consented having come forward early, are not included in this calculation. Any Reserved Matters applications which did not have HRA applied at outline stage will need to be considered on a bespoke arrangement to ensure the LPA as the competent authority is compliant with Habitats Regulations. Similar measures could be implemented in addition to those costed for housing covered by the Norfolk GI and RAMS if additional funding is provided.

This figure is therefore £7,940,596.43 divided by 42,709 (dwellings) which means the recommended tariff is £185.93 rounded up to the nearest pence. As mitigation must be delivered i.e. it is a legal requirement for each residential development, it is neither considered legal to round the tariff down nor up further than the nearest pence, as developer contributions must be reasonable and justifiable.

Table 11: Housing numbers and cost of RAMS mitigation for each LPA

Charging Zone	Dwellings coming forward up to the end of Norfolk GI and RAMS plan period not already consented *	Cost per dwelling tariff (rounded up to nearest pence)	Cost of mitigation per LPA area (based on total cost divided by dwelling figure)
Borough of King's Lynn and West Norfolk	13,165	£185.93	£2,447,768.45
Breckland	2,800	£185.93	£520,604.00
Broads Authority	130	£185.93	£24,170.90
Great Yarmouth	5,991	£185.93	£1,113,906.63
North Norfolk	6,380	£185.93	£1,186,233.40
Broadland	14,243	£185.93	£2,648,200.99
Norwich City		£185.93	
South Norfolk		£185.93	

Charging Zone	Dwellings coming forward up to the end of Norfolk GI and RAMS plan period not already consented *	Cost per dwelling tariff (rounded up to nearest pence)	Cost of mitigation per LPA area (based on total cost divided by dwelling figure)
Total dwellings coming forward up to the end of Norfolk GI and RAMS plan period not already consented			42,709
Total cost of package (including 10% contingency)			£7,940,596.43
* this will include an estimated value for windfall not currently in the Local Plan.			

Source: Place Services, 2021

The cost of implementing some of the mitigation measures will increase with inflation so the per dwelling tariff will be updated each year in line with the Retail Price Index.

The LPAs will need to record their decisions on project level HRAs (as advised by Natural England) in line with the Norfolk RAMS when adopted.

As there are no allocations for tourist related accommodation in any of the Local Plans of the partner LPAs, it is recommended that any applications will need to apply the RAMS tariff on a 'per six bedspace ratio' for campsites, hotels and caravan parks / extensions.

We recommend adopting a similar approach to student accommodation as agreed by Natural England for the Essex Coast RAMS and suggest that the Norfolk LPAs apply the RAMS tariff on a 'per 2.5 student accommodation unit ratio'. This is based on guidance contained in the Housing Delivery Test Measurement Rule Book (MHCLG, July 2018) includes communal student accommodation in the calculation of housing need, with an assumption that 2.5 units of student accommodation equates to one unit of general market housing. The 'Essex Coast RAMS Guidelines for proposals for student accommodation' can be found in Appendix 7.

3.4.2 Tariff Collection Mechanisms for LPAs

As the effects on Habitats Sites have been identified as a direct result of the increase in population from new housing development, developer contributions must be used to mitigate these effects and these effects only. As such, contributions and a suitable funding mechanism is required to address recreational impacts on Habitats Sites alone and with certainty.

Mechanisms already exist for collecting contributions from housing developments in the form of 'Section 106' agreements, 'Section 111'(up-front payment) agreements or 'Unilateral Undertakings'. These mechanisms are similarly applicable in the instance of the RAMS as mitigation is required due to the effects resulting from all residential developments in Norfolk. A contribution is therefore required to make all residential developments acceptable in planning terms as per Section 106 of 'The 1990 Town & Country Planning Act'. Examples of collection mechanisms in Suffolk and Essex suggest that a Norfolk system could include s106 for major applications and s111 for minor and householder applications.

Without such a contribution, planning permission should not be given to residential schemes due to the subsequent effect on Habitats Sites. Options exist for the partner LPAs to collect contributions through any one of the above-mentioned mechanisms; however, this strategy recommends that RAMS contributions are sought through s106 where there are other contributions to be collected and a

Section 111 agreement (instead of a UU) where this is the sole developer contribution. This is a legal obligation between a developer and the LPA that allows the speedy issue of decision notices for residential developments as payment is made ‘up front’ when a planning application is submitted, with monies returned should the application be refused. This mechanism is currently preferred by East Suffolk Council, Babergh District and Mid Suffolk District Councils in regard to the Suffolk Coast RAMS. Details of this approach can be found on the East Suffolk Council website and Babergh & Mid Suffolk DCs websites.

As the proposed Strategic approach includes the most effective measures which can be delivered in perpetuity, the RAMS will replace the successful Borough level mitigation & monitoring strategies for Habitats Sites which are funded by developer contributions. There is an element of the RAMS package which includes funds for locally identified projects which are not covered by priority measures. These projects will need to be agreed by the Steering Group and monies paid direct to contractors or grants to organisations.

3.4.3 Next steps – ‘Governance’

As the competent authority needs to meet its legal commitments, each LPA will be responsible for collecting the tariff from all qualifying dwellings and for monitoring the tariff contributions that they receive from developers. Each LPA should ideally also contribute equally¹¹ towards project implementation costs that cannot be covered by the tariff contributions such as annual accountable body accountancy costs and project staff redundancy. Set up, management and on-costs are built into the package.

It is recommended that moving forward, a Steering Group is set up of LPA partners and any other specialist bodies that the LPAs feel will enhance the delivery of the RAMS. It is integral that all LPA partners are involved as pooled contributions are intended to be collected by the local authorities and for the purpose of mitigating the effects of their collective Local Plans.

It is further recommended that a Partnership Delivery Agreement be drafted to cover ongoing governance, coordination and delivery of the RAMS. This will cover the structural, operational, HR and financial arrangements for the RAMS. The RAMS should be overseen by a single accountable body amongst the LPA partners who would additionally be responsible for the employment of any required staff identified within this Strategy. The Project Delivery Coordinator should be employed by the accountable body. It would be reasonable for the Norfolk Strategic Planning Framework to fund the preparation of an Implementation plan/programme for the Strategy and identify how each partner LPA can demonstrate its commitment to delivery at their Local Plan Examination in Public.

As residential developments inform the LPAs of intention to commence, the financial contributions will be triggered under the legal agreements signed by the developers. These monies will need to be transferred to the Accountable Body and mitigation measures delivered including visits at the hotspots for recreational disturbance by the Ranger team in advance of the new dwellings being occupied. The Habitats Sites named in the project level HRAs (i.e. those predicted to have impacts from each development) will need the Ranger team to visit these regularly, with less frequent visits to those Habitats Sites which have not been identified as needing mitigation. This is important for monitoring visitor numbers at different times of the year to ensure behaviour is appropriate and undertake surveys as required by the Steering Group to inform future mitigation needs.

¹¹ Reduced costs may be considered for the Broads Authority who have very limited proposed development within the ZOIs

3.4.4 Policy options

It will be important to secure proportionate financial contributions for relevant residential development so although HRA requires legal compliance by the LPA to avoid Adverse Effects on Integrity of Habitats Sites, a policy to identify the need for delivery of mitigation measures is recommended. The Natural England interim advice on this matter is clear and developers should be advised of the need for **both** sufficient natural greenspace on development sites (in line with Natural England advice Annex 1 and 11 advice) and the per-dwelling tariff of the county wide RAMS.

At application stage, the relevant contribution in line with the RAMS tariff will need to be secured by a legal agreement payable prior to commencement in order that mitigation is delivered prior to occupation. Delivery of mitigation measures in perpetuity for residential development is necessary, and therefore needs to be secured by a legal requirement. The delivery of effective mitigation measures

Suggested Policy

"The potential impacts on Habitats sites from recreational pressure from residential development will be addressed through :

- (i) the provision of local level GI / open space and (ii) mitigation of residual effects through a developer contributions.
- (ii) Contributions from residential developments will be secured towards mitigation measures identified in the Norfolk Recreational impact Avoidance and Mitigation Strategy (RAMS) which will be completed by the time the Local Plan is adopted. Prior to RAMS adoption, the authority will seek contributions, where appropriate, from proposed residential development to deliver all measures identified (including strategic measures) through project level HRAs, or otherwise, to mitigate any recreational impacts in compliance with the Habitats Regulations and Habitats Directive."

Suggested Supporting Text / Reasoned Justification

Residential developments proposed within the Local Plan have the potential to result in a significant increase in recreational disturbance at the Norfolk Habitats Sites (list the relevant SPA, SAC and Ramsar sites). Measures required to mitigate the impacts of recreational disturbance on Habitats Sites will be delivered as detailed in the Norfolk GI and Recreational impact Avoidance and Mitigation Strategy (RAMS). Any residential development that is likely to affect the integrity of Habitats Sites, will be required to either contribute towards mitigation measures identified in the RAMS (or any subsequent Supplementary Planning Document) or, in exceptional circumstances, identify and implement bespoke mitigation measures in perpetuity to ensure compliance with the Habitats Regulations.

Following consultation with Natural England, a Norfolk-wide GI and Recreational impact Avoidance and Mitigation Strategy (RAMS) is being prepared to include all Habitats Sites. The strategy will identify where recreational disturbance is happening and the main recreational uses causing the disturbance. New residential development that is likely to affect the integrity of the European Sites will be required to contribute towards the implementation of the mitigation. It is considered that this development allocation will be required to pay for the implementation of mitigation measures to protect the (list sites). The appropriate mechanisms will be identified in the adopted GI and RAMS document.

is necessary to ensure the LPA can demonstrate any consented residential development will avoid Adverse Effect on Integrity of the relevant Habitats Sites. Each Local Plan is recommended to contain policy text (and reasoned justification) to promote the RAMS mitigation option and the example below has been adapted from the Chelmsford Local Plan after examination and an example s106 agreement is provided in Appendix 10.

4. SUMMARY OF RECOMMENDATIONS

4.1 Green Infrastructure

This Strategy identifies that there is no need for a ‘county-wide’ or ‘county-level’ solution regarding GI provision in addition to those measures already in place at the strategic and localised level, to enable Local Plan growth. The RAMS section of this strategy (Section 2) has explored mitigation options in Norfolk related to avoiding recreational impact on Habitats Sites in combination with other plans and projects and concluded that these can be ensured through a suite of mitigation measures at the Habitats Sites. The GI provision is essential to divert and deflect visitors away from the sensitive Habitats Sites and their rare species to avoid adverse effects on the integrity of these sites from the development alone.

Section 2 of this Strategy sets out detailed recommendations or ‘opportunities’ in regard to ensuring improvements to the GI network across Norfolk. These recommendations can be summarised below:

- The integration of ‘Enhanced Green Infrastructure (EGI)’ criteria within GI Policy in emerging Local Plans, to ensure that developers are aware of their responsibilities regarding the quality of GI provision.
- LPAs to undertake an EGI Audit, exploring whether GI provision could be improved moving forward to offer an additional recreational offer close to where people live. This audit would use a set of EGI Quality Criteria to ensure social, economic and environmental benefits.
- Exploring the potential for Plan-level GI provision within the ‘Opportunity Areas’ identified in this Strategy, in order to rectify deficiencies and future-proof growth in future Local Plan periods whilst offering additional recreational benefits.

4.2 RAMS

The RAMS section of this Report (Section 2) sets out detailed recommendations to enable residential and tourist accommodation growth identified within the Local Plans of the partner LPAs. The RAMS is only able to deal with impacts in-combination with other plans and projects. The predicted impacts from residential development alone need to be avoided by sufficient GI on or nearby each development site as per Natural England’s interim advice to the Norfolk LPAs. These recommendations can be summarised below:

- That the mitigation measures identified be agreed and a tariff approach be implemented to ensure funds are collected to deliver the mitigation package proposed. This is necessary now in line with Natural England advice although transfer of contributions to a single RAMS pot will need governance details to have been agreed and implemented.
- Where there are other contributions to be collected, that RAMS contributions are sought through s106 and via a Section 111 agreement (instead of a UU) where this is the sole developer contribution.
- That each LPA should (ideally) contribute equally towards project implementation costs that cannot be covered by the tariff contributions such as annual accountable body accountancy costs and project staff redundancy.

- That a Partnership Delivery Agreement be drafted to cover ongoing governance, coordination and delivery of the RAMS. This will cover the structural, operational, HR and financial arrangements for the RAMS
- That each emerging Local Plan contain policy text and reasoned justification (as suggested within this Strategy) to ensure that RAMS mitigation is forthcoming.

5. ABBREVIATIONS/GLOSSARY

5.1 Terms used in this Strategy

Term	Definition
Accessible Natural Greenspace Standards (ANGSt)	<p>These Natural England standards recognise the importance of nature in the urban context in terms of improving the quality of people's lives and people's entitlement to have access to, and experience of, nature near to where they live. These standards recommend that people living in towns and cities should have:</p> <ul style="list-style-type: none"> ▪ an accessible natural greenspace of at least 2 hectares in size, no more than 300 metres (5 minutes' walk) from home ▪ at least one accessible 20-hectare site within two kilometres of home ▪ one accessible 100-hectare site within five kilometres of home ▪ one accessible 500-hectare site within ten kilometres of home ▪ one hectare of statutory Local Nature Reserves per thousand population.
Adverse Effect on Integrity (AEI)	<p>This is the stage 2 HRA test at Appropriate Assessment based on likely impacts on qualifying features on the Habitats Site. If any mitigation is needed at Stage 1 HRA screening, the assessment by the competent authority needs to consider if the plan or project can avoid Adverse Effect on Integrity of Habitats Sites.</p>
Appropriate Assessment (AA)	<p>Forms part of the Habitats Regulations Assessment</p>
Area of Outstanding Natural Beauty (AONB)	<p>An Area of Outstanding Natural Beauty (AONB) is an area of countryside in England, Wales or Northern Ireland which has been designated for conservation due to its significant landscape value</p>
Bird Aware Solent	<p>An initiative to raise awareness of the birds that spend the winter on the Solent, so that people can enjoy the coast and its wildlife without disturbing the birds. BirdAware is the brand name of the Solent Recreation Mitigation Partnership which is made up of fifteen local councils, Natural England, the Royal Society for the Protection of Birds, Hampshire & Isle of Wight Wildlife Trust, and Chichester Harbour Conservancy.</p>
Bird Wise	<p>A Partnership helping to raise awareness of protected birds that spend time on our coastline every year.</p>
Community Infrastructure Levy (CIL)	<p>The Community Infrastructure Levy (CIL) is a charge that local authorities can set on new development in order to raise funds to help fund the infrastructure, facilities and services -</p>

Term	Definition
	such as schools or transport improvements - which are needed to support new homes and businesses in the areas.
Competent Authority	The invested or delegated authority to perform a designated function.
Countryside Rights of Way (CROW)	The Countryside and Rights of Way Act 2000 (CROW Act) normally gives a public right of access to land mapped as 'open country' (mountain, moor, heath and down) or registered common land. These areas are known as 'open access land'.
Department for Environment, Food & Rural Affairs (Defra)	A UK government department responsible for safeguarding the natural environment, supporting the food and farming industry, and sustaining the rural economy.
Delivery mechanism	A way of making a project or initiative happen, such as a system for accruing monies to pay for mitigation.
ENDURE project	ENDURE is a project 'Ensuring Dune Resilience (Against Climate Change)'. The project looks at establishing sand dunes as adaptive, living sea defences.
England Coast Path	Natural England are implementing the Government scheme to create a new national route around the coast of England
Enhanced Green Infrastructure (EGI)	Enhanced Green Infrastructure represents accessible 'Green Infrastructure' that can in part perform the role of a SANGs i.e. GI that provides areas attractive enough for local recreational use on or near where new homes are built that can take the strain away from people visiting Habitats Sites for recreation.
Environment Agency (EA)	The Environment Agency has the purpose of protecting of the environment from threats such as flood and pollution.
Forestry Commission (FC)	The Forestry Commission is the government department responsible for protecting, expanding and promoting the sustainable management of woodlands.
Forestry England (FE)	Forestry England looks after over 250,000 hectares of woodland and other natural environments across England through sustainably managing the land. It is one of the two agencies that the Forestry Commission works with.
Functionally Linked Land (FLL)	Areas of land or sea that are considered to be functionally linked to a Habitats (European) Site, but which lay outside the boundaries of the designated site.
Green Infrastructure (GI)	The GI in an area represents a network of multi-functional green space which can ensure environmental benefits and an improved quality of life for local communities. Developments

Term	Definition
	are required to provide improvements to the existing GI either on site or through necessary planning contributions.
Habitats Sites	A term introduced by the NPPF (2019), Habitats Sites include SPA, SAC & Ramsar sites. Includes SPAs and SACs which are designated under European laws (the 'Habitats Directive' and 'Birds Directive' respectively) to protect Europe's rich variety of wildlife and habitats. Together, SPAs and SACs make up a series of sites across Europe, referred to collectively as Natura 2000 sites. In the UK they are commonly known as European sites; the National Planning Policy Framework also applies the same protection measures for Ramsar sites (Wetlands of International Importance under the Ramsar Convention) as those in place for European sites.
Habitats Regulations Assessment (HRA)	Requirement for consideration of impacts of plans and projects on Natura 2000 and Ramsar sites.
Habitats Monitoring and Mitigation Fund (HMM Fund)	Developers within the Borough Council of King's Lynn and West Norfolk boundary are currently required to pay a small levy of £50 per dwelling to the borough council in order to help monitor and mitigate the adverse effects of increasing visitor numbers to Natura 2000 sites* resulting from the development. These levies have been drawn together to create the West Norfolk Habitats Monitoring and Mitigation Fund.
Impact Risk Zone (IRZ)	Developed by Natural England to make a rapid initial assessment of the potential risks posed by development proposals. They cover areas such as SSSIs, SACs, SPAs and Ramsar sites.
'In combination'	Consideration to the in-combination effects which will or might result from the addition of the effects of other relevant plans or projects.
LIFE projects	European Union initiatives for protecting the key nature conservation interests of Natura 2000 sites.
Likely Significant Effect (LSE)	This is a possible adverse effect that would undermine the Conservation Objectives for a Habitats (European) site, and which cannot be ruled out based on clear verifiable objective information.
MAGIC Map	The MAGIC website provides geographic information about the natural environment from across government. The information covers rural, urban, coastal and marine environments across Great Britain. Natural England manages the service.
Natura 2000 sites	Natura 2000 is a network of protected areas covering Europe's most valuable and threatened species and habitats. It is the largest coordinated network of protected areas in the world, extending across all 28 EU countries, both on land and at sea.

Term	Definition
Natural England (NE)	Natural England - the statutory adviser to government on the natural environment in England.
National Planning Practice Guidance (NPPG)	Expands on the requirements of the National Planning Policy Framework (NPPF) by offering relevant practice guidance.
Norfolk Coast Partnership (NCP)	The Norfolk Coast Partnership (NCP) focuses on the pressures on the area arising from increasing numbers of visitors, which were perceived as having a damaging effect on the area's natural beauty. The focus has broadened, although management of recreational pressures is still a high priority.
Norfolk Rural Strategy	A Strategy that recommends "a commitment to deliver landscape scale environmental schemes covering multiple landowners to deliver integrated large-scale improvements which support public access, tourism and economic opportunities e.g. a landscape which integrates boating, cycling and walking routes with food, drink, culture and accommodation facilities to drive value visits".
Norfolk Strategic Planning Framework (NSPF)	A document produced through the collaboration of the listed authorities: <ul style="list-style-type: none"> ▪ Broads Authority (BA) ▪ Broadland District Council (BDC) ▪ Breckland District Council (BDC) ▪ Borough of King's Lynn & West Norfolk (BKLWN) ▪ Great Yarmouth Borough Council (GYBC) ▪ North Norfolk District Council (NNDC) ▪ Norwich City Council (NorCC) ▪ South Norfolk Council (SNC)
Norfolk Wildlife Trust (NWT)	A Trust that gives conservation advice to a wide variety of organisations and individuals, provides education services, and cares for over 50 nature reserves and other protected sites encompassing wetland, heathland, woodland and coastal habitats that provide a home for flagship species including otter, water vole, natterjack toad, bittern, common crane, marsh harrier, bearded tit, swallowtail and Norfolk hawk.
Local Housing Need (LHN)	The housing needs of an LPA area determined by a standard methodology that establishes a minimum level of new housing needed in an area.
Local Planning Authority (LPA)	The public authority whose duty it is to carry out specific planning functions for a particular area.

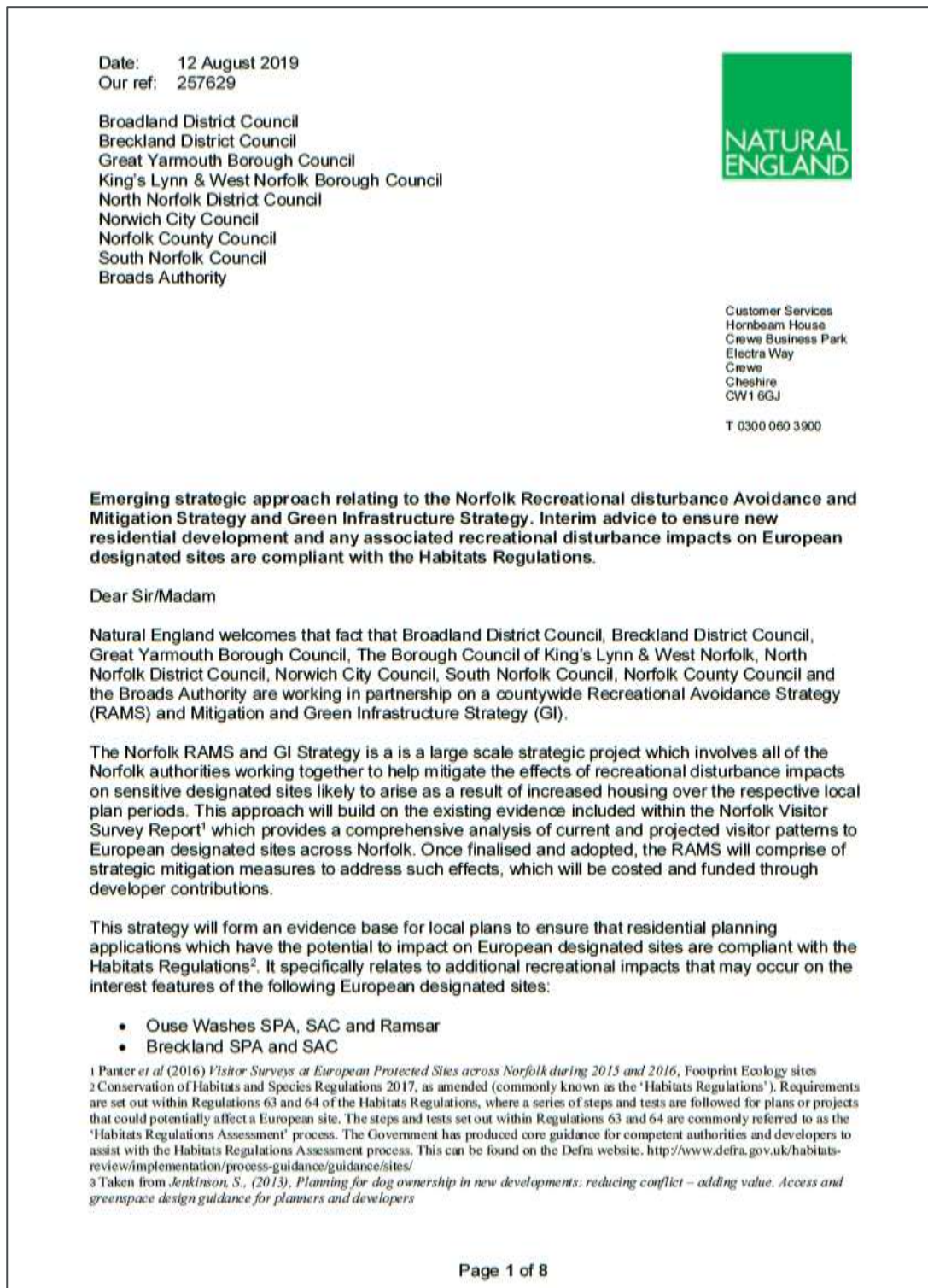
Term	Definition
Public Rights of Way (PROW)	A public right of way in the form of a footpath, bridleway, restricted byway, byway open to all vehicular traffic or a public road is a right that can be used by all members of the public.
Ramsar site	Wetland of international importance designated under the Ramsar Convention 1971 held in Ramsar, Iran.
Responsible Officer	Natural England officer responsible for a particular Habitats Site.
Royal Society for the Protection of Birds (RSPB)	The country's largest nature / bird conservation charity.
Section 106 agreement	Section 106 agreements (based on that section of the 1990 Town & Country Planning Act) are private agreements made between local authorities and developers and can be attached to a planning permission to make acceptable development which would otherwise be unacceptable in planning terms.
Section 111 agreement	A Section 111 agreement is a legally binding covenant that requires developers to enter into agreement under Section 111 of the Local Government Act 1972.
Site Improvement Plan (SIP)	SIPs outline the priority measures needed to achieve and maintain European species and habitats within a site in favourable condition. They provide a high-level overview of the issues affecting the condition of the site; identify the priority actions to address the issues; and identify the potential funding sources available. SIPs are based on Natural England's current evidence and knowledge and are live documents which are updated as further meetings take place with partners.
Strategic Access Management and Monitoring (SAMM)	Measures and co-ordinates visitor management across the whole of a Habitats Site. Access management is often seen as an important part of any RAMS / avoidance strategy.
Suitable Accessible Natural Green Space (SANGS)	The name given to green space that is of a quality and type suitable to be used as mitigation for the Habitats Sites.
Special Area of Conservation (SAC)	Land designated under Directive 92/43/EEC on the Conservation of Natural Habitats and of Wild Fauna and Flora.
Special Protection Area (SPA)	Land designated under Directive 79/409 on the Conservation of Wild Birds.
Site of Specific Scientific Interest (SSSI)	Sites of Special Scientific Interest (SSSIs) are those areas of land and water that are considered to best represent our natural heritage in terms of their: flora (i.e. plants), fauna (i.e. animals), and geology (i.e. rocks).

Term	Definition
Supplementary Planning Document (SPD)	Documents that provide further detail to the Local Plan. Capable of being a material consideration but are not part of the development plan.
Unilateral Undertaking (UU)	Are types of planning obligation authorised by Section 106 of the Town and Country Planning Act 1990. They are legal agreements between the Local Planning Authority and applicant / developer that aim to balance the extra pressure created by new development with improvements to ensure that the new development makes a positive contribution to the local area and community.
Visit Britain	The official tourism body for Great Britain.
Wetland Bird Survey (WeBS)	Monitors non-breeding waterbirds in the UK. There is a WeBS Alerts system which provides a method of identifying changes in numbers of water birds at a variety of spatial and temporal scales and reports are written every 3 years.
The Wash and North Norfolk Marine Partnership (WNNMP)	The Wash and North Norfolk Marine Partnership works to coordinate and help deliver all Relevant Authority legal duties to the European Marine Site.
Zone of Influence (ZOI)	An evidenced distance that establishes where development is likely to have a significant effect on a Habitats Site.

APPENDIX 1

A1(1) Natural England interim advice letter to Norfolk LPAs

Figure 26: Interim advice letter to Norfolk LPAs from Natural England (12/08/2019)



- Roydon Common and Dersingham Bog SAC
- Roydon Common Ramsar
- Dersingham Bog Ramsar
- The Wash SPA and Ramsar
- The Wash and North Norfolk Coast SAC
- North Norfolk Coast SAC, SPA and Ramsar
- Overstrand Cliffs SAC
- River Wensum SAC
- Norfolk Valley Fens SAC
- Winterton - Horsey Dunes SAC
- Great Yarmouth North Denes SPA
- Broadland SPA
- Breydon Water SPA
- The Broads SAC
- Waveney and Little Ouse Valley Fens SAC
- Redgrave and South Lopham Fen Ramsar

For further information on these sites, please see the [Conservation Objectives](#) and Information Sheets on [Ramsar Wetlands](#) which explain how each site should be restored and/or maintained.

Zones of Influence

As part of the work to inform the Norfolk RAMS evidence base 'zones of Influence' (ZOI) have been calculated following the collation and analysis of the Norfolk Visitor Survey data to determine the distances within which residents of new housing are likely to regularly visit relevant designated sites for recreation.

Table 1 shows the calculated ZOI but does not include all of the above listed designated sites, specifically the Ouse Washes, Overstrand Cliffs, River Wensum, Waveney and Little Ouse Valley Fens and Redgrave and South Lopham Fen. The calculated ZOI cover the breadth of Norfolk County encompassing all designated sites, consideration should be given to determine if the strategy could include the required visitor data collection and site monitoring to determine site specific mitigation where there are gaps in evidence.

Table 1: Zones of Influence

Area	European Designated Sites	ZOI (km)
Breckland sites	Breckland SPA Breckland SAC	26
Broads sites	The Broads SAC Broadland SPA	25
East Coast sites	Breydon Water SPA Winterton-Horsey Dunes SAC Great Yarmouth and North Denes SPA	30
North Coast sites	North Norfolk Coast SAC North Norfolk Coast SPA The Wash and North Norfolk Coast SAC	42
Roydon and Dersingham	Roydon Common and Dersingham Bog SAC Roydon Common Ramsar Dersingham Bog Ramsar	12
Norfolk Valley Fens	Norfolk Valley Fens SAC	15
The Wash	The Wash SPA The Wash Ramsar The Wash and North Norfolk Coast SAC	61

Once the Zol have been finalised, it will be anticipated that any new residential development within an identified zone will constitute a likely significant effect (LSE) on the sensitive interest features of the above designated sites through increased recreational pressure, either when considered 'alone' or 'in combination'. The RAMS (or associated Supplementary Planning Document) will, once adopted, specify requirements for developer contributions via a per house tariff to an agreed and costed suite of measures which have been developed to mitigate impacts to these designated sites.

Consultation arrangements

It is recognised that a proportion of the residential allocations in your local plans will be coming forward as planning applications prior to the adoption of the Norfolk RAMS. In the interim period until the RAMS is in place and the necessary developer contributions are known, it is important that any recreational impacts from residential schemes such as these are considered in terms of the Habitats Regulations through a project level Habitats Regulations Assessment (HRA). All planning decisions should be able to show that impacts to designated sites can be adequately mitigated and this should be demonstrated through appropriate assessment. Those boroughs and districts with existing strategies should continue to follow their established process and seek consultation in accordance with agreed criteria.

Natural England has already developed a set of [Impact Risk Zones \(IRZs\)](#) which helps guide planning authorities on the types and scale of development that we should be consulted on. We advise that we should continue to be consulted in line with these arrangements (i.e. where there are other IRZs are triggered in addition to the Norfolk RAMS)

Once Zol have been agreed, Natural England will refine residential IRZ's for the above designated sites to align with the Norfolk RAMS project and capture new residential development which falls within the Zols shown in Table 1 above; these will relate to the following development types:

- New dwellings of 1+ units (excludes replacement dwellings and extensions)
- Houses in Multiple Occupancy (HMOs)
- Student Accommodation
- Residential care homes and residential institutions (excludes nursing homes)
- Residential caravan sites (excludes holiday caravans and campsites)
- Gypsies, travellers and travelling show people plots

We advise that the applications in scope for consideration should include all new applications as well as those with outline planning permission where this issue has not previously been assessed through the HRA process.

Once strategic mitigation measures are agreed and costed, we will write to you again, as this will enable affected development projects to contribute in a standardised manner. We will then update our Impact Risk Zones to capture the majority of new residential housing development in this way.

Approach to avoidance and mitigation measures for recreational disturbance

We have included within Annex A of this letter a suggested HRA record template which can be used to record the conclusions of both the Screening and Appropriate Assessment stages of HRAs for planning applications within scope of the Norfolk RAMS for which recreational disturbance to the above sites is the only HRA issue. The use of this template is not mandatory but we have provided it in an attempt to streamline the process and make it as straightforward and consistent as possible for the authorities involved in the RAMS.

¹ Panter *et al* (2016) *Visitor Surveys at European Protected Sites across Norfolk during 2015 and 2016*, Footprint Ecology sites
² Conservation of Habitats and Species Regulations 2017, as amended (commonly known as the 'Habitats Regulations'). Requirements are set out within Regulations 63 and 64 of the Habitats Regulations, where a series of steps and tests are followed for plans or projects that could potentially affect a European site. The steps and tests set out within Regulations 63 and 64 are commonly referred to as the 'Habitats Regulations Assessment' process. The Government has produced core guidance for competent authorities and developers to assist with the Habitats Regulations Assessment process. This can be found on the Defra website: <http://www.defra.gov.uk/habitats-review/implementation/process-guidance/guidance/sites/>

³ Taken from Jenkinson, S., (2013), *Planning for dog ownership in new developments: reducing conflict – adding value. Access and greenspace design guidance for planners and developers*

Green Infrastructure

Natural England recommends that large developments (50+ houses) include green space that is proportionate to its scale to minimise any predicted increase in recreational pressure to designated sites, by containing the majority of recreation within and around the developed site. The [Suitable Accessible Natural Green Space](#) (SANGS) guidance can be helpful in designing this; it should be noted that this document is specific to the SANGS creation for the Thames Basin Heaths, although the broad principles are more widely applicable. Green infrastructure design should seek to achieve the Natural England Accessible Natural Greenspace Standards, detailed in [Nature Nearby](#), including the minimum standard of 2ha informal open space within 300m of everyone's home. As a minimum, we advise that such provisions should include:

- High-quality, informal, semi-natural areas
- Circular dog walking routes of 2.7 km¹ within the site and/or with links to surrounding public rights of way (PRoW)
- Dedicated 'dogs-off-lead' areas
- Signage/information leaflets to householders to promote these areas for recreation
- Dog waste bins
- to the long term maintenance and management of these provisions

To provide adequate mitigation onsite GI should be designed to provide a multifunctional attractive space of sufficient size to reduce frequent visits to sensitive sites. It should facilitate a variety of recreational activities whilst supporting biodiversity. Evidence and advice on green infrastructure can be found on the Natural England [Green Infrastructure web](#) pages. We also recommend the [Green Infrastructure Partnership](#) as a useful source of information when creating and enhancing GI.

Local Planning Authorities may also wish to consider to benchmark standards for accessible natural greenspace, the TCPA have published [Guides and Principles for Garden Communities](#), and Guide 7, Principal 9, references 40% green infrastructure as a target quantum. Whilst some larger housing allocations may not technically qualify for Garden Community status, nevertheless Natural England advises that this represents a quantum and quality standard which is aspirational in this context.

For individual schemes, Natural England would be happy to advise developers and/or their consultants on the detail of requirements at the pre-application stage through our charged Discretionary Advice Service, further information on which is available [here](#).

For any queries relating to the specific advice in this letter only please contact Victoria Wight using the details given below. For any new consultations, or to provide further information on this consultation, please send your correspondences to consultations@naturalengland.org.uk.

Yours sincerely

Victoria Wight
Norfolk and Suffolk Area Team

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Cc: Sue Hooton, Essex Place Services

**Annex A: Norfolk Recreational disturbance Avoidance and Mitigation Strategy (RAMS)
Habitat Regulation Assessment (HRA) Record**

Application details	
Local Planning Authority:	
Case officer:	
Application reference:	
Application description:	
Application address:	
Status of Application:	
Grid Ref:	

HRA Stage 1: screening assessment

Test 1 – the significance test: Based on the development type and proximity to European designated sites, a judgement should be made as to whether the development constitutes a 'likely significant effect' (LSE) to a European site in terms of increased recreational disturbance

Is the development within THE Zone of Influence (Zoi) for the Norfolk Rams with respect to the below sites

- 20km Brecks Sites; Breckland SPA, SAC
- 25km Broads Sites; The Broads SAC and Broadland SPA
- 30km East Coast Sites; Breydon Water SPA, Winterton-Horsey Dunes SAC and Great Yarmouth and North Denes SPA
- 42km North Coast Sites; North Norfolk Coast SAC, SPA, Ramsar and the Wash and North Norfolk Coast SAC
- 12km Roydon and Dersingham Bog SAC and Ramsar
- 15km of Norfolk Valley Fens SAC
- 51km of The Wash; The Wash SPA, Ramsar and The wash and North Norfolk Coast SAC

YES ↓

Does the planning application fall within the following development types?

- New dwellings of 1+ units included in current site allocations and windfall (excludes replacement dwellings and extensions)
- Houses in Multiple Occupancy (HMOs)
- Student Accommodation
- Residential care homes and residential institutions (excludes nursing homes)
- Residential caravan sites (excludes holiday caravans and campsites)
- Gypsies, travellers and travelling show people plots

YES ↓

Conclude LSE. This proposal is within scope of the Norfolk Coast RAMS as it falls within the 'zone of influence' for likely impacts and is a relevant residential development type as listed above. It is anticipated that such development in this area is likely to have a significant effect upon the interest features of the aforementioned designated site(s) through increased recreational pressure, when considered either alone or in combination. Therefore:

- Proceed to HRA Stage 2: Appropriate Assessment to assess recreational disturbance impacts on the above designated sites
- Check IRZs to see whether recreational disturbance is an issue for non-coastal European sites or Sites of Special Scientific Interest (SSSIs). If so, this will also need assessing outside of this HRA form.

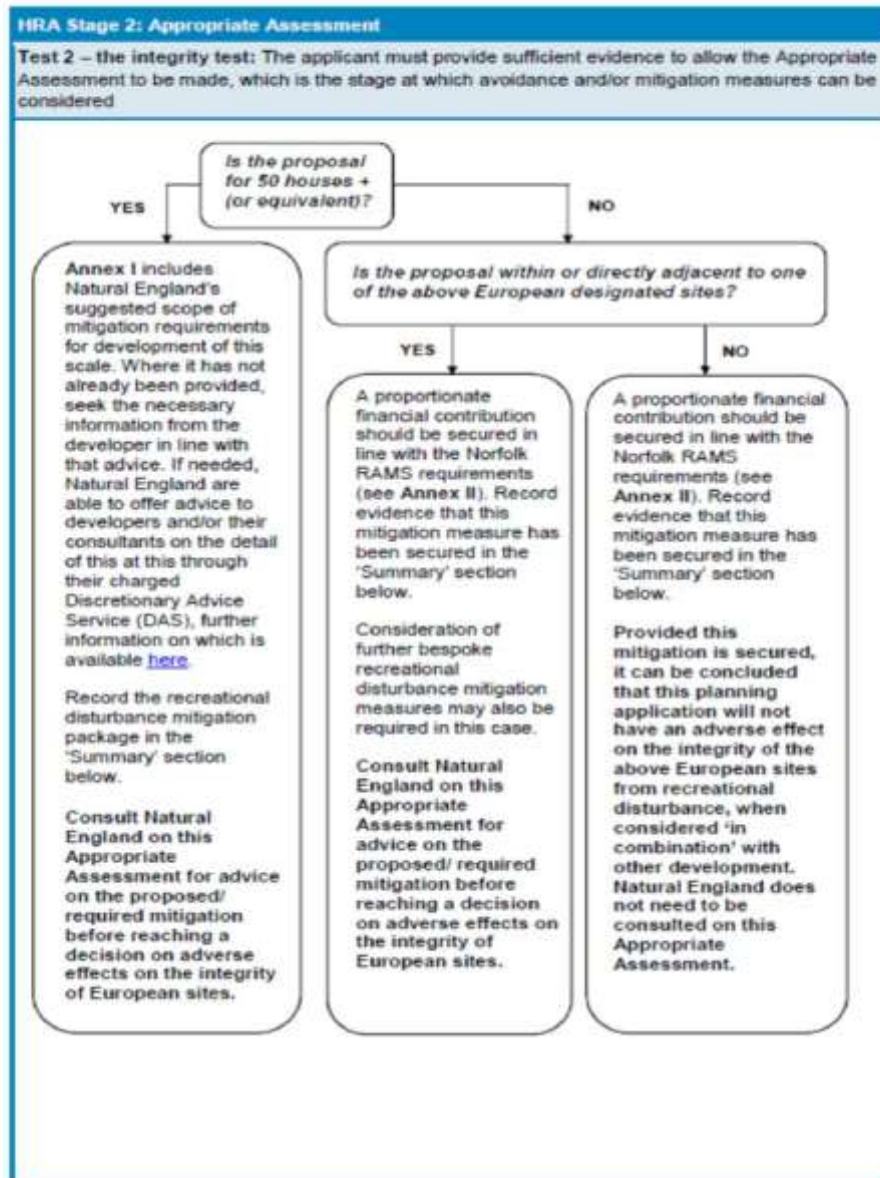
NO ↓

Conclude no LSE to the above designated sites in terms of recreational disturbance:

- An Appropriate Assessment (AA) is not required where recreational disturbance to these sites is the only issue of recreational disturbance to these sites can be scoped out of any HRA covering other issues.
- Check IRZs to see whether recreational disturbance is an issue for non-coastal European sites or Sites of Special Scientific Interest (SSSIs). If so, this will also need assessing outside of this HRA form.

NO ↓

The proposal is outside the scope of the Norfolk RAMS. However, applications involving unplanned development or tourist accommodation (including holiday caravans and campsites) could still potentially have recreational disturbance impacts (and other impacts) on designated sites, including those listed above. In cases such as this, consult Natural England for bespoke advice before concluding no LSE.



Summary of the Appropriate Assessment : To be carried out by the Competent Authority (the local planning authority) in liaison with Natural England (where necessary)
<u>Summary of recreational disturbance mitigation package</u>
[INSERT]
<u>Conclusion</u>
<i>Having considered the proposed avoidance and mitigation measures above, [INSERT LPA] conclude that with mitigation the project will not have an Adverse Effect on the integrity of the European sites included within the Norfolk RAMS.</i>
<i>Having made this appropriate assessment of the implications of the plan or project for the site(s) in view of that (those) site(s)'s conservation objectives, and having consulted Natural England and fully considered any representation received (where necessary), the authority may now agree to the plan or project under regulation 63 of the Conservation of Habitats and Species Regulations 2017.</i>
Local Planning Authority Case Officer comments, signed and dated:

Annex I – Natural England's recommendations for larger scale residential developments within the identified Norfolk RAMS zone of influence (50 units +, or equivalent, as a guide)
 Developments of this scale should include provision of well-designed open space/green infrastructure, proportionate to its scale. Such provisions can help minimise any predicted increase in recreational pressure to the European sites by containing the majority of recreation within and around the development site boundary away from European sites. We advise that the Suitable Accessible Natural Green Space (SANGS) guidance here can be helpful in designing this; it should be noted that this document is specific to the SANGS creation for the Thames Basin Heaths, although the broad principles are more widely applicable. As a minimum, we advise that such provisions should include:

- High-quality, informal, semi-natural areas
- Circular dog walking routes of 2.7 km² within the site and/or with links to surrounding public rights of way (PROW)
- Dedicated 'dogs-off-lead' areas
- Signage/information leaflets to householders to promote these areas for recreation
- Dog waste bins
- A commitment to the long term maintenance and management of these provisions

Natural England would be happy to advise developers and/or their consultants on the detail of this at the pre-application stage through our charged Discretionary Advice Service (DAS), further information on which is available [here](#).

However, the unique draw of the above European sites means that, even when well-designed, 'on-site' provisions are unlikely to fully mitigate impacts when all residential development within reach of the coast is considered together 'in combination'. We therefore advise that consideration of 'off-site' measures (i.e. in and around the relevant European designated site(s)) is also required as part of the mitigation package for predicted recreational disturbance impacts in these cases. Such measures are to be delivered strategically through the Norfolk RAMS to make the sites more resilient to increased recreational pressures. A proportionate financial contribution should therefore be secured from these developments in line with the Norfolk RAMS.

Annex II – Natural England's recommendations for smaller scale residential developments within the identified Norfolk RAMS zone of influence (0-49 units, or equivalent, as a guide) which are not within/directly adjacent to a European designated site
 Whilst the provision of well-designed open space/green infrastructure on site or contributions towards strategic green infrastructure in your district is to be welcomed for developments of this scale, we advise that consideration of 'off-site' measures (i.e. in and around the relevant European designated site(s)) is required as mitigation for predicted recreational disturbance impacts in these cases as a minimum. Such measures are to be delivered strategically through the Norfolk RAMS to make the sites more resilient to increased recreational pressures. A proportionate financial contribution should therefore be secured from these developments in line with the Norfolk RAMS.

APPENDIX 2

A2(1) Strategic Green Infrastructure and Open Space Baseline

Breckland

Breckland's Local Plan (BLP) (Adopted 2019)

The BLP has GI integrated on a strategic level by ensuring GI has its own policy - *ENVo1 Green Infrastructure*. It reads as follows:

New developments will be expected to exploit opportunities to incorporate green infrastructure and enhance existing connectivity; recognising the intrinsic value of the green infrastructure network and ensuring that the functionality of the network is not undermined as a result of development.

Through its layout and design, new development should respond to the location of existing green infrastructure and support appropriate uses and functions. Where it is considered that the development will have a detrimental effect on the quantity or function of existing green infrastructure, applications will be expected to demonstrate how the green infrastructure network will be enhanced as a result of the development. Developments that fail to exploit opportunities to integrate and enhance the existing local green infrastructure network will not be favourably considered.

This policy ensures that all new development incorporates GI and enhances the existing network. Additional policies within the Local Plan, such as ENVo2 Biodiversity Protection and Enhancement, ENV 03 The Brecks Protected Habitats & Species, Policy ENV 04 Open Space, Sport & Recreation, ENVo5 Protection and Enhancement of the Landscape and Policy ENVo6 Trees, Hedgerows and Development. Reference is also made to Biodiversity net gain, protection and enhancement of sites nature conservation and existing features, which all help retain and enhance the wider GI network and help feed into the county strategy. Policy details below:

Policy ENVo2 Biodiversity Protection and Enhancement

The highest level of protection will be given to European Sites, with development only permitted where the proposal is in accordance with the requirements of the Conservation of Habitats and Species Regulations 2017.

Where measures to mitigate for potential adverse effects on European sites are required, the proposed mitigation measures must be justified as fit for purpose with appropriate evidence, to inform the Council's Habitats Regulations Assessment.

Development likely to have an adverse effect (either directly or indirectly) on a site of national, regional or local biodiversity, or geological interest, as identified on the Policies Map, will not be permitted unless:

- a. it can be clearly demonstrated that there are reasons for the proposal that outweigh the need to safeguard the special ecological / geological interest of the site, and;
- b. it has been demonstrated, where development would result in significant harm, that it cannot be reasonably located on an alternative site that would result in less or no harm, and;
- c. residual harm, after all measures to prevent and adequately mitigate have been applied, will be adequately compensated for.

Where the Council considers that a designated site, protected species or any species or habitat, particularly where listed as a Priority Habitat or Species under Section 41 of the Natural Environment and Rural Communities Act (2006), may be adversely affected by a development proposal, an ecological assessment (EcIA) will be required to be submitted with the planning application to assess effects on flora and fauna, commensurate with the scale of the impact and the importance of the species.

In accordance with the stepwise approach to protecting biodiversity (the mitigation hierarchy), all development with the potential to affect biodiversity should demonstrate how such effects have been considered, by firstly demonstrating how effects

Breckland

have been avoided, and then how effects that cannot be avoided have been minimised. Residual harm, after all measures to prevent and adequately mitigate have been applied, must be adequately compensated for.

All development should demonstrate how net gains for biodiversity are being secured as part of the development, proportionate to the scale of development and potential impacts (if any). Where development is permitted, the authority will consider the need for conditions or planning obligations to ensure the protection and enhancement of the site's nature conservation and / or geological interest.

Wherever a proposed development may have a detrimental impact upon a designated site or protected species, appropriate conditions and/or planning obligations will be used to ensure that the appropriate mitigation measures incorporated within the proposal are fully implemented, and monitored where required.

Policy ENV 03 The Brecks Protected Habitats & Species

The Council requires that a Habitats Regulations Assessment is undertaken on all proposals for development that are likely to have a significant effect on The Breckland Special Protection Area (SPA) which is classified for its populations of Stone Curlew, Woodlark and Nightjar, and/or Breckland Special Area of Conservation (SAC), which is designated for its heathland habitats. Development will only be permitted where it can be demonstrated that the proposal will not adversely affect the integrity of the SPA or the SAC.

Stone Curlew

Plan level Habitats Regulations Assessment has been undertaken to identify where built development is likely to significantly affect the Breckland SPA. Map 5.1 identifies a 1,500m buffer zone from the edge of those parts of the SPA that support, or are capable of supporting, Stone Curlew, where new built development would be likely to significantly affect the SPA population. The plan level Habitats Regulations Assessment also identifies areas that have a functional link to the SPA, because they support Stone Curlew outside, but in close proximity to the SPA boundary. These areas also have a 1500m buffer zone, within which new built development would be likely to significantly affect the SPA population.

A conclusion of no likely significant effect can be met where the proposed building is located further than 1500m away from the SPA boundary (red primary buffer) or the identified (blue secondary buffer) or possible (orange square cells) areas that have a functional link.

Development within the SPA boundary, or located less than 1500m away from the SPA boundary or identified areas that have a functional link will not normally be permitted.

Where a proposed building is outside the SPA but within 1500m of the SPA boundary or identified or possible areas that have a functional link, there may be circumstances where a project level Habitats Regulations Assessment is able to demonstrate that the proposal will not adversely affect the integrity of the SPA. For agricultural buildings, applicants must provide evidence to show how their proposal meets the criteria listed in Natural England's "Agricultural Buildings and the Breckland SPA Stone Curlew constraint zone" advice note, or successor document. Circumstances where the proposal is able to conclusively demonstrate that it will not result in an adverse effect on Breckland SPA may include where the proposal is:

- More than 1500m away from potential stone curlew inside the SPA;
- A new building that will be completely masked from the SPA by existing built development;
- A proposed re-development of an existing building that would not alter its footprint or increase its potential impact;
- A new agricultural building of less than 120 sqm;
- An extension to existing agricultural buildings of less than 120 sqm or 100% of the original, whichever is less.

Large developments adjacent to, or just outside the primary or secondary buffer, particularly where occurring in an isolated area with few other buildings, are likely to also require project level assessment.

Woodlark and Nightjar

Breckland

Development within 400m of the SPA that support, or are capable of supporting Woodlark and/or Nightjar will not normally be permitted. The Council will consider the need for a Habitats Regulations Assessment to determine the implications of development on Nightjar and Woodlark on a case by case basis, depending on the location and nature of the proposal.

Recreation pressure and urban effects

Plan level Habitats Regulations Assessment has identified the potential for increased disturbance to Nightjar, Woodlark and Stone Curlew as a result of recreation, and the potential for other urban effects such as increased fire, litter and eutrophication to significantly affect Breckland SPA and SAC.

Monitoring and Mitigation Framework

The Council commits to a framework of measures that will enable it to coordinate the necessary monitoring and mitigation measures required to demonstrate that the increases in visitor pressure arising from new development in the District will be addressed before adverse effects on European sites occurs. These will include as a minimum the following measures to be implemented following adoption of the Plan:

- Creation of an advisory group;
- Production of a monitoring programme;
- Identification of mitigation measures; and
- Defining funding to support the above measures.

The Council will work with partners to develop a framework for managing and monitoring urban effects. Proposals for development where urban heaths at Thetford (Barnham Cross Common, Thetford Heath, Thetford Golf Club and Marsh), East Wretham or Brettenham are likely to be used as local greenspace will need to demonstrate the inclusion of mitigation measures that contribute to the framework to address the potential impact urban effects on Breckland SPA/SAC.

Policy ENV 04 Open Space, Sport & Recreation

Existing Provision

Development that would result in the loss of existing designated open space will only be permitted if:

- a) it can be demonstrated (through a local assessment) that there is an excess of recreational or amenity open space in the settlement and the proposed loss will not result in a current or likely shortfall during the plan period; or
- b) recreational facilities within the open space will be enhanced by the proposed development on an appropriate portion of the open space; or
- c) the community would gain greater benefit from the developer providing a suitable alternative recreational or amenity open space in an equally accessible and convenient location.

The development of existing open space with an ecological value (a known biodiversity or nature conservation interest) will not be permitted.

New Provision

All new residential development is expected to provide a contribution towards outdoor playing space equivalent to 2.56 hectares per 1,000 population*, which equates to 25.6m² of outdoor playing space per person. As set out in the Open Space Assessment (2015), this 25.6m² is broken down to 17.6m² of outdoor sport area and 8m² of children's play space.

There is a presumption that for developments comprising of 25 dwellings or more that open space, sport and recreation facilities will be provided within the development site. Where on-site provision is provided, the space should be of an appropriate type to serve the needs of the development, well related to the proposed residential properties and in accordance with relevant standards.

Breckland

Within a residential development of 25 or more dwellings priority should be given to the provision of children's play areas since the facility is most likely to be required within an easy reach of dwellings and will be required to conform to the 0.8ha per 1000 people standard in provision of children's play area in accordance with the NPFA standard.

Major development sites comprising more than 10 dwellings, but less than 25 dwellings will be expected to make proportionate off-site contributions towards open space, sports and recreational facilities.

Policy ENV 05 Protection and Enhancement of the Landscape

The landscape of the District will be protected for the sake of its own intrinsic beauty, its benefit to the rural character and in the interests of biodiversity, geodiversity and historic conservation. Development should have particular regard to maintaining the aesthetic and biodiversity qualities of natural and man-made features within the landscape, including a consideration of individual or groups of natural features such as trees, hedges and woodland or rivers, streams or other topographical features.

Release of land in Breckland will have regard to the findings of the Council's Landscape Character Assessment (LCA) and Settlement Fringe Landscape Assessment to ensure land is only released in areas where the impact on the landscape is minimal. Development should also be designed to be sympathetic to landscape character and informed by the LCA.

High protection will be given to The Brecks landscape, reflecting its role as a regionally significant green infrastructure asset. Proposals within The Brecks Landscape Character Areas will not be permitted where these would result in harm to key visual features of the landscape type, other valued components of the landscape, or where proposals would result in a change in the landscape character.

High protection will also be given to the river valleys and chalk rivers in Breckland as identified in the Landscape Character Assessment, recognising their defining natural features, rich biodiversity and the undeveloped character of their shallow valleys.

Policy ENV 06 Trees, Hedgerows and Development

Trees and significant hedge and shrub masses form part of the green infrastructure network and should be retained as an integral part of the design of development except where their long-term survival would be compromised by their age or physical condition, or there are exceptional and overriding benefits in accepting their loss.

Development requiring the loss of a protected tree or hedgerow (including preserved trees, protected hedgerows, trees in Conservation Areas, ancient trees, aged and veteran trees and trees classified as being of categories A or B in value (BS5837:2012) will only be permitted where:

- a) the removal of a tree or hedgerow will enhance the survival or growth of other protected trees or hedgerows, or;
- b) it would allow for a substantially improved overall approach to the design and landscaping of the development that would outweigh the loss of any tree or hedgerow.

Where the loss of trees is accepted in these circumstances, developers will be required to retain enough space to ensure that at least one tree of a similar ultimate size to that removed is planted with sufficient room to reach maturity without future pressure for pruning or removal.

Reference is made to the GIMP Strategic GI corridors and habit core areas, as well as the Norfolk Trails. It states: *The network of green infrastructure in the District, including water bodies and the strategic green infrastructure corridors shown on the Policies Map, should be safeguarded, retained and, where opportunities arise, enhanced. Enhancement of the green infrastructure network will be sought through the promotion of positive action, and the development management process.*

This wording ensures that existing GI, and the enhancement of Strategic GI corridors will be expected at all levels of development management and therefore all new housing growth will have provision for adequate GI.

Open Space Assessment (2015)

Breckland

Audit Local Provision

The site audit for this study was undertaken during early to late winter 2014. The sites listed within the accompanying Open Space Parish Schedule 2015 detail each individual piece of open space across the district, by parish.

In total, 698 open spaces (including provision for children and young people) are identified, reviewed/plotted on GIS and assessed to evaluate site quality and quantity. For the purposes of Table 'Total Open Space Provision', each site is classified based on its primary open space purpose, so that each type of space is counted only once. The following typologies as detailed in Chapter 5 are used.

Total Open Space Provision:

Type	No of Sites	Total Area (ha)
Outdoor Sports	91	176
Children's Play (includes primary and secondary sites)	108	8
Parks and Gardens	3	3.2
Natural and semi-natural green space	74	519
Amenity green space	325	154
Green Corridors	12	30.3
Allotments	43	49.7
Cemeteries and Churchyards	128	69.7
Golf Courses	6	236
Civic Spaces	2	0.08
Local Green Space	See Section 7.11	
Total	792	1,245

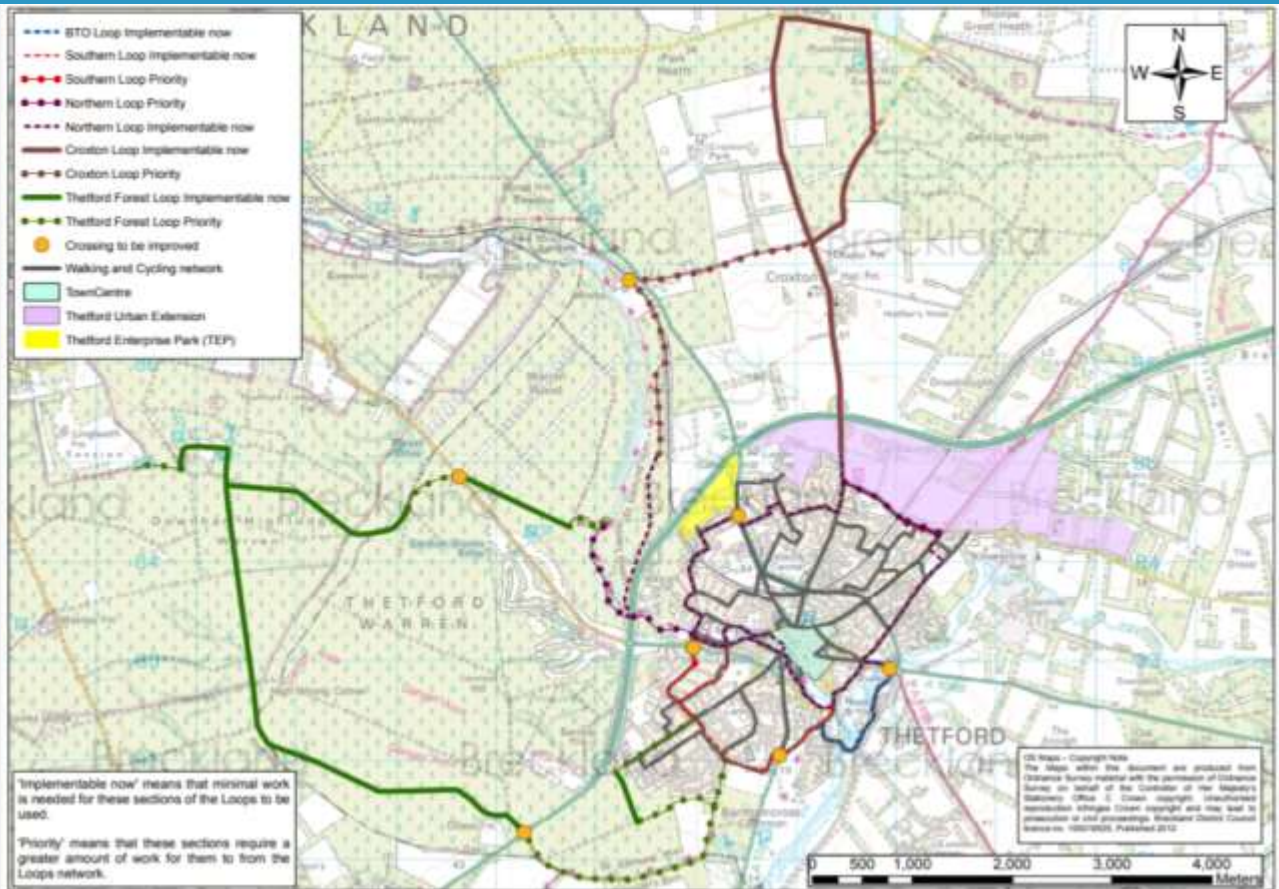
Whilst there are 698 sites within Breckland, the table above lists 792, this is due to the secondary use of children's play areas which are regularly located within outdoor sports facilities or amenity green spaces.

Thetford Area Action Plan (AAP) (Adopted 2012).

On a local level, implementation of this policy will be supported by consideration of more detailed local green infrastructure strategies such as those created for the market towns of Dereham and Thetford. For example, Thetford has its own GI Strategy as well as Area Action Plan (AAP) (Adopted 2012). The AAP refers to GI in detail, with policies and project initiatives that look to restore and enhance the GI network. For instance, Policy TH 12: The Thetford Loops.

Thetford Loops

Breckland



(Source: Thetford Area Action Plan, 2012)

The Thetford Loops are multi-purpose, high quality routes for pedestrians and cyclists for leisure and utility trips. Proposals/schemes for areas where parts of the Loops network runs through or are directly adjacent, will provide the Loops as part of the proposal/scheme. The Thetford Loops offer considerable potential to enhance the walking and cycling network by providing convenient and attractive paths for pedestrians and cyclists to move around the town and improve access to the surrounding countryside. The design and implementation of the Loops will ensure impacts from recreational use to the European Protected Sites surrounding Thetford are avoided.

The Loops also pick up the signed National Cycle Route 13 and the Two Rivers Regional Cycle Route 30, both of which make use of the quiet roads in the area. The Hereward Way (a National Trail) is also adjacent to the Loop proposals and available for walkers.

Development proposals should also be informed by made Neighbourhood Plans which often highlight significant green spaces of importance to the community in their policies and can also include new designations of local green space.

Greater Norwich

Greater Norwich Development Partnership (GNDP) Green Infrastructure Strategy (2007)

The GNDP GI Strategy sets out a vision for green infrastructure in the Greater Norwich Area for a “*multifunctional network of green spaces and green links, providing an environmental life support system for communities and wildlife*”.

It seeks to “*ensure that pressures on important natural and historic aspects of green infrastructure in the Greater Norwich Area are minimised, and opportunities to enhance green infrastructure to meet the needs of people and biodiversity are maximised.*”

Greater Norwich

The Strategy sets out six core principles for GI planning and management to underpin relevant policies, plans and decisions with the Greater Norwich area:

- “Safeguard and protect valuable green infrastructure resources;
- Integrate green infrastructure into development schemes and existing developments;
- Enhance green infrastructure where of low quality, in decline or requiring investment to realise its potential to meet future demands;
- Mitigate potential adverse effects of development, new land uses and climate change;
- Create new green infrastructure where there is an identified deficit, or growth is planned and additional provision or compensatory measures are needed.”

The document proposes and identifies a multi-functional GI network for the Greater Norwich area.

The green infrastructure network connects Norwich, other settlements and the countryside via green corridors, particularly along the river valleys, providing sustainable opportunities for communities in towns and villages to access, enjoy and appreciate a variety of greenspaces on their doorstep and in the wider countryside.

The network also connects a diverse range of wildlife habitats and provides important ecological corridors for species dispersal and migration.

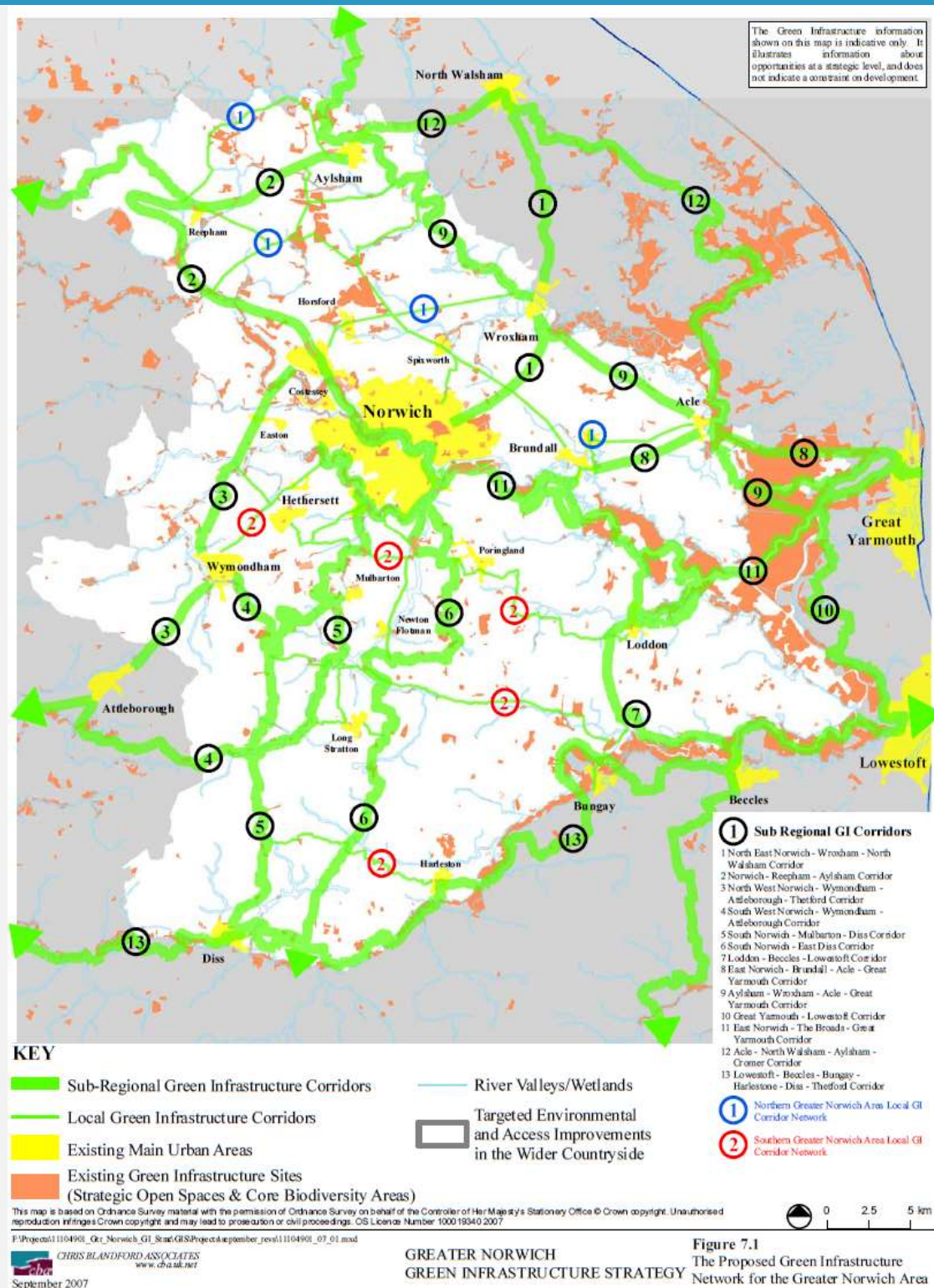
The green infrastructure approach should be regarded as a long-term framework for sustainable development, protecting the natural and historic environment and enhancing the distinctive qualities that give the Greater Norwich Area its special character.

Green infrastructure should be delivered, protected and managed through the commitment and involvement of the public, private and voluntary sectors across the Greater Norwich Area working in partnership.

Proposed GI Network for the Greater Norwich Area

(overleaf)

Greater Norwich

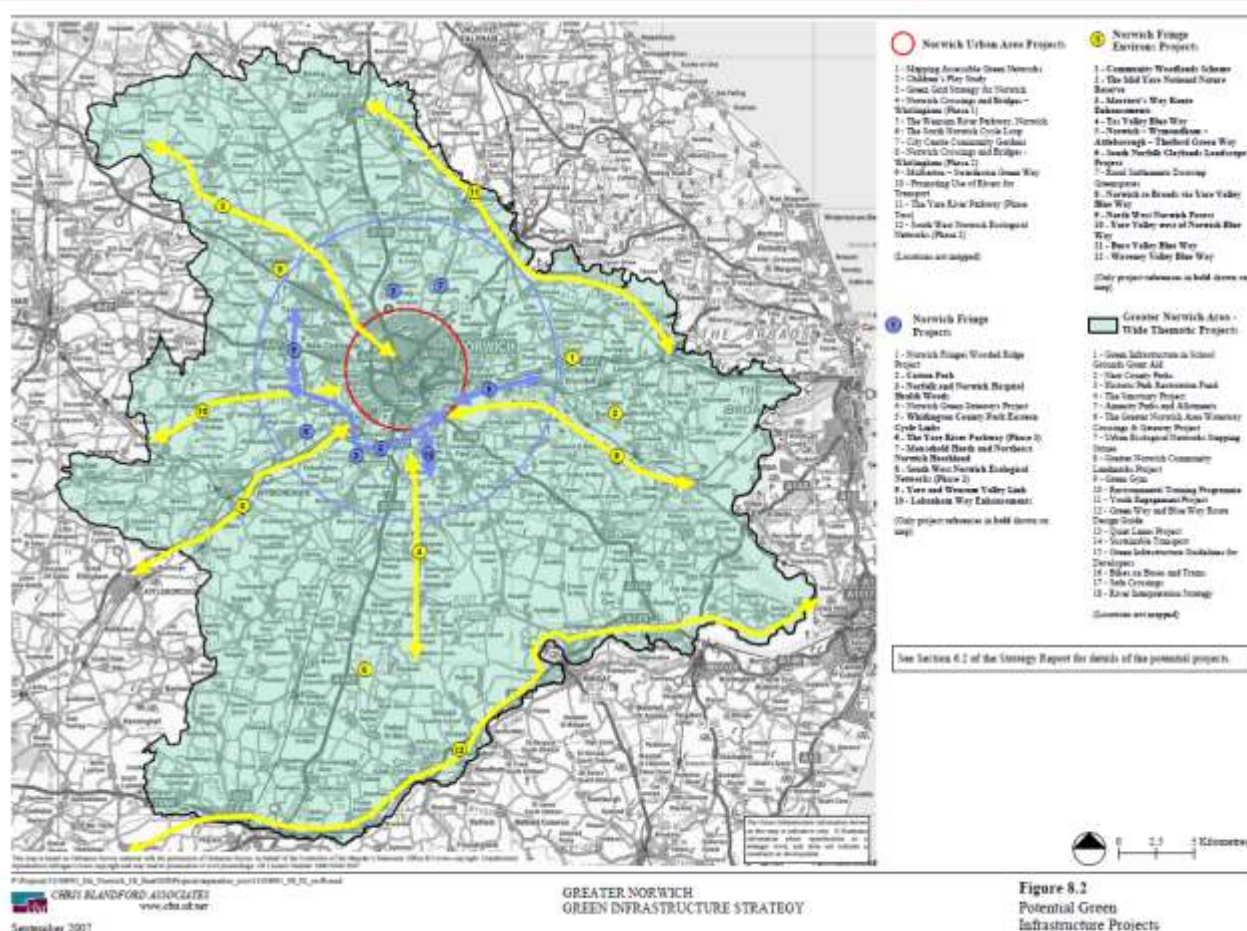


Source: GNDP GI Strategy (2007)

A number of potential green infrastructure projects are identified within the Action Plan including the New Country Parks project, Historic Park Restoration Fund and Green Gym project (see map below). These GI projects would contribute to the strategic GI network and address function and benefit deficits within the area.

Greater Norwich

Potential Green Infrastructure Projects



Source: GNDP GI Strategy (2007)

GNDP Green Infrastructure Delivery Plan (2009)

The JCS provides strategic policies that cover the Greater Norwich area. GI is embedded throughout the document. However, the one policy that highlights it most is Policy 1: Addressing climate change and protecting environmental assets. Details within this policy include:

"In areas not protected through international or national designations, development will:

- *minimise fragmentation of habitats and seek to conserve and enhance existing environmental assets of acknowledged regional or local importance. Where harm is unavoidable, it will provide for appropriate mitigation or replacement with the objective of achieving a long-term maintenance or enhancement of the local biodiversity baseline*
- *contribute to providing a multifunctional green infrastructure network, including provision of areas of open space, wildlife resources and links between them, both off site and as an integral part of the development*
- *help to make provision for the long-term maintenance of the green infrastructure network."*

Within this section of the JCS it also states "Investment and development will provide a multifunctional network of green spaces and green links, having regard to factors such as accessibility, existing and potential open spaces, natural and seminatural areas, protection of the water environment, landscape, geodiversity and the fundamental need to contribute to ecological networks. More detailed delivery of green infrastructure will be taken forward through delivery plans and other elements of

Greater Norwich

LDFs.” This demonstrates that as well as the JCS and the Greater Norwich GI Strategy, individual LAs will have additional localised GI policies, projects and objectives.

Greater Norwich Infrastructure Plan (GNIP) (2020)

The GNIP was produced to co-ordinate and manage the delivery of strategic infrastructure to support growth, improve quality of life and enhance natural environment. The document is update annually to reflect the latest information available and how projects evolve. GI is one of the GNIP main priorities and are based on the need to mitigate the potential impacts on Habitats Sites under the Habitat Regulations. The document sets out over 100 projects of different scales across the Greater Norwich region, falling within different GI Priority Areas. Examples include Phases of Broadland Way and the Yare and Wensum Valleys Link. Details for both, and others, include status, estimated scheme cost, funding and current spend.

Habitats Regulations Assessment of Greater Norwich Regulation 18 Draft Plan

The assessment of Policy 7.1 ‘The Norwich urban area including the fringe Parishes’, Policy 7.2 ‘The Main Towns’ and Policy 7.3 ‘The Key Service Centres’ states that “The scale of housing growth means that emphasis will need to remain on providing sufficient green infrastructure by developers directly or via the emerging Green Infrastructure and Recreational Impact Mitigation Strategy to provide sufficient recreational facilities to minimise any increase of visitor pressure on European sites.”

The document also concludes that the Greater Norwich Local Plan Strategy would have no adverse effect upon the integrity of any European site acting alone if there is “satisfactory com of the Green Infrastructure and Recreational impact Avoidance Mitigation Strategy (Section 5) that provides:

- “a tariff-based payment taken from residential, and other relevant accommodation e.g. tourist accommodation, that will be used to fund a mixture of mitigation measures, most likely consisting of: soft and hard mitigation measures at the designated natural sites themselves to increase their resilience to greater visitor numbers.
- the provision of suitable alternative natural green space (SANGs), which would be large enough to meet a range of needs and sufficiently well publicised for effective mitigation. The current Broadland District Council Development Management DPD policy EN3 may be considered as a precedent for housing growth in the emerging Greater Norwich Local Plan, although consideration will need to be given to new evidence emerging as part of plan production.

Implementation of a wider programme of Green Infrastructure Improvements in accordance with current and emerging project plans so that residents of existing and proposed housing have an alternative to European sites for regular routine activities such as dog walking.

Topic Paper: Green Infrastructure and Recreation Open Space (2011)

This paper provides an estimation of the costs of green infrastructure required to support sustainable if the growth takes place as it has been predicted in the JCS.

Alternative delivery mechanisms such as providing open space facilities off site alongside other infrastructure projects are discussed as well as enhancing existing sites with improved facilities to accommodate more intensive use/providing alternative uses.

Given the growth planned in Greater Norwich will place additional pressure on the existing green infrastructure networks strategic GI projects and the associated funding are also reviewed. GI elements include:

- Walking and Cycle Routes - Improvement and new routes.
- Small Strategic Projects - A series of small strategic projects which have been prioritised for the next 5 years
- Larger Strategic Projects - Larger strategic projects as identified in the JCS

Greater Norwich

The funding summary is shown below:

Table 4 - Strategic Green Infrastructure costs 2008-2026

SUMMARY	
Project	Total Cost
Cycle Routes	£500,000
Existing walking access links to be improved (NE)	£2,160,000
New Access links needed (NE)	£1,340,000
Total cost for short term projects (5 Years) = £2,330,000 x 3 (for the 15 Year period) = £6,999,000)	£7,000,000
Long Term Strategic Projects	£1,000,000
Visitor Pressure	£1,000,000
Contingency	£5,000,000
Total	£18,000,000

Broadland (Greater Norwich)

Development Management DPD (2015)

The Development Management DPD (DMDPD) has its own GI policy - *Policy EN3 – Green Infrastructure*. It reads as follows:

All development will be expected to maximise opportunities for the creation of well-managed network of wildlife habitats.

Residential development consisting of five dwellings or more will be expected to provide at least 4ha of informal open space per 1,000 population and at least 0.16ha of allotments per 1,000 population.

Development will also be expected to make adequate arrangements for the management and maintenance of green infrastructure.

This policy is important as it refers to ‘informal’ open space, rather than ‘formal’ open space. It also states that improving the provision, quality and accessibility of informal open space will “mitigate the potential impacts of visitor pressure upon sensitivity international designated sites” (Habitats Sites). More importantly, if development sites are unable to provide adequate informal open space, off-site provision is necessary, and this can be provided through a viable alternative as part of the wider GI network.

Recreational Provision in Residential Development SPD (2016)

To build on the DMDPD, Broadland also produced a Recreational Provision in Residential Development SPD that sets out standards for formal and informal recreation space. In terms of Informal Recreational Space, it states that:

“Informal open space areas created will need to be to a sufficiently high standard and quality to provide a viable alternative to visiting N2K sites or contribute to the provision of a viable alternative as part of a wider green infrastructure network. Regard should be had to the Green Infrastructure Study and Green Infrastructure Delivery Plan underpinning the JCS. This may include some of the priorities identified in the Greater Norwich Green Infrastructure Study, the Greater Norwich Green Infrastructure Delivery Plan (GIDP) and the Greater Norwich Infrastructure Plan (GNIP). Regard should also be had to priorities identified within the emerging Norfolk Green Infrastructure Strategy.”

Broadland (Greater Norwich)

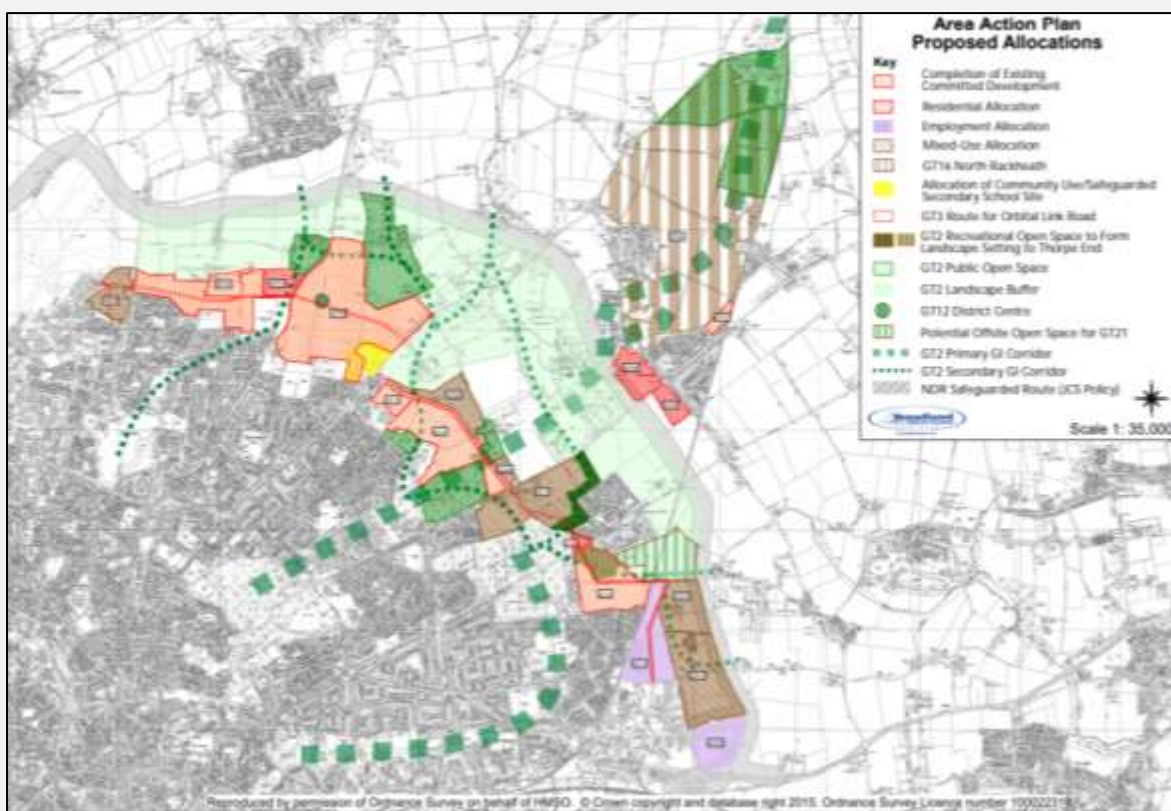
The Growth Triangle Area Action Plan (GTAAP) (Adopted 2016)

The GTAAP specifically applies to areas of Old Catton, Rackheath, Sprowston, Thorpe St Andrew and other parishes. The GTAAP has a strategic policy in place for GI:

Policy GT 2: Green Infrastructure

Primarily it is regarding an area of green space (landscape buffer) that has been identified as a landscape setting to the edge of Norwich (see Policy map below), preserving important elements of the landscape structure of the area, such as; woodland mature trees, intact hedgerows and historic parkland landscapes.

Policy Map (GTAAP)



(Source: Growth Triangle Area Action Plan (2016))

Parts of the policy read as follows:

“An area which will form the landscape setting to the future built edge of Norwich is identified on the Policies Map. Within this designated area development will be permitted for:

- *Extension or alterations to an existing building; and or*
- *Development that would result in a significant community benefit”*

“Biodiversity and Habitat connectivity will be achieved through the delivery of two primary and seven secondary green infrastructure corridors. The corridors are shown on the policies maps.

Three large areas of public open space assets, which will make an important contribution to the green infrastructure network, are identified on the proposal’s maps. These are Beeston County Park, including Red Hall Farm, Harrisons Woodland Park and the North Rackheath Buffer Zone.

Broadland (Greater Norwich)

Formal and informal recreational open space and GI will be provided through development in accordance with the development management policies of the local plan. Informal and formal OS, sports pitches, play areas, walking and cycling routes, landscaping and SuDS will be located and orientated to support the delivery of the identified primary and secondary corridors.

Outside of areas allocated for development, or as POS, proposals for the provision of GI that require planning permission (such as POS) will be permitted unless the proposal would result in significant harm in terms of biodiversity, landscape or any other material consideration.”

The primary green infrastructure corridors referred to in Policy GT2 are:

- Mousehold to the Broads; and,
- Thorpe Ridge.

The Seven secondary green infrastructure corridors to be delivered through Policy GT2 are:

- Catton Park to Spixworth
- Beeston Country Park to Spixworth Park
- Thorpe Woodlands to Broadwalk Plantation/Fir covert
- Thorpe Woodlands to Dobb Beck (via Harrisons Plantation)
- Thorpe Woodlands to Dobb Beck (via Rackheath Park)
- Thorpe Woodlands to Witton Run; and,
- Thorpe Woodlands to Smee Lane, Plumstead

These green infrastructure corridors will be delivered through a series of projects and proposals.

The other main policies relevant to green infrastructure and development include policies 11 and 12:

Policy 11: Conserving and enhancing the natural environment

In relation to determining planning applications, the policy states that “opportunities to incorporate biodiversity in and around developments should be encouraged” and that policies and decisions should “limit the impact of light pollution from artificial light on local amenity, intrinsically dark landscapes and nature conservation” by encouraging good design.

Policy 12: Conserving and enhancing the historic environment

This policy summarises the process required for conservation of historic assets. In particular it states that planning applications should be required to “describe the significance of any heritage assets affected, including any contribution made by their setting” and that in determining planning applications, local planning authorities “should take account of:

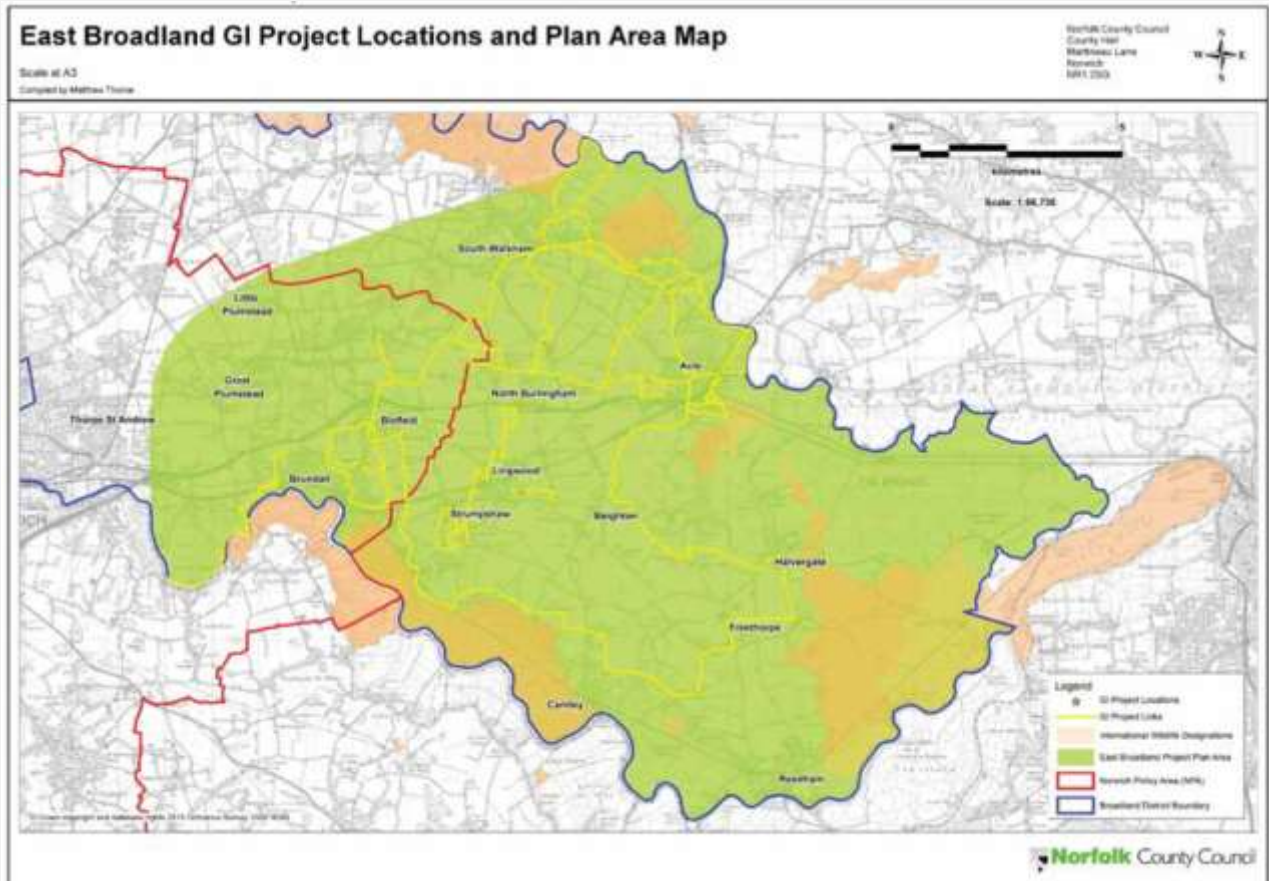
- the desirability of sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation;
- the positive contribution that conservation of heritage assets can make to sustainable communities including their economic vitality; and
- the desirability of new development making a positive contribution to local character and distinctiveness.”

East Broadland Green Infrastructure Project Plan (EBGIPP) (2015)

The EBGIPP is a project plan that focuses on delivery of potential GI projects for the short-, medium- and long-term within the area of Great Plumstead and Acle. The map below shows the identified project locations and links where potential improvements can be made, or new GI projects can take place. Projects include; the Witton Run GI Project, Link from Blofield to Blofield Heath and A47 Safe Foot and Cycle Crossing. The details of each project are set out, along with the opportunities, risks and

Broadland (Greater Norwich)

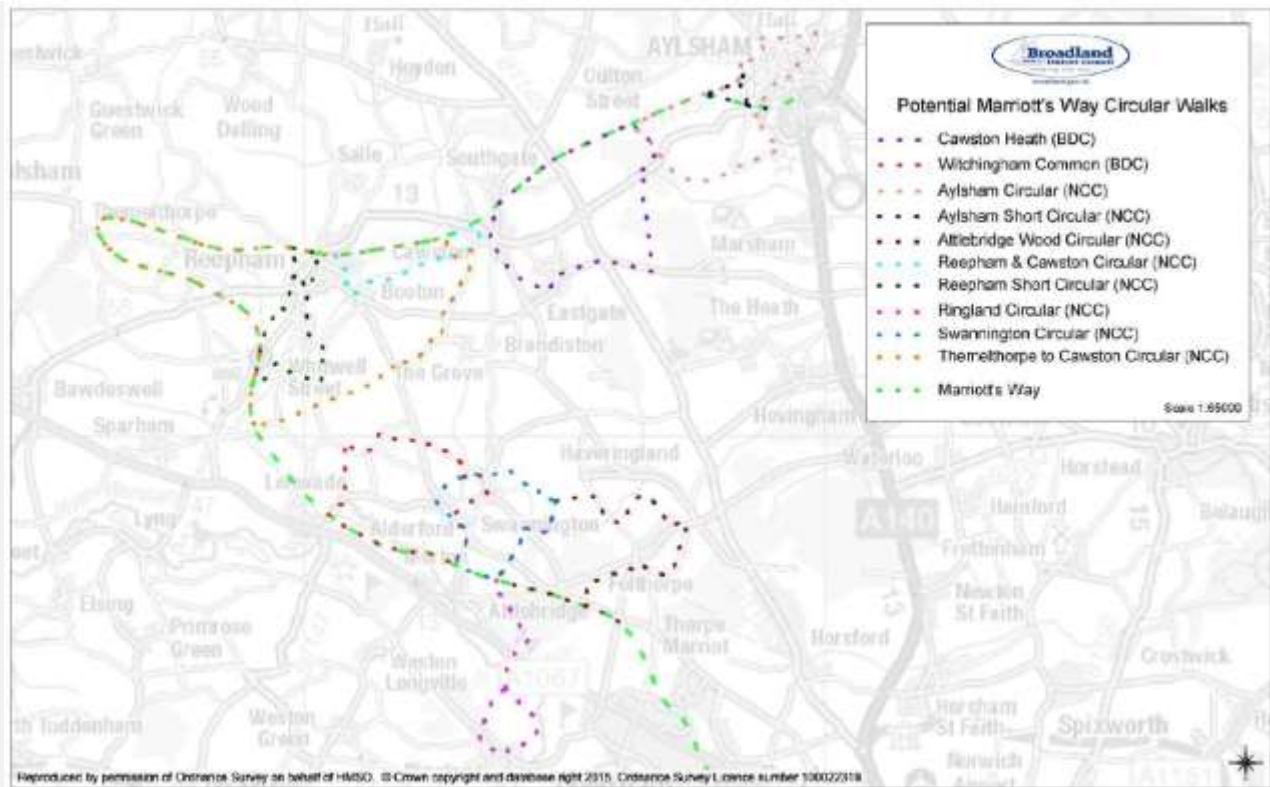
justification. As well as enhancing the GI network, great importance within this study is given to the protection of highly sensitive wildlife sites such as SSSIs and CWS.



West Broadland Green Infrastructure Project Plan (2018)

A similar approach was taken to the WBGIPP as the EBGIPP with a focus on delivery of potential GI projects within the West Broadland area. Projects include; the Thorpe Marriott Greenway, South Drayton Greenway and Marriott's Way Circular Walks (as shown on the map below). The details of each project are set out, along with the opportunities, risks and justification.

Broadland (Greater Norwich)



Kings Lynn and West Norfolk

Site Allocations and Development Management Policies Plan (Adopted 2016)

Given the importance of retaining and enhancing the boroughs GI network, along with the recreational pressures on Habitats Sites, it was identified that there is a need for monitoring and mitigation measures. For this reason, the Policy DM 19 - Green Infrastructure/Habitats Monitoring and Mitigation was adopted. The GI element of this policy is as follows:

“Opportunities will be taken to link to wider networks, working with partners both within and beyond the Borough.

The Council supports delivery of the projects detailed in the Green Infrastructure Study including:

- *The Fens Waterway Link- Ouse to Nene;*
- *The King's Lynn Wash/Norfolk Coast Path Link;*
- *Gaywood Living Landscape Project;*
- *The former railway route between King's Lynn and Hunstanton; and*
- *Wissey Living Landscape Project.*

The Council will identify, and coordinate strategic delivery, with relevant stakeholders, of an appropriate range of proportionate green infrastructure enhancements to support new housing and other development and mitigate any potential adverse effects on designated sites of nature conservation interest as a result of increased recreational disturbance arising from new development. All new development must ensure there is no adverse effect on a European Protected Site through the provision of appropriate measures. These enhancements will be set out in a Green Infrastructure Delivery Plan.

Kings Lynn and West Norfolk

Major development will contribute to the delivery of green infrastructure, except:

- *Where it can be demonstrated the development will not materially add to the demand or need for green infrastructure.*

Where such a contribution would make the development unviable, the development will not be permitted unless:

- *It helps deliver the Core Strategy; and*
- *The relevant contribution to that Strategy could not be achieved by alternative development, including in alternative locations or in the same location at a later time;*
- *or Unless the wider benefits of the proposed development would offset the need to deliver green infrastructure enhancements.*

More detailed local solutions based on the Green Infrastructure Strategy will be developed for Downham Market and Hunstanton, particularly in relation to the main growth areas and King's Lynn and surrounding settlements."

This then leads to Habitats Regulations Assessment monitoring and mitigation section, which looks to ensure adequate provision of informal open space to avoid an adverse effect on Habitats Sites. These reads as follow:

"In relation to Habitats Regulations Assessment monitoring and mitigation the Council has endorsed a Monitoring and Mitigation Strategy including:

- *Project level HRA to establish affected areas (SPA, SAC, RAMSAR) and a suite of measures including all/some of:*
- *Provision of an agreed package of habitat protection measures, to monitor recreational pressure resulting from the new allocations and, if necessary, mitigate adverse impacts before they reach a significant threshold, in order to avoid an adverse effect on the European sites identified in the HRA. This package of measures will require specialist design and assessment, but is anticipated to include provision of:*
 - i. *A monitoring programme, which will incorporate new and recommended further actions from the Norfolk visitor pressure study (anticipated to be completed in Spring 2016) as well as undertaking any other monitoring not covered by the County-wide study.*
 - ii. *Enhanced informal recreational provision on (or in close proximity to) the allocated site [Sustainable Accessible Natural Greenspace], to limit the likelihood of additional recreational pressure (particularly in relation to exercising dogs) on nearby relevant nature conservation sites. This provision will be likely to consist of an integrated combination of:*
 - 1. *Informal open space (over and above the Council's normal standards for play space);*
 - 2. *Landscaping, including landscape planting and maintenance;*
 - 3. *A network of attractive pedestrian routes, and car access to these, which provide a variety of terrain, routes and links to the wider public footpath network.*
 - iii. *Contribution to enhanced management of nearby designated nature conservation sites and/or alternative green space;*
 - iv. *A programme of publicity to raise awareness of relevant environmental sensitivities and of alternative recreational opportunities."*

This section is important as it acknowledges the need for "enhanced informal recreational provision", rather than just amenity space. By making this commitment, there is a guarantee that GI enhancements will be provided on site that will improve the borough and county GI network, rather than just green space.

Borough Council of Kings Lynn and West Norfolk Green Infrastructure Study: Stage Two (GISS2) (2010)

Kings Lynn and West Norfolk

The GISS2 was completed in 2010 and provides a borough wide analysis of; existing provision, deficits, potential improvements, policies to deliver GI and high, medium and low priority projects. The Stage Two document specifically provides a strategy, action plan and business plan to promote and support the delivery of GI in the borough. Plans were produced to highlight projects which support the delivery and inclusion of GI focusing primarily upon the creation of new habitats, new access/recreation routes, residential development and the extension/enhancement of industrial sites.

The vision for the borough was identified following discussions with key stakeholders at workshops and meetings. It draws on the Sustainable Community Strategy, Core Strategy and other GI related strategies. The vision is as follows:

King's Lynn and West Norfolk's GI Vision (2009-2029)

"We want to safeguard our justly famous natural and historic environment, at the same time making sustainability a central part of our vision. We want to build connections with other local and regional economies, reduce reliance on the car, and prepare ourselves for the challenges of climate change.

In 2030...

West Norfolk has undergone regeneration and growth that complements its high quality historical and natural inheritance;

communities in West Norfolk benefit from quality public spaces and parks with access to the coast and countryside that make the area special;

West Norfolk is meeting the challenges of climate change;

people will be less reliant on the motor car to access places and services; and

West Norfolk still feels like somewhere unique in its own right, based on its own local distinctiveness".

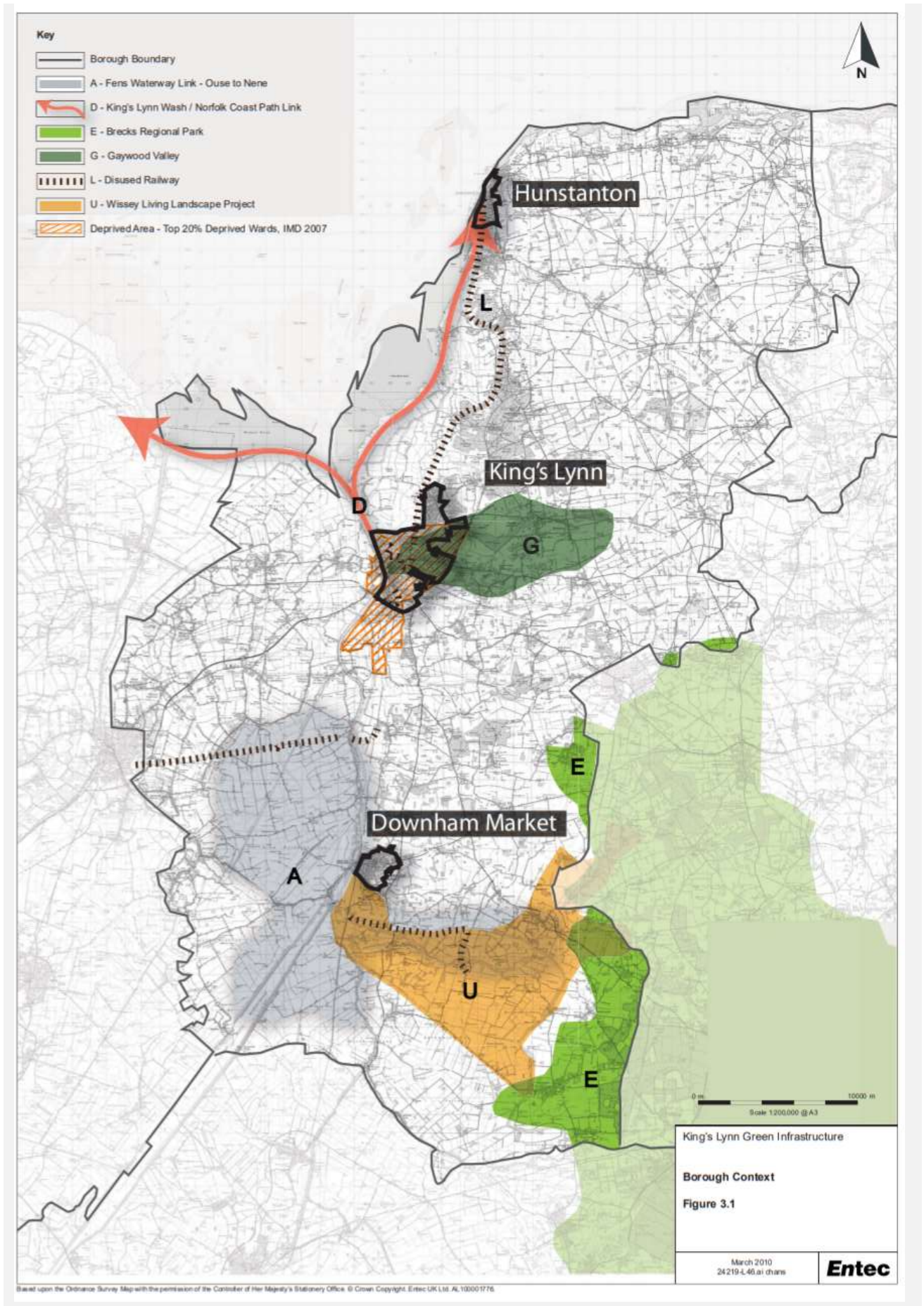
(Source: West Norfolk's Sustainable Community Strategy and Core Strategy Regulation 25 Local Development Framework).

This study highlights GI plans for the borough, and more specifically, three main towns; Hunstanton, Kings Lynn and Downham Market. Together they act as a spatial framework of how the GI vision will be delivered. The plans have been developed to demonstrate existing GI assets and potential new projects.

The Borough wide masterplan (see Borough Context Plan below) indicates a number of key strategic, large projects identified to be of regional/county significance. To the north of the Borough a number of potential GI projects have been identified, they include the King's Lynn Wash/Norfolk Coastal Path, which will increase linkages between the Borough's primary town, and the linkages along the East coast, supporting both the movement of wildlife and opportunities for recreation. There is also potential to develop further links to the Coast through the enhancement of the existing disused railway, which runs between King's Lynn and the Coast.

Three other significant conservation projects identified include; the Living Landscapes projects of Gaywood Valley and the Wissey and the development of a circular waterway supporting movement around the Fens Waterways.

Borough Context Plan



Kings Lynn and West Norfolk

(Source: Borough Council of Kings Lynn and West Norfolk Green Infrastructure Study: Stage Two (2010))

Kings Lynn & West Norfolk Site Allocations and Development Management Policies Plan (2016)

Policy DM 16 – Provision of Recreational Open Space for Residential Developments

All new residential development will be expected to make adequate provision for open space to the following standards:

Schemes of up to 19 units will ensure that their schemes contain sufficient space to ensure a high standard of layout and amenity to the residents of the proposed development and to ensure that the scheme integrates into the wider landscape setting. On windfall sites the requirement to provide open space will apply where the Council considers that the proposed development forms part of a larger site which, if developed, would result in a requirement for a proportion of (or contribution to) open space.

Schemes of 20 units or greater will provide 2.4 hectares of open space per 1000 population comprising approximately:

- 70% for either amenity, outdoor sport, and allotments (see below) and
- 30% for suitably equipped children's play space

On sites allocated for residential development through the Local Plan process, and where development of the whole site results in a requirement for a proportion of (or contribution to) open space, the requirement to provide open space will apply to the whole of a single allocated site, even if it is developed incrementally (through sub-division etc.)

All proposals involving the provision of publicly accessible areas of open space must include robust arrangements for the management and future maintenance of that open space. The Council may take on and adopt areas of public open space within developments, subject to bringing the scheme up to an appropriate standard and the payment of an appropriate fee.

The Council will adopt a flexible approach to the types of open space required within a particular scheme only where it can be demonstrated:

- that there is excess provision available in the locality, or
- where opportunities exist to enhance existing local schemes, or
- the townscape or other context of the development is such that the provision of open space is not desirable.

The Council will provide full details on the provision and maintenance of open space within Supplementary Planning Guidance.

North Norfolk

North Norfolk Green Infrastructure Background Paper 5 (2019)

This GI Background Paper is a non-technical guide explaining the approach to Green Infrastructure and further guiding principles to inform planning proposals and the site allocations in the emerging North Norfolk Local Plan 2016-2036. The following are the interim overarching strategic objectives for the delivery of green infrastructure in North Norfolk.

- Green Infrastructure in North Norfolk will be a network of multi-functional green space, urban and rural, which is capable of delivering a wide range of environmental and quality of life benefits for local communities.
- The Green Infrastructure network will be protected and enhanced taking into account the unique characteristics of North Norfolk.
- Habitats will be created, connected and enhanced with particular focus on the sensitive and protected habitats.

- Green Infrastructure provision will take into account visitor pressures and the recreational impact of visitors on sensitive sites.
- Development Proposals will deliver benefits to the Green Infrastructure network including the provision of new green infrastructure.
- New green spaces and open spaces will be created as part of the network of green infrastructure taking into account the principles of the Open Space Study.
- The Trail network, public rights of way and access routes will be protected and enhanced including the provision of new routes and links, particularly in the west of the district, which is poorly served by access routes.
- Rights of way and access routes will be provided through attractive green corridors. Access routes will be available for walkers and cyclists and those with mobility challenges.

This Background Paper provides a high level outline of green infrastructure and environmental considerations in North Norfolk. The final published Green Infrastructure Strategy will provide the detail on the district wide approach – highlighting the district wide corridors and how green infrastructure in the district can be enhanced and where new green infrastructure should be provided.

A key part of the Background Paper is the initial focused work that has sought to identify green infrastructure opportunities in the 3 Major Growth Towns of Cromer, Fakenham and North Walsham, given the proposed growth in these locations.

Potential Project List

Cromer:

- Coastal Path Access
- Overstrand Cliffs SAC & SSSI
- Happy Valley Area
- Weavers Way Corridor
- Improve connection to the coast path
- Enhance east west access connections
- Town wide biodiversity improvements
- Green space enhancements

Fakenham:

- River Wensum Ecological Corridor
- Great Eastern Corridor
- Town wide green infrastructure improvements

North Walsham

- Weavers Way Corridor
- Paston Way Corridor
- Witton Heath and Bacton Corridor
- Canal Corridor
- Habitats (town wide)
- Access and green spaces (town wide)

Although these projects are potential, it is clear that further detailed assessment will be carried out to produce an Action Plan and associated funding and implementation plan to enhance the GI network and establish additional GI corridors within the North Norfolk area.

Open Space Standards

Public Park Provision

Overall there is adequate public park provision within the District, with an average of 19.7ha per 1,000 population. This does not include the large areas of the District with public access, such as National Trust properties or National Nature Reserves, which could easily add 5,000ha to the amount of accessible open space. This provision is not evenly distributed, however, and there are many areas that are deficient in public park provision, especially access to small local parks.

If a proposed development is located in an area deficient in public park provision (in terms of quantity, quality, or accessibility) it will be necessary for either additional land to be brought into public park use or for contributions towards the enhancement of existing public park provision, such as the range of facilities and their condition.

The following park requirements were identified:

Settlement	Park requirement (number)	Park requirement (ha)
Cromer	1	3
Fakenham	2	6
Holt	1	3
North Walsham	2	6
Sheringham	2	6
Stalham	1	3
Wells next the Sea	0	0

Core Strategy Policies

CT2 Developer Contributions

“On schemes of 10 or more dwellings and substantial commercial development where there is not sufficient capacity in infrastructure, services, community facilities or open space improvements which are necessary to make that development acceptable will be secured by planning conditions or obligations, and these must be phased so as to be in place in accordance with an agreed timeframe or prior to the occupation of an agreed number of units.

Planning obligations may also be required for maintenance payments, to meet the initial running costs of services and facilities and to compensate for loss or damage caused by development. The Council will work with developers to secure the necessary improvements and determine the appropriate range and level of provision / contributions. A Supplementary Planning Document (SPD) will provide further guidance on the detailed nature of any financial or other contributions.”

SS4 Environment

All development proposals will contribute to the delivery of sustainable development, ensure protection and enhancement of natural and built environmental assets and geodiversity and be located and designed so as to reduce carbon emissions and mitigate and adapt to future climate change.

Renewable energy proposals will be supported where impacts on amenity, wildlife and landscape are acceptable.

Opportunities to improve river water quality and minimise air, land and water pollution will be taken where possible.

Open spaces and areas of biodiversity interest will be protected from harm, and the restoration, enhancement, expansion and linking of these areas to create green networks will be encouraged through a variety of measures such as:

- maximising opportunities for creation of new green infrastructure and networks in sites allocated for development;
- creating green networks to link urban areas to the countryside;
- the designation of Local Nature Reserves and County Wildlife Sites;
- appropriate management of valuable areas, such as County Wildlife Sites;
- minimising the fragmentation of habitats, creation of new habitats and connection of existing areas to create an ecological network as identified in the North Norfolk ecological network report;
- progress towards Biodiversity Action Plan targets; and
- conservation and enhancement of Sites of Special Scientific Interest (SSSI) in accordance with the Wildlife and Countryside Act 18

New development will incorporate open space and high-quality landscaping to provide attractive, beneficial environments for occupants and wildlife and contribute to a network of green spaces. Where there is no conflict with biodiversity interests, the quiet enjoyment and use of the natural environment will be encouraged and all proposals should seek to increase public access to the countryside.

The Built Environment and designated Public Realm areas will be conserved and enhanced through the protection of buildings and structures which contribute to their surroundings, the encouragement of high-quality maintenance and repair and enhancement of public spaces. Innovative and locally distinctive design will be encouraged in all new development.

The Council will minimise exposure of people and property to the risks of coastal erosion and flooding and will plan for a sustainable shoreline in the long-term that balances the natural coastal processes with the environmental, social and economic needs of the area. Sustainable Drainage Systems will be encouraged, to reduce flood risk, promote groundwater recharge and improve water quality, enhance biodiversity and provide amenity benefit.

Open Space Review

The Council is currently undertaking an open space review and has commissioned a new Open Space Study to be produced. This study is still in early draft form and the findings of the study will update the policies in regard to Public Park Provision and policies regarding the provision of new open space. The draft findings of the emerging open space study are broadly consistent with the current open space standards section in terms of Public Park provision and overarching policy aspirations

First Draft Local Plan (Part 1)

The Draft Local Plan provides the overarching strategic approach to development and how it should be delivered (through suitable development policies). The Plan ensures that good quality, sustainable development takes place in suitable locations which respects the landscape, environment and heritage of North Norfolk. The Local Plan sets out policies to conserve and enhance the natural and historic environment, promote healthy communities and meet the challenges of climate change, flooding and coastal change. As part of the comprehensive suite of environmental policies, the First Draft Local Plan also contains a specific proposed policy on Green Infrastructure in order to safeguard, retain and enhance the network of green infrastructure. The proposed policy is as follows:

Policy ENV 5 Green Infrastructure

All development will fully incorporate green infrastructure principles into proposals, including the enhancements and opportunities identified in the Green Infrastructure Background Paper, and will provide a detailed scheme for:

1. the provision and delivery of new green infrastructure, and;
2. the mitigation and enhancement of existing green infrastructure, and;
3. improving green infrastructure connectivity.

Where it can be clearly demonstrated that green infrastructure cannot be delivered on site then contributions will be required to deliver enhancements and mitigation to existing green infrastructure close to the site.

This policy ensures that all new development incorporates GI into its layout and design. This will help mitigate recreational pressures on Habitats Sites and improve the wider GI network.

Other relevant policies include:

- **Policy ENV 1:** Norfolk Coast Area of Outstanding Natural Beauty & The Broads Authority: The purpose of this policy is to ensure appropriate protection is given to the conservation and enhancement of the special qualities of the Norfolk Coast Area of Outstanding Natural Beauty and the Broads Authority.
- **Policy ENV 2:** Protection and Enhancement of Landscape & Settlement Character: The purpose of this policy is to protect the distinctive landscape character, qualities and sensitivities of the area. It applies to all landscapes, not just those which are subject to specific designations.
- **Policy ENV 3:** Heritage and Undeveloped Coast: The purpose of this policy is to protect the appearance and character of the coast.
- **Policy ENV 4:** Biodiversity & Geology: The purpose of this policy is to protect and enhance biodiversity and geodiversity.
- **Policy ENV 6:** Trees & Hedgerows: The purpose of this policy is to protect trees, hedgerows and other natural features from harm, including loss and deterioration and to provide compensatory replacement provision where necessary
- **Policy ENV 7:** Open Space & Local Green Spaces: The purpose of this policy is to protect, enhance and provide open spaces of various types
- **Policy ENV 8:** Public Rights of Way & Access: The purpose of this policy is to protect, enhance and promote Public Rights of Way and access and to ensure that the creation and maintenance of a continuous signed and managed route around the English coast is not hindered

Great Yarmouth

Great Yarmouth Local Plan – Core Strategy (December 2015)

The overall vision for Great Yarmouth is:

“be a more attractive and aspirational place to live, work and play, with strong links to Lowestoft, the Broads, Norwich, rural Norfolk and the wider New Anglia (Norfolk and Suffolk) Local Enterprise Partnership area. The borough’s important natural and historic areas and buildings that help to create the distinctive identity of the Borough will have been protected and enhanced, with Heritage Assets at Risk brought back into a beneficial state of use (as appropriate). New Green Infrastructure will have enhanced the open space provision and network of green corridors linking settlements to the Broads and the open countryside providing greater opportunities for healthy lifestyles.”

From this, it is clear that Green Infrastructure plays an important role in the strategy for the district. In terms of implementation, the District has identified that the environment will be protected and enhanced by:

- Enhancing the quality of the borough's built environment through by improving the character of its townscapes and promoting local distinctiveness
- Protecting and enhancing the Broads, the Norfolk Coast Area of Outstanding Natural Beauty and other sites of national and international importance and where appropriate, improving or managing access to these
- Positively managing the borough's biodiversity and geodiversity resources, protecting existing resources of high biodiversity and/or geodiversity value, strengthening green infrastructure and promoting Core Strategy – Publication (Regulation 19)
- Manage the borough's developed and undeveloped coastline in a sustainable way, taking into consideration the impact on the natural environment and the need to reduce flood and erosion risks
- Conserving and enhancing heritage assets, promoting heritage led regeneration and where viable bringing heritage assets at risk back into use

Policy CS15 of the Local Plan relates to providing and protecting community assets and green infrastructure. It reads as follows:

“Everyone should have access to services and opportunities that allow them to fulfil their potential and enjoy healthier, happier lives. The effective planning and delivery of community and green infrastructure is central to achieving this aim; as such the Council will:

- a) *Resist the loss of important community facilities and/or green assets unless appropriate alternative provision is made of equivalent or better quality in a location accessible to current and potential users or a detailed assessment clearly demonstrates there is no longer a need for the provision of the facility in the area*
- b) *Ensure that all new development is supported by and has good access to a range of community facilities. In some circumstances developers will be required to provide and/or make a contribution towards the provision of community facilities. The process for securing planning obligations is set out in Policy CS14*
- c) *Take a positive approach to the development of new and enhanced community facilities including the promotion of mixed community uses in the same building, especially where this improves choice and reduces the need to travel*
- d) *Work with our partners to deliver essential strategic community facilities; this include supporting projects such as the continuing development of the James Paget University Hospital to meet current and future needs*
- e) *Promote healthy lifestyles by addressing any existing and future deficiencies in the provision, quality and access to sports facilities, playing pitches, play spaces and open spaces throughout the borough*
- f) *Ensure that all new developments contribute to the provision of recreational green space and to incorporate improvements to the quality of, and access to, existing green infrastructure in accordance with local circumstances*

Safeguard the natural beauty, openness and recreational value of the borough's beaches and coastal hinterland”

Great Yarmouth Borough Council Infrastructure Plan (IP) (2014)

The IP identifies the green infrastructure needed to support the borough's growth ambitions set out in the emerging Local Plan over the plan period (2014 - 2029). It includes details of enhancements to existing GI provision, along with there long-term management. Estimated costs, funding sources and delivery leads have been set out within the document with the aim to progress the projects within the Local Plan period. For example, it states that “Beacon Park Extension Key Site will provide an appropriate amount and mix of open space on site. Given its close proximity to key public parks such as the award winning St Georges Park (Green Flag Status) the Great Yarmouth Waterfront Key Site is anticipated to focus more on providing small amenity spaces on site, with contributions sought towards the enhancement of existing public parks where appropriate”.

The Broads

Local Plan for The Broads (Adopted 2019)

Vision

The natural environment and the beneficial goods, services and cultural values it provides, from food and energy to landscape character and recreation, are in good condition, are used fairly and sustainably, and are valued by society. In particular, the precious nature of clean, fresh water as a fundamental resource is understood and respected by all.

The past and present importance of the waterways for navigation, biodiversity and recreation is recognised and cherished, and the asset is protected, maintained and enhanced. Wildlife flourishes and habitats are maintained, restored, expanded and linked effectively to other ecological networks. Land and water are managed in an integrated way, with local and landscape scale management creating resilience and enabling flexible approaches to meet changing environmental, economic and social needs.

This living, working, 'big skies' landscape is notable for its natural beauty, distinctive local character and historic significance. People of all ages, abilities and circumstances experience and enjoy it as a place of escape, adventure, enjoyment, work, learning and tranquillity, and as a source of national pride and identity".

Policy DM8: Green infrastructure

There is an expectation that new development proposals will enhance, and integrate with, the local green infrastructure network. Development shall contribute to the delivery and management of green infrastructure that meets the needs of communities and biodiversity, both within and beyond the proposal's boundaries, including establishment of new and enhancement of existing green infrastructure.

Through its layout and design, new development shall respond to the existing local green infrastructure network and help connect areas of green infrastructure. Where it is considered that the development will have a detrimental effect on the quantity, quality or function of existing green infrastructure, then the development will not be permitted unless it can be demonstrated that an assessment has been made and suitable mitigation measures proposed. Any mitigation measures should be of equal or greater value than that which is to be compromised or lost through development.

Development that compromises the integrity of green infrastructure assets or the delivery of green infrastructure strategies, and/or that conflicts with the findings of relevant studies of the Authority or its constituent districts and county councils without suitable justification and mitigation, will not be permitted.

Green infrastructure proposals shall:

- a) Protect and enhance existing natural and historic environments;
- b) Strengthen connectivity and resilience of ecological networks;
- c) Be locally distinctive through reflecting and enhancing landscape character;
- d) Maximise opportunities to mitigate and adapt to climate change;
- e) Improve quality of life through provision of benefits for health and wellbeing, including opportunities to access open space and enjoyment of the Broads and its special qualities; and
- f) Ensure long-term beneficial maintenance and management of green infrastructure.

Other relevant policies include:

Policy DM7: Open space on land, play space, sports fields and allotments

Existing Provision (See open space map bundle and various Inset Maps)

Development that would result in the loss of existing sport, recreational, allotment or amenity open space as identified on the policies maps and identified by the Authority's constituent district councils in their evidence base will only be permitted if it can be demonstrated (through a local assessment) that:

- i. There is an excess of recreational or amenity open space in the catchment area (in and out of the Broads) and the proposed loss will not result in a current or likely shortfall during the plan period; or
- ii. The proposal is for ancillary development on an appropriate portion of the open space which enhances the recreational facilities and their setting; or
- iii. The open space which would be lost as a result of the proposed development would be replaced prior to the commencement of the development by an open space of equivalent or better quality and equivalent or greater quantity, in an equally accessible and convenient location subject to equivalent or better management arrangements which continue to meet the needs of the existing community; and
- iv. The proposal would not cause significant harm to the amenity or biodiversity value of the open space

New Provision

The Broads Authority will have regard to the approach and/or standards set by the relevant constituent district council. Any contribution will need to be towards a specific deliverable scheme, in consultation with the relevant parish or district council and having regard to the developer contributions policy in this document. The contribution will be required to name a specific scheme (site and type of provision). Open space provision may also be required to reduce recreation pressure on sensitive designated wildlife sites.

South Norfolk (Greater Norwich)

South Norfolk Local Plan Development Management Policies Document (LPDMPD) (2015)

As well as the Policies, Projects and Strategies promoted through the Greater Norwich Joint Core Strategy. South Norfolk also currently has an adopted LPDMPD. Within this document, those policies that refer to GI include Policy DM 1.4 and Policy DM 4.4. These policies are as follows:

Policy DM 1.4 Environmental quality and local distinctiveness

- a) The Council will work with developers to promote and achieve high quality and positive environmental improvement from all development. All development proposals must demonstrate an understanding and evaluation of the important environmental assets including locally distinctive characteristics, and justify the design approach.
- b) Designated assets will be protected in accordance with their natural and historic significance, as detailed in the Development Management Policies.
- c) A net environmental improvement will always be sought and all proposals should avoid environmental harm or where this is not possible, adequately mitigate and compensate for the adverse environmental effects of development.
- d) All development should take all reasonable opportunities to:
 - i. Make a positive contribution to local character and distinctiveness;
 - ii. Enhance biodiversity to achieve a net gain for nature;
 - iii. To improve the resilience of ecosystems to environmental change including through the provision of improvements to enhance identified environmental sites; stepping stones and corridors;
 - iv. Protect environmental and water resources and enhance their efficient use;

- v. Deliver the provision of essential infrastructure including water and wastewater network upgrades, waste facilities', flood defences and green infrastructure;
- vi. Enhance, re-use and better reveal the significance of heritage assets;
- vii. Re-use buildings rather than demolish, recycle building materials and select materials to maximise environmental sustainability and minimise impact on scarce resources and environment;
- viii. Generate and utilise renewable energy in appropriate ways; and
- ix. Work with the characteristics of the location to ensure that the necessary mitigation measures are not disproportionate to the benefits of the scale of development proposed.

Policy DM 4.4 Natural environmental assets - designated and locally important open space

- a) The highest status natural environmental assets are identified on the Policies Map and in supporting evidence, and will be protected from any significant harmful impact arising from new development. New development impacting on these designated sites will be required to contribute positive improvement of these natural environmental assets where opportunities arise. International, National and County-wide level sites will be accorded the highest levels of priority.
- b) At the Important Local Open Spaces identified in paragraphs 4.32 – 4.44 and on Maps 4.4 (1) – (6) and on the Proposal Map, development will only be permitted where it retains the open character and appearance of the site, where it respects the contribution which the identified open site or open frontage makes to the form and character of the Settlement and where there is no significant adverse impact on the setting of any existing building. New development impacting on these designated sites will be required to contribute positive improvement of these natural environmental assets where opportunities arise.
- c) Developers will need to work with partners to evolve strategies to enable individual new development sites to contribute most effectively to the opportunities for the establishment and positive improvement of coherent ecological networks, Biodiversity Enhancement Areas and multi-functional Green Infrastructure Networks.

Long Stratton Area Action Plan (AAP) (2016)

On a local level, implementation of the policies stated above will be supported by consideration of more detailed local green infrastructure strategies such as those created for Long Stratton and Wymondham within their AAP's. Both these towns sit along a County-wide Strategic Green Infrastructure corridor, therefore the provision of high quality GI within future development is important.

The Long Stratton AAP provides an Indicative Green Infrastructure Plan that identifies the green infrastructure necessary to deliver the requirements of the AAP. The area includes a network of public access routes and existing common land, linking across to the long distance Norfolk Trails. The document states that "Development will be instrumental in integrating locally characteristic greens, hedgerows, woodlands and ponds in to development east and west of Long Stratton." In turn, the AAP also incorporates GI within its local policies. Such as:

Policy LNGS1 Land East, South-East And North-West Of Long Stratton

Open Space and Green Infrastructure

- Provision of open space, including children's playspace and older children/adult open sufficient to meet the needs of residents of the development;
- Links between the village and the countryside to the east of the bypass corridor will be enhanced for the benefit of public access and to contribute to green infrastructure;
- Provision of a significant buffer to the Long Stratton Waste Water Recycling Centre to be utilised for green infrastructure.

Policy LNGS5 General Green Infrastructure Requirements For New Developments Within Long Stratton AAP Area

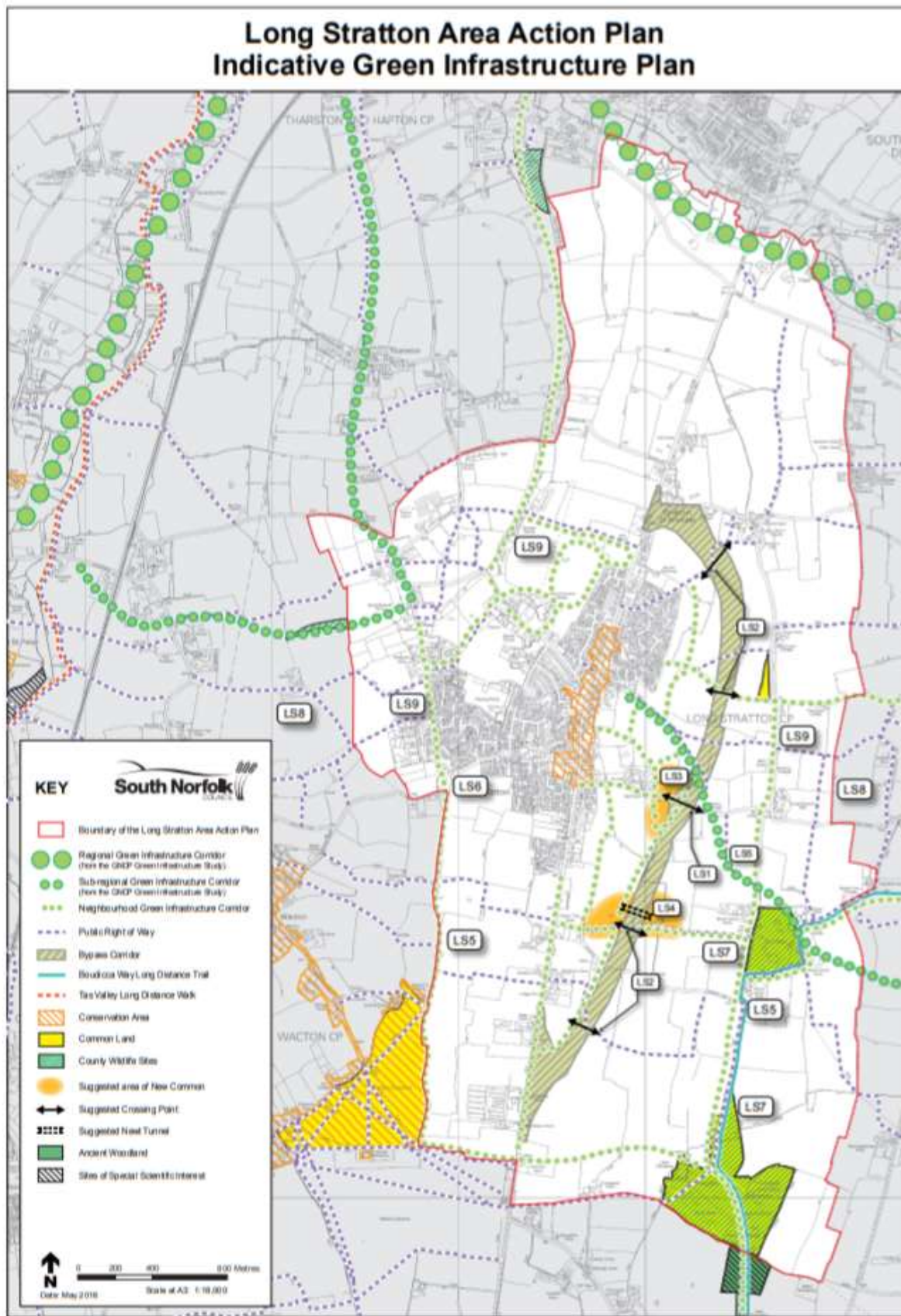
New development in Long Stratton will be required to maintain, protect and enhance green infrastructure, and developers will be expected to contribute towards green infrastructure requirements. New developments will be required to enable and where appropriate provide:

- safe public access to the countryside and between Long Stratton and surrounding villages; • retention of habitat features and creation of new habitats;
- functional ecological connections between Priority (Section 41) species and habitats⁸ and designated sites in the vicinity of Long Stratton;
- an enhanced landscape setting for Long Stratton which reflects distinctive local landscape character, including in particular the landscape character and qualities of the existing historic commons;
- improved recreational provision to alleviate visitor pressure on sensitive areas.
- sensitively designed mitigation of any barriers to this green infrastructure provision; and
- protection of the best and most versatile agricultural land (Grades 1, 2 and 3a) All new developments should deliver a net biodiversity gain and any planning proposals should be accompanied by detailed ecological assessment, where appropriate. The cumulative impact of developments on biodiversity assets should be taken into account as part of the planning application process.

Local Policies such as these are integral to development management and ensuring we provide high quality green infrastructure for new communities, as well as enhance the wider network.

Indicative GI Plan

(overleaf)



Source: Long Stratton Area Action Plan (2016)

Wymondham AAP (2016)

Similarly to Long Stratton, the Wymondham AAP provides an Indicative Green Infrastructure Plan that identifies the green infrastructure necessary to deliver the requirements of the AAP. Elsewhere in the AAP document, some allocations for development have specific policies which will address green infrastructure issues particular to those sites. The policies are aspirational in nature and the ability and necessity to deliver the projects listed will depend on the particular location and nature of the development, although the Council will seek new or enhanced green infrastructure through new development where appropriate (e.g. through on-site works secured through S106 agreements).

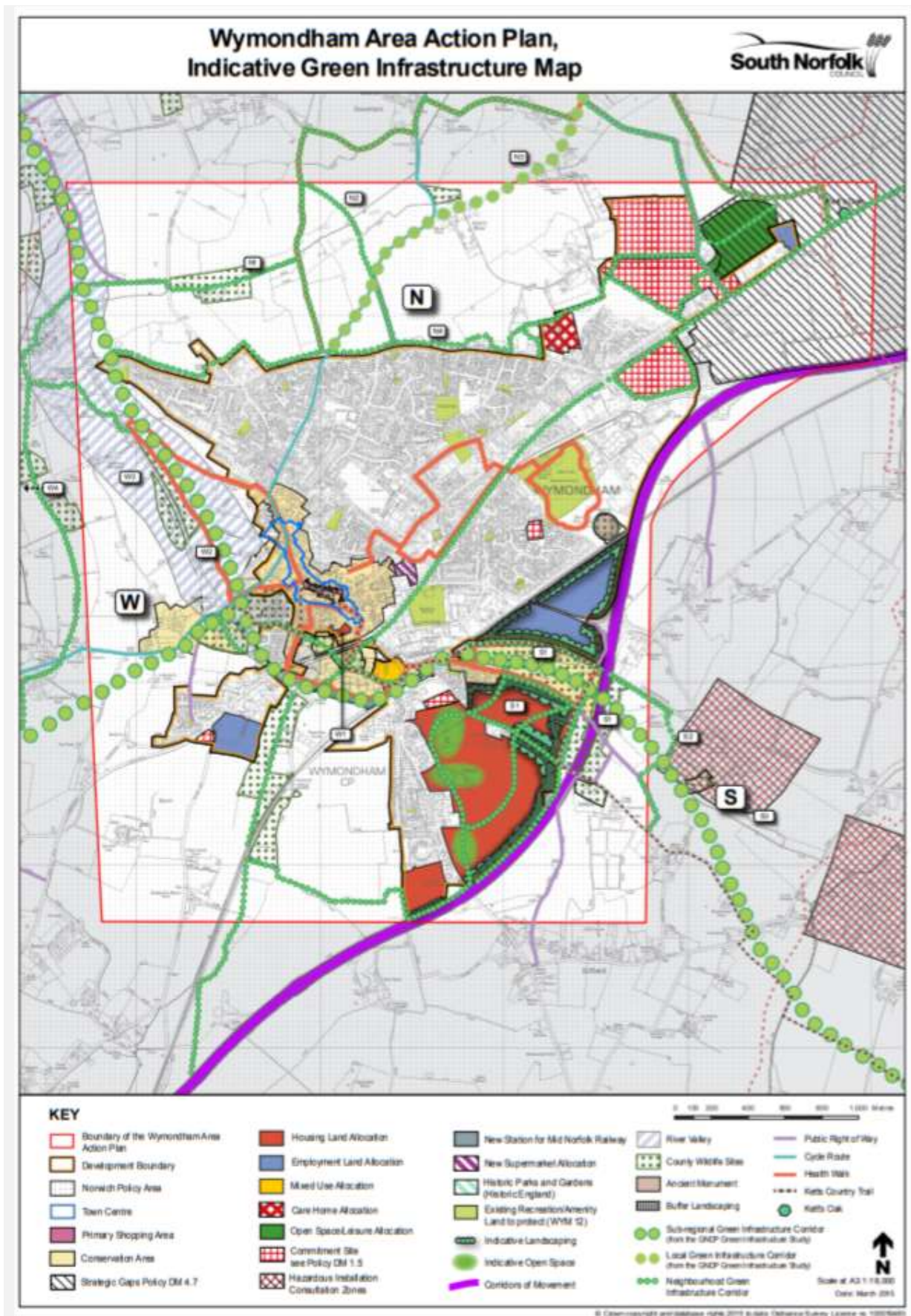
Policy WYM 8 General Green Infrastructure Requirements For New Developments Within Wymondham AAP Area

New development in Wymondham will be required to maintain, protect and enhance green infrastructure, and developers will be expected to contribute towards green infrastructure requirements through s106 contributions and/or CIL as appropriate. Where appropriate new developments will be required to provide ecological links to the nearest green infrastructure and provide effective ecological buffers, the design of which to be negotiated with South Norfolk Council and other relevant bodies to ensure adequate protection of important ecological sites and maintenance of habitat connectivity.

In particular it will be important for new development to consider the following (where relevant):

1. Improved habitat connectivity
2. Improved public access to the countryside
3. Improved recreational provision to alleviate visitor pressure on sensitive areas
4. Improve the quality of local County Wildlife Sites All new developments should aspire to net biodiversity gain and planning proposals should be accompanied by detailed ecological assessment where appropriate. The cumulative impact of developments on biodiversity assets should be considered.

(map overleaf)



Source: Wymondham Area Action Plan (2016)

Norwich

Development Management Policies Local Plan (DM policies plan)

Within this document, there are policies that refer to GI, such as Policy DM6: Natural Environmental Assets. This policy is as follows:

“Development will be expected to take all reasonable opportunities to avoid harm to and protect and enhance the natural environment of Norwich and its setting, including both sites and species, taking particular account of the need to avoid harm to the adjoining Broads Authority area and other identified areas of natural environmental value immediately adjoining the City. Appropriate proposals which deliver significant benefits or enhancements to local biodiversity or geodiversity will be strongly supported and encouraged. Opportunities should be taken to incorporate and integrate biodiversity, green infrastructure and wildlife friendly features in the design of individual schemes.

Where, in exceptional circumstances, development is accepted which is likely to result in substantial and unavoidable harm to or loss of priority habitats and species populations identified through local biodiversity action plans, developers will be required to provide for the re-creation and recovery of such populations through biodiversity offsetting.

Nationally protected sites of special scientific interest (SSSI)

Development having a significant adverse impact on SSSIs not subject to an international designation will only be permitted in exceptional circumstances where the benefits of the development clearly and substantially outweigh the impacts that it is likely to have. Such proposals must be accompanied by an environmental statement, showing clearly how the development would mitigate any effects on the features of the site that make it of special scientific interest and any broader impacts on the national network of SSSIs.

Regional and local sites

Development affecting sites of regional and local importance for nature conservation, biodiversity, geodiversity or geological interest will only be permitted where it would not result in significant and demonstrable harm to the particular interest and value of the site, taking account of:

The effectiveness of any proposals to mitigate the environmental impact of the development, any overriding benefits arising from that development in achieving the wider objectives of the JCS and any opportunities for local enhancements to biodiversity, geodiversity or green infrastructure associated with the proposal.

The sites to which this part of the policy applies include local nature reserves, County Wildlife Sites, County Geodiversity Sites, Roadside Nature Reserves (RNRs), and significant areas of woodland identified on the Policies map which are not covered by the above designations. Where development results in some impact the proposal must be accompanied an assessment of that impact and specify the appropriate mitigating measures that will be undertaken.

Yare Valley character area

Within the Yare Valley character area, as defined on the Policies map, development will only be permitted where it would not damage the environmental quality, biodiversity or character of the area and where it is for:

- a) agriculture or forestry purposes; or
- b) facilities ancillary to outdoor sport and recreation or other uses appropriate to the purpose of this policy; or
- c) the limited extension of or alteration to existing buildings.”

The Yare Valley provides a green corridor to the south of Norwich, separating the city from suburbs and employment areas in South Norfolk and providing a green urban edge. However, there are parts of the Yare Valley which are not covered by any national or local landscape designation and some areas which are partially developed. The Yare Valley character area has

therefore been defined in recognition of the vulnerability of certain parts of the valley to potentially unsympathetic development which could otherwise compromise the character of this important natural environmental resource.

The Greater Norwich Green infrastructure delivery plan (GIDP) identifies five green infrastructure priority areas, two of which extend into Norwich. These are 'Norwich to the Broads' and 'Water City' (the rivers Yare and Wensum). Green Infrastructure refers to networks of protected sites, nature reserves, green spaces, waterways and green linkages. The approach to green infrastructure is set out within three policies within this plan. Policy DM3 addresses the issue of the safeguarding and enhancement of green infrastructure within development proposals, DM6 considers those elements of the green infrastructure priority network which are also natural environmental assets and DM8 deals with the recreational and amenity considerations for open space, including allotments.

The green infrastructure priority areas are safeguarded for the most part either through national protection (Sites of Special Scientific Interest), through regional and local landscape designations of various types and through established policy protection of other areas of community open space which have recreational or amenity value. These green areas are indicated collectively on the Policies map and may overlap.

The River Wensum Strategy (2018)

The River Wensum Strategy is a long-term strategy aimed at enabling change and regeneration in the river corridor by improving public access, providing high quality public realm and, enhancing the city's environmental, cultural and historic offer in a manner that contributes to Norwich's regeneration. The strategy covers the river corridor from the city council boundary at Hellesdon to the west, through to Whitlingham Country Park in the east. It was established by the River Wensum Strategy Partnership (RWSP), which is led by Norwich City Council, alongside the Broads Authority, Norfolk County Council, the Environmental Agency and the Wensum River Parkway Partnership.

The vision is to: *'Breathe new life into the river by enhancing it for the benefit of all and increasing access to, and greater use of, this important asset. An enhanced river corridor, with its unique natural and historic environment, will once again play an important part in the growth and vitality of the city, strengthening the visitor economy and helping to give the city a competitive advantage in attracting inward investment'.*

The objectives are for delivering the vision are:

- improving the management of the river corridor and its surroundings for the benefit of the city, residents of the wider Norwich area, and visitors;
- increasing access to, and use of, the area by all, including enhanced connectivity with the Norfolk Trails network;
- enhancing the natural environment, including water quality, biodiversity and green infrastructure;
- enhancing the city's environmental, cultural and historic offer in a manner which maximises the attractiveness of the area as a location to do business;
- enhancing the historic environment, ensuring its long-term conservation where practicable, and making the most of the unique and significant heritage assets within the river corridor;
- addressing social deprivation and inequalities;
- maximising the efficiency of public expenditure in the river corridor, where possible reducing the pressure on stretched public sector budgets; and
- identifying and exploiting external funding opportunities including private sector investment.

APPENDIX 3

A3(1) Deficiencies/gaps in GI provision & enhancement opportunities identified at Workshops

Org.	Key Principles and Themes	<u>Deficiencies</u> /gaps in Green Infrastructure provision and areas in need of enhancement	Potential <u>constraints</u> to protection /enhancement of the resource	Strategic <u>opportunities</u> to create new GI provision based on predicted housing growth	Other comments
Norwich City Council (NCC)	<ul style="list-style-type: none"> Relationship to biodiversity net gain SANGs localised strategically to serve housing growth Connectivity Accessibility - Public Transport, sustainable travel, close to home Long-term management in place - well-designed 	N/A	<ul style="list-style-type: none"> Long term management User expectations - facilitates types of users e.g. Dogs vs children 	Bawburgh Pits on the boundary of the city within the Yare Valley.	N/A
Forestry England	<ul style="list-style-type: none"> Attractive environments - subjective nature - AONB? Personal opinion? Education and understanding of what we already have and how to sustain it - financially and environmentally Health and wellbeing (mental and physical) Linked to enabling access, fitness and contact with nature Long term 	<ul style="list-style-type: none"> Identifying the hot spot locations of populations and potential growth rather than corridors? Finer detail mapping has incorporated elements of this. 	<ul style="list-style-type: none"> Saturation levels in terms of users demands on Green Space. Lack of provision of planning for increased use and the implications on land management and sustainability. Financing for enhancement /development 	<ul style="list-style-type: none"> Provision of accessibility in/around hot spots of housing to countryside. The proximal argument to green space. There also needs to be a commercial viewpoint on the creation of GI spaces - sustainability education Investment opportunities in existing sites 	

Org.	Key Principles and Themes	<u>Deficiencies</u> /gaps in Green Infrastructure provision and areas in need of enhancement	Potential <u>constraints</u> to protection /enhancement of the resource	Strategic <u>opportunities</u> to create new GI provision based on predicted housing growth	Other comments
	<p>management linked to sustainability</p> <ul style="list-style-type: none"> Missing adaptation versus mitigation option 				
Norwich Fringe Project	<ul style="list-style-type: none"> Biodiversity Community involvement - friend groups and their role Connections places - wild life corridors Cycle and pathways Sustainability of how sites are managed The role of volunteers Revenue source - charging for car parks Business plan or model - need to bring in an income for the site/GI 	<ul style="list-style-type: none"> Cycle and paths linking villages, towns and cities together Country parks in key locations Smaller green spaces/natural areas on the door step of where people live/developments are Protection habitats, creating and developing new habitats Biodiversity New woodlands, wild flower meadows Wet woodlands, heathland sites 	<ul style="list-style-type: none"> Funding - resources not there to manage existing GI, natural areas, countryside sites How is the new GI funded, managed and maintained (maintenance costs)? Damaging existing biodiversity Educating people using the GI, issues around anti-social behaviour, rubbish, dogs damaging river banks and wildlife. Conflict between user groups - how sites are managed, using grazing stock manage sites 	<p>Cingleford area - Lots of housing in this are</p>	<p>One of the big issues is that the Greater Norwich Local Authorities are all applying for the same CIL funding. One organisation set up to manage all the GI, for example Milton Keynes, Peterborough and Northampton pocket parks and Parks Trust. Look at these types of models for managing all the sites. Need to be realistic about how projects are funded and where the revenue comes from to continue to manage and maintain the GI/natural areas</p>

Org.	Key Principles and Themes	<u>Deficiencies</u> <u>/gaps</u> in Green Infrastructure provision and areas in need of enhancement	Potential <u>constraints</u> to protection /enhancement of the resource	Strategic <u>opportunities</u> to create new GI provision based on predicted housing growth	Other comments
Great Yarmouth Borough Council	N/A	N/A	<ul style="list-style-type: none"> Winterton - Horsey Dunes SAC - Significant existing recreational pressure 	N/A	N/A
Norfolk County Council	N/A	<ul style="list-style-type: none"> In Norwich (see River W--- strategy for more details on CC website) Key missing link in Riverside Walk between Duke Street and St Georges Street bridges (City Centre) Need for new bridge pedestrian cycle link to connect city centre to Whithigham country park Improved connectivity needed upstream of new Mills including completion of same missing links of Riverside walk and the better links to Marriots Way 	<ul style="list-style-type: none"> Lack of feasibility funding to properly develop projects Lack of funding for ongoing maintenance. This means that many strategically important projects don't get off the ground and may affect delivery of the future GI strategy 	Burlingham GI corridors west of Norwich	N/A

Org.	Key Principles and Themes	<u>Deficiencies</u> / <u>gaps</u> in Green Infrastructure provision and areas in need of enhancement	Potential <u>constraints</u> to protection / enhancement of the resource	Strategic <u>opportunities</u> to create new GI provision based on predicted housing growth	Other comments
South Norfolk	N/A	N/A	N/A	N/A	<p>A lot of thought needs to be given to the future funding of this GI. Revenue funding is always an issue. District councils are increasingly not taking on assets – responsibility</p> <p>Is it worth considering a trust where all money is placed, and an investment portfolio is created to generate income going forward? Worth looking at how Milton Keynes manages its open spaces.</p>
NFU	<ul style="list-style-type: none"> ▪ Vision: bring out understanding/learning - what is an attractive environment? ▪ Principles/themes - Link between food production and biodiversity/landscape ▪ Climate change - adaption and mitigation ▪ Long term management link to sustainability 	N/A	N/A	<p>Link into opportunities within the new ELMS (Environmental Land Management Scheme) to consider land margin corridors and access - providing access to proximal unlimited countryside as opposed to ANGST criteria</p>	<p>What conceptually is a Green Corridor? Seems spatially need to think in terms of population hotspots that radiate out globally (circle) or directionally (spokes)</p>

Org.	Key Principles and Themes	<i>Deficiencies /gaps</i> in Green Infrastructure provision and areas in need of enhancement	Potential <i>constraints</i> to protection /enhancement of the resource	Strategic <i>opportunities</i> to create new GI provision based on predicted housing growth	Other comments
NNDC	<ul style="list-style-type: none"> ▪ A network of well-designed, well-maintained multi-functional green space, urban and rural, which is capable of delivering a wide-range of environmental and quality of life benefits for local communities. ▪ Provide biodiversity net gain for the wider landscape. ▪ Off-setting impacts on designated European sites ▪ Connects communities to high quality natural environment Net gain on wider landscape scale. ▪ See also vision expressed in the NNDC GI position statement. No5 on the NNDC website. ▪ Connectivity with nature, between areas and between LPAs ▪ Provision of high-quality well-maintained GI 	Need new country park South West of N. Walsham to make provision for the new growth	N/A	North of Fakenham - need links across main road and/or link to east Pensthorpe	N/A

In addition to the above, the Steering Group were also informed that there could also be scope for improvements to the quality of the Country Park at the Sandringham Estate to be included within the GI network or as a strategic SANGS if required. Discussions are at an early stage and not included in this Strategy as there is no certainty that anything would be forthcoming at the time of writing.

APPENDIX 4

A4(1) Site Quality Checklist – for a suite of SANGS

This guidance is designed as an Appendix to the full guidance on Suitable Accessible Natural Greenspaces (SANGS) to be used as mitigation (or avoidance) land to reduce recreational use of the Habitats Sites.

The wording in the list below is precise and has the following meaning:

- Requirements referred to as “must” are essential in **all** SANGS
- Those requirements referred to as “should have” should all be represented **within the suite** of SANGS, but do not all have to be represented in every site.
- All SANGS should have at least one of the “desirable” features.

Must have

- For all sites larger than 4ha there must be adequate parking for visitors, unless the site is intended for local use, i.e. within easy walking distance (400m) of the developments linked to it. The amount of car parking space should be determined by the anticipated use of the site and reflect the visitor catchment of both the SANGS and the SPA.
- It should be possible to complete a circular walk of 2.7km around the SANGS.
- Car parks must be easily and safely accessible by car and should be clearly sign posted.
- The accessibility of the site must include access points appropriate for the particular visitor use the SANGS is intended to cater for.
- The SANGS must have a safe route of access on foot from the nearest car park and/or footpath/s
- All SANGS with car parks must have a circular walk which starts and finishes at the car park.
- SANGS must be designed so that they are perceived to be safe by users; they must not have tree and scrub cover along parts of the walking routes
- Paths must be easily used and well maintained but most should remain unsurfaced to avoid the site becoming too urban in feel.
- SANGS must be perceived as semi-natural spaces with little intrusion of artificial structures, except in the immediate vicinity of car parks. Visually-sensitive way-markers and some benches are acceptable.
- All SANGS larger than 12 ha must aim to provide a variety of habitats for users to experience.
- Access within the SANGS must be largely unrestricted with plenty of space provided where it is possible for dogs to exercise freely and safely off lead.
- SANGS must be free from unpleasant intrusions (e.g. sewage treatment works smells etc)

Should have

- SANGS should be clearly sign-posted or advertised in some way.
- SANGS should have leaflets and/or websites advertising their location to potential users. It would be desirable for leaflets to be distributed to new homes in the area and be made available at entrance points and car parks.

Desirable

- It would be desirable for an owner to be able to take dogs from the car park to the SANGS safely off the lead.
- Where possible it is desirable to choose sites with a gently undulating topography for SANGS
- It is desirable for access points to have signage outlining the layout of the SANGS and the routes available to visitors.
- It is desirable that SANGS provide a naturalistic space with areas of open (non-wooded) countryside and areas of dense and scattered trees and shrubs. The provision of open water on part, but not the majority of sites is desirable.
- Where possible it is desirable to have a focal point such as a view point, monument etc. within the SANGS.

A4(2) Site Quality Checklist – for an individual SANGS

The wording in the list below is precise and has the following meaning:

- Requirements referred to as “must” or “should have” are essential
- The SANGS should have at least one of the “desirable” features.

Must / Should have

- For all sites larger than 4ha there must be adequate parking for visitors, unless the site is intended for local use, i.e. within easy walking distance (400m) of the developments linked to it. The amount of car parking space should be determined by the anticipated use of the site and reflect the visitor catchment of both the SANGS and the SPA.
- It should be possible to complete a circular walk of 2.7km around the SANGS.
- Car parks must be easily and safely accessible by car and should be clearly sign posted.
- The accessibility of the site must include access points appropriate for the particular visitor use the SANGS is intended to cater for.
- The SANGS must have a safe route of access on foot from the nearest car park and/or footpath/s.
- All SANGS with car parks must have a circular walk which starts and finishes at the car park.
- SANGS must be designed so that they are perceived to be safe by users; they must not have tree and scrub covering parts of the walking routes.
- Paths must be easily used and well maintained but most should remain unsurfaced to avoid the site becoming too urban in feel.
- SANGS must be perceived as semi-natural spaces with little intrusion of artificial structures, except in the immediate vicinity of car parks. Visually-sensitive way-markers and some benches are acceptable.
- All SANGS larger than 12 ha must aim to provide a variety of habitats for users to experience.
- Access within the SANGS must be largely unrestricted with plenty of space provided where it is possible for dogs to exercise freely and safely off lead.
- SANGS must be free from unpleasant intrusions (e.g. sewage treatment works smells etc).
- SANGS should be clearly sign-posted or advertised in some way.
- SANGS should have leaflets and/or websites advertising their location to potential users. It would be desirable for leaflets to be distributed to new homes in the area and be made available at entrance points and car parks.

Desirable

- It would be desirable for an owner to be able to take dogs from the car park to the SANGS safely off the lead.
- Where possible it is desirable to choose sites with a gently undulating topography for SANGS
- It is desirable for access points to have signage outlining the layout of the SANGS and the routes available to visitors.
- It is desirable that SANGS provide a naturalistic space with areas of open (non-wooded) countryside and areas of dense and scattered trees and shrubs. The provision of open water on part, but not the majority of sites is desirable.
- Where possible it is desirable to have a focal point such as a view point, monument etc. within the SANGS.

A4(3) SANGS Information Form

This form is designed to help you gather information about any potential SANGS.

Natural England, Local Planning Authorities, and other organisations will then be able to consider the potential suitability of the proposed SANGS based on this initial information.

A4(3.1) Background information

Name and location of proposed SANGS	Name: Address: Grid reference: (Please attach a map of the site with the boundaries clearly marked)
Size of the proposed SANGS (hectares), excluding water features	<INSERT>
Any current designations on land - e.g. LNR / SNCI	<INSERT>
Current owners name and address. (If there is more than one owner then please attach a map)	<INSERT>
Who manages the land?	<INSERT>
Legal arrangements for the land – e.g. how long is the lease?	<INSERT>
Is there a management plan for the site? (if so, please attach)	<INSERT>

A4(3.2) Current visitor arrangements

Is the site currently accessible to the public?	<INSERT>
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Does the site have open access?	<INSERT>
Has there been a visitor survey of the site? (If so, please attach)	<INSERT>
If there has been no visitor survey, please give an indication of the current visitor levels on site	High / Medium / Low
Does the site have existing car parking?	Yes / No How many car parks? How many car parking spaces? (Please mark car parks and numbers of car parking spaces on the site map)
Are there any existing routes or paths on the site?	Yes / No (Please mark these on the map)
Are there signs to direct people to the site? (Please indicate where and what type of sign)	<INSERT>

A4(3.3) Site quality checklist

This checklist is intended to help identify what is already present on the site and what needs to be developed for the SANGS to be suitable.

Must/should have – these criteria are essential for all SANGS			
Criteria		Current	Future
1	Parking on all sites larger than 4ha (unless the site is intended for use within 400m only)	<INSERT>	<INSERT>
2	Circular walk of 2.7km	<INSERT>	<INSERT>
3	Car parks easily and safely accessible by car and clearly sign posted	<INSERT>	<INSERT>
4	Access points appropriate for particular visitor use the SANGS is intended to cater for	<INSERT>	<INSERT>
5	Safe access route on foot from nearest car park and/or footpath	<INSERT>	<INSERT>
6	Circular walk which starts and finishes at the car park	<INSERT>	<INSERT>
7	Perceived as safe – no tree and scrub cover along part of walking routes	<INSERT>	<INSERT>
8	Paths easily used and well maintained but mostly unsurfaced	<INSERT>	<INSERT>
9	Perceived as semi-natural with little intrusion of artificial structures	<INSERT>	<INSERT>

10	If larger than 12 ha, then a range of habitats should be present	<INSERT>	<INSERT>
11	Access unrestricted – plenty of space for dogs to exercise freely and safely off the lead	<INSERT>	<INSERT>
12	No unpleasant intrusions (e.g. sewage treatment smells etc.)	<INSERT>	<INSERT>
13	Clearly sign posted or advertised in some way	<INSERT>	<INSERT>
14	Leaflets or website advertising their location to potential users (distributed to homes and made available at entrance points and car parks)	<INSERT>	<INSERT>
Desirable features			
Criteria		Current	Future
15	Can dog owners take dogs from the car park to the SANGS safely off the lead	<INSERT>	<INSERT>
16	Gently undulating topography	<INSERT>	<INSERT>
17	Access points with signage outlining the layout of the SANGS and routes available to visitors	<INSERT>	<INSERT>
18	Naturalistic space with areas of open (non-wooded) countryside and areas of dense and scattered trees and shrubs. Provision of open water is desirable	<INSERT>	<INSERT>
19	Focal point such as a view point or monument within the SANGS	<INSERT>	<INSERT>

APPENDIX 5

A5(1) Workshop Attendees

A5(1.1) RAMS Workshop 1 - attendees

Name	Organisation
Ann Sommazzi, Ben Burgess	Broadland DC
Alan Gomm	Borough of Kings Lynn and West Norfolk
Natalie Beal, Adrian Clarke, Erica Murray	Broads Authority
Iain Withington	North Norfolk DC
Kerys Witton, Martha Moore	North Norfolk DC
Martin Horlock	Norwich CC
Simon Majoram	South Norfolk C
Philip Pearson	RSPB
Neal Armour-Chelu	Forestry England
Estelle Hook	Norfolk Coast AONB
Louise Oliver, Victoria Wight, Jesse Timberland, Thomas Bolderstone, John Jackson	Natural England
Sam Lew	The Wash and North Norfolk
Trevor Wiggett, Judith Davison	Norwich City Council

A5(1.2) GI Workshop 1 - attendees

Name	Organisation
Ann Sommazzi, Paul Harris, John Walchester	Broadland DC
Alan Gomm	BC of Kings Lynn and West Norfolk
Nick Fountain	Great Yarmouth BC
Natalie Beal, Adrian Clarke	Broads Authority
Iain Withington, Kerys Witton, Cathy Batchelar, Martha Moore	North Norfolk DC

Helen Sibley, Robin Taylor	South Norfolk DC
Judith Davison, Matthew Davies, Trevor Wiggett, Eleanor Larke	Norwich City Council
Martin Horlock	Norfolk CC
Philip Pearson	RSPB
Victoria Wight, John Jackson	Natural England
Rob Wise	National Farmers Union
Estelle Hook	Norfolk Coast AONB
Matthew Jeffery	Forestry England

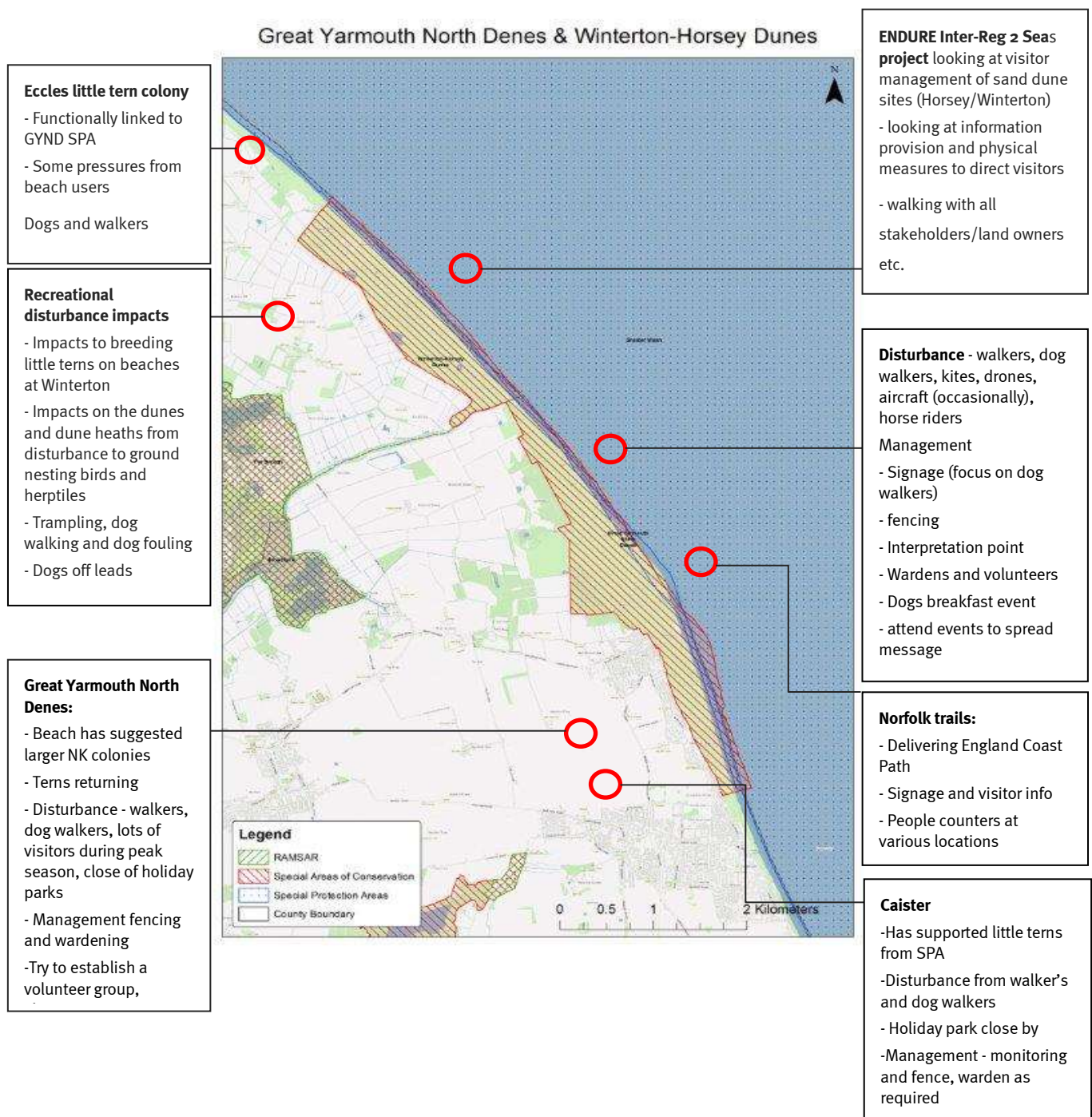
A5(1.3) GI & RAMS Workshop 2 - attendees

Name	Organisation
Alan Gomm	BC of Kings Lynn and West Norfolk
Andrew Parnell	Great Yarmouth Borough Council
Ben Burgess, Paul Harris	Broadland District Council
Cathy Batchelar, Iain Withington, Kerys Witton, Tim Mellors	North Norfolk District Council
Estelle Hook	Norfolk Coast AONB Partnership
Georgie Sutton	Marine Management
Helen Sibley	South Norfolk Council
Louise Oliver	Natural England
Martin Horlock	Norfolk County Council
Matthew Davies	Norwich Fringe Countryside Management Project
Matthew Jeffery	Forestry England
Mike Auger	Norfolk County Council
Mike Edwards	Norfolk FWAG
Mike Jones	Norfolk Wildlife Trust
Natalie Beal	Broads Authority
Philip Pearson	RSPB

Name	Organisation
Tony Howes	Broads Hire Boat Federation
Trevor Wiggett	Norwich City Council

A5(2) RAMS Workshop Annotated Maps

The following maps should be read in conjunction with the various GI Strategy documents for each LPA as these remain the primary source of detailed information on GI Projects.

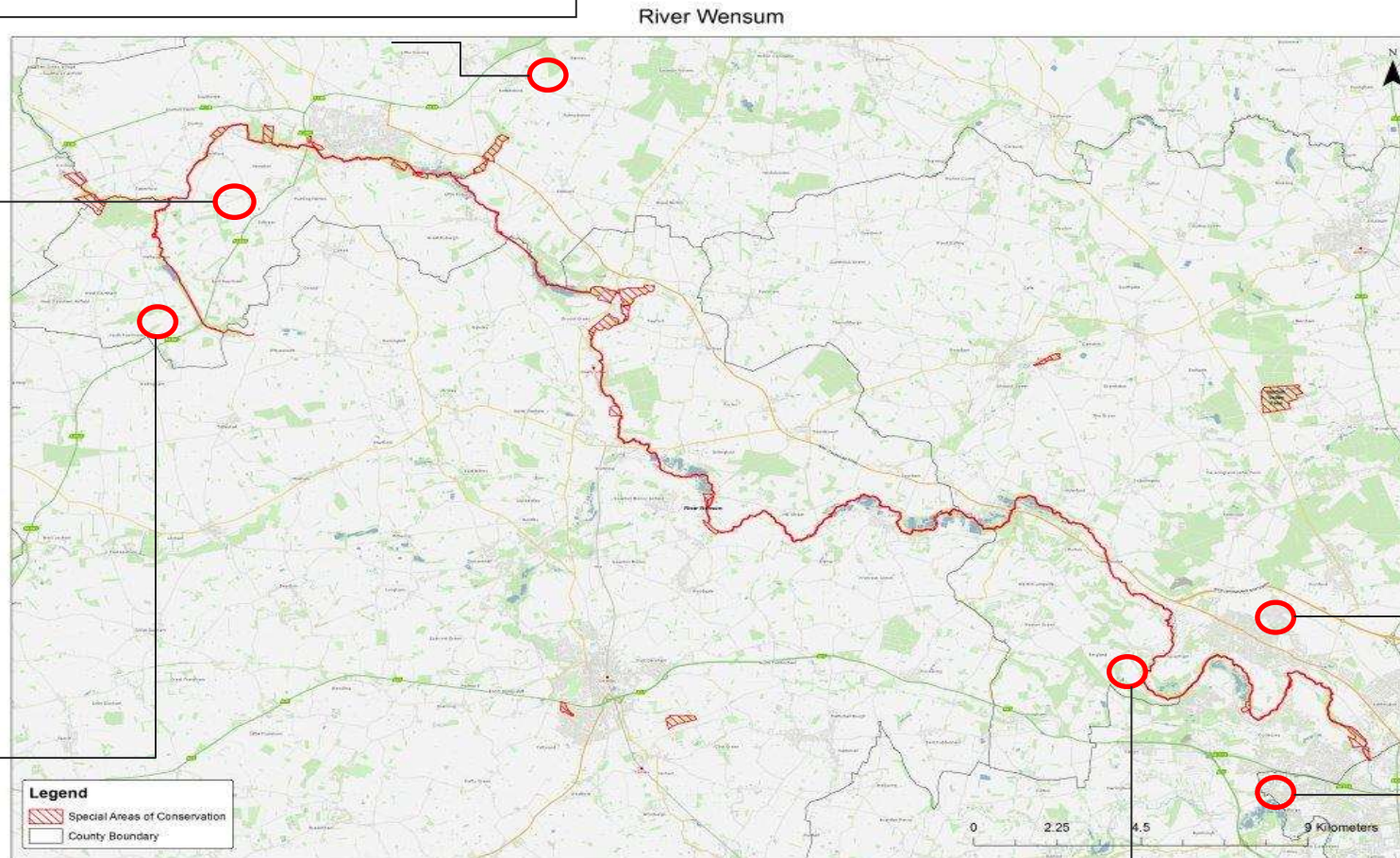


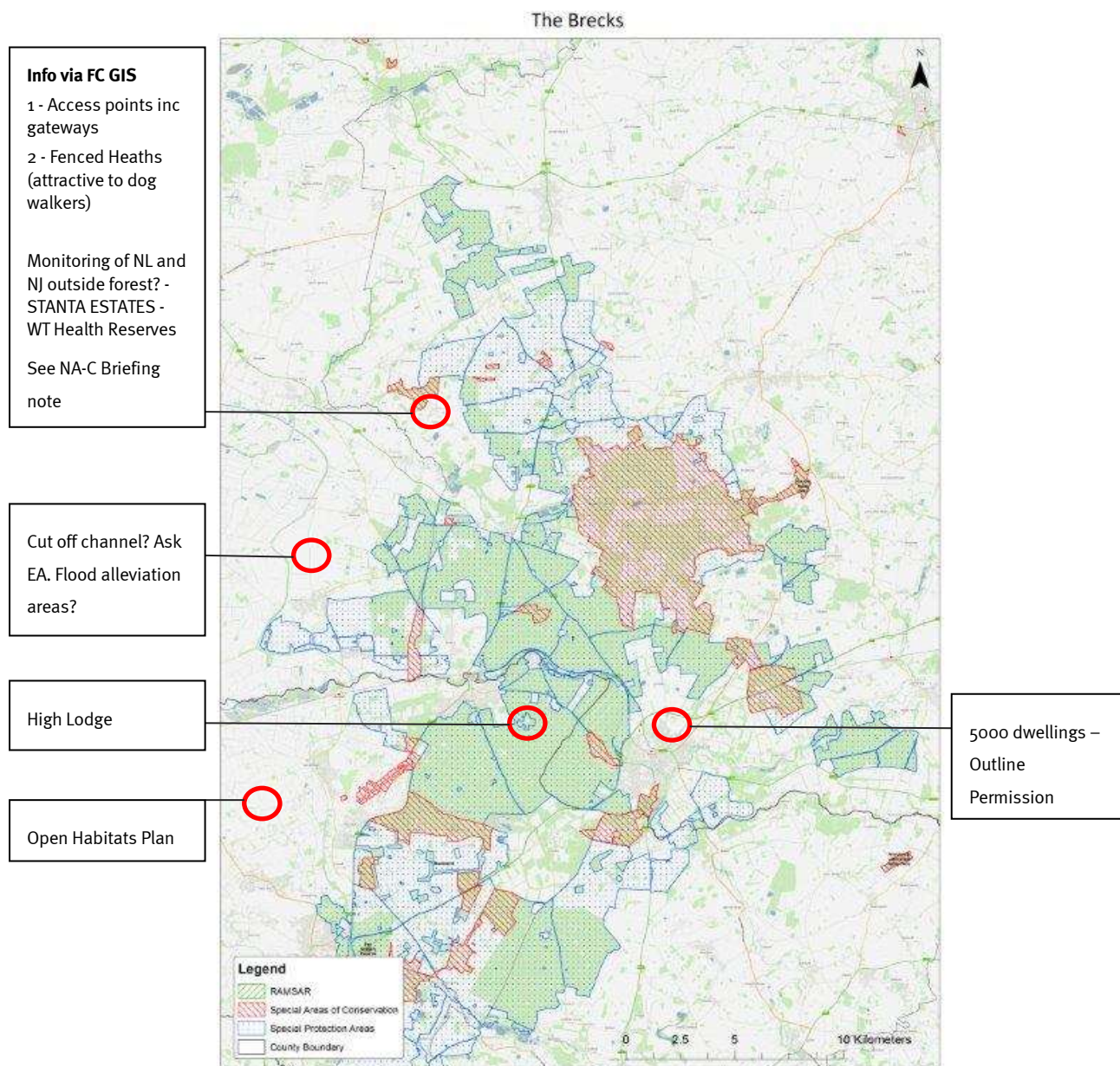
Local Plan seeking to improve access through new proposed site FIO

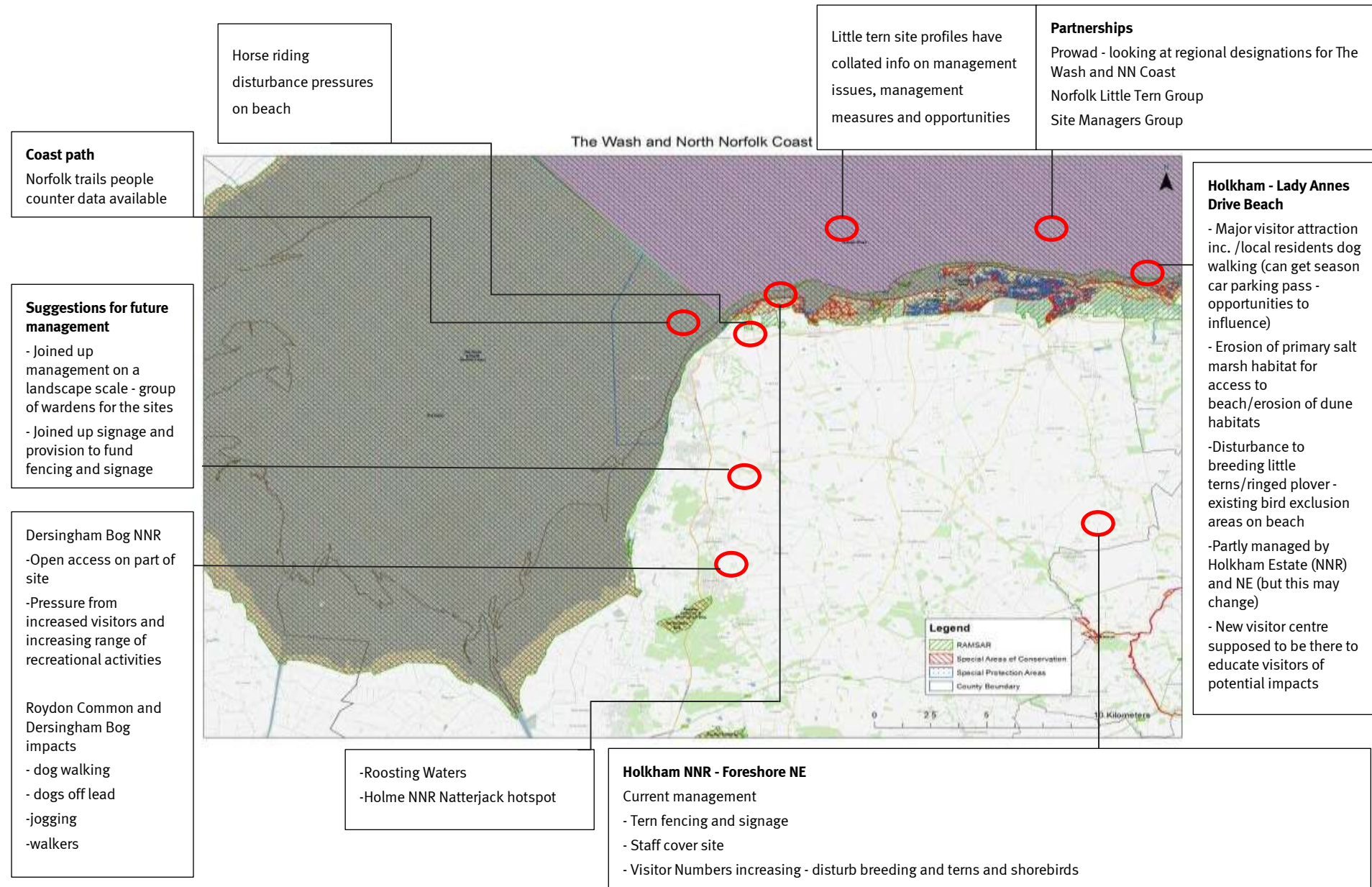
- Pensthorpe Park is Private (paid access)
- Little Ryburgh/Great Ryburgh undertakes a neighbourhood plan seeking to include designation of local green space and improved connectivity- walking with all stakeholders/land owners

- Access to River Wensum at Goggs Mill and car park near to former gas works
- Public footpath alongside river to the south of town centre continuing to former railway track/heath lane
- Some damage to river bank and work to restore footpath and bank (faggets)
- River Wensum restoration strategy - have done some work reconnecting flood plain

- Limited impacts from recreational disturbance due to a lack of public access.
- Very few PRoWs follow alongside the Wensum for any distance. Access restricted to commons.

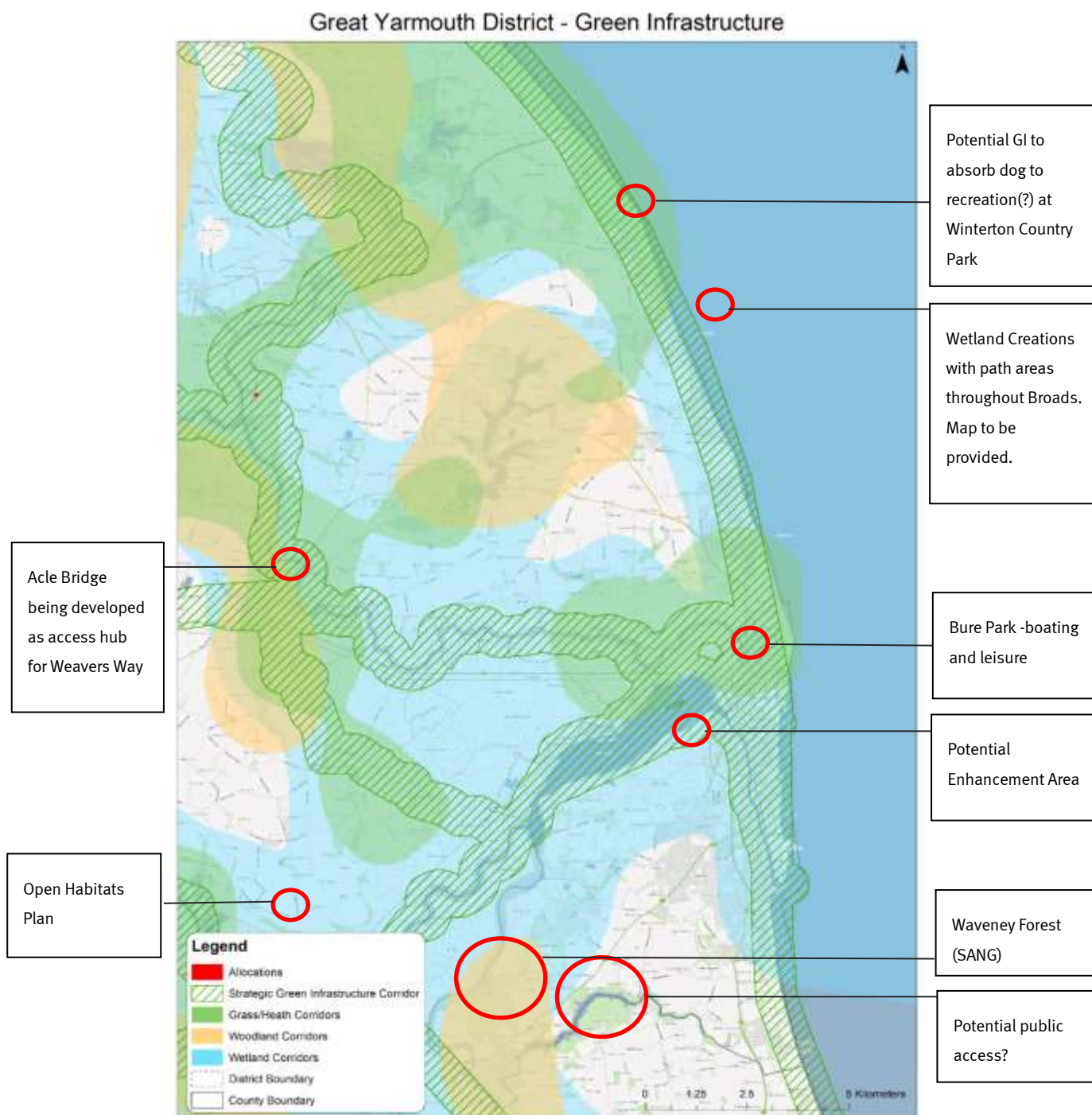




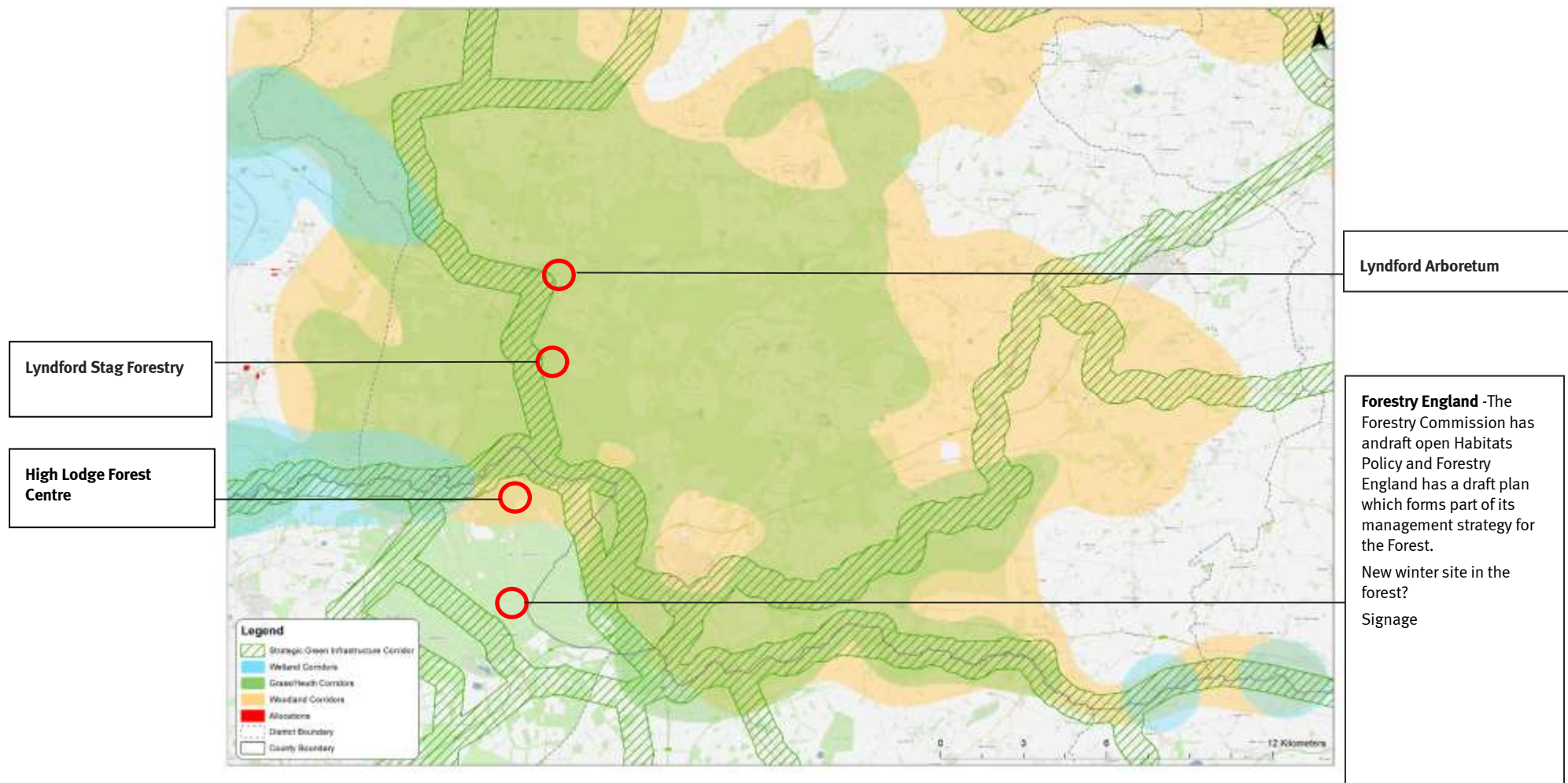


APPENDIX 6

A6(1) Green Infrastructure (GI) Workshop Annotated Maps



Breckland District – Green Infrastructure (South)*

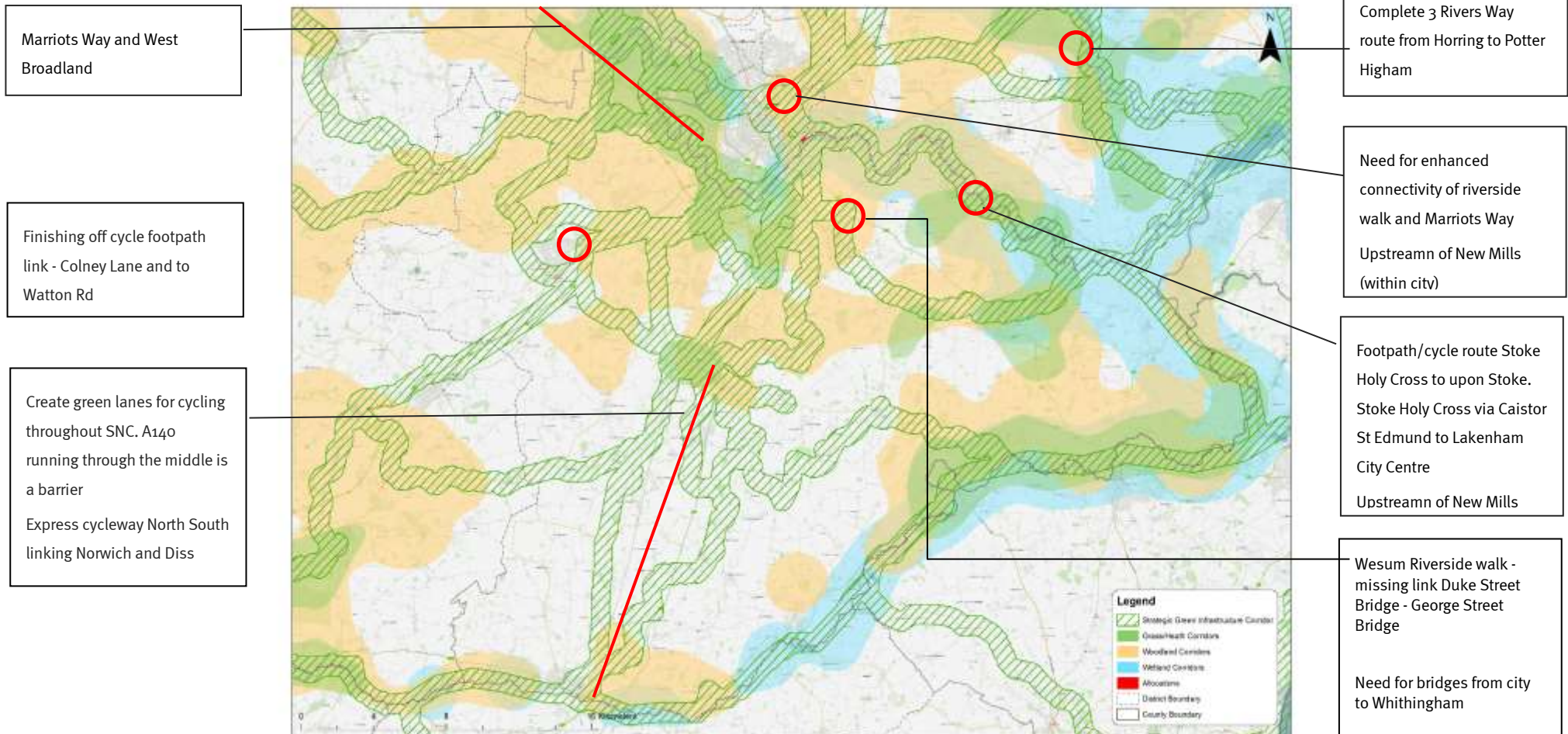


*No comments on Breckland (North) were made at the Green Infrastructure workshop

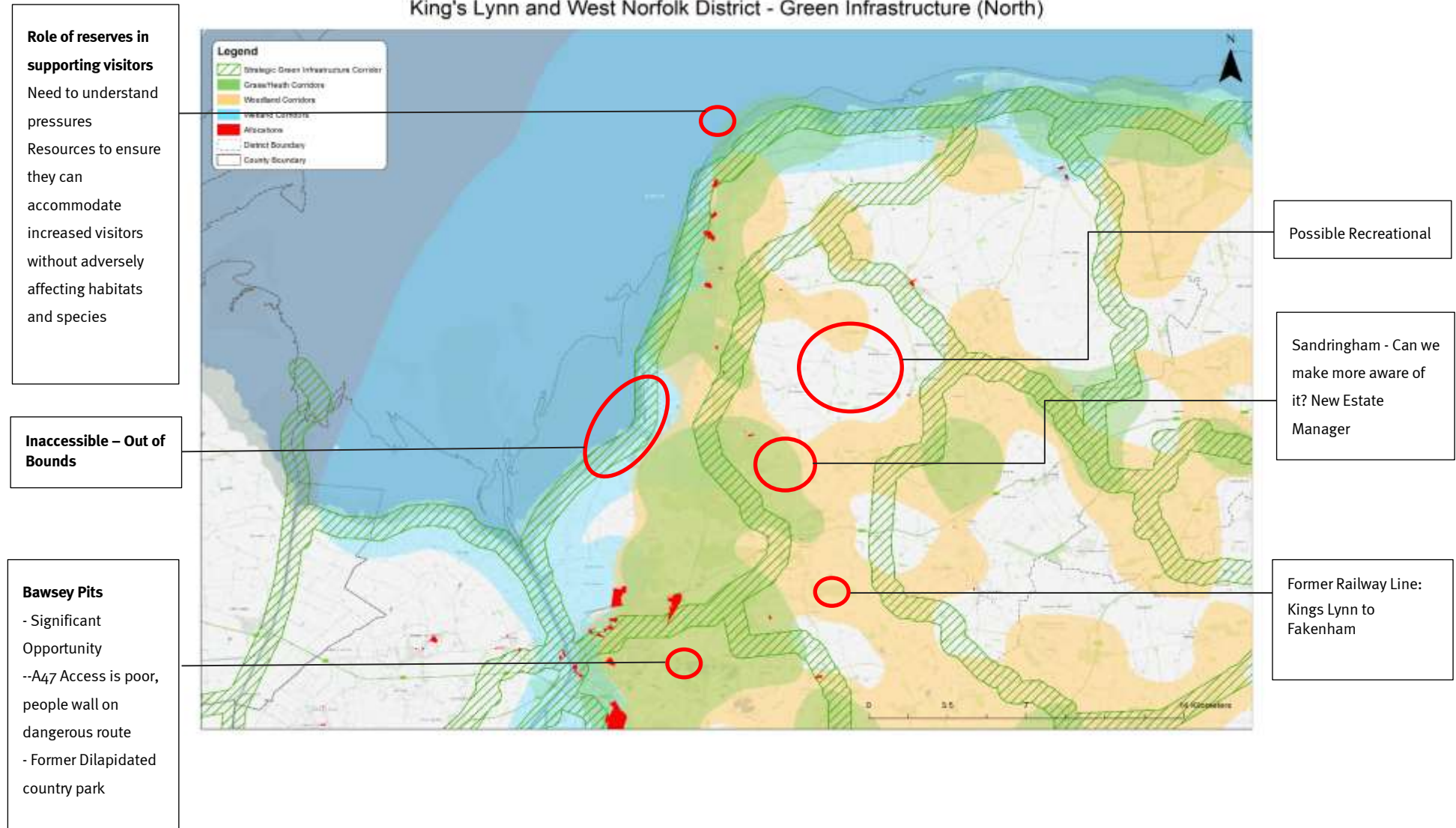
Greater Norwich – Green Infrastructure



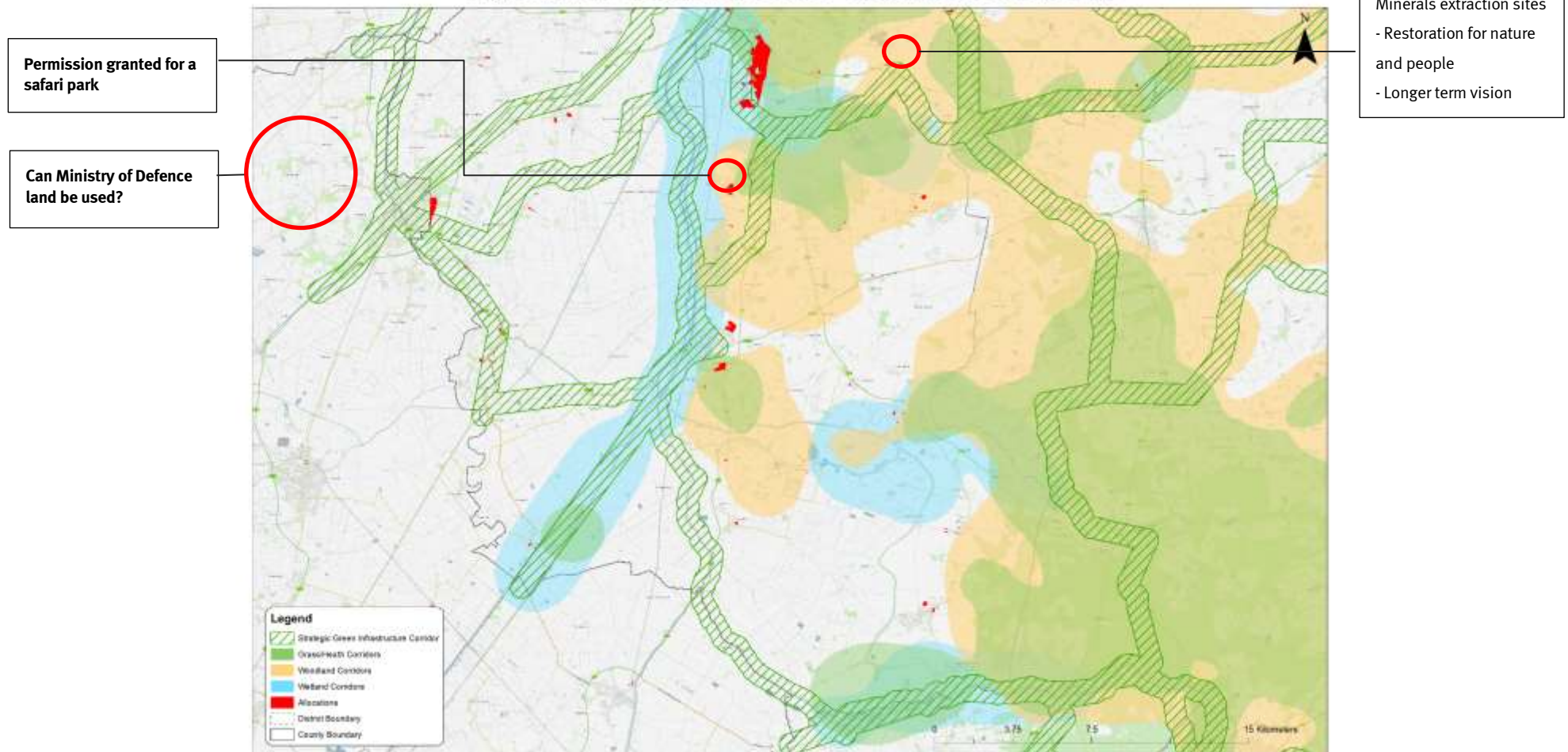
Greater Norwich – Green Infrastructure

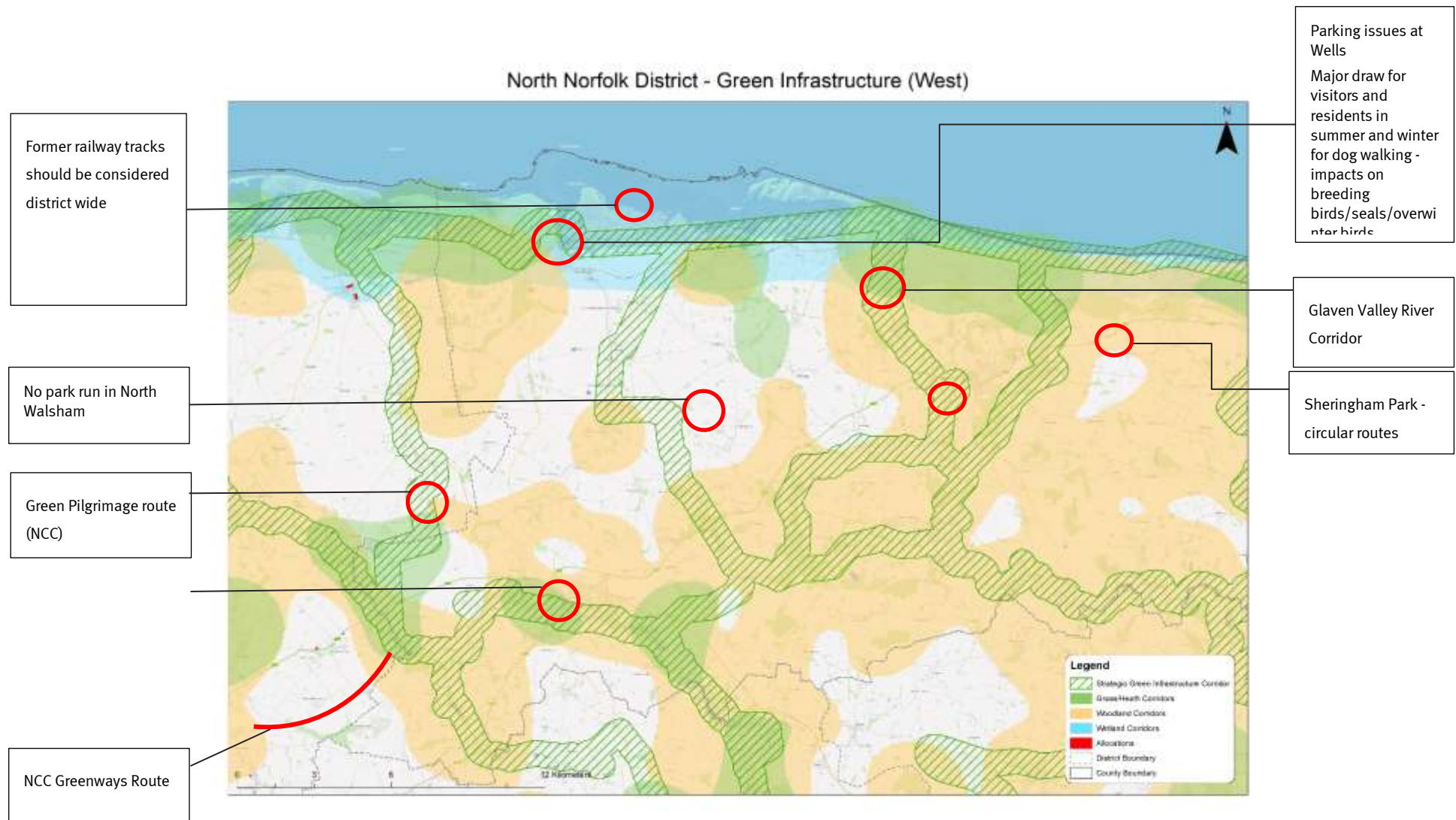


King's Lynn and West Norfolk District - Green Infrastructure (North)

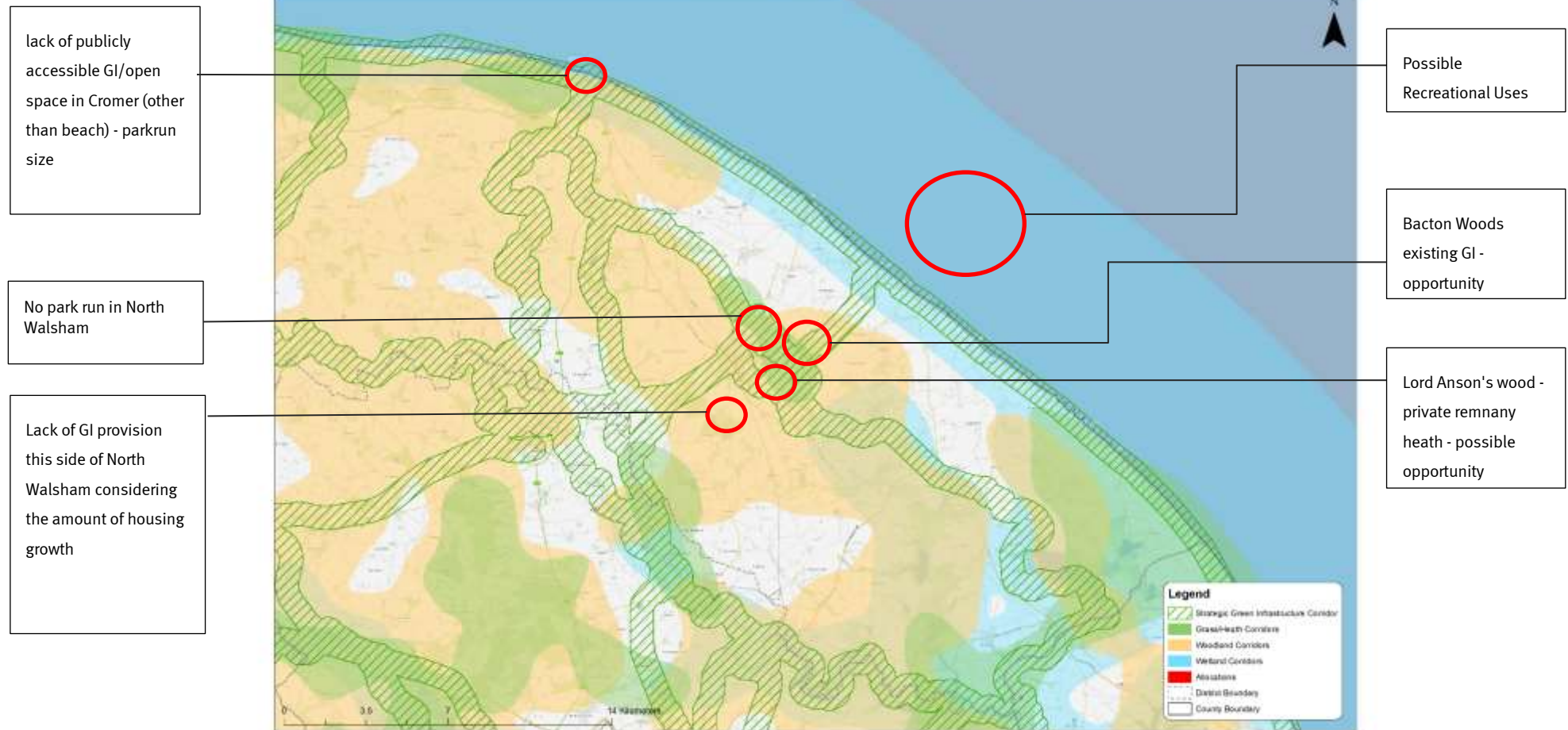


King's Lynn and West Norfolk District - Green Infrastructure (South)





North Norfolk District - Green Infrastructure (East)



APPENDIX 7

A7(1) Essex Coast RAMS Guidelines for proposals for student accommodation

Essex Coast RAMS Guidelines for proposals for student accommodation

Introduction

The Essex coast Recreational disturbance Avoidance and Mitigation Strategy (the "Essex coast RAMS") aims to deliver the mitigation necessary to avoid significant adverse effects from in-combination impacts of residential development that is anticipated across Essex; thus protecting the Habitats (European) sites on the Essex coast from adverse effects on site integrity. All new residential developments within the evidenced Zones of Influence where there is a net increase in dwelling numbers are included in the Essex Coast RAMS. The Essex Coast RAMS identifies a detailed programme of strategic mitigation measures which are to be funded by developer contributions from residential development schemes.

This note includes guidance for proposals for student accommodation to help understand the contribution required. It has been agreed by the Essex Coast RAMS Steering Group. The purpose of this note is to ensure that a consistent approach is taken across Essex when dealing with proposals for student accommodation within the Zones of Influence of the Essex Coast RAMS.

Student Accommodation

In their letter to all Essex local planning authorities, dated 16 August 2018, Natural England included student accommodation as one of the development types that is covered by the Essex Coast RAMS.

It would not be appropriate to expect the RAMS tariff of £122.30 for each unit of student accommodation. This would not be a fair and proportionate contribution. Nevertheless, Natural England has advised that there needs to be a financial contribution towards the RAMS as there is likely to be a residual effect from student accommodation development even though it will only be people generated disturbance rather than dog related. Natural England has advised that the tariff could be on a proportionate basis. It may also be possible for the on-site green infrastructure provision to be proportionate to the level of impact likely to be generated by the student accommodation, particularly as one of the main reasons for having on site green infrastructure is to provide dog walking facilities, which wouldn't be needed for student accommodation. The general model for calculation, set out below, explains how to obtain a fair and proportionate contribution for student accommodation.

In the first instance, 2.5 student accommodation units will be considered a unit of residential accommodation.

Secondly, it is recognised that due to the characteristics of this kind of residential development, specifically the absence of car parking and the inability of those living in purpose built student accommodation to have pets, the level of disturbance created, and thus the increase in bird disturbance and associated bird mortality, will be less than dwelling houses (use class C3 of the Use Classes Order b).

Research from the Solent Disturbance Mitigation Project showed that 47% of activity which resulted in major flight events was specifically caused by dogs off of a lead. As such, it is considered that level of impact from student accommodation would be half that of C3 housing and thus the scale of the mitigation package should also be half that of traditional housing.

So, a scheme for 100 student accommodation units would be considered 40 units. 40 units would then be halved providing that future occupiers are prevented from owning a car and keeping a pet:

$$100/2.5 = 40$$

$$40/2 = 20$$

$$20 \times £122.30 = £2,446$$

Please note that the calculation outlined above is to be used as a guide. The level of contribution would also need to consider the proximity of the accommodation to the Habitats sites in question and the total number of units being built.

Chelmsford City Council

Proposals for student accommodation in Chelmsford will have a de minimis effect. Unlike Colchester and Southend, Chelmsford only has a small area of Habitats sites in the far south-eastern part of its administrative area. Purpose built student accommodation generally includes restrictions preventing students from owning a car or a pet. These restrictions will make it extremely unlikely that a student will visit a Habitats site, owing to the difficulty in accessing Essex coast Habitats sites from Chelmsford by public transport. Consequently, proposals for purpose built student accommodation in Chelmsford will not lead to likely significant effects on Habitats sites from increased recreational disturbance.

APPENDIX 8

A8(1) County-wide Projects

A8(1.1) Norfolk Trails

In addition to its statutory duties as the local Highways Authority (including Public Rights of Way), Norfolk County Council (NCC) is committed to investing in GI. They deliver and promote a network of routes across the county that meet the revised National Trails quality standards in England (April 2013) which connect main settlements and provide a good level of green infrastructure; currently 70% of Norfolk's residents are served by the network of 13 long distance trails with short & circular walking and cycling routes across Norfolk for local use¹².

Given the planned growth across Norfolk, NCC is continuing to expand the scale and scope of this GI network and adding more trails based on disused railway lines & designated Quiet Lanes. These are in addition to the Peddar's Way and Norfolk Coast Path¹³, one of the 'family' of National Trails, which is managed locally within a national framework of guidance and support. Natural England is responsible for setting standards and investing in trail maintenance at the national level, while the local trail partnerships take collective responsibility for local delivery. This will incorporate the England Coast Path when it comes on stream in Norfolk. Natural England's vision for National Trails is that they are a family of "the highest quality recreational routes connecting our finest landscapes for extensive off-road journeys. National Trails provide public enjoyment and they bring local economic benefit through tourism as well as opportunities for improving the environment and for getting communities involved in caring for them."

One of the projects that is currently being undertaken by Norfolk CC which aims to reduce deficits in GI provision is the Greenways project. This has attracted Government grant aid (under the Rural Development Programme for England) and NCC is keen to further develop a greenway network (otherwise known as a Green Infrastructure network) across the county.

The proposed project/target areas will link in with the sustainable transport network and the existing Norfolk Trails aiming to deliver a GI network for 100% of Norfolk residents. As sustainability is key to this provision, candidate routes which can meet the National Trails criteria will be considered where they are not likely to result in significant effects on Habitats Sites.

Greenways offer a safe route for people and animals to travel and is focused on the benefits of health, wellbeing, economy, increased biodiversity, alleviation of congestion and air quality improvements. This project will help fill the gaps in the strategic network of ANG across Norfolk and with continued investment from NCC and growth; the Norfolk Trails network will provide a strategic level of GI across the county.

Work has already started on strategic Greenways projects such as:

- Weavers' Way between Aylsham and Stalham
- King's Lynn to Fakenham
- King's Lynn to Hunstanton

¹² Norfolk Trails: <https://www.norfolk.gov.uk/out-and-about-in-norfolk/norfolk-trails>

¹³ Peddar's Way and Norfolk Coast Path: <https://www.nationaltrail.co.uk/peddars-way-and-norfolk-coast-path>

These are all disused railways that can be reinvented as strategic green links across the county. The aim is to make Norfolk's Greenways as accessible as possible for all user groups, for example disabled users or horse riders, but access for different groups may depend on each specific landowner. NCC will be looking at a range of different options for costs across the proposed areas and developer contributions towards GI could be used where there is insufficient GI available on an individual development site. For the purpose of this Strategy, Norfolk's Greenways are considered part of the existing GI network existing on a County-wide scale.

Figure 27: The Norfolk Trails Network



Unfortunately, many habitats have been lost and fragmented over the years due to intensification of agriculture and urban expansion, which has put flora and fauna across the county at risk. NWT has identified a number of priority areas where they will be focussing on restoration and expansion of existing sites along with new wild areas that will benefit wildlife and people. This approach is moving away from simply trying to conserve what remains and instead restoring and creating habitats at a landscape scale to revive ecological networks as proposed in the principles of 'better, bigger, more, and joined', as described by Professor Sir John Lawton in his report *Making Space for Nature* (2010). Current Norfolk Living Landscape Project Areas include; North Norfolk, Bure and Thurne, Claylands, The Brecks, Wissey and Gaywood Valley, as shown in the figure below:

Figure 28: The Living Landscape Projects



Source: Norfolk Wildlife Trust, 2020

A8(1.2) Norfolk Tree Planting and Resilience Strategy (Draft)

The Draft Norfolk Tree Planting and Resilience Strategy focuses on increasing the resilience of tree, woodland and hedged landscapes across Norfolk, with the aim of helping Norfolk adapt to future climate change, pests and diseases. It will help identify where the greatest gains can be made through tree and hedge planting through an Action Plan for planting across the Norfolk County Council estate and other key landowners, stakeholders and community groups across Norfolk. Ultimately, its value in terms of GI will be dependent on ensuring that any tree and hedgerow planting is undertaken strategically.

APPENDIX 9

A9(1) Written comments from stakeholders

Royal Society for the Protection of Birds (RSPB)	Phil Pearson
<p>RSPB have been heavily involved in visitor management measures to protect sensitive nesting birds in both Breckland with their Stone Curlew project and the Little Terns on the Norfolk coast.</p> <p>The Norfolk Breck Heaths are not currently being hugely impacted by recreational disturbance as most are closed to public access during the breeding season. However, there are some concerns about the effect of recreational disturbance outside the breeding season on the rabbit populations that are vital to maintain the quality of the heaths. Recreational activity, particularly involving dogs, may adversely affect rabbits and cause spread of disease. Otherwise, recreational disturbance to stone-curlews is most likely to occur where there is a PROW close to stone-curlew nesting locations on heaths or arable land. Ongoing monitoring of stone-curlews currently receives no government or grant funding in the region.</p> <p>There is clearly a need to also coordinate the different actions outlined within a RAMS to dovetail with existing teams of RSPB volunteers (e.g. stone-curlews or beach-nesting birds) that are already in place to undertake annual monitoring. This will be necessary to integrate with the RSPB's Little Tern management in east Norfolk. RSPB would be happy to be part of an oversight group to help manage this issue in the same way as we sit on the mitigation and monitoring groups for KLWN and GYBC.</p>	
Forestry Commission (FC)	Neal Armour-Chelu, Ecologist
<p>Details of the current monitoring have been provided where this has been undertaken within the Breckland Forest for Breckland SPA Designated Features i.e. Woodlark, Nightjar and Stone Curlew (where this species is a regular breeding bird on heathland sites within the forest albeit in small numbers) Potential disturbance to Stone Curlew is managed via Countryside and Rights of Way (CROW) Act 2000 access control.</p> <p>Breckland Forest provides breeding and feeding habitat of varying quality for woodlark and nightjar. These two ground nesting species breed almost exclusively in plantation restocks. Woodlark will also use open short turf grassland (Breck heath).</p> <p>Recreational access has been demonstrated to have the potential to create disturbance that affects the breeding behaviour of woodlark and nightjar (e.g. Murison 2002; Liley & Clarke 2003 and Liley et al 2006). Mallord et al (2007) demonstrated that this interaction can have a population level effect.</p> <p>Recreational impacts on breeding behaviour can be expressed in two ways:-</p> <ol style="list-style-type: none"> 1. Areas become too disturbed for birds to settle in and are therefore unsuitable as breeding habitat. 2. Birds settle to breed in an area, but their productivity is decreased, or they fail to produce any viable young. <p>The effect of disturbance on breeding behaviour can be through direct mechanisms (e.g. trampling of nest or birds are repeatedly flushed, so that clutch or brood chills) and also indirect mechanisms (e.g. littering increases predator activity in the area or birds are flushed and their unguarded clutch or brood is predated).</p> <p>Present access levels at wider Breckland Forest SSSI sites appear relatively low (Dolman et al 2008 and Hornigold 2017). However, low current visitor rates do not necessarily mean that there is no current impact from access or that future increases in recreation will not have an impact. The report of Dolman (2010) suggested no impacts, were found in 2008 to 2009, but given the scale of future change predicted by Panter et al (2016), impacts may occur in the future. It is also important to note</p>	

that the study of Dolman (2010) only looked at post-settlement interactions and did not study territory settlement patterns for the three SPA birds within Breckland Forest SSSI.

In order to understand any potential recreational impacts on the integrity of the SPA and the breeding success of woodlark, nightjar and stone curlew, several ecological factors surrounding the birds and their habitat and recreational activity need to be spatially quantified. Habitat quantity, quality and distribution datasets are updated annually by Forestry England with monitoring costs for these surveys estimated at £6-8k pa. Distribution and productivity for the three SPA birds are regularly updated with nest checks and weekly monitoring for woodlark and nightjar and productivity data held by Breckland DC.

It is important to understand the mechanisms and how the factors interact to affect bird productivity and the integrity of Breckland SPA. This understanding will determine which mitigation options are most appropriate.

There are also two Breckland Forest SSSI designated features of plant and invertebrate assemblages which may also be damaged by increased residential development and recreation. Trampling, canine eutrophication and fly-tipping of invasive plant species are a concern (Shaw et al 1995 and Taylor et al 2005).

Norfolk Wildlife Trust (NWT)

John Hiskett (Senior Conservation Officer), Mike Jones (Conservation Officer) and Matt Jones (Living Landscapes officer)

As none of the NWT officers were able to attend either of the workshops held in May 2019, the consultants arranged to meet them separately at their offices.

NWT manage parts of 11 Habitats Sites across Norfolk with a “no dogs” policy or most of the reserves except Public Rights of Way:

- North Norfolk Coast SPA, SAC and Ramsar site (Holme Dunes National Nature Reserve; Cley and Salhouse Marshes reserve)
- Broadland SPA & Ramsar site and the Broads SAC (Alderfen Broad and Marshes; Barton Broad and Marshes; Cockshoot Broad; Hickling Broad and Marshes; Martham Broad and Marshes; Ranworth Broad and Marshes; Trinity Broads; Upton Broad and Marshes)
- Norfolk Valley Fens SAC (Buxton Common; Holt Lowes; Scarning Fen; Swangey Fen; Thompson Common)
- Breckland SPA and SAC (East Wretham Heath; Thetford Heath; Weeting Heath)
- Roydon Common and Dersingham Bog SAC & Roydon Common Ramsar (Roydon Common)

This was very helpful in capturing information they had on visitor activities and disturbance impacts on the Habitats Sites and their suggestions into the future management of their sites. Discussion also included potential alternative locations for visitors e.g. accessible non-designated woodlands, new “broads” created by minerals extraction and use of cut-off channels. This information has been included on the maps used at the workshops (Appendix 5).

APPENDIX 10

A10(1) Example s106 Unilateral Undertaking Norfolk RAMS Contribution

UNILATERAL UNDERTAKING

Made under Section 106 of the Town and Country Planning Act 1990 (as amended)

relating to land at: <INSERT ADDRESS>

IN FAVOUR OF

<INSERT> DISTRICT/BOROUGH/CITY COUNCIL

<INSERT SIGNATORY>

<INSERT COUNCIL>

<INSERT ADDRESS>

DATE

<INSERT dd/mm/yr>

PARTIES

By INSERT NAME AND ADDRESS
the “Owner”

To <INSERT COUNCIL>
the “District/Borough/City /Borough/City Council”

INTRODUCTION

1. The District/Borough/City Council is the local planning authority for the purposes of the Act for the area in which the Site is situated.
2. The Owners are the freehold owners of the Site which is part of the land registered at the Land Registry under title number <insert>
3. The District/Borough/City Council has not yet determined the Planning Application and the Owner enters into this Deed to secure the planning obligations which will take effect following a grant of the Planning Permission for the Development

NOW THIS DEED WITNESSES AS FOLLOWS:

OPERATIVE PART

1 DEFINITIONS

For the purposes of this Deed the following expressions shall have the following meanings and shall be read in conjunction with the definitions set out in the Third Schedule:

“Act”	the Town and Country Planning Act 1990 as amended;
“Application Site”	the land described in the First Schedule as shown edged red for identification purposes only on the Application Site Plan;
“Application Site Plan”	the plan attached to this Deed
“Commencement of Development”	the date on which any material operation (as defined in Section 56(4) of the Act) forming part of the Development begins to be carried out on the Site other than (for the purposes of this Deed and for no other purpose) operations consisting of archaeological investigations, investigations for the purpose of assessing ground conditions, remedial work in respect of any contamination or other adverse ground conditions, diversion and laying of services, erection of any temporary means of enclosure, the temporary display of site notices or advertisements or the erection of temporary fences and “Commence Development” shall be construed accordingly;
“Development”	the development of the Site as described in the Planning Application and in accordance with the Planning Permission
“Dwelling”	any dwelling (including house, flat or maisonette) or unit of tourist accommodation to be constructed pursuant to the Planning Permission
“Recreational impact Avoidance and Mitigation Contribution”	means the sum of £<INSERT TOTAL> (Index Linked) calculated using the Recreational impact Avoidance and Mitigation Contribution Calculation to be paid by the Owner to the District/Borough/City Council as a contribution towards

“Recreational impact Avoidance and Mitigation Contribution Calculation”	the sum of £<INSERT> x the total number of new dwellings proposed pursuant to the Planning Permission to calculate the Recreational impact Avoidance and Mitigation Contribution.
“Index”	means the All-in Tender Price Index published by the Building Costs Informative Service from time to time
“Index Linked”	<p>the sum referred to in the Second Schedule of this Deed shall be increased or decreased by an amount equivalent to the increase or decrease in the Index from the date of the grant of Planning Permission until the date on which the Habitat Mitigation Contributions is payable using the formula $A=B \times C/D$</p> <p>A – the sum payable under this Deed</p> <p>B – the original sum calculated</p> <p>C – the Index for the month 2 months before the date on which the Recreational impact Avoidance and Mitigation Contribution is payable</p> <p>D – the Index for the month of the grant of the Planning Permission</p>
“Interest”	<p>In the event of any delay in the payment of the Recreational impact Avoidance Mitigation Contribution required to be paid to the District/Borough/City Council under this Deed then interest shall be payable thereon the annual rate of 4% above base rate for the time being of the Bank of England base from the date that the Recreational impact Avoidance and Mitigation Contribution fell due until the date of actual payment</p>
“Planning Application”	<p>means the application for Planning Permission for <INSERT DESCRIPTION OF DEVELOPMENT AS INCLUDED ON THE PLANNING APPLICATION></p> <p>at <INSERT ADDRESS OF DEVELOPMENT></p> <p>submitted to the District/Borough/City Council on <INSERT DATE></p>
“Planning Permission”	The <INSERT TYPE> planning permission subject to conditions to be granted by the District/Borough/City Council pursuant to the Planning Application substantially as set out in the draft as set out in the Second Schedule;
“Section 106 Officer”	the officer so designated by the District/Borough/City Council and any notice required to be served on the Section 106 Officer must be sent or delivered to the District/Borough/City Council at

the address aforesaid marked for the attention of the Section 106 Officer (unless otherwise agreed with the District/Borough/City Council);

“Site” the land described in the First Schedule against which this Deed may be enforced as shown edged red for identification purposes only on the Application Site Plan;

“Working Days” Monday to Friday (inclusive) except Good Friday, Christmas Day and public or bank holidays from time to time in England.

2 CONSTRUCTION OF THIS DEED

- 2.1 Where in this Deed reference is made to any clause, paragraph or schedule or recital such reference (unless the context otherwise requires) is a reference to a clause, paragraph or schedule or recital in this Deed.
- 2.2 Words importing the singular meaning where the context so admits include the plural meaning and vice versa.
- 2.3 Words of the masculine gender include the feminine and neuter genders and words denoting actual persons include companies, corporations and firms and all such words shall be construed interchangeable in that manner.
- 2.4 Wherever there is more than one person named as a party and where more than one party undertakes an obligation all their obligations can be enforced against all of them jointly and severally unless there is an express provision otherwise.
- 2.5 Any reference to an Act of Parliament shall include any modification, extension or re-enactment of that Act for the time being in force and shall include all instruments, orders, plans regulations, permissions and directions for the time being made, issued or given under that Act or deriving validity from it.
- 2.6 Any references to any party to this Deed shall include the successors in title to that party and to any person deriving title through or under that party and in the case of the District/Borough/City Council the successors to its respective statutory functions.
- 2.7 The headings are for reference only and shall not affect construction.
- 2.8 Any covenant by the Owners not to do an act or thing shall be deemed to include an obligation to use all reasonable endeavours not to permit or suffer such act or thing to be done by another person where knowledge of the actions of the other person is reasonably to be inferred.
- 2.9 Any notices required to be given under the terms of this Deed may (in addition to any other valid method of service) be given or served by sending the same by recorded delivery post addressed to the party to or upon whom it is to be given or served at the address for that party given in this Deed or such other address in the United Kingdom as that party may by notice to the other parties hereto or their agent stipulate as that party’s address for service of notice pursuant to this Deed or if not such address is given or stipulated at that party’s last known

address and any notice so given or served shall be deemed to be received and the date on which it is given or served shall be deemed to be 48 hours after posting.

3 LEGAL BASIS

- 3.1 This Deed is made pursuant to Section 106 of the Act and to the extent that it does not contain planning obligations Section 111 of the Local Government Act 1972 and Section 1 of the Localism Act 2011 and all other enabling powers.
- 3.2 The covenants, restrictions and requirements imposed upon the Owners under this Deed that are planning obligations pursuant to Section 106 of the Act are enforceable by the District/Borough/City Council as the local planning authority against the Owners and their successors in title.
- 3.3 Any variation of this Deed is to be by way of a formal variation by deed between all the parties unless there is express provision in this Deed otherwise.

4 CONDITIONALITY

The provisions set out in this Deed are conditional upon:

- (i) the grant of the Planning Permission; and
- (ii) the Commencement of Development

save for the provisions of this Clause and Clauses which shall take effect immediately upon completion of this Deed.

5 THE OWNERS' COVENANTS

- 5.1 The Owners hereby covenants with the District/Borough/City Council as set out in the Second Schedule so as to bind the Site and each and every part thereof.
- 5.2 The Owners warrant that they are the freehold owners of the Site and have full power and capacity to enter into this Deed and that there is no other party or person having a charge or any other interest in or over the Site whose consent is necessary to make this Deed binding on the Site and all estates and interests therein.

6 MISCELLANEOUS

- 6.1 No provisions of this Deed shall be enforceable under the Contracts (Rights of Third Parties) Act 1999.
- 6.2 This Deed shall be registrable as a local land charge by the District/Borough/City Council.
- 6.3 It is acknowledged that following the performance and satisfaction of all the obligations contained in this Deed the District/Borough/City Council shall forthwith on the written request of the Owners mark accordingly all entries made in the Register of Local Land Charges in respect of this Deed.
- 6.4 Insofar as any clause or clauses of this Deed are found (for whatever reason) to be invalid illegal or unenforceable then such invalidity illegality or unenforceability shall not affect the

validity or enforceability of the remaining provisions of this Deed.

- 6.5 This Deed shall cease to have effect (insofar only as it has not already been complied with) if the Planning Permission shall be quashed, revoked or otherwise withdrawn or (without the consent of the Owners) it is modified by any statutory procedure or expires prior to the Commencement of Development.
- 6.6 No person shall be liable for any breach of any of the planning obligations or other provisions of this Deed after it shall have parted with its entire interest in the Site (or that part of the Site in respect of which such breach occurs) but without prejudice to liability for any subsisting breach arising prior to parting with such interest AND FOR THE AVOIDANCE OF DOUBT neither the reservation of any rights or the inclusion of any covenants or restrictions over the Site in any transfer of the Site (or any part or parts of the Site) shall constitute an interest for the purposes of this Clause.
- 6.7 Subject to clause 2.8.1 nothing in this Deed shall prohibit or limit the right to develop any part of the Site in accordance with a planning permission (other than the Planning Permission) granted (whether or not on appeal) after the date of this Deed
 - 6.7.1 In the event that any new planning applications are made in respect of the Development pursuant to section 73 of the Act then with effect from the date that the new planning permission is granted pursuant to section 73 of the Act
 - 6.7.1.1 the obligations in this Deed shall in addition to binding the Site in respect of the Planning Permission relate to and bind the Site in respect of any planning permission granted pursuant to section 73 of the Act
 - 6.7.1.2 the definitions of Development Planning Application and Planning Permission shall be assumed to include references to any applications under section 73 of the Act, the planning permissions granted thereunder and the development permitted by such subsequent planning permissions PROVIDED THAT nothing in this clause shall fetter the discretion of the Council in determining any applications under section 73 of the Act and the appropriate nature and/or quantum of section 106 obligations in so far as they are materially different to those contained in this Deed and required pursuant to a determination under section 73 of the Act whether by way of a new deed or supplemental deed pursuant to section 106 of the Act or a modification pursuant to section 106A of the Act
- 6.8 Nothing contained or implied in this Deed shall prejudice or affect the rights, discretions, functions, powers, duties and obligations of the District/Borough/City Council under all statutes by-laws statutory instruments orders and regulations in the exercise of their functions as a local authority.
- 6.9 The Owners covenant from the date that this Deed takes effect to allow the District/Borough/City Council, and its respectively duly authorised officers or agents at all reasonable times following at least three days' prior notice to enter into and upon the Site for the purposes of monitoring compliance with the provisions of this Deed.
- 6.10 The Owners hereby agree that any rights to claim compensation arising from any limitations or

restrictions on the planning use of the Site under the terms of this Deed are hereby waived.

- 6.11 The Owners covenant to pay the District/Borough/City Council's reasonable legal costs incurred in the preparation and negotiation of this Deed on completion of this Deed.

7 WAIVER

No waiver (whether expressed or implied) by the District/Borough/City Council or the Owners of any breach or default in performing or observing any of the covenants terms or conditions of this Deed shall constitute a continuing waiver and no such waiver shall prevent the District/Borough/City Council or the Owners from enforcing any of the relevant terms or conditions or for acting upon any subsequent breach or default.

8 CHANGE IN OWNERSHIP

The Owners agree with the District/Borough/City Council to give the District/Borough/City Council written notice within 10 Working Days of any change in ownership of any of its interests in the Site occurring before all the obligations under this Deed have been discharged such notice quoting the Planning Application reference number and to give details of the transferee's full name and registered office (if a company or usual address if not) together with the area of the Site purchased by reference to a plan and the title number or numbers thereof PROVIDED THAT this obligation shall not apply to any disposal to any of the statutory utilities for their operational purposes or to any mortgagee or charge of the Site.

9 JURISDICTION

This Deed is governed by and interpreted in accordance with the law of England and Wales and the parties submit to the non-exclusive jurisdiction of the courts of England and Wales.

10 DELIVERY

The provisions of this Deed (other than this clause which shall be of immediate effect) shall be of no effect until the Planning Permission is granted

FIRST SCHEDULE

Details of the Owners' Title, and description of the Site

Freehold land at <INSERT ADDRESS>

within registered title number <INSERT> shown edged red for identification only on the Application Site Plan.

SECOND SCHEDULE

Recreational impact Avoidance and Mitigation Contribution

The Owners for themselves and their successors in title to the Site covenant as follows:-

- 1.1 Not to cause or permit Commencement of Development until the Recreational impact Avoidance and Mitigation Contribution have first been paid to the District/Borough/City Council

- 1.2 To advise the District/Borough/City Council within 5 (five) Working Days of Commencement of Development
- 1.3 In the event that the Recreational impact Avoidance and Mitigation Contribution remains unpaid within 30 (thirty) days of a request for payment or invoice being issued the Recreational impact Avoidance Mitigation Contribution shall accrue Interest

IN WITNESS whereof this Deed has been duly executed as a Deed on the date and year first written

Executed as a deed by

()

and

()

in the presence of:

Signature of Witness:.....

Name of Witness:.....

Address of Witness:.....



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March 2021



Essex County Council

Proposal for a Community Infrastructure Fund loan scheme

Report Author(s): Emily Larter
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07866138259
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Portfolio: Economic Growth

Ward(s) Affected: All

Purpose of the Report:

The purpose of this report is to outline a proposal to create a new Community Infrastructure Fund.

Recommendations:

1. Cabinet to recommend to Council the following changes to the Council's earmarked Revenue Reserves:
 - a) Creation of a new Community Infrastructure Fund Reserve of £1,500,000 to cover the cost of loans to parish and town Councils.
2. Cabinet to agree that the Director of Place, in consultation with the Assistant Director of Finance and Portfolio Holder for Finance and the Leader, has the authority to agree any Community Infrastructure Fund loan up to £750,000 (provided they are underwritten by the respective Parish or Town Council's future Community Infrastructure Levy receipts). This includes delegated authority to enter in Facility Agreements on behalf of the Council.
3. Cabinet to agree that the Director of Place receives delegated authority to approve the final terms of the standard form Facility Agreement, in consultation with the Monitoring Officer.
4. Members to note that where the repayment period is expected to be more than 10 years, loans should not be entered into without receipt of Cabinet approval.

1. Summary

- 1.1 The purpose of this report is to create a Community Infrastructure Fund which would provide South Norfolk Council the ability to loan money to parish or town Councils, ahead of receipt of their Community Infrastructure Levy contributions.

2. Background

- 2.1 Under the terms of the Community Infrastructure Levy Regulations 2010, developments in South Norfolk are required (other than where exempt) to make payments to the district's Community Infrastructure Levy (CIL).
- 2.2 Money collected via CIL can be used in response to growth, to deliver community infrastructure in the local area.
- 2.3 A proportion of the monies collected via CIL are sent to parish or town Councils by SNC in accordance with the CIL Regulations. The relevant proportions are:
- 15% of the total CIL paid through development or;
 - 25% of the total CIL paid through development, if there is a neighbourhood plan in place.
- 2.4 The Community Infrastructure Levy Regulations 2010 allow parish or town Councils to use CIL receipts to fund:
- the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - anything else that is concerned with addressing the demands that development places on an area.
- 2.5 It should be noted that CIL is separate to onsite infrastructure delivery which may be required as part of the development planning process and is generally funded by the developer/landowner.

3. Current position/findings

- 3.1 At present, the process of the collection and allocation of CIL money does not allow for new development and infrastructure growth (where delivered using CIL) to occur concurrently. This means it is often the case that there is a gap between completion of a development and delivery of infrastructure (where delivered using CIL).
- 3.2 Members will also be aware that the Council is currently considering setting up a Larger Settlements Fund. The proposed Community Infrastructure Fund loan facility could provide an opportunity for match funding by parish or town Councils.

4. Proposed action

- 4.1 The proposal is to create a Community Infrastructure Fund which would provide South Norfolk Council the ability to loan money to parish or town Councils who may be looking to deliver infrastructure projects or enhancements to help address the demands of growth concurrently with development in their area.
- 4.2 The proposal is to allocate £1,500,000 from the Councils Revenue Reserve. This money would be used to create a South Norfolk Council Community Infrastructure Fund (SNC CIF).
- 4.3 Loans will be offered to parish and town Councils at interest at the Bank of England base rate.
- 4.4 Acting as the Local Planning Authority, Council officers can understand and forecast future CIL receipts of parish and town Councils, based on knowledge of the expected delivery of growth in the area. This information will be used to form the basis of the repayment timescales included within the Facility Agreement.
- 4.5 The loan will be repaid by recipients through a direct transfer of funds from SNC's CIL receipts into the SNC CIF. In this situation the loan recipient doesn't receive their CIL payment, which will be used to immediately repay the SNC CIF. However, once the loan is repaid any future CIL payments will be passed to the respective parish or town Council.
- 4.6 Where parish or town Councils are looking to borrow money from the SNC CIF, they will be required to complete and submit an application form to the Director of Place. A copy of the proposed application form can be seen within Appendix 1.
- 4.7 Birketts will be appointed by the Council to draft a standard form Facility Agreement which will be entered into by the Council and the loan recipient. The Facility Agreement will outline key contract particulars, including:
 - The value of the loan
 - The purpose of the loan (including drawings)
 - The terms for repayment
 - The interest due (which will be the Bank of England base rate)
 - Events of default
 - Other contract particulars required to complete the Facility Agreement.
- 4.8 The repayment period for the loan will depend on the speed with which development is delivered (and therefore CIL is paid) in the respective parish, but it is suggested that loans should not be entered into where the repayment period is expected to be more than 10years.
- 4.9 It is proposed that the Director of Place receives delegated authority to approve the terms of the standard form Facility Agreement, in consultation with the Monitoring Officer.

- 4.10 It is proposed that the Director of Place, in consultation with the Assistant Director of Finance and Portfolio Holder for Finance and the Leader, has the authority to agree any Community Infrastructure Fund loan up to £750,000 (provided they are underwritten by the respective Parish or Town Council's future Community Infrastructure Levy receipts). This includes delegated authority to enter in Facility Agreements on behalf of the Council.
- 4.11 SNC CIF loans in excess of £750,000 will be taken to Cabinet for approval.

5. Other options

- 5.1 Do Nothing: the alternative option is a 'do nothing' approach whereby the Council continues to see community infrastructure delivered later than development growth. In this scenario, the community is at a disadvantage because the community infrastructure has not received adequate investment to support the growth. For this reason, this option is not recommended.

6. Issues and risks

- 6.1 **Resource Implications** – the proposal requires the Council to allocate Council reserves to create the SNC Community Infrastructure Fund.

At 31 March 2021, the Council had £3,435,000 in a Revenue Reserve as a general buffer against unexpected events.

A further £2,569,000 will be transferred into this reserve during FY2021/2022, following the Cabinet decision on 22 November 2021 (namely a reduction of £3,169,000 in the Business Rates Reserve and the creation of a £600,000 feasibility study reserve).

The Revenue Reserve therefore has a balance of £6,004,000 which could be used to create the Community Infrastructure Fund Reserve.

As there is a maximum cap of SNC CIF funding available (£1,500,000), consideration will need to be given to ensure that the funding is allocated appropriately to maximise opportunity and impact.

- 6.2 **Legal Implications** – Council officers will engage with the Council's legal advisors, Birketts, to ensure the appropriate legal documents are in place as required.
- 6.3 **Equality Implications** – an equality impact assessment will be completed by the applicant as part of the applications process. Please see Appendix 1.
- 6.4 **Environmental Impact** – the creation of the SNC CIF will not impact the environment. However, the projects funded by the SNC CIF may impact on the environment; applicants will be asked to demonstrate how they will mitigate this impact as part of the application process. Please see Appendix 1.

6.5 **Crime and Disorder** – the creation of the SNC CIF will not impact levels of crime and disorder.

6.6 **Risks** – none other than those discussed above.

7. Conclusion

7.1 The creation of a new Community Infrastructure Fund will be of great benefit to South Norfolk residents. It also enables parish and town Councils the opportunity to shape and enhance their area. This work can be carried out as a result of the funding support proposed by SNC but it can also be facilitated by the professional support of officers which could be part of a package of support to parish and town Councils paid for by the CIF.

7.2 This report concludes that a SNC Community Infrastructure Fund should be progressed in accordance with section 4 of this report.

8. Recommendations

8.1 Cabinet to recommend to Council the following changes to the Council's earmarked Revenue Reserves:

- Creation of a new Community Infrastructure Fund Reserve of £1,500,000 to cover the cost of loans to parish and town Councils.

8.2 Cabinet to agree that the Director of Place, in consultation with the Assistant Director of Finance and Portfolio Holder for Finance and the Leader, has the authority to agree any Community Infrastructure Fund loan up to £750,000 (provided they are underwritten by the respective Parish or Town Council's future Community Infrastructure Levy receipts). This includes delegated authority to enter in Facility Agreements on behalf of the Council.

8.3 Cabinet to agree that the Director of Place receives delegated authority to approve the final terms of the standard form Facility Agreement, in consultation with the Monitoring Officer.

8.4 Members to note that where the repayment period is expected to be more than 10 years, loans should not be entered into without receipt of Cabinet approval.

Background papers

None

Appendix 1

Community Infrastructure Fund application form

Applicant details

Organisation name:

Contact name:

Contact role:

Contact email address:

Project details

Project name:

Project description (explain what the project is):

Project need (explain why the project is required):

Project outcomes (explain how the community will benefit from the project, what will they receive?):

Cont'd...

Appendix 1 (cont'd)

Community Infrastructure Fund application form

Project details

Project timescales (please identify the current status of the project and how long it will take to be completed, a high-level plan of work is useful):

Project costs (please provide a copy of the project budget):

Project funding (please identify the funding sources being utilised by the project):

Please outline the expected (headline) dates of receipt of Community Infrastructure Levy payments. This is required to allow South Norfolk Council the ability to manage the Community Infrastructure Fund budget.

Impact assessments

Is it possible that the project will have an environmental impact?

☐ Yes

☐ No

If answered yes to the above, please advise how this impact will be mitigated.

Cont'd...

Appendix 1 (cont'd)

Community Infrastructure Fund application form

Impact assessments

Is it possible that the project will have an impact on a protected group? If so, an equalities impact assessment should be completed by the applicant.

Which protected characteristics under the Equalities Act 2010 does this project impact: (indicate with a yes or no, whether the impact could be positive , neutral , or negative)			
Protected Characteristic	Potential Impact		
	Positive	Neutral	Negative
Age			
Disability			
Race			
Sex			
Religion or Belief			
Sexual Orientation			
Marriage/Civil Partnership			
Pregnancy/Maternity			
Gender Reassignment			
Which additional Communities characteristics does this project impact?			
Health			
Place inc. Rurality			
Low Income and Poverty			

What do you believe are the potential equalities impacts of this project?

Please provide a short response which may include:

- Partnership organisations worked with in the development of this project
- Evidence gathered to inform your decision
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

Note: Impacts could be **positive**, **neutral**, or **negative** and impact groups differently

Cont'd...

Appendix 1 (cont'd)

Community Infrastructure Fund application form

Impact assessments

What do you believe are the potential communities impacts of this project?

Please provide a short response which may include:

- How the project can meet agreed priorities
- Evidence gathered to inform your decision
- Partnership organisations worked with in the development of this policy
- Where you have consulted, Who and How this has informed the decision/policy
- Any other groups impacted not detailed above

Note: Impacts could be **positive**, **neutral**, or **negative** and impact groups differently

How is it proposed that any identified negative impacts are mitigated?

Please provide a short response which may include:

- Steps taken to mitigate, for example, other services that may be available
- If a neutral impact has been identified can a positive impact be achieved?
- If you are unable to resolve the issues highlighted during this assessment, please explain why
- How impacts will be monitored and addressed?
- Could the decision/policy be implemented in a different way?
- What is the impact if the decision/policy is not implemented?

Appendix 2

CIL Income Forecasts between 2023 – 2025:

A Parish/town Council	B Forecast CIL receipts FY2023/2024 and FY2024/2025	C Estimated CIL payable to parish/town Council
Easton	£1,703,663	£425,915
Cringleford	£999,040	£249,760
Long Stratton	£1,370,257	£342,564
Trowse	£470,251	£70,537
Harleston	£236,072	£35,410
Roydon	£183,966	£27,595
Wymondham	£592,761	£88,914
Bracon Ash	£125,437	£18,815
Scole	£61,322	£9,198
Diss	£200,691	£30,103
Newton Flotman	£170,959	£25,643
Aslacton	£41,946	£6,292
Hales	£104,062	£15,609
	£6,260,427.00	£1,346,355.00

*please see the following calculations.

Additional CIL Income Forecasts between 2026 - 2032 – for areas of significant growth (Long Stratton and Wymondham):

1. Long Stratton assumptions

7 years of housing delivery at 120 new homes per year: 840 new homes

Average floor area of new homes: say 110m² (an increase on the national average of 92m², based on an assumed lower number of flats delivered on site).

Total floor area: 92,400m²

CIL charge per m²: £74.33

Total CIL payable between 2026 – 2032: £6,868,092

Total CIL payable to Long Stratton Council between 2026 – 2032: £1,717,023

2. Wymondham assumptions

7 years of housing delivery at 120 new homes per year: 840 new homes

Average floor area of new homes: say 110m² (an increase on the national average of 92m², based on an assumed lower number of flats delivered on site).

Total floor area: 92,400m²

CIL charge per m²: £111.50

Total CIL payable between 2026 – 2032: £10,302,600

Total CIL payable to Wymondham Town Council between 2026 – 2032: £ 2,575,650

Appendix 3

Earmarked Reserves

	Used to Fund Capital Prog		Balance 31/3/21	Adjust 22/11/21	Amended Balance
Revenue		General buffer against unexpected events	3,435	2,569	6,004
Infrastructure Reserve		To support the Council taking forward local infrastructure schemes and to foster economic development in the District.	2,837		2,837
Street Lighting Replacement Reserve	Yes	To fund works to retained streetlights	20		20
Localisation of Business Rates Reserve		To minimise in-year risk of volatility of income under the localisation of Business Rates.	5,169	-3,169	2,000
District and Parish Elections		To even out costs of elections held every four years and unforeseeable by-elections. It is built up over the four year period and used to fund costs in election years.	115		115
Local Development Reserve		To finance exceptional and unplanned costs in delivering the Local Development Framework eg. appeals, development to the Local Plan.	855		855
Low Cost Housing (New Homes Bonus Reserve)		Originally funded from New Homes Bonus affordable premium, this reserve sets funds aside to cover expenditure on housing projects.	876		876
Car Park Upgrades Reserve	Yes	To manage the timing issues associated with car park upgrades eg. resurfacing in order to keep them in good condition and up to date.	197		197
Enterprise Zone Reserve		To manage the flows of income and expenditure and their variable timings in order to manage the funding to be reinvested into the Norwich Research Park Enterprise Zone. To finance the loan to enable to infrastructure to be brought forward	205		205
3G Pitch Renewal Reserve		To create a fund to refurbish the 3G pitch at Long Stratton, estimated for 2026.	57		57
Depot works	Yes	To help fund improvements to the depot or relocation to a new site.	5,000		5,000

	Used to Fund Capital Prog		Balance 31/3/21	Adjust 22/11/21	Amended Balance
New ways of working	Yes	To fund any accommodation / IT improvements arising from the New Ways of Working Project	4,000		4,000
Asset Replacement Reserve	Yes	To replace Council assets.	1,458		1,458
Collaboration saving reserve		Set aside from collaboration savings	768		768
Leisure Centres	Yes	To fund any refurbishments or replacements of current equipment	2,000		2,000
Covid 19 Grants		To fund ongoing Covid Response	1,072		1,072
Covid 19 s31 Grant		To cover NDR deficit in 21/22 relating to Covid	5,246		5,246
Leisure Services Recovery Reserve		To support budgets until leisure income recovers	2,500		2,500
Waste Reserve		To fund future changes to the waste service.	500		500
Feasibility Study Reserve		To fund feasibility studies and similar pre work.		600	600
Total Earmarked Reserves			36,311	0	36,311

CABINET CORE AGENDA 2021/22

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
7 Feb	Key	Procurement for EIAS Internal Audit	Fay Haywood	Adrian Dearnley	Exempt
		Minimum Energy Standards	Mike Pursehouse	Alison Thomas	
		In Year Budget Options	Rodney	Adrian Dearnley	
	Key	Adoption of Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy	Paul Harris	Lisa Neal	
	Key	Establishing a Community Infrastructure Fund	Emily Larter / Sally Hoare	Lisa Neal	
	Key	2022 Microsoft Enterprise Agreement	Corinne Lawrie	Kay Mason Billig	Exempt
	Key	GN 5 Year Infrastructure Investment Plan	Paul Harris	John Fuller	
	Key	Council Tax Assistance	Richard Dunsire	Alison Thomas	
	Key	Revenue Budget and Council Tax	Rodney Fincham	Adrian Dearnley	
	Key	Capital Strategy and Capital Programme	Rodney Fincham	Adrian Dearnley	
	Key	Treasury Management Strategy Statement 22/23	Rodney Fincham	Adrian Dearnley	
		In Year Budget Options	Rodney Fincham	Adrian Dearnley	
	Key	Delivery Plan and Budget 22/23 and 23/24	Sinead Carey / Rodney Fincham	Adrian Dearnley	
14 Mar	Key	South Norfolk and Broadland Rough Sleeper Strategy 2022-25	Richard Dunsire	Alison Thomas	
	Key	Revenues and Benefits System	M Pursehouse / R Finch	Adrian Dearnley	
		Covid Recovery Plan – Progress Update	Jamie Sutterby	John Fuller	
		Submission of the Wymondham Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	
		Submission of Tivetshall Neighbourhood Plan	Richard Squires	John Fuller / Lisa Neal	
		Q3 Performance, Risk and Finance Report	Sinead Carey	Kay Mason Billig	
19 Apr	Key	Submission of Diss and District Neighbourhood Plan	Richard Squires	John Fuller/ Lisa Neal	

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.