

Economic Success Policy Development Panel

Agenda

Members of the Panel:

Cllr A D Crotch (Chairman)	Cllr N J Harpley
Cllr N J Brennan(Vice Chairman)	Cllr L Hemsall
Cllr S C Beadle	Cllr D King
Cllr S J Catchpole	Cllr G Peck
Cllr J Davis	Cllr K A Vincent

Cllr J Copplestone	Exofficio
Cllr T Mancini Boyle	

Date & Time:

Monday 21 February 2022 at 6pm

Place:

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

Contact:

Dawn Matthews tel (01603) 430404
Email: comserv@southnorfolkandbroadland.gov.uk
Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

If a member of the public would like to observe the meeting in person or to speak on an agenda item, please email your request to comserv@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Wednesday 16 February 2022. Please see further guidance on the options for public speaking at page 2 of this agenda.

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.

Rules on Public Speaking and Attendance

All public speakers are required to register to speak at public meetings by the date / time stipulated on the relevant agenda. Requests should be sent to:

comserv@southnorfolkandbroadland.gov.uk

Public speaking can take place:

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

Please note that the Council cannot guarantee the number of places available for public attendance but we will endeavour to meet all requests.

All those attending the meeting in person are invited to sign in on the QR code for the building and promptly arrive at, and leave the venue. Hand sanitiser are provided and you are invited to observe social distancing. Further guidance on what to do on arrival will follow once your request to attend or speak has been accepted.

AGENDA

1. **To receive declarations of interest from members;**
(guidance and flow chart attached – page 4)
2. **To report apologies for absence and to identify substitute members;**
3. **To confirm the minutes of the meeting held 22 November 2022;**
(minutes attached – page 6)
4. **Matters arising from the minutes;**
5. **Economic Growth Plan - Draft;** (report attached – page 9)
6. **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 it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended);
7. **Broadland Country Park;** (report attached – page 55)
8. **Bure Valley Railway Future Options Review;** (report attached – page 81)

(Please note that as some of the documents contained within the reports above have been provided by external sources and we cannot guarantee they are fully accessible.)

DECLARATIONS OF INTEREST AT MEETINGS

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

<p>Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> 1. affect yours, or your spouse / partner's financial position? 2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



ECONOMIC SUCCESS POLICY DEVELOPMENT PANEL

Minutes of a meeting of the Economic Success Policy Development Panel of Broadland District Council, held at the council offices on Monday 22 November 2021 at 6pm.

Committee Members Present:	Councillors: Cllr N Brennan, (vice-chairman in the chair), S Catchpole, G Peck and K Vincent
Cabinet Members Present:	Councillor: J Copplestone
Officers in Attendance:	The Assistant Director Economic Growth (GD), the Community Assets Manager (MH), the Strategic Growth Project Manager (NC), the Programme Manager – Economic Growth (DBM) and the Democratic Services Officer (DM)

57 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

None made.

58 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A Crotch and T Mancini-Boyle.

59 MINUTES

The non-exempt minutes of the meeting held on 18 October 2021 were agreed as a correct record and signed by the Chairman.

60 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

To exclude the press and public from the meeting for the following two items of business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

61 ADOPTION OF STREET LIGHTS – DRAYTON PARISH COUNCIL

Members considered the exempt report of the Community Assets Manager which was inviting the Panel to recommend Cabinet to agree proposals for the transfer of Drayton streetlights to Drayton Parish Council. Currently the responsibility for all maintenance and repair of these streetlights, and the associated costs, fell to the district council and a special expense was applied to the council tax for residents of Drayton to cover the costs. The transfer would see the responsibility for future maintenance falling to the Parish Council, with the special expense removed from the council tax. The proposal would also see all the associated special expenses collected by the District Council to date passed to the Parish Council for the purpose of improving and maintaining the streetlights in Drayton.

The Community Assets Manager then answered questions from members. He confirmed that he understood the Parish Council were in support of the proposal and a member commented that this would be an opportunity to utilise local knowledge in the operation of the streetlights.

Members were keen to see the continued replacement of old bulbs with LED bulbs mindful of the environmental impact and the potential cost savings but noted it would be up to the Parish Council to implement a programme of works.

Members noted the actual sums accrued by way of the special expenses up to 31 March 2021 which would be transferred together with the balance of funds available from 31 March 2021 to date when calculated. They also noted the total costs of upgrading remaining columns and lanterns. The total funds to be transferred and the total costs were not likely to be too dissimilar. It was noted that the legal costs involved would be met by the District Council as part of its legal contract with NPLaw.

The Vice-Chairman asked if officers were aware of any issues with the impact of LED lights on wildlife and if there was a need for any action in this respect. Officers undertook to investigate this.

It was then, unanimously

RESOLVED to recommend Cabinet:

- 1 to agree to transfer Drayton Streetlights to Drayton Parish Council;
- 2 to agree to transfer the special expenses funds collected from households in Drayton to Drayton Parish Council for the purpose of improving and maintaining streetlights in Drayton.

62 MINUTES

The exempt minutes of the meeting held on 18 October 2021 were agreed as a correct record and signed by the Chairman.

(The meeting concluded at 6.22pm)

Chairman

Agenda Item: 5
Economic Success Policy Development Panel
21 February 2022

Economic Growth Plan - Draft

Report Author(s): Debra Baillie-Murden & Ella Howman
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Portfolio: Economic Development

Ward(s) Affected: All

Purpose of the Report:

For Members' input on the developing Economic Growth Plan as part of the consultation process.

Recommendations:

- 1 Economic Success Policy Development Panel to make recommendations on the content of the draft Economic Growth Plan. The final plan will be brought to the next Economic Success Policy Development Panel in April to commence the formal approval process.

1. Summary

- 1.1 To complement national, regional and local economic strategy and policy, an Economic Growth Plan has been developed for Broadland and South Norfolk to deliver against the Councils' ambitions of supporting economic growth and set out a case for future investment.
- 1.2 The draft Plan has been brought to members to seek input on the content. The final Economic Growth Plan will be brought to the next Economic Success Policy Development Panel in April to commence the formal approval process.

2. Background

- 2.1 Despite the resilience shown by local businesses in Broadland and South Norfolk we are presently in a period of great uncertainty as we face the end of COVID-19 related financial packages and EU funding. The long-term impacts of the pandemic on economic growth can already be seen and have exacerbated pre-existing skills shortages in our districts and led to increasing materials costs due to the fragility of our supply chains.
- 2.2 The New Anglia Local Enterprise Partnership has recently produced an Economic Strategy for Norfolk and Suffolk in response to the Government's Plan for Growth. This strategy sets out the potential at a regional level and is intended to be complemented by local action plans. Broadland and South Norfolk Councils were consulted as part of the development of this Strategy to ensure it reflects our districts.
- 2.3 At a district level, the Councils' Strategic Plan 2020 – 2024 outlines three objectives for supporting Economic Growth across the districts.
 - 2.3.1 To promote our area as a place that businesses want to invest in and grow, attracting investment for our areas.
 - 2.3.2 To create an inclusive economy which promotes skills and job opportunities for all.
 - 2.3.3 To build a productive, high performing and dynamic economy for the future.
- 2.4 In addition to this, further Council documents outline aspirations and activities to support businesses and communities to be more resilient and enable growth.
 - 2.4.1 Our Plan for Recovery from the Covid-19 Crisis
 - 2.4.2 Delivery Plan 2021 – 2022
 - 2.4.3 Draft Delivery Plan for 2022 – 2024
- 2.5 The proposed plan builds on our local vision and aspirations. It identifies the social and economic challenges, our economic strengths and opportunities and detail the

actions and commitments which are needed to support growth, which is clean, inclusive, and productive.

3. Current position/findings

3.1 To develop this document the team has engaged with a large number of public and private sector stakeholders in Broadland, South Norfolk and across Norfolk and Suffolk to understand local needs, concerns and opportunities and how as a local authority we can drive growth in the area.

3.2 The plan has been developed working closely with neighbouring authorities, in particular Norwich City Council to ensure we are able to support those who live and/or work in Broadland and South Norfolk.

3.3 The proposed Plan covers the period from 2022-2027 and focuses on the actions we need to take over the five years to secure long term success. We will achieve this by focusing on four main priorities:

3.3.1 Growth and investment – supporting businesses and breakout sectors and securing capital funding.

3.3.2 Quality locations and infrastructure – Quality and affordable housing, building community resilience, improving public transport and improving general infrastructure/connectivity.

3.3.3 Skills and lifelong learning – addressing the skills shortage, creating high level employment and tackling long term unemployment while maintaining equality of opportunity and inclusive growth.

3.3.4 Enterprise – new technologies, networks and workspace.

3.4 These priorities will be underpinned by two key principles:

3.4.1 Clean Growth – building a sustainable economy and accelerating our economy's transition to net zero.

3.4.2 Inclusive Growth – ensuring that our economic growth plan enables the widest range of people and places to both contribute to and benefit from economic success.

3.5 In delivering our plan, we will pay particular attention to the opportunities and potential that exists in three key clusters and two emerging clusters.

3.5.1 Agri-food and Life-Sciences

3.5.2 Visitor Economy and Cultural Sectors

3.5.3 Manufacturing and Engineering.

Emerging Clusters:

3.5.4 Energy & Clean Growth – Expanding in from coastal areas.

3.5.5 Finance, Insurance and Professional Services – expanding out from Norwich.

These clusters have been chosen based on potential for growth, location quotient for the two districts, total productivity, and the presence of national or multinational headquarters for businesses within the cluster groups.

4. Proposed action

4.1 We are seeking Members' input into the Economic Growth Plan. The draft plan will also be circulated to public and private stakeholders who have engaged in the process to obtain their comments.

4.2 The final plan will be brought to the next Economic Success Policy Development Panel in April to commence the formal approval process. The plan is intended as an internal working document, regularly updated with ongoing and proposed activities but will be complemented by a public facing document highlighting the key priorities and activities.

4.3 Progress on activities will be provided to members as part of the performance management process. A substantial number of performance indicators are proposed in the draft plan. The viability and appropriateness of these will be reviewed over the next six to twelve months before they are finalised.

5. Other options

5.1 The Council chooses not to adopt the Economic Growth Plan. Members are advised that the Council does not currently have an up to date Economic Strategy which may expose the Council to criticism and reduce the opportunities of securing external funding.

6. Issues and risks

6.1 **Resource Implications** – Implementation of the Economic Growth Plan will be carried out within existing resources. Resource implications will be considered as individual work streams are developed and will be brought to Members as required.

6.2 **Legal Implications** – N/A based on current recommendations. Legal implications will be considered as individual work streams are developed and will be brought to Members as required.

6.3 **Equality Implications** – N/A based on current recommendations. Equality implications will be considered as individual work streams are developed and will be brought to Members as required.

- 6.4 **Environmental Impact** – The economy is intrinsically linked to the environment and implications have been considered throughout the development of this Plan with Clean Growth identified as a key priority. Environmental implications will be considered as individual work streams are developed and will be brought to Members as required.
- 6.5 **Crime and Disorder** – N/A based on current recommendations.
- 6.6 **Risks** – In the event the Plan is not adopted, this may limit the impact of the team’s activities and the potential to secure additional funding to support and enable growth across the districts.

7. **Conclusion**

- 7.1 The draft Plan has been brought to Members to seek input on the content. Recommendations from Members and consultees will be considered and incorporated in the final document as appropriate.

8. **Recommendations**

- 8.1 Economic Success Policy Development Panel to make recommendations on the content of the draft Economic Growth Plan. The final plan will be brought to the next Economic Success Policy Development Panel in April to commence the formal approval process.

Background papers

[Strategic Plan 2020-24](#)
[Our Plan for Recovery from the Covid-19 Crisis](#)
[Norfolk and Suffolk Economic Strategy - New Anglia](#)

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South Norfolk and Broadland Economic Growth Strategic Plan, 2022-2027

Summary

Our goal is to give businesses across South Norfolk and Broadland the confidence to invest and grow, creating opportunities for our residents and improving their quality of life in an already outstanding environment. We will achieve this by focusing on four main priorities:

Priority 1: **Growth and Investment** -*Supporting businesses and breakout sectors and securing capital funding.*

Priority 2: **Quality Locations and Infrastructure** - *Quality and affordable housing, building community resilience, improving public transport, and improving general Infrastructure and connectivity.*

Priority 3: **Skills and Lifelong learning** - *Addressing the skills shortage, creating high level employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth.*

Priority 4: **Enterprise** – *Encouraging use of new technologies and developing Networks.*

Overarching Principles

1. Inclusive Growth - Creating opportunity for all segments of the population and distributing the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.

2. Clean Growth- We will empower businesses to capitalise on the opportunities provided by the green agenda.

To deliver these priorities - and often in partnership with others – South Norfolk and Broadland Councils will:

- Secure public and private investment for the districts especially in areas of high potential growth
- Work to address key infrastructure constraints, including in relation to energy, transport, housing, flood risk and digital connectivity
- Attract and retain talent in the area and encourage targeted skills development so that people from South Norfolk and Broadland districts are equipped for the jobs businesses generate
- Build business networks, encouraging knowledge exchange, innovation, supply chain development and access to new markets.

Our work will focus particularly on South Norfolk and Broadland's key sectors and places

High Performing Clusters

- Agriculture, Food and Drink
- Manufacturing and Engineering
- Visitor Economy and Cultural Sectors

Growth Clusters

- Finance, Insurance and Professional Services
- Energy and Clean Technology

This area will contain photos of some key sites such as:

- Norwich Research Park
- Broadland Business Park
- Broadland Food Innovation Centre
- Hethel Engineering Centre
- The Broads, etc...

Why Do We Need a Plan?

Despite the resilience shown by local businesses in South Norfolk and Broadland¹ we are presently in a period of great uncertainty as we face the end of COVID-19 related financial packages and EU funding. The long-term impacts of the pandemic on economic growth which we can already see has exacerbated pre-existing skills shortages in our districts and led to increasing materials costs due to the fragility of our supply chains, have not yet been fully realised.

Despite this, with the government's ambitious Net Zero policy² there is a need for local government to be proactive in setting out a roadmap to address these impacts, to take a proactive approach to accelerate our local economy's energy transition,³ and to set out a case for future investment for both public and private partnerships.

Strategic Context For the Plan

In 2022, the economic strategy and policy context was redefined by eight key publications.

At a District Level

The first of these is the South Norfolk and Broadland Strategic Plan 2020-2024⁴, which set out three economic growth objectives:

1. To promote the area as a place businesses would want to invest in
2. To build a productive, high performing, dynamic economy
3. To create an inclusive economy which promotes skills and jobs opportunities for all

The second and third are the South Norfolk and Broadland COVID-19 Recovery Plans from 2020⁵ and 2021-22⁶. Following endorsement by both cabinets in June 2021 un-ringfenced COVID grant allocation was provided from central government

¹ Grant Thornton *Place-Based Recovery How Counties Can Drive Growth post COVID-19* Available at: <https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/2020/place-based-recovery.pdf> Accessed [07/01/22]

² Department for Business Energy and Industrial Strategy *Net Zero Strategy: Build Back Greener* Available at: <https://www.gov.uk/government/publications/net-zero-strategy> [Accessed 19/01/22]

³ The Treasury *Build Back Better- Plan for Growth* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/968403/PfG_Final_Web_Accessible_Version.pdf [Accessed 20/01/22]

⁴ South Norfolk and Broadland District Councils *South Norfolk and Broadland Strategic Plan 2020- 2024* Available at: <https://www.southnorfolkandbroadland.gov.uk/downloads/file/2676/strategic-plan-2020-2024-accessible> [Accessed 20/01/22]

⁵ South Norfolk and Broadland Councils *Our Plan for Recovery from the COVID-19 Crisis* Available at: <https://www.southnorfolkandbroadland.gov.uk/downloads/file/2338/council-agenda-27-july-2020-item-7-recovery-plan> [Accessed 20/01/22]

⁶ South Norfolk and Broadland Councils (2021) *Our Plan for Recovery from the COVID-19 Crisis-Update* Available at: <https://www.southnorfolkandbroadland.gov.uk/downloads/file/3208/june-15-2021-papers-broadland-cabinet> [Accessed 28/01/22]

and other funding sources, to help people into jobs and support businesses to mitigate the impacts of COVID-19 pandemic which included but were not limited to:

- A drop in high-street footfall
- Loss of income for businesses mandated and not mandated to close
- Significant impact on Tourism and Hospitality sectors
- Lack of opportunity for those new to the jobs market and reduced training opportunities
- Young & low skilled workers from specific sectors have been disproportionately impacted, creating greater inequality

At a Regional Level

The Norfolk and Suffolk Economic Strategy⁷ which was published by New Anglia Local Enterprise Partnership in January 2022 (replacing the Norfolk and Suffolk Economic Strategy from 2017) set out seven major aims for Norfolk and Suffolk, these being to become:

- A higher performing clean, productive, and inclusive economy
- An international facing economy with high value exports
- A well-connected place, locally, nationally, and internationally
- A place where high growth businesses with aspirations would choose to be
- An inclusive economy with an appropriate and highly skilled workforce, where everyone benefits from clean economic growth.
- A place with a clear, defined, ambitious offer to the world
- A centre for the UK's Energy Sector

In terms of actions, a series of priority themes (people, business, place) were identified, as were key sectors (including Clean Energy, Agri-Food, and IT and Digital).

To support ongoing growth in the region a new iteration of the Greater Norwich Local Plan⁸(GNLP) is being drafted, this time running from 2018 to 2038, the GNLP both continues and adds to the long-term and successful approach set from the Joint Core Strategy for Broadland, Norwich, and South Norfolk (JCS) in line with the new Planning for the Future White Paper⁹ planning flexibly for new jobs, homes and infrastructure. The GNLP set out as key aims to provide affordable housing, assist the move to a post-carbon economy and protect and enhance our many environmental assets.

⁷ New Anglia LEP *Norfolk and Suffolk Economic Strategy* Available at: <https://newanglia.co.uk/wp-content/uploads/2022/01/FINAL-Norfolk-and-Suffolk-economic-strategy-Jan-2022.pdf> [Accessed 31/01/22]

⁸ Greater Norwich Growth Board *Greater Norwich Local Plan – Draft* Available at: https://www.gnlp.org.uk/sites/gnlp/files/2021-10/Reg%2019%20final%20formatted_0.pdf [Accessed 28/01/11]

⁹ Ministry of Housing, Communities and Local Government *Planning for the future White Paper* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/958420/MHCLG-Planning-Consultation.pdf [Accessed 05/01/21]

At a National Level

In March 2021 the Treasury released their Build Back Better – Plan for Growth¹⁰ focusing on Infrastructure, Skills, Innovation, Levelling Up and the Path to Net Zero. This was closely followed by the Road to Net Zero: Build Back Greener¹¹ strategy, released in October 2021 by the Department for Business, Environment and Industrial Strategy which focuses on reducing emissions across power, industry, heat and buildings, and transport with plans to promote the use of renewable fuel and hydrogen, greenhouse gas removal, while empowering businesses, and supporting green jobs, skills, and industries.

Finally, in February 2022 the Department for Levelling Up, Housing and Communities released their strategy for 'Levelling Up the UK'¹² the strategy has 6 key missions relating broadly to infrastructure workforce skills and wellbeing, innovation, funding, communities, and leadership. Specific mention was made of housing and digital connectivity both of which are relevant to this strategic plan.

Alongside wider economic policy considerations South Norfolk and Broadland Councils Economic Growth Plan is being formed in collaboration with our upcoming environmental strategy and aspirational inclusive growth plan, with a view to make our priorities and decision-making process consistent with the Green Book¹³ used by central government as part of their appraisal and evaluation of business cases.

Profile of South Norfolk and Broadland Districts

Geography, Economy and Demographics

South Norfolk and Broadland Districts are situated in Norfolk and surround the city of Norwich. Connected via the A11 to London and A14 to Cambridge with good rail links and being close to Norwich International airport, the districts have increasingly become a destination for ambitious and upcoming businesses to relocate to as an area of comparative affordability and high quality of life.

Cultural and Natural Heritage

The districts have an outstanding natural environment offer being host to the Broads; two country parks with Queens Hill and Broadland, and a range of RSPB and Norfolk Wildlife Trust Sites.

The districts also have major heritage assets. With Broadland being host to the National Trust site Blickling Hall which sits on the 4,777-acre Blickling Estate.

¹⁰The Treasury *Build Back Better- Plan for Growth* Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/968403/PfG_Final_Web_Accessible_Version.pdf [Accessed 20/01/22]

¹¹Department for Business, Environment & Industrial Strategy *Road to Net Zero: Build Back Greener Strategy* Available at: <https://www.gov.uk/government/publications/net-zero-strategy> [Accessed 20/01/22]

¹² Department for Levelling Up, Housing and Communities *Levelling Up the United Kingdom* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1052064/Levelling_Up_White_Paper_HR.pdf [Accessed 03/02/22]

¹³ HM Treasury *The Green: Book Central Government Guidance on Appraisal and Evaluation* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/938046/The_Green_Book_2020.pdf [Accessed 01/02/22]

Additionally, there is a growing range of cultural and heritage activities and attractions in market towns such as Wymondham, Diss, Harleston, Acle Aylsham and Reepham. Consequently, the districts have a very distinctive and diverse visitor economy.

Economic Assets

The Districts host a number of economic assets some of which are world leading. Of particular note are:

1. Broadland Business Park

Immediately adjacent to the A47 Norwich southern by-pass the park which is at the centre of South Norfolk and Broadland Districts finance, insurance and professional services cluster is home to many of the region's top companies, including Marsh, Lovewell Blake, Gardners Books (previously Bertram Books), Start-rite Shoes, NHS Norfolk, Evander, Driving Standards Agency, TaxAssist, BT, Yodel, D&F McCarthy, Menzies Distribution, Makro, Loveday & Partners, Lovell Partnerships, Morgan Sindall and Persimmon Homes Anglia.

2. Norwich Research Park

Norwich Research Park situated within close distance to the A47 and A11 is one of the largest single-site concentrations of research in food, genomics, and health in Europe. The Park is a partnership between the University of East Anglia, the Norfolk and Norwich University Hospitals NHS Foundation Trust, four independent research institutes namely the John Innes Centre, Quadram Institute, the Earlham Institute and The Sainsbury Laboratory and is supported and funded by The John Innes Foundation, UKRI Biotechnology and Biological Sciences Research Council (BBSRC).

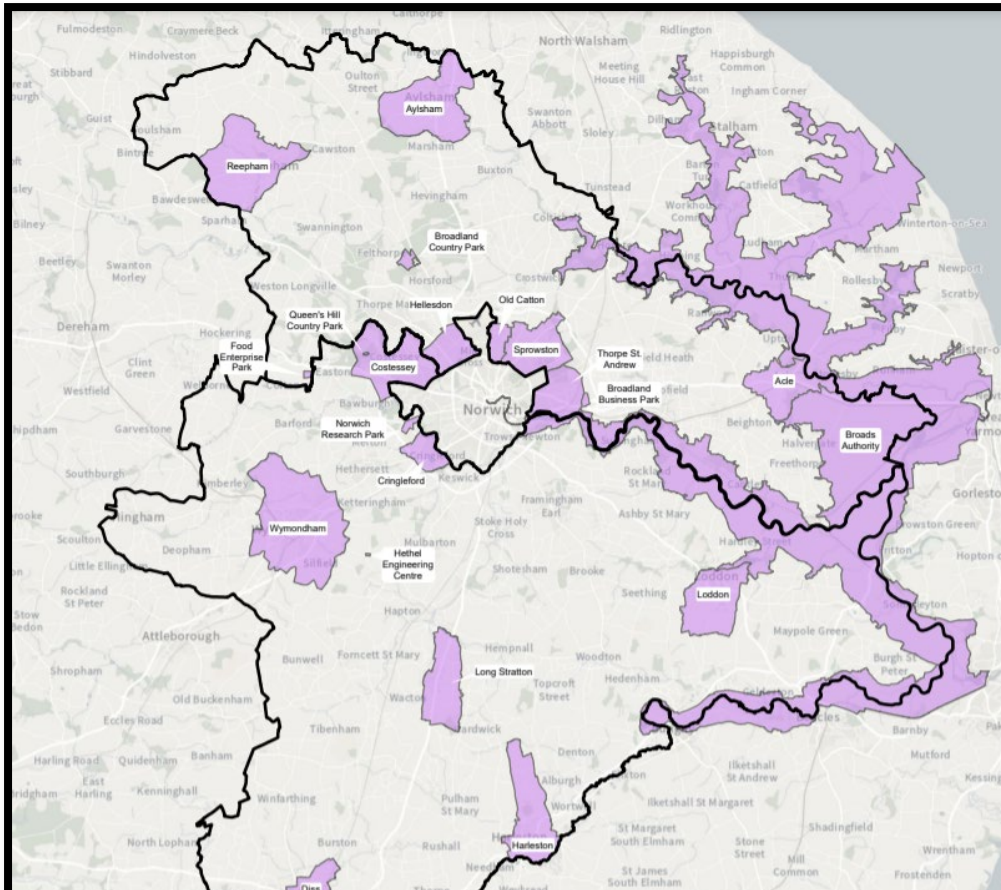
3. Hethel Engineering Centre

Hethel Engineering Centre is an award-winning innovation hub and business centre in Norfolk serving the high-performance engineering and manufacturing sector in the East of England. Businesses on the site are supported by Hethel innovation. Hethel is also the location of the car manufacturer Lotus's headquarters within the UK and as such the town is at the centre of our districts manufacturing and engineering cluster.

4. Broadland Food Innovation Centre

Soon to be connected to the upgraded A47 the Food Innovation Centre while still in development is a 100-acre development site within the Greater Norwich Food Enterprise Zone, the first 46 acres of which benefits from Local Development Order status to encourage and support food production, processing, and agriculture through the co-location of commercial enterprises. The intention is for the park alongside the Norwich Research Park to form a key part of the Agri-food and Life Sciences cluster within South Norfolk and Broadland Districts.

These key assets are defining features of the two districts current economic character and future potential.



Example Map of South Norfolk and Broadland Districts Showing Some Key Sites – More to be Added.

South Norfolk and Broadland Councils in Numbers

Profile in Numbers (Will be an infographic with comparison to national and regional statistics)

- Over 78% of residents aged 16-64 are in employment, this still means that up to 22% of our residents in the age group may be economically inactive
- 275k residents
- Over 1,000 business start-ups per year
- Higher than average 5-year business survival rate
- Over 90% of businesses employ up to 10 employees
- Over 10,000 businesses located in the area
- 6 Market Towns
- 27,000 new jobs to be created in Greater Norwich by 2026 (from 2008) as part of the Greater Norwich Growth Plan
- 37,000 houses to be built in Greater Norwich by 2038 (from 2018) as part of the Greater Norwich Growth Plan

STRENGTHS WEAKNESSES OPORTUNITIES

THREATS Analysis

As a local economy, South Norfolk and Broadland Districts have a range of strengths and opportunities on which to build – but also some barriers to growth that need to be addressed through the economic growth plan.

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Market towns across South Norfolk and Broadland have strong and unique communities, and a vibrant voluntary sector 2. Activity rates are high – local people are thoroughly engaged in the local economy 3. Broadland and South Norfolk districts have an outstanding natural environment with the Broads and the quality of life that comes with it, linked particularly to the visitor economy 4. The areas-built heritage particularly Blickling Hall is also a major asset to the visitor economy 5. High quality provision exists for businesses at Broadland Business Park and Broadland Gate 6. Our partnership with Norwich City Council as part of the Greater Norwich Development Partnership 	<ol style="list-style-type: none"> 1. The Norwich Research Park, Hethel Engineering, Food Innovation Centre and the Norwich to Cambridge Tech corridor provide the opportunity for growth in Agri-food and Life Sciences and Manufacturing and Engineering 2. Housing Growth and the Housing Cluster Allocation Programme could revitalise local communities and economies 3. The collaboration between South Norfolk and Broadland Councils has the potential to improve scale and critical mass of delivery 4. South Norfolk and Broadland District Councils have been ranked 2nd and 5th respectively amongst English councils when assessing their (economic) resilience and likeliness to 'bounce back' more easily from the COVID-19 pandemic.¹⁴
Weaknesses	Threats
<ol style="list-style-type: none"> 1. There is insufficient existing warehouse provision for businesses and limited move-on space for businesses to grow, this has been an ongoing concern particularly at Hethel Engineering 	<ol style="list-style-type: none"> 1. Existing skills and labour shortages may be accentuated through Brexit and the pandemic so we must ensure the workforce have the right mix of skills to match business need (shortages have been identified across care, construction, legal,

¹⁴ Grant Thornton *Place-Based Recovery How Counties Can Drive Growth post COVID-19* Available at: <https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/2020/place-based-recovery.pdf> Accessed [07/01/22]

<ol style="list-style-type: none"> 2. Many micro and small companies have limited ambition to grow – which restricts their wider potential impact, micro businesses make up close to 90% of business in South Norfolk and Broadland. 3. The area’s population is already relatively old and ageing, with widespread implications for inclusive growth and workforce skills 4. Housing affordability can be challenging, especially for young people who rely on local jobs, many of which are poorly paid compared to the national average 5. Some smaller town centres and High Streets are struggling – and the retail sector is under pressure 6. Locationally, parts of the area are remote and road/rail improvements are needed; Congestion is also an ongoing issue. 7. There are continuing issues linked to digital connectivity – broadband and mobile 8. South Norfolk and Broadland Councils need to raise their profile and change the perception nationally of being part of the ‘greater southeast’. 	<p>STEM, manufacturing, seasonal work, logistics, hospitality and leisure.)</p> <ol style="list-style-type: none"> 2. The pandemic is thought to have exacerbated existing inequalities reducing social mobility especially amongst those of school age who have not had access to the same career advice or support during the pandemic¹⁵ 3. Existing energy infrastructure is not sufficient to meet the expected rise in demand. 4. Destabilisation of logistical supply chains combined with rapidly escalating materials and energy costs, pose a threat especially the agricultural and manufacturing sectors 5. Major economic differences between the rural and suburban areas mean that different places need different responses 6. The increasing cost of living cost-of-living may lead to reduced consumer spending directly impacting businesses in the districts 7. Climate change will have a significant impact. Changing rainfall patterns are already leading to water quality concerns and abstraction restrictions in the agricultural sector, additionally, rising sea levels could lead to flooding in low lying areas i.e. The Broads and Thorpe. 8. The government have set an ambitious target to reduce carbon emissions by 78% by 2035 and reach net zero by 2050
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¹⁵ Social Mobility Commission *State of the Nation 2020-2021* Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1003977/State_of_the_nation_2021 - Social mobility and the pandemic.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1003977/State_of_the_nation_2021_-_Social_mobility_and_the_pandemic.pdf) [Accessed 01/02/22]

Our Strategy and Purpose

This Plan builds on our local vision and aspirations. It identifies the social and economic challenges, our economic strengths and opportunities and details the actions and commitments which are needed to support growth that is clean, inclusive, and productive.

It is our response to the Government's Plan for Growth¹⁶, and the Local Enterprise Partnership's Economic Plan¹⁷ and will provide the foundations to secure government funding and encourage public-private collaboration and investment. It will bring a wide range of partners together around shared ambitions and actions and help position South Norfolk and Broadland as a place to pilot initiatives and activity and invest in.

This Plan which will cover the period from **2022-2027** focuses on the actions we need to take over the next five years to secure long term success. We will achieve this by focusing on **four main priorities**:

Priority 1: Growth and Investment -*Supporting businesses and breakout sectors and securing capital funding.*

- Secure public and private investment through promoting the districts, especially in areas of high potential growth.
- Support businesses in applications for public and private sector grants, low-cost investment, and with other similar funding opportunities.

Priority 2: Quality Locations and Infrastructure - *Quality and affordable housing, building community resilience, improving public transport, and improving general Infrastructure/connectivity.*

- Support our places and communities by working with regional and national partners to secure infrastructure improvements in energy provision, digital connectivity, and transport, particularly to key employment sites implementing Local Development Orders and continuing work such as is already being done through the transforming cities fund.
- Work with regional partners such as the Eastern Energy Hub and Generate East to identify key opportunities for sustainable energy provision in biomass, solar and hydrogen within our districts.
- Enhance our market town offer and help them adapt to changing retail patterns by working collaboratively to promote our areas as visitor destinations through marketing initiatives and public realm works.
- Build new and affordable homes as part of the Greater Norwich Local Plan, working with landowners and developers to address constraints to development.

¹⁶ The Treasury *Build Back Better- Plan for Growth* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/968403/PfG_Final_Web_Accessible_Version.pdf [Accessed 20/01/22]

¹⁷ New Anglia LEP *Norfolk and Suffolk Economic Strategy* Available at: <https://newanglia.co.uk/wp-content/uploads/2022/01/FINAL-Norfolk-and-Suffolk-economic-strategy-Jan-2022.pdf> [Accessed 31/01/22]

Priority 3: **Skills and Lifelong learning** - *Addressing the skills shortage, creating high level employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth.*

- Enable all people to upskill, reskill and access employment attracting and retaining talent to the area, via apprenticeships for young adults and re-entry ships for care leavers ensuring inclusive growth.
- Coordinate careers provision and access at all levels through New Anglia LEP and promote local career opportunities within schools and colleges and assist and facilitate placements and events in collaboration with local cluster groups.
- Improve graduate retention at the appropriate level by working in collaboration with the University of East Anglia's Gateway to Growth¹⁸ programme.
- Promote the area to attract higher skilled workers and address skills shortages.
- Support implementation of technical education reforms. Focus on employability issues, skills needs and workforce demand within specific sectors.

Priority 4: **Enterprise** - *New technologies, Networks, Workspace.*

- Work with the Norwich to Cambridge Tech Corridor, the New Anglia LEP and industry groups such as NAAME to develop existing networks and build new ones to encourage knowledge exchange and empower businesses – improving productivity, encouraging innovation, increasing supply chain development and access to new markets.

These priorities will be underpinned by **Two key principles**:

Principle 1: **Clean Growth** We will enable businesses to embrace and maximize the opportunities of the green agenda.

Principle 2: **Inclusive Growth** ensuring that our economic growth strategic plan enables the widest range of people and places to both contribute to and benefit from economic success.

Principle 1: Clean Growth

Clean growth means growing our economy in a sustainable way and in so doing cutting greenhouse gas emissions. Clean growth has the potential to increase productivity, create good jobs, boost earning power and help protect the climate and environment upon which we and future generations depend.¹⁹ Achieving clean growth, could reduce energy use and cost and in parallel ensure an affordable energy supply for businesses and consumers, which is an area of increasing concern.

Consequently, we commit to enabling businesses to capitalise on opportunities resulting from the green agenda and to improve green infrastructure. To do so we

¹⁸ University of East Anglia *Gateway to Growth* Available at: <https://www.uea.ac.uk/about/gateway-to-growth> [Accessed 01/02/2022]

¹⁹ Department of Business, Energy and Industrial Strategy (2017) Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/700496/clean-growth-strategy-correction-april-2018.pdf [Accessed 28/01/22]

will work with the Clean Growth Taskforce at the New Anglia LEP and our internal environmental strategy team.

Each of our key priorities will have a clean growth element and associated performance indicator which will be monitored.

Current and Proposed Clean Growth Projects	
Priority	Project
Growth and Investment	<ul style="list-style-type: none"> • We will investigate financial investment and funding opportunities around carbon initiatives • We will work with our partners to deliver approved Community Renewal Fund projects
Infrastructure and Quality Locations	<ul style="list-style-type: none"> • We will work with Liftshare as a council to increase carpooling and active travel among our employees. We will use this as an example of best practice for other businesses to follow • We will facilitate and support the introduction of clean energy projects • We will assess the potential for carbon sequestration and storage
Skills and Lifelong Learning	<ul style="list-style-type: none"> • We will aim to embed environmental impact into project risks going forward • We will assess the support the implementation of clean growth projects targeted towards microbusinesses
Enterprise	<ul style="list-style-type: none"> • We will use our upcoming business portal to provide materials for businesses on current best practice. For example, the ISO50001 Energy Management²⁰ and PAS 2060:2014 Demonstration of Carbon Neutrality²¹ frameworks. • We will work with the LEP to facilitate their Community

²⁰ ISO ISO 50001 Energy Management available at: <https://www.iso.org/iso-50001-energy-management.html>
[Accessed 15/12/21]

²¹ BSI Group Specification for the demand of carbon neutrality Available at:
<https://shop.bsigroup.com/products/specification-for-the-demonstration-of-carbon-neutrality-1/standard>
[Accessed 10/01/22]

	Renewal Funded Growth Hub which includes dedicated resource; online toolkits linked to Norfolk Knowledge Hub and Grants (£1k and £25k) to businesses moving towards net zero and consultancy support.
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Principle 2: Inclusive Growth

“Economic growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.” (OECD, 2016)²²

Inclusive Growth enables the widest range of people and places to both contribute to and benefit from economic success. Considerable government spending at the local level is targeted at increasing economic growth. Nevertheless, since the 1980s inequality has remained high and is forecast to rise even higher in the coming years without intervention. Previously, urban areas, have been thought to have borne the consequences of inequality however there is growing concern at the wider impact of social and economic exclusion as well as level of living standards and life chances in rural and suburban areas, where issues may also be more hidden, this is of relevance to our districts.

Because of this, South Norfolk and Broadland Councils commit to using the New Anglia Local Enterprise Partnership’s Norfolk and Suffolk Inclusive Growth Toolkit²³ to establish inclusive growth as an overarching principle of this strategic plan and to help evaluate projects going forward.

Consequently, each of our key priorities will have an inclusive growth element and associated performance indicator which will be monitored.

Ongoing Projects that Promote Inclusive Growth	
Priority	Project
Skills and Lifelong Learning	<ul style="list-style-type: none"> • Future Paths • Work4All • National Graduate Development Programme • Apprenticeships • Choices

²² OECD, *The Governance of Inclusive Growth. Policy Shaping and Policy Making*, Available at: <https://www.student.unsw.edu.au/footnote-bibliography-or-oxford-referencing-system#:~:text=In%20a%20footnote%20referencing%20system,above%20the%20line%20of%20text.> [Accessed 10/01/22]

²³ New Anglia Local Enterprise Partnership, *New Anglia Inclusive Growth Decision Making Framework* Available at: <https://newanglia.co.uk/wp-content/uploads/2020/03/New-Anglia-Inclusive-Growth-Decision-Making-Framework.pdf> [Accessed 15/12/21]

	<ul style="list-style-type: none"> • Carrowbreck training courses • Supporting Norfolk County council in NEAT work.
Quality Locations and Infrastructure	<p>Strategic planning for:</p> <ul style="list-style-type: none"> • Economic growth of districts, • Affordable housing, and, <p>Working with Greater Norwich to develop (City Council, County Council, LEP, etc.)</p> <ul style="list-style-type: none"> • Sufficient (including sustainable) transport links to developments • EV charging provision within the next year
Growth and Investment	<ul style="list-style-type: none"> • Start-up business grants • Enterprise business grants • Procurement 50k programme to train local businesses to win contracts
Enterprise	<ul style="list-style-type: none"> • Connecting people with jobs and opportunities for growth • Work with Norfolk County Council and the New Anglia LEP to help deliver the Community Renewal Funded Young Enterprise Scheme and Enabling Self Employment Schemes in our districts

Key Clusters

In delivering our strategic plan, we will pay particular attention to the opportunities and potential that exists in three key clusters:

- Agri-food and Life Sciences
- Visitor Economy and Cultural Sectors
- Manufacturing and Engineering

and two growth clusters:

Growth Clusters

- Energy and Clean Growth

This will display a scatter chart showing the location quotient for the cluster groups within South Norfolk and Broadland Districts.

This will display a scatter chart showing total productivity for the cluster groups within South Norfolk and Broadland Districts.

- Finance, Insurance and Professional Services

These clusters have been chosen based on potential for growth, location quotient for the two districts, total productivity, and the presence of national or multinational headquarters for businesses within the cluster groups.

Individual cluster sites have been chosen based on frequency of high growth companies and number of future developments. Each cluster site's area of impact has been established at 3.5km, created from the existing road and street network. This is equivalent to an approximate 15-minute commute by bike or scooter and is consistent with the methodology used in the Cambridge to Norwich Tech Corridor Cluster Development Roadmap²⁴.

Underpinning sectors

Despite this we have an understanding that these clusters and our plans to achieve inclusive growth particularly are underpinned by these sectors.

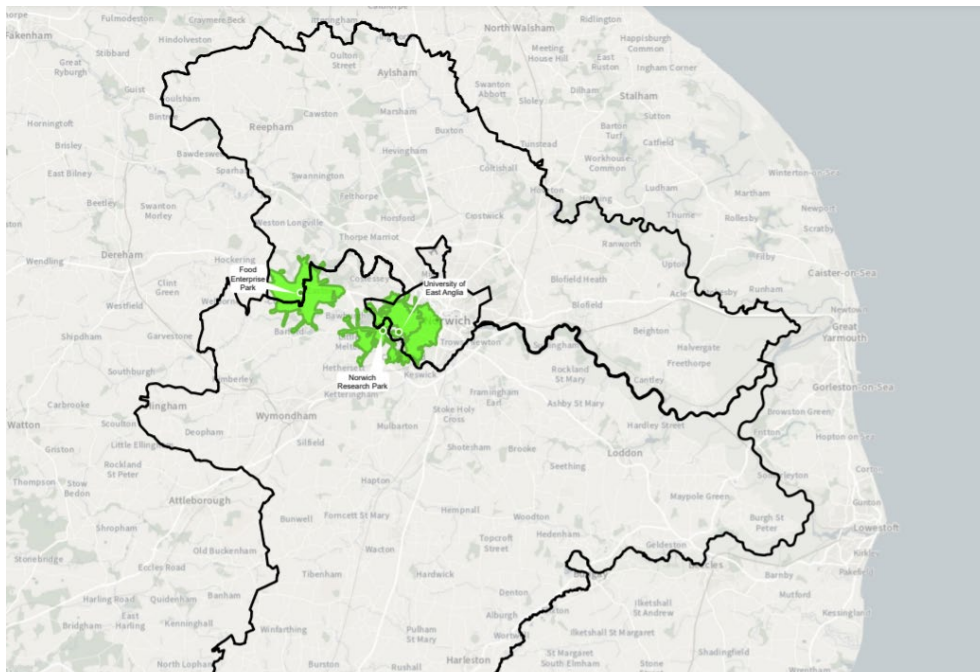
Health and Social Care	Construction and Development	VCSE	Hospitality and Leisure
Given the nature of our ageing population health and social care concerns are of relevance and these sectors have been hard hit by the COVID-19 pandemic. In addition, health and social care remains one of our largest employers. Going forward, if we are to maintain inclusive growth it is vital that we reduce pressure on the sector promoting wellbeing initiatives, social prescribing, and independent living alongside supporting our carers with re-entering the workplace.	Construction is another key employer in our districts and is vital as an industry to deliver projects across all other areas. This sector has also been hit badly by the COVID-19 pandemic which has led to a shortage of skills and an increase in materials costs which have impacted timescales and budgets for delivery. There are ongoing opportunities in this sector related to Net Zero infrastructure through retrofitting and more sustainable methods of construction.	The voluntary, community and social enterprise sector together with adult learning provision has an important role to play in supporting those furthest from the labour market by reintegrating, raising confidence levels and re-skilling through training, volunteering or employment, the voluntary sector also plays a vital role in shaping communities, increasing wellbeing, and reducing isolation.	The hospitality and leisure sector has prominence in our districts with wellbeing initiatives such as Broadly Active and with our in-house Leisure Centres in South Norfolk. The centres have been financially hit by the impact of the pandemic but remain a vital part of our economic ecosystem and in providing support for fitness and wellbeing.

²⁴ Perkins & Will Commissioned by Norwich to Cambridge Tech Corridor, *Cambridge to Norwich tech Corridor Vision and Spatial Strategy Report 2020* Available at: <https://www.techcorridor.co.uk/articles/mission/> [Accessed 08/01/22]

Key Cluster: Agri-Food and Life Sciences

Background

South Norfolk and Broadland districts have some of the most productive farmland in the UK, and a nationally significant food and drink research base. Despite this, the cluster is undergoing the greatest changes within living memory between farming subsidies, trade arrangements, climate change and labour shortages. Our districts' strong background within climate science and plant science innovation may present an advantage in addressing some of these challenges.



*Example Map showing **some** of the key Agri-food and Life Sciences Cluster sites within and surrounding South Norfolk and Broadland Councils. This is in draft and is being added to.*

Opportunities and Challenges

Innovation

Norwich Research Park is a world leader in agri-food research and innovation, bringing together renowned research organisations - the John Innes Centre; the Earlham Institute; the Quadram Institute; The Sainsbury Laboratory; and University of East Anglia. The work that has been done on the site has led to the Research Park being designated as having High Potential Opportunity in nutrition by the department for International Trade.

Climate Change and Seasonal Labour Shortages

Changing rainfall patterns are already causing concerns in relation to water and soil quality, which could have a significant impact on future farm productivity. However, the UEA are working on new sustainable farming approaches which may help mitigate this.

There is an ongoing shortage of seasonal workers however there is the potential for agri-food business to adopt the use of satellite applications, robotics, and drones to help address this. This would have the added benefit of improving productivity and sustainability.

Value Added Food Processing

South Norfolk and Broadland Councils' advanced food and drink processing sector based primarily at the Broadland Food Innovation Centre has the potential to grow in domestic and international markets using the opportunity of Freeport East. The enhanced use of technology presents opportunities to increase productivity, enhance sustainability and reduce emissions and water use.

Case Study

TBC

Aims

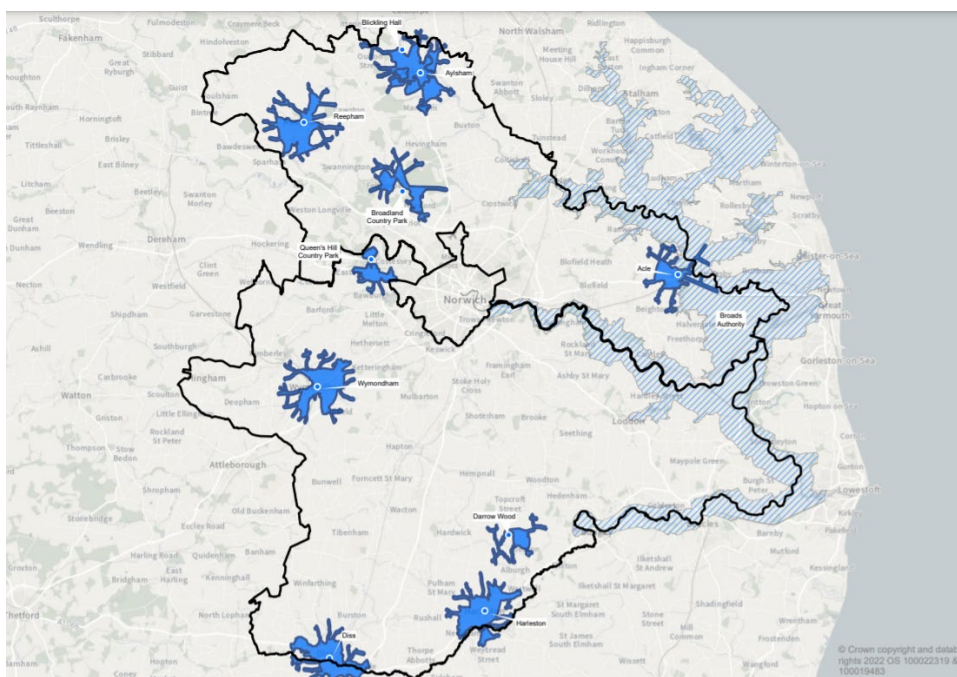
1. Increase in the % of value-added food processing compared to total food production.
2. Successful delivery of Agri-food and Life Science projects
3. Funding secured from both public and private partnerships for business in the Agri-food and Life Science Cluster
4. Successful delivery of skills-based events and placements for secondary school aged children
5. Linked up Press and Comms

South Norfolk and Broadland Councils Delivery		
Priority Addressed	Actions	Key Partners
Growth and Investment	<ul style="list-style-type: none"> Support businesses in the sector in accessing funding from both public and private partnerships Collaborate with businesses in the sector to build cases on joint delivery projects, in advance of funding opportunities Maximise the potential of the Food Enterprise Zones, attracting investment to and capitalising on the Freeport East opportunity. Assist the New Anglia LEP in developing collaborative investments where there are economies of scale in storage, distribution and processing as a catalyst for adding value to our agricultural products. 	Broadland Food Innovation Centre Norwich Research Park (John Innes Centre; the Earlham Institute; the Quadram Institute; The Sainsbury Laboratory; the NNUH and University of East Anglia) New Anglia LEP
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Continue with the development of the Food Enterprise Park and with plans for the Food Enterprise Park 2 Support the expansion of the Norwich Research Park with the addition of two new buildings 	
Skills and Lifelong Learning	<ul style="list-style-type: none"> Collaborate with education providers across the region to establish work placements and educational events at key cluster sites Work with farmers, land managers and environmental specialists to provide the necessary training and skills to empower them to implement environmental land management initiatives 	
Enterprise	<ul style="list-style-type: none"> Support the development of a Food and Drink innovation cluster 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> Potential to increase opportunities for young people from less advantaged backgrounds to enter STEM careers²⁵ Engage with businesses on the park and the NNUH on sustainable initiatives such as LiftShare to reduce the sites carbon footprint 	

Key Cluster: Visitor Economy and Cultural Sectors

Background

South Norfolk and Broadland Districts provide a varied and significant tourist offer, from historical estates to countryside retreats to postcard market towns, all of these being underpinned by a dynamic and pioneering cultural sector.



*Example map showing **some** of the key Visitor Economy and Cultural Sectors cluster sites within and surrounding South Norfolk and Broadland Councils. This is in draft and is being added to.*

Opportunities and Challenges

Connectivity

The Covid-19 pandemic has provided a transformative opportunity for the visitor economy – one that has brought together every local authority and Destination Management Organisation (DMO) in the East of England, co-ordinated by the New Anglia Local Enterprise Partnership and Visit East of England. Working with London Stansted Airport, Greater Anglia Rail and Stena Line operating out of Harwich International Ferry Port, which provides an increased opportunity for international tourism within South Norfolk and Broadland Districts.

Market Towns

Our market towns of Diss, Harleston, Wymondham, Aylsham, Acle and Reepham each have a unique character and act as a service centre for the town and surrounding rural vicinity, creating unique, active communities, and reducing isolation in these largely rural areas. The vitality and viability of the town centres is key for developing South Norfolk and Broadland Districts' competitiveness as a visitor destination

Case Study

TBC

and as an attractive, well-serviced place to live. Despite this, there are ongoing pressures from developments, changes in lifestyle and competition from larger retail areas and online shopping. These pressures have had an increased impact over the Covid-19 pandemic and have led to a decrease in footfall through most towns. Without intervention these challenges will have an increasing impact on the vitality and viability of the towns.

Heritage Sites

Blickling Hall is a stately home surrounded by 4,777 acres of grounds located in Blickling, and is owned by the National Trust, the site was the former home of the Queen, Anne Boleyn. Despite this, the site has been heavily impacted by the pandemic as from March 2020 to February 2021, Blickling Hall had 115,535 visitors, down from 205,704 the year before. The National Trust is putting outdoor tourism, wellbeing initiatives and clean growth front and centre of the site's post pandemic recovery, but poor transport links continue to be a concern.

Outdoor Tourism

Emerging trends indicate that the Covid-19 pandemic has led to an increase in demand for outdoor sustainable tourism²⁶ an offer that South Norfolk and Broadland as districts can more than provide with the Broads, Broadland and Queens Hill Country Parks, Norfolk Wildlife Trust Sites (Sparham Pools, Bootam Common, Thorpe Marshes), a RSPB site at Strumpshaw Fen and more unique experiences such as at ROARR! The United Kingdom's largest dinosaur adventure park or the Royal Norwich Golf Club.

Aims

1. Development of a year-round tourism offer and subsequent increase in what would have been off-season tourism
2. Increase in tourism businesses engaged with clean growth initiatives
3. Reduction in the skills shortage with the Visitor Economy and Cultural Cluster
4. Increased footfall in our market towns

South Norfolk and Broadland Councils Delivery – What we know we are going to deliver		
Key Priority	Actions	Key Partners
Growth and Investment	<ul style="list-style-type: none"> Where possible support businesses to make efficiencies, offer services, and increase bookability that keeps value in the local economy. 	Visit East of England Visit the Broads New Anglia Culture Board The Broads Authority The National Trust ROARR! Dinosaur Adventure Park
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Work with the National trust on alternative transport options to the Blickling site and on the EV charging strategy Work to develop improved transport links to our market towns 	Royal Norwich Golf Course Town and Parish Councils

²⁶ Visit East of England *Visit East of England Destination Development Plan* Available at: <https://mediafiles.thedms.co.uk/Publication/ee-nor/cms/pdf/EoE%20Tourism%20Action%20Plan-DMP.pdf>
 [Accessed 25/01/22]

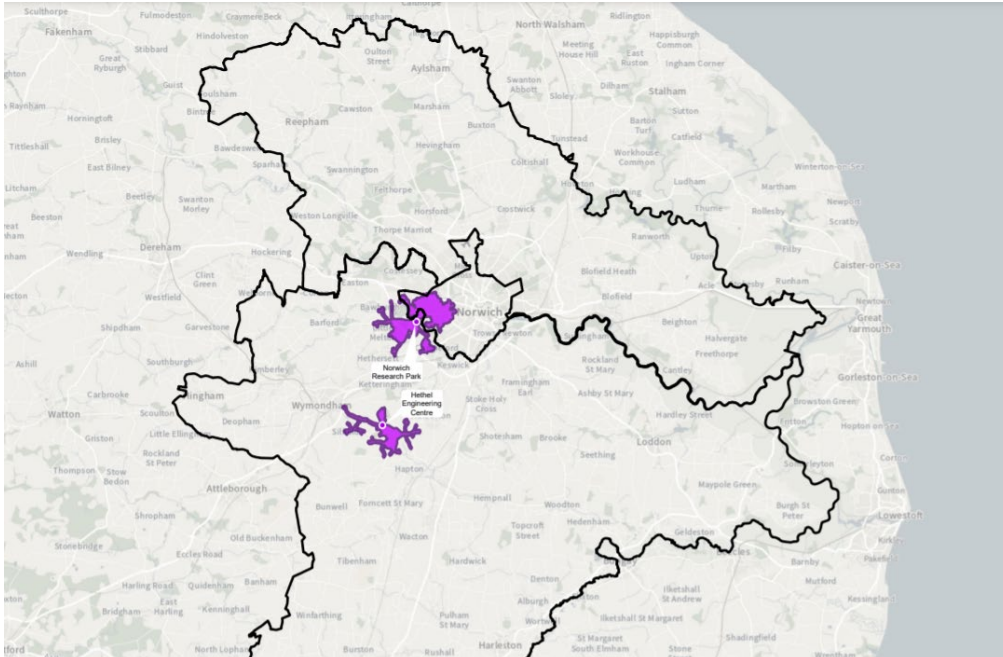
	<ul style="list-style-type: none"> Continuing on from the work done in Harleston we will work to implement public realm works in our other market towns 	
Skills and Lifelong Learning	<ul style="list-style-type: none"> Support development of the EAST²⁷ academy for tourism and tourism related training courses at local colleges and universities, where possible connect college and university graduates to appropriate local opportunities. Creating careers and changing the narrative of the sector that it is 'seasonal, low paid and low skilled'. 	
Enterprise	<ul style="list-style-type: none"> Work together with Visit East of England, Visit the Broads, the New Anglia Culture Board and other Destination Management Organisations to market South Norfolk and Broadland Districts as places to see. 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> Encourage the Clean Growth agenda, supporting sustainable tourism that promotes and supports local businesses and supply lines to keep value in the local economy. Work with the National Trust, the Norfolk Wildlife Trust and the RSPB to explore the link between outdoor visitor destinations and Wellbeing Scope the potential to work with the Broads Authority on peat carbon capture and storage projects 	

Key Cluster: Manufacturing and Engineering

Background

²⁷ *Ibid.*

The manufacturing and engineering cluster is predicted to grow into 2022 and is strongly represented in our districts with the presence of Lotus and Hethel Innovation at Hethel Engineering Centre, Productivity East at the University of East Anglia and NAAME group working across Norfolk and Suffolk. Further, Manufacturing and Engineering is of cross-cutting importance as it integrates with many other key clusters in our districts such as Agri-food and Life Sciences and Energy and Clean Technology.



*Example Map showing **some** of the key cluster sites in Manufacturing and Engineering within and surrounding South Norfolk and Broadland Councils. This is in draft and is being added to.*

Opportunities and Challenges

Hethel Engineering Centre and Hethel Innovation

The Hethel Engineering Centre (HEC) is an award-winning innovation hub that services the high-performance engineering and manufacturing sector in the East of England. Its remit has always been to focus on helping SMEs develop new products and services and improve productivity. Since it opened in 2006, HEC has been home to more than 320 ground-breaking businesses and Hethel Innovation has incubated more than 200 innovative start-ups, creating more than 1500 high-skilled jobs.

Hethel Innovation's approach centres on building innovation platforms to catalyse the development of new ideas. The team identifies specific industry challenges or needs and then seeks out companies in the regional business community with the technological capabilities to create marketable solutions. This approach involves nurturing clusters of like-minded people and leveraging knowledge

Case Study: Magnus Marine

A clean technology and engineering company developed and supported by Hethel Innovation at the Hethel Engineering Centre Site. The company has now grown and moved to Wymondham Business centre and will shortly set up their first international base in the Netherlands.

and expertise to support business growth. The team actively cultivates a collaborative ecosystem of companies with a positive attitude towards working together, sharing ideas, and co-creating new products and services. Recently Hethel Engineering Centre has been looking to expand however, the cost of the project and related infrastructure (primarily grid) upgrades required have so far been prohibitive.

HEC typically has around 60 tenants, but Hethel Innovation engages with at least 2,000 other businesses through the **New Anglia Advanced Manufacturing and Engineering (NAAME)** network in partnership with the New Anglia LEP, local industry and District and County Councils.

NAAME Group

NAAME is the New Anglia LEPs recognised sector group for manufacturing and engineering businesses in Norfolk and Suffolk. The fundamental objective of the group is to stimulate innovation and productivity gains through collaboration and peer to peer learning. On this basis the group has set up their own Talent Sharing Platform and has plans to coordinate group training and development in highly skilled and specialised aspects of manufacturing. Despite the groups resounding success it is poorly resourced, suffering from lack of funding and lack of a physical business premises.

Aims

1. Increase the success and growth of start-ups in the Manufacturing and Engineering Sector
2. Reduce the skills shortage in the sector
3. Increase influence of the cluster

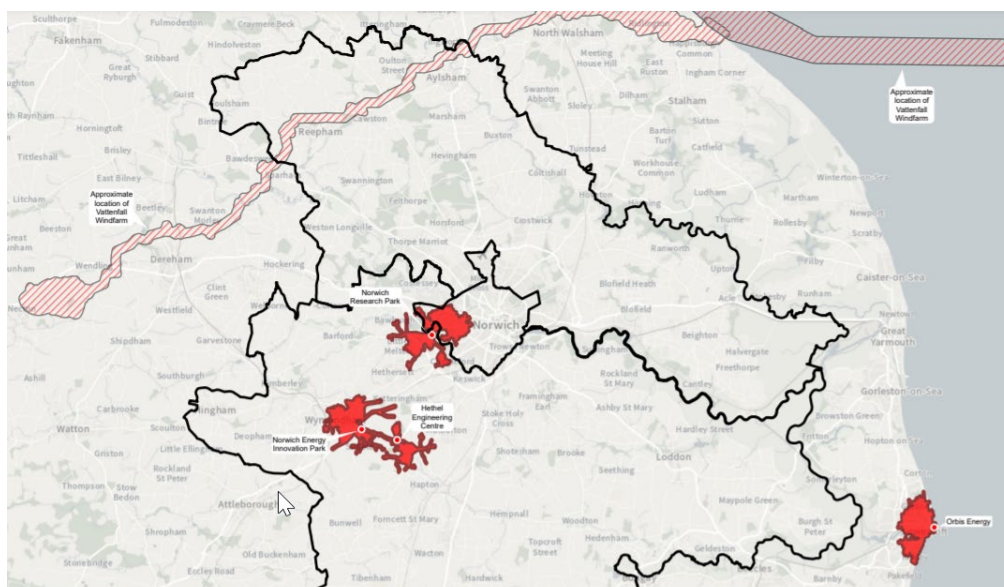
South Norfolk and Broadland Councils Delivery		
Strategic Aim	Actions	Partners
Growth and Investment	<ul style="list-style-type: none"> Assist in the development of and in securing funding for projects and businesses through public and private partnerships Work with NAAME group to secure regular funding streams and find an appropriate office space. 	NAAME group Hethel Innovation Productivity East New Anglia LEP Norwich Research Park University of East Anglia UTCN
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Support Hethel Engineering in the set-up of a new site in order to create move on space for their larger occupants and free up space for new start-ups Work with partners at the New Anglia LEP and Norfolk County Council on the approved Community Renewal Fund feasibility study addressing current/future energy constraints enabling expansion of 	

	key employment sites including Lotus Cars and Hethel Engineering Centre.	
Skills and Lifelong Learning	<ul style="list-style-type: none"> • Work with businesses, schools and further education providers to promote apprenticeships and other forms of workforce development within Manufacturing and Engineering, and more generally working with employers to understand changing circumstances in relation to labour supply and workforce skills 	
Enterprise	<ul style="list-style-type: none"> • Promote the NAAME group to new businesses in the sector • Encourage collaboration on skills development, supply chain management and equipment use among smaller enterprises to increase productivity 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> • Engage businesses with environmental best practice and training through our upcoming business portal • Support potential re-entryship opportunities for care leavers 	

Emerging Cluster: Energy and Clean Technology

Background

Norfolk and Suffolk are the UK's epicentre for clean energy generation and the area is set to provide power for 58²⁸ per cent of the UK's homes being central to the UK's net zero ambitions²⁹. Despite a strong local presence in the energy and clean



Example Map showing some of the key Energy and Clean Technology Cluster sites within and surrounding South Norfolk and Broadland Councils. This is in draft and is being added to.

technology sector with Orbis energy in Lowestoft, the O & M campus and wind power in Great Yarmouth and North Norfolk, solar initiatives in Mid Suffolk and Babergh and Sizewell A, B, and the upcoming Sizewell C nuclear power plant in East Suffolk. Opportunities in this cluster have so far been underutilised in our districts, this is starting to change with the growth of clean tech at Hethel Innovation in South Norfolk, the upcoming Energy Innovation Park in Wymondham and the Vattenfall site across Broadland, but there is still room to grow, and rising energy costs make interventions increasingly necessary.

²⁸New Anglia LEP *Norfolk and Suffolk Leading Centre for UK's Offshore Wind* Available at: <https://newanglia.co.uk/norfolk-and-suffolk-leading-centre-for-uks-offshore-wind/> [Accessed 08/01/11]

²⁹Department for Transport *Road to Zero* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/739460/road-to-zero.pdf [Accessed 10/01/22]

Opportunities and Challenges

The Clean Energy Transition

South Norfolk and Broadland are well placed to capitalise on clean energy opportunities, with the existing skills base already being established in the region. The work of the East of England Energy Group (EEEGR) continues to be important in this regard. Capitalising on clean energy and technology opportunities would also increase the availability of affordable and sustainable energy for local communities and businesses.

Despite the area's potential, however, access to power is limited, holding back housing and industrial development in key sites such as Hethel. It is therefore critical that we transform the local energy system, with our partners at the LEP, Generate East, the Eastern Energy Hub, EEEGR, UKPN and other district councils. In addition to upgrades to grid infrastructure, it is vital due to our rurality that we seek to implement new innovations in wider energy production and resource use, where grid connections are unfeasible.

Offshore Energy Production

The Vattenfall led Norfolk Vanguard and Boreas projects, will provide contract opportunities and new clean skilled jobs. However, there are challenges such as grid constraints, onshore-offshore connectivity, and construction related delays to energy projects.

Onshore Energy Production

South Norfolk and Broadland Districts have potential in the onshore renewable energy production sector that so far has not been realised. National government has now released their hydrogen

Case Study: Plymouth Energy Community

Plymouth County Council recognised the potential for community energy to help the 15,000 local households living in fuel poverty whilst also reducing carbon emissions within the Plymouth area. With these social values and drivers in mind, they provided an initial investment in 2013 to support the creation of Plymouth Energy Community (PEC).

Through funding opportunities, a public community shares scheme, and competitive loans from the council, these initiatives provided 32 schools and local organisations with free solar panels, including the city's busy leisure hub, Plymouth Life Centre. Collaboration with a local economic development trust resulted in turning derelict land into a sixteen-acre community-owned solar farm, generating enough clean energy to meet the annual need of 1,000 homes.

Overall, the project resulted in:

- More than £1,100,000 savings made for residents in the first year
- More than 15,000 MWh clean energy produced.
- More than 9,000 tonnes of carbon saved

Aims

1. Cluster based projects developed and delivered.
2. Increase in provision of clean energy across both districts
3. Clear investable hydrogen, and clean energy proposals developed, and investment secured
4. A transformed local energy system

strategy³⁰ as promised in their Ten Point Plan³¹. Hydrogen is poised to be a deployable technology to integrate power and transport decarbonisation, especially useful in a region where rurality is of concern. Hydrogen also offers potential for storage when utilised in conjunction with other renewable energy sources offering an alternative to oil boilers.

South Norfolk and Broadland Councils Delivery		
Strategic Aim	Actions	Partners
Growth and Investment	<ul style="list-style-type: none"> Assist in the development of and in securing funding for projects and businesses through public and private partnerships Assist in programmes for sustainable fuel transformation and delivery in local homes in line with the government's ten-point plan³² 	Hethel Innovation Vattenfall Orbis Energy (Generate East) The Eastern Energy Hub New Anglia LEP
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Seek to support the New Anglia LEP and Hydrogen East in delivering and adopting a viable route map for South Norfolk and Broadland to become a leading 'hydrogen region' Collaborate with the Eastern Energy Hub to help facilitate the creation of community energy projects Collaborate with the Eastern Energy Hub, the New Anglia LEP, Norfolk County Council and other district councils to develop and deliver investable clean energy projects which unlock clean growth, securing UKPN grid connections where needed with specific focus to pinch points 	
Skills and Lifelong Learning	<ul style="list-style-type: none"> Work with EEEGR to establish skill resource requirements for our projects 	

³⁰ Department for Business, Energy and Industrial Strategy *UK Hydrogen Strategy* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1011283/UK-Hydrogen-Strategy_web.pdf [Accessed 19/01/22]

³¹ Department for business, Energy and Industrial Strategy *The Ten Point Plan for a Green Industrial Revolution* Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936567/10_POINT_PLAN_BOOKLET.pdf [Accessed 19/01/22]

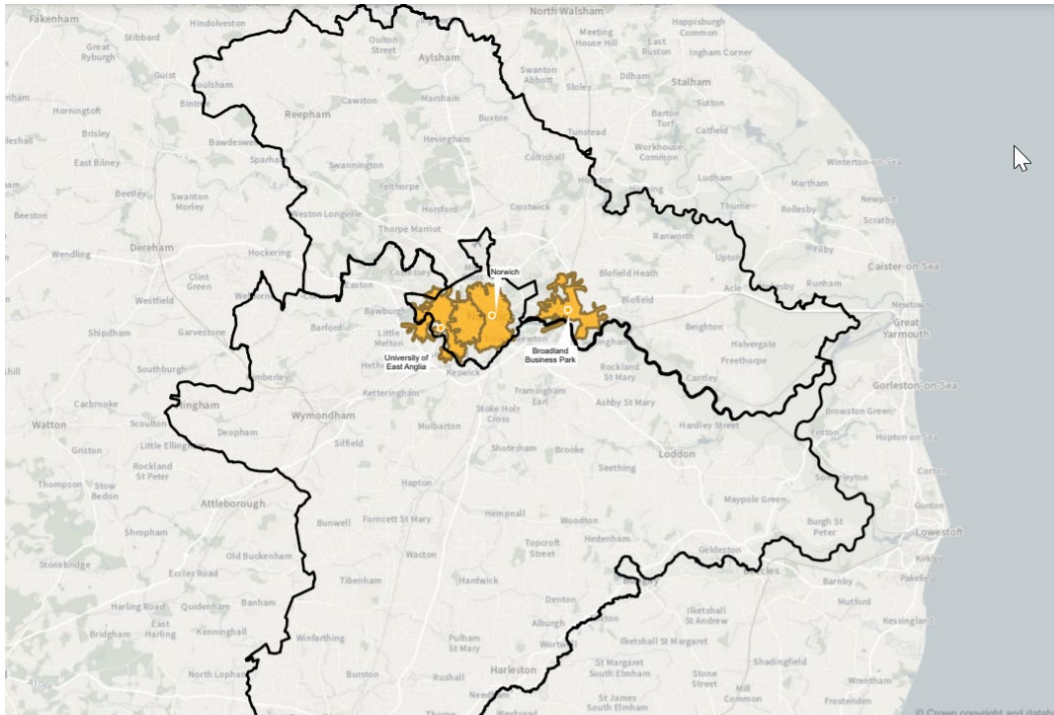
³² *Ibid.*

Enterprise	<ul style="list-style-type: none"> Promote opportunities for existing and potential supply chain businesses across the energy sector and provide business support 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> Hydrogen energy could replace oil tank supply in rural areas which has been an inclusive growth concern Clean energy could lead to more affordable energy provision, reducing the number of residents in fuel poverty Most energy and clean technology initiatives 	

Emerging Cluster: Finance, Insurance and Professional Services

Background

South Norfolk, Broadland and Norwich are home to one of the largest general insurance and financial services clusters in Europe, with 24,000 businesses and nearly 160,000 jobs of which 11,610 are in finance and related professional services with the presence of multi-national firms such as Aviva, and Marsh who have recently moved into the Broadland Business Park. In addition to this there are a plethora of growing start-up financial services businesses to support the cluster. Despite the size of this cluster and the number of South Norfolk and Broadland residents employed in cluster industries within Norwich, there has been limited development of finance, insurance, and professional service businesses within our districts. Consequently, we identify this cluster as an area for growth.



*Example Map showing **some** of the key Finance, Insurance and Professional Services Cluster sites within and surrounding South Norfolk and Broadland Councils. This is in draft and is being added to.*

Opportunities and Challenges

Connectivity

The cluster benefits from proximity to hubs of financial and business activity in London, Cambridge and Ipswich and is close to Norwich airport for international travel, which could make the area attractive to international investors.

Networking

The financial services sector benefits from the catalyst role of the Financial Industry Group (FIG). Established in 2001, this is the only financial services trade association in England outside London. It comprises senior executives from leading companies, local government and senior UEA faculty.

Broadland Business Park and Broadland Gate

Broadland Business Park is home to some of the region's top finance, insurance, and professional service companies, including Marsh and Lovewell Blake and with

Case Study

TBC.

Aims

1. To support expansion of the cluster in South Norfolk and Broadland Districts
2. To facilitate collaboration and communication within the cluster
3. To reduce the skills shortage within the cluster

Broadland Gate forms the basis for South Norfolk and Broadland Councils cluster growth.

South Norfolk and Broadland Councils Delivery		
Strategic Aim	Actions	Partners
Growth and Investment	<ul style="list-style-type: none"> Support businesses in the sector on projects and in making funding applications. Particularly with relation to Green Initiatives 	Broadland Business Park Marsh Broadland Gate Norfolk Chambers Financial Industries Group
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Support business groups at key sites such as Broadland Business Park in implementing EV charging provision and support businesses with the infrastructure development that goes alongside this 	
Skills and Lifelong Learning	<ul style="list-style-type: none"> Work with businesses and Norfolk County Council to support placements and activities to develop numerical skills, the quality of which in graduates has been identified as a key concern. Work on initiatives to reduce the identified skills shortage in IT and Law 	
Enterprise	<ul style="list-style-type: none"> Support the Financial Industries Group in their efforts to develop the cluster Facilitate cluster collaboration across sites within our districts supporting site managers at Broadland Business Park and Broadland Gate 	
Clean or Inclusive Growth Actions	<ul style="list-style-type: none"> Support businesses with funding for clean growth initiatives such as LED lighting. Set up training packages for businesses to understand and follow current best practice (ISO50001 framework/ 	

	carbon assessments and literacy).	
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Place Based Strategy

With a five-year timescale, the South Norfolk and Broadland Economic Growth Plan will both inform – and be guided by the priorities set out in the Greater Norwich Local Plan³³.

This will ensure that economic growth of an appropriate scale and type is achieved alongside the Councils' broader spatial development priorities. In South Norfolk and Broadland Districts, these spatial priorities have a major focus – on accommodating growth with physical infrastructure requirements. The need to align significant planned housing delivery and ensuring that all settlements across the district have vibrant and sustainable communities in which local people and businesses (including in the third sector) can thrive is crucial. This in turn requires that any barriers to work are broken down and economic growth genuinely is inclusive.

Some of our place-based strategy in relation to, Norwich Research Park, Broadland Business Park the Broadland Food Innovation Centre, Hethel Engineering Centre, The Broads and Blickling Hall has been outlined as part of our cluster development response, so here we will focus on the remaining key areas in our districts these being, Suburban Hubs, Market Towns, Rural Areas and Green Spaces.

Suburban Hubs

House prices in Norfolk have become less affordable over time,³⁴ particularly for first time buyers. Consequently, across both districts we are committed to delivering affordable and sustainable housing growth which is supported by the necessary green, energy, and road infrastructure. Sub-urban areas that have been hallmarked for growth as part of the GNLP include Rackheath, Taverham and Long Stratton and affordable housing schemes that will be implemented include but are not limited to shared equity, discounted market sale, and rent to buy.

Market Towns

Across South Norfolk and Broadland districts, we have 6 market towns these being Wymondham, Harleston, Diss, Acle, Aylsham and Reepham these towns generally have populations in the range of 5,000-10,000 and vary tremendously in character and vibrancy: some are major destinations within the visitor economy, others are much less well known, relying instead on local service functions, family-owned businesses, and small and micro- enterprises. In all cases, it is important that communities are vibrant and sustainable – particularly in terms of providing both jobs

³³ Greater Norwich Growth Board *Greater Norwich Local Plan – Draft* Available at: https://www.gnlp.org.uk/sites/gnlp/files/2021-10/Reg%2019%20final%20formatted_0.pdf [Accessed 28/01/11]

³⁴ Norfolk Insight *Norfolk Rural Economic Strategy 2021-24* Available at: https://www.norfolkinsight.org.uk/wp-content/uploads/2021/10/Norfolk_Rural_Economic_Strategy_2021-4_Evidence_Report.pdf-correctedByPAVE.pdf [Accessed 29/01/22]

and housing for younger local people. South Norfolk and Broadland Councils will support these settlements by:

- Encouraging on-going public realm works, such as has been done in Harleston Town Centre and is beginning at Wymondham Sales Yard. To improve footfall, revitalise the local economy and prevent the build-up of derelict sites or land.
- Making connections between young people and local employers, particularly in the key sectors outlined elsewhere in this Economic Growth Plan
- Ensuring that market towns have appropriate levels and types of small business provision, and grow-on space
- Working to ensure that industrial estates and other business locations have good broadband connectivity, transport links and energy infrastructure.
- Supporting development of local affordable housing to increase affordability particularly for younger people.

Rural Areas

Much of South Norfolk and Broadland Districts is rural (48.8% of Broadland and 64.2% of South Norfolk³⁵) with communities living in hamlets and small villages. Research by the OECD³⁶ indicates that rural communities have been disproportionately impacted by the Covid-19 pandemic having in generally older populations, a much less diversified economy and poor digital connectivity. The rural services network has identified³⁷ the following being key to post-pandemic recovery of rural areas:

- Levelling up
 - Access to services
 - Local assets
 - Connectivity
 - Transport
 - Housing affordability
 - The importance of countryside and green space to people's wellbeing
- Consequently, through the Growth Plan, South Norfolk and Broadland Councils will support rural areas by:

- Rolling out our cluster allocations programme, to support controlled housing growth to sustain local businesses and schools
- Making the case for improved digital connectivity – both broadband and mobile – to reduce the challenges of digital deprivation
- Providing good levels of service provision, including looking into the methods of council led locality working
- Utilising resource to support solutions targeted at micro businesses

Green and Open Spaces

The natural environment plays an important part in promoting and maintaining health

³⁵ *Ibid.*

³⁶ *Ibid.*

³⁷ *Ibid.*

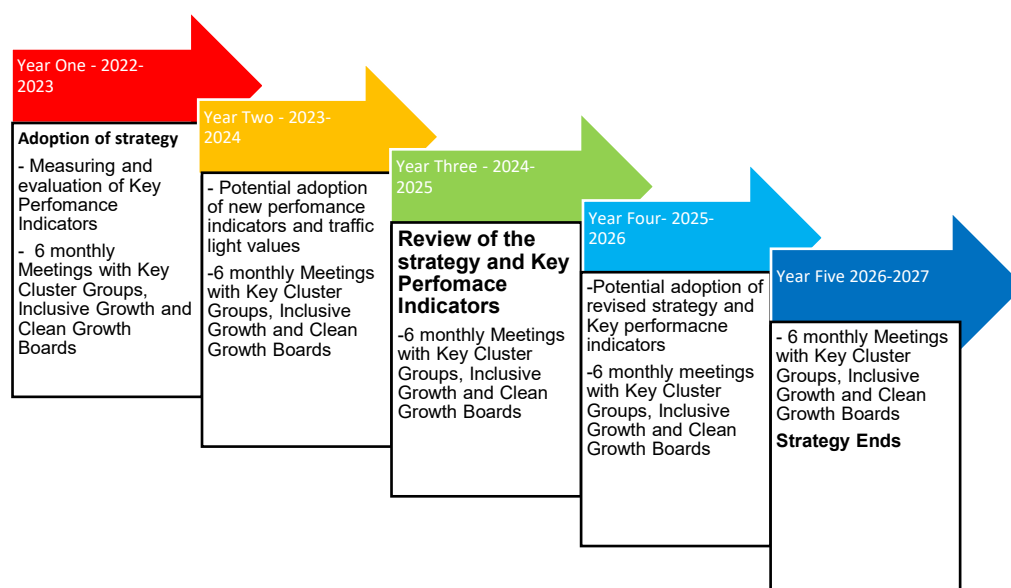
and wellbeing³⁸. As district councils we are committed to maintaining the standard of our green and open spaces, particularly across council run sites such as Broadland Country Park and Queens Hill Country Park, we will continue initiatives to improve access to these sites, improve the visitor offer and work with industry professionals to increase biodiversity.

More detail on our place-based strategy can be found in the Greater Norwich Local Plan³⁹.

Performance and Delivery

Our economic ambitions can only be achieved by working together with businesses and other stakeholders and partners. Within South Norfolk and Broadland Councils, we need to work with these partners to positively respond to growth, proactively intervene for growth, strategically plan for growth and practicably support growth. In this context, we will need to continue to secure external funding to help deliver this Economic Growth Plan and lever in wider investment.

Strategic Plan Timeline



Currently we are in a period of rapid change. This being the case we have planned a review of this five-year strategic plan in 2024 when the full impact of the pandemic and what actions we need to take to mitigate this will be clearer, this is particularly with a view to our underpinning sectors.

Communication and Partnership Strategy

The following table comprises of the Board members of each cluster group and for each of our key overarching principles. The Boards will meet on a 6 monthly basis to

³⁸ Social Care institute for Excellence *Sustainable Social Care: The Natural Environment* Available at: <https://www.scie.org.uk/publications/atagance/atagance28.asp> [Accessed 30/01/22]

³⁹ Greater Norwich Growth Board *Greater Norwich Local Plan – Draft* Available at: https://www.gnlp.org.uk/sites/gnlp/files/2021-10/Reg%2019%20final%20formatted_0.pdf [Accessed 28/01/11]

review performance, highlight any key concerns, and make suggestions as to potential projects or interventions for implementation.

Cluster and Priority Groups	Board Members (including but not limited to)
Manufacturing and Engineering	Stephen Scowen and Jamie Thums (NAAME Group), Jo Kerrison and Nina Cunningham (South Norfolk and Broadland Councils), Imogen Shipperlee (Hethel Innovation), Scott Cogman (New Anglia LEP) Productivity East.
Visitor Economy and Cultural Sectors	Graham Peers and Lisa Cosh (South Norfolk and Broadland Councils), Heather Jermy and Sebastian Billing (National Trust), Rob Leigh (Broadlands Authority).
Agri-food and Life Sciences	Liliya Serazetdinova and Saskia Hervey (Earlham Institute), Jon Carter (UEA-UKRI), Graeme Brown (Quadram institute) Medha Sule (NNUH) Johnathan Clarke, Simon Aspland and Eva Sharpe (John Innes Center), Nick Goodwin and Alison Northwood (Anglian Innovation Partnership) Peter Van-Esse and Mia Cerfonteyn (the Sainsburys Laboratory) Julie Schofield (NRP Research and Innovation Services) (Food Enterprise Park), Nina Cunningham, George Denton, Johnathan Pyle and Emily Egle (South Norfolk and Broadland Councils).
Finance, Insurance and Professional Services	Stephen Scowen, Naresh Pandit, Raphael Markellos and Steve Davidson (Financial Industries Group), Joanna Thornton (Lothbury Investment Management), Nina Cunningham and Paul Chapman (South Norfolk and Broadland Councils).
Energy and Clean Technology	Stephen Scowen (Breckland District Council) Imogen Shipperlee (Hethel Innovation), Nina Cunningham, David Disney, Michael Horton and Kirsty Burns (South Norfolk and Broadland Councils), Ian Pease (Orbis Energy and Generate East), Peter Gudde and Heather Stevenson (Eastern Energy Hub).

Inclusive Growth	Kerrie Gallagher, Mike Pursehouse, Debra Baillie-Murden, Jamie Warren, Laura Smith, Helen Skoyles and Abi Langley (South Norfolk and Broadland Councils), Kerry Stranix (Groundwork East), Katie White (Norfolk County Council), Housing Association Partners and Rik Martin (Community Action Norfolk).
Clean Growth	Ellen Tilney (New Anglia LEP), Kirsty Burns, Nina Cunningham and Emily Larter (South Norfolk and Broadland Councils), Oli Savage (Groundwork East) and Nigel Boldero (The Green Network).

Key Performance Indicators

The following indicators will be used to assess our councils' performance against our four key priorities and two overarching principles over the next twelve months at the end of this period we will review the indicators and assess their viability going forward along with the values for our traffic light system. Following that review the subsequent decided performance indicators and values will be used until the next full review of our strategic plan at the end of 2025.

Priority 1. Growth and Investment						
Indicator	Data Source	Monitoring Periodicity	Suggested Green/Amber/Red	Start Value	Regional Value	National Value
Amount of funding secured for businesses (% distributed of available funding by deadline)	Economic Growth Team Record	Quarterly	Green = >95% distributed, Amber = 90%-95%, Red = <90%	TBC	TBC	TBC
Retail and business sector vacancy rates	Council Tax Data	Every 6-months	Green = <5% Increase; Amber = 5% decrease to 5% increase; Red = >5% increase	TBC	TBC	TBC
Business Satisfaction	Regular surveying via business portal	Quarterly (once business hub is live)	Green = average of 4+ stars; Amber = 3 stars to 4 stars; Red = <3 stars	TBC	TBC	TBC
Net change in jobs paying more than the national income standard	Annual Survey of Hours and Earnings (HMRC) ⁴⁰	Yearly (October release)	Green = >2% Increase; Amber = 2% increase to no change; Red = any % decrease	TBC	TBC	TBC

⁴⁰ HMRC *Annual Survey of Hours and Earnings* Available at: <https://www.nomisweb.co.uk/query/construct/summary.asp?reset=yes&mode=construct&dataset=99&version=0&anal=1&initset=geog:1946157238,2013265926,2092957698> Accessed [20/01/22]

<u>Inclusive Growth Indicator</u> Number of households in fuel poverty ⁴¹	Department of Business, Energy and Industrial Strategy ⁴²	Yearly (released April, 1 ½ years in arrears)	Green = >5% decrease; Amber = 5% - 0% decrease; Red = % increase	TBC	TBC	TBC
<u>Clean Growth Indicator</u> CO2 emissions by industry	Department for Business, Energy and Industrial Strategy ⁴³	Yearly (released June, 1 year in arrears)	By sector: Green = >10% decrease; Amber = 10% decrease to 5% decrease; Red = <5% decrease	TBC	TBC	TBC

Priority 2. Quality Locations and Infrastructure						
Indicator	Data Source	Monitoring Periodicity	Suggested Green/Amber/Red	Start Value	Regional Value	National Value
Broadband speed and access (% of houses)	ThinkBroadband.com ⁴⁴	Quarterly (data updated every 2-4 weeks)	Green = >1% Increase; Amber = 1% increase to no change; Red = No change	TBC	TBC	TBC
Number of new homes delivered	Planning Team Records	Yearly	Green = on track or ahead of GNGB target; Amber = delivery behind by up to 10%; Red = >10%	TBC	TBC	TBC
Visitor trip numbers	Visit Britain Data ⁴⁵	Every 2 years (released December, one year in arrears)	Green = >5% Increase; Amber = 5% increase to 0% increase; Red = % decrease	TBC	TBC	TBC
Visitor 'stay' or 'dwell' time	Visit Britain Data ⁴⁶	Every 2 years (released December, one year in arrears)	Green = >30% affordable homes on new sites; Amber = 10-30%; Red = >10%	TBC	TBC	TBC
<u>Inclusive Growth Indicator</u> Number of affordable homes delivered (as a % of total homes delivered)	Planning Team Records	Yearly	Green = >30% affordable homes on new sites; Amber = 10-30%; Red = >10%	TBC	TBC	TBC

⁴¹ We are aware that this data will be initially skewed due to recent changes in fuel prices and national policy

⁴² Department for Business, Energy and Industrial Strategy *Fuel Poverty Sub-Regional Statistics* Available at: <https://data.gov.uk/dataset/f3009590-2bc9-40d9-8dc3-571e6fddae45/fuel-poverty-sub-regional-statistics> Accessed [20/01/22]

⁴³ Department for Business, Energy and Industrial Strategy *UK Local Authority and Regional Carbon Dioxide Emissions* Available at: <https://data.gov.uk/dataset/723c243d-2f1a-4d27-8b61-cdb93e5b10ff/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2019> Accessed [20/01/22]

⁴⁴ Think Broadband *UK Coverage and Speed Test Result Map* Available at: <https://labs.thinkbroadband.com/local/index.php?tab=2&election=1#6/51.414/-0.641/> Accessed [20/01/22]

⁴⁵ Visit Britain *Destination Specific Research* Available at: <https://www.visitbritain.org/destination-specific-research> Accessed [20/01/22]

⁴⁶ Visit Britain *Destination Specific Research* Available at: <https://www.visitbritain.org/destination-specific-research> Accessed [20/01/22]

<u>Clean Growth Indicator</u> % Generation of electricity from renewable sources/MWh	ONS Regional Renewable Statistics ⁴⁷	Yearly (December one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	TBC	TBC	TBC
<u>Inclusive Growth Indicator</u> Change in active travel rates	Department for Transport ⁴⁸	Yearly (September one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	TBC	TBC	TBC

Priority 3. Skills and Lifelong Learning						
Indicator	Data Source	Monitoring Periodicity	Suggested Green/Amber/Red	Start Value	Regional Value	National Value
JSA rates (number and %)	Department for Work and Pensions ¹	Quarterly (record updated monthly)	Green = >5% lower than national average; Amber = 5% lower than national average to average; Red = higher than national average	TBC	TBC	TBC
Increase in employment in target sectors ¹	Department for Work and Pensions ¹	Yearly (results published in June)	Green = >5% Increase across all targeted sectors; Amber = 5% increase to 5% decrease; Red = >5% decrease	TBC	TBC	TBC
Annual change in the number of graduates retained locally six	Information given from UEA	Yearly (results published March-)	Green = >3% Increase; Amber = 3% increase to 0%; Red = % decrease	TBC	TBC	TBC

⁴⁷ Department for Business, Energy and Industrial Strategy *Regional Renewable Statistics* Available at: <https://www.gov.uk/government/statistics/regional-renewable-statistics> Accessed [14/12/21]

⁴⁸ Department for Transport *Walking and Cycling Statistics* Available at: <https://www.gov.uk/government/statistical-data-sets/walking-and-cycling-statistics-cw#walking-and-cycling-table-index> Accessed [14/12/21]

months after graduation	Gateway to Growth	April one year in arrears)				
<u>Inclusive Growth Indicator</u> KS4 Attainment (Number and %)	Department for Education ¹	Annual (record updated between September and December for previous academic year)	Green = 2% or > than national average; Amber = 2% > to national average; Red = lower than	TBC	TBC	TBC
<u>Clean Growth Indicator</u> Electricity and Gas consumption	ONS Gas and Electricity Consumption data by local authority ¹	Yearly (released December, 1 year in arrears)	Green = >5% decrease; Amber = 5% - 0% decrease; Red = % increase	TBC	TBC	TBC

Priority 4. Enterprise						
Indicator	Data Source	Monitoring Periodicity	Suggested Green/Amber/Red	Start Value	Regional Value	National Value
Number of businesses	ONS Business Demography ⁴⁹	Annual (released November one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	TBC	TBC	TBC
% of microbusinesses	ONS Business Demography ⁵⁰	Annual (released November one year in arrears)	Green = at national average or below; Amber = at national average to 2% above; Red = >2% above national average	TBC	TBC	TBC
Number of new businesses in target sectors	ONS Business Demography ⁵¹	Annual (released November one year in arrears)	Green = >50 across all targeted sectors; Amber = 50 - 5 Red = <5	TBC	TBC	TBC
<u>Inclusive Growth Indicator</u> Business survival rates 1,3 and 5 year	ONS Business Demography ⁵²	Annual (released November one year in arrears)	Green = 5% or higher than national average; Amber = 5% higher to national average; Red = lower than national average	TBC	TBC	TBC
<u>Clean Growth Indicator</u> Number of businesses engaged with climate change mitigation and best practice	Economic Growth Team Record	Quarterly	Green = 25 or more; Amber = 25 to 10; Red = less than 10	TBC	TBC	TBC

Appendices

Cluster/group	Consultees to date	Still to come
Agri-food and Life Sciences	Norwich Research Park - Liliya Serazetdinova and Saskia Hervey (Earlham Institute)	Food Enterprise Park

⁴⁹ Office for National Statistics *Business Demography Dataset* Available at: <https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable/current> [Accessed 15/12/21]

⁵⁰ *Ibid*

⁵¹ *Ibid*

⁵² *Ibid*

	<ul style="list-style-type: none"> - Jon Carter (UEA-UKRI) - Graeme Brown (Quadram institute) - Medha Sule (NNUH) - Johnathan Clarke, Simon Aspland and Eva Sharpe (John Innes Center) - Nick Goodwin and Alison Northwood (Anglian Innovation Partnership) - Peter Van-Esse and Mia Cerfonteyn (the Sainsburys Laboratory) - Julie Schofield (NRP Research and Innovation Services) 	
Manufacturing and Engineering	NAAME Group <ul style="list-style-type: none"> - Steven Scowen - Jamie Thums Hethel Innovation <ul style="list-style-type: none"> - Imogen Shipperlee 	
The Visitor Economy and Cultural Sectors	The Broads Authority <ul style="list-style-type: none"> - Rob Leigh National Trust <ul style="list-style-type: none"> - Heather Jermy - Sebastian Billing Visit East of England <ul style="list-style-type: none"> - Pete Waters 	
Energy	Orbis Energy/Generate East <ul style="list-style-type: none"> - Ian Pease Energy Hub East <ul style="list-style-type: none"> - Peter Gudde - Heather Stevenson Hethel Innovation <ul style="list-style-type: none"> - Imogen Shipperlee Vattenfall <ul style="list-style-type: none"> - Catrin Jones - Tom Warren 	UKPN <ul style="list-style-type: none"> - Michael Horwood Hydrogen East
Finance and Professional Services	Financial Industries Group <ul style="list-style-type: none"> - Stephen Scowen - Steven Davidson (Chair and former Director at Marsh) - Raphael Markellos (UEA) - Naresh Pandit (UEA) Broadland Business Park <ul style="list-style-type: none"> - Joanna Thornton 	Norfolk Chambers <ul style="list-style-type: none"> - Nova Fairbank Roche Broadland Business Park <ul style="list-style-type: none"> - Loveday and Partners
South Norfolk and Broadland Councils	Economic Growth Team Managers <ul style="list-style-type: none"> - George Denton - Emily Larter - Helen Skoyles - Nina Cunningham 	Planning <ul style="list-style-type: none"> - Helen Mellors and Tracy Lincoln People and Communities

	<ul style="list-style-type: none"> - David Disney - Paul Chapman - Lisa Cosh - Michael Horton Funding <ul style="list-style-type: none"> - Amy Smith Housing <ul style="list-style-type: none"> - Kay Oglieve-Chan - Keith Mitchell Senior Leadership <ul style="list-style-type: none"> - Trevor Holden - Phil Coultier - Jamie Sutterby - Debbie Lorimer Environmental Strategy <ul style="list-style-type: none"> - Kirsty Burns Statistics <ul style="list-style-type: none"> - Francine Esteves Tarn GIS <ul style="list-style-type: none"> - James Shreeve Inclusive Growth <ul style="list-style-type: none"> - Abi Langley - Jamie Warren Portfolio Holders <ul style="list-style-type: none"> - Lisa Neal - Jo Copplestone 	<ul style="list-style-type: none"> - Jamie Sutterby and Mike Pursehouse
Local authorities	NODA <ul style="list-style-type: none"> - Eliska Cheeseman - Christine Wilson - Andrew Brownsell Norwich City Council <ul style="list-style-type: none"> - Ellen Tilney - Sharon Cousins East Suffolk Council <ul style="list-style-type: none"> - Marie Webster Fitch Breckland District Council <ul style="list-style-type: none"> - Stephen Scowen Suffolk County Council <ul style="list-style-type: none"> - David Walton Norfolk County Council <ul style="list-style-type: none"> - Jo Middleton - Toby Matthews - Edward Moran - Katie White 	Mid Suffolk and Babergh
Regional Partners	New Anglia LEP <ul style="list-style-type: none"> - Lisa Roberts - Ellen Goodwin - Scott Cogman Clarion Group <ul style="list-style-type: none"> - Daniel Read Liftshare	Norwich to Cambridge Tech Corridor

	- Mark Hand	
Others	The Green Care Network - Nigel Boldero VCSE Sector Leadership - Rik Martin UEA Gateway to Growth - Andrew Hunt - Liz Davis-Smith Groundwork East - Kerry Stranix - Rex Kellett - Oli Savage	

**NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1
PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) THE
LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER 2006
(Contains information relating to: an individual; the financial or business
affairs of any particular person and action to be taken in connection with the
prosecution of a crime)**

Pages 55 to 158 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person