

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 Hempsall
Cllr S C Beadle	Cllr D King
Cllr S J Catchpole	Cllr G Peck
Cllr J Davis	Cllr K A Vincent
Cllr J Copplestone	Ex-officio
Cllr T Mancini Boyle	

Date & Time:

Monday 25 April 2022 at 6pm

Place:

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

Contact:

Dawn Matthews tel (01603) 430404
Email: committee.bdc@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 committee.bdc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Wednesday 20 April 2022.

Large print version can be made available

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

AGENDA

1. **To receive declarations of interest from members;**
(guidance and flow chart attached – page 3)
2. **To report apologies for absence and to identify substitute members;**
3. **To confirm the non-exempt minutes of the meeting held 21 February 2022;**
(minutes attached – page 5)
4. **Matters arising from the minutes;**
5. **Economic Growth Strategic Plan;** (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. **Review of Training Services and Carrowbreck House;** (report attached – page 71)
8. **To confirm the exempt minutes of the meeting held 21 February 2022;**
(minutes attached – page 101)

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.

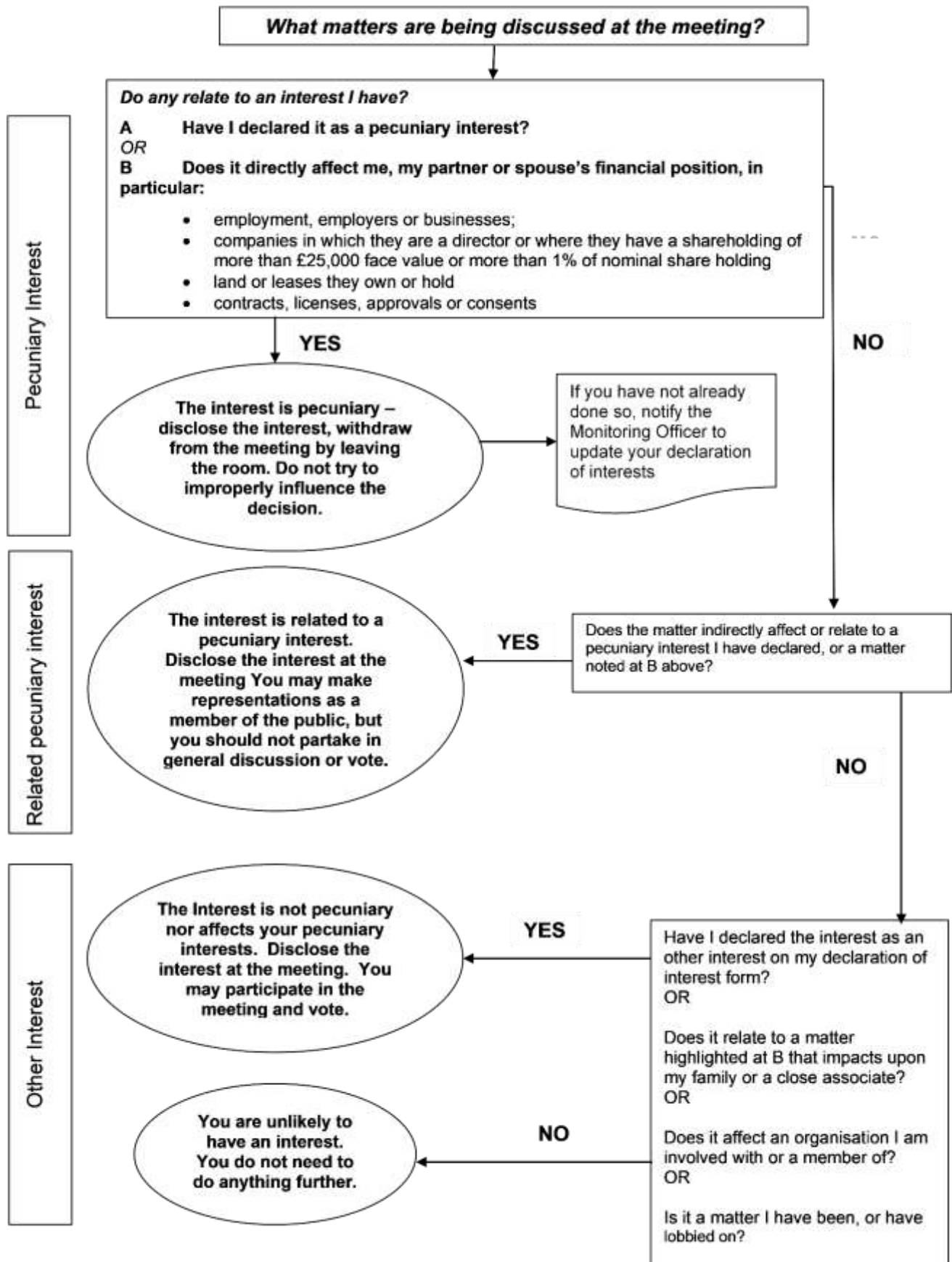
DECLARATIONS OF INTEREST AT MEETINGS

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.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.
<p>Does the interest directly:</p> <ol style="list-style-type: none">1. affect yours, or your spouse / partner's financial position?2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?3. Relate to a contract you, or your spouse / partner have with the Council4. Affect land you or your spouse / partner own5. Affect a company that you or your partner own, or have a shareholding in <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



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 21 February 2021 at 6pm.

Committee Members Present: Councillors: A Crotch (Chairman), N Brennan, S Beadle, S Catchpole, J Davis and K Leggett.

Cabinet Members Present: Councillors: J Copplestone and T Mancini-Boyle.

Officers in Attendance: The Assistant Director Economic Growth (GD), the Community Assets Manager (MH), the Programme Manager – Economic Growth (DBM), National Management Trainee (EH) and the Democratic Services Officer (LA)

63 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Cllr S Catchpole	69- Bure Valley Railway Future Options Review	Ward Member where part of the Business was based

64 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors N Harpley, L Hemsall and G Peck.

65 MINUTES

The minutes of the meeting held on 22 November 2021 were agreed as a correct record and signed by the Chairman.

66 ECONOMIC GROWTH PLAN – DRAFT

The Programme Manager for Economic Growth introduced the report highlighting that to complement national, regional, and local economic strategy and policy, an Economic Growth Plan had been developed for Broadland and South Norfolk Council. This plan would map out a delivery plan against the Council's ambition of supporting economic growth and set out a case for future investment.

The draft plan had been brought before members to seek input on the content feeding into the final Economic Growth Plan. The Final Plan was expected to come before the Panel at the next scheduled meeting in April where the formal approval process would commence.

The Panel noted at a district level, the Council's Strategic Plan 2020-2024 outlined three objectives for supporting Economic Growth across the districts:

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

In addition to the above, further Council documents also outlined aspirations and activities to support businesses and communities to be more resilient and enable growth. These included 'Our Plan for Recovery from the Covid-19 Crisis', 'Delivery Plan 2021-2022' and the 'Draft Delivery Plan for 2022-2024'. The National Management Trainee took members through a presentation that provided further details on the subject areas within the draft plan, including the strengths and weaknesses of each section.

The Chairman thanked officers for their presentation and opened the discussion up for comments from the Panel. A question was asked around the decision for a joint plan to be created with South Norfolk Council. Officers explained that work resulting from the plan would form cluster workstreams that would cover both areas.

The Portfolio Holder for Finance asked for clarification as to how the progress of the plan would be monitored. She further stressed the need for any performance measures to reflect what was happening in the Broadland area. Officers confirmed that separate KPIs would be measured at both Councils. Further clarification was sought on the role of the Environmental Officer in the joint plan who was solely employed by Broadland District Council. It was noted that work was separated to make sure this was upheld.

One Member queried the name of the plan, explaining further that the Economic Growth Plan would be best suited as an Economic Strategy. Officers explained that the title originated from the department as a whole and offered a broad approach to enable a wider range of areas to be covered.

A concern was highlighted regarding the placement of the Carbon Neutral target under section eight: "Threats" and that the Carbon Neutral target should be treated as an opportunity rather than a threat. The Chairman commented that placement of the target highlighted the possible disruption to local businesses in achieving the target and the cost of this. The Portfolio Holder for Finance agreed and added that a wording change would help resolve this issue.

In response to a question about when members had been consulted on the draft plan, officers explained that discussion took place late last year with the Cabinet members and officers would amend the report to reflect this. After further questions from members, officers stressed the need for the document to be broad to allow a range of work to be completed.

A member raised the importance of securing better transport links within the district to provide key service links for residents. The Assistant Director for Economic Growth agreed, adding that officers would continue to apply pressure to partners.

The Portfolio Holder for Economic Development welcomed the plan and added that the plan had been highlighted as a goal in the original feasibility study. She noted that it had been a long process with the Council seeing a lot of change in the area over the last year resulting in the need for the plan to be put in place.

Reference was made to affordable housing and the suitability of the areas suggested in the report. A member commented that in previous years the Council had a policy in place in relation to shared ownership which allowed residents to pick the location they wanted to live. Officers stated that they would look back to see the parameters of the policy but noted that this would sit outside the scope of the plan.

Several members were pleased to see the opportunities within the plan for improvements in health and wellbeing. After officers answered further questions on specific areas, it was unanimously:

RESOLVED:

Members noted the draft plan and made the comments reflected above. The final plan would be brought to the next Economic Success Policy Development Panel in April to commence the formal approval process.

67 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.

68 BROADLAND COUNTRY PARK

Members considered the exempt report of the Community Assets Manager which gave the Panel an update on the progress made at the Broadland Country Park. The report also outlined the proposals for ongoing improvement of the site and proposed a structure of governance for the project when moving onto the next phase.

Following discussion, during which officers answered members' questions, it was then,

RESOLVED to recommend Cabinet:

to delegated authority for the Assistant Director Economic Growth, in conjunction with the Portfolio Holder for Economic Growth, to establish a decision-making Project Board for Broadland Country Park.

69 BURE VALLEY RAILWAY FUTURE OPTIONS REVIEW

Members considered the exempt report of the Community Assets Manager which was inviting the Panel to recommend Cabinet to agree proposals for future options for the Bure Valley Railway Future. Following discussion, during which officers answered members' questions regarding finance and further options, it was

RESOLVED to recommend Cabinet:

To support Option 5.1 contained in the exempt report.

(The meeting concluded at 7.55pm)

Chairman

Agenda Item: 5
Economic Success Policy Development Panel
25 April 2022

Economic Growth Strategic Plan

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

Ward(s) Affected: All

Purpose of the Report:

For the Economic Success Policy Development Panel to review and recommend to Cabinet for the approval and adoption of the Broadland Economic Growth Strategic Plan 2022 – 2027 and Summary document. The Strategic Plan outlines the activities and projects the Economic Growth team will be undertaking to deliver against the priorities in the Council's Delivery Plan.

Recommendations:

- 1 Economic Success Policy Development Panel to recommend to Cabinet to approve and adopt the Broadland Economic Growth Strategic Plan 2022 – 2027 and use of the Summary as an externally facing document.

1. Summary

- 1.1 This report provides an overview of the development of an Economic Growth Strategic Plan for 2022 – 2027 for Broadland in collaboration with South Norfolk Council. The Strategic Plan outlines the activities and projects the Economic Growth team will be undertaking to deliver against the priorities in the Council's Delivery Plan.
- 1.2 While being developed concurrently and giving members a common approach to tracking service delivery, the Strategic Plan also enables Broadland District Council and South Norfolk Council to address local barriers to growth and develop a targeted response. The Summary document (Appendix 1) is specific to the activities proposed for Broadland.
- 1.3 The full Economic Growth Strategic Plan will continue to be a living document, updated regularly to ensure it continues to address local priorities and opportunities.

2. Background

- 2.1 Members of this panel were invited for their input into the draft plan, present at the Economic Success Policy Development Panel meeting held in February 2022. Recommendations from this meeting, along with those received from both internal and external stakeholders have been integrated into the final plan.
- 2.2 A summary document has been produced to confirm the Council's commitment to supporting the local economy. It identifies the social and economic challenges, our economic strengths and opportunities and details the actions and commitments which are needed to support growth, which is clean, inclusive, and productive.

3. Current position/findings

- 3.1 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. The four main priorities have been finalised as follows:
 - 3.1.1 Growth and investment – Supporting businesses and breakout sectors and securing capital funding.
 - 3.1.2 Quality locations and infrastructure – Quality and affordable housing, building community resilience, improving public transport and improving general infrastructure/connectivity.
 - 3.1.3 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.
 - 3.1.4 Enterprise – Encouraging the use of new technologies and developing networks.

- 3.2 These priorities will be underpinned by two key principles:
- 3.2.1 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.
 - 3.2.2 Clean Growth – empowering businesses to capitalise on the opportunities provided by the green agenda.
- 3.3 In delivering our plan, we will pay particular attention to the opportunities and potential that exists in key clusters selected based on the 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 This report proposes that Economic Success Policy Development Panel recommend to Cabinet to approve the adoption of the Economic Growth Strategic Plan 2022 – 2027 and the use of the Summary as an external facing document to outline how we will address barriers to growth to deliver positive outcomes for the district.
- 4.2 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 Members could choose not to adopt the Strategic Plan for 2022 – 2027. This would however mean that we would not have a clear path for delivery for the coming years and impact our ability to support economic growth within the district.

6. Issues and risks

- 6.1 **Resource Implications** – Implementation of the Economic Growth Strategic 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. Work streams will be developed to result in positive impacts on the environment with implications considered as individual projects are developed.
- 6.5 **Crime and Disorder** – N/A based on current recommendations.
- 6.6 **Risks** – Risks related to individual work streams will managed through operational risk registers.

7 Recommendations

- 7.1 Economic Success Policy Development Panel to recommend to Cabinet to approve and adopt the Broadland Economic Growth Strategic Plan 2022 – 2027 and use of the Summary as an externally facing document.

Background papers

Economic Growth Strategic Plan 2022 - 2027

BROADLAND ECONOMIC GROWTH STRATEGIC PLAN 2022-2027 SUMMARY



Foreword

Broadland has a successful track record in supporting economic growth and is a brilliant place to live and work. Over the next five years, we will continue to help our local businesses, with tailored support and advice while simultaneously facilitating growth through the Greater Norwich Local Plan, determining the locations for housing and business growth for the foreseeable future.

Despite this, we are facing challenging times, we presently have a great many changes coming due to ambitious policies from central government on Net-Zero and Levelling Up alongside the rising cost of living and the end of Covid-19 related funding, all

of which will have implications for the district, our businesses, and residents. In Broadland, we are especially proud of our work supporting and protecting the environment, and going forward we aim to be at the forefront of the Net Zero movement, supporting our local businesses on this same journey.

By working with our external partners, and through our collaboration with South Norfolk Council, we will promote and champion not just our district but the region to attract inward investment, create new jobs and provide good quality affordable homes.

**Jo Copplestone, Portfolio Holder for
Economic Development at Broadland**

Vision

Our goal is to give businesses across Broadland the confidence to invest and grow, creating opportunities for our residents and improving their quality of life in an already outstanding environment.

How Will This be Achieved?

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

Empowering businesses to capitalise on the opportunities provided by the green agenda.

To deliver these priorities - and often in partnership with others - we will:

- Secure public and private investment for the districts with a focus on areas of high potential growth
- Address key infrastructure constraints 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 residents are equipped for the jobs businesses generate
- Build business networks in key clusters, encouraging knowledge exchange, innovation, supply chain development and access to new markets.

Cluster Focus

Our work will focus particularly on Broadland's key clusters and places.

High Performing Clusters

Agri-food and Life Sciences



Manufacturing and Engineering



Visitor Economy and Cultural Sectors



Growth Clusters

Finance, Insurance and Professional Services



Energy and Clean Technology



Why Clusters?

A cluster is a group of related businesses that contributes to a healthy economy — providing good jobs, high wages and new technologies that expand the economy. They also help define target industries where a competitive advantage exists.

Cluster-based economic growth is all about improving the performance of key clusters, so they succeed, grow, and attract similar businesses. The interconnectivity of clusters also provides the opportunity for an economy to gradually expand.

The clusters in this plan have been chosen as focus points based on potential for growth, location quotient, productivity, and the presence of national or multinational headquarters for businesses within the cluster groups, they also align closely with the New Anglia Local Enterprise Partnership's vision for Norfolk and Suffolk to Feed the World, Power the World and Connect the World.

Actions

To achieve our vision, we have identified key barriers to growth which align to each of our key priorities and have mapped out how we may address them, to deliver positive outcomes.



Key Issues	Responses	Outcomes
Smaller town centres and High Streets are struggling – and the retail sector is under pressure	<p>Investigate opportunities for public realm improvements in market towns</p> <p>Develop and implement a market towns plan</p> <p>Promote visitor economy and tourism in collaboration with Destination management organisations</p> <p>Explore and implement opportunities relating to innovative use of space on the high street</p> <p>Bure Valley Paths and Bure Valley Railway Improvements</p>	Increased visitor numbers in Market Towns and Villages
Relatively low levels of inward investment	Develop business cases for commercial investment opportunities in key clusters with regional partners ahead of funding streams becoming available	Increased levels of inward investment across the district

Quality Locations and Infrastructure



Key Issues	Responses	Outcomes
Housing affordability	<p>Generate a Housing Development Strategy</p> <p>Work with partners across greater Norwich to implement the Greater Norwich Local Plan</p>	Increase in new and affordable homes for residents
Existing energy infrastructure is not sufficient to meet the expected rise in demand	Delivery of infrastructure improvements alongside UK Power Network and regional partners to build capacity, especially around key locations such as the Broadland Growth Triangle	An Energy Network that can keep up with the district's future needs
While transport is under the remit of the county council, locationally, parts of the area are remote and transport infrastructure improvements are needed; Congestion is also an ongoing issue	<p>Work with businesses and regional partners to ensure infrastructure ahead of new building sites</p> <p>Implement a Community Infrastructure Action Plan to focus our support of the important growth being delivered by Parish and Town Councils</p>	<p>Greater connectivity between employment sites and population centres</p> <p>Improved infrastructure -physical and digital</p>

Key Issues	Responses	Outcomes
There are continuing issues linked to digital connectivity		
Insufficient existing warehouse provision and move on space to meet demand	Progress phase 2 of development for the Broadland Food Innovation Centre and Elsewhere work with businesses estate agents and park managers at sites such as Broadland Business Park and Broadland Gate to locate suitable premises where move on space is available	Increased space available for start-ups and increased retention of expanding businesses in the area



Skills and Lifelong Learning



Key Issues	Responses	Outcomes
Aging population	Influence the range of training opportunities at Carrowbreck House to support Broadland businesses, increase the employability of residents and encourage lifelong learning	Reduced skills gap in the district. Improved employment outcomes for older residents and increased technological confidence
Existing skills and labour shortages across key clusters Leakage of skilled talent	Engage with businesses to understand skills gaps and evolve the package of direct/indirect delivery to address local needs	An enhanced local skills base
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	Work with partners to expand apprenticeship uptake across the districts Work with schools, higher education providers, and business partners to advertise available opportunities in the region	More people in apprenticeships Lower youth unemployment

Key Issues	Responses	Outcomes
advice or support during the pandemic		
Lower worker productivity and wages	Provide skills provision and support to help those who are underemployed	Increase in productivity and money in the local economy





Key Issues	Responses	Outcomes
<p>Many micro and small companies have limited ambition to grow</p> <p>We need to increase the number of business start up</p>	<p>Business support and enterprise facilitation</p> <p>Business support through training</p> <p>Review current provision for networking and business to business events</p>	<p>Higher business growth rates</p> <p>Enhanced relationships with local businesses</p> <p>Increase in business start-up and survival rates</p> <p>Increase in business support and networking events</p>
<p>Broadland Council needs to raise its profile</p>	<p>Work with local industry groups to encourage cluster formation and growth</p> <p>Raise awareness of and generate income for our area as a destination for use by the TV and Film industries</p>	<p>Higher national and global profile for business</p>
<p>Lack of understanding of supply chains in key clusters</p>	<p>Work with cluster groups to better understand the needs of businesses from a supply-side and what support can be provided</p>	<p>Increased survival rate of businesses, inward investment, and trade activity</p>



Key Issues	Responses	Outcomes
<p>The government has set an ambitious target to reduce carbon emissions by 78% by 2035 and reach net zero by 2050 which could pose a cost to businesses to achieve</p>	<p>Electric charging provision for both boats and cars</p> <p>We will investigate financial investment and funding opportunities around carbon initiatives for businesses</p> <p>Review opportunities for a green bond model</p>	<p>Reduction in carbon emissions across the district</p>
<p>Climate change will have a significant impact. Changing rainfall patterns are already leading to water quality concerns and abstraction restrictions in agriculture, additionally, rising sea levels could lead to flooding in low-lying areas i.e. The Broads and Thorpe</p>	<p>Engage with regional partners and community groups on projects such as Reclaim the Rain, to help reduce flooding and prevent water shortages</p>	<p>Reduced soil abstraction and flooding</p>

Key Issues	Responses	Outcomes
The increasing cost-of-living	<p>Work with regional partners on community and green energy initiatives to provide affordable energy</p> <p>Provide support and advice through our Help Hub service</p>	Increased living standards and a reduction of households in fuel poverty



Braodland in Numbers

Energy

77,106.581 MWh

energy generated each year from renewable sources at current estimates.

Business

4,855 Active Businesses

45.2% 5-year business survival rates

4,340 Microbusinesses

15 high growth enterprises

480 business start-ups per year

Employment

27,000 new jobs to be created in Greater Norwich by 2026 (from 2008) as part of the Greater Norwich Growth Plan

82.2% of residents in employment

Place

37,000 houses to be built in Greater Norwich by 2038 (from 2018) as part of the Greater Norwich Growth Plan

334 new homes and 165 affordable homes delivered in 2021

2 market towns – Reepham – Aylsham

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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- Empowering 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 with a focus on areas of high potential growth
- Address key infrastructure constraints 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 residents are equipped for the jobs businesses generate
- Build business networks in key clusters, encouraging knowledge exchange, innovation, supply chain development and access to new markets.

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

High Performing Clusters

- Agriculture, Food and Drink
- Manufacturing and Engineering
- Visitor Economy and Culture

Growth Clusters

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



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

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]

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 Levelling Up² and Net Zero policy³ 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,⁴ and to set out a case for future investment for both public and private partnerships.

Strategic Context for the Plan

In 2022, the strategy and policy context for economic growth was redefined by nine publications.

At a District Level

The first of these is the South Norfolk and Broadland Strategic Plan 2020-2024⁵, which set out three economic growth objectives:

1. To promote the area as a place business 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 2020⁶ and 2021-22⁷. Following endorsement by both cabinets in June 2021 un-ringfenced COVID grant allocation was provided from central government 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

² 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]

³ 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]

⁴ 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]

⁵ 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]

⁶ 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]

⁷ 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]

- Young & low skilled workers from specific sectors have been disproportionately impacted, creating greater inequality

At a Regional Level

The Norfolk and Suffolk Economic Strategy⁸ which was published by New Anglia Local Enterprise Partnership (NALEP or LEP) 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). The LEP's priority locations, sectors and aims across both districts have been a key consideration in the formulation of this plan and potential collaboration projects have been highlighted.

Forming part of the two districts key ambitions and of regional significance is the continued development of the Norwich to Cambridge Tech Corridor, whose Vision and Spatial Strategy⁹ report was published in 2020. The report focuses on technology cluster development along the A11 to extend the already established Oxford Cambridge Arch to Norwich.

To support ongoing growth in the region a new iteration of the Greater Norwich Local Plan¹⁰(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 Paper¹¹ 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. Going forward there is an understanding that simply adding on

⁸ 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]

⁹ 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]

¹⁰ 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]

¹¹ 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]

to existing settlements is not realistic in the long term if we are to meet our house building targets and so an ambition in South Norfolk is the creation of a new settlement to accommodate growth.

At a National Level

In March 2021, the Treasury released their Build Back Better – Plan for Growth¹² 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 Greener¹³ 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 white paper for ‘Levelling Up the UK’¹⁴ the paper has 12 key missions relating broadly to areas such as 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. The paper proposes 3 levels of devolution, with level 3 being most devolved and desired. With a level 3 combined authority model and a directly elected leader the districts will be ideally situated to collaborate with other authorities and capitalise on new opportunities such as the potential for a defined key route network, a long-term investment fund with agreed annual allocation, strategic partnership with homes England across the affordable housing programme and brownfield funding, and a role in designing and contracting future employment programmes to name a few. Each district’s expertise and ties to place will be vital to the successful rollout of the white paper’s key missions.

Alongside wider economic policy considerations South Norfolk and Broadland Councils Economic Growth Plan is being formed with the upcoming Norfolk Investment Framework in mind and cohesively with our current environmental strategy and aspirational inclusive growth plan, with a view to make our priorities and decision-making process consistent with the Green Book¹⁵ used by national government as part of their appraisal and evaluation of business cases.

Funding

¹²The 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]

¹³Department 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]

¹⁴ 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]

¹⁵ 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]

One of the key purposes of this strategy is to enable both districts to make the most of existing funding sources and to be prepared for new ones, either through the public or private sector. At a national level one of the current key funding sources is the Shared Prosperity Fund¹⁶ intended to help deliver the key investment priorities of Levelling Up these being communities and place, local businesses, and people and skills. Funding has already been secured for our districts from the Community Renewal Fund an offshoot of this for such projects as energy solutions at Hethel and Net Zero business support delivered through the LEP.

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. 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 several economic assets some of which are world-leading. Of 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

¹⁶ Department for Levelling Up, Housing and Communities *UK Shared Prosperity Pre-Launch Guidance* Available at: <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-pre-launch-guidance/uk-shared-prosperity-fund-pre-launch-guidance> [Accessed 16/02/22]

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.

South Norfolk and Broadland Councils in Numbers

Profile in Numbers

- Over 78% of residents aged 16-64 are in employment
- 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

SWOT 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 meaning that 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 the scale and the 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 pandemic¹⁷ 5. Potential to strengthen pre-existing relationships with Town and Parish councils to successfully deliver Levelling Up missions 6. The government's ambitious net-zero targets pose an opportunity for the development of green jobs and industry.
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 2. Many micro and small companies have limited ambition and support to grow – which restricts their wider 	<ol style="list-style-type: none"> 1. Existing skills and labour shortages may have been accentuated through the pandemic so we must work to ensure residents have the right mix of skills to match business need (shortages have been identified across care, construction, legal, STEM, manufacturing, seasonal work, logistics, hospitality, and leisure)

¹⁷ 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]

<p>potential impact, micro businesses make up close to 90% of businesses in South Norfolk and Broadland</p> <ol style="list-style-type: none"> 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. While transport is under the remit of county council, locationally, parts of the area are remote and transport infrastructure improvements and investment is needed; Congestion is also an ongoing issue 7. There are continuing issues linked to digital connectivity 8. South Norfolk and Broadland Councils need to raise their profile and change the perception nationally of being part of the 'greater southeast.' 	<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 pandemic¹⁸ 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 to the agricultural and manufacturing sectors 5. Their major economic differences mean that rural and suburban areas have different challenges and need different responses, especially in terms of infrastructure development and business support 6. The increasing 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 which could pose a cost to businesses to achieve.
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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

¹⁸ 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 [Accessed 01/02/22]

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 Growth¹⁹, and the Local Enterprise Partnership's Economic Plan²⁰ 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.

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.*

¹⁹ 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]

²⁰ 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]

- 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 Growth²¹ 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** – *Encouraging the development of new technologies and networks.*

- 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.²² 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 will work with the Clean Growth Taskforce at the New Anglia LEP and our internal environmental strategy team.

²¹ University of East Anglia *Gateway to Growth* Available at: <https://www.uea.ac.uk/about/gateway-to-growth> [Accessed 01/02/2022]

²² 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]

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 and apply for Community Renewal Fund and Shared Prosperity 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 • We will work with Norfolk County Council and Ricardo on the CRF funded Community energy Kickstarter for Wymondham and Wroxham • Work with regional partners on potential implementation following publishing of the CRF funded hydrogen feasibility study • Investigate the value of funding a local area energy plan focusing on decarbonisation with regional partners.
Skills and Lifelong Learning	<ul style="list-style-type: none"> • We will advertise and provide support for clean growth learning initiatives targeted toward 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

	Management ²³ and PAS 2060:2014 Demonstration of Carbon Neutrality ²⁴ frameworks <ul style="list-style-type: none"> • We will work with the LEP to facilitate their Community 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)²⁵

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 Toolkit²⁶ to establish inclusive growth as an overarching principle of this strategic plan and to help evaluate projects going forward.

²³ ISO ISO 50001 Energy Management available at: <https://www.iso.org/iso-50001-energy-management.html> [Accessed 15/12/21]

²⁴ 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]

²⁵ 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]

²⁶ 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]

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 • 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 Culture
- Manufacturing and Engineering

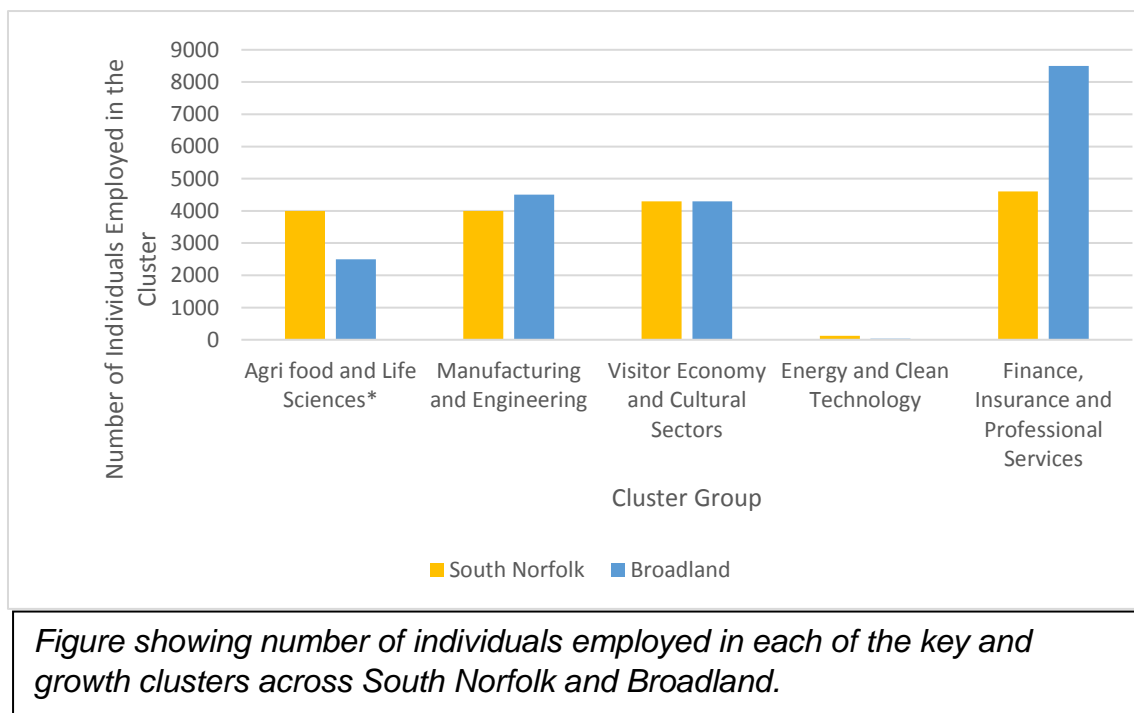
and two growth clusters:

Growth Clusters

- Energy and Clean Growth
- 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 direct economic impact has been established at 3.5km, created from the existing road and street network. This is equivalent to a 15-minute commute by bike or scooter and is consistent with the methodology used in the Cambridge to Norwich Tech Corridor Cluster Development Roadmap²⁷.



*Figure contains only the data for life sciences. Agriculture employment data is not available at a regional level due to the seasonal nature of the labour market.²⁸²⁹

²⁷ 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]

²⁸ NOMIS, *Labour Market Profile - South Norfolk* Available at: <https://www.nomisweb.co.uk/reports/lmp/la/1946157238/report.aspx> [Accessed 07/03/22]

²⁹ NOMIS, *Labour Market Profile - Broadland* Available at: <https://www.nomisweb.co.uk/reports/lmp/la/1946157233/report.aspx> [Accessed 07/03/22]

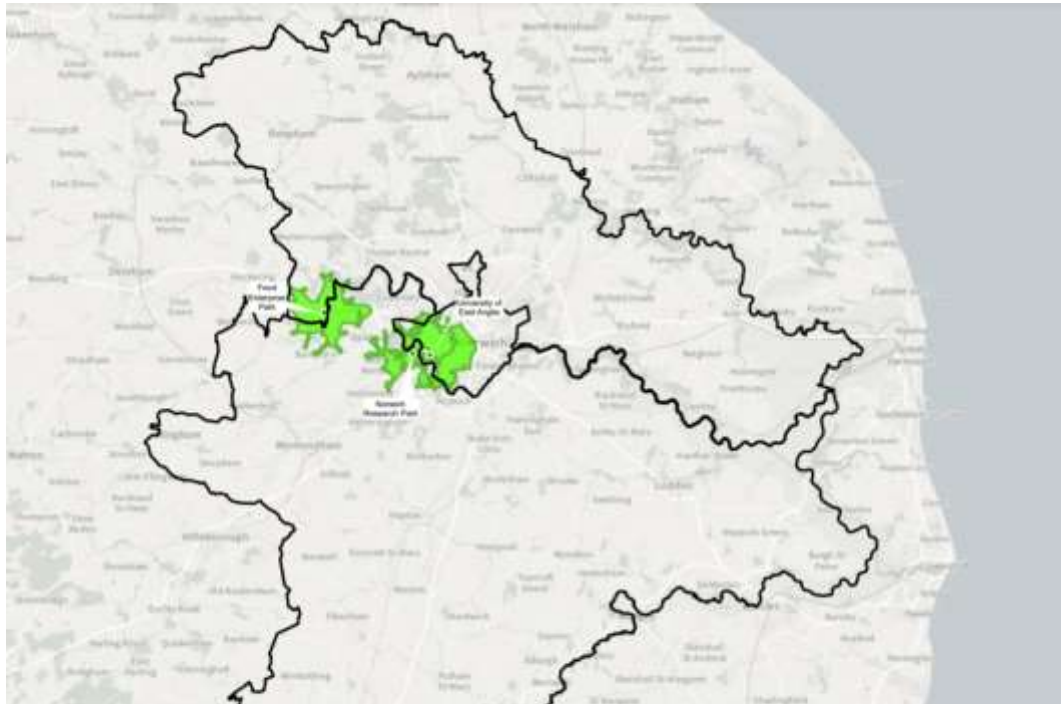
Underpinning sectors

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 by 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, with local expertise available in local companies such as Norfolk Construction Excellence.	The voluntary, community, and social enterprise sector together with adult learning provision has a significant 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.

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.



Map showing the key Agri-food and Life Sciences Cluster sites within and surrounding South Norfolk and Broadland Councils.

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

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.

Seasonal Labour Shortages

There is an ongoing shortage of seasonal workers however there is the potential for agri-food businesses 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, reduce emissions, and water use.

Case Study: The Quadram Institute

The Quadram Institute is a world leading centre for food and health research based at the Norwich Research Park, combining Quadram Institute Bioscience, the Norfolk and Norwich University Hospitals' endoscopy centre and aspects of the University of East Anglia's Norwich Medical School and the Faculty of Science.

Aims

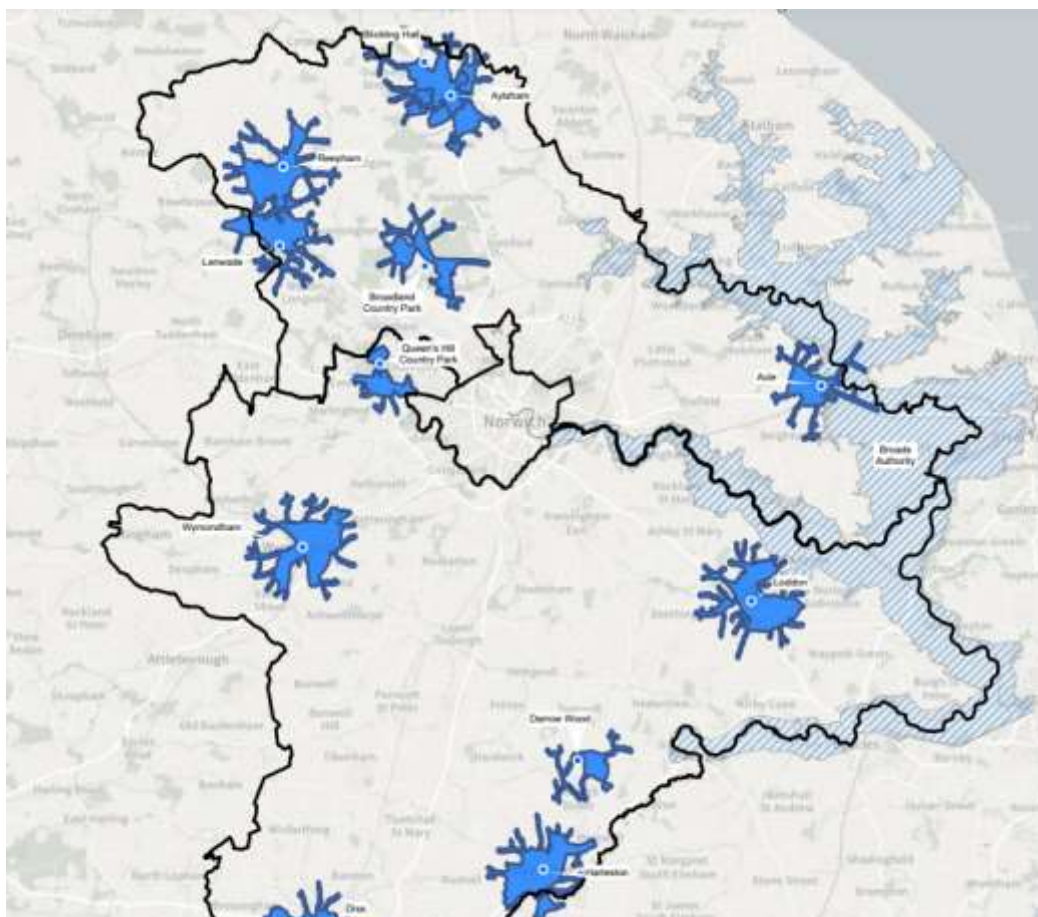
1. Increase in the % of value-added food processing compared to total food production.
2. Successful delivery of Agri-food and Life Science projects
3. Funding secured from both public and private partnerships for business in the Agri-food and Life Science Cluster
4. Successful delivery of skills-based 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 careers³⁰ Engage with businesses at the park and the NNUH on sustainable initiatives such as LiftShare to reduce the site's carbon footprint. 	

Key Cluster: Visitor Economy and Culture

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.



Map showing the key Visitor Economy and Culture cluster sites within and surrounding South Norfolk and Broadland Councils.

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 rural areas. The vitality and viability of the town centres is key for developing South Norfolk and Broadland Districts' competitiveness as a visitor destination 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.

Case Study: Harleston

Following investment in Diss, Wymondham and Long Stratton for town centre improvements and sporting facilities. Three quarters of a million pounds has been invested in Harleston to give greater pedestrian priority, provide an improved streetscape, and make the town centre a better place to live, work and spend time. The aim is to help businesses in the town recover following the pandemic and to encourage use of the town as a visitor destination.

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 tourism³¹ 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 Culture cluster
4. Increased footfall in our market towns.

³¹ 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]

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"> Support businesses to make efficiencies, offer services, and increase bookings while keeping 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 Royal Norwich Golf Course Town and Parish Councils
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Work with the National trust and Norfolk County Council on alternative transport options to the Blickling site and on the EV charging strategy Work with Norfolk County Council to develop improved transport links to our market towns Continuing 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 the development of the EAST³² 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 Clean Growth, through supporting sustainable and managed tourism that promotes and supports local businesses and supply lines to keep value in the local economy 	

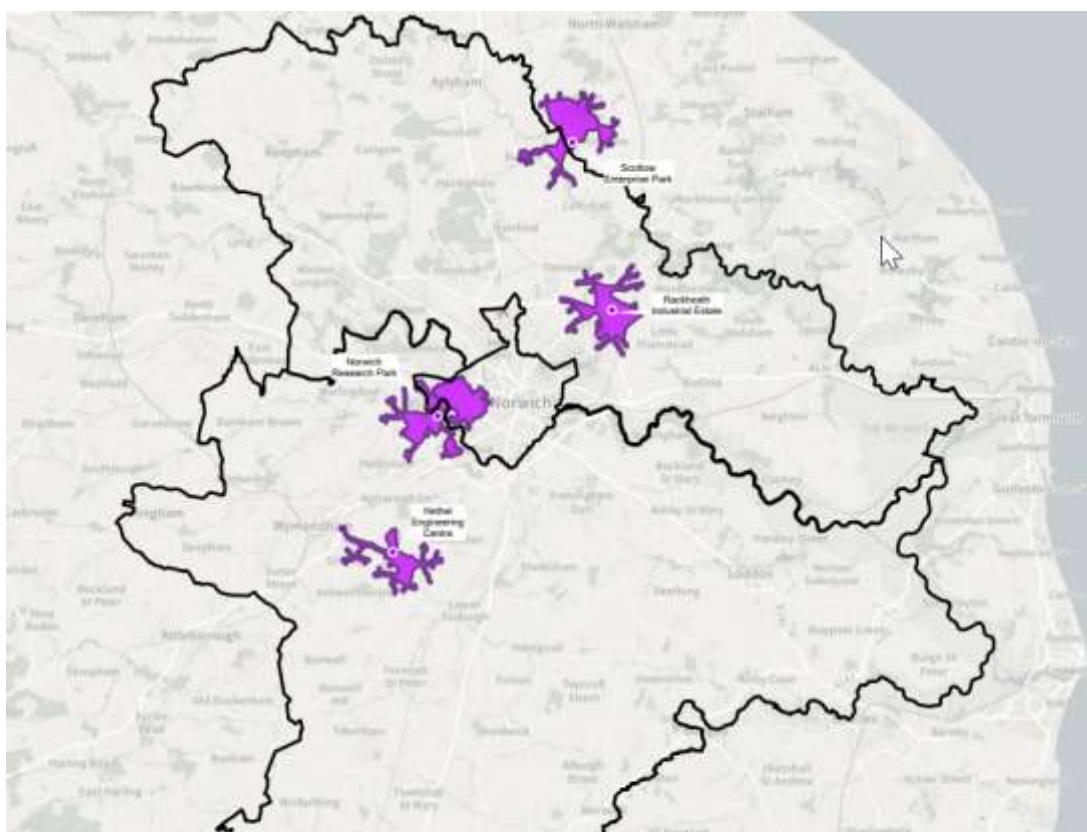
³² *Ibid.*

	<ul style="list-style-type: none"> • 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. 	
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Key Cluster: Manufacturing and Engineering

Background

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.



Map showing the key cluster sites in Manufacturing and Engineering within and surrounding South Norfolk and Broadland Councils.

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 innovative 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 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 a lack of funding and lack of physical business premises.

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.

Aims

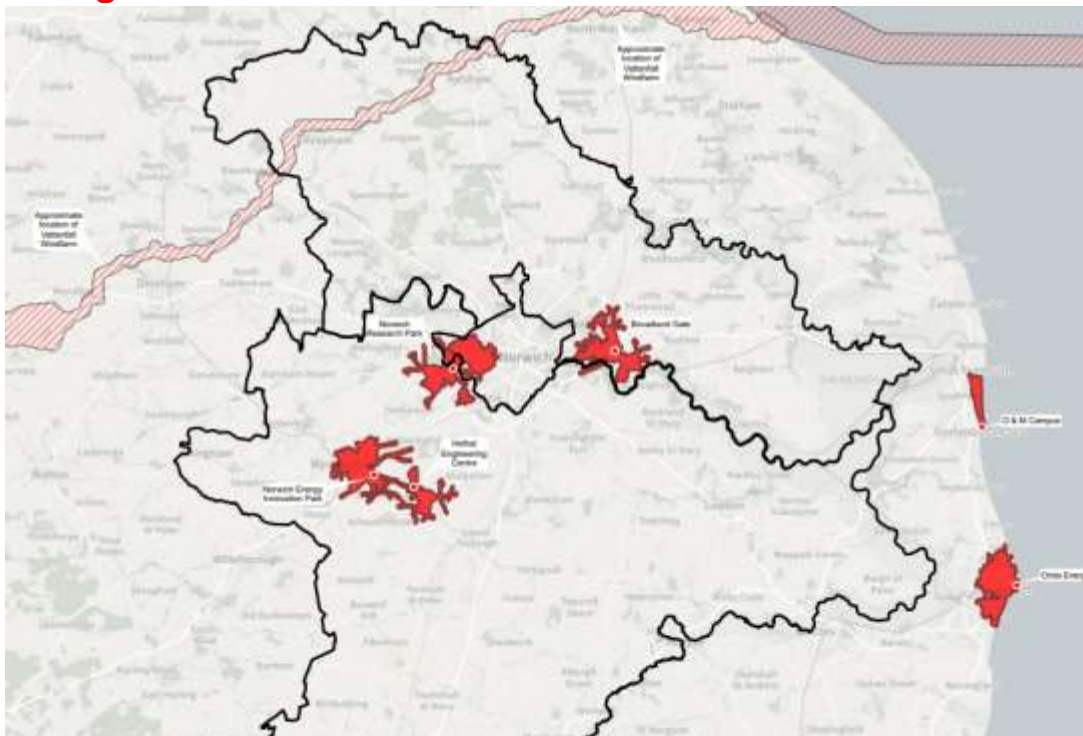
1. Increase the success and growth of start-ups in the Manufacturing and Engineering Sector
2. Reduce the skills shortage in the sector
3. Increase influence of the cluster

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 i.e., through the shared prosperity fund. 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 to create move on space for their larger occupants and free up space for new start-ups Work with partners to improve road accessibility at Browick Work with partners at the New Anglia LEP and Norfolk County Council on the approved Community Renewal Fund feasibility study addressing current and future energy constraints to enable the expansion of key employment sites including but not limited to 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 Work with the county council to assess public transport provision to key employment sites Support potential re-entryship opportunities for Care leavers. 	
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Emerging Cluster: Energy and Clean Technology

Background



Map showing the key Energy and Clean Technology Cluster sites within and surrounding South Norfolk and Broadland Councils.

Norfolk and Suffolk are the UK's epicentre for clean energy generation and the area is set to provide power for 58³³ per cent of the UK's homes being central to the UK's net zero ambitions³⁴. Despite a strong local presence in the energy and clean 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

³³New 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]

³⁴Department 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]

districts, this is starting to change with the growth of cleantech 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.

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.

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

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 strategy³⁵ as promised in their Ten Point Plan³⁶. 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 and following the government's upcoming feasibility study³⁷ could be utilised to provide security for renewably sourced energy on the national grid during times of low production. Alongside Hydrogen, biomass energy also offers some potential as an alternative fuel to oil for boilers, which is of particular interest locally, as a large proportion of rural households rely on these oil boilers which are set to be discontinued in new builds by 2025 according to current government plans.

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

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 plan³⁸ 	Hethel Innovation Vattenfall Orbis Energy (Generate East) The Eastern Energy Hub New Anglia LEP Net Zero East
Quality Locations and Infrastructure	<ul style="list-style-type: none"> Seek to support the New Anglia LEP and Hydrogen East in delivering and 	

³⁵ 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]

³⁶ 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]

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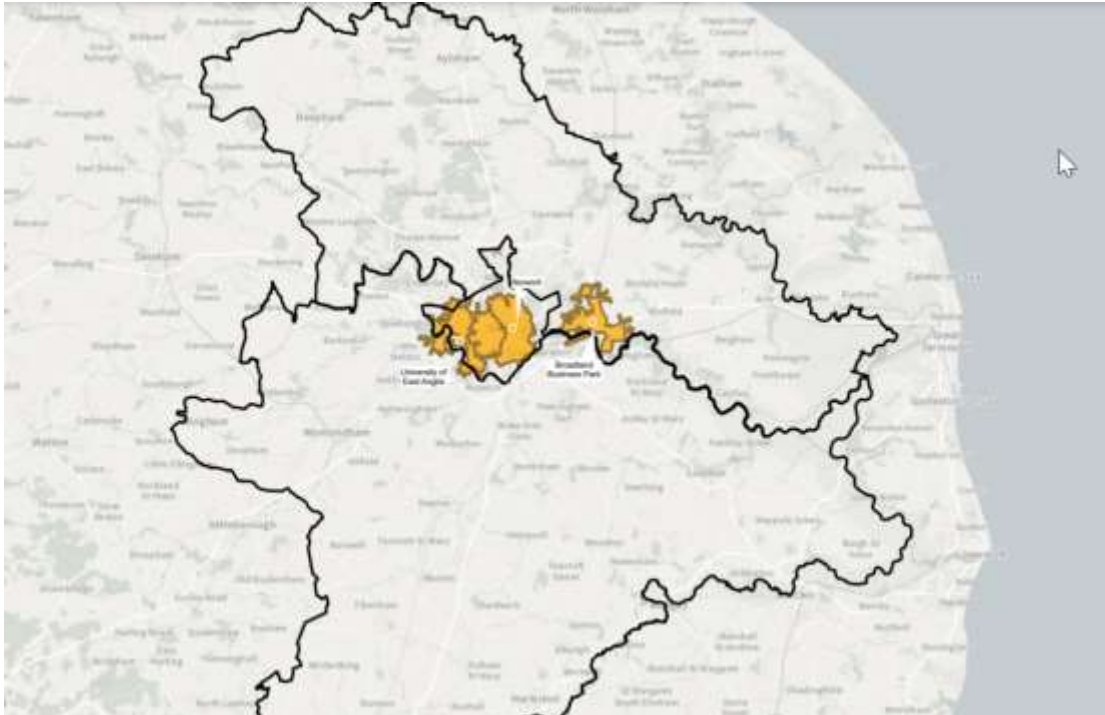
³⁸ *Ibid.*

	adopting a viable route map for South Norfolk and Broadland to become a leading 'hydrogen region' <ul style="list-style-type: none"> • 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 	
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 the key Finance, Insurance and Professional Services Cluster sites within and surrounding South Norfolk and Broadland Councils.

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: Loveday and Partners

Founded in 2010, Loveday and Partners who are now based at the Broadland Business Park have grown throughout Norfolk, today serving over 1000 families, pension funds, trusts and charities. The company is also very active in the community, supporting a wide range of charities and good causes around the county.

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 Plan³⁹.

This will ensure that economic growth of an appropriate scale and type is achieved alongside the Councils' broader spatial development priorities. 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,⁴⁰ 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, Long Stratton and expectantly a further addition with the creation of a new settlement in South Norfolk. 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 have populations in the range of 5,000-10,000 and vary tremendously in character. In all cases, it is important that communities are vibrant and sustainable – particularly in terms of providing both jobs 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

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]

⁴⁰Norfolk 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]

- Working with Norfolk County Council 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 Norfolk⁴¹) with communities living in hamlets and small villages. Research by the OECD⁴² indicates that rural communities have been disproportionately impacted by the Covid-19 pandemic having older populations, a much less diversified economy and poor digital connectivity. The rural services network has identified⁴³ the following being key to the 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 resources to support solutions targeted at micro-businesses

Green and Open Spaces

The natural environment plays an important part in promoting and maintaining health and wellbeing⁴⁴. 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.

⁴¹ *Ibid.*

⁴² *Ibid.*

⁴³ *Ibid.*

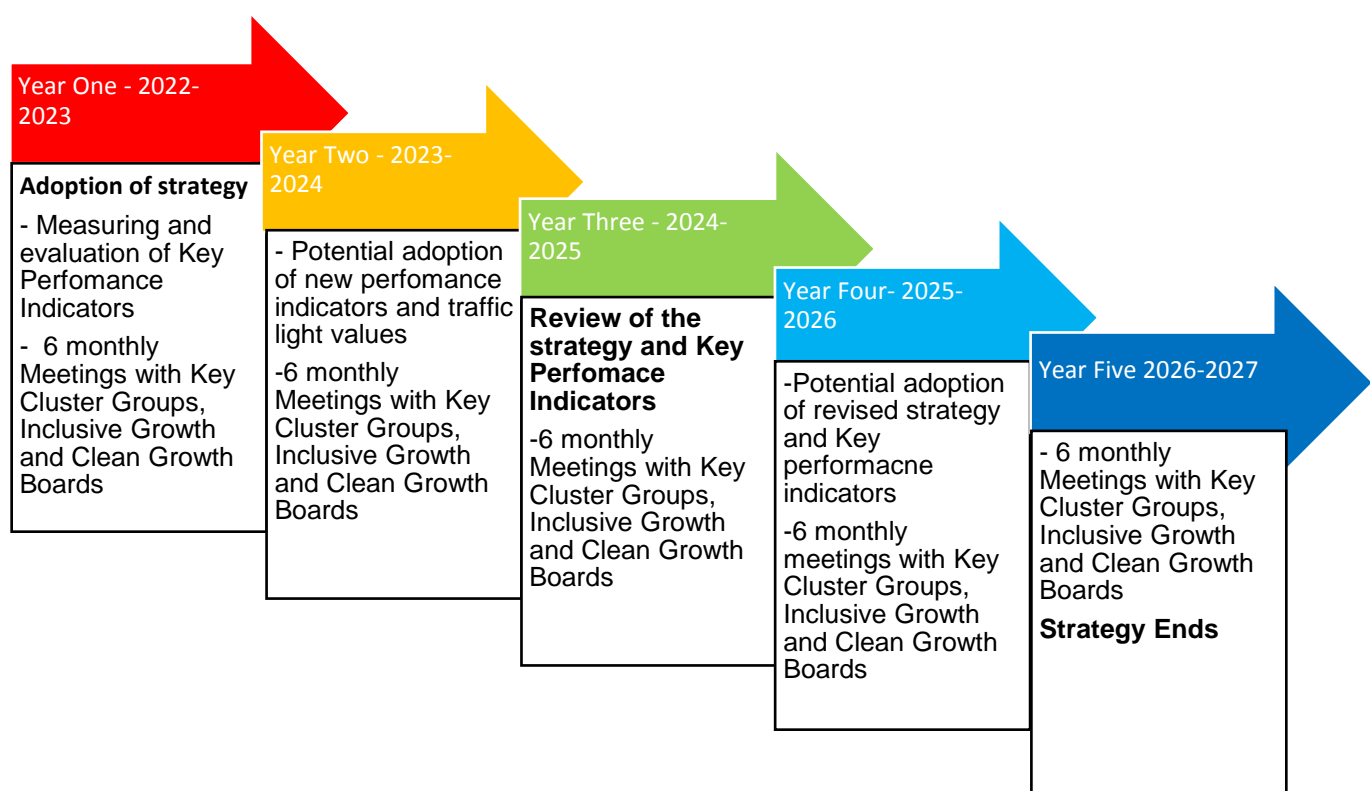
⁴⁴ Social Care institute for Excellence *Sustainable Social Care: The Natural Environment* Available at: <https://www.scie.org.uk/publications/atagance/atagance28.asp> [Accessed 30/01/22]

More detail on our place-based strategy can be found in the Greater Norwich Local Plan⁴⁵.

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 leverage 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 lists 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 review

⁴⁵ 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]

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 Culture	Graham Peers and Lisa Cosh (South Norfolk and Broadland Councils), Heather Jermy and Sebastian Billing (National Trust), and Rob Leigh (Broads 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), and NFU Norfolk.
Finance, Insurance and Professional Services	Stephen Scowen, Naresh Pandit, Raphael Markellos, 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, Alison Old 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, Emily Larter (South Norfolk and Broadland Councils), Oli Savage (Groundwork East), Nigel Boldero (The Green Network), Norfolk Constructing Excellence, Hydrogen East and Net Zero East.

Key Performance Indicators

The following indicators will be used to assess each of the districts' performance against the 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 from external sources for projects	Economic Growth Team Record	Quarterly	Green = >50% of project funded from external sources, Amber = 50%-30%, Red = <30%	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 April	TBC	TBC
Business Satisfaction	Regular surveying via business portal	Quarterly (once the business hub is live)	Green = average of 4+ stars; Amber = 3 stars to 4 stars; Red = <3 stars	TBC on set up of the business hub	TBC	TBC
<u>Inclusive Growth Indicator</u> % of households in fuel poverty ⁴⁶	Department of Business, Energy,	Yearly (released April 1 ½ years in arrears)	Green = >5% decrease; Amber = 5% - 0% decrease; Red = % increase	13.3% in South Norfolk 11.4 % in Broadland	13.2% for the East 15.4% for Norfolk	13.4% in England

⁴⁶ We are aware that this data will be initially skewed due to recent changes in fuel prices and national policy

	and Industrial Strategy ⁴⁷					
<u>Clean Growth Indicator</u> Non-domestic CO2 emissions by industry	Department for Business, Energy, and Industrial Strategy ⁴⁸	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 ¹	Quarterly (data updated every 2-4 weeks)	Green = >1% Increase; Amber = 1% increase to no change; Red = No change	Broadland 95.6% South Norfolk 94.7%	TBC	TBC
Number of new homes delivered	Planning Team Records	Yearly	Green = on track or ahead of GNGB (Greater Norwich Growth Board) target; Amber = delivery behind by up to 10%; Red = >10%	Broadland 334 South Norfolk 674	TBC	TBC
Visitor day trips and day visitor spend	Visit Britain Data ¹	Every 2 years (released December, one year in arrears)	Green = >5% Increase; Amber = 5% increase to 0% increase; Red = % decrease	Visitor Day Trips (millions) South Norfolk 2.76 Broadland 3.64 Visitor Expenditure (millions £) South Norfolk 84 Broadland 53		TBC
Visitor overnight trips and overnight spend	Visit Britain Data ¹	Every 2 years (released December, one year in arrears)	Green = >5% Increase; Amber = 5% increase to 0% increase; Red = % decrease	Visitor Overnight Trips (millions) South Norfolk 0.079 Broadland 0.16 Overnight Spend South Norfolk 11 Broadland 38	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%	Broadland 49.4% South Norfolk 19.1%	TBC	TBC

⁴⁷ 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]

⁴⁸ 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]

<u>Clean Growth Indicator</u> Generation of electricity from renewable sources/MWh	ONS Regional Renewable Statistics ¹	Yearly (December one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	Broadland 77,106.581 MWh South Norfolk 103,611.538 MWh	No data available	UK wide 134,603,296.361 MWh
<u>Clean Growth Indicator</u> Change in active travel rates (% of residents who walk or cycle at least once a week)	Department for Transport ¹	Yearly (September one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	78.2% in Broadland 68.3% in South Norfolk	70.9% in Norfolk 70.6% in the East of England	69.3% across England

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	Quarterly (record updated monthly)	Green = >5% lower than national average; Amber = 5% lower than national average to average Red = higher than national average	Broadland 0.6% South Norfolk 0.5%	0.7%	0.8%
Increase in employment in target sectors	Department for Work and Pensions	Yearly (results published in June)	Green = >5% Increase across all targeted sectors; Amber = 5% increase to 5% decrease; Red = >5% decrease	Energy and Clean Tech Broadland 35 South Norfolk 125 Finance and professional services Broadland 8500 South Norfolk 4600 Agriculture and life sciences Broadland 2500 South Norfolk 4000 Visitor Economy and Culture Broadland 4300 South Norfolk 4300 Manufacturing and Engineering Broadland 4500 South Norfolk 4000	TBC	TBC
Annual change in the number of graduates retained locally six months after graduation	Information given from UEA Gateway to Growth	Yearly (results published March-April one year in arrears)	Green = >3% Increase; Amber = 3% increase to 0%; Red = % decrease	TBC	TBC	TBC
<u>Inclusive Growth Indicator</u> NVQ Level 4 Attainment (%)	Department for Education	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	South Norfolk 47.0% Broadland 36.0%	39.3%	42.8%
<u>Clean Growth Indicator</u> Electricity and Gas consumption	ONS Gas and Electricity Consumption data by local authority ⁴⁹	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 ⁵⁰	Annual (released November one year in arrears)	Green = >5% Increase; Amber = 5% increase to 5% decrease; Red = >5% decrease	South Norfolk - 5,645 Broadland - 4,950	TBC	TBC

% Of microbusinesses	ONS Business Demography ⁵¹	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	South Norfolk 90.8% Broadland - 89.4%	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	1-year 90.70% 89.90% 3-year 61.90% 50.40% 5-year 47.20% 45.20%	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
Agri-food and Life Sciences	Norwich Research Park <ul style="list-style-type: none"> - 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)
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 Culture Sectors	The Broads Authority <ul style="list-style-type: none"> - Rob Leigh

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⁵⁰ Office for National Statistics *Business Demography Dataset* Available at: <https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable/current> [Accessed 15/12/21]

⁵¹ *Ibid*

⁵² *Ibid*

	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
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
South Norfolk and Broadland Councils	Economic Growth Team Managers <ul style="list-style-type: none"> - George Denton - Emily Larter - Helen Skoyles - Nina Cunningham - 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 Courtier - Jamie Sutterby - Debbie Lorimer Environmental Strategy <ul style="list-style-type: none"> - Kirsty Burns - Alison Old 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

	<ul style="list-style-type: none"> - Jamie Warren Portfolio Holders <ul style="list-style-type: none"> - Lisa Neal - Jo Copplestone Planning <ul style="list-style-type: none"> - Helen Mellors - Tracy Lincoln
Local authorities	NODA (Norfolk Office of Data & Analytics) <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
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 <ul style="list-style-type: none"> - Mark Hand
Others	The Green Care Network <ul style="list-style-type: none"> - Nigel Boldero VCSE Sector Leadership <ul style="list-style-type: none"> - Rik Martin UEA Gateway to Growth <ul style="list-style-type: none"> - Andrew Hunt - Liz Davis-Smith Groundwork East <ul style="list-style-type: none"> - 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 71 to 103 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