

## Cabinet

## Agenda

### Members of the Cabinet:

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

### Date & Time:

Monday 13 February 2023  
9.00 am

### Place:

Council Chamber, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, NR7 0DU

### Contact:

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### PUBLIC ATTENDANCE:

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

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

If a member of the public would like to observe the meeting in person, or speak on an agenda item, please email your request to [committee.snc@southnorfolkandbroadland.gov.uk](mailto:committee.snc@southnorfolkandbroadland.gov.uk), no later than 5.00pm on Wednesday 8 February 2023.

### 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 report apologies for absence;
2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, “by reason of special circumstances” (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency
3. To receive Declarations of interest from Members  
(Please see guidance – page 4)
4. To confirm the minutes from the meeting of Cabinet held on 9 January 2023  
(attached – page 6)
5. Revenue Budget and Council Tax 2023/24  
(attached – page 16)
6. Capital Strategy and Capital Programme 2023/24 to 2027/28  
(attached – page 37)
7. Treasury Management Strategy Statement 2023/24  
(attached – page 58)
8. Council Tax Assistance Scheme 2023/24  
(attached – page 90)
9. Council Tax (2<sup>nd</sup> Homes) Premium  
(attached – page 94)
10. Health and Wellbeing Partnership Funding Delegations  
(attached – page 97)
11. Environmental Strategy and Delivery Plan  
(attached – page 105)

## **Recommendations from the Scrutiny Committee meeting held 26 January 2023**

Scrutiny Committee *Recommends to Cabinet* that it approve the adoption of the revised draft Environmental Strategy and Delivery Plan

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

(attached – page 171)

**13. Cabinet Core Agenda**

(attached – page 280)

**14. The Sale of the South Norfolk House Site**

(Note the appendix to this report is NOT FOR PUBLICATION by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)

(report to follow)

**15. Exclusion of the Press and Public**

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

**16. Ella May Barnes Building – Building Lease**

(attached – page 282)

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

**17. Property Acquisition**

(attached – page 295)

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

**18. Award of Contract for Installation of Solar Panels, Battery Storage and EV Charging Points at the Council Leisure Centres**

(report to follow)

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

## DECLARATIONS OF INTEREST AT MEETINGS

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

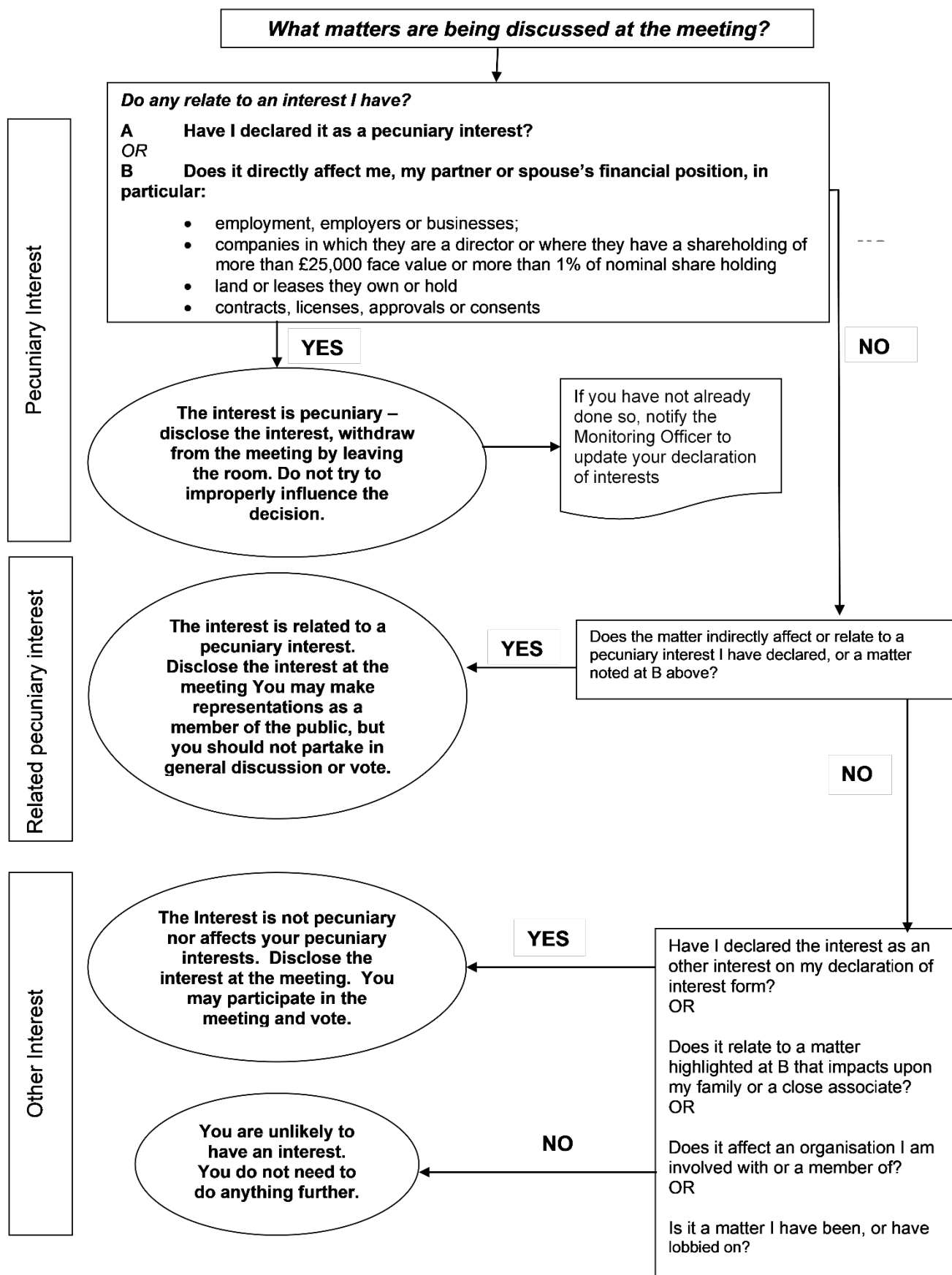
<p>Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> <li>1. affect yours, or your spouse / partner's financial position?</li>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

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.**



**PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE**

**DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF**



## **Agenda Item: 4**

# **CABINET**

**Minutes of a meeting of the Cabinet of South Norfolk Council, held on Monday 9 January 2023 at 9.00 am.**

**Committee Members Present:** Councillors: J Fuller (Chairman), K Mason Billig (Vice Chairman) A Thomas, A Dearnley, R Elliott, G Minshull and L Neal.

**Other Members in Attendance:** Councillors: D Bills, F Ellis, C Hudson, and T Laidlaw.

**Officers in Attendance:** The Managing Director (T Holden), the Director for the Place (P Courtier), the Chief of Staff (E Hodds), the Director of People and Communities (J Sutterby), the Director of Resources (D Lorimer), the Assistant Director of Finance (R Fincham), the Assistant Director of Regulatory (N Howard), the Assistant Director of Planning (H Mellors), the Senior HR and OD Lead (V Finch), the Place Shaping Manager (P Harris), the Principal Planning Policy Officer (A Banham), the Principal Infrastructure and Planning Policy Officer (S Marjoram), the Senior Community Planning Officer (R Squires), the Food Safety and Licensing Team Manager (L Chant) and the Democratic Services Manager (C White).

## **3070 MINUTES**

The minutes of the meeting of Cabinet held on 5 December 2022 were agreed as a correct record.

## **3071 GREATER NORWICH LOCAL PLAN GYPSY AND TRAVELLER SITES FOCUSED CONSULTATION REPORT**

Members considered the report of the Greater Norwich Planning Policy Manager, which sought Cabinet approval to undertake a focused public consultation on the allocation of Gypsy and Traveller sites in the Greater Norwich Local Plan (GNLP).

The Chairman reminded members that Cabinet had considered the provision of sites for Gypsies and Travellers back in July 2022 but had rejected going ahead with the consultation at that stage, as there had not been sufficient

choice to consult upon, and a clearer and transparent process was sought, which would not unfairly impact on the rest of the Local Plan.

The Chairman acknowledged that the revised proposal before members had a wider choice of sites, however he was disappointed and felt that it was unacceptable that the Costessey contingency site remained as an option. The 18 pitches were contingent to the allocation of the rest of the site for 800 houses, however, this was a contingency site only and had been consulted upon on that basis. He requested that all reference to the Costessey contingency site be deleted from the consultation stressing that there should be no suggestion that the inclusion of 18 Gypsy and Traveller pitches could be used as a device to agree to an additional 800 houses being built in Costessey.

Members concurred with the Chairman, noting that the 10 favoured proposed Gypsy and Traveller sites provided the opportunity to deliver up to 62 pitches, and therefore the Costessey site was not required to fulfil the overall need of 53. Cabinet also queried why the site had been considered to be in a 'highly accessible location' in the report, however its suitability was not supported by the Sustainability Appraisal.

The Principal Planning Policy Officer advised the meeting that the Greater Norwich Local Plan (GNLP) had been submitted in July 2021, with the requirement for further work to be done to identify sufficient sites for Gypsy and Travellers. This work had subsequently been undertaken and several further sites had been identified. These included a landowner who had come forward with a site, a publicly owned site at North Burlingham, and several existing sites that could be extended.

The Assistant Director for Planning advised members that the need identified was for 53 pitches and the total proposed number to consult on was 62 pitches, plus the reasonable alternative at Ketteringham. Thirty-one pitches were required to be allocated within the first five years of the GNLP. As part of the consultation more sites could be proposed for consideration. The contingency site was already included in the GNLP and although it had not scored well in the Sustainability Appraisal and was not a preferred site it could be brought back as a potential Gypsy and Traveller site, if the required need was not met. The Costessey site was not being consulted upon, but was being referred to, as it was already referenced in the GNLP as a contingency that in the long-term could be brought forward as a Gypsy and Traveller Site if needed.

Cllr T Laidlaw, a local member for Costessey advised the meeting that whilst he recognised the need for Gypsy and Traveller sites, he considered that the refurbishment of the existing transit site in Bawburgh to be of a higher priority than the contingency site identified in Costessey. He expressed some concern regarding the concentration of sites in the Costessey / Bawburgh area and advised that infrastructure had not kept pace with the level of development in his ward generally and therefore additional homes would not be welcomed.

The Chairman agreed with these views and the local member for Bawburgh, Cllr D Bills, added that his residents felt very strongly regarding the proposals for additional Gypsy and Traveller sites in their community, and also stressed the need to progress the works at the current transit site in the village.

In response, the Director of People and Communities confirmed that refurbishment work was now underway at the transit site in Bawburgh.

Cllr Neal informed the meeting that she shared concerns about the contingency site, especially as Costessey had already received substantial development. She added that she was pleased to note that the transit site at Bawburgh was being retained and refurbished.

Cllr K Mason Billig emphasised that South Norfolk Council had always supported the Gypsy and Traveller community, as demonstrated by the number of sites that had been brought forward in the past and those that were proposed in the Plan. The Chairman agreed that the Council had an enviable record of providing sites for Gypsy and Travellers and he considered that the consultation offered true choice. He also requested that legal advice be sought to clarify the assessment of Gypsy and Traveller site need.

The Assistant Director for Planning confirmed that the Council would continue to work with its partners to ensure the evidence being put forward in respect of need was accurate.

#### **RESOLVED:**

To

1. Approve the focused consultation on the Greater Norwich Local Plan (GNLP) proposed allocations for Gypsy and Traveller sites, subject to the reference to the Contingency Site for Gypsy and Traveller pitches at Costessey being deleted; and
2. Delegate authority to the Assistant Director – Planning, in consultation with the Leader and Portfolio Holder for Stronger Economy, to agree consultation documentation and materials prior to the public consultation, and to continue to work with partners to seek legal advice regarding the assessment of Gypsy and Traveller site need.

#### **The Reasons for the Decision**

- To ensure the legal compliance and soundness of the Greater Norwich Local Plan.
- There is no requirement for a contingency Gypsy and Traveller site at this stage
- The Costessey site is not supported by the sustainability appraisal
- There would be an unacceptable concentration of sites in the Costessey /Bawburgh area.

#### **Other Options Considered**

To approve the consultation as proposed by officers.

### **3072 REGULATION 19 PRE-SUBMISSION PUBLICATION OF THE SOUTH NORFOLK VILLAGE CLUSTER HOUSING ALLOCATION PLAN**

Members considered the report of the Place Shaping Manager, which sought Cabinet approval for the Regulation 19 pre-submission publication of the South Norfolk Village Cluster Housing Allocation Plan (VCHAP).

The Chairman advised the meeting that only 20 out of the 120 parishes in the district had seen any material development since 2004, which was not beneficial for the life of rural areas. The VCHAP had, therefore, been drafted to develop settlements in a proportionate way, which was not overwhelming. Four hundred sites had been proposed and 100 had been consulted upon. From these the Regulation and Planning Policy Committee had agreed to put forward 45 new residential allocations across the district. Members were advised that despite the number of dwellings proposed, the allocations only made-up 2.5 percent of housing in the Greater Norwich Local Plan. It was also noted that the average size of the proposed developments was 25 dwellings, and that this would favour smaller developers and businesses, supporting the local economy.

The Place Shaping Manager informed the meeting that the key risk associated with the VCHAP was the evidence base, which had been issued in draft at this stage, and was awaiting final comments from technical consultees. There was also a tension between focusing development on larger settlements and the need to support the vitality of rural areas. Other key areas of the evidence base related to viability, which had become an increasing issue given the current economic climate.

The report asked Cabinet to submit the VCHAP for examination and then if any issues arose further work could be carried out, if necessary.

Members were asked to note that two small amendments had already been made to the Plan. The first was an omission that had been corrected for development in Spooner Row and the second was for a development in Barford, which would now not be brought forward.

Members commended the Plan and thanked officers for their work. One member suggested that the Council should support the provision of infrastructure in those areas that smaller developments might gravitate to.

In response to a query from the Chairman regarding how interested parties might best respond to the consultation, the Place Shaping Manager informed the meeting that meaningful comments to the inspector should focus on the legal compliance of the Plan and whether it was consistent with the tests of soundness as set out in the National Planning Policy Framework (para 3.2 of the report).

Cabinet was also advised that a Statement of Representation would be published along with the Plan to explain the procedure for making representations and to set out the main areas that respondents should focus their comments on.

In response to a query regarding the differing densities of some allocations it was confirmed that Little Melton had a heritage area that required a lower density to be allocated than some other areas. It was noted that the allocation at Little Melton was also providing car parking for a school.

The Chairman of the Regulation and Planning Policy Committee, Cllr F Ellis, advised the meeting that the proposed allocations would take place over a ten-year period, so residents could be reassured that developments would not all take place at once.

It was

**RESOLVED:**

To

1. Publish the pre-submission version of the South Norfolk Village Cluster Housing Allocation Plan (VCHAP) under Regulation 19 of the Town and Country Planning (Local Planning) Regulations 2012, as amended; and,
2. Delegate authority to the Assistant Director for Planning in consultation with the Portfolio Holders for External Affairs and Policy and Stronger Economy to:
  - a. make minor or factual corrections to the VCHAP prior to its publication, and;
  - b. finalise evidence base and other support documents in connection with the publication of the VCHAP.

**The Reason for the Decision**

The overall distribution of sites across the South Norfolk villages is considered to be an appropriate strategy and the sites identified have been subject to robust assessment. The Plan has been prepared in accordance with the relevant legislation and regulations.

**Other Options Considered**

None

**3073 TO ESTABLISH AND ENTER INTO A JOINT VENTURE TO DELIVER A PROGRAMME OF MITIGATION FOR NUTRIENT NEUTRALITY**

Members considered the report of the Director of Place, which outlined plans to establish a Joint Venture, to combat the constraints of Nutrient Neutrality, imposed by Natural England in March 2022.

The Chairman advised the meeting that in his opinion Natural England had been misguided in placing constraints in respect of nutrient neutrality on the development industry, which was only responsible for five percent of the phosphates that went into watercourses. He welcomed the Joint Venture which would allow medium developers to buy credits to offset the additional nutrient load calculated for their developments.

The Director for Place advised the meeting that £200,000 had been received from central Government to get to the current stage in setting up the Joint Venture. The Council was being asked to commit a further £30,000 revenue as part of establishing the Joint Venture, after which there would be full recovery of the operating costs as part of the credit income.

The Joint Venture would purchase large mitigation schemes and would then sell credits to developers, who could not otherwise be able to provide the mitigation required themselves.

Members agreed that the Joint Venture was an innovative and proactive response to the constraints imposed by nutrient neutrality. It was noted that this might be expanded in the future to other environmental credits, such as green infrastructure and biodiversity net gain.

It was

**RESOLVED:**

To

1. Enter a Joint Venture (a company limited by guarantee) with Anglian Water and one or more local authorities in Norfolk for the provision of environmental credits (initially focussing on addressing nutrient neutrality) as per the Heads of Terms (attached in the report)
2. Commit £30,000 revenue in 2023/24 as part of establishing the Joint Venture. The purpose of the funding being to establish the operating model in year one, after which there will be full recovery of the operating costs as part of the credit income.
3. Delegate to the Director of Place in consultation with the Leader of the Council to finalise the details of the joint venture agreement and operating arrangements and enter the Joint Venture.

**The Reason for the Decision**

To address the development constraints imposed by nutrient neutrality.

**Other Options Considered**

None.

**3074 DISS & DISTRICT NEIGHBOURHOOD PLAN REG. 16 CONSULTATION – ADDITIONS TO COUNCIL’S RESPONSE**

Members considered the report of the Senior Community Planning Officer, which sought Cabinet agreement to include two additional representations

from the Council, in its response to the consultation on the submitted Diss and District Neighbourhood Plan.

The Portfolio Holder, Cllr Minshull informed the meeting that since the Neighbourhood Plan was last considered, the developer that had been working on the regeneration of the Waveney Quarter had withdrawn and a large supermarket had submitted a planning application for the site.

The Council was concerned that the narrow definition of allowed uses for the site might be detrimental to achieving the Neighbourhood Plan's overall aspirations for the Waveney Quarter. A limited amount of housing would be acceptable on the site if it would allow leisure use to also come forward.

The Place Shaping Manager added that during the consultation period, officers had determined that two proposed representations had been inadvertently omitted from the proposed response. These representations were consistent with Council comments that had been made at previous stages of the plan making process. The comments were attached to the report at Appendix 1.

The comments were considered to be important, as currently the policy looked at one particular reuse of the site and if this could not be delivered, the site might be subject to speculative planning applications.

Members were broadly in support of the comments but requested that housing should be limited on the site. The Place Shaping Manager confirmed that he would add 'limited' before "housing" in paragraph 2 of response 22.

It was

#### **RESOLVED:**

To agree that the two representations detailed within Appendix 1 of the report, should be considered to be part of South Norfolk Council's formal response to the Reg. 16 consultation on the submitted Diss & District Neighbourhood Plan, subject to a minor amendment.

#### **The Reason for the Decision**

To ensure that the overall aspirations of the Neighbourhood Plan is achieved.

#### **Other Options Considered**

That the proposed additional representations not be included in the Council's response to the consultation.



### **3075 LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976 TOWN POLICE CLAUSES ACT 1847 TAXIMETER TARIFF (TABLE OF FARES) CONSULTATION RESPONSES**

Members considered the report of the Licensing Team Leader, which presented Cabinet with a proposed table of fares for licensed hackney carriages, for adoption with effect from 1 April 2023.

The Portfolio Holder, Cllr G Minshull, introduced the report which also detailed the results of a consultation exercise. He emphasised that the table set out the maximum fares that could be charged and that operators could charge less if they wished.

The Food Safety and Licensing Team Manager advised the meeting that South Norfolk was one of the few remaining authorities that did not require metered hackney carriages and that this was an area that needed to be addressed as part of a review of the Hackney Carriage and Private Hire Vehicle Policy Terms and Conditions, which was introduced on 1 April 2022. This had allowed a lead-in period of 12 months in which to set fares and allow operators to obtain meters.

The review had included benchmarking with other local authorities across Norfolk and Suffolk and had been considered by the Licensing Committee. This work had culminated in the consultation, the responses of which were appended to the report.

Members noted that the proposed table of fares had taken account of the feedback from the consultation and had been mindful of the recent increases in fuel prices.

In terms of risk, members were asked to note that there was a financial burden on operators for the purchase of the metering equipment.

In response to a query regarding ongoing resource implications, Cabinet was advised that a review of licensing fees would be held which would take into account the additional costs to the Council and set fees with the intention that they would be cost neutral.

#### **RESOLVED:**

To agree the proposed table of fares, to take effect from 1 April 2023

#### **The Reason for the Decision**

To ensure compliance with a previously adopted policy, vehicle licence conditions and byelaws.

#### **Other Options Considered**

None

### **3076 CABINET CORE AGENDA**

Members noted the latest version of the Cabinet Core Agenda.

Cllr Dearnley informed the meeting that information on extra Government funding for 2023/24 had been received. This had confirmed that all local authorities would receive a minimum three percent increase in their core spending power. This would equate to around £700,000 above the 2022/23 settlement.

### **3077 EXCLUSION OF THE PRESS AND PUBLIC**

#### **RESOLVED**

To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following item 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 Local Government Act 1972 (as amended).

### **3078 HR AND PAYROLL – HUMAN RESOURCES MANAGEMENT SYSTEM AND PAYROLL BUREAU**

Members considered the *exempt* report, which requested that Cabinet consider the business case to proceed with a new Human Resources Management System and Payroll Bureau service for the Council.

The Chief of Staff outlined the background to the report and responded to a number of queries from members.

The Portfolio Holder, Cllr A Dearnley, felt the circumstances of the proposals to be unsatisfactory, but commended officers for a thorough report and expressed his support for the recommendations.

It was then

#### **RESOLVED:**

To

1. Endorse the Business Case as attached at Appendix A; and
2. Agree to delegate the award of the contract for Human Resources Management System and Payroll Bureau to the Chief of Staff in consultation with the Portfolio Holder for Transformation and Organisational Development.

**The Reason for the Decision**

The IT solution for HR and Payroll is a key business system for officers and members, and a new system will ensure that key transactions continue smoothly.

**Other Options Considered**

None

(The meeting concluded at 10.47 am)

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Chairman

## **REVENUE BUDGET AND COUNCIL TAX 2023/24**

**Report Author(s):** Rodney Fincham, Assistant Director - Finance  
t [01508 533982](tel:01508533982)  
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**Portfolio Holder:** Finance & Resources

**Ward(s) Affected:** All wards

**Purpose of the Report:** This report provides information affecting the Council's revenue budget for 2023/24 in order for the Cabinet to make recommendations to Council on 22<sup>nd</sup> February regarding the Council's budget and council tax for 2023/24.

### **Recommendations:**

- 1 That Cabinet recommends to Council:
  - 1.1 The approval of the 2023/24 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
  - 1.2 That the Council's demand on the Collection Fund for 2023/24 for General Expenditure shall be £8,635,275, and for Special Expenditure shall be £7,424.
  - 1.3 That the Band D level of Council Tax be £165.00, for General Expenditure and £0.14 for Special Expenditure.
- 2 That Cabinet agrees
  - 2.1 Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
  - 3.1 The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
  - 3.2 The Medium-Term Financial Strategy projections.

## 1 SUMMARY

- 1.1 It is the responsibility of the Cabinet to prepare a revenue budget for approval by Council. Based on consideration of the information in this report, Cabinet needs to make recommendations to the Council meeting in February where the council tax, including the element relating to preceptors, will be decided.
- 1.2 This report presents a summary of the Council's draft 2023/24 Revenue Budget and contains details of the proposed fees and charges for 2023/24.
- 1.3 This report is divided into a number of sections that as a whole cover the various elements that need to be considered when setting the Council's budget for the coming year and the council tax for the District.

Section 2	Revenue Budget Requirement 2023/24
Section 3	Local Government Finance Settlement
Section 4	Budget Consultation
Section 5	Fees & Charges
Section 6	Medium Term Financial Strategy
Section 7	Reserves
Section 8	Council Tax
Section 9	Special Expenses
Section 10	Advice of Chief Finance Officer / Section 151 Officer.

## 2 REVENUE BUDGET REQUIREMENT 2023/24

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

- 2.2 The draft budget requirement for 2023/24 is summarised in the following table.

	Pay £'000	Non Pay £'000	Income £'000	Net £'000
Chief of Staff	2,485	1,624	-778	3,331
Finance	2,643	1,007	-414	3,236
Transformation and ICT / Digital	1,547	1,556	-38	3,065
Economic Growth	935	1,718	-2,092	561
Regulatory	841	114	-195	760
Planning and Business Support	3,771	1,322	-4,338	755
Individuals & Families	3,256	1,299	-2,835	1,720
Housing Benefit Payments	0	16,150	-16,150	0
Community Services	4,469	3,472	-4,708	3,233
Leisure	2,216	1,742	-3,122	836
<b>Net Cost of Services (Including HB)</b>	<b>22,163</b>	<b>30,004</b>	<b>-34,670</b>	<b>17,497</b>

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

### Staffing Costs

- 2.4 The proposed budget includes provision for a cost of living rise of 3% in 2023/24, and the increase in the Real Living Wage, plus an allowance of 2% for Performance Related Pay costs.  
Staff terms and conditions are determined under local pay bargaining arrangements, and negotiations are currently ongoing.
- 2.5 Within the staffing budgets it looks as if there has been a significant increase in FTE numbers. However, this is explained by the following table.

22/23 FTE	483.70
Temporary roles funded from Opportunity Reserves	
Apprentices	3.85
Growth Posts	1.10
Communities	1.21
New roles funded from growth in income / grant monies	
Shared Prosperity Fund	0.55
Planning	1.90
Building Control	1.58
Health and Wellbeing Partnership officers	0.80
District Direct	5.53
Social Prescribing	3.60
Next Steps	1.10
Rapid Rehousing	4.00
Homes for Ukraine	3.75
Extra parking officer	1.00
Flood officer	1.00
Changes within Leisure (including changes in casual staff numbers)	5.28
Other	2.41
23/24 FTE	522.36

### Community Infrastructure Levy (CIL)

- 2.6 CIL is not included within the Council's revenue budget as it relates to funding for infrastructure and is accounted for separately to the Council's revenue budget, with the exception of the agreed 5% proportion for administration of the scheme by the Council, which is estimated to be £150,000 in 2023/24 (£328,000 in 2022/23).  
However, it is difficult to predict with certainty the level of income from CIL as it depends upon the commencement of the Development.

### Joint Working

- 2.7 As a result of the joint working with Broadland, the workforce operates as 'one team' supporting two councils. Some staff are still fully charged to one authority (for instance all leisure staff are charged to SNC as only SNC operate leisure centres). However, all joint

costs have been split SNC 55% / BDC 45% since 1 January 2020. This cost split has been reviewed and agreed by our external auditors.

- 2.8 In order to monitor the savings from the joint working with Broadland, a Cost and Saving Tracker is maintained, and progress against this is monitored as Measure 1 within the Strategic Performance and Finance Report. All the savings delivered to date have been built into the 2023/24 budgets.

### COVID Budgets

- 2.9 No Covid budgets have been included for 2023/24. However it is likely that a few remaining budgets allocated to support our Covid response will be carried forward as a limited number of our support programmes will be continuing.

### Leisure Services

- 2.10 Leisure services are an important contributor to public health and general wellbeing. The service provided by SNC is valued, and is seen as an important element of the Council's overall service provision.
- 2.11 Over the past few years the Council has invested over £8.3m in the leisure facilities and prior to Covid the number of leisure users had been rising with almost a million visits in 19/20. The Council had also made substantial progress towards its aim of delivering a operationally cost neutral service - ie where the income from running the facilities, fully covers the running costs, without needing a subsidy from the general council taxpayer.
- 2.12 The leisure service was however hit hard by the enforced closures of the leisure centres due to Covid, and user numbers are only now slowly returning to pre-pandemic levels.
- 2.13 As such last year the Council agreed to financially support the leisure service in the short term with a target that the service will require no more than £2.5m of support over the 3 year period 21/22, 22/23, 23/24. In 23/24 it is anticipated that there will be c£500,000 left in the leisure reserve to offset the cost of running the leisure service in this year. The cost of leisure in 2023/24 is expected to be c£836k, giving a net figure of c£336k.

### Other Key Assumptions

- 2.14 Within the 2023/24 Budget there are a number of key assumptions as follows:
- Occupancy of the Horizon Centre during 23/24, with South Norfolk being sold at the end of March 23.
  - Contract license costs (eg software licenses) rising by CPI.
  - Legal fees rising by 20%, but half of this increase is able to be absorbed by reducing usage.
  - The cost of temporary accommodation is able to be constrained by the purchase of council owned accommodation.
  - An allowance for MRF processing costs of £1,012,500 (£680,000 in 2022/23). This is based on 13,500 tonnes at £75. However given that the agreement is now for a variable gate fee the actual costs will vary from this figure. The actual gate fee has fluctuated significantly in recent years, and thus there could be a material difference in MRF processing costs.

### 3 LOCAL GOVERNMENT FINANCE SETTLEMENT

- 3.1 The Provisional Local Government Finance settlement for 2023/24 was announced on 19th December 2022. The headline message being that all councils are guaranteed at least a 3% increase in their core spending power (CSP), before taking into account any decisions to increase council tax.
- 3.2 The Final Local Government Financial settlement will be announced in the coming weeks and officers will provide a verbal update to the Cabinet meeting if information is available at that time. It is proposed that any changes from the provisional settlement are managed through reserves, so as not to impact on Council Tax setting and that this is delegated to the s151 Officer.

#### Grant Figures

- 3.3 The following table shows the key grant figures.

	18/19 £'000	19/20 £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000
Business Rates Baseline	10,846	11,788	11,275	11,275	11,275	12,241
Business Rate Tariff	-7,843	-8,431	-8,154	-8,154	-8,154	-9,003
Business Rate Grant						552
<b>Baseline Need</b>	<b>3,003</b>	<b>3,357</b>	<b>3,121</b>	<b>3,121</b>	<b>3,121</b>	<b>3,790</b>
New Homes Bonus	3,838	3,941	4,522	3,577	2,093	778
Services Grant					215	121
Funding Guarantee Grant						2,569
Lower Tier Services Grant				447	1,238	
Rural Services Grant				299	299	299
Revenue Support Grant	417				1	249
<b>Total</b>	<b>7,258</b>	<b>7,298</b>	<b>7,643</b>	<b>7,444</b>	<b>6,967</b>	<b>7,806</b>

#### Business Rates Baseline Need

- 3.4 The Business Rates Baseline is the predicted / reference level of Business Rates that the authority is expected to retain. This is different to the actual amount retained which includes a proportion of the growth in business rates.
- 3.5 The year the figures have increased due to the revaluation of business rates, and the under indexation grant to compensate local authorities for lost income as the business rate multiplier has been frozen for 23/24.

#### Business Rates Pooling

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



- 3.9 The Norfolk business rates pool is continuing in 2023/24, on the same basis as 2022/23. This year for the first time we have budgeted to receive £250,000 from pooling.

#### New Homes Bonus

- 3.10 The provisional allocation for 2023/24 is £778,364, of which £15,120 relates to the Affordable Homes Premium (54 x £350 x 80%). The New Homes Bonus Grant for 2022/23 was £2,092,501. The reduction is primarily because all legacy payments have now ended, so the grant is now only based on growth delivered in the past year.
- 3.11 The Government has indicated that they will set out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement.

#### Services Grant

- 3.12 The Government introduced the Services Grant in 2022/23. This grant has reduced from 2022/23 in part due to the fact that there will no longer be an increase in National Insurance Contributions.

#### Funding Guarantee Grant

- 3.13 There is a new Funding Guarantee, to ensure that all councils have an increase of 3 per cent in core spending power before any changes in council tax levels are taken into account. If we don't increase council tax our increase in funding will be below this.

#### Lower Tier Services Grant

- 3.14 This grant has been abolished, and the funding used to help meet the funding guarantee.

#### Rural Services Grant

- 3.15 This grant has been retained at the 22/23 level.

#### Revenue Support Grant

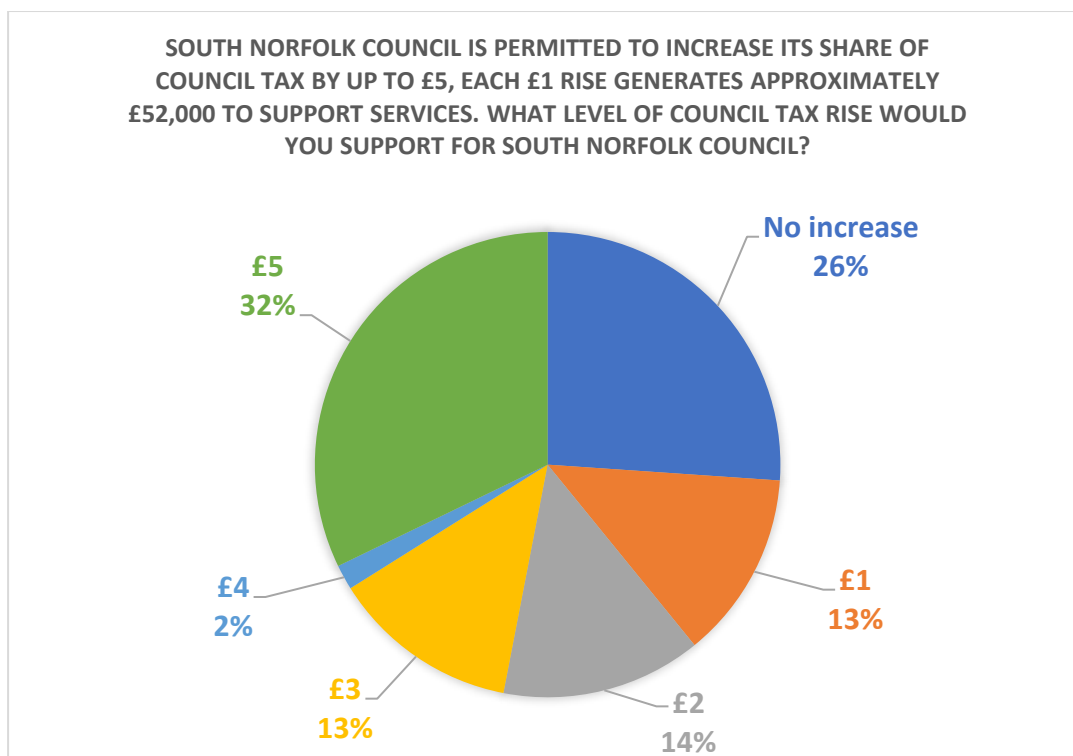
- 3.16 On the face of it, it looks as if our RSG has increased. However the increase is due to the following grants having now been rolled into RSG
- The Family Annexe Council Tax Discount grant
  - Local Council Tax Support Administration Subsidy grant.

#### Service Specific Grants

- 3.17 The Council continues to receive Housing Benefit Administration Grant for the administration on Housing Benefit. However, this is reducing over time as the benefit moves over to Universal Credit.
- 3.18 The Council will receive £238,048 in Homeless Prevention Grant in 2023/24 (£229,037 in 2022/23).

## 4 BUDGET CONSULTATION

- 4.1 The Council undertook a budget consultation via its citizens panel and via its website between 21 December 2022 and 14 January 2023.
- 4.2 The consultation received 115 responses, and therefore may not be representative of the population.
- 4.3 The key messages from this year's budget consultation exercise are:
- There was 75% support to target resources primarily on those most in need.
  - There was 62% support for investing in initiatives such as Big Sky.
  - There was 63% support for targeting resources to encourage business growth.
  - There was 70% support for charging service uses for discretionary services, as opposed to charging general taxpayers.
- 4.4 Regarding increasing council tax there was a range of responses as follows:



## 5 FEES AND CHARGES

- 5.1 The Constitution Part 4 Rules for Financial Governance states in 9.1 'Directors shall agree with the Cabinet which fees and charges the Cabinet will approve and which the relevant Director will approve.'
- 5.2 In line with the Council's Charging Policy (as amended) [see note below], it is proposed to increase most discretionary fees and charges this year in line with inflation. This year fees will be increased by 12.6% being the September RPI figure.

[SNC Charging Policy Note:

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

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

However, this was amended by Cabinet on 4 Feb 19 so

*that future increases to fees and charges will be linked to the September Retail Price Index each year.]*

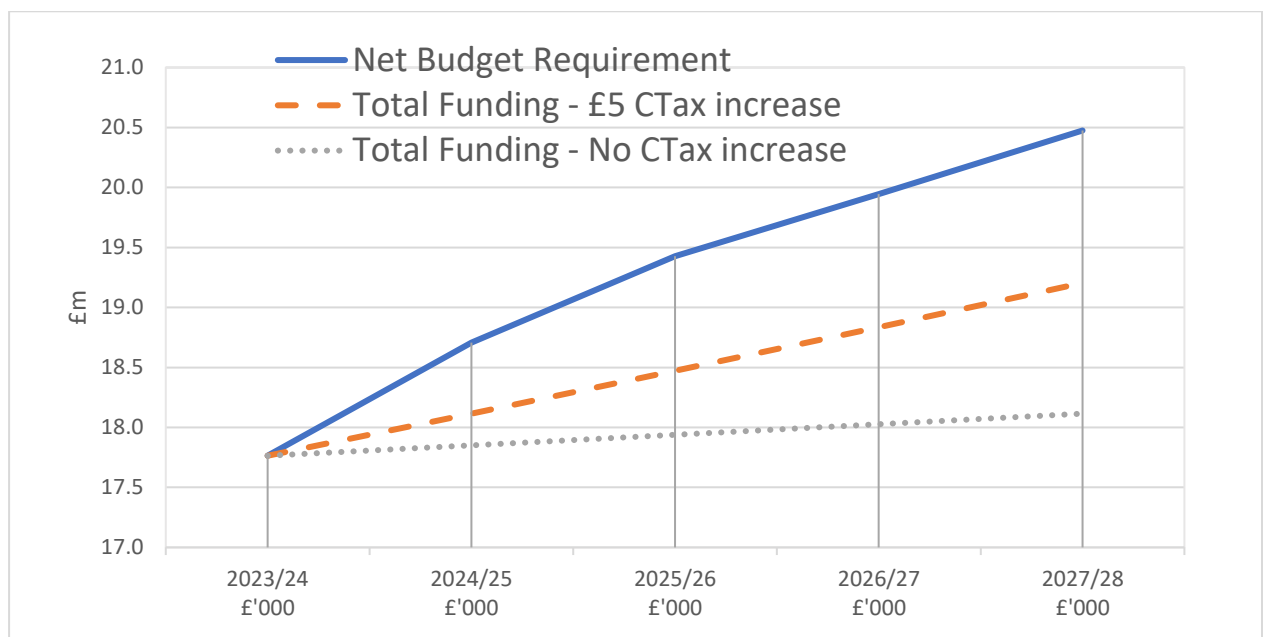
### Garden Waste Brown Bin

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

	22/23 Charge	23/24 Proposed Charge
Direct Debit customers	£53.00	£57.00
Non-Direct Debit Customer	£60.00	£60.00
Re-joining Fee	£20.00	£22.00

## 6 MEDIUM TERM FINANCIAL STRATEGY

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



6.2 **Appendix C** provides the Medium-Term Financial Plan (MTFP) figures supporting this graph.

6.3 This shows a funding gap developing over the next few years as Government funding is unlikely to keep pace with expenditure pressures.

6.4 Future year funding figures are also uncertain due to:

- the Government's ongoing funding review, and
- potential changes to the Business rates retention scheme.

However as yet we do not know what impact these will have on the Council.

- 6.5 Given the uncertain future funding landscape it is useful to consider a few realistic scenarios to illustrate the risks we face, and to help stress test the MTFP.

	£'000
<b>Scenarios that could increase the funding gap</b>	
Expenditure pressures are 2% higher than estimated	350
10 extra families in B&B temporary accommodation	151
Investment income 25% lower (ie base rate fall from 3.5% to 2.625%)	238
Big Sky Investment income 25% lower (ie fail to secure new site)	338
10% cut in Government grants	402
Full reset of Business Rates retention scheme	1,316
<b>Scenarios that could reduce the funding gap</b>	
New Transformation savings delivered	250
MRF processing costs 20% cheaper ie £60 rather than £75 a tonne	203

### Borrowing

- 6.6 The Council has borrowings of £20m and provision is made within the budget for £480,000 of interest costs and £500,000 of revenue provision to repay the borrowing.

## 7 RESERVES

### General Revenue Reserve

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

	With Council Tax Rise £'000	Without Council Tax Rise £'000
<b>Estimated Balance as at 1 April 2023</b>	<b>6,000</b>	<b>6,000</b>
2024/25 Funding Gap (with / Without £5 Council Tax Rise)	-592	-856
2025/26 Funding Gap (with / Without £5 Council Tax Rise)	-954	-1,488
2026/27 Funding Gap (with / Without £5 Council Tax Rise)	-1,110	-1,918
2027/28 Funding Gap (with / Without £5 Council Tax Rise)	-1,271	-2,360
<b>Projected balances as at 31 March 2028</b>	<b>2,073</b>	<b>-622</b>

- 7.2 The projected General Fund Balance remains above the recommended minimum level of £1.4m, provided future council tax rises are implemented. However, there is a need to address the funding gap over the medium term.

## 8 COUNCIL TAX

### Taxbase

- 8.1 The projected tax base for 2023/24 is 52,335 (Band D equivalent households). The projected tax base has increased by 1.8% compared to the tax base in 2022/23. This is due to housing growth in the District and officers working to identify new properties as soon as they are taxable.

### Council Tax Referendum limit

- 8.2 As a shire district council authority, the Council is allowed to raise its Band D Council Tax by the greater of £5 or 3% without breaching the Council Tax Referendum limit.
- 8.3 Under the Localism Act, local communities have the power to decide if a Council Tax rise is excessive. Any district council that wishes to increase its Council Tax beyond the prescribed limit is required to hold a referendum to seek the approval of the electorate. The process of holding a referendum would have implications on cash flows and investment interest, as well as costing in excess of £150,000.

### SNC Council Tax

- 8.4 It is proposed that South Norfolk Council keeps its Council Tax for a Band D property at £165.00 for 2023/24.
- 8.5 The Council Tax is calculated by taking the total income to be collected (£8,635,275) and dividing this by the Taxbase (52,335).
- 8.6 Not increasing council tax in 23/24, is affordable in the short term, as a balanced budget can be set.
- 8.7 However Increasing Council Tax protects the Council's income base and helps address the future predicted funding gap. For instance if council tax was increased this year the council would have an extra £ ¼ million of income to help meeting the medium term funding gap.
- 8.8 There is therefore a strong argument for Council Tax rises to be implemented to protect the taxbase, and thus the long term income levels for the council.

### Norfolk County Council (NCC)

- 8.9 The NCC 23/24 Revenue Budget report has been published by NCC. The report proposes a 4.99% council tax increase (including 2% for the Adult Social Care precept). NCC Cabinet are meeting on 30<sup>th</sup> January to make recommendations to 21<sup>st</sup> February Full Council where the final decision will be made.

### Police and Crime Panel

- 8.10 The Police and Crime Panel have the option of increasing their Council Tax by £15, and the full increase is being recommended.

### Parishes

- 8.11 At the time of writing, parish precepts for 2023/24 were still being set. A full list of precepts will accompany the Council Tax report to Full Council. South Norfolk Council has no influence over the level of these precepts.
- 8.12 For 2023/24, the Government has again decided not to apply any thresholds for Council Tax increases set by Parish and Town Councils, which if exceeded would trigger a referendum.
- 8.13 Officers will use the information provided by the preceptors in producing the Council Tax resolution for the Full Council meeting on 22<sup>nd</sup> February.

SNC

## 9 SPECIAL EXPENSES

- 9.1 Where a Parish/Town Council requires this Council to run specific services, then the cost is recouped through the special expense's mechanism. For SNC this only relates to street lighting in Costessey and Gillingham.
- 9.2 The amount to be collected in Special Expenses has been increased by 0.8%, to reflect the level of running costs expected in individual parishes. However as the number of properties in Gillingham has increased, the charge per property actually falls.
- 9.3 The Band D charges being proposed are as follows:

	22/23 Band D C Tax	23/24 Band D C Tax
Costessey	£0.92	£0.92
Gillingham	£8.63	£8.57

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

## 10 ADVICE OF THE SECTION 151 OFFICER

- 10.1 The Local Government Act 2003 places two specific requirements on an authority's Section 151 (s151) Officer in determining the Council's budget and Council Tax. Under section 25, the s151 Officer must advise firstly on the robustness of the estimates included in the budget, and secondly on the adequacy of the financial reserves.
- 10.2 **Appendix D** contains the full advice of the s151 officer on these matters.
- 10.3 In summary the advice is:
- Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.
  - Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

### Section 114

- 10.4 The Section 151 Officer is also required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure.
- 10.5 Section 114 notices are rare, and the advice of the Section 151 Officer is that the possibility of such a notice being required at South Norfolk Council is very remote at the present time.

## **11 OTHER OPTIONS**

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

## **12 ISSUES AND RISKS**

- 12.1 Resource Implications – These budget proposals set out the resource plans for the Council during 2023/24.
- 12.2 There are always a number of unknown variables at the time of setting the budget. Where this is the case, officers have made prudent estimates based on the most up to date information available.
- 12.3 Legal Implications – The Council has a legal duty to set a balanced budget
- 12.4 Equality Implications – The budget contains reductions in spending without impacting on the level of service that our residents presently receive – for instance as a result of the joint working with Broadland Council. There are also increases in fees and charges, with discounts available for some services to residents on low incomes. Officers believe that this budget presents no significant negative impact on those who share protected characteristics as defined in the Equality Act 2010.
- 12.5 Environmental Impact - The budget will allow the Council to deliver its statutory duties in respect of the environment.
- 12.6 Crime and Disorder - The budget will allow the Council to deliver its statutory duties in respect of the community safety.

## **13 CONCLUSION**

- 13.1 The proposed 2023/24 revenue budget is balanced and has no call on general revenue reserves, subject to the final Government Finance Settlement figures not changing substantially from the provisional figures.
- 13.2 It is proposed that South Norfolk Council keeps its Council Tax for a Band D property at £165.00 for 2023/24.
- 13.3 Discretionary fees and charges have been increased for service areas and commercial activities.
- 13.4 Over the next few years, the Council needs to find annual savings or additional income primarily because the level of Government funding is expected to not keep pace with inflation.
- 13.5 Increasing Council Tax protects the Council's income base and would help address the future funding gap.
- 13.6 There is increased financial risk while future changes to the funding formula and business rates are still under discussion.

## 14 RECOMMENDATIONS

- 1 That Cabinet recommends to Council:
  - 1.1 The approval of the 2023/24 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
  - 1.2 That the Council's demand on the Collection Fund for 2023/24 for General Expenditure shall be £8,635,275, and for Special Expenditure shall be £7,424.
  - 1.3 That the Band D level of Council Tax be £165.00, for General Expenditure and £0.14 for Special Expenditure.
- 2 That Cabinet agrees
  - 2.1 Changes to the proposed fees and charges as set out in section 5.
- 3 That Cabinet notes:
  - 3.1 The advice of the Section 151 Officer with regard to section 25 of the Local Government Act 2003, contained in section 10 of this report.
  - 3.2 The Medium-Term Financial Strategy projections.

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### Background Papers

Delivery Plan



## APPENDIX A: SNC REVENUE BUDGET REQUIREMENT 2023/24

	FTE Core	FTE Externally Funded	Pay £'000	Non Pay £'000	Income £'000	Net £'000	Prior Yr FTE	Transfers	Pay £'000	Non Pay £'000	Income £'000	22/23 Budget £'000
<b>Chief of Staff</b>												
Executive Team	4.40		459	46	0	505	4.40		437	27	0	464
Chief of Staff (inc Comms & IA)	8.80		478	671	-488	661	8.84		427	698	-537	588
Governance	8.88		416	745	-16	1,145	8.45	-0.55	368	711	0	1,079
Elections & Electoral Registration			133	206	-274	65			0	56	-2	54
Human Resources	6.36		547	54	0	601	5.54		526	53	0	579
Apprentices	12.10		354	0	0	354	14.30		343	0	0	343
Apprentices (Opportunity Funded)	3.85		98	-98	0	0			0	0	0	0
<b>Finance</b>												
Corporate Costs (inc pension costs)			1,547	852	-20	2,379			1,810	358	-20	2,148
Finance & Procurement	10.70		451	89	0	540	11.26		441	87	0	528
Council Tax & NNDR	18.79	0.88	645	66	-394	317	20.36	-0.55	646	55	-384	317
<b>Transformation and ICT / Digital</b>												
ICT & Digital	13.16		716	1,013	0	1,729	13.64		697	1,093	0	1,790
Strategy & Transformation	4.69		307	4	0	311	6.22	-1.10	275	10	0	285
Transformation (ICO)	4.43		176	0	0	176		4.43				
Customer Services	6.55		208	172	0	380	3.14	2.77	49	6	0	55
Horizon Centre / Facilities	3.48		140	367	-38	469	5.59	-0.79	195	393	-74	514
<b>Economic Growth</b>												
Economic Growth	11.91		605	1,272	-1,588	289	10.91		531	1,064	-1,316	279
Shared Prosperity Fund		0.55	39	0	-39	0			0	0	0	0
Clean Growth (Opportunity Funded)	1.10		58	-58	0	0			0	0	0	0
Car Parks & Public Conveniences	4.00		131	158	-389	-100	2.80		74	153	-415	-188
Community Assets	2.20		102	346	-76	372	2.20		99	346	-75	370
<b>Regulatory</b>												
Community & Environmental Protection	10.23		527	81	-23	585	9.86		493	69	-23	539
Food, Safety & Licensing	6.67		314	33	-172	175	6.42		272	27	-172	127
<b>Planning and Business Support</b>												
Planning	33.75		1,611	627	-1,443	795	31.72	-0.32	1,393	553	-1,553	393
Building Control / CNC	35.92		1,761	637	-2,565	-167	34.54		1,687	493	-2,394	-214
Business Support	14.76		399	58	-330	127	15.43	-0.89	407	149	-330	226

	FTE Core	FTE Externally Funded	Pay £'000	Non Pay £'000	Income £'000	Net £'000	Prior Yr FTE	Transfers	Pay £'000	Non Pay £'000	Income £'000	22/23 Budget £'000
<b>Individuals &amp; Families</b>												
Communities and Early Help	13.50		564	328	-115	777	12.31		500	319	-86	733
Housing Standards & Independent Living	10.60		458	30	-115	373	11.21	-1.00	458	33	-135	356
Housing and Benefits	33.04	0.77	1,177	810	-1,417	570	33.61	-1.10	1,151	259	-1,187	223
District Direct		7.27	250	118	-368	0	1.74		0	0	0	0
Social Prescribing (Com Connectors)		13.20	478	13	-491	0	9.60		0	0	0	0
Next Steps		1.10	0	0	0	0			0	0	0	0
Hardship Support (Opportunity Funded)	1.21		43	0	-43	0			0	0	0	0
Rapid Rehousing		4.00	146	0	-146	0			0	0	0	0
Warm Homes Fund			0	0	0	0			0	0	0	0
Homes for Ukraine		3.75	140	0	-140	0			0	0	0	0
Housing Benefit Payments				16,150	-16,150	0				17,000	-17,000	0
<b>Community Services</b>												
Waste Services	136.32		4,469	3,472	-4,708	3,233	135.46	-0.91	4,081	2,673	-4,370	2,384
<b>Leisure</b>												
Leisure	69.46		2,216	1,742	-3,122	836	64.18		2,022	1,649	-2,724	947
<b>Cost of Services</b>	490.84	31.52	22,163	30,004	-34,670	17,497	483.70	0.00	19,382	28,334	-32,797	14,919
Precept - Internal Drainage Board						207						198
Interest Payable						480						300
Minimum Revenue Provision (to repay borrowing)						500						0
Investment Income - General						-978						-56
Investment Income - Loans to Company						-1,372						-1,500
Council Tax Deficit / (Surplus)						-112						-70
Transfer to Asset Replacement Reserves						1,900						1,900
Transfer to Economic Growth Reserve						0						1,000
Transfer to Environmental / Infrastructure Reserve						0						500
Transfer to Other Earmarked Reserves						142						142
Transfer (from) Leisure Recovery Reserve						-500						-946
Transfer to / (from) General Fund Balance						0						298
						17,764						16,685

	FTE Core	FTE Externally Funded	Pay £'000	Non Pay £'000	Income £'000	Net £'000	Prior Yr FTE	Transfers	Pay £'000	Non Pay £'000	Income £'000	22/23 Budget £'000
<b>Funded by</b>												
Council Tax - District Element (no rise)						8,635						8,486
Council Tax - Special Expenses						7						7
NNDR (Business Rates) - Baseline						3,238						3,121
NNDR (Business Rates) - Growth						1,066						970
NNDR (Business Rates) - Grant						552						319
NNDR (Business Rates) - Pooling Benefit						250						0
New Homes Bonus						778						2,093
Services Grant						121						215
Funding Guarantee Grant Allocation						2,569						0
Lower Tier Services Grant						0						1,175
Revenue Support Grant						249						0
Council Tax Family Annex Discount Grant (rolled into RSG)						0						0
						17,764						16,685

## APPENDIX B: SNC BUDGET MOVEMENTS

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

	£'000	£'000
<b>Base Budget 2022/23</b>		<b>14,919</b>
Salary Related Changes Pay inflation (23/24 3%, plus rise in living wage) Other changes in salary costs		607 588
Inflationary Cost Pressures General Fuel	275 284	559
Increases in Fees & Charges Waste Leisure Other	-210 -102 -11	-323
Growth Roll out of Business Intelligence Service ( <a href="#">Cabinet to approve business case</a> ) Octagon centre Nutrient Neutrality Mitigation Programme	74 7 30	111
Cost Pressures Executive Team Chief of Staff Governance - £5k canvas costs HR – Job advertising Corporate Costs – Inflationary Contingency Customer Services - Additional out of hours calls Economic Growth One off cost for Diss parking scheme Increased cost of Dog contract following retender October 2022 Planning - Anticipated costs associated with neighbourhood plans Planning - GNLP for 23/24. Building Control / CNC Communities & Early Help Communities & Early Help – £20k Lift Dashboard – Not built in Housing & Benefits – Temporary Accommodation (B&B) costs Waste Leisure	14 12 5 21 537 6 2 11 12 40 60 3 10 - 239 545 186	1,703
Reductions in Income Facilities – loss of rental income from partners Economic Growth Potential loss of Car Parking and PCN income Community Infrastructure Levy (Cil) from £328k to £178k Housing standards Local Council Tax Support Admin Grant (rolled into RSG) Waste Leisure	51 22 26 181 20 125 29 73	527
Savings Governance Human Resources Council Tax & NNDR ICT & Digital Transformation Horizon Centre Economic Growth Economic Growth capitalising costs Car Parks	-20 -20 -8 -79 -55 -57 -28 -11 -1	

	£'000	£'000
Food safety & licensing	-4	
Planning	-26	
Housing Standards	-3	
Housing Benefits	-2	
Waste	-47	
Leisure	-182	-543
Growth in Income		
NNDR cost of collection allowance	-10	
Economic Growth – Roxburgh House (net income)	-85	
Planning	-5	
Housing & Benefits	-41	
Waste	-158	
Leisure	-352	-651
<b>Base Budget 2023/24</b>		<b>17,497</b>

## APPENDIX C: MEDIUM TERM FINANCIAL PLAN (MTFP)

	Assumptions	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Net Expenditure		17,497	17,497	18,197	18,652	19,118
<u>Recurring Adjustments:</u>						
Inflationary Pressures - 23/24	4.00%		700			
Inflationary Pressures - Longer Term	2.50%			455	466	478
Transformation Savings			-318	-39		
Base Net Expenditure for following year		17,497	17,879	18,287	18,744	19,213
<u>Non Recurring Adjustments</u>						
Internal Drainage Board Precept	5.00%	207	217	228	240	252
Interest Payable & MRP	No change	980	980	980	980	980
Investment Income - General	Reducing	-978	-928	-878	-828	-778
Investment Income - Loans to companies	Reducing	-1,372	-1,372	-1,122	-1,122	-1,122
Council Tax - Deficit / (Surplus)	No change	-112	-112	-112	-112	-112
Transfers to / (from) Earmarked Reserves	No change	2,042	2,042	2,042	2,042	2,042
Transfer (from) Leisure Centre Recovery Reserve	Runs out	-500				
Net Budget Requirement		17,764	18,706	19,426	19,944	20,475

<u>Funded by</u>						
Council Tax - District Element (No increase)		8,635	8,722	8,809	8,897	8,986
Council Tax - Special Expenses	No change	7	7	7	7	7
NNDR (Business Rates)	No change	5,106	5,106	5,106	5,106	5,106
New Homes Bonus	No change	778	778	778	778	778
Other Grants	No change	3,238	3,238	3,238	3,238	3,238
Total Funding - No Council Tax Increase		17,764	17,851	17,938	18,026	18,115
Total Funding - With £5 Council Tax Increase		17,764	18,115	18,472	18,835	19,204

Funding Gap / (Surplus) - No CTax increase		0	856	1,488	1,918	2,360
Funding Gap / (Surplus) - £5 CTax increase		0	592	954	1,110	1,271

<u>Council Tax Calculation - No Increase</u>						
Council Taxbase (Homes)	1.00%	52,335	52,858	53,387	53,921	54,460
Council Tax	No change	165.00	165.00	165.00	165.00	165.00
		8,635	8,722	8,809	8,897	8,986

<u>Council Tax Calculation - £5 Increase</u>						
Council Taxbase (Homes)	1.00%	52,335	52,858	53,387	53,921	54,460
Council Tax	£5	165.00	170.00	175.00	180.00	185.00
		8,635	8,986	9,343	9,706	10,075

Extra		0	264	534	809	1,089
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## APPENDIX D: ADVICE OF THE s151 OFFICER

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

### 1 Robustness of Estimates

- 1.1 The budget estimates have been produced on a prudent basis, with an emphasis on identifying the existing cost pressures the Council faces and a realistic level of savings and efficiencies. The budget has been constructed so that all known costs are budgeted for, and income budgets are based on realistic projections. The budget is therefore constructed on a prudent basis.
- 1.2 There are however a number of significant potential risks in the robustness of the estimates as follows:
  - The expected changes to the formula for council funding and changes to the business rates retention scheme is a source of major uncertainty at the present time, as the impact of any changes could have a variety of impacts. While best estimates have been made, the impact of these changes on the council's funding remains unclear.
  - There is an assumption that the Council is able to collect the level of Council Tax planned. The Council has consistently performed well in this area. As Universal Credit is rolled out, the Council is working to ensure that it can manage any resultant customer debt issues.
  - The Council depends on a number of contractors, suppliers and partners to deliver services. The use of partners is important as a delivery model for certain services, and there is a risk that some of these either contract their activities or cease to exist altogether. There could be cost implications that arise should this occur. Where it appears likely that this may happen with particular organisations, then the Council will take appropriate contingency measures to mitigate the impact.
  - There is a risk the economy stalls and growth is not as assumed in the Medium-Term Financial Strategy. If this were to occur, it would impact on the level of income received by the Council through its fees and charges as well as income from business rates retention. There would also be an impact on the demand on the services provided by the Council such as increasing homelessness and benefit claimants. This in turn would lead to an increase in the savings required in future years.
  - Budget estimates have been prepared on a cautious basis, limiting costs and growth where possible and ensuring income expected to be received, both through fees and charges and grant streams are at a level officers are confident can be delivered. There is a risk that this will be overly sensitive.
  - An allowance for MRF processing costs of £1,012,500 (£680,000 in 2022/23). This is based on 13,500 tonnes at £75. However given that the agreement is now for a variable gate fee the actual costs will vary from this figure.
  - On the 16 March 2022 Natural England issued new guidance to local planning authorities concerning nutrient enrichment and the role local authorities must play in preventing further adverse impacts to protected wetland habitats. Local Planning Authorities are required to consider the impact of nutrient enrichment before planning permission can be granted and therefore all planning applications in the affected catchments have temporarily been put on hold. Until this issue has been resolved this represents a risk to delivery of planning income and growth.

- 1.3 Overall, in my opinion the budget has been based on a reasonable set of assumptions with due regard to the risks and is therefore robust.

## **2 Adequacy of Reserves**

- 2.1 As s151 officer I am also required to report on the adequacy of reserves.
- 2.2 Section 26 of the Local Government Act 2003 gives the Secretary of State power to fix a minimum level of reserves for which an authority must provide in setting its budget. The Secretary of State has the view that section 26 would only be used “...in which an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty.”
- 2.3 The level of reserves is predicted to remain at the level required to finance the medium-term financial strategy. The plans in the Capital Programme include using earmarked reserves to fund an element of the capital programme over the next five years.
- 2.4 The projected level of the main General Fund reserves held by the Council at 31<sup>st</sup> March 2023 is £6m. Given the scale of the earmarked reserves held, this level of reserves provides sufficient flexibility should any of the assumptions made in this budget prove too optimistic.
- 2.5 Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.



## CAPITAL STRATEGY AND CAPITAL PROGRAMME 2023/24 TO 2027/28

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

**Ward(s) Affected:** All

### **Purpose of Report:**

To present the Capital Strategy and the proposed Capital Programme for 2023/24 to 2027/28.

### **Recommendation:**

Cabinet is asked to recommend to Council the Capital Strategy (**Appendix A**) and the Capital Programme for 2023/24-2027/28 (**Appendix B**).

## **1 SUMMARY**

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

## 2 BACKGROUND

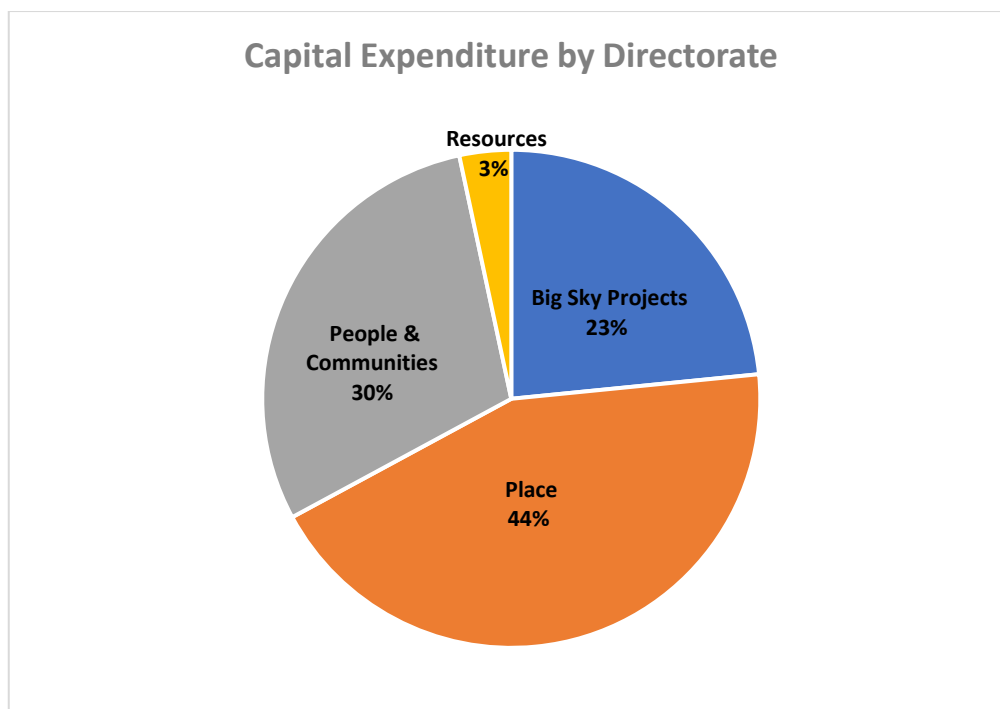
- 2.1 As part of the Council's budget process the Capital Strategy, and associated Capital Programme, is reviewed in order to assess, as part of the overall financial strategy of the Authority, what the scale and composition of the programme should be, and the consequential funding implications for the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

## 3 CAPITAL STRATEGY

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

## 4 SUMMARY OF CAPITAL PROGRAMME

- 4.1 This year the Capital Programme has been expanded to include a number of new key projects help bring forward key economic development projects, make improvements to the public realm, and protect the environment.
- 4.2 The programme is therefore larger than previous years and represents an increase in ambition.
- 4.3 The detailed capital programme is shown in **Appendix B**. The pie chart below shows how the programme is broken down by Directorate over the next five years.
- 4.4 Included across the directorates is co-funded work enabled by grants awarded through the Public Sector Decarbonisation Scheme (PSDS), a Department for Business, Energy and Industrial Strategy initiative that enables the transition of public sector assets to non-fossil fuel alternatives. The council submitted an application to cover improvements to three buildings to replace end of life systems. Details are included in the appropriate section below.



4.5 Expenditure by Directorate is summarised in the following sections.

## 5 PEOPLE AND COMMUNITIES

### Leisure Provision

- 5.1 Expenditure on Leisure facilities has been budgeted to take place in order of priority over the next five years.
- 5.2 Improvement works across all sites totalling £825k are budgeted to take place during 2023/24 and these are to be financed from a specific reserve which was created to ensure that resources are in place to fund the refurbishment and replacement of equipment and improvements to Leisure Centres when required. PSDS funding has been secured to replace the boilers in Diss Leisure Centre with an air or ground source heat pump solution, as well as the provision of additional external wall and roof insulation prior to the installation. Funding will also be available for the installation of a solar PV array.

### Waste Services

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

## Disabled Facilities Grant

- 5.5 The Council receives ring-fenced Disabled Facilities Grant funding from the Government through the Enhanced Better Care Fund managed by Norfolk County Council. The allocation for 2022/23 was £1.035m and is projected to remain at this level for future years. It is important that this funding is fully committed in each year to avoid it having to be returned to Government. These grants are valuable in helping people stay in their own homes.

5.6 Property Purchases for Temporary Accommodation Provision

Due to several factors the Council is facing a significant increase in homelessness and therefore a requirement to provide temporary accommodation. A proposal has been approved to remodel the Council's temporary accommodation offer by increasing the amount of temporary accommodation that the council directly owns and manages. The capital programme includes budgets for the purchase of properties that become available that officers deem suitable for this purpose. In addition to this, PSDS funding has been secured to provide a solar PV array at one of the authorities' main buildings currently providing temporary accommodation

## **6 PLACE**

### Economic Growth

- 6.1 Budgets are provided in the Programme for a series of initiatives that will enhance the economic development of the South Norfolk district including:
- £8m for the delivery of infrastructure works to assist with removing expansion constraints for businesses at the Hethel Engineering site.
  - £4.5m fund for a contribution to the provision of a bypass for Long Stratton.
  - £3.5m fund for development opportunities.
  - £8m on land acquisition and construction for an office development in the Norwich Research Park.

## **7 BIG SKY PROJECTS**

- 7.1 In July 2017 Cabinet agreed to provide funding to Big Sky Developments Ltd (BSDL) in relation to strategic housing and employment development opportunities and the capital programme includes the associated budgets for potential developments over the coming years, although the timing of expenditure is dependent upon the speed with which these opportunities are realised and is therefore not entirely within the Council's control.
- 7.2 BSDL has projected its cash requirements for the next five years and in order to ensure that they have the necessary cash to deliver their strategy. This totals £14.4m in 23/24 and £8m in 2023/24.

- 7.3 BSDL cashflow projections show that it can repay SNC loans totalling £42.8m between 2023/24 and 2027/28. These loan repayments are treated as Capital Receipts. Further details about the Capital Receipts balance are shown in the table at paragraph 9.7.

## 8 RESOURCES

### ICT and Digital Investment

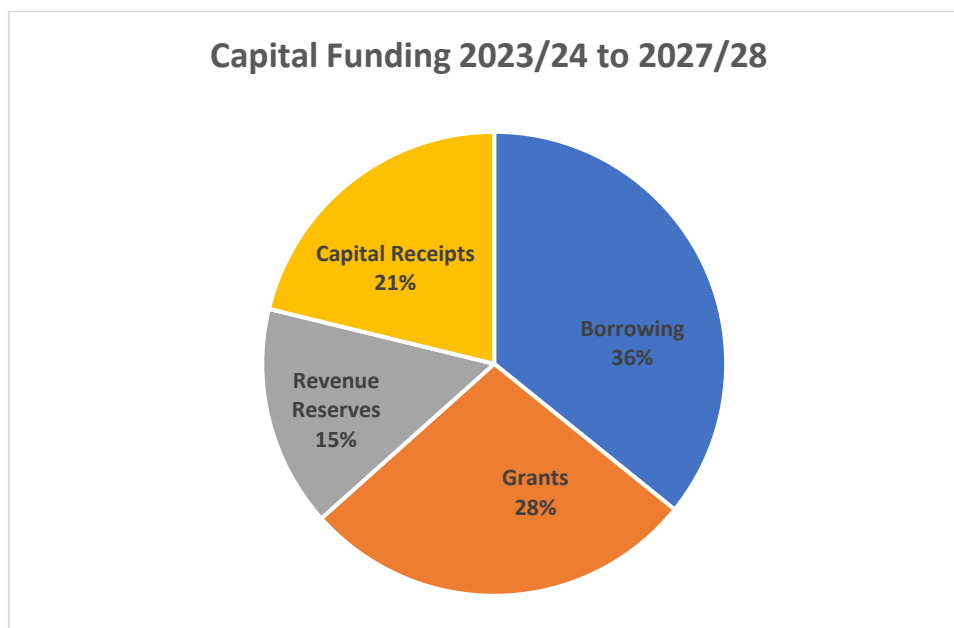
- 8.1 The capital programme sets aside the capital funding required to deliver the ongoing requirements for IT equipment for individual users and infrastructure and software upgrades and replacements to support the Council's IT network and systems.
- 8.2 There is an additional budget included in the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

### Facilities

- 8.3 Provision is included across the programme for maintenance / enhancement of Horizon Centre. While the majority of initial fit out works are expected to be completed in 22/23, budgets are in place for future years essential and/or enhancement work.  
PSDS funding has been secured to replace the boilers in the Horizon Centre with an air or ground source heat pump solution, removing the need to potentially fund this work through other council resources in future years.

## 9 FINANCING THE CAPITAL PROGRAMME

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



### Effect on Reserves

- 9.4 During the five-year programme £14.6 million of revenue reserves will be used to fund the programme as shown in the table below:

	£000
Asset Replacement Reserve	6,413
Refuse Reserve	5,000
New Ways of Working Reserve	1,319
Leisure Centre Reserve	825
Infrastructure Reserve	500
Environmental Infrastructure Reserve	278
Car Park Upgrades Reserve	225
Street Lighting Reserve	48
<b>Total Use of Revenue Reserves</b>	<b>14,608</b>

### Capital Receipts

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

funded from these. A significant number of these additions are repayments from Big Sky Developments Limited, indicated in the table below (bracketed figures).

<b>Opening Balance 31/3/23</b>	<b>2,354,340</b>
Additions in year (£11.44m BSDL)	11,665,000
Utilised 23/24	13,975,000
<b>Balance 31/3/24</b>	<b>44,340</b>
Additions in year (£3m BSDL)	3,225,000
Utilised 24/25	3,127,000
<b>Balance 31/3/25</b>	<b>142,340</b>
Additions in year (£9.86m BSDL)	10,085,000
Utilised 25/26	2,775,000
<b>Balance 31/3/26</b>	<b>7,542,340</b>
Additions in year (£4.1m BSDL)	4,325,000
Utilised 26/27	490,000
<b>Balance 31/3/27</b>	<b>11,377,340</b>
Additions in year (£14.44m BSDL)	14,665,000
Utilised 27/28	27,000
<b>Closing Balance 31/3/28</b>	<b>26,015,340</b>

9.8 The table below details the Big Sky loan position and proposed additional borrowing and repayment schedule

<b>Investment in Big Sky</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
Big Sky Ventures Shares	6,468,000	6,468,000	6,468,000	6,468,000	6,468,000
BSPM Loans	3,160,000	3,160,000	3,160,000	3,160,000	3,160,000
Loans Brought Forward	28,400,000	31,400,000	36,400,000	26,540,000	22,440,000
Loans Taken Out in Year	14,440,000	8,000,000	0	0	0
Loans Repaid	-11,440,000	-3,000,000	-9,860,000	-4,100,000	-14,440,000
Loans Carried Forward	31,400,000	36,400,000	26,540,000	22,440,000	8,000,000
Total Investment at the end of year	41,028,000	46,028,000	36,168,000	32,068,000	17,628,000

### Borrowing

9.9 Due to the ambition of the programme, the Council will have a need to borrow to fund capital projects.

9.10 It is likely that there will be slippage over the life of the programme which could delay the need to borrow. In the first instance, the Council will be able to borrow internally from its own cash balances. The cost of this would be the interest foregone from investing the cash with external counterparties.

## **10 OTHER OPTIONS**

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

## 11 ISSUES AND RISKS

### Resource Implications

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

### Risks

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

### Legal Implications

- 11.3 The Council is required to set a budget for 23/24.

### Equality Implications

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

### Environmental Impact

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

### Crime and Disorder

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

## 12 CONCLUSION

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

## 13 RECOMMENDATION

- 13.1 Cabinet is asked to recommend to Council the Capital Strategy (**Appendix A**) and the Capital Programme for 2023/24-2027/28 (**Appendix B**).

### Background Papers

None



## Appendix A: Capital Strategy

### 1 Purpose

- 1.1 The purpose of this Capital Strategy is to outline the Council's approach to capital investment, and how the Council ensures that capital investment is prudent, affordable and directed to the Council's Corporate Priorities.
- 1.2 The Capital Strategy is a partner document to the Medium-Term Financial Plan (MTFP), the Broadland and South Norfolk – "Our Plan" 2022-2024, the ICT Strategy, the Commercialisation Strategy, the Council's Delivery Plan, the Council's Budget (Revenue and Capital), the Treasury Management Policy and the Annual Investment Strategy.

### 2 Vision for the District

- 2.1 This strategy seeks to deliver our vision for the district as set out in the Broadland and South Norfolk – "Our Plan" 2022-2024. Our ambitions are:
  - Growing the Economy
  - Supporting Individuals and empowering communities
  - Protecting and improving the natural and built environment, whilst maximising quality of life
  - Moving with the times, working smartly and collaboratively.

### 3 Definition of Capital Expenditure

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

### 4 Requirement for a Capital Strategy

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

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

## **5 Priorities**

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

## **6 Capital Assets**

- 6.1 The main council buildings are likely to present the a ongoing significant capital liability for the Council over the next 20 years.
- 6.2 The Council has adopted a Commercialisation Strategy, which helps guide how we invest in our income generating assets. Over the past few years significant investment has gone into the Council's three leisure centres in order to increase footfall and work towards a subsidy free service.
- 6.3 The Council also has a portfolio of commercial units. These supports the Council's economic development strategy and also provide a financial return to the Council.
- 6.4 In addition to these assets, significant capital expenditure will need to be incurred on the upgrade of IT equipment and improvements to the IT Infrastructure
- 6.5 As at 31<sup>st</sup> March 22 the Council held £40,028,000 in loans and equity in its commercial companies. These investments have been made as part of the capital programme and need to be considered as part of this Capital Strategy.
- 6.6 Under the Treasury Management Code, for all non-treasury investments, i.e. commercial activity, the Council is required to approve annually a schedule of existing material investments, subsidiaries and joint ventures and liabilities and

its risk exposure. This is contained in Annex 1 for approval. The level of risk exposure is taken to be the value of these investments which will vary over time but are shown as at 31 March 2022.

## **7 Capital Financing**

7.1 The Council can finance its capital programme from various sources as follows:

- Revenue.
- Revenue Reserves
- Capital Receipts from asset disposals
- Grants
- Tax Increment Financing (TIF).
- Private Finance Initiative/Public Private Partnership
- CIL
- Borrowing.

7.2 Over the next few years, the total amount of investments and cash will fall as cash is spent on the capital programme and earmarked reserves are spent.

7.3 The proposed total resources available to finance the current capital programme going forward from 2023/24 will be in the region of £95.7 million as set out below:

<b>Resources</b>	<b>£million</b>
Capital Receipts	20.3
Grants (incl. S106 funds)	26.5
Revenue Reserves	14.6
Borrowing Requirement	34.3
<b>Total</b>	<b>95.7</b>

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

## **8 Borrowing**

8.1 CIPFA issued an updated version of 'The Prudential Code for capital finance' in December 2021. Under the Prudential Code, Councils determine how much they will borrow as long as any borrowing is affordable and prudent, thus clearly linking the financing of capital with the Treasury Management Strategy and the revenue budget.

8.2 The consequence of the funding position is that the Council will be required to borrow to finance any additional capital expenditure in the coming period. However, any borrowing must be affordable in line with the requirements of the prudential code.

8.3 Under the updated Prudential Code, Councils are not permitted to borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. The revised code also stresses the requirement for local

authorities to prioritise capital projects in line with strategic priorities. Any commercial projects would need an evaluation to ensure the risks of commercial investment are proportionate to an authority's overall capacity, i.e., that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services and the level of resources available. Currently all projects in the capital programme fall into the allowable expenditure categories defined by the PWLB and do not include pure commercial activity.

8.4 The need to borrow is not based on our levels of investment balances/reserves but on the Council's capital financing requirement (CFR).

8.5 The total amount of debt that the Council can take on needs to be affordable. Affordability will be kept under review as part of the Treasury Management Strategy and when setting revenue and capital budgets It will reflect the need for prudence along with the risk appetite of the Council.

8.6 There are many sources of borrowing available to the Council and it is likely that the Council will utilise a mix of these to spread the risk around loan maturities and future interest rates. Sources include:

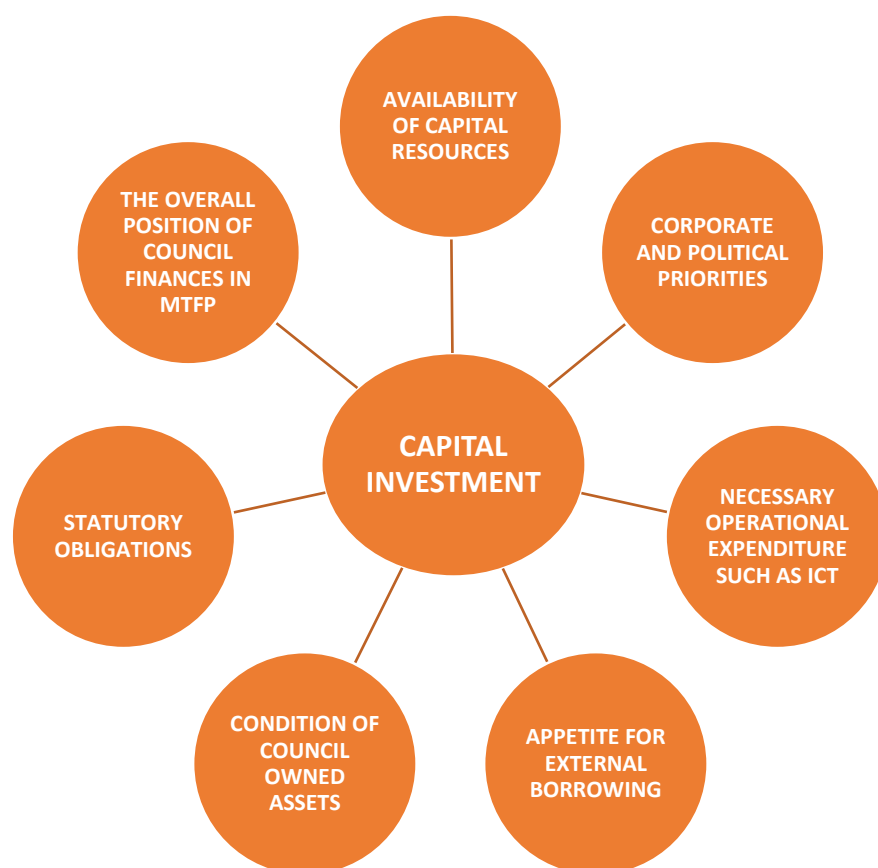
- Public Works Loan Board (PWLB)
- Borrowing from other local authorities
- Borrowing via the Municipal Bonds Agency (MBA)
- Borrowing from institutions such as the European Investment Bank and directly from commercial banks
- Borrowing from the money markets
- Local Authority stock issues and bills

8.7 HM Treasury issued new guidance regarding PWLB lending on 12 August 2021. The effect of this guidance is that PWLB borrowing can only be taken out to support service delivery, housing, economic regeneration, preventative action, and treasury management. It includes a definition of investment assets bought primarily for yield, which the PWLB will not support. Additionally, under the Prudential Framework local authorities cannot borrow or invest for speculative purposes. The government and CIPFA are clear that borrowing to invest specifically for yield is not permitted under the Prudential Framework. SNC has no such projects in its Capital Programme.

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

## **9 Priorities for the Capital Programme / Option Appraisal**

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



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

<b>Growing the Economy</b>	<b>Supporting individuals and empowering communities</b>	<b>Protecting and improving the natural and built environment, whilst maximising quality of life</b>	<b>Moving with the times, working smartly and collaboratively</b>
Development opportunities on the Norwich/Cambridge Tech Corridor	Further enhancement of SNC Leisure Facilities	Development/Purchase of Low Cost/Affordable Housing	Delivering the ICT Strategy and Systems Transformation
Other Property Development for Local Business Workspace	Disabled Facilities Grants	Investment in Refuse Services including wheeled bins	Improvements to the Council's operational buildings

<b>Growing the Economy</b>	<b>Supporting individuals and empowering communities</b>	<b>Protecting and improving the natural and built environment, whilst maximising quality of life</b>	<b>Moving with the times, working smartly and collaboratively</b>
Strategic Economic Developments to boost growth (Neighbourhood Renewal Fund)		Street Lighting Replacement Programme	Works to new office accommodation (The Horizon Centre)
		Public Sector Decarbonisation Scheme Projects	

## **10 Partnerships**

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

## **11 Equalities**

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

## **12 Risk Management**

- 12.1 As part of the project business case, capital projects should be risk assessed. Any mitigation actions should be included in the project business case. With

diversity of partnership working, including joint venture working as described above, local authorities' assessment of risk management becomes increasingly important.

- 12.2 The main financial risk is associated with actual performance against expected. Excessive costs incurred due to unforeseen circumstances and project slippage can lead to increased pressure on future year's budgets. This can be mitigated by having robust business cases and monitoring through the life of the project.
- 12.3 The risk around borrowing is managed by use of Prudential Indicators that are calculated annually as part of the budget setting process and revisited at each year's actual outturn and a decision on how much the council can afford to borrow.

### 13 Advice of the Section 151 Officer

- 13.1 The Section 151 Officer is specifically required to report on the deliverability, affordability and risks associated with the capital strategy.
- 13.2 Deliverability is underpinned through the embedding of capital expenditure within the business planning process and use of specialist advice where required, for example, in assessing the plans to deliver commercial property investments.
- 13.3 The prudential indicator of net financing costs to net revenue income stream from taxation and central government provides another view of financial sustainability. This is set out in the Treasury Management Strategy elsewhere on this agenda.
- 13.4 The key risks in this strategy are as follows:
  - **Economic** – Changes in the economy could mean that investments undertaken in line with the strategy do not deliver the anticipated benefits or returns. Prudent assumptions have been made on the level of returns that can be expected.
  - **Timing** – Delays incurred during the implementation phase of particular projects could impact on the returns in the short term. Effective project management and monitoring is undertaken to mitigate this risk.
  - **Interest Rates** – It has been estimated that interest rates will continue to rise, peaking in December 2023 at 4.5%, then gradually declining (information from LINK, the Council's treasury advisors). The exact timing of any borrowing will determine the exact interest rates on external debt incurred as part of this strategy. The interest rate outlook is kept under review.
  - **Government Policy** – The strategy is aimed to deliver quality services and to improve the sustainability of the Council. Should government policy change in a way that prevents parts of the strategy being implemented, increases its cost or reduces the expected benefits, then the strategy would need to be revised.
- 13.5 ***The South Norfolk District Council Capital Programme continues to be larger in scope than a few years ago. It represents an increase in ambition and risk. The overall programme has led to long term borrowing being undertaken and it is likely further borrowing will be required if the***

***programme is fully delivered in the planned timescales. it represents a step change in approach and will commit future administrations to servicing this debt.***

## **14 Conclusion**

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



## Annex 1: Schedule of Non-Treasury Investments

<b>Investment</b>	<b>Value in the Council's Balance Sheet at 31 March 2022</b>
Big Sky Ventures Ltd – Equity Shares	£6,468,000
Big Sky Developments Ltd - Loans	£30,400,000
Big Sky Property Management Ltd - Loans	£3,160,000
Crafton House	£1,520,000
Rectory Road, Dickleburgh - Agricultural Land	£1,347,500
Wym - Ayton Road	£1,906,900
Rushall Road, Harleston - Agricultural land	£1,738,600
Shotesham Road, Poringland - Commercial Development Land	£170,600
9-11 Mere Street, Diss	£590,000
Trumpeter House	£980,000
Loddon Business Centre	£496,000
Friarscroft Lane, Wymondham - Development Land	£887,500
Unit 18A Harleston	£541,300
Former Wym Town Council Office, Middleton St	£296,200
Gissing - Residential Development	£278,100
Unit 19A Harleston	£245,600
21 Penfold Drive, Gateway 11, Wymondham NR18 0WZ	£193,600
15 Vincess Road, Diss	£211,800
Ketteringham Depot-Unit 1 & 2 Station Lane	£273,700
Dereham Road, Costessey Caravan Site	£265,300
Unit B17 Owen Rd Diss	£449,500
13 Vincess Road, Diss	£215,500
The Lodge, Maple Park	£70,500
Unit 5b Owen Road Diss IP22 4ER	£111,600
9 Park Road Diss	£22,100
4 Garages Thomas Manning Road	£121,400
Park Road Diss - Land - Bus Depot Diss	£52,400
3 Garages Chapel Street Diss	£118,900
Friarscroft Lane, Wymondham - Garden Lane Rear of 23-37	£90,000
Eleven Mile Lane, Sutton, Wymondham - Paddock Land	£25,200
Parking Plots in Long Stratton	£1,900
Garden Plot, Station Close, Swainsthorpe	£200
	<hr/>
	<b>£53,249,900</b>

In addition, the Council has jointly invested with the Local Enterprise Partnership (LEP) in the Ella May Barnes building on the Norwich Research Park. This will generate a financial return, as well as helping promote the success of the Research Park, and consequently Economic Growth in the district.

## Appendix B Capital Programme

Scheme	Type of Capital Expenditure	Provisional Projects	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Total £
Supporting Individuals - Housing									
Big Sky Financing	Housing			7,440,000					7,440,000
New Big Sky Developments	Housing	Y		7,000,000	8,000,000				15,000,000
Development opportunities on Cambridge / Norwich arc	Housing			3,500,000					3,500,000
Travellers Sites	Housing		300,000						300,000
Temporary Accommodation - Health & Safety works	Housing	Y	11,000	15,000	15,000	15,000	15,000	15,000	86,000
Temporary Accommodation – Property Purchase	Housing			1,205,334	602,666				1,808,000
Affordable Housing Land - Hethersett	Housing	Y		1,322,900					1,322,900
Temporary Accommodation – Carbon Efficiency Works	Housing			262,588					262,588
Travellers site - Bawburgh	Housing		114,000						114,000
Supporting Individuals - Health & Leisure									
Disabled Facilities Grants	Service Delivery		1,236,607	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,236,607
Wymondham Leisure Centre Works	Service Delivery		278,200	286,000	30,000	20,000	75,000		689,200
Long Stratton EGym	Service Delivery	Y		110,000					110,000
Diss Leisure Centre	Service Delivery		170,496	137,000	22,000	50,000			379,496
Diss Leisure Centre Carbon Efficiency Works	Service Delivery			1,145,838					1,145,838
Diss LC Poolside Improvements and Tank Tiles	Service Delivery	Y		800,000	500,000				1,300,000
Long Stratton Leisure Centre	Service Delivery		65,000	277,000	60,000				402,000
Framingham Earl High School	Service Delivery		10,520						10,520
Ketts Park Tennis Facilities	Service Delivery		365,936						365,936
Ketts Park Kitchen	Service Delivery		35,000						35,000
Ketts Park Works	Service Delivery	Y	35,000	15,000	1,500,000				1,550,000
Leisure Provision in the East	Service Delivery	Y			3,000,000				3,000,000
One Public Estate / Medical / Health Facilities	Service Delivery	Y		1,500,000	2,500,000				4,000,000
Land assembly / Investment in Diss	Regeneration	Y		1,500,000					1,500,000

Scheme	Type of Capital Expenditure	Provisional Projects	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Total £
Improvements in the Public Realm									
Street Lighting	Service Delivery		136,240	24,240	24,240	24,240	24,240	24,240	257,440
Car Park Improvements	Service Delivery		56,348						56,348
Play Areas (works funded by s106 monies)	Regeneration			113,973	49,946				163,919
Norfolk Strategic Fund to support Economic Growth	Regeneration		803,572						803,572
Queens Hill Country Park (GNGB co-funded)	Regeneration	Y		153,152					153,152
Venta Icenorum (Caister St Edmund) (GNGB co-funded)	Regeneration	Y		153,128					153,128
Cringeliford Country Park (GNGB co – funded)	Regeneration	Y		27,000	250,000	191,000			468,000
Changing Places (Disabled Public Conveniences)	Service Delivery		30,000						30,000
Opportunities Funding - Loddon Staithe Bridge Repairs	Regeneration		150,000						150,000
Improvements in the Public Realm – Co Investment									
Community Infrastructure Loan Fund	Regeneration	Y	1,000,000	100,000	100,000	100,000			1,300,000
Co-Investment Grant Fund (to support parish projects)	Regeneration	Y	1,000,000	1,000,000	1,000,000	1,000,000			4,000,000
Long Stratton public realm	Regeneration	Y				2,000,000			2,000,000
Long Stratton public realm (Matched funded from Town C)	Regeneration	Y				2,000,000			2,000,000
Easton Village Hall (GNGB co-funded)	Regeneration			1,005,000					1,005,000
Protecting the Environment									
Electric Car Charging Points	Service Delivery		28,000						28,000
Environmental Projects	Service Delivery	Y	400,000	400,000	400,000	400,000	400,000		2,000,000
Electric Vehicle Charging Points (Opportunities Funded)	Service Delivery		400,000						400,000

Scheme	Type of Capital Expenditure	Provisional Projects	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Total £
Investment in the Economy									
Roxborough House	Regeneration		215,323						215,323
Norwich Research Park Enterprise Zone Office	Regeneration		1,465,826						1,465,826
Norwich Research Park Buildings 2 & 3	Regeneration	Y		8,000,000					8,000,000
Property Development (Browick Road)	Regeneration			3,000,000					3,000,000
Long Stratton Bypass	Regeneration	Y			4,500,000				4,500,000
Hethel Infrastructure Project	Regeneration		300,000	2,014,690	2,985,310				5,300,000
Car Park Services Electric Vehicle	Service Delivery			50,000					50,000
Car Park Improvements	Service Delivery		35,000	35,000	35,000	35,000	35,000	35,000	210,000
Shared Prosperity Fund	Regeneration			49,554	199,741				249,295
Rural Prosperity Fund – Hethel Infrastructure Project	Regeneration				915,788				915,788
Colney Roundabout Contribution	Regeneration			132,818					132,818
Our Own Needs									
Horizon Centre - Purchase and Fit Out	Service Delivery		4,402,625						4,402,625
Horizon Centre - Capital Maintenance / Carbon Efficiency	Service Delivery		175,000	519,369		120,000	78,375	60,561	953,305
IT - Annual Server and PC Replacement Programme	Service Delivery		225,000	261,012	74,360	82,721		156,600	799,693
IT - Members IT refresh (£1k per member)	Service Delivery		46,000						46,000
IT - System Replacement Programme (Transformation)	Service Delivery		971,760	224,661	275,000	275,000	275,000	275,000	2,296,421
IT - Infrastructure	Service Delivery			370,750					370,750
IT - WIFI	Service Delivery		220,000						220,000
IT - Remote Working Solution	Service Delivery		220,000						220,000
Bins Purchase	Service Delivery		165,000	181,500	181,500	181,500	181,500	181,500	1,072,500
Waste Vehicles – Replacement Programme	Service Delivery		760,000	808,000	808,000	808,000	808,000	808,000	4,800,000
Waste Vehicles - New vehicles as new rounds needed	Service Delivery		190,000			190,000			380,000
Waste Vehicles - Increase for extra street sweeping	Service Delivery		234,000						234,000
Grounds Maintenance Equipment	Service Delivery			65,000	45,000	15,000	15,000	15,000	155,000
Waste Depot	Service Delivery	Y		6,500,000					6,500,000

Scheme	Type of Capital Expenditure	Provisional Projects	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Total £
Opportunities Funding - Depot – Improved Facilities	Service Delivery		43,000						43,000
Opportunities Funding - Depot – Workshop	Service Delivery		34,000						34,000
Opportunities Funding – Temporary Accommodation	Service Delivery		100,000						100,000
Opportunities Funding - Leisure Centre Solar Panels	Service Delivery		438,000						438,000
Opportunities Funding - Leisure Centre Solar Panels - Car Ports	Service Delivery		288,000						288,000
			<b>17,154,453</b>	<b>52,705,507</b>	<b>29,073,551</b>	<b>8,507,461</b>	<b>2,907,115</b>	<b>2,570,901</b>	<b>112,918,988</b>
Capital Programme - Financing									
Grants			3,902,419	8,884,000	11,413,025	4,223,240	1,012,240	1,012,240	30,447,164
Revenue Reserves			5,111,260	8,641,173	1,430,860	1,599,221	1,404,875	1,531,661	19,719,050
Capital Receipts			3,738,149	13,975,000	3,127,000	2,685,000	490,000	27,000	24,042,149
Borrowing			4,402,625	21,205,334	13,102,666	0	0	0	38,710,625
			<b>17,154,453</b>	<b>52,705,507</b>	<b>29,073,551</b>	<b>8,507,461</b>	<b>2,907,115</b>	<b>2,570,901</b>	<b>112,918,988</b>

*Notes*

*Provisional Projects - i.e. those requiring a business case and/or Member approval to progress*

*GNGB – Greater Norwich Growth Board*

## Treasury Management Strategy Statement 2023/24

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

### Recommendations:

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

1. This Treasury Management Strategy Statement 2023/24
2. The Treasury Management Policy Statement 2023/24 (**Appendix 1**)
3. The Annual Investment Strategy 2023/24 (**Appendix 2**)
4. The Treasury Management Practice (TMP1) (**Appendix 3**)
5. The Treasury Management Scheme of Delegation (**Appendix 4**)
6. The Prudential Indicators (**Appendix 5**)
7. The Minimum Revenue Provision (MRP) Statement (**Appendix 6**).

## 1 SUMMARY

- 1.1 This report sets out the Treasury Management Strategy Statement 2023/24 and associated policies.
- 1.2 It is a regulatory requirement that these be approved annually by Full Council.

## 2 DEFINITION AND PRINCIPLES

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

## 3 TREASURY MANAGEMENT STRATEGY STATEMENT

- 3.1 This Treasury Management Strategy Statement for 2023/24 encompasses a number of areas as follows:
- |            |   |
|------------|---|
| Section 4  | Treasury Management Policy Statement                              |
| Section 5  | Annual Investment Strategy  |
| Section 6  | Expected Investment Returns                                       |
| Section 7  | Treasury Management Practices                                     |
| Section 8  | Treasury Management Scheme of Delegation & Reporting Requirements |
| Section 9  | Policy on use of External Service Providers                       |
| Section 10 | Prudential Indicators   |
| Section 11 | Minimum Revenue Provision (MRP) Policy Statement                  |
| Section 12 | Borrowing Strategy  |
| Section 13 | Prospects for Interest Rates                                      |

- 3.2 These documents do not tend to change significantly from year to year. However It is a regulatory requirement that these be approved annually by Full Council.
- 3.3 On 20<sup>th</sup> December 2021 CIPFA published revised Treasury Management and Prudential Codes. Formal adoption was not required until the 2023/24 financial year, therefore those changes are incorporated in this report for the first time for 2023/24. This Council has to have regard to these codes of practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval. The revised codes have the following implications:
- 3.4 The revised Treasury Management Code requires all investments and investment income to be attributed to one of the following three purposes:

### **Treasury management**

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

### **Service delivery**

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

### **Commercial return**

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

- 3.5 The revised Treasury Management Code will require an authority to implement the following:

Adopt a new liability benchmark treasury indicator to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained;

Long-term treasury investments, (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case;



Pooled funds are to be included in the indicator for principal sums maturing in years beyond the initial budget year;

Amendment to the knowledge and skills register for officers and members involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each authority;

Reporting to members is to be done quarterly. Specifically, the Chief Finance Officer (CFO) is required to establish procedures to monitor and report performance against all forward-looking prudential indicators at least quarterly. The CFO is expected to establish a measurement and reporting process that highlights significant actual or forecast deviations from the approved indicators. However, monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and should be reported as part of the authority's integrated revenue, capital and balance sheet monitoring;

Environmental, social and governance (ESG) issues to be addressed within an authority's treasury management policies and practices (TMP1).

3.6 The main requirements of the Prudential Code relating to service and commercial investments are:

The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services;

An authority must not borrow to invest for the primary purpose of commercial return;

It is not prudent for local authorities to make any investment or spending decision that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose;

An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt;

A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream;

Create new Investment Management Practices to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

3.7 An authority's Capital Strategy or Annual Investment Strategy should include:

The authority's approach to investments for service or commercial purposes (together referred to as non-treasury investments), including defining the authority's objectives, risk appetite and risk management in respect of these investments, and processes ensuring effective due diligence;

An assessment of affordability, prudence and proportionality in respect of the authority's overall financial capacity (i.e. whether plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services);

Details of financial and other risks of undertaking investments for service or commercial purposes and how these are managed;

Limits on total investments for service purposes and for commercial purposes respectively (consistent with any limits required by other statutory guidance on investments);

Requirements for independent and expert advice and scrutiny arrangements (while business cases may provide some of this material, the information contained in them will need to be periodically re-evaluated to inform the authority's overall strategy);

State compliance with paragraph 51 of the Prudential Code in relation to investments for commercial purposes, in particular the requirement that an authority must not borrow to invest primarily for financial return;

- 3.8 As this Treasury Management Strategy Statement and Annual Investment Strategy deals solely with treasury management investments, the categories of service delivery and commercial investments will be dealt with as part of the Capital Strategy report. However, as investments in commercial property have implications for cash balances managed by the treasury team, it will be for the authority to determine whether it feels it is relevant to add a high level summary of the impact that commercial investments have, or may have, if it is planned to liquidate such investments within the three year time horizon of this report, (or a longer time horizon if that is felt appropriate).

## **4 TREASURY MANAGEMENT POLICY STATEMENT**

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

## 5 ANNUAL INVESTMENT STRATEGY

- 5.1 The Annual Investment Strategy sets out the Authority's:
- Investment Approach
  - Investment Risk Management Policy
  - Creditworthiness Policy
  - Other Investment Limits
  - Investment Risk Benchmarking
- 5.2 As at the end of December 2022 the Council had treasury investments of £53.9m, and £33.5m in loans to wholly owned Council companies. However, the application of resources (capital receipts, reserves etc.) to finance capital expenditure is expected to reduce the level of investments over time.
- 5.3 The Annual Investment Strategy categorises investments between:
- **Specified investments.** Investments that have a high level of credit quality and are subject to a maturity limit of one year.
  - **Non-specified investments.** Investments with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration before being authorised for use.
- 5.4 The Annual Investment Strategy also sets time and monetary limits for institutions on the Council's counterparty list.

## 6 EXPECTED INVESTMENT RETURNS

- 6.1 The bank rate rose from 3.00% to 3.50% in December 2022, the eighth change in the rate in 12 months. Forecasts from Link Asset Services (Link), the Council's appointed treasury advisors, anticipate that the rate will peak at 4.50% by December 2023 and have declined to 4.00% by March 2023. However as interest rates have been volatile in recent months, it has been assumed that investment earnings on short term and money market-related instruments will achieve a rate of return of 3.00% for 2023/24.
- 6.2 On the basis of the assumptions in 6.1 and 6.2 above, the expected investment return for 2023/24 has been calculated as £978,000.
- 6.3 For comparison the investment return in 2022/23 is expected to be c£1,200,000.

## 7 TREASURY MANAGEMENT PRACTICES (TMPs)

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

## 8 TREASURY MANAGEMENT SCHEME OF DELEGATION, REPORTING REQUIREMENTS AND TRAINING

### Scheme of Delegation

- 8.1 The Council delegates:
- responsibility for the implementation and monitoring of its treasury management policies and practices to Cabinet, and
  - responsibility for the execution and administration of treasury management decisions to the Section 151 Officer.
- 8.2 The Council also nominates the Scrutiny Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.
- 8.3 Further details are included in **Appendix 4**.

### Reporting Requirements

- 8.4 Members are required to receive and approve, as a minimum, three treasury reports each year as follows:
1. **Treasury Management strategy** (this report) – This is forward looking and covers the plans for the year ahead. Approval is through Cabinet and then Council
  2. **A mid-year treasury management report** – This is a progress report and will update on the mid-year treasury management position. Approval is through Cabinet.
  3. **An annual treasury report** – This is a backward looking document and provides details of actual treasury management operations compared to the estimates. Approval is through Cabinet and then Council.
  4. In addition to the three major reports detailed above, from 2023/24 quarterly reporting (end of June/end of December) is also required. However, these additional reports do not have to be reported to Full Council but do require to be adequately scrutinised. This role is undertaken by the Corporate Leadership Team. The reports, specifically, should comprise updated Treasury/Prudential indicators.

## Training

- 8.5 The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The Code states that there is an expectation that all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.
- 8.6 The training needs of treasury management officers and members are periodically reviewed.

## **9 POLICY ON USE OF EXTERNAL SERVICE PROVIDERS**

- 9.1 The Council recognises that responsibility for treasury management decisions remains with the Council at all times, and will ensure that undue reliance is not placed upon the services of our external service providers.
- 9.2 All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subject to regular review.
- 9.3 The Council currently uses Link Asset Services, Treasury solutions as its external treasury management advisors.

## **10 PRUDENTIAL INDICATORS**

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

## 11 MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT

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

## 12 BORROWING STRATEGY

### Borrowing Requirement

- 12.1 The Authority currently has borrowings of £20m.

### Sources of Borrowing

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

### Policy on Borrowing in Advance of Need

- 12.2 The authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed.
- 12.3 Any decision to borrow in advance will be within the approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 12.4 Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

## 13 PROSPECTS FOR INTEREST RATES

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

## 14 ISSUES AND RISKS

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

## 15 RECOMMENDATIONS

- 15.1 Cabinet is recommended to approve the following and recommend these to Council:
1. This Treasury Management Strategy Statement 2023/24
  2. The Treasury Management Policy Statement 2023/24 (**Appendix 1**)
  3. The Annual Investment Strategy 2023/24 (**Appendix 2**)
  4. The Treasury Management Practice (TMP1) (**Appendix 3**)
  5. The Treasury Management Scheme of Delegation (**Appendix 4**)
  6. The Prudential Indicators (**Appendix 5**)
  7. The Minimum Revenue Provision (MRP) Statement (**Appendix 6**).

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### Background Papers

CIPFA Treasury Management Code of Practice  
CIPFA Prudential Code of Practice

## Appendix 1: Treasury Management Policy Statement

The Council adopts the CIPFA definition of treasury management namely:

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

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

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

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

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

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

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

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



## Appendix 2: Annual Investment Strategy

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

### Investment Approach

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

### Investment Risk Management Policy

6. The Council's Investment Risk Management Policy has regard to the following:
  - DLUHC's Guidance on Local Government Investments ("the Guidance")
  - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
  - CIPFA Treasury Management Guidance Notes 2021.
7. As set out in the Treasury Management Policy Statement, the Council's investment priorities will be security first, portfolio liquidity second and then yield (return).
8. The above guidance from the DLUHC and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means:
  - Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of

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

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

10. As a result of the change in accounting standards for 2022/23 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Department for Levelling UP, Housing and Communities, [DLUHC], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending in 31/03/23). In December 2022, DLUHC announced that following further consultation, Ministers decided to extend the override to 31/03/2025.

### Creditworthiness Policy

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

credit ratings (where rated):

	<b>Fitch</b>	<b>Moody's</b>	<b>Standard &amp; Poor's</b>
<b>Short Term</b>	<b>F1</b>	<b>P1</b>	<b>A-1</b>
<b>Long Term</b>	<b>A-</b>	<b>A3</b>	<b>A-</b>

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

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

### Time and monetary limits applying to investments

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

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

### Other Investment Limits

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

## Investment Risk Benchmarking

18. In order to ensure security, the Council will use appropriate benchmarks. These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report. The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:
  - 0.1% (1 in 1000) historic risk of default when compared to the whole portfolio.
  - This benchmark is an average risk of default measure and would not constitute an expectation of loss against a particular investment.
19. Liquidity – in respect of this area the Council seeks to maintain:
  - Bank overdraft - £0m
  - Liquid short-term deposits of at least £4m available with a week's notice.
20. Yield - local measures of yield benchmarks are:
  - Investments – internal returns above the 7-day SONIA (Sterling Overnight Index Average) rate, which is the risk-free rate for sterling markets administered by the Bank of England. SONIA is based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors. Link, the Council's treasury advisors provide compounded SONIA rates to clients, including them in their regular reporting templates and digital publications.

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

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

#### **Guidance**

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

#### **Annual Investment Strategy**

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

#### **Specified Investments**

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

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

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

### **Non-specified investments**

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

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



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

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

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

### [The Monitoring of Investment Counterparties](#)

11. The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly).
12. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest.
13. Any counterparty failing to meet the criteria will be removed from the list immediately by the Section 151 Officer, and new counterparties which meet the criteria will be added to the list.
14. The monitoring of counterparties Environmental, Social & Governance (ESG) factors is a developing area within the Treasury Code. ESG issues are increasingly significant for investors and investment managers. This is better developed in equity and bond markets than for short-term cash deposits, and there is a diversity of market approaches to ESG classification and analysis. This means that a consistent and developed approach to ESG for public service organisations is currently difficult. This is a developing area and the Code does not imply that an ESG policy will currently include ESG scoring or other real-time ESG criteria at individual investment level. However, where appropriate and taking into account the prime considerations of security, liquidity, yield and counterparty limits the authority will endeavour to place investments that it considers suitable with regard to ESG criteria. Link continues to look at ways in which they can incorporate these factors into their creditworthiness assessment service and will continue to review the options and will update clients as progress is made.

### Approved Countries for Investments

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

#### **Based on lowest available rating**

##### AAA

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

##### AA+

- Canada
- Finland
- U.S.A.

##### AA

- Abu Dhabi (UAE)
- France

##### AA-

- Belgium
- Qatar
- U.K.

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

##### AA-

- Hong Kong

## **Appendix 4: Treasury Management Scheme of Delegation**

The following Treasury Management Scheme of Delegation shall apply.

### **Full Council**

The following matters are the responsibility of Full Council:

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

### **Cabinet**

The following matters are delegated to Cabinet:

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

### **Corporate Leadership Team (CLT)**

The following matters are delegated to CLT:

- Receiving and reviewing additional monitoring reports (end of June/end of December, specifically comprising updated Treasury/Prudential Indicators) and acting on recommendations.

### **s151 (responsible) officer**

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

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- Submitting regular treasury management policy reports.
- Submitting budgets and budget variations.
- Receiving and reviewing management information reports.
- Reviewing the performance of the treasury management function.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.

- Ensuring the adequacy of internal audit, and liaising with external audit.
- Recommending the appointment of external service providers.
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe of at least 20 years.
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money.
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority.
- Ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources.
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority.
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above.
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following:
  - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios.
  - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments.
  - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making.
  - Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken.
  - Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

## Appendix 5: Prudential Indicators

### Prudential Indicator for Affordability 1 - Capital expenditure

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

	Estimated Outturn 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000
Total Capital Expenditure	17,154	52,705	29,074	8,507	2,907	2,571

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

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

	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28
Financing Cost	-1,420,000	-847,600	-564,100	-246,100	-100
Net Revenue Stream	17,741,000	19,003,000	19,769,000	20,298,000	20,838,000
Ratio of Financing Costs to Net Revenue Stream	-8.00%	-4.46%	-2.85%	-1.21%	0.00%

### Prudential Indicator for Affordability 3 – Capital Financing Requirement

4. The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.
5. The table below summarises capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

	Estimated Outturn 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000
Total Capital Expenditure	17,154	52,705	29,074	8,507	2,907	2,571
Capital receipts	-3,738	-13,975	-3,127	-2,685	-490	-27
Capital grants	-3,902	-8,884	-11,413	-4,223	-1,012	-1,012
Revenue	-5,111	-8,641	-1,431	-1,599	-1,405	-1,532
Net financing need for the year (borrowing required)	4,403	21,205	13,103	0	0	0

#### Prudential Indicator for Affordability 4 – External Debt

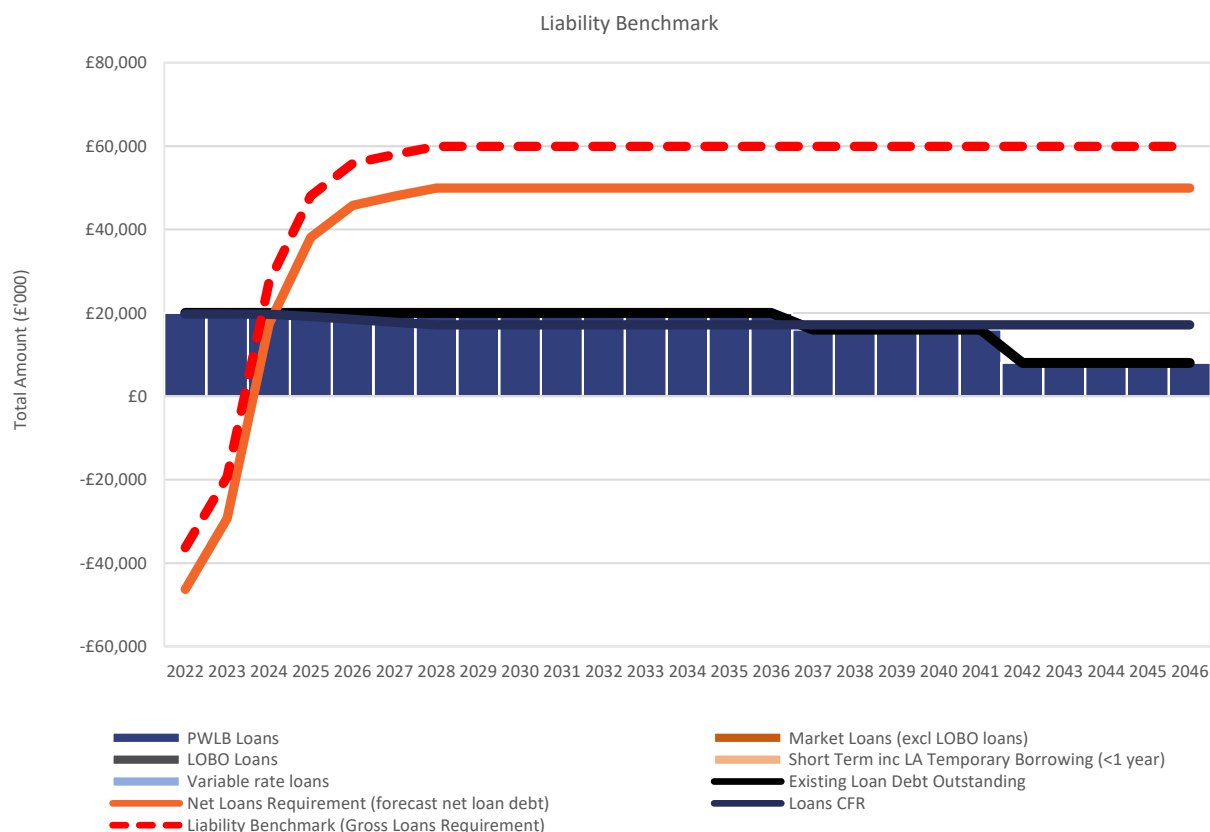
6. The **authorised limit** for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of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

	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000
Total CFR	22,138	31,811	41,390	30,872	26,082	10,918
External Borrowing	4,403	21,205	13,103	0	0	0
Total Debt	4,403	25,608	38,711	38,711	38,711	38,711
Authorised Limit	35,000	40,000	50,000	40,000	35,000	20,000
Operational Boundary	30,000	35,000	45,000	35,000	30,000	15,000

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

## Prudential Indicator for Finance Risk Management – Liability Benchmark

9. A new prudential indicator for 2023/24 is the Liability Benchmark (LB). The Council is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum. There are four components to the Liability Benchmark:-
10. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
11. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
12. **Net Loans Requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
13. **Liability Benchmark (or gross loans requirement):** this equals net loans requirement plus short-term liquidity allowance. *If the capital programme is delivered as planned the graph shows that there would be a requirement for further borrowing.*



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

14. Within the range of prudential indicators, there are a number of key indicators to ensure that the Council operates its activities within well-defined limits.
15. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.
16. The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting that the Council will be under borrowing by £11.8 million in 2023/24 as it will be using its cash instead of incurring external debt (internal borrowing). The cost of internal borrowing is the interest foregone from cash investments, but this is less than the interest rates the Council would pay on external borrowing. Both internal and external borrowing have to be repaid over time, however Minimum Revenue Provision is provided only for borrowing not associated with Council owed companies in line with the MRP Policy.

	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000
External Debt at 1 April	20,000	20,000	20,000	20,000	20,000	20,000
Expected change in External Debt	0	0	0	0	0	0
Actual gross external debt at 31 March	20,000	20,000	20,000	20,000	20,000	20,000
The Capital Financing Requirement	22,138	31,811	41,390	30,872	26,082	10,918
(Under)/over borrowing	-2,138	-11,811	-21,390	-10,872	-6,082	9,082

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



### Prudential Indicator for Prudence 2- Maturity structure of borrowing

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

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

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

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

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

	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000
Principal sums invested for longer than 365 days	5,000	5,000	5,000	5,000	5,000	5,000

## Appendix 6: MRP Statement

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).

The Authority is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options as follows for calculating MRP, but the Authority can use any other reasonable basis that it can justify as prudent.

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

The Council has adopted Option 3 as its policy.

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

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

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

For capital expenditure on loans to third parties (including the wholly owned companies) where the principal element of the loan is being repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR instead of MRP. If the Council borrows to fund these loans, the Capital Financing Requirement (CFR) will increase by the amount of loans advanced and once loans are repaid to the Authority the CFR will reduce accordingly.

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

### MRP Overpayments

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

## Appendix 7: Prospects for Interest Rates

The Council has appointed Link as its treasury advisor and t part of their service is to assist the Council to formulate a view on interest rates. This appendix provides this and their advice on a number of treasury related matters.

### Interest Rates

Link provided the following forecasts on 08.11.22. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View	08.11.22												
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
<b>BANK RATE</b>	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.30	4.30	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.50	4.50	4.40	4.30	4.20	4.00	3.90	3.70	3.60	3.50	3.40	3.30	3.20
25 yr PWLB	4.70	4.70	4.60	4.50	4.40	4.30	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.40	3.30	3.20	3.20

#### **Additional notes by Link on this forecast table: -**

Our central forecast reflects a view that the MPC will be keen to demonstrate its anti-inflation credentials by delivering a succession of rate increases. This has happened throughout 2022, but the new Government's policy of emphasising fiscal rectitude will probably mean Bank Rate does not now need to increase to further than 4.5%.

Further down the road, we anticipate the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures have lessened – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.

The CPI measure of inflation will peak at close to 11% in Q4 2022. Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market. Wage increases, excluding bonuses, are currently running at 5.7%.

In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but the on-going conflict between Russia and Ukraine. (More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.)

### Gilt yields / PWLB rates

Yield curve movements have become less volatile under the Sunak/Hunt government. PWLB 5 to 50 years Certainty Rates are, generally, in the range of 3.75% to 4.50%. The medium to longer part of the yield curve is currently inverted (yields are lower at the longer end of the yield curve compared to the short to medium end).

We view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the poor inflation outlook but markets are volatile and further whipsawing of gilt yields across the whole spectrum of the curve is possible.

**Downside risks to current forecasts for UK gilt yields and PWLB rates include: -**

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
- **The Bank of England** acts too quickly, or too far, over the next two years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.

**Upside risks to current forecasts for UK gilt yields and PWLB rates: -**

- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates an even more rapid series of increases in Bank Rate faster than we currently expect.
- **The Government** acts too slowly to increase taxes and/or cut expenditure to balance the public finances, in the light of the cost-of-living squeeze.
- **The pound weakens** because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer term **US treasury yields** rise strongly, if inflation numbers disappoint on the upside, and pull gilt yields up higher than currently forecast.

### Investment and Borrowing Rates

Our long-term (beyond 10 years) forecast for Bank Rate stands at 2.5%. As all PWLB certainty rates are now above this level, borrowing strategies will need to be reviewed in that context. Better value can generally be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive whilst the market waits for inflation, and therein gilt yields, to drop back later in 2023.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

### Creditworthiness

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, more recently the UK sovereign debt rating has been placed on Negative Outlook by the three major rating agencies in the wake of the Truss/Kwarteng unfunded tax-cuts policy. Although the Sunak/Hunt government has calmed markets, the outcome of the rating agency reviews is unknown at present, but it is possible the UK sovereign debt rating will be downgraded. Accordingly, when setting minimum sovereign debt ratings, this Authority will not set a minimum rating for the UK.

### CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards during the days of the Truss/Kwarteng government, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Authority has access to this information via its Link-provided Passport portal.

## **Council Tax Assistance Scheme 2023/24**

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**Portfolio:** Better Lives

**Ward(s) Affected:** All Wards

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

The purpose of this report is to obtain agreement to adopt the current Council Tax Assistance Scheme, with no changes, for the financial year 2023/24

### **Recommendations:**

That Cabinet recommends to Council approval of the Council Tax Assistance scheme for 2023/24.

## **1. Summary**

- 1.1 Council Tax Assistance (CTA) is a discount scheme which reduces Council Tax bills to a more affordable level for low-income households.
- 1.2 The Council is required to review its Council Tax Assistance Scheme annually.
- 1.3 The Council needs to approve the scheme, and any changes, by 11 March and adopt the revised scheme from 1 April each year.
- 1.4 There are no changes proposed for this year.

## **2. Background**

- 2.1 From 1st April 2013, the Government abolished the national Council Tax Benefit system. Since then, each billing authority is required to set a Council Tax Assistance scheme for the year ahead.
- 2.2 Each year the billing authority must consider whether or not to revise its scheme or replace it with another one. This must be agreed by 11<sup>th</sup> March of the financial year preceding the effective date of the revisions.
- 2.3 Government sets out how the scheme must operate for pensioners under prescribed regulations but allows local authorities to shape their own scheme for those of working age.
- 2.4 In previous years amendments to the Scheme have been made to reflect national welfare reform changes, to streamline administrative processes, and to ensure that assistance reaches our most vulnerable residents.

## **3. Current position/findings**

- 3.1 Last year following a comprehensive review, several changes were made to the scheme to increase efficiency of assessment and to ensure that we targeted financial help towards those most in need.
- 3.2 Thorough analysis of the impact that these changes have made would not be possible until the scheme has been in place for a full financial year.
- 3.3 Any future changes to the scheme will be considered once an analysis has been undertaken on the current scheme. The timescale of modelling and consulting any proposed changes, in addition to going through the formal governance process, is approximately a year. Therefore, we will not be proposing any changes to the scheme until at least the financial year 2024/25.
- 3.4 The Benefit team is also due to implement a new IT system for benefit assessment in October 2023. It is not yet known what opportunities the system will provide for

automation of the assessment of Council Tax Assistance. It is imperative to fully investigate the parameters of the new system before considering any changes to the scheme to accommodate this.

- 3.5 There have been no welfare policy announcements this year that would necessitate any amendments to the scheme.
- 3.6 The continuation of the cost-of-living crisis also means that it is important we provide stability to our residents.

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

- 4.1 There has not been sufficient time to consider the impact on residents of the changes made to the scheme in 2022/23. Due to this, and the fact that no policy changes have occurred that would require a reconsideration of the scheme, we are not proposing any changes for 2023/24.
- 4.2 This will also ensure stability to residents and continue to support those that need our help, which is especially important as the cost-of-living crisis is due to continue into 2023.

#### **5. Issues and risks**

- 5.1 The continued roll out of Universal Credit in the South Norfolk area will continue to have an impact on the Council Tax Assistance Scheme, both in its administration and the amount households will receive, however the tolerance scheme which was introduced in 2021 provides mitigation for this. Any possible automation of assessment will also be considered although, as noted above, the potential for this is not yet known.
- 5.2 The impact the increase in the cost of living will have on household expenses is likely to be considerable for the foreseeable future. It is not expected, however, that this will have a significant impact on the number of residents eligible for CTA, due to this being means tested support based on income. Cost of living issues that residents are facing are largely due to increased expenditure, rather than decreased income. The cost of the CTA scheme to the Council is not, therefore, expected to increase significantly in the financial year 2023/24.
- 5.3 Additional support that vulnerable residents may require, which is not covered by Council Tax Assistance, can be considered under the discretionary scheme.
- 5.4 **Resource Implications** – Changes made to the scheme in 2021/22 ensures we can continue to administer this with current resources.
- 5.5 **Legal Implications** – Schedule 4 of the Local Government Finance Act 2012 states that local authorities must consider revising or replacing its Council Tax Assistance Scheme every year. Failure to do so by 11 March may lead to intervention from the Secretary of State.



- 5.6 **Equality Implications** – There are no equality implications with the proposal.
- 5.7 **Environmental Impact** – n/a
- 5.8 **Crime and Disorder** – n/a
- 5.9 **Risks** - If the Council does not approve the Scheme by 11th March then the current Scheme will continue unchanged and may be subject to intervention by the Secretary of State.

The continuation of the cost-of-living crisis may provide unforeseen issues that the scheme may not account for.

## **6. Conclusion**

- 6.1 There are no changes proposed to the scheme for the financial year 2023/24. This is due to a) the significant number of changes made to the Council Tax Assistance Scheme last year, b) to provide stability to residents during the cost-of-living crisis, and c) there are no welfare policy announcements this year that would necessitate any amendments to the scheme

## **7. Recommendations**

- 7.1 That Cabinet recommends to Council approval of the Council Tax Assistance scheme for 2023/24.

## **Council Tax (2<sup>nd</sup> Homes) Premium**

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**Portfolio:** Finance & Resources

**Ward(s) Affected:** All

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

To seek approval to implement a premium on Council Tax charges raised against dwellings that are periodically occupied (2<sup>nd</sup> homes).

### **Recommendations**

To Recommend that Council

1. Adopts a 100% premium of Council Tax to periodically occupied dwellings (2<sup>nd</sup> homes), once the Levelling-up and Regeneration Bill has received Royal Assent.
2. Delegates authority to the Assistant Director of Finance, in consultation with the Portfolio Holder for Finance & Resources, to determine exactly when this premium will start to be charged.

### **1 Background - Levelling-up and Regeneration Bill**

- 1.1 The Levelling-up and Regeneration Bill is currently progressing through Parliament, with Royal Assent expected during March 2023.
- 1.2 Provision 76 of this proposes to amend the Local Government Finance Act (1992) to allow for the amount of Council Tax payable on periodically occupied dwellings (2<sup>nd</sup> homes) to be increased by up to 100%.
- 1.3 The new legislation seeks to address the issue of 2<sup>nd</sup> homes, by allowing local authorities to apply a Council Tax premium to encourage 2<sup>nd</sup> homeowners to sell to local people.

## 2 Information on 2<sup>nd</sup> homes

- 2.1 The total number of 2<sup>nd</sup> homes recorded in South Norfolk is 584. These are spread across Council Tax bands as follows.

Council Tax Band	A	B	C	D	E	F	G	H	Total
Number of 2 <sup>nd</sup> Homes	179	101	92	81	53	36	34	8	584

- 2.2 If implemented the 2<sup>nd</sup> home premium would, based on current 2022/23 Council Tax charges, generate increased income of up to £1.1m for all precepting authorities as shown in the following table.

Precepting Body	Projected Additional Income
Norfolk County Council	£835k
Office of the Police & Crime Commissioner	£158k
South Norfolk Council	£ 91k
Parishes (average)	£ 48k
Total	£1.1m

## 3 Options

- 3.1 The Council could decide not to adopt a 2<sup>nd</sup> home premium, or set the premium at less than 100%.

## 4 Issues and risks

### Resource Implications

- 4.1 The implementation of a 2<sup>nd</sup> home premium is likely to generate additional council tax income, as detailed in section 2 above.
- 4.2 The change is likely to result in an increase in contact from those that are impacted.
- 4.3 The Council may see an increase in people claiming that this is in their main residence, rather than a 2<sup>nd</sup> home. The Council already has procedures in place to deal with this type of claim.
- 4.4 There may also be additional requests to move properties into the Business Rates listing (as holiday let businesses). This will create additional work for the Business Rates team. However, criteria for this are now tightened up. Holiday let businesses now need to demonstrate that their properties have been let, and not just available to let, to qualify for a Business Rates listing.

### Legal Implications

- 4.5 Any 2<sup>nd</sup> home premium cannot be charged until at least 12 months after the Levelling-up and Regeneration Bill receives Royal Assent. So if the Bill is passed by 31 March 2023 the premium could be applied from 1 April 2024.

4.6 **Equality Implications** – none.

4.7 **Environmental Impact** – n/a

4.8 **Crime and Disorder** – n/a

4.9 **Risks** – none.

## **5 Conclusion**

5.1 The impact of the application of this premium to local residents and businesses will be limited, as these measures will only apply to dwellings that are 2<sup>nd</sup> homes within the Council Taxbase and will not impact on those that appear in the Business Rates list.

5.2 The application of this premium may encourage 2<sup>nd</sup> homeowners to sell their properties to local residents, or will generate additional income which will remain within Norfolk to be used to support other measures.

## **6 Recommendations to Council**

To Recommend that Council

1. Adopts a 100% premium of Council Tax to periodically occupied dwellings (2<sup>nd</sup> homes), once the Levelling-up and Regeneration Bill has received Royal Assent.
2. Delegates authority to the Assistant Director of Finance, in consultation with the Portfolio Holder for Finance & Resources, to determine exactly when this premium will start to be charged.

## **Health and Wellbeing Partnership funding delegations**

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**Portfolio:** Better Lives

**Ward(s) Affected:** All

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

The purpose of the report is to inform Members about the Health and Wellbeing Partnerships and ensure the correct delegations are in place for the money South Norfolk District Council holds for allocation by the South Norfolk Health and Wellbeing Partnership.

### **Recommendations:**

1. To delegate authority to accept moneys offered to South Norfolk District Council by the Health and Wellbeing Partnerships to the Director of People and Communities in consultation with the Portfolio Holder for Finance.
2. To delegate the spend of any Health and Wellbeing Partnership money allocated to South Norfolk District Council to the Director of People and Communities in consultation with the Portfolio Holder for Better Lives.

### **1. Summary**

- 1.1 South Norfolk District Council is the holder of money from Norfolk County Council for allocation by the South Norfolk Health and Wellbeing Partnership. The spend of Covid Recovery Funding has already been delegated to the Director of People

and Communities and the relevant Portfolio Holder in June 2021, however the Better Care Fund is money that partners within the Health and Wellbeing Partnership have had to bid for and is now arriving into the Council's account, meaning South Norfolk District Council is financially accountable. For this to be utilised in accordance with the funding agreements, this report recommends delegation of the money to the Director of People and Communities in consultation with the relevant Portfolio Holder.

## **2. Background**

- 2.1 Integrated Care Boards became legal entities in April 2022. They replaced the former CCG for Norfolk and Waveney, and exist to work with the Integrated Care System to achieve the following aims:
- Improve outcomes in population health and healthcare
  - Tackle inequalities in outcomes, experience, and access
  - Enhance productivity and value for money
  - Help the NHS support broader social and economic development.
- 2.2 NHS [guidance](#) and the health and social care [white paper](#) informing the development of ICS' offers two important principles. One is collaboration over competition, and the second is the principle of subsidiarity. Both principles play strongly to the work of the District Council as an outward facing and progressive partner when working on complex problems, and as an organisation which prides itself for knowing and being at the heart of its community.
- 2.3 Health and Wellbeing Partnerships were set up as part of the newly formed concept of 'place' within the Integrated Care System. They are based on a local government boundary to bring together colleagues from county and district councils, health services, wider voluntary, community and social enterprise sector organisations, and other partners, bringing together the levers which affect the wider determinants of an individual's health and wellbeing (shown in the diagram below). They enable the district councils to play their natural place-based leadership and convening role, on behalf of their residents, and also to draw more delegated authority and resources to a local level and closer to the community it will serve.



2.4 The South Norfolk Health and Wellbeing Partnership meets once a month, existing since May 2022, and Chaired by the Portfolio Holder for Better Lives. The Partnership works within the framework of the Norfolk Health and Wellbeing Board and the Norfolk and Waveney Integrated Care Partnership, in which the Portfolio Holder sits as a voting member.

2.5 Council officers are investing time in this as the Health and Wellbeing Partnerships focus on the wider determinants of health that district councils have so much influence over. Their vision is to give every person in South Norfolk equal opportunities to live healthier, happier lives, and the purpose is to collectively drive strategies and activities for South Norfolk that:

- Promote good health and wellbeing of communities
- Address the wider determinants of poor health
- Tackle health inequalities
- Develop and deploy support which prevents crises
- Align, develop, and influence health and wellbeing services and commissioning
- Support people to live well in their own homes.

### 3. Current position/findings

3.1 Health and Wellbeing Partnerships offer a significant opportunity for South Norfolk District Council.

3.1.1 Their intention to affect health inequality and the wider determinants of health plays strongly to our corporate plan and strategic objective of 'supporting individuals and empowering communities' and support the delivery of our Delivery Plan actions:

- *SI18: Delivering a locality Health and Wellbeing Strategy*
- *SI15: Development of our successful help hub and partnership approach*
- *J3: Refreshed post-Covid approach to support good physical and mental health through well-placed/times interventions.*

3.1.2 They offer the opportunity to continue to draw funding from system wide and national bodies to further develop in partnership our work on prevention and

our model of early help. Key to our success, ably demonstrated through COVID and our cost-of-living response, has been the development of services such as community connectors, social prescribing, district direct, broadly active and debt and welfare support.

- 3.2 In order to aid their development, Norfolk County Council has invested money into all Health and Wellbeing Partnerships in Norfolk. This has taken the form of £300,950 of 'Containing Outbreak Management Funding' (COMF) money in 22/23 named Covid Recovery Funding (CRF) from Norfolk Public Health as part of the ongoing recovery from COVID. This money has been allocated to initiatives by the partnership members. In addition, Adult Social Care have allocated £82,000 of recurring funding from the Better Care Fund (BCF) to help further objectives of the BCF locally. It is expected that Norfolk Public Health will offer funding for the next two financial years to continue to fund local work.
- 3.3 The Public Health money for 22/23 is part of the COMF funding of which the council has received and deployed a significant amount of funding under delegations obtained in June 2021, and follows a similar governance process so far as the requirements of Government for COMF funding and an SLA which covers its devolvement to District Councils, to be spent by the Health and Wellbeing Partnerships, in which the District Council is a partner.
  - 3.3.1 The CRF specification states that the district council is the **holder** of the funding, and the "allocation of this funding will be determined by the newly formed Health and Wellbeing Partnerships in accordance with their agreed and evidenced priorities for their place." Therefore, South Norfolk District Council is not the accountable body. This money flows through the Council and will make no difference to the Council's net revenue budget.
- 3.4 Delegation of the CRF moneys have already been given to the Director of People and Communities and the relevant Portfolio Holder, under existing COVID delegations. However, in the case of the BCF, the Health and Wellbeing Partnerships were allocated £82,000 each. South Norfolk Health and Wellbeing Partnership invited partners to bring forward bids which were evaluated by the Partnership's leadership team and were submitted to Norfolk County Council to the Assistant Director of Community Commissioning and the Assistant Director of Social Care and Health Commissioning for their approval. Three joint projects with Broadland Health and Wellbeing Partnership were successful in getting approval from Norfolk County Council. South Norfolk District Council will now receive the money from Norfolk County Council to allocate to these projects, making the Council the accountable body. Therefore, before the money is released delegated authority is required for the Director of People and Communities in consultation with the Portfolio Holder for Better Lives to enable the money to be allocated and spent as it was intended.
- 3.5 To track and monitor these projects and spend of funding, the Health and Wellbeing Partnership has developed a programme structure to ensure that any funding deployed has been used for its intended purpose, and also to review the impact and outcomes for residents which it delivers.



- 3.6 The funding received for 22/23 came very early in the Health and Wellbeing Partnership's development. In parallel, the Partnership is developing a Health and Wellbeing Strategy (led by the district council). This strategy will use a strong multi agency evidence base to set out the issues which most greatly affect our residents' health and wellbeing. This will provide a framework from which the partnership can deploy resources in a more prioritised way in the future and continue to develop its work programme. This strategy is expected to be received by Cabinet in April 23.

#### 4. Proposed action

- 4.1 The Covid Recovery Funding from Public Health began in April 2022 and has been allocated by the South Norfolk Health and Wellbeing Partnership to the following projects under workstreams:

Workstream	Project	Funding source	Spend
<b>Hardship Support</b>	Help Through Crisis <i>Provide structured support to those individuals in or entering crisis by creating personal plans that offer planned and staged help from multiple partners.</i>	CRF	£23,851
	Hardship Assistance <i>Provide 2 specialist Hardship Support Workers in South Norfolk to support clients with crisis support across Energy and Hardship departments.</i>	CRF	£22,000
	Norfolk Care Academy <i>Recruitment, training and support opportunity for care staff.</i>	CRF	£15,500
	Women's Accommodation Project <i>Providing at least 6 spaces for safe and sustainable accommodation with support for women leaving prison or in contact with the criminal justice sector.</i>	CRF	£27,500
	Hardship Innovation Fund <i>A workshop with people working in hardship support within the district to propose pilot projects to be funded to improve support to people who are experiencing hardship and grow their ability to stay well and live independently.</i>	BCF	£12,081
<b>Healthy Living</b>	Diet and Nutrition <i>Aims to provide resource and support to community food facilities through a Healthy Choices Fund through Norfolk Community Foundation, and focusing on proportionately targeting resource to improve inequalities in health.</i>	CRF	£25,350
	The Hub Space (Outreach vehicle) <i>A mobile studio space for any 'activity' to support communities and specific target groups. It</i>	CRF	£27,500

	<i>enables the hub services to be provided on demand in any area of the district.</i>		
	Active NoW <i>Expanding Active NoW to people who have social vulnerabilities or socio-economic need who would benefit from guided help and access into physical activity and wellbeing interventions.</i>	BCF	£18,107
	Stroke Reach <i>Proactively contacting recent stroke survivors with a view to offering a tailored exercise referral programme through Broadly Active. This will enhance and also facilitate a conduit to other support services through the Social Prescribers.</i>	BCF	£51,812
<b>Social Prescribing in Secondary Care</b>	Social Prescribing in Secondary Care <i>4 Social Prescribers are made available to outpatient clinics at the NNUH. They will make contact with the patient and see them at home or another community setting of their choice.</i>	CRF	£71,439
<b>Mental Wellbeing</b>	Mindful Towns and Villages <i>Delivering free wellbeing and mental health awareness training through NSFT and Mental Health Champion training to local community groups, businesses, shops, pubs, etc. This raises awareness at the most local level and build a genuinely available group of people who can provide support and a 'listening ear'.</i>	CRF	£65,500
<b>Co-production</b>	Co-production training <i>Healthwatch Suffolk's Co-production Ambassadors will deliver a training session to engaged partners to align the Partnership's understanding of co-production and formulate a bespoke action plan that will help the Partnership establish the necessary culture and ambition.</i>	CRF	£680
<b>CRF total allocated:</b>			<b>£279,320</b> out of £300,095
<b>BCF total allocated:</b>			<b>£82,000</b> out of £82,000

4.2 There is £21,630 remaining in the Covid Recovery Funding to date.

4.3 The partnership has oversight through receiving updates from each project every month to ensure they are meeting the agreed outcomes within the time and resource constraints.

## 5. Other options

- 5.1 Not accepting the money. This would result in a missed opportunity for a new approach to health and wellbeing.

## 6. Issues and risks

- 6.1 **Resource Implications** – *the proposed delegation will allow the money received from Public Health for allocation by the Health and Wellbeing Partnership to be used according to the funding agreement. There are no resource implications as Officers are working with the Health and Wellbeing Partnership within existing resources, and partnership working has been done by the Council for a number of years already.*
- 6.2 **Legal Implications** – *there are no legal implications.*
- 6.3 **Equality Implications** – *there are no equality implications.*
- 6.4 **Environmental Impact** – *a project called 'Mobile Hub' under the Healthy Living workstream involves the mitigation of carbon footprint of the outreach vehicle. This is currently being mitigated by considering the use of HVO fuel to minimise negative impact on the environment.*
- 6.5 **Crime and Disorder** – *the proposal will have no impact on crime and disorder.*
- 6.6 **Risks** – *there is a risk that the money is not spent within the time limit. This will be mitigated through the creation of the Health and Wellbeing Strategy which will outline priorities in which to drive investment of funding in advance of the deadline. There is also a general risk of projects stopping and the reputational risk this may cause. The Health and Wellbeing Partnership Officer and partners will mitigate this risk by consistently providing monthly updates and monitoring of projects to the Partnership.*

## 7. Conclusion

- 7.1 The money from Norfolk County Council to be allocated by the Health and Wellbeing Partnerships is being held by district Councils. As the Better Lives Portfolio Holder is the Chair of the South Norfolk Health and Wellbeing Partnership, and the Director of People and Communities is the District Lead, the delegation of the moneys will allow the Health and Wellbeing Partnership to act according to the funding agreements.
- 7.2 Furthermore, the delegation of receipt and allocations of moneys received by the Health and Wellbeing Partnerships to the Portfolio Holder for Finance and Director of People and Communities will allow for the moneys to be received and allocated in line with the agreements.

## **8. Recommendations**

1. To delegate authority to accept moneys offered to South Norfolk District Council by the Health and Wellbeing Partnerships to the Director of People and Communities in consultation with the Portfolio Holder for Finance.
2. To delegate the spend of any Health and Wellbeing Partnership money allocated to South Norfolk District Council to the Director of People and Communities in consultation with the Portfolio Holder for Better Lives.

## **Background papers**

COVID recovery framework June 2021.

## **Environmental Strategy and Delivery Plan**

**Report Author(s):** Annie Sommazzi  
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[annie.sommazzi@southnorfolkandbroadland.gov.uk](mailto:annie.sommazzi@southnorfolkandbroadland.gov.uk)

**Portfolio:** Clean and Safe Environment

**Ward(s) Affected:** All

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

To outline changes to the Environmental Strategy and to recommend the approval and adoption of an updated Environmental Strategy and associated Delivery Plan.

To provide an update on the work undertaken in the last 12 months regarding the existing Environmental Strategy.

### **Recommendations:**

1. To receive the update on the work undertaken in the last 12 months regarding the current Environment Strategy.
2. Approve the principles set out within the revised Environmental Strategy and Delivery Plan (Appendix 1 and 2) and delegate approval for the final documents to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Clean and Safe Environment

## 1. Summary

- 1.1 The current Environmental Strategy was adopted in 2020.
- 1.2 Substantial progress has been made against this Environmental Strategy and this is summarised in section 2 of the report.
- 1.3 A revised strategy has been drafted. This demonstrates achievements to date and sets out more ambitious environmental targets.
- 1.4 The revised strategy includes two new key commitments. These are a 2030 Net-Zero target for organisational emissions (scope 1,2 and 3), and a commitment to align to the Government's 2050 target for wider district decarbonisation.
- 1.5 A Delivery Plan has been developed as a companion document to the Environmental Strategy. This document outlines the near-term actions and activities which the Council will focus on over the next two years in order to drive forward the environmental agenda.
- 1.6 The Environmental Strategy and Delivery Plan will continue to be living documents, updated annually to ensure they address local priorities and opportunities. Progress against activities will be presented to Members as part of the existing performance management structure.
- 1.7 On the 26<sup>th</sup> January 2023 Members of Scrutiny Committee unanimously resolved to support the contents of this report and the revised Environmental Strategy and Delivery Plan.

## 2. Background

- 2.1 The existing Environmental Strategy was adopted in 2020.
- 2.2 A summary of the progress made in 2022 is listed in the table below:

Progress to date during 2022	
<b>Environmental Strategy and Action Plan</b>	A new draft strategy and accompanying delivery plan have been developed to include more ambitious climate action targets which support progress towards net-zero 2030
Clean and Safe Environment	
<b>Anti-social behaviour</b>	Updated anti-social behaviour policy adopted by Q3 2022
<b>Community safety</b>	Developed a closer working relationship with Norfolk Constabulary with regular weekly meetings established

<b>Environmental enforcement</b>	Currently seeking to recruit an Environmental Enforcement Officer.
<b>Fly-tipping</b>	A robust enforcement approach has been established to deal with any incidents of fly-tipping across SNC - alongside this, through social media and publicity of formal enforcement the Council has raised awareness and educated householders and businesses in good waste handling practices.
<b>Community resilience plans</b>	Emergency Planning Officers have continued to work with communities during 2022 to raise awareness on the benefits of resilience planning and how these can help to mitigate the impacts of severe weather events caused by a changing climate.
<b>Sustainable Communities</b>	
<b>Community Energy</b>	A 'Community Energy Kickstarter' feasibility report was finalised using Community Renewal Fund monies as part of SNC's ongoing involvement in the Norfolk Climate Change Partnership (NCCP)
<b>Net Zero Innovation Project</b>	<p>Funding has been received for a 'Net-Zero Innovation Project' from the Local Government Association and University College London for a joint project between SNC and the Tyndall Centre for Climate Change (University of East Anglia).</p> <p>The funding will develop a pilot toolkit to calculate existing carbon storage on Council owned greenspaces. This may inform future decisions regarding management of these sites and enable Council owned land to store additional carbon.</p>
<b>Energy Efficiency</b>	
<b>Carbon footprints</b>	Environmental Consultants, Groundwork East, were commissioned to produce baseline carbon footprint report for 2018/19. Using their established methodology, subsequent carbon reports have been written in-house, and will be published annually.
<b>Emissions overall</b>	<p>SNC's current emissions, across scope 1, 2 and 3, are currently 2229.73 tonnes CO<sub>2</sub>e</p> <p>SNC has reduced carbon emissions across all three scopes by approximately 700 tonnes since carbon foot printing commenced in 2018/2019. This is due to building upgrades, reduced building use due to covid restrictions and more efficient refuse vehicles joining the fleet.</p> <p>Current emissions are low, especially in the context of the Council owning and operating an in-house refuse collection service and series of leisure centres.</p>

<b>Decarbonisation audit</b>	All operational Council assets have been audited by energy efficiency consultants and, therefore, comprehensive data and intelligence exists regarding the actions required to deliver emissions reductions and improve the overall energy performance of the Council's asset portfolio.
<b>Public Sector Decarbonisation Scheme 3b Application</b>	An application has been submitted to this fund. Is successful, this will transfer existing end of life fossil fuel heating systems across three Council owned buildings.
<b>Solar PV on Leisure Centres</b>	Project started to install solar PV across the roof spaces on leisure centres – this will significantly reduce electrical consumption across these sites.  Once operational it is estimated these measures will reduce emissions by approximately 100 tonnes per annum.
<b>Minimum Energy Efficiency Standards (MEES) in Private rented sector</b>	Throughout 2022, 69 properties were improved in South Norfolk through proactive enforcement of the MEES regulations
<b>Solar PV for households</b>	Record registrations for the Solar Together collective buying scheme - Solar PV: 1,300 applicants, Battery storage: 115 applicants.  Full detail of acceptances and installs available in April 2023. This scheme has been promoted via socials.
<b>Waste Minimisation</b>	
<b>Recycling rate</b>	1.3% increase from 41.8% in 2020/21 to 43.1% in 2021/22
<b>Residual waste per household</b>	19kg decrease from 517kg in 2020/21 to 498kg in 2021/22
<b>Activities in 2022 to increase recycling</b>	Supported WRAP's food waste action week through social media  UEA student projects in South Norfolk (2 x projects, one about contamination in flats and one about excess rubbish)  Norfolk Show to spread recycling message  WEEE events, to recycle small electricals (Diss and Wymondham)
<b>Transport</b>	
<b>Electric Vehicle Charging Point (EVCP) Provision</b>	A contract has just been tendered to extend and update current EVCP provision.



<b>Green Hydrogen Feasibility and options appraisals at the Depot</b>	Preliminary feasibility developed to appraise green hydrogen demand for SNC's refuse collection fleet. This work was funded via monies from the Community Renewal Fund, and was delivered alongside SNC's ongoing involvement in the Norfolk Climate Change Partnership (NCCP)
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### 3. Current position/findings

- 3.1 A revised Environmental Strategy has been drafted and restructured. This document recognises SNC's achievements to date and sets out more ambitious environmental targets. The addition of a Delivery Plan, as a companion document, simplifies the process of tracking progress against objectives.
- 3.2 The structure of the Environmental Strategy and Delivery Plan has been revised as follows:
  - 3.2.1 **Leading by example:** this focuses on actions which will reduce the Council's carbon footprint.
  - 3.2.2 **Enabling & Encouraging:** this focuses on actions to reduce emissions in the district and improve overall environmental conditions. This covers areas such as warm homes, sustainable communities, biodiversity and greenspace, clean and safe environment, and waste minimisation.
- 3.3 Once approved and finalised, both documents will be updated and published online.
- 3.4 The revised Strategy and Delivery Plan are underpinned by a series of evidenced based plans including annual carbon footprints and a decarbonisation plan, which will be published online alongside the strategic documents.

### 4. Proposed action

- 4.1 This report proposes that Cabinet approve the adoption of the revised Environmental Strategy and the Delivery Plan and to use both as external facing documents which outline the Council's commitment to protecting and improving the local environment.

### 5. Other options

- 5.1 Members could choose not to adopt the new version of the Environmental Strategy and Delivery Plan; however, this misses the opportunity to develop a revised Strategy with a Delivery plan, which sets out more ambitious environmental targets and references the Council's significant achievements to date.

## 6. Issues and risks

- 6.1 **Resource Implications:** The Clean Growth and Sustainability Team will drive the focus of the Environmental Strategy and actions contained within the Delivery Plan. Project resources will be considered as individual work streams are developed and will be brought to Members as appropriate.
- 6.2 **Legal Implications:** The UK Government has committed to a legally binding target of net zero emissions by 2050. The Environment Act 2021 commits to halt species decline by 2030 alongside various ecological targets, clean air measures, waste, recycling, and water.
- 6.3 **Equality Implications** – N/A based on current recommendations
- 6.4 **Environmental Impact** – The purpose of the Environmental Strategy and Delivery plan will allow the Council to have a greater positive effect on the environment.
- 6.5 **Crime and Disorder** – N/A based on current recommendations
- 6.6 **Risks** – The updated Environmental Strategy and Delivery Plan include organisational and district-wide net zero targets; failure to take action to meet these targets may expose the Council to negative public perception.

## 7. Conclusion

- 7.1 The updated Environmental Strategy and Delivery Plan demonstrate the Council's commitment to the environment, confirming the aspiration to meeting net zero as an organisation by 2030, and committing to an area-based target of net zero by 2050.
- 7.2 The updated documents are more streamlined, the Delivery Plan is a clear and concise document which allows the Council to demonstrate the success of achievements so far.

## 8. Recommendation

To receive the update on the work undertaken in the last 12 months regarding the current Environment Strategy.

Approve the principles set out within the revised Environmental Strategy and Delivery Plan (Appendix 1 and 2) and delegate approval for the final documents to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Clean and Safe Environment

## **Background papers**

Current environmental strategy: [south-norfolk-council-environmental-strategy-document](https://southnorfolkandbroadland.gov.uk/south-norfolk-council-environmental-strategy-document)  
([southnorfolkandbroadland.gov.uk](https://southnorfolkandbroadland.gov.uk))

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# Environmental Strategy: Delivery Plan 2022 – 2024



## A foreword by the Portfolio Holder for Environment

The enormous challenge presented by climate change and biodiversity loss are felt across the globe. At South Norfolk Council we know that we cannot solve these challenges alone, but we recognise that we are in a unique position to make a significant difference.

We know we must take a lead on projects and innovations which lessen the impacts of climate change and protect our amazing natural environment, so we will work in partnership with our communities, businesses, and individual residents to safeguard, enhance and improve our District for generations to come.

Our Environmental Strategy is a living document and encompasses work which we started some time ago. This document, our Delivery Plan, outlines in simple terms our **commitments** to you, our **key achievements** to date, how we are going **measure success**, and the **next steps** we are going to take on our journey towards environmental excellence.





## Our Commitments:

We will put environmental considerations at the heart of delivery and, as a Council, will achieve a **net-zero carbon emission position by 2030**.

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Lead the wider decarbonisation agenda within South Norfolk to **meet the Government's net zero 2050 target**. This will require bold and innovative action so the Council can leverage change and enable a transition to a post-carbon economy.

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**Engage, inspire, and equip** our residents, businesses, and community groups to take steps to improve their natural environments and reduce their carbon footprints.

## Our key achievements to date:

We have started a project to **install solar panels on all our leisure centre buildings**, this will generate significant amounts of clean electricity.

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We have measured our **carbon emissions for the years 2018 – 2022** and have commissioned a decarbonisation plan to help us understand the actions needed to achieve net zero emissions by 2030.

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We have already installed **electric vehicle car-charging points in our market town carparks** and are planning to install more.



## How we will measure success:

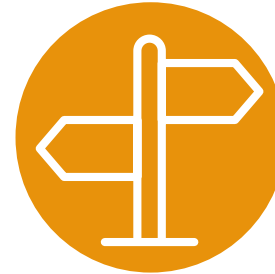
We will **publish our carbon emissions** on an annual basis.

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We track the progress of each action within this delivery plan and will provide **quarterly updates to the council's Economy and Environment Policy Panel**.

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**Update the delivery plan annually**, recognising the need to respond to changes which may occur locally, nationally, and internationally.



## Our next steps:

We will publish a **Decarbonisation Action Plan** which sets out how we will achieve net zero emissions by 2030.

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Develop a '**Clean Growth and Sustainability Strategy**' - this will outline the steps we will take across the District in order to meet the Governments 2050 net zero target.

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**Consult our residents, communities, and businesses** to understand how we can support community action in the fight against climate change and biodiversity loss.

# Delivery Plan



The targets within the delivery plan are intentionally near-term as this enables us to outline clear, measurable and defined pathways towards a net-zero future. This is important when addressing the complex issues presented by climate change, biodiversity loss and environmental breakdown .

We will adopt a whole Council approach to our Environmental Strategy and Action Plan and therefore many different service areas from within the Council will lead on the implementation of the delivery plan.

The plan outlines clear outcomes and timescale so that we can report on the progress that we make biannually.

We have focussed our activities into these 7 key areas:

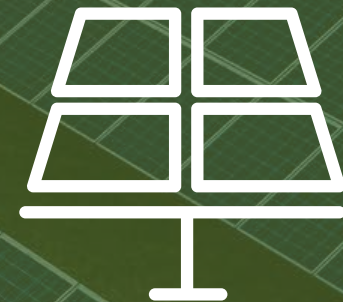
- **Net Zero 2030 Council**
- **Net Zero 2050 South Norfolk**
- **Warm Energy Efficient Homes**
- **Sustainable Communities**
- **Biodiversity and Greenspace**
- **Clean and Safe Environment**
- **Waste minimisation and recycling**



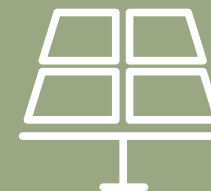
# Net Zero 2030 Council

## Summary

- Establish a net zero carbon emissions by 2030 across our scope 1, 2, and 3 emissions
- Install solar panels on council owned and operated leisure centres.
- Mobilise a whole council approach to reducing emissions and achieving environmental excellence.

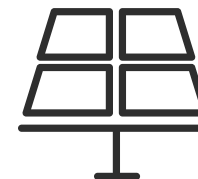






## What we will be doing from 2022 – 2024

Ref	Project objectives	Outcome	Timescales	Lead
NzC1	Create a pathway to achieve net-zero emissions by 2030 across the council's estates and operations.	Publish a decarbonisation plan and net-zero 2030 route map	2022	Economic Growth
NzC2	Provide clear data and information regarding the actions the council is taking to reduce its carbon emissions.	Establish a process for publishing carbon footprints and reporting on emission reduction trajectories.	Reporting process and footprints published in 2022	Economic Growth
NzC3	To imbed a 'whole council' approach to reducing carbon emissions by ensuring that all decisions take into consideration the issues presented by climate change.	<p>For all Cabinet Members and all staff within the council's Corporate Leadership Team to attend carbon literacy training sessions.</p> <p>Run a series of carbon literacy courses open to all staff and councillors within the council - align these sessions to other staff CPD opportunities such as 'Learn-Fest'</p>	All Cabinet Members and CLT attended training in 2023	Economic Growth



Ref	Project objectives	Outcome	Timescales	Lead
NzC4	Providing low carbon commuting and travel options for council staff including lift sharing opportunities, Electric Vehicle car hire and cycle to work schemes.	Provide a sustainable travel planning service for staff with a partner organisation, including lift sharing for staff based at the Horizon building.  Carry out feasibility and staff consultation on electric pool cars.	October 2023  October 2023	HR and Economic Growth
NzC5	Reduce council emissions and improve air quality by considering options to phase out diesel use within all council operated Refuse Collection Vehicles (RCVs).	Undertake an options appraisal for the fleet to consider zero-carbon alternatives.	September 2023	Waste
NzC6	All new council assets will be highly energy efficient and design standards will promote environmental excellence.	All council led non-domestic projects shall meet high energy efficient standards and include renewable generation where possible.	2024	Economic Growth
NzC7	Reduce scope 2 (from grid electricity) emissions from council buildings.	Move to a certified renewable electricity contract for all assets.	2023	Facilities
NzC8	Ensure that the procurement of good and services considers environmental impacts and assists in reducing the council's carbon emissions.	Develop a new Corporate Procurement Strategy	2023	Procurement
NzC9	Understanding the carbon offsetting options available to the council to deal with any residual/ too-hard-to-abate emissions.	Develop an offsetting plan.	January 2024	Economic Growth

# Net Zero 2050 South Norfolk

## Summary

- Support district wide decarbonisation and a transition to low carbon technologies to meet the Government's 2050 net-zero emissions target.
- Identify and actively target the sectors which release the most amount of carbon emissions.
- Encourage a vibrant, clean economy which champions innovative technologies and creates a wide range of highly skilled, well-paid jobs.





## What we will be doing from 2022 – 2024

Ref	Project objectives	Outcome	Timescales	Lead
NzB1	Outlines the steps the council needs take to help achieve the Government's Net Zero 2050 target including a targeted approach to tackling the key emitting sectors with South Norfolk (primarily the transportation sector and domestic and industrial emissions, respectively).	Adopt a 'Clean Growth and Decarbonisation Strategy'.	2023	Economic Growth
NzB2	To assist our residents and communities to make the switch to electric vehicles by increasing the provision of Electric Vehicle Charging Points (EVCP) within the district.	<p>Install additional EVCP across all South Norfolk owned carparks.</p> <p>Increase public provision of EVCPs within South Norfolk by 5%.</p> <p>Work with town and parish councils to supporting installing EVCP.</p>	<p>2023</p> <p>2024</p> <p>September 2023</p>	Economic Growth
NzB3	Support the ongoing work of the Norfolk Climate Change Partnership.	Attend all Norfolk Climate Change Partnership meetings and provide leadership on the Community Renewal Fund, 'Net Zero Norfolk' project.	2022	Economic Growth



Ref	Project objectives	Outcome	Timescales	Lead
NzB4	Identify and work alongside the largest emitters in South Norfolk to identify ways in which they can reduce their carbon emissions.	Engage with the top five largest emitters within South Norfolk and establish a joint approach to working towards net-zero 2050.	March 2023	Economic Growth
NzB5	Support businesses to reduce their carbon emissions to align with the net zero carbon emission 2050 target.	Facilitate <b>'Net-Zero Go'</b> training sessions and events.	The first events held at in 2023	Economic Growth
NzB6	Promote the businesses within South Norfolk who are taking steps to reduce their carbon emissions and encourage others to follow their lead.	Promote the Norfolk Carbon Charter to businesses.	20 businesses newly signed up in 2023	Economic Growth



# Warm Energy Efficient Homes

## Summary

- Help residents to reduce energy demand by delivering and promoting insulation schemes.
- Assist households in fuel poverty who are struggling to pay their energy bills.
- Address energy insecurity by supporting the transition towards clean energy solutions such as air source heat pumps and solar power generation.





## What we will be doing from 2022 – 2024

Ref	Project objectives	Outcome	Timescales	Lead
Wh1	<p>Seek funding to continue the proactive enforcement of 'Private Rental Sector Minimum Energy Efficiency Standards'.</p> <p>*Current funded proactive enforcement project ran until September 2022</p>	Secure funding to continue the enforcement action to ensure rental homes within the District are meeting the standards.	2023	Housing Standards
Wh2	Encourage residents to switch to clean energy.	Increase of residents signed up to the 'Solar Together' promotion, based on 2021 scheme.	2022 - 2023	Economic Growth and Housing Standards
Wh3	Apply for external funding to run projects to improve energy efficiency in homes.	There are 2 BEIS funded projects currently running. Aim to fully utilise all funding. Apply for new funding streams as they open from these projects.	Ongoing	Warm Homes
Wh4	Advise and support households in fuel poverty, helping them to maximise their incomes and achieve the most suitable energy tariffs and heating types.	Assist grant applicants with energy saving advice and income maximisation. Work alongside the Early Help Hub to develop a support package for the most vulnerable residents in the district.	Ongoing	Warm Homes



# Sustainable Communities

## Summary

- Plan for housing and economic growth in a way which is sustainable and celebrates the unique nature of our natural environment
- Ensure our local plans take a proactive approach to mitigating and adapting to climate change
- Continue work to develop inclusive, resilient, and safe communities





## What we will be doing from 2022 – 2024

Ref	Project objectives	Outcome	Timescales	Lead
Sc1	<p>Council officers to support the development of neighbourhood and community led plans which encourage a proactive approach to mitigating and adapting to climate change by considering issues such as, flooding, water supply and biodiversity. This might be via;</p> <ul style="list-style-type: none"> <li>• The use of sustainable drainage systems in new developments</li> <li>• Rainwater conservation and re use</li> <li>• Enhancement of greenspace to promote greater biodiversity</li> <li>• Rewilding and tree planting</li> </ul>	5 new neighbourhood and community led plans developed by parish and town councils which consider the impacts of climate change and mitigation.	2024	Community Planning
Sc2	Celebrate buildings that have a low environmental impact e.g. PassivHaus or BREEAM standards.	Publish annual case studies on most sustainable developments on the council's website.	2024	Planning
Sc3	Ensure suitable greenspace and Green Infrastructure <sup>1</sup> is provided to support new growth.	Delivery of 5 new Green Infrastructure projects across the district.	2024	Planning
Sc4	Improve knowledge of carbon storage and biodiversity potential of council's owned and managed green spaces - this will help to inform the best way to manage these sites for the future.	Develop a carbon calculator toolkit to help assess how much carbon is stored within council owned and managed greenspaces.	2023	Economic Growth
Sc5	Engage with the communities on the management of green space for carbon sequestration and biodiversity.	Workshops to engage with community stakeholders leading to understanding of a different approach to site management.	Two workshops in 2023	Economic Growth

<sup>1</sup> Green infrastructure is a term used to describe the network of natural spaces and corridors. Green infrastructure assets include open spaces such as parks and gardens, allotments, woodlands, fields, hedges, playing fields, as well as footpaths, cycleways or rivers. These assets provide areas for recreation and education, habitats for wildlife and also provide environmental services such as flood defence or absorption of air pollution.



# Biodiversity and Greenspace



## Summary

- Enhance our existing natural habitats by managing council owned greenspace in a way which encourages biodiversity to flourish.
- Equip communities to improve biodiversity at a local level.
- Increase biodiversity through planting trees and hedgerows, adopting a 'right tree for the right location' approach.





## What we will be doing from 2022 – 2024

Ref	Project objectives	Outcome	Timescales	Lead
BaG1	Plant trees to increase <ul style="list-style-type: none"> <li>• Biodiversity</li> <li>• Community wellbeing and engagement</li> <li>• Carbon sequestration</li> </ul>	Engage with community groups, partner organisations and town and parish councils to plant 10,000 new trees within the district.	2025	Economic Growth
BaG2	Improve the biodiversity of council owned woodland and greenspace sites.	Develop a 'Biodiversity Action Plan' for council owned woodlands and green spaces.	2024	Community assets
BaG3	Encourage residents within the district to think about their natural environments and to promote biodiversity action at a local level.	<b>'Biodiversity for South-Norfolk'</b> - a series of drop-in advice events held at Queen's Hill Country Park where residents can speak to the ranger team and receive advice on how best to nurture biodiversity, as well as receiving a free tree to plant.	3 events between 2022 - 2024	Community assets
BaG4	Work alongside suppliers to phase out the use of peat products in council owned land management.	Become a 'peat free' council.	2023	Community assets
BaG5	Explore opportunities for nature-based solutions within South Norfolk considering issues such as Biodiversity Net Gain, carbon sequestration and nutrient neutrality.	Develop a feasibility study to identify projects within South Norfolk which enable the delivery of biodiversity net gain, carbon sequestration and nutrient neutrality.	2023	Economic Growth

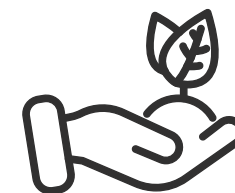
# Clean and Safe Environment

## Summary

- Ensuring that our streets and communities are clean and safe
- Provide information and guidance for residents on air quality, land quality and water conservation
- Encourage conservative use of our water resources







## What we will be doing from 2022 – 2024

Ref	Project objectives	Outcome	Timescales	Lead
CsE1	Reduce the amount of litter within the district.	Carry out 10 community litter pick events across South Norfolk, co-ordinating these with a social media campaign to raise awareness of the issue which litter causes.	2023	Environmental Protection and Community assets
CsE2	Reduce occurrences of fly tipping by: <ul style="list-style-type: none"> <li>increasing joint working with local stakeholders to increase intelligence to tackle environmental crime.</li> </ul>	A decrease in number of fly tips to under 500 incidents per year.	2023	Environmental protection
CsE3	To reduce the impact of domestic oil spillages by proactively reaching out to oil users in vulnerable locations and providing advice on fuel security and spill prevention.	Direct advice issued to all residents and businesses who are considered to be in 'oil vulnerable' locations.  Information and guidance on the council website which provides guidance on fuel security and spill prevention.	2024	Environmental protection



Ref	Project objectives	Outcome	Timescales	Lead
CsE4	To raise awareness of air quality issues and promote understanding of new legislation, such as a wood burning.	Bi-annual social media campaigns which provide tips and information on how residents can reduce air pollution  Use National ' <b>Clean Air Days</b> ' to raise awareness in schools.	2023	Environmental protection
CsE5	Conserve water resources by promoting knowledge of rainwater re-use and conservation.	Bi-annual social media campaigns which provide tips and information on how residents can conserve water.	2023	Environmental protection
CsE6	To work alongside the planning department to ensure that all new developments consider 'clean and safe' environmental issues such as litter, air quality, water usage, land quality and fly tipping.	Environmental protection officers will provide comment, guidance and advice, where applicable, on all planning applications and will provide comments when consulted on all planning applications.	2023	Environmental protection and Planning

# Waste minimisation and recycling

## Summary

- Reduce waste being sent to landfill by encouraging residents to reduce and reuse as much as possible
- Launch App to increase knowledge and uptake of recycling
- Lead by example by becoming a single use plastic free council by 2023







## What we will be doing from 2022 – 2024

Ref	Project objectives	Outcome	Timescales	Lead
WmR1	Address issues created by plastic waste	<p>Promoting the Refill scheme across the district to residents and businesses</p> <p>Become a single use plastic free council and publish a '<b>how to guide</b>' in order to support other companies and organisations wishing to do the same.</p>	<p>2023</p> <p>2023</p>	Recycling and Economic Growth
WmR2	<p>To meet a target of 50% recycling rate by 2025</p> <ul style="list-style-type: none"> <li>- Inform residents on the recycling system to help them to make the right recycling choices.</li> <li>- Launch initiatives on waste minimisation</li> </ul>	<p>Achieve a 50% recycling rate</p> <p>Launch a bin collection app to support residents with:</p> <ul style="list-style-type: none"> <li>• bin collection days</li> <li>• which items can and cannot be recycled.</li> </ul>	<p>2025</p> <p>2022</p>	Recycling

DRAFT

# Environmental Strategy

2022 – 2024



## Our commitment

The enormous challenge presented by climate change and biodiversity loss are felt across the globe. At South Norfolk Council we know that we cannot solve these challenges alone, but we recognise that we are in a unique position to make a significant difference.

We know we must take a lead on projects and innovations which lessen the impacts of climate change and protect our amazing natural environment, so we will work in partnership with our communities, businesses, and individual residents to safeguard, enhance and improve our District for generations to come.

Our first Environmental Strategy was first published in 2020 and this revision sets out more ambitious environmental targets and the actions we are going to take in order to achieve them.

Alongside this revised Environmental Strategy sits our Delivery Plan. These documents work together and outline in simple terms our commitments to you, our key achievements to date, how we are going to measure success, and the steps we are going to take on our journey towards environmental excellence.



## Our Key priorities for South Norfolk:

- Reduce carbon emissions from the council's activities and meet our ambitious target of net zero carbon emissions by 2030.
- Work together to reduce carbon emissions across the district and align to the Government's 2050 target for wider district decarbonisation.
- Ensure that our green spaces, streets and public places are biodiverse, clean and safe. Planting and protecting trees where appropriate.
- Help our residents to upgrade their properties to minimise demand for fossil fuels and grid electricity, reducing emissions and energy bills.
- Work with our residents, communities and businesses to support behaviour and lifestyle changes.
- Work with partners to deliver a local plan which protects the best of what we have and shapes the area's future to create sustainable communities
- Provide a comprehensive waste collection service and strive to increase recycling rates.



# National and local policy context

## National Strategy & Policy

The Environment Act, which became law in 2021, acts as the UK's new framework for environmental protection. It provides the Government with powers to set new binding targets, including for air quality, water, biodiversity, and waste reduction. The Act also established a new environmental watchdog, the Office for Environmental Protection (OEP), which will hold the Government and other public bodies to account, and ensure that environmental laws are complied with. In 2023 the government will publish new long term environmental targets.

## Regional Strategy & Policy

In November 2019, Norfolk County Council adopted a new Environmental Policy building on the 25-year Environment Plan and their current business plan. The document sets out key policy aims of conserving and enhancing the local environment whilst exploring new ways to make the countryside and coast as accessible as possible to improve health and wellbeing. There is also a focus on increasing resource efficiency and reducing pollution and waste which we can support at a district level.

We will be working in partnership with Norfolk County Council on a number of projects including Tree Planting.

Our membership of the Norfolk Climate Change Partnership allows us to participate in projects that cover Norfolk including Hydrogen Transport feasibility, local energy asset mapping and community energy feasibility work.

## The Local Environment

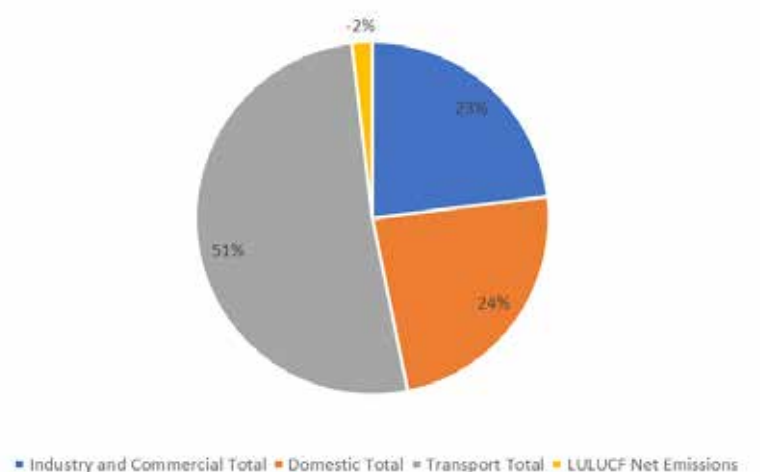
The Government produces a National Atmospheric Emissions inventory, which assesses the emissions from Local Authority areas broken down by different sectors.

The charts below show that since 2005 there has been a 20% reduction in emissions in South Norfolk. There has been a decrease in all sectors except transport.

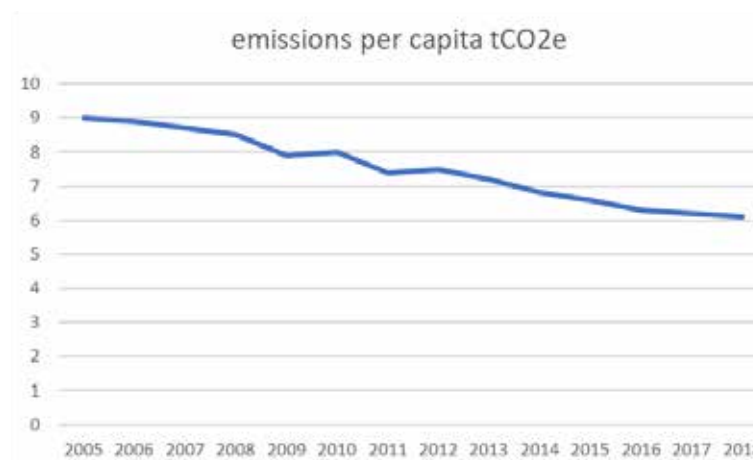
South Norfolk's per capita emissions are 6.1 tonnes per capita, compared to the national average for England in 2019 of 4.2 tonnes per capita and Norfolk average is 5.1 tonnes per capita.

There are a few key challenges for Norfolk, the rural nature of the county causes reliance on cars. There are also large numbers of properties which are of solid wall construction and reliant on heating oil and solid fuel due to limited gas connectivity, however - these are areas where we can support improvement.

## District emissions by sector



## Per capita emissions over time



## South Norfolk

### Trends in emissions in key sectors

CO2 emissions (kilotons)	2018 <sup>1</sup>	2013	Change over 5 years
Industry & Commercial	200.1	268.2	25% reduction
Domestic	206.4	279.2	26% reduction
Transport	446.2	383.9	16% increase
Total emissions	836.5	919.3	9% decrease

<sup>1</sup> Published as part of the national atmospheric emissions inventory by Government in 2022.

## A note on the layout

This strategy sits alongside our Delivery Plan which sets out a series of near term targets as well as outlining our planned objectives, outcomes and timescales. The two documents, the Delivery Plan and the Strategy, are intended to work together as a companion documents.

This aim of this Strategy is to provide more detail and background for each of the objectives referenced within the Delivery Plan.

Each objectives with the Delivery Plan has been given a reference number, for example NzC1. These are referred to throughout this Strategy. This ensures accountability, meaning each objective can be easily monitored, whilst also supporting with the overall delivery of the Strategy and Delivery Plan.

The Environmental Strategy and Delivery Plan will be updated annually.

Throughout the Strategy and Delivery Plan we have focussed our activities into 7 key areas. These are :

- Net Zero 2030 Council
- Net Zero 2050 South Norfolk
- Warm Energy Efficient Homes
- Sustainable Communities
- Biodiversity and Greenspace
- Clean and Safe Environment
- Waste minimisation and recycling



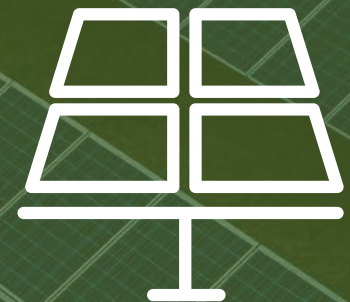
## Net Zero 2030 Council – leading by example

The council is committed to achieving net zero emissions by 2030. We have committed to this to lessen our impact as an organisation on the environment. Reducing emissions is key to reducing the impacts of climate change.

The emissions reductions are based on our published carbon footprints, these include emissions from our buildings, waste fleet, staff business travel and streetlights.

We are developing a decarbonisation plan which sets out the key actions that we need to take to reduce our carbon footprint. Our approach will be to follow the widely accepted hierarchy of avoiding emissions, upgrading properties, onsite renewables, renewable energy tariffs and finally carbon offsetting.

This section of our strategy sets out our objectives and outcomes to enable us to achieve our net zero by 2030 emissions. Through this work we will adopt a whole council approach to reducing emissions. Decarbonising our estate will allow us to be an exemplar, leading by example and encouraging others in the district to do the same.





## NzC1 – our objective

**Create a pathway to achieve net-zero emissions by 2030 across the council's estates and operations.**

We are producing a decarbonisation plan for all our buildings and activities. This will set out the actions and upgrades needed to reach net zero. This will allow us to plan the upgrades needed to reduce our emissions.

Actions from the decarbonisation plan will include:

- Behaviour change
- Upgrades to improve energy efficiency
- Switching to different energy sources
- Renewable generation
- Offsetting residual emissions

### Outcomes

Publish a decarbonisation plan and net-zero 2030 route map.

## NzC2 – our objective

**Provide clear data and information regarding the actions the council is taking to reduce its carbon emissions.**

We are committed to producing a carbon footprint report for our organisational activities each year. We have used 2018-19 as our baseline year.

Our emissions have decreased since the baseline year. This has been caused by a combination of reduced leisure centre opening during Covid restrictions and improvements to our leisure centres.

### Achievements to date

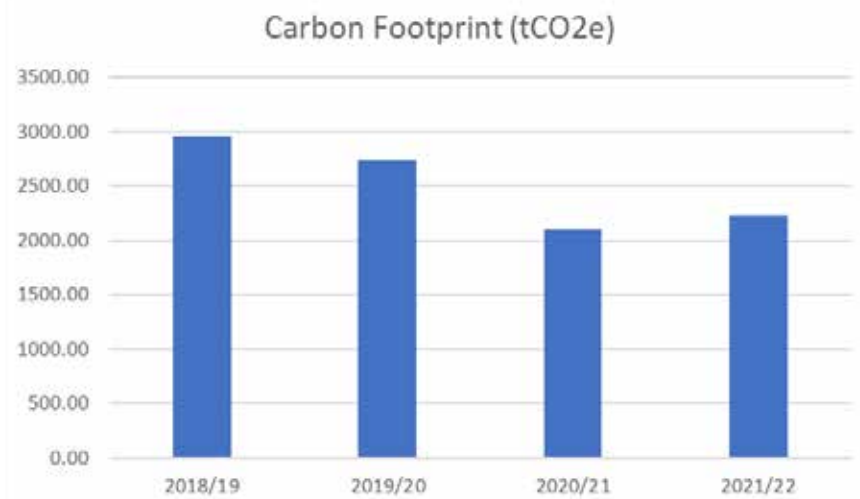
We have refurbished Long Stratton Leisure Centre to a high environmental standard, changing the old oil central heating to a renewable air source heat pump.

We have decided to move our main office base to the Horizon building with Broadland District Council, this building is well insulated, has LED lighting and a significant solar array. It is estimated that this move will reduce our carbon emissions from office accommodation by 84%.

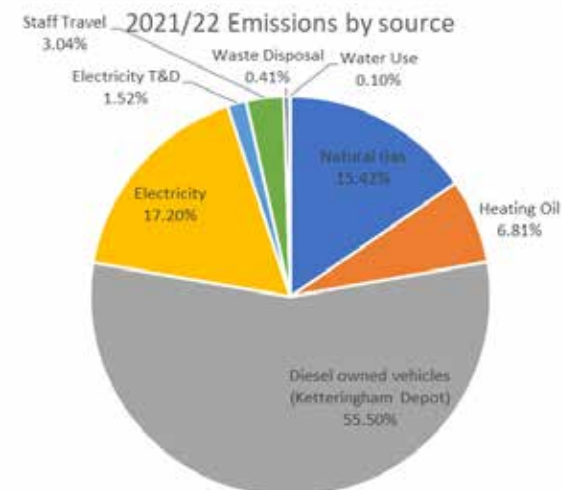
### Outcomes

Establish a process for publishing carbon footprints and reporting on emission reduction trajectories.

## Our organisational carbon footprint



## Our emissions by source



## NzC3 – our objective

**To embed a ‘whole council’ approach to reducing carbon emissions by ensuring that all decisions take into consideration the issues presented by climate change.**

Policies and decisions in all departments of the council will affect our carbon emissions therefore it is important for us to make sure that our councillors and staff are knowledgeable about climate change and understand the impact of our policies.

### Outcomes

For all Cabinet Members and all staff within the council’s Corporate Leadership Team to attend carbon literacy training sessions.

Run a series of carbon literacy courses open to all staff and councillors within the council - align these sessions to other staff CPD opportunities such as ‘Learn-Fest’

## NzC4- our objective

**Providing low carbon travel options for council staff including sustainable travel planning, cycle to work scheme, electric pool cars and lift sharing.**

Staff travel makes up 3% of our annual carbon footprint. This has decreased recently with more online meetings. We will continue to encourage our staff to use online meetings where possible and explore more sustainable travel options.

At present we are not able to calculate staff commuting emissions and include them in our carbon footprints but we will work with partners to enable us to do this.

### Outcomes

- Provide a sustainable travel planning service for staff with a partner organisation, including lift sharing for staff based at the Horizon building
- Carry out feasibility and staff consultation on electric pool cars

## NzC5 – our objective

**Reduce emissions and improve air quality by phasing out diesel use within all council operated Refuse Collection Vehicles (RCVs).**

The emissions from the miles travelled by the waste fleet forms the largest proportion of the council's carbon emissions. Therefore, reducing these emissions is a key priority. Different fuel options for waste vehicles include hydrogen, electric and hydrotreated vegetable oil (HVO). These options will be explored in detail so that an informed decision can be made.

### Outcomes

Undertake an options appraisal for the fleet to consider zero carbon alternatives.

## NzC6 – our objective

**All new council assets will be highly energy efficient and design standards will promote environmental excellence.**

Our decarbonisation plan will cover the buildings that we currently have, but we also need to consider any new builds. By committing to all new buildings meeting BREEAM (Building Research Establishment Environmental Assessment Method) excellent standards, we will ensure that these buildings have lower emissions. BREEAM considers reduced carbon emissions, low impact design, adaption to climate change, ecological value and biodiversity protection.

### Outcomes

All council led non-domestic projects shall meet high energy efficient standards and include renewable generation where possible.

## NzC7 – our objective

### **Reduce scope 2 (from grid electricity) emissions from council buildings.**

Through our decarbonisation plan we will reduce the electricity used in our buildings by behaviour change and installing energy saving measures. We can also reduce our emissions by using renewable technologies to generate electricity. However we will still require grid electricity in our buildings. We intend to switch our electricity supply to a certified renewable electricity tariff. This will also mean that we can remove electricity emissions from our carbon footprint, which will help us reach our net zero by 2030 target.

### Outcomes

Move to a certified renewable electricity contract for all assets.

## NzC8 – our objective

### **Ensure that the procurement of goods and services considers environmental impacts and assists in reducing the council's carbon emissions.**

Buying products or contracting for services can have significant environmental impacts.

Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.

Sustainable procurement can ensure that these impacts are lessened, and associated carbon emissions reduced. Additionally, it increases environmental awareness and sets an example.

Our new sustainable procurement policy will consider the options when selecting goods and services; is the service required, could recycled/reclaimed products be used, does the product have an impact on depletion of natural resources and biodiversity, is it provided by a local company – this can reduce emissions from travel and does the supplier have an environmental policy.

We have a shared procurement service with other local authorities in Norfolk, so this work will be as a partnership.

### Outcomes

Develop a new corporate procurement strategy.

## NzC9 – our objective

**Understanding the carbon offsetting options available to the council.**

To achieve net zero emissions by 2030 we will need to offset our residual emissions. There are different ways to do this, we will investigate the options available and develop a set of options to choose from.

### Outcomes

To develop an offsetting plan.

## NzC10 – our objective

**Reduce reliance on grid electricity in the operation of our leisure centres.**

The leisure centres are high energy users and reducing emissions from these is key to lowering the carbon footprint. The leisure centres have large roofspaces that are ideal for solar panels. In 2023 we will install these solar panels and start to generate renewable electricity. This means that we will require less grid electricity at all of these sites.

### Outcomes

Install solar panels on the council owned leisure centres.



## **Net Zero South Norfolk – enabling and encouraging our residents, businesses and communities.**

Our per capita carbon emissions for the district of South Norfolk have been decreasing gradually since 2005 in all sectors except transport. The UK government has set a target of being net zero by 2050. The council cannot achieve this alone so we will work with others in our district to reduce emissions. This section of the strategy looks at actions that we will take on a wider district level beyond our organisational boundaries.



## NzB1 – our objective

**Create a clean growth and sustainability strategy that considers district wide emissions.**

Reducing emissions in the district will require a coordinated approach from many partners. The council has direct influence over a small number of sources, and can enable and encourage other organisations in the district. To bring this work together we will create and publish a 'Clean Growth and Decarbonisation Strategy'. This will use a targeted approach to tackling the key emitting sectors within South Norfolk (primarily the transportation sector and domestic and industrial emissions, respectively).

### Outcomes

Adopt a 'Clean Growth and Decarbonisation Strategy'.



## NzB2 - Our objective

**To assist our residents and communities to make the switch to electric vehicles by increasing the provision of Electric Vehicle Charging Points (EVCP) within the district.**

Number of publicly available EV charging points



### Data Source

<https://www.gov.uk/government/statistics/electric-vehicle-charging-device-statistics-july-2021>

Vehicles in the UK are predominantly petrol or diesel powered, producing greenhouse gases and other air pollutants. Switching to a zero- emission capable vehicle can save money on fuel costs, reduce harmful vehicle emissions and improve local air quality.

For this reason, we will encourage a move from combustion engine vehicles to more sustainable ones such as electric or hydrogen.

The uptake of electric vehicles has surged over the last four years. In 2021 there were over 900,000 electric and plug in hybrid cars on the road in the UK

There are over 32,000 public charging points across the UK supporting the switchover to electric vehicles. Local authorities have a key role to play in expanding the electric vehicle infrastructure network, supporting local groups to install and manage public charging points.

### Achievements to date

We have installed EVCP in our owned car parks in the market towns. We are increasing the provision at these car parks so that more visitors can use them.

### Outcomes

- Install additional EVCP across all South Norfolk owned carparks
- Increase public provision of EVCPs within South Norfolk by 5%
- Work with town and parish councils to supporting installing EVCP

## NzB3 – our objective

**Support the ongoing work of the Norfolk Climate Change Partnership (NCCP).**

The NCCP is a partnership of district and county councils, the Broads Authority, the New Anglia LEP and the UEA. The aim of this partnership is to help develop Norfolk into an exemplar in tackling climate change and protecting and enhancing its natural environment.

### Achievements to date

The Norfolk Climate Change Partnership (NCCP) has commissioned a Green Hydrogen Feasibility Study and a Community Energy Kickstarter feasibility study and will develop a plan to implement the recommendations following the final reports.

### Outcomes

Attend all Norfolk Climate Change Partnership meetings (both portfolio holder and officer groups).

## NzB4 – Our Objective

**Identify and work alongside the largest emitters in South Norfolk to identify ways in which they can reduce their carbon emissions.**

Industry accounts for 7% of emissions in South Norfolk. We will work with the Local Enterprise Partnership (LEP) to engage with the largest emitters in the district. We will work alongside these organisations to support them in developing their own net-zero plans - we will share best practice and experience from our own decarbonisation work.

### Outcome

Engage with the top five largest emitters within South Norfolk and establish a joint approach to working towards net-zero 2050.

## NzB5 – Our Objective

**Support businesses to reduce their carbon emissions to align with the net zero carbon emission 2050 target.**

As we move towards Net Zero by 2050, organisations will need to consider their carbon emissions. Our Economic Growth team works with local businesses offering a range of advice and support, we will ensure that advice on reducing emissions is added to this.

We will promote schemes that help businesses to calculate and reduce their carbon footprints, we can also use our decarbonisation work as best practice.

We will commission a series of training sessions and events at our training centre, designed to give businesses the knowledge and tools needed to reduce their emissions.

### Outcome

Develop 'Net-Zero Go' training sessions and events.

## NzB6 – Our Objective

**Promote the businesses within South Norfolk who are taking steps to reduce their carbon emissions and encourage others to follow their lead.**

Continue to promote the Norfolk Carbon Charter accreditation scheme to encourage businesses to have their environmental credentials recognised and receive expert advice on how to improve.

We have engaged with the Norfolk Carbon Charter certification scheme and some South Norfolk businesses have become members. The scheme has three certification levels: bronze, silver and gold these levels help businesses to improve their environmental performance, and the certification is good for publicity with customers.

### Outcome

10 businesses newly signed up in 2023

## NzB7 – our objective

**Improve understanding and raise awareness of climate change and environmental issues to drive positive behavioural changes.**

Engaging and educating our communities and residents is essential in the journey towards net zero. As a council we can provide information and expertise to encourage people to take positive actions in their communities. We will work with communities to help to become more aware of climate change and how their actions have an influence.

We will provide carbon literacy training to parish councils and community groups – and use this time to help them to consider the makeup of their parish footprint.

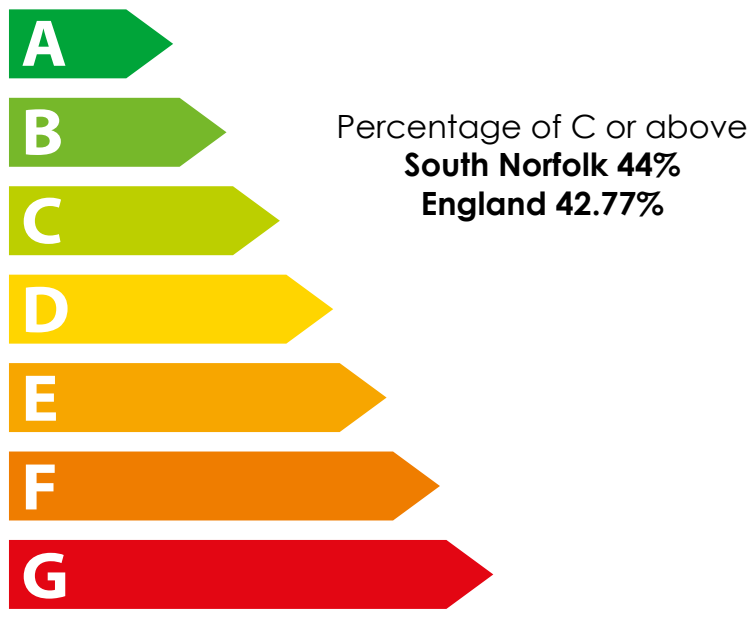
### Outcome

10 sessions of carbon literacy training for town and parish councils.

Monthly communications on climate awareness messages on social channels.

## Warm Energy Efficient Homes - enabling and encouraging

Reducing emissions from energy used in buildings is an essential part of our environmental strategy. This can be achieved by reducing energy demand through efficiency measures and behaviour change and using renewable energy. This is combined with rising energy costs which are taking an increasing proportion of household incomes, so retrofitting homes is necessary to protect the health, welfare and prosperity of our residents.



24% of South Norfolk district's emissions come from the domestic sector (BEIS 2019). The overall emissions from domestic properties have reduced significantly since 2005.

To reduce emissions from the domestic sector we must consider decarbonising heating, insulating properties and renewable generation.

This is a sizeable challenge and South Norfolk has a high proportion of hard-to-treat homes (those with solid walls and off the gas grid).

On 31st March 2021, 44% of properties in South Norfolk with an Energy Performance Certificate were rated as C or above. The national ambition is for all properties to be rated as C or higher by 2035.

The Council's role in tackling fuel poverty focusses on assisting residents on low incomes who cannot heat their homes at reasonable cost.

As a council we must ensure that we offer support for residents to tackle both carbon emissions and fuel poverty.

<sup>3</sup> EPCs have been required for homes that are sold since 2008, for rented properties and through participation in energy efficiency and renewable schemes.



## Wh1 - our objective

**Seek funding to continue the proactive enforcement of 'Private Rental Sector Minimum Energy Efficiency Standards'.**

In 2020 the minimum energy efficiency standards in the private rented sector came into effect, making it illegal for a landlord to let a domestic property with an EPC rating of F or G.

### Outcome

Investigate and apply for funding to continue the proactive enforcement action on the Minimum Energy Efficiency Standards in the private rented sector.

## Wh2 - Our objective

**Encourage residents to switch to clean energy**

Renewable generation of electricity using solar panels is popular amongst residents. It is key in our journey to net zero. It is also of benefit to the residents as it reduces electricity bills.

### Achievements to date

The council promotes the Solar Together scheme, this is a collective buying scheme which allows residents to install solar panels at a discounted cost. Solar together schemes have helped 130 households to install solar PV panels, and 35 households install battery storage in 2020 and 2021. In 2022 over 100 residents accepted their offer to install solar panels, more than half of these also included battery storage.

We will continue to offer this scheme annually, and promote it to our residents.

### Outcome

Increase of residents signed up to the 'Solar Together' promotion, based on 2021 scheme.

## Wh3 – Our Objective

**Apply for external funding to run projects to improve energy efficiency in homes.**

We have been part of the Norfolk Warm Homes programme team, working on externally funded projects to improve the efficiency of resident's homes. The projects have been targeted at fuel poor households and have helped to install central heating, air source heat pumps and insulation. We will continue to bid for funding to deliver similar projects in the future and will continue to work through the Norfolk Warm Homes partnership.

### Outcomes

There are two BEIS project currently running. We aim to fully utilise all funding from these projects. We will apply for new funding streams as they open.

## Wh4 – Our Objective

**Advise and support households in fuel poverty, helping them to maximise their incomes and achieve the most suitable energy tariffs and heating types.**

### Background/rationale

### Achievements to date

Through the Norfolk Warm Homes project, our support officers have worked with households in fuel poverty. They have provided advice and support to these households with reducing bills, applying for extra assistance from energy suppliers and applying for benefits to maximise income.

### Outcome

Assist grant applicants with energy saving advice and income maximisation.

Work alongside the Early Help Hub to develop a support financial package for the most vulnerable residents in the District.

## Sustainable Communities - enabling and encouraging

To create sustainable communities we need to plan for housing and economic growth in a way that protects celebrates our natural environment. Our local plans need to take a proactive approach to mitigate and adapt to climate change. We must continue our work to develop inclusive, resilient and safe communities.





## Sc1 – Our Objective

**Council officers to support the development of neighbourhood and community led plans which encourage a proactive approach to mitigating and adapting to climate change by considering issues such as, flooding, water supply and biodiversity.**

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of their residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, and offer equality of opportunity and good services for all.

Much of our work will involve local communities and will help them to become more sustainable by helping them to appreciate and protect the local environment.

Extreme weather events such as rain, storms, drought and heat waves are becoming more frequent and intense. These have the potential to damage property and infrastructure and have health implications through increased sun exposure, air pollution and insect-borne diseases.

We must ensure our local plans take a proactive approach to mitigating and adapting to climate change considering the long-term implications for flood risk, water supply, biodiversity, and the risk of overheating from rising temperatures.

This might be via;

- The use of sustainable drainage systems in new developments
- Rainwater conservation and re use
- Enhancement of greenspace to promote greater biodiversity
- Rewilding and tree planting

### Outcome

5 new, or updated, neighbourhood and community plans developed by parish and town councils which consider the impacts of climate change and mitigation.

## Sc2 – Our Objective

**Celebrate buildings that have a really low environmental impact e.g. PassivHaus or BREEAM standards.**

Create positive news stories to encourage others to build to these high standards.

A PassivHaus is built to very high energy standards; they have very insulation standards, an airtight building fabric and a mechanical ventilation heat recovery system. Therefore they hardly require any heating if at all.

BREEAM sets the standard for best practice in sustainable building design, construction and operation. BREEAM assessment uses recognised measures of performance to evaluate a buildings specification, design construction and use across; energy and water use, pollution, transport, materials, waste and ecology.

### Outcome

Publish annual case studies on the most sustainable development in the District.

## Sc3 – Our Objective

**Ensure suitable greenspace and green infrastructure is provided to support new growth.**

The Greater Norwich Growth Board is creating a new green infrastructure strategy and action plan, we will be participating in the development of this. This piece of work will also include baseline surveys to assess the current levels of biodiversity, this allows us to follow progress and target particular areas.

### Outcome

Delivery of new five Green Infrastructure<sup>6</sup> projects across the district.

<sup>6</sup> Green infrastructure is a term used to describe the network of natural spaces and corridors. Green infrastructure assets include open spaces such as parks and gardens, allotments, woodlands, fields, hedges, playing fields, as well as footpaths, cycleways or rivers. These assets provide areas for recreation and education, habitats for wildlife and also provide environmental services such as flood defence or absorption of air pollution.

## Sc4 – Our Objective

**Improve knowledge of carbon sequestration and biodiversity of the council's green spaces.**

As a council we own and manage a number of different green spaces. These spaces will be absorbing and storing carbon emissions from the atmosphere. They could be managed in a different way to store more carbon. Developing a toolkit to measure the carbon stored and look at different land management techniques will allow us to store more carbon in our green spaces.

### Achievements to date

We have been awarded funding for this project as part of the Local Government Association's Net Zero Innovation Programme. We will work with the University of East Anglia to create the toolkit.

### Outcomes

Develop a toolkit to help us to assess sites. This will then be built into the decision making for site management.

## Sc5 – Our Objective

**Engage with the community on management of green space for carbon sequestration and biodiversity.**

Changing the management of our green spaces to store more carbon and provide better habitats for species is a good thing for the environment. However these green spaces are used by our residents so we will ensure that we engage with them throughout the process ahead of any changes to how the land is managed.

### Achievements to date

As part of the LGA Net Zero Innovation Programme we have funding to hold facilitated workshops to engage stakeholders.

### Outcomes

A workshop to engage with community stakeholders leading to understanding of a different approach to site management.





## Biodiversity and Greenspace - enabling and encouraging

Ecosystems like wetlands and woodlands help to minimise flood risks, regulate the local climate and support in maintaining the supply of clean water.

Biodiversity supports sustainable communities and benefits not only by providing us with clean air, water, food, energy, medicine and building materials but also provides jobs and places for recreation and employment. Biodiversity conservation is not just about protecting those species that are rare or we find especially attractive; it is about enhancing species and bringing benefits to local communities.



South Norfolk  
Canopy cover is

**14%**

England Canopy cover is 14.5%



## BaG1 – Our objective

**Plant trees to increase biodiversity, community wellbeing and engagement and carbon sequestration.**

Trees have a positive impact on biodiversity, carbon sequestration and community wellbeing. We will plant trees on our own land, and support residents, communities and businesses to plant trees with financial support and advice. We must always make sure that the land is suitable for planting and the right tree goes in the right place.

### Outcome

Engage with community groups, partner organisations and town and parish councils to plant 10,000 new trees within the district.

## BaG2 – Our Objective

**Improve the biodiversity of council owned woodland and greenspace sites.**

We own and manage a number of sites, from small areas of amenity grassland to larger woodlands and other greenspaces. If carefully managed these can be diverse landscapes. We will work with residents and partners to ensure that these sites are well managed for biodiversity.

### Outcome

Develop a 'Biodiversity Action Plan' for council owned woodlands and green spaces.

## BaG3 – Our Objective

**Encourage residents within the district to think about their natural environments and to promote biodiversity action at a local level.**

We are going to encourage more visits to our greenspaces and in particular to Queen's Hills country park. We aim to engage with residents to increase their knowledge and appreciation of the natural world.

### Outcome

'Biodiversity for South-Norfolk' - a series of drop-in advice events held at Queen's Hill Country Park where residents can speak to the rangers and receive advice on how best to nurture biodiversity, as well as receiving a free tree to plant.

## BaG4 – Our Objective

**Work alongside suppliers to phase out the use of peat products in council owned land management.**

Healthy peatlands trap carbon helping to tackle climate change. They also play an important role in preventing flooding, and host an array of plant and animal life.

Peatlands lose these functions if the peat is damaged, for example by being dug up and removed for sale, and emit carbon instead.

Working alongside our residents and community groups, we will encourage others to phase out the use of peat. We will do this through promotional campaigns and when we are working with parishes and community groups on planting and biodiversity projects.

### Outcome

Become a 'peat free' council.



## BaG5 – Our Objective

**Explore opportunities for nature-based solutions within South Norfolk considering issues such as Biodiversity Net Gain, carbon sequestration and Nutrient Neutrality.**

### **Biodiversity Net Gain**

The Environment Act of 2021 introduced the requirement for developments to achieve a 10% increase in biodiversity, this is based on a metric calculator produced by Natural England. In some cases it will be possible to achieve the 10% gain on site, where this isn't possible it must be delivered elsewhere.

### **Nutrient Neutrality**

One of the many ways our waterways are being polluted is through rising nutrient levels, caused by the way nearby land is being used, either because of sewage or agricultural run-off. Wastewater and sewage from new housing developments add to this pollution. The pollution raises levels of nutrients like phosphorus and nitrogen which can speed up the growth of algae in water. This process, called 'eutrophication', degrades the quality of the water and harms wildlife. Natural England issued advice making it clear that no developments should be permitted near these sites unless it can be proved that they are 'nitrate and phosphate neutral'.

### **Carbon sequestration**

Through the carbon footprints for our organisation we can track our reductions in carbon emissions. However there will be emissions that we can't reduce these need to be offset, we could use a nature based solution such as tree planting to sequester our remaining emissions.

## Outcome

Develop a feasibility study to identify projects within South Norfolk which enable the delivery of biodiversity net gain, carbon sequestration and nutrient neutrality.

## Clean and Safe Environment - enabling and encouraging

We all want to live in a neighbourhood in which we feel happy, healthy and safe. Our streets matter. If we look after them well, we can create clean, safe and vibrant districts that people are proud to call home. Well-designed and well-maintained streets can encourage people to be more active, improve health and well-being, reduce pollution, bring neighbours together and discourage crime. They create a better environment in which to run a business and reduce pressures on public services.

Protecting and enhancing the environment for future generations is a key priority for us. This ambition must drive our work to promote growth of the local economy, attract visitors, create jobs and provide opportunities for businesses and communities to develop sustainably and to prosper.





## CsE1 – Our Objective

### **Reduce the amount of litter within the district.**

Keeping our streets free of litter has a positive impact on our communities. Therefore we will encourage and support social action to keep streets clean and tidy and work with parish councils, town councils and businesses to improve our urban streets, high streets and market towns.

### Outcome

Carry out 30 community litter pick events across South Norfolk, co-ordinating these with a social media campaign to raise awareness of the issue which litter causes.

## CsE2 – Our Objective

### **Reduce occurrences of fly tipping.**

Environmental crime has a negative impact on our communities as well as costing the taxpayers (both communities and businesses) a lot of money each year to clean up. We have a wide remit and deal reactively and proactively to issues including littering, fly tipping and dog fouling.

We will continue to work with local stakeholders to increase intelligence to tackle environmental crime including fly tipping, littering, graffiti, and dog fouling.

### Outcome

A decrease in number of fly tips, no more than 500 per year.

## CsE3- Our Objective

**To reduce the impact of oil spillages by proactively reaching out to oil users in vulnerable locations and providing advice on fuel security and spill prevention.**

Over the last few years there have been a number of serious domestic heating oil pollution incidents. Incidents of oil pollution can, by their nature, cause serious environmental damage, through the pollution of rivers and groundwater, threatening drinking water supplies, fish and other aquatic life, not to mention potentially harming health and property. The investigation and clean-up costs can also be very expensive.

### Outcome

Direct advice issued to all residents and businesses who are considered to be in 'oil vulnerable' locations.

Information and guidance on the council website which provides guidance on fuel security and spill prevention.

## CsE4 – Our Objective

**To raise awareness of air quality issues and promote understanding of new legislation, such as a wood burning.**

Clean air is a basic requirement of a healthy environment for us all to live in. District Councils have a statutory obligation to monitor Air Quality and work with partners where a breach of national standards is identified. Through working with our partners there are no areas that are above the national objectives. However, there are areas where air quality is poorer than is desirable and there is still plenty we can do to improve air quality and enable residents and businesses to make informed choices.

### Outcome

Bi-annual social media campaigns which provide tips and information on how residents can reduce air pollution  
Use National 'Clean Air Days' to raise awareness in schools.

## CsE5 – Our Objective

**Conserve water resources by promoting knowledge of rainwater re-use and conservation.**

Residents and communities can take action by conserving water and re-using rainwater. This will become increasingly important as climate change increases water scarcity issues.

We are raising awareness of drought and water security with private water supply users. We will promote rainwater reuse and water conservation.

### Outcome

Bi-annual social media campaigns which provide tips and information on how residents can conserve water.

## CsE6 – Our Objective

**To work alongside the planning department to ensure that all new developments consider ‘clean and safe’ environmental issues such as litter, air quality, water usage, land quality and fly tipping.**

The environmental protection team are assessing and responding to planning applications to mitigate impact on air quality, land quality, water quality and flooding. We are going to improve the guidance by providing pre-planning support for more applications. We will develop planning guidance on these topics which will be available as part of the planning process.

### Outcome

Environmental protection officers will provide comment, guidance and advice, where applicable, on all planning applications and will provide comments when consulted on all planning applications.

## Waste minimisation and recycling - leading by example

Our recycling rate puts us among the well performing authorities in England but we are striving to meet a recycling rate of 50% by 2025. To achieve this, we need to work with resident to reduce waste produced and ensure that recycling and food waste collections are well utilised.





## WmR1 – Our Objective

### Address issues created by plastic waste.

We are committed to reducing the waste produced in our buildings and recycling what is collected. We have set a target of becoming a single use plastic free authority by 2024. We know that plastic waste is something our residents feel very strongly about, and we intend to intend to address this issue locally.

#### Achievements to date

We have removed plastics from the hot drink provision at the council.

We are working on a plan to remove all unnecessary single use plastics from our council buildings. We are conducting an audit of our sites and will start to look at alternative options to these plastics. We are working with our events team to remove the use of single use plastics from all council events.

There are some aspects of recycling and waste minimisation that we don't have direct influence over, but we can still work with communities to encourage residents for example by promotion of the Refill scheme and Plastic Free Communities.

### Outcome

Promoting the Refill scheme across the district to residents and businesses.

Become a single use plastic free council and publish a 'how to guide' to support other companies and organisations wishing to do the same.

Support parish/town plastic free communities in the district.

## WmR2 – Our objective

**We are striving to meet a target of 50% recycling rate by 2025.**

- **Inform residents on the recycling system to help them to make the right recycling choices.**
- **Launch initiatives on waste minimisation**

Our recycling rates put us among the better performing local authorities in England, however, we are determined to recycle even more in the lifetime of this strategy. We are committed to ensuring that materials with proven markets are collected for recycling and that wherever practicable, waste is sent to facilities within the UK for treatment or disposal<sup>7</sup>.

### Achievements to date:

- Waste Minimisation: We are working with residents in South Norfolk encouraging them to produce less rubbish through leaflets, bin stickers, Facebook adverts, social media posts and prize draws.
- We have launched a new app to help residents to find the bin calendar and what can be put in each bin. This should increase the recycling rate.

We are striving to meet a target of 50% recycling rate by 2025. To achieve this, we need to reduce waste produced and increase the amount recycled.

We are going to encourage residents to use the garden waste service, this will increase recycling rates and reduce contamination of other waste streams.

We will work with residents to minimise waste, by ensuring that we are providing the information, assistance, and infrastructure for residents to make the right decisions about recycling.

### Outcome

Achieve a 50% recycling rate

Launch a bin collection app to support residents with:

- Bin collection days
- Which items can and cannot be recycled

<sup>7</sup> Deciding on waste processing locations is outside South Norfolk council's remit as Norfolk County Council is the disposal authority

## **Greater Norwich Five Year Infrastructure Investment Plan and Annual Growth Programme**

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

**Ward(s) Affected:** All

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

To agree the draft Greater Norwich Joint Five-Year Infrastructure Investment Plan 2023 to 2028 including the allocation of Community Infrastructure Levy (CIL) to the projects included within Annual Growth Programme (AGP). In addition, to agree: to the introduction of Match Funding and Major Infrastructure Plan categories to the Infrastructure Investment Fund; that CIL funding for education can be used in whole or in part to repay County Council education borrowing; and, to agree to a deed of variation to the Partner Drawdown and Borrowing Authorisations agreement.

### **Recommendations:**

Cabinet to recommend to Council that it:

- a) approves of the Draft Five Year Infrastructure Investment Plan 2023-28 and the proposed 2023/24 Annual Growth Programme, including:
  - i) the introduction of two new categories to the Infrastructure Investment Fund, Match Funding and Major Infrastructure Projects;and,
- ii) that Education funding allocations from the Infrastructure Investment Fund can be used in whole or in part to repay Norfolk County Council's borrowing, on condition that it is used to support the delivery of a Schools Capital Programme that is ringfenced to the Greater Norwich area, and that annual programme delivery and budget updates are reported to the GNGB;

and,

- b) agrees to the signing of a deed of variation to the agreement entitled, Partner Drawdown and Borrowing Authorisations, that was originally signed by all partners on 21st October 2015 and to delegate authority to the Director for Place in consultation with the Portfolio Holder for External Affairs and Policy to finalise and sign any such variation;

and,

- c) agrees to the inclusion of the following projects: Queens Hill Community Park; Venta Icenorum access improvements - Phase 1; Easton Village Hall, Hethel Innovation Centre – Roundabout and access road and Cringleford Country Park (totalling £6,259,679.68) into the council's capital programme commencing in 23/24.

## **1. Summary**

### **1.1 This report presents:**

- The draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2023 to 2028. The five year plan includes: progress report on previously approved projects; proposals for new projects to be funded by pooled Community Infrastructure Levy (CIL) in 2023/24, otherwise known as the 2023/24 Annual Growth Programme (AGP); updated forecasts of CIL income; and, information on future project priorities;
- Proposals for three amendments to the existing Infrastructure Investment Fund (IIF) procedures/practice;

and,

- A proposed deed of variation to be agreed for to the Greater Norwich Partner Drawdown and Borrowing Authorisations agreement to enable delivery of the Long Stratton Bypass;

### **1.2 In accordance with the CIL pooling arrangements for Greater Norwich's Infrastructure Investment Fund (IIF), each of the three CIL charging authorities: Broadland District Council; Norwich City Council; and, South Norfolk Council need to separately agree to the recommendations within this report for them to take effect.**

## **2. Background**

### **2.1 Broadland, Norwich and South Norfolk have each resolved to levy a charge on new development within their area. This charge is known as the Community Infrastructure Levy (CIL) and is used to help deliver certain types of infrastructure needed to support development in the Greater Norwich area.**

### **2.2 In 2013 the Greater Norwich authorities (Broadland District Council, Norwich City Council, South Norfolk Council and Norfolk County Council) together with the New**

Anglia Local Enterprise Partnership, signed a City Deal with Government. The City Deal agreed a strategic infrastructure programme which would be supported by access to reduced cost borrowing and the local authorities made a commitment to pool a significant proportion of Community Infrastructure Levy (CIL) income to form a joint Infrastructure Investment Fund (IIF).

- 2.3 The Greater Norwich Growth Board has responsibility for managing the IIF and assembling the Annual Growth Programme (AGP) from the Joint Five-Year Infrastructure Investment Plan (5YIIP). The AGP identifies those projects that will be allocated CIL funding.
- 2.4 Infrastructure needed to support planned growth overall is identified through the Greater Norwich Infrastructure Plan (GNIP). The GNIP identifies infrastructure priorities to support growth within Greater Norwich and details the progress of infrastructure delivery within this area. The GNIP was updated prior to the preparation of the 2023-28 5YIIP. The GNIP is listed as a background paper to this report.

### **3. Current position/findings**

- 3.1 Taking account of a range of evidence and information from Council Officers and other Stakeholders, the 2023-28 5YIIP has been prepared. This identifies a number of projects that are currently considered to be a priority for delivery over the next 5 years to assist in achieving the economic growth targets as set out in the Council's Development Plan and the Greater Norwich City Deal. The 5YIIP is included as Appendix A to this report.
- 3.2 If agreed by the each of the three CIL charging authorities within Greater Norwich: Broadland District Council; Norwich City Council; and, South Norfolk Council projects recommended to be allocated pooled CIL funding within the 5YIIP will be duly adopted within the respective year's Annual Growth Programme (AGP). Projects identified within the 5YIIP but not within an AGP remain priorities but have not been allocated CIL funding.
- 3.3 This 5YIIP plan also sets out an updated position on infrastructure delivery, includes revised CIL income forecasts, provides updates on projects accepted within previous AGPs and outlines planned preparatory work for infrastructure schemes for future years.
- 3.4 In addition to the above, Officers have identified a number of procedure/practice improvements to the IIF that would help ensure the effective delivery of infrastructure. Also, that amendments are needed to the Partner Draw-down and Borrowing Authorisations in connection with the proposed loan agreement for the Long Stratton Bypass. Agreement to these changes/amendments are sought within this report.
- 3.5 The changes/authorisations proposed within this report were considered and agreed by the Greater Norwich Growth Board (GNGB) on 15 December 2022.

#### 4. Proposed Action

##### 2022/23 Annual Growth Programme (AGP)

- 4.1 Following a successful outcome to their evaluation in accordance with the agreed project appraisal procedure, it is proposed that funding is CIL is allocated to 9 projects totalling £10,632,243. The 9 projects include 6 projects considered to be a key priority in South Norfolk that either enable or support planned growth within the district. These projects are identified in table 1 below.

**Table 1 - Proposed 2023/24 Annual Growth Programme**

<b>Project Name</b>	<b>Applicant</b>	<b>Amount of CIL requested</b>	<b>Total project size</b>
Youngs Park, Aylsham – 3G AGP	Broadland	£250,000	£900,00
Hethersett to NRP Cycle Route	Norfolk County Council	£501,015	£728,015
Venta Icenorum access improvements – Phase 1	South Norfolk	£153,128	£155,628
Queens Hills Community Park	South Norfolk	£133,552	£153,552
Crangleford Country Park	South Norfolk	£468,000	£798,000
Easton Village Hall	South Norfolk	£505,000	£1,505,204
Sloughbottom Park Regeneration	Norwich	£850,000	£8,512,025
Guildhall & Exchange Street Regeneration	Norwich	£2,771,548	£5,894,000
Hethel Technology Park – Roundabout and Access Road	South Norfolk	£5,000,000	£8,218,900
<b>TOTAL</b>		<b>£10,632,243</b>	<b>£26,865,324</b>

- 4.2 In addition to these nine projects, it is proposed that Children's Services at Norfolk County Council receive £2.5million to support the development of their education capital programme within Greater Norwich. It is expected that this funding will help support the delivery of extensions at both Wymondham High School and Hethersett High School. Furthermore, it is proposed that £4million is allocated to the IIF reserves in connection with the creation of the new Match Funding IIF category, details of which are provided below.



## **Match Funding and Major Infrastructure**

- 4.3 Under current procedures, projects can only be allocated funding from the IIF if they are deliverable and they can only apply for funding within one annual round of project applications. This requirement for projects to be 'shovel ready' has ensured the stability and success of the IIF, however it has also created limitations with supporting key strategic pieces of major infrastructure. Major infrastructure and regeneration projects take many years to progress, which makes them currently ineligible for early application to the IIF.
- 4.4 It is therefore proposed that two new categories should be added to the IIF processes of allocation; Major Infrastructure Projects and Match Funding. This will enable some large strategic projects to have IIF earmarked to their delivery in the medium to long term.
- 4.5 Further details about how this will work in practice are included within Appendix B.

## **Education Capital Borrowing**

- 4.6 At its meeting of 6th October 2022, the GNGB received an update regarding the delivery of Norfolk Children's Services Education Capital Programme. As part of this update, it was reported that to safeguard the medium to long term school capital programme Norfolk County Council (NCC) has underwritten any future shortfall of funding with a commitment to borrow where required. To support this decision, NCC requested a change to the way that future allocations are made from the IIF. Specifically, that IIF funding can be used in whole or in part to repay NCC's own borrowing for education.
- 4.7 It is therefore proposed that NCC are allowed to utilise CIL funding as requested. This proposal will require a commitment to be made to an Education Capital Programme that is ringfenced to Greater Norwich, instead of individual projects. This will allow for it to be used to repay NCCs borrowing with any remaining balance to be invested directly into a specified capital project.
- 4.8 Further details of the proposed approach are included within Appendix B.

## **Partner Draw-down and Borrowing Authorisations Agreement**

- 4.9 £10m of CIL supported borrowing was allocated to Long Stratton Bypass (LSBP) through the Greater Norwich City Deal agreement which was signed with Government in December 2013. This gave the GNGB access to lower-cost borrowing from the Public Works Loan Board (PWLB).
- 4.10 As part of the approval process for last year's Greater Norwich 5YIIP 2022 to 2027, Broadland, Norwich and South Norfolk Councils agreed a draft legal loan agreement and for the GNGB to be granted delegated authority to sign the final legal loan agreement for the LSBP loan draw down, together with their s151 officer's and under the direction of Norfolk County Council as the Accountable Body. As agreed within the signed Joint Working Agreement, a unanimous decision will be required from all GNGB members (the Council Leaders) prior to the signing and the draw down being actioned.

- 4.11 On 6th October 2022, following the review of a project change request, the GNGB unanimously agreed for the City Deal borrowing to support the delivery of LSBP to be increased from the £6.733m identified in last year's 5YIIP to £10m, the full amount allocated within the City Deal Document.
- 4.12 The legal agreement that will support this loan was intended to be added as 'schedule 2' to the original Partner Draw-down and Borrowing Authorisations that was signed by all partners on 21st October 2015.
- 4.13 On review of the 2015 agreement, Nplaw advised that it is not clear that additional loans can be added to schedule 2. Therefore, for the avoidance of doubt, they have advised that a minor amendment should be made to the original 2015 agreement, which once signed by all partners will enable the agreed LSBP loan to be added as originally intended.
- 4.14 It is proposed therefore proposed that such amendments are made to the agreement in order to enable borrowing to support the delivery of the Long Stratton Bypass.
- 4.15 More details and the draft deed of variation is detailed within Appendix B.

## **5. Other options**

- 5.1 The Committee may choose to recommend amendments to the 5YIIP prior to its agreement. This may include proposing to agree funding for only some of the 9 projects identified for CIL funding in 2022/23; proposing that funding is not approved to support the Education Capital Programme and/or that any other of the recommended actions are amended and/or not agreed. Due to the need to secure the agreement of all partners, if amendments are proposed to the proposed actions, this is likely to cause a delay to the agreement of the 5YIIP and AGP. The extent of any such delay would depend on the amendments proposed.
- 5.2 In order to ensure: a) the timely delivery of the AGP; and, b) that all projects that receive pooled CIL funding have been properly evaluated in accordance with agreed project appraisal procedure, it would not be reasonable to recommend additional projects for CIL funding within the 2023/24 AGP. The project appraisal process ensures, as far as practicable, that projects are strategically justified and deliverable.
- 5.3 If the committee considers that there are additional priority projects that should be considered for the allocation of pooled CIL funding then a further recommendation should be made. This recommendation should propose that the Director of Place be instructed to progress such projects in accordance with the IIF procedures.

## **6. Issues and risks**

- 6.1 **Resource Implications** – The most significant immediate risks relate to project cost control and delivery. For the projects within South Norfolk, these risks are being minimised through the Council's own project management processes

including support for partner organisations where they will be responsible for the delivery of these schemes.

There may also be ongoing management and maintenance costs following delivery of the schemes. In respect of the Cringleford Country Park, Easton Village Hall, the Hethersett to NRP Cycle Route and Hethel Roundabout and Access scheme, maintenance and management costs will, as relevant, be met by the relevant partner organisations. Maintenance and management costs for the Venta Icenorum and Queens Hills Community Park projects will be provided for within the budgets of the Community Assets Team. Maintenance and management for projects outside of South Norfolk will be met separately by partner organisations.

There remains a risk that CIL income will not cover all commitments made within the agreed programme. This risk is mitigated by ongoing programme management of the IIF provided by the Greater Norwich Project Team and overseen by the Greater Norwich Growth Board and the significant amount of CIL liable from planned growth within Greater Norwich. A forecast of income from planned growth is included in Table 1 of the 5YIIP.

The emerging Levelling Up and Regeneration Bill (LURB) includes provision for the existing CIL and S106 to be replaced by a new, consolidated “Infrastructure Levy”. At a national level the new system would aim to increase revenues when compared to the current system. However, the Planning for the Future White Paper that preceded the LURB also recognises that in some low value areas development would be likely to fall below the minimum value-based threshold for making contributions under the new system. This situation will need to be kept under review.

- 6.2 **Legal Implications** – No legal advice has been sought as part of the preparation of this report. The main legal implication arising from the agreement of the 5YIIP and approval of the AGP relates to the finalisation of the Long Stratton Bypass loan agreement in accordance with previous resolutions of Council. The draft agreement is based on the legal loan agreement signed for the Broadland Northway, and further advice is being taken as necessary by the Director for Place, Assistant Director for Finance and Leader of the Council and Portfolio Holder for External Affairs and Policy under the delegated authority assigned to them. Such advice has identified the need for the further deed of variation identified in this report.

Project specific legal advice will be taken as necessary in the delivery of the identified AGP projects.

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

- 6.3 **Equality Implications** – An EQIA accompanies this report.
- 6.4 **Environmental Impact** – The environmental impacts associated with the identified schemes will be considered, as relevant, as part of the relevant consenting process. The growth and development which the infrastructure within this report supports was subject to Sustainability Appraisal (SA), incorporating Strategic

Environmental Assessment (SEA) and Habitat Regulation Assessment (HRA) as part of the Council's plan making process or was otherwise assessed appropriately as part of the approval of planning applications. This includes the principle of the Long Stratton Bypass that was established in the Joint Core Strategy and also considered within the Long Stratton Area Action Plan and is now being assessed at a scheme level through the relevant planning application.

6.5 **Crime and Disorder** – It is not considered that any of the proposed schemes are likely to raise significant concerns in terms of crime and disorder.

6.6 **Risks** – There are not considered to be any specific risks other than those specifically documented above arising from the recommendations in this report.

## 7. **Conclusion**

7.1 The projects within the 5YIIP have been identified with reference to evidence and the input of officers and stakeholders. The projects are therefore appropriately identified as those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal.

7.2 The 9 new projects proposed for CIL funding in 2023/24 have been agreed by the Greater Norwich Growth Board (GNGB), following an assessment of their suitability by the Greater Norwich Project's Team, in accordance with the adopted processes for the Infrastructure Investment Fund (IIF). It is therefore appropriate to allocate pooled CIL funding to these projects.

7.3 With available CIL funding in place, the allocation of £2.5M to support the Education Capital Programme remains an important part of the ongoing support provided to address the education impacts of growth as is allowing Norfolk County Council additional flexibility to use CIL funding to support their capital borrowing to delivery school improvements in Greater Norwich.

7.4 The introduction of the Match Funding and Major Infrastructure categories to the IIF, alongside the allocation of £4M of CIL to IIF reserves to support the Match Funding category, will effectively address some limitations within current processes that may prevent effective infrastructure delivery.

7.5 Agreement to amend the Partner Drawdown and Borrowing Authorisations, originally signed by all partners on 21st October 2015, is necessary to enable borrowing to support the delivery of the Long Stratton Bypass. The Long Stratton Bypass is a key infrastructure priority.

## 8. **Recommendations**

8.1 Cabinet to recommend to Council that it:

- a) approves of the Draft Five Year Infrastructure Investment Plan 2023-28 and the proposed 2023/24 Annual Growth Programme, including:

- i) the introduction of two new categories to the Infrastructure Investment Fund, Match Funding and Major Infrastructure Projects;

and,

- ii) that Education funding allocations from the Infrastructure Investment Fund can be used in whole or in part to repay Norfolk County Council's borrowing, on condition that it is used to support the delivery of a Schools Capital Programme that is ringfenced to the Greater Norwich area, and that annual programme delivery and budget updates are reported to the GNGB;

and,

- b) agrees to the signing of a deed of variation to the agreement entitled, Partner Drawdown and Borrowing Authorisations, that was originally signed by all partners on 21st October 2015 and to delegate authority to the Director for Place in consultation with the Portfolio Holder for External Affairs and Policy to finalise and sign any such variation;

and,

- c) agrees to the inclusion of the following projects: Queens Hill Community Park; Venta Icenorum access improvements - Phase 1; Easton Village Hall, Hethel Innovation Centre – Roundabout and access road and Cringleford Country Park (totalling £6,259,679.68) into the council's capital programme commencing in 23/24.

## **Background papers**

Greater Norwich Infrastructure Plan

## **APPENDIX A**

# **Draft Joint Five-Year Infrastructure Investment Plan 2023-2028**

**December 2022**



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## Introduction

This Plan is published on an annual basis by the Greater Norwich Growth Board (GNGB) who work in partnership to monitor and drive forward the delivery of infrastructure which is required to support planned growth.

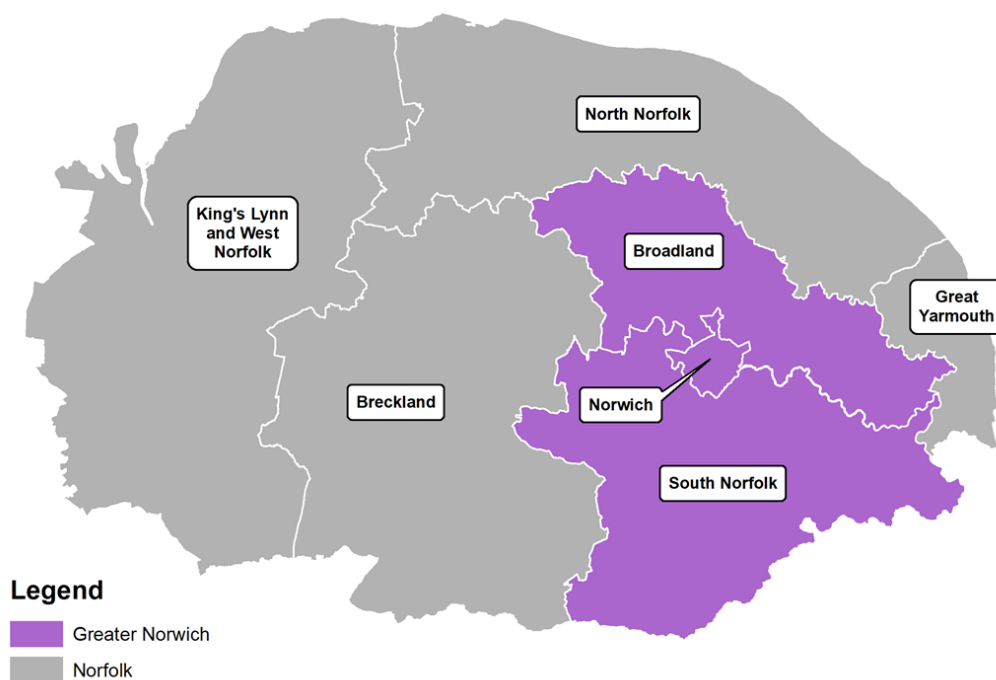
The projects identified within this Plan are those currently considered to be a priority for delivery, to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal; one of the key strands of the City Deal was the delivery of an infrastructure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

To support the delivery of infrastructure, the partners pool their income received from the Community Infrastructure Levy (CIL) into one Infrastructure Investment Fund (IIF). This Plan includes details of those projects which are to receive IIF funding during the forthcoming financial year. These will be adopted as the 2023/24 Annual Growth Programme (AGP).

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

The information within this Plan includes that which each planning authority area is required to report on CIL spend within an Infrastructure Funding Statement. Uniquely, this Plan reports across the combined administrative areas of Norwich City Council, South Norfolk, and Broadland District Councils. This area is known as Greater Norwich.

**Figure 1 Map of Greater Norwich and Norfolk**



## **The Greater Norwich Growth Board**

The Greater Norwich Growth Board (GNGB) is a partnership that is unlike any other in the UK. Norwich City, South Norfolk District, Broadland District and Norfolk County Councils work together with the New Anglia Local Enterprise Partnership to form the GNGB. They have chosen to work together to accelerate the delivery of infrastructure within the joint Greater Norwich area, because they recognise the benefits that can be achieved by looking beyond their individual administrative boundaries.

Since the establishment of the GNGB in 2014, their partnership working practices and particularly the pooling arrangements of CIL contributions within the IIF, are considered an exemplar model of working by the Planning Advisory Service (PAS) who have cited the GNGB as a partnership who are pursuing ambitious growth agendas under strong strategic leadership and cross boundary collaboration. The partners are now invited to share their knowledge and experience with other authorities across the country through a range of working groups and conferences.

Since 2014 the partnership has allocated over £30m of IIF funding and £50m of CIL supported borrowing which has levered in at least an additional £240m to deliver infrastructure projects within the Greater Norwich area.

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

## **Development of the joint Five-Year Infrastructure Investment Plan**

The development of this plan is informed by the updated Greater Norwich Infrastructure Plan (GNIP)<sup>1</sup>. The GNIP identifies infrastructure priorities to the end of the currently adopted Joint Core Strategy (2026) and details the progress of infrastructure delivery within the Greater Norwich area. In more recent years the GNIP also included details of the emerging Greater Norwich Local Plan (GNLP), which is currently progressing through a period of government examination. Once agreed, the GNLP will supersede the JCS, extending the planned period by another 12 years to 2038.

The 2022 GNIP was accepted by the GNGB at the Board Meeting on 13<sup>th</sup> June 2022. The thematic strategic priorities identified within it for the infrastructure types that are eligible to receive CIL funding, feed into the project appraisal process for the IIF. Projects listed within the forthcoming financial year within this Five-Year Plan are the Annual Growth Programme (AGP) for 2023/24. This Plan aligns the new allocations against the existing financial commitments for IIF and forecasted CIL income until 2027/28. It forms the evidence base which supports the partner authorities' decision-making to make new allocations from the IIF on an annual basis.

The GNGB agreed new processes for project selection on 27<sup>th</sup> November 2018, and this is the fourth year that the projects have been progressed through this full process before being recommended for inclusion in the AGP. A call for new projects is triggered upon the acceptance of the GNIP. This year's call closed on 26<sup>th</sup> July; the Greater Norwich Projects Team (GNPT) appraised each submission and provided recommendations to the Infrastructure Delivery Board (IDB) alongside comments received from the Greater Norwich Delivery Officers Group. The IIF processes provide clear acceptance criteria for projects, a measured and robust selection process to support informed recommendations from the IDB which enables the GNGB to allocate CIL from the IIF in a clear and decisive manner.

The GNGB initially consider the Draft Five Year Infrastructure Investment Plan on 15<sup>th</sup> December 2022.

As the Accountable Body for the GNGB, Norfolk County Council will also receive a report on the 2023/24 AGP in early 2022.

The three District Councils consider this Plan at their Cabinet meetings in February/March 2023. As per the agreed processes, the approval of this plan by each District Council commits IIF funding to those projects within the forthcoming financial year, accepting them as the AGP 23/24.

The final report confirming AGP 23/24 returns to the GNGB for formal joint agreement at their meeting on 30<sup>th</sup> March 2023.

<sup>1</sup> [Click here for the Greater Norwich Infrastructure Plan 2022](#)

## Greater Norwich Growth Programme Process

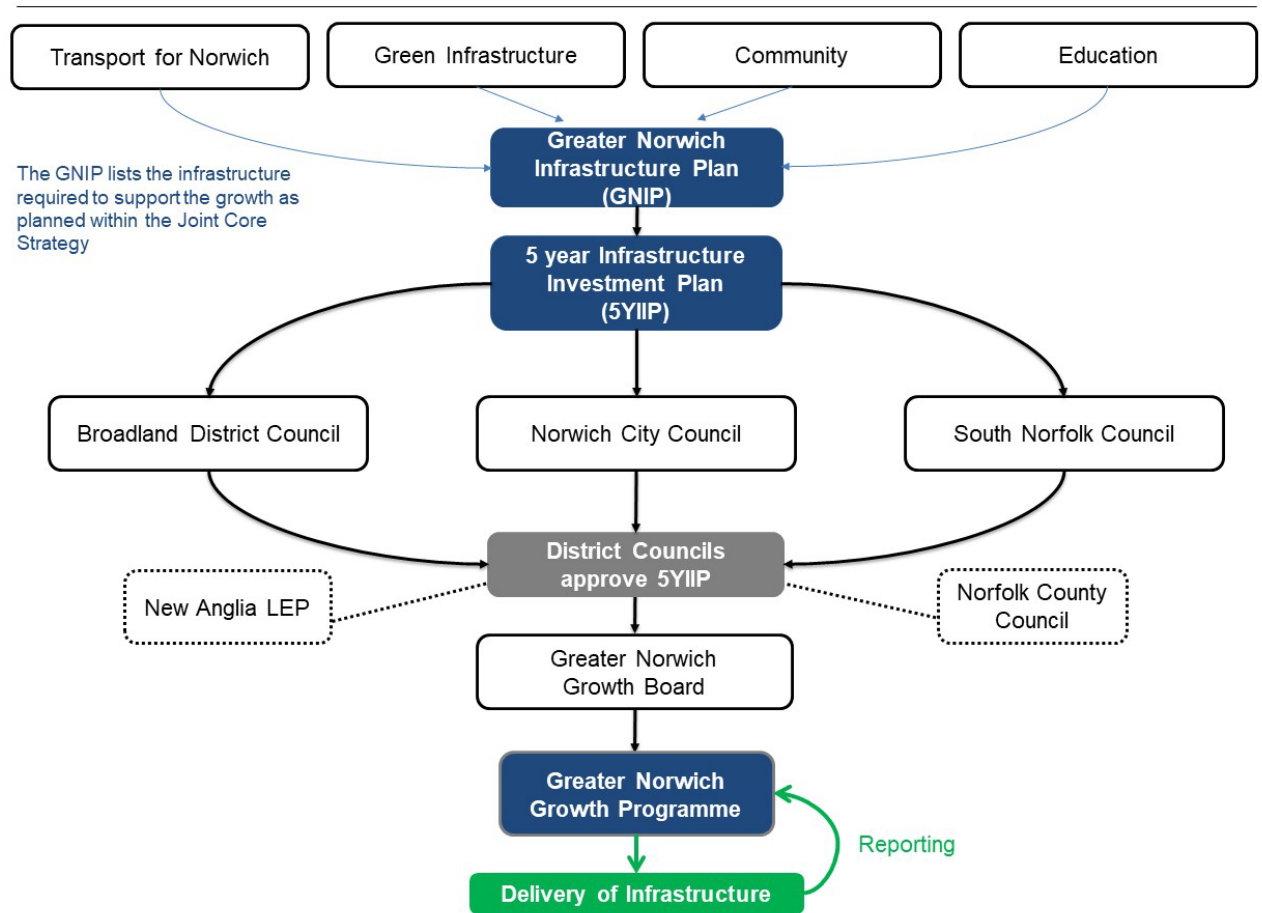


Figure 2 – Greater Norwich Growth Programme decision making process

## 2023/24 Annual Growth Programme

In accordance with the agreed processes for the Infrastructure Investment Fund (IIF), the Infrastructure Delivery Board met on 14th October 2022 to agree which projects are to be put forward as the 2023/24 Annual Growth Programme (AGP). As a result, 9 projects totaling £10,652,243 have been identified to be supported through the IIF. Details of these projects have been included in this report as [Appendix A – 2023/24 Annual Growth Programme Project Details](#).

Project Name	Applicant	Amount of CIL requested	Total project size
Youngs Park, Aylsham – 3G AGP	Broadland	£ 250,000	£ 900,000
Hethersett to NRP Cycle Route	County	£ 501,015	£ 728,015
Venta Icenorum	South Norfolk	£ 153,128	£ 155,628
Queens Hills Community Park	South Norfolk	£ 133,552	£ 153,552
Cringleford Country Park	South Norfolk	£ 468,000	£ 798,000
Easton Village Hall	South Norfolk	£ 505,000	£ 1,505,204
Sloughbottom Park Regeneration	Norwich	£ 850,000	£ 8,512,025
Guildhall & Exchange Street Regeneration	Norwich	£ 2,771,548	£ 5,894,000
Hethel Technology Park	South Norfolk	£ 5,000,000	£ 8,218,900
<b>Total</b>	N/A	£ 10,632,243	£ 26,865,324



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In addition, Education will receive **£2.5million** to support the delivery of their capital programme within Greater Norwich. Details are provided in [Table 2](#) on page 26

New Category: **£4m** is allocated to the IIF reserves as Match Funding. This is for major projects that require match to lever in additional, more substantial amounts of funding from central government. **The GNGB will act with delegated authority from districts to allocate this match funding to eligible projects throughout the year.** Projects will require a unanimous decision from all GNGB members before this funding can be allocated, as required within the GNGB Joint Working Agreement which was signed by all partners in 2014. The GNGB will monitor the match funding allocation and provide an update report in future versions of this Plan. The eligibility criteria and process for this new category is detailed in Annex A which is reported alongside this Plan.

New Category: **The process for agreeing a new category of Major Infrastructure projects is introduced to the IIF.** The eligibility criteria and process for this category is detailed in Annex A. Projects which are deemed eligible for this category will be recommended in future versions of this Plan, seeking agreement from the three District Cabinet and Full Councils before any funding is committed to them.

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

**£10m will be drawn down as a loan** from the Public Loan Works Board to support the delivery of Long Stratton Bypass. This loan was agreed to be drawn in the previous version of this Plan and delegated authority for the signing of the final loan agreement was granted to the GNGB and their S151 officers, under the direction of Norfolk County Council as the Accountable Body. The current forecasted annual repayment is in the region of **£680,000**, to be paid from the IIF for 25 years. (Please note that this is a forecasted figure. The interest repayments for this loan will not be confirmed until the date that the money is drawn down). A project delivery update and further details regarding the City Deal agreement and the loan legal arrangement between all partners, can be found on page 22, [City Deal borrowing to support the delivery of Long Stratton Bypass](#)

To support this loan draw down, £345,000 was allocated to the cash reserve in last year's version of this Plan. The amount allocated to reserves should total one year's loan repayment, a safeguard that was put in place by all partner S151 officers when the first City Deal loan was drawn down. Any required increase to this reserve amount will be allocated in next year's version of this Plan, when the final loan repayment amount is confirmed.

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## Five Year Investment Plan Framework

In the 19/20 version of this Plan, the growth programme had forecasted a deficit within the Infrastructure Investment Fund (IIF). This led to the development and implementation of new processes for the allocation of the IIF in 20/21 and a move to only committing allocations to projects that are deliverable within the forthcoming year. At the same time officers reflected upon their increased understanding of the complex nature of CIL and changed their methodology for forecasting the income. This is the fourth year that these new processes have been followed and the fund is now forecasted to hold a balance of £6.6m at the end of 23/24.

Please note that the forecasted balance is subject to change because it is dependent upon CIL income for the second half of 21/22 and all of 22/23 being received as forecast. Given the complex nature of CIL income, it is expected that these figures will change between publications of this Plan, particularly in years 3-5 when the effects of inflationary rises are not yet known.

The forecasted income for 24/25 has seen a large drop which reflect the planning delays caused by **nutrient neutrality**. It is hoped that this reduction in forecasted income could be recovered as plans to mitigate nutrient neutrality progress at pace, but the GNGB will continue to monitor this situation and **will take action to reduce new funding allocations in future years if required**.

Table 1 Five Year Infrastructure Investment Plan

	ITEM	To End March 2022	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28*
1	Actual CIL receipts <sup>1</sup>	£47,503,863	£5,933,364	£0.00	£0.00	£0.00	£0.00	£0.00
2	Interest <sup>2</sup>	£131,945	£8,538	£0.00	£0.00	£0.00	£0.00	£0.00
3	Forecast CIL receipts <sup>3</sup>	£0	£5,712,157	£8,358,490	£2,441,125	£4,542,384	£4,302,690	£7,829,454
4	<b>Cumulative Income<sup>4</sup></b>	£47,635,808	£59,289,867	£67,648,357	£70,089,482	£74,631,866	£78,934,556	£86,764,010
5	Programme agreed <sup>5</sup>	£6,542,194	£5,357,092	£1,850,228	£143,000	£0	£0	£0
6	Programme proposed (23/24 AGP) <sup>6</sup>	£0	£0	£6,194,386	£4,246,858	£191,000	£0	£0
7	Borrowing agreed <sup>7</sup>	£10,843,254	£2,057,045	£2,736,999	£2,736,999	£2,736,999	£2,736,999	£2,736,999
8	Cash Reserve: Borrowing <sup>8</sup>	£2,000,000	£345,000	£0	£0	£0	£0	£0
9	Cash Reserve: Match Funding <sup>9</sup>	£0	£0	£4,000,000	£0	£0	£0	£0
10	Education <sup>10</sup>	£10,000,000	£2,000,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000
	<b>Total Expenditure</b>	£29,385,448	£9,759,137	£17,281,613	£9,626,857	£5,427,999	£5,236,999	£5,236,999
11	<b>Cumulative Expenditure<sup>11</sup></b>	£29,385,448	£39,157,085	£56,438,698	£66,065,555	£71,493,554	£76,730,553	£81,967,552
12	<b>Cumulative Surplus/Deficit<sup>12</sup></b>	£18,250,360	£20,132,782	£11,209,659	£4,023,927	£3,138,312	£2,204,003	£4,796,458
13	<b>Funds proposed and committed for spend in future years (24/25-27/28)<sup>13</sup></b>	N/A	N/A	£4,580,858	N/A	N/A	N/A	N/A
14	<b>FORECASTED non committed funds, available to spend<sup>14</sup></b>	N/A	N/A	£6,628,801	N/A	N/A	N/A	N/A

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

This financial framework has been provided for the specific purposes of this Plan to support the decision making of new allocations of CIL from the IIF. A detailed breakdown of individual project drawdowns set against CIL income as required within an Infrastructure Funding Statement, is detailed within [Appendix B – Greater Norwich Growth Programme](#).

## Explanation of the table.

- 1 The amount of CIL income received from the District receipting authorities which has been paid into the IIF.
- 2 Interest earned on the balance of funds held within the IIF since 2014.
- 3 The CIL income that the IIF is forecasting to receive in the next 5 years. Given the complex nature of CIL income, it is expected that these figures will change between publications of this Plan, particularly in years 3-5 when the effects of inflationary rises are not yet known. The medium to long term effect on the construction industry following the Covid-19 outbreak, Brexit, the war in Ukraine, Nutrient Neutrality and the proposed planning reform all add additional uncertainty to these figures.
- 3 Total CIL income received since the opening of the IIF to the end of each given financial year. Future years are forecasted figures.
- 4 The amount of CIL which will be drawn down from the IIF to deliver all projects in each given financial year. These projects have been agreed in previous AGPs and will either be being delivered over multiple years or are projects whose delivery has been delayed and their draw down has rolled over from a previous year.
- 5 The amount of CIL which will be drawn down from the IIF to deliver all projects in each given financial year. These projects have been agreed in previous AGPs and will either be being delivered over multiple years, or are projects whose delivery has been delayed and their draw-down has rolled over from a previous year.
- 6 The amount of CIL which will be drawn down by the projects included within the 2023/24 Annual Growth Programme in each given financial year. All projects are due to begin delivery in 22/23 but the delivery and funding draw down can continue over multiple years. These projects have been through the project selection process and are sponsored by the Infrastructure Delivery Board.
- 7 The annual loan repayments for both the Broadland Northway and Long Stratton Bypass. Please note that the amount allocated for Long Stratton Bypass is a forecast because it is not yet drawn. For more detail see page 49 Appendix B.
- 8 It was agreed by each partner S151 officer that a reserve equal to one annual loan repayment was required to be kept in reserves as a safeguard. A £2m cash reserve to support the repayments for the Broadland Northway was allocated in 20/21 and £345,000 was allocated in 22/23 in readiness for the repayments of the borrowing for Long Stratton Bypass. Any required increase to the reserve amount for Long Stratton Bypass will be allocated in next year's version of this Plan, when the final loan repayment amount is known.

- 9 The amount allocated as Match Funding. This is for major projects that require match funding to lever in additional, more substantial amounts of funding from central government. The GNGB will act with delegated authority to allocate this match funding to eligible projects throughout the year. A unanimous decision from all GNGB members will be required before this funding can be allocated to a project, as required within the GNGB Joint Working Agreement which was signed by all partners in 2014.
- 10 Having considered the available fund balance and taking into consideration inflationary rises since the first allocation was made in 2017, a £2.5million allocation from the IIF has been identified for the forthcoming year. This will be used in whole or in part to support NCC's own borrowing to deliver the Greater Norwich Schools Capital programme (for detail see Table 2, page 26). Allocations are confirmed annually alongside the acceptance of each new Annual Growth Programme so no commitment is made for future years, they are indicative figures only.
- 11 Total committed funding from the opening of the fund to each year end. Future years are forecasted figures.
- 12 Total amount available within the fund at the end of each year. Future years are forecasts only and are subject to change because both the income and expenditure are forecasted.
- 13 Amount programmed to be drawn from the fund beyond 23/24 for projects that are delivering over multiple years. This amount will not be spent in the forthcoming year but included in the calculation because it is committed and therefore not available to be allocated to other projects.
- 14 The forecasted funds available within the IIF at the end of the forthcoming year which could be allocated to new projects. This is a forecast only, because both income and expenditure are forecasted and are subject to a high degree of change.

## Greater Norwich's Long Term Strategic Planning

The Greater Norwich partners have been proactively working together for over 10 years. This ongoing partnership working is set to lead to the Joint Core Strategy being superseded by the Greater Norwich Local Plan which will ensure that the development needs of Greater Norwich continue to be met to 2038, demonstrating the partners' commitment to work together to support growth in the longer term. In addition, the Greater Norwich partners:

- have published a joint **Physical Activity and Sports Strategy** in accordance with Sport England's planning guidance.
- are progressing an update to their joint **Green Infrastructure Strategy** aligning with the Environment Bill (which requires the delivery of biodiversity net gain).
- worked in consultation with Norfolk County Council to adopt the new **Transport for Norwich Strategy**.

Each of these new strategies provide the evidence of need for additional or different infrastructure to deliver planned growth, at the same time as supporting the transition to net zero. For these programmes to progress, investment is also required to support project development, particularly the cost to undertake feasibility studies. Whilst the IIF is prioritised for projects that are nearing delivery, the Greater Norwich authorities understand the need to commission new project development, and they continue to work together to source new funding streams and seek new routes of financing to ensure this work continues in the future.

All funds currently unallocated within the IIF will be used to support projects which will arise from the plans and other policies and strategies that relate to the Greater Norwich area. This includes but is not restricted to:

- The **Stage 2 Masterplan for East Norwich** which indicates a total cost of £153m for the infrastructure required to underpin regeneration at East Norwich.
- **Schools capital programme**- approximately £160m (see [Table 2 Education Infrastructure Programme.](#))
- **Norfolk Strategic Infrastructure Delivery Plan** (includes the Broadland Growth Link Road £38m)
- **Local Transport Plan** and **Transport for Norwich Strategy** Implementation Plans, including the **Transforming Cities Programme** and the **Local Walking and Cycling Infrastructure Plans** (includes the Green Loop £5.8m).
- Mitigating the effects of **nutrient neutrality**
- **Strategic development locations** including: The North-East Growth Triangle, East Norwich, Long Stratton and the Cambridge-Norwich Tech Corridor.
- Potential new City Centre Vision



Eligible projects that progress to delivery are welcomed to apply to the IIF but as demonstrated through the size of the above programmes, the amount of pooled CIL available within the fund is small when compared to the total that will be required. This is why the GNGB continues to work together, proactively seeking to close the funding gap, using the IIF to lever in additional match funding and sharing their resources, skills and influence to accelerate the delivery of infrastructure in their joint Greater Norwich area.

## **Establishment of the new Strategic Investment Fund**

The Strategic Investment Fund (SIF) is the most recent example of the GNGBs proactive partnership working practices, demonstrating their continued drive to seek new ways of accelerating the delivery of infrastructure.

The City Deal agreement which led to the establishment of the GNGB and the IIF, also gave the Greater Norwich authorities access to reduced cost borrowing from the Public Works Loan Board. £60m of borrowing was allocated to support the delivery of strategic infrastructure projects such as the Broadland Northway and Long Stratton Bypass, and £20m was separately allocated to establish an infrastructure fund to accelerate infrastructure delivery. This £20m borrowing allocation is available to the GNGB until March 2026 and they are keen to utilise it as a loan facility.

At their meetings on 17<sup>th</sup> June and 30<sup>th</sup> September 2021 the GNGB agreed a draft Terms of Reference for the establishment of a new SIF and for future loan repayments to 'in principle' be repaid from the IIF. A period of fund development followed which included seeking legal advice and discussions with all partner S151 officers. In the summer of 2022, the GNGB recommended to each of partners' Cabinets and Full Councils to give authority to Norfolk County Council, as the Greater Norwich Growth Boards accountable body, to draw down up to £20m from the Public Work Loans Board to create a cyclical fund to support local infrastructure projects as agreed in the Greater Norwich City Deal. This was agreed by all partners and delegated authority has been granted to the GNGB to manage the allocation of the City Deal borrowing and later, the governance of the SIF in line with the agreed Terms of Reference.

The SIF application processes are to be further developed by the Greater Norwich Projects Team and will return to the GNGB for agreement prior to any projects being considered for this loan funding. An annual update of the SIF will be included in future versions of this Plan.

## **IIF Eligibility - Four Thematic Groups**

Allocations from the IIF are currently restricted to the four thematic groups as agreed within the Greater Norwich adopted CIL charging policy. These are Transport, Education, Green Infrastructure and Community (which includes sports). When CIL was initially adopted, local authorities were required to report a Regulation 123 list confirming the infrastructure thematic groups which were considered within their CIL charging calculations and therefore the groups to which CIL can be reallocated to. The need for this list was withdrawn by legislation from September 2019, but this does not automatically allow other groups to apply to the IIF because the Greater Norwich authorities are still adhering to their locally adopted CIL charging policy.

The GNGB understand the funding pressures that other infrastructure thematic groups are experiencing and were planning to undertake a review of CIL alongside the development of the Greater Norwich Local Plan. Unfortunately this was put on hold following the publication of the [Planning For The Future white paper](#) in August 2020, which detailed CIL being replaced by a new type of Infrastructure Levy. Information about this change was expected from central government in 2021, but this has repeatedly been delayed. It is understood that the new Infrastructure Levy is still coming forward but until the future of CIL is more certain the GNGB are required to proceed with their adopted policy.

A summary from each of the four eligible infrastructure groups is included below.

### **Green Infrastructure**

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

The Greater Norwich GI Strategy 2007 was prepared as an evidence document for the Joint Core Strategy (JCS) and has since guided planning policies and the long-term delivery of the network. It was developed around four principal Green Infrastructure themes:

- sustaining and enhancing the character and local distinctiveness of riverscapes, landscapes and townscapes
- making space for wildlife
- providing a high quality, multi-functional network of accessible green spaces for people
- adapting to climate change through sustainable planning and design

In March 2021 the Infrastructure Delivery Board (IDB) approved the progression of a

scoping paper proposing an update of the existing strategy; it was later agreed that Norfolk County Council's 'Natural Norfolk' Team would be best placed to deliver this work because it will ensure close alignment with the development of the Norfolk Nature Recovery Network and Strategy. The development of this new strategy aims to support the protection, enhancement, and creation of GI in Greater Norwich. The strategy will be built on an understanding of the green and blue spaces in the area and will identify future opportunities for GI provision and enhancement. The supporting Delivery Plan will demonstrate how the strategy can be implemented through practical projects and interventions. This will assist in the allocation of resources, and in the consideration of GI requirements within planning applications. Updating the GI strategy is also important to ensure that full account is taken of current and emerging legislative requirements.

Strategy development commenced in Summer 2022. A steering group has been established including representatives from the Greater Norwich Partnership, Natural England, the Broads Authority and the Norfolk Wildlife Trust.

## **Prioritised GI Projects**

The projects below are those that have been prioritised by the GNGB for future investment; the majority have received IIF funding to deliver elements of their progress in previous AGPs. It should be noted that these projects were prioritised in the 2009 GI strategy. Once the updated GI Strategy has been adopted, the existing prioritisation of projects will be reviewed.

- **Green Loop – Broadland Way and Marriott's Way**

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

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

Combined with Marriott's Way and the Bure Valley Path, this new facility will form a Green Loop to the north of Norwich - linking northern city areas of growth with the countryside and providing a highly biodiverse corridor. Marriott's Way in particular fulfils several key functions as a wildlife link, a health-promoting asset (through cycling and walking), and an outdoor classroom. A number of IIF funded projects have supported both the establishment of this route and links to it. These include the establishment of circular walks along the Bure Valley path (GP77) and extension to the Yellow Pedalway (GP80) which joins the Green Loop.

- **Burlingham Country Park**

Burlingham Country Park project proposes the repurposing of one of the largest areas of land owned by Norfolk County Council. At over 12.5 km<sup>2</sup> the Burlingham site is located near Strategic Employment Sites and Major Housing Growth Sites.

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

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

- **Yare Valley Parkway**

The project aims to develop a linear country park based on the River Yare Corridor between Bawburgh and Whitlingham Country Park. It would comprise a collection of linked spaces along banks of the River Yare. This 'umbrella' project was included in the Green Infrastructure Delivery Plan 2009 and this was followed in 2016 by the production of a report and audit by Norfolk County Council that identified a series of project opportunities.

Several projects have been completed or committed in the Yare Valley since 2009 using IIF including Marston Marsh (GP3), Earlham Millennium Green phases 1-3 (GP4, GP8, GP49), Yare Valley Walk, Cringleford Meadow Improvements (formerly UEA to Eaton Boardwalk) (GP47), Yare and Wensum Valleys link (GP50) and Wherryman's Way access improvements (GP83).

A key planned project along the valley is the construction of two bridges in East Norwich near the confluence of the Rivers Yare and Wensum to enable pedestrians and cyclists to move between Whitlingham and the city centre and enable national cycle route 1 to be re-routed onto a more direct, convenient, safe and enjoyable alignment. This will help support regeneration of the wider East Norwich area, which is identified as a strategic regeneration area in the emerging Greater Norwich Local Plan. This demonstrates that the programme of projects associated with the Yare valley Parkway are also aligned to the River Wensum Strategy (below).

- **The River Wensum Strategy**

The [River Wensum Strategy](#) has been developed to guide regeneration of the River Wensum Corridor in Norwich, from Hellesdon in the west extending to Whitlingham in the east. The strategy is led, and project managed by Norwich City Council and was adopted by all partners as well as the Environment Agency, the Broads Authority and the Norwich Society in Summer 2018. [The River Wensum Strategy Delivery Plan](#) was published in 2021.

The strategic objectives include enhancing connectivity throughout the river corridor (particularly with the Norfolk Trails network) and enhancing the natural environment and green infrastructure. Key green infrastructure proposals which have received IIF funding in previous years include the Wensum Walkway (GP81) which is set to complete a key City Centre section on the Riverside Walk, improvements to accessibility of the existing Riverside Walk (GP31), improvements to the entrance to Marriott's Way from the Barn Road Roundabout (GP29) and enhanced links with the Broads network at Whitlingham in the longer term. However, it should be noted that the project to complete the missing link on the Riverside Walk is currently on hold due to a review of the costs and design and the project to improve accessibility is on hold due to staff resourcing.

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

- **Broadland Country Park**

Broadland Country Park (GP (BCP) was allocated £719,000 of IIF funding which enabled the land to be purchased by Broadland District Council in 2019. The new Country Park was launched online at Easter 2021 with its new name, promotional film, blog site and [Broadland Country Park website](#).

Match funding has been secured from the Business Rates Pool and British Cycling, as well as \$106 contributions from nearby developments. The approved Broadland Country Park: Horsford Crossing project (GP82) will improve pedestrian and cycling access into Broadland Country Park across the B1149 Holt Road. For more details about these projects please see [Appendix B – Greater Norwich Growth Programme](#).

A partnership with the [Norfolk and Norwich Naturalists Society](#) has harnessed the work of expert naturalists. So far 1749 species of wildlife have been recorded.

Planning Solutions Consulting have been appointed to undertake an options analysis and financial appraisal for the future of Broadland Country Park. They will report early in 2023.

Broadland Country Park helps to maneuver the Greater Norwich area into a strong position in which to deliver sustainable, well-planned communities by enabling a mitigation strategy that alleviates the impact of growth on the internationally designated sites in Norfolk.

## Projects Supported by IIF

Since 2014, 32 Green Infrastructure projects have been allocated funding from the IIF. Total allocated funding for GI has been £4.126m, leveraging in an additional £2.089m from other sources.

- GP1 – Harrisons Wood
- GP2 – Danby Wood
- GP3 – Marston Marsh
- GP4 – Earlham Millennium Green Phase 1
- GP5 – Riverside Walk
- GP6 – Marriott's Way Phase 1
- GP7 – Norwich Health Walks
- GP8 – Earlham Millennium Green Phase 2
- GP9 – Marriott's Way Phase 2
- GP22 – Pink Pedalway, Heathgate
- GP23 – Carrow to Deal Ground Riverside Walk (Closed Prematurely)
- GP27 – Lizard and Silfield Nature Reserves (Closed Prematurely)
- GP29 – Marriott's Way Barn Road Gateway
- GP30 – Sloughbottom Park, Anderson's Meadow
- GP31 – Riverside Walk Accessibility
- GP33 – Strumpshaw Pit Circular Walk
- GP36 – Castle Gardens
- GP47 – Yare Valley Walk, Cringleford Meadow Improvements (formerly UEA to Eaton Boardwalk)
- GP48 – Wherryman's Way: Yare Valley
- GP 49 – Earlham Millenium Green Phase 3
- GP50 – Yare and Wensum Valleys Link
- GP51 – Green Infrastructure: Access for All
- GP52 – Thorpe Marriott Greenway
- GP63 – Broadland Country Park
- GP64 – Hellesdon Station Green Infrastructure
- GP65 – East Wymondham Green Infrastructure
- GP66 – 20 Acre Wood
- GP67 – Ketts Country Long Distance Trail
- GP68 – Frenze Beck Green Infrastructure
- GP77 – Bure Valley Path
- GP78 – Kett's Heights
- GP83 – Wherryman's Way Access Improvements



## Transport

Transport for Norwich (TfN) comprises a strategy and programme of works that is delivering transport improvements across Greater Norwich. The strategy recognises that everybody's journeys are different and looks to give people viable options on how they choose to travel; it actively promotes sustainable transport. Key improvements already delivered include:

- the Broadland Northway
- a network of Park and Ride facilities
- a network of 'Pedalway' cycle routes and upgrades to pedestrian and cycle crossings
- the award-winning Norwich Bus Station and an improved transport interchange at Norwich Rail Station
- bus priority measures both in the City Centre and along radial routes such as Cromer Road and Thorpe Road
- public realm improvements at key locations such as Tombland, King Street and St Stephens Street

There is an implementation plan of transport delivery that sets out a range of transport measures, together with their general intended phasing, for delivery over the short to medium term.

The TfN strategy was reviewed and adopted by the County Council in December 2021. The new Transport for Norwich Strategy sits alongside Norfolk County Councils Fourth Local Transport Plan, which was adopted by the County Council in July 2022. Norfolk County Council, Norwich City Council and Broadland District Council have made commitments to reduce carbon emissions that arise from their operations to net zero by 2030. These documents will support these joint ambitions.

## Projects supported by IIF

Since 2014, 15 Transport projects have been allocated funding from the IIF. Total allocated funding for Transport has been £7.918m, leveraging in an additional £6.252m from other sources.

- GP11 - St Clements Toucan crossing
- GP13 - Eaton Centre Interchange
- GP13b - Roundhouse Way Bus Interchange
- GP16 - Golden Ball Street highways improvements
- GP17b - Cromer Road - Aylsham Rd (A140)
- GP24 - Colney River Crossing
- GP26b- Hempnall Crossroads
- GP32 - Broadland Way: Green Lane North to Plumstead Road

- GP45 - Green Pedalway junction improvements
- GP46 - Marriott's Way: Access improvements in Costessey
- GP53 - Marriott's Way: Resurfacing at Drayton
- GP74 - Plumstead Road Roundabout
- GP80 - Yellow Pedalway extension
- GP81 - Wensum Walkway
- GP82 - Broadland Country Park – Horsford Crossing

## **Major Strategic Transport Schemes**

### **GP25 - Broadland Northway**

Construction of the Broadland Northway was completed in April 2018 and there has been significant positive feedback from residents and businesses regarding the reduced journey times and simpler journeys that the new route provides. The monitoring of traffic impacts is ongoing. The road was paid for by the Department for Transport, Growth Point funds and the Community Infrastructure Levy (CIL). With the agreement of all the Greater Norwich partners, £40m of borrowing to support its delivery took place in 2016. This loan runs until June 2041 and is repaid in yearly instalments from the IIF.

### **GP26 - Long Stratton Bypass**

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

An exercise to update the cost estimate for delivery of the bypass has identified an increase from the originally approved OBC figure of £37.44m. The new cost estimate reported to NCC Cabinet on 5<sup>th</sup> September 2022 is £46.23m, an increase of approximately £8.79m.

The authorities have worked collaboratively with the Developer to ensure the planning applications for the bypass and associated development were updated to allow for re-consultation exercises, the latest of which is hoped to take place in November 2022. Should the applicant achieve that date, the consultation and consideration process could allow a recommendation to be made to the Local Planning Authority Development

Management Committee early in 2023. In the meantime, detailed design work for the bypass continues.

### **City Deal borrowing to support the delivery of Long Stratton Bypass**

£10m of CIL supported borrowing was allocated to LSBP through the Greater Norwich City Deal agreement which was signed with Government in December 2013. This gave the GNGB access to lower-cost borrowing from the Public Works Loan Board (PWLb).

In last year's version of this Plan, each Greater Norwich CIL receipting Authority agreed a draft legal loan agreement and for the GNGB to be granted delegated authority to sign the final legal loan agreement for the LSBP draw down, together with their S151 officers and under the direction of Norfolk County Council as the Accountable Body. As agreed within the GNGBs signed Joint Working Agreement, a unanimous decision will be required from all board members (the Council Leaders) prior to the signing and the draw down being actioned.

On the 6<sup>th</sup> October 2022, following the review of a project change request, the GNGB unanimously agreed for the City Deal borrowing to support the delivery of LSBP to be increased to £10m, the full amount allocated within the City Deal Document.

The City Deal borrowing to support LSBP is programmed to be required in 2022/23. Using current interest rates, the forecasted annual repayment to be paid from the IIF is in the region of £680,000. The final repayment amount cannot be fully confirmed until the loan is actioned and the interest rates at that future time are known. The forecasted interest repayments are included within the [Five Year Investment Plan Framework](#) on page 10.

## Education

Children's Services publish their Schools Local Growth and Investment Plan (SLGIP) annually in January as part of the Children's Services Member briefing paper to Norfolk County Councils Cabinet. SLGIP recognises growth across the whole County but the most significant growth is within the Greater Norwich area.

In Greater Norwich, Norfolk County Council have 6 schools (three primary, one free school and two primary relocation and expansion) that are either in the process of being built, or where building is planned to commence over the next 2-3 years. Other new schools are planned across the Greater Norwich area once housing and pupil numbers result in existing schools in the area no longer being able to accommodate local children. These currently include 12 new primary schools and 1 secondary school. There will also be additional new schools and school expansions to provide for the new allocations made through the Greater Norwich Local Plan (GNLP).

Those currently being progressed are:

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

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

- Hethersett High Academy – Concept design stage underway for further expansion
- Wymondham High Academy – feasibility underway for further expansion

## Projects Supported by IIF

Since 2017, the Education Programme has received an annual allocation of £2m to support in the delivery of infrastructure. A total of £12m has been allocated to Education infrastructure to date.

### 2017/18 commitment

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

- £1m was committed towards the expansion of 11-16 places at Hethersett High Academy. A new classroom block was completed for September 2020, with a total

budget of £8m. The match funding was received through government grant for Basic Need.

- £1m to increase Hethersett VC Junior school to a full Primary. The scheme was completed in November 2020. The total budget was £4.5m, match funding was received through government grant for Basic Need funding and school condition capital funding. The condition funding is a grant for capital maintenance that comes to Norfolk County Council to address condition for those schools which it is the responsible body (ie not academies). It is based on a calculation per capita and is reducing year on year as the number of academy schools increase.

## **2018/19 commitment**

£2M was committed in 2018/19 to fund two projects:

- To identify and secure a new site to move the existing Primary school at Blofield into larger and more modern school accommodation. Land assembly conversations are moving forward. Approval to acquire the land was agreed at NCC Cabinet in August 2022. Planning application submission is imminent.
- To ensure the existing primary school site in Brundall has suitable accommodation for larger cohorts of children. This involves the provision of 2 new classroom blocks, demolition of caretaker bungalow and improvement to parking provision. This was completed in December 2020 (building) with follow on external works completed March 2021.

## **2019/20 commitment**

£2M was committed in 2019/20 to support the delivery of a new 420 place primary school in Cringleford on allocated S106 land with a consideration for the need for a nursery alongside the primary school. Planning permission has been approved and the project is currently out to tender with a programmed start onsite in Spring 2023, but this is subject to completion of land transfer from the developer.

## **2020/21 commitment**

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

## **2021/22 commitment**

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

## **2022/23 commitment**

£2M was allocated to Hethersett Academy. A second phase of development in response to 1400 new homes in the village (1200 originally with an additional 200 recently confirmed). Design of the project is progressing well, with the project programmed to start in the summer of 2023, and completion by Autumn 2024.

## **23/24 Allocation**

Having considered the available fund balance and taking into consideration inflationary rises since the first allocation was made in 2017, a £2.5m allocation from the IIF has been identified for the forthcoming year. The allocation will be used to support the delivery of extensions of both Wymondham High Academy and Hethersett High academy. Please see Table 2 for further details of the full programme. It is forecasted that basic need funding together with the £2.5m IIF contribution will directly support the delivery of these projects, if inflation and build costs continue to rise there is a possibility that NCC will be required to undertake a small amount of borrowing in 23/24.



Table 2 Education Infrastructure Programme, funding, and shortfall. Please note that these are forecasted figures which are subject to change and cannot be confirmed until each project reaches the point of delivery.

District Area	School Area	Schedule of Works	Stage	Cost Estimate	Expected Delivery	Basic Need Funding	S106 Funding	CIL Funding	Funding Shortfall	Cumulative Shortfall
Broadland	Blofield	New Primary School	Site acquisition and concept design	10,200,000	2023	9,000,000	0	1,000,000	200,000	<b>200,000</b>
South Norfolk	Wymondham	Wymondham High classroom expansion	Further phase expansion to 2050 capacity	9,200,000	2024	1,200,000	0	0	8,000,000	<b>8,200,000</b>
South Norfolk	Wymondham	Silfeild New Primary School	Detailed Design	10,200,000	2024	5,100,000	5,100,000	0	0	<b>8,200,000</b>
South Norfolk	Cringleford	Cringleford New Primary School	Detailed Design	10,200,000	2024	6,538,624	2,000,000	0	1,661,376	<b>9,861,376</b>
South Norfolk	Hethersett	Staged Expansion	Refresh of Masterplan	6,000,000	2024	4,246,000	1,754,000	0	0	<b>9,861,376</b>
Norwich City	Bowthorpe	Increase pupil places across existing schools	Under Review	4,000,000	2025	1,500,000	2,500,000	0	0	<b>9,861,376</b>
South Norfolk	Poringland	New Primary School	Initial 1FE with scope to increase to 2FE	10,200,000	2025	70,184	0	0	10,129,816	<b>19,991,192</b>
Broadland	Aylsham	New Primary School	Land provided for in LP expected delivery 2FE school	10,200,000	2026	0	0	0	10,200,000	<b>30,191,192</b>
Broadland	Rackheath	New Primary School #1	Land provided for in LP expected delivery 2FE school	10,200,000	2026	0	0	0	10,200,000	<b>40,391,192</b>
Broadland	Beeston	New Primary School #1	Land provided for in LP expected delivery 2FE school	10,200,000	2026	0	0	0	10,200,000	<b>50,591,192</b>
Broadland	Hellesdon	New Primary School	Land provided for in LP expected delivery 2FE school	10,200,000	2026	0	0	0	10,200,000	<b>60,791,192</b>
Broadland	Taverham	New Primary School	Land provided for in LP expected delivery 2FE school	10,200,000	2026	0	0	0	10,200,000	<b>70,991,192</b>
South Norfolk	Long Stratton	Long Stratton New Primary School	Site Location agreed	10,200,000	2026	0	0	0	10,200,000	<b>81,191,192</b>
Broadland	Rackheath	New Secondary School	Land provided for in LP expected delivery 6FE school	26,000,000	2027	0	0	0	26,000,000	<b>107,191,192</b>
Broadland	Aylsham	Future expansion of High School	Under Review	6,000,000	2028	0	0	0	6,000,000	<b>113,191,192</b>

District Area	School Area	Schedule of Works	Stage	Cost Estimate	Expected Delivery	Basic Need Funding	S106 Funding	CIL Funding	Funding Shortfall	Cumulative Shortfall
Broadland	Easton	Easton Primary extension to 420 places	expansion of existing site to accommodate numbers expected from development	4,000,000	2028	0	0	0	4,000,000	<b>117,191,192</b>
Broadland	Rackheath	New Primary School #2	Land provided for in LP expected delivery 2FE school	10,200,000	2028	0	0	0	10,200,000	<b>127,391,192</b>
Broadland	Beeston	New Primary School #2	Land provided for in LP expected delivery 2FE school	10,200,000	2028	0	0	0	10,200,000	<b>137,591,192</b>
Broadland	Hellesdon	Future expansion of High School	Under Review	6,000,000	2028	0	0	0	6,000,000	<b>143,591,192</b>
South Norfolk	Long Stratton	Future Expansion of High School	Under Review	6,000,000	2028	0	0	0	6,000,000	<b>149,591,192</b>
Norwich City	East Norwich	New Primary School	Land provided for in LP expected delivery 2FE school	10,200,000	2028	0	0	0	10,200,000	<b>159,791,192</b>
<b>Total</b>				<b>199,800,000</b>		<b>27,654,808</b>	<b>11,354,000</b>	<b>1,000,000</b>	<b>159,791,192</b>	<b>159,791,192</b>

## Community Facilities

A number of strategic community projects have been identified and funded in previous publications of this Plan. These include library improvements, open space developments, improved community facilities and a range of sports facilities.

### Libraries

The delivery of Library Infrastructure is overseen by Norfolk County Council, who are responsible for providing a comprehensive and efficient library service. With the support of IIF funding, the library service has used technology to extend the opening times in 18 of the 21 libraries in the Greater Norwich Area (GP41, 43, 56-60).

### Sport

The delivery of sports facilities, playing pitches and other infrastructure that encourages and facilitates physical activity is overseen by a partnership group called the Greater Norwich Sports and Physical Activity Working Group. They are tasked to enable, encourage, and monitor the delivery of new infrastructure.

In October 2022 the 2014 Playing Pitch and Built Sports Facilities Strategy was superseded by the [Greater Norwich Physical Activity and Sports Strategy \(PASS\)](#). This new strategy updates the 2014 version whilst also broadening the scope beyond the use of traditional sports facilities, considering how physical activity can improve physical health and mental wellbeing, reduce inequalities, improve community cohesion, and support economic development. The strategy will provide a more rounded view of the way 'place' supports active lifestyles. It will acknowledge that in addition to pursuing traditional sports, people are incorporating physical activity into their daily lives through activities like cycling or walking to work. The PASS was jointly funded by the GNGB and Sport England, and developed in accordance with [Sport England's Strategic Outcomes Planning Guidance](#). The Plan will be monitored and progressed by the Greater Norwich Sports and Physical Activity Working Group, an established cross authority officer group which is chaired and supported by Active Norfolk as a key partner.

### Projects supported by IIF

Since 2014, 23 Community projects have been allocated funding from the IIF. Total allocated funding for Community Facilities has been £5.018m, leveraging in an additional £10.179m from other sources.

- GP37 – Long Stratton Sports Hub
- GP38 – Football Pitch Improvements
- GP39 - Loddon and Hales Cricket Club and Hales Bowls Club
- GP40 – Ketts Park Sports Hub

- GP41 – Wroxham Library Self Service
- GP43 – Diss Library Self Service
- GP55 – Community Sports Hub, The Nest
- GP56 – Harleston Library Self Access
- GP57 – Costessey Library Self Access
- GP58 – Loddon Library Self Access
- GP59 – Earlham Library Self Access
- GP60 – Mile Cross Library Self Access
- GP69 – Aylsham Sports Hub Stage 3
- GP70 – Wymondham Tennis Club
- GP71 – Crusaders Rugby Football Club
- GP72 – Recreation Road Pool
- GP73 – Norwich Parks Tennis
- GP76 – Brundall Sports Hub
- GP79 - FDC Bowthorpe
- GP84 – Wensum Lodge
- GP85 – FDC Heartsease Open Academy
- GP86 – Yare Boat Club

## **Economic Development and Regeneration**

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

### **Anglia Square**

A planning application for the comprehensive redevelopment of Anglia Square was submitted to Norwich City Council on 19 April 2022 (ref: 22/00434/F). This comprises up to 1,100 dwellings; 8,000 sqm of non-residential floorspace for flexible retail, commercial and community use; 450 parking spaces; hard and soft landscaping; service infrastructure and other associated work. Following consultation and feedback, the scheme has been amended and has been subject to further periods of public consultation. The timescale for determination of the application is subject to addressing the impact of the development on nutrient neutrality. A decision on the application is expected in the first half of 2023.

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

### **East Norwich**

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

This site represents the largest regeneration scheme in Greater Norwich and has the potential to deliver a sustainable new community comprising up to 4,000 homes (as proposed in the draft Greater Norwich Local Plan), alongside considerable employment and community spaces, linking the city centre with the Broads National Park at Whitlingham.

To unlock the potential of this area there will need to be considerable investment in infrastructure to support redevelopment. This will be a complex exercise and is currently being examined through a detailed master-planning exercise which will supplement

policies in the Greater Norwich Local Plan.

The master-planning exercise has been completed by consultants Avison Young and was overseen by a public private partnership led by Norwich City Council. The [Stage 1 masterplan for East Norwich](#) was endorsed by Norwich City Council's Cabinet in November 2021 and the Stage 2 masterplan in June 2022.

The Infrastructure Delivery Plan produced alongside the Stage 2 masterplan identifies a total cost of £153m for the infrastructure required to underpin regeneration at East Norwich, which is likely to require significant public sector funding support. Further Stage 3 work has been commissioned by Homes England which will consider potential delivery options, develop a financial model, and help refine infrastructure costs and triggers.

Necessary works include physical infrastructure such as new roads, bridges and pedestrian/cycle ways, as well as social and community infrastructure including a school. However, the expectation is that this may require public sector leadership and investment in order to deliver.

## Norwich Towns' Fund Programme

Norwich City Council was awarded £25m from the Ministry of Housing, Communities and Local Government to deliver eight key projects which are being developed in partnership with the Norwich Vision Group, local communities, partners and public/private investors. [The Norwich Town Deal](#) contains eight projects which have a strong focus upon economic development, urban regeneration, and city centre vitality:

- **The ACE (Advanced Construction and Engineering) Centre, City College** – A dedicated teaching lab in advanced engineering and manufacturing, sustainable transport, advanced construction and digital technologies. Scheduled to open towards the end of 2022
- The recently completed **Digi-Tech Factory** is a new campus building at City College Norwich
- **The Revolving Fund** – Established to unlock stalled brownfield sites to deliver energy efficient, modern homes and workspaces.
- **The Digital Hub** – Refurbishment of the Townshend House building in Norwich to develop a new “start-up and grow-on” space for digital businesses.
- **Investment** into the masterplan for **East Norwich** and to purchase **Carrow House** which has been refurbished to create much-needed office accommodation in this key growth area of Norwich.
- **Work In Norwich (WIN) Branding** – Establishment of a cohesive commercial proposition for Norwich as ‘the place’ for business and promote the city as one of the best places in the world to live, learn, work and succeed.



- **Public Realm** improvements at Hay Hill.
- St Andrews and Blackfriars' **The Halls** – Development of a state-of-the-art making space for collaboration and partnerships between culture, digital and tech.

## Transforming Cities Fund

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

Greater Norwich was successful in securing an initial allocation of £6.1m from an early allocation of TCF. This was used to deliver 6 transport schemes across Greater Norwich during 2019/20-2020/21, which included new pedestrian crossings, provision of segregated cycle facilities between Wymondham and Hethersett, improvements to Norwich Bus Station and the implementation of a new cycle share project with Beryl.

It was announced in September 2020 that a further £32m of TCF funding had been allocated to Greater Norwich. We have prioritised corridors and schemes that are deliverable within the challenging timescales of the funding programme (up to end 2023 but discussions are ongoing with the Department for Transport about extending the programme to the end of 2024), which would maximise benefits and value for money. We have also tried to deliver the best possible balance between bus, walking and cycling schemes, which will be supplemented by a coordinated and sustained behaviour change programme that will be locally funded and delivered. Delivery of the TCF programme is going well and a number of schemes are already complete. These include:

- Cycling, pedestrian and public realm improvements at Tombland
- a new bus/cycle contraflow bus lane on Thorpe Road
- improved walking / cycle route along the Marriott's Way
- improvements to the bus route along South Park Avenue
- a new bus and cycle lane at Cromer Road / Aylsham Road
- modifications at the Grapes Hill junction to improve public transport and active travel journeys in this area
- changes around Norwich rail station to improve access for those walking, cycling and using public transport
- a significant redesign of St Stephens Street making it easier for buses to access bus stops and for bus passengers to board and alight buses, as well as providing wider footways and new seating and planting

- significant improvements to the pedestrian route to City College through a redesign of the Grove Road junction; enhanced cycle infrastructure has also been provided

## Connecting the Lanes

The Norwich Lanes is an award-winning cluster of mutually supportive independent businesses that trade within the intricate weave of characterful medieval streets between the Market Place and the River Wensum. The experience of walking, browsing and being sociable is intrinsic to its success and to people's enjoyment of the area. Over the years, vehicles have been moved out of its narrowest streets but traffic remains a barrier and a blight in some streets such as Exchange Street and St Andrews Street. The [Connecting the Norwich Lanes](#) (CtL) programme, which is led by Norfolk County Council and supported by Norwich City Council, comprises a series of projects to manage traffic and improve the quality of public space. Traffic restrictions have been introduced on Exchange Street and St Benedicts Street with footway buildouts and pavement café space created and funding is being sought for more transformative works to the streetscape. Major works are programmed for 2023 in St Andrews Street and Duke Street; the Transforming Cities Fund money will be used to create cycle tracks, zebra crossings and widened pavements facilitated by preventing motorists driving eastwards through the city centre via St Andrew's Street.

## Norwich Research Park (NRP) Enterprise Zone

A revised 5-year Site Development Plan has been created for the Enterprise Zone at Norwich Research Park (NRP) which will inform a revised masterplan.

Planned works in 2023 include a Diagnostic Assessment Centre, enlarging Colney roundabout and installing a new bus interchange. Norfolk County Council has submitted a funding application to the IIF to secure funding to complete the link in the off-carriageway cycle and pedestrian link between Hethersett and the NRP. Should funding be awarded, construction is expected to start during 2023/24.

Key improvements in and around the NRP have helped improve its connectivity to the wider area, as well as enhance the local environment. Those funded by the IIF include:

- a new bus interchange at Roundhouse Way
- a direct footpath link to the significant housing growth at Bowthorpe, including a new footbridge across the River Yare
- health walks to improve the wellbeing of patients and employees in the grounds of the Norfolk and Norwich University Hospital

## **Smart Emerging Technologies Institute – SETI**

A more detailed business case has been commissioned by South Norfolk Council to take forward the SETI concept. The project is led by the University of East Anglia in collaboration with BT at Adastral Park, University of Cambridge and University of Essex. The business case will be completed by December of 2022.

The SETI concept is based around the development of a closed loop fibre network between the partners sites which will enable data transfer which is more than 1,000 times faster than broadband connections. If delivered, SETI will:

- provide the infrastructure for invention *and* innovation, developing technology from the laboratory to application and delivery
- encourage and enable more industry investment in research and collaborative R&D
- attract and create opportunities in a region where innovation assets are less densely clustered
- facilitate collaboration to explore the application of new technologies across sectors
- deliver improved local productivity through skills development, technology adoption and innovation based growth

## **Cambridge Norwich Tech Corridor (CNTC)**

The CNTC continues to be recognised and promoted as a strategic location for technology and innovation within the region and the UK. Supported by local authority partners, a mapping of key clusters across the Corridor has enabled the identification of specialist strengths and development opportunities in different high-growth locations. An additional piece of work commissioned by CNCT members and delivered by EELGA will set out some options for the project to move forward. This piece of work is due to be completed November 2022.

## Neighbourhood CIL

A minimum of 15% of the CIL that is received by each District Authority is given back to Parish or Town Councils. This amount rises to 25% when a Neighbourhood Plan has been adopted. The funding is known as neighbourhood CIL and it plays an important role in delivering infrastructure to support growth. The total neighbourhood CIL received by each area is listed in [Appendix E – Neighbourhood CIL](#), but it is for the individual Parish and Town Councils to agree how neighbourhood CIL is allocated in their local areas. Whilst the GNGB has no decision-making power over the allocation of this funding, the partners proactively engage to ensure the delivery of infrastructure, including how this relates to the development and implementation of Neighbourhood Plans.

Where appropriate, projects that apply to the IIF are encouraged to secure neighbourhood CIL as match to confirm the local support for delivering each project and to demonstrate the alignment of priorities between the two funding streams.

Both Broadland and South Norfolk Councils have introduced a Community Infrastructure Fund (CIF), which allows Parish or Town Councils to borrow money from the District. This money can be used to deliver community infrastructure projects which address the demands of growth in their area. CIL receipts, due to be paid to Parish or Town Councils, are used to repay the money to the District.

In the Norwich City Council area there are no parishes, so the council consults directly with communities to allocate this element of CIL income. The council use multiple ways in which to encourage applications into this fund:

- There is a yearly allocation to Pledge Norwich which is set up to be an open match fund for community driven and delivered projects. It will fund up to 50% of a project cost (to a maximum of £5000). These applications are assessed for suitability against the requirements of the Neighbourhood CIL legislation, and then scored and weighted based on local priorities. Areas of higher deprivation receive a more heavily weighted score.
- Other Neighbourhood CIL allocations in Norwich are based on bids and suggestions received during the year. Shortlisted applicants are invited to submit a full application which is scored against selection criteria, to ensure it is best value for money and addresses locally identified priorities.
- The council proactively uses community engagement opportunities to identify projects which might be suitable for Neighbourhood CIL, including where it can fund feasibility studies in preparation for making an application to the GNGBs separate strategic CIL fund. The website Get Talking Norwich has been set up as an online engagement platform to gather local intelligence and to help determine priorities.

## **Appendix A – 2023/24 Annual Growth Programme Project Details**

This appendix provides details of the projects in the 2023/24 Annual Growth Programme for Greater Norwich. The projects are grouped by their Sponsoring Authority, together with their IIF allocations.

### **Broadland**

#### Youngs Park Aylsham AGP - £250,000

This project at Youngs Park in Aylsham, will see the installation of a full-sized 3G artificial grass pitch (AGP). This will replace an existing full sized natural turf pitch. Successful delivery of this project will contribute towards a variety of outcomes identified within Norfolk County Council's Together for Norfolk business plan, Sport England's Uniting the Movement strategy, the FA's National Football Facility Strategy, Aylsham Parish Council's Neighbourhood Plan and the emerging Greater Norwich Physical Activity and Sport Strategy (PASS) and associated updated Playing Pitch Strategy.

Converting the existing grass 11v11 pitch to an AGP, will enable increased formal and recreational football participation. Consequently, this project would deliver significant benefits for Aylsham Football Club, the local community and the Greater Norwich area.

### **Norwich**

#### Guildhall Hill and Exchange Street - £2,771,548

This is a major project to create a public space destination in the civic heart of Norwich between the Guildhall, Jarrold Department Store and the Market that would be connected to the north of the city centre via a rejuvenated Exchange Street. The improved public space would support and encourage more intensive use of nearby retail and commercial space and feature the following main changes

- Reinforcing freedom of movement for pedestrians to walk along and across Exchange Street and supporting the recently agreed traffic restrictions by widening and paving the footway, elevating the asphalt carriageway close to footway level and introducing permanent street furniture so people can sit outside and enjoy their surroundings, including at the popular cafes which have benefited from the temporary arrangements introduced during the pandemic.

- Enabling cyclists to ride up to the Market Place on Exchange Street as well as continuing to ride down to St Andrews Street. Cycle parking would be provided so people can conveniently do their shopping or visit cafes and restaurants by bike.
- A new taxi rank would be created in a well-lit and level location between City Hall and the Forum close to the corner of St Peter's Street and Bethel Street, which is the permitted access loop for traffic following the closure of Exchange Street, which includes taxis.
- Creating an attractive and generous seating and planted area below the Guildhall where the taxi rank currently lies. The demand is demonstrated by the people that crowd into Memorial Gardens to chat and eat throughout the day. The arrangement of seating and planting would open and frame pedestrian routes that are currently blocked by parked and manoeuvring taxis. Access to parking for disabled motorists and commercial loading for the Market and business premises on Guildhall Hill would remain.

The project is part of the [Connecting the Norwich Lanes](#) programme, which is led by Norfolk County Council. The Lanes is an award-winning cluster of mutually supportive independent businesses that trade within the intricate weave of characterful medieval streets between the Market Place and the River Wensum. The experience of walking, browsing and being sociable is intrinsic to its success and to people's enjoyment of the area. Over the years vehicles have been moved out of its narrowest streets but traffic remains a barrier and a blight in some streets such as Exchange Street and St Andrews Street.

Norfolk County Council have assessed the project using the Department for Transport's Active Mode Appraisal Tool. Over thirty thousand pedestrians were recorded crossing the junction at the bottom of Guildhall Hill near Jarrold on 30 May 2022 and this huge number of project beneficiaries combined with improvements to congestion, air quality, greenhouse gases, physical and mental wellbeing, journey ambience, amount to £31.8m of monetised benefit and a benefit cost ratio of 7.89, which is considered very high value for money.

Thorough consultation, detailed design and political approval will be required before the project can be implemented.

#### Sloughbottom Park Regeneration - £850,000

This project is adjacent to the former Mile Cross depot site which is in the process of being redeveloped to add additional housing to the area (circa 200 homes). The project will add important physical activity infrastructure within the location as well as improved access to

the city centre via Marriott's way.

The project will deliver a linked set of new community facilities, including:

- A new 3G football pitch which can be used year-round
- League-standard changing facilities, including an administration office.
- Multi-purpose Pavilion and café - the existing pavilion will be rebuilt as a more suitable multi-purpose community facility. It will include an information hub and classroom for the Norfolk Wildlife Trust, a space for the BMX club to run British Cycling sessions and Norfolk County FA to run coaching and educational sessions. It will also be available for public booking.
- Play Park: the play area will be upgraded with more inclusive playground equipment and improved surfacing.
- The BMX track will be refurbished, bringing it up to national standards. Portable floodlights will facilitate year-round use.
- Upgraded modular storage facilities at the BMX track, to be shared with the Norfolk Wildlife Trust.
- Carpark, paths, signage and lighting will be upgraded to improve safety and accessibility
- Cycle Highway connections: upgrades to the vital 450m 'Dolphin Path' cycle path which connects the Mile Cross area into the city via National Cycle Route 1 (Marriott's Way) will include improvements to lighting, path widening, replacement of boundary fencing and installation of two bike repair stations at Sloughbottom Park.

The full project is a levelling up fund application for the North Norwich constituency. The specific elements within this project that are within the AGP include the 3G pitch and changing rooms which are highlighted in the GNIP and the upgrade to Dolphin Path, which is part of the orange pedal way and intersects with Marriott's Way. This aspect of the project forms a match fund for the full LUF application.



## South Norfolk

### Hethel Technology Park - £5,000,000

This project will deliver:

- A 3-arm Roundabout on the C186 (Wymondham Road) to the west of the current Hethel Engineering Centre access. The roundabout will provide a new access via a realignment of the southern end of Potash Lane through the Strategic Employment Allocation HEHEL2.
- A new road (as indicated above) through HETHEL2 providing access 'limbs' into the employment allocation to serve the employment facilities (new and existing) at Hethel.
- Footway and cycleway infrastructure alongside the sections of new road.
- Closure of the existing junction of the C186 Wymondham Road and Potash Lane to vehicular traffic at Hethel.

Without improvement in the transport infrastructure at the Hethel site, continuous economic growth will be hindered. This project will act as the catalyst to accelerate economic development resulting in access to c. 870 new high value jobs. Infrastructure improvements will help accelerate and safeguard other allocated employment sites across Wymondham too, providing a wider range of jobs in the economy. This will occur through a mixture of inward investment, expansion of existing businesses and supply chain clustering that will also establish a critical mass of partners and suppliers to the planned Lotus facility at Hethel. Furthermore, there will be Increased opportunities for apprenticeships, graduate placements, and new skills attained within existing advanced manufacturing and engineering sectors. GVA uplift for the planned HEC Phase 4 building is expected to be in the region of c. £14.5m p/a, this expansion alone is expected to safeguard up to 300 new FTE jobs, safeguarded within South Norfolk by allowing existing tenants to grow.

Research & Development opportunities will be secured along the Cambridge and Norwich Tech Corridor as a result of the growth outlined above ensuring the area becomes a centre of excellence for areas such as composites and advanced manufacturing.

### Venta Icenorum - £153,128

This project will upgrade and expand the car park by 2,000 sq. metres (doubling the existing capacity) so it is fit for purpose and can accommodate the increased number of visitors. The car park will be free to visitors for the foreseeable future however, a small fee may become payable in the longer term to assist with sustainability of the site going forward. The extension will help mitigate the problem with visitors parking on the rural road and reduce the risks to road users. Entry will be via a new height security barrier to prevent entry overnight. There will be allocated bays for disabled visitors (blue badge holders). The work will include provision for 2 new Electric Vehicle charging points with associated utilities to support this.

New cycle parking bays (to secure at least 12 bikes) will be included to encourage cycling to the site, simultaneously relieving pressure on the car park. Finally, a new oak gazebo will be erected at the entrance to Venta Icenorum marking it as a formal entrance point, it will act as a meeting point for visitors, hold information boards and provide some shelter too.

### Queens Hills Community Park - £153,552

Queen's Hills Community Park is a large 90-acre multifunctional green open space on the southern edge of Queen's Hills in Costessey, Norwich. It is also designated as a County Wildlife Site (CWS), demonstrating its value and importance to wildlife. The Community Park comprises: a Community Woodland, 4 play areas at Queen's Hills and East Hills Woods managed by South Norfolk Council. Costessey has one of the largest populations in South Norfolk, having seen significant amounts of development in recent years, and includes one of Greater Norwich's strategic employment locations at Longwater.

The aim of this project is twofold. The first: to provide formalised and improved access to and within the park for community and visitors, and second: to protect the existing woodland. This project will deliver:

- Formal footpaths
- Waymarkers
- 5 Circular Walks
- An additional access point to the park.
- 6 Cycle Racks
- Stock fencing for a grazing area.

### Cringleford Country Park - £468,000

Cringleford, as one of the five major growth locations in South Norfolk, has experienced a

rapid expansion in its population. In parallel, many of Cringleford's former open fields have come under development, placing enormous pressure on the last remaining open space at the UEA whose woodlands, lake and meadows are a beauty spot - attracting people from not only the local area but also Norwich and nearby districts.

The UEA's green space is not particularly accessible as many of its paths and, crucially, its river crossing is not fully accessible. The Parish Council is purchasing land in the Yare Valley adjacent to the UEA woods, so that it can be protected from development and be made accessible open space for the community.

The primary purpose of this project is to secure and open up additional green space for the community. The project will deliver:

- 17.24 ha of land including 5.87 ha of managed woodland (Cringleford Wood) and 8.56 ha pasture.
- a new accessible bridge crossing for the River Yare
- 400m of accessible boardwalk across the land to the bridge.
- 400m cattle and dog-proof fencing to maintain grazing and protect users of the pasture.
- a new path linking Cringleford to the west of the Yare River with UEA's boardwalk and the Yare Valley walk to the east, and the wider Kett's Country Long Distance Trail and Circular paths.
- 3 disabled parking spaces for accessing the new path.

#### Easton Village Hall - £505,000

This proposal outlines the delivery of a multi-use village hall (with off-road parking) in Easton, to enhance recreational provision, promote social integration, and create a thriving sustainable community.

Physical outputs from the project are:

- 565sqm village hall that accords with Sport England requirements and will contain a sports hall which allows for a large catalogue of sports uses, flexible office spaces, kitchen facilities, changing facilities, bar facility and meeting area.
- 19 standard car parking spaces; 3 disabled car parking spaces, storage for 16 x cycles, EV charging capacity for up to 20 EV points with 7 installed at the project opening.

The project is in an accessible location well served by public transport, not yet served by Beryl Bikes but an area of potential expansion and so is accessible beyond Easton. The

centre is also designed to be a relief centre able to operate off grid for an extended period creating resilience to the community and beyond; it has been designed and intended to serve as a blue light office base where facilities will be usable 24/7.

## **Norfolk County Council**

### Hethersett to NRP Cycle Route - £501,015

The project will deliver active travel infrastructure improvements along Colney Lane, which provides a key route from Hethersett and Wymondham to the Norwich Research Park (NRP). These improvements will enhance walking and cycling provision, supporting strategic growth of Wymondham, Hethersett and the NRP.

The key project deliverable is for an off-carriageway, shared-use cycling and walking path to be provided along the western side of Colney Lane from the junction of Braymeadow Lane to the bridge over the A47. This will enable the Pink Pedalway to be extended to Hethersett to link with the Blue Pedalway (the Pink Pedalway currently terminates at the Norfolk & Norwich University Hospital).

The new shared use facility would typically be 3m wide, segregated from general traffic and will be 810m in length.

Appendix B – Greater Norwich Growth Programme

Table 3 IIF Expenditure

AGP Year	Ref	Applicant	Status	Theme	Expenditure	Project Budget	Other funding	CIL funding	Spend to 2021/22	2022/23	2023/24	2024/25	2025/26	2028/27	2028/29
2023/24	GP97	South Norfolk	Not Started	Transport	Hethel Technology Park	(8,219)	(3,775)	(5,000)	0	0	(2,015)	(2,985)	0	0	0
2023/24	GP96	Norwich	Not Started	Transport	Guidhall and Exchange Street	(5,894)	(3,122)	(2,772)	0	0	(1,760)	(1,012)	0	0	0
2023/24	GP95	County	Not Started	Transport	Hethersett to NRP Cycle Route	(728)	(227)	(501)	0	0	(501)	0	0	0	0
2023/24	GP94	South Norfolk	Not Started	Green Inf.	Venta Icenorum	(156)	(3)	(153)	0	0	(153)	0	0	0	0
2023/24	GP93	South Norfolk	Not Started	Green Inf.	Cringleford Country Park	(798)	(330)	(468)	0	0	(27)	(250)	(191)	0	0
2023/24	GP92	South Norfolk	Not Started	Green Inf.	Queens Hill Community Park	(154)	(20)	(134)	0	0	(134)	0	0	0	0
2023/24	GP91	Broadland	Not Started	Community	Youngs Park Aylsham AGP	(900)	(650)	(250)	0	0	(250)	0	0	0	0
2023/24	GP90	South Norfolk	Not Started	Community	Easton Village Hall	(1,505)	(1,000)	(505)	0	0	(505)	0	0	0	0
2023/24	GP89	Norwich	Not Started	Community	Sloughbottom Park Regeneration	(8,512)	(7,662)	(850)	0	0	(850)	0	0	0	0
2023/24	GP88	County	Not Started	Education	Education	0	0	(2,500)	0	0	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
2022/23	GP87	County	Ongoing	Education	Education - Hethersett Academy	0	0	0	0	(2,000)	0	0	0	0	0
2022/23	GP86	Broadland	Ongoing	Community	Yare Boat Club	(271)	(191)	(80)	0	(80)	0	0	0	0	0
2022/23	GP85	Norwich	Ongoing	Community	FDC - Heartsease Open Academy	(480)	(330)	(150)	0	(150)	0	0	0	0	0
2022/23	GP83	County	Ongoing	Green Inf.	Wherryman's Way Access Improvements	(445)	(229)	(217)	0	(97)	(120)	0	0	0	0
2022/23	GP82	Broadland	Ongoing	Transport	Broadland Country Park - Horsford Crossing	(101)	0	(101)	0	(101)	0	0	0	0	0
2022/23	GP81	County	On Hold	Transport	Wensum Walkway	(1,974)	(709)	(1,265)	0	(1,265)	0	0	0	0	0
2022/23	GP80	County	Ongoing	Transport	Yellow Pedalway Extension	(1,900)	(300)	(1,600)	0	(560)	(1,040)	0	0	0	0
2021/22	GP79	Norwich	Complete	Community	FDC Bowthorpe 3G Pitch	(929)	(679)	(250)	(250)	0	0	0	0	0	0
2021/22	GP78	Norwich	Ongoing	Green Inf.	Kett's Heights	(312)	0	(312)	0	(109)	(203)	0	0	0	0
2021/22	GP77	Broadland	Ongoing	Green Inf.	Bure Valley Path	(841)	(582)	(259)	0	(30)	(229)	0	0	0	0
2021/22	GP76	Broadland	Ongoing	Green Inf.	Brundall Sports Hub	(1,346)	(1,246)	(100)	0	(100)	0	0	0	0	0
2021/22	GP75.2	County	Ongoing	Education	Education - Ormiston Victory Academy	(9,000)	(5,000)	(4,000)	(4,000)	0	0	0	0	0	0

AGP Year	Ref	Applicant	Status	Theme	Expenditure	Project Budget	Other funding	CIL funding	Spend to 2021/22	2022/23	2023/24	2024/25	2025/26	2028/27	2028/29
2020/21	GP75. 1	County	Ongoing	Education	Education - Ormiston Victory Academy (added to 21/22 allocation)	0	0	0	0	0	0	0	0	0	0
2020/21	GP74	Broadland	Ongoing	Transport	Plumstead Road Roundabout	(1,350)	(625)	(725)	0	(725)	0	0	0	0	0
2020/21	GP73	Norwich	Ongoing	Community	Norwich Parks Tennis	(423)	(320)	(103)	(16)	(87)	0	0	0	0	0
2020/21	GP72	Norwich	Complete	Community	Recreation Road Pool	(60)	0	(60)	(60)	0	0	0	0	0	0
2020/21	GP71	South Norfolk	Ongoing	Community	Crusaders Rugby Football Club	(600)	(450)	(150)	0	(150)	0	0	0	0	0
2020/21	GP70	South Norfolk	Ongoing	Community	Wymondham Tennis Club	(150)	0	(150)	0	(150)	0	0	0	0	0
2020/21	GP69	Broadland	Ongoing	Community	Aylsham Sports Hub Stage 3	(986)	(511)	(475)	(385)	(90)	0	0	0	0	0
2020/21	GP68	South Norfolk	Ongoing	Green Inf.	Frenze Beck Green Infrastructure	(45)	(10)	(35)	0	(35)	0	0	0	0	0
2020/21	GP67	County	Complete	Green Inf.	Ketts Country Long Distance Trail	(98)	0	(98)	(54)	(43)	0	0	0	0	0
2020/21	GP66	Norwich	Ongoing	Green Inf.	20 Acre Wood Community Access Improvements	(62)	0	(62)	0	(62)	0	0	0	0	0
2020/21	GP65	South Norfolk	Ongoing	Green Inf.	East Wymondham Green Infrastructure	(46)	(2)	(44)	0	(44)	0	0	0	0	0
2020/21	GP64	Norwich	Ongoing	Green Inf.	Hellesdon Station Green Infrastructure	(453)	(232)	(232)	(1)	(145)	(86)	0	0	0	0
2020/21	GP63	Broadland	Complete	Green Inf.	Broadland Country Park (prev NWW)	(1,265)	(546)	(719)	(290)	(143)	(143)	(143)	0	0	0
2019/20	GP62	County	Ongoing	Education	Education - Cringleford	(2,000)	0	(2,000)	0	(2,000)	0	0	0	0	0
2018/19	GP61	County	Ongoing	Education	Education - Blofield and Brundall	(2,000)	0	(2,000)	(1,000)	(1,000)	0	0	0	0	0
2018/19	GP60	County	Complete	Community	Mile Cross Library self-access improvement	(35)	0	(35)	(24)	0	0	0	0	0	0
2018/19	GP59	County	Complete	Community	Earlham Library self-access improvement	(35)	0	(35)	(26)	0	0	0	0	0	0
2018/19	GP58	County	Complete	Community	Loddon Library self-access improvement	(35)	0	(35)	(22)	0	0	0	0	0	0
2018/19	GP57	County	Complete	Community	Costessey Library self-access improvement	(35)	0	(35)	(26)	0	0	0	0	0	0
2018/19	GP56	County	Complete	Community	Harleston Library self-access improvement	(35)	0	(35)	(22)	0	0	0	0	0	0
2018/19	GP55	Broadland	Complete	Community	Community Sports Hub - The Nest Horsford	(4,625)	(3,501)	(1,124)	(1,124)	0	0	0	0	0	0
2018/19	GP53	County	Closed Prematurely	Transport	MW: Surfacing Works (Drayton)	(85)	0	(24)	(24)	0	0	0	0	0	0
2018/19	GP52	Broadland	Complete	Green Inf.	Thorpe Marriott Greenway	(121)	0	(121)	(108)	(13)	0	0	0	0	0
2018/19	GP51	County	Ongoing	Green Inf.	Green Infrastructure: Access for All	(150)	0	(150)	(53)	(67)	(30)	0	0	0	0

AGP Year	Ref	Applicant	Status	Theme	Expenditure	Project Budget	Other funding	CIL funding	Spend to 2021/22	2022/23	2023/24	2024/25	2025/26	2028/27	2028/29
2018/19	GP50	Norwich	Ongoing	Green Inf.	Yare and Wensum Valleys Link	(170)	0	(170)	(29)	(141)	0	0	0	0	0
2018/19	GP49	Norwich	Complete	Green Inf.	Earlham Millennium Green Improvement Project: Phase 3	(25)	0	(25)	(15)	(10)	0	0	0	0	0
2018/19	GP48	South Norfolk	Ongoing	Green Inf.	Wherryman's Way: Yare Valley Cycle Route	(23)	0	(23)	(5)	(18)	0	0	0	0	0
2018/19	GP47	Norwich	Ongoing	Green Inf.	Yare Valley Walk- Cringleford Meadow (formerly UEA to Eaton Boardwalk)	(47)	0	(47)	(2)	(45)	0	0	0	0	0
2018/19	GP46b	County	Ongoing	Transport	Marriotts Way-Costessey resurfacing & Drayton ramp	(526)	0	(526)	(8)	(518)	0	0	0	0	0
2018/19	GP46	County	Closed Prematurely	Transport	MW: Thorpe Marriott to Costessey	(100)	0	(12)	(12)	0	0	0	0	0	0
2018/19	GP45	Norwich	Complete	Transport	Green Pedalway- junction improvements	(560)	0	(560)	(462)	0	0	0	0	0	0
2017/18	GP44	County	Complete	Education	Education - Hethersett	(2,000)	0	(2,000)	(2,000)	0	0	0	0	0	0
2017/18	GP43	County	Complete	Community	Diss library: self service improvements	0	0	0	(29)	0	0	0	0	0	0
2017/18	GP42	County	Complete	Community	Plumstead Road Library: self service improvements	0	0	0	(112)	0	0	0	0	0	0
2017/18	GP41	County	Complete	Community	Wroxham Library: self service improvements	(153)	(33)	(1,110)	(34)	0	0	0	0	0	0
2017/18	GP40	South Norfolk	Complete	Community	Ketts Park Sports Hub: Wymondham	(800)	(550)	(250)	(250)	0	0	0	0	0	0
2017/18	GP39	South Norfolk	Closed Prematurely	Community	Hales cricket and bowls clubhouse improvements	(190)	(160)	(30)	(5)	0	0	0	0	0	0
2017/18	GP38	Norwich	Ongoing	Community	Football pitch improvements	(100)	0	(100)	(45)	(55)	0	0	0	0	0
2017/18	GP37	South Norfolk	Closed Prematurely	Community	Long Stratton Sports Hub	(2,655)	(2,045)	(610)	0	0	0	0	0	0	0
2017/18	GP36	Norwich	Ongoing	Green Inf.	Castle Gardens	(220)	(70)	(150)	0	(150)	0	0	0	0	0
2017/18	GP33	Broadland	Ongoing	Green Inf.	Strumpshaw Pit Circular Walk	(60)	(25)	(35)	(35)	0	0	0	0	0	0
2017/18	GP31	Norwich	On Hold	Green Inf.	Riverside Walk accessibility improvements	(200)	0	(200)	(28)	(172)	0	0	0	0	0
2017/18	GP30	Norwich	Complete	Green Inf.	Sloughbottom Park - Andersons Meadow	(343)	0	(343)	(343)	0	0	0	0	0	0
2017/18	GP29	Norwich	Complete	Green Inf.	Marriott's Way-Barn Road Gateway	(69)	(24)	(45)	(46)	0	0	0	0	0	0
2017/18	GP27	South Norfolk	Closed Prematurely	Green Inf.	Lizard and Silfield Nature Reserves	(14)	0	(14)	(14)	0	0	0	0	0	0
2016/17	GP26b	South Norfolk	Complete	Transport	Hempnall Crossroads	(4,600)	(4,038)	(562)	(305)	0	0	0	0	0	0
2016/17	GP26	County	Ongoing	Transport	Long Stratton Bypass (see borrowing costs below)	0	0	0	0	0	0	0	0	0	0
2016/17	GP25	Broadland	Complete	Transport	NDR (see borrowing costs below)	0	0	0	0	0	0	0	0	0	0



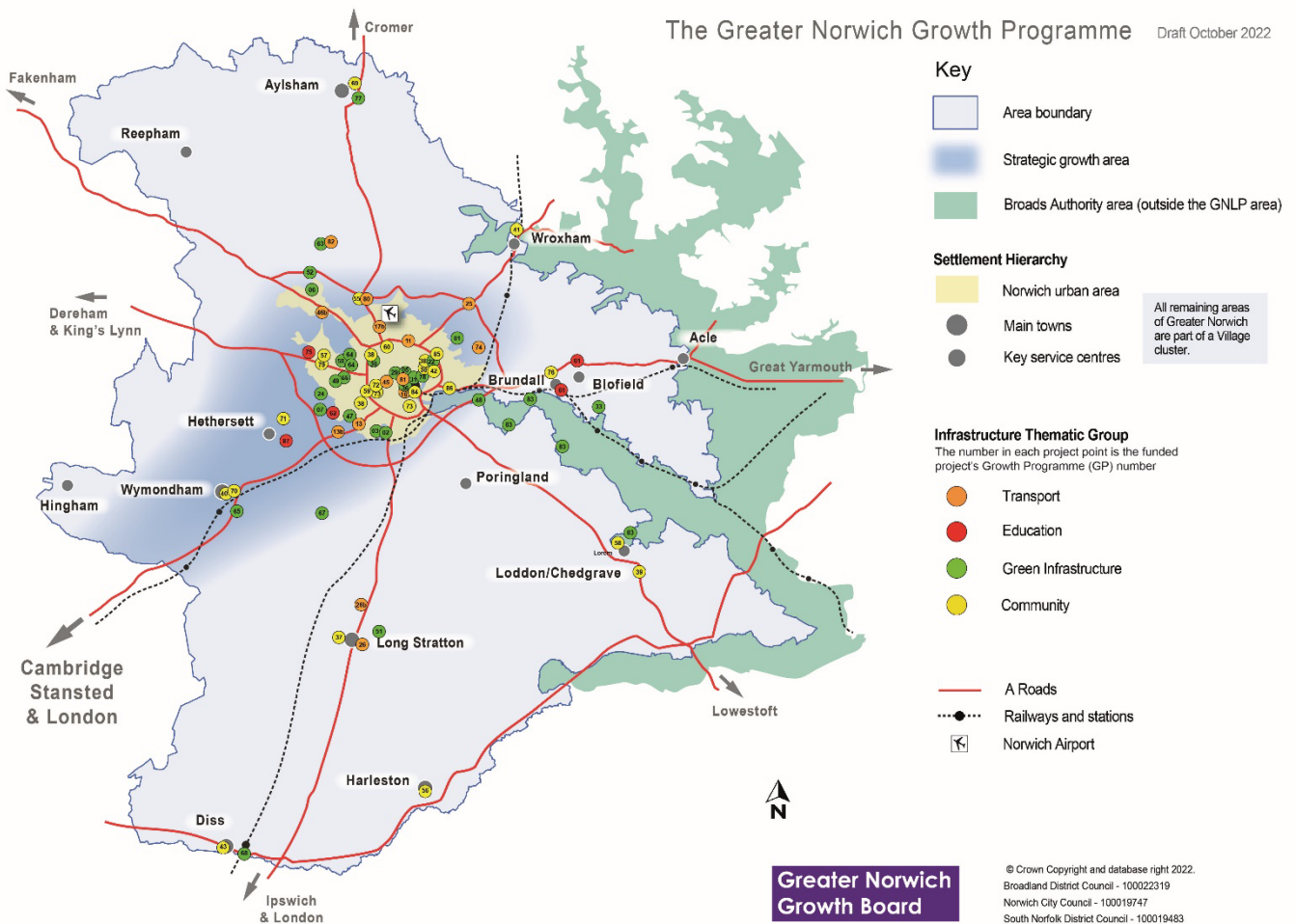
AGP Year	Ref	Applicant	Status	Theme	Expenditure	Project Budget	Other funding	CIL funding	Spend to 2021/22	2022/23	2023/24	2024/25	2025/26	2028/27	2028/29
2016/17	GP24	Norwich	Complete	Transport	Colney River Crossing (NRP to Threescore)	(422)	(251)	(171)	(171)	0	0	0	0	0	0
2016/17	GP23	Norwich	Closed Prematurely	Green Inf.	Carrow to Deal Ground riverside walk	(350)	(250)	(100)	(29)	0	0	0	0	0	0
2016/17	GP22	Norwich	Complete	Green Inf.	Pink Pedalway - Heathgate	(250)	(100)	(150)	(150)	0	0	0	0	0	0
2016/17	GP19	Broadland	Closed Prematurely	Transport	St Faiths to Airport Transport Link	(1,000)	0	(1,000)	(20)	0	0	0	0	0	0
2015/16	GP17b	County	Complete	Transport	Cromer Rd - Aylsham Rd (A140)	(416)	(329)	(87)	(87)	0	0	0	0	0	0
2015/16	GP16	County	Complete	Transport	Golden Ball Street (NATS)	(3,448)	0	(1,023)	(1,023)	0	0	0	0	0	0
2015/16	GP13b	County	Complete	Transport	Roundhouse Way	(795)	0	(50)	(50)	0	0	0	0	0	0
2015/16	GP13	County	Complete	Transport	Eaton Interchange	(825)	0	(100)	(100)	0	0	0	0	0	0
2015/16	GP11	County	Complete	Transport	St Clements Toucan Crossing	(339)	0	(113)	(113)	0	0	0	0	0	0
2015/16	GP09	County	Complete	Green Inf.	Marriott's Way - Phase 2	(250)	0	(250)	(237)	0	0	0	0	0	0
2015/16	GP08	Norwich	Complete	Green Inf.	Earlham Millennium Green - Phase 2	(66)	0	(66)	(52)	0	0	0	0	0	0
2014/15	GP07	South Norfolk	Complete	Green Inf.	Norwich Health Walks	(40)	0	(40)	(38)	0	0	0	0	0	0
2014/15	GP06	County	Complete	Green Inf.	Marriott's Way - Phase 1	(60)	0	(60)	(60)	0	0	0	0	0	0
2014/15	GP05	Norwich	Complete	Green Inf.	Riverside Walk	(70)	(19)	(51)	(48)	0	0	0	0	0	0
2014/15	GP04	Norwich	Complete	Green Inf.	Earlham Millennium Green - Phase 1	(15)	0	(15)	(3)	0	0	0	0	0	0
2014/15	GP03	Norwich	Complete	Green Inf.	Marston Marsh	(30)	0	(30)	(24)	0	0	0	0	0	0
2014/15	GP02	Norwich	Complete	Green Inf.	Danby Wood	(35)	0	(35)	(26)	0	0	0	0	0	0
2014/15	GP01	Broadland	Ongoing	Green Inf.	Harrisons' Wood	(45)	0	(45)	(44)	(1)	0	0	0	0	0
2014/15	GP01	Broadland	Ongoing	Green Inf.	Harrisons' Wood secured funding (S106)	45	0	45	0	0	0	0	0	0	0
N/A	N/A	N/A	N/A	N/A	N/A	(80,424)	(40,145)	(40,065)	(13,542)	(10,357)	(10,545)	(6,890)	(2,691)	(2,500)	(2,500)

Table 4 IIF Expenditure Summary\*

IIF Expenditure	Project Budget	Other funding	CIL funding	Spend to	2022/23	2023/24	2024/25	2025/26	2028/27	2028/29
Full Growth Programme	(80,424)	(40,145)	(40,065)	(13,542)	(10,357)	(10,545)	(6,890)	(2,691)	(2,500)	(2,500)
Cash Reserves - Equal to one year’s City Deal loan repayment	0	0	(2,345)	0	(345)	0	0	0	0	0
Cash Reserves - Proposed Match Funding	0	0	0	0	0	(4,000)	0	0	0	0
GP25 Broadland Northway (amount borrowed)	205,000	0	(40,000)	(40,000)	0	0	0	0	0	0
Interest and loan repayment against borrowing	0	0	0	(10,843)	(2,057)	(2,057)	(2,057)	(2,057)	(2,057)	(2,057)
Loan set up fee	0	0	0	(14)	0	0	0	0	0	0
GP26 Long Stratton Bypass (proposed amount borrowed)	46,231	0	(10,000)	0	0	0	0	0	0	0
Forecasted interest and loan repayments against the borrowing	0	0	0	0	0	(680)	(680)	(680)	(680)	(680)
Forecasted loan set up fee	0	0	0	0	0	0	0	0	0	0
Strategic Investment Fund - Forecasted draw down	0	0	0	0	0	0	0	0	0	0
Forecasted interest and loan repayments against the borrowing	0	0	0	0	0	0	0	0	0	0
Forecasted loan set up fee	0	0	0	0	0	0	0	0	0	0
TOTAL borrowing costs (annual payment made from pooled CIL)	0	0	0	(10,857)	(2,057)	(2,737)	(2,737)	(2,737)	(2,737)	(2,737)
TOTAL pooled CIL funding requirement	N/A	N/A	N/A	N/A	(12,759)	(17,282)	(9,627)	(5,428)	(5,237)	(5,237)
Actual pooled CIL Income	N/A	N/A	N/A	N/A	0	0	0	0	0	0
Forecasted pooled CIL Income	N/A	N/A	N/A	N/A	11,646	8,358	2,441	4,542	4,303	7,829
Forecasted annual pooled CIL surplus / (deficit)	N/A	N/A	N/A	N/A	(1,113)	(8,923)	(7,186)	(886)	(934)	8,358
CIL Interest Earned	N/A	N/A	N/A	N/A	9	0	0	0	0	0
Forecasted Cumulative CIL balance (including interest)	N/A	N/A	N/A	N/A	20,132	11,209	4,023	3,137	2,203	10,562
Forecasted Cumulative CIL income	N/A	N/A	N/A	N/A	59,149	67,508	69,949	74,491	78,794	86,624
Forecasted Cumulative CIL commitment	N/A	N/A	N/A	N/A	(39,158)	(56,440)	(66,067)	(71,495)	(76,732)	(81,969)

## Appendix C - Schematic Map Showing the Locations of All Previously Agreed Projects.

The numbers correspond to the projects 'GP' or Growth Programme number which is included in the full growth programme list on the previous page and detailed against the delivery updates in [Appendix D – Project Updates](#).



## **Appendix D – Project Update**

This appendix provides an update on projects that are currently underway, which were funded in previous Annual Growth Programmes. They are grouped by their Sponsoring Authority as denoted in the AGP in Appendix B.

Projects which have completed in the last 12 months are included here as their final delivery report. Projects which have completed in previous years are not included.

### **Broadland**

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

This project secures areas of woodland located off Blue Boar Lane, Sprowston (associated with the White House Farm development proposal) for public access and future use as a 'Woodland Park', as set out within Sprowston Neighbourhood Plan. Public access was achieved in 2016 and Broadland District Council has been enhancing, maintaining and managing the site since that time.

Negotiations are in hand for Harrisons Wood and Boar Plantation due to be transferred directly to Sprowston Town Council rather than Broadland District Council, for ongoing maintenance and management.

#### **GP33 - Strumpshaw Pit Circular Walk: £35,000**

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

The project deliverables are:

- Part 1: improvement to the landfill gas infrastructure – this phase is complete, the site is now fully DSEAR (Dangerous Substances and Explosive Atmospheres Regulations) safe for public access. Visitors now have open access across

the site.

- Part 2 - improvement of parking facilities for cars and bicycles, addition of benches and dog bins.
- Part 3 - Improvement of the circular walk and links to the entry points
- Part 4 – consideration of biodiversity improvements along the path

Funding has been secured from Broadland District Council to support delivery of the next phase, including construction of the car park and improvements to the perimeter path. The project will be completed in 2023.

## **GP52 - Thorpe Marriott Greenway: £121,000**

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

Project is now **complete** and delivered;

- A brand new 1.7km footpath through the Thorpe Marriott estate woodland
- Installation of new kissing gates at road crossings for multiple public access points on to the new path
- Relocation of Openreach pole to improve visibility and new drop kerbs to facilitate access
- Installation of interpretation boards
- New step access installed with handrail Improved access onto Marriott's Way through woodland.
- Footpath to provide a vital green infrastructure link between the Marriott's Way and Broadland Country Park
- Ancient trees protected through no dig construction methodology.

### **GP63 – Broadland Country Park: £719,290**

Broadland Country Park (BCP) was purchased with IIF funding by Broadland District Council in 2019. The new Country Park was launched online with its new name at Easter 2021 with a new website, a promotional film and a blog site. [www.southnorfolkandbroadland.gov.uk/broadlandcountrypark](http://www.southnorfolkandbroadland.gov.uk/broadlandcountrypark) and links from google maps. The Park is receiving positive reviews from its Google listing.

There is a growing group of regular volunteers supporting practical work at the park, amounting to almost 2500 hours from Jan-end Sept 2022. A partnership with the Norfolk and Norwich Naturalists Society has harnessed the work of the county's expert naturalists and so far, 1749 species of wildlife have been recorded. Planning Solutions Consulting have been appointed to undertake an options analysis and financial appraisal for the future of Broadland Country Park. They will report early in 2023.

Broadland Country Park helps to maneuver the Greater Norwich area into a strong position in which to deliver sustainable, well-planned communities by enabling a mitigation strategy that alleviates the impact of growth on the internationally designated sites in Norfolk.

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

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

This will provide all weather floodlit facilities in the Aylsham area which will be available to local clubs and teams, and for recreational football players to hire on a pay-as-you-go basis or block bookings. The pitch will include two changing rooms and a referee area adjacent to the gym/fitness building in line with Football Association regulations, to facilitate use for tournaments and official events.

The 3G pitch which completed and handed over on 28 August 2020, is running as normal with good usage. The club are

reviewing the impact of Covid-19 on the provision of the changing rooms and are exploring the potential of extending the delivery timescale to incorporate further stage 4 building works in 2023. The school has formed a partnership with Wroxham FC to become their official training ground, which secures income and opens the potential for new funding streams.

### **GP74 - Plumstead Road Roundabout - £725,000**

The project will deliver a new roundabout on Plumstead Road as well as: new footways and cycleways, a new pedestrian crossing, road re-alignment and associated services. In delivering the scheme, the project will directly unlock the development of 315 homes across two allocated sites located within the Broadland Growth Triangle and ensure that the strategically important orbital link road between Salhouse Road and Plumstead Road can be delivered.

An additional £625,000 of match funding from the LEP and Business Rates Pool has been secured to facilitate delivery.

Negotiations are ongoing with local landowners to complete and sign the s.278 agreement. Commencement of works on site will be dependent upon how quickly the s.278 is signed and land secured. Anticipated timescales range from Jan 2022 to Nov 2023. Heads of terms have been agreed for Halsbury Homes to deliver a T-junction option which allows other development to come forward while the CPO process (required for the roundabout) is concluded. The T-Junction delivery is expected to start in January 2023.

### **GP76 – Brundall Sports Hub - £100,000**

This is phase one of the project which is known as Brundall Sports Hub. It will deliver a multi-sport floodlit 3G pitch with fencing, floodlighting, a maintenance storage container, hard standing pathways, car parking and a single storey club house/changing room building. The building incorporates plans for a community gym which will be capable of hosting various sports clubs, teams and coaching sessions within the community, whilst drawing people into the village



Delays and increased costs have been caused by external factors. Construction on the pitch, carpark and surrounds started in October 2022, and is expected to complete by March 2023. Work on tender applications for the community building is ongoing and may require further funding.

### **GP77 – Bure Valley Path - £259,124**

The Bure Valley Path is already a well-used walking and cycling route and a key component of the Greater Norwich Infrastructure Plan project 'the Green Loop'. Despite this, there remain a series of obstacles which prevent it from reaching its full potential as a Norfolk-Wide destination and alternative destination to the Natura 2000 sites.

This project will deliver a broad range of improvements to the Bure Valley Path and the surrounding area. Including provision of a pedestrian and cyclist access crossing over the A140, creation of 5 circular walks, way marking, surface and biodiversity improvements.

Circular walk, installation of waymarking, improvement of heritage stations and habitat creation works on the Bure Valley Path are progressing. Work to deliver the crossing over the A140 is under review. The feasibility study and design are being revised in light of recent inflationary cost increases and planned development work on an adjacent site.

### **GP82 – Broadland Country Park, Horsford Crossing - £100,666**

The principle is to encourage green transport options for accessing Broadland Country Park. This project will provide:

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

Works are expected to commence in Spring 2023 and take 6-8 weeks, but costs are likely to escalate due to inflationary pressures. The scheme may need to be adjusted to fit the budget or further funding sought.

## **GP86 – Yare Boat Club - £80,000**

This is a multi-stage programme designed to improve and expand the existing rowing facilities at Yare Boat Club. This will enable the volunteer run club to proactively take their sport out to the local community and particularly younger people (18-25), encouraging and enabling participation whilst specifically targeting those that would not stereotypically access the sport from within the local lower socio-economic communities.

Funding has been allocated to Stage one which is the provision of a new, light weight boatshed to house all the club and member fleet that is currently held on site. This new storage will accommodate all current club and member-owned boats and prevent further degradation to the fleet (caused by exposure to the elements). The new boatshed will be large enough to allow for continued expansion of the club and will increase the lifespan of the fleet.

Piling work completed in July 2022. Construction of the building began in August 2022. Cladding materials have been delivered and quotes are being taken for electrical works and main doors. The club has come to agreements with youth groups based in Sprowston and Old Catton to begin outreach inclusivity sessions in mid- January 2023 when progression to 'on water' activities is more available.

## Norwich

### **GP30 – Marriott's Way: Sloughbottom Park – Anderson Meadow: £342,504**

The objective of this project was to put measures in place to increase safety, comfort and personal security of pedestrians and cyclists who use the route. This has been achieved by installing motion detecting street lighting on a 1km section of Marriott's Way between Dragon Bridge and Sloughbottom Park. This complements the lighting already installed between Dragon Bridge and Barn Road.

The scheme also incorporated localised path widening/edge strengthening, ditch clearance, vegetation management and new tree planting.

This project is now **complete**.

### **GP31 - Riverside walk accessibility improvements: £200,000**

The project, which is an important part of the River Wensum Strategy Delivery Plan, aims to enable the use of the Riverside Walk (between New Mills and Carrow Bridge) by all, including access measures on and adjacent to the walk, and improved signage and waymarking linking the river with the city centre and other key attractions.

This project is currently on hold until staff resource can be allocated; it is expected to resume in 2023.

### **GP36 - Castle Gardens: £150,000**

Restoration and improvement works to Castle gardens to promote the use of the gardens as a linear park. Restoration works will safeguard the gardens for future use whilst planned improvements will ensure that the gardens can be maintained within the available budgets. The linkage to the gardens from the surrounding street scene will be

enhanced along with improved linkages to the castle and green.

The project is currently on hold, with construction expected to commence in 2023 once the Castle Keep project is completed.

### **GP38 - Football Pitch Improvements: £100,000**

This project provides football pitch improvement works at Eaton Park, Sloughbottom Park, Britannia Barracks and Fountain Ground including drainage improvements, improved grass species and improved goal facilities through the provision of new posts, nets and additional ground sockets. Also the purchase of additional equipment to allow a good standard of maintenance for the pitches. This will permit moving the pitches annually to prevent excessive wear, improve the playability of the pitches and increase capacity.

Phase 1: work to procure machinery to improve maintenance and increase capacity of pitches has been completed.

Phase 2: work for football pitches to be re-graded and re-seeded and provide new goals to all sites has also been completed.

Phase 3: completion date for installation of sustainable irrigation is scheduled for April 2023.

### **GP47 – Yare Valley Walk, Cringleford Meadow Improvements (formerly UEA to Eaton Boardwalk): £47,000**

The project has improved the last remaining section of the Yare Valley Walk between the UEA and Cringleford. The works have provided better access to the Yare Valley Walk for all users and acts as a starting point for many by:

- Providing a 1.2m wide hardcore path from the car park to the point Norwich City Council land adjoins Bartram Trust Land

- Providing interpretation at Cringleford Meadow car park
- Installing waymarking posts
- Grubbing out part of an historic ditch system for biodiversity enhancement (fish spawning)
- Enhancing the informal car park to provide a welcoming and key starting point for circular walks

The final stage of the project (to install interpretation boards) will complete by the end of 2022.

### **GP49 - Earlham Millennium Green (EMG) Phase 3: £25,000**

The main pedestrian route through EMG has previously been upgraded under Phase 2 of a CIL funded improvement project. Under an earlier Phase 1, habitat improvements were undertaken including refurbishment and enlargement of the wildlife pond.

Phase 3 was to enhance opportunities for leisure and employment by providing safe and convenient access between adjacent neighbourhoods.

This has been achieved with the following works;

- Improving links to the main route through the site from Bowthorpe, and from West Earlham via George Fox Way
- Refurbishing and improving existing but 'tired' entrance features such as estate fencing and gates
- Provision of a new, high quality interpretative signboard
- Replacing 3 worn-out timber pond and river dipping platforms with more durable recycled plastic versions
- Refurbishing an existing timber footbridge connecting EMG with Earlham Marsh, by replacing it with a maintenance free culvert.

The project was **completed** in March 2022.

### **GP50 - Yare and Wensum Valleys Link: £170,000**

The River Wensum and Yare run close together in the west of the city between Marriott's Way and the Three Score development site. The link between the two river valleys is a recognised green infrastructure corridor and the route of the purple pedalway. The project will improve this link for walkers, cyclists and wildlife.

Works at Oval Road, & Knowland Grove are completed. Linear open space tree works are completed with highway works waiting to be scheduled. Bunkers Hill Wood works are completed. Norwich Road works are progressing following a public consultation, the revised completion date is dependent on Tarmac; costs have increased due to inflation, redesign, re-consultation and provision of temporary shuttle bus service. The funding gap will be covered by savings on other aspects of the project.

### **GP64 - Hellesdon Station Green Infrastructure: £232,200**

The project will deliver a range of inter-related green infrastructure improvements in the Hellesdon Station area. These improvements will boost the transport and ecological functions of strategic green infrastructure corridors to support growth. Works include;

- Improvements to the Hellesdon Road crossing and provision of ramped access and path on Marriott's Way
- Improvements to the Hellesdon Mill Meadow
- Improvements to Hellesdon Marsh including provision of a canoe platform.

Construction of the Hellesdon Road crossing and Marriott's Way ramped access and path completed in March 2021. Milestone target dates for Hellesdon Mill Meadow and Hellesdon Marsh improvements have been re-programmed to 2023/24 to reflect available staff resources and need for felling licenses and consultation. Final delivery are subject to the availability of staff, contractors, receiving relevant consents and public consultation.

### **GP66 - 20 Acre Wood Community Access Improvements: £62,450**

The project will improve an existing woodland path through 20 Acre Wood from Enfield Road to Earlham Green Lane. The current informal path is used regularly by the community to access the West Earlham shops, school and Health Centre.

The project involves:

- installing a raised hard surface path to avoid damaging any tree roots, and would be suitable for cyclists, pedestrians, mobility scooters and push chairs. Additionally, way-markers will be installed at each end of the path, and a wooden chicane to slow pedestrian movement from the path to the tarmac path and road.
- deliver an element of community engagement working with the Friends of West Earlham Woods and the Local Infant and Primary Schools to develop a sense of community ownership of the woodland.

Most work has been completed on this project, apart from some remedial work to the footpath's surface which has suffered in the extreme heat over summer.

### **GP72 - Recreation Road Pool: £60,000**

The project outputs include: constructing new fencing to allow the swimming pool to be accessed during the school day whilst safeguarding pupils; constructing a covered cycle store to encourage users to cycle to the centre; and increasing the size of the car park to increase community access to the pool, while also increasing hours of use and viability of the pool and sports centre.

This project is now **complete**.

### **GP73 - Norwich Parks Tennis: £103,453**

The project will deliver a total of 5 all-weather tennis courts across two different parks in Norwich, to add to the provision



offered by the Norwich Parks Tennis Programme. The courts will be located at Heigham Park (3 courts) and at Lakenham Recreation ground (2 courts). The additional courts and improvements are required to support the future growth of affordable quality tennis, accommodating the demands of the growing population in the Greater Norwich area. The project has secured an additional £319,330 of match funding to deliver the project.

This project is now **complete**.

### **GP78 – Kett's Heights - £312,000**

Kett's Heights is described as one of Norwich's best kept secrets, containing the remains of a medieval chapel and 19th century garden terraces. It is named after Robert Kett who occupied the site during his advance on the City in 1549. The site was acquired by Norwich City Council in the 1980s and is managed by the Friends of Kett's Heights, who are supported by the Norwich Fringe Project.

The improvements to Kett's Heights provide for a more accessible and resilient space and enhancements to the green links through this area (linking with Mousehold Heath and Lion Wood). Current access to the site is from Kett's Hill via a pedestrian gate and a series of failing timber steps. As such there is no DDA compliant access or provision for maintenance vehicles

The project aims to provide:

- Improved access to the site with new steps from Kett's Hill and provision of a new ramped access from Ladbrook Place
- Repairs to the walls and infrastructure of the site, ensuring their preservation and the safety of users of the site.
- Creation of new habitat and improvements to existing habitat, leading to increased biodiversity
- Community involvement – continued support to and from the Friends group, volunteer programme for delivery of biodiversity enhancements and conservation repairs to the site infrastructure

Construction works are scheduled to commence in March 2023, subject to any works required on the on-site gas pipeline.

### **GP79 – FDC Bowthorpe - £250,000**

The conversion of the full size grass pitch at the FDC Bowthorpe to a 3G pitch to cater for more football activity, both traditional and recreational. The facility is the main training venue for three large affiliated grassroots football clubs, the primary hub site for Norfolk County Football Associations' County 5ives small-sided football programme and is the location of Norfolk's largest Walking Football programme. The centre hosts a weekly mental health inclusion programme delivered in partnership with our Active Partnership & NHS Norfolk & Suffolk Foundation Trust.

The project provides a facility which is able to meet the local demand to participate in traditional and recreational grassroots football, whilst developing sustainability for the long term.

This project is now **complete**.

### **GP85 – FDC Heartsease Open Academy: £150,000**

The FDC@OpenAcademy project will see the installation of a new 7v7 3G football pitch, replacing the current youth sized grass pitch. The new pitch would connect to the existing full sized 3G football pitch that is currently operated at the facility, increasing their 3G pitch capacity by an additional 50%

This will enable more football activity covering both the traditional and recreational formats of the game. As well as being able to host football programmes such as Walking Football, Disability football and Health & Wellbeing football focused interventions.

The project has been tendered and fees agreed. A planning application is to be submitted in Autumn 2022. A decision on match funding from the Football foundation is expected in January 2023.

## **South Norfolk**

### **GP37 - Long Stratton Sports Hub: £500,000**

The project aimed to bring together a number of facility-providing partners (South Norfolk Council, Long Stratton High School and Long Stratton Parish Council) to improve the sport and leisure facility stock in the village in anticipation of significant housing growth.

Post-Covid, the plan to renovate, re-open and operate the swimming pool was no longer deemed financially viable. It should also be noted that Sport England's recently updated Facilities Planning Model Assessment of swimming pool provision states that 84% of the demand for swimming in South Norfolk is already met.

Improvements to existing local leisure facilities have been recently delivered with no CIL funding. The Trust will now develop plans for the ongoing use of the pool building, within the delivery of education at the school.

This project is now **closed**.

### **GP39 - Loddon and Hales Cricket Club and Hales Bowls Club: £30,000**

The strategic review of sports facilities and playing pitches commissioned by the Greater Norwich Growth Board between 2013 and 2015 highlighted the need for a replacement pavilion to serve Loddon and Hales Cricket Club and Hales Bowls Club on their shared site on Green Road, just off the A146.

This project was to be managed by volunteers from the club. Unfortunately, complications with the project meant that they did not have the financial or staffing resources to drive the project forward, and planning consent lapsed.

The club hope to reapply in the future, once match funding and a viable way forward has been identified.

This project is now **closed**.

### **GP48 - Wherryman's Way: Yare Valley Cycle Route: £23,000**

This project will improve the Yare Valley Cycle Route, which follows the Wherryman's Way Loddon cycle loop. This links into the Norwich cycle map and Norwich pedalways project.

Work is progressing with an estimated start date of Spring 2022

### **GP65 - East Wymondham Green Infrastructure: £44,422**

Oxford Common is an area of natural countryside that has been identified as having the potential to support recreation and enhance GI provision within the South and East Wymondham areas. The project will install appropriate infrastructure around the site to create an accessible area for local residents to visit for recreation purposes. The project will establish approximately 1800 metres of new permissive paths, resulting in a newly defined circular route and the possible enclosure of 9 hectares of grassland to restore the site to County Wildlife Site (CWS) standard.

Due to an increase in material costs the Lizard Charity are re-visiting some elements of the project. Delivery of key planned improvements such as public access will not be affected. Revised quotes have awaited and it is anticipated that the project will be completed by Summer 2023.

### **GP68 - Frenze Beck Green Infrastructure: £35,200**

The project will deliver a number of green infrastructure updates and installations on Frenze Beck, on the eastern edge of Diss. The work to be delivered includes the installation of new entrance gates, the design and installation of new information boards and trails, installing benches and picnic benches and the installation of gravel footpaths to unlock

access to two viewing areas.

The new gate has been installed, and benches have been purchased. The boards are with the design company; benches and fencing should be installed in Autumn 2022. Work has commenced on the footpath.

### **GP70 - Wymondham Tennis Club: £149,962**

The project improves Wymondham Tennis Club's facilities at Kett's Park in Wymondham. This includes a new fourth court to provide additional capacity in an area of high housing and population growth.

Additionally, the project will deliver the resurfacing of three existing courts, conversion of floodlights to LED Lumineers to provide lower running costs and deliver a greener operation; the enhancement will also see netball courts provided on the site, bringing outdoor, publicly-accessible floodlit courts to Wymondham for the first time. Wymondham tennis club, who have been displaced during the works, are currently using the courts at Framingham Earl.

Work has now been completed, with the exception of installation of new LED floodlights, which have been delayed due to supply issues. These will now be completed in Winter 22. Work has been completed to a good standard and feedback has been very positive.

### **GP71 - Crusaders Rugby Football Club Clubhouse Extension: £150,000**

The project will deliver new infrastructure and enhanced facilities at Crusaders Rugby Club, based in Little Melton (South Norfolk). The enhanced facilities to be provided include: four en-suite changing rooms that meet Rugby Football Union (RFU) guidelines, a new referees' changing space, refurbished and extended social spaces, an accessible entrance, first floor viewing area and new accessible toilet facilities. £450,000 of match funding has been secured.

In July 2021 the IDB approved a change in the scope of works to a phased approach due to the impact of COVID-19 on

project delivery. Phase ,1 which completed in September 2022, included rebuilding 3 x RFU/Sport England compliant en-suite changing rooms & referee changing facilities.

Phase 2, which includes the 4<sup>th</sup> changing room and a kitchen, is due to commence, and will be funded by the RFU.

## Norfolk County Council

### **GP17b – Cromer Rd-Aylsham Rd (A140) Bus Priority and sustainable transport improvements: £87,000**

The primary objective was to implement on-carriageway bus priority measures through the reallocation of road space on the A140 Cromer Road north of Norwich city centre. This has now enabled the benefits of the NDR to be realised by improving bus journey reliability and bus service performance as well as having a positive impact on bus patronage.

Significant lengths of inbound bus lane have been created on Cromer Road and Aylsham Road without the requirement to remove any general traffic lanes. The provision of the inbound bus lane is also shared with cyclists.

This project is now **complete**.

### **GP26 Long Stratton Bypass: £10,000,000 (IIF supported borrowing)**

This scheme is identified as a Regional Priority and is progressing as a Developer led single Carriageway bypass to the east of Long Stratton.

The developer submitted revisions to planning applications in early August 2021 leading to a full consultation process undertaken with stakeholders and consultees. Comments/challenge arising from the consultation have required the Local Planning Authority (LPA) to request the Applicant revise their submitted information and prepare for a re-consultation exercise. A full re-consultation process commenced on 3rd February 2022 but the revised application has been further delayed following the introduction of the requirement to demonstrate nutrient neutrality.

Commencement of construction is programmed for early in the financial year 2024/25. This date is dependent upon several key precursors having been completed in advance which include a successful Full Business Case application in



Winter 23/24, Planning approval with a reasonable timescale associated to the completion of the Section 106 Agreement and Conditioning, including any requirements associated to nutrient neutrality, any potential objections to Statutory Orders are removed (even if it requires a full Public Inquiry) and that any remaining risks such as archaeology, ecology, land assembly and funding requirements are completed in a timely enough manner.

It is currently anticipated that the bypass will be completed by late Autumn/early Winter 2025.

### **GP46B Marriott's Way Ramp & Resurfacing: £526,000**

The Marriott's Way Thorpe Marriott to Costessey surfacing works (GP46) and Marriott's Way Ramp (GP53) projects came forward as part of a programme of works identified through the Marriott's Way Implementation and Delivery plan, informed by public and stakeholder consultations in 2015. Having progressed both schemes, it became apparent that the works required, and the initial estimated costs of the proposed works were both significantly over the original allocation.

Following a review of costs, a change request was presented to the Infrastructure Delivery Board (IDB) in October 2020, seeking further IIF funds to progress the works. The IDB concluded that due to the scale of additional funds required, these projects should be re-presented as one merged new IIF application. The project was recommended for inclusion in the IIF by the IDB on 6<sup>th</sup> November 2020. The original total budget for both projects was £185,000. The total revised amount for the combined GP46b Marriott's Way Ramp & Resurfacing project is £526,000.

The project aims to improve access and accessibility on Marriott's Way and link into a number of other projects along the route which are funded from the Heritage Lottery Fund and Transforming Cities as well as the IIF, to help facilitate the use of Marriott's Way as a key walking / cycling route and as a sustainable transport corridor for people commuting into and out of Norwich. The project involves improvements in access points and resurfacing between Thorpe Marriott and Costessey, plus the creation of a ramp to the rear of the Tesco supermarket in the Drayton area which will reduce the gradient, allowing much improved accessibility for all.

All Tarmac construction works have been completed. The remaining elements of the project which are tree planting

and wildflower/grass seeding are scheduled to be completed by volunteers between Dec 22 – Mar 2023.

### **GP51 - Green Infrastructure, Access for All: £150,000**

A number of Green Infrastructure trails across the Greater Norwich area have been audited for both power chair use and general accessibility, identifying the improvement works necessary to allow such access. This project implements a range of smaller scale accessibility improvements across various projects and areas. The funding allocated is £30,000 a year for five years with different project areas being delivered each year.

Rockland accessible footpath works were completed in September 2021 with widened footway and passing places/viewpoints created on the route. The footpath is now open for use.

The final phase of the project will deliver a fully accessible route from the car park in Rockland through to the bird hide overlooking the Rockland Broad. Works are progressing.

### **GP61 – Education – Blofield Primary: £2,000,000**

Relocation and expansion of the existing Blofield primary school to 420 places on a new site. Land assembly is progressing. Approval to acquire the land was agreed at NCC Cabinet in August 2022. Planning application submission is imminent.

### **GP62 – Education – Cringleford Primary: £2,000,000**

Provision of a new 420 place primary school in Cringleford on S106 land from developers. An off-site nursery provision will be made, separate from the school scheme.

Planning approval has been achieved and the project is currently out to tender. Timescales for project delivery are

dependent of land transfer from the developer and resolution of other outstanding issues.

### **GP67 - Kett's Country Long Distance Trail - £97,630**

Recreation of Kett's Country Long Distance walking trail linking Norwich through to Wymondham and creating a series of 5 local circular walks linked to areas of increased development. This project provides additional access to Green Infrastructure to the new populations at Wymondham and Hethersett.

This will include

- installation of new signage and furniture
- creation of walks books and promotional materials
- removal of all access obstacles
- countryside access improvements
- installation of new data counters to monitor usage and economic impact

Route launch and Linear route improvements were completed in Spring 2022. Waymarking improvements including wooden sculptures from Arnie Barton, a carved bench at Wymondham and a sculpture at Eaton have been installed. Interpretation panels at Eaton, Wrenningham and Wymondham were completed in July 2022.

This project is now **complete**

### **GP75 – Education – Ormiston Victory Academy: £4,000,000**

Provision of a new three storey classroom block and internal remodeling to increase the number of school places from 1050 (7 Form Entry) to 1500 (10 Form Entry) for 11-16year old pupils. The new building is complete, and the internal remodeling is nearing completion. The project will conclude at the end of 2022.

## **GP80 – Yellow Pedalway extension- £1,600,000**

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

- Extend an existing shared use cycling and walking path from the Broadland Enterprise Park and the Broadland Northway (A1270) roundabout to the junction with Amsterdam Way along Holt Road. Two new bus stops within laybys will also be provided adjacent to The Nest / Manor Park sports facilities.
- A new toucan crossing (for pedestrians and cycles) to connect The Nest / Manor Park sports facilities to the new bus stops.
- A new short length of shared use pathway (140 metres) will also be provided along the western side from the Broadland Northway (A1270) roundabout to the new junction at The Nest.
- A 40mph limit will be introduced in place of the short stretch of existing 'national speed limit' along Holt Road, to extend the existing 40mph limit at the airport end. This creates a safer environment for walking and cycling.

This project has been delayed due to resourcing issues, but has now got an allocated design team, and construction is expected to start in July 2024.

## **GP81 Wensum Walkway - £1,264,951**

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

The new walkway will provide:

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

Work is underway to develop detailed design and costs as part of the inclusion into the "Connecting the lanes" Transforming Cities programme. The initial indication is that the current solution will require an increased budget. A design review exercise is being undertaken to explore cost savings and to seek potential additional funding to cover the gap.

### **GP83 Wherryman's Way access improvements - £216,500**

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

The project will deliver:

- Bank stabilisation at Surlingham, Bramerton and Hardley Flood where the bank has been eroded by the river
- Installation of Bridges at Hardley Flood on the public footpaths which have previously been lost due to river erosion
- Upgrading of footpaths Surlingham FP1, Bramerton FP5 and footpaths on Hardley Flood (Loddon FP4, Langley with Hardley FP9, Loddon FP5 and Langley with Hardley FP5)
- Public engagement with the path
- Restoration of the bird hide on Hardley Flood (as match funding through Watermills and Marshes project)

- Improvements at Rockland Staithe to the footpath (through the CIL Access For All project) and also to the moorings (funded through the Broads Authority)

Consultants have been appointed to conduct a feasibility study on replacement of the four bridges at Hardley. NCC's Ecologist is to be appointed to work with Natural England for license and consent for bridge works, vegetation and tree England clearance work (for bridges and surfacing works). The landowner for Hardley Flood is engaged with the project and has agreed access and hardstanding storage. The Broads Authority have provided options to carry out the bank stabilisation on Bramerton FP5. This needs to be reviewed with the landowner before a preferred option can be agreed.

### **GP84 Wensum Lodge - £1,090,000**

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

This project sought to implement extensive works to improve the accessibility of the site.

Whilst buildings were closed during the pandemic, issues with water ingress and mould were identified at one of the key buildings on the site. As the building is of historical significance, further investigations and works are now needed to fully understand and resolve the issues discovered, followed by repairs. The historic nature of the building means the work needs to be undertaken cautiously to protect its heritage for future generations. The timescales for this complex programme of works are unknown at this stage and have therefore unfortunately impacted on timescales for wider plans for the site.

Whilst the County Council's ambition for the development of the site remains, the project has been removed from the Annual Growth Programme at this time.

### **GP87 – Education – Hethersett Academy: £2,000,000**

This expansion of the existing school is a second phase of development in response to 1400 new homes in the village (1200 originally with an additional 200 recently confirmed). Design of the project is progressing well, with the project programmed to start in the summer of 2023, and completion by Autumn 2024.



## Appendix E – Neighbourhood CIL

Table 5 South Norfolk Neighbourhood CIL income by financial year. For 2022, figures are to October 2022 only.

Parish	Received April 2018 – March 2019	Received April 2019 – March 2020	Received April 2020 – March 2021	Received April 2021 – March 2022	Received April 2022 - September 2022	Received April 2015 – September 2022
Cringleford	£0.00	£366,687.37	£585,402.60	£1,307,268.05	£1,862.73	£2,314,452.24
Wymondham	£34,532.05	£146,924.40	£110,836.13	£400,103.48	£136,728.64	£873,357.02
Poringland	£159,560.98	£1,075.72	£2,856.93	£18,577.53	£0.00	£230,827.50
Easton	£0.00	£0.00	£0.00	£88,818.53	£88,818.53	£178,167.57
Diss	£72,719.62	£3,176.71	£3,413.47	£3,078.41	£19,125.62	£134,864.45
Trowse	£0.00	£34,370.97	£91,525.36	£1,118.08	£0.00	£127,014.41
Stoke Holy Cross	£82,969.68	£171.06	£0.00	£478.80	£0.00	£113,165.51
Hingham	£1,208.62	£126.78	£0.00	£463.67	£3,716.90	£75,059.01
Little Melton	£20,640.40	£12,370.91	£11,797.37	£13,560.63	£0.00	£73,340.24
Swardeston	£0.00	£0.00	£62,054.17	£4,717.06	£0.00	£72,843.56
Costessey	£17,163.09	£12,512.67	£10,958.80	£1,000.73	£0.00	£70,763.00
Redenhall with Harleston	£6,852.09	£31,956.73	£0.00	£16,585.62	£4,447.61	£62,275.98
Spooner Row	£26,398.43	£8,285.42	£8,263.23	£759.79	£5,074.19	£48,781.06
Bergh Apton	£9,520.63	£2,712.99	£0.00	£0.00	£0.00	£43,255.54
Hempnall	£608.04	£0.00	£7,787.17	£29,881.56	£0.00	£38,549.02
Rockland St Mary	£9,274.85	£24,347.88	£0.00	£0.00	£0.00	£33,622.73
Bunwell	£1,718.29	£1,277.75	£2,366.83	£10,368.13	£0.00	£32,307.68
Dickleburgh	£18,371.68	£3,583.99	£0.00	£0.00	£0.00	£30,950.49

Parish	Received April 2018 – March 2019	Received April 2019 – March 2020	Received April 2020 – March 2021	Received April 2021 – March 2022	Received April 2022 - September 2022	Received April 2015 – September 2022
Bressingham	£6,052.70	£5,063.15	£11,817.92	£0.00	£1,665.32	£29,522.43
Wreningham	£356.58	£9,600.38	£0.00	£0.00	£1,917.91	£29,338.53
Gillingham	£0.00	£0.00	£6,148.85	£22,589.78	£0.00	£28,738.63
Bawburgh	£1,495.60	£0.00	£602.47	£24,756.39	£0.00	£27,876.76
Alpington	£361.53	£0.00	£3,367.22	£0.00	£0.00	£27,192.92
Hethersett	£0.00	£0.00	£2,735.22	£8,192.64	£0.00	£26,683.86
Thurlton	£5,013.45	£14,815.84	£0.00	£600.00	£369.49	£25,592.11
Bracon Ash	£2,589.76	£13,233.62	£1,331.77	£3,995.32	£3,408.70	£25,499.96
Broome	£5,511.70	£9,023.75	£8,763.56	£1,477.63	£0.00	£25,135.55
Seething	£2,250.93	£10,704.90	£0.00	£0.00	£0.00	£24,898.34
Chedgrave	£0.00	£0.00	£1,606.58	£18,023.23	£2,298.79	£21,928.59
Scole	£0.00	£0.00	£5,030.39	£15,091.16	£0.00	£21,463.09
Woodton	£0.00	£0.00	£0.00	£5,148.59	£15,445.77	£20,594.36
Brooke	£12,178.00	£915.76	£3,022.57	£4,412.71	£0.00	£20,529.04
Long Stratton	£0.00	£286.14	£1,896.05	£1,508.04	£5,670.76	£20,515.84
Pulham Market	£213.95	£12,048.06	£4,143.30	£402.49	£379.37	£18,420.09
Geldeston	£18,331.54	£0.00	£0.00	£0.00	£0.00	£18,331.54
Ditchingham	£0.00	£443.96	£0.00	£3,766.27	£11,298.82	£16,491.29
Pulham St Mary	£13,772.73	£1,012.37	£0.00	£0.00	£0.00	£16,352.18
Earsham	£95.09	£12,720.00	£0.00	£0.00	£0.00	£15,446.10
Surlingham	£11,344.28	£312.01	£0.00	£326.41	£0.00	£14,930.90
Ashwellthorpe	£3,638.36	£3,684.68	£2,485.17	£3,917.59	£302.58	£14,793.46
Carleton Rode	£855.80	£644.05	£591.90	£4,887.22	£6,108.95	£14,254.24

Parish	Received April 2018 – March 2019	Received April 2019 – March 2020	Received April 2020 – March 2021	Received April 2021 – March 2022	Received April 2022 - September 2022	Received April 2015 – September 2022
Tasburgh	£0.00	£11,813.25	£0.00	£1,579.94	£0.00	£13,676.38
Barford	£1,929.11	£2,685.14	£8,055.42	£0.00	£0.00	£12,996.78
Burston	£3,438.75	£3,836.19	£3,581.34	£471.41	£0.00	£12,494.77
Great Moulton	£3,580.72	£213.95	£0.00	£4,337.42	£204.44	£11,933.20
Fornceff	£0.00	£915.45	£0.00	£7,428.56	£0.00	£11,130.08
Tacolneston	£0.00	£1,469.24	£0.00	£0.00	£0.00	£9,611.17
Aslacton	£475.82	£164.75	£2,317.92	£5,757.95	£0.00	£8,836.14
Tibbenham	£76.27	£965.74	£96.89	£4,657.62	£0.00	£8,488.86
East Carleton	£0.00	£0.00	£0.00	£1,633.01	£6,844.41	£8,477.42
Mulbarton	£0.00	£1,525.75	£5,995.00	£0.00	£0.00	£8,286.76
Tharston	£0.00	£5,195.47	£1,903.98	£0.00	£0.00	£8,096.60
Flordon	£0.00	£2,676.91	£3,117.10	£0.00	£0.00	£7,783.82
Wortwell	£584.40	£2,857.06	£1,221.58	£1,127.56	£0.00	£7,027.94
Loddon	£440.77	£539.39	£490.43	£0.00	£614.36	£6,805.94
Gissing	£1,940.78	£2,072.87	£442.79	£1,644.24	£0.00	£6,595.79
Deopham	£0.00	£6,338.35	£0.00	£0.00	£0.00	£6,338.35
Caistor St Edmund & Bixley	£0.00	£0.00	£0.00	£5,773.81	£0.00	£5,773.81
Bramerton	£0.00	£0.00	£2,983.38	£0.00	£2,750.41	£5,733.79
Great Melton	£0.00	£0.00	£0.00	£5,155.59	£0.00	£5,155.59
Hales	£2,337.60	£0.00	£1,611.87	£0.00	£0.00	£5,078.08
Caistor St Edmund	£0.00	£0.00	£0.00	£0.00	£0.00	£5,072.47
Marlingford & Colton	£5,017.50	£0.00	£0.00	£0.00	£0.00	£5,017.50
Starston	£319.93	£730.59	£0.00	£0.00	£1,613.47	£4,363.71

Parish	Received April 2018 – March 2019	Received April 2019 – March 2020	Received April 2020 – March 2021	Received April 2021 – March 2022	Received April 2022 - September 2022	Received April 2015 – September 2022
Ashby St Mary	£1,224.97	£2,941.80	£0.00	£74.88	£0.00	£4,241.65
Swainsthorpe	£3,654.76	£0.00	£211.39	£0.00	£0.00	£3,866.15
Tivetshall St Margaret	£1,366.20	£398.55	£240.08	£0.00	£0.00	£3,809.11
Wicklewood	£0.00	£3,795.22	£0.00	£0.00	£0.00	£3,795.22
Wrampingham	£0.00	£0.00	£1,290.77	£2,293.61	£0.00	£3,584.38
Aldeby	£114.80	£0.00	£2,898.23	£0.00	£0.00	£3,505.54
Morley St Botolph	£0.00	£3,199.34	£0.00	£0.00	£0.00	£3,199.34
Burgh St Peter	£0.00	£3,047.16	£0.00	£0.00	£0.00	£3,047.16
Heckingham	£0.00	£0.00	£0.00	£0.00	£0.00	£2,896.84
Hedenham	£0.00	£0.00	£0.00	£2,821.46	£0.00	£2,821.46
Tivetshall St Mary	£0.00	£0.00	£0.00	£0.00	£133.83	£2,728.63
Framingham Earl	£0.00	£0.00	£0.00	£0.00	£2,190.57	£2,408.82
Needham	£0.00	£945.88	£185.18	£0.00	£0.00	£2,326.47
Roydon	£0.00	£0.00	£0.00	£2,218.73	£0.00	£2,218.73
Wheatacre	£0.00	£0.00	£0.00	£1,078.10	£0.00	£2,128.10
Ketteringham	£653.33	£900.00	£0.00	£0.00	£0.00	£2,071.97
Topcroft	£0.00	£271.71	£0.00	£1,243.48	£0.00	£1,948.74
Norton Subcourse	£0.00	£0.00	£1,405.76	£0.00	£0.00	£1,915.26
Marlingford	£0.00	£0.00	£0.00	£0.00	£0.00	£1,672.50
Barnham Broom	£0.00	£0.00	£981.92	£0.00	£0.00	£1,671.58
Shelfanger	£0.00	£0.00	£664.18	£0.00	£0.00	£1,437.62
Saxlingham Nethergate	£0.00	£79.50	£0.00	£0.00	£0.00	£1,298.73
Alburgh	£0.00	£1,096.69	£0.00	£0.00	£0.00	£1,249.45

Parish	Received April 2018 – March 2019	Received April 2019 – March 2020	Received April 2020 – March 2021	Received April 2021 – March 2022	Received April 2022 - September 2022	Received April 2015 – September 2022
Shelton	£0.00	£434.73	£175.46	£502.66	£0.00	£1,112.85
Roydon	£0.00	£1,083.86	£0.00	£0.00	£0.00	£1,083.86
Kirby Cane	£952.06	£0.00	£0.00	£0.00	£0.00	£952.06
Raveningham	£0.00	£0.00	£0.00	£939.99	£0.00	£939.99
Keswick	£0.00	£0.00	£230.42	£0.00	£0.00	£921.42
Colney	£0.00	£0.00	£0.00	£874.65	£0.00	£874.65
Morningthorpe	£0.00	£0.00	£622.55	£0.00	£0.00	£853.63
Hellington	£0.00	£0.00	£0.00	£0.00	£0.00	£843.75
Toft Monks	£0.00	£488.73	£207.30	£0.00	£0.00	£822.54
Runhall	£202.06	£0.00	£0.00	£0.00	£0.00	£779.33
Denton	£0.00	£525.00	£235.70	£0.00	£0.00	£760.70
Brockdish	£475.44	£0.00	£0.00	£0.00	£280.83	£756.27
Deopham & Hackford	£0.00	£0.00	£0.00	£0.00	£625.42	£625.42
Winfarthing	£0.00	£0.00	£0.00	£0.00	£175.98	£557.64
Kimberley	£0.00	£0.00	£0.00	£447.86	£0.00	£447.86
Morningthorpe & Fritton	£395.61	£0.00	£0.00	£0.00	£0.00	£395.61
Newton Flotman	£0.00	£0.00	£0.00	£0.00	£395.04	£395.04
Morley	£0.00	£0.00	£0.00	£0.00	£0.00	£373.37
Haddiscoe	£0.00	£0.00	£0.00	£129.62	£0.00	£312.40
Wacton	£0.00	£0.00	£0.00	£0.00	£0.00	£303.78
Tharston and Hapton	£0.00	£0.00	£0.00	£0.00	£0.00	£291.60
Shotesham	£0.00	£225.36	£0.00	£0.00	£0.00	£225.36
Kirby Bedon	£0.00	£0.00	£0.00	£0.00	£0.00	£83.25

Parish	Received April 2018 – March 2019	Received April 2019 – March 2020	Received April 2020 – March 2021	Received April 2021 – March 2022	Received April 2022 - September 2022	Received April 2015 – September 2022
Stockton	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Kirstead	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Bedingham	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Framingham Pigot	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
<b>Grand Total</b>	<b>£574,781.33</b>	<b>£807,523.65</b>	<b>£991,971.67</b>	<b>£2,068,067.67</b>	<b>£324,469.46</b>	<b>£5,317,457.63</b>

Table 6 Broadland Neighbourhood CIL income by financial year. For 2022 figures run up to October 2022 only.

Parish	Received April 2018 – March 2019	Received April 2019 – March 2020	Received April 2020 – March 2021	Received April 2021 – March 2022	Received April 2022 – October 2022	Received April 2013 – October 2022
<b>Sprowston</b>	£94,468.89	£16,498.60	£181,832.79	£317,097.20	£454,606.01	£1,099,771.58
<b>Acle</b>	£0.00	£1,384.91	£60,677.34	£948,162.86	£0.00	£1,050,264.07
<b>Horsford</b>	£131,021.39	£125,701.58	£237,827.09	£350,852.34	£4,613.13	£1,021,179.57
<b>Blofield</b>	£104,084.73	£166,978.31	£279,609.95	£27,295.36	£5,571.35	£867,461.77
<b>Rackheath</b>	£2,875.34	£12,891.08	£36,664.60	£86,164.01	£679,321.86	£818,401.01
<b>Old Catton</b>	£0.00	£114,033.60	£247,200.59	£360,872.65	£8,761.94	£785,009.51
<b>Drayton</b>	£11,588.30	£55,425.76	£149,360.93	£140,180.16	£107,184.02	£468,484.15
<b>Great &amp; Little Plumstead</b>	£19,142.05	£75,959.24	£42,698.86	£122,994.76	£19,998.12	£402,768.35
<b>Hellesdon</b>	£31,680.64	£108,582.70	£75,897.17	£63,121.54	£85,426.12	£382,302.20
<b>Spixworth</b>	£0.00	£8,430.92	£0.00	£58,997.24	£181,299.24	£271,909.16
<b>Taverham</b>	£8,046.12	£3,725.23	£197,437.84	£21,488.96	£2,174.16	£241,821.10
<b>Brundall</b>	£0.00	£0.00	£49,989.18	£125,307.78	£39,819.06	£220,885.06
<b>St Faiths</b>	£450.00	£31,395.58	£46,184.56	£1,543.26	£3,218.10	£86,801.50
<b>Wroxham</b>	£0.00	£0.00	£0.00	£1,522.90	£0.00	£85,820.35
<b>Aylsham</b>	£2,564.54	£8,628.98	£28,907.99	£12,453.71	£4,563.64	£66,641.99
<b>Salhouse</b>	£3,937.83	£3,618.62	£20,001.93	£0.00	£0.00	£51,164.50
<b>Postwick</b>	£2,477.94	£0.00	£7,247.07	£37,135.44	£0.00	£50,785.76
<b>Strumpshaw</b>	£29,083.12	£9,813.82	£0.00	£0.00	£0.00	£48,516.63



<b>Thorpe St Andrew</b>	£8,432.40	£9,112.63	£13,523.01	£6,048.48	£4,176.49	£46,378.21
<b>Weston Longville</b>	£14,413.78	£1,080.07	£1,772.78	£7,107.90	£0.00	£28,333.21
<b>Honingham</b>	£0.00	£8,387.69	£509.95	£15,137.18	£0.00	£27,180.24
<b>Reedham</b>	£5,961.00	£0.00	£0.00	£0.00	£0.00	£26,395.00
<b>Reepham</b>	£1,317.14	£3,271.55	£3,591.41	£630.56	£0.00	£24,160.43
<b>Gt Witchingham</b>	£0.00	£12,373.99	£3,512.35	£0.00	£0.00	£21,337.57
<b>Hemblington</b>	£0.00	£17,415.55	£0.00	£1,442.18	£0.00	£18,857.73
<b>Freethorpe</b>	£0.00	£2,517.61	£7,552.84	£3,062.30	£0.00	£17,924.35
<b>Felthorpe</b>	£3,274.61	£1,931.89	£757.61	£0.00	£0.00	£12,420.53
<b>Foulsham</b>	£8,645.77	£1,377.16	£1,550.39	£183.39	£0.00	£11,756.71
<b>Marsham</b>	£1,235.27	£0.00	£3,066.43	£0.00	£2,423.47	£10,467.36
<b>Beighton</b>	£848.87	£0.00	£1,556.70	£4,670.46	£245.29	£10,054.77
<b>Hainford</b>	£0.00	£0.00	£0.00	£0.00	£735.87	£9,570.26
<b>Cawston</b>	£2,556.20	£1,455.11	£704.53	£1,762.45	£1,181.85	£8,365.14
<b>Hevingham</b>	£0.00	£0.00	£0.00	£1,756.11	£0.00	£8,204.01
<b>Stratton Strawless</b>	£0.00	£1,894.88	£3,216.02	£0.00	£135.00	£5,965.15
<b>Haveringland</b>	£0.00	£0.00	£0.00	£0.00	£0.00	£5,880.72
<b>Frettenham</b>	£1,170.38	£0.00	£1,576.25	£0.00	£0.00	£5,860.79
<b>Coltishall</b>	£4,418.75	£0.00	£234.84	£1,024.62	£0.00	£5,678.21
<b>Swannington</b>	£168.72	£0.00	£5,240.19	£0.00	£217.42	£5,626.33
<b>Cantley &amp; Limpenhoe</b>	£0.00	£0.00	£0.00	£0.00	£897.60	£5,377.85
<b>Salle</b>	£0.00	£0.00	£1,932.22	£2,331.37	£0.00	£5,023.20

<b>Buxton</b>	£0.00	£0.00	£0.00	£0.00	£0.00	£4,472.42
<b>Heydon</b>	£3,681.68	£14.06	£0.00	£0.00	£0.00	£3,885.38
<b>Horstead</b>	£859.35	£894.68	£0.00	£0.00	£0.00	£3,778.75
<b>Lingwood</b>	£0.00	£0.00	£2,132.99	£0.00	£0.00	£3,372.45
<b>Ringland</b>	£0.00	£0.00	£0.00	£0.00	£0.00	£3,108.78
<b>Halvergate</b>	£0.00	£0.00	£1,404.93	£1,096.78	£0.00	£2,501.71
<b>South Walsham</b>	£0.00	£0.00	£0.00	£39.39	£0.00	£2,136.54
<b>Wood Dalling</b>	£0.00	£0.00	£0.00	£0.00	£0.00	£1,877.70
<b>Upton</b>	£0.00	£0.00	£706.16	£0.00	£0.00	£1,234.69
<b>Oulton</b>	£0.00	£867.29	£329.90	£0.00	£0.00	£1,197.19
<b>Guestwick</b>	£352.68	£234.48	£0.00	£0.00	£320.14	£1,152.44
<b>Booton</b>	£0.00	£0.00	£0.00	£0.00	£0.00	£1,109.78
<b>Beeston St Andrew</b>	£0.00	£0.00	£0.00	£974.63	£0.00	£974.63
<b>Brampton</b>	£0.00	£543.65	£0.00	£0.00	£0.00	£543.65
<b>Themelthorpe</b>	£0.00	£494.89	£0.00	£0.00	£0.00	£494.89
<b>Woodbastwick</b>	£151.20	£0.00	£0.00	£0.00	£0.00	£151.20
<b>Morton on the Hill</b>	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
<b>Grand Total</b>	<b>£498,908.69</b>	<b>£806,936.11</b>	<b>£1,716,409.39</b>	<b>£2,722,457.97</b>	<b>£1,606,889.88</b>	<b>£8,372,798.23</b>

Table 7 Norwich Neighbourhood CIL income by financial year.

Note: The Norwich City Council area has no parishes, so the council consults directly with communities to allocate this element of CIL income.

Area	Received April 2018 – March 2019	Received April 2019 – March 2020	Received April 2020 – March 2021	Received April 2021 – March 2022	Received April 2022 – October 2022	Received April 2013 – October 2022
Norwich	£133,705	£133,363	£173,285	TBC	TBC	£819,709

## APPENDIX B

### Details to support recommendations (i) to (iii).

#### **(i) The introduction of two new categories to the Infrastructure Investment Fund.**

##### **Major Infrastructure Projects**

Under current procedures, projects can only be allocated funding from the IIF if they are considered deliverable. This requirement for projects to be 'shovel ready' has ensured the stability and success of the IIF, however it has also created limitations with supporting key strategic pieces of major infrastructure.

Major infrastructure and regeneration projects take many years to progress, which makes them currently ineligible for early application to the IIF. The introduction of a new category will provide the project sponsor certainty of receiving funding in the future, acting as seed to encourage additional match to be levered in. This allocation will also allow the partners to smooth the cost of funding the major project over a number of years because an allocation can be gradually built up in the fund reserves in readiness for the future spend.

It is proposed that a new category of major infrastructure projects should be added to the Growth Programme to allow for some large strategic projects to have IIF earmarked to their delivery in the medium to long term. This is something that is allowed within CIL legislation, as long as it is earmarked to a specific project and reported in a transparent way. A clear distinction must be made between these projects and those that will continue to proceed through the established annual call for projects.

This new category will require a process that is not time sensitive. This will allow projects to apply throughout the year when required, but they must continue to have the sponsorship of at least one Greater Norwich Director before being considered.

##### **Process:** how will it work?

- **Application** – Potential projects will fill out an expression of interest form, this can be done at any time. Expression of interest (EOI) forms would need to be signed off by a member of the Greater Norwich Infrastructure Delivery Board (IDB).
- **Appraisal** – With delegated authority from the IDB, the Greater Norwich Projects Team (GNPT) will appraise the expression of interest against the

expression of interest appraisal guidance. A summary of the appraisal and recommendations will be made to the IDB.

- **Infrastructure Delivery Board (IDB) Review** - The IDB will discuss and decide whether the project should proceed to full business case.
- **Business Case** – Upon request from the IDB, the applicant will prepare a full business case to demonstrate their strategic importance and rationale for seed funding to be ringfenced to support delivery.
- **GNGB** – GNGB will review the full business case and a unanimous agreement will be required before the project can be included within the major infrastructure category of the Five Year Infrastructure Investment Plan
- **Five Year Infrastructure Investment Plan (5YIIP)** – All projects whose business case has been agreed by the GNGB will be included in the following 5YIIP which will progress through the established decision-making process, seeking agreement from each District Cabinet and Full Council. Subject to agreement, the GNGB will also seek delegated authority to monitor the progression of the project to delivery.
- **Major Infrastructure Project** – Once the 5YIIP is agreed the project will be able to progress towards delivery with secured seed funding.
- **Reporting** – Major Infrastructure Projects will provide a highlight report to the IDB every 6 months, and to the GNGB every 12 months through subsequent 5YIIPs. Where required, deviations from the initial business case will be reported following the established IIF change request process.
- **Annual Growth Programme** – When onsite delivery begins, the project will be moved from the category of Major Infrastructure Projects in reserves to the Greater Norwich Growth Programme. Monitoring will then proceed as established for all projects allocated funding from the IIF, providing highlight reports to the IDB every 3 months.
- **Funding draw down** – A project cannot draw down funding from the IIF until they have begun onsite delivery and are established within the Greater Norwich Growth Programme. This prevents CIL being spent on abortive works.
- **Funding not required** – In the unlikely event that a project no longer requires the funding that has pre-allocated to it, either because they have raised funding from a third party or because the project has closed, this will be reported within the 5YIIP and the reserves will be released back into the IIF.

The GNPT have prepared a draft EOI application form and EOI appraisal form. Both mirror sections of the already agreed IIF application and appraisal form but are more compact to reflect the reduced detail and certainty that longer term projects can provide.

In summary, this proposal introduces a new Major Infrastructure Project category to be included within future versions of the 5YIIP. Projects will be required to demonstrate their strategic importance to the Greater Norwich area and have a strong rationale for requiring seed funding. There will be an understanding of what is to be delivered and how much will be required from the IIF in the future, but there will be flexibility around final budgets and programs through the change request process.

Acceptance into the new category will provide the project sponsor certainty of receiving funding in the future, whilst acting as 'seed funding' to encourage additional match to be levered in. Managing projects in this way will also allow the partners to smooth the cost of funding a major project over a number of years, because an allocation will be gradually built up in the fund reserves in readiness for the future spend.

The number of projects accepted into this category will be small in number, and (as with existing projects) approval must be unanimous for applications to proceed. Most projects will continue to proceed through the existing IIF application process. Examples of projects that are expected to fit this proposed new category are East Norwich Regeneration and a new high school to the North East of Norwich.

## **Match Funding**

The current processes for the IIF allow for a single round of project applications for projects that are due to start delivery in the forthcoming financial year. All new funding allocations need to be agreed by each District Cabinet and Full Council before a formal commitment can be made. The decision-making process is time-consuming but is fundamental to the partnership's working model because it ensures clarity and transparency to all partners when making each decision.

This annual cycle of funding allocation works well for most projects, but there are occasions when an in-year funding decision would be beneficial to all. This proposal is to create a ringfenced pot of money within the IIF, which can be allocated to projects as match funding when applying for significant government grants, such as the Levelling Up Fund, Community Renewal Fund, Shared Prosperity Fund or any future equivalent. It is intended for major projects that require match to lever in additional, more substantial amounts of funding only.

It is proposed that this match funding will be overseen by the GNGB under delegated authority from the district partners. Ringfencing the match to only those projects that are applying to central government funds provides additional assurance to the partners that the fund will only be used to support projects which have gone through a vigorous approval process.

### **Process** – how will it work?

- **Five Year Infrastructure Investment Plan (5YIIP)** – An amount is included within the 5YIIP for match funding. It will progress through the usual process of agreement and delegated authority is to be given to the GNGB to manage the amount in the forthcoming year.
- **Reserves** – The agreed amount will be held in reserve and reported clearly as match funding.
- **Application** – An eligible project seeking match funding will be asked to complete the established IIF Application Form. This can be done at any time.
- **Appraisal** – The application will be appraised by the GNPT following the agreed IIF appraisal guidance. A recommendation is made to the IDB.
- **IDB** – The IDB review the application and decide whether to recommend the project to the GNGB for approval.
- **GNGB** – A unanimous agreement is required by the GNGB before match funding can be allocated to a project. The project will be listed as a Match Funding Allocation within financial reporting.
- **Highlight Reporting** – Once agreed, the project will align to the existing IIF fund monitoring processes, providing highlight reports to the IDB every 3 months to detail progress towards delivery.
- **No Government match secured** – If the project is unsuccessful in securing funding from central government, it will be removed from future GNGB financial reporting and the amount earmarked to it will remain within the Match Funding allocation that is secured in reserves, available for other projects to apply for. At this stage, projects can request an extension of time to secure alternative match using the established change request form.
- **Annual Growth Programme** – Subject to all match funding being secured and delivery commencement, the project will be moved from the category of Match Funding in reserves to the Growth Programme within the following 5YIIP. Monitoring will proceed as established for the IIF.
- **Funding Draw down** – A project cannot draw down money from the IIF until they have begun delivery and are established within the Annual Growth Programme. This prevents CIL being spent on abortive works.
- **Top up amount allocated as match funding** – Each year, the IDB will recommend to the GNGB:
  - whether unused match funding should be rolled on,
  - and/or if an additional allocation should be made.

This will be reported in each subsequent 5YIIP, aligning with the existing IIF decision making processes.



## **(ii) Change to the way allocations for Education projects are spent**

On 6th October 2022, the GNGB received an update regarding the delivery of Norfolk Children's Services Education Capital Programme. During the meeting, it was reported that to safeguard the medium to long term school capital programme, Norfolk County Council (NCC) has underwritten any future shortfall of funding with a commitment to borrow where required. To support their decision, NCC requested a change to the way that future allocations were made from the IIF, seeking the flexibility for them to be used in whole or in part to repay NCC's borrowing. This proposal requires a commitment to be made to an Education Capital Programme that is ringfenced to Greater Norwich, instead of individual projects. This will allow for it to be used to repay NCC's own borrowing with any remaining balance to be invested directly into a specified capital project.

This is a change to the way that NCC are permitted to spend the allocation received from the IIF. Allocations are confirmed annually alongside the acceptance of each new Annual Growth Programme. No commitment is being made against future income or to increase Greater Norwich's borrowing. This proposal is not increasing Greater Norwich's City Deal borrowing, it is to support NCC's own borrowing which will be drawn independently to the partners.

## **(iii) The signing of a deed of variation to enable the next tranche of City Deal Borrowing to be drawn.**

### **City Deal borrowing to support the delivery of Long Stratton Bypass (LSBP)**

£10m of CIL supported borrowing was allocated to LSBP through the Greater Norwich City Deal agreement which was signed with Government in December 2013. This gave the GNGB access to lower-cost borrowing from the Public Works Loan Board (PWLb).

The City Deal borrowing to support LSBP is programmed to be required in 2022/23. Using current interest rates, the forecasted annual repayment to be paid from the IIF is in the region of £680,000. The final repayment amount cannot be fully confirmed until the loan is actioned and the interest rates at that future time are known. The forecasted interest repayments are included within the Investment Framework within The Plan. (Annex B page 9-12)

In last year's version of this Plan, each Greater Norwich CIL receipting

Authority agreed a draft legal loan agreement and for the GNGB to be granted delegated authority to sign the final legal loan agreement for the LSBP draw down, together with their S151 officers and under the direction of Norfolk County Council as the Accountable Body. As agreed within the GNGBs signed Joint Working Agreement, a unanimous decision will be required from all board members (the Council Leaders) prior to the signing and the draw down being actioned.

On the 6th October 2022, following the review of a project change request, the GNGB unanimously agreed for the City Deal borrowing to support the delivery of LSBP to be increased to £10m, the full amount allocated within the City Deal Document.

The legal agreement that will support this loan is intended to be added as 'Schedule 2' to the original legal agreement that was signed by all partners on 21st October 2015, which confirmed the GNGB partner draw down and borrowing authorisations.

Upon reflection of the 2015 agreement, nplaw have advised that it is not clear that additional loans can be added to Schedule 2. To avoid any doubt, they have advised that a minor amendment should be made to the original 2015 agreement, which once signed by all partners will enable the agreed LSBP loan to be added to Schedule 2.

## **The proposed deed of variation**

Prior to this next tranche of Greater Norwich City Deal borrowing being drawn down, an amendment needs to be actioned through the signing of a deed of variation by all partners. See [Appendix F – Draft Legal Loan Agreement](#).

Currently, section 16 of the signed 2015 agreement states

This Agreement may only be varied by written agreement of the Parties.

The deed of variation proposes adding a new clause 16.2

The Parties agree that the Agreement shall be reviewed/varied from time to time as provided for by clause 16 of the Agreement and in any event on or before the availability of additional project funding in order to meet the requirements of the Project. Once reviewed, and subject to clause 16, an updated /revised/amended Schedule 2 Project Schedule will forthwith be agreed between the Parties in the form set out (below as appears at Annex 1 to this deed of variation) and will be

appended to the Agreement.

The project schedule referenced as Annex 1 follows the draft deed of variation below. It mirrors that which has already been agreed for the Broadland Northway (formerly known as the NDR). It is proposed that all future tranches of borrowing will use the same template and be added to schedule 2 of the original 2015 when new borrowing is agreed.

## Draft Deed of Variation

This Deed of Variation is made on  
2022

### DEED OF VARIATION TO AGREEMENT RELATING TO GNGB PARTNER DRAW-DOWN AND BORROWING AUTHORISATIONS

BETWEEN:

**BROADLAND DISTRICT COUNCIL** of Thorpe Lodge, 1 Yarmouth Road, Norwich, Norfolk NR2 1NH ("**Broadland**").

**NORWICH CITY COUNCIL** of City Hall, St Peter Street, Norwich, NR2 1NH ("**Norwich**").

**South Norfolk District Council** of South Norfolk House, Swan Lane, Long Stratton, Norfolk, NR15 2XE ("**South Norfolk**").

**NORFOLK COUNTY COUNCIL** of County Hall, Martineau Lane, Norwich NR1 2DH ("**County Council**")

(together, the Parties)

Background:

(A) This Deed of Variation ('Deed') is supplemental to the agreement Relating to GNGB Partner Draw-down and Borrowing Authorisations entered into by the parties and dated [ ] (the "Agreement").

(B) The Parties have agreed to include for purposes of review a Project Schedule. Consequently, the Parties wish to amend the Agreement as set out in this Deed with effect from the date of this Deed ('Variation Date').

It is agreed as follows:

1. The Parties agree that unless otherwise expressly provided, the definitions and interpretation of this Deed are in accordance with Clause 1 of the Agreement.
2. With effect from the Variation Date, the Parties agree to amend the Agreement as follows:
  - 2.1 A new clause 16.2 is added as follows:

The Parties agree that the Agreement shall be reviewed/varied from time to time as provided for by clause 16 of the Agreement and in any event on or

before the availability of additional project funding in order to meet the requirements of the Project. Once reviewed, and subject to clause 16, an updated /revised/amended Schedule 2 Project Schedule will forthwith be agreed between the Parties in the form set out (below as appears at Annex 1 to this deed of variation) and will be appended to the Agreement.

3. The Agreement shall remain effective and unaltered except as amended by this Deed.
4. This Deed and any dispute or claim arising out of, or in connection with it, its subject matter or formation (including non-contractual disputes or claims) shall be governed by, and construed in accordance with, the laws of England.
5. The Parties irrevocably agree that the courts of England shall have exclusive jurisdiction to settle any dispute or claim arising out of, or in connection with, this Deed, its subject matter or formation (including non-contractual disputes or claims).
6. This Deed may be signed in any number of separate counterparts, each of which when signed and dated shall be an original, and such counterparts taken together shall constitute one and the same agreement.

This document has been executed as a Deed and is delivered and takes effect on the date stated at the beginning of it.

THE COMMON SEAL of )  
**NORFOLK COUNTY COUNCIL** )  
was hereunto affixed in the presence of )

THE COMMON SEAL of )  
**BROADLAND DISTRICT COUNCIL** )  
was hereunto affixed in the presence of )

THE CORPORATE SEAL of )  
**NORWICH CITY COUNCIL** )  
was hereunto affixed in the presence of )

THE COMMON SEAL of )  
**SOUTH NORFOLK DISTRICT COUNCIL** )  
was hereunto affixed in the presence of )

**Annex 1 to this deed of variation  
(project template)**

Dated \_\_\_\_\_ 20[ ]

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**PROJECT SCHEDULE**

Pursuant to Agreement Relating to GNGB Partner Draw-down and Borrowing  
Authorisations of 21st October 2015  
Relating to GNGB Partner Draw-down and Borrowing Authorisations for the  
[Construction of .....]

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**BROADLAND DISTRICT COUNCIL**

**NORWICH CITY COUNCIL**

**SOUTH NORFOLK DISTRICT COUNCIL**

**&**

**NORFOLK COUNTY COUNCIL**

nplaw  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

DPS 37967

**Dated** \_\_\_\_\_ 20[ ]

## **Background**

- This Project Schedule sets out agreed obligations in relation to Partner Draw-down and Borrowing Authorisations for the [Construction of xxx ] and has been prepared in accordance with clause 5 of the Agreement Relating to GNGB Partner Draw-down and Borrowing Authorisations dated 21st October 2015 between Broadland District Council, Norwich City Council, South Norfolk District Council and Norfolk County Council ("the Agreement").
- Accordingly this Project Schedule forms part of the Agreement.

### **1 Project**

- [Construction of .....] and related measures "the Project".

### **2 Project Description**

- [ xxx ]
- [ xxx ]

### **3 Project Period**

- The Project is due to mobilize in [ xxx ].
- Construction is programmed to begin in [ xxx ] with a majority of the works completed by [ xxx ].

### **4 Background**

- The adopted Joint Core Strategy for Broadland, Norwich and South Norfolk identifies [ xxx ] as a key location for growth and proposes the development of [ xxx ].

### **5 Agreed terms**

- Loan funding would be repaid over a 20 year period

### **6 Additional Terms & Conditions**



- In accordance with paragraph 5.4 of the Agreement, Liabilities in respect of any overspend or delay in respect of Project Schedule timeframes and milestones shall be shared as follows:

Partner	Share of overspend risk	Share of timeframes and milestones risk
[ xxx ] Council	100%	100%

## 7 Fees and expenses

- The County Council shall borrow funds from various sources as they are identified to assist with the delivery of the Growth Programme. The County Council shall ensure that the cost of any additional borrowing (up to £ [xxx ]m) for this purpose will be undertaken at the equivalent of the prevailing PWLB project rate discount as set out in the City Deal dated 12 December 2013.
- Funding from the Infrastructure Investment Fund for the purposes of the Project shall be capped at £[xxx ] million plus any associated borrowing costs incurred by the County Council as provided for herein.

## 8 Repayment and review

- In accordance with paragraph 3.4 of the Agreement, the County Council shall use the Infrastructure Investment Fund to fund the costs of borrowing costs in accordance with the following schedule.

Illustrative costs of borrowing to be funded from Infrastructure Investment Fund:

*DRAFTING NOTE: This table to be updated after the final funds drawdown.*

Year	Principal start	Repayment	Interest	Balance
2023/24				
2024/25				
2025/26				
2026/27				
2027/28				
2028/29				
2029/30				

2030/31				
2031/32				
2032/33				
2033/34				
2034/35				
2035/36				
2036/37				
2037/38				
2038/39				
2039/40				
2040/41				
2041/42				
2042/43				
2046/47				
2047/48				
Totals				

## 9 VOLUNTARY PREPAYMENTS

If the Parties agree to make additional repayments over and above those listed above, a new schedule will be produced based on the remaining outstanding debt, including interest, in accordance with clause 16 (Variation) of the Agreement.

Signed by [ ] .....  
Section 151 Officer  
for and on behalf of **NORFOLK  
COUNTY COUNCIL**

Signed by [ ] .....  
Section 151 Officer  
for and on behalf of **BROADLAND  
DISTRICT COUNCIL**

.....  
Signed by [ ] .....  
Section 151 Officer  
for and on behalf of **NORWICH  
CITY COUNCIL**

.....  
Signed by [ ] .....  
Section 151 Officer  
for and on behalf of **SOUTH  
NORFOLK DISTRICT COUNCIL**

## Equalities and Communities Impact Assessment

**Name of Officer/s completing assessment:**

Paul Harris

**Date of Assessment: 20/01/2023**

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

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

Joint 5 Year Infrastructure Investment Plan 2023 to 2028 and 2023/24 Annual Growth Programme.

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

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

### 3. Which additional Communities characteristics does this policy impact?

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

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

Please include:

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

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

The Greater Norwich Growth Board Joint 5 Year Investment Plan 2023-2028 and Annual Growth Programme 2023/24 includes 6 specific projects that are relevant to South Norfolk. Projects directly related to Norwich and Broadland will be separately considered, in terms of EQIA, by those Councils as appropriate.

The 6 specific projects that relate to Broadland comprise: Hethersett to NRP Cycle Route; Venta Icenorum access improvements – phase 1; Queens Hills Community Park; Cringleford Country Park; Easton Village Hall and Hethel Technology Park – Roundabout and Access Road.

Inherently these projects are likely to have a neutral impact on most of the protected characteristics. The two characteristics where that are potential impacts are Age and Disability, specifically in terms of the usability of the project for those with physical disabilities or age related mobility issues.

The Hethersett to NRP Cycle Route will provide a safe walking and cycling facility along Hethersett Lane between the existing provision between Colney Lane and the A47 over-bridge. Further improvements are expected to the A47 over-bridge and along Hethersett Lane on the eastern side of the A47 through separate schemes. As such the scheme will contribute towards improved accessibility between Wymondham, Hethersett the NRP and N&NUH.

The Queens Hills Community Park project will, amongst other things, deliver a number of formal footpaths. Constructed using self-binding material these will stay firmer underfoot and improve usability by those who may have mobility issues. The provision of cycle parking will benefit those with limited access to other modes of transport.

Inclusive Norwich were engaged in the development of the Cringleford Country Park project and it includes proposals for a new accessible bridge crossing of the River Yare, where no existing similar provision exists, in addition to 400m of accessible boardwalk linking to be bridge and 3 disabled parking spaces accessing the new path.

The proposals for Easton Village Hall will meet all appropriate standards for accessibility and includes provision for disabled parking and cycle parking.

As a result of the above these projects are considered to have positive effects in respect of those with physical disabilities or age related mobility issues and also those of a younger age who rely on walking or cycling to access facilities.

In this way each of these projects are expected to have a positive impact in terms of

The Access Improvements at Venta Icenorum, comprising a car park extension and cycle parking at the site and the Roundabout and Access Road at Hethel Technology Park are likely to be neutral in terms of the protected characteristics.

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

Please include:

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

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

All projects, with the exception of the Roundabout and Access Road at Hethel Technology Park, will directly result in improved access to formal or informal recreational open space or facilities. In this way they will all have a positive impact in terms of health.

Whilst not considered to have any direct benefits at this time the proposals at Hethel Technology Park will include cycle and footway provision that maintain the potential to tie into wider connections at a point in the future, should such additional provision come forwards.

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

Please include:

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

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

Signed by evaluator:



Signed by responsible head of department:



Please send your completed forms to [equalities@southnorfolkandbroadland.gov.uk](mailto:equalities@southnorfolkandbroadland.gov.uk) to be reviewed and stored in accordance with our legal duty.

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Please send a copy of the reviewed document to [equalities@southnorfolkandbroadland.gov.uk](mailto:equalities@southnorfolkandbroadland.gov.uk)

**CABINET CORE AGENDA 2023**

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
<b>13 Feb</b>	Key	Greater Norwich 5-year Infrastructure Investment Plan	Paul Harris	John Fuller	
	Key	The Future Sale of the South Norfolk House site	Debbie Lorimer	Kay Mason Billig	Exempt
		Review of Environmental Strategy and Delivery Plan	Anna Sommazzi	Graham Minshull	
		Council Tax Assistance	Richard Dunsire / Lindsay Sayer	Alison Thomas	
		Council Tax (2 <sup>nd</sup> Homes) – Additional Premium	Simon Bessey	Adrian Dearnley	
		Health and Wellbeing Partnerships (HWP) Funding Delegations	Jamie Sutterby	Alison Thomas	
	Key	Leisure Solar Panel Contract	Simon Phelan	Richard Elliott	Exempt
	Key	Lease Agreement – Ella May Barnes Building	Nina Cunningham	Lisa Neal	Exempt
	Key	Land Acquisition in Diss	Emily Larter	Lisa Neal	Exempt
	Key	Revenue Budget and Council Tax 2023/24	Rodney Fincham	Adrian Dearnley	
	Key	Capital Strategy and Capital Programme 2023/24 to 2027/28	Rodney Fincham	Adrian Dearnley	
	Key	Treasury Management Strategy Statement 2023/24	Rodney Fincham	Adrian Dearnley	

**Council Meeting 22 February**

<b>20 Mar</b>	Key	Long Stratton Bypass Funding	Phil Courtier	John Fuller	Exempt
	Key	Disposal of Middleton Street, Wymondham	Nina Cunningham	Lisa Neal	Exempt
		Deed of Variation on Large Scale Voluntary Transfer (LSVT) Agreement	Helen Skoyles	John Fuller	
		Diss and District Neighbourhood Plan Consideration of Examiner's Report	Richard Squires	John Fuller	
		Wymondham Neighbourhood Plan Consideration of Examiner's Report	Richard Squires	John Fuller	
	Key	Regulation of Investigatory Powers Act (RIPA) Policy	Nick Howard	Lisa Neal	

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
	Key	Norfolk Green Infrastructure and Recreational Avoidance and Mitigation Strategy (GIRAMS) – Governance	Paul Harris	Lisa Neal	
		Health and Wellbeing Strategy	Annie Sommazzi	Graham Minshull	
		Performance Report Q3 2022/23	Sinead Carey / Helen Hall	Adrian Dearnley / Kay Mason Billig	
	Key	Public Sector Decarbonisation Contract Award	Annie Sommazzi	Graham Minshull	Exempt

*A key decision is an executive decision which will:*

- (a) result in the Council spending, or saving a **significant** amount compared with the Budget for the service or function the decision relates to; or*
- (b) to be **significant** in terms of its effects on communities living or working in an area, comprising two or more wards in the area of the Council, in that it will:*
  - (i) Have a long-term, lasting impact on that community; or*
  - (ii) Restrict the ability of individual businesses or residents in that area to undertake particular activities; or*
  - (iii) Removes the provision of a service or facility for that community; or*
  - (iv) Increases the charges payable by members of the community to provide a service or facility by more than 5%; or*
  - (v) Have the potential to create significant local controversy or reputational damage to the Council; or*
  - (vi) Is a matter that the decision maker considers to be a key decision.*

*When assessing whether or not a decision is a key decision the decision maker must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will generally be considered to be a key decision if:*

- (a) the amount spent is £200,000 or more of revenue expenditure; or*
- (b) savings of £75,000 or more per annum, or*
- (c) capital expenditure of £200,000 or more (where a decision makes a commitment for spending over a period of time, it is the total commitment that must be considered to see if it is a key decision).*