Cabinet

Monday 9 October 2017

9.00 am, Colman and Cavell Rooms
South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

If you have any special requirements in order to attend this meeting,
please let us know in advance
Large print version can be made available

Contact Claire White on 01508 533669 or democracy@s-norfolk.gov.uk
<table>
<thead>
<tr>
<th>Members of the Cabinet</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Fuller (Chairman)</td>
<td>The Economy and External Affairs</td>
</tr>
<tr>
<td>Mr M Edney (Vice Chairman)</td>
<td>Stronger Communities</td>
</tr>
<tr>
<td>Mrs Y Bendle</td>
<td>Housing, Wellbeing, Leisure and Early Intervention</td>
</tr>
<tr>
<td>Mr B Stone</td>
<td>Finance and Resources</td>
</tr>
<tr>
<td>Mr L Hornby</td>
<td>Regulation and Public Safety</td>
</tr>
<tr>
<td>Mrs K Mason Billig</td>
<td>Environment and Recycling</td>
</tr>
</tbody>
</table>

This meeting may be filmed, recorded or photographed by the public; however anyone who wishes to do so must inform the chairman and ensure it is done in a non-disruptive and public manner. Please review the Council’s guidance on filming and recording meetings available in the meeting room.

**Group Meetings**

Conservatives – 8.00 am, Cabinet Office

Liberal Democrats – 8.15 am, Kett Room
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 6)

4. To confirm the minutes of the meeting of Cabinet held on 17 July 2017; (attached – page 7)

5. A New Economic Strategy for Norfolk and Suffolk; (report attached – page 21)

6. Norfolk Strategic Framework Consultation;
   (Note: Appendix 1 to this report is available here) (report attached – page 60)

7. South Norfolk Council Response to the Waveney First Draft Local Plan (July 2017); (report attached – page 69)
8. **Future Management of Streetlights**

This report will now be considered at the 4 December 2017 meeting of the Cabinet, to allow officers more time to work on the proposals.

Bob Wade  
Head of Environmental Services

9. **Greater Norwich Local Plan**

Consideration of the Greater Norwich Local Plan by the Greater Norwich Development Partnership Board on 21st September was postponed to allow further work to take place on the document, including reflection of the current Government consultation on a standard approach to the assessment of housing needs. Cabinet will therefore consider this paper at a later date.

Adam Nicholls  
Planning Policy Manager

10. **Infrastructure Investment Plan**

Further work is taking place on the preparation of the 2018/19 Infrastructure Investment Plan, and so this will be considered at a later meeting of Cabinet and Council.

Adam Nicholls  
Planning Policy Manager
11. **Response to Mid-Suffolk and Babergh Local Plan**

The consultation period for responding to this document has been extended to November 2017, and so to allow more time for the draft response to be prepared, the Council’s proposed response will now be considered at Cabinet on 30th October 2017.

Adam Nicholls  
Planning Policy Manager

12. **Cabinet Core Agenda**  
(attached – page 82)

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

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

14. **Green Garden Waste Processing and Disposal Contract**  
(report enclosed separately for members)  
(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

Members are asked to declare any interests they have in the meeting. 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 on the matter.
- 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.
- In any case, members have the right to remove themselves from the meeting or the voting if they consider, in the circumstances, it is appropriate to do so.

Should Members have any concerns relating to interests they have, they are encouraged to contact the Monitoring Officer (or Deputy) or another member of the Democratic Services Team in advance of the meeting.
AGENDA ITEM 4

CABINET

Minutes of a meeting of the Cabinet of South Norfolk District Council held at South Norfolk House, Long Stratton on Monday 17 July 2017 at 9.00 a.m.

Members Present:

Cabinet: Councilors J Fuller (Chairman) Y Bendle, L Hornby, K Mason Billig and B Stone

Apologies: Councillor M Edney

Non-Appointed: Councillors D Bills, N Legg and T Lewis

Officers in Attendance: The Director of Growth and Business Development (D Lorimer), the Director of Planning and Environment (T Horspole), the Head of Environmental Services (B Wade), the Head of Growth and Economic Development (M Stanton), the Accountancy Manager (M Fernandez-Graham), the Business Improvement Programme Manager (A Mewes), the Planning Policy Manager (A Nicholls), the Senior Planning Officer (S Marjoram), the Policy Officer (P Chapman) and the Property Consultant (S Bizley).

Also in Attendance: Dr David Wildon – Chairman of Marlingford and Colton Parish Council

2562 MINUTES

The minutes of the meeting held 12 June 2017, were confirmed as a correct record and signed by the Chairman.
The Subject of the Decision

Members considered the report of the Senior Planning Officer, which sought Cabinet approval to accept the Examiner’s recommended modifications to the Easton Neighbourhood Plan, allowing the Plan to proceed to referendum.

The Planning Policy Manager presented his report, drawing attention to the process to be undertaken, should the Examiner’s recommendations be agreed. Members noted that the Examiner’s report had been most positive, and had complimented the work of both Easton Parish Council and South Norfolk.

Dr D Wildon, Chairman of Marlingford and Colton Parish Council, addressed the meeting, outlining the Parish Council’s concerns with regard to the impact of new housing development on the surrounding areas of Marlingford and Colton, referring in particular flooding, drainage, traffic and lighting.

The Chairman explained that Dr Wildon referred to an application where outline planning permission had already been granted, and he suggested that officers assisted Dr Wildon with details of the decision notice, after the meeting.

The Decision

RESOLVED:

To:

(a) Accept the Examiner’s Report on the examination of the Easton Neighbourhood Plan and the recommended modifications; and
(b) Delegate to the Director of Planning and Environment, the power to make the modifications recommended by the Examiner and to then progress the modified Easton Neighbourhood Plan to a public referendum.
The Reasons for the Decision

To ensure planned and co-ordinated development in Easton, allowing residents to be involved in shaping communities, and for the document to proceed to referendum.

Other Options Considered

None.

The Subject of the Decision

Members considered the report of the Planning Policy Manager, which invited Cabinet to comment on proposed changes to Local Plan monitoring indicators, to enable a more meaningful set of indicators to be used for the 2016/17 Authority Monitoring Report.

The Planning Policy Manager outlined his report, explaining that some of the Development Management policies were not capable of being monitored as originally envisaged, and a review and update was sensible to ensure that monitoring was as effective and efficient as possible. Members noted that the Regulation and Planning Policy Committee had considered the report and recommended that Cabinet agreed the proposed changes.

The Chairman referred to DM 4.10 concerning Heritage Assets, suggesting that a year on year increase to the “percentage of conservation areas with appraisals”, might be ambitious, bearing in mind current resources. The Planning Policy Manager explained that the purpose of the measure was not to speed up processes, but to ensure information was up to date, and he agreed to revisit the wording of the indicator. Cllr Y Bendle welcomed the proposed changes under policy DM 3.12, parking provision, explaining that this was often subject of debate at Development Management Committee meetings. The Director of Planning and Environment agreed to circulate all the agreed changes to the Development Management Committee for information.
Cllr T Lewis explained that he was sceptical regarding the usefulness of new proposed indicator “Amount of Norwich Southern Bypass Landscape Protection Zone lost to development”. The Chairman reminded members that the Landscape Protection Zone did not prevent all development and it was felt that the indicator would provide valuable information about the effectiveness of landscape protection.

The Decision

**RESOLVED:** To

(a) Agree the proposed revisions to the Development Management Policies Monitoring Indicators for publication on the Council’s website and for use in collecting information for the 2016/17 AMR onwards, subject to minor amendment;
(b) Delegate authority to the Director of Planning and Environment, in consultation with the Cabinet Member for Economy and External Affairs to agree any minor changes prior to finalising the changes.

The Reasons for the Decision

To ensure effective monitoring of the Local Plan

Other Options Considered

To not make any changes to the proposals.
The Subject of the Decision

Members considered the report of the Business Improvement Programme Manager, the Accountancy Manager and the Senior Governance Officer, which detailed the Council’s performance against strategic measures, risk position and the revenue and capital position at the end of the first quarter of 2017/18.

Cllr B Stone introduced the report, explaining that the performance across the Council remained positive, as did the Council’s risk capacity. He referred to the positive variance on the revenue budget of £555 k and the capital spend of £1.18 million against a budget of £1.51 million.

The Business Improvement Programme Manager summarised the Council's performance under each of the Council’s corporate priorities, highlighting areas of particular interest. The Accountancy Manager summarised the revenue position, and explained that owing to the timing of Cabinet, the detailed analysis of budgets in the report covered April and May only. Members noted that initial June figures were consistent with the figures reported.

Attention was drawn to paragraph 3.6 of the report regarding the reduction in CNC Building Control fee earning income, and Cabinet concurred with the proposals to increase CNC fees from 1st September 2017.

Members’ attention was also drawn to the Housing Benefit / Council Tax Support indicator (HE 1606), which was the only indicator that had attracted a red status, due to the failure to hit target. Officers explained that this had been due to an increase in the number of working age claims which were significantly more complex. Cabinet noted that an improvement in performance was expected during Quarter 2, due to changes in working practices.

During discussion, Cllr Y Bendle referred to the trailblazer fund, which had been awarded to the Council, and would be used to focus on tenancy sustainment, in a bid to reduce homelessness. She also gave mention to the Council’s involvement with an “out of hospital scheme”, whereby the Council would be advised of potential applicants for Disabled Facilities Grants. Members were also reminded of the work currently being rolled out to introduce Social Prescribing, through the Council’s Community Connectors. The District Council was, she explained, having a real impact on the health agenda.
Turning to waste collection, members noted that the amount of waste recycled, reused and composted had increased to 46.27% and the cost of waste collection per household had reduced. The number of missed bins had also reduced back to pre-switchover levels. Cllr K Mason Billig, congratulated staff on excellent performance during the first quarter, and she explained that new efficiencies were constantly being built into the service.

Referring to the strategic risk register, the Chairman gave mention to the delivery of the Long Stratton bypass, and the need for the Council to contribute to the design of the scheme. Discussion also turned to the Council’s five-year land supply, which had arguably been achieved across the three districts that made up the Greater Norwich Development Partnership. The Chairman suggested that the Regulation and Planning Policy Committee consider the matter further, with a view to informing the Authority Monitoring Report process.

The Decision

RESOLVED: To:

(a) To note the 2017/18 performance for the quarter and the combined efforts across the Directorates to deliver the vision of the Council (detail contained in Appendix 1 of the report).

(b) To note the current position with respect to risks and accepts the actions to support risk mitigation (detail contained in Appendix 2 of the report).

(c) To note the capital and revenue position and the reason for the variances on the General Fund (detail contained in Appendices 3 and 4 of the report).

(d) To agree an increase in building control fees for CNC from 1st September 2017, based on an hourly rate of £70, and to delegate the detailed amendment of these fees to the Director of Growth and Business Development in consultation with the Portfolio Holder for Finance and Resources and the Chairman of the CNC Board, as outlined in Section 3.6 of the report.

(e) That the Regulation and Planning Policy Committee considers at its next meeting in September, the calculation of the Five Year Land Supply, based on the three districts that make up the Greater Norwich Development Partnership, with a view to informing the Authority Monitoring Report process.
The Reasons for the Decision

To ensure that processes are in place to improve performance and that the management of risks is sound. To ensure that appropriate revenue budgets and reserves, and the capital programme are in place and are aligned to the Council’s priorities.

Other Options Considered

None

FUTURE MANAGEMENT OF STREETLIGHTS

The Subject of the Decision

Members considered the report of the Head of Environmental Services, which presented Cabinet with proposals for the future management of street lights currently maintained by the Council in Town and Parish Council areas.

The Head of Environmental Services presented his report to members, explaining that there were ten town and parish council areas where lights on the street were managed by the Council, namely Chedgrave, Costessey, Diss, Ditchingham, Ellingham Geldeston, Gillingham, Kirby Cane, Loddon, and Wymondham.

He explained that the current mechanism for recovering cost though “special expenses”, paid through the annual Council Tax bill, only covered day to day running costs, and was unbalanced and unsustainable. A new approach to the future management of street lights was therefore required.

Members noted the proposals, and the criteria for retention, outlined in the report. Members acknowledged that replacing like for like was no longer an option, and agreed that lights should not automatically be replaced.

Discussion followed with regard to the calculation of special expenses, and the Director of Growth and Business Development explained that these expenses could only be charged if the district council was managing the street light function; it could not
collect these charges on behalf of the town or parish council. In response to a query, she explained that the whole town / parish would be subject to the special expense charge, despite street lights only covering part of an area in a parish.

The Chairman suggested that before negotiations took place with the relevant towns and parishes, it was sensible to undertake a review of special expenses, and to calculate more realistic figures in relation to these charges. He also requested a detailed assessment of the future need for streetlights, based on the criteria for retention, proposed in the report. It was agreed that this should be reported back to Cabinet, at its next meeting, if possible.

In response to a query regarding the criteria for retention, it was confirmed that school children could be classed as “vulnerable people”.

Cabinet understood that some street lights required urgent attention due to safety issues, and it was therefore agreed that the proposed budget should be approved in principle, at this stage.

**RESOLVED:**

<table>
<thead>
<tr>
<th>1. That a more detailed report is considered by Cabinet at its September meeting, to include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) a detailed assessment of the future need of the Council’s streetlights, based on the criteria for retention, outlined in the report;</td>
</tr>
<tr>
<td>b) a robust review of the calculation for “Special Expenses”, paid through annual Council Tax bills;</td>
</tr>
<tr>
<td>2. To agree in principle, to an amendment to the capital programme to include an additional £600,000 for street lighting for the period 2017/18 to 2018/19.</td>
</tr>
</tbody>
</table>

**The Reasons for the Decision**

To ensure a more sustainable approach to the management of street lights.

**Other Options Considered**

To agree the approach set out in the report and to begin negotiations with the relevant town and parish councils.
2567 PROPOSED PUBLIC SPACE PROTECTION ORDER (PSPO)

The Subject of the Decision

Members considered the report of the Head of Environmental Services, which sought approval for necessary changes to dog controls in place across the District and the process to be implemented to achieve this via a proposed Public Place Protection Order (PSPO).

Cllr K Mason Billig briefly outlined the background to the report, explaining that the existing dog fouling order would be repealed on 17 October 2017, and that in order for it to remain an offence not to clean up dog fouling in South Norfolk, a PSPO was required.

The Head of Environmental Services presented his report, outlining the requirements of the proposed PSPO. Members noted that this would include a new proposal, which would exclude dogs from enclosed public play areas.

During discussion, the Head of Environmental Services confirmed that the proposals regarding public play areas, would also include those areas not owned by the Council. However, it was noted that these restrictions could not be imposed if the land owners did not wish them to be. Members welcomed these changes, noting that a public consultation would commence shortly.

The Decision

<table>
<thead>
<tr>
<th>RESOLVED:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>To agree to the proposed approach and consultation leading to the creation of a Proposed Public Space Protection Order (PSPO);</td>
</tr>
<tr>
<td>2.</td>
<td>Should the outcome of the consultation bring forward substantive issues in relation to the proposals in the consultation, that these are considered by the Growth, Infrastructure and Environment Policy Committee;</td>
</tr>
<tr>
<td>3.</td>
<td>Notwithstanding the above, to agree to delegate the decision as to the proposed PSPO to the Director of Planning and Environment, in consultation with the Portfolio holder for Environment &amp; Recycling.</td>
</tr>
</tbody>
</table>
The Reasons for the Decision

To ensure that dog fouling controls are in place across the District

Other Options Considered

- Not to impose a PSPO
- To impose more sever controls

2568 DISCRETIONARY RATE RELIEF GUIDELINES

The Subject of the Decision

Members considered the report of the Policy Officer, which sought Cabinet approval for a local banded scheme of Discretionary Revaluation Relief, and revised Mandatory and Discretionary Rate Relief Guidelines.

Cllr M Stone commended the report to members, explaining that the Council’s discretionary rate relief scheme required amendment to implement support for local businesses, outlined in the Government’s Spring budget.

The Policy Officer presented his report, outlining the key issues arising from the proposals.

During discussion, the Policy Officer responded to a number of members’ questions on points of detail. Members noted that there could be a financial implication on the Council, should any support awarded be in excess of the funding level agreed (up to £243,000 for South Norfolk in Year 1).

Cabinet agreed that the proposals were a sensible way forward and noted that delegated authority was to be awarded to the relevant director to adjust the scheme in future, if required.
## The Decision

### RESOLVED:

<table>
<thead>
<tr>
<th>To:</th>
</tr>
</thead>
</table>
| 1. Adopt the proposed local banded scheme of discretionary revaluation rate relief as set out in the report and Appendix A.  
2. Agree the revised Mandatory and Discretionary Rate Relief Guidelines document at Appendix A of the report, to apply in respect of all rate charges from April 2017 onwards. The guidelines also correct an omission relating to the award of relief for rural petrol filling stations with a rateable value between £12,500 and £16,500 by awarding them 50% relief in line with rural public houses (both are enabled by the same clause in legislation).  
3. Agree to delegate authority to the Director of Growth & Business Development, in consultation with the Portfolio Holder for Finance and Resources, to determine the bandwidths and levels of relief award per band for the scheme in future years, and to increase the award factor for 2017/18 if it becomes clear that less support is accessed by businesses in the area than initially anticipated (taking into account the administrative burden involved). |

## The Reasons for the Decision

To provide support for local businesses.

### Other Options Considered

- To cap the level of increase to 10% for all cases

## 2569 PROCUREMENT STRATEGY 2017-2021

### The Subject of the Decision

Members considered the report of the Procurement Consortium Manager, which sought Cabinet approval for a revised Procurement Strategy for the Council.
Cllr B Stone introduced the report, explaining that the document had been considered by the Finance, Regulation, Audit and Governance Committee, and recommended to Cabinet for approval.

The Procurement Consortium Manager briefly outlined his report and the proposed revisions to the Strategy.

Discussion followed with regard to the Council’s engagement with local suppliers, and the Procurement Consortium Manager reminded members that whilst actively encouraging local businesses, the Council needed to balance this with the need to remain competitive. Whilst Cabinet understood this, it felt that the document needed to emphasise further how the Council could encourage local businesses to bid for opportunities.

The Decision

| RESOLVED: | To approve the revised Procurement Strategy, subject to an additional objective, detailing how the Council promotes and engages with local suppliers, the final wording to be delegated to the Director of Growth and Business Development, in consultation with the Portfolio Holder for Finance and Resources. |

The Reasons for the Decision
To ensure clear direction and best practice in procurement.

Other Options Considered
To approve the revised Strategy with no amendments.

2570 HOUSING RENEWAL GRANTS AND LOANS POLICY

Members noted that a report, if appropriate, would be considered at a future meeting of the Cabinet.
2571 CABINET CORE AGENDA

Members noted the latest version of the Cabinet Core Agenda.

2572 EXCLUSION OF THE PUBLIC AND PRESS

It was

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

2573 STRATEGIC ECONOMIC DEVELOPMENT AND INVESTMENT OPPORTUNITIES

The Subject of the Decision

Members considered the *exempt* report of the Head of Growth and Economic Development, and the Development Project Manager, which provided an update on opportunities that were being pursued under the updated Capital Programme, approved at Cabinet in June 2017.

The Property Consultant presented his report and outlined the proposals to support strategic housing and employment development opportunities across the District.

During discussion, members indicated their support for the proposals. Cabinet noted the associated risks, but concluded that they could be sufficiently mitigated.
The Decision

| RESOLVED: | 1. To agree that Officers progress the purchase of strategic employment development opportunities;  
|           | 2. That subject to completing satisfactory legal, technical and financial due diligence, Big Sky Developments can drawdown shareholder funding in support of the purchase of strategic housing, the final decision to be delegated to the Chief Executive, in consultation with the Leader of the Council;  
|           | 3. To delegate to the Chief Executive, in consultation with the Leader of the Council, the decision for the Council to act as guarantor, in respect of Big Sky Development Ltd’s contractual obligations in land purchase and other related development agreements. |

The Reasons for the Decision

To meet the housing needs of residents and stimulate economic growth.

Other Options Considered

None.

(The meeting concluded at 11.16 am)

___________________________
Chairman
A New Economic Strategy for Norfolk and Suffolk

Report of the Director of Growth & Business Development
Cabinet Member: Councillor John Fuller, The Economy and External Affairs

Debbie Lorimer
01508 533981
dlorimer@s-norfolk.gov.uk
1. Introduction

1.1 This report presents to Cabinet the New Economic Strategy for Norfolk and Suffolk, which has been developed in partnership with Local Authorities, Universities, Colleges, Business sector leaders and the New Anglia Local Economic Partnership (LEP). The Strategy outlines how the partners will work collaboratively to pool resources and coordinate activity, in order to deliver a shared set of ambitions up to 2036 in line with the proposed UK Governments UK Industrial Strategy.

1.2 Although the Council have proactively informed this plan throughout its drafting, there are however, elements of this strategy which differ to our own South Norfolk Economic Growth Strategy. This report summaries these differences and presents the recommendation to update the South Norfolk Economic Growth Strategy to ensure both documents align to facilitate the delivery of the wider ambitions of the LEP area.

2. Background

2.1 The New Anglia LEP published their current Strategic Economic Plan (SEP) in 2014. Much has already been achieved so far across Norfolk and Suffolk including:

- 32,300 more jobs;
- 4,980 new businesses;
- 18,850 new homes and
- 0.2% increase in closing the national productivity gap

(Source: Transforming the Economy of the East, Strategic Economic Plan Impact Report, New Anglia LEP 2016)

2.2 The New Economic Strategy for Norfolk and Suffolk has been drafted over a number of months by Metro Dynamics Consultants, in conjunction with multiple partners, including South Norfolk Council, with input from over 1000 consultees. South Norfolk has also been a part of the Leaders and Chief Executives Groups and South Norfolk officers have taken part in a number of workshops and have been members of the data group which informed the evidence base of the Strategy.
2.3 New Anglia’s Economic Strategy promotes collaborative working through partnerships, to help drive growth regionally, attract inward investment and focus on skills, place and infrastructure. The Strategy outlines how Norfolk and Suffolk as an area, has the potential to grow significantly by 2036, both in terms of the economy and infrastructure and how this now provides us with the opportunity to ensure as local authorities, we have shared ambitions and agree the actions to be taken to ensure future success of the area.

2.4 A copy of the full New Economic Strategy for Norfolk and Suffolk can be found in Appendix A.

3. Our response

3.1 As a result of the Council’s input into developing the Economic Strategy, officers have been able to ensure that it reflects the key successes to date regarding economic opportunities within the District, including:

- The success of Greater Norwich and the role it has to play as a key area for growth regionally;
- The development of the Cambridge Norwich Tech Corridor;
- The development of the Norwich Research Park Enterprise Zone and
- The success of Hethel Engineering Centre.

3.2 Both Greater Norwich and the Cambridge Norwich Tech Corridor have been identified as ‘Priority Places’ within the Economic Strategy based on their attributes of growth opportunities across Norfolk and Suffolk.

3.3 South Norfolk Council considers that it would be more powerful to consistently use the term Greater Norwich within the document acknowledging that there is not a consistent view on this, however having raised this point with the LEP they have confirmed that the title in the places section will read Norwich and Greater Norwich to more accurately reflect the economic geography.

3.4 It is therefore recommended that Cabinet endorse the New Economic Strategy for Norfolk and Suffolk.
3.5 The New Economic Strategy for Norfolk and Suffolk will be presented at the New Anglia LEP Board for sign off on 25 October 2017. With the launch of the Strategy due to be held in London in November 2017. The action and implementation plans for the LEP Economic Strategy are due to be developed in the Autumn.

4. South Norfolk Economic Growth Strategy

4.1 South Norfolk Cabinet endorsed the South Norfolk Economic Growth Strategy 2016-2021 in January 2016. The strategy outlined South Norfolk’s plan on driving economic growth, inward investment, business support and employment creation within the District, with the aim of:

- addressing key economic and labour market issues impacting on economic growth within South Norfolk and Greater Norwich
- providing the right conditions, support and infrastructure to allow businesses to start-up, grow and invest
- creating more employment and training opportunities for local people
- leveraging greater levels of funding and investment into South Norfolk
- maximising economic and community benefits to South Norfolk residents as a result of growth
- progressing a more integrated approach to economic growth across service areas (internally) and in collaboration with others (externally)

4.2 The successful alignment between the current Strategic Economic Plan and South Norfolk’s Economic Growth Strategy has led to considerable LEP and central Government funding being secured to deliver economic growth within the District. It is therefore important that we continue to align our District level strategy with the LEP’s priorities. Table 1 below provides a comparison of the economic growth targets set out in the New Economic Strategy and South Norfolk’s Strategy – shared targets are identified in bold.
<table>
<thead>
<tr>
<th>Ref</th>
<th>Indicator</th>
<th>New Economic Strategy for Norfolk and Suffolk Economic Targets</th>
<th>South Norfolk Economic Growth Strategy Target by 2021 (unless otherwise stated)</th>
<th>Comments / How SNC targets can contribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>GVA</td>
<td>2% average annual growth in GVA</td>
<td>New external inward investment to increase by 1%</td>
<td>Measurements do not align</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economy to grow by £17.5bn by 2036</td>
<td>Growth in Business rates income</td>
<td>Measurements do not align</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td>1% annual growth in GVA per hour</td>
<td>Increase in productivity/GVA per head</td>
<td>Different measurements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>GVA per hour to grow to £39 by 2036</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Growth in jobs</td>
<td>0.5% annual growth in new jobs</td>
<td>3,400 jobs to be created in South Norfolk e.g: 5,600 to be created in NRP Enterprise Zone over 25 years</td>
<td>No measurement for annual growth in district Measurement aligns</td>
</tr>
<tr>
<td></td>
<td></td>
<td>88,000 net new jobs by 2036</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Growth in businesses</td>
<td>2% annual growth in new businesses</td>
<td>23 new businesses e.g: 10 new business on Cambridge Norwich Tech Corridor</td>
<td>No measurement for annual growth in district Measurement aligns</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30,000 new successful businesses by 2036</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
As the LEP’s Economic Strategy commits all Norfolk and Suffolk local authorities to pool resources and coordinate activity to enable the delivery of the Economic Strategy and the proposed Governments Industrial Strategy, a closer alignment between South Norfolk’s and the LEP’s targets is recommended. At present, the key areas of variation include:

- **Productivity levels:** This is a relatively new indicator of economic growth now favoured by Government which came about after the launch of South Norfolk’s Strategy.
- **GVA targets:** Although a number of South Norfolk measures act as indicators for growth, there is no specific District wide target for increasing GVA.
- **Growth in wages:** While the delivery of NRP EZ, Hethel Technology Park and Browick Interchange are well placed to facilitate an increase in wages through supporting knowledge based sectors, there is no specific District wide target for increasing wages.
- **Employment rates:** Although South Norfolk has strong levels of employment rates, there is currently no specific target to increase the levels of employment within the District.

<table>
<thead>
<tr>
<th>5.</th>
<th>Growth in wages</th>
<th>1.7% annual growth in median wages per week</th>
<th>Not currently a strategic measure</th>
<th>No measurement for annual growth in district</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median wages to be £200 more per week by 2036</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 6. | Employment rates | Consistently higher than national average employment rate | Not currently a strategic measure | Consider measuring at District level |

| 7. | New homes built | 140,000 new homes to be built by 2036 | 5080 new houses | Measurement aligns |

<table>
<thead>
<tr>
<th>8.</th>
<th>Education</th>
<th>665 of population with NVQ 3+</th>
<th>350 apprenticeship placements established.</th>
<th>No alignment in measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>66% of population with NVQ+</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 9. | Attraction of External funding | Not a target | £1.5m | No measurement for LEP |

### 4.3

As the LEP’s Economic Strategy commits all Norfolk and Suffolk local authorities to pool resources and coordinate activity to enable the delivery of the Economic Strategy and the proposed Governments Industrial Strategy, a closer alignment between South Norfolk’s and the LEP’s targets is recommended. At present, the key areas of variation include:

- **Productivity levels:** This is a relatively new indicator of economic growth now favoured by Government which came about after the launch of South Norfolk’s Strategy.
- **GVA targets:** Although a number of South Norfolk measures act as indicators for growth, there is no specific District wide target for increasing GVA.
- **Growth in wages:** While the delivery of NRP EZ, Hethel Technology Park and Browick Interchange are well placed to facilitate an increase in wages through supporting knowledge based sectors, there is no specific District wide target for increasing wages.
- **Employment rates:** Although South Norfolk has strong levels of employment rates, there is currently no specific target to increase the levels of employment within the District.
4.4 It is therefore proposed that to ensure that the activity of the Council can effectively contribute to the targets as set out in the Economic Strategy, a review of South Norfolk’s Economic Growth Strategy should be undertaken to allow for a greater alignment of both targets and metrics used across the two documents.

5. Recommendation

5.1 Cabinet is recommended to:

5.1.1 Endorse the New Economic Strategy for Norfolk and Suffolk.

5.1.2 Request that proposed adjustments to be made to the South Norfolk Economic Growth Strategy are to be discussed at the Growth, Infrastructure and Environment Policy Committee prior to being referred back to Cabinet for agreement.
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>3</td>
</tr>
<tr>
<td>Norfolk and Suffolk 2017</td>
<td>8</td>
</tr>
<tr>
<td>Ambitions</td>
<td>16</td>
</tr>
<tr>
<td>Priority Themes and Places</td>
<td>18</td>
</tr>
<tr>
<td>Making it Happen</td>
<td>32</td>
</tr>
</tbody>
</table>
OUR POTENTIAL

88,000
NET NEW JOBS
BY 2036

140,000
NEW HOMES
BY 2036

A HIGHER PROPORTION
OF PEOPLE ENGAGED IN THE
LABOUR MARKET THAN ACROSS
THE UK BY 2036

GROW OUR ECONOMY BY
£17.5 BILLION
IN REAL TERMS BY 2036

GVA PER HOUR OF
£39
BY 2036

30,000
NEW SUCCESSFUL
BUSINESSES BY 2036

66% OF THE
POPULATION WITH NVQ3+
BY 2036

INCREASED MEDIAN WAGES BY
£200 MORE PER WEEK BY 2036
FOREWORD

Our economy contributes £35bn to UK plc and investment here delivers growth. Since 2010 our economy has grown by 9%, faster than many "powerhouse" areas. Ours is a diverse economy, but with globally competitive clusters that drive our success. We are well connected to London, Cambridge and wider international markets, with higher than average levels of economic activity. We are ambitious for future growth and we will work with Government and private investors to deliver it.

We have an excellent understanding of our economy and the opportunities ahead. New technologies, techniques and collaborations across sectors will further drive growth, raising productivity and moving firms into new products and markets. Our strategy is to generate growth across all sectors, focussing on creating high value, highly skilled jobs and industries, whilst also providing the technical skills, access to innovative techniques and support that all businesses and the wider workforce needs to succeed.

Norfolk and Suffolk have a number of centres of economic activity, with fast growing urban areas, historic market towns and a large rural economy. Our natural landscape and our rich cultural heritage give Norfolk and Suffolk its distinctive character. We are forward looking and our economy is well positioned to capitalise on the opportunities created by further advances in technology and digital connectivity. We are determined that growth will be inclusive, benefiting all our people. We are looking ahead to the Government’s industrial strategy, working together as business leaders, local authorities, the voluntary and community sector, Universities and Colleges to drive future success as a place where businesses and residents can thrive and succeed. We are exploring new models of funding and financing the infrastructure we need, because the evidence shows we can deliver returns and growth.

We are confident in our ambitions because they are built on the success of our original 2014 Strategic Economic Plan. This has delivered more jobs, new businesses and housing. The numbers tell the story. Since 2014, 43,600 more jobs and 5,710 new businesses have been created and 18,850 new homes built. Over £350m of government funding has been secured and will be invested in the region by 2021 in a wide range of projects to improve skills, drive innovation, support growing businesses and improve transport and other infrastructure. Over £260m of private sector funding has also been unlocked, outstripping our original commitment of £199m by 2021.

Collaboration and hard work from all partners has been at the heart of this success. Together we have invested and delivered transformative projects and initiatives. MyGo in Ipswich is the first dedicated youth employment centre in the country and we have one of the most established Enterprise Advisor Networks of any region, connecting local business leaders with local schools and colleges helping to motivate and inspire young people.

We have the world’s first International Aviation Academy in Norwich, expanded the network of specialist innovation and enterprise centres - Norwich University of the Arts Ideas Factory, University of Suffolk’s Ipswich Waterfront Innovation Centre, University of East Anglia Enterprise Centre and King’s Lynn Innovation Centre – other investments include the flood alleviation scheme in Lowestoft, the regeneration of the Cornhill - bringing a new heart to the retail centre of Ipswich and 19 transport projects including a relief road for Bury St Edmunds to unlock 500 new housing (including 30% affordable), 68 hectares of strategic employment land, a school and leisure centre.

Our Community Challenge fund has provided grants to grassroots voluntary and community groups, supporting people from disadvantaged backgrounds and facing barriers to economic participation.

Sixteen sites across the two counties have secured Enterprise Zone status providing benefit from business rate discounts, simplified planning and access to superfast broadband. Our award-winning Growth Hub has worked with over 6,300 businesses giving 29,300 hours of face to face support. We have achieved much, but there is more to do.

Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it can respond and succeed in a fast changing world. The Government’s emerging Industrial Strategy also provides an opportunity to further boost our sectors and drive growth.

"Together we will deliver the Economic Strategy by prioritising action and investment."
Macro-economic changes such as technological advances and automation will change how we maximise these opportunities and act on these opportunities in the years ahead. The country’s exit from the EU will also alter Norfolk and Suffolk’s interactions with partners in Europe and further afield. Opportunities arising from changes to migration, trade and funding should be harnessed to drive the area’s economy, whilst recognising that the current uncertainty will impact on business and investor sentiment.

We have major growth locations in Norfolk and Suffolk, with a robust evidence base and detailed understanding of what is needed to continue to drive and unlock their further success. The locations are our priority places and include:

• Ipswich and the surrounding area;
• Norwich and the Greater Norwich area;
• The Norfolk and Suffolk Energy Coast, including Bacton, Great Yarmouth, Lowestoft and Sizewell, with assets on and offshore;
• The Cambridge Norwich corridor growth – connecting two global centres of research;
• The critical east west growth corridors along the A47 from Lowestoft, Great Yarmouth to King’s Lynn and the A14 Felixstowe through Ipswich, Stowmarket, Bury St Edmunds, Newmarket and Haverhill to Cambridge; and
• King’s Lynn - and the A10 and rail corridor to Cambridge.

Boosting our infrastructure is central to delivering all our ambitions. Our priority places are interconnected, dependent on transport links and draw on many of the same labour markets and supply chains. We will prioritise improvements to our digital and transport infrastructure and utility provision, using our own funding and making the case to Government where national investment is need.
Based on the evidence we have agreed stretching but achievable ambitions. We want Norfolk and Suffolk to be:

- The place where high growth businesses with aspirations choose to be.
- An international facing economy with high value exports.
- A high performing productive economy.
- A well-connected place.
- An inclusive economy with a highly skilled workforce.
- A centre for the UK’s clean energy sector.
- A place with a clear, ambitious offer to the world.

We will deliver these ambitions by prioritising action and investment in the priority places above and the five themes shown below.

We have set ambitious targets which we will use to measure progress towards our goals. By 2036, we will have added 17.5bn in real terms to our economy, have created 88,000 new jobs, 30,000 new successful businesses, and 140,000 new homes, have a GVA per hour of £39, increased median wages by £200 more per week and 66% of the population holding NVQ3+ qualifications.

“Our economy is most successful when we work together for the benefit of the people of Norfolk and Suffolk. We have achieved much since 2014, but there is plenty more to do.”

We are an ambitious and inclusive region, contributing significantly to the performance of UK PLC and committed to delivering the standards of living we expect for all our communities.

THE STRATEGY

Our strategy looks ahead to 2036, but focuses on the actions we need to take over the next four years to secure long term success. It is a dynamic and living blueprint to guide the work and investment of many partners. Together we have:

Examined the evidence, making sure we understand our economy in detail and how it works and is changing.

Set challenging but achievable ambitions, which are based on the evidence and describe the place and economy we want Norfolk and Suffolk to be.

Agreed the themes under which we are going to prioritise action and investment.

Agreed the priority places where investment and action is most likely to deliver a strong return.

Identified Economic Indicators and set targets to measure success and drive delivery.
NORFOLK & SUFFOLK ECONOMIC PROFILE AT A GLANCE

CONTRIBUTES £35.5BN TO UK PLC

COMPARED WITH 74% ACROSS THE UK

EMPLOYMENT RATE: POPULATION AGED 16-64 IN WORK 78%

POPULATION OF 1,626,900 IN 2015

61,000 INDEPENDENT ENTERPRISES

2ND SECOND-FASTEST GROWING AREA FOR HIGH-GROWTH FIRMS IN UK

62% SINCE 2012 COMPARED TO 32% UK AVERAGE

GROWTH HAS BEEN FASTER THAN A NUMBER OF ‘POWERHOUSE’ AREAS.

NEW ANGLIA 9.6%
MANCHESTER 7.3%
LEEDS 5%
HERTFORDSHIRE 8.7%
COAST TO CAPITAL 9.2%
NATIONAL RATE 3.6% (EXCLUDING LONDON)

NVQ QUALIFICATION LEVEL (2015)

% NORFOLK & SUFFOLK WORKFORCE 2015
LEVEL 4 37
LEVEL 3 21
LEVEL 2 23
LEVEL 1 15
NONE 4

% OF UK WORKFORCE 2015
43
20
20
13
5

% CHANGE 2005-15
+46
+17
+1
-32
-46

£2.9BN OF GOODS EXPORTED EVERY YEAR

AVERAGE ANNUAL IMPROVEMENT IN PRODUCTIVITY SINCE 2009 IS 0.04% COMPARED WITH 2.2% 1981-2008

14% LIVING STANDARDS 14% BELOW THE UK AVERAGE

MEDIAN PROPERTY PRICES 2016

191,700 NORFOLK
204,400 SUFFOLK
218,300 ENGLAND
To underpin our ambitions and make sure we set the right priorities to deliver them we have developed a detailed and accurate understanding of our economy and business base, through a shared analysis and evidence base.

This will inform a wide range of plans and strategies in our region and provides an excellent common understanding of our economy. It can be found in our Evidence Report, published alongside this strategy and is summarised in this section.

SUMMARY
Norfolk and Suffolk has a £35.5bn economy which has grown by 9% since 2010, faster than a number of ‘powerhouse’ areas. There are a record number of people engaged in the economy, with 82% of the working age population in Norfolk and Suffolk economically active (compared with 78% across the rest of the UK), high levels of employment (78.2%, against a UK average of 73.8%), and low unemployment (4%, against a UK average of 5.4%).

Norfolk and Suffolk was hit hard by the 2008 recession and in the run up to it, with GVA per head declining from 2006 and not recovering fully until 2011. There was a long-term reduction in economic performance compared with the UK average, largely due to a loss of higher value jobs which were not replaced. Though the 2014 Strategic Economic Plan drove our recovery, the economy has still not completely recovered from this structural hit. Productivity (GVA per hour is 96% of the UK average) and job growth (5.3% between 2010-15, against 6.8% in Great Britain) are still challenges for the area. Norfolk and Suffolk has grown and continues to grow, but needs to do so faster than elsewhere to catch up with the UK and achieve the step change we are striving for.

A DIVERSE ECONOMY, WITH IMPORTANT SPECIALISATIONS
Norfolk and Suffolk has a diverse and well-balanced economy, with growing and important specialisations that make a significant contribution to the national economy. These include globally important clusters in ICT and telecoms, life sciences and genomics, clean energy and financial industries.

The insurance and financial sector continues to be competitive strength for the area, despite declines in the UK as a whole. The sector remains stronger here than the UK average, with important centres in

Norwich and Ipswich, including growing numbers of innovative fin-tech firms. Agriculture, food and drink sector is also important, with 111,136 jobs and major brands based in the area. As the number of jobs in traditional agricultural production has declined, there has been job growth in higher value food processing. The area has also seen rapid growth in business services (30.9% between 2010 and 2015) and digital businesses (3000 new jobs over the same period).

The Port of Felixstowe handles over 40% of UK container traffic, alongside ports at Great Yarmouth, Lowestoft and Ipswich. This makes Logistics and port related businesses an important sector, contributing £2.3bn of GVA and employing 47,364 people.

More detail on our nine focus sectors are set out on pages 12 to 14.
PEOPLE AND SKILLS:
Younger people and families also see Norfolk and Suffolk as an attractive place to live and work. In 2015, significantly more people chose to come to the area rather than leave. This is particularly so for people over 35, many of whom locate with their children from North London, Essex and Cambridgeshire and is helping fill skills gaps. Norfolk and Suffolk also has an ageing population, 23.1% of its population being over 65 compared to 17.8% in the UK. This is an engaged, if older, population with a huge contribution to make.

“Norfolk and Suffolk has a more economically active population than the UK average.”

Skill levels and wages however are lower, with more jobs than the national average in lower paying industries. Continuing to enable local people to access the skills they need to benefit from and drive future growth sectors such as clean energy, digital, life sciences and higher end business services will be central to continuing to increase wage levels and living standards.

Only 31.2% of Norfolk and Suffolk’s working-age residents have a further or higher education degree compared to 36.9% in the UK. However, fewer residents have no qualifications (7.7%) than the UK average (8.8%). The share of managers and senior staff (2015) is in line with the UK average, though there is also a higher than average share of residents in lower value jobs.

CONNECTIVITY AND COMMUTING:
Connectivity within Norfolk and Suffolk is extremely important. Whilst external commuting is increasing, 91% of the area’s residents work here and 94% of Norfolk and Suffolk workers live in the area. 55,000 residents commute outside Norfolk and Suffolk to work every day, with the main destinations being Cambridge (including Cambridgeshire), Central London and Colchester. Rail use in the region has increased significantly since 2010, particularly on the direct commuting lines to Cambridge. Almost 35,000 workers commute to Norfolk and Suffolk every day, primarily from East Cambridgeshire and Colchester.

Norfolk and Suffolk’s transport connections are strong. Ipswich is 60 minutes from London and 45 minutes from Norwich. Improvements to digital and physical infrastructures have been a central part of the LEP’s strategy, with a new Greater Anglia rail franchise bringing the biggest new fleet of trains in the UK and associated capacity, reliability and frequency improvements as well as investment in the franchise to the west of our region. Significant improvements in road connectivity, such as the completion of the dualling of the A11, have cut road journey times. Further investment in the road and rail networks will continue to build on this, promoting key arteries to the north, south and west and fulfilling aspirations for improved services between centres including Ipswich and Cambridge, Norwich and Cambridge and King’s Lynn and London.

International connectivity is also advantageous. Norwich Airport provides fast connections to and outside Europe as well as to other UK cities. It is also the main base for aviation access to nearby North Sea gas, oil and renewables installations. The region also benefits from its proximity to Stansted, the UK’s 4th largest airport by passenger traffic, with more than 170 destinations worldwide. Felixstowe, Lowestoft and the area’s other ports at Great Yarmouth, Ipswich and King’s Lynn also provide strong international shipping links.

Digital connectivity is strong and improving. Our ambition to increase coverage of Superfast broadband to 96% is becoming a reality, a multi-million pound investment by partners in Norfolk and Suffolk on target to achieve this by 2019. We are also working on improving mobile connectivity, particularly in rural areas. This is a particular problem for encouraging growth in our rural areas, with tourists and high value incomers dissuaded by poor mobile signal.
HOUSING AND COMMERCIAL PROPERTY:
Since the 2014 strategy, 18,850 homes have been built and 253,000 square ft of commercial space constructed. Our enterprise zones have created more than 2,600 jobs, are home to 85 companies, and are beginning to be a magnet for investment, having attracted over £45m of private sector investment to date.

Norfolk and Suffolk has a dynamic commercial property market, with pockets of relatively low value properties close to major growth opportunities (such as Ipswich and Great Yarmouth). Most large commercial transactions took place in and around Norwich and Ipswich, alongside some significant transactions in King’s Lynn, Great Yarmouth and Lowestoft. Bury St. Edmunds and Haverhill have also seen considerable investments in commercial property, as companies look for opportunities further outside London and Cambridge.

Housing affordability is also a diverse picture. The south and west of Suffolk has seen significant house price growth, due largely to the effects of London and Cambridge. Securing additional housing in these areas of growth will continue to be a priority. There are also very high prices in areas of North Norfolk and the Suffolk Coast, driven by second home ownership and holiday lets.

But we have high quality affordable housing in areas that are currently undergoing rapid growth of jobs and population. This includes Greater Norwich and along the A11 and A14 corridors to Cambridge, in the Ipswich and surrounding area and in the centres of activity for gas, oil, nuclear and renewables sectors around Lowestoft, Great Yarmouth and Sizewell. This mix of affordability and growth, combined with Norfolk and Suffolk’s recent record of attracting young people and families to the area, is a real opportunity.
OUR SECTORS

Our diverse economy is a real strength. This strategy identifies nine key sectors in which Norfolk and Suffolk has competitive advantages. In some cases it is the scale of the sector, in others a really focused specialism. The diverse range of sectors provides the biggest opportunity for growth – cross-sector collaboration. This is where specialist skills in one sector can drive growth across other sectors.

ENERGY

Global all-energy sector with 50 years expertise in the oil and gas sector, nuclear new build, and the world’s largest windfarms in development off the coast with globally competitive renewables supply chain and support industry.

The East of England Energy Zone is unrivalled in the UK for its unique mix of wind power, gas and nuclear energy production. The supply chain has 50 years of experience and expertise, recognised with Enterprise Zone status. Bacton Gas Terminal in North Norfolk is a major component of UK energy infrastructure, providing one third of the UK gas supply making it an essential component in ensuring the future energy security of the UK.

Home to OrbisEnergy centre of excellence - a specialist innovation and incubation centre and the East of England Energy Group (EEGR), bringing together over 300 energy businesses. The coast around Greater Yarmouth and Lowestoft is at the centre of the world’s largest market for offshore wind. Capital investment in clean energy worth £50bn is planned for the region by 2020, with the world’s largest windfarm in development off the coast, the proposed development of Sizewell C nuclear power station creating 25,000 jobs, and opportunities in the decommissioning of existing nuclear power facilities and offshore installations.

Home to pioneering companies such as Connected Energy in Hethel which is accelerating new approaches to grid load management with their battery storage systems and energy optimisation expertise.

With a growing bioenergy market and longer term plans for the storage of gas and captured carbon in the Southern North Sea, the area has an energy business worth billions. Offshore wind, nuclear, solar, biomass and a range of other renewable clean energy developments create a large clean energy cluster and centre of expertise that no other region in the UK can match.

LIFE SCIENCES AND BIOTECH

International expertise in the field of food, health and the microbiome, an advanced cluster of animal health and emerging pharmaceutical manufacture on the Cambridge Norwich Corridor.

With significant strengths in agri-bio tech, food and the microbiome, bioinformatics and industrial biotech, Norfolk and Suffolk’s life sciences sector is home to innovative, high-tech businesses and research institutions with close links to the food, health, ICT and agriculture sectors.

Norwich Research Park (NRP) - comprising UEA, John Innes Centre, Earlham Institute, Quadram Institute, The Sainsbury Laboratory and Norfolk and Norwich University Hospital - is a world-leading research base, at the forefront of global food and health research. It is Europe’s largest single site hub of research, training, education, and enterprise in food and health. The £78m Quadram Institute is due to open in 2018 at NRP which will help create a fundamental shift in the way we understand and address the impact of food on health.

The Centre for Environment, Fisheries and Aquaculture Science (CEFAS) is headquartered in Lowestoft, Suffolk. This is the UK’s most diverse centre for applied marine and freshwater science and research, providing innovative solutions for the aquatic environment, biodiversity and food security. There is also a cluster of animal health firms at Newmarket, focused around Newmarket’s world class racing industry and several large pharmaceutical companies at Haverhill, taking advantage of links to the Cambridge life sciences cluster.

ICT, TECH AND DIGITAL CREATIVE

Recognised tech clusters centred on Norwich’s fast-growing digital creative hub and world-leading centre of innovation in communications technology at Adastra Park and Innovation Martlesham near Ipswich. We are at the forefront of digital innovation, with strengths in telecoms, cyber security, quantum technology, Internet of Things and UX design, with business coming together under the Tech East brand.
The ICT, Tech and Digital Creative sector is fast-growing, high-value and important in driving productivity across all sectors. Recognised in the Tech Nation Report as tech clusters, Norwich and Ipswich have a growing tech community and innovative start-up scene. Adastral Park is at the forefront of global telecoms innovation, home to BT Labs Global Research and Development HQ and a growing cluster of 100 high-tech companies, including Huawei, Cisco, Ericsson and Tech Mahindra.

Norwich hosts a growing cluster of digital creative businesses, and a rich ecosystem of interlocking meetup groups catering to a range of tech and digital interests. Two leading universities provide a steady flow of graduates, offering the creative and technical talent needed to fuel growth in the sector. The University of East Anglia plays a key role in Norwich’s tech community supporting and connecting many of the active meet-up groups. Businesses include award winning digital businesses such as Rainbird, EPOS NOW and Further.

Norwich University of the Arts (NUA), with its specialism in arts, design and media is centre of the dynamic creative community and home to the Ideas Factory incubation centre for digital creative businesses and UX Lab. The vibrant and growing group of creative businesses include user experience design agency Foolproof and creative technology firm Knit, along with image and film production companies FXHome and Lambda Films.

### ADVANCED AGRICULTURE FOOD AND DRINK

Home to an advanced and nationally significant farming sector, alongside globally renowned food and drink companies and a world-leading research base centred at Norwich Research Park (NRP).

Building on Norfolk and Suffolk’s historical agricultural strengths the sector is globally renowned and nationally significant. Despite accounting for only 2% of the UK’s population, Norfolk and Suffolk represent 11% of its agricultural output, which is more than any other LEP area. Taking advantage of innovative products and processes, the productivity of farm-based agriculture in the two counties is twice that of the UK.

Alongside this are a host of nationally and internationally significant food and drink companies, supported by local supply chain of firms specialising in the manufacture of machinery and equipment to support them. This sector is an important employer in both rural and urban areas including Kettle Chips and Britvic (Norwich), Greene King and British Sugar (Bury St Edmunds), Birds Eye (Lowestoft) and Purina (Sudbury). British Sugar’s Wissington site is home to the first industrial scale bio ethanol fuel manufacturing facility in UK and the largest and most efficient sugar beet processing facility in the world. Producer of Copella fruit juices Konings in Fakenham and Albert Bartlett at Worstead as well as Mars Foods in King’s Lynn.

These major companies, alongside growing boutique high-value companies, see Norfolk and Suffolk specialise in a wide range of food production and processing whilst we are home to three Food Enterprise Zone - located in Stowmarket, Wherstead and Easton.

Home to a world-leading research base centred at NRP, Norfolk and Suffolk is at the forefront of global agri-tech research, whilst innovative and export intensive firms continue to develop commercially successful feeders, spreaders and pesticides.

## VISITOR ECONOMY - TOURISM AND CULTURE

A varied and rich tourist offer, from coast and countryside, postcard market towns, underpinned by a dynamic and pioneering cultural sector boasting internationally celebrated brands.

Norfolk and Suffolk is a successful destination, evidenced by a thriving visitor economy which attracts 5m overnight visitors annually. The area has traditional holiday destinations including the North Norfolk Coast, Great Yarmouth, Southwold, Aldeburgh and Felixstowe together with unique natural assets such as the Broads National Park, the Brecks, and Areas of Outstanding Natural Beauty. It also has the home of horseracing at Newmarket and important heritage sites such as Norwich (England’s most complete medieval city) and Sutton Hoo in East Suffolk.

Our area’s vibrant cultural sector boasts award-winning theatres, major international festivals such as Aldeburgh and Norwich, England’s first UNESCO City of Literature. The cultural and heritage sector and natural landscape plays a unique role in creating the ‘sense of place’ that makes the area a great place to live, work, learn, invest and do business in. The sector is an important employer of 88,000 people and attracts significant investment from national and international funding bodies.

### FINANCIAL SERVICES AND INSURANCE

One of the largest financial services and insurance clusters in Europe, with growing start up financial service businesses building on a heritage going back 200 years.
Greater Norwich has been a base for the financial industries for over 200 years and is one of the largest general insurance markets in Europe. Recognised as a centre for excellence for financial and professional services, Norwich is home to a significant cluster of global firms including Aviva, Marsh and Moneyfacts. Boasting a financially literate, highly-skilled and stable workforce and the first National Skills Academy in the UK for Financial services, underpinned by Aviva. Ipswich also has a cluster of global insurance firms, including, Willis Towers Watson, AXA and other local and national companies. There are also niche markets around marine insurance linked to the county’s ports, farm and crop insurance and thatched property insurance in rural areas, plus a host of small financial service businesses.

Strategically located near to London, the cluster benefits from the close proximity to other hubs of financial and business activity. This sector provides significant number of high value jobs and is a major driver of our economy, in particular supporting our Tech and ICT cluster. The industry is embracing new technology, connecting with extraordinary talent, uncovering breakthrough innovations and developing financial technologies fit for the future.

TRANSPORT, FREIGHT AND LOGISTICS
The UK’s largest container port at Felixstowe on the premier EU/ Asia route and the UK’s largest exporter of grain at the port of Ipswich.

The Port of Felixstowe is the UK’s largest container port, handling over 40% of national container traffic. It is undergoing significant investment and expansion, with capacity expected to grow by an additional million containers by 2025. The diverse nature of the ports in Norfolk and Suffolk means that they serve different markets and are influenced by different factors, with Felixstowe’s main competitors the international gateways of Southampton and London Gateway. Great Yarmouth and Lowestoft ports have a more regional focus relating to the offshore energy sector.

The sector is characterised by a strong logistics sector with international firms such as Mediterranean Shipping Company in Ipswich, Goldstar Transport in Felixstowe, and a number of smaller offices in Felixstowe and Ipswich.

Clustered around Norwich, there is also a sizable aviation sector, specialising in maintenance and repair, as well as servicing the offshore industry. The recently opened Aviation Academy, in collaboration KLM Engineering, is a specialist centre of aircraft, overhaul and maintenance.

CONSTRUCTION AND DEVELOPMENT
Norfolk and Suffolk have a large and diverse construction and development sector, the UK’s largest Urban extension in Broadland and emerging specialisation in modern methods of construction and sustainable design.

Norfolk and Suffolk’s strong economy and attractive location for housing has driven economic success in the construction and development sector. The Construction Industry Training Board (CITB), a partner in the national Sector Skills Council for the construction industry is based in Bircham Newton.

The area has significant levels of employment across all construction-related industries. The sector also has an emerging specialism in modern construction and sustainable design, with the Fabric First Institute at Easton & Otley College. The sector employs approximately 70,000 people, supporting over 10,000 businesses with major opportunities such as the UK’s largest urban extension in Broadland.

With significant numbers of houses needed to support the growth in our economy, the sector in Norfolk and Suffolk is exploring how new technologies and practices like 3D printing, robotics, and modular construction could stimulate innovation and increase productivity. Industry is ready to tackle the challenges and be proactive, piloting new approaches to housebuilding, such as custom and self-build.

ADVANCED MANUFACTURING AND ENGINEERING
With several sector specific clusters of national expertise in automotive, civil aviation, composites and pharmaceuticals, manufacturing and engineering in Norfolk and Suffolk supports a number of key sectors.

The advanced manufacturing and engineering sector in Norfolk and Suffolk reflects the area’s diverse economic strengths. The sector links into the supply chain of specialisms such as agriculture and food production, civil aviation, transport, pharmaceuticals and energy. Hethel Engineering Centre is the regional hub for innovation and technology and has the potential to expand to meet the demand for incubation space in this growing sector. Businesses are working together with UEA, through the New Anglia Advanced Manufacturing Engineering sector group, to develop a new Institute for Productivity. This will build on UEA’s expertise in business education and engineering.

There are several specialist advanced manufacturing and engineering companies in the area, including: Lotus (Hethel), a class-leading manufacturer of sports cars; Multimatic (Thetford), a specialist in vehicle dynamics; and Philips AVENT (Glemsford), producing infant feed and health accessories.
OUR AMBITIONS
WE WANT NORFOLK AND SUFFOLK TO BE:

The place where high growth businesses with aspirations choose to be, with excellent sites to locate, grow and innovate, with easy access to support and finance. This will drive business growth, jobs growth and GVA.

A well-connected place, locally, national and internationally. Investment in housing, roads, rail and broadband is coordinated to build the communities and connections that people and businesses need. This will drive housing and GVA.

A high performing productive economy, where business have invested in new technology, skills, new techniques, and innovation leading to productivity improvements year on year. This will drive productivity and GVA.

An international facing economy with high value exports, where our sectors are producing and exporting more value-added goods and services entering new global markets capitalising on new trade links to other economies. This will drive exports and GVA.

An inclusive economy with a highly skilled workforce, where everyone benefits from economic growth and wage levels rise above the national average. Norfolk and Suffolk will continue to promote collaboration between business, HE, FE, schools and the public sector to provide the training opportunities and work experience that enable businesses and people to fulfil their full potential. This will drive skills, employment rate and median wage.

A centre for the UK’s clean energy sector, capitalising on the strength and diversity of the energy sector and supply chain, our strategic location, skills base, connectivity to other regions. This will drive GVA.

A place with a clear, ambitious offer to the world, which showcases the strengths of Norfolk and Suffolk to the UK and world. Offering diverse, high quality and affordable housing where people want to live, with a strong vibrant culture and leisure offers and a clear sense of why people and business chose to live and work here. This will drive GVA, businesses and jobs growth.
The ambitions will be achieved through action and investment in the themes and places in this strategy. To measure our success we will use eight economic indicators. These are GVA, productivity, jobs, businesses, housing, median wage, employment rate and skills. We have set targets for our eight economic indicators to 2036.

Each indicator has been developed using a robust methodology and is based on clear evidence about what is achievable and ambitious. These targets have been developed collectively. They are barometers for our success as a place in achieving our shared ambitions.

Given the long term nature of the strategy, delivery plans will also reflect shorter term targets as appropriate.

For each ambition we have shown which of our indicators most closely reflects progress. Each ambition will also impact on other economic indicators given that many are closely interlinked.

“This reflects our determination to work across boundaries.”

<table>
<thead>
<tr>
<th>ECONOMIC INDICATORS</th>
<th>GVA</th>
<th>PRODUCTIVITY</th>
<th>JOBS</th>
<th>BUSINESSES</th>
<th>HOUSING</th>
<th>INCLUSIVE GROWTH: MEDIAN WAGES</th>
<th>INCLUSIVE GROWTH: SKILLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARGET: 2% AVERAGE ANNUAL GROWTH</td>
<td>RESULT: GROW OUR ECONOMY BY £17.5BN IN REAL TERMS BY 2036</td>
<td>TARGET: 1% ANNUAL GROWTH</td>
<td>RESULT: GVA PER HOUR OF £39 BY 2036</td>
<td>TARGET: 0.5% ANNUAL GROWTH</td>
<td>RESULT: 88,000 NET NEW JOBS BY 2036</td>
<td>TARGET: 2% ANNUAL GROWTH</td>
<td>RESULT: 30,000 NEW SUCCESSFUL BUSINESSES BY 2036</td>
</tr>
<tr>
<td>TARGET: MEET THE OBJECTIVELY ASSESSED NEED</td>
<td>RESULT: 140,000 NEW HOMES BY 2036</td>
<td>TARGET: 1.7% ANNUAL GROWTH</td>
<td>RESULT: £200 MORE PER WEEK</td>
<td>TARGET: CONSISTENTLY HIGHER THAN NATIONAL AVERAGE</td>
<td>RESULT: A HIGHER PROPORTION OF PEOPLE ENGAGED IN THE LABOUR MARKET THAN ACROSS THE UK</td>
<td>TARGET: INCREASE NVQ3+ BY 1.4% AVERAGE (OVER EACH 5 YEAR PERIOD.)</td>
<td>RESULT: 66% OF THE POPULATION WITH NVQ3+</td>
</tr>
</tbody>
</table>
Our priority themes are those economy-wide opportunities where the evidence shows that investment and collaborative action will have the greatest impact on our ambitions and how we will deliver growth in all places across Norfolk and Suffolk. Many of these themes are overlapping, which reflects how our economy works. This innovative approach highlights the opportunity for businesses to collaborate and to support each other, and will be reinforced by the public sector commitment to work collaboratively to join up investment locally and nationally.

Our priority places are those where the evidence shows there are significant opportunities and commitment for continued growth. We have a diverse economy, and the combination of business specialisms, infrastructure, housing and population growth and skilled workforce is different in each place. All parts of our region are connected to these centres of employment and business activity, reflecting our different travel to work areas and commuting patterns. Investment in these priority places, for example, will unlock the connectivity improvements needed for all our communities to benefit. This spatial focus will maximise our overall impact ensuring growth benefits all communities.

We have agreed to focus action and investment on a clear set of priority themes and places to maximise impact and achieve our ambitions and targets, based on our shared evidence base and the engagement and knowledge of all the partners involved in creating and delivering this strategy.

Our economy makes a major contribution to UK plc. We are well connected to London, Cambridge and national and global markets, with internationally important strengths in energy, ICT and biosciences and financial industries. We have major exporters and attract a net inflow of young people and families. We have a large visitor economy attracting 5 million people a year. All partners are committed to working together to pool funding and deliver.

Improving and communicating a clear, ambitious offer to the world is central to all our ambitions and targets and to attracting the people, investors and businesses of the future.

Our offer to the world

- Make sure that investment markets have the information they need to take the decision to invest in infrastructure of all kinds. Improve digital connectivity, with a particular focus on super-fast broadband in rural areas and reliable mobile phone coverage for those travelling around the region.
- Use consistent place branding, with an overarching offer, supported by our ambitions, unique places, successes, skills, quality of life, culture and diversity.
- Work with Government to ensure that the unique contribution of our energy sector is well understood and supported.
- Build the right kind of housing and commercial space where it is needed and integrate utility, road, rail, digital and green infrastructure to build the communities and places people want to live.
- Develop a year-round visitor offer by investing in the strategic projects such as attractions, heritage and cultural institutions that also will increase visitor spend.
- Take a more coordinated approach with our Colleges’ and Universities’ on alumni engagement and develop a network to better market the area to this group.
- Use new rail investment to further improve connectivity to London and Cambridge making Norwich under 90 minutes from London via rail and Ipswich under an hour. Other local infrastructure improvements such as Ely rail Junction, A14, A11 and A47 will also improve the area’s internal connectivity and to wider markets.

Together we will:

- Work across all local authorities to integrate our inward investment and business location offer, campaigning at scale in new markets and working with national Government.
- Attract the highly skilled people we need, through targeted campaigns at specific groups working with sectors and clusters to show people the opportunities that are here.
But we know that competition will continue to be fierce and global economic conditions uncertain. Many of our successful industries benefit from the advantages and resources offered by our location, with major opportunities for growth into new and developing markets nationally and globally. We also have significant growth opportunities in newer sectors, including health and life sciences and our digital, creative and ICT firms.

Our work to support business will be driven by three goals:

• Increasing investment
• Driving productivity
• Helping our firms move into new markets and products

We will integrate investment in skills, infrastructure, housing, innovation and business support to provide the conditions that both new and enabling businesses need to thrive and grow. And the public sector is committed to empowering businesses through planning, housing and infrastructure. Micro business will be a focus for our business support offer.

TOGETHER WE WILL:

• Sharpen our high-quality business support offer to ensure it meets the changing needs of businesses adapting to new ways of working and new technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors.

• Enable our SMEs to grow and increase exports by focusing grant programmes and other support on growth, innovation and productivity.

• Lead a cross sector “trade global, supply local” campaign, to open up supply chain opportunities for local businesses.

• Prioritise digital and physical infrastructure projects to support businesses to develop and provide the space that new and existing firms need to grow.

• Set up new schemes to help high growth businesses and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D.

• Provide improved access to finance and assisting business capability in identifying skills deficits. We will make it easier to access these services through a new “front door” for investment funding support.

• Establish new centres of excellent to improve productivity and innovation providing new skills for business leaders and employees.
Our area is one of significant economic opportunity, with high levels of employment. We will give people the information they need to know to make informed decisions on the skills, capabilities and opportunities they need to succeed. We will encourage businesses to invest in and providers to respond quickly to, the long term needs of people and businesses.

We will design our actions and investment so that they enable growth that directly supports wider community benefits, including wellbeing, health and care.

**TOGETHER WE WILL:**

- **Through the development of sector skills plans produce clear statements about the skills businesses need now and in the future, to influence providers, business investment and personal choices by new students and those already in the workforce.**

- **Develop an integrated skills offer for businesses across Norfolk and Suffolk, to make it easier for them to navigate and access the initiatives and provision that are available. We will focus particularly on the long term development of technical skills in our existing workforce.**

- **Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need.** Taking a commissioning approach and being clear about what must be provided. We will use Skill Deals programme to drive innovation aligned to local economic need.

- **Prioritise leadership support for our entrepreneurs and those in new high growth businesses, through further accelerator support, business mentorship. Providing the ecosystem that new entrepreneurs need to succeed.**

- **Deliver the Youth Pledge for all our young people, providing an integrated offer that shows and inspires young people about the opportunities that exist and provides support to enable them to access them, including support into employment.**

- **Step up our efforts to promote and support the delivery of high quality apprenticeships providing clear entry routes into our focus sectors, directly produce the skills and capabilities our economy needs – including higher level technical skills through degree and higher level apprenticeships.**

- **Work with Government to establish an Institute of Technology that builds on our strengths and meets the increasing need for higher level technical skills in key areas such as energy, engineering and manufacturing.**

- **Grow the number of Enterprise Advisers and the number of schools that are engaged.** Further strengthening the link between the business and education community in order to drive young peoples’ aspirations and work readiness in line with the requirements of the local economy.

---

**Youth Pledge**

Every young person (16-24) in Norfolk and Suffolk will get the personal support they need to get an apprenticeship, training, work experience or a job within 3 months of leaving education or employment.
• Expand the education pipeline within our Primary and Secondary Schools, by engaging children in Science, Technology and Engineering skill development within their curriculum to prepare them as the region’s future workforce.

• Develop new approaches and remove barriers to getting people back into work, especially for those furthest from the jobs market and provide support for all into sustained employment. This will include our pilot work and health programmes, the delivery of high quality basic skills training in English, Mathematics and ICT and the development of pathways for young people and adults with special educational needs and disabilities (SEND) to move into supported employment. And developing opportunities to capitalise on the skills, knowledge and experience that the over 65’s population offer. Our ambition is to extend the principles behind our integrated approach for young people and the Youth Pledge to adults.

“Driving skills and high quality employment is fundamental to our goals to create a more inclusive economy, with improving wage levels, living standards and attainment.”

CASE STUDIES

YOUTH EMPLOYMENT
MyGo is an innovative Youth Employment service for 16-24 year olds in Suffolk.

The service provides young residents with the support they need to access meaningful, sustainable employment. It provides tailored support to identify training needs and options, plan a career and gain access to local job vacancies, apprenticeships, education opportunities and training courses.

Norwich for Jobs, through the support of local employers, offers young people opportunities to take part in work experience placements; attend work taster days; participate in mock interviews with real employers with the aim of realising their employment goals.

INTERNATIONAL AVIATION ACADEMY - NORWICH
We have the world’s first Aviation Academy in Norwich.

This will work in partnership with providers and industry to provide pathways for young people through to careers in all aspects of the aviation industry, which is facing a global skills shortage. This offer will be extended to ages 8-18 to embed skills into the academic learning process with a linked FE and HE route for students.
COLLABORATING TO GROW

The competition we face does not come from within Norfolk and Suffolk. Many of the opportunities we have come from our proximity to Cambridge and London as well as global markets. The new markets and investment opportunities we seek are national and global.

Within both Norfolk and Suffolk, we have developed a strong partnership between businesses, councils, universities and colleges. This is a particularly strength and we have achieved much in the last five years. But the way everyone works is continuing to change fast.

"Our ability to collaborate across sectors, organisations and geographic and administrative boundaries will be a cornerstone of our future success as we build on what we have already achieved."

COLLABORATING TO GROW

The competition we face does not come from within Norfolk and Suffolk. Many of the opportunities we have come from our proximity to Cambridge and London as well as global markets. The new markets and investment opportunities we seek are national and global.

Within both Norfolk and Suffolk, we have developed a strong partnership between businesses, councils, universities and colleges. This is a particularly strength and we have achieved much in the last five years. But the way everyone works is continuing to change fast.

"Our ability to collaborate across sectors, organisations and geographic and administrative boundaries will be a cornerstone of our future success as we build on what we have already achieved."

Working across sectors

Many firms have increasingly common requirements for technical know-how and access to new ideas and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics. The skills and techniques in high demand in our digital and creative sector are also increasingly valuable in start-up and established financial services and insurance firms. Firms and individuals are also increasingly working across larger distances to share ideas and techniques and work together on specific projects.

TOGETHER WE WILL:

• Help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques, for example by making the most of the connections and shared interests between the telecoms specialisms at Adastral Park and applications in high tech agricultural firms.

• Link up our innovation hubs and wider business support offer, focussing on specific places where it makes sense to do so, for example in the opportunities to link up culture, digital, fin-tech and creative firms in Norwich.

• Build on the success of our growth hub and sector groups to help people and businesses find the support and funding needed.

• Ensure our work on opening up supply chain opportunities reaches across sectoral boundaries.
TECHEAST

TechEast has a bold vision - to drive the growth of digital tech in the East and underpin the creation of 5,000 additional digital tech jobs by 2020.

Galvanising the sector by speaking with one voice TechEast aims to be recognised one of the UK’s top five digital tech clusters. An important partner in developing our ambitions, TechEast provides leadership for this growing sector.

Launched in April 2016 as a private sector partnership, TechEast is providing business support to existing and start-up companies, connecting members and investors through networking events, and has established an embassy showcase in London. As sector leaders, TechEast has helped map out the region’s innovation assets, strengths and opportunities in the Science and Innovation Audit, and is leading the charge on the Digital Tech Skills Plan for the region, putting employers at the heart of it.

CASE STUDY

23 PRIORITY THEMES AND PLACES

Working between public and private

To explore innovative approaches to funding and finance, driving returns on investment in infrastructure. We commit to opening up procurement and further empowering businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans.

TOGETHER WE WILL:

• Commit to further supporting businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans, working with the Homes and Communities Agency and the Housing Finance Institute.

• Ensure that local businesses are well placed to help solve the challenges in service provision and design that the public-sector faces, forging partnerships in technology and information systems that will benefit people and local businesses.

• Establish more flexible funding for smaller scale research and innovation projects, working with Government as it shapes national Industrial Strategy.

“"We commit to opening up procurement and further empowering businesses through a smoother planning system."”

Working with other regions

On regional, national and international opportunities.

TOGETHER WE WILL:

• At a regional level, continue to work with other areas in particular Cambridge and Essex on major physical and digital infrastructure improvements, such as the Local Energy East strategy and proactively identifying opportunities to create bigger gains across the East, joining up the ecosystem that supports our business.

• Work with other parts of the UK on enhancing supply chains, learning best practices, influencing government and drive efficiency around procurement, maximising opportunities for our firms who are part of national and global supply chains and sectors. We are also working with the South West to maximise the opportunities associated with the proposed Sizewell C nuclear power station in terms of supply chains, employment and skills opportunities and inward investment.

• Collaborate with sector groups and trade organisations nationally and globally, where there is the opportunity for our businesses to work with others to develop new opportunities and markets.

• New Anglia LEP and Greater Cambridge Greater Peterborough LEP are committed to continue to identify opportunities for joint investment in the overlapping areas of King’s Lynn and West Norfolk, Forest Heath and St Edmundsbury.
COMPETITIVE CLUSTERS CLOSE TO GLOBAL CENTRES

Within our business sectors, Norfolk and Suffolk have a number of recognised national and global clusters of business, with excellent access to national and global markets and to London and Cambridge.

“Each of our identified clusters has substantial further growth potential and supports high value jobs.”

We will support these clusters and their specialisations, working with each to ensure that the commercial opportunity they represent is fully developed and well communicated to Government and investors. Evidence suggests businesses identify with and benefit from locating in these clusters.

TOGETHER WE WILL:
Develop a commercially led plan for each cluster that will:

• Encourages new companies and commercial investment.
• Establishes global and national links.
• Maximises local supply chain benefits.
• Markets the commercial opportunity.
• Develop the ecosystem that enables the cluster to thrive.

Focussing on our specific sectoral opportunities will deliver real value in sector specific interventions. This will drive economic benefits across our indicators and themes.

CLEAN ENERGY
Our East coast energy cluster is world class, the only place in the UK where expertise and operations in oil, gas, nuclear, renewables, solar and micro generation exists in such close proximity. The potential for new gas extraction and the vast potential of our renewable clean energy resource, together with long term decommissioning opportunities provide major long-term growth potential. This includes the potential to develop new products and techniques through the sharing of expertise and ideas across different disciplines within the sector.

The East Coast College Energy Skills & Engineering Centre, The Engineering & Innovation Centre at West Suffolk College, and a graduate energy engineering school at the University of East Anglia, will provide local people with routes to be involved and benefit as this cluster expands. We will also work with the other parts of the UK to develop new opportunities in our nuclear sector, emphasising the importance of new nuclear to southern economies like ours. Energy sector specific interventions will also contribute towards Norfolk and Suffolk becoming a centre for the UK’s low carbon clean energy sector.
FINANCIAL SERVICES AND INSURANCE
We have considerable strength in the financial services and insurance sector, with two clusters, concentrated in Ipswich and Norwich. Willis Towers Watson, Axa, Aviva and Marsh are global players in the insurance industry, who sit alongside a growing number of smaller fin-tech businesses, and are important in maintaining this competitive advantage. Technical skills, including in developing new customer platforms and creative interfaces will continue to grow in importance for this sector, and developing the skills and wider eco system needed to support and attract new businesses and skilled people to the sector will be a priority. This cluster also provides huge growth opportunities for our digital cluster, with many of our digital start-up businesses born out of the financial services sector.

ICT, TECH AND DIGITAL CREATIVE
At Adastral Park, near Ipswich, we have a globally significant ICT cluster and one of the world’s leading Innovation Hubs in information technology, home to BT Labs global engineering headquarters. The Adastral Park 2025 vision will take the site to a new level, growing the newly created Tommy Flowers Institute for post-graduate ICT industrial research; the world’s largest converged networks research facility and the UK’s Centre for Internet of Things (IoT) operations development. These facilities will help it become the national centre for developing the UK’s converged digital infrastructure. We will drive the success of this project supporting it through appropriate digital and physical connectivity, linking it to the University of Suffolk and their Ipswich Waterfront Innovation Centre, University of East Anglia and Norwich University of the Arts, as well as national institutes.

LIFE SCIENCES AND BIOTECH
At Norwich Research Park, home to the Earlham Institute, John Innes Centre and the Quadram Institute and UEA, and in Lowestoft at The Centre for Environment, Fisheries and Aquaculture Science (CEFAS), we have two major UK life science centres. The research base provides a concentrated focus to the cluster and can provide a magnet to attract new businesses as well as act as a catalyst to grow existing firms. Hargreaves Plants and Germains Technology are two examples of local businesses who are global leaders in plant and seed research and technology who benefit from proximity to the NRP and to Cambridge.

We will also support our digital and creative cluster in Norwich. This is characterised by SMEs and start-ups in the digital and creative sector. These high growth businesses will be provided with tailored business support to allow them to access the tools needed to grow, and we will continue to support them with the appropriate grow-on space needed.

There is an opportunity through bodies such as Agri-tech East to strengthen the links further between our research centres and the local economy. We will ensure the infrastructure is in place to sustain growth and benefit local businesses and supply chains. Another priority is the microbiome hub at NRP, which will further encourage convergence and translation of the centres assets into commercialised businesses. Newmarket is also a global centre for equine health and science.
IPSWICH

Ipswich and the surrounding area, is a place of huge potential growth, an hour from the heart of London’s digital and financial powerhouse at Liverpool Street Station. Ipswich is one of the fastest growing urban areas in the UK. The area is home to several major global assets including Felixstowe and Martlesham Heath in East Suffolk.

Adastral Park, with Innovation Martlesham, is a globally significant ICT cluster and home to BT’s Global Research and Development HQ. The Port of Felixstowe is the UK’s largest container port and the Port of Ipswich is the UK’s busiest grain export port. Both are investing in future expansion and support a nationally significant hub of ports and logistics related businesses. These global assets, combined with its proximity to London and development opportunities linked to our Enterprise Zone sites make the area a development location with huge potential.

Securing this potential is a major priority, with recent major investment in public realm, new retail and leisure opportunities. There is a growing and significant cluster of highly skilled finance, insurance and legal services firms, including Willis Towers Watson and AXA, and a fast growing telecoms and digital presence in the area. Further development of the high quality and growing independent arts, heritage and cultural scene, which together with access to high quality leisure activities, coastline and countryside will firmly reinforce Ipswich as an excellent place to live and work.

NORWICH

Norwich and Greater Norwich, which covers the city and the districts of South Norfolk and Broadland, has seen substantial economic growth over the last five years. The Greater Norwich area has the highest GVA per head of Norfolk and Suffolk districts and the highest percentage of residents with NVQ4+ qualifications. Business creation and survival rates are higher than average, as are employment and economic activity rates. We will support and drive the next stage of this growth, building on the area’s long tradition of creative, radical thinking, fostering innovative businesses, a fast growing digital and creative hub and further developing the strong and well established cultural scene.

We will further strengthen links between local businesses and the global excellence of the University of East Anglia and Norwich University of the Arts, providing the ecosystem that new entrepreneurs need to thrive. We will support the continued success of the city’s financial services and insurance cluster. This is based on an exciting combination of the long-standing commitment of firms such as Aviva, Marsh and Virgin Money, alongside new start-ups and a growing number of fin-tech companies.

We will drive the investment programme that is regenerating the town centre, with a strategy designed to bring forward projects that will further enhance the town’s offer and the successful growth of the waterfront area. A new rail franchise will improve journey reliability, frequency and provide state of the art rolling stock with full high speed wifi connectivity. We will work to secure the northern relief road, vital improvements to the A14, A12 and further improvements to connectivity to unlock further growth in the town and surrounding area.
The sector takes advantage of both global opportunities and the tech, creative and digital skills available in the city. These firms tap into the skilled labour market and growing number of young professionals that see area as a great place to live and work. For the same reasons, energy firms with operations on the Norfolk and Suffolk Energy coast also have a significant presence in the area. Norwich Airport is the centre for aviation operations for the southern sector of the North Sea Oil, Gas and Renewables sector.

We will continue to support improvements to connectivity. Significant investment is underway in green transport and improving last mile commuting. We will drive significant housing and commercial growth across the area. Norwich is less than two hours from London with firm plans to make journey times under 90 minutes, linked to Cambridge by the growing A11 corridor, whilst retaining a unique identity. The Norwich Research Park is a centre of world class expertise in genome analysis and manipulation of animal, microbial and plant systems for a wide range of industrial applications. We are determined to exploit the commercial opportunities that this excellence represents and ensure that local businesses benefit.

**NORFOLK AND SUFFOLK ENERGY COAST**

The Norfolk and Suffolk energy coast, branded as part of the East of England Energy Zone, is a global centre of oil, gas, nuclear and renewable energy generation and infrastructure. We are leading the way in delivering sustainable and clean energy solutions to underpin economic growth across the UK. Alongside our Nuclear generation and decommissioning expertise, the Southern North Sea currently plays host to over 150 offshore gas assets, together with 986 offshore wind turbines generating 3.75GW of renewable power directly off the region’s coast, with an additional 1,000+ turbines generating some 14GW of offshore wind power to be installed over the next decade. The sector is driving down costs through innovation and collaboration, developing new technologies across our energy system, maximising offshore production and generation. The sector employs more some 8,469 skilled people in more than 834 companies. Significant investment is planned for the A12, supporting the future growth of the Nuclear and wider energy sector.

Norfolk and Suffolk is the only place in the UK where all these forms of resource extraction and energy generation exist together, including expertise on microgeneration and growing local energy networks. Great Yarmouth and Lowestoft form the centre of the area’s energy industry, which stretches from Wells in North Norfolk, includes Bacton, where 30% of the UK’s gas comes ashore, to Sizewell. Great Yarmouth and Lowestoft offer a huge growth opportunity, with affordable residential and commercial property and investment underway in key infrastructure. However both towns are also amongst the most deprived and low skilled places in Norfolk and Suffolk. We will work to connect residents with the opportunities afforded by the energy sector’s growth.

Major firms operating on the coast also have a presence elsewhere, including in Norwich and Ipswich. Huge opportunities exist for linking offshore generation and energy use, technology and product development across oil, gas and renewables. We will work to ensure that Government and investors understand the existing and potential contribution of the area and how it can be maximised, including by developing the strategic case for new infrastructure.
CAMBRIDGE – NORWICH CORRIDOR

The Cambridge Norwich Corridor spans over 100km of the A11 and rail links between the two cities. It comprises the UK’s most established tech cluster in Cambridge and clusters of business and research excellence across advanced manufacturing, agri-tech, life sciences and digital creative including global firms such as Multimatic, through to Norwich.

“The area has high jobs and population growth which it is estimated to add over £500m GVA to the regional economy by 2031.”

It contains over 12,000 knowledge intensive businesses and is well placed to develop synergies with businesses in both Cambridge and Norwich.

Significant housing and commercial development is underway with further large scale commercial development opportunities all along the corridor including the redevelopment of RAF Mildenhall and Thetford urban extension.

Future priorities such as East-West rail will further drive long term connectivity with Milton Keynes and Oxford.

PRIORITY THEMES AND PLACES

EAST – WEST CORRIDORS

A14 CORRIDOR BETWEEN FELIXSTOWE AND CAMBRIDGE

Bury St Edmunds has seen strong recent growth in jobs, housing and economic output, including business location and investment. The area is an attractive place to live and work, well connected to Cambridge by road and rail, as well as providing a high quality town centre, cultural offer and natural environment.

There are many long-established and growing businesses around Bury St Edmunds, including Greene King, British Sugar, and Servest. The wider A14 corridor between Felixstowe through Ipswich, Stowmarket, Newmarket and Haverhill to Cambridge is seeing considerable growth and substantial further new housing development is planned.

We will work to secure further road improvements to the A14, A11 and A1307 in West Suffolk. The towns of Haverhill, Newmarket and Stowmarket are all areas of significant housing growth, providing a high quality natural environment alongside comparatively affordable housing.

The area has high commuting levels by both road and rail, driven by proximity to Cambridge and is also the main route for freight traffic from Felixstowe to the rest of the UK. The work of East-West rail will support the aspiration for twice per hour rail services from Ipswich to Cambridge to accommodate increased growth and high commuting levels along the corridor.
KING’S LYNN

The King’s Lynn-Cambridge road and rail corridor offers considerable potential for growth. Unlike other growth corridors to Cambridge, this area offers a direct service to London (100mins) via Cambridge (50mins).

The area has seen significant recent investment and is home to leading firms including Bespak, Cooper Bearings and Palm Paper, centres of excellence in design and manufacture of commercial refrigeration (Foster Refrigerator and Williams Refrigeration – top two companies in the UK and in top 10 in Europe) and in aerospace engineering at RAF Marham.

Downham Market is also home to a growing number of ICT and digital firms. The area offers low house prices and is also close to Wisbech, a settlement earmarked as a ‘garden city’ in Cambridge’s growth plans.

We are committed to securing the infrastructure improvements in both road and rail needed to unlock the areas growth ambitions, including to achieve half hourly service to London’s King’s Cross and better road connections to Cambridge and along the A10. This will include working with partners in Cambridgeshire including the Mayoral Combined Authority and its plans for infrastructure improvements.

“We are committed to securing the infrastructure improvements in both road and rail needed to unlock the areas growth ambition.”

A47 CORRIDOR BETWEEN LOWESTOFT, GREAT YARMOUTH AND KING’S LYNN

Government has recognised the strategic importance of the A47 with commitment to improve parts of the route. We are committed to securing the full dualling of this major artery between East Anglia to the Midlands, which would unlock growth along its route, including significant commercial and housing developments as well as improve job opportunities in locations such as Swaffham and Dereham as well as supporting links between Lowestoft, Great Yarmouth and Norwich.

INFRASTRUCTURE

Infrastructure improvements underpin all our priority places and themes:

- Strengthening the reliability of high quality mobile coverage
- Completing the provision of high speed broadband
- Rail improvements, driving reliability, wifi, journey times and frequency through the new franchise and capital investment
- Further development of the A47, A14, A11, A10, bypasses to relieve congestion and last mile connectivity and commuting transport in our priority places.
- Utility provision for business and new communities, including local energy networks.
We have agreed ambitions and priorities which will drive investment and action as we make Norfolk and Suffolk the place where people want to live, work, learn, invest and do business. The way we work together is a major strength. Businesses, the LEP, local authorities, third sector organisations, Colleges and Universities who have come together to agree this strategy are all committed to aligning relevant actions and investment to the priorities we have agreed.

We collaborate to deliver shared ambitions rather than focussing on organisational, sectoral or geographic boundaries. Our ambitions will be achieved through using the whole system to deliver, including other local and regional action plans and strategies, including statutory planning documents. This is the best way of integrating action and investment to achieve the value for money and impact that our residents and businesses expect.

We are putting in place the following tools and systems to support this way of working:

**Economic Strategy Evidence (A shared evidence base)** which will continue to evolve and stay live. Updated as new data is available it will guide decisions across all relevant organisations. This shared platform supports the development of plans and strategies across Norfolk and Suffolk, providing partners with a reliable and consistent source of economic data to inform action and investment decisions.

**Delivery and Investments plans** which will set out how the projects and priorities in this strategy will be delivered and funded, the outcomes they will deliver and how partners will be mobilised to achieve them. Ongoing commitment to work together as local councils, college, universities and business groups to **align strategy, planning and investment** across housing, infrastructure, utilities, transport and skills. Ensuring that our statutory plans, business plans and other strategies reflect the evidence and priorities of this overarching economic strategy.

**A common investment prioritisation framework**, to assess projects and actions relating to growth that emerge from this and related strategies and plans. This provides further transparency for all projects that receive support from one or a range of organisations and ensures that all investment is focussed on those projects that will most effectively achieve our collective ambitions and targets.

**A shared inclusive growth toolkit** will provide assurance that projects are also judged consistently by their capacity to deliver positive impacts for our residents.

**Indicators** which we will use to track progress and prioritise.

**An annual stock-take of progress**, involving all the partners who have been involved in developing and endorsing this strategy. We will hold each other to account, be transparent about progress and review where changes are needed to reflect new economic or policy circumstances.

Delivery plans will set out the progress we want to achieve and the actions and investments we will deliver up to Spring 2021. Annual investment plans will be agreed each Spring for the following financial year with an annual progress review each Autumn. A full review will take place in 2020 to develop a new Economic Strategy for the 2021 - 2026 period.
THE ECONOMIC STRATEGY FOR NORFOLK AND SUFFOLK HAS BEEN DEVELOPED IN PARTNERSHIP WITH AND ENDORSED BY A WIDE RANGE OF STAKEHOLDERS:
Norfolk Strategic Framework Consultation

Report of the Planning Policy Manager
Cabinet Member: John Fuller, Economy and External Affairs

CONTACT
Adam Nicholls
anicholls@s-norfolk.gov.uk
1. Introduction

1.1 When preparing Local Plans, an Authority is subject to various legal and regulatory requirements. Amongst these, the Authority must discharge (on an ongoing basis) the legal Duty to Co-operate with neighbouring authorities in relation to strategically important land use issues which cross administrative boundaries. The result of such co-operation is expected to be better planning outcomes through early and ongoing discussions of such issues.

1.2 All nine Norfolk Local Authorities (the district/borough councils, the County Council and the Broads Authority) have worked together formally for some time on strategic planning issues, both at an officer level (through monthly meetings) and more recently also at a councillor level. In 2015 a formal Duty to Co-operate Members’ Forum was established (with Terms of Reference) to ensure that the Duty to Co-operate was effectively discharged. All authorities in Norfolk participate in the Forum which is supported via an officer team drawn from the Councils. Cllr Fuller is the current Chair of the Forum.

1.3 The Forum, in 2015, sought and gained agreement from each of the partner authorities to prepare a Norfolk Strategic Framework (NSF) document, to demonstrate how the Duty to Co-operate is being discharged.

2. Background

2.1 The Duty to Co-operate is an important hurdle to be cleared in the preparation of a Local Plan. Various Inspector and High Court decisions have made clear how significant this test is, with a number of Local Plans (most recently in Castle Point and St Albans) failing on this matter. The Duty to Co-operate is not a duty to agree (resolutions to cross-boundary strategic planning issues) but councils must show that the engagement has been both meaningful and ongoing with their neighbours. It is also vital that elected councillors are involved in such discussions – officer-only discussions are not sufficient.

2.2 South Norfolk Council has, of course, worked closely with Broadland District Council, Norwich City Council and the County Council on strategic planning matters for many years. Due to the tightly-bounded nature of Norwich City, the City cannot accommodate in full its own housing need, and this led (in part) to the decision to work together on the Joint Core Strategy,
with Broadland and South Norfolk accommodating Norwich City’s unmet housing need. The JCS was originally adopted in 2011, and the four councils are working on the successor document, the Greater Norwich Local Plan.

2.3 Due to the significant number of strategic planning issues covering Norfolk and beyond, which includes railway lines, trunk roads, significant new housing and employment needs and sensitive nature conservation sites, it also makes good sense to work together on these issues to try to achieve mutually beneficial outcomes, even if there was not the Duty to Co-operate.

2.4 As mentioned in paragraph 1.3, the Forum (and then each individual Council) agreed to prepare a non-strategic document called the Norfolk Strategic Framework (NSF), setting out the background to key cross-boundary issues and how the councils will work together to best manage such issues.

2.5 The NSF is not a Local Plan document and if it is approved it will not comprise part of the development plan (although it will be an important part of the evidence base). As such it does not include planning policies or proposals; rather, it is intended to document areas of agreement that the Norfolk Planning Authorities have reached and which they will following when they prepare their individual Local Plans. The draft NSF has been prepared by an officer team drawn from all the Norfolk Authorities, supported by others from organisations such as the Environment Agency, Anglian Water and the New Anglia LEP.

3. Current position

3.1 The draft NSF sets out guidelines for strategic planning matters across the County, and beyond, and demonstrates how the authorities will work together under the Duty to Co-operate through a series of potential agreements on planning related topics. The consultation document is shown in Appendix A and is also available on the Council’s website.

3.2 Although the NSF will not be a statutory planning document, it will set out strategic matters to be taken account of in the production of Local Plans. Consequently, it is subject to a public consultation that commenced on 1st August 2017 and runs to 22nd September 2017. The results of this consultation will then be considered by the NSF group and the document amended accordingly. It is envisaged that each Council will then approve the final version of the NSF, and it will then be used to guide
the LPAs in their strategic planning work. It is also envisaged that the NSF will be monitored and reviewed as necessary in the future.

3.3 The draft NSF describes the spatial characteristics of the County drawing on and summarising a range of previously published, and specifically prepared, evidence. The document sets out a proposed Spatial Vision and Shared Objectives for the Norfolk authorities, having regard to the main spatial planning issues of population growth, housing, economy, infrastructure and environment. Related to these, a number of proposed Agreements explain how the local planning authorities will seek to deal with the matters through their spatial planning role. Therefore, although the draft NSF is not a planning document in its own right, it can be seen as a guide for future planning work.

3.4 The draft NSF includes:

- A high-level vision for the future development of the County over the next 20-30 years;
- Four topic-based high level objectives covering the economy, housing, the environment, and infrastructure; and
- 20 separate draft agreements that each Council is being asked to sign up to.

3.5 The draft NSF asks that each planning authority in the County signs up to the Agreements. These are intended to ensure that the Planning Authorities work closely together where it is desirable to do so. In summary, the Agreements are:

**Agreements 1-3** – That the Norfolk planning authorities will plan to a common plan period extending to at least 2036 and in producing Local Plans they will seek to contribute towards the shared vision and objectives as outlined in the Framework.

**Agreement 4** – That the Norfolk Authorities agree to prepare and maintain a consistent evidence base in relation to housing needs in three separate Housing Market Areas (Central Norfolk, King’s Lynn and West Norfolk and Great Yarmouth).

**Agreements 5, 6 and 7** – That apart from the Greater Norwich Authorities, which are already doing it, each Norfolk LPA will continue to prepare separate Local Plans.

**Agreement 8** – That the main focus for economic investment in the County will be on what are called the ‘Tier One’ Employment sites (broadly the largest and most significant, such as the Norwich Research Park).
Agreement 9 – That Local Plans will be prepared having regard to cross-boundary infrastructure issues.

Agreements 10-17 – That each Local Plan will aim to address all housing needs (OAN) plus a buffer of 10%; that housing need in the Broads will be addressed by the adjacent authorities if the Broads Local Plan does not meet need (note: this is a very low figure indeed); that Norwich, South Norfolk and Broadland will address the housing requirement arising from the City Deal within their areas (this results in the setting of higher housing targets, dealt with via a buffer, to ensure that the aspirational jobs growth targets included in the City Deal are matched with sufficient homes to accommodate workers); each authority will quantify and plan for the delivery of specialist types of accommodation for gypsies, students and the elderly together with the identified need for affordable homes; that housing capacity will be assessed using a common methodology; and finally, further measures will be taken to improve delivery rates of new housing development.

Agreement 18 – That the Authorities endorse the Planning for Health Protocol.

Agreement 19 – That the planning authorities will work together to produce a county-wide Green Infrastructure (GI) strategy.

Agreement 20 – That the Authorities will work together to develop a combined approach to the roll out of the supporting infrastructure for 5G mobile technology.

3.6 As part of the current consultation, each of the Norfolk LPAs is being asked to formally endorse the NSF. It is proposed that a separate paper on the Norfolk Planning for Health Protocol will be considered by a future meeting of Cabinet.

3.7 South Norfolk Council has, obviously, been a key partner in the preparation of the draft NSF, both at the officer level (through the Planning Policy Manager) and the member level (through Cllr John Fuller, as Chair of the Duty to Co-operate Members’ Forum).

3.8 Whilst, inevitably, the draft NSF has some elements of compromise, it is believed to be a very good document that will assist significantly each authority in meeting its Duty to Co-operate requirements. More importantly, it will foster a continued spirit of joint working and allow more comprehensive and considered addressing of significant strategic planning issues across the
county. As detailed in paragraph 4.2 below, joint commissioning of evidence base information has already saved tens of thousands of pounds, and has the potential to save many thousands more in the future.

3.9 The draft NSF was considered by the Regulation and Planning Policy Committee at their meeting on 20th September 2017, and their main comments are included in the list below. Because the official closing date of the consultation was 22nd September 2017, an officer-level response was prepared and submitted, taking into account the comments made at the Committee meeting, with the understanding that the Council’s official response would be submitted after this Cabinet meeting.

**Key cross-boundary economic issues and interventions – chapter 5.3**

3.10 It is felt that the document concentrates too much on the major employment sites in the county. Whilst this is understandable, as a largely rural economy, the NSF should include some additional text recognising the important role that the rural businesses currently play, and will continue to play, in the county’s economic performance.

In addition, it is believed that the omission of the A140 in the list of principal strategic economic matters in this part of the document is somewhat surprising. The corridor has significant housing growth planned (at least 1800 homes in Long Stratton alone), the Long Stratton bypass, the main Norwich-London railway line passes through and it connects the two key settlements of the New Anglia LEP area, Norwich and Ipswich. Some appropriate text to address this lacuna is asserted to be necessary.

**Housing delivery – chapter 6.6**

3.11 It is acknowledged that further work is in progress to better enable the councils to understand how they could better enable the quicker delivery of housing on allocated and permitted sites. The measures and options included in this section are therefore sensible, but there could be stronger commitments to assisting in unlocking key housing sites. It has become increasingly apparent that few larger sites are coming forward as quickly as is desirable, and the use of Local Delivery Vehicles to assist in forward-funding infrastructure to de-risk sites is likely to become increasingly important in the next few years. The NSF will need to reflect other emerging information and evidence in this area, such as the enhanced powers of compulsory purchase announced recently by the Government.
On a similar matter, several Norfolk councils (including South Norfolk Council) routinely reduce the “standard” implementation periods (from three years to two years) for any permissions which are granted, at least in part, due to a lack of 5-year housing land supply. The NSF would be strengthened if all the authorities committed to do this through an additional Agreement, and that this would help speed up the delivery of such sites.

Telecoms – chapter 7.5

3.12 The map shown in Figure 7 (NGA broadband access as at 2014) is now out of date. This should be replaced with the most recent available information.

Transport – Table 12

3.13 For the avoidance of doubt, Table 12 should be amended to say “A140 Long Stratton bypass (including Hempnall Crossroads improvements)” to reflect the fact that the crossroads improvements are considered by the council (as reflected in the Long Stratton Area Action Plan) as an integral part of the Long Stratton bypass project.

Overarching diagram

3.14 The NSF would be improved with the inclusion, early on, of a “bubble” diagram, showing how the NSF relates to current and emerging Local Plans, Neighbourhood Plans, the NPPF and other relevant documents, so that it can easily be understood by all.

3.15 In addition, there are a number of spelling errors and other minor errors in the NSF. These are not identified in this paper, but it is proposed that the Director of Planning and Environment should prepare and submit a schedule of such changes, in addition to the other changes that Cabinet resolves to make.
4. Risks and implications arising

4.1 As explained above in the report, the preparation of NSF aims to help all Norfolk’s Local Authorities to discharge the ongoing Duty to Co-operate requirement. Not agreeing the final form of the NSF would therefore be a hindrance to meeting this legal duty.

4.2 The financial impact of preparing the NSF is allowed for in the current budget, and continued will be planned for in future years' budgets too. It is worth noting that significant financial savings have already been made by Norfolk authorities through the joint commissioning of a number of pieces of evidence base work, including a Strategic Flood Risk Assessment, a Caravans and Houseboats Needs Assessment and a Visitor Recreational Visitor Pressure Study. Other joint work will also occur.

4.3 The risks associated with the publication of the NSF are limited, as a non-statutory document not making any new policy.

4.4 As a non-statutory document not making any new policy, there are no negative environmental implications. The draft NSF indicates, through some of the Agreements, how the Norfolk Local Authorities aim to work together to manage some environmental matters (such as recreational pressures on sensitive nature conservation sites) better and more effectively.

4.5 As a non-statutory document not making any new policy, there are no equalities implications.

4.6 The draft NSF is not expected to have any impact on crime and disorder.

5. Other options

5.1 As comments are explicitly being sought on the contents of the draft NSF, there are no other options.
6. Recommendation

6.1 Cabinet is asked to:

i) agree and submit the comments made in paragraphs 3.10-3.14 above, seeking improvements to the sections on rural economy, housing delivery, telecoms, transport, and the inclusion of a new over-arching diagram;

ii) recommend that Cabinet delegates the Director of Planning and Environment, in consultation with the Cabinet Member for External Affairs, to agree and submit the precise wording of the response, which will also include a schedule of identified spelling mistakes and similar minor errors.

Appendix 1: Draft Norfolk Strategic Framework
Appendix 1 can be found here
South Norfolk Council Response to the Waveney First Draft Local Plan (July 2017)

Report of the Planning Policy Manager
Cabinet Member: John Fuller, The Economy and External Affairs

CONTACT
Adam Nicholls (01508) 533809
anicholls@s-norfolk.gov.uk
1. Introduction

1.1 Consultation on the Waveney First Draft Local Plan took place from 28 July to 22 September 2017 (see http://www.eastsuffolk.gov.uk/planning/local-plans/waveney-local-plan/new-waveney-local-plan/supporting-documents/first-draft-local-plan/). The purpose of this report is to present the South Norfolk Council response to the consultation for Cabinet agreement.

1.2 The new Waveney Local Plan (excluding the Broads Authority area) will set out the level of growth which needs to be planned for in Waveney and identifies where this growth should be located and how it should be delivered. The Plan also sets out policies which will be used to determine planning applications in the area. The new Local Plan will cover the period 2014-2036 and adoption is planned for summer 2018. When adopted it will replace the current suite of Local Development Framework documents.

1.3 Although the consultation period has closed, East Suffolk Council has indicated that it will accept submission of the formal South Norfolk Council response after the closing date of the consultation so that Cabinet can formally consider/agree the response (an officer-level response was submitted by the deadline).

2. Background

2.1 This report presents the South Norfolk Council response to the Waveney First Draft Local Plan.

2.2 The new Waveney Local Plan (when adopted) will set out the level of growth which needs to be planned for in Waveney and will identify where this growth should be located and how it should be delivered. The Plan will also set out policies which will be used to determine planning applications in the area. The new Local Plan will cover the period 2014-2036.

2.3 Last year Waveney District Council (which has now formally called East Suffolk Council following a merger with Suffolk Coastal DC) consulted on options for managing and facilitating growth across the District and also consulted on a number of potential sites which could accommodate development. East Suffolk Council has taken into account all the comments made in response to this consultation in formulating the First Draft Plan. Consultation on a final draft plan and submission for examination is planned for winter 2017, with examination in spring 2018 and Inspectors Report and Adoption scheduled for early summer 2018.
2.4 As a neighbouring authority, South Norfolk Council has a duty to work with East Suffolk Council to identify and plan for key strategic issues through the Duty to Cooperate. Those councils either side of the Norfolk/Suffolk boundary meet every month or two to discuss these issues.

3. Current Position/Findings

3.1 Officer comments have been sought from different teams across the Council (Housing Enabling, Environmental Quality, Community Assets, Community Protection, Economic Development and Development Management) to ensure that a comprehensive response is made.

3.2 A weblink to the consultation documents was also sent to those Members who represent wards adjacent to the Waveney District Council boundary so that any comments received could be incorporated into the response.

3.3 East Suffolk Council has indicated that it will accept the formal South Norfolk Council response after the formal closing date of the consultation so that Cabinet can formally consider/agree the response, although an officer-level response was submitted by the closing date.

4. Proposals

4.1 South Norfolk Council is broadly supportive of the new Waveney First Draft Local Plan and East Suffolk Council’s continued commitment to engage with South Norfolk Council on strategic planning issues through the Duty to Cooperate is welcomed.

4.2 The Plan is structured around an overall strategy for growth, individual growth strategies for the main settlements and more generally in the rural area and then a number district wide policies covering areas such as housing, employment, tourism, retail, community services and environmental issues. The proposed South Norfolk Council response to the plan is included as Appendix 1, and this is what was submitted by officers by the deadline. The Council’s response does not make comment on all areas of the plan, only where it is felt that there is a direct impact on South Norfolk or where particular issues/comments have been noted.

4.3 Comments include:
• General support for the vision and objectives, particularly the recognition that Beccles and Bungay act as service centres for a number of villages in South Norfolk;
• Support for the overall strategy and distribution of growth in the plan and the fact that Waveney are planning to meet their Objectively Assessed Need (for housing) and make allocations in the plan to exceed the minimum level of housing and employment growth needed. Support for the decision to direct the majority of growth to Lowestoft to reflect its role as the largest town in the district but welcome additional growth in Beccles/Worlingham and Bungay and the subsequent investment in infrastructure that will benefit nearby rural communities in South Norfolk who look to these settlements for their day to day needs;
• Broadly supportive of the three key strategic pieces of infrastructure identified in the plan e.g. the Lake Lothing Third Crossing, the Lowestoft Flood Risk Management Project and the Beccles Southern Relief Road. Other key infrastructure projects outside East Suffolk District are also noted, particularly improvements to the A47, which will directly impact on parts of South Norfolk;
• Support for the decision to deliver a small element of the District’s housing growth in smaller rural settlements but recognising that this needs to be supported by appropriate infrastructure and access to employment, leisure and recreation opportunities. Recognition of the importance of improved broadband provision in rural areas is also welcomed.

5. Risks and implications arising

5.1 There will be no direct impact on the environment or crime and disorder in South Norfolk, nor any negative impact on disadvantaged groups, although East Suffolk Council will need to prepare its own Equalities Impact Assessment to accompany the submission of the Local Plan.

6. Other options

6.1 Cabinet could choose to modify the consultation response and send an altered response to East Suffolk Council, but officers are satisfied that the current response has covered all the main point of relevance to South Norfolk Council.
7. Recommendation

7.1 Cabinet is therefore recommended to:
   i) Agree the South Norfolk Council response to the Waveney First Draft Local Plan consultation (Appendix 1);
   ii) Delegate authority to the Director of Planning and the Environment, in consultation with the Cabinet Member for External Affairs to agree any changes to the proposed response and submit formally to East Suffolk Council.

Appendix 1 – South Norfolk Council response to the Waveney First Draft Local Plan consultation
Our ref: WDC Draft Local Plan response Sep 17

24 September 2017

Dear Sir/Madam,

First Draft Waveney Local Plan: response by South Norfolk Council

Preamble
Thank you for consulting South Norfolk Council. The response below is an officer-only response at this stage. I apologise that this response is slightly late, but as agreed with Sam Hubbard, the Council will submit the formal response following consideration at Cabinet on 9th October 2017, and so there may be some modifications to the response below.

Introduction

Overall South Norfolk Council is very supportive of the Waveney Local Plan. In general, it is a very well laid out and well-presented document, with good use of visuals. In our view this makes the plan easy to understand and more accessible to a wide audience.

It is noted that there are several pieces of work to be finalised before the plan is submitted for examination including viability assessment of proposals and policies, infrastructure delivery and impact on internationally protected species. It will be of particular importance that these are concluded before the final Plan is submitted for examination.

The Plan includes a section on Duty to Cooperate and states that Waveney has engaged constructively with its partners, including South Norfolk Council, in the preparation of the new Local Plan. As a neighbouring local authority, South Norfolk Council is keen to continue working with Waveney through the Duty to Cooperate on cross boundary strategic matters and in particular any issues that might affect the
Waveney Valley. The regular “Norfolk-Suffolk” meetings that the border councils have is proving very useful in this regard.

This South Norfolk Council response does not provide comments on all sections/policies in the plan, only those where it is felt there is a direct potential impact on South Norfolk or where particular issues/comments have been noted.

**Waveney Context**

**Key issues in Beccles and Worlingham:**
- Could the second paragraph mention the cross-boundary influence of the town and the fact that Beccles acts as a service centre for a number of rural settlements in South Norfolk? Suggest amending the second sentence to read: ‘The town provides a good range of services to meet every day needs and acts as a service centre for the surrounding rural community, both in Waveney and across the district boundary into South Norfolk’.

- It is interesting to note the level of out-commuting to other districts, including South Norfolk.

**Key issues in Bungay:**
- Support the mention of cross boundary links and the recognition that Bungay acts as a local service and employment centre for the villages of Earsham and Ditchingham in South Norfolk.

- Again, it is interesting to note the level of cross boundary out-commuting to other districts including South Norfolk.

**Key issues in rural areas:**
- The importance of broadband for economic development in rural areas is noted and supported. As a similarly rural district, South Norfolk Council would be keen to work with Waveney to improve broadband speeds in rural areas.

**Overall Spatial Strategy**

**Vision:**
- Overall South Norfolk Council is supportive of the proposed Vision, particularly the cross-boundary references to villages in South Norfolk in relation to the sections on Beccles and Bungay. The Council supports the structure of the vision, with a general section and then more detailed visions for individual settlements.

**Objectives:**
- South Norfolk Council is supportive of the proposed Objectives, which seem to cover all the main areas necessary.
South Norfolk Council is pleased to see that Waveney is planning to meet their Objectively Assessed Need and support the fact that the proposed allocations exceed the minimum level of housing needed, as this builds an element of flexibility into the plan and will enable more affordable homes to be delivered to help meet local need identified in the SHMA.

Para 1.10 refers to the fact that the SHMA also identifies a need for 905 additional spaces in care homes and nursing homes over the plan period. It would be useful if this section could explain a little more about how this requirement will be met through the plan e.g. as part of housing allocations or stand-alone sites allocated for care provision (recognising that some of the larger allocations include a requirement to deliver care homes).

South Norfolk Council is pleased to see that employment allocations have been made to meet, and indeed slightly exceed, projected demand to allow for the fact that some land will not be developed during the lifetime of the plan. However, this is a careful balancing act to ensure that the plan does not significantly over allocate employment land which has no likelihood of coming forward as this could increase pressure for this land to be released for residential development at a later point.

In general, South Norfolk Council supports the overall distribution of growth understanding the need to direct the majority of growth to Lowestoft to reflect its role as the largest town in the district and to capitalise on its regeneration and future economic growth potential.

South Norfolk supports the level of growth proposed in Beccles and Worlingham reflecting its role as the second largest built up area in the district and the fact that it acts as a service centre for the surrounding rural community, including settlements in South Norfolk. The two councils will need to continue to work together, alongside the two county councils, to ensure that the transport impacts of growth (especially on the A143 and A146) are properly assessed and planned for, as there will also be growth in South Norfolk adding pressure to these roads.

South Norfolk is also pleased to see an element of growth proposed in Bungay, again reflecting its role as a service centre for the surrounding rural population, including settlements in South Norfolk. We are also in favour of the strategy to support villages in Waveney with a greater level of growth than has been experienced in previous plans, although it will be important to ensure this is balanced with economic growth and the provision of improved broadband to facilitate working from home and the use of internet for services such as shopping and banking.

Presumption in Favour of Sustainable Development and Settlement Boundaries:
South Norfolk Council support the reference in Policy WLP1.3 to Neighbourhood Plans being able to make minor adjustments to settlement boundaries and allocate additional land provided that the overall distribution strategy would not be undermined and development would not be contrary to other policies in the plan.

Infrastructure:
- South Norfolk are broadly supportive of the approach to the provision of infrastructure in the plan and the need to provide three strategic pieces of infrastructure, the Lake Lothing Third crossing, the Lowestoft Flood Risk management Project and the Beccles Southern Relief Road. Of these, the Beccles Southern Relief Road will probably have the most direct impact on South Norfolk due to the proximity of Beccles to the South Norfolk Council area. Other key infrastructure projects outside the Waveney district are also noted, in particular improvements to the A47, which will directly impact parts of South Norfolk. Any other improvements to key roads (such as the A143) will need to be discussed regularly with South Norfolk Council during the production period for the two relevant Local Plans.

- As noted above South Norfolk Council would be keen to work with Waveney to improve rural broadband connection and speeds as this is key to facilitating sustainable development in rural areas.

Strategy for Beccles and Worlingham:
- South Norfolk Council is broadly supportive of the strategy for Beccles and Worlingham. It is pleasing to see that the Local Plan seeks to plan for development in a more strategic way to ensure a greater range of infrastructure and services are provided to support the growth.
- New employment development to help make Beccles and Worlingham more self-sufficient is also welcomed, although there are concerns about how much of the land allocated at Ellough can come forward in the plan period due to electricity supply constraints.
- The focus on housing and employment development to the south of the town to accompany the Southern Relief Road seems sensible and the development of the housing using garden city principles should make for a pleasing development.
- The proposed strategy should help improve the offer of Beccles for surrounding rural settlements including those in South Norfolk. The Council is pleased to see that a number of infrastructure improvements are planned alongside the new development such as an extension to Beccles Medical Centre, improvement to library provision, a new community centre, new country park, new sport and play facilities and improvements to utilities as these will all have benefits for the rural villages in South Norfolk that look to Beccles for their day-to-day needs.

Strategy for Bungay:
• The strategy to allow a modest level of growth in Bungay to protect the sensitive landscape around the town is welcomed. It is pleasing to read that the new housing will help to contribute towards the delivery of a new fit-for-purpose community centre and support shops and services in the town centre, which will be of benefit for the population of those villages in South Norfolk which tend to look to Bungay for their day to day needs.

Strategy for Rural Areas:
• The strategy for rural areas to deliver a small element of the District’s housing growth is welcomed and it is pleasing to see that this is planned to be supported by appropriate infrastructure, employment and retail and leisure development as this is particularly important to ensure the long-term sustainability of rural communities. The majority of this rural growth will be on allocated sites but the plan is sufficiently flexible to allow some non-allocated growth in certain circumstances and this is clearly set out in Table 2 at para 7.4.
• A couple of sites (in Lound and Willington) are allocated for 10 dwellings. It might be worth considering increasing this number to 11 in order to generate an affordable housing obligation, if total floorspace exceeds 1,000 sq. m, although it is recognised that the Lound site might be too small to do this.

District-Wide Strategic Planning Policies:

Housing:
• In general, South Norfolk Council is pleased that Waveney is planning to meet (and indeed exceed) its OAN and the overall strategy for housing growth is supported.
• Policy WLP8.1 – Housing Mix. South Norfolk Council is broadly supportive of the proposed housing mix policy as it reflects the recommendations of the 2017 Strategic Housing Market Assessment.
• Policy WLP8.2 – Affordable Housing. A completed viability assessment of the plan will be needed to prove that the 35% requirement remains viable. The policy requires that 20% of affordable dwellings should be Starter Homes, but Waveney may wish to consider qualifying this to allow other intermediate tenures if Starter Homes are not deliverable (e.g. if the Government does not produce adequate guidance to define them precisely). The policy also states that ‘Sheltered and extra-care housing should be included as affordable units where practicable’. Are the words ‘where practicable’ precise enough to be enforceable?
• Policy WLP8.3 – Self Build and Custom Build. South Norfolk Council supports this policy, in particular the need for developments of 100 or more dwellings to provide a minimum of 5% self or custom build properties and the requirement for proposals of 5 or more self-build/custom build dwellings to be developed in accordance with a set of agreed design principles.
• Policy WLP 8.7 – Small scale Residential Development in the Countryside. South Norfolk Council supports this more flexible approach to the provision of housing in hamlets and scattered settlements, which would allow for small
scale infill development to come forward as long as it meets certain criteria and has the support of the local community.

- **Policy WLP 8.8 – Rural Workers Dwellings.** The wording of the policy states applications for the removal of an occupancy condition will only be permitted where it can be demonstrated that the dwellings has been made available to a minimum of three Registered Local Landlords. South Norfolk Council questions the definition of ‘Registered Local Landlords’ as this is not a known term to us. Does it mean locally active Registered Providers?

- **Policy WLP 8.11 – Conversion of Rural Buildings to Residential Use.** The first paragraph of the supporting text talks about how these buildings should preferably continue to be used for commercial purposes to support the rural economy; should this requirement also be reflected in the policy?

**Employment:**

- Paragraph 8.56 – would be useful to include the date of the Employment Land Needs Assessment

- Bearing in mind the general uncertainty in forecasting the number of jobs needed, there is general support for the policies in the plan as they provide for a flexible and responsive supply of land for employment development.

- **WLP8.12 – Existing Employment Areas.** Paragraph 8.6 suggests that outside existing employment areas premises will be able to convert to any use subject to compliance with other policies in the plan. Whilst recognising what is stated on the matter in the Housing White Paper, it is surprising that there is no aim to retain these businesses for commercial use and no requirement for any kind of marketing to take place to demonstrate that the employment use is no longer viable before permission to convert would be granted.

- South Norfolk Council supports the approach taken in paragraph 8.65 and policy WLP8.12 to allow quasi-retail uses such as car showrooms, tyre and exhaust centres and builders’ merchants on the main road frontage of employment areas, recognising that these uses are often not suitable in town centre locations or within employment areas. Would it be possible to identify particular areas where this may be acceptable?

- **WLP8.13 – New Employment Development.** South Norfolk Council is supportive of the approach in paragraph 8.67 and policy WLP8.13 to allow new employment development outside settlement boundaries but adjacent to existing employment areas for new and expanding businesses subject to a strict set of criteria as this allows flexibility for local businesses wishing to relocate or expand and gives the Council a policy position to respond more quickly and flexibly to speculative applications for larger businesses wishing to move to the district.

**Tourism:**

- **Policy WLP8.16 – New Hotel and Guest Houses.** It is presumed that the reference to streets where further conversions to flats or Houses in Multiple Occupation would not be permitted in paragraph 8.82 and policy WLP 8.16 refers to the ‘flat saturation zones’ discussed under policy WLP8.4 and its supporting text? Should this terminology be used here (perhaps with a cross
reference to the earlier policy?). It may also be useful to state that these areas are shown on the proposals map.

Retail, Leisure and Town Centres:
- **Paragraph 8.90** – would be useful to add the date of the Retail and Leisure Needs Assessment
- **Policy WLP8.19 – Vitality and Viability of Town Centres**. Is there any merit in including target percentages for A1 uses for the key retail centres in the policy to ensure that the number of A1 uses in those primary shopping area and town centres does not fall below certain levels (South Norfolk’s Development Management Policies document has several policies for Diss and Wymondham in particular on this matter)? The policy currently refers to statements like the ‘dominant retail appearance’, ‘concentration of uses in the immediate street frontage’; how will these be assessed?

Community Service and Facilities:
- **Policy WLP8.22 – Built Community Services and Facilities**. Paragraph 8.111 states that the ‘the listing of an asset does not provide protection against a change of use of redevelopment of the land or building’ but this statement is contrary to the wording of policy WLP8.22 which states that proposals to change the use, or redevelop for a different use, a facility registered as an asset of community value will not be permitted. It is appreciated that the policy seems to be seeking strong protection for these assets from changes of use or redevelopment proposals but the policy seems very restrictive and absolute. Could the policy be made slightly more flexible by adding ‘unless…’ and then having a number of strict criteria which must be fulfilled?

Climate Change:
- **Policy WLP8.24 – Flood Risk**. Paragraph 8.126 – South Norfolk Council is pleased that the 2008 Strategic Flood Risk Assessment is currently being updated to get the most up to date understanding of risk and this evidence will be important to inform the final Plan. A Norfolk SFRA (excluding Breckland district) is likely to be finalised in the next month or two, and East Suffolk Council will need to have some regard to this, especially along the Waveney valley.

Design:
- **Paragraph 8.161** – South Norfolk Council is fully supportive of planning for the needs of those with dementia, considering the ageing population and increasingly publicity and awareness of dementia.

Natural Environment
- **Paragraph 8.180** – it would be useful to include the date of the Waveney Green Infrastructure Strategy.
- **Policy WLP8.34 – Coalescence of Settlements**. This is a negatively worded policy in terms of ‘will not be permitted’ and the sentiment is entirely understood and agreed with – this is a very important matter. However, could
consideration be given to wording the policy more positively by saying:
‘development in the areas shown on the proposals map(?) will be permitted
only where it would not contribute towards the coalescence of settlements
through a reduction in openness and space or the creation of urbanising
effects between settlements’? This would not weaken the policy substantially
and would arguably be slightly closer in intent to the NPPF on the wording of
policies.

**Historic Environment**
- Paragraph 8.199 – it would be useful to include the publication date of the
  Built Heritage and Design Supplementary Planning Document and maybe a
  web link if it is available online.

If there are any questions about this response, please contact me.

Yours faithfully,

Adam Nicholls
Planning Policy Manager
## CABINET CORE AGENDA 2017

<table>
<thead>
<tr>
<th>Decisions: Key, Policy, Operational</th>
<th>Key Decision/Item</th>
<th>Lead Officer</th>
<th>Cabinet Member</th>
<th>Exempt Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 Oct</td>
<td>Draft Norfolk Strategic Framework</td>
<td>A Nicholls</td>
<td>J Fuller</td>
<td>N</td>
</tr>
<tr>
<td>O</td>
<td>Waveney Local Plan Response</td>
<td>A Nicholls</td>
<td>J Fuller</td>
<td>N</td>
</tr>
<tr>
<td>P</td>
<td>New Anglia Economic Strategy</td>
<td>S Dinneen / D Lorimer</td>
<td>J Fuller</td>
<td>N</td>
</tr>
<tr>
<td>K</td>
<td>Green Garden Waste Processing and Disposal Services Contract</td>
<td>I Purdom / B Wade</td>
<td>B Stone</td>
<td>Y</td>
</tr>
<tr>
<td>30 Oct</td>
<td>Performance Risks and Finance Budget Position Q2</td>
<td>E Goddard, A Mewes, M Fernandez –Graham</td>
<td>B Stone</td>
<td>N</td>
</tr>
<tr>
<td>P</td>
<td>Housing Support and Regulation Strategy and associated Policies</td>
<td>T Cooke</td>
<td>Y Bendle</td>
<td>N</td>
</tr>
<tr>
<td>O</td>
<td>Housing Needs Assessment Consultation</td>
<td>A Nicholls</td>
<td>J Fuller</td>
<td>N</td>
</tr>
<tr>
<td>O</td>
<td>Mid Suffolk Local Plan Response</td>
<td>A Nicholls</td>
<td>J Fuller</td>
<td>N</td>
</tr>
<tr>
<td></td>
<td>Norfolk Health Protocol</td>
<td>A Nicholls</td>
<td>J Fuller</td>
<td>N</td>
</tr>
<tr>
<td>O</td>
<td>Treasury Management Half Yearly report</td>
<td>M Fernandez-Graham</td>
<td>B Stone</td>
<td>N</td>
</tr>
<tr>
<td>4 Dec</td>
<td>Conservation Area Appraisals Review – Bawburgh, Dickleburgh, Hempnall, Mulbarton, and Scole</td>
<td>C Bennett</td>
<td>L Hornby</td>
<td>N</td>
</tr>
<tr>
<td>K</td>
<td>Future Management of Street Lights</td>
<td>B Wade</td>
<td>K Mason Billig</td>
<td>N</td>
</tr>
<tr>
<td>O</td>
<td>Review of Custom Build Register</td>
<td>T Cooke</td>
<td>Y Bendle</td>
<td>N</td>
</tr>
<tr>
<td>O</td>
<td>GNLP Strategic Framework</td>
<td>A Nicholls</td>
<td>J Fuller</td>
<td>N</td>
</tr>
<tr>
<td>O</td>
<td>Greater Norwich Joint Five Year Infrastructure Investment Plan 18/19 – 22/23</td>
<td>A Nicholls</td>
<td>J Fuller</td>
<td>N</td>
</tr>
<tr>
<td>O</td>
<td>Update to South Norfolk Local Development Scheme</td>
<td>A Nicholls</td>
<td>J Fuller</td>
<td>N</td>
</tr>
</tbody>
</table>

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