

Infrastructure and Development Select Committee

Date: 17 November 2021

Time: 10am

Venue: Council Chamber, County Hall, Norwich

Persons attending the meeting are requested to turn off mobile phones.

Membership:

Cllr Barry Stone (Chair)

Cllr James Bensly (Vice-Chair)

Cllr Steffan Aquarone (Spokes)

Cllr David Bills

Cllr Claire Bowes

Cllr Chris Dawson

Cllr Jim Moriarty (Spokes)

Cllr William Richmond

Cllr Chrissie Rumsby

Cllr Robert Savage

Cllr Vic Thomson

Cllr Colleen Walker (Spokes)

Cllr Tony White

**For further details and general enquiries about this Agenda please contact the
Committee Services Officer, Nicola Ledain:
email committees@norfolk.gov.uk**

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Advice for members of the public:

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It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:

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A g e n d a

1 To receive apologies and details of any substitute members attending

2 Minutes

To confirm the minutes of the meeting held on 15 September 2021.

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3 Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4 To receive any items of business which the Chairman decides should be considered as a matter of urgency

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 12 November 2021**. For guidance on submitting a public question please visit www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Friday 12 November 2021**.

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| 8 | Norfolk Strategic Infrastructure Delivery Plan (NSIDP) 2021
Report by the Executive Director of Community and Environmental Services. | Page 56 |
| 9 | Transport for Norwich Strategy Review
Report by the Director of Growth and Development. | Page 149 |
| 10 | Active Norfolk Strategy
Report by the Executive Director of Community and Environmental Services. | Page 216 |
| 11 | Waste Services Update
Report by the Executive Director of Community and Environmental Services | Page 234 |
| 12 | CES Compliance and Enforcement Policy – Annual Review
Report by the Executive Director of Community and Environmental Services | Page 251 |
| 13 | Developing an overarching Policy for the use of Glyphosate-based herbicides by NCC
Report by the Executive Director of Community and Environmental Services | Page 324 |
| 14 | Strategic and Financial Planning 2022-23
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Group Meetings:

Conservative	9:00am
Labour	9:00am
Liberal Democrats	9:00am

Tom McCabe
Head of Paid Service
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County Hall
Martineau Lane
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Date Agenda Published: Tuesday 9 November 2021



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Infrastructure and Development Select Committee

Minutes of the Meeting Held on Wednesday 15 September 2021

10.00am, held at County Hall, Norwich

Present:

Cllr Barry Stone – Chair

Cllr James Bensly (Vice-Chair)

Cllr Chris Dawson

Cllr Philip Duigan

Cllr Ed Maxfield

Cllr William Richmond

Cllr Emma Corlett

Cllr Colleen Walker

Cllr Brian Watkins

Cllr Tony White

Cabinet Members Present:

Cllr Martin Wilby

Cabinet Member for Highways, Infrastructure and Transport

Also Present:

Grahame Bygrave

Alex Cliff

Richard Dolman

Nicola Ledain

Karl Rands

Sarah Rhoden

Tom McCabe

Matt Tracey

Kevin Townly

Director of Highways and Waste, CES

Highway Network and Digital Innovation Manager, CES

Principal Infrastructure Growth Planner, CES

Committee Officer, Democratic Services

Highway Services Manager, CES

Assistant Director, Performance and Governance, CES

Executive Director, Community and Environmental Services

Growth and Infrastructure Group Manager, CES

Asset and Capital Programme Manager, CES

1. Apologies and substitutions

- 1.1 Apologies were received from David Bills, Steffan Aquerone and Jim Moriarty (substituted by Philip Duigan, Brian Watkins and Ed Maxfield respectively). Apologies were also received from Robert Savage and Vic Thomson.

2. Minutes

- 3.1 The minutes of the meeting held on 14 July 2021 were agreed as a correct record subject to highlighting Cllr White's vote against the recommendations at item 8.

3. Declarations of Interest

- 3.1 There were no interests declared.

4. Items of Urgent Business

- 4.1 There were no items of urgent business.

5. Public Question Time

- 5.1 There was one public question received and the response is given at Appendix A.

6. Local Member Issues / Questions

- 6.1 The list of Local Member questions/issues is attached at Appendix A.

7. Electric Vehicle Strategy

- 7.1 The Committee received the annexed report (7) which invited the committee to make comments on several proposals that were being developed as part of a new Electric Vehicle Strategy in support of the Council's strategic vision to improve air quality and reduce carbon emissions, as set out in its Environmental Policy and latest draft Local Transport Plan.
- 7.2 During discussion, the following points were noted:
- 7.2.1 The Committee asked for regular updates to see the progress towards the targets set out in the report.
- 7.2.2 The Director of Highways and Waste confirmed that they had been receiving several requests for the charging cables to go over public footpaths as not all residents had access to a driveway. There was currently a trial with UK power networks to look at the difficult areas such as terraced streets to enable charging facilities to be installed. A longer view would be that there were more charge points at different destinations such as workplaces.
- 7.2.3 Members welcomed the report and acknowledged that it was much needed, although they did acknowledge that it could be a considerable challenge to get the required infrastructure in place to meet the demand. There was concern that there were people delaying changing to electric vehicles as there were not the charging points to make it worthwhile, but it was hoped that the of 27% of vehicles were electric by 2030 was realised. Officers reported that, in a recent survey of Norwich residents, 80% expected that the main place of charging would be at home. Officers also explained that the cost of the licence brought it into line with other highway licences as well as cover costs for the physical site safety assessment of the charging point and the administration costs.
- 7.2.4 The time lapse of two years before the licence needed refreshing would allow any problems to be highlighted such as vandalism or access to the charging points. The Local Member fund contribution would allow a small percentage of funding to be received from Government.
- 7.2.5 There was concern about the affordability of those on low income of being able to afford an electric car but also the current cost of public transport. Current planning applications that were being approved by District Councils had no capacity for the electric charging points. The planning regulations come from Central Government, but it should start to include automatically putting in charging points, solar panels etc. as retrospective fitting was less economically efficient.
- 7.2.6 Officers confirmed that any routes; cycling, walking or highways would be maintained as part of the routine maintenance programme.

- 7.2.7 Parking charges implemented by private sector companies such as hospitals, are the responsibility of those that own the car park. It was the job of the Council to encourage them to install charging facilities only.
- 7.2.8 It was the understanding of Officers that only specific makes of scooters should be used on the highway as they were part of the pilot scheme. Any others were doing so illegally.
- 7.3 The Committee **RESOLVED** to;
1. Review and comment on the proposed adoption of the EV strategy provided in Appendix A.
 2. Review and comment on the proposal to introduce a process for residents to apply for a licence to enable them to place cables across public footways in order to charge EVs on street.
 3. Comment on proposals to secure funding to enable public EV charge points to be installed on residential streets in Norwich.
 4. Comment on proposals to alter the process to install EV charge points in community hubs funded via the local highway member fund to help maximise the number of schemes that could be brought forward.

8. Transport for Norwich Strategy Consultation

- 8.1 The Committee received the annexed report (8) which set out policies and proposed actions to take forward work on a range of key issues including decarbonisation and air quality as well as supporting Norwich's economy by ensuring that people can make the connections they need. The strategy was currently out for consultation to help shape the final strategy for adoption by the end of this year. The consultation runs for six weeks ending on 5 October and views of Select Committee were invited to be considered as part of the consultation process.
- 8.2 During discussion, the following points were noted:
- 8.2.1 It was crucial to balance between sustainable growth and tackling the pressures such as climate change in a responsible way. It was key to invest in the greater Norwich area, and would want to see Norwich increase as a place to do business and keep the high street thriving. Issues such as single car occupancy needed reviewing as well as high levels of Co2 emissions and clean air zones could help this. It would also be important to ensure that the best was being made of the park and ride buses and sites by reviewing opening hours, frequency and if they could overlap on other routes. The pandemic encouraged healthier lifestyles but for them to continue safer speed zones across the city and working with police and stakeholders. The Executive Director of Community and Environmental Services explained that it was an ambition to have electric buses in the not too distant future. The city also had a successful fleet of car club vehicles which meant that it wasn't necessary to own a car personally.
- 8.2.2 Through looking at the sustainability of transport, it was vital to consider that there were some residents that did not own a car.
- 8.2.3 In looking at transport solutions, it would be necessary to look across the county. Officers explained that this strategy was aiming to achieve transport outcomes in the high-level strategy but there were a subset of plans such as the local transport plan

which gave a wider county look. This strategy was reviewing the longer trips into Norwich and what initiated them.

- 8.2.4 Although mobility was not mentioned in detail in the report, because it was a high-level strategy, it did set out the plans for social inclusivity. There was concern for the increased need for an app on a mobile phone and for those who either did not have the phone or the data.
- 8.3 The Committee **RESOLVED** to make any comments on the Transport for Norwich Strategy to be considered as part of the public consultation process, the outcomes of which will be used to finalise the strategy.

9. Performance of Key Highway Contracts

- 9.1 The Select Committee received the annexed report (9) which summarised the active contracts the Council's Highways Service has procured in terms of services provided, performance and value for money.
- 9.2 The following points were noted in response to questions from the Committee:
- 9.2.1 The performance of Amey "Norfolk Streetlighting Private Finance Initiative (PFI)" was managed at the monthly meetings with them, and payments were made according to the performance.
- 9.2.2 It was always surprising when there had been work carried out on street lighting, yet the public satisfaction was low. Officers explained that another round of LED upgrading was due to be embarked on. The data could represent those residents who were unhappy with part night lighting.
- 9.2.3 Members expressed concern at the distribution of signage reporting road closures, roadworks etc. It was hoped there could be more co-ordination between the signage and the associated works.
- 9.3 The Select Committee **RESOLVED** to comment on key highways contract performance and arrangements.

10 Highway and Transport Network Programme

- 10.1 The Select Committee received the annexed report (10) which set out an annual summary of the highway assets and network were being managed.
- 10.2 The Committee acknowledged the hard work that had been carried out by the highways teams throughout the pandemic and noted that maintenance had still been done.
- 10.3 The Committee **RESOLVED** to
1. **NOTE** the progress against the Asset Management Strategy Performance framework and the continuation of the current strategy and targets (Appendix A, B and C);
 2. **NOTE** the latest network management performance data and progress in the development of congestion and reliability indicators.

11. Forward Work Programme

- 11.1 The Select Committee received the annexed report (11) by the Executive Director of Community and Environmental Services setting out the Forward Work Programme to enable the Committee to review and agree it.
- 11.2 Cllr Walker would be the representative for Labour.
- 11.3 It was hoped that the economic development of the county could be included on the forward plan, particularly as furlough was ending as well as the £20 per week Universal Credit top-up which could impact low-income families.
- 11.4 The Chair explained that there was a time factor associated with the task and finish group with the recommendations being reviewed by the Committee in November.
- 11.5 The Select Committee reviewed the report and **RESOLVED** to
1. review and agree the Forward Work Programme for the Select Committee set out in Appendix A.
 2. agree the Terms of Reference for the Member Task and Finish Group as set out in Appendix B.

The meeting closed at 11.35pm

Chair



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**MEMBER/PUBLIC QUESTIONS TO SELECT: INFRASTRUCTURE AND DEVELOPMENT
COMMITTEE: 15 September 2021**

5. PUBLIC QUESTIONS

5.1	Question from Lynda Groves
	Is anything being done to address flooding in high-risk areas of Norwich?
	Response by Chairman of I&D Committee (Assigned to Grahame Bygrave)
	<p>There is a considerable amount of work being done to proactively reduce the risk of surface water flooding in Norwich.</p> <p>A key part of this is the Council's proactive highway's gully cleaning programme, which runs throughout the year. Gullies are routinely cleaned in a cyclic manner, but those in higher-risk areas are cleaned more often in order to prevent surface water flooding. These routine works are complemented by small drainage improvement schemes.</p> <p>The Council have also been working with partners on the CATCH EU Interreg project in the high flood risk areas of Norwich since November 2018. This project has installed over 1,703 specially designed water butts and raised planters in properties that capture rainwater from roofs during a storm and release it back into the sewer network after the storm has passed. The installed units can hold up to a total of 320,000 litres of water, helping reduce the pressure on existing sewers and reduce the impact and frequency of surface water flooding. It is hoped that the findings from this pilot project will be incorporated in future surface water mitigation projects as they progress.</p> <p>Although the Council is responsible for highway drainage, most of our gullies connect into Anglian Water drainage systems which also drain private properties. Anglian Water have resources to improve capacity and their priority tends to be where foul sewage flooding occurs. However, we also look for opportunities to improve drainage where we can and work closely with Anglian Water. An example of this is the recently completed (2018) Norwich Fringe Drainage improvements which brought in some £10.3m of funding to improve drainage assets across Norwich.</p> <p>In addition, the Norfolk Strategic Flood Alliance (NSFA) has been set up this year to further co-ordinate the 36 different agencies that have flood and water management responsibilities across Norfolk, in order to provide a better coordinated response. As part of their work, 16 sites across Norfolk that are regularly at risk of flooding have been identified. These sites form the first tranche of locations that the NSFA will inspect with a view to proposing how to minimise or mitigate local flooding risk. Sites in Norwich will be considered during future phases as funding becomes available.</p>

6. LOCAL MEMBER ISSUES/ MEMBER QUESTIONS

6.1	Question from Cllr Councillor Jamie Osborn
	<p>Question: The Government's recent Decarbonising Transport plan requires councils to set out how local transport plans will deliver quantifiable carbon reductions in transport in line with national carbon budgets and net zero ambitions. The Transport for Norwich Strategy includes a commitment to building the Western Link road. The carbon emissions from that scheme will not be calculated until an environmental impact assessment is carried out by the contractors. Does [addressee] agree that a robust and transparent calculation of the full carbon emissions of the NWL should be available before adoption of the TfN Strategy?</p> <p>Supplementary: The Committee on Climate Change recommends that to achieve required carbon targets, a reduction of overall traffic levels is required. Will [addressee] consider inclusion of targets for reducing overall traffic as part of the LTP4?</p>
	Response by Chairman of I&D Committee (Assigned to Vince Muspratt)
	<p>The new Transport for Norwich Strategy, currently out for consultation, sets a long term and ambitious policy commitment to reduce carbon emissions and promote sustainable transport measures. It commits the Council to reducing carbon emissions from transport in Norwich to make the necessary contribution to the national target of reducing emissions from all sources by 78% by 2035 compared to 1990 levels and achieving net zero by 2050. The proposed strategy recognises that there are a number of new and improved strategic connections being developed, including the Norwich Western Link. This new Transport for Norwich Strategy also commits the Council to develop a carbon budget for the transport programme to demonstrate how it will ensure emissions are contained within the budget.</p> <p>This strategy puts in place the commitment to develop a carbon budget and to set a baseline and gather evidence for far-reaching interventions including restrictions in travel demand, mode shift through an increased emphasis on active travel and accelerating the switch to electric vehicles. It would be premature to require the detailed carbon budget baseline work to be carried out before deciding to adopt a strategy which commits the Council to develop a carbon budget.</p> <p>Supplementary</p> <p>The draft Fourth Local Transport Plan sets out a policy commitment to meet the County's Environmental Policy and recognises that there is further work to do through development of an implementation plan and it will be at that stage that a range of targets and interventions will be set out in detail.</p>

Infrastructure and Development Select Committee

Item No: 7

Report Title: Norfolk Rural Economic Strategy 2021-4

Date of Meeting: 17 November 2021

Responsible Cabinet Member: Cllr Graham Plant (Cabinet Member for Growing the Economy)

Responsible Director: Tom McCabe (Executive Director, Community and Environmental Services)

Executive Summary

The Norfolk Rural Economic Strategy (the Strategy) sets out a partnership approach by the public, private and not-for-profit sector to rural economic development in Norfolk over a three-year period.

The third edition of the Strategy, covering 2021-2024, can be found in the appendix of this report.

The Strategy provides an evidence base and priority themes to deliver our rural vision of “inclusive, sustainable communities with a dynamic, connected economy and healthy natural environment, able to meet the needs of all rural residents and visitors”.

Without any dedicated funding to deliver the Strategy’s priorities, the role of the Steering Group is crucial, to advocate for investment in rural Norfolk and to work with partners to shape future programmes and develop projects to access that funding, to address the Strategy’s priority themes. This is particularly true in 2021, with the major changes the Strategy is seeking to respond to since the last edition including:

- A new policy environment:
 - A post-EU funding regime for land-based businesses, with the shift from subsidies for agricultural production to environmental improvements
 - The creation of the Government’s UK Shared Prosperity Fund (SPF), to replace the EU funds we have bid for so successfully in the past, such as our rural business diversification LEADER and DRIVE programmes (covered in the report)
 - A greater emphasis on Net Zero – the drive to reduce carbon emissions
 - The Government’s ‘Levelling Up’ agenda, which seeks to ensure that no communities are left behind in participating in economic growth.
- New challenges and opportunities for market towns and how we capitalise on post-pandemic work and consumer patterns.

The Strategy's priorities are built around six major themes, underpinned by a focus by the Steering Group on advocacy for investment in rural Norfolk and the development of a pipeline of projects. The themes are:

- New Rural Economy and Market Towns
- World Class Environment and the Green Economy
- Community Resilience
- Skills and Rural Innovation
- Digitalisation and technology adoption
- Modern Infrastructure

The report provides more detail of some of the priorities under each theme.

The Strategy will also complement and inform rural interventions required to deliver against the Norfolk Investment Framework, which Cabinet agreed to commission at their meeting on 2 August 2021. The Framework will identify investment priorities for the county as a whole, based on a wide range of sources of evidence, with a view to targeting future funding streams such as SPF.

A Delivery Plan will be produced for the Strategy once the Government's guidance on SPF has been published. Early ideas for inclusion in the Delivery Plan are included in the report.

Actions required

The Select Committee is asked to:

- 1. Review and consider the Norfolk Rural Economic Strategy 2021-24**
- 2. Note that a Delivery Plan for the Strategy will be produced once the Government's guidance on the UK Shared Prosperity Fund has been published.**

1. Background and Purpose

- 1.1** Rural economies are spread over larger, less concentrated areas than their urban counterparts. They can be harder to define and their opportunities and challenges, while no less real than those in urban areas, can be less visible or identifiable. As such:
 - securing funding to develop economies in a rural setting can be harder and
 - the cost of delivery can be greater in large, more sparsely-populated places.
- 1.2** Since 2013, the Norfolk Rural Economic Strategy (the Strategy) has provided the evidenced priorities to help make the case to Government for rural investment and to draw down funding for projects and programmes to support rural economic growth. These have included:

- The development of a **Food Innovation Centre** at the [Food Enterprise Park](#) at Honingham.
- [LEADER](#). Norfolk County Council has managed EU-funded LEADER programmes, designed to support rural business growth and diversification, for a number of years. The current 7-year programme has just finished, with over £9m of project spend and 241 jobs contracted to be created.
- [DRIVE](#). A mentoring and capital grant programme aimed at businesses contributing to the rural economy, offering 12 hours of business mentoring and capital grants of £5,000 - £30,000 towards up to 40% of project costs.
- [LIFT Community Grants Programme](#). Financed by the European Social Fund (ESF), to improve access to skills provision for those in rural areas who are not job ready and to support them into employment.
- [Natural Capital Evidence Compendium for Norfolk and Suffolk](#). Developed to form part of the underpinning evidence for a Norfolk & Suffolk 25 Year Environment Plan.

1.3 The refreshed Norfolk Rural Economic Strategy responds to:

- A need to respond to the changes in rural funding following the UK's exit from the European Union, particularly following the Agriculture Act 2020 which provides the framework for replacement agricultural support schemes for direct payments to farms, where a new principle of "public money for public goods" is now in place, and rural development payments – both from the Department for Environment, Food & Rural Affairs (DEFRA)
- A need to be ready to draw down funding from the UK Shared Prosperity Fund and broader Levelling Up agenda
- A renewed emphasis on Net Zero and sustainability
- New challenges and opportunities, including for our market towns and how we capitalise on post-pandemic shifting work and consumer patterns and the ongoing digital transition accelerated by COVID-19
- A growing need to encourage sustainable communities, as the rural demographic ages
- The opportunity and need to build on achievements of recent rural economic development programmes such as those mentioned in 1.2.

1.4 This edition of the Strategy will complement and inform rural interventions of the commissioned Norfolk Investment Framework, which Cabinet agreed to produce at their meeting on 2 August 2021.

1.5 The Strategy's Steering Group will continue to work closely with the New Anglia Local Enterprise Partnership, both in terms of shaping its Renewal Plan, which is due to be published in January 2022 and the delivery plan of the Agri-Food Industry Council, which leads on strategic delivery for agricultural production and the food chain across Norfolk and Suffolk.

- 1.6 The Steering Group comprises stakeholders including the Federation of Small Businesses (FSB), Community Action Norfolk, New Anglia Local Enterprise Partnership, officers from the County Council and rural districts, an elected member from Norfolk County Council, the principal of City College Norwich (incorporating Easton College), the National Farmers' Union (NFU), the Broads Authority, the Country Land and Business Association and representatives from the private sector, including a digital specialist, and is chaired by an experienced rural consultant, Martin Collinson.

2. Proposal

- 2.1 The Strategy's vision for rural Norfolk is for "inclusive, sustainable communities with a dynamic, connected economy and healthy natural environment, able to meet the needs of all rural residents and visitors".

- 2.2 Delivery of the Vision is built around six themes, with an overarching delivery focus, including influencing government on rural investment:

- New Rural Economy & Market Towns
- World Class Environment and the Green Economy
- Community Resilience
- Skills and Rural Innovation
- Digitalisation and technology adoption
- Modern Infrastructure

- 2.3 In the **New Rural Economy & Market Towns** theme, the Strategy responds to declining retail sector in our Market Towns pre-pandemic with the opportunity that the growth in e-commerce offers, the scope for new tourism opportunities and the continued need to support rural diversification:

In our **Market Towns**, the Strategy supports:

- The establishment of a Market Towns Working Group to explore and prioritise the challenges for our rural towns today
- Building on best practice, such as in Breckland, where a suite of Town Delivery Plans is being produced for Dereham, Thetford, Attleborough, Swaffham and Watton.

This group of towns could act as pilot for a rural Local Investment Board, similar to the current Town Deal Boards for Norwich, Great Yarmouth, and King's Lynn. Local stakeholders would come together to assess their Town Delivery Plans against the SPF priorities and those of the Norfolk Investment Framework and Norfolk Rural Economic Strategy, in order to develop funding bids that target recognised challenges or opportunities.

- Repurposing of private and public sector vacant buildings

For our **Visitor Economy**, the Strategy supports:

- The growth of experiential tourism, and the need to encourage tourism growth away from the coastal hotspots, in a way that benefits the wider rural economy and the environment.

On **Rural Diversification**, the Strategy proposes:

- Building on the experience and best practice of the LEADER and DRIVE programmes mentioned above, to lobby for, secure and promote new business diversification grants for rural businesses.
- There is significant potential to deliver new enterprises in food and drink, the green economy, and services.

- 2.4 In the **World Class Environment and the Green Economy** theme, the Strategy responds to the importance of Net Zero, sustainability and biodiversity, the increasing consumer preference for sustainable, local produce and health and exercise becoming a larger motivation for tourism:

On the **Natural Environment**, the Strategy:

- Supports investment in the natural environment to facilitate sustainable tourism and community wellbeing, through promoting active access to the countryside, e.g., walking and cycling, with their benefits for physical and mental health. These are some of the ‘public goods’ the Environmental Land Management Schemes (ELMS) could deliver, through improved access to the countryside.
- Recognises biodiversity as a key environmental asset which supports a healthy ecosystem and has clear benefits for the economy.

On **Clean Energy, Clean Transport and Biomaterials**, the Strategy supports:

- Interventions to facilitate electric vehicles (EVs) by 2030 – a particular challenge in rural areas, with poor charging infrastructure supply currently, and challenges to grid capacity that will require innovation and investment
- Active modes of transport, such as cycling, with major benefits for physical and mental health
- The UK Bio-economy Strategy (2018), which seeks to double UK sector GVA to £440bn by 2030, through new industrial use of agricultural by-products, including bioenergy, biomaterials, and bioplastics in rural Norfolk.
- Community-led action to deliver clean energy, such as building on the building on the learning from the [EU-funded Intelligent Community Energy project](#), for which UEA is a testbed.

- 2.5 In the **Community Resilience** theme, the Strategy responds to the need to sustain resilient communities with balanced demographics and infrastructure for all age groups in society, supporting:

- Improved rural bus services, through the implementation of a Bus Service Improvement Plan for Norfolk, as well as a £700,000 pilot project (funded by

the Rural Mobility Fund), to trial digital on-demand services in the villages around Swaffham.

- Improved digital access to services for rural communities, including through collaboration with the not-for-profit sector. The Steering Group will make the link to the County Council's new [Digital Strategy](#), to identify gaps in provision, how they could be plugged and any advocacy needed from the Steering Group.
- Advocacy, lobbying and exploration of best practice elsewhere for solutions to the challenge of affordable housing in rural areas, much of which is out of reach of young people and key workers.
- Preventative health interventions, such as projects targeting healthy and active ageing, or social prescribing for obesity or mental health.

2.6 On **Skills & Rural Innovation**, the Strategy responds to a need to improve the rural skill base and encourage rural business to be more innovative:

- Working with education providers and the LEP's Skills Advisory Panel to upskill the rural workforce. An agri-skills project with employers is already under way, as well as a wider initiative to identify the skills needed for future 'clean growth' jobs.
- Building on the best practice – and potentially scaling up through new funding streams – successful programmes run by the County Council, such as:
 - [LIFT Community Grants](#), mentioned in 1.2
 - [Go Digital](#) for micro, small and medium sized businesses across Norfolk who want to make better use of digital tools to help them grow.
 - [Innovation Grant Mentoring Programme](#), which seeks increase the number of rural businesses accessing the Government's innovation funding schemes for Research and Development.

2.7 On **Digitalisation & Technology Adoption**, the Strategy responds to growth in e-commerce and the change in the way people work and access services, with a need for rural business to keep pace, supporting:

- The consideration of best practice and business models for the provision of workspace through rural hubs, capitalising on remote working to increase demand for rural service providers and retailers to support a vibrant rural economy.
- Improved remote service delivery and access, linked to the Council's new Digital Strategy.
- Work with partners, including innovation and technology providers, to target increased adoption of automation in major sectors of the rural economy, such as the agri-food and care sectors.

- 2.8 On **Modern Infrastructure**, the Strategy supports the transition to clean energy, sustainable transport, a digital economy, and sustainable water management, advocating:
- an ‘outside in’ approach to the roll out of gigabit connectivity and 5G so that infrastructure is targeted at the hardest to reach rural communities first.
 - further investment in more sustainable transport options, which also have the benefit of improving health and attracting visitors.
 - to resolve constrained rural electricity grid capacity, working with skills providers to ensure rural Norfolk has the skill base to build new infrastructure.
 - the adoption of the [East of England Water Management Regional Plan](#), due to be launched in January 2022.
- 2.9 A Delivery Plan for the Strategy will be produced once the guidance on the SPF has been published. Understanding the implications of the guidance for Norfolk’s rural communities and starting to develop programme approaches (eg for a delegated funding scheme for rural business diversification), will be a key priority over the coming months.

3. Impact of the Proposal

- 3.1 As well as identifying priorities, making the case for funding and ensuring impact through the Delivery Plan, the Steering Group will tap into relevant networks to stimulate collaboration and project development, to deliver against the Priority Themes of the Strategy.

The Delivery Plan will outline and monitor activity, outputs and impact over the three years of the Strategy.

4. Evidence and Reasons for Decision

- 4.1 This is the third iteration of this partnership Strategy, each one responding to updated circumstances, such as a new national policy framework, and, this time round, the impact of the pandemic.

A refreshed evidence base, and online data dashboard that will be regularly updated, are also being provided, and will be used to advocate for and secure funding for the Strategy’s priorities.

There was strong support for the Strategy’s themes and priorities from the stakeholder consultation – both from the three engagement webinars (involving more than 60 individuals and organisations) and the online survey, which received 98 respondents.

5. Alternative Options

- 5.1 We could subsume rural economic development into the broader Norfolk Investment Framework, but this would lose the long-standing stakeholder partnership and broad expertise provided by the Steering Group.

There are also specific challenges that this Strategy and the Steering Group are best suited to champion and progress, such as challenges for market towns across the county and the implementation of project proposals that target specific rural circumstances, such as ELMS.

The Council supports the delivery of the current Strategy, with some dedicated officer time from the Growth and Development team.

6. Financial Implications

- 6.1 Without specific allocated funding to deliver the Strategy's priorities, the role of the Steering Group is crucial, to advocate for investment in rural Norfolk and work with partners to shape future funding programmes and develop projects to access that funding, to address the Strategy's priority themes.

The Strategy will also 'plug in' to the Norfolk Investment Framework which will identify and prioritise investment in Norfolk as a whole, to draw down SPF monies.

Other partner organisations will also develop projects and access different funding streams to deliver the Strategy's priorities – activity that the Steering Group will also record within the Delivery Plan.

7. Resource Implications

- 7.1 **Staff:** The County Council's Growth & Development team provides the secretariat for the Strategy's Steering Group, and a degree of officer support to develop interventions and project ideas.

The Steering Group also works with subject experts (eg at the University of East Anglia) the County Council's External Funding Team, to bring forward project proposals for funding.

However, we can't progress all the priorities in the Strategy's six themes at once. As mentioned at 2.9, we are proposing an annual Delivery Plan, concentrating on the most important priorities for that year. Over the next few months, this will focus on taking account of the SPF guidance, and advocating for relevant grant schemes, particularly to support the rural economy.

- 7.2 **Property:** None.

- 7.3 **IT:** None as a direct result of this report – the digital economy, and digital access to services are key priorities in the Strategy itself.

8. Other Implications

8.1 Legal Implications: Individual projects undertaken to address the Strategy's priorities will consider the legal implications of the interventions they are seeking to deliver.

8.2 Human Rights Implications: None

8.3 Equality Impact Assessment (EqIA):

The consultation process included engagement with groups representing protected characteristics. Individual projects undertaken to address the Strategy's priorities will complete EqIA assessments, as needed.

8.4 Data Protection Impact Assessments (DPIA): None

8.5 Health and Safety implications (where appropriate): None

8.6 Sustainability implications (where appropriate):

Sustainability is a key theme of the Strategy, in its widest sense – economic, community and environmental.

8.7 Any Other Implications: n/a

9. Risk Implications / Assessment

9.1 Individual projects undertaken to address the Strategy's priorities will consider the legal implications of the interventions they are seeking to deliver.

10. Actions required

The Select Committee is asked to:

1. Review and consider the Norfolk Rural Economic Strategy 2021-24
2. Note that a Delivery Plan for the Strategy will be produced once the Government's guidance on the UK Shared Prosperity Fund has been published.

11. Background Papers

11.1 The previous Strategy (2017-20) can be found [here](#).

Officer Contact

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Norfolk Rural Economic Strategy

2021 - 2024

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Acknowledgements

The Norfolk Rural Economic Strategy for 2021-2024 was developed in consultation with both the Steering Group for the current 2017-2020 Strategy (which comprises members of the public, private and not-for-profit sectors, such as the Federation of Small Businesses, Community Action Norfolk, Broads Authority and County and District Councils) and a dedicated Strategy Working Group – some 18 representatives of Rural Norfolk in all.

The Strategy refresh also included a public online consultation which received 98 responses - of which 72% were from the public, with 90% of respondents overall living or working in Rural Norfolk.

Three consultation webinars were also attended by more than 60 partner individuals and organisations.

The Steering Group would like to thank all those who took the time to suggest ideas, provide comments and advise on the content of the strategy. We have sought to include the key issues raised by consultees.

Executive Summary and Foreword

From the time of the first Agricultural Revolution, Rural Norfolk has been at the forefront of change. Environmental land management schemes, now the central feature in UK Agricultural Policy, trace their roots back to pilots in The Broads in the 1980s, long before it became a National Park.

In 2021, Covid-19 has impacted every aspect of life and the implications for how we all live, work, travel and spend will be with us for many years. However, the respondents to our consultation on this Strategy were positive about the future – while the pandemic has had many negatives, it has also created a real movement to change for the better. Norfolk is known as the place that likes to ‘do different’ and we need to use the learning from the pandemic to rethink what we want our rural communities, economy, and environment to be like, while retaining Norfolk’s essence – a county of big skies and open spaces, with a self-reliant, resourceful population who are not afraid of change.

The **Norfolk Rural Economic Strategy** is refreshed every three years, against a set of guiding principles:

- To be ambitious for Rural Norfolk, so it delivers a dynamic, sustainable economy and quality of life for all
- To make the case for Rural Norfolk to decision makers at every level – from parish to national government
- To provide the underpinning evidence base to make the case for investment
- To adopt an intervention approach of:
 - Assessing what is already going around the county to address the challenges and opportunities the evidence base and Strategy identify, and pinpoint gaps in provision
 - Learning from, and working with other areas – our neighbouring counties, rural areas elsewhere in the UK and overseas - to build on best practice models of rural economic development and produce a pipeline of projects that delivers on the themes of the Strategy

Our **Vision** for Rural Norfolk is **inclusive, sustainable communities with a dynamic, connected economy and healthy natural environment, able to meet the needs of all rural residents and visitors**

In 2021, we have seen accelerating changes – some of which were already apparent before the pandemic:

- The transition to digital and online, affecting the way we work, learn and access services and entertainment, and which has had a profound effect on our market towns
- An increased focus on ‘clean growth’, as we seek to transition to net zero by 2050
- A growing emphasis on healthy communities, to combat growing levels of obesity, mental health problems and widening health inequalities
- A UK policy focus on helping the country to ‘Build Back Better’ – responding both to the pandemic, and to our exit from the EU and the shift from funding for agriculture to the environment, and access to nature.

The Strategy seeks to respond to these major changes to rural community life, and has been shaped by the evidence and consultation responses, with an over-arching Delivery focus, underpinned by six priority themes:

Delivery. We will advocate for rural investment, aligning with wider strategic plans, such as the Renewal Plan of the New Anglia Local Enterprise Partnership for Norfolk and Suffolk and the Norfolk Investment Framework, being led by Norfolk County Council, both of which are due to be produced in early 2022. In light of our exit from the EU and the move to UK Government funding for ‘levelling up’ all parts of the UK, it is even more important to strongly make the case for funding for rural Norfolk. To support the making of that case, we are publishing a new evidence summary, enhanced by an online dashboard of key data that will

be kept up to date. The Steering Group will also produce an annual Delivery Plan for each year of the Strategy and work with partners to develop a pipeline of projects to address the Strategy's themes and deliver the Vision.

New Rural Economy and Market Towns. The role of our Market Towns and larger villages is changing, due to the pandemic, changing consumer patterns and digitalisation. We will examine their challenges and opportunities, setting up a Market Towns Working Group to explore what we can do collectively, including the scope to target the Government's UK Shared Prosperity Fund, potentially establishing Local Investment Boards to develop bids to the Fund. We will also make the case for a delegated grant scheme from the Fund for rural business diversification, informed by the successful [LEADER](#) and [DRIVE](#) programmes.

World Class Environment and the Green Economy. Norfolk has been a leader in the evolution of the green economy and we aim to remain at the forefront of the sustainability transformation, by embracing clean energy and transport, supporting new markets in ecosystem services and the bio-economy, and by using the natural environment to support sustainable tourism. With our long track record on biodiversity and landscape action, coupled to our region's leadership on clean energy and climate science, we are well placed to 'build back better' in relation to the environment and our own health and wellbeing, through targeted projects.

Community Resilience. Rural areas, together with our market towns, are home to over half of Norfolk's total population and, to be truly sustainable, our rural areas must have vibrant, diverse, and healthy communities which enjoy access to 21st Century services and job opportunities. As well as meeting the needs of an ageing population, it is vital to support the needs of the young people and families who are essential to the sustainability of our rural communities. The County Council will produce a Bus Service Improvement Plan, and work with partners to identify projects to address social, community and health challenges, and new ways to access services. We will also explore solutions to the affordable housing challenge in our rural communities.

Skills and Rural Innovation. We need to ensure the rural workforce has the skills needed for *Industry 4.0* — the change in jobs roles driven by digital technologies - as well as those new roles arising from clean growth. This will involve re-skilling and upskilling our workforce, using blended models of online and face-to-face delivery. The County Council is delivering several programmes linked to this priority theme: skills programmes for the clean energy and agri-tech sectors and the [Innovation Grant Mentoring Programme](#), which aims to help businesses develop the skills needed to bid for Government innovation funding.

Digitalisation and technology adoption. The digital transition in 2020, in how we live, learn, work, access public services and buy goods and services, is here to stay and we need to address the constraints too many still face, due to a lack of digital connectivity, digital skills or awareness of the opportunities digital provides. Digitalisation offers major opportunities to the rural economy in terms of remote working, e-commerce, and remote service delivery in the public and private sectors, while automation has applications, from the control of rural water and energy systems, to self-driving vehicles and crop harvesting, where labour availability is a major constraint. We will work with partners to explore innovative ideas and demonstration projects, with the County Council's [Go Digital](#) programme, a key initiative in helping businesses to do more business online.

Modern Infrastructure. We will lobby for, and help and deliver, modern infrastructure, such as broadband and mobile digital technology, roads, public transport, walking and cycling infrastructure, water (including the [Water Resources East Regional Plan](#)), and energy. Electric vehicle (EV) charging infrastructure in rural areas is also a high priority, with the ban on sales of petrol and diesel-powered cars and vans by 2030.

The Steering Group that I chair brings together the diverse talents of a range of organisations, each with their own extensive networks. Through our annual Delivery Plan we will work with many partners, to take forward those actions that will have the most impact on building a better future for our rural communities.

Martin Collison, Chairman, Norfolk Rural Economic Strategy Steering Group

Introduction

Norfolk's Rural Economic Strategy (the Strategy) was developed in 2013 and refreshed in 2017. Since 2013 much has changed, from the march of technology to our exit from the EU, a growing urgency in the need to tackle climate change, and in 2020, Covid-19 which created the deepest recession in 300 years and largest global health pandemic since the 1918 Spanish 'Flu.

We need to respond to these events, which will have major impacts on how we live, work, spend and use our leisure time: Our aim is to make Rural Norfolk an attractive place to live, work, visit and invest in – for all age groups.

While agriculture is a key part of the rural economy, it is not a direct focus of the Strategy. One of the sector councils overseen by the New Anglia Local Enterprise Partnership for Norfolk and Suffolk (the LEP), is the [Norfolk and Suffolk Agri-Food Industry Council](#), which leads strategic delivery for agricultural production and the food chain across both counties. To complement the work of the Council, this edition of the Strategy focuses on the implications of changes to national agricultural policy, which places more emphasis on environmental work ('public money for public good') and the driver for carbon reduction, and associated jobs ('clean growth'). The Strategy's Steering Group, and Agri-Food Council, have some members in common, which will ensure that the two groups will continue to work together closely.

The earlier editions of the Strategy have been used to support successful bids for funding for rural projects and programmes and this will continue. However, a thriving rural community and economy are also dependent on advocacy, place-shaping and partnership working, and therefore actions on infrastructure and the way services, including health care and skills and employment, are delivered are also a focus.

The principles underpinning the Strategy are therefore:

- To be ambitious for Rural Norfolk so it delivers a dynamic, sustainable economy and quality of life for all age groups
- To make the case for Rural Norfolk to decision makers at every level - from parish to national government
- To provide the underpinning evidence base to make the case for investment
- A project development approach of:
 - Assessing what is already going around the county to address the challenges and opportunities the evidence base and Strategy identify, and pinpoint gaps in provision
 - Learning from, and working with other areas – our neighbouring counties, rural areas elsewhere in the UK and overseas - to build on best practice models of rural economic development with a pipeline of projects to deliver on the themes of the Strategy.

Our Vision for Rural Norfolk is inclusive, sustainable communities with a dynamic, connected economy and healthy natural environment, able to meet the needs of all rural residents and visitors

The need for a Norfolk Rural Economic Strategy

Why the rural focus?

Rural economies are, by definition, dispersed over larger, less concentrated areas than their urban counterparts. They can be harder to define and their identities, opportunities, and challenges can be less visible or identifiable. As such, securing funding to develop rural economies can be harder, and the cost of delivery can be greater in large, more sparsely populated areas. This remains as true today as when the first Strategy was written in 2013.

What do we mean by Rural Norfolk?

The Strategy defines Rural Norfolk in a broad sense¹, recognising that while our market towns have urban centres, they serve surrounding rural areas.

As such, the Strategy recognises **Norfolk as a predominantly rural county**, with the exception of Norwich and the urban centres of Great Yarmouth and Kings Lynn.

On this basis, **70.2%** of Norfolk's population, or over 637,000 people, can be described as living in rural Norfolkⁱ.

This compares to **62%** of the workforce working in rural Norfolk².

Four of our districts have a majority rural population: Breckland, Kings Lynn and West Norfolk, North Norfolk, and South Norfolk.

Over half of the people in the County claiming universal credit while looking for work, live in rural Norfolk³.

The Rural Norfolk Economy

The rural economy in Norfolk is diverse, and while some sectors have a distinctly rural nature (eg agriculture and much of the tourism offer), rural areas contain many of the same types of businesses as urban areas, with the largest employers including hospitality, public sector employment (including health) and the wholesale, distribution, and retail sector.

Our rural economyⁱⁱ also has current strengths in sectors which were traditionally seen as urban. For example, manufacturing has a strong rural presence, with concentrations on redundant airfields and along the A11 corridor, amongst other areas. Indeed, our more rural areas (especially King's Lynn and West Norfolk and Breckland) have a higher proportion of

52.6% of people in the county claiming universal credit while looking for work, live in rural Norfolk

74.9% of Norfolk's SMEs are rural

¹ The Office of National Statistics (ONS) assigns neighbourhoods to an urban or rural classification based on whether its centre is within or outside a built-up area of greater than 10,000 people. In the narrower ONS definition, 49.2% of Norfolk's population lives in one of these rural locations, a fall from the 53% evidenced in our forerunner Strategy in 2013. In this definition, over a quarter (26.8%) of Norfolk's population lives in a village or dispersed setting, either in a sparse or not sparsely populated setting. Over a fifth of Norfolk (22.3%) lives in a rural town setting.

² ONS 2011

³ NOMIS claimant counts, June 2021, using the Strategy's rural definition

their employment in manufacturing than in than in our largest urban centres.

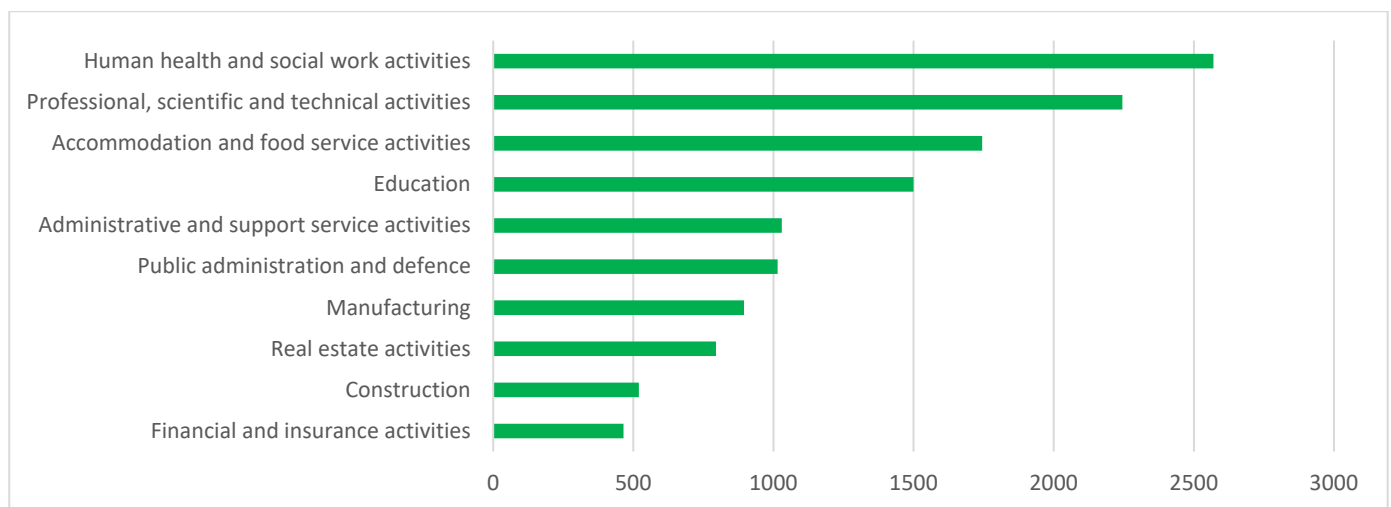
Growth sectors in Rural Norfolk⁴

In the years preceding the pandemic (2015-19), Rural Norfolk experienced good growth in employment across many sectors, including the professional, scientific, and technical fields, accommodation and food services and manufacturing.

The growth was not even, with Breckland experiencing no accommodation and food services growth but growth in the professional, scientific, and technical employment fields. King's Lynn and West Norfolk experienced strong manufacturing growth.

By contrast, the cultural (-355) and retail (-2,085) sectors contracted in Rural Norfolk in the years prior to the pandemic.

Biggest Growth Sectors in Rural Norfolk by Employment, 2015 – 2019⁵



The growing importance of technical and digital skills in Rural Norfolk is reflected in the Strategy, as is the need to develop the tourism sector away from the coastal hotspots and support rural business in our market towns.

Our rural districts also vary between each other, as much as they do from our urban centres, with hospitality and accommodation playing a larger role in the economy of North Norfolk (13.9% of all employment) than Breckland (6%), despite both being largely rural.

Business start-up rates⁶ in Norfolk's rural districts are well below the national average, with, for example, only 53 businesses started per 10,000 working age inhabitants in North Norfolk, compared with 94 in the UK.

Of the four majority-rural districts in the county, only South Norfolk (66) has a start-up rate higher than the all-Norfolk rate of 63 per 10,000 working age peopleⁱⁱⁱ.

Start-up Rates per 10,000 people:

UK: 94

Norfolk: 63

Norfolk Rural Districts: 60

Productivity

⁴ ONS Business Register and Employment Survey, 2019

⁵ ONS Business Register and Employment Survey 2015-19

⁶ Per 10,000 people of working age (ONS Business Demography, 2019), Rural districts rate includes the majority-rural districts of Breckland, North Norfolk, Kings Lynn and West Norfolk, and South Norfolk

Norfolk's more rural districts have a lower output per person than urban Norwich and relatively urban Broadland. North Norfolk has the smallest GDP per capita in the county and is also the most rural.

Gross Domestic Product per Capita in Norwich and our most rural districts⁷



Building on the previous editions of the Strategy

Since the first edition of the Strategy and underpinning dataset was published in 2013, the public, private and not-for-profit Steering Group has worked to influence and support a number of rural economic growth initiatives, including:

Advocacy: On behalf of the Steering Group, Norfolk County Council has responded to a range of government consultations and requests for evidence, eg, making the case for a fair share of central government funding, the case for the UK Shared Prosperity Fund for rural areas and the Glover Review of National Parks. Fairer funding for the rural economy remains a pressing need, as reported by the [Rural Services Network](#), of which the Council is a member.

Digital Divide Group: led by Anglia Farmers, this group, with the support of the Steering Group, made considerable progress in raising the profile of broadband and mobile issues in rural areas. However, there is still much to do, not least with 4G and 5G rural coverage and fibre-to-premises broadband.

The **Broadland Food Innovation Centre** on the [Food Enterprise Park](#) will provide essential facilities, as well as a managed Food and Drink Innovation Cluster, to support this sector to grow, collaborate and develop new product lines. Awarded £2.7m from Government's Getting Building Fund, matched by local partners, including Broadland District Council, the LEP and the University of East Anglia (UEA), delivery of the project will also involve Hethel Innovation, Norwich City College and the Quadram Institute.

LEADER Programme: Norfolk County Council has managed EU-funded LEADER programmes, designed to support rural business growth and diversification, for a number of years. The current 7-year programme has just finished, with over £9m of project spend and 241 jobs contracted to be created. Ensuring the availability of funding for rural business diversification remains a key focus.

LIFT Programme: The EU-funded LIFT programme, managed by Norfolk County Council, aimed to improve access to skills provision for those in rural areas who are not job-ready and to support them into employment.

Natural Capital Evidence Compendium for Norfolk and Suffolk: Responding to the transition from EU support to agricultural businesses to produce food to UK Government funding for 'public money for public good', the Steering Group developed the idea of a natural capital evidence [compendium](#). The counties of Norfolk and Suffolk have stewardship of a wealth of natural assets. The purpose of the compendium is to present information about

⁷ ONS 2018

these assets and the potential risks to them, to provide an element of the preparatory work for a Norfolk and Suffolk 25 Year Environment Plan.

EXPERIENCE: running from September 2019 until June 2023 with the aim to promote new tourism ‘experiences’ between October – March, increasing the number of visitors and overnight stays during the off-peak season to six areas across England and France.

More details on some of these projects can be found in the appendix.

While a lot of work has been undertaken since 2013 to support rural Norfolk’s growth, the data shows there is still much to do. This Strategy recognises the continued work that needs to be done to address the evidenced structural weaknesses, such as in entrepreneurialism, business productivity and connectivity, and to equip our rural residents and workers for a changed economic and policy setting. There are also opportunities to build on previous work on Green Growth and a need for our market towns to reverse the decline seen in retail in recent years, using the growth in homeworking and online e-commerce to do so.

With New Anglia LEP now leading on the agri-tech agenda through the Norfolk and Suffolk Agri-Food Industry Council, this edition of the Strategy focuses on the broader rural economy, especially our Market Towns, Green Economy and strengthening the economic resilience of our communities.

Having prepared this Strategy in the midst of the challenges arising from the pandemic, the Steering Group is doubly grateful for the time invested by rural stakeholders and the general public into provide input to its development.

Key Messages from the Consultation

The Strategy’s Vision and Priority Themes went out to consultation on Norfolk County Council’s Citizen Space platform. They received a strong endorsement from consultees, with their key priorities, including: the need to be ambitious on Green Growth; the provision of affordable rural housing remains a pressing concern.

Within the broader Green Growth feedback, the importance of biodiversity in underpinning our rural economy was a key message and is reflected in the Strategy. A need to encourage Norfolk’s tourism away from the coastal hotspots, and to be mindful of its impact also came through, with this issue perhaps brought to the fore by the pandemic and the increased number of domestic holidays in 2020-21.

Many respondents stated the need for a continued emphasis on improved digital connectivity and rural transport. Young people at online engagement events told us that, while remote delivery of education can bring great benefits, it can never fully replace social impact of campus life.

Across the consultation process, three themes were consistently mentioned:

- **Digital Transition** - respond to the digital transition we saw in 2020 in how we all live, learn, work, access public services, buy goods and services and how often we travel. These changes are here to stay and we have to embrace the opportunities this transition creates, by addressing the constraints too many still face due to a lack of digital connectivity, digital skills, or awareness of the opportunities digital provides.
- **Clean Growth** - focus on how to ‘Build Back Better’ in relation to the environment, given its importance to our biodiversity, planetary health and our own health and wellbeing. There is a lot to do, but with our long track record on biodiversity and landscape action, coupled to our region’s leadership on clean energy and climate science, we are well placed to lead positive change creating a cleaner environment for all.

- **Sustainable Communities** - develop healthier communities, encouraging measures to sustain a balanced demographic profile, such as affordable housing, developing the skills to access future jobs and new ways to access services. Rural communities can provide excellent places to live, but it is important that we don't regard a pretty landscape as compensating for a lack of access to health and wellbeing services or the life chances which are found in urban areas. To be truly sustainable our rural areas have to have vibrant, diverse, and healthy communities which enjoy access to 21st Century services and job opportunities.

Meeting the Challenges

A number of new challenges have emerged since the last Strategy in 2017. By 2024 rural Norfolk has to address major commercial, environmental and policy challenges, including:

- Covid has accelerated long term trends such as workplace digitalisation changing work, travel, and the importance of accessing services online, especially with an ageing demographic. This can reduce the need to travel and will potentially make rural areas more attractive and reduce carbon emissions. The digital transition will, however, also lead to significant changes in rural employment patterns and require improved digital connectivity and changes to the High Street and economic structures.
- Brexit is changing how land managers are supported and the grant programmes which have backed rural development, workforce skills development and innovation programmes. It is changing how rural businesses and services (such as health and care), can recruit staff and increases the need to upskill and attract a local workforce to live and work in Norfolk.
- New UK policies are focussing on 'Building Back Better' and the delivery of Net Zero, which has been embraced by both businesses and government, with a focus on Clean Growth. The government is also promoting 'levelling up' to address decades of under-investment in more peripheral areas. Norfolk has to make the case for its rural areas to secure additional mainstream investment in health and social care, education, and infrastructure as part of the post-Brexit, post-Covid programme of change. The creation of the UK Shared Prosperity Fund (SPF) is a real opportunity to review how funds are allocated in England and fulfil Government's objective of 'levelling up'. To deliver inclusive growth, as well as sustainable job creation and retention in Norfolk, rural needs must be reflected strongly in the SPF priorities.
- The impact of climate change means drier summers and wetter winters. This will bring challenges in relation to water resource, flooding, coastal erosion and impacts on the natural environment.

Change can be particularly difficult for those who suffer from disadvantages of all types and living in sparsely populated rural locations can increase the impact of changes to services or how the economy functions. We recognise this and will aim to ensure that the impact of change on all sections of society is understood and the responses delivered address needs across society.

In Rural Norfolk, we have particular challenges in ensuring that we meet the needs that come with an ageing population, with growth in the over 65 age group concentrated in our rural areas. But we also have to ensure that our young people, who will be our future leaders, entrepreneurs, public sector workers and community champions see Rural Norfolk as a welcoming and inclusive place to build their future.

This Strategy will place rural Norfolk on a sure footing to meet these changes.

Our Response

The Strategy is refreshed every three years, against a set of guiding principles:

- To be ambitious for Rural Norfolk so it delivers quality of life for all age groups
- To make the case for Rural Norfolk to decision makers at every level – from parish to national government
- To provide the underpinning evidence base to make the case for investment
- To adopt an intervention approach of:
 - Assessing what is already going around the county to address the challenges and opportunities the evidence base and Strategy identify, and pinpoint gaps in provision
 - Learning from, and working with other areas – our neighbouring counties, rural areas elsewhere in the UK and overseas - to build on best practice models of rural economic development and produce a pipeline of projects that delivers on the themes of the Strategy

In response to the new economic and policy context, the messages from the consultation and data, this Strategy consists of six priority themes, supported by an overarching delivery focus.

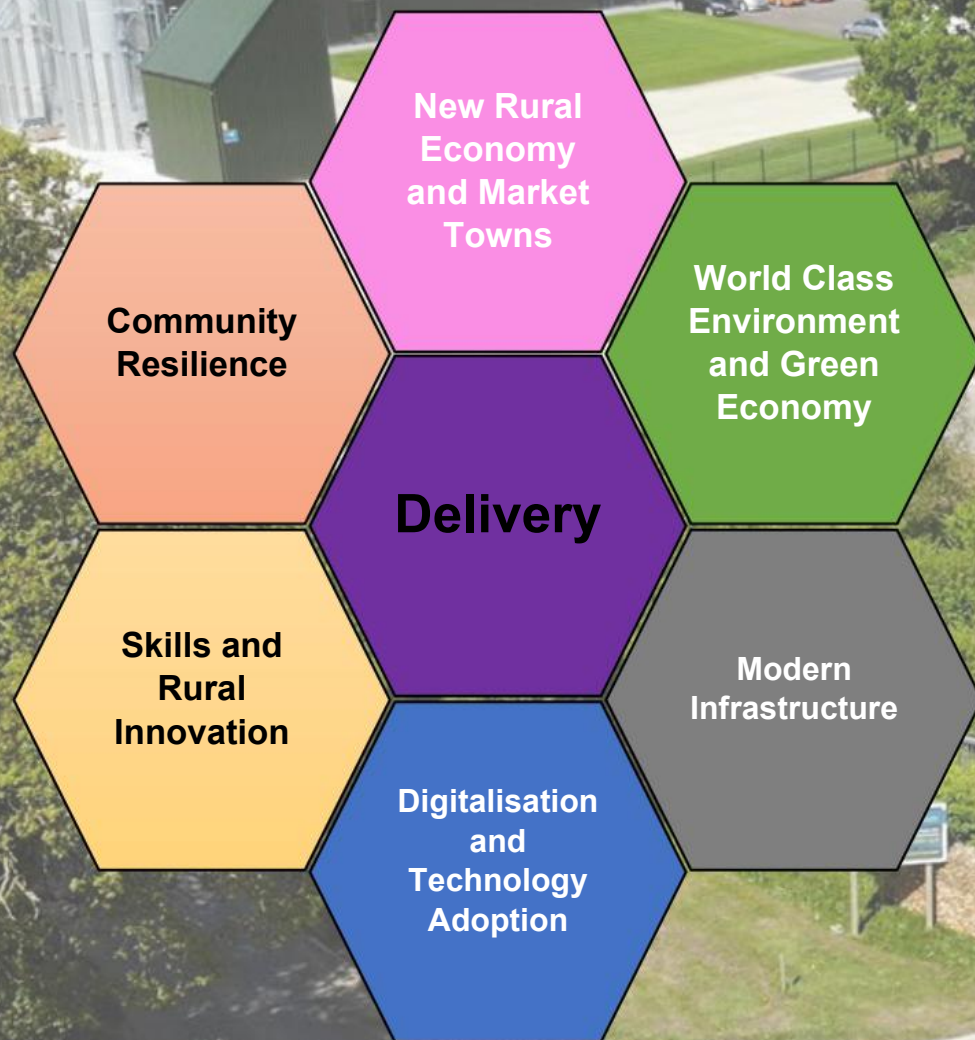
Delivery Focus. We will advocate for rural investment, aligning with wider strategic plans, such as the Renewal Plan of the New Anglia Local Enterprise Partnership for Norfolk and Suffolk, and the Norfolk Investment Framework (being led by Norfolk County Council), both of which are due to be produced in early 2022.

In light of our exit from the EU and the move to UK Government funding for ‘levelling up’ and ‘building back better’ all parts of the UK, it is even more important to strongly make the case for funding for rural Norfolk. To support the making of that case, we are publishing a new evidence summary, as well as an online dashboard of key data that will be kept up to date. The Steering Group will also produce an annual Delivery Plan for each year of the Strategy and work with partners to develop a pipeline of projects to address the Strategy’s Priority Themes and deliver the Vision.

Priority Themes

- **New Rural Economy and Market Towns** - develop **new rural economic opportunities** for our Market Towns⁸, promote new tourism opportunities and secure funds for rural business diversification
- **World Class Environment and the Green Economy** - embrace **Clean Growth** and the economic opportunities it provides in Rural Norfolk delivering a **low carbon economy**.
- **Community Resilience** - ensure rural areas sustain diverse resilient communities by **preventing social, community and health challenges** at source and by seeking to influence delivery of affordable housing and infrastructure **for all age groups** in society.
- **Skills and Rural Innovation** - address the **rural skills divide** and embrace **innovation**, supported by project funding and innovation infrastructure.
- **Digitalisation and technology adoption** - support rural areas to embrace **online business and service delivery**, underpinned by **automation and new technology** to deliver high value jobs.
- **Modern Infrastructure** – delivery of new rural infrastructure supporting the **transition to clean energy, sustainable transport, a digital economy, and sustainable water management**.

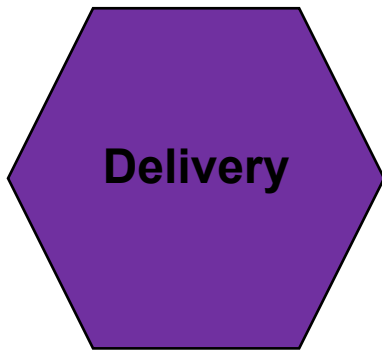
⁸ In this context Markets Towns is taken to include larger villages and other service centres in rural areas which have a key role as service delivery locations for retail, health, education, or other services



Norfolk Rural Economic Strategy

Themes 2021 – 2024

Photo: Food Enterprise Park, Honingham, Norfolk



Rural Norfolk, in common with all parts of the UK, is facing significant change in the next few years. Having a clear vision for Rural Norfolk, supported by project proposals, and the evidence to demonstrate how these projects can address identified challenges or opportunities, will be essential in securing support. Advocacy for Rural Norfolk, by those who live and work in the area, will be needed to get the message across that it is a priority location for health, education, transport, and infrastructure investment.

Aim: Effective influencing for rural investment, a proactive Project Pipeline with an accessible evidence base, good partnership working and impact assessment

Priority Actions:

1a) **Engagement** - a proactive programme of engagement with decision makers will be supported by the Steering Group and other rural advocates. This action will include using social media, broadcast, and print media to promote the need for rural investment. It will also include direct engagement with decision makers at local, county, LEP and national levels to make the case for investment in rural Norfolk.

1b) **Strategic Delivery** – shared economic growth plans for Norfolk and Suffolk are taken forward through the [New Anglia Local Enterprise Partnership](#) (the LEP), which comprises all Norfolk local authorities, businesses, further and higher education members and the voluntary sector. The partnership currently has a suite of linked plans: [Economic Growth Strategy](#), [Local Industrial Strategy](#) and [short-term, Covid-19, 'Restart Plan'](#). As we move into the next stage of the recovery, and in light of the publication of the Government's [Plan for Growth: Build Back Better](#) (which replaces the national Industrial Strategy), the LEP will replace these three plans with a single 'Renewal Plan' for Norfolk and Suffolk. This should be available in early 2022.

[Together for Norfolk](#), the County Council's business plan sets out priorities for boosting the economy, supporting communities, and protecting the environment. Our Clean Growth aims are also reflected in the County Council's [Environmental Policy](#), which seeks to work with partners to transition to a zero-carbon economy by 2030.

The Strategy complements these plans, with actions specifically targeting the rural economy and the resilience of our rural communities.

1c) **Rural Project Pipeline** - the Steering Group will work with partners, both in and outside of the county, to develop a pipeline of major projects or programmes. This will identify opportunities to replace specific rural programmes - such as LEADER - with SPF funding, as well as develop proposals for investments in transport, education, health, infrastructure, and business support, to ensure the needs of rural areas are met in mainstream programmes. With new grant schemes and bidding opportunities likely to emerge at short notice, the project pipeline will ensure that the Steering Group has a

range of 'oven ready' projects ready to access funding quickly when the opportunity arises.

In its role of providing the secretariat to the Steering Group, Norfolk County Council will maintain the rural project pipeline and work with the LEP and other partners to promote these projects for funding.

The project pipeline should aspire to include proposals to act as a demonstration site for rural innovation projects. We will also build a database of willing project partners who can be mobilised to support bids.



Photo: Burnham Overy Staithe from Holkham National Nature Reserve

- 1d) **Evidence base** - the Steering Group will work with Norfolk County Council to maintain an open-access rural evidence base to identify the need for rural interventions⁹.

This will be accessible to the public sector, third sector organisations and businesses, so that they can develop new project ideas or services based on clearly identified needs.

To recognise the significant speed of change which the county will see in the next three years, the evidence base will consist of the most up-to-date data and intelligence available, to give a true picture of local need.

- 1e) **Funding Alignment** - to deliver tangible contributions to Norfolk's strategies and plans, a key objective of the Strategy is to provide the evidence base and policy framework to support SPF¹⁰ and other funding streams. This will enable the Strategy to deliver its sustainable growth aims, while at the same time fulfilling the Government's objective of 'levelling up' and delivering inclusive growth outside the capital.
- 1f) **Measuring Success** – a Delivery Plan will be developed for each year of the Strategy, including outputs and outcomes, which will be monitored at the bi-monthly meetings of the Steering Group. With limited resources we can't do everything, so the Steering Group will establish where it can add most value to what is already happening elsewhere, and identify interventions and projects to plug the gaps.

⁹ [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

¹⁰ The UK Shared Prosperity Fund (UKSPF) is the replacement for EU structural funds following the UK's exit from the EU. It replaces the European Social Fund (ESF), European Regional Development Fund (ERDF) and aspects of the European Agricultural Fund for Rural Development (EAFRD). Guidance is expected to coincide with Autumn Statement on 27/10/21



New Rural Economy and Market Towns

Key objectives include making the case for specific rural programmes with local control, eg a successor to the LEADER programme, or local direction of ELMs (Environmental Land Management Schemes), alongside making the case for mainstream programmes in education, health, transport, and infrastructure, to address rural needs.

The rural economy will continue to change rapidly, and Norfolk has to ensure that its rural areas, villages, and market towns have a diverse and dynamic economy, which can embrace

change. The Rural Norfolk economy is multi-faceted and increasingly diverse, as digitalisation enables new business models substantial growth in home working. Rural economic growth underpins our priorities for rural Norfolk and will enable the creation of an inclusive economy, support environmental gain, and deliver successful communities.

Aim: To develop new rural economic opportunities for our Market Towns¹¹, promote new tourism opportunities and rural diversification

At consultation, respondents emphasised a need to embrace the post-pandemic change in work patterns, to prioritise the recovery of our market towns and the important role of connectivity and tourism in the economy.

Retail pressure and opportunity

Our market towns are important retail centres, including Diss (61% retail), Wymondham (53%), North Walsham (52%), Dereham (47%), with the high streets of Watton, Fakenham, Attleborough, Long Stratton, Holt, Downham Market, and Aylsham also comprising a significant retail presence¹². However, the proportion of vacant units across Norfolk market towns increased from 5.4% in 2018 to 5.9% in 2019. Whilst data for 2020 is not yet available, the impact of Covid will lead to continued change in how our high streets are used, and the expectation is that many premises will need new uses.

In the years prior to the pandemic (2015 -19) employment in the retail and wholesale sectors declined by over 2,000 across rural Norfolk. However, e-commerce accounted for more than 30% of total retail sales in the UK for the first time in 2020, up from 21.8% in 2019.

Supporting Business

Business start-up rates in Norfolk's rural districts are well below the national average, with, for example, one start-up per 188 working-age people in North Norfolk in 2019, compared with one per 108 people in the UK as a whole. The more urban districts in Norfolk (Norwich and Great Yarmouth) have better start-up rates than the more rural districts¹³.

In 2021 Norfolk County Council successfully bid for a final £1.65m from national underspend in the LEADER programme. This popular programme delivered business diversification across the county, allowing existing rural Norfolk enterprises to take advantage of new opportunities. Ensuring funding for diversification is available for the future remains a key focus.

Priority Actions:

2a) **Market Towns and primary villages** - Norfolk's Market Towns and villages provide a network of services close to over half of Norfolk's population, and provide services which

¹¹ In this context Markets Towns is taken to include larger villages and other service centres in rural areas which have a key role as service delivery locations for retail, health, education, or other services

¹² ONS March 2020

¹³ ONS Business Demography 2019

support the visitor economy. Building on the mobilisation effect of the Town Deal process in Norwich, King's Lynn and Great Yarmouth, Market Towns will be encouraged to bring together community and business leaders in a Local Investment Board (LIB) to develop Community Development Plans covering a group of towns or villages with similar needs. Breckland is already doing work in this area, developing a set of Town Delivery Plans for Dereham, Thetford, Attleborough, Swaffham and Watton, to help deliver a series of Breckland-wide objectives. The Steering Group will form a Market Towns Working Group to explore the key challenges and opportunities for our Market Towns, and what we can do collectively. It will be important to explore the LIB concept if the SPF guidance indicates that our rural Market Towns could bid for funds for their priorities.



Photo: Diss Market (Visit Norfolk)

Given the challenges of Covid, LIBs will prioritise the adoption of digital technology, grants, and business support to help businesses recover, linked to the [Norfolk and Suffolk Covid-19 Economic Recovery Restart Plan](#) and the countywide Norfolk Investment Framework (both due in January 2022). Higher levels of home and remote working present a changed economic landscape for market

towns to adapt to and benefit from, with more people likely to remain in Market Towns and villages during the week. If supported proactively, this could support the provision of services and sustain additional service sector companies in Market Towns.

Towns will be encouraged to work proactively with their planning authority to identify private and public sector vacant buildings, to repurpose (including through the One Public Estate programme).

In September 2020 the government introduced new flexibilities to the planning system to enable the rapid redeployment of vacant buildings to new uses. As the impacts of Covid-19 and other longer term changes, such as the move to online retail and remote service delivery changes, the demand for high street shops and service centres, Market Towns will be encouraged to repurpose vacated premises into, for example, affordable housing or work hubs, which meet the need for changes in the community. This transition to new commercial uses and work hubs in Market Towns requires the delivery excellent digital connectivity.

- 2b) **Visitor economy** - tourism in Norfolk is mainly located in rural and coastal areas and is worth £3.4bn a year to the economy. It is supported by many protected sites and areas. For example, the Norfolk Coast Area of Outstanding Natural Beauty, The Broads - with a similar status to a national park – and more than 18,000 hectares of National Nature Reserves (more than 20 sites).

Tourism was hit hard by the pandemic and continues to face challenges again in 2021. Rural Norfolk's mix of open space and its tapestry of rural and coastal landscapes, biodiversity, local food, drink and culture and historic estates and towns, offers an

exceptionally rich visitor experience, meeting consumer demand for authentic experiences in a safe, welcoming environment. Rural Norfolk's tourism offer will build on and invest in these themes, to attract new visitors with a focus on higher value, year-round, green tourism.

Experiential tourism is growing and this provides a real opportunity for Rural Norfolk to drive footfall, through festivals and special events. This would build on the cultural heritage of our Market Towns and historic estates, by focusing on the arts, built environment, nature, sport, regional food, and drink. Developed effectively, this can help to increase the impact of tourism away from the current 'honeypot' areas, benefitting the wider rural economy and taking pressure off areas such as the Coast and Broads. The €23million Experience Interreg project¹⁴ is working actively to promote this in Norfolk, Kent, and Cornwall and three areas of Northern France.

The aims for the visitor economy are to increase spend rather than visitor numbers and to target this at extending the season and responding to consumers' desire to pay for authentic experiences.

- 2c) **Rural Diversification** - rural Norfolk's farms, villages and Market Towns have the potential to deliver new enterprises in food and drink, the green economy, and services. The growth of online working allows them to host workers who derive their income by working for employers in major cities or towns whilst living in rural areas. The Strategy supports appropriate diversification of the economy by promoting diversification grants¹⁵, eg a new LEADER programme or the DRIVE programme, and by advocating for a responsive planning system, to support diversification and access to digital connectivity, to open up new work and business opportunities. Publicly-owned assets, such as the County Farms portfolio, can also be used to support rural diversification and environmental gain.



Photos: Duration Brewing at Abbey Farm, situated at the historic West Acre Priory in Norfolk, received funding from the LEADER programme to develop the site, to bring employment and foster farm diversification

¹⁴ [EXPERIENCE tourism project - Norfolk County Council](#)

¹⁵ By the end of the LEADER 2014-2020 programme, funding awards for projects stood at just over £8.465million, leveraging in an additional £1.635million of private investment, with recipient businesses contracted to create 240 new jobs



Norfolk's World Class Environment supports the economy in many ways - from green tourism to agriculture, and securing a plentiful, clean water supply, as recognised in Norfolk County Council [Environmental Policy](#). Norfolk's land is productive and, with the growth in the bioeconomy, provides the raw materials needed for new energy and biomaterial production, as well as its traditional role in food production. The natural environment is also an economic opportunity, through the delivery of nature recovery networks¹⁶, eco-system services and through the support it provides to the visitor economy.

Aim: To embrace Clean Growth and the economic opportunities it provides in Rural Norfolk, through delivering a low carbon economy.

At consultation, respondents emphasised the importance of including biodiversity in underpinning Green Growth, the need to better manage the impact of tourism and the role sustainable transport can play in that. Water management was also identified as a key area in which action was needed.

Spotlight on sustainable, clean growth

November 2021 saw the United Nations Climate Change Conference, COP26, held in Glasgow, under the presidency of the United Kingdom. This shone a spotlight on sustainable, clean growth, and the help needed to support actions on the environment right across the UK.

With the UK transitioning to net zero carbon emissions by 2050, research shows that rural areas have more high carbon-emitting jobs and car use than their urban counterparts¹⁷ and so will need to see the greatest shift toward a greener economy.

The [Nature Recovery Network](#) is a major commitment in the government's 25 Year Environment Plan, with the aim to expand, improve and connect wildlife-rich places across our towns and countryside.

Consumer changes

Consumer research shows a clear trend towards purchasing more sustainable and often local/regional products¹⁸.

As noted in Natural England's¹⁹ monitoring of attitudes towards the environment, the public value time in the natural environment. This report shows strong growth in the total number of visits to green and open space, with the total rising 38% from 2.9 billion visits to 4 billion visits in the five years to 2018/19. Of these, 1.9 billion visits (nearly half of the total), were to the countryside or coast in 2018/19. Whilst having a dog is still a major factor for many in accessing green space (cited as a reason for 38% of visits in 2018/19), its relative importance has fallen, as other issues have driven larger increases in visits to open space.

People saying that a prime motivation for a visit was for health and exercise, rose from 34% in 2009/10 to 56% in 2018/19. Taken together with the underlying increase in visits, the number of people accessing the natural environment for health and exercise rose from 1 billion to 2.25 billion, a 125% increase in 9 years. Over the same time period a similar

¹⁶ [Nature Recovery Network - GOV.UK \(www.gov.uk\)](#)

¹⁷ <https://quantumst.co.uk/wp-content/uploads/2021/06/Rural-Net-Zero.pdf>

¹⁸ https://www.mckinsey.com/~media/mckinsey/industries/retail/our%20insights/perspectives%20on%20retail%20and%20consumer%20goods%20number%208/perspectives-on-retail-and-consumer-goods_issue-8.pdf

¹⁹ Natural England (2019), Monitor of Engagement with the Natural Environment: Adult Headline Report 2018/2019 supporting data

increase was seen in those who said that green space helped them relax and unwind, from 26% to 38% of all visits, or a rise from 0.75 billion visits in 2009/10 to 1.5 billion visits by 2018/19, a 100% increase in 9 years.

Priority Actions:

3a) **Natural Environment** - the development of the Natural Capital Assets Evidence Compendium²⁰, by Norfolk and Suffolk County Councils and UEA, provides a strong platform of evidence on which to build environmental programmes. This will be used to deliver UK-leading approaches to the Environmental Land Management Scheme (ELMS), to support investments in the natural environment that contribute to the Nature Recovery Network, and the Government commitment to protect 30% of land by 2030²¹. Investment in the natural environment will facilitate sustainable tourism and community wellbeing, through promoting active access to the countryside, eg through walking and cycling, with resulting benefits for physical and mental health.

Rural land management is at the heart of these plans and provides a natural solution to these challenges, at the same time as supporting sustainable tourism. Planning should be responsive to this shift to eco-tourism and the trend for wellbeing on holiday²². As identified above, experiential tourism is growing in importance and has the potential to deliver lower impact and higher value tourism, if combined with a focus on the natural environment.

Links will also be made to social prescribing and community groups who promote access to the countryside to deliver physical and mental wellbeing. This will have consequential benefits for community wellbeing and reduce pressure on the NHS.



Photo: planting trees in Rural Norfolk

3b) **Ecosystem Services** - the role of rural land in providing environmental benefits, through eco-system services, is increasing and will be supported by the ELMS programme. In Norfolk, a particular challenge exists in relation to water supply, with pressures from development, agricultural abstraction, climate change and biodiversity targets. The Strategy supports the ambitions, led by councils in

Norfolk, to work with Water Resources East, The Nature Conservancy and Anglian Water to develop a sustainable Norfolk Water Strategy, to address both flood risks and water supply in a holistic way, for the long term. The aim is to ensure there is sufficient water for agriculture, the environment and to support economic growth in the long term.

3c) **Biodiversity** - Rural Norfolk has a wealth of natural biodiversity both on land and the marine environment around the Coast. This biodiversity is a key environmental asset which supports a healthy ecosystem and life, but also has clear benefits for the economy.

²⁰ [PowerPoint Presentation \(norfolkbiobiodiversity.org\)](https://norfolkbiobiodiversity.org/)

²¹ [PM commits to protect 30% of UK land in boost for biodiversity - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/pm-commits-to-protect-30-of-uk-land-in-boost-for-biodiversity)

²² Relatedly, [EXPERIENCE](#) is a €23m project to attract visitors in the off-peak season, through a new 'experiential tourism' approach.

From seal watching trips to bird watching, wildlife directly supports economic activity across Rural Norfolk.

- 3d) **Clean Energy** – The LEP is already at the centre of the UK’s development of clean energy, with an ambition to become a leading hydrogen region, delivering on clean energy and carbon reduction (Net Zero) to address climate change. Rural Norfolk must play its full role in delivering on this ambition, both through both helping to generate renewable energy, eg solar, wind and biomass, as well as by embracing new energy systems for transport, heating, and power.

There is an opportunity to raise awareness of the [Rural Community Energy Fund](#) and encourage applications from local communities to access it. Funding for decarbonising homes is set to double, and this investment in home efficiency can be expected to include many rural homes, where there is often no gas grid, and homes use solid or oil fuel, presenting an opportunity to meet our Net Zero carbon target and create new jobs. Community-led action can help to deliver clean energy, and Rural Norfolk should embrace the potential to deliver community-based schemes. We will also seek to build on the learning from the [EU-funded Intelligent Community Energy project](#), for which UEA is a testbed.

- 3e) **Clean Transport** - the move to electric vehicles (EVs) by 2030 is a particular challenge in rural areas, due to poor grid capacity and will require innovation and substantial investment to start the transition before 2025, given the ban on new fossil fuel cars from 2030. As well as the need for cars to embrace the EV transition, public transport options, such as commercial bus services, community transport and taxis, will need to make the transition to electric.

In Rural Norfolk, the large agri-food sector also creates a large demand for road freight transport and this will require green fuel options, such as green hydrogen or EV freight vehicles. The growth of online retail and delivery services will create further demand for EV vans and light commercial vehicles.



In addition to powered transport, improved cycle paths and walking routes could both help local people access services, education, and work (eg in new local hubs) and support the growth of green tourism options. Active modes of transport have also been shown to have major benefits for physical and mental health.

- 3f) **Biomaterials** - the UK Bio-economy Strategy (2018)²³ commits the UK to develop the bio-economy, worth £220bn (GVA) with an aim to

double GVA to £440bn by 2030. The strategy encourages a focus on bioenergy, biomaterials, and bioplastics. Norfolk, with its large agricultural and forestry sector to provide the raw materials and the biotechnology research cluster in Norwich, will aim to be at the forefront of this economic transition at the heart of Clean Growth.

²³ HMG (2018), Growing the Bioeconomy: Improving lives and strengthening our economy: A national bioeconomy strategy to 2030



Community resilience is a complex area which includes access to services, education, health, social care, housing, recreation, leisure and sport opportunities and the role of community organisations. To ensure that rural areas are attractive to a broad demographic, it is essential that the needs of all age groups are met. However, service delivery has often been concentrated in larger urban areas, leaving rural communities with poor, or no local access to services, leading to poor outcomes. New delivery models combining virtual and physical access can help meet rural needs.

Aim: To ensure rural areas sustain diverse resilient communities, preventing socio-economic challenges at source and encouraging innovative ways to deliver affordable housing and infrastructure for all age groups

At consultation, respondents said the need for affordable housing as their top concern. Respondents also mentioned improved transport, improved access to services and health and wellbeing.

Sustaining our Communities

Service delivery has often been concentrated in larger urban areas, leaving rural communities with poor, or no local access to services, leading to poor outcomes. The English Indices of Multiple Deprivation (2019) show Norfolk's rural areas face greater distances to travel to services such as post offices, schools, and surgeries than our urban areas: 57% of Norfolk's rural population live in an area more than **2km** away from a GP surgery. Over 28% of our rural population live in an area more than **4km** away from a GP surgery²⁴. New delivery models, combining virtual and physical access, can help meet rural needs.

Rural Norfolk has an older age profile than urban areas, and ageing is accelerating fastest in the most rural locations. To sustain this older population, without overwhelming health and social care provision, more focus is needed on healthy and active ageing. The proportion on people aged 70 or over is set to climb from **18.2%** of Norfolk's population in **2019**, to **24%** in **2041**, an increase of over 77,000 people (Source: ONS).

Housing affordability is important to balancing this demographic profile. ONS data shows Norfolk's housing affordability ratio to be worse than England's average, and this problem has increased significantly since 1999. The number of homeless households in Norfolk's predominantly rural local authorities grew to 922 in March 2020, up from 862 in 2019.

Priority Actions:

- 4a) **Access to services** - access to services has been a growing problem in rural communities for decades, as service delivery in both the public sector, eg hospitals, and the private sector, eg banks and shops, became more concentrated in urban areas²⁵. Many rural residents, especially the elderly, the ill or low-income groups, struggle to access services remotely or to travel to large urban areas. The Government's [Bus Back Better](#) Strategy sets out the vision to improve passenger services, and increase bus use and passenger numbers across England. The County Council, as the Local Transport Authority, is developing an 'enhanced partnership' with local bus operators, with a Bus Service Improvement Plan for Norfolk published on 31 October 2021. The Council also secured £700,000 from the [rural mobility fund](#), as one of 17 pilots to trial digitised on-

²⁴ Source: English Indices of Multiple Deprivation, 2019

²⁵ Which? Consumer Report, 2019 press.which.co.uk/whichpressreleases/over-a-third-of-bank-branches-closed-in-under-five-years-which-reveals/

demand bus services. The project aims to better link the villages around Swaffham and launches in January 2022.

Rural areas need innovative, new collaborative solutions, including investing in the voluntary, community and social enterprise sector, and through combining service delivery points through the One Public Estate programme.

There is also a clear role for community-led action in helping to provide services through, for example, developing the role of community centres such as village halls. With the expected trend to less commuting, community halls can have an enhanced role as centres for remote working and the provision of services, such as training and childcare for workers who remain in their community for much of the working week.

Public transport, and digital solutions (both private sector and through the County's Digital Inclusion Strategy) to access services in market towns and cities will also be of growing importance, as the number of older rural residents increases and innovative solutions are needed. This could include transport services which respond to service requests, and the growth of tele-medicine. These services will help older residents continue to live independent, connected lives.

- 4b) **Housing** - it is critically important to ensure that sufficient homes are provided, but it is equally important that the homes that are built are the right type in terms of size, affordability, and tenure. Affordability of housing is a particular challenge in Norfolk, with a lower quartile²⁶ housing cost to income ratio of 8.34 in 2020, compared to England at 7.15²⁷. The ratio is even higher in areas such as North Norfolk, making many rural areas unaffordable to those on lower incomes, who are unable to afford market prices and rents. Homelessness has also been rising in rural areas.

Rural housing must embrace future energy standards, but requires specific help in doing so, given that many of the current and emerging energy options available in large urban areas are not available in rural areas.

More affordable housing provision is essential for young families and workers, in both public and private sector jobs.



Photo: New housing at Mulberry Park, Poringland

Innovative ways to address this, such as Community Land Trusts, are needed, so that there is a supply of affordable housing for lower-paid and younger workers, who are essential to sustain rural businesses and service delivery.

The need for new rural housing, especially affordable options for young people, or as retirement and sheltered living options for the old, can be developed by the third sector or commercial developers, using the new planning flexibilities introduced in autumn 2020, which make the

conversion of redundant commercial space to housing easier. Given the impact of Covid-

²⁶ The affordability ratio compares average wages with average house prices. In rural areas there is a particular challenge with affordable housing for those in lower paying service sector or manual jobs – best captured by comparing lower quartile average earnings to the price of lower quartile housing. On this measure, some of rural Norfolk, particularly in attractive coastal locations has some of the worst affordability in the UK.

²⁷ House price to residence-based earnings ratio

19, and the growth of online retail on the demand for retail space, many Market Towns are likely to have retail units which could be re-purposed in this way.

- 4c) **Health and social care** - adjusted for risk factors, such as age and income, rural areas do well on most health metrics. Whilst health care provision is concentrated in urban areas, the rural population is older, has more complex care needs and constrained access to service, particularly for those most in need, due to poor digital connectivity or a lack of private and/or public transport. Population change estimates show that the rural population will age much faster than in Norwich and this will increase the pressure to provide more health care in rural and coastal areas. By combining the delivery of services and access to care, provision can be sustained and improved in our rural areas, enhancing the wellbeing of residents. The formation of new **Primary Care Networks**, including the 17 in [Norfolk and Waveney](#), can play a role in this.

The health and social care sector is a major employer, and provides many opportunities for training and early career development. The development of a new School of Nursing in West Norfolk supports this work and can help young people progress to long term careers.

Investment in preventative actions, including an enhanced role for community organisations and active travel, such as cycling and walking, can deliver improved physical and mental health. We will champion the role of the Environmental Land Management Scheme (ELMS) in supporting countryside access and active recreation.

- 4d) **Demographics** - rural Norfolk has an older age profile than Norwich, and ageing is accelerating fastest in the most rural locations²⁸. To sustain this older population, without overwhelming health and social care provision, more focus is needed on healthy and active ageing. The [Norwich Institute for Healthy Ageing](#) is developing strategies to promote sustained population behaviour change, to improve physical and mental wellbeing. The older population are also increasingly important to the economy, with the 'Silver Pound'²⁹ supporting a lot of local economic activity.

In contrast, rural areas have fewer young people, with many born in rural Norfolk leaving, due to poor access to educational programmes, low wage jobs and high house prices. Rural young people face particular challenges with access to affordable housing and this has to be addressed if rural areas are to be able to retain young people and young families with the drive and innovation they can bring to rural areas.

Creating a more balanced rural demographic is important to the economy, and the ability of businesses and service providers to attract the skills needed, often through small local interventions such as those supported by the Norfolk LIFT programme. A policy commitment to work with young people to address their needs is essential to deliver future rural community sustainability.

Case Study

83 day service users in Norfolk are already benefitting from **Alcove Video Carephones** to help them stay connected with their support workers, friends and loved ones. The current pilot scheme in Norfolk is aiming to provide 200 devices to users. Kim, 53 from Morton on the Hill, is one user who felt lonely and really missed talking to her friends and support workers at the hub. Kim said: "After Christmas, we had to stay at home and couldn't see anyone. I really missed my friends and the staff at the hub."

²⁸ The proportion on people aged 70 or over is set to climb from 18.2% of Norfolk's population in 2019, to 24% in 2041: an increase of over 77,000 people (Source: ONS)

²⁹ The first Norfolk Rural Economic Strategy in 2013 reported that spending by the over 50 age group in Rural Norfolk would rise from £4.2billion in 2012 to £8.6billion by 2037



Skills and Rural Innovation

Rural Norfolk has a lower qualifications profile than the England average, and the gap is largest in sparsely populated and coastal locations. The increase in digitalisation and economic change means many rural workers need new skills to retain existing jobs, or to embrace innovation, and open up new job roles and career options. Increases in online education could benefit rural areas, but can be constrained by poor digital connectivity. More focus on rural skills delivery would ensure the rural economy has the skills needed to embrace future economic opportunities.

Aim: To address the **rural skills divide** and embrace **innovation**, supported by project funding and excellent skills and innovation infrastructure, helping rural areas to retain and attract job opportunities for younger people

At consultation, respondents emphasised connectivity and access to the internet and online learning resources as their top priority for this theme. The importance of aspiration also came through, as did a need for apprenticeships and courses that lead directly to employment.

Levelling up the skill base

Rural Norfolk has a lower qualifications profile than the England average, and the gap is largest in sparsely populated and coastal locations. Breckland has the lowest proportion of highly qualified workers, and only the urban district of Great Yarmouth has a lower proportion of residents with an NVQ3 education attainment or above in Norfolk.

The increase in digitalisation and economic change means many rural workers need new skills, to retain existing jobs, or to embrace innovation and open up new job roles and career options. Increases in online education could benefit rural areas, but can be constrained by poor digital connectivity. More focus on rural skills delivery would ensure the rural economy has the skills needed to embrace future economic opportunities.

To help businesses recover from the pandemic, the County Council has introduced two countywide schemes: [Employer Training Incentive Programme](#), a grant that helps business fund training opportunities, and [Recruit, Retain, Reward](#) (RRR) which provides a grant of £1000 to help businesses recruit an apprentice aged 16-24.

Coupled with RRR, Children's Services' New Pathways to Work Team is also seeking to reverse this downturn in apprenticeship starts for 16-19 year olds, as well as to increase the take-up of other work-based options, such as 'T levels'.

The [Youth Pledge for Employers project](#) also engages with a wide range of small and medium enterprises (SMEs) across the Norfolk and Suffolk, to develop opportunities for young people to engage in work-based experience, structured employment activities and sector-related learning until December 2023.

Need for new skills

Research by the LEP suggests that over 40% of the workforce, in every rural district, are in job roles which will see significant change by 2030 as a result of changes in technology³⁰. Across Norfolk and Suffolk, 32% of workers are in occupations at risk of automation, but whilst only 12% of those with higher level skills are at risk from automation, this rises to 46% for those with lower qualification levels.

Apprenticeship take-up in Norfolk fell dramatically in 2020, with overall starts in 2019/20 declining by 15% compared to 2018/19. Whilst better than the 18% decrease across

³⁰ New Anglia Sector Skills Plans (2016-19), [Sector Skills Plans - New Anglia](#)

England, this fall in apprenticeship uptake is a major challenge when the need for technical skills is increasing, as the demand for digitalisation and automation grow.

The RRR project, mentioned above, is seeking to address this downturn - countywide. The County Council's Higher Aspirations Scheme is also targeting young people across Norfolk, on Level 3 courses in years 12 and 13. The scheme aims to boost the information, advice and guidance (IAG) they receive in school sixth forms, to broaden young people's horizons, and encourage aspirations towards higher education and higher level apprenticeships.

Need to grow Research and Development spending

In 2017 the Government committed to increasing UK Research and Development (RandD) spending from 1.7% to 2.4% of GDP by 2027. The current government has reaffirmed this commitment to innovation, but data shows that RandD expenditure remains focused in large urban areas.

Priority Actions:



5a) **Digitalisation and Clean Growth** - the demand for digital and clean growth skills is rising quickly, as the Covid-19 pandemic and longer-term trends combine to reshape the jobs of the future. This represents a once-in-a-generation change in the skills base needed, and Rural Norfolk has to embrace this change. The growth in automation and digital service delivery will require the engineers and programmers who can build, maintain, and upgrade technology,

and the move to clean growth will create new job roles in energy, transportation, building, and many other sectors which are major energy users.

A focus on the skills needed for this transition in job roles must be developed in school, further and higher education and – critically - in courses to help existing workers gain new skills, as job roles in the workplace change.

5b) **Schools** – while schools in some rural settings in Norfolk ('rural hamlets and isolated dwellings schools') improved outcomes at Attainment 8 and/or English and Maths at Grade4+, between 2017 and 2019, outcomes for schools in 'rural town and fringe', 'rural town and fringe in a sparse setting' and 'rural village' settings all declined over this period, and progression to further and higher education remains well below national averages.

As the qualification levels needed for most jobs continue to rise, there is a need to continue to promote high quality support, to ensure that rural young people can obtain the qualifications, and the aspiration to progress to Further Education (FE), Higher Education (HE) and higher paying jobs³¹. This includes developing local partnership action plans to address issues with 14-19 transition and progression in rural areas, including access to technical and vocational education provision, extension of digital and remote learning provision, tailored provision for additional needs (such as special educational needs, looked-after and home-educated children, care leavers and those from Black, Asian and Minority Ethnic backgrounds) and provision of personal IAG and transition support.

³¹ New Anglia's Careers Hub project has a team of Enterprise Coordinators working with careers leads in schools now across Norfolk and Suffolk.

Rural businesses have a key role to play in working with schools, to help young people appreciate the growing diversity of job roles which can be found in rural areas.

- 5c) **Colleges and University access** - many parts of Rural Norfolk are a long way from a full range of FE and HE provision. As the economy creates more technical, or NVQ Level3+ jobs, and fewer entry-level roles, the challenge is for more equal access to technical and vocational provision for young people in rural areas.

New, blended delivery, which both facilitates students to travel to FE and HE provision, combined with enhanced outreach programmes using digital technology, would make a wider range of FE and HE study options available to rural young people. This will both benefit young people and ensure the economy has the future workforce skills needed.

- 5d) **Workforce upskilling** - digitalisation, technology and new business models are changing how business operates, is and creating new job roles³². Rural Norfolk will work with education providers, and the LEP, to develop new routes to upskill the rural workforce, focusing on adopting new technology or obtaining the business skills needed for new job roles or self-employment, building on programmes such as LIFT and accessing SPF.

- 5e) **Innovation** - in 2017 the Government committed to increasing UK Research and Development (RandD) spending from 1.7% to 2.4% of GDP by 2027. The current Government has reaffirmed this commitment to innovation, but data shows that RandD

expenditure remains focused in large urban areas.

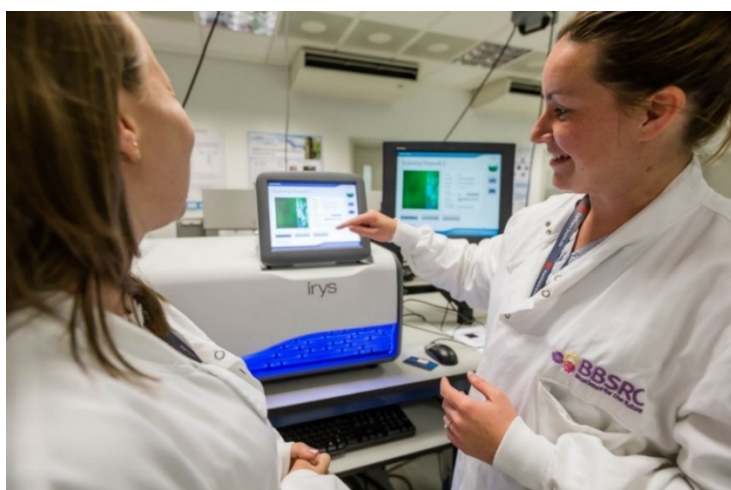


Photo: Norwich Research Park

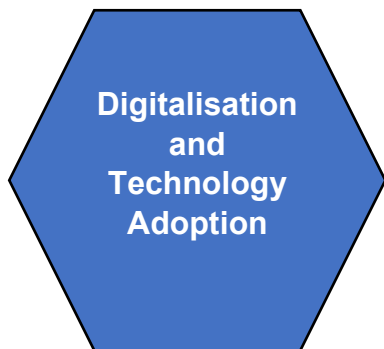
The Steering Group will work with Norwich's world class research base, and the LEP, to increase the number of rural businesses engaged in RandD and innovation activities, by increasing access to skills and innovation programmes. This will focus on priority rural economy sectors, such as bioeconomy and renewable energy, to deliver clean growth, or where rural factors create concentrations of demand, such as in health care for the elderly (who disproportionately live in rural areas).

The County Council's [Innovation Mentoring Grant Programme](#) continues to help businesses across Norfolk to access the Government's innovation funding programmes.

The digitalisation and automation of services is also of growing importance and the wider region has expertise in this with, for example, UEA working with Cambridge and Lincoln Universities on the AgriForwards³³ project, to create automation for the agricultural and food chain sectors.

³² Demand from Norfolk businesses to expand digitally is strong, with Norfolk Council's Go Digital Programme, which helps SMES to grow online, oversubscribed at the beginning of 2021.

³³ [EPSRC Centre for Doctoral Training in Agri-Food Robotics: AgriFoRwArdS \(lincoln.ac.uk\)](https://www.epsrc.ac.uk/Programmes/AgriFoodRobotics/)



Digitalisation, and the adoption of new technology, are essential for economic success, and this need has been accelerated by the pandemic. Rural areas are in the front line of this change, and must embrace the opportunities created by new technology. Programmes for fibre rollout and mobile connectivity will need to support rural areas, to ensure that rural communities, businesses, and services have the digital connectivity needed to support new models of delivery. The pace of digital development is relentless and Covid-19 is widely reported to have delivered a decade's worth of growth in one year.

Aim: To support rural areas to embrace online business and service delivery, supported by automation and new technology to deliver high value jobs.

At consultation, respondents emphasised encouraging remote working. Improved connectivity with rural work hubs also came through strongly.

Changing habits

2020 saw a big increase in people working from home, either full or part-time, as offices and other workplaces were closed. This is very significant in rural Norfolk, which had very high levels of out-commuting, and some of the longest average commutes in the UK. As education also adopts blended digital and physical delivery, it is essential that digital skills and technology enable rural learners to access education.

Whilst 2021-24 will see some return to commuting, for both work and education, surveys show that many employers and employees expect to move, on a permanent basis, to a mix of working from home, combined with days in the office. Digital infrastructure and the provision of working space - either in the home or in rural hubs in rural communities- is important to support this change.

Changing markets

The Office for National Statistics reported that, as of November 2020, online department store sales increased by 157.2%, while household goods stores and "other" non-food stores also saw sales rise by 124.7% each, compared to the same month in 2019.

On 30 December 2020, Openreach revealed that, during 2020, the use of internet data in the UK more than doubled, from 22,000 petabytes in 2019 to 50,000 in 2020, as customers worked, shopped, learned, and accessed services and entertainment remotely.

Priority Actions:

6a) **Remote working and online learning** - 2020 saw a big increase in people working from home, either full or part-time, as offices and other workplaces were closed. This is very significant in rural Norfolk, which has very high levels of out-commuting and some of the longest average commutes in the UK.

The same is true for education, particularly post compulsory education, with some young people travelling 40 miles or more to access further and higher education. As education also adopts blended digital and physical delivery, it is essential that digital skills and technology enable rural learners to access education.

Whilst 2021-24 will see some return to commuting, for both work and education, surveys show that many employers and employees expect to move on a permanent basis to a mix of working from home combined with days in the office. Digital infrastructure and the provision of working space, either in the home or in rural hubs, in rural communities is important to support this change.

For rural service providers and retailers, more people working in the area, rather than travelling to cities, should increase demand and support a vibrant rural community economy in Market Towns and larger villages, and this should be actively encouraged. This can also help sustain services such as village halls, which can develop a wider role in the community, including for the delivery of training.

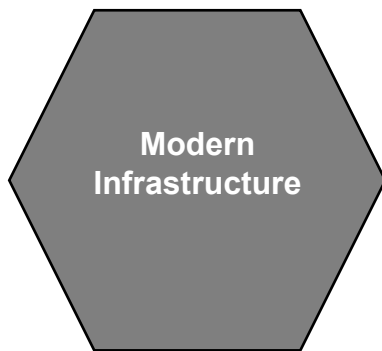
- 6b) **E-commerce** - online retail sales doubled in 2020, as Covid-19 restrictions on non-essential retail and a reluctance to travel to access essential retail, combined to deliver more growth in one year than seen in the previous decade. Many rural retailers responded, but further investment and support is needed, to ensure that they keep pace with these sector-wide changes, and the major investment in online delivery by national retailers. Programmes to support the online skills of businesses in rural areas, such as the County Council's [Go Digital programme](#), which is available across Norfolk, will help increase productivity and business resilience.
- 6c) **Remote service delivery** - service delivery, eg GP appointments, access to government services and education, have all seen major increases in the use of online delivery. Connectivity, access to IT equipment, and skills, are critical in rural areas, to ensure that these changes don't disadvantage rural communities and, in particular, the most vulnerable in these communities. Training and grants through SPF could help address these needs.

Longer term, the development of self-driving vehicles could bring substantial benefits to older people, and those with disabilities in rural areas, by allowing them the independence to travel to appointments in towns or cities. This, in conjunction with services such as telemedicine, could be transformative for service access, but will require investment in digital infrastructure, including the deployment of 5G in rural areas, so that self-driving vehicles and the delivery of online services have the bandwidth needed for effective provision.

We will work with partners to understand where the gaps are, and target increased adoption of automation in major sectors of the rural economy, such as agri-food and care.



Photo: The largest free-to-use, long range, wide-area network (LoRaWAN) in the UK has been launched here in Norfolk, giving businesses, individuals, schools, and educational organisations free access to the network to experiment and build solutions.



Delivering a vibrant, dynamic rural community in Norfolk requires infrastructure fit for the 21st century. While roads are important, particularly in sparsely populated parts of rural Norfolk, the infrastructure to support the economy needs to include digital connectivity and access to the national rail network. Covid-19 has also seen increased demand for cycling and walking, which requires more investment in cycleways and footpaths. Water and energy infrastructure is also at the heart of delivering clean growth and requires integrated, future-proofed solutions.

Aim: To support the delivery of new rural infrastructure underpinning the transition to clean energy, sustainable transport, a digital economy, and sustainable water management

At consultation, respondents emphasised this theme, citing the scope for improvement across a broad array of infrastructure, including rural bus routes, upgrades on the train lines, cycle infrastructure, digital infrastructure, walking routes, electric vehicle (EV) charging points and community transport.

Improving our rural Infrastructure

The rural nature of Norfolk means that many people need to use the car as their primary form of transport. A significant minority, however, do not have a car, and are reliant on local service provision, public transport or walking and cycling provision. Some families that do run a car can ill-afford to do so³⁴: 15% more miles were travelled on Norfolk roads in 2019, compared to 2012 (5.8 billion miles in 2019 and 4.9 billion in 2012). See section 4a on the [Bus Service Improvement Plan](#) that the County Council will be producing.

Improving our digital infrastructure

Ofcom data shows that rural Norfolk has significantly worse 4G coverage than urban England. North Norfolk, in particular, has both worse 4G coverage and voice coverage than the average in rural England.³⁵ However, coverage is increasing both nationally and locally over 2G/3G/4G, and now 5G.

Over the last three years, through closer engagement with the Mobile Operators (MO) initiated by the County Council, Norfolk has benefited from an increase in MO investment, which has resulted in some improvements in coverage.

However further work needs to be done. Norfolk's profile continues to be being raised with the MO, and where there is a less compelling business case for investment (in areas with fewer residents), these areas are being identified and raised with them. Going forward, it is anticipated that the most significant improvements in rural coverage will be delivered through the Shared Rural Network programme, supplemented by more collaborative work to address community objections to proposed mobile installations.

To date, [Better Broadband for Norfolk](#) has seen access to Superfast broadband increase from 42% in summer 2013, to over 95% of Norfolk properties during spring 2020 (from the independent organisation "[Think Broadband](#)" data). In July 2018 the Government published The Future Telecoms Infrastructure Review, that set clear, ambitious targets for the

³⁴ The Index of Multiple Deprivation 2019 reported 72 rural areas within the 10% most deprived and 6 in the worst 1% nationally for access to services.

³⁵ https://www.ofcom.org.uk/__data/assets/pdf_file/0023/186413/Connected-Nations-2019-UK-final.pdf

availability of full fibre and 5G networks. Ensuring these faster connections to Rural Norfolk is also taking place through the Local Full Fibre Programme.

Transport and digital infrastructure both allow rural residents and visitors to access services and should therefore be developed in a co-ordinated way, eg blending tele-medicine with transport options to allow patients to reach acute care or treatment, and students to combine remote online learning with access to classrooms, labs, and workshops for practical study.

Priority Actions:

7a) **Digital infrastructure** - rural Norfolk continues to have thousands of premises without superfast broadband³⁶ and problems with mobile coverage³⁷. As urban areas adopt gigabit connectivity and 5G, it is inevitable that data capacity and speed requirements will continue to grow rapidly.

We will continue to work with partners to proactively engage with the telecoms market, both fibre and mobile, in order to raise Norfolk's profile, and attract further private sector investment.

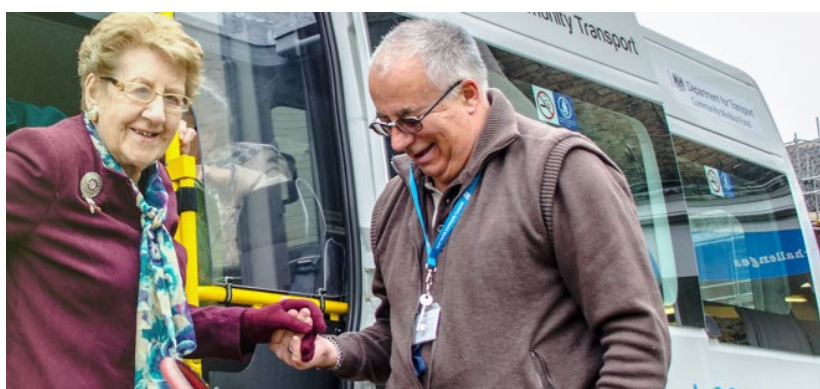
We will campaign for government to support an 'outside in' approach, so that public support is targeted at the hardest to reach rural communities first, using a combination of 5G and fibre, to ensure that rural areas are not left behind as retailing, services and education all continue to move online.

As a result of the Future Telecoms Infrastructure Review, the Chancellor announced in 2019 a £5 billion commitment to fund gigabit-capable broadband for the 20% of UK premises that would be unlikely to receive commercial access to it. In March 2021 the first live phase (Phase 1b) of Project Gigabit was launched. Norfolk has been included in the first wave, which will deliver gigabit-capable connections across Norfolk, to premises that are unlikely to benefit from commercial investment.

The Country Land and Business Association have estimated that, nationally, the rural economy is 16% less productive than the urban economy and that closing this gap, for which ultrafast broadband is essential, has the potential to increase the rural economy by £43 billion per annum. We will continue to push for improved connectivity, so that the full potential of its economy can be realised.

7b) **Sustainable transport** - many of Norfolk's rural residents will continue to rely on private transport because of weaknesses in public transport. Actions to improve public transport are important, especially for the young, old, those with disabilities, and those on lower incomes.

Connecting rural areas to the services and facilities centred in the market towns and urban areas means improving the connections between them. Better public transport options and lift-sharing initiatives can help alleviate dependence on private transport in rural areas. See section 4a.



³⁶ 95% of the county's homes and businesses can now access superfast broadband, up from 42% in 2012

³⁷ The majority of areas across Norfolk receive a weak 2/3/4G signal, with the strongest signals in Norwich and market towns such as King's Lynn and Great Yarmouth

Bids to the Restoring Your Railway Fund can also help increase connectivity, and investment in the existing network is important, eg longer trains on the Fensline, and improved services from Norwich to London, Ely, and connections to North Norfolk.

For tourists accessing the area by public transport, solutions are needed to address the “last mile” problem and can help in attracting new visitor demographics to Norfolk.

Much of the county also lacks safe cycling routes and all-weather footpaths. This needs further investment, to provide more sustainable transport options - which have the added benefit of improving health and attracting visitors.

- 7c) **Clean Growth** - as highlighted in the World Class Environment and Green Economy section of the strategy, clean energy systems and sustainable water management are needed. Delivery of clean growth will require substantial investment in new infrastructure, enabled by a planning system which allows the rapid deployment of new technology.

Modernisation of the energy system also needs to address areas where sustainable rural growth is constrained by electricity grid capacity. The plan to decarbonise transport, with a policy to ban the sale of new fossil fuel cars from 2030, means we have less than 10 years to deliver an EV charging infrastructure across the whole county. With plans to decarbonise homes, moving away from fossil fuel heating, the demand for electricity will also increase. With its concentration of offshore wind power, Norfolk is well placed to be at the forefront of this transition in energy systems, but for Rural Norfolk to benefit, further investment in the electricity grid is needed, to convert to clean energy sources.

The [Water Resources East Regional Plan](#) is considering a new reservoir and pipe infrastructure, to ensure Norfolk has a secure long term water supply. It is also focusing on nature-based solutions, eg using flood meadows to manage extreme rainfall events, and this offers the potential to create enhanced landscape features and habitats to increase biodiversity, at the same time as delivering better water management. All these major schemes need support to secure the resources and planning permission needed for timely delivery.

Clean growth also involves future plans for waste disposal. Legislative changes expected in 2023/24 mean that for rural businesses and communities there are future opportunities and challenges. For example, if significant growth in the amount of food waste collected from households and businesses in an area is expected, having local solutions, and deriving local benefits from that waste, would be beneficial to the local area. In addition, if there is a need for different materials to be collected from premises for recycling, there may be benefits for collaboration across businesses, to meet any future requirements in ways that are efficient and practical.

- 7d) **Skills** - Rural Norfolk needs to ensure that it has the workforce and skills base to build new infrastructure, and the Steering Group will explore partnering with the existing CITB centre at Bircham Newton to support this drive. The Steering Group will also work with partners to promote innovative solutions to rural infrastructure construction and management, including bidding to deliver UK demonstration projects on clean growth and infrastructure.

Governance

The Strategy is refreshed every three years, against a set of guiding principles:

- To be ambitious for Rural Norfolk, so it delivers a dynamic, sustainable economy and quality of life for all
- To make the case for Rural Norfolk to decision makers at every level – from parish to national government
- To provide the underpinning evidence base to make the case for investment
- To adopt an intervention approach of:
 - Assessing what is already going around the county to address the challenges and opportunities the evidence base and Strategy identify, and pinpoint gaps in provision
 - Learning from, and working with other areas – our neighbouring counties, rural areas elsewhere in the UK and overseas - to build on best practice models of rural economic development and produce a pipeline of projects that delivers on the themes of the Strategy

Delivery of the Strategy is overseen by the Steering Group, which meets bi-monthly, assisted by ad hoc working groups to progress particular issues. Steering Group members are drawn from the private, public, and not-for-profit sectors, and include:

- a private sector chair
- stakeholders linked to the Strategy's key themes
- an elected member from Norfolk County Council
- officers from Norfolk County Council (secretariat and officer support), as well as rural district councils.

Appendix: Case Studies

Food Innovation Centre

Food and drink manufacturing GVA (gross value added – a measure of wealth creation) in Norfolk has been falling behind the rest of the country (2016-17 growth was 2.9% - 28th out of 40 NUTS2 regions). Norfolk is the largest agricultural producer in the UK. However, 50% of Norfolk-grown produce is processed out of area, limiting the value added to the local economy with Norfolk 5th nationally for food processing. The food production business base in Norfolk comprises some major large enterprises, and many small businesses, but too few of the medium scale enterprises needed for a properly functioning cluster.

A **Food Innovation Centre**, led by Broadland District Council, will provide essential facilities and a managed Food and Drink Innovation Cluster to help this sector to grow, collaborate and develop new product lines. The Centre will include thirteen food-grade units, two test kitchens, meeting spaces and a sensory testing facility. It will also provide a tailored innovation support package to eligible businesses to fast-track growth through innovation and RandD expertise from the nearby Norwich Research Park and Hethel Innovation.

Located on the [Food Enterprise Park](#), the Centre is on a development site within the Greater Norwich Food Enterprise Zone, and benefits from a Local Development Order (covering 46 acres) to encourage and support more food processing through the co-location of commercial enterprises.

The £11m project was **awarded £2.7m from the Government's Getting Building Fund** in 2020; matched by investment from Broadland District Council, New Anglia LEP, UEA and Hethel Innovation, with support from Norwich City College and the Quadram Institute. The Cluster Support Programme is due to begin in Autumn 2021, followed by the opening of the Centre in Summer 2022.

[LEADER](#) Programme

Norfolk County Council has managed EU-funded LEADER programmes, designed to support rural business growth, for a number of years. The current 7-year programme has just finished, with £8.32m of project spend, across the whole of the programme's geographic area for the first time, and 241 jobs contracted to be created. So successful were Norfolk in drawing down funds that they were able to secure additional funding from unspent national funds of £1.4m.

A key element of the LEADER programme's success is its grassroots model of five Local Action Groups, made up of a range of local stakeholders, coming together to oversee the programme for their area and approve rural projects that have a strong fit with the programme priorities. These priorities are:

- Increasing farm productivity
- Supporting micro and small businesses and farm diversification
- Boosting rural tourism
- Providing rural services
- Providing cultural and heritage activity
- Increasing forestry productivity

[DRIVE](#) is a mentoring and capital grant programme aimed at businesses contributing to the rural economy. It offers 12 hours of business mentoring and capital grants of between £5,000 and £30,000 towards up to 40% of project costs.

LIFT Community Grants Programme

The [LIFT programme](#) was financed by the European Social Fund (ESF) to improve access to skills provision for those in rural areas who are not job-ready and to support them into employment. This included training for commercial and not-for-profit organisations who were able to upskill employers to retain and grow their future workforce capacity. The programme also sought to address social inclusion issues, along with identifying opportunities for commissioning pilot projects and modelling new approaches to reducing economic inactivity and hardship.

Norfolk County Council administered the £1.172 million grant (with 50% match funding from project applicants) across Norfolk and North Suffolk. Between September 2017 and June 2020, 34 grants were awarded across three strands of skills provision, for tailored opportunities within the LAG (Local Action Group) areas of Brecks, Broads, Waveney Valley, Wensum and Coast and West Norfolk.

- **LIFT Jobs** enabled organisations to engage with individuals who face barriers to work and move them into, or closer to, employment
- **LIFT Skills** assisted organisations to deliver personalised skills support for people employed in rural businesses
- **LIFT Trials** helped organisations deliver tailored support for businesses enabling them to offer a range of work experience to individuals who have limited or no workplace experience

Natural Capital Evidence Compendium for Norfolk and Suffolk

This [Compendium](#) was produced to respond to the development of DEFRA's 25 Year Environment Plan. The counties of Norfolk and Suffolk have stewardship of a wealth of natural assets and the purpose of the Compendium is to present information about these assets and the potential risks to them, providing an element of the preparatory work for a 25 Year Environment Plan for Norfolk and Suffolk. Where possible, data is provided by county and also for five key 'natural areas' within them: the Norfolk Coast Area of Outstanding Natural Beauty (AONB) and Suffolk Coasts and Heaths AONB, plus The Broads National Park, The Brecks and the Dedham Vale AONB. Background information on the environmental and socio-economic setting of the two counties is also included, to provide some regional context.

EXPERIENCE

The €23 million [EXPERIENCE project](#) (of which €16 million is funded by the European Regional Development Fund via the France – Channel - England Programme) runs from September 2019 to June 2023 and aims to promote new tourism 'experiences' between October and March, increasing the number of visitors and overnight stays to six areas across England and France, during the off-peak season. The project's goal is to attract more than 20 million additional visitors to the Channel regions of France and England by its completion, and approximately 44 million after a further five years. This approach is in contrast to traditional destination-based tourism, based on conventional, mass-market locations during peak season. Modern travellers are losing interest in this type of holiday and experiential tourism is a growing travel trend, based on regional uniqueness. The current regional offer does not target the off-season or meet new expectations, limiting competitiveness in the global tourism market.

ⁱ ONS mid-year population estimates

ⁱⁱ The rural economy uses the broader definition to include all our market towns where data is available, including for the proportion of SMEs (ONS UK Business Counts, 2020)

ⁱⁱⁱ ONS Business Demography 2019

Infrastructure and Development Select Committee

Item No: 8

Report Title: Norfolk Strategic Infrastructure Delivery Plan (NSIDP) 2021

Date of Meeting: 17th November 2021

Responsible Cabinet Member: Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure & Transport)

Responsible Director: Tom McCabe (Executive Director, Community and Environmental Services)

Executive Summary

The NSIDP is a shared plan that contains Norfolk's high-level strategic infrastructure priorities for the next 10 years, pulling together information on key projects needed to support planned development and deliver economic growth in Norfolk. It is a living document that provides a clear message of Norfolk's strategic infrastructure needs to Government and its agencies. The NSIDP is focussed on strategic transport, utility, and sustainability projects; there are other infrastructure schemes and projects important across the county but not included in this strategic plan. The NSIDP sits alongside Children's Services Local Growth and Investment Plan and the Norfolk Public Health Strategy. Most notably, NSIDP has been recognised as a case study for best practice in supporting housing and infrastructure needs by the Town and Country Planning Association.

The NSIDP is reviewed and updated annually as projects are progressed through to delivery and new schemes come forward. The NSIDP helps the County Council and its local partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities. The list of projects is compiled in partnership with a range of local partners and aligns with the County Council's priority for improved infrastructure, the ambitions of the New Anglia Local Enterprise Partnership Norfolk and Suffolk Economic Strategy, Renewal Plan and the District Council's Local Plans. The projects in the NSIDP will accelerate the progress of sites that will deliver a significant number of homes and jobs, examples include:

- Road infrastructure at Attleborough and Long Stratton to deliver 5,800 homes;
- Weavers Way providing walking and cycling infrastructure to support the Broadland Growth Triangle's planned 13,500 homes
- East Norwich Regeneration scheme which could deliver up to 4,000 homes and 100,000 square metre of employment

Projects are placed in one of two groups, those grouped in Local Authority control and those to be delivered by external organisations. This creates a pipeline of projects and allows for informed discussions to co-ordinate implementation, prioritise activity and respond to any funding opportunities.

The production of the 2021 NSIDP started in May with officers from the County and District Councils working jointly to update progress on existing projects and consider any additional emerging projects. The NSIDP will be reviewed by officer groups: Norfolk Strategic Planning Group, Norfolk Growth Delivery Group, Norfolk Strategic Growth Group (consisting of Chief Executives from all the District Councils) in October. Any feedback from the Norfolk Chief Executives group will be communicated verbally at the committee. It is then considered by Norfolk Leaders in November and it is planned the final version of the NSIDP will be considered by Cabinet in December.

Action Required

The Select Committee is asked to:

1. To review and comment on Norfolk Strategic Infrastructure Delivery Plan 2021 set out in Appendix A, prior to consideration by Cabinet.

1. Background and Purpose

- 1.1 The first Norfolk Infrastructure Plan (NIP) was produced to provide a summary of the infrastructure needed across the county and identify infrastructure constraints. The NIP was designed to be a management tool with the aim of ensuring delivery of key interventions over the plan periods of the Local Planning Authorities' Local Plans. Since 2012 a refresh of the NIP has been carried out annually, taking account of developments in understanding, new project information and the review of local authority plans meaning longer term projects and priorities could change accordingly. Since 2017 the NIP has become the Norfolk Strategic Infrastructure Delivery Plan (NSIDP) with a greater focus on delivery.
- 1.2 2021 is still a year deeply affected by the global pandemic of Covid-19. At the time of producing this Plan, the Country is still reeling from the social, economic, and political impacts of the pandemic. There are however some positive signs of recovery as society emerge from social restrictions. This will further highlight the importance of the role of a Strategic Infrastructure Delivery Plan in helping to bring forward schemes that are designed to stimulate economic growth and thus pave a long-term route of recovery.

2. Proposal

- 2.1 The 2020 NSIDP can be found at: <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and->

[strategies/business-policies](#) and sets out Norfolk's high level strategic infrastructure priorities for the next 10 years and has an accompanying online map <http://arcg.is/2u75ooY> presenting all the projects in the NSIDP as one vision for Norfolk. This will be updated once the final 2021 NSIDP has been adopted.

- 2.2 There are many other smaller infrastructure schemes and projects important across the county. Not every project has been included in the NSIDP as the NSIDP only includes the most strategic projects, which make the largest contribution to housing and jobs targets; and on which the county council and other partners are actively working with a recognised route towards accelerated delivery. To maintain the purpose of the NSIDP there is a rigorous selection process and projects must meet the following criterion to be included:

- Delivering significant housing and jobs growth
- Identified in existing plans/programmes
- Have a committed route to delivery
- There is a significant Local Authority control or interest

The list of projects has been compiled in conjunction with stakeholders including internal county council departments, district councils, utility companies and government agencies. The list of prioritised projects included in the NSIDP has been reviewed and agreed by the appropriate officer groups: Norfolk Strategic Planning Group, Norfolk Growth Delivery Group, Norfolk Strategic Growth Group (consisting of Chief Executives from all the District Councils).

- 2.3 The production of the 2021 NSIDP started in May 2021 where officers from the County and District Councils worked together to update the progress of existing projects and consider whether there are any additional emerging projects that meet the criteria. Emerging projects were discussed and their inclusion in the NSIDP were collectively agreed by officers from Norfolk Strategic Planning Group and Growth Delivery Group in June. It was agreed that the following project be added:

- A17/A47 Pullover Junction (Road section – led by LA)

The projects are focussed on transport, utilities, regeneration, and sustainability and align with County Council's priority for improved infrastructure, the ambition of the Norfolk and Suffolk Economic Strategy, Local Industrial Strategy, the emerging Renewal plan, and the District Council Local Plans. Some projects are further forward than others, so they have robust investment requirements and implementation timelines; others are in the early stages of design and are less well known. In some cases, the funding sources are clear, for example where Section 106 (S106) or Community Infrastructure Levy (CIL) collected from developers will provide a significant contribution. Additional details on costs and sources of funding,

such as contributions from utility companies like Anglian Water will be added as projects are firmed up.

- 2.4 As from last year, a new section titled “Regeneration” has been added to capture developing schemes that encompass a wide range of infrastructure activities that have a profound revitalising effect on an area that do not easily fit into a singular category such as road and rail.
- 2.5 There is also an “up and coming” section for those projects which are likely to fit the criteria for the NSIDP but where enough information is not known for projects to be fully included in the plan at this time. This assists in the creation of a pipeline of projects for future inclusion. As an example, this year’s newly added project of A17/A47 Pullover Junction previously featured under the “up and coming section”. There are currently 14 projects listed, such as North Walsham Link Road and Trowse Rail Bridge. The full details of these projects are on page 87 of the plan.

3. Impact of the Proposal

- 3.1 The NSIDP is focussed on delivery with projects grouped by those in Local Authority control and those which are being delivered by external organisations. For those projects in Local Authority control significantly more information has been provided including a detailed breakdown of each project stage and the work underway to progress delivery.
- 3.2 Norfolk County Council and its partners are using the NSIDP to help accelerate infrastructure delivery to support growth. There are several projects featured in the previous plan that have successfully moved forward to the fully funded status and due to start construction such as Great Yarmouth Operation and Maintenance Campus and Snetterton Energy Supply Short Term Power Needs. Norfolk County Council remain on-track with the work on priority schemes at Long Stratton and West Winch to meet Government’s timetable for the Major Road Network funding stream. Funding commitment from Government for the next stage of work on Long Stratton Bypass has been secured and Norfolk County Council is awaiting Government support for the next stage of work on West Winch. The first stage of work at A47/A17 Pullover Junction, King’s Lynn, has been successfully completed and funding to initiate the next stage of work has been secured, this will see a preferred option developed. Norfolk County Council, along with its partners, will continue to align development of projects’ key milestones to match opportunities for their progression.

4. Financial Implications

- 4.1 There are no direct financial implications of the NSIDP. Individual projects will have their own budgets. Staff support is managed through existing resources.

5. Resource Implications

5.1 Staff: The NSIDP is managed with existing resources.

5.2 Property: None

5.3 IT: The NSIDP is managed within existing resources.

6. Other Implications

6.1 Legal Implications: None

6.2 Human Rights Implications: None

6.3 Equality Impact Assessment (EqIA): Each individual project will be subject to EqIA, as appropriate

6.4 Data Protection Impact Assessments (DPIA): Each individual project will be subject to DPIA, as appropriate

6.5 Health and Safety implications: None

6.6 Sustainability implications: The NSIDP helps deliver the infrastructure required for sustainable development and each project will be subject to its own SEA as appropriate

6.7 Any Other Implications: None

7. Action required

The Select Committee is asked to:

1. To review and comment on Norfolk Strategic Infrastructure Delivery Plan 2021 set out in Appendix A, prior to consideration by Cabinet.

8. Background Papers

- 8.1 The draft 2021 NSIDP is attached as an appendix to this paper. The 2020 NSIDP can be found at: <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies> and an accompanying online map <http://arcg.is/2u75ooY>

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Draft Norfolk Strategic Infrastructure Delivery Plan 2021

December 2021

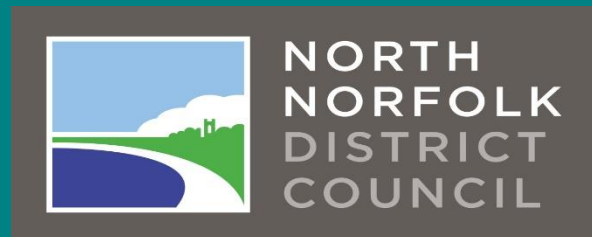


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Introduction

Norfolk County Council (NCC) and its partners are determined to unlock Norfolk's full potential. To make this happen we are working together to ensure existing and planned infrastructure links people to jobs, homes to local amenities and business to customers. Work is already underway to achieve our social, economic, and environmental aspirations for today whilst making Norfolk future fit for the challenges of tomorrow.

This strategic infrastructure delivery plan (NSIDP) pulls together information on the key infrastructure needed to deliver economic growth in Norfolk. It is a working document that will be reviewed on a regular basis as information becomes available and projects progress through to delivery. The Plan will help NCC and partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities. An online map showing all of the projects and key information can be found: [Norfolk Strategic Infrastructure Plan Map](#)

All the information in the NSIDP is correct as of the date of publication and will be reviewed on a regular basis, the plan has been developed by assessing the work required for each project to progress forward and where appropriate identify funding opportunities to carry out this work.

The Town and County Planning Association published (June 2018) a report: Building for the Future: The Role of County Councils in Meeting Housing Need. This report identified Norfolk County Council as a case study of best practice particularly highlighting the successes of the Norfolk Infrastructure Delivery Plan and Norfolk Strategic Planning Framework in future planning and collaboration.

The NSIDP sets out the Norfolk wide **high-level strategic infrastructure priorities** for the next 10 years. This list has been compiled in collaboration with stakeholders including internal county council departments, district councils, utility companies and government agencies. These projects align with the County Council's priority for improved infrastructure, the ambitions of the New Anglia Local Enterprise Partnership (LEP) Norfolk and Suffolk Economic Strategy (NSES), Local Industrial Strategy and the Restart Plan, District Council Local Plans, the County Council's vision and strategy including "Together for Norfolk, Together for our future and rising to the challenge together", Children's Services Local Growth and Investment Plan and the Norfolk Strategic Planning Framework agreed by all Norfolk planning authorities.

There are many other important infrastructure schemes and projects across the county. Not every project can be included in the NSIDP. For example, sitting alongside the NSIDP, there are numerous more detailed work streams generating projects in areas such as sustainability, renewable energy, and green economy. The details of some of these projects can be found in proposed works supporting the Norfolk County Council's Environmental Policy and Norfolk Strategic Planning Framework amongst others. All these works form part of a comprehensive range of infrastructure schemes that will support an inclusive and sustainable economy.

The NSIDP includes the **most strategic level projects** on which the county council alongside partners are actively working to progress and which have a recognised route towards delivery. Infrastructure projects in this delivery plan are appropriately in sync with the Governments Build Back Better plan for growth, which takes a transformational approach to tackling long term problems to deliver growth that generates jobs across the UK. All of the projects will deliver the physical infrastructure that is essential to deliver the ambition of achieving people's priorities, levelling up the UK and supporting the transition to net zero.

The projects included in the NSIDP are now categorised into those where Local Authorities lead the project and those where an external organisation is leading and delivering the project. This still allows us to identify all the strategic infrastructure projects in Norfolk but also direct resources, identify funding sources and target lobbying in the most effective way as different projects will have different routes through to delivery.

Some projects are further forward than others, so they have robust investment figures and implementation timelines; others are in the early stages of design and are less well known. In some cases, the funding sources are clear, where Section 106 (S106) or Community Infrastructure Levy (CIL) collected from developers will provide a significant contribution. Additional details on costs and sources of funding, such as contributions from utility companies like Anglian Water will be added as projects are firmed up.

As each iteration of the NSIDP reflects the progress of these projects, this plan is also an effective tool for all the stakeholder authorities to share best practices on ways to accelerate the development of these priority schemes.

The scheme development of these projects is demonstrated by a tick system, shown below:

- No ticks = Issue identified but no work carried out to identify project/solution
- ✓ = Feasibility work on scheme has begun to identify options
- ✓✓ = Feasibility/development work underway on preferred option
- ✓✓✓ = Project is shovel ready

Norfolk Strategic Infrastructure Delivery Plan 2021

The 2021 version of the NSIDP reflects the latest update on all the collectively agreed strategic infrastructure projects (both newly added and existing projects) across the County. Many of the existing projects mentioned below continue to progress forward and dominate the strategic infrastructure priority landscape.

East Norwich Regeneration scheme represents a “once in a generation” opportunity to unlock and shape the comprehensive development of a new high quality, sustainable urban quarter of East Norwich, linking the city centre with the Broads, delivering exemplar design, and creating a highly attractive location for living and working. The riverside regeneration potential of the sites could be maximised to create a distinct sense of place and provide enhanced connectivity with high quality pedestrian and cycle links. The scheme has the potential to deliver significant new

housing and employment development, and act as a catalyst for regeneration of both East Norwich and wider city. This could realise the long-held vision of East Norwich as a productive quarter for the future growth of the city, that could generate up to 4,000 homes, 100,000 square metres of employment space and up to 6,000 jobs. The scale of the vision has helped stimulate Homes England' interest in this scheme, given its remit to accelerate delivery. A master plan has now commenced this year to determine preferred options.

In rail projects, there is also significant progress achieved in the **Ely area enhancement** scheme which is led by Network Rail. Network Rail has secured £13.1m funding from the Department for Transport and £9.3m funding from Cambridgeshire and Peterborough Combined Authority, New Anglia LEP and Strategic Freight Network to understand the scale of the challenge to increase capacity through Ely and progress early design options for public consultation. Enhancement will significantly improve train connectivity between Norfolk and Cambridgeshire and Stansted Airport as well as the Midlands and the Northern part of UK. The Outline Business Case is expected to be submitted to DfT in spring 2022. Further design and development of the programme and authorisation will be subject to future funding decisions by the Department for Transport through the Rail Networks Enhancements Pipeline process.

There are also significant projects in development in the Up-and-Coming section of this plan, where a list of “bubbling under” projects is included which could graduate to the main section of the plan as they become more developed in the future. One such example is the **A149 King's Lynn bypass**. This route is subject to extensive queuing and delays. Some pre-feasibility work has been carried out into more extensive local widening improvements on the southern section of the route between the hospital and the Hardwick junction with the A47. A key finding from that work is that traffic flows are currently about 38,000 vehicles per day. If a new road was being planned to accommodate this level of traffic it would need to be of a dual carriageway standard. This illustrates the inadequacy of the current road. Improvements to the road could also provide an opportunity to bring forward a complementary package of active travel and public transport measures across the town. Governments Large Local Major (LLM) scheme funding pot potentially offers an appropriate funding stream if it were an agreed priority for the region.

There is a current tendency for Government funding opportunities for significant transport schemes to be offered with a limited timeframe for implementation. This often means that unless initial pre business case work has been carried out, there is insufficient time to develop the project to a point where it can be delivered within the lifetime of the fund. Further work is now required on an A149 King's Lynn bypass and complementary package to undertake pre business case feasibility work, so the council is in a position to undertake a formal Strategic Outline Business Case (SOBC) when the next opportunity arises. Funding is being sought with a view to commencing this further work in autumn 2021.

Impacts of the Pandemic

2021 is still a year deeply affected by the global pandemic of Covid-19. At the time of producing this Infrastructure Delivery Plan, the Country is still reeling from the social, economic and political impacts of the pandemic. With the successful introduction of the vaccination programme, there are however some positive signs of recovery as

we emerge from the social restriction measures of the lockdown. The easing of the lockdown has helped the economy to spear ahead in the second quarter of the year with growth of 4.8%, making UK the best performance of any advanced economy. It is however, still 4.4% below pre-pandemic level. Promising signs are also shown in the job market, the number of job vacancies in the three months to August rose above one million for the first time since 2001. Again, this needs to be seen against the backdrop of one million workers still on the Furlough scheme as the scheme winds down.

In this challenging time, strategic infrastructure projects that are designed to stimulate economic and social wellbeing of the community are more vital than ever to ensure the long-term route to recovery. There continues to be a clear shift in direction from the Government towards an emphasis on developing a **greener and cleaner economy**. The presence (and the starting of construction) of the **Great Yarmouth Operations and Maintenance** for the offshore wind energy sector in this year's Delivery Plan is a timely reflection of this agenda. Changes in social behaviour prompted by the pandemic including greater levels of working from home and a significant increase in online business activities meant that digital infrastructure in Norfolk needs further significant improvement. This Delivery plan recognises this, as reflected in the inclusion of ongoing development of existing projects in the Digital Connectivity sector including the **East of England Smart Emerging Technologies Institute**.

Figures 1 and 2 indicate that Norfolk's key growth locations are clustered at points along the main transport arteries. Therefore, these growth corridors and the locations identified in the NSES and District Local Plans provide the spatial context for this plan.

The Norfolk Strategic Planning Framework 2019 suggests Norfolk authorities will need to collectively plan for at least an additional 75,186 (approx. 4,200 per annum) homes by 2036. **Figure 1** outlines the key strategic housing sites that will deliver the majority of this growth, with growth focussed around key urban areas that have existing infrastructure and services that have the capacity to support high levels of growth. It also identifies all the places in our area that are expected to grow by at least 1,000 homes over the relevant local plan period. In addition to the major urban areas of Norwich, King's Lynn, and Great Yarmouth there are groupings of towns along the A11 as well as key individual market towns that can make a significant contribution to growth.

Figure 2 identifies the major employment sites and opportunities in Norfolk crossing a range of sectors and locations. As with housing growth it shows the majority of employment sites are aligned with the urban centres and access to the trunk road network. The job growth locations have a diverse mix of high impact sector activity, but the smaller locations have mainly advanced manufacturing and agri-tech, with more life sciences in the southwest which is closer to Cambridge. There are concentrations of employment locations serving high impact sectors in:

- **Greater Norwich** – Life sciences, digital cluster, finance, and insurance
- **Great Yarmouth** – Offshore energy
- **Attleborough, Thetford and A11 Corridor**
- **King's Lynn and Downham Market** – Advanced engineering
- **Fakenham** – Agri-tech and food processing

Figure 1 Key housing growth sites

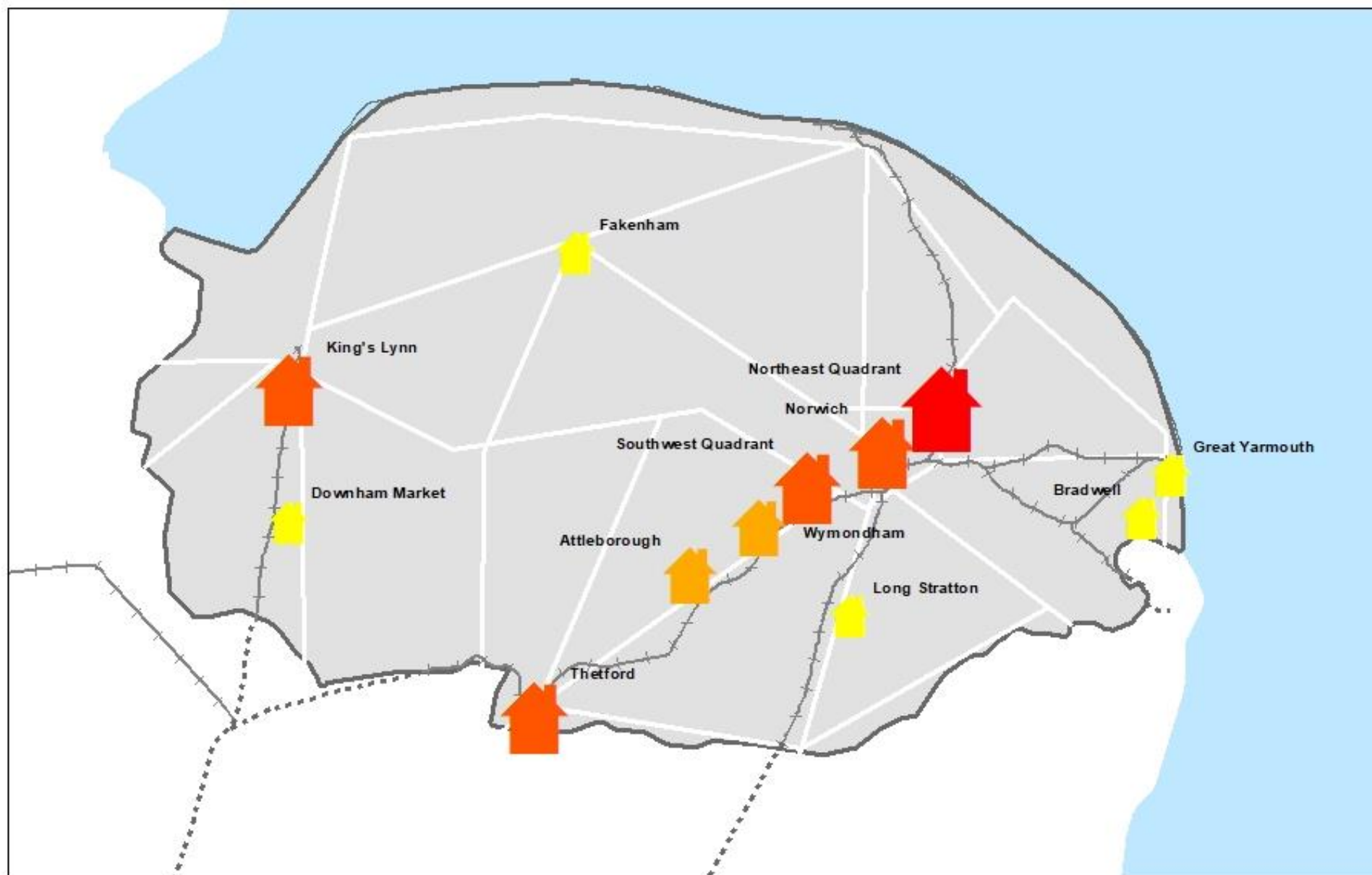


Figure 2 Key employment sites

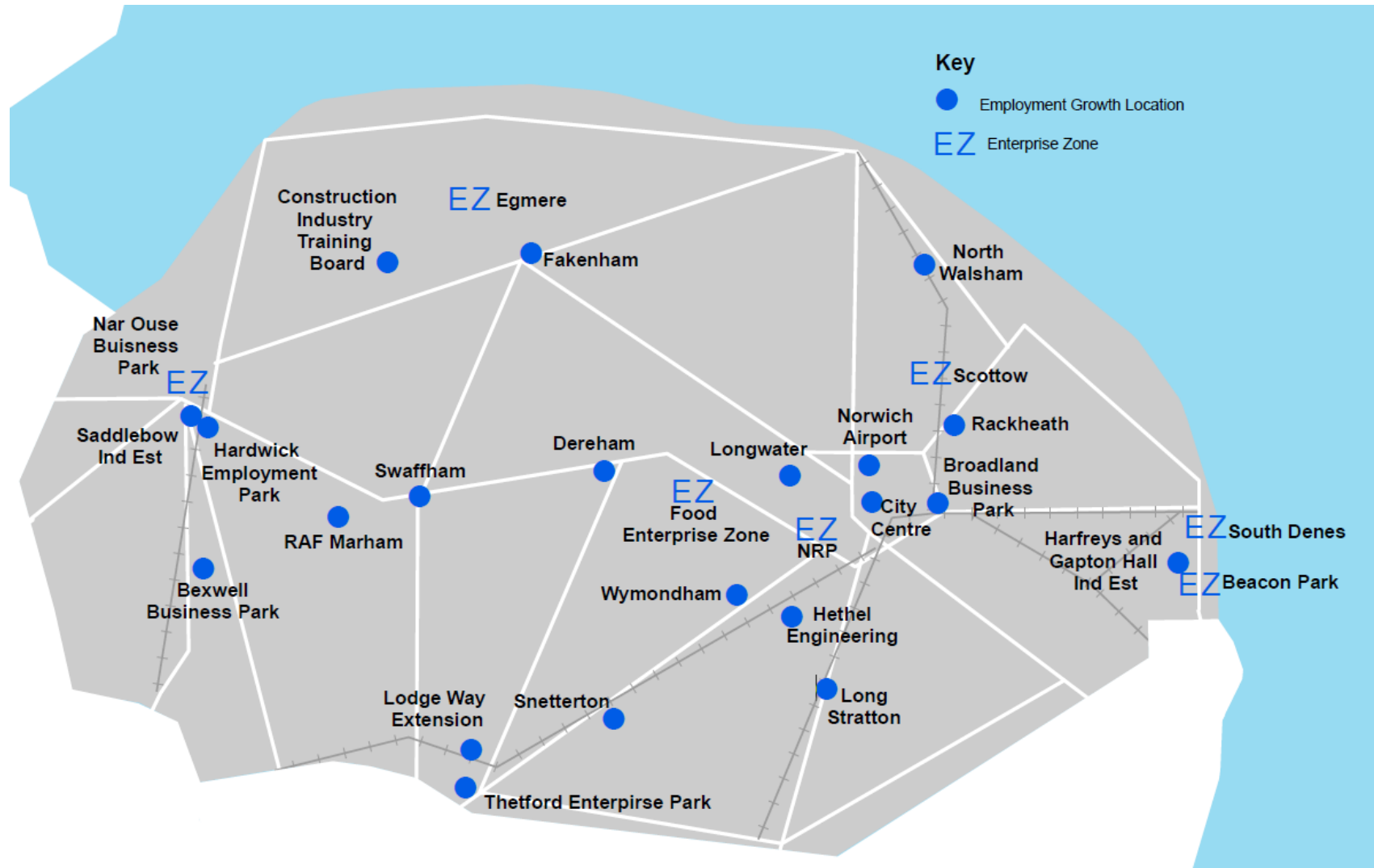
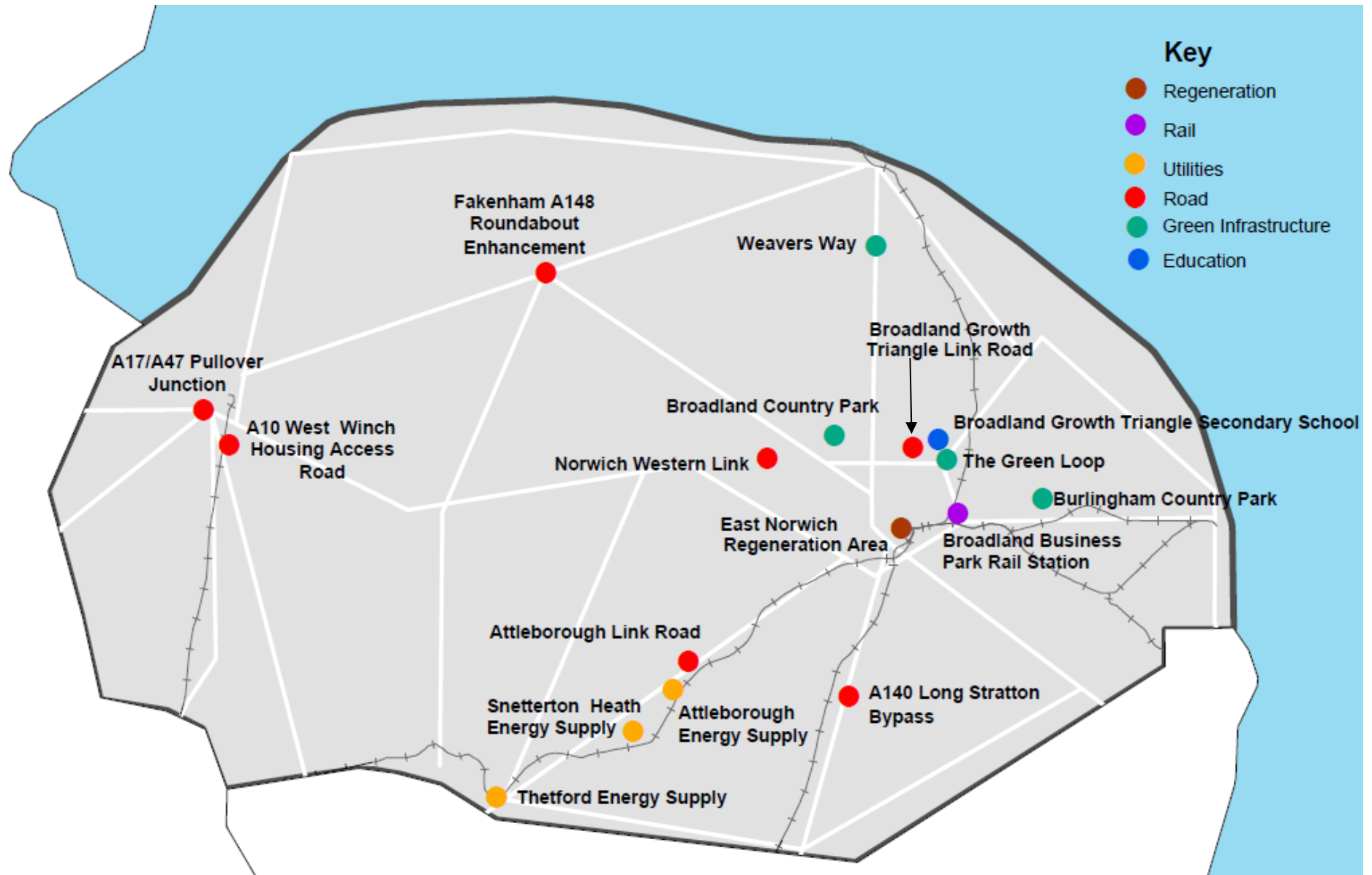


Figure 3 shows all of the projects in Local Authority control that require further development, it does not show projects that are funded, which are listed on page 12. These projects are in alignment with housing growth, jobs growth and the NSES key places, creating better places to live and work for people in Norfolk. The transport projects support major housing and employment sites, improving connectivity and reducing journey times for people and businesses. Utility projects are concentrated around urban areas and the towns along the A11, ensuring the developments at Thetford, Attleborough and Snetterton are built out as planned, and capacity for water supply and disposal is increased in Norwich and King's Lynn to accommodate growth. Utilities including digital coverage are now as essential for homes and businesses as being able to turn a tap on and should be seen in the same way with this plan identifying a range of projects that need to be progressed to deliver the planned growth in the NSES key locations. For the county to grow sustainably, green infrastructure projects will mitigate the impact of growth to the northeast of Norwich whilst flood defences and coastal erosion projects will be vital in protecting both existing and future homes and businesses. The projects do not work in isolation, and they deliver more than one outcome. The transport projects are focussed on unlocking housing and job sites. These cannot move forward without essential utilities being in place, while green infrastructure projects create innovative solutions that can alleviate environmental constraints.

Figure 3 Strategic Infrastructure projects in Local Authority control



Funding Opportunities

The funding required to pay for the strategic infrastructure projects to support delivery of growth is a key element of the individual Local Infrastructure Plans. Opportunities for funding include:

- Growing Places Fund
- City Deals
- Business Rates Pool (BRP)
- Growing Business Fund
- Enterprise Zone accelerator fund
- Enterprise Zone business rates retention challenge fund
- Local Investment Fund (LIF)
- Local Major Transport Schemes
- New Anglia Local Enterprise Partnership (NEW ANGLIA LEP)
- Homes England
- Housing Infrastructure Fund
- Private Investment
- National Productivity Investment Fund (NPIF)
- Developer funding (S106 and CIL)
- Transforming Cities Fund
- Government Major Road Network
- Access for All
- Future High Streets Fund
- Sovereign Wealth
- Industrial Strategy related funding
- Norfolk Strategic Fund
- Community Renewal Fund
- Capability Fund
- The Levelling Up Fund
- Capacity Building Fund
- Towns Fund Deal
- Shared Prosperity Fund
- Infrastructure Investment Fund

In December 2013, Broadland, Norwich City, Norfolk County and South Norfolk councils together with the New Anglia LEP, signed a City Deal with central government of which a core theme supports infrastructure delivery within the Greater Norwich area. Under the direction of the Greater Norwich Growth Board, the partners work to accelerate this delivery, funding infrastructure projects through the pooling of their Community Infrastructure Levy (CIL) contributions into one joint Infrastructure Investment Fund, and harnessing CIL supported borrowing through their City Deal agreement.

The infrastructure priorities identified in the NSIDP will assist the delivery of the NSES and District Council Local Plan growth ambitions. This plan then sets out which elements of infrastructure are required to support the identified growth locations.

Housing Infrastructure Fund

Norfolk has been successful in getting several schemes into the Homes England Housing Infrastructure Fund (HIF). The funds allocated in Norfolk are:

Scheme	Funding agreed	Works proposed	Homes unlocked
Marginal viability fund (single and lower tier authorities)			
Kingsfleet Urban Extension, Thetford	£9.95m	Power infrastructure	5,000
Anglia Square, Norwich	£12m	Decontamination, archaeology, demolition, drainage, roads and parking, water, electricals, and gas	1,230
Cringleford, South Norfolk	£7.8m	Infrastructure (Homes England's Accelerated Construction Fund.)	350
Forward funding (upper tier authorities)			
Broadland growth triangle	£57m	Infrastructure	7,720
Total	£86.75m (currently – not including Broad Growth Triangle)		14,300

The £57m bid put forward for the Broadland Growth Triangle was unsuccessful. NCC and partner authorities will continue to seek other funding opportunities to progress this forward.

Transforming Cities Fund

The County Council was successful in securing £38.4m through the Transforming Cities Fund (TCF). The application was based around the vision of investing in clean transport, creating a healthy environment, increasing social mobility, and boosting productivity through enhanced access to employment and learning. We have prioritised corridors and schemes that will maximise benefits and value for money and are deliverable within the challenging timescales of the funding programme. We have also tried to deliver the best possible balance between bus, walking and cycling schemes, which will be supplemented by a co-ordinated and sustained behaviour change programme that will be locally funded and delivered.

Schemes being over the period 2020-2023 include the following:

- Improvements to walking, cycling provision and public realm in Tombland;
- A contraflow lane to provide cyclists and bus passengers with a more direct and improved access to the rail station and city centre along Thorpe Road;
- Improved bus stop infrastructure, pedestrian and public realm facilities through the busy heart of the city centre;

- Widened pavements and an improved cycle and pedestrian environment along King Street improving the connection between cultural institutions, substantial new residential development and the city centre;
- Improved access and facilities at Norwich Bus Station and Norwich Rail station, new transport interchanges at the Norfolk & Norwich University Hospital and Bowthorpe and works at Wymondham rail station to enable the Cambridge-bound platform to be fully accessible;
- Interventions within the Norwich Lanes area of the city that will improve the environment for walking and cycling;
- Improvements to cycle and pedestrian facilities along the Marriotts Way;
- Provision of a new transport link between the International Aviation Academy / Airport industrial estate and Norwich International Airport for buses, pedestrians and cycles;
- Works on key junctions at Heartsease and Ketts Hill to address poor accident records;
- Expansion of Thickthorn Park and Ride site;
- Bus priority at traffic signals and along key radial public transport routes into the city;
- Provision of new and transformative wayfinding infrastructure.

Vital infrastructure improvements that will improve travel times for bus passengers has given First Eastern Counties the confidence to invest a further £18m in its fleet and local services.

Infrastructure Funding Statement

Amended CIL Regulations came into force on 1 September 2019, which introduced the requirement for all Local Authorities to produce an Infrastructure Funding Statement (IFS) where they charge CIL or collect planning obligations contributions through S106 agreements. Local Authorities are required to set out clearly in their IFSs how much monies they have collected through CIL and planning obligations contributions; and where these monies have and will be spent.

The County Council continues to work with all the Local Authorities across Norfolk to ensure a joined-up approach to infrastructure delivery through developer funding. This builds on existing arrangements relating to the preparation of Local Authority Infrastructure Delivery Plans.

Funded Projects at October 2021

The following projects have successfully been funded since 2013

Completed:

- Broadland Northway (Norwich Northern Distributor Road (incl Postwick)) - £205m
- Norwich Pedal ways -£14m
- Great Yarmouth sustainable transport package (Part 2) - £3.5m
- Great Yarmouth Beacon Park Link (A47/143 Link) - £6.8m
- A11 dualling Barton Mills to Thetford- £105m
- Great Yarmouth Right Turn at the rail station - £400,000
- Great Yarmouth Rail Station to the Market Place improvement- £2m
- Great Yarmouth sustainable transport package (Part 1) - £2.5m
- Thetford Enterprise Park Roundabout- £1.5m
- Bacton Walcott Landscaping - £19.3m
- A140 Hempsall Roundabout - £4m
- A11/Outer Ring Road Daniels Road junction improvement- £2m
- King's Lynn Lynnsport Link Road - £3.5m
- Great Yarmouth congestion-busting projects- £3.3m
- Attleborough Town Centre Improvements - £4.5m
- Norwich (various projects including Dereham Road roundabout- £2m, Cycle link extension to Wymondham- £1.3m, City centre Prince of Wales Road- £2.6m, Dereham Road widening- £3m)

Under construction or part-completed:

- Great Yarmouth sustainable transport package (Part 2) - £3.5m
- Thetford Water Supply – £9.8m
- Thetford Sewerage Scheme - £2m
- Easton, Hethersett and Cringleford sewerage upgrade - £11m
- Local Full Fibre Network (LFFN) - £12m
- Internet of Things Innovation Network - £735,000
- Great Yarmouth Operations and Maintenance Campus
- Wymondham Water Supply Connections
- Great Yarmouth Third River Crossing -£120m

Planned, not yet started:

- A47 improvements £2-300m (incl Thickthorn (Norwich) and Great Yarmouth junction improvements, and dualling Blofield to North Burlingham and Easton to North Tuddenham)
- Increased Surface Water Capacity North Lynn
- Snetterton Energy Supply Short term power needs (Phase 1) £6.1m
- Thetford SUE - £14m
- A47 Wisbech Junctions (Broadend Road)

Digital Connectivity

When Better Broadband for Norfolk (BBfN) implemented its first fibre enabled cabinet during summer 2013 there were two infrastructure providers that deployed fibre infrastructure capable of delivering Superfast broadband (24Mbps+); BT Openreach and Virgin Media. Commercial investment from these two companies provided access to Superfast broadband for 42% of Norfolk properties.

To date, BBfN has seen access to Superfast broadband increase from 42% in summer 2013, to over 95% of Norfolk properties during spring 2020. These figures are taken from the independent organisation "[Think Broadband](#)" data.

As well as continued investment from Openreach and Virgin Media, numerous new broadband infrastructure providers have also started to implement in Norfolk.

The BBfN Programme signed a third contract during 2019, as a result a further £13 million is being invested in deploying Fibre to the Premises for circa 9,000 Norfolk properties that do not have access to Superfast broadband. As a result, by spring 2023, Superfast broadband coverage across Norfolk is expected to increase to over 97%.

Provisions within the BBfN contract provide rebates from BT if take-up of services using BBfN funded infrastructure are higher than expected. This has already provided over £5 million Better Broadband for Norfolk funding, helping to reach 95% Superfast coverage. An expected further £11 million will contribute towards the third BBfN rollout, along with a £2 million grant from DEFRA which will provide access to Full Fibre for some of Norfolk's significant rural businesses. Overall, this will allow the county to move towards its aim of achieving 100% coverage.

UK Digital Strategy

In July 2018 the Government published The Future Telecoms Infrastructure Review that set clear, ambitious targets for the availability of full fibre and 5G networks.

The aim is to see 15 million premises connected to full fibre by 2025, with coverage across all parts of the country by 2033 and that the majority of the population will have 5G coverage by 2027. The review addressed key questions about the evolution of the UK's digital infrastructure such as the convergence between fixed and mobile technologies, and the transition from copper to full fibre (gigabit-capable) networks.

As a result of The Future Telecoms Infrastructure Review, the Chancellor announced in 2019 a £5 billion commitment to fund gigabit capable broadband for the 20% of UK premises that would be unlikely to receive commercial access to gigabit capable broadband. In March 2021 the first live phase (Phase 1b) of Project Gigabit was launched. Norfolk has been included in the first wave, which will deliver gigabit-capable connections across Norfolk to premises that are unlikely to benefit from commercial investment.

The work on Project Gigabit has already started, beginning with the public review phases, before moving into the procurement stage, which is expected to start no later than February 2022. Norfolk County Council is fully committed to work with the

Department for Digital, Culture, Media and Sport (DCMS), and partner organisations to deliver Gigabit capable broadband to the hardest to reach areas in Norfolk.

DCMS recently announced that it will invest between £115 and £195 Million in Norfolk from the Project Gigabit funding, the highest figure in the East of England. This means gigabit capable connections to up to 119,000 properties across the county.

This is in addition to the roll-out of broadband by commercial providers, which is seeing gigabit broadband being deployed rapidly across the country - from one in ten households in the UK in 2019 to more than two in five today. The country is also on track for one of the fastest roll-outs in Europe and for 60 per cent of all households to have access to gigabit speeds by the end of this year.

The Project Gigabit programme targets properties that would otherwise have been left behind in broadband companies' roll-out plans, prioritising those that currently have the slowest connections.

Local Full Fibre Programme

Working with partners NCC has secured circa. £8 million in 2019 via the Government's Local Full Fibre Network programme and a further £2m in 2020 from Ministry of Housing, Communities and Local Government. By the end of 2021 this will provide Fibre to the Premises for over 400 public sector sites, and importantly also offers potential for nearby homes and businesses to access Full Fibre connectivity via a Government Gigabit Voucher Scheme:

Scheme for rural properties with speeds of less than 100Mbps

The RGC programme launched a new voucher scheme in April 2021 for properties that are not subject to any other subsidy scheme such as Project Gigabit.

The scheme is accessible through broadband service providers who have registered to provide connections through the scheme.

Homes and businesses in rural areas of the UK may be eligible for funding towards the cost of installing gigabit-capable broadband when part of a group scheme.

Rural premises with broadband speeds of less than 100Mbps can use vouchers worth £1,500 per home and up to £3,500 for each small to medium-sized business to support the cost of installing new fast and reliable connections. These are available at the [Gigabit Broadband Voucher Scheme website](#).

Planning Regime reforms

Planning Regime reforms will support the mobile industry in the rapid rollout of 4G technology, to help reach more people, more quickly.

The Electronic Communications Code

The Electronic Communications Code regulates the telecommunications sector, reforms will put digital communications infrastructure on a similar regime to utilities like electricity and water. The aim is to ensure new technologies like 5G can be

rolled out more quickly and benefit more people.

Mobile connections

There are four main mobile network operators (MNOs) in the UK; EE, O2, Three and Vodafone. Coverage is increasing both nationally and locally over 2G/3G/4G and now 5G. Coverage improvements have been relatively slow in rural parts of Norfolk reflecting the less stringent business cases for investment in areas as there are fewer residents. The most significant improvements in rural coverage will be delivered through the Shared Rural Network programme which is described below.

Shared Rural Network

The Shared Rural Network (SRN) will see the four main mobile operators and government jointly invest £1bn in improving mobile coverage in rural areas. The target is to deliver 4G coverage to 95% of the UK by 2025. The work started in 2020, initially with £500m investment from the four MNOs to share masts in areas where there is coverage already available from one or more MNO, but not all four. The next stage will entail a further £500m investment from government to fund coverage improvements in areas where there is no existing coverage.

Through shared and new infrastructure, the Shared Rural Network is planned to increase the parts of the UK that get 4G coverage from all operators from 66% to 84%, improving consumer choice.

The mobile operators expect the Shared Rural Network will extend mobile coverage to an additional 280,000 premises and for people in cars on an additional 16,000km of the UK's roads, boosting productivity and investment in rural areas

Norfolk local authorities will continue to work proactively and collaboratively with the MNOs and their network build partners to improve mobile phone coverage including fast data services availability over 4G & 5G services.

Norfolk & Suffolk Innovation Network

A Long Range Wide Area Network is being created across Norfolk and Suffolk to accelerate Internet of Things innovation across the region. Working closely with the New Anglia Local Enterprise Partnership, Norfolk & Suffolk County Councils are installing the largest free-to-use public long-range radio network in the UK.

The network is already in use and serves businesses, private individuals, and the public sector. They can use Internet of Things sensors on the network to sense, monitor, manage and report.

Coverage can be viewed on the [TTN Mapper site](#).

Local Industrial Strategy

The Local Industrial Strategy under Information and Communications Technology and Digital Creative wants to develop the economic case for a Smart Emerging

Technology Institute and testbed (SETI) – a unique advanced high-speed optical and wireless network (including 5G) which interlinks Internet of Things testbeds to support large-scale experiments and data transfer. For more detail on this project see page 83.

Education

The [Schools' Local Growth and Investment Plan \(SLGIP\)](#) for pupil place provision (for ages 4-16) sets out the strategic direction of pupil place supply for those areas of the County where pupil numbers are expected to increase in the next 5-10 years. The Plan is a response to the District Local Plan frameworks and is presented as the basis for discussion, planning and decision-making for the County Council and its partners across the increasingly diverse educational landscape. The Plan links to the County Council's schools' forward capital programme which was reported and approved at the NCC Cabinet in March 2021.

Major growth areas which will require multi-school solutions:

- Thetford Urban Extension -5,000 new dwellings;
- North Norwich Growth Triangle (Sprowston/Old Catton/Rackheath) -12,000+ new dwellings;
- Attleborough Urban Extension - 4,000 new dwellings.
- West Winch/North Runcton - 4,000 new dwellings

Thetford

Primary School places within Thetford are provided by eight schools, a mix of infant, junior and all-through primary, six of these are academies plus two community schools. A total of 360 places are available each year group across the primary phase. Pupil numbers in Thetford is showing a decline as is most of Norfolk for 2021 admissions. It is likely there will be around 60 spare places across reception for this intake.

Working with the land promoters on the Thetford SUE sites have been secured free of charge for three new primary phase schools each of 420 places. In early 2018 the first reserved matters application for phase 1a of the development was permitted and commenced on site in 2019. This phase of development is for 344 homes of which 80 are occupied as of June 2021. This phase includes the site for the first new primary school. Children's Services have been working with the promoters of the land on when to transfer the land for the school to NCC but due to the current lack of pressure for school places, it is likely that the land will not be transferred until around September 2022. NCC Children's Services will decide then when the school will open but the earliest being September 2024.

In the longer term the three new 420 place primary schools for Thetford will meet the need in the current local plan to 2026 and beyond. The timescales for these schools depend on the progress rate of new housing in Thetford.

Secondary school places will be monitored at Thetford Academy, as additional land has already been provided at the school to allow for future expansion. S106 contributions have been secured although not yet collected as a result of the future housing allocation.

North Norwich Growth Triangle (Broadland Growth Triangle)

Existing provision is extensive and affects three secondary schools: Sprowston

Community High School, Thorpe St Andrew School, Broadland Ormiston High School, and their feeder primary phase schools. Existing primary phase provision remains a mix of infant/junior in Old Catton and Sprowston and all through primary in Rackheath and Thorpe.

A new primary school opened at White House Farm in September 2019 and is growing year by year up to 420 places to accommodate children from the housing within the area it is situated. A demographic decline in pupil numbers is evident across the County which is significantly affecting reception intake for September 2021 and many primary phase schools in this area are struggling with low numbers.

Phase 1 (733 dwellings) of the Beeston Park outline application for 3,500 homes is progressing with a strategic infrastructure reserved matters application for roads and drainage submitted. No developer is yet identified although there is reengaging with Homes England on HIF funding.

A contract has been agreed with Taylor Wimpey on the majority of the large allocation for up to 4000 homes at Rackheath. A public consultation is expected in July 2021. Some smaller developments to the south west of Rackheath potentially totalling around 800 dwellings are taking shape and will impact on local school provision. The large development south of Salhouse Road for circa. 1,200 dwellings are on site.

Housing in this area will establish the need for several new primary phase schools and a new high school. Children's Services Officers continue to work with existing schools to ensure minimal impact on their pupil numbers. There is a long-term plan for the area and sites have been secured for new schools within the Local Plan. In the shorter-term admissions into reception each year will be monitored.

As well as two new schools at Beeston Park, further school sites have been secured for new schools on Salhouse Road, North of Smee Lane and a planned extension to double the size of Little Plumstead Primary School. The major growth in Rackheath also safeguards two new primary school sites.

NCC has made a commitment for a new secondary phase school in the Growth triangle. A site on the Rackheath development has been allocated but Children's Services officers are looking at other options until there is certainty this site will come forward.

Attleborough

The town of Attleborough is served by two all-through primary schools, namely Attleborough Primary School and Rosecroft Primary School and one secondary school – Attleborough Academy. The two primary schools offer five forms of entry between them. The town is surrounded by villages with local schools. Some children in Attleborough catchment do choose a nearby village school as opposed to their local primary school in the Town - e.g., in September 2020, around 24% of

Attleborough catchment children expressed a preference for a reception class outside catchment.

Breckland District Council granted planning permission to provide up to 4000 dwellings on land to the south of Attleborough; construction of new link road between Buckenham Road and London Road, pedestrian footbridge across the railway line to connect with Leys Lane, provision of two, 2 Form Entry primary schools; Local centre including shops and other uses including a petrol filling station, Community Uses, two further neighbourhood centres, sports pitches, public open space and amenity greenspace with sustainable drainage systems and associated infrastructure.

Homes England have now taken control of the first phase of development for 1199 new homes which includes the first new primary phase school site. A development working group is being put together to ensure infrastructure is delivered.

In the short term pupil numbers will be closely monitored to ensure any new school is opened on time and when the demand for places is evident so as not to impact negatively on existing provision locally.

West Winch/North Runcton (King's Lynn and West Norfolk)

Up to 4000 dwellings are proposed in West Winch and North Runcton to be delivered in 2 phases, with 1600 up to 2026 and a further 2400 post 2026. West Winch village is served by one primary school of 210 places. The size of this school is adequate for the current numbers of primary age children living in the area. A desktop exercise indicates that the school site could allow expansion of this school to 2 forms of entry and the school is aware of these plans North Runcton does not have its own school but the nearest school for children to attend is in Middleton. Middleton Primary (academy) is on a small site and there is limited scope for expansion.

This allocation has been slow to progress but a development working group is now in place. NCC responded and proposed the expansion of West Winch Primary school in the first instance then sites secured for up to 2 new primary phase schools. Secondary provision will be provided in King's Lynn, but it is anticipated that expansion of one or more of the Kings Lynn secondary schools will be required longer term.

In short term, the response is to monitor the progress of housing commencement and annual admissions to ensure sufficient places for the area.

In longer term, the response is to expand West Winch Primary School, with one new Primary phase school in the northern phase of development and one new primary post 2026 on the Southern part of the housing development. Pressure for places is now being seen within the secondary system in this area so discussions with the three secondary schools will continue.

In addition to these major growth areas which require multi-school solutions the SLGIP also sets out development locations where one new school is expected and growth areas with implications for existing schools.

Offshore Transmission Network

The Department for Business, Energy and Industrial Strategy are currently overseeing an Offshore Transmission Network Review (OTNR). This comprises various “studies/projects” being undertaken looking into the wider issue of grid connection associated with the offshore wind energy sector, which include:

1. National Grid (Electricity System Operator - ESO) – Assessing the grid connection options associated with an expanded offshore wind energy sector (see below – Offshore Coordination Project);
2. Business Energy and Industrial Strategy (BEIS) –BEIS are currently assessing the **regulatory regime** in respect of grid connection to facilitate a more sustainable and efficient electricity distribution network. This is complementary to the above technical work being carried out by the NGESO; and
3. Crown Estates as part of the Fourth Round licensing are undertaking strategic studies around onshore environmental and community sensitivities to support the Round 4 pre-application discussions.

Norfolk County Council is working closely with both National Grid and BEIS under items 1 and 2, particularly to inform the local communities workstream of the OTNR.

Offshore Coordination Project - Consultation

National Grid ESO have published for consultation (October 2020) proposals for a coordinated approach to connecting the electricity generated from offshore wind farms to the grid. This non-statutory consultation was largely technical and aimed at the electricity companies; offshore renewable energy businesses; and other stakeholders, including local authorities involved in any new transmission networks. The consultation formed part of a wider Offshore Transmission Network Review (OTNR) exercise being led by the Department for Business, Energy, and Industrial Strategy (BEIS).

The consultation sets out a comprehensive and integrated option for a future offshore and onshore electricity transmission network designed to manage the growth of the offshore wind energy sector, which is expected to deliver 83 GW of the UK's electricity by 2050 compared to current levels of just over 10 GW. The strategic proposals put forward for a future transmission network have the potential for significant environmental and community benefits through reducing the number of onshore grid connection points and the amount of onshore infrastructure required.

While there are clear and demonstrable benefits to an integrated approach as set out in the above Consultation documents, there is a need for further detailed assessments to be carried out covering, for example:

- (a) Consideration and opportunities to secure secondary inter-connection along the cable route/s to the local networks (132 kV). Allowing for secondary inter-connection could provide a significant benefit to those more isolated parts of Norfolk and provide a stimulus for future housing and employment growth in such areas;
- (b) Consideration of the wider onshore environmental implications of any new transmission network/s, including any drainage and/or flood risk;
- (c) Consideration of the economic opportunities for those coastal areas affected; and
- (d) consideration of enhanced community engagement in the decision-making process as well opportunities for those local communities to benefit from any new onshore infrastructure.

Network Options Assessment –(NOA) January 2021

National Grid Electricity System Operator (NGESO) published their NOA update (2021) at the end of January 2021.

Background

The draft proposals have been identified in their published (January 2021) Network Options Assessment (NOA) produced by National Grid Energy System Operator (NGESO), which is an arms-length business separate to National Grid Electricity Transmission. The NOA document sets out “... *the long term view of the electricity transmission capability; and is the process for assessing options for reinforcing the National Electricity Transmission System (NETS)*”

Key Proposal (for Norfolk)

The key proposal set out in the NOA as it affects Norfolk is the:

- Construction of a **new 400kV double circuit in north East Anglia** to facilitate power transfer requirements across the relevant boundaries. Substation works is required to accommodate the new circuits, ESO recommended **connection date 2030-2031**

It is understood that the requirement for the new line arises from the offshore wind sector (consented schemes), which are likely to put significant pressure on the existing network.

Engagement / NCC Response

At this stage in the process any engagement / consultation by NGESO is **non-statutory**. In the event that the proposals set out in the NOA document are taken forward by National Grid (National Grid Electricity Transmission (NGET)), then this will be under the NSIP regime (see below - Next Steps).

The County Council has responded to the draft proposal in the NOA for a new 400 KV power line between Norwich and Bramford in a letter signed off by Cllr Andy Grant (Environment and Waste Cabinet Member). The response has been discussed and shared with other Local Authorities in Norfolk and Suffolk; and with the New Anglia LEP. We have sought further evidence of “need” particularly in light of the

High Court decision to quash the Secretary of State's consent for the Norfolk Vanguard Offshore Wind Farm Project.

The County Council's initial stance has been to encourage any new power lines to be placed underground where possible. However, it is accepted that there may be some significant opportunities arising from a new power line in terms of:

- (a) Secondary interconnection along the route with the local DNO (UKPN) – providing power along the growth areas along the A11 corridor at Thetford; Attleborough; Snetterton; and in the Greater Norwich area;
- (b) Opportunities for decarbonisation including the potential to use sub-stations for Electric Vehicle charging points and supporting last mile connectivity;
- (c) Opportunities of working with schools and colleges in the area to develop the skills associated and required in this developing sector; and
- (d) Considering local clean energy solutions as part of any reinforcement programme with flexible grid connection that supports business.

Energy baseline evidence

In addition to the work on the ONTR the County Council has also collaborated with the [Energy Systems Catapult](#) (ESC) and [Eastern New Energy](#) (ENE) to produce a Norfolk Local Energy Asset Representation (LEAR). The LEAR is the data foundation for developing the most appropriate pathway to net zero and is a useful visualisation and mapping tool. The outputs from the LEAR provide a robust data evidence base that can guide the County Council and partners towards which clean energy opportunities are the most effective for our area and aid decision making, prioritise resources, and support project and investment decisions.

The LEAR provides a representation of the local energy system in Norfolk covering an area of well over 5,000 km² and a population of around 915,000 people. In order for the model to represent an area as large as Norfolk, the region had to be split into three sub-regional areas: 'Central and West Norfolk', 'Norwich & South Norfolk' and 'Norfolk Coastal'.

The Norfolk LEAR is the first step towards developing a net zero pathway and can be taken forward in a number of ways. Now completed we will be working with ENE to deliver a practical decarbonisation project but there is an opportunity to take the LEAR data foundation and develop a [Local Area Energy Plan](#) (LAEP). The LAEP provides a clear actionable pathway of what the transition to achieve net zero carbon emissions is likely to require in terms of infrastructure and investment in a particular locality over time. With both Norfolk and Suffolk County Councils producing a LEAR we are working alongside the New Anglia LEP to see how this can be progressed collectively.

Infrastructure projects in Local Authority Control

Infrastructure Projects in Local Authority control

The County Council in collaboration with partners is seeking to progress a number of key infrastructure initiatives for the next 10 years as listed below.

All of the projects in this list are judged on four criteria:

- Delivering significant housing and jobs growth
- Identified in existing plans/programmes
- Have a committed route to delivery
- Significant Local Authority control or interest.

Scheme Development key:

No ticks = Issue identified but no work carried out to identify project/solution

✓ = Feasibility work on scheme has begun to identify options

✓✓ = Feasibility/development work underway on preferred option

✓✓✓ = Project is shovel ready

Road Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Broadland Growth Triangle Link Road	2021	£38m	✓✓✓	Developer finance, CIL, BRP, HIF
Attleborough Link Road	TBC	£18m	✓✓	BRP, developer finance, NEW ANGLIA LEP, Homes England loan, HIF
A10 West Winch Housing Access Road	2024	£65m	✓✓	Developer funding, DfT Major Road Network
A140 Long Stratton Bypass	2023	£37.5m	✓✓	Developer funding, NEW ANGLIA LEP, CIL, NPIF, Government Major Road Network

A148 Fakenham Roundabout Enhancement	2025	£3.5m	✓✓	NPIF, NEW ANGLIA LEP
Norwich Western Link	2023	£198m	✓✓	NEW ANGLIA LEP, DfT, Local major transport scheme
A17/A47 Pullover Junction	2025	TBC	✓	DfT,NCC

Rail Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Broadland Business Park Rail Station	Late 2020s	£6.5m	✓	NEW ANGLIA LEP, Rail Industry

Utilities Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Thetford Energy Supply	2021	£6.5m-£9.5m	✓✓	BRP, NEW ANGLIA LEP, Private Sector
Attleborough Energy Supply	TBC	£22m	✓✓	BRP, NEW ANGLIA LEP, Private Sector
Snetterton Heath Energy Supply	TBC	TBC	✓	NEW ANGLIA LEP, Private Sector, BRP

Sustainable Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Weavers Way	2019	£3.1m	✓✓✓	RDPE, HLF, NEW ANGLIA LEP
The Green Loop	2019/20	£5.8m	✓✓✓	DfT, NEW ANGLIA LEP, Sustrans, Lottery, Developer contributions, CIL
Broadland Country Park	2020/21	£2m	✓✓	Broadland District Council, CIL, BRP
Burlingham Country Park	2021	TBC	✓✓	BRP, CIL, NCC, Developer contribution

Education Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Broadland Growth Triangle Secondary School	2025/26 – dependent on development progress	£26m	✓	NCC, BRP, CIL

Regeneration Project

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
East Norwich Regeneration Area	2021 – for master planning	TBC, £600,000 committed	✓	Norwich City Council, LEP, Homes England, Developer Contribution

Road Projects

Broadland Growth Triangle Link Road

The project will provide a road linking the strategic employment areas of Broadland Business Park and Norwich Airport through the development sites within the northern suburbs of Norwich. It will significantly increase the accessibility of employment sites in the Broadland Growth Triangle area and support the development of approximately 55 hectares of employment land in this vicinity. A section of the link between Wroxham Road and Salhouse Road has already been delivered through development and is expected to be open to traffic in the near future. The remaining sections are outlined below.

Broadland Growth Triangle Norwich Link Road				
Description of stage	Airport Industrial Estate to St Faiths Road	St Faiths Road to North Walsham Road and North Walsham Road to Wroxham Road	Salhouse Road to Plumstead Road	Plumstead Road to Broadland Business Park
Estimated cost to deliver the stage	Additional feasibility and scheme development costing approx. £200k	Additional feasibility and scheme development costing approx. £500k	Possible need for additional feasibility and scheme development costing approx. £300k	n/a
Indicative timeframe to deliver stage and start date	Feasibility underway to establish optimal location, nature and timing of vehicular link to Airport. Developer on site and delivering estate road link with mini roundabout on Repton Avenue. Temporary construction link between Repton Avenue and Meteor Close has been constructed.	A detailed application has been submitted part of the link between St Faiths Road and Norwich RFU. NCC and BDC are working with the developer to achieve a planning approval.	Outline planning permission for development scheme across majority of link granted. Reserved matters application submitted for link between Salhouse Road and triangle land. Scheme for signals on Salhouse Road submitted and delivery anticipated by March 2022.	BDC and NCC are in ongoing negotiations with developer about delivery of link road. Key constraint is Middle Road Bridge.
Potential funding source	CIL, developer finance	CIL, BRP, HIF, developer finance	CIL, HIF, developer finance	Developer finance
Scheme Development	✓✓✓	✓✓✓	✓✓✓	✓✓✓

Attleborough Link Road

A key transport priority for Attleborough, required for planned strategic growth (4,000 dwellings) on the Attleborough Sustainable Urban Extension (SUE), is a link road between the B1077 near Bunns Bank to London Road to the south of the town. The link road will distribute new and existing traffic away from the town centre and enable traffic management measures to be implemented within the town centre such as HGV restrictions. Delivery of the link road is a planning requirement of the scheme and will be phased so that up to 1,200 homes can be built before the link road is required to be opened in full. The Attleborough SUE is allocated and has planning permission. Discussions are ongoing with development interests and key partners in order to bring forward the full completion of the road before the requirements of the planning obligations are triggered. Homes England have now acquired the first phase of the SUE and are holding discussion with lead promoter of the site in respect of potentially acquiring further phases. Funding was secured from the 2018/19 Norfolk Business Rates Pool towards developing a Strategic Outline Business Case for the road and work has commenced in this regard and due to be completed by the end of 2021.

Attleborough Link Road		
Description of stage	Development phase: Preliminary Design; Statutory procedures and powers; Construction preparation	Construction phase
Estimated cost to deliver the stage	Circa £1.8m	£18m
Indicative timeframe to deliver stage and start date	Two years	TBC
Potential funding source	BRP, local authority, developer finance	BRP, developer finance, NEW ANGLIA LEP, Homes England loan, HIF

Qualifications for BRP and or NEW ANGLIA LEP funding	Required for 4,000 new houses and 1,500 new jobs. Strategic scheme identified in the NSIDP. Funding would be for detailed technical work designed to progress strategic schemes towards readiness for implementation.	Required for 4,000 new houses and 1,500 new jobs. Strategic scheme identified in the NSIDP. Funding would be for construction.
Scheme Development	Completion of this stage will take the project from ✓ to ✓✓	Completion of this stage will take the project from ✓✓ to ✓✓✓

A10 West Winch Housing Access Road

The West Winch Housing Access Road (WWHAR) is required to facilitate planned housing growth in the South East King's Lynn Growth Area (SEKLGA). It will enable distribution of trips from the new development and alleviate congestion on the A10 through West Winch and at the Hardwick junction. The principle of this new route is set out in the King's Lynn and West Norfolk Local Plan.

The scheme includes some improvements at the Hardwick junction and dualling of a short length of the A47. The WWHAR is supported by Transport East as a priority for Major Road Network funding and a Strategic Outline Business Case (SOBC) was submitted to DfT in March 2021. At the time of writing NCC is in dialogue with DfT and hope to hear a positive response to the SOBC later in 2021 at which point work will commence on the Outline Business Case (OBC)

A10 West Winch Housing Access Road			
Description of stage	Scheme development work to Strategic Outline Business Case (SOBC)	Scheme development work to Outline Business Case (OBC) and planning application	Full Business Case (FBC) and detailed design and procurement to start of works
Estimated cost to deliver the stage	£1.209m	£1.949m	TBC
Indicative timeframe to deliver stage and start date	Jan 2018- March 2021	April 2021 – October 2022	November 2022 to Q1 2025

Potential funding source	Already funded by BRP, NCC and KLWNBC	If SOBC is approved will be funded by DfT (85%) with the remainder from BRP, NCC and KLWNBC	<p>If SOBC is approved will be funded by DfT (85%) with the remainder from BRP, NCC and KLWNBC</p> <p>Funding for construction is anticipated from the DfT Major Road Network fund with the local contribution from developers. Homes England support may also be available in the form of loans or grants.</p>
Scheme Development	✓	✓ ✓	✓ ✓ ✓

A140 Long Stratton Bypass

Long Stratton is located approximately 10 miles south of Norwich on the A140 Norwich to Ipswich road. There is planned growth in Long Stratton of at least 1,800 dwellings in the period 2008-2026 to deliver a bypass but this growth is also highly dependent on the provision of water supply, sewerage, and improved electricity supply. The need for a bypass has long been a priority and is considered to be a prerequisite to provide for the needs of the proposed growth. South Norfolk District Council has adopted an Area Action Plan for Long Stratton. A revised planning application has been submitted by the developer in 2021.

A140 Long Stratton Bypass			
Description of stage	An economic viability study for the Long Stratton bypass. This will be carried out by an expert consultant to provide a professional opinion on the: estimated cost of the bypass; estimated funding gap; direct and indirect economic benefits of the bypass; and added benefits of early delivery of the bypass	Development phase: Detailed design; Statutory procedures and powers; Construction preparation	Construction phase
Estimated cost to deliver the stage	£200,000 (funded)	Circa £5m	Circa £32m

Indicative timeframe to deliver stage and start date	Dec 2017 to July 2018	Two and a half years	2023 start on bypass DfT Major Road Network (The scheme has been prioritised by Transport East. Government gave a positive decision on funding and progression to the next stage of development in July 2021. Construction of the road is programmed to start in 2023.) 2019 Hempnall Crossroads (construction completed following successful NPIF bid by the county council in 2018)
Potential funding source	Funded from: Pooled Business Rates: £100,000 SNC: £15,000 HCA: £35,000 NCC: £50,000	BRP, local authority, developer, Government Major Road Network	Developer, Government Major Road Network, GNGB City Deal borrowing agreed in principle, subject to legal agreement
Qualifications for BRP and or NEW ANGLIA LEP funding		Required for 1,800 new houses and to overcome traffic problems on A140. Strategic scheme identified in the NSIDP. Funding would be for detailed technical work designed to progress strategic schemes towards readiness for implementation	Required for 1,800 new houses and to overcome traffic problems on A140. Strategic scheme identified in the NSIDP. Funding would be for construction
Scheme Development	Will take scheme from ✓ to ✓✓	Completion of this stage will take it from ✓✓ to ✓✓✓	

Fakenham A148 Roundabout Enhancement

A planning application has been received for 950 residential dwellings adjacent to and south of the A148 between Water Moor Lane and the Morrisons roundabout to the east. Access to the new residential development is proposed via a new roundabout on the A148 (at the Water Moor Lane junction) with a link road through to the existing roundabout serving Morrisons. There are longer term aspirations to take forward housing allocations adjacent and beyond the A148 at this location. As Highway Authority NCC indicated that a roundabout would be required to be built at the current A148/B1105 junction as a condition of the planning permission if residential development to the west of Water Moor Lane is progressed.

Fakenham A148 Roundabout Enhancement				
Description of stage	Development of planning application including time for statutory consultation of 13 weeks	Acquisition of land	Utilities diversion	Construction phase
Estimated cost to deliver the stage	TBC	TBC	TBC	Estimated £3.5m
Indicative timeframe to deliver stage and start date	18 Months – To develop planning application and supporting documentation including environmental assessment, ecological and arboricultural surveys.	6 months	9 months – to deliver and implement any required utility diversions	5 months
Potential funding source	NPIF, NEW ANGLIA LEP	NPIF, NEW ANGLIA LEP	NPIF, NEW ANGLIA LEP	NPIF, NEW ANGLIA LEP
Qualifications for BRP and or NEW ANGLIA LEP funding	Required to support the delivery of one of North Norfolk's largest Local Plan allocations of 950 dwellings			
Scheme Development	✓✓	✓✓	✓✓	✓✓✓

Norwich Western Link

This link – to connect the Broadland Northway at Taverham to the A47 west of Norwich – has been identified as one of the County Council's priority road infrastructure schemes.

Norwich Western Link		
Description of stage	Development phase: Outline Business Case submitted; Design and Build Contractor appointed, Statutory procedures and powers; Design for Construction preparation	Construction phase
Estimated cost to deliver the stage	£24m	Indicative £198m including development phase costs, fees, risk, and other items
Indicative timeframe to deliver stage and start date	(2021 – 2023) Statutory process (development and delivery) and detailed design/construction prep	Two years (2023 to 2025)
Potential funding source	BRP, NEW ANGLIA LEP, local major transport scheme, local authorities	NEW ANGLIA LEP, local major transport scheme, local authorities

Qualifications for BRP and or NEW ANGLIA LEP funding	<p>Strategic scheme identified in the NSIDP.</p> <ul style="list-style-type: none"> • Support sustainable housing growth in the western quadrant • Improve the quality of life for local communities • Support economic growth • Protect and enhance the natural environment • Improve strategic connectivity with the national road network <p>Funding for detailed technical work designed to progress strategic schemes towards readiness for implementation</p>	<p>Strategic scheme identified in the NSIDP.</p> <ul style="list-style-type: none"> • Support sustainable housing growth in the western quadrant • Improve the quality of life for local communities • Support economic growth • Protect and enhance the natural environment • Improve strategic connectivity with the national road network <p>Funding would be for construction</p>
Scheme Development	<p>Will take scheme from ✓✓ to ✓✓✓✓</p>	

A17/A47 Pullover Junction, King's Lynn

The A17/A47 Pullover Junction improvement is required to reduce congestion and delay in the King's Lynn area and to support the planned growth set out in the adopted Local Plan. This includes the significant allocation of 4,000 new homes in the South East King's Lynn Growth Area (SEKLGA). The roundabout is a known pinch point on the A47 trunk road at its junction with the A17. The A47 is a high priority route for the local authorities and stakeholders which is borne out by the existence of the A47 Alliance group which supports and lobbies for dualling the whole length of the route due to its economic importance for the region.

The problems stem from a tidal flow through the junction with heavy movements towards King's Lynn in the morning peak and away from King's Lynn in the evening peak. An effect of this is that there are only small gaps in circulating traffic past the A17 approach in the morning making it difficult to negotiate the junction. In the evening peak, when there is a strong movement away from King's Lynn the queues are on the A47 approaches. On the A47(SE) approach this appears to be caused by the volume of traffic exceeding the capacity of the entry onto the roundabout, while the queueing on the A47 (SW) approach is caused by a high circulatory flow of traffic.

This junction has been identified as a priority scheme by Transport East and features on DfT programme of Major Road Network schemes for implementation in the current programme period (a start date before April 2025).

A17/A47 Pullover Junction				
Description of stage	Pre Strategic Outline Business Case (SOBC) – Concept solutions	Scheme development work to SOBC	Scheme development work to Outline Business Case (OBC)	Full Business Case (FBC) and detailed design and procurement to start of works
Estimated cost to deliver the stage	£100k	£0.5m Detailed fee proposal required	£0.5m Detailed fee proposal required	TBD
Indicative timeframe to deliver stage and start date	December 2020 – June 2021	July 2021 – Dec 2022 (dependent upon identifying funding for SOBC)	Jan 2023 – Dec 2023	Jan 2024 – April 2025

Potential funding source	Funded from Business Rates Pool (BRP), National Highways and NCC Cabinet approved allocation	Not yet identified (NCC) Required as soon as possible to keep to programme	DfT/NCC (if SOBC is successful)	DfT/NCC
Tick system	✓	✓	✓✓	✓✓✓

Tick system key:

No ticks = Issue identified but no work carried out to identify project/solution

✓ = Feasibility work on scheme has begun to identify options

✓✓ = Feasibility/development work underway on preferred option

✓✓✓ = Project is shovel ready

Rail Project

Broadland Business Park Rail Station

Currently services operate every hour between Norwich and Sheringham. New rolling stock has recently been delivered across the whole of the franchise. However, further capacity improvements are required to accommodate passenger demand and local partners have been pressing for services every half hour (rather than hourly). Broadland Business Park is a strategic employment site located adjacent to the rail line just east of Norwich. Initial feasibility work establishing the benefits of adding a new station at this location is complete. The next stage for the project is still being considered.

Broadland Business Park Rail Station				
Description of stage	Feasibility GRIP 2 and option selection GRIP 3	Further work to develop single option	Development phase: Preliminary Design; Statutory procedures and powers; construction preparation	Construction phase
Estimated cost to deliver the stage	£140k	Not known. Likely to be Circa £250,000	Circa £2m	Circa £20m
Indicative timeframe to deliver stage and start date	Dec 17 (completed)	2022 1 year	2023-2027 3-5 years	Circa 2028 1 year
Potential funding source	Funded through BRP and BDC	BRP, local authorities, Network Rail	BRP, Growth Deal, local authorities, Network Rail	BRP, Growth Deal, local authorities, Network Rail
Qualifications for BRP and or Growth Deal funding	Strategic scheme identified in the NSIDP.	Strategic scheme identified in the NSIDP. Funding would be for detailed technical work designed to progress strategic schemes towards readiness for implementation	Strategic scheme identified in the NSIDP. Funding would be for detailed technical work designed to progress strategic schemes towards readiness for implementation	Strategic scheme identified in the NSIDP. Funding would be for construction
Scheme Development	✓	To take scheme from ✓ to ✓✓	To take scheme from ✓✓ to ✓✓✓	

Utility Projects

Thetford Energy Supply

Thetford Sustainable Urban Extension (SUE) is allocated, and has outline planning permission, for 5,000 dwellings as well as 22.5 hectares of commercial land. Detailed planning permission has been granted for approx. 1,000 dwellings within Phase 1 of the SUE. Construction of houses upon sub-phase 1A commenced in spring 2018.

The Thetford Enterprise Park (TEP) comprises approx. 50 hectares of land to the west of the SUE, at the northern extent of the Town, accessed off the A1066 Mundford Road. It is allocated for employment uses.

Construction of a new primary substation to be located on the Thetford SUE is due to start imminently. Funding has been secured via the Housing Infrastructure Fund (HIF) to deliver this new facility and thereby increase the power capacity available within Thetford. The new primary substation will have sufficient capacity to serve the energy needs of both the housing and commercial development occurring upon the SUE site.

A feasibility study has been undertaken which considers options for delivering sufficient power capacity to meet the energy needs of the TEP and estimates the cost (based upon current prices) associated with each of these.

It is envisaged that the new primary substation will provide sufficient power capacity to also serve the energy needs of the TEP as well as that of the SUE. However, in order to serve the TEP, network reinforcement works would be required as well as 11kv distribution infrastructure.

Thetford Energy Supply		
Description of stage	Delivery of power infrastructure sufficient to meet the short-term power needs of Thetford Enterprise Park.	Delivery of power infrastructure sufficient to meet the medium to long-term power needs of Thetford Enterprise Park.
Estimated cost to deliver the stage	Current estimate £3m	Current estimate £6.5m

Indicative timeframe to deliver stage and start date	TBC	TBC
Potential funding source	BRP, NEW ANGLIA LEP	BRP, NEW ANGLIA LEP
Scheme Development	✓✓	✓✓

Attleborough Energy Supply

Attleborough Sustainable Urban Extension (SUE) is allocated, and has outline planning permission, for 4,000 dwellings and 10 ha of commercial land.

A feasibility study has been undertaken which considers options of delivering power to the SUE.

Attleborough SUE		
Description of stage	Delivery of power infrastructure sufficient to meet the short to medium-term power needs of Attleborough SUE	Delivery of power infrastructure sufficient to meet the long-term power needs of Attleborough SUE
Estimated cost to deliver the stage	TBC	Current estimate £22m
Indicative timeframe to deliver stage and start date	TBC	TBC
Potential funding source	BRP, NEW ANGLIA LEP, Private Sector	BRP, NEW ANGLIA LEP, Private Sector
Scheme Development	✓✓	✓✓

Snetterton Heath Energy Supply

The Snetterton Heath commercial area is Breckland's largest employment site with approx. 90 hectares of allocated land.

Feasibility work has commenced to consider the options for delivering sufficient power capacity to meet the energy needs of Snetterton Heath and will estimate the cost (based upon current prices) associated with each of these.

In order to increase the power capacity at the location, funding has been secured to deliver a new primary substation at Snetterton and a single 6MVA transformer. The design of the substation has been future proofed in order that it is capable of accommodating up to two further 6MVA transformers.

The cost of delivering a second 6MVA transformer is estimated currently at approx. £4m on the basis that to provide additional power capacity at this location will necessitate some network reinforcement.

The cost of delivering an 11kv distribution ring with a 6MVA load is estimated currently at £0.9m.

However, as yet, funding has not been secured to deliver additional power capacity beyond the initial 6MVA or provide any 11kv distribution.

Erection of the new primary substation is expected to commence late 2021. It is anticipated construction of the facility, and installation of initial 6MVA transformer, will be completed late 2022.

Snetterton Heath Energy Supply		
Description of stage	11kv distribution network sufficient to accommodate 6MVA load	Delivery of additional 6MVA transformer within new primary substation at Snetterton Heath and reinforcements required to electricity network.

Estimated cost to deliver the stage	£0.9m	Current estimate £4m but TBC
Indicative timeframe to deliver stage and start date	TBC	TBC
Potential funding source	Developer finance, NEW ANGLIA LEP	Developer finance, NEW ANGLIA LEP
Scheme Development	✓✓	✓✓

Sustainable Projects

Weavers Way

This project will create new walking and cycling infrastructure in rural Norfolk. Weaver's Way begins in Cromer, following a public rights of way network to the market town of Aylsham. Here it picks up the route of a disused railway line, following its course through the Norfolk countryside to the edge of the Broads National Park at Stalham. It then meanders through the famous wetlands and waterways before re-joining the coast at Great Yarmouth. This project will focus principally on revitalising the disused railway line between Aylsham and Stalham. Route improvements will include new surfacing to ensure year-round accessibility for walkers (including access impaired users) and cyclists, increased safety, and accessibility at road crossings through installation of new gates and improved signage and connectivity to amenities and other routes throughout.

Weavers Way			
Description of stage	Feasibility – Being delivered as one of the three 'Recycling the Railways' focused studies.	Stage 1 delivery – surface and signage	Stage 2 delivery – associated industrial heritage buildings brought back into use as visitor facilities
Estimated cost to deliver the stage	£45,000	£1,062,343	c. £2,000,000
Indicative timeframe to deliver stage and start date	January 2019- Complete	January 2020- Complete	March 2023
Potential funding source	NCC capital - secured	RDPE – bid successful	HLF, NEW ANGLIA LEP
Qualifications for BRP and or NEW ANGLIA LEP funding	Supports housing and jobs growth in both Broadland and North Norfolk District Councils through provision of housing related GI and mitigating the effects of housing growth on vulnerable environmental sites. Also increases the visitor offer supporting tourism related job growth.		
Scheme Development	✓✓✓	✓✓✓	✓✓

The Green Loop

A 46-mile circular route for walking / cycling and disabled use. Encompassing the Marriott's Way, Bure Valley Path and Broadland Way. Broadland Way is partially built through the Broadland Northway and connects with the Broadland Growth Triangle. Marriott's Way and Bure Valley Path exist and are used currently for walking and cycling but require upgrading in some areas to make them more accessible for disabled users, both routes are biodiversity corridors. Broadland Way has been part built by the Broadland Northway and will link to the east end of the Green Pedal way. The Green Loop will also connect to the Three Rivers Way Cycle route and to Weaver's Way. DfT, Norfolk County Council and Broad's Authority funded Three Rivers Way Cycle route and to Weaver's Way.

The Green Loop		
Description of stage	Feasibility	Phased delivery of Broadland Way and upgrades to Marriott's Way and the Bure Valley Path
Estimated cost to deliver the stage	£45,000	£5.7m
Indicative timeframe to deliver stage and start date	Broadland Way initial feasibility Delivered May 2018 Bure Valley Path and Marriott's Way upgrades feasibility started April 19	Staged – various completion dates dependent on funding source
Potential funding source	NCC Capital funding - secured	S106, CIL, DfT, NEW ANGLIA LEP, Interreg Experience-secured
Qualifications for BRP and or NEW ANGLIA LEP funding	Supports housing growth in the NE Broadland Growth Triangle and the Western Broadland growth allocation areas. Provides mitigation for the impact of the additional houses on vulnerable environmental sites, particularly those located in the Broads Authority Area. Contributes to the local visitor related economy through providing a very attractive sporting facility. Contributes to the health and wellbeing of residents in the Greater Norwich Area.	
Scheme Development	✓✓✓	✓✓✓

Broadland Country Park

Broadland Country Park (previously named the North West Woodlands Country Park) project proposes the creation of a new country park facility surrounded by a large area of woodland, heathland, and fenland in the Greater Norwich area. The project involves the delivery of a series of walking, cycling and trim trial routes, habitat restoration and enhancement schemes, public engagement events, car parking and visitor facilities as well as large woodland play area. The project helps to manoeuvre the Greater Norwich area into a strong position in which to deliver sustainable, well planned communities by enabling a mitigation strategy that alleviates the impact of growth on, and therefore safeguards for generations to come, the internationally designated sites. Ideally located adjacent to the Broadland Northway, the Thorpe Marriott Greenway cycle and pedestrian route, and the purple and yellow bus routes the Broadland Country Park is ideally located to intercept visits to the internationally designated sites and to attract visits from across the Greater Norwich area.

Broadland Country Park				
Description of stage	Stage 1 – Site acquisition	Stage 2 - Scheme development: Design, feasibility, and infrastructure delivery plan	Stage 3 - Preparation and submission of planning application	Stage 4. Capital delivery phase
Estimated cost to deliver the stage	£715,000	£72,000	£138,000	£1,067,100
Indicative timeframe to deliver stage and start date	October 2019	Nov 2020	May 2021	December 2022
Potential funding source	CIL	BDC, CIL, BRP	BDC, CIL, BRP	BDC, CIL, BRP
Qualifications for BRP and or NEW ANGLIA LEP funding	Project delivers green infrastructure mitigation that alleviates the impact of growth in the Greater Norwich area.			
Scheme Development	✓	✓✓	✓✓	✓✓✓

Burlingham Country Park

NCC has owned land at Burlingham for 100 years and has been discussing the best use of this site for several years: the site is currently tenanted by two county farms and a small community woodland well-used by local dog walkers and families.

The Burlingham Estate is one of the largest areas of land owned by NCC at over 12.5 km². The site was originally purchased 100 years ago as part of an NCC strategy to re-settle returning servicemen into agricultural businesses.

This project will take an innovative approach to the way new community recreational spaces are conceived and designed. It is no longer enough to just provide open space for people, green space must be multifunctional and deliver on many levels; access for all regardless of ability, the space must improve health and wellbeing, mitigate for climate change and biodiversity loss, be easily accessible by public transport, benefit the economy of the local area as well as alleviating recreational pressure on nearby designated areas and finally provide a legacy that can also be valued by future generations.

Burlingham		
Description of stage	Stage 1- Design Feasibility and Master-planning	Stage 2- Phased deliver of infrastructure identified through the master planning work
Estimated cost to deliver the stage	£60,000	TBC
Indicative timeframe to deliver stage and start date	July 20- September 21	September 21 onwards
Potential funding source	BRP - Funded	CIL, BRP, NCC, Developer Funding
Qualifications for BRP and or NEW ANGLIA LEP funding	Project delivers green infrastructure mitigation that alleviates the impact of growth in the Greater Norwich area.	
Scheme Development	✓✓	✓

Education Project

Broadland Growth Triangle Secondary School

NCC has made a commitment for a new Secondary phase school in the Broadland Growth Triangle area and to date the only site available to us is within the Rackheath Strategic Development. However, another potential site is being considered in the Local Plan consultation. Some work on site assessment has taken place but all options for additional secondary school places need to be considered.

Broadland Growth Triangle Secondary School			
Description of stage	Scoping & option assessment & design feasibility	Planning	Construction Phase
Estimated cost to deliver the stage	£100k	£400k	£26M
Indicative timeframe to deliver stage and start date	Rackheath Strategic Development is moving forward, and discussions are ongoing with the planning team. NCC Children's Services require more certainty on this site before making a firm commitment. In the meantime, other options are still being considered.	April 2023 to March 2024, subject to a suitable site being secured and development progress in Broadland Growth Triangle.	April 2025 to March 2026, subject to a suitable site being secured with access and services provided.
Potential funding source	NCC Basic Need	NCC Basic Need	NCC funding, Basic Need, CIL, DfE Free School programme.
Qualifications for BRP and or NEW ANGLIA LEP funding	Required to support 13,500 planned homes in Broadland Growth Triangle. In principle agreement exists for BRP funding to support scheme development.	Required to support 13,500 planned homes in Broadland Growth Triangle.	Required to support 13,500 planned homes in Broadland Growth Triangle.
Scheme Development	Completion of this stage will take it from ✓ to ✓✓	Completion of this stage will take it to ✓✓✓	Delivery phase takes scheme beyond ✓✓✓

Regeneration Project

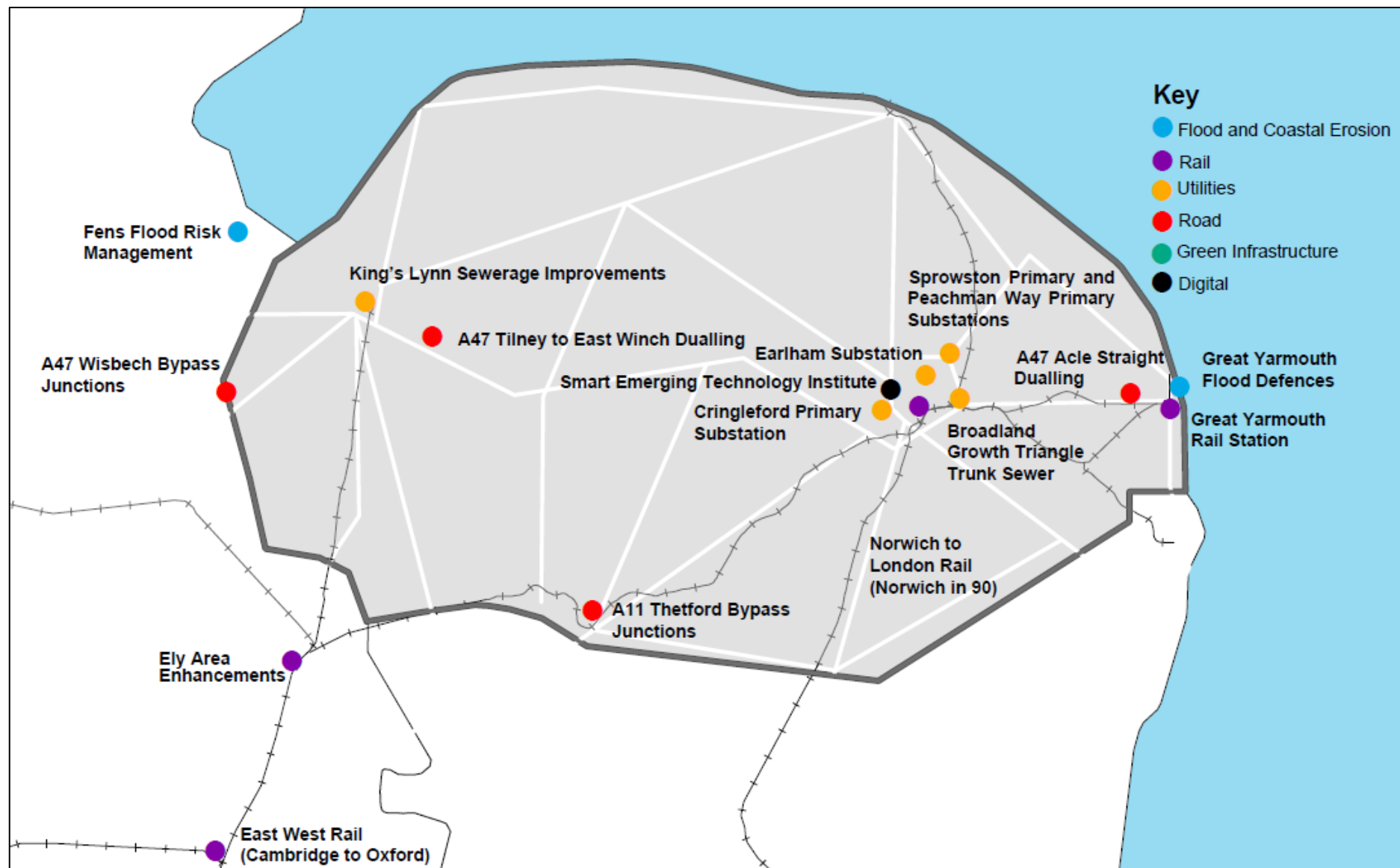
East Norwich Regeneration Area

This project is aimed unlocking development in the East Norwich sites, which includes the long term vacant and heavily constrained Deal and Utilities sites and the vacated Britvic/Unilever sites. There is a significant potential to attract public sector investment in the infrastructure needed to ensure delivery. The comprehensive redevelopment of the sites has the potential to create a highly sustainable new quarter for the city, linking the city centre with the Broads, delivering exemplar design and a highly attractive location for living and working. The emerging planning framework for Greater Norwich – The Greater Norwich Local Plan– identifies the “East Norwich Strategic Regeneration Area” which includes the three sites. The Regulation 19 GNLP allocates the ENSRA for residential led mixed-use development, to include in the region of 4,000 homes, subject to confirmation through detailed master planning. Part of the site also sits in the Broads authority area, and policy in Broads Local Plan also supports regeneration projects.

East Norwich Regeneration Area	
Description of stage	Consultants Avison Young have been commissioned to produce a masterplan to guide the comprehensive development of the Deal Ground, Utilities and Carrow Works sites in East Norwich, with a view to leveraging in significant public sector investment in the infrastructure needed to ensure delivery. The comprehensive development of the 3 sites has potential to deliver a new mixed-use quarter in Norwich with up to 4,000 new homes and 100,000 sqm of employment. The masterplan will identify the specific infrastructure requirements (including bridges, roads, cycle and footway infrastructure, and marina) required to kick start development, the phased delivery of comprehensive development and associated infrastructure will follow the master planning.
Estimated cost to deliver the stage	£600k (committed)
Indicative timeframe to deliver stage and start date	Masterplan development is underway, having commenced in March 2021. Stage 1 (production of a preferred option masterplan based on extensive stakeholder and public engagement) should be complete by October 2021 and Stage 1 (including production of a supplementary planning document to support the GNLP policy) by end of March 2022.
Potential funding source	Masterplan funding confirmed from: Norwich City Council, Norfolk County Council, Norwich Towns Deal, Broads Authority, Homes England, Network Rail, Norfolk Strategic Fund, landowners. Subsequent delivery: potentially Homes England, developer finance, NEW ANGLIA LEP, others TBC
Scheme Development	✓

Infrastructure projects to be delivered by other organisations

Figure 4 Infrastructure projects to be delivered by other organisations



Road Projects

A11 Thetford Bypass Junctions

Evidence has shown that even without the proposed growth at Thetford, the junctions on the A11 are forecast to operate over their theoretical capacity by 2026, with the Mundford Road (A134) junction experiencing the worst congestion. The issues are exacerbated by the proposed growth of Thetford. As a result, junctions on the A11 bypass around Thetford will need to be upgraded during the Plan period.

A Masterplan for the SUE has been developed and improvements will be made to an appropriate standard agreed with National Highways. It is likely that the agreed scope of work will comprise traffic signals on the roundabouts and speed limits on the A11. Because of the strategic function of the A11, which is the major trunk road connection between Norwich, Cambridge, and London, NCC considers that this is not an optimum solution and will continue to work with partners – principally National Highways – to bring forward measures that do not diminish the strategic status of the route. Ultimately, this might require grade-separation of the junctions.

The Thetford Network Improvement Strategy considered the town as a whole and, as a result, the county council undertook further work to investigate, amongst other things, the feasibility of an alternative solution to accommodating north-south movement in the form of a new road link. However, the work concluded that a new link would likely be difficult to deliver due to environmental constraints. The county council therefore propose to investigate other measures during 2021 in liaison with partners including National Highways.

Infrastructure	A11 Thetford Bypass Junctions
Location	Breckland
Delivers	5,000 homes and 5,000 jobs
Lead authority	National Highways, NCC, Landowners, Breckland District Council
Estimated start date	2025-2030
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	NPIF, National Highways Roads Investment Strategy 3 (2025-2030), Major Road Network Funding
Benefits	Improves congestion, required for growth
Link to other Information	Thetford Area Action Plan Thetford Market Town Transport Network Improvement Strategy

Status	Improvements, likely to be signalisation of the junctions, will be phased with the delivery of the housing growth. None yet are programmed. More extensive improvements, required to maintain the strategic function of the A11, would be delivered as part of a future National Highways programme, but is not yet committed. NCC has investigated an alternative involving rerouting the A134 and will undertake further work on options during 2021.
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A47 Wisbech Bypass Junctions

There are significant congestion issues on the A47 Wisbech Bypass especially at the pinch point junctions of the B198 (east and west) and A1101 which are the responsibility of National Highways. Improvements to these junctions could be brought forward as part of National Highways's trunk road programme post-2020 and /or development within the town. There are also safety concerns at the A47/Broadend Road which requires a new junction by developers to deliver housing in Wisbech.

Improvements to the A47 Broadend Road junction to replace the existing arrangements with a roundabout and minor improvements to the existing Elm High Road / A47 roundabout will be brought forward with the Growth Deal Funding from the CPCA Business Board for the Wisbech Access Strategy.

Infrastructure	A47 Wisbech Bypass Junctions
Location	King's Lynn and West Norfolk, Fenland
Delivers	960 homes and 10,000sqm office space (up to 2026)
Lead authority	Developers/ National Highways
Estimated start date	TBC (in short term programme)
Estimated cost	£1.1m Elm High Road £3.4m Broadend Road
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	NPIF, developer funding, National Highways Roads Investment Strategy 2 (2020-2025), CPCA Business Board Growth Deal Funding
Benefits	Improved junctions on the A47 will overcome concerns regarding road safety and connect growth areas to the trunk road network.
Link to other information	N/A
Status	Fenland District Council has developed a Wisbech transport strategy, this identifies improvements to roundabouts on the A47 and they are now developing the schemes.

A47 Tilney to East Winch Dualling

The long-term objective of NCC and other partners is for complete dualling of the A47 along the full length of the trunk road from the A1 at Peterborough to Lowestoft. However, it is recognised that this may need to be achieved through a phased approach to improvements. The A47 Alliance agreed that A47 Tilney to East Winch dualling along with the Acle Straight dualling below are two of its priorities.

A number of schemes are committed for construction on the A47 between 2020 and 2025. These are shown on page 16.

Infrastructure	A47 Tilney to East Winch dualling
Location	King's Lynn and West Norfolk
Delivers	There are strategic site allocations in West Winch and North Runcton, adjacent to A47, which provide for 1,600 homes and 1ha employment land, while employment land is identified at Hardwick (27 ha) and Saddlebow (23ha).
Lead authority	National Highways
Estimated start date	2025-30
Estimated cost	£130m
Unfunded cost	£130m
CIL contribution	No
Funding opportunities	National Highways Roads Investment Strategy 3 (2025-2030)
Benefits	Improves connectivity and reliability
Link to other information	A47 Alliance Website
Status	Tilney to East Winch is a current priority of the A47 Alliance.

A47 Acle Straight Dualling

As well as Tilney to East Winch, dualling the Acle Straight is a priority.

Infrastructure	A47 Acle Straight dualling
Location	Broadland, Great Yarmouth
Delivers	The Enterprise Zone covering large parts of Great Yarmouth and Lowestoft will help bring forward 9,000 direct and 4,500 indirect jobs across the area. Furthermore, approximately 14,000 new homes are planned across Great Yarmouth and Lowestoft. The plans for 37,000 new homes and the creation of 27,000 jobs in the Greater Norwich area will further increase demand along the A47 between Greater Norwich and between the Enterprise Zone.
Lead authority	National Highways
Estimated start date	2025-30
Estimated cost	£79m
Unfunded cost	£79m
CIL contribution	No
Funding opportunities	National Highways Roads Investment Strategy 3 (2025-2030)
Benefits	Improve accessibility between Norwich and Great Yarmouth and improve the safety record of the road
Link to other information	A47 Alliance Website
Status	The Acle Straight is a current priority of the A47 Alliance.

Rail Projects

Norwich to London Rail (Norwich in 90)

As part of the franchise agreement there has been complete replacement of the rolling stock and some services (two each way every day) have journey times of 90 minutes. A service frequency of every 20 minutes is also part of the franchise commitment although this has not yet been implemented. Even these improvements however will not deliver sufficient capacity or frequent (at least one every hour) services in 90 minutes.

In recognition of the strength of the study work and lobbying, government formed a Great Eastern Main Line Task Force to define how the ambition for a faster, more reliable, better quality service with more capacity could be delivered to serve the needs of Essex, Suffolk, and Norfolk. The Task Force is currently undertaking study work to identify exactly what infrastructure is required to deliver the required level of service, and the business case for it. This work is due for completion towards the end of 2020.

Infrastructure	Norwich to London Rail (Norwich in 90)
Location	Norwich to London
Delivers	Improvements could generate up to £9.3bn in economic benefits and create 32,600 jobs. The financial benefit of journey time savings is estimated to be £6m annually.
Lead authority	Greater Anglia, Network Rail, NEW ANGLIA LEP, Local Authorities
Estimated start date	2024-2029
Estimated cost	Being evaluated
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Network Rail: Rail Network Enhancements Pipeline
Benefits	London to Colchester in 40 minutes, Ipswich in 60 minutes and Norwich in 90 minutes at least hourly off-peak.
Link to other information	New Anglia Great Eastern Rail Campaign Website
Status	The Great Eastern Mainline Task Force has completed a wider economic benefits study and is working with Network rail on a Strategic Outline Business Case, which will confirm the measures needed, the cost of the measures and the benefits from their implementation.

Great Yarmouth Rail Station

Existing rail services are operated by Greater Anglia as part of the East Anglia franchise. Currently services operate between Norwich and Great Yarmouth every hour, with 30 minutes services at peak times. The East Anglia franchise started in October 2016 and new rolling stock has recently been provided across the whole of the franchise which has helped to address train quality issues. However, a significant improvement is required at Great Yarmouth rail station to improve the arrival experience at this key public transport gateway to the town. Schemes implemented by the local authorities have improved the station forecourt and the onward link to the town centre and marketplace using New Anglia LEP Growth Deal money. There is a long-standing ambition for improvements to the rail station itself and a small amount of Great Yarmouth Town Deal funding has been allocated for engagement with key partners to determine how improvements to the station can be funded and delivered.

Infrastructure	Great Yarmouth Rail Station
Location	Great Yarmouth
Delivers	Improvements to Great Yarmouth Rail Station
Lead authority	Greater Anglia
Estimated start date	2019- 2024
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Network Rail: Rail Network Enhancements Pipeline
Benefits	Facilitate jobs growth and encourage inward investment into the energy coast. Help meet objectives as set out in Policy CS17 of Great Yarmouth Core Strategy
Link to other information	N/A
Status	Potential for inclusion in Network Rail spending programme 2019-2024

Ely Area Enhancements

A large number of rail services pass through Ely: King's Lynn to Cambridge; Norwich to Cambridge; Norwich to Peterborough; Ipswich to Peterborough; and freight services from Felixstowe. Major rail infrastructure improvements are required to accommodate all services committed within franchise agreements and for further frequency improvements in the future. Local authorities are working with local enterprise partnerships, government, and Network Rail to bring forward the improvements for delivery. Network Rail secured £13.1m funding from the Department for Transport and £9.3m funding from Cambridgeshire and Peterborough Combined Authority, New Anglia LEP and Strategic Freight Network to understand the scale of the challenge to increase capacity through Ely and progress early design options for public consultation. Network Rail secured an additional £13.1m funding from DfT in 2020 to develop an Outline Business Case. This is expected to be submitted to DfT in spring 2022. Further design and development of the programme and authorisation will be subject to future funding decisions by the Department for Transport through the Rail Networks Enhancements Pipeline process.

Infrastructure	Ely Area Enhancements
Location	East Cambridgeshire
Delivers	£120m wider economic benefits, and 1,000 homes and 1,000 jobs.
Lead authority	Network Rail
Estimated start date	Mid 2020s
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Network Rail: Rail Network Enhancements Pipeline
Benefits	Supports better connectivity on the Cambridge Norwich, Peterborough Norwich, and King's Lynn Cambridge corridors.
Link to other information	New Anglia website
Status	Currently Network Rail is developing an Outline Business Case, which is expected to be submitted to DfT in spring 2022.

East West Rail (Cambridge to Oxford)

The complete East West Rail scheme comprises a strategic rail route that will link Ipswich and Norwich to Cambridge, Bedford, Milton Keynes, Bicester, and Oxford, allowing connections to Swindon, the Thames Valley, south west England and south Wales providing a connection across the important Oxford to Cambridge “high tech arc.” The route will potentially allow freight trains to connect the ports of Felixstowe and Harwich with the Great Eastern, East Coast, Midland, West Coast and Great Western main lines without the need to travel on congested tracks around North London.

Government has set up a Special Delivery Vehicle for the project and this is currently taking forward design and development work on a new line from Cambridge to Bedford. Delivery of this could be completed in the mid-2020s. Major work is ongoing to reinstate rail lines from Bedford to Bicester (with services already running from Bicester to Oxford) with services expected from the end of 2023.

East West Rail is supported by NCC and is focussed on making sure that the benefits of this substantial investment come to Norfolk by ensuring that services extend at least as far as Norwich (on existing lines). A Preliminary Strategic Outline Business Case is in the process of being finalised, which shows a good case for this.

Infrastructure	East West Rail (Cambridge to Oxford)
Location	Cambridge to Oxford
Delivers	Establishes a railway connecting East Anglia with central, southern, and western England.
Lead authority	East West Rail Company. Working with local authorities along the route, DfT and Network Rail
Estimated start date	Late 2020s
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Government via special purpose delivery vehicle
Benefits	Connects Oxford and Cambridge to major economies in New Anglia.
Link to other information	East West Rail website
Status	<p>Phase 1 Oxford to Bicester complete</p> <p>Phase 2 Bicester to Oxford commenced late 2019 with services from end of 2023</p> <p>Phase 3 Bedford to Cambridge expected to be built by the mid-2020s.</p> <p>Work is ongoing to identify how services might extend to Norwich and Ipswich (on existing tracks) following completion of Phase 3. A Preliminary Strategic Outline Business Case is in the process of being finalised, which shows a good case for this.</p>

Utility Projects

Sprowston Primary and Peachman Way Primary Substations

These substations are identified in the Greater Norwich Energy Infrastructure Study (March 2019) as constrained and unable to currently support more development. The constraint of these substations affects development in the Broadland Growth Triangle including Rackheath and Beeston Park. Reinforcements or upgrades to the electricity network are required when demand exceeds capacity. If development sites cannot proceed due to insufficient capacity, alternative measures must be considered in order to deliver these.

Infrastructure	Sprowston Primary	Peachman Way Primary
Location	Broadland	Broadland
Delivers	A possible 10,000 homes	A possible 10,000 homes and Broadland Business Park
Lead authority	UK Power Networks	UK Power Networks
Estimated start date	TBC	TBC
Estimated cost	£2.5-10m	£2.5-10m
Unfunded cost	£2.5-10m	£2.5-10m
CIL contribution	Yes	Yes
Funding opportunities	CIL, private sector	
Benefits	Support the delivery of 10,000 homes and job development at airport and Rackheath	
Link to other information	GNDP Local Investment Plan and Programme link	
Status	Baseline requirement	

Earlham Substation

This substation is identified in the Greater Norwich Energy Infrastructure Study (March 2019) as constrained and unable to currently support more development. The constraint of this substation affects development in Costessey, the Food Enterprise Zone, Longwater/Easton, Norwich Research Park (NRP) and Threescore. Significant amounts of spare capacity have already been reserved by users within the Research Park and reinforcements or upgrades to the electricity network are required when demand exceeds capacity. If development sites cannot proceed due to insufficient capacity, alternative measures must be considered in order to deliver these.

Infrastructure	Earlham Substation
Location	South Norfolk
Delivers	900 homes at Easton and jobs at NRP and Food Hub
Lead authority	UK Power Networks
Estimated start date	TBC
Estimated cost	£2.5-10m
Unfunded cost	£2.5-10m
CIL contribution	Possibly
Funding opportunities	CIL, private sector
Benefits	Critical for growth of NRP and will support the delivery of growth into the SW Norwich – 900 homes at Easton and Food Hub
Link to other information	N/A
Status	Baseline requirement

Cringleford Primary Substation

This substation is identified in the Greater Norwich Energy Infrastructure Study (March 2019) as constrained and unable to currently support more development. The constraint of this substation affects development in Cringleford and Hethersett. With new housing close to Cringleford Primary and spare capacity utilised as backup for the hospital reinforcements or upgrades to the electricity network are required when demand exceeds capacity. If development sites cannot proceed due to insufficient capacity, alternative measures must be considered in order to deliver these.

Infrastructure	Cringleford Primary Substation
Location	South Norfolk
Delivers	2,500 homes
Lead authority	UK Power Networks
Estimated start date	TBC
Estimated cost	£2.5-10m
Unfunded cost	£2.5-10m
CIL contribution	Possibly
Funding opportunities	CIL, private sector
Benefits	Supports housing growth in SW Norwich and provides back up supply to Norfolk and Norwich Hospital.
Link to other information	N/A
Status	Baseline requirement

Broadland Growth Triangle Trunk Sewer

There is no significant capacity constraint from the existing works at Whitlingham or Belaugh, but there is in the existing sewerage network. An existing trunk main connecting from Sprowston to Whitlingham has a limited amount of capacity. After capacity within this main is used, new infrastructure would be required to give a connection of adequate capacity to the Whitlingham Water Recycling Centre. Connections to the foul sewerage networks to serve development sites are an on-going project which is driven by developers applying to Anglian Water to connect to the public sewerage network.

Infrastructure	Northeast Norwich Trunk Sewer
Location	Broadland
Delivers	A possible 10,000 homes
Lead authority	Anglian Water
Estimated start date	2011-2026
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	Yes
Funding opportunities	Private sector
Benefits	Supports the delivery of 10,000 homes to the northeast of Norwich
Link to other information	GNDP Local Investment Plan and Programme link
Status	Baseline requirement

King's Lynn Sewerage Improvements

To help facilitate growth in King's Lynn, sewerage improvements may be required. Connections to the sewerage network are an on-going project which is driven by developers applying to Anglian Water to connect to the foul sewerage network.

Infrastructure	Upgraded wastewater flow capacity in King's Lynn	Major sewerage improvements at King's Lynn
Location	King's Lynn and West Norfolk	King's Lynn and West Norfolk
Delivers	Housing growth in King's Lynn	
Lead authority	Anglian Water	Anglian Water
Estimated start date	TBC	TBC
Estimated cost	Circa £500,000	£1-1.2m
Unfunded cost	Circa £500,000	£1-1.2m
CIL contribution	Possibly	Possibly
Funding opportunities	Private sector	
Benefits	To help facilitate growth in King's Lynn, sewerage improvements may be required	
Link to other information	N/A	N/A
Status	Baseline requirement	Baseline requirement

Sustainable Projects

Great Yarmouth Flood Defences 2017 onwards (Epoch 2)

There are approximately 12km of flood defences in Great Yarmouth that help reduce the risk of tidal flooding to over 5000 dwellings and 1000 businesses from the River Yare. However, the steel piled quays supporting our flood defence walls are badly corroded and need replacing. Failure of these defences during a surge tide event would result in rapid flooding of properties in the lower lying land adjoining the river. We have developed a 5-epoch project over the next 40 years to address this issue, prioritised based on the condition of the defences.

Infrastructure	Great Yarmouth Flood Defences 2019 onwards Epoch 2 (2016 – 2021), Epoch 3 (2021 – 2026), Epoch 4 (2026 – 2046), Epoch 5 (2046 – 2061)
Location	Great Yarmouth
Delivers	The Environment Agency is currently delivering Epoch 2 (2016 –2021) to refurbish and improve approximately 4km of flood defences and the supporting quayside. A Limpet Dam will be used to enable patching of the corroded pile sections and installation of cathodic protection to stop future accelerated low water corrosion. It is anticipated that adopting this approach will allow a further 30 years of life to be gained from the assets for an estimated 30% of the cost of replacement and manage the flood risk to around 2000 homes and 700 businesses. The challenge is to secure funding to deliver the next epoch of work required to manage the flood risk to the town grows. The partners are working together to identify a sustainable income stream to ensure the vital investment for the next phase of work and continued maintenance. All opportunities and beneficiaries should be explored.
Lead authority	Environment Agency (lead technical partner) working in partnership with Great Yarmouth Borough Council, NCC, NEW ANGLIA LEP, Peel Ports, Broads Authority, and the Tidal Defence Business Partnership (representing local businesses).
Estimated start date	Epoch 2 construction work began in October 2019 and the current completion date is spring 2022. Works on a further two walls are currently being developed and it is envisaged these works will be completed in December 2023.
Estimated cost	Epoch 2 has a construction cost of £41.4m with an additional £6.2 million required to maintain the Epoch 2 defences over the next 30 years. Epoch 3 has an estimated construction cost of £33m, however refined and revised through options appraisal and design.

Unfunded cost	Epoch 3 is at an early stage. The project's viability is likely to depend on securing around 63%(approx.£20.5m) of the cost through partnership funding.
CIL contribution	No
Funding opportunities	Partners of the project, growth and regeneration investment, developer contributions, critical infrastructure providers and businesses
Benefits	The flood defences support the economic growth and development of Great Yarmouth with the potential to support 34,000 jobs and £1.5 billion to the economy over the lifetime of the Epochs. Enabling 50ha of prime location undeveloped land and opportunity to enable appropriate resilient development, in line with local development strategies and supporting policies.
Link to other information	Great Yarmouth Tidal Defence Project
Status	<p>The Epoch 2 construction works are in progress addressing 40 walls across the town with completion planned for spring 2022. £18m Partnership funding has been secured to gain approval to spend £27m FDGiA (capital and revenue).</p> <p>Epoch 3 is at an early stage of business case development. A substantial amount of partnership funding will again need to be secured in order for this project to progress as planned. Partners are beginning work to identify funding sources for Epoch 3 and to identify a sustainable income stream to meet future investment required to manage flood risk to the town.</p>

Future Fens – Flood Risk Management

The Great Ouse Fens are approximately 370,000 hectares of rural lowland, much of this is below mean sea level. 66,000 hectares of this area are within Norfolk. The Fens are high grade agricultural land and currently have a high standard of flood risk management provided by a complex system of watercourses and key water management assets in Norfolk, including the Denver Sluices, King Lynn tidal defences, South Level Barrier bank, and major pumping stations.

New housing development proposed for Downham Market, Wisbech and Kings Lynn, as well as new transport infrastructure crossing the Fens will put additional pressure on the Fens flood risk infrastructure.

Infrastructure	Future Fens – Flood Risk Management
Location	Area around Southery, Denver, Upwell, Outwell, Kings Lynn
Delivers	<p>The Great Ouse Fens considered in the project covers 2,184km² of Cambridgeshire and Norfolk adjacent to the lower reach of the Great Ouse catchment from Earith to The Wash. The area includes around 130,878 residential properties, 13,068 non-residential properties and 184,895 hectares of agricultural land.</p> <p>This project will provide the evidence base for the consideration of future and potential flood risk investments required across the Fens. Phase 1 of FCERM in the Fens is the baselining stage, bringing asset and investment information together to determine the scale of the challenge, which in turn will enable visualisation and engagement with a vast array of interested parties.</p> <p>Phase 2 will involve the strategic appraisal of the adaptive infrastructure choices available to decision makers within the Fens. Given the scale and complexity of this, it is estimated that Phase 2 may take between 5 to 10 years to develop and conclude.</p>
Lead authority	Environment Agency
Estimated start date	Ongoing project. Implementation phase from ~2030.
Estimated cost	Phase 2 Strategy cost approximately £10-15M. Predicted future capital investment need in flood risk management over next 100 years is £2.7bn, with approximately £1.1bn from Government.
Unfunded cost	Approximately £1.6bn required from contributors. TBC - from £100m to 2120 CIL
CIL contribution	Possibly
Funding opportunities	Central Government (Flood and Coastal Erosion Risk Management Grant in Aid); Local Government (Regional Flood and Coastal Committee Local Levy), Internal Drainage Boards, and other funding sources from beneficiaries.

Benefits	Land protected for economic growth, appropriate housing development and new transport infrastructure enabled, particularly East Wisbech, West Winch and A10 and A47 improvements.
Link to other information	Great Ouse Tidal River Baseline Report 2017
Status	The Environment Agency have begun study work to plan the best way of managing future flood risk in the Great Ouse Fen Area, including investment needs. Existing cost estimations are based on initial understanding of the core, tidal river area of the Fens; needs for the Fens as a whole will be significantly in excess of these currently known figures.

Digital Project

Smart Emerging Technology Institute (SETI)

The Smart Emerging Technologies Institute is digital communications infrastructure initiative aiming to create the fastest collaborative research testbed in Europe. SETI (a virtual institute led by UEA in partnership with Cambridge University, BT Adastral Park and Essex University) will provide a global capability to support leading edge research, benchmarking and validation of new applications and services, through large scale experiments using the ultrafast digital communications infrastructure.

Once delivered, SETI has the potential to push the boundaries and fast track the application of machine learning, artificial intelligence (AI) etc.

Smart Emerging Technology Institute (SETI)	
Description of stage	Initial feasibility study has been completed. Development of detailed business case is due to start summer 2021.
Estimated cost to deliver the stage	c. £50k
Indicative timeframe to deliver stage and start date	4 months August 2021
Potential funding source	NEW ANGLIA LEP Innovation fund and in-kind staff contribution from UEA, SNC and CNTC (all secured)
Scheme Development	✓✓ Feasibility/development work underway on preferred option

Up and Coming Projects

There is a list of up-and-coming projects, to assist in the creation of a pipeline of schemes so we are aware of the major infrastructure likely to come forward in the future and as more information on these new projects becomes available they can be considered for inclusion in future versions of the NSIDP. This section is for those projects which fit the criteria for the NSIDP but where enough information is not known for projects to be fully included in the plan at this time. These projects are:

- North Walsham Link Road
- Trowse Rail Bridge
- Thetford A134 to A11 connection
- Longwater additional access
- Transport Infrastructure to support Norwich East
- A149 King's Lynn Bypass
- A10 Setchey (south of West Winch)
- A140 north of Long Stratton
- Great Yarmouth North Quay Regeneration
- Great Yarmouth Outer Harbour Southern Terminal
- Great Yarmouth Town Centre Improvements
- Great Yarmouth Learning Centre and University Campus
- Business Incubator on the Great Yarmouth Energy Park
- Active Travel in Breckland

Infrastructure and Development Select Committee

Item No: 9

Report Title: Transport for Norwich Strategy Review

Date of Meeting: 17 November 2021

Responsible Cabinet Member: Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure & Transport)

Responsible Director: Vince Muspratt (Director of Growth and Development)

Executive Summary

This report summarises the outcome of the recent consultation on the Transport for Norwich Strategy. Results of the online closed question consultation responses are in Appendix 1. The outcome of the consultation shows broad support. The key issues to emerge from written and online responses about the relationship to the surrounding areas, the need to support the vitality of the city and ensuring implementation considers the needs of users of the city. Many of the views relate to the implementation of the strategy and will be helpful in developing an action plan. A number of amendments are recommended and these are set out in Appendix 2. Select Committee are asked to consider the responses and proposed changes before the strategy is finalised for adoption by Cabinet.

Action required

The Select Committee is asked to:

1. Consider the responses received to the consultation and the proposed changes as set out in Appendix 2.

1. Background and Purpose

- 1.1 The County Council is undertaking a review of the transport strategy for the Norwich Area. The strategy has been produced in partnership with officers from Broadland District Council South Norfolk Council and Norwich City Council. The new Transport for Norwich (TfN) Strategy was consulted on from 26th August to 8th October 2021 and is a high-level strategy that sets out

transport policy commitments and direction for the long term to tackle issues such as decarbonisation air quality active travel and housing and jobs growth.

- 1.2 This report summarises the outcome of the consultation and, sets out the changes proposed to the consultation version.
- 1.3 The consultation was primarily online and sought views on the strategy's themes, policies, and proposed actions to progress the strategy.
- 1.4 A report is attached as Appendix 1 and sets out an analysis of the online closed question responses received. Appendix 2 is a schedule of proposed changes to the consultation version of the Transport for Norwich strategy following analysis of on-line and written responses received.

2. Proposal

- 2.1 The proposal is for Select Committee to consider the responses received through the recent consultation, the proposed changes and provide any further views before the strategy is finalised for adoption.
- 2.2 The schedule of proposed changes is shown in Appendix 2. The key issues to emerge from written and online responses were the relationship to the surrounding areas, picking up that users of the city may come from longer distances and rural areas and their needs must be recognised in the development of interventions, the need to support the vitality of the city, ensuring sustainable travel options meet peoples travel needs and ensuring implementation considers the needs of users of the city. Further, more specific changes have been made to make policies and actions clearer. Many of the views relate to the implementation of the strategy and will be helpful in developing an action plan.

3. Impact of the Proposal

- 3.1 The impact of the proposal will be to make changes to the TfN strategy consultation version, to take into account views received through the recent public consultation.

4. Evidence and Reasons for Decision

- 4.1 256 responses were received through the online survey and the Have Your Say email address, including comments from the Broads Authority, First Eastern Counties, Konect Bus, Pulham Market Parish Council, Costessey Town Council and Norfolk Police Traffic Management. A further 7 written responses were received from Norwich Green Party, Breckland Council, Norwich Business

Improvement District, Chantry Place, Broadland District Council, South Norfolk Council and Norwich City Council.

- 4.2 The consultation on the strategy was split into two parts. The first section covered the vision and themes proposed for the strategy and the second part of the questionnaire sought comments on the individual policies and proposed actions by theme.
- 4.3 There was strong support for the strategy with support or strong support the dominant response for each of the themes. 80% of respondents chose to answer the first section only.
- 4.4 The second part of the questionnaire sought comments on the individual policies and proposed actions by theme. Only 20% of respondents chose to complete some or all this section. All policies and actions received more agreement than disagreement.
- 4.5 As well as asking whether respondents supported the themes policies and actions, there was an opportunity provide free text responses to explain why that view was put forward. In all 232 respondents provided free text responses to one or more of the questions. The main themes that emerged the free text responses are summarised below.

Public Transport (265 comments)

Comments mostly related to the barriers to public transport use with concerns that bus travel is too expensive, not reliable, or frequent enough. Other points highlighted the lack of rural services and that not all areas are accessible by bus. There were also concerns that buses are polluting and there should be a move towards a zero-emission fleet.

Active travel (99 comments)

There was a good level of support for active travel. People thought that there should be incentives for active travel backed with appropriate infrastructure so that people feel safe to walk and cycle. There also need to be measures to reduce private car use. There were comments concerned that prioritising active travel could penalise those who need the car, and it could make the city inaccessible.

Growth (86 comments)

Growth needs to be targeted in locations to prevent car use and should come along with a sustainable transport strategy. There was concern that new infrastructure lags new developments. A number of respondents were keen to see that infrastructure for electric vehicles was a part of new development.

Harming the city centre (57 comments)

Concern was expressed that interventions to remove vehicles from the city centre would make it a difficult place to get to. As a result, people would not be able to access jobs facilities and services in the city and city centre businesses would suffer. Some respondents commented that any restrictions within the city would need to be very carefully thought out.

Road charging and levies (46 comments)

There was concern that charging or levies would disadvantage those that cannot pay or have no alternative to the car and lead to inequality. Respondents also felt that it would make the city unattractive and harm the economy of the city. Others commented that these things will require careful thought before introduction.

Traffic Dominance (64 Comments)

Overall, it was considered by those that responded to be a good thing to reduce the dominance of traffic. However, concern was raised that in reducing the dominance of traffic it would harm the ability for people to access services facilities and jobs. Viable alternatives to the car would need to be provided.

Electric Vehicles (62 comments)

There was support for electric vehicles (EVs), though some commented that it was not the total solution to air quality and decarbonisation. The strategy shouldn't just rely on a shift to EVs. It was pointed out that EVs are expensive and still have environmental impacts. There was a concern that charging infrastructure was not available in rural areas would be hard to put in place in existing residential areas that rely on on-street parking.

Road improvements (39 comments)

There were a wide variety of comments, but most said that improvements should support sustainable transport measures. Some comments said that restrictions would be counterproductive increasing distances travelled, congestion and pollution. Some respondents commented that they did not feel recent schemes had met intended users' needs.

Strategy (99 comments)

There was support for the overall thrust of the strategy promoting public transport, walking and cycling. There were a number of things that needed to be thought about carefully. Respondents pointed out that the Strategy must consider that the needs of a city do not fit with the needs of a rural area and the strategy should not disadvantage rural communities. The attractiveness of the city should not be harmed. There is a need to consider all sections of society and ensure that interventions do not disproportionately impact on those with limited travel choices. The strategy needs to be backed up with the right interventions.

Next Steps (89 comments)

The strategy needs to be backed up with action. The views of people need to be listened to and the governance needs to be strong enough to make real change.

- 4.6 Many of the comments received relate to the next steps and implementation of the strategy rather than putting forward specific changes to the proposed vision, themes and policies. Some of the comments received relate to factual updates and suggested wording changes that do not affect the overall direction of the strategy. One issue for consideration is the relationship between the city and the rural areas surrounding this and whilst the strategy recognises this there is merit in amending wording in the strategy to be clear on this point. This is reflected in the schedule of proposed changes.
- 4.7 Many of the points put forward in the free text responses do not call for changes to the strategy will be useful in developing an action plan to take forward the strategy and will be used to shape that next stage of work.
- 4.8 Written responses were received from Norwich Green Party, Breckland Council, Norwich Business Improvement District, Chantry Place, Broadland District Council, South Norfolk Council and Norwich City Council.
- 4.9 The key themes from written responses were.
- Recognition of issues in rural areas and ensuring that the strategy does not harm rural communities that rely on their access into Norwich
 - The need to ensure that the strategy supports the vitality of the Norwich and its strategic growth area
 - Support for a review of governance for delivery of the strategy
 - Concern over long term commitment and funding

- The balance in funding between major road projects and sustainable transport interventions
- A number of specific wording changes for clarity

In addition, a range of comments were submitted that relate to the expectations for the next stages of work. As with the comments received on-line these will help us to develop an action plan to support the strategy and we intend to continue to do this in collaboration with Norwich City Council, Broadland District Council and South Norfolk Council.

- 4.10 Results from the consultation support the approach taken in the strategy and the themes it contains. The responses received endorse the work that is done so far and provide evidence that the strategy can be taken forward to adoption with relatively few changes. Some of the comments received relate to issues beyond the scope of the strategy, particularly in respect of future funding and comments received on established schemes including the Norwich Western Link. The focus of this report is on the views received on the strategy, its themes policies and actions, and amendments to improve the strategy in light of those views.
- 4.11 The Sustainability Appraisal (SA) and Habitats Regulation Assessment (HRA) were consulted on alongside the strategy these will be updated to reflect any changes proposed to the strategy.
- 4.11 On the basis of the general support and agreement to the strategy gathered through the consultation process it is recommended a number of amendments are made to the strategy and it is taken forward for adoption. The details of these can be found in Appendix 2 - Schedule of proposed changes.

5. Alternative Options

- 5.1 An alternative option would be to make no changes to the consultation version of the Transport for Norwich Strategy. This option is not preferred as it does not draw on evidence and comments received through the consultation to shape and refine the final version of the TfN strategy.

6. Financial Implications

- 6.1 Currently there are no financial implications. The consultation is being undertaken within existing financial resources secured for delivery of the Strategy. The remaining funding secured will be used post strategy adoption to develop some of the more significant actions emerging through the Action Plan.
- 6.2 Delivery of the strategy will require funding. Limited funding is committed to start to take forward the actions. Further work on evidence gathering and

delivery of interventions will need to be funded from a variety of sources including the capital programme, bids for funding and developer contributions.

7. Resource Implications

7.1 Staff:

Current activities to develop Transport for Norwich Strategy, including consultation, are being undertaken within existing financial resources.

7.2 Property:

None at this stage. Any impacts on property are only likely to arise from delivery of individual transport schemes. These will be identified at later stages of plan development, and in its implementation stage. Impacts will be considered at the appropriate time on the specific schemes.

7.3 IT:

Not at this stage. It is likely that some of the interventions developed will impact on the Council's IT systems including those that manage the transport networks and provide travel information.

8. Other Implications

8.1 Legal Implications:

A Strategic Environmental Assessment (SEA) is being undertaken alongside development of the strategy as part of an Integrated Sustainability Appraisal. SEA is a requirement of the Environmental Assessment of Plans and Programmes Regulations 2004. A Habitats Regulation Assessment (HRA) was also undertaken and both the Sustainability Appraisal and HRA. The environmental assessments and reports will be updated as required to reflect the changes emerging from the consultation.

8.2 Human Rights Implications:

None at this stage

8.3 Equality Impact Assessment (EqIA):

EqIA has been incorporated into the Sustainability Appraisal that was carried out and consulted on alongside the strategy. Consultation responses came from a wide range of individuals and representative organisations, which don't necessarily reflect the make-up of the users of the transport network. However, the EqIA being done by WSP will provide the checks and balances to make sure we get the strategy correct. Individual actions / schemes / projects will be subject to their own assessments as part of work on their development.

8.4 Data Protection Impact Assessments (DPIA):

Information collected in the consultation will be confined to data that will help the council to analyse the responses. It will not be possible to identify

individuals from the requested information. This will not constitute personal data under the terms of the Data Protection Act.

8.5 Health and Safety implications:

None at this stage.

8.6 Sustainability implications:

An Integrated Sustainability Appraisal has been carried out incorporating the Strategic Environmental Assessment and Habitats Regulation Assessment.

8.7 Any Other Implications:

None.

9. Risk Implications / Assessment

- 9.1 The strategy has been developed alongside an SEA and HRA, which are legal requirements. Further work following on from adoption of the strategy will identify specific interventions and they will be subject to their own project-based risk assessments.

10. Action Required

- 10.1 The Select Committee is asked to:
- Consider the responses received to the consultation and proposed changes as set out in Appendix 2.

11. Background Papers

- 11.1 Transport for Norwich Strategy Sustainability Appraisal
- 11.2 Transport for Norwich Strategy, Habitats Regulation Assessment
- 11.3 Transport for Norwich Strategy Consultation Version

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix 1

**Transport for Norwich Strategy Consultation - On-line consultation closed
question responses**

Proposed Transport for Norwich Strategy

<https://norfolk.citizenspace.com/consultation/proposed-transport-for-norwich-strategy>

This report was created on Monday 11 October 2021 at 11:03

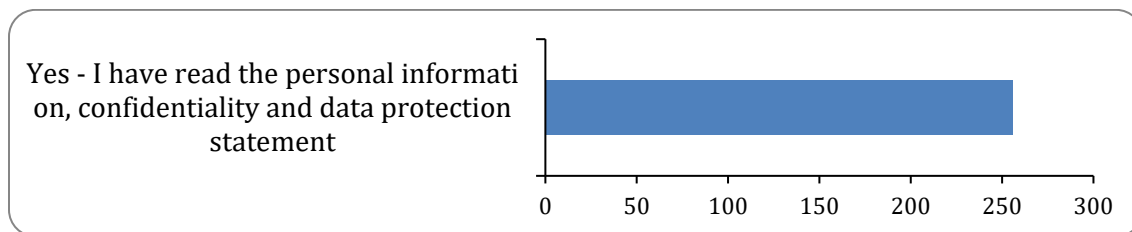
The activity ran from 26/08/2021 to 08/10/2021

Responses to this survey: **256**

Please tick to confirm that you have read the Personal information, confidentiality and data protection statement above.

Data protection agreement

There were 256 responses to this part of the question.



Option	Total	Percent
Yes - I have read the personal information, confidentiality and data protection statement	256	100.00%
Not Answered	0	0.00%

What is your name?

Name

There were 218 responses to this part of the question.

What is your email address?

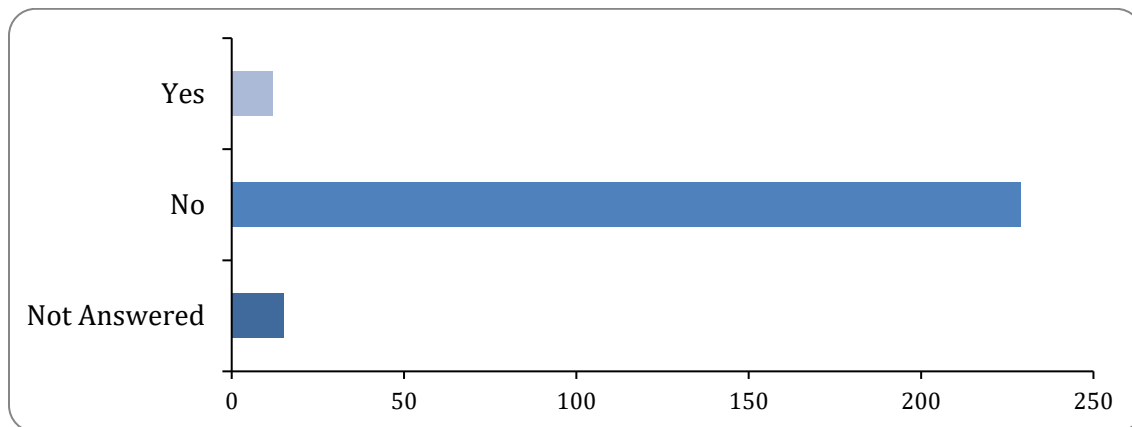
Email

There were 210 responses to this part of the question.

Are you responding on behalf of an organisation?

Are you responding on behalf of an organisation?

There were 241 responses to this part of the question.



Option	Total	Percent
Yes	12	4.69%
No	229	89.45%
Not Answered	15	5.86%

If yes, what is the name of your organisation?

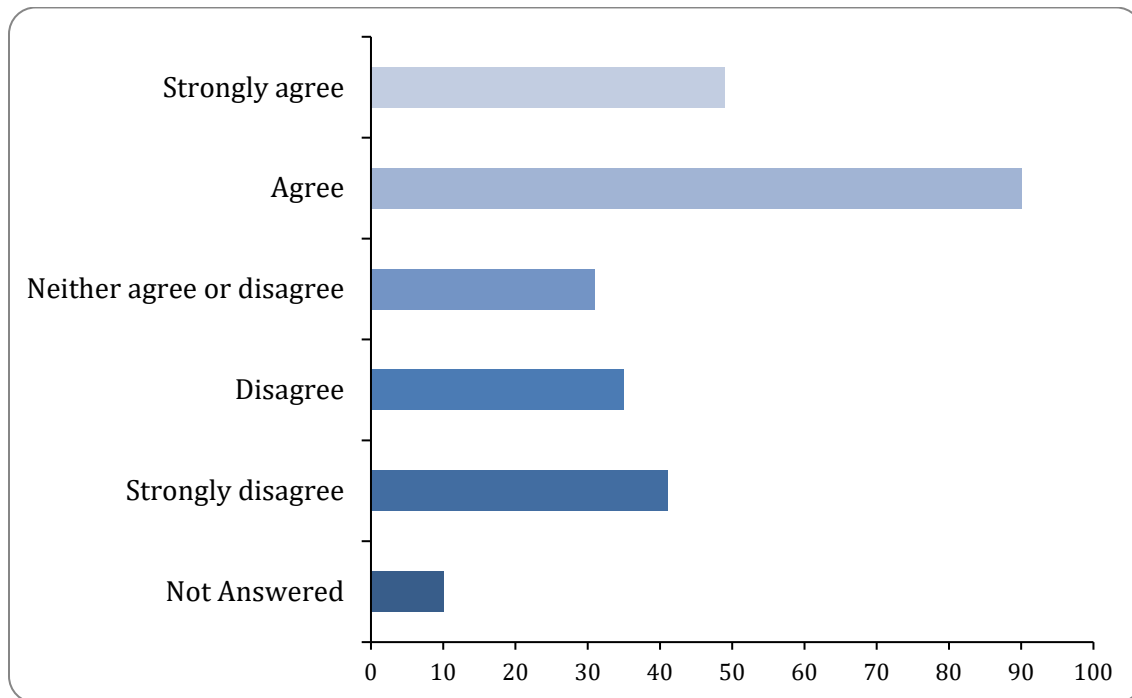
Organisation

There were 20 responses to this part of the question.

To what extent do you agree or disagree with our overall vision? (Please select only one item)

agree or disagree with our overall vision?

There were 246 responses to this part of the question.



Option	Total	Percent
Strongly agree	49	19.14%
Agree	90	35.16%
Neither agree or disagree	31	12.11%
Disagree	35	13.67%
Strongly disagree	41	16.02%
Don't know	0	0.00%
Not Answered	10	3.91%

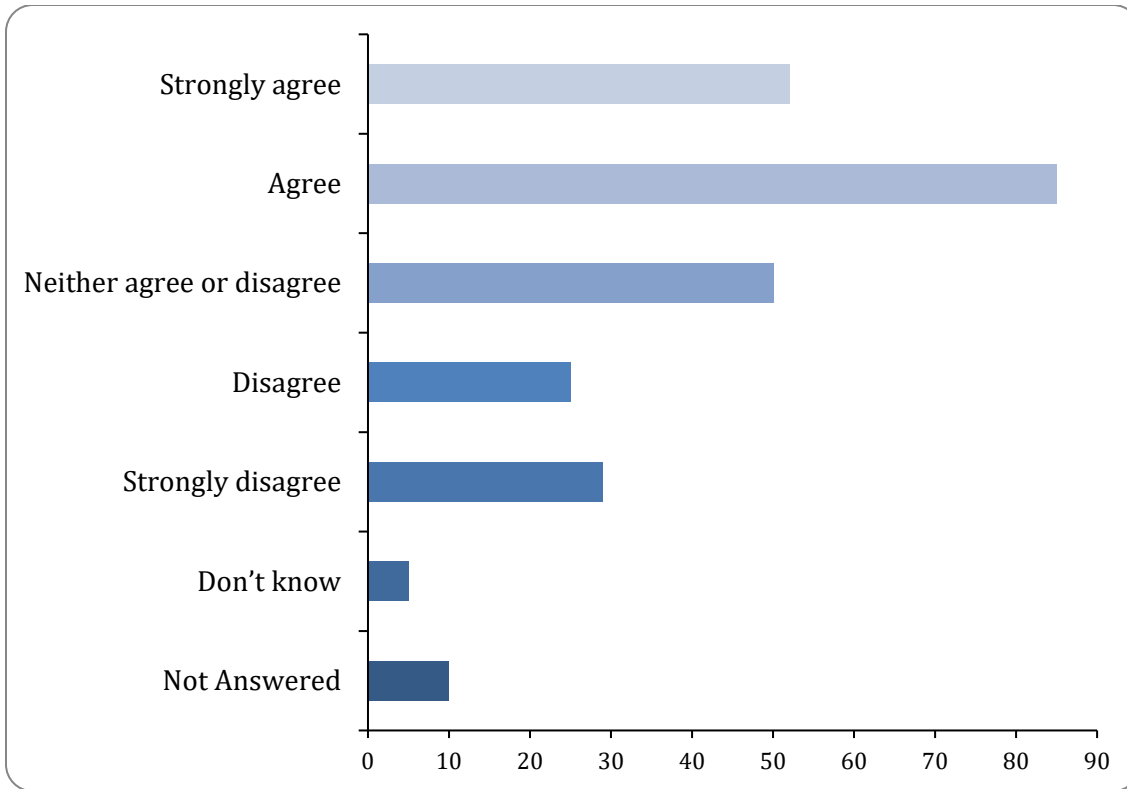
Why do you say that? Please write below:

There were 186 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'Norwich and Norfolk' theme? (Please select only one item)

Norwich and Norfolk theme

There were 246 responses to this part of the question.



Option	Total	Percent
Strongly agree	52	20.31%
Agree	85	33.20%
Neither agree or disagree	50	19.53%
Disagree	25	9.77%
Strongly disagree	29	11.33%
Don't know	5	1.95%
Not Answered	10	3.91%

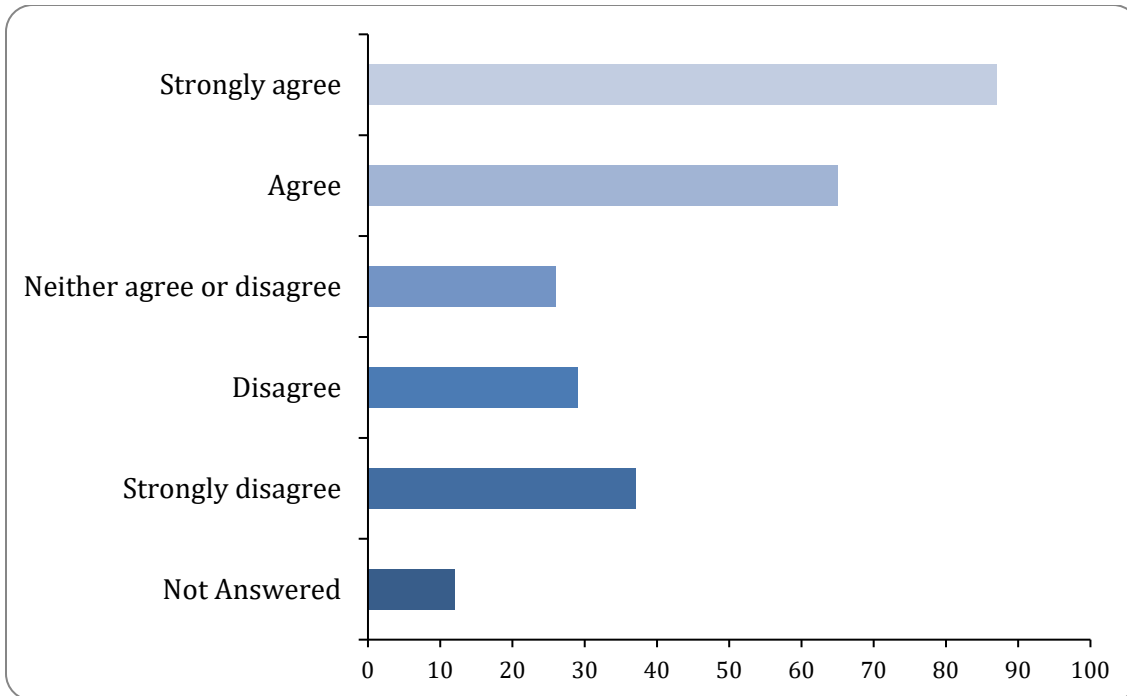
Why do you say that? Please write below:

There were 142 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'A zero-carbon future' theme? (Please select only one item)

Zero Carbon theme

There were 244 responses to this part of the question.



Option	Total	Percent
Strongly agree	87	33.98%
Agree	65	25.39%
Neither agree or disagree	26	10.16%
Disagree	29	11.33%
Strongly disagree	37	14.45%
Don't know	0	0.00%
Not Answered	12	4.69%

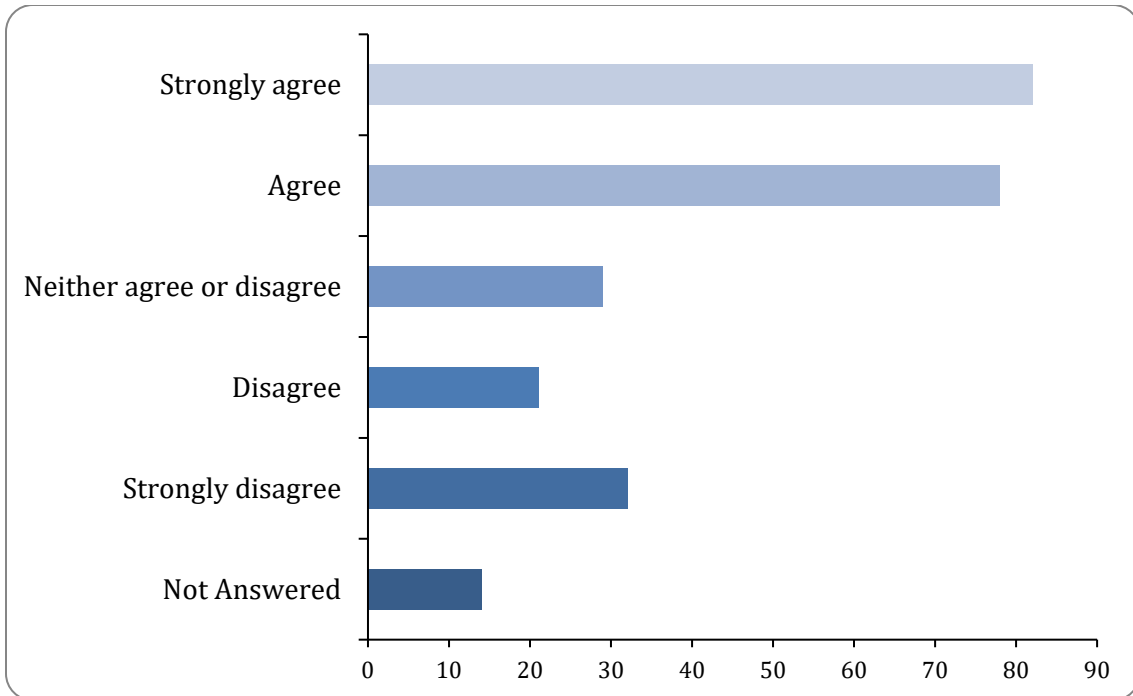
Why do you say that? Please write below:

There were 169 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'Improving the quality of our air' theme? (Please select only one item)

Air quality theme

There were 242 responses to this part of the question.



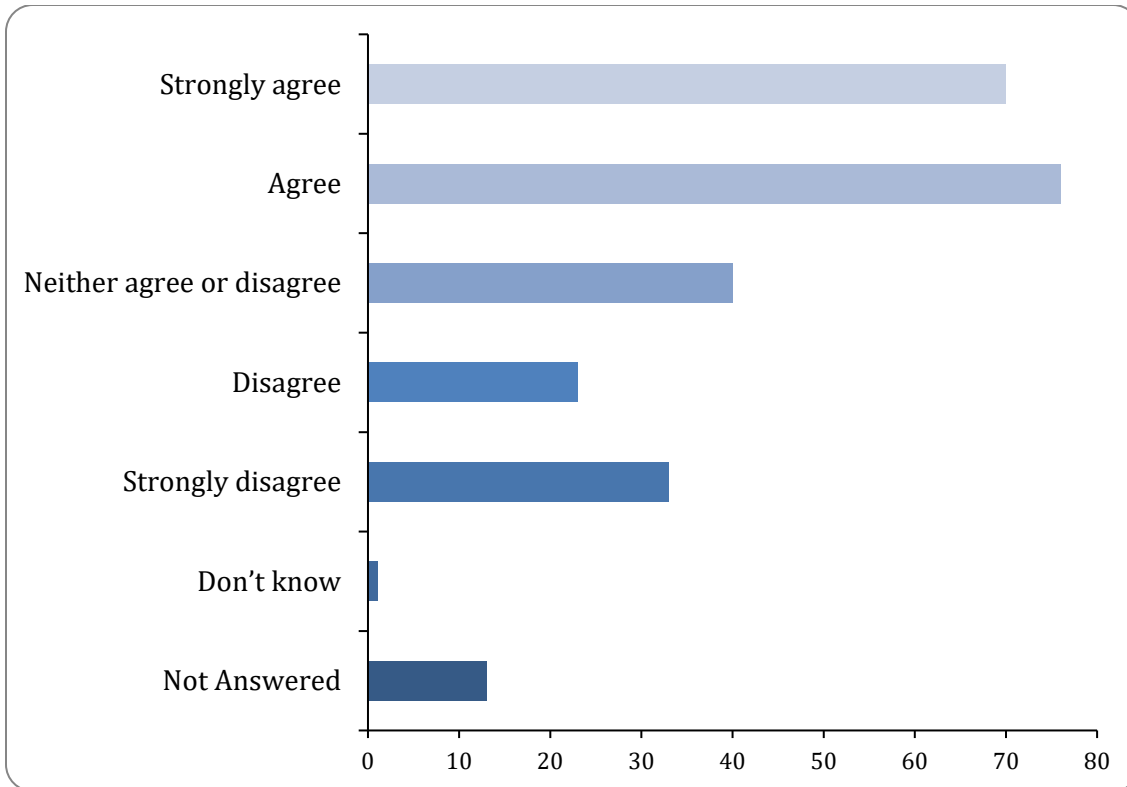
Option	Total	Percent
Strongly agree	82	32.03%
Agree	78	30.47%
Neither agree or disagree	29	11.33%
Disagree	21	8.20%
Strongly disagree	32	12.50%
Don't know	0	0.00%
Not Answered	14	5.47%

Why do you say that? Please write below:

There were 168 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'Changing attitudes and behaviours' theme? (Please select only one item)
attitudes and behaviours theme

There were 243 responses to this part of the question.



Option	Total	Percent
Strongly agree	70	27.34%
Agree	76	29.69%
Neither agree or disagree	40	15.62%
Disagree	23	8.98%
Strongly disagree	33	12.89%
Don't know	1	0.39%
Not Answered	13	5.08%

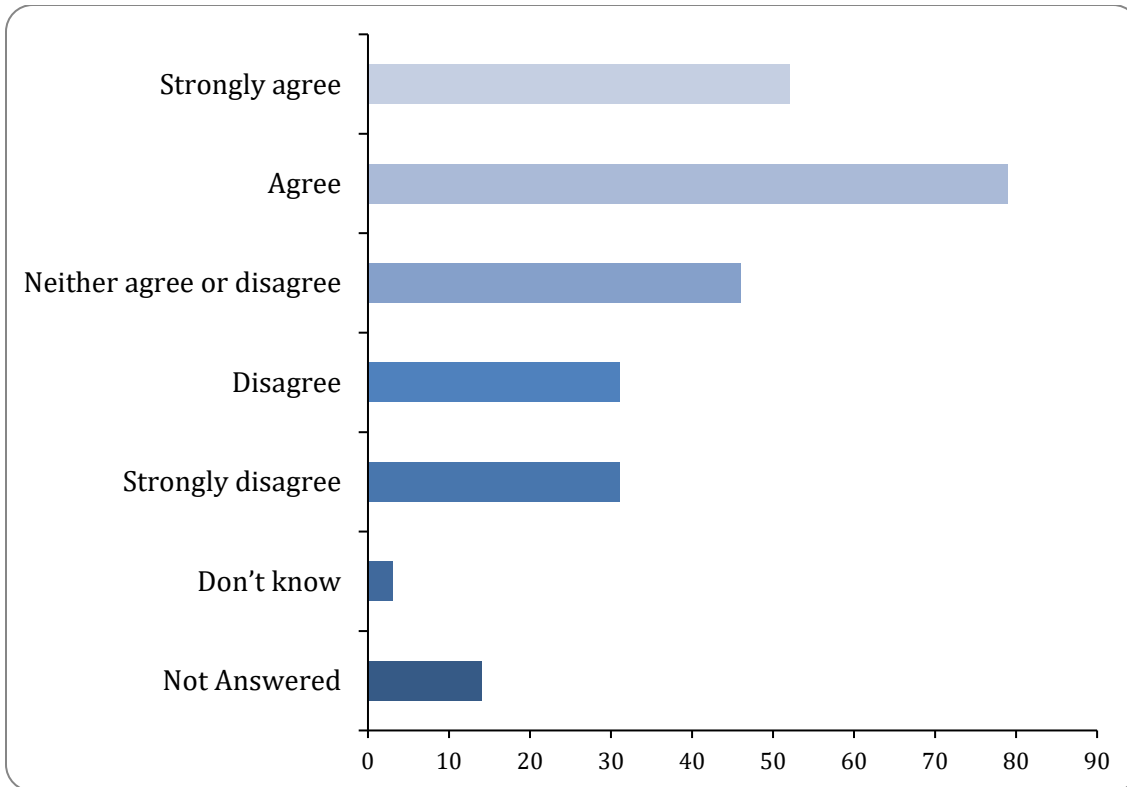
Why do you say that? Please write below:

There were 158 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'Supporting growth areas' theme? (Please select only one item)

supporting growth areas theme

There were 242 responses to this part of the question.



Option	Total	Percent
Strongly agree	52	20.31%
Agree	79	30.86%
Neither agree or disagree	46	17.97%
Disagree	31	12.11%
Strongly disagree	31	12.11%
Don't know	3	1.17%
Not Answered	14	5.47%

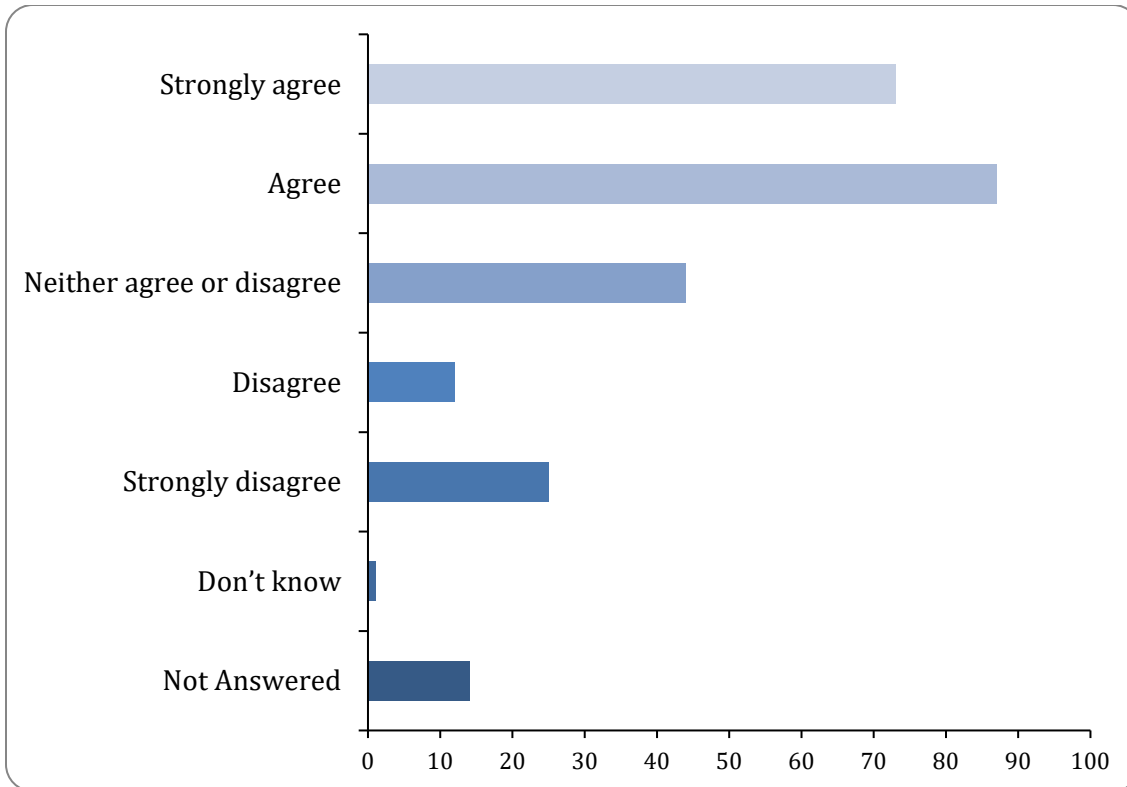
Why do you say that? Please write below:

There were 157 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'Meeting local needs' theme? (Please select only one item)

meeting local needs theme

There were 242 responses to this part of the question.



Option	Total	Percent
Strongly agree	73	28.52%
Agree	87	33.98%
Neither agree or disagree	44	17.19%
Disagree	12	4.69%
Strongly disagree	25	9.77%
Don't know	1	0.39%
Not Answered	14	5.47%

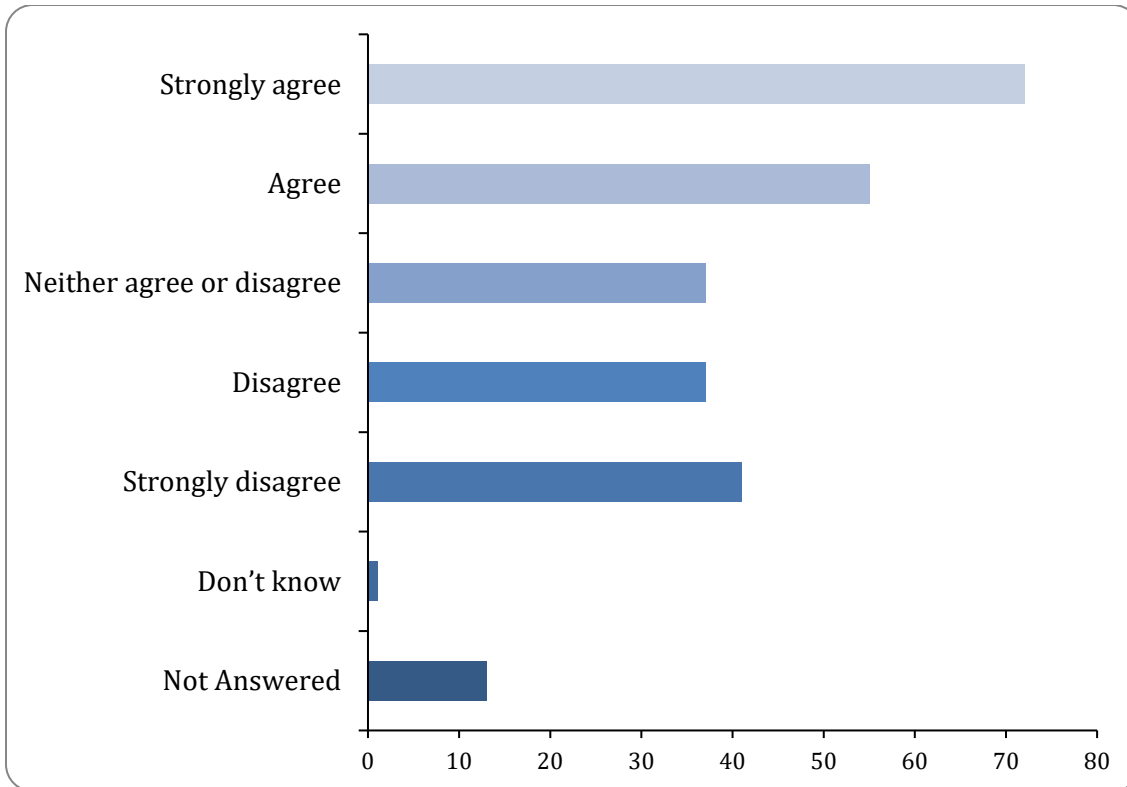
Why do you say that? Please write below:

There were 149 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'Reducing the dominance of traffic' theme? (Please select only one item)

Reducing dominance of traffic theme

There were 243 responses to this part of the question.



Option	Total	Percent
Strongly agree	72	28.12%
Agree	55	21.48%
Neither agree or disagree	37	14.45%
Disagree	37	14.45%
Strongly disagree	41	16.02%
Don't know	1	0.39%
Not Answered	13	5.08%

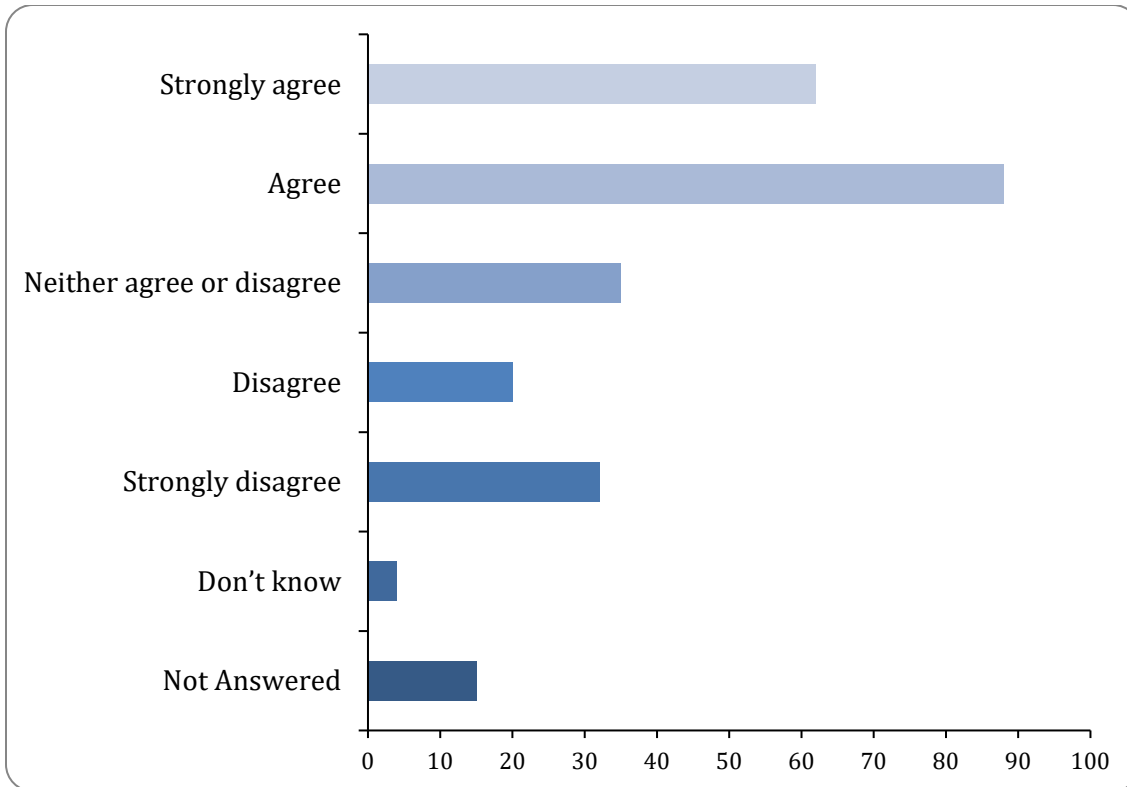
Why do you say that? Please write below:

There were 163 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'Making the transport system work as one' theme? (Please select only one item)

Making the transport system work as one theme

There were 241 responses to this part of the question.



Option	Total	Percent
Strongly agree	62	24.22%
Agree	88	34.38%
Neither agree or disagree	35	13.67%
Disagree	20	7.81%
Strongly disagree	32	12.50%
Don't know	4	1.56%
Not Answered	15	5.86%

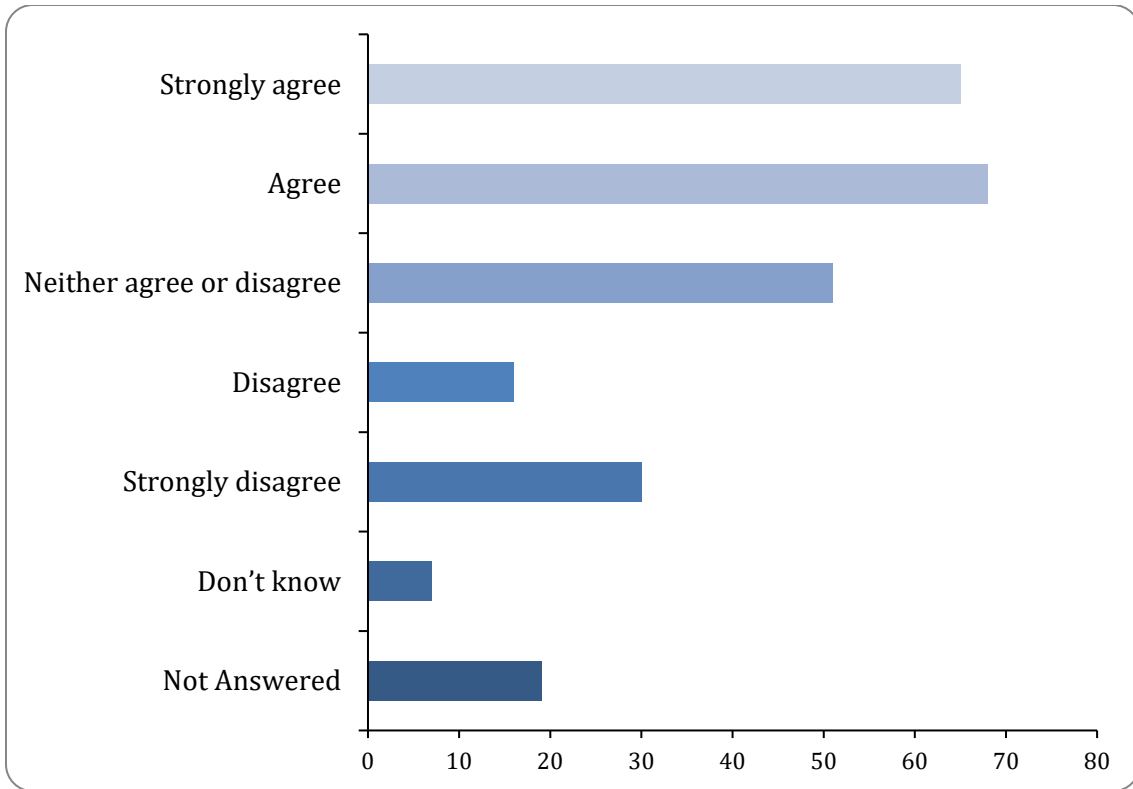
Why do you say that? Please write below:

There were 159 responses to this part of the question.

To what extent to you agree or disagree with the content of the 'Making it Happen (governance)' theme? (Please select only one item)

Making it happen theme

There were 237 responses to this part of the question.



Option	Total	Percent
Strongly agree	65	25.39%
Agree	68	26.56%
Neither agree or disagree	51	19.92%
Disagree	16	6.25%
Strongly disagree	30	11.72%
Don't know	7	2.73%
Not Answered	19	7.42%

Why do you say that? Please write below:

There were 129 responses to this part of the question.

Please consider our visions and themes as a whole. Is there anything else you feel should be considered when finalising the content of the TfN strategy?

Please consider our visions and themes as a whole. Is there anything else you feel

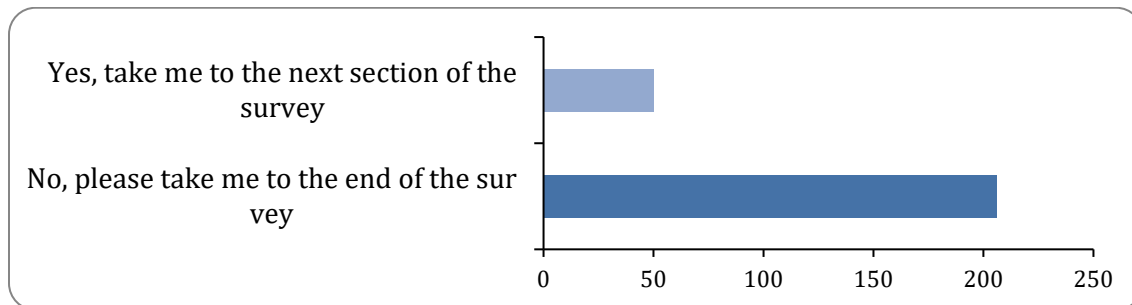
should be considered when finalising the content of the TfN strategy? Please write in the box below.

There were 166 responses to this part of the question.

Would you like to continue to the more detailed section of the survey?

Do they want to complete the next section?

There were 256 responses to this part of the question.



Option	Total	Percent
Yes, take me to the next section of the survey	50	19.53%
No, please take me to the end of the survey	206	80.47%
Not Answered	0	0.00%

What are your thoughts regarding the conclusions of the HRA?

Thoughts on HRA

There were 26 responses to this part of the question.

Do you agree with the outcomes of the SA assessment?

Do you agree with the outcomes of the SA assessment?

There were 28 responses to this part of the question.

Do you agree that the mitigation and monitoring measures are sufficient?

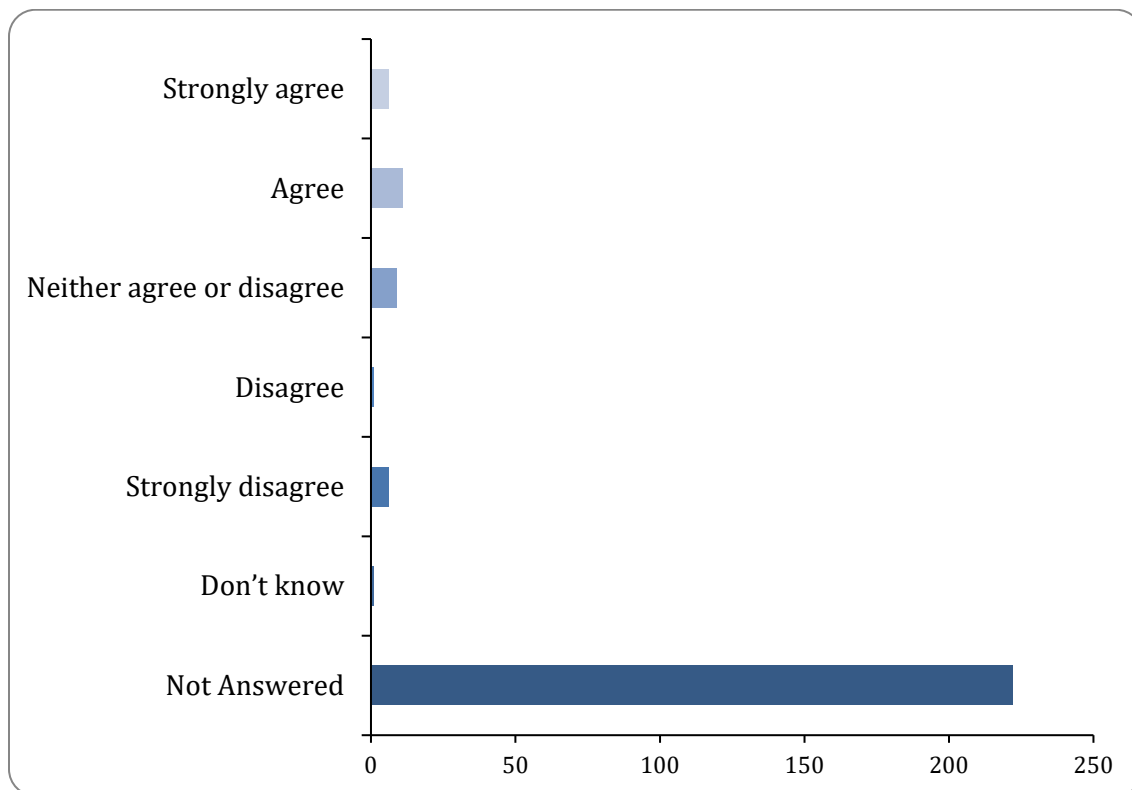
Do you agree that the mitigation and monitoring measures are sufficient?

There were 29 responses to this part of the question.

To what extent do you agree or disagree with the statement of policy, which can be found in the purple box on page 5 of the pdf? (Please select only one item)

Norwich and Norfolk theme statement of policy

There were 34 responses to this part of the question.



Option	Total	Percent
Strongly agree	6	2.34%
Agree	11	4.30%
Neither agree or disagree	9	3.52%
Disagree	1	0.39%
Strongly disagree	6	2.34%
Don't know	1	0.39%
Not Answered	222	86.72%

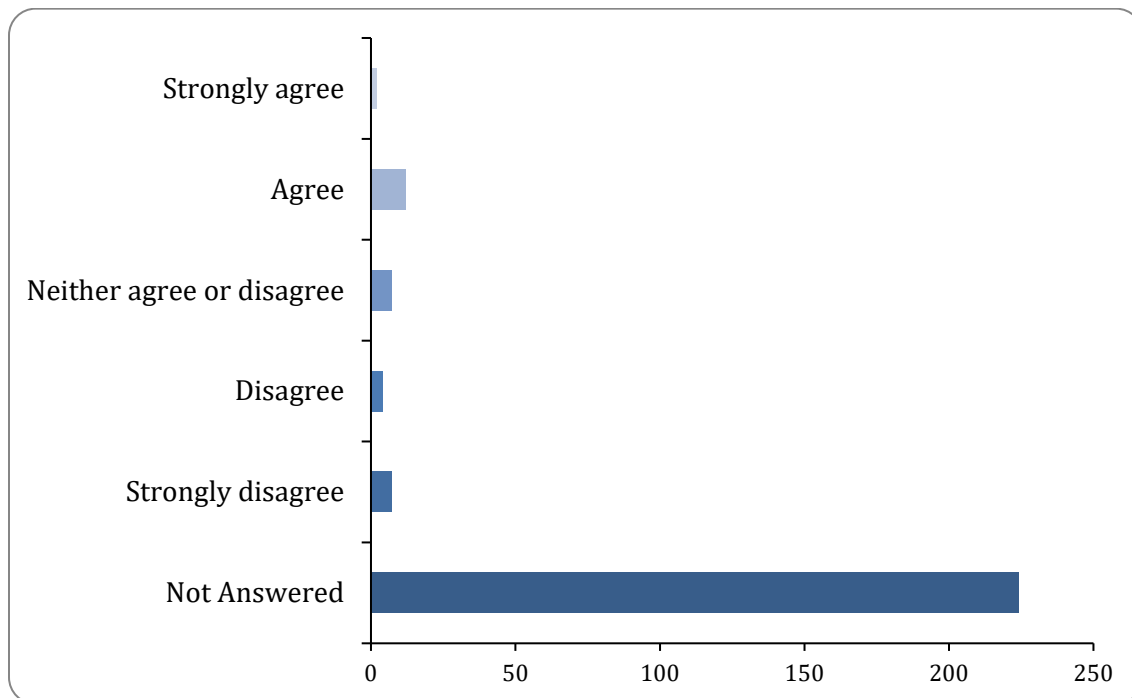
Why do you say that? Please write below:

There were 17 responses to this part of the question.

To what extent do you agree or disagree with the key actions of this theme, which can be found on page 5 of the pdf? (Please select only one item)

Norwich and Norfolk theme key actions

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	2	0.78%
Agree	12	4.69%
Neither agree or disagree	7	2.73%
Disagree	4	1.56%
Strongly disagree	7	2.73%
Don't know	0	0.00%
Not Answered	224	87.50%

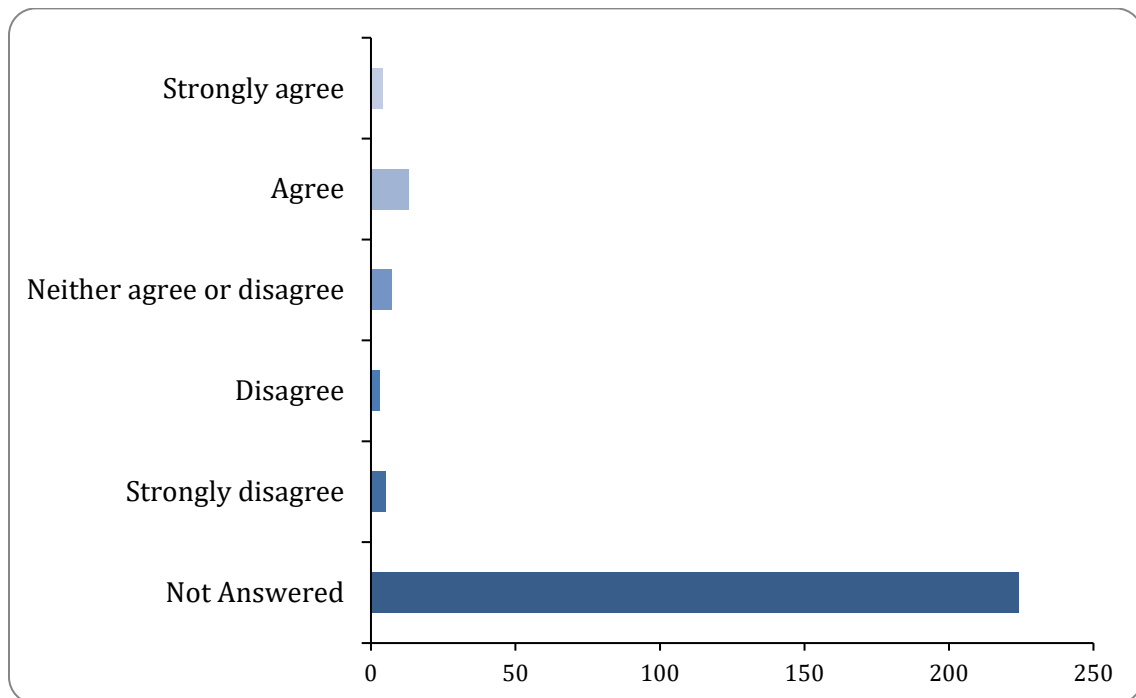
Why do you say that? Please write below:

There were 15 responses to this part of the question.

To what extent do you agree or disagree with the supporting actions of this theme, that can be found on page 5 of this pdf? (Please select only one item)

Norwich and Norfolk theme

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	4	1.56%
Agree	13	5.08%
Neither agree or disagree	7	2.73%
Disagree	3	1.17%
Strongly disagree	5	1.95%
Don't know	0	0.00%
Not Answered	224	87.50%

Supporting actions Norfolk and Norwich

There were 14 responses to this part of the question.

Is there anything else you feel we should consider in delivering this theme?

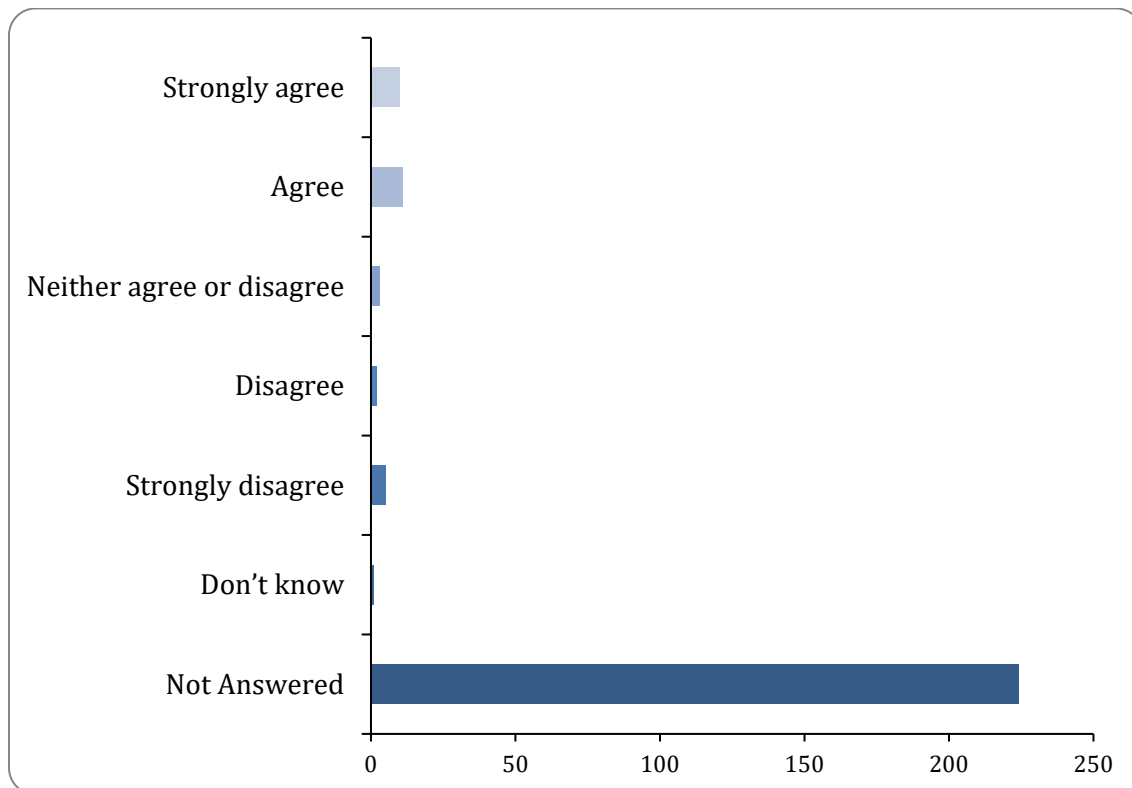
s there anything else you feel we should consider in delivering this theme? Please write in the box below

There were 8 responses to this part of the question.

To what extent do you agree or disagree with the statement of policy for this theme, which can be found in the purple box on page 4 of the pdf? (Please select only one item)

zero carbon future statement of policy

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	10	3.91%
Agree	11	4.30%
Neither agree or disagree	3	1.17%

Disagree	2	0.78%
Strongly disagree	5	1.95%
Don't know	1	0.39%
Not Answered	224	87.50%

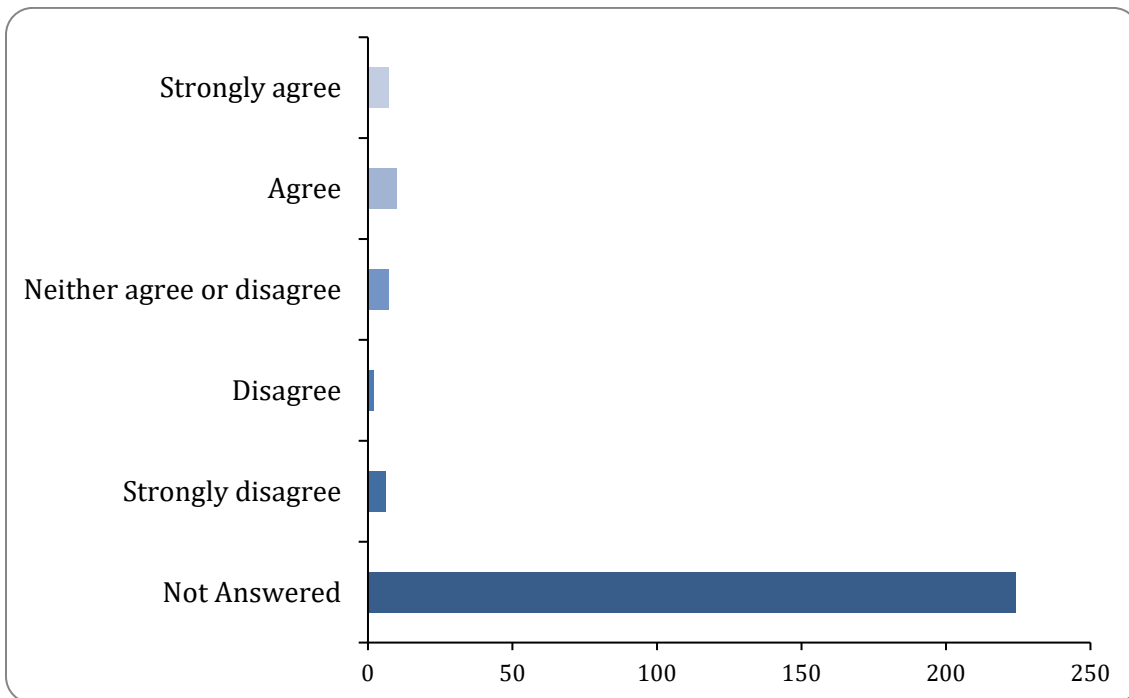
Why do you say that? Please write below:

There were 16 responses to this part of the question.

To what extent do you agree or disagree with the theme's key actions which can be found on page 4 of the pdf? (Please select only one item)

Norwich and Norfolk theme

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	7	2.73%
Agree	10	3.91%
Neither agree or disagree	7	2.73%
Disagree	2	0.78%
Strongly disagree	6	2.34%

Don't know	0	0.00%
Not Answered	224	87.50%

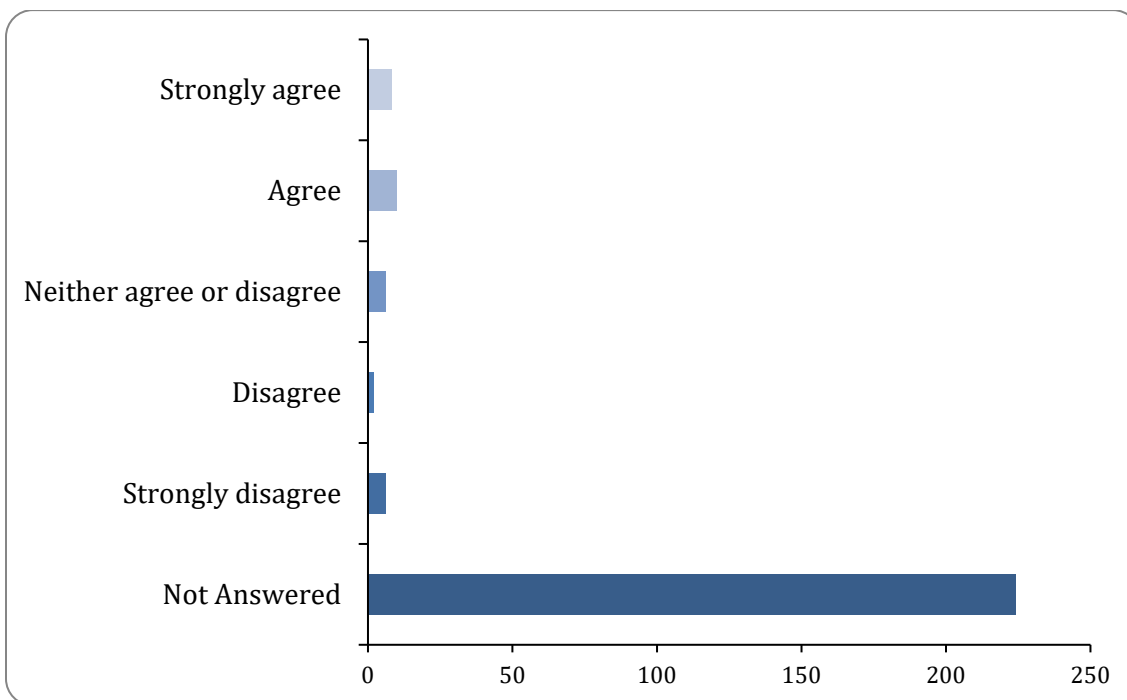
zero carbon key actions

There were 14 responses to this part of the question.

To what extent do you agree or disagree with the theme's supporting actions which can be found on page 4 of the pdf? (Please select only one item)

zero-carbon supporting actions

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	8	3.12%
Agree	10	3.91%
Neither agree or disagree	6	2.34%
Disagree	2	0.78%
Strongly disagree	6	2.34%
Don't know	0	0.00%
Not Answered	224	87.50%

Why do you say that? Please write below:

There were 14 responses to this part of the question.

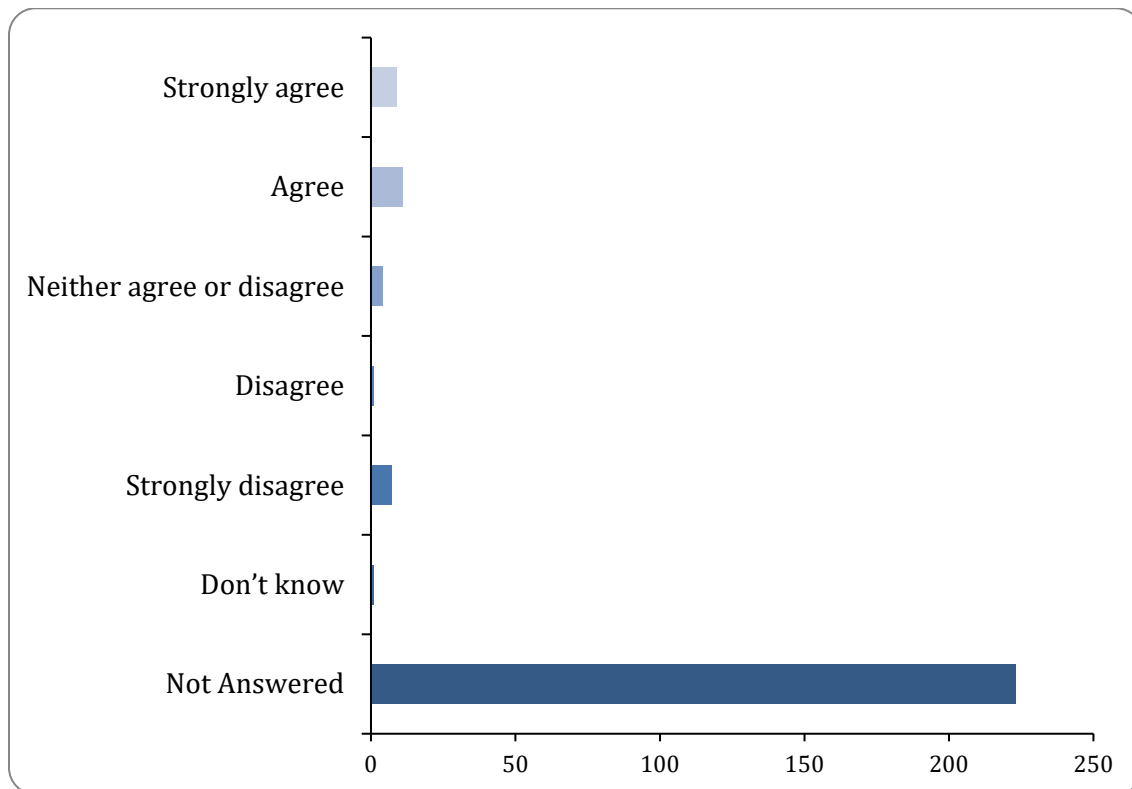
Is there anything else you feel we should consider in delivering this theme?

**Is there anything else you feel we should consider in delivering this theme?
Please write in the box below**

There were 11 responses to this part of the question.

**To what extent do you agree or disagree with this theme's statement of policy,
which can be found on page 4 of the pdf? (Please select only one item)
quality of air statement of policy**

There were 33 responses to this part of the question.



Option	Total	Percent
Strongly agree	9	3.52%
Agree	11	4.30%
Neither agree or disagree	4	1.56%
Disagree	1	0.39%
Strongly disagree	7	2.73%
Don't know	1	0.39%
Not Answered	223	87.11%

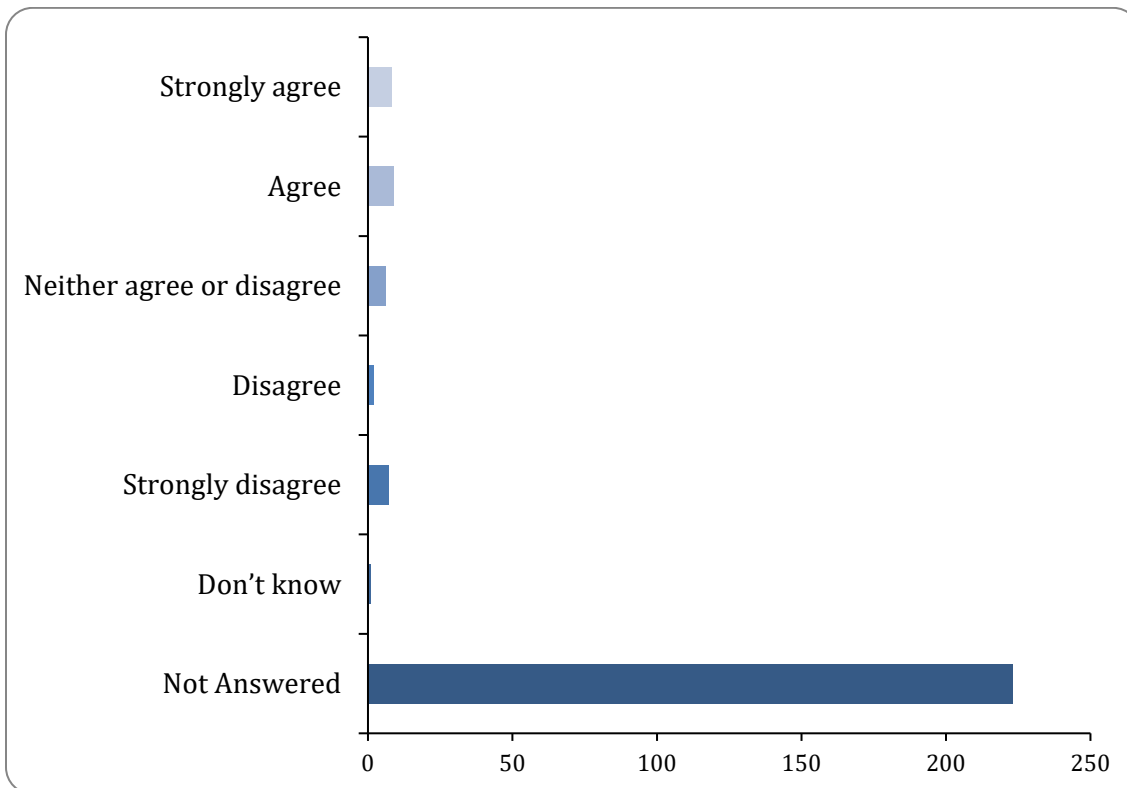
Why do you say that? Please write below:

There were 16 responses to this part of the question.

To what extent do you agree or disagree with this theme's key actions, which can be found on page 4 of the pdf? (Please select only one item)

Norwich and Norfolk theme

There were 33 responses to this part of the question.



Option	Total	Percent
Strongly agree	8	3.12%
Agree	9	3.52%
Neither agree or disagree	6	2.34%
Disagree	2	0.78%
Strongly disagree	7	2.73%
Don't know	1	0.39%
Not Answered	223	87.11%

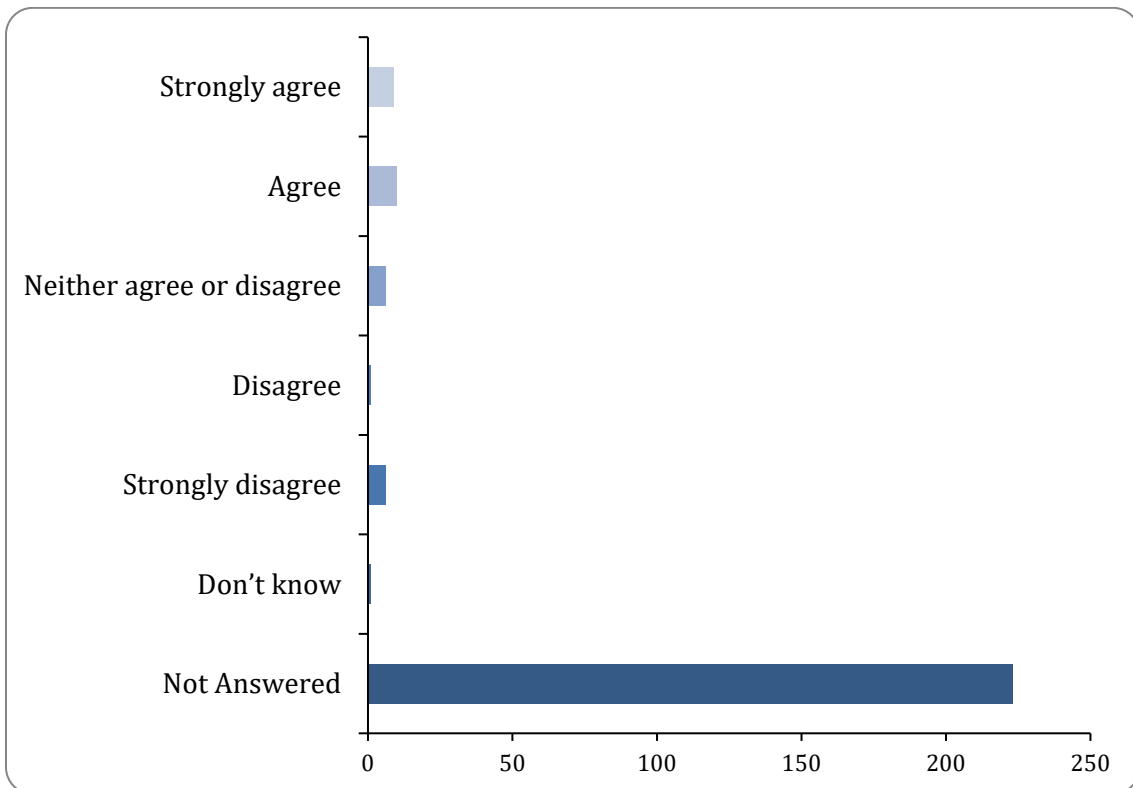
air quality key actions

There were 16 responses to this part of the question.

To what extent do you agree or disagree with the theme's supporting actions that can be found on page 5 of the pdf? (Please select only one item)

Norwich and Norfolk theme

There were 33 responses to this part of the question.



Option	Total	Percent
Strongly agree	9	3.52%
Agree	10	3.91%
Neither agree or disagree	6	2.34%
Disagree	1	0.39%
Strongly disagree	6	2.34%
Don't know	1	0.39%
Not Answered	223	87.11%

quality of air supporting actions

There were 13 responses to this part of the question.

Is there anything else you feel we should consider in delivering this theme?

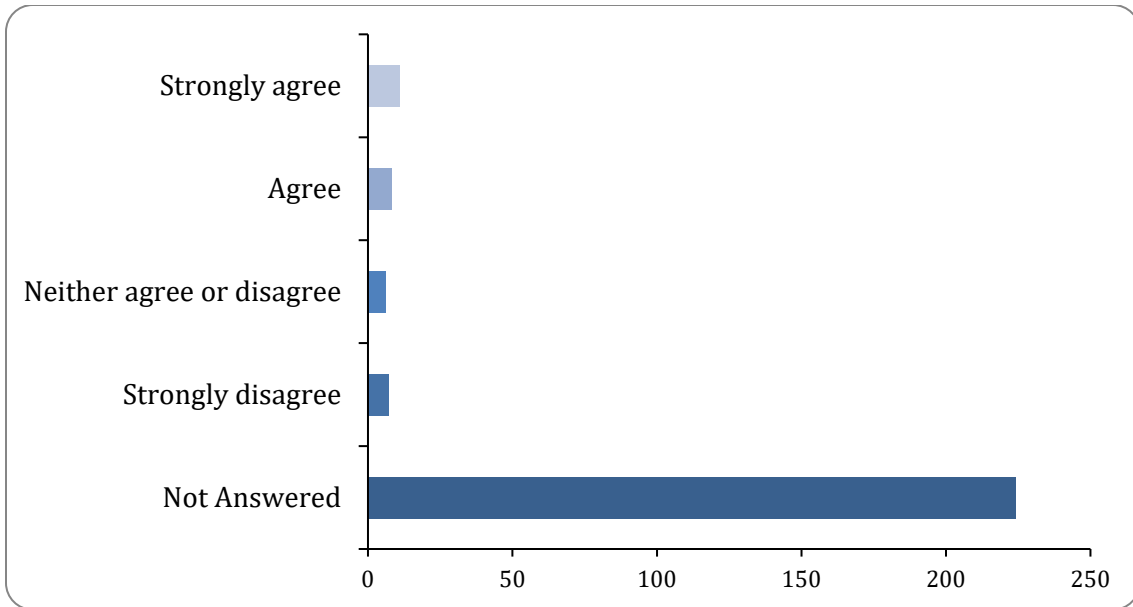
**Is there anything else you feel we should consider in delivering this theme?
Please write in the box below**

There were 11 responses to this part of the question.

To what extent do you agree or disagree with this theme's statement of policy listed on page 4 of the pdf? (Please select only one item)

Norwich and Norfolk theme

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	11	4.30%
Agree	8	3.12%
Neither agree or disagree	6	2.34%
Disagree	0	0.00%
Strongly disagree	7	2.73%
Don't know	0	0.00%
Not Answered	224	87.50%

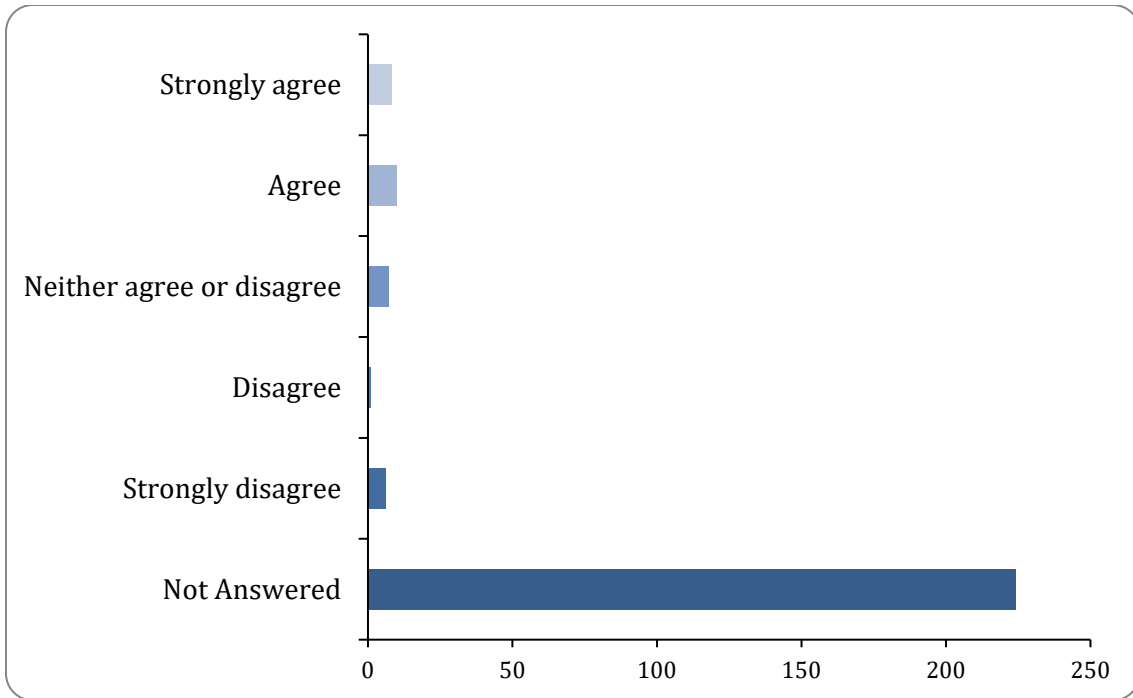
Changing attitudes statement of policy

There were 12 responses to this part of the question.

To what extent do you agree or disagree with the key activities of this theme, which can be found on page 5 of the pdf? (Please select only one item)

Changing attitudes Key activities

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	8	3.12%
Agree	10	3.91%
Neither agree or disagree	7	2.73%
Disagree	1	0.39%
Strongly disagree	6	2.34%
Don't know	0	0.00%
Not Answered	224	87.50%

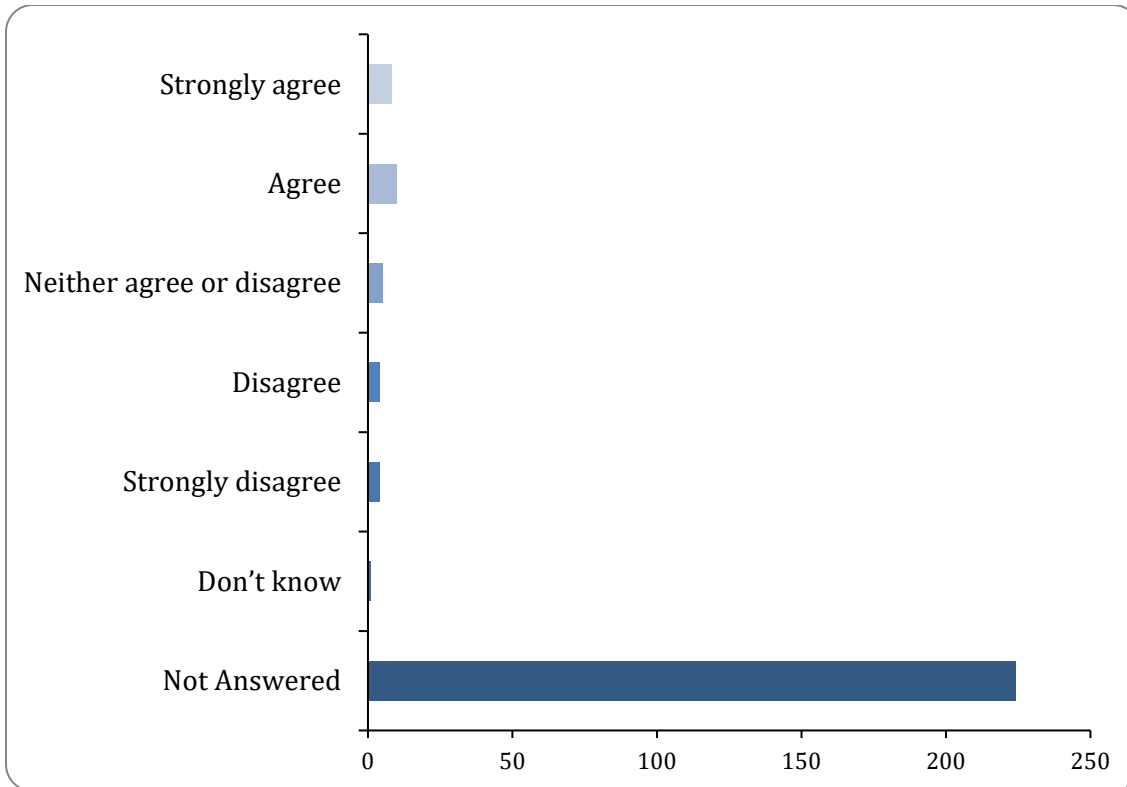
changing attitudes key activities

There were 13 responses to this part of the question.

To what extent do you agree or disagree with this theme's supporting actions, which can be found on page 5 of the pdf? (Please select only one item)

Norwich and Norfolk theme

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	8	3.12%
Agree	10	3.91%
Neither agree or disagree	5	1.95%
Disagree	4	1.56%
Strongly disagree	4	1.56%
Don't know	1	0.39%
Not Answered	224	87.50%

Changing attitudes supporting actions

There were 13 responses to this part of the question.

Is there anything else you feel we should consider in delivering this theme?

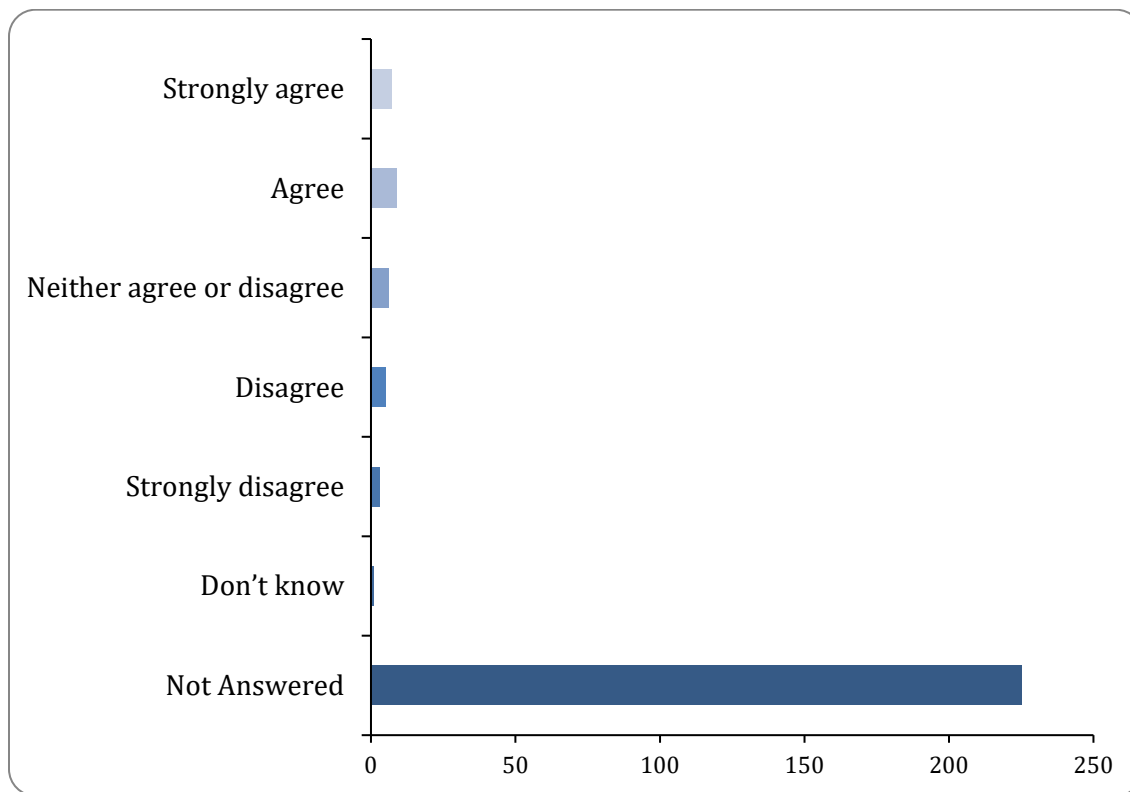
Is there anything else you feel we should consider in delivering this theme?
Please write in the box below

There were 8 responses to this part of the question.

To what extent do you agree or disagree with this theme's statement of policy which can be found on page 5 of the pdf? (Please select only one item)

Supporting growth statement of policy

There were 31 responses to this part of the question.



Option	Total	Percent
Strongly agree	7	2.73%
Agree	9	3.52%
Neither agree or disagree	6	2.34%
Disagree	5	1.95%
Strongly disagree	3	1.17%
Don't know	1	0.39%
Not Answered	225	87.89%

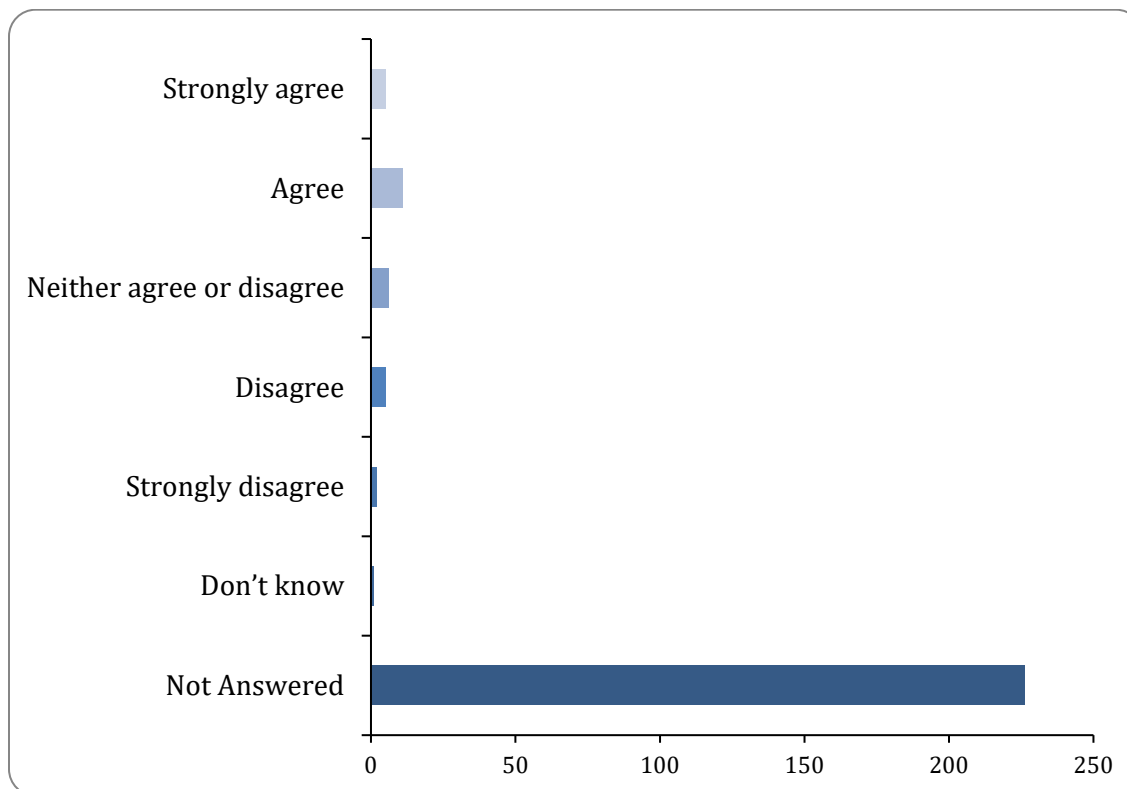
Why do you say that? Please write below:

There were 14 responses to this part of the question.

To what extent do you agree or disagree with this theme's key actions that can be found on page 5 of the pdf? (Please select only one item)

Norwich and Norfolk theme

There were 30 responses to this part of the question.



Option	Total	Percent
Strongly agree	5	1.95%
Agree	11	4.30%
Neither agree or disagree	6	2.34%
Disagree	5	1.95%
Strongly disagree	2	0.78%
Don't know	1	0.39%
Not Answered	226	88.28%

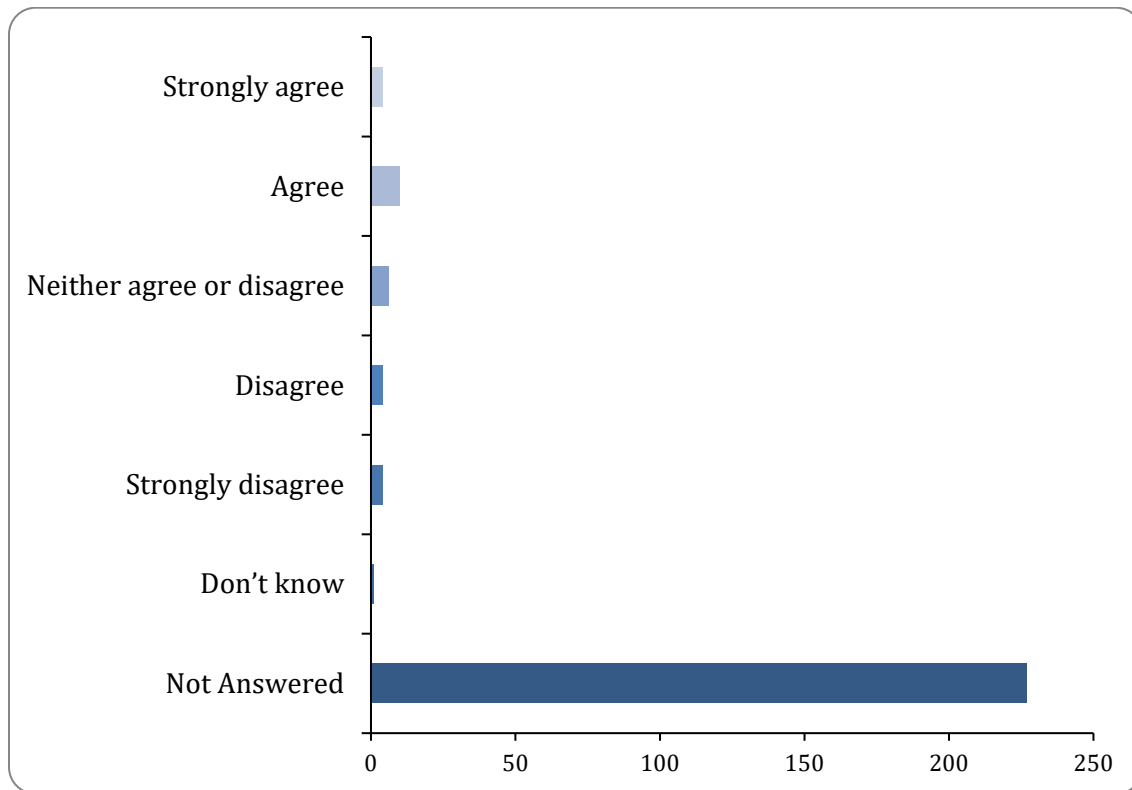
Key actions Supporting growth areas

There were 10 responses to this part of the question.

To what extent do you agree or disagree with this theme's supporting actions that can be found on page 6 of the pdf? (Please select only one item)

Supporting growth areas supporting actions

There were 29 responses to this part of the question.



Option	Total	Percent
Strongly agree	4	1.56%
Agree	10	3.91%
Neither agree or disagree	6	2.34%
Disagree	4	1.56%
Strongly disagree	4	1.56%
Don't know	1	0.39%
Not Answered	227	88.67%

Why do you say that? Please write below:

There were 10 responses to this part of the question.

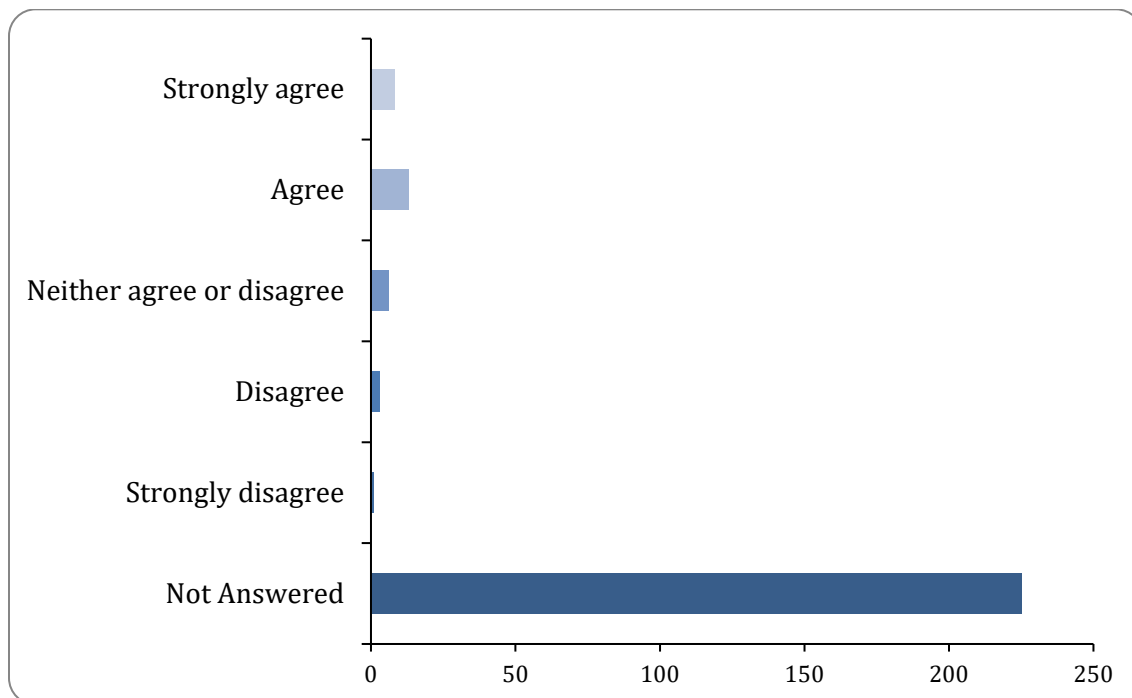
Is there anything else you feel we should consider in delivering this theme?

Is there anything else you feel we should consider in delivering this theme?
Please write in the box below

There were 8 responses to this part of the question.

To what extent do you agree or disagree with this theme's statement of policy which can be found on page 5 of the pdf? (Please select only one item) meeting local needs statement of policy

There were 31 responses to this part of the question.



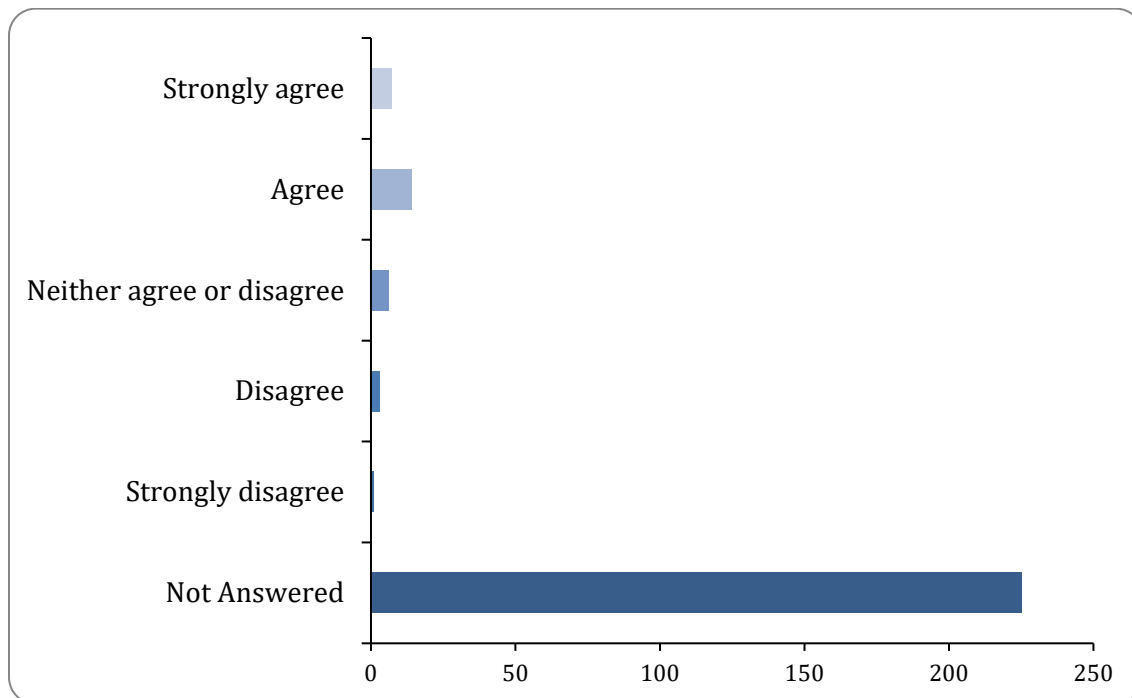
Option	Total	Percent
Strongly agree	8	3.12%
Agree	13	5.08%
Neither agree or disagree	6	2.34%
Disagree	3	1.17%
Strongly disagree	1	0.39%
Don't know	0	0.00%
Not Answered	225	87.89%

Why do you say that? Please write below:

There were 10 responses to this part of the question.

To what extent do you agree or disagree with this theme's key actions listed on page 5 of the pdf? (Please select only one item)
meeting local needs key actions

There were 31 responses to this part of the question.



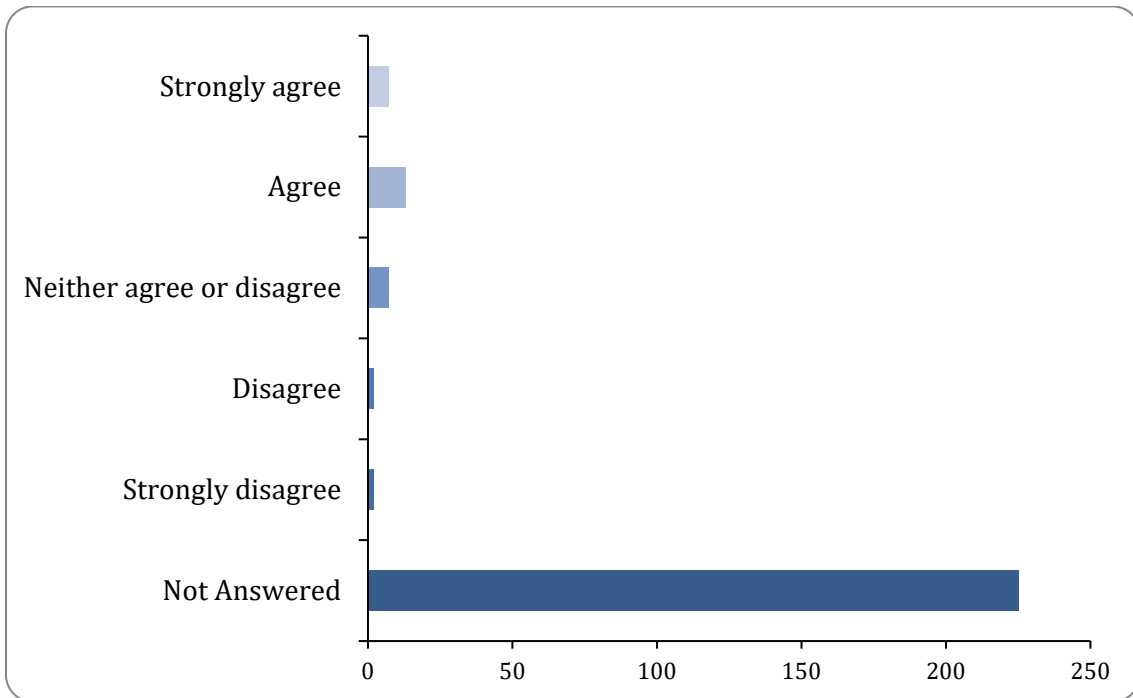
Option	Total	Percent
Strongly agree	7	2.73%
Agree	14	5.47%
Neither agree or disagree	6	2.34%
Disagree	3	1.17%
Strongly disagree	1	0.39%
Don't know	0	0.00%
Not Answered	225	87.89%

Why do you say that? Please write below:

There were 9 responses to this part of the question.

**To what extent do you agree or disagree with this theme's supporting actions,
listed on page 5 of the pdf? (Please select only one item)
meeting local needs supporting actions**

There were 31 responses to this part of the question.



Option	Total	Percent
Strongly agree	7	2.73%
Agree	13	5.08%
Neither agree or disagree	7	2.73%
Disagree	2	0.78%
Strongly disagree	2	0.78%
Don't know	0	0.00%
Not Answered	225	87.89%

Why do you say that? Please write below:

There were 9 responses to this part of the question.

Is there anything else you feel we should consider in delivering this theme?

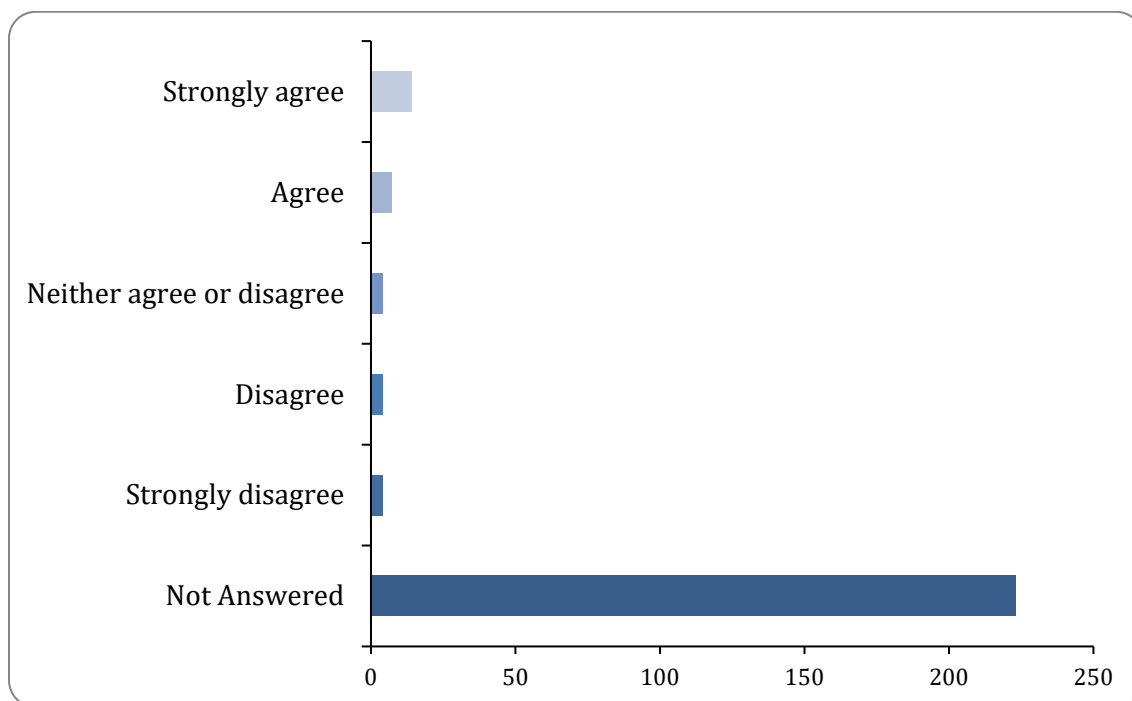
**Is there anything else you feel we should consider in delivering this theme?
Please write in the box below**

There were 8 responses to this part of the question.

**To what extent do you agree or disagree with this theme's statement of policy
which can be found on page 5 of the pdf? (Please select only one item)**

Reducing dominance of traffic statement of policy

There were 33 responses to this part of the question.



Option	Total	Percent
Strongly agree	14	5.47%
Agree	7	2.73%
Neither agree or disagree	4	1.56%
Disagree	4	1.56%
Strongly disagree	4	1.56%
Don't know	0	0.00%

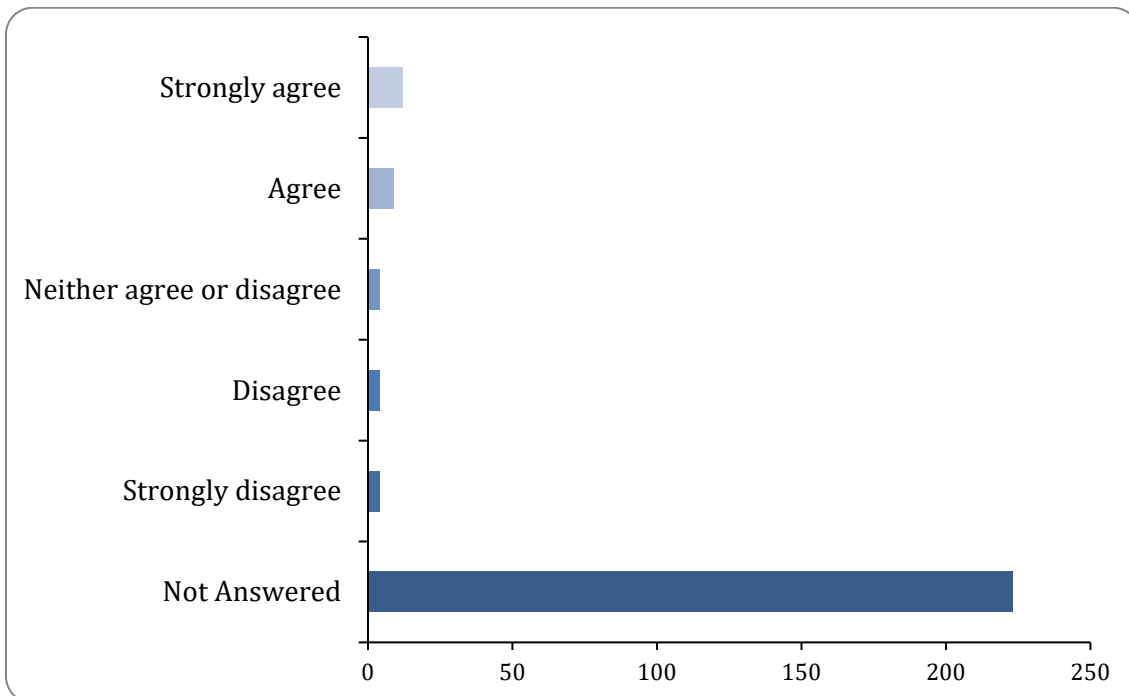
Not Answered	223	87.11%
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Why do you say that? Please write below:

There were 10 responses to this part of the question.

To what extent do you agree or disagree with this theme's key actions which can be found on page 5 of the pdf? (Please select only one item)
reducing dominance of traffic key actions

There were 33 responses to this part of the question.



Option	Total	Percent
Strongly agree	12	4.69%
Agree	9	3.52%
Neither agree or disagree	4	1.56%
Disagree	4	1.56%
Strongly disagree	4	1.56%
Don't know	0	0.00%
Not Answered	223	87.11%

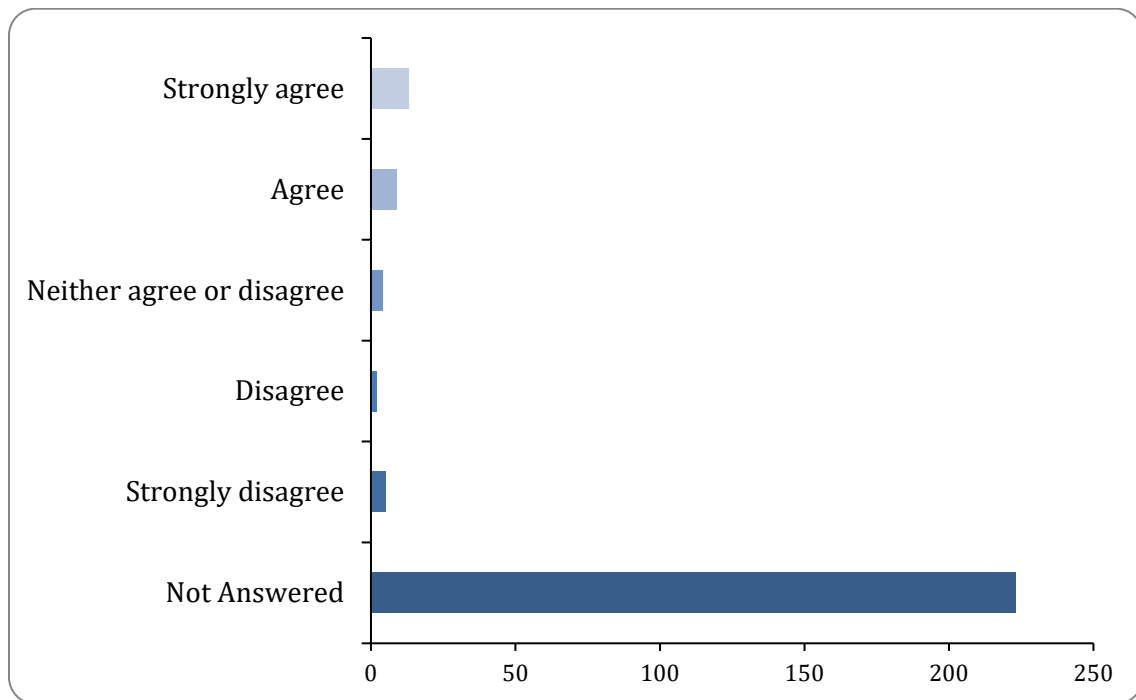
Why do you say that? Please write below:

There were 8 responses to this part of the question.

To what extent do you agree or disagree with this theme's supporting actions, which can be found on page 5 of the pdf? (Please select only one item)

Reducing dominance of traffic supporting actions

There were 33 responses to this part of the question.



Option	Total	Percent
Strongly agree	13	5.08%
Agree	9	3.52%
Neither agree or disagree	4	1.56%
Disagree	2	0.78%
Strongly disagree	5	1.95%
Don't know	0	0.00%
Not Answered	223	87.11%

Why do you say that? Please write below:

There were 11 responses to this part of the question.

Is there anything else you feel we should consider in delivering this theme?

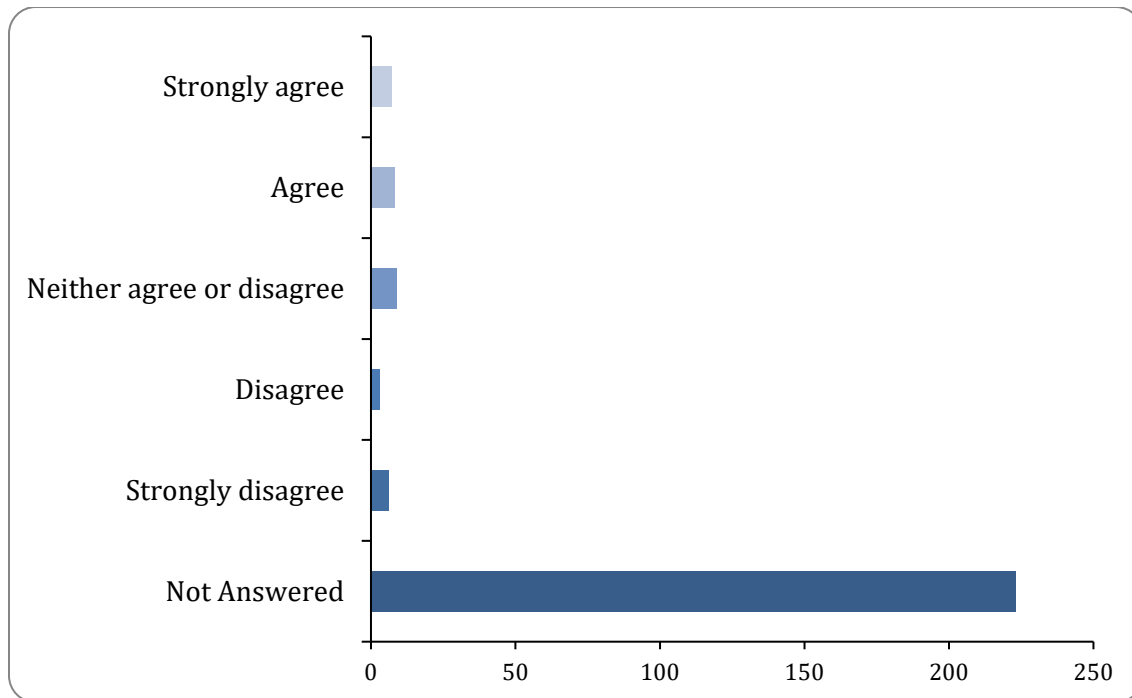
**Is there anything else you feel we should consider in delivering this theme?
Please write in the box below**

There were 10 responses to this part of the question.

**To what extent do you agree or disagree with the theme's statement of policy,
which can be found on page 5 of the pdf? (Please select only one item)**

Transport system work as one statement of policy

There were 33 responses to this part of the question.



Option	Total	Percent
Strongly agree	7	2.73%
Agree	8	3.12%
Neither agree or disagree	9	3.52%
Disagree	3	1.17%

Strongly disagree	6	2.34%
Don't know	0	0.00%
Not Answered	223	87.11%

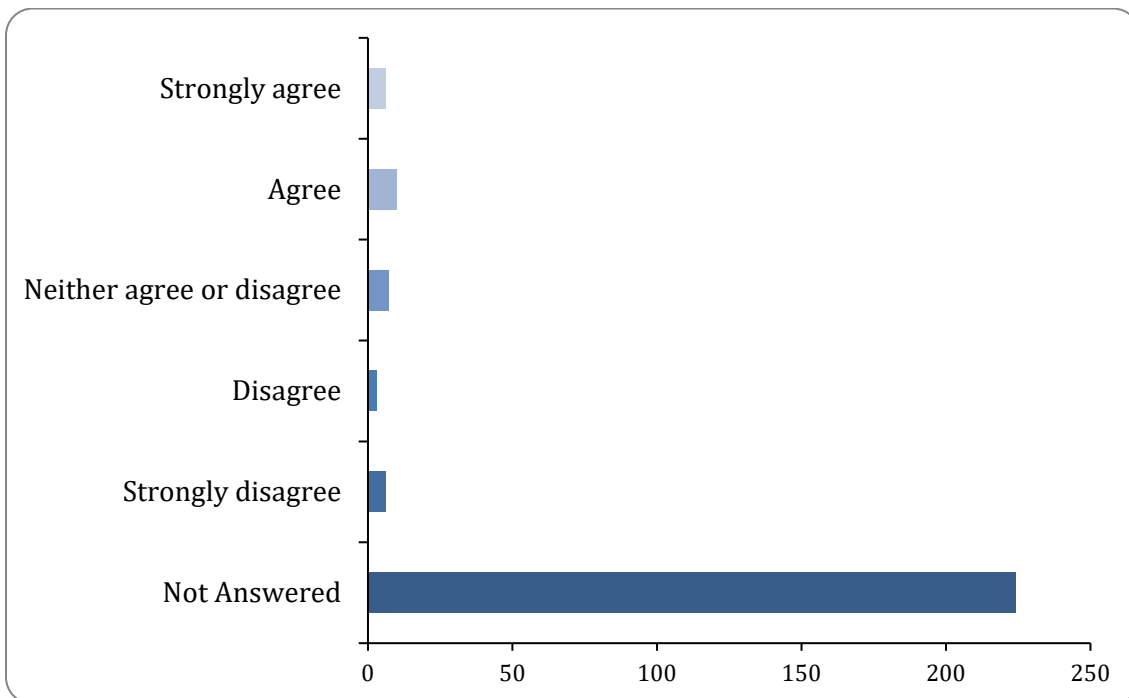
Why do you say that? Please write below:

There were 12 responses to this part of the question.

To what extent do you agree or disagree with this theme's key activities which can be found on page 5 of the pdf? (Please select only one item)

Transport system work as one key actions

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	6	2.34%
Agree	10	3.91%
Neither agree or disagree	7	2.73%
Disagree	3	1.17%
Strongly disagree	6	2.34%
Don't know	0	0.00%

Not Answered	224	87.50%
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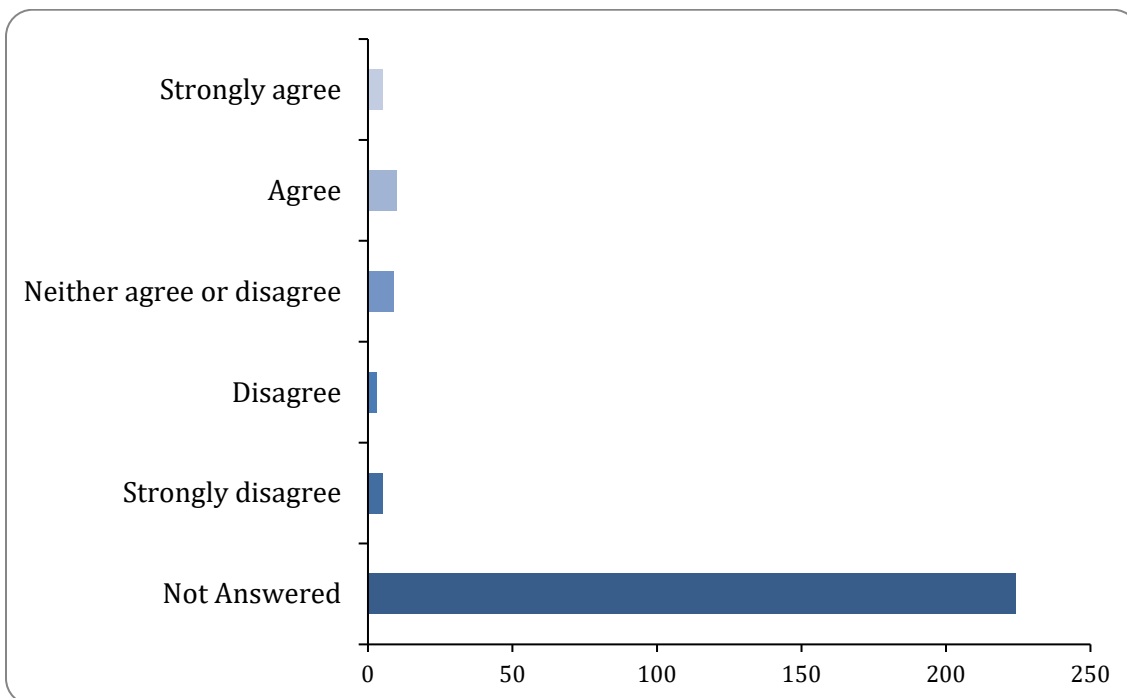
Why do you say that? Please write below:

There were 9 responses to this part of the question.

To what extent do you agree or disagree with this theme's supporting activities, which can be found on page 6 of the pdf? (Please select only one item)

Transport system work as one supporting actions

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	5	1.95%
Agree	10	3.91%
Neither agree or disagree	9	3.52%
Disagree	3	1.17%
Strongly disagree	5	1.95%
Don't know	0	0.00%
Not Answered	224	87.50%

Why do you say that? Please write below:

There were 7 responses to this part of the question.

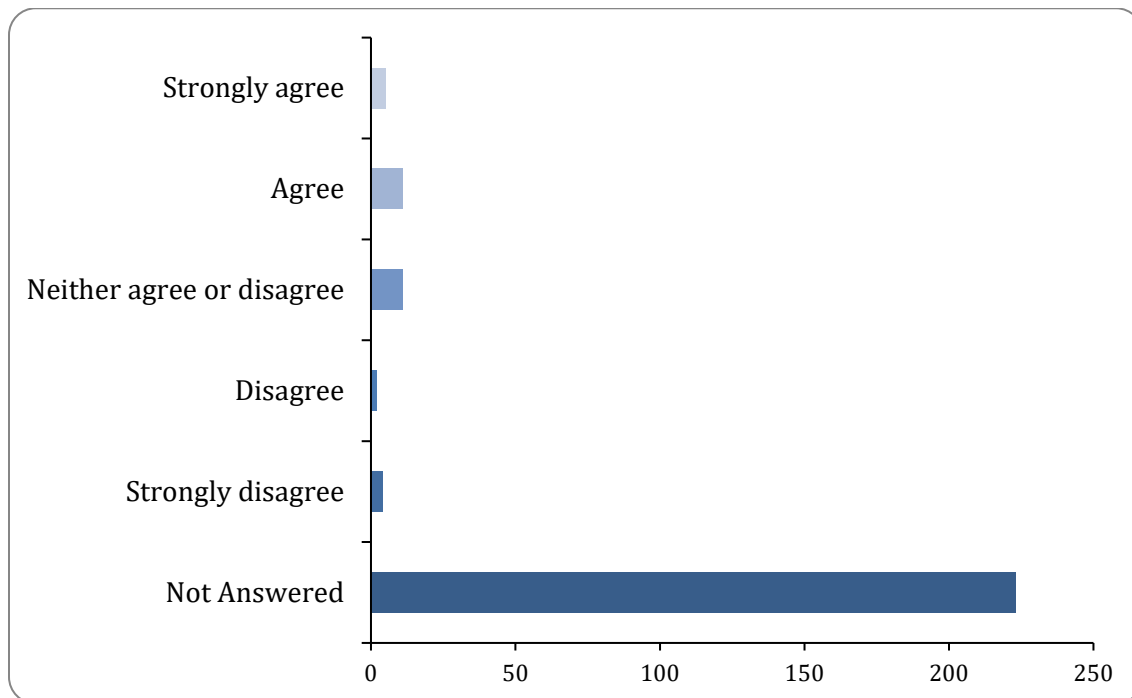
Is there anything else you feel we should consider in delivering this theme?

**Is there anything else you feel we should consider in delivering this theme?
Please write in the box below**

There were 7 responses to this part of the question.

**To what extent do you agree or disagree with this theme's statement of policy,
which can be found on page 3 of the pdf? (Please select only one item)
making it happen statement of policy**

There were 33 responses to this part of the question.



Option	Total	Percent
Strongly agree	5	1.95%

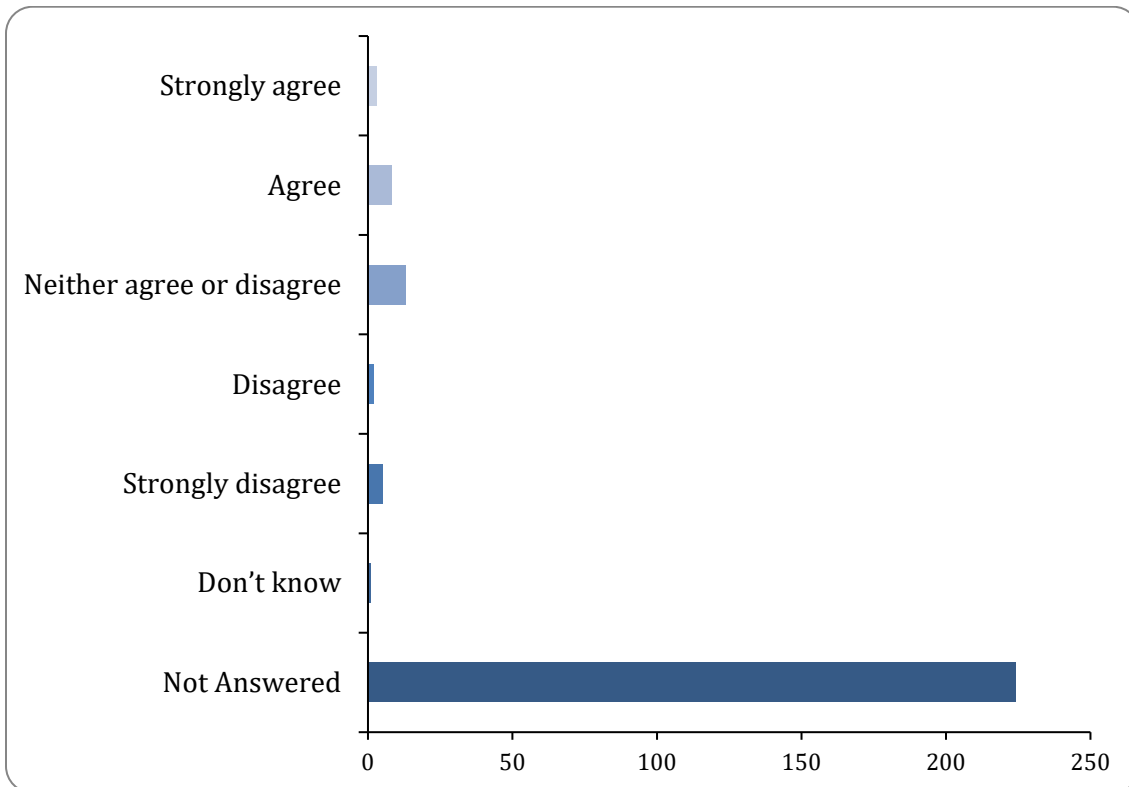
Agree	11	4.30%
Neither agree or disagree	11	4.30%
Disagree	2	0.78%
Strongly disagree	4	1.56%
Don't know	0	0.00%
Not Answered	223	87.11%

Why do you say that? Please write below:

There were 10 responses to this part of the question.

To what extent do you agree or disagree with this theme's key actions which can be found on page 3 of the pdf? (Please select only one item) making it happen key actions

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	3	1.17%

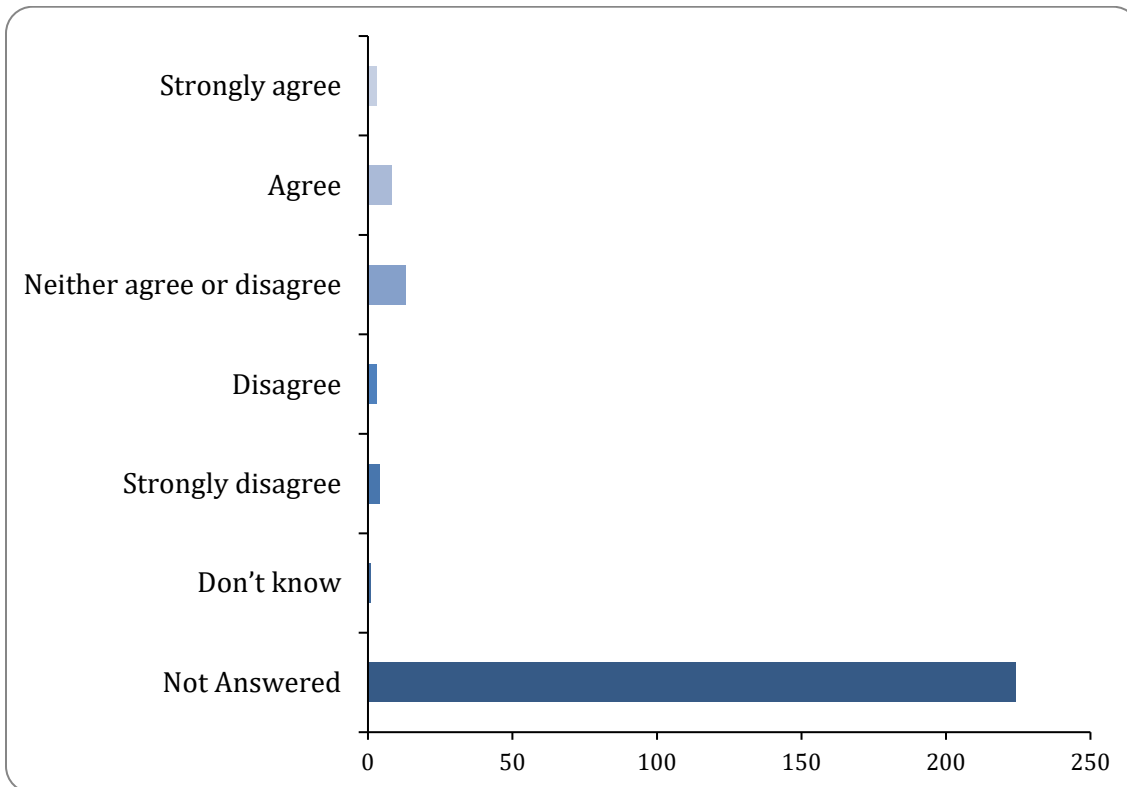
Agree	8	3.12%
Neither agree or disagree	13	5.08%
Disagree	2	0.78%
Strongly disagree	5	1.95%
Don't know	1	0.39%
Not Answered	224	87.50%

Why do you say that? Please write below:

There were 9 responses to this part of the question.

To what extent do you agree or disagree with this theme's supporting actions which can be found on page 4 of the pdf? (Please select only one item) making it happen supporting actions

There were 32 responses to this part of the question.



Option	Total	Percent
Strongly agree	3	1.17%

Agree	8	3.12%
Neither agree or disagree	13	5.08%
Disagree	3	1.17%
Strongly disagree	4	1.56%
Don't know	1	0.39%
Not Answered	224	87.50%

Why do you say that? Please write below:

There were 8 responses to this part of the question.

Is there anything else you feel we should consider in delivering this theme?

**Is there anything else you feel we should consider in delivering this theme?
Please write in the box below**

There were 8 responses to this part of the question.

Lastly, is there anything else you feel should be considered when finalising the overall content of the TfN strategy?

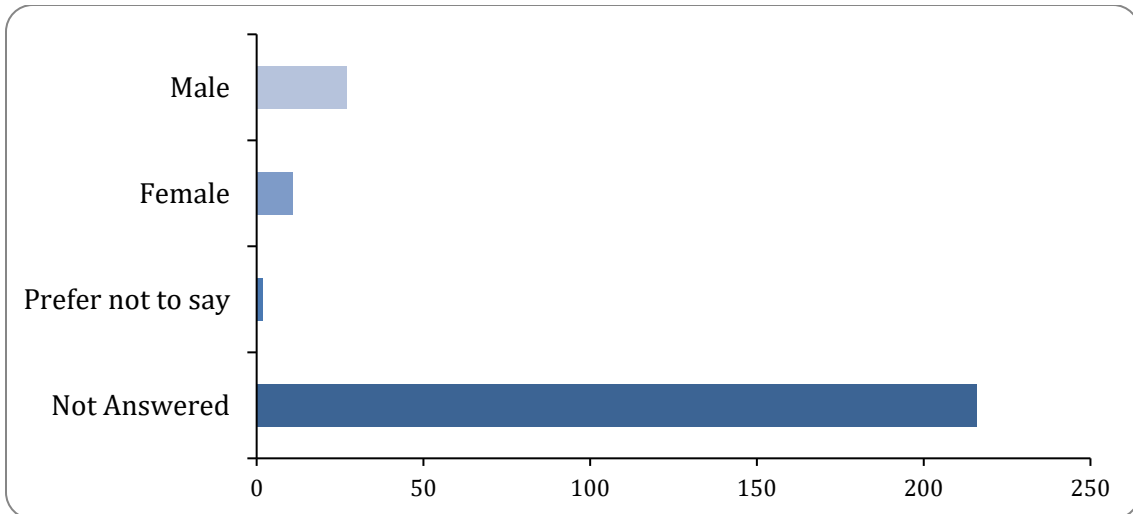
Is there anything else you feel should be considered when finalising the overall content of the TfN strategy? Please write in the box below

There were 20 responses to this part of the question.

Are you...?

Gender

There were 40 responses to this part of the question.



Option	Total	Percent
Male	27	10.55%
Female	11	4.30%
Prefer to self-describe (please specify below)	0	0.00%
Prefer not to say	2	0.78%
Not Answered	216	84.38%

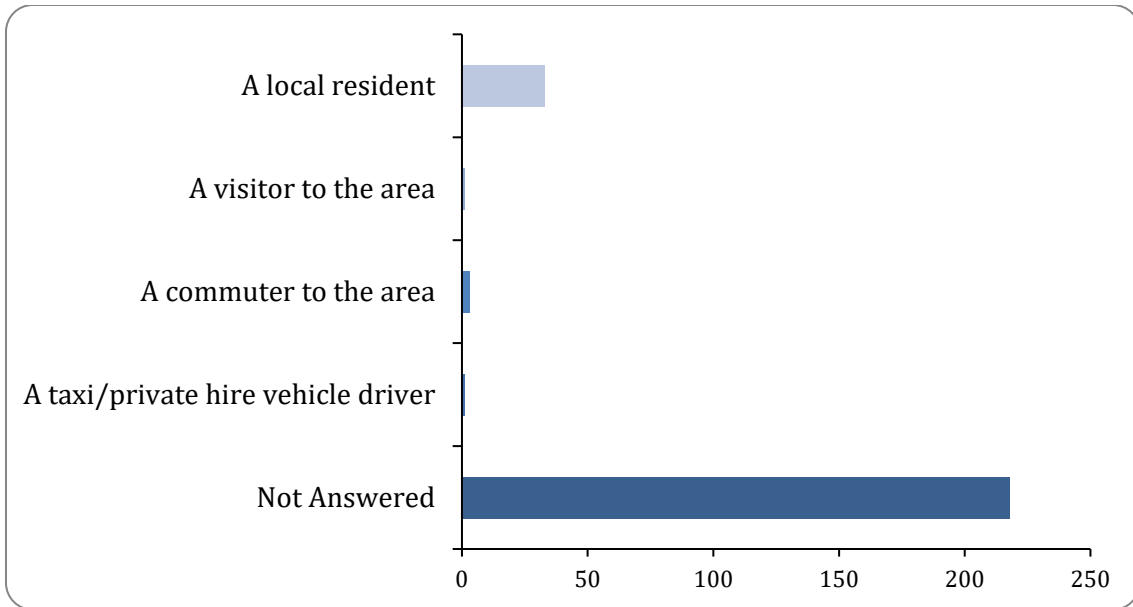
If you prefer to self-describe please specify here:

There were 0 responses to this part of the question.

Are you responding as...? (Please select all that apply)

Responding as

There were 38 responses to this part of the question.



Option	Total	Percent
A local resident	33	12.89%
A local business owner	0	0.00%
Employed locally	0	0.00%
A visitor to the area	1	0.39%
A commuter to the area	3	1.17%
Not local but interested in the scheme	0	0.00%
A taxi/private hire vehicle driver	1	0.39%
Not Answered	218	85.16%

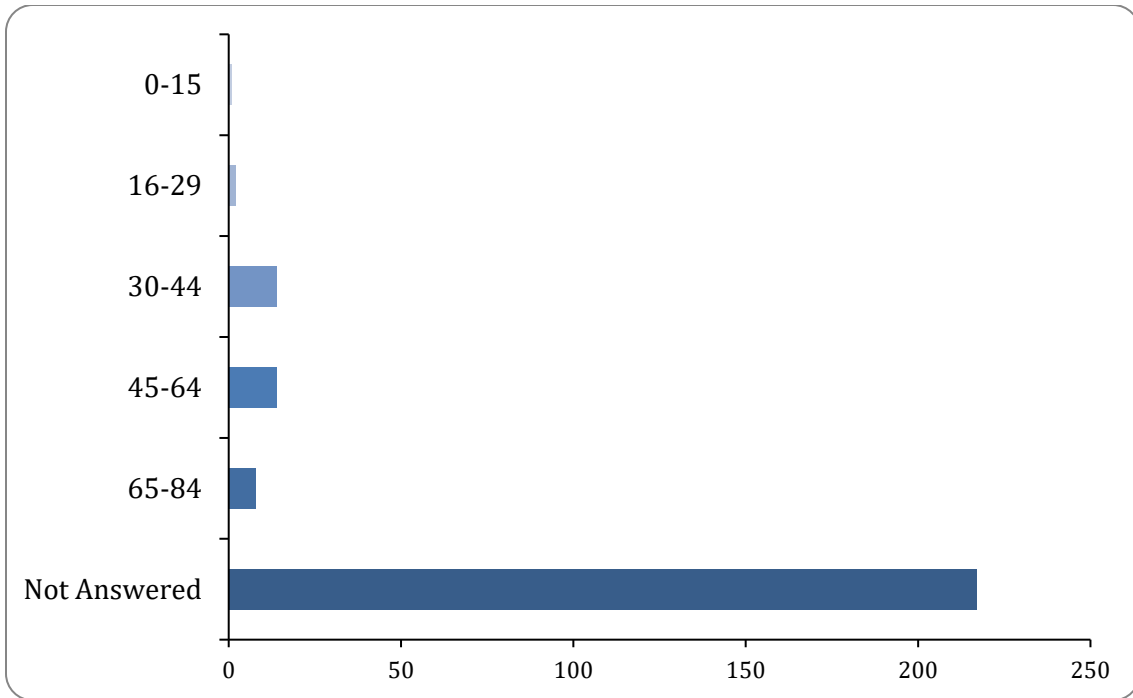
Other, please specify

There were 4 responses to this part of the question.

How old are you?

Age

There were 39 responses to this part of the question.

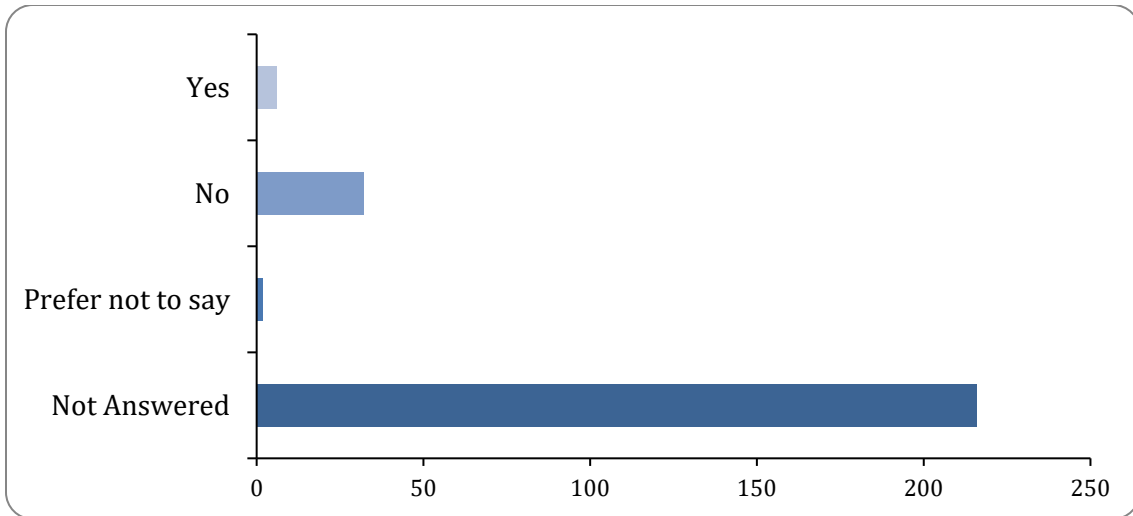


Option	Total	Percent
0-15	1	0.39%
16-29	2	0.78%
30-44	14	5.47%
45-64	14	5.47%
65-84	8	3.12%
85+	0	0.00%
Not Answered	217	84.77%

Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do?

Disability

There were 40 responses to this part of the question.

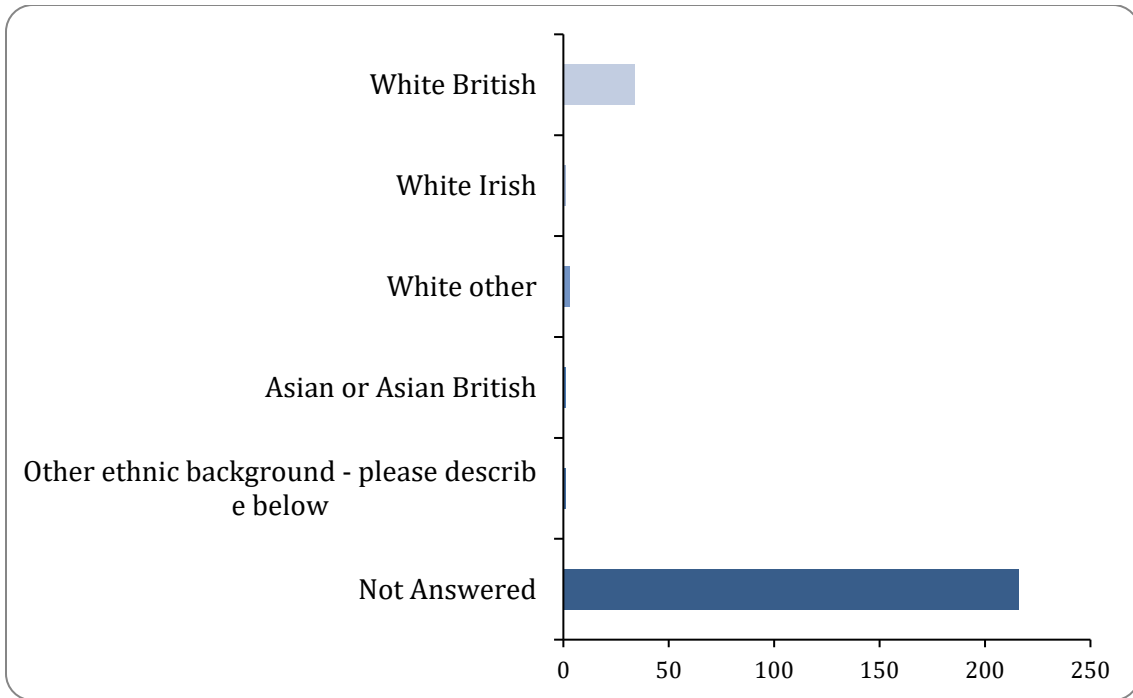


Option	Total	Percent
Yes	6	2.34%
No	32	12.50%
Prefer not to say	2	0.78%
Not Answered	216	84.38%

How would you describe your ethnic background? Please select one only

Ethnicity

There were 40 responses to this part of the question.



Option	Total	Percent
White British	34	13.28%
White Irish	1	0.39%
White other	3	1.17%
Mixed	0	0.00%
Asian or Asian British	1	0.39%
Black or Black British	0	0.00%
Chinese	0	0.00%
Other ethnic background - please describe below	1	0.39%
Not Answered	216	84.38%

Ethnicity 2

There were 2 responses to this part of the question.

What is the first part of your postcode? (e.g. NR4)

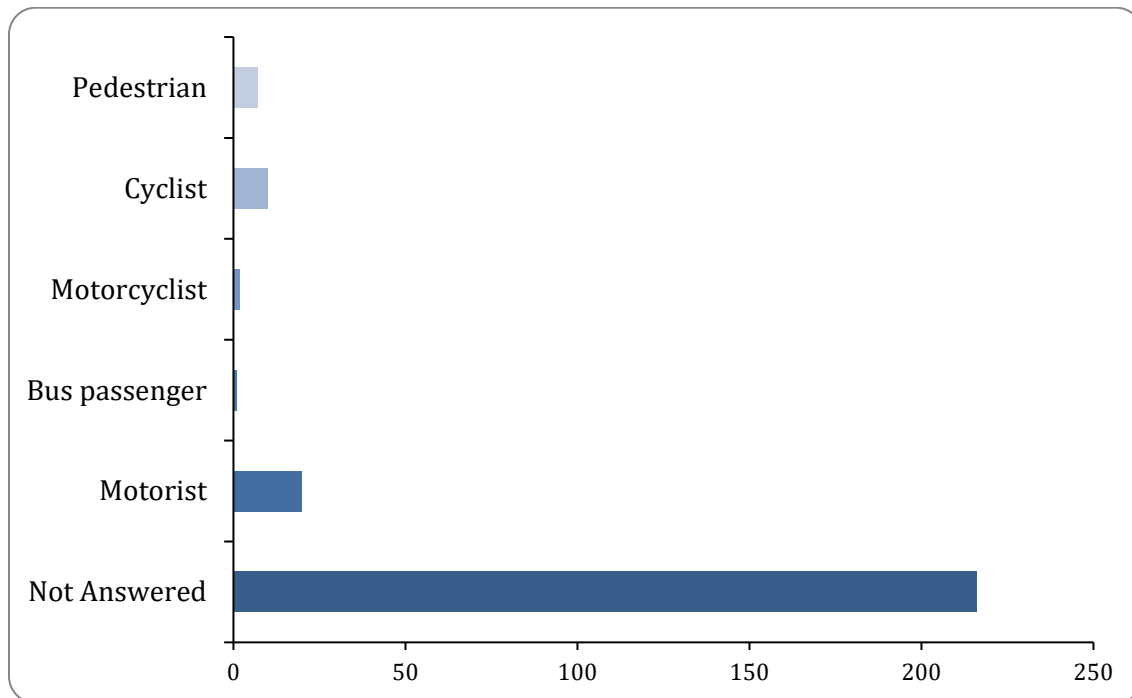
Postcode

There were 40 responses to this part of the question.

How do you primarily travel in the Greater Norwich area? (Please select only one item)

Primary use of area

There were 40 responses to this part of the question.



Option	Total	Percent
Pedestrian	7	2.73%
Wheelchair user	0	0.00%
Cyclist	10	3.91%
Motorcyclist	2	0.78%
Bus passenger	1	0.39%
Motorist	20	7.81%
Not Answered	216	84.38%

Other, please specify

There were 3 responses to this part of the question.

Appendix 2

Transport for Norwich Strategy Consultation version – Schedule of proposed changes

Section / Para	Comment	Proposed change
Executive Summary	Norfolk and Norwich Theme description should recognise local transport and rail; and extent of connections	Amend the Norwich and Norfolk Theme description Norwich and the strategic growth area around it is the centre for a large part of the county and the wider eastern region. Good, strategic connections by clean transport modes including rail, low carbon vehicles and sustainable modes within and to places outside of the area are vital for continued prosperity.
Spatial Portrait	Add reference to Attleborough and Thetford on the NCTC	Change para 1.4 The Norwich-Cambridge corridor is of key strategic importance to the planned growth including Attleborough and Thetford , with rail.....
1.6	The strategy should recognise issues of deprivation outside the city and be inclusive.	Amend 1.6 The city also has a higher level of deprivation than the Norfolk average. Also, there are pockets of deprivation in the rural areas that rely on the Norwich urban area for services and employment. This takes into account... NB: Also note changes proposed at 10.3 in relation to this comment (see later)
1.18	Changes to be consistent with GNLP strategic growth area.	Replace Para 1.18 with The TfN strategy covers, broadly, the full extent of the Strategic Growth Area as expressed through the Greater Norwich Local Plan (GNLP) together with consideration of the longer distance trips from the county and beyond. This will be where the strategy and its action plan have their focus although TfN strategy has not identified a precise boundary. Wider are policies and actions will be taken forward through the LTP.
2.1	Amend paragraph to make it clear the review covered plan projects and strategies	Amend Para 2.1 A comprehensive review of all the relevant policies, plans, projects and strategies for the TfN Strategy...
2.1	TfN does not reference Decarbonising	Include a reference to Decarbonising Transport in Chapter 2 (bullet points in 2.1). New bullet:

Section / Para	Comment	Proposed change
	Transport in Chapter 2	Decarbonising Transport: a better, greener Britain (July 2021)
Chapter 4 Themes	Inconsistent between Exec Summary and Themes.	Change theme text throughout Chapter 4 to align with those in the Executive Summary and pick up comments (as described under Exec Summary, above) in these descriptions
5.1	Acknowledgement should be given to enhancing the public space, public realm, and green spaces to provide an attractive Norwich and Norfolk which can be enjoyed by day visitors and citizens alike	Amend 5.1 Norwich is Norfolk's largest urban area and comprises the city itself and the built-up fringe parishes in Broadland and South Norfolk districts. It is one of the largest centres of employment in south-east England, making the city and its hinterland an important focus in the region for a range of services, as well as the administrative and operational headquarters for a number of organisations. It has an attractive, historic environment including parts of the transport system, intrinsic to making it a place that people want to visit and live, and for businesses (see chapter 11 for our strategy about this). Due to the its prominence in the county...
5.8	Amend text to recognise the importance of the wider Norwich area	Amend 5.8 first sentence to read High quality connections between Norwich, its strategic growth areas, the wider area and markets beyond Norfolk are vital to the economy role of the wider Norwich area as a key driver of economic growth. The city centre...
5.10	Strategy should give commitment to new rail halts	Amend para 5.10 The Rail and the park and ride system plays an important roles in maintaining good access into Norwich for trips from outside the urban area
5.11	3 rd supporting action to carry out strategic assessments is unclear.	Amend 3 rd supporting action under 5.11 Carry out a strategic assessment to evidence the opportunities to deliver enhanced sustainable transport interventions as a consequence of completing the committed Transforming Cities interventions (a major package of improvements focussed on public transport, walking and cycling) and the Norwich Western Link Carry out strategic assessments of the traffic impacts as a consequence of completing the committed strategic schemes (including improvements to the A47, the committed transforming cities programme and the Norwich Western Link) to identify the opportunities to deliver enhanced sustainable transport measures to support public transport and active travel.

Section / Para	Comment	Proposed change
5.11	Add clarity to the final supporting action	Amend final point under 5.11 We will review the measures that weren't funded through the Transforming Cities package to ensure these support the objectives and incorporate them into the action plan where they remain consistent with achieving the intended outcomes of the TfN Strategy.
6.6	Update to reflect adoption of the EV strategy and give more support to EV charging points	Amend 2 nd supporting action under 6.6 Work to deliver the An electric vehicle strategy is being that has been developed and which will be used to assist in the transition to clean fuels
6.6	Text refers to clean buses, not zero emission. More attention is needed to greening delivery vehicles	Amend the 4 th bullet point under 6.6 supporting actions to the Net Zero Carbon policy Work with bus companies, freight operators and others on switching to cleaner vehicles transitioning to zero emission fleets
Chapter 7 Highlights	TfN should adopt a policy of supporting zero emissions public transport	Amend the last bullet in the Highlights box at the beginning of Chapter 7 Promoting less polluting Support and promote a transition to zero emissions public transport
7.8	Could include reference engine switch off and brief explanation of each point	Amend all bullet points to include brief explanation of the measures, and add additional bullet point to 7.8 <ul style="list-style-type: none"> • Clean Air Zone (Charging to charge vehicles with higher emissions to enter a certain area) • Workplace parking place levy (A charge on business premises for each parking space) • Road charging / congestion charge (Charging for all vehicles, or particular types of vehicle, in a certain area) • Vehicle bans on certain roads or areas (Preventing all vehicles, or particular types of vehicle from certain areas) • Enforcing engine switch off (Enforcement officers can issue a fixed penalty – similar to a parking ticket – where drivers do not switch off their engine when in queues or waiting at the side of the road).
Chapter 8 Highlights	Typo	Second point, first word P People need to...

Section / Para	Comment	Proposed change
8.6	Would appreciate additional information to the 'disincentives' that are discussed within the key actions section	<p>Add extra sentences to 8.6</p> <p>How people choose to travel will have a significant bearing on how successful we are in meeting our ambitions. We need to make sure that we are providing the information and measures to influence the travel choices people make in order to find it easy, safe and convenient to get to where they need to get to. The strategy sets out examples of some measures that will be investigated including reviewing parking policy and potential restrictions on vehicular use. Our focus will be on active and clean travel. We need to engage to understand what people need, to ensure active and clean travel are suitable and that we are putting in place the right measures. We also need to show people how active and clean travel can become their first choice, to encourage them to switch how they travel. In all cases, it will be necessary to engage with stakeholders to understand views and take these into account in developing measures.</p>
9.8	We feel that new developments should be embedding green charging points within their designs	<p>Amend 9.8 first bullet point:</p> <p>Work with district Local Planning Authorities to support masterplans, development briefs and design codes / guides that are aligned with TfN strategy. This could include securing infrastructure for electric vehicle charging as part of new development proposals</p>
9.8	The word mobility hub should be used rather than transport hub in 9.8 to avoid confusion.	<p>Amend wording in 9.8 third bullet point</p> <p>Seek to encourage high density development where there is good access to mobility transport hubs, local services and employment opportunities</p>
Chapter 10 highlights	Recognise that users of the transport network may be from outside the immediate Norwich area and their needs are to be considered	<p>Amend the text in the Highlights box</p> <p>This chapter reinforces the importance of reducing casualties and that we need to have a transport system that supports the needs of everyone, being designed to take account the different needs of different people including those who travel from outside of Norwich and the strategic growth area.</p>
10.3	Reword to ensure the text acknowledge needs of those outside the	<p>Reword 10.3</p> <p>Levels of inequality in Norwich and the surrounding area vary considerably which leads to disparities in people's access to transport and therefore access to employment and education opportunities. Car ownership across</p>

Section / Para	Comment	Proposed change
	<p>immediate Norwich area</p> <p>NB: These changes also respond to the comment made at 1.6</p>	<p>Norwich and its surrounding areas varies considerably. This can be a lifestyle choice for some, but for others low incomes and protected characteristics may make car ownership inaccessible. Other modes such as buses, rail, walking and cycling can be less convenient, particularly depending on where people live, the cost, scheduling, as well as concerns regarding the perceived safety of roads for walking and cycling. It is highly important that the TfN strategy seeks to provide a transport network accessible to all who use it, whether local or not, with the ambition to overcome barriers of transport inequality across the city and the surrounding area to meet the needs of the network's users and government ambitions for equal access as set out in the Inclusive Transport Strategy (2020) and Equality Act (2010).</p>
10.11	<p>advocate that the policy (traffic harm reduction) should be changed to say that "20mph will be adopted as the default speed limit across the whole urban area with higher limits only on streets that have a strategic traffic function and do not have a strong residential and local service function. Where the street design does not currently support adherence to 20mph, engineering and enforcement measures will be implemented to achieve compliance."</p>	<p>Add to the end of the 3rd supporting action</p> <p>....to 20mph across the whole urban area with higher limits only on streets that have a strategic traffic function and do not have a strong residential and local service function (see Chapter 11....</p>

Section / Para	Comment	Proposed change
10.15	Reference technology to provide flexible alternatives in	<p>Add at the end of first sentence of second supporting action, under 10.15</p> <p>As part of our Bus Service Improvement Plan, and other related initiatives, consider how we can improve existing services and use technology and innovation to plan and provide transport solutions to reduce reliance on car ownership and increase flexibility and reliability at times and in locations where public transport is not easily available. This will....</p>
11.3	Reference to Norwich-wide 20mph speed limit, with the exception of a few A roads	<p>Amend 11.3</p> <p>... There has been a programme to introduce 20 mph zones across parts of the city and this strategy needs to take this forward across the whole urban area, with higher limits only on streets that have a strategic traffic function and do not have a strong residential and local service function. This will to support low traffic neighbourhoods and active travel. within these areas</p>
11.7 Places policy	The word changes at the beginning of the policy can be better explained and the wording can be changed to be more specific.	<p>Change place policy</p> <p>Changes New schemes, enforcement and maintenance activities on the transport network to the transport network will seek to ...</p>
11.9	Point regarding the importance of facilities which propel Norwich City Centre into an attractive destination which all people will want to visit	<p>Add additional bullet point in 11.9</p> <p>Consider the layout of streets and spaces, and the facilities provided, so that the transport network meets the needs of all users</p>
11.12	Alternative new technologies such as e-cargo bikes and drones could be explored for those deliveries within the city centre which do not require larger vehicles	<p>Amend last bullet point in 11.12</p> <p>Provision of e-cargo delivery services or other innovative systems including drones within the city centre</p>
12.1	Change from vehicle focus	<p>Amend 12.1</p> <p>... To enable this, transport interventions must prioritise</p>

Section / Para	Comment	Proposed change
		the movement of people, not just vehicles , active travel and public transport.
12.5 Mode Hierarchy Policy	Comments that the policy should be people not vehicle focussed.	Amend the policy in 12.5 ROAD NETWORK AND TRAVEL MODE HIERARCHY We will adopt a road network and travel mode hierarchy that will support mobility requirements of people rather than just vehicles and recognises the place function as well as movement function of different parts of the network.
12.6	Typo	Correct typo in 12.6 We will introduce a hierarchy that reflects how roads, streets and spaces are used. This will range from identifying roads where essential movement will be the priority through to identifying places where the primary use will be for meeting people, eating out or socialising
12.7	TfN should reflect the needs of all users in the narrative	Amend 12.7 ...The layout and constrained nature of roads in our urban areas means it is very difficult to make improvements for all types of user, although the needs of everyone – and the function of the city – will need to be taken into account . Therefore, we will prioritise space for certain types of users rather than trying to make provision for all types of user along different corridors. We...
12.8	Reference to traffic reduction across the whole road network and not solely within the city centre and residential neighbourhoods	Amend 12.8 to make it clearer and consistent with other sections Movement across Norwich and its strategic growth areas will seek to significantly reduce the intrusion of extraneous traffic within the city centre and residential neighbourhoods. Cross city traffic will be required to use orbital and radial primary routes rather than short cuts on neighbourhood roads. As set out elsewhere, our strategy recognises that significant and far-reaching interventions including reductions in travel demand will be needed in order to achieve our objectives.
12.10	More recognition should be attuned to alternative micro-mobility options of transport within the region	Add additional bullet point at end of 12.10 Investigate the use of micro-mobility transport solutions where they support the aims and objectives of the strategy
12.12	TfN strategy fails to address that the cost and	Add extra narrative in 12.12

Section / Para	Comment	Proposed change
	<p>availability of public transport in the rural hinterlands is the biggest deterrence for people.</p> <p>Suggestion to include a mode shift target in the Bus Services policy</p>	<p>Historically Norwich has seen high bus patronage, although not all of its surrounding hinterland has good, affordable services, and Covid-19 at least temporarily reduced this patronage because of the need to run socially distanced services. The county council is forming has committed to develop an Enhanced Partnership and Bus Service Improvement Plan with local bus operators that will influence the development of the bus network. This includes an objective to increase the mode share of buses and develop location specific targets on a corridor-by-corridor basis. The council has also committed to develop an enhanced partnership with operators</p>
12.12 Bus Services policy	Typo (missing apostrophe)	<p>Amend bus services policy</p> <p>Bus services will continue to be a vitally important transport solution. We will work in partnership with operators to deliver services that meet people's travel needs.</p>
12.13 and 12.14	<p>Better reference to the Bus Service Improvement Plan</p> <p>We would like the Bus Improvement Plan and Enhanced Partnership to consider how the cost of bus travel of other groups can be reduced and for the supporting action under 12.4 to be reworded to: "consider social needs in relation to bus services, including the cost of travel".</p>	<p>Start 12.13 with</p> <p>Through the Bus Service Improvement Plan we will Continue continue to work in partnership ...</p>
12.14	Lack of consistency between paragraphs 12.10 and 12.14	<p>Amend 12.14</p> <p>Investigate the introduction of higher priority on important bus corridors appropriate bus priority measures on important bus corridors beyond committed Transforming Cities Fund work</p>

Section / Para	Comment	Proposed change
12.28 Active Travel Policy	Statement that the proposed policy is weak and needs tangible targets	Amend policy at 12.28 ACTIVE TRAVEL We will promote active travel by walking and cycling. We will promote and prioritise active travel by walking and cycling to ensure that half of all journeys in Norwich are cycled or walked by 2030
12.29 Active travel policy supporting action.	Needs to reference LTN 1/10	Add at end of action ...to meet current guidance best practice.
General (Change to be made at 13.4)	The strategy should commit to review	Add to the end of 13.4 We will take opportunities to have future reviews of the strategy to reflect on progress and changing circumstance and legislation

Infrastructure and Development Select Committee

Item No:

Report Title: Active Norfolk Strategy

Date of Meeting: 17 November 2021

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Tom McCabe Executive Director of Community and Environmental Services

Executive Summary

Active Norfolk has recently published its new 5-year strategy, which has been co-produced with internal and external system partners over the last 12 months.

With growing inequalities across communities and the long-term consequences of Covid-19 beginning to manifest, the importance of physical activity for our physical and mental health, as well as our social and economic well-being, is more important than ever.

This strategy details the actions to be taken by Active Norfolk, in partnership with departments across Norfolk County Council, as well as the broader local government, health & social care and voluntary & community sector, to improve residents' lives – supporting Together for Norfolk ambitions of a growing economy, thriving people & stronger communities.

The 4 priorities within the new strategy are:

1. Physical Health & Mental well-being
2. Children & Young People
3. Stronger Communities
4. Active Environments

These priorities are underpinned by a relentless focus on the reduction of inequalities and the desire to address the challenges and opportunities of the present, whilst shaping a more positive future for everyone.

Action required:

The Select Committee is asked to:

1. Note the new Active Norfolk strategy, especially the way in which it connects with other Norfolk County Council strategies and priorities, including Public Health and Active Travel

1. Background and Purpose

- 1.1 Following the end of the life cycle of the previous Active Norfolk strategy and in response to shifts in national & local policy, as well incorporating the views and aspirations of key system partners and our communities alike, this strategy has been developed to define the work of Active Norfolk until 2026.

2. Proposal

- 2.1 For Committee Members to note the new Active Norfolk strategy

3. Impact of the Proposal

- 3.1 For Committee Members to note the positive impacts of the new Active Norfolk strategy on the communities of Norfolk

4. Evidence and Reasons for Decision

- 4.1 N/A

5. Alternative Options

- 5.1 N/A

6. Financial Implications

- 6.1 No additional financial or budgetary implications

7. Resource Implications

- 7.1 Staff: N/A

- 7.2 Property: N/A

- 7.3 IT: N/A

8. Other Implications

8.1 Legal Implications: N/A

8.2 Human Rights Implications: N/A

8.3 Equality Impact Assessment (EqIA) (this must be included):

The Active Norfolk strategy has been developed with a focus on addressing inequalities

8.4 Data Protection Impact Assessments (DPIA): N/A

8.5 Health and Safety implications (where appropriate): N/A

8.6 Sustainability implications (where appropriate):N/A

8.7 Any Other Implications: N/A

9. Risk Implications / Assessment

9.1 N/A

10. Action required:

The Select Committee is asked to:
Note the new Active Norfolk strategy, especially the way in which it connects with other Norfolk County Council strategies and priorities, including Public Health and Active Travel

11. Background Papers

11.1 Getting Norfolk Moving Summary Strategy

11.2 A 5-minute explanatory video which accompanies the strategy launch, as well as a long-form version of the strategy document can be found by visiting www.activenorfolk.org/launch

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Getting Norfolk Moving

Active Norfolk's
2021–2026 Strategy



active
norfolk

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Introduction
Our Priorities
How We'll Work
Measuring Success



Introduction

Introduction

Our Priorities

How We'll Work

Measuring Success

In a period of significant challenge, in the wake of COVID-19 and with widening inequalities within and across communities, this strategy details the initial steps Active Norfolk will be undertaking over the next 5 years alongside partners as part of an exciting, long-term effort to support Norfolk to become a place where being physically active is a normal part of everyday life for all.

Our Vision

Introduction

Our Priorities

How We'll Work

Measuring Success

Imagine a Norfolk where people walk and cycle more than they drive, where people of all ages have access to facilities and open spaces that enable a way of life where being physically active is the norm.

Imagine a place where living with a disability or long-term condition is no barrier to exercise, and where your financial circumstances have no bearing on what's available to you. Where opportunities are designed around individual and community needs, and promoted so effectively that everyone knows about them and why they should be involved.

This is the county we are building.

A Norfolk where being physically active is just 'what people do' in their daily life. Where financial circumstances, health and ability aren't a barrier to exercise. Where opportunities are designed around individual and community needs and promoted so effectively that everyone knows about them and why they should be involved.



Our Mission

Introduction

Our Priorities

How We'll Work

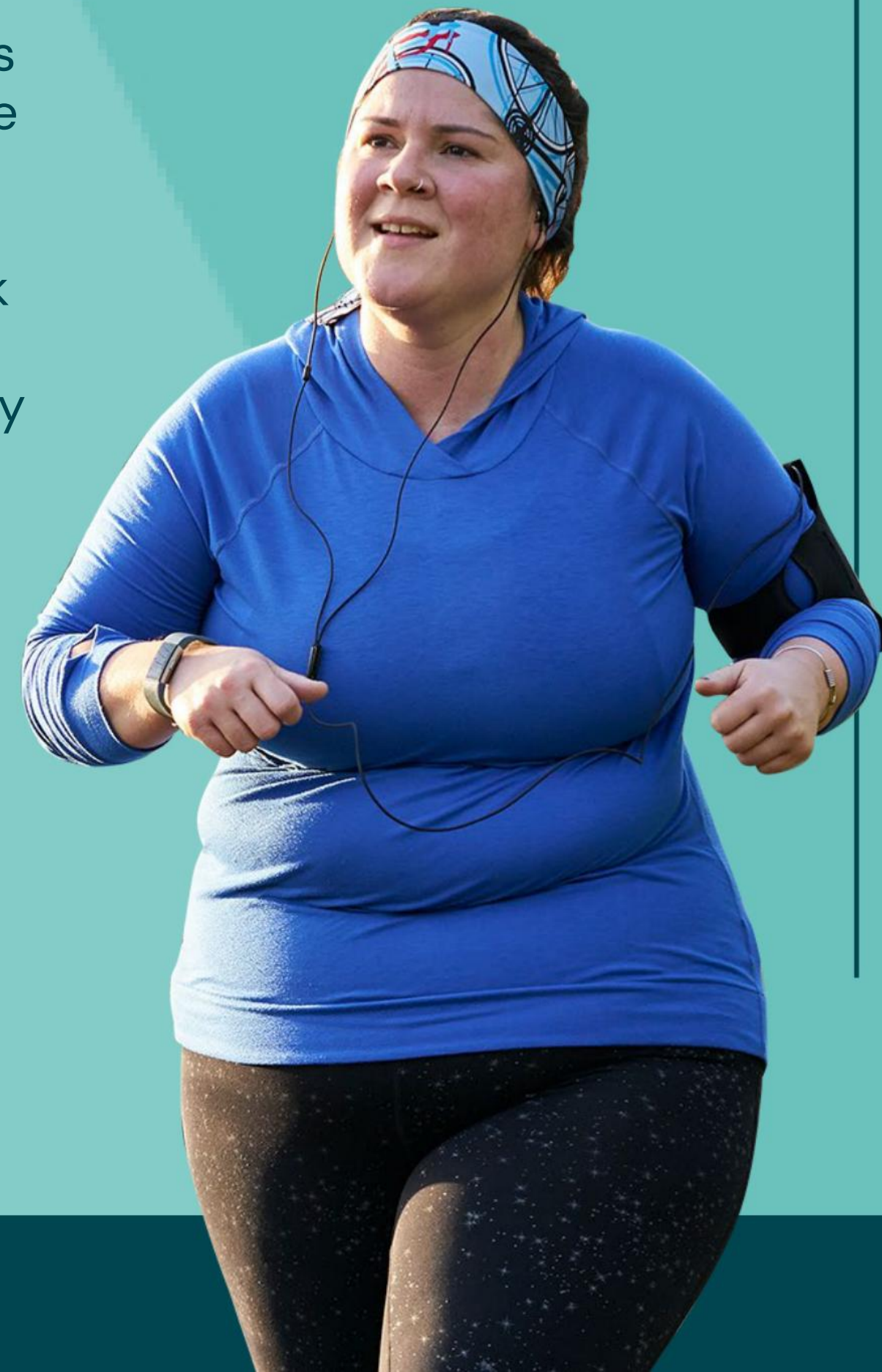
Measuring Success

We know that physical activity allows people to live happier, healthier and more sustainable lives. Helping people be more active doesn't just improve the physical and mental health of individuals, it also has long-term benefits for communities and society. But we know that, here in Norfolk and across the country, health inequalities are widening.

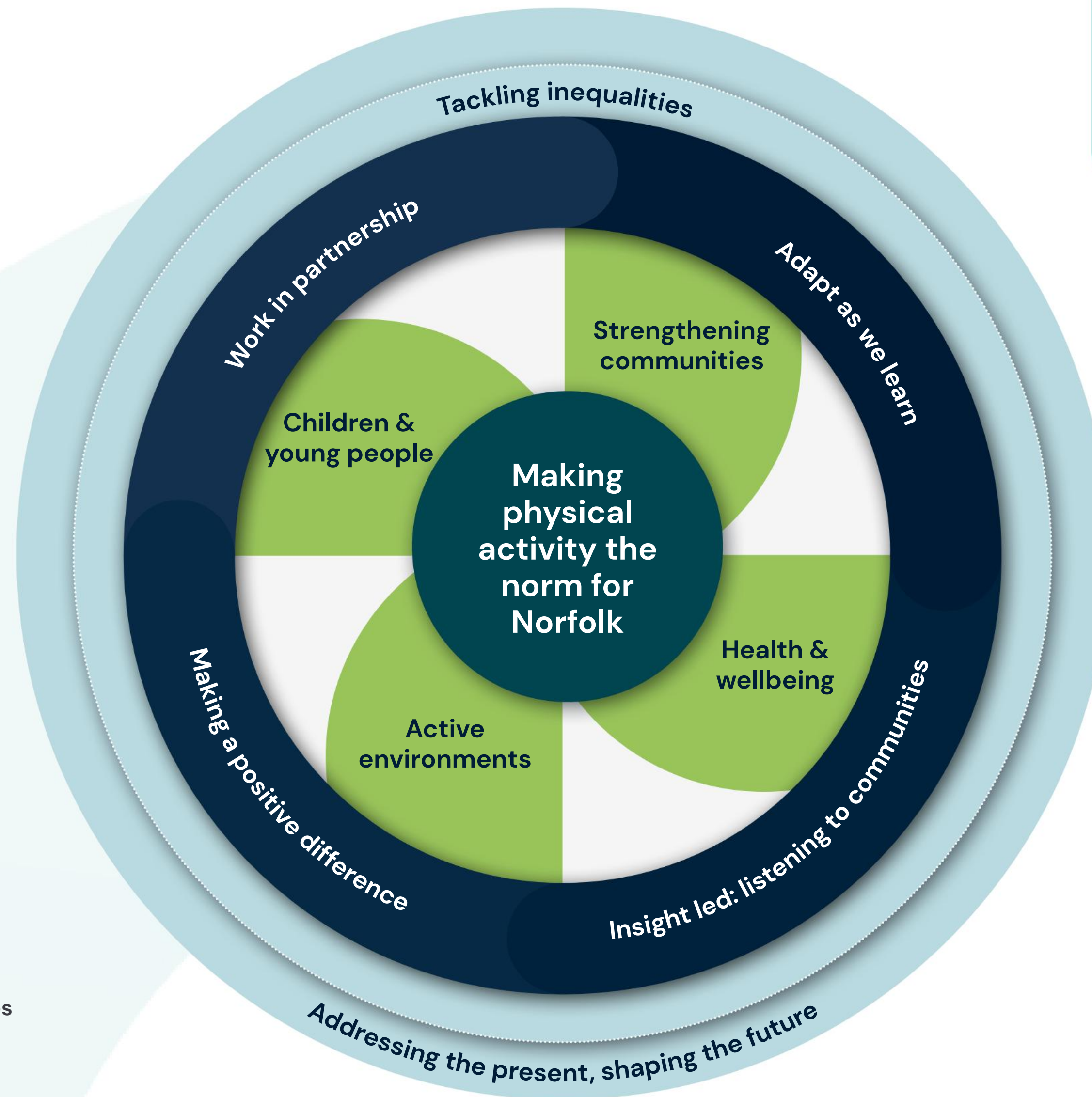
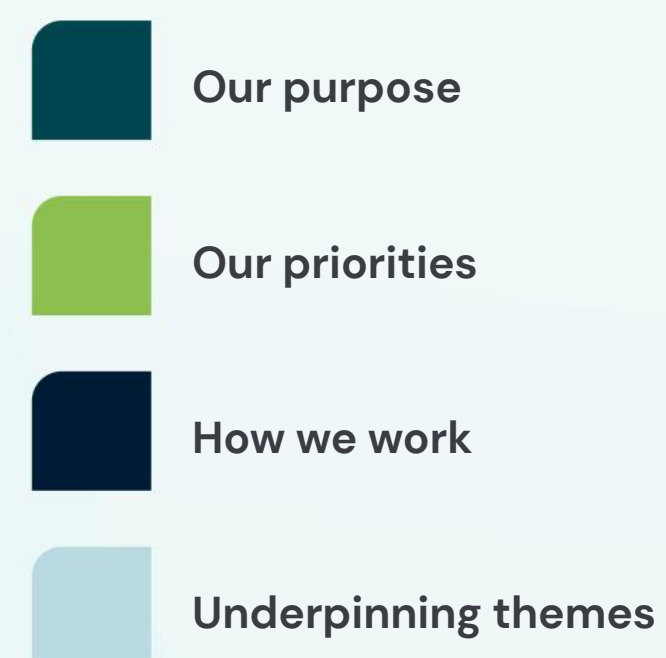
Physical activity is a key part of the overall solution. We work with a system of partners across local government, health and social care, education, and the voluntary and community sectors to find shared objectives and build solutions to help those who can benefit the most from being more physically active.

We help our partners to understand how their goals can be met through the power of physical activity. We provide the strategic advice, knowledge sharing and connections to help them deliver outcomes. We work with our partners to promote physical activity and highlight the remarkable impact exercise opportunities can have on lives.

We drive collaborative and innovative approaches that inspire and enable communities across Norfolk to build physical activity into their lives. Our work today lays the foundations for a more sustainable, healthy and active Norfolk of the future.



Our Approach



Insight into Norfolk

Introduction

Our Priorities

How We'll Work

Measuring Success

Currently more than **140,000 people** in Norfolk live in areas categorised as most deprived 20% in England

4,150 emergency hospital admissions in 2019–2020 were due to falls

60% of Norfolk's 65+ population live in a rural area

Inactive – over a quarter (28%) of adults do less than 30 mins of activity a week

1 in 10 children aged 5–16 have a clinically diagnosable mental health condition

24% of adults have high anxiety and 1 in 10 are diagnosed with depression

Almost 3,000 deaths between 2017–2019 were from preventable causes

Overweight – almost 2/3 of Norfolk adults are overweight

Our Priorities

Physical health and mental well-being

The global pandemic has highlighted the importance of a preventative approach to healthcare that creates resilience in individuals and communities.

Physical activity should be a key part of our collective efforts to shift our focus away from the treatment of ill health to the creation of good physical and mental health.

Through this strategy we will focus on:

Building and strengthening connections between health and social care partners to embed physical activity into health system culture

Using insight to support population health management approaches

Improving health and care professionals' understanding and use of physical activity to support patient outcomes

[Click here to read more about our approach](#) >

Our Priorities

Active Environments

The design of our streets, our neighbourhoods, and the opportunity to access good quality play areas, parks and open spaces all contribute to how active we are in our daily lives.

Where we work, live and play matters.

Through this strategy we will focus on:

- Advocating for walking and cycling to be the first choice for short journeys
- Improving and increasing the use of green and blue spaces and infrastructure for all
- Increasing physical activity's prominence in local policy – promoting good design decisions that help people to move more
- Promoting physical activity's contribution to carbon reduction targets

[Click here to read more about our approach](#) >

Our Priorities

Strengthening Communities

Sport and physical activity can play a significant role in building stronger, more resilient, and better-connected communities. They create opportunities for people to come together, increasing social interaction and enabling relationships to form.

Through this strategy we will focus on:

- Working more closely with communities to develop accessible and appropriate opportunities to be active
- Improving communities' awareness and understanding of the opportunities available to them locally
- Identifying and using national and local funding to create more relevant activity opportunities

[Click here to read more about our approach](#) >

Our Priorities

Children and Young People

We must do what we can to support active lives for children and young people, and their families.

It positively influences their physical development, helps build resilience, improves mental and physical health, and enhances education outcomes.

Through this strategy we will focus on:

- Improving awareness and understanding of the role that physical activity plays in improving outcomes for young people
- Ensuring physical activity is a normal part of the day for education settings
- Making physical activity accessible to all young people and families regardless of their circumstances
- Integrating physical activity into health, education and community strategies and services

[Click here to read more about our approach](#) >

How We'll Work

Introduction

Our Priorities

How We'll Work

Measuring Success

Accepting that no single organisation is responsible for the problems communities face – nor do they have the entire solution – we will work in partnership with a range of organisations from across the county and in different sectors, based on our shared ambitions.

We will support decision-makers to make sure physical activity is included in any policies and plans which influence how people live their lives.

We will provide expertise to support physical activity to be integrated and embedded into the work of our partners.

Getting Local

We'll work hard to better understand the uniqueness of each place in the county, ensuring that our response to the challenges and opportunities in each area are founded on what's important to those communities. We will drive resources to the right place, building on assets already in communities and with a focus on sustainability and long-term change.



Introduction
Our Priorities
How We'll Work
Measuring Success

Measuring Success

We'll continue to develop a range of appropriate measures to understand the impact of our work, combining data with feedback from partners and communities in order to understand what will support change at scale across our communities.

These measures may include:



Money invested into physical activity in places across Norfolk



Physical activity levels



Proxy health measures



Strength and diversity of relationships



Physical activity included in broader strategies



Infrastructure and Development Select Committee

Item No. 11

Report title: Waste Services Update

Date of meeting: 17 November 2021

Responsible Cabinet Member: Cllr Andy Grant (Cabinet Member for Environment and Waste)

Responsible Director: Tom McCabe (Executive Director of Community and Environmental Services)

Introduction from Cabinet Member

During the pandemic the County Council has continued to deliver vital waste services in ways that were safe for the people delivering the services and those that used them too, with as little disruption as possible. This was at a time when a rise in working from home saw an increase of around 8% in the amount of household waste collected and the amount of recycling collected increased as well, by around 6%.

In keeping with the County Council's commitment to reduce waste, a new recycling centre was opened north of Norwich in September 2021 and another new replacement site south of Norwich is due to open by the end of the year, with more new sites planned around the county. These will make it easier for the public to recycle and allow greater prominence for our focus on reuse as well.

We have also continued the responsible work of looking after closed landfill sites that are in our care, monitoring them to make sure they are safe, and using the landfill gas they create to generate electricity where we can. Dealing with that legacy of disposal of waste from decades ago is a reminder of why we need to keep our focus on more sustainable practices, and in relation to that it is very good to see the launch of more County Council initiatives and campaigns this year to reduce waste and reduce the use of single use products.

Executive Summary

This report provides an overview and update on the breadth of waste services delivered by the County Council. Firstly, in its role as the Waste Disposal Authority for Norfolk, which includes the disposal of residual waste, provision of recycling centres and payments to the District, City and Borough Councils for the recycling they do. And secondly, in relation to its responsibility for the safe aftercare and long-term management of closed landfill sites in its ownership or for which it has a liability.

The report also provides a progress update on single use products initiatives, which is a legacy of the Member Task and Finish Group; work on waste initiatives together

with the District, City and Borough Councils as the Norfolk Waste Partnership; and provides further indications of the potential implications of national waste policy development.

Actions required

1. To note and comment on the update.
2. In accordance with the County Council's second Waste Policy to review the arrangements for the *'incineration of waste or fuel derived from waste'* outside Norfolk set out in para 6.6 of this report.
3. To comment on the intention to extend an arrangement with Norse Environmental Waste Services Ltd to 2027 as a fall-back and alternative option for the processing and sale of material from recycling centres and recycling points, as outlined in section 2.5.2 of the report.

1. Background and Purpose

- 1.1. The County Council's 2020/21 revenue budget for its waste services is around £42.6m, which includes around £23m for waste disposal, £6.9m for recycling centres and waste reduction activities, £10.9m for recycling payments to other organisations, predominantly the District, City and Borough Councils, for the recycling they do, and £0.6m for the aftercare and management of closed landfill sites
- 1.2 The purpose of the report is to provide detail on the recent performance and initiatives delivered by the County Council's waste services, to fulfil an annual obligation to report for review the arrangements for treating waste outside Norfolk, and to secure any comment on a proposal to extend a fall-back and alternative option for the processing and sale of material from recycling centres and recycling points.

2. Proposals

2.1 New Recycling Centres

- 2.1.1 The new Norwich North Recycling Centre opened on 22 September 2021 on Morse Road, off the A140 near the Broadland Northway. This new split-level site, which allows for uninterrupted service provision, replaces the Mile Cross Recycling Centre at Swanton Road in Norwich, which closed in September when the contract to provide the site and service at Mile Cross ended. Construction of the new site has been affected by Covid-19 and availability of materials, meaning that works on limited parts of the site continue, with the new Reuse Shop expected to open in January 2022.
- 2.1.2 The new Norwich South Recycling Centre, which is also a split-level site to allow uninterrupted service, is due to open in December 2021 on part of the Harford Park and Ride site, off the A140 near the A47 Southern Bypass. Construction of this site has also been affected by Covid-19 and availability of

materials, meaning that the new Reuse Shop on the site is expected to open in February 2022.

- 2.1.3 The improvement programme for the wider network of recycling centres is securing new sites to replace Sheringham, Wymondham and Morningthorpe Recycling Centres. Funding has also been provided to improve Caister and King's Lynn Waste Transfer Stations to help make sure they are future proofed for changes in service demand, linked to future growth and national policy requirements.

2.2 Recycling Centre Service

- 2.2.1 Each year the County Council measures customer satisfaction at the recycling centres through an online survey. The 2020/21 survey, which ran in early 2021, had a customer satisfaction rate of 82% and despite the temporary pandemic related closure of Recycling Centres in April and May 2020 and the increased demand and resulting queues seen after the first national lockdown, this was only 0.5% lower than the previous year. Positive feedback came from customers on helpful staff, the provision of hazardous waste events, and the reuse shop network and there were also a significant number of comments on the perceived link between charging for DIY waste disposal and fly-tipping.
- 2.2.2 This year's annual household hazardous waste events took place in September and October 2021. Although final data is not yet available, early indications suggest that there were slightly lower tonnages this year than the previous year, which processed 294 tonnes of hazardous waste, the majority of which was paint.
- 2.2.3 The County Council provides a 'pay as you throw' service at all twenty of its recycling centres for construction and demolition type DIY waste, with charges set to cover the cost of disposal or recycling and not to generate income. Customers can find the guide prices per item or 80 litre sack equivalent on the [County Council's website](#), including rubble £3, timber £3, and non-recyclable items such as roof felt and insulation £5, and a half bag price for plasterboard was introduced to help householders with small amounts. There has been increased use of this service over the last year where householders have focussed on DIY projects as a result of behaviour changes linked to the pandemic and lockdown requirements.
- 2.2.4 In September 2021, the national environmental charity Wrap published a [study in to the relationship between fly-tipping rates and recycling centre charging](#). Fly-tipping rates were compared between local authorities that do and do not charge for residents to deposit DIY type construction waste, and data was used from 301 local authorities including all Norfolk councils. The report concluded that there is no evidence that charging for DIY type waste pushes up fly-tipping rates, instead there were more likely links between levels of deprivation and the rural/urban nature of the area.

2.3 Waste Reduction

- 2.3.1 Following the creation of a Member Task and Finish Group, set up to focus on single use products, initial work to reduce single use products at County Hall was then extended through a campaign called '[Swap 2 Save](#)'. Launched in March 2021 this encourages individuals to take action at home, work and while out and about. More recently in September 2021, a [Reduce Single-Use Award Scheme](#) has been launched for schools, featuring an education pack, downloadable resources, case studies, challenges, charter and award scheme, along with small one-off £150 grant available for up to 40 schools to help reduce their use of single-use plastics and products.
- 2.3.2 The award-winning Master Composter volunteers have continued to remain active through a series of online seminars delivered to householders to support home composting. Their work within local communities has run alongside this year's spring-time [campaign to promote home composting](#) which has seen over 2,000 additional compost bins and Bokashi units sold to Norfolk householders at costs subsidised by the County Council.
- 2.3.3 The [Food Savvy](#) campaign, which is a partnership between the County Council, Suffolk Waste Partnership and environmental charity Hubbub, supported householders through lockdowns with online cook alongs, and Food Savvy volunteer led workshops. The campaign also saw Norwich Castle light up last winter in an initiative to highlight wasted milk, which will be repeated this winter. Norfolk has the largest network of community fridges which is also supported by the project.
- 2.3.4 The County Council continues to work with and part fund research at the University of East Anglia focussed on waste reduction, and together with Great Yarmouth Borough Council is involved in a European project co-financed by the Interreg 2 Seas Programme promoting the circular economy in tourism, called Facet. This project is working with businesses in the Great Yarmouth area to promote waste reduction and better recycling and is piloting a reusable cup scheme for visitors, recycling bins for the seafront, an arts trail including incorporated recycling bins, and promoting reprocessing of unwanted business plastics.
- 2.3.5 The County Council is also providing support with Norwich City Council to the Norwich BID which is leading on a project to help businesses and residents in the Norwich and surrounding areas find new ways to reduce waste and repurpose their rubbish. Called Upcycle Your Waste, this is another European project financed by the Interreg 2 Seas Programme to encourage better, more energy efficient use of resources.

2.4 Payments to Districts and Others for the Recycling They Do

- 2.4.1 In 2020/21 the County Council made payments of around £10m to the District, City and Borough Councils, that are referred to as recycling credits. These payments, which are detailed in the table below, were for the recycling they collected, such as mixed dry recyclables, food or charged for garden waste. The largest increases seen were for mixed dry recyclables, which was up 6%, and for garden waste, which was up 9%, which mainly reflected an increase in work from home practices and other behaviour changes linked to Covid-19.

Waste Collection Authority	Tonnes	£
Borough Council of King's Lynn and West Norfolk	26,578	£1,702,078
Breckland Council	23,253	£1,489,139
Broadland District Council	27,855	£1,783,837
Great Yarmouth Borough Council	13,076	£837,417
North Norfolk District Council	19,916	£1,275,414
Norwich City Council	20,050	£1,283,978
South Norfolk Council	25,451	£1,629,903
Total	156,180	£10,001,767

- 2.4.2 In 2020/21 the following payments were made by the County Council to charities, parish councils and other organisations for the materials they collected in each Waste Collection Authority area as below.

Waste Collection Authority Area	Tonnes	£
Borough Council of King's Lynn and West Norfolk	151.72	£9,432
Breckland Council	192.21	£11,949
Broadland District Council	534.51	£33,230
Great Yarmouth Borough Council	127.27	£7,912
North Norfolk District Council	493.63	£30,689
Norwich City Council	219.82	£13,666
South Norfolk Council	62.52	£3,887
Total	1,782	£110,767

2.5 Norfolk Waste Partnership

- 2.5.1 This year the Norfolk Waste Partnership reintroduced its [Annual Report](#) which highlights recent initiatives and performance by all Councils in Norfolk and provides useful information about waste services provided by all Norfolk's councils, such as where waste goes and what locations materials are sent to for recycling.
- 2.5.2 All Norfolk Councils are a signatories to a contract with Norse Environmental Waste Services Ltd (NEWS) to process the recycling they collect. The County Council is a signatory to the contract in its role a Waste Disposal Authority, to give it a fall-back and alternative option for the processing and sale of material from its recycling centres and recycling points, an option which to date it has only used to a very limited and occasional extent.

The contract expires on 30 September 2024, and to secure a three-year extension to 2027, in autumn 2021 all seven District, City and Borough Councils in their roles as Waste Collection Authorities, are making decisions about the proposal to extend the arrangements to 2027 and move to variable gate fee terms based on actual costs.

Due to the limited and only occasional usage of these arrangements the intention is that County Council's decision will be made by the Cabinet Member for Environment and Waste, factoring in any comments or considerations highlighted by this Select Committee.

- 2.5.3 On behalf of all Norfolk Councils, the County Council has delivered a solution for self-medicating patients to dispose of their sharps waste and replace services that had previously been provided by NHS England. This initiative is also a pilot to secure information about service volumes to inform a future procurement. Sharps waste from self-medicating patients had previously been routinely disposed of via pharmacies or local surgeries. However, in 2018 NHS England notified the District, City and Borough Councils in Norfolk that in line with their duties under the Environmental Protection Act and the Controlled Waste Regulations, Councils needed to make arrangements for self-medicating patients to dispose of their sharps waste.

Arrangements with more than 65 participating pharmacies across Norfolk have now been made by the County Council and bins for the collection of sharps were delivered in July and the current focus is communications and location tools for the public to help them find the services they need.

2.6 Closed Landfill Service

2.6.1 Closed Landfill - Site Management

The County Council has potential liability for over 150 closed landfill sites in Norfolk, 90 of which were inherited from Urban and Rural District Councils and which closed in the 1960s and early 1970s. The County Council operated 54 sites between the 1972 and the early 1990s, and seven sites were transferred to the County Council in 2009 from its local authority waste disposal company Norfolk Environmental Waste Services Ltd. All sites that the County Council has potential liability for have been risk assessed on the Source – Pathway – Receptor principle that is applied to contaminated land.

- 2.6.2 The Closed Landfill Service actively monitors and manages 22 of the County Council's sites, of which nine are owned by the County Council and the remaining are accessed through lease or licence agreements. These managed sites include seven sites that have Environmental Permits and are regulated by the Environment Agency, and which require monitoring data reported monthly, along with quarterly and annual performance reports, and groundwater risk assessments every six years.

Across the Council's nineteen sites that require landfill gas monitoring, the service monitors 662 gas monitoring points on an assessed or legally required frequency (weekly, monthly, quarterly, or six-monthly). There are sixteen sites where groundwater is monitored, and 277 monitoring points are monitored either monthly, quarterly, or six-monthly.

2.6.3 Closed Landfill - Gas Management

As waste within a landfill decomposes and breaks down bacterial action produces landfill gas which consists predominantly of methane, carbon dioxide, nitrogen and can contain lower or trace concentrations of hydrogen sulphide and Volatile Organic Compounds (VOCs). These constituents make landfill gas toxic, an asphyxiant, flammable, and potentially explosive.

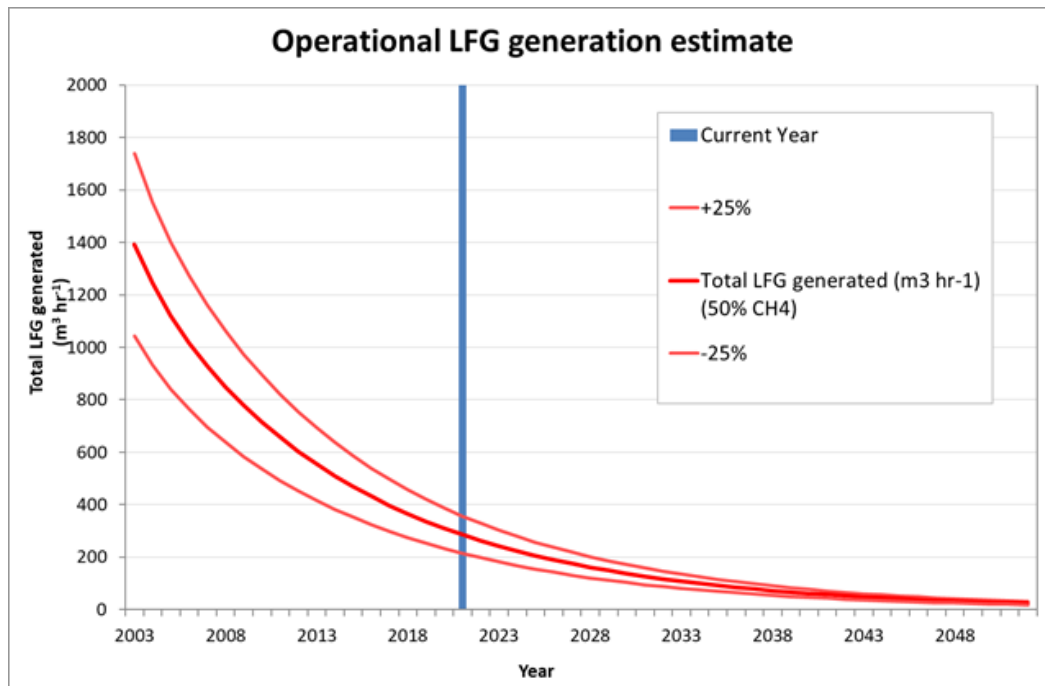
The main hazards from landfill gas are:

- Explosion and fire risk within the waste body caused by ingress of oxygen to form an explosive atmosphere.
- An accumulation of landfill gas building up, causing underground offsite migration into neighbouring properties, a risk to humans, animals, and vegetation.
- As a potent greenhouse gas contributing to climate change, as methane is 86 times more potent than carbon dioxide using the Global Warming Potential over 20 years methodology.

2.6.4 Landfill gas is controlled at thirteen of the County Council's sites by extracting the landfill gas from wells drilled into the waste that are pumped by a gas control system. The gas extraction system is carefully monitored and balanced to ensure full gas extraction whilst restricting air ingress into the waste. At eleven sites the gas control system burns the landfill gas in a flare or engine at high temperatures to ensure complete breakdown of methane, Volatile Organic Compounds and other flammable compounds.

At seven of these sites (Beetley, Blackborough End, Costessey, Docking, Edgefield, Mayton Wood and Morningthorpe) where the landfill gas is of sufficient quality and quantity, capacity is installed to generate 1MW of electricity, enough to meet the electricity demands of around 2,500 households, which is produced from burning landfill gas in engines at these sites and is used to run the engines and export electricity to the grid.

2.6.5 One of the pressures the landfill industry is under is managing landfill gas where quality and quantity of the landfill gas is not sufficient to burn. The graph below is the modelled landfill gas output for a generic and representative site over the 50 years since the site closed. It shows significant quantity of landfill gas (LFG) in the early years, and a very long tail of much reduced quantity fifteen to twenty years after closure.



2.6.6 At two sites, Sheringham and Hempton Closed Landfill Sites, due to the very low levels and concentrations of gas the landfill gas is controlled and vented to ensure the safety of neighbouring properties. At Strumpshaw Closed Landfill Site the County Council has built a biofilter as part of an EU funded research and pilot project to use bacteria to breakdown the methane and other Volatile Organic Compounds, and this biofilter's bacteria has been studied by a PhD student from the University of East Anglia to aid improvement of operation and design of biofilters. The County Council has also invested in newly developed Low Calorific flares, which can burn landfill gas at considerably lower methane content and quantity than a traditional flare.

2.6.7 Closed Landfill - Leachate Management

It is not possible to entirely prevent surface water ingress through the capped surface of the waste of a landfill, and as waste breaks down and contaminants are released in the liquid phase, this mixes with the ingress water to form leachate. The main contaminant of concern in leachate is ammonia which is present at levels thousands of times higher than drinking water and ecological standards.

The risk of uncontrolled release of leachate is to pollution of surface water and groundwater, which are important natural resources for our public and private drinking water supplies, agriculture, and the natural environment.

2.6.8 Six of the County Council's landfills, which are more modern were constructed with basal containment. It is an Environmental Permit requirement to control

the volume of leachate within the contained waste and the pressure this liquid exerts on the basal containment. This is achieved with an automated monitoring and pumped extraction and recirculation system, and offsite treatment and disposal at the Whitlingham Works, with offsite disposal costs for the last five years (including this year's predicted spend) shown below.

Year	Leachate disposal costs	Volume disposed of (m3)
2017/18	£168,738	9,001
2018/19	£189,053	10,741
2019/20	£195,446	11,087
2020/21	£243,446	13,196
2021/22	£253,036	13,500

2.6.9 Disposal costs have increased in the last two years because of greater rainfall during the winter months. Transporting leachate by tanker for off-site treatment is not a long-term sustainable solution, and the service has been researching and piloting on site treatment to improve sustainability and reduce costs. In 2013, the County Council initiated a project to investigate alternative means of treatment via an options appraisal, and in 2014 began trials on an innovative approach using treatment in vertical flow reed beds. Trials over a five-year period were successful, and in 2020 the full-scale pilot plant was commissioned at Mayton Wood Closed Landfill, as shown in photographs below of a reedbed with an irrigation system in a polytunnel, alongside an extraction point from a well.



2.6.10 Closed Landfill - Amenity Use

The primary purpose of the closed landfill service is to ensure the safe operation of the landfill and to mitigate its effect on the local environment. However, as sites progress in age there is also opportunity to safely use the surface of the landfill for other amenities that complement the primary purpose. The County Council's closed landfill sites have had considerable tree planting undertaken for more than twenty years, and management of this woodland is an ongoing responsibility.

At Bergh Apton and Strumpshaw Closed Landfill sites, the landfill management infrastructure has been developed to allow for open access alongside woodland and meadow planting and the County Council is also working with the new landowner at Wereham Closed Landfill to create a new woodland.

2.7 National Policy Considerations

2.7.1 Changes are expected to ramp up from 2023/24 in relation to three themes:

- a) **Consistency:** new duties on Councils are expected on what they collect and how, as well as creating new opportunities for Councils to collect similar materials from businesses.
- b) **Extended Producer Responsibility:** this would require producers to pay Councils their costs for dealing with packaging.
- c) **Deposit return scheme:** this could either remove materials collected by Councils (if the approach is based on reverse vending machines and return points) or increase materials collected by Councils (if a digital approach linked to kerbside collections is adopted).

The Environment Bill, which is expected to get approval in autumn 2021, contains the first enabling powers relating to these themes that are driven by the Resources and Waste Strategy published in 2018. Defra recently closed the second round of consultations on these three themes, with further consultation on draft legislation and regulations expected in 2022 and the nature of each proposal is covered below

2.7.2 Consistency changes are expected to apply from October 2023 and specify core materials that Councils will have to collect:

- Glass bottles and containers.
- Paper and card.
- Plastic bottles.
- Plastic pots, tubs and trays.
- Steel and aluminium tins and cans.

with the possibility that drinks cartons will be added and that from 2026/27 plastic films will need to be collected too.

Government's stated expectation is that separate collection of dry materials should be the default, in particular separating glass and fibres, and that all households should have food waste collections from 2023/24 where they are currently delivered, or 2024/25 where they are not. Furthermore, Government has indicated its strong preference for free garden waste services from 2023/24.

Government also intends to require that businesses make arrangements to separate recyclable waste from residual waste, including provisions for dry recyclables and food waste similar to households.

2.7.3 For the Extended Producer Responsibility scheme Government intends to progress with an approach where producers would meet the full net costs of managing packaging waste that includes:

- The collecting, sorting and recycling of packaging waste from households and businesses.
- The collecting and disposing of packaging in the residual waste stream from households only.
- Litter and refuse management costs, including bin and ground litter.

Producers would pay modulated fees to a scheme administrator to place packaging on the market, with the administrator payments to Councils including 'necessary costs' for the delivery of 'efficient and effective' services.

The proposal is that payments should be based on both the tonnages and quality of packaging waste collected and recycled, with these requirements being phased in and a Scheme Administrator encouraged to support Councils to improve and meet performance benchmarks, to obtain their full payments.

2.7.4 A Deposit Return Scheme is expected to be introduced in late 2024 at the earliest. The proposal is driven by concerns about litter and the need to increase recycling and improve the quality of collected materials.

The scope of materials for inclusion is proposed as plastic bottles, glass bottles, and steel and aluminium cans, and Government expects a collection rate of 90% in three years.

Government's view on the size of items in scope is yet to be determined, and could be based on either:

- 'all-in' scheme (including drinks containers up to 3L in size) or
- 'on-the-go' (drinks containers under 750ml in size and excluding those containers sold in multipacks).

It is unclear how Councils' costs would be met for any Deposit Return Scheme scope materials that found their way into kerbside collections, as Government has identified three possible ways to address this: do nothing but allow Councils to redeem deposits, to require formula-based payments via the Extended Producer Responsibility regime, and a hybrid option of the two.

3. Impact of the Proposal

3.1 Waste Service Volumes

- 3.1.1 2020/21 saw a large increase in general waste rising to 227,180 tonnes, which was an 8% increase on the previous year. The main contributing factor is the pandemic, leading to more people working from and generally staying home, and thereby generating more domestic waste.

Recycling also saw an increase in tonnage, rising to 159,221 tonnes, a 6% increase from the previous year. Co-mingled recyclable materials and garden waste saw the largest increase, with food waste collections affected by the pandemic seeing a reduction.

- 3.1.2 The recycling centre service handled 50,280 tonnes of waste in 2020/21, of which 61% of waste was recycled, and with specialist recovery of wood 72% was diverted from disposal. Overall volumes of waste and recycling performance were lower compared to previous years following the closure of sites because of Covid restrictions. The network of reuse shops also remained closed for a significant period of the year.

3.2 Recycling Performance

- 3.2.1 The table below outlines the recycling percentages across the last five years, with the most recent data for 2020/21 being pre-audit, as final data is normally published nationally the following December.

Local Authority	2016/17	2017/18	2018/19	2019/20	2020/21
Borough Council of King's Lynn & West Norfolk	45.7%	46.4%	42.1%	42.5%	38.0%
Breckland Council	40.3%	40.1%	37.4%	38.7%	38.6%
Broadland District Council	50.9%	50.0%	48.2%	49.6%	49.0%
Great Yarmouth Borough Council	33.3%	31.9%	29.0%	30.0%	29.2%
North Norfolk District Council	41.9%	41.6%	39.3%	40.8%	40.7%
Norwich City Council	38.3%	37.7%	38.3%	39.4%	38.3%
South Norfolk Council	44.9%	42.9%	41.3%	42.5%	41.8%
Countywide	46.7%	45.8%	43.4%	44.4%	42.1%

It is important to note that the percentages of household waste recycled, composted, and reused by councils is significantly affected by garden waste as some councils have larger urban areas than others, where households will have smaller to no gardens and therefore very little to no garden waste.

- 3.2.2 External influences have also impacted recent performance, which shows a steady decline over this five-year period. Recycling rates for the year 2016/17 were boosted due to an extended growing season leading to higher levels of garden waste. This increase was not seen in subsequent years and contributed to the drop in recycling percentages seen in the table above. In the years following, China changed what it accepted for recycling, with a lower threshold of spoiled materials being accepted. This had a ripple effect across the world market, resulting in higher amounts of spoiled material needing to

be removed from recycling to ensure it had a market value. This caused the amount being recycled by households to drop as more spoiled material is being removed than in previous years, with the final amount of material being sold to be recycled now of higher quality, with less contamination but lower quantity.

In more recent years, recycling rates fell again due to Covid-19 and the move to increased working from home and people increasingly staying at home, behaviours changes that meant more recyclable materials found their way into general waste. At the same time, food waste and garden waste collections were suspended in some areas due to the pandemic, with recycling centres being closed from April to May 2020.

3.3 **Fly-Tipping Incident Numbers**

The Norfolk Waste Partnership continues to fight the scourge of fly-tipping with its Scrap campaign (Suspect, Check, Refuse, Ask, Paperwork) with the aim to remind the public of their responsibility and the potential repercussions of fly-tipping <https://www.norfolkrecycles.com/communityaction/fly-tipping-report/scrapflytipping/#>.

The long-term trend in Norfolk is for a reduction in reported fly-tip incident numbers. During 2020/21 some collection services were suspended and recycling centres were closed in April and May 2021 due to the pandemic. However, in 2020/21 the overall number of incidents was similar to 2018/19, although as shown in the table below incident numbers were up in most areas from the year before.

Local Authority	2018/19	2019/20	2020/21
Borough Council of King's Lynn & West Norfolk	1,460	1,261	1,188
Breckland Council	1,009	984	1,103
Broadland District Council	515	438	629
Great Yarmouth Borough Council	1,555	1,491	2,146
North Norfolk District Council	569	517	473
Norwich City Council	5,290	4,937	4,755
South Norfolk Council	888	725	971
Countywide	11,286	10,353	11,265

3.4 **Electricity Generation**

Electricity generation is a source of income from the closed landfills where volume, quality and grid connection make it feasible. Currently electricity generating capacity of over 1MW is installed across the sites which is enough to generate enough electricity to meet the electricity demands of around 2,500 households. The table below shows income over the last five years, including projections for this year. Figures reflect a number of small-scale schemes installed in 2017 on sites that were previously unfeasible, due to new engine developments, the impact of lower market prices in 2018/19, and the effect of

new improved contracts awarded at Costessey and Mayton Wood Closed Landfills in 2020/21.

Year	Gas royalty income
2017/18	£85,515
2018/19	£77,507
2019/20	£90,932
2020/21	£118,772
2021/22	£135,875

3.5 Future National Policy

National policy could see all of the County Council's future costs for dealing with packaging met by producers from as soon as 2023/24 and in the same timeframe material for recycling could be removed by the introduction of a Deposit Return Scheme or a move to the provision of free garden waste collections as a requirement of Government policy.

4. Financial Implications

- 4.1. The cost of closed landfill site aftercare and management is expected to increase as the subsidy effect from income from electricity generated from landfill gas reduces. However, in the shorter term the move to on site treatment of leachate by bioremediation is expected to reduce costs.
- 4.2 The capital programme of recycling centre improvements and waste transfer station upgrades is expected to be affected by significant increases in construction costs and uncertainty on material availability affecting timescales.
- 4.3 Uncertainty about future behaviour changes of consumers, combined with uncertainty about the rates of economic growth and development and the move to work from home habits mean future service volumes and costs are hard to predict with precision.
- 4.4 The role of recycling credit payments is expected to end for packaging materials covered by producer responsibility funding which is due to apply from October 2023. The remaining scope of anything similar to credits, if any, is uncertain (eg in relation to garden or food waste, or dry recyclables like magazines and newspapers that are not packaging).

There is also uncertainty on new burdens funding linked to national changes on waste policy, which it appears will be based on formulas linked to local authority groupings, and in terms of funding from producers via the Extended Producer Responsibility scheme, it is expected that funding will be linked to considerations around efficiency but it is unclear how such payments would be made or when they would start.

- 4.5 Commodity prices affecting values of items from recycling, and costs of processing some items like timber and garden waste could go up and the introduction of a tax on incineration remains a risk.

5. Resource Implications

- 5.1. **Staff:** None arising from the report.
- 5.2. **Property:** None arising from the report.
- 5.3. **IT:** None arising from the report.

6. Other Implications

6.1. Legal Implications

Section 2.7 of the report outlines expected national policy directions, which are expected to lead to legislation changes that would directly affect the County Council in its role as a Waste Disposal Authority and are expected to be consulted on in 2022.

6.2. Human Rights implications

None identified in relation to the report.

6.3. Equality Impact Assessment (EqIA)

No implications arising from the report.

6.4. Data Protection Impact Assessments (DPIA)

No requirement identified in relation to the report.

6.5. Health and Safety implications

Section 2.6 of the report outlines health and safety considerations around the Closed Landfill Service, and Section 2.5.3 provides details on arrangements that have been made for self-medicating patients to dispose of their sharps waste and replace services that had previously been provided by NHS England.

6.6. Sustainability implications

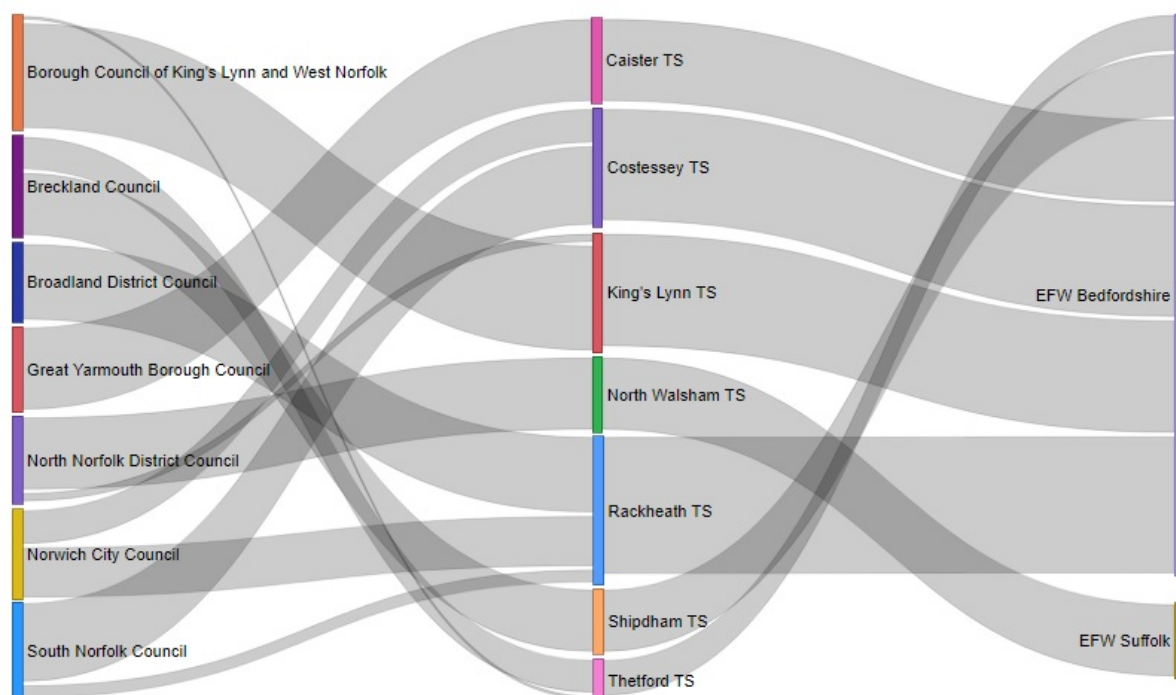
- 6.6.1 The County Council's second waste policy requires that arrangements for the *'incineration of waste or fuel derived from waste'* outside Norfolk *'should be reviewed by Committee on an annual basis'*. Full Council agreed 20 waste policies on 15 December 2014 and minutes and agenda of that meeting are available in the background paper referred to in Section 15 of this report: [Full Council, 15 December 2014, 'Waste Advisory Group Policy and Strategy Recommendations', p38 on the agenda and p9 on the minutes](#)

In relation to this requirement the arrangements for the financial year 2020/21 are summarised in the table below.

Process	FCC Environment	Mick George	Seneca	Suffolk County Council	Total
Combined Heat and Power	87,084t	34,930t	34,811t		156,825t
Energy from Waste	1,261t	263t		48,378t	49,902t
Landfill	10,139t	330t			10,469t
Total	98,484t	35,523t	34,811t	48,378t	217,196t

6.6.2 Two new arrangements for waste treatment and disposal started in April 2021 which last to 2027 and can be extended to 2029. Firstly, an inter authority arrangement with Suffolk County Council will see around 20,000 tonnes a year used as a fuel to generate electricity in the Great Blakenham incinerator. Secondly, a contract with Veolia will see around 180,000 tonnes a year used as a fuel to generate electricity in the new Rookery South Energy Recovery Facility near Stewartby in Bedfordshire, which is ahead of schedule for opening in autumn 2021. This facility will save around 47,000 tonnes of carbon emissions a year compared to sending the waste to landfill.

The Sankey diagram below shows how waste will flow to these new arrangements via local delivery points provided for each Waste Collection Authority by the County Council.



6.7. Any other implications

None identified as arising from the report.

7. Actions required

1. To note and comment on the update.
2. In accordance with the County Council's second Waste Policy to review the arrangements for the *'incineration of waste or fuel derived from waste'* outside Norfolk set out in para 6.6 of this report.
3. To comment on the intention to extend an arrangement with Norse Environmental Waste Services Ltd to 2027 as a fall-back and alternative option for the processing and sale of material from recycling centres and recycling points, as outlined in section 2.5.2 of the report.

8. Background Papers

None in direct relation to the report.

Officer Contact

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Infrastructure and Development Select Committee

Item No:

Report Title: CES Compliance and Enforcement Policy – Annual Review

Date of Meeting: 17 November 2021

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships) and
Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)
Cllr Andy Grant (Cabinet Member for Environment and Waste)

Responsible Director: Tom McCabe (Executive Director, Community and Environmental Services)

Executive Summary

The Community and Environmental Services (CES) directorate is responsible for a range of regulatory functions, including Trading Standards, Planning enforcement (mineral and waste sites), Flood and Water (land drainage), Norfolk Fire and Rescue (fire safety), Highways (networks, maintenance, and blue badge enforcement) and Safety of Sports Grounds. Each area of work uses different legislation to secure its aims, and each has its own framework of regulations, codes of practice and guidance. The CES Compliance and Enforcement Policy and associated performance data are subject to annual review by Members.

The Policy has been reviewed and updated to reflect recent changes to legislation and guidance. A revised CES Compliance and Enforcement Policy (Appendix A) has been produced, with proposed amendments highlighted with explanatory notes.

The revised Policy, once adopted, will be published via the NCC web pages.

Action Required

The Select Committee is asked to:

- 1. Review and comment on the revised CES Compliance and Enforcement Policy at Appendix A and its annex documents (A-1 to A-6), prior to consideration by Cabinet**

- 2. To note the 2020/21 enforcement performance data provided at Appendix B, and summary of stakeholder engagement at Appendix C.**

1. Background and Purpose

- 1.1 The current Policy was first developed as a cross-departmental policy in 2013. The Policy covers the range of regulatory functions within CES, including Trading Standards, Planning enforcement (mineral and waste sites), Flood and Water (land drainage), Norfolk Fire and Rescue (fire safety), Highways (networks, maintenance, and blue badge enforcement) and Safety of Sports Grounds. It does not try to capture all the detailed, complex, and often changing background to enforcement, but instead seeks to summarise the overall approach to the use of enforcement powers, whether that is criminal prosecution at one end of the spectrum or informal warnings and advice at the other.
- 1.2 The policy is supported by detailed procedures for officers within each service area and, where necessary, additional protocols can be appended to the main policy. There are now six areas of work which appear as annex documents to the main policy; these relate to minerals and waste planning, flood and water management, the Norfolk Fire and Rescue Service, highways enforcement, Blue Badge enforcement and Safety of Sports Grounds – please see annexes A-1 to A-6 to the main policy.

2. Proposal

- 2.1 The current Compliance and Enforcement Policy has been reviewed by CES regulatory services and updated to reflect recent changes to legislation and guidance. There are very few amendments this year, most for clarification. All proposed amendments are highlighted with explanatory notes.
- 2.2 Appendix C documents the stakeholders who have been consulted on and/or contributed to the CES Enforcement Policy since 2014.
- 2.3 The revised policy continues to ensure that the application of enforcement is:
- proportionate to the offence and risks, and mindful of previous transgressions
 - transparent - persons affected understand what is expected of them, what they should expect from the local authority and the reasons for the action
 - consistent in approach, and appropriate
 - consistent with the Equality Act 2010 and the Council's Equalities Policies.

2.4 The revised policy, once adopted, will be published via the NCC web pages.

3. Impact of the Proposal

- 3.1 CES regulatory activities are aimed at protecting the economic wellbeing and safety of Norfolk's residents and businesses and protecting the environment and the CES Compliance and Enforcement Policy provides a framework within which our regulatory activities are performed.
- 3.2 Experience in regulatory enforcement shows that, in most cases, businesses and individuals comply with the law. Failure to do so generally stems from ignorance or carelessness, but sometimes from wilfulness or malice. Impact arising from non-compliance can therefore range from advice to prosecution.

4. Evidence and Reasons for Decision

- 4.1 The Policy provides a framework to ensure that we work in an equitable, practical, and consistent manner in the way we deliver regulatory activities and law enforcement. Norfolk County Council is committed to the principles of better regulation, reducing burdens on business with proportionate responses and ensuring we act to protect and support residents, businesses, and the environment. A range of enforcement approaches are available to the Council but there is a need to discharge these in a consistent, fair, and transparent way, as well as ensuring that the public or environment is adequately protected.
- 4.2 Appendix B provides enforcement performance information in relation to those regulatory functions covered by the Policy.

5. Alternative Options

- 5.1 A CES wide Compliance and Enforcement Policy is considered to be the most effective way to demonstrate how CES intends to fulfil its regulatory/legal responsibilities. An alternative option would be for each service area within CES to produce its own policy. However as described in section 4.1 above there is need for consistency in overall approach. The format of the draft Policy provides for additional (detailed) protocols where necessary or appropriate.

6. Financial Implications

- 6.1 There are no direct financial implications arising from this report.

7. Resource Implications

- 7.1 There are no immediate resource implications as a result of this proposal, although there is the recognition in the policy that enforcement resources are not limitless and need to be targeted at areas where risk is highest. Higher performing, more compliant businesses require less resource, with regulators focusing their efforts on rogue and higher-risk businesses.

8. Other Implications

8.1 Legal Implications:

There is a legal context to the deployment of enforcement powers. In 2014 the Regulators' Code (the Code) was published and seeks to provide a clear, flexible, and principles-based framework to which regulators should work. It covers how we develop and implement items such as our service standards, policies, and legal procedures, and sets out the type of information we must include in our enforcement policy. The Council has a legal obligation to have regard to the Code, including ensuring a consistent approach to enforcement. However, we are able to make changes to the policy, if these would better explain or clarify the requirements arising from the Code.

In certain instances, officers may conclude that a provision in the Code is either not relevant or is outweighed by another provision. Officers will ensure that any decision to depart from the Code is properly reasoned, based on material evidence and documented. The Code requires the Council to publish its Enforcement Policy.

The Council must also have regard to The Code for Crown Prosecutors (CPS) guidance which requires extensive consideration of the evidence (for example is it admissible, substantial, and reliable) before a decision is made to institute legal proceedings; with any decision also considering whether it is in the public interest to prosecute. This Policy provides a clear framework and mitigates the risk of legal challenge regarding the delivery of the regulatory enforcement function within the directorate.

CES, through its public protection and regulatory functions, has an important role to play dealing with crime and disorder. This Policy will support the directorate in protecting the public and the environment in a consistent, fair, and transparent way, in line with both local and national priorities and the legal requirement arising from Section 17 of the Crime and Disorder Act 1998.

8.2 Human Rights Implications:

In carrying out its enforcement role, the directorate has regard to the Freedom of Information Act 2000, the Data Protection Act 2018, Regulation of Investigatory Powers Act 2000, and the Human Rights Act 1998, in terms of the right to a fair trial, right to respect for private and family life, prohibition of discrimination and protection of property.

8.3 Equality Impact Assessment (EqIA):

This Policy has been reviewed and updated in line with the requirements of the Equality Act 2010.

Having a clearly defined approach to enforcement action provides positive benefits to equality. In particular, enforcement in areas such as the misuse of blue badges helps to ensure an important and highly valued service is not abused and can continue to be available for those who need it. People with a disability frequently highlight the importance of effective blue badge enforcement.

An Equality Impact Assessment (EqIA) was produced for this Policy last year, in conjunction with the CES Equality and Accessibility Officer. The assessment found that, for Trading Standards, records of protected characteristics are currently limited to formal investigations. This is due to the current recording system being led by the needs of the Courts, rather than for monitoring purposes. Trading Standards has since reviewed and explored options for wider recording of protected characteristics. A new database, which will be in use from April 2022, is capable of recording more detailed information and work will be carried out to explore how best to implement this. Further work will also be undertaken by Trading Standards to review diversity rates in Norfolk, including working with its partners to capture further data to support this. The policy will continue to be reviewed periodically to ensure that it reflects changes to legislation and safeguards the interests and rights of all.

8.4 Data Protection Impact Assessments (DPIA):

Regulators routinely obtain, store, and share information to provide advice and guidance, conduct investigations and ensure compliance with relevant laws. Some of this information is personal data, and some of it is confidential or sensitive. The information is securely stored electronically, on the County Council's Network, and in other ways such as on secure databases and in secure paper files. The information is stored and processed in accordance with the law (including the Data Protection Act 2018 and the Enterprise Act 2002) and with proper regard to The Council's [privacy notices](#).

Discussion has taken place with the Information Governance Team who advise that a Data Protection Impact Assessment is not required, as there is no new processing and the relevant privacy notices relating to regulatory provision are in place and have been recently reviewed.

8.5 Health and Safety implications:

Since the confirmation of coronavirus in the UK, NCC has continued to deliver services by working remotely where possible to do so and is now transitioning into hybrid working. In terms of its enforcement function, work has been undertaken virtually wherever possible, with face-to-face interventions restricted to those that are urgent and/or critical, such as in relation to animal health and welfare, high risk site inspections or seizure of illegal goods.

Specific enforcement duties have been allocated to Trading Standards in relation to coronavirus prevention and spread which have been interpreted and carried out in a timely manner and with proper precautions in place.

Risk assessments are in place for all face-to-face enforcement activity.

8.6 Sustainability implications (where appropriate):

There are no direct sustainability implications to consider as part of this report. However, the policy does provide for consideration of formal enforcement action where there is a significant risk to infrastructure or the environment. The policy also includes a specific enforcement protocol for Flood and Water Management, and for planning controls.

9. Risk Implications / Assessment

- 9.1 This Policy provides a clear framework and mitigates any risk of legal challenge regarding the delivery of the regulatory enforcement function within CES.

10. Recommendations

The Select Committee is asked to:

1. Review and comment on the revised CES Compliance and Enforcement Policy at Appendix A and its annex documents (A-1 to A-6), prior to consideration by Cabinet.
2. To note the 2020/21 enforcement performance data provided at Appendix B, and summary of stakeholder engagement at Appendix C.

11. Background Papers

11.1 N/A

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Norfolk County Council

Compliance and Enforcement Policy

Community and Environmental Services



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800 8020

November 2021

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1 Introduction

- 1.1 This document applies to the enforcement activities carried out by the Community and Environmental Services (CES) Directorate of Norfolk County Council, including Trading Standards, Highways, Planning and the Norfolk Fire and Rescue Service (Fire Safety).
- 1.2 Where appropriate, additional enforcement protocols or policy may be developed to support this policy, for example where there are national requirements regarding a particular enforcement process. These will be appended to this policy as required. When read in conjunction with Annex 1 this policy constitutes the Local Enforcement Plan for Norfolk County Council Planning Services, as recommended by Paragraph 58 of the National Planning Policy Framework.
- 1.3 This Policy has been developed in conjunction with a range of stakeholders, including business representatives and is subject to annual review and approval.
- 1.4 The purpose of this Policy is to provide a framework to ensure that local authority enforcement is delivered in an equitable, practical and consistent manner. This is in line with the principles of good enforcement, as set out in the Legislative and Regulatory Reform Act 2006, and regard has been given to the associated [Regulators' Code](#) (the Code) in the preparation of this policy. In certain instances, it may be concluded that a provision in the Code is either not relevant or is outweighed by another provision. Any decision to depart from the Code will be properly reasoned, based on material evidence and documented.
- ~~1.5 Compliance with this Policy will ensure that we will strive to be fair, impartial, independent, and objective. We are committed to ensuring that the decisions we take and the services we deliver take proper account of equality issues. and, where necessary, put actions in place to address any barriers faced by protected groups.~~
- 1.6 Within the context of this Policy, 'enforcement' includes action carried out in the exercise of, or against the background of, statutory enforcement powers. This is not limited to formal enforcement action, such as prosecution or issue of notices, and so includes inspection to check compliance with legal or other requirements and the provision of advice to aid compliance.
- 1.7 For the purposes of this document 'formal action' includes: Prosecution, Simple Caution, Injunctive Action, Enforcement Order, Issue of Notices, Monetary Penalties, Seizure, Suspension, Withdrawal, Recall, Forfeiture, Revocation/Suspension of a licence, registration or approval, Disqualification of weighing or measuring equipment, Works in Default, Criminal Behaviour Orders, Referral to another agency or any other criminal or civil/injunctive proceedings or statutory sanctions, applied either separately or in any other combination.
- 1.8 Where appropriate we will seek to recover our enforcement costs, including making formal applications for costs through the Courts.

Commented [A1]: Simplification, without losing the overall sense of what is being said.

2 Principles of Inspection & Enforcement

2.1 Proportionality

- 2.1.1 We are committed to avoiding the imposition of unnecessary regulatory burdens and will endeavour to minimise the cost of compliance by ensuring that any action taken, or advice offered, is proportionate to the seriousness of the breach, as well as the risk to people, businesses, other organisations, animals, property, the community or the environment. In doing so we will choose approaches that are based on relevant factors including, for example, business size and capacity.
- 2.1.2 We will usually give notice of our intention to carry out routine inspection visits, unless we are otherwise required to visit unannounced, it is a reactive inspection visit, or we have a specific reason for not giving prior notice. For example, this would include where the identity of the person or premises is unknown, or where it would defeat the objectives of the inspection visit to give such notice. Routine, or reactive inspections of the highway and blue badges are not normally subject to such notice.
- 2.1.3 As far as the law allows, we will take account of the circumstances of the case and attitude of the people involved when considering action. We will take particular care to work with businesses and individuals so that, where practicable, they can meet their legal obligations without unnecessary expense, to support and enable economic growth.

Commented [A2]: Clarification that for reactive inspection visits we will not normally give notice of the visit

2.2 Accountability

- 2.2.1 We will actively work with businesses and individuals to advise and to assist with compliance and requests for help. Contact points and telephone numbers will be provided for business and public use.
- 2.2.2 We will aim to carry out visits and inspections at a reasonable time and where appropriate to do so. In most cases our staff will show their identification (and authority if requested) at the outset of every visit and explain the reason for the visit. However, so that we can see things from the point of view of a customer or ordinary member of the public, we may carry out informal visits or arrange to buy goods or services and not introduce ourselves. Where we must use a young person to carry out work on our behalf, such as in attempting to purchase age-restricted products, we will always use the latest Code of Best Practice.
- 2.2.3 Out-of-hours contact for services will be provided where there is a need for an immediate response/risk to public health, safety or damage to property, infrastructure or the environment.
- 2.2.4 The whole range of enforcement activities will be dealt with as promptly and efficiently as possible in order to minimise time delays.
- 2.2.5 Where appropriate, feedback questionnaires will be used to gather and act upon information about the services we provide.
- 2.2.6 Where possible we will include information to highlight new legal requirements, including use of social media platforms, via our social media platforms and/or website, with reports or letters provided after an

Commented [A3]: to hyphenate 'out-of-hours'

Commented [A4]: updated to include social media platforms

Commented [A5]: clarifies that we may leave an inspection/visit report in lieu of/as well as sending a follow up letter

inspection or visit; and/or by providing or signposting advice and information to help businesses and individuals keep up to date.

- 2.2.7 We will have regard to fairness and individuals' human rights in all of our enforcement work through conforming to the European Convention on Human Rights (as implemented by the Human Rights Act 1998).

2.3 Consistency

- 2.3.1 All officers are required to act in accordance with this enforcement policy and our published service standards.

- 2.3.2 We will carry out our enforcement and advisory functions in an equitable, practical and consistent manner. We will adopt and adhere to relevant policy and guidance and will ensure that our officers are suitably trained, qualified and authorised to undertake their enforcement duties, and understand the principles of good regulation.

- 2.3.3 Where appropriate, we will publish clear service standards providing information on:

- a) How we communicate and how we can be contacted
- b) Our approach to providing information, guidance and advice
- c) Our risk assessment methodology used to determine inspection activity, clearly setting out what can be expected from us at the time of visit
- d) Any applicable fees and charges; and
- e) How to comment or complain about the service provided and the routes to appeal.

2.4 Transparency

- 2.4.1 In most circumstances we will seek to ensure that people affected by formal action are informed of what is planned and allow for discussion and time to respond before the action is taken. We will also give them a named officer's contact details. These arrangements must have regard to legal constraints and requirements.

- 2.4.2 When a notice is served it will say what needs to be done, why, and by when, and that in the officer's opinion a breach of the law has been committed and why the notice is necessary. We will also make a clear distinction between legal requirements and recommended works.

- 2.4.3 As part of our commitment to equality we will communicate in a clear, accessible, concise, format using media appropriate to the target audience, in plain language. We offer translation/interpretation services (language and British Sign Language) where English is not the first language.

- 2.4.4 This Enforcement Policy is published via the Norfolk County Council website and we may also publish further guidance about specific/technical areas, such as the use of civil sanctions.

- 2.4.5 The publicity generated by legal proceedings acts as a deterrent to others and reassures the general public that we take a serious view of illegal behaviour. We therefore publish the outcome of court proceedings, including undertakings; as part of this we include the name of the defendant(s), unless directed not to do so by the Courts.

- 2.4.6 We will routinely publish the names and trading addresses of traders subject to legal proceedings, including prosecutions, enforcement orders, undertakings or the administrative issue of penalties/fines.
- 2.4.7 We may also publish the names and trading addresses of traders who act in ways that represent a significant risk to consumers or the interests of legitimate businesses, subject to the following conditions:
- There is no risk of prejudice to legal proceedings or other formal enforcement action, and
 - The evidence of unfair or illegal trading is conclusive, and
 - It is in the public interest to do so, taking into account the personal circumstances of the offender and community cohesion, and
 - To do so does not breach Human Rights or Data Protection Law, or the Children and Young Persons Act 1933.
- 2.4.8 Examples of the current published enforcement action is via the [Norfolk Trading Standards web pages](#).
- 2.4.9 We obtain and process information in the course of our enforcement functions. Some of this information is personal data, and some of it is confidential or sensitive. We will process information in accordance with the law (including the Data Protection Act 2018 and the Enterprise Act 2002) and with proper regard to [our privacy notices](#).
- 2.5 **Targeted (Intelligence and Risk Led) Enforcement**
- 2.5.1 Enforcement will be primarily targeted towards those situations that give rise to the most serious risks, and against deliberate/organised crime. Other determining factors will include local priorities, Government targets and priorities, new legislation, national campaigns and public concerns.
- 2.5.2 By having a coherent and risk-based intelligence system, effective strategies can be formed to enable and co-ordinate solutions to particular problems. This enables the identification of new, current and emerging issues, allowing provision of strategic and tactical direction on how the issues can best be tackled. Subject to the provisions of Data Protection and Human Rights Law, we may also refer cases and/or share information and intelligence with other law enforcement agencies.
- 2.6 **Supporting the local economy**
- 2.6.1 We recognise that a key element of our activity will be to facilitate and encourage economic progress against a background of protection.
- 2.6.2 Wherever possible, we will work in partnership with businesses and individuals, and with parish councils, voluntary and community organisations, to assist them with meeting their legal obligations without unnecessary expense.
- 2.7 **Reducing enforcement burdens**
- 2.7.1 If there is a shared enforcement role with other agencies, e.g., the Police, Environment Agency, or other local authorities, we will consider

Commented [A6]: Addition of a link to the published NCC privacy notices

co-ordinating with these agencies to minimise unnecessary overlaps or time delays and to maximise our overall effectiveness. We will also liaise with the other regulators to ensure that any proceedings instituted are for the most appropriate offence.

- 2.7.2 We will follow the principle of “collect once, use many times” and, where legally permitted, share information that we collect with other local authority regulatory services to minimise business impact.
- 2.7.3 When conducting farm visits, we will have due regard to the [Farm Regulators' Charter](#), which makes sure visits are carried out consistently across regulators. The charter covers all inspection types and visits of agricultural and aquaculture activities carried out by Farm Regulators.

3 Primary Authority Partnerships

- 3.1 Primary Authority is a statutory scheme established by the Regulatory Enforcement and Sanctions Act 2008. It allows an eligible business to form a legally recognised partnership with a single local authority in relation to the provision of tailored advice, guidance and assistance relating to regulatory compliance. The single local authority (known as the “Primary Authority”) is registered with the [Office for Product Safety & Standards](#) (OPSS), via the Primary Authority Register.
- 3.2 The Primary Authority then acts as the single point of contact between its partner business and the local authorities that regulate it. The Primary Authority can issue assured advice upon which the business can rely and can also, where appropriate, devise inspection plans for businesses. The inspection plan can place specific requirements on other local authorities and can require feedback on their checks to be given to the Primary Authority.
- 3.3 Where an enforcing local authority is considering enforcement action against a business that has a Primary Authority it is required to make a statutory notification to the Primary Authority. In most cases, this notification must be made before the action can be taken. However, in certain circumstances the notification can be retrospective, including where a compliance issue is identified that requires urgent action in order to avoid a significant risk of harm to human health, the environment, or the financial interests of consumers.
- 3.4 If another local authority proposes enforcement action which the Primary Authority deems to be inconsistent with the assured advice, the Primary Authority may seek to block the enforcement action. Where this is the case but is disputed, or there is a need for further considerations, the matter would be referred to the [Office for Product Safety & Standards](#) (OPSS) for their consideration/determination.

Enforcement Actions

- 4.1 Nothing in this policy shall be taken to compel us to take enforcement action. In certain instances, we may conclude that an enforcement response is not appropriate given the circumstances.
- 4.2 In deciding what enforcement action to take, we will have regard to the following aims:
- to change the behaviour of the offender
 - to eliminate financial gain or benefit from non-compliance
 - to be responsive and consider what is the most appropriate sanction for the particular offender and the regulatory issue concerned
 - to be proportionate to the nature of the offence and the harm/potential harm caused
 - to repair the harm caused to victims, where appropriate to do so
 - to deter future non-compliance.
- 4.3 The Key approach in seeking compliance is to:
- Engage
 - Explain
 - Encourage
 - Enforce
- 4.4 The prime objective is to obtain compliance by consent - it is anticipated that, in the vast majority of cases, businesses will comply with the legal requirements further to the provision of advice.
- 4.5 Any decision to undertake formal enforcement action will be taken in the context of operational priorities, this policy and the [Council Constitution and scheme of delegations](#). Such decisions will include the use of intelligence in determining the nature of any response, as well as being subject to ongoing monitoring and review.
- 4.6 Where a right of appeal against a formal action exists other than through the courts, advice on the appeal mechanism will be clearly set out in writing at the time the action is taken.
- 4.7 All investigations into alleged breaches of legislation will be conducted in compliance with statutory powers, time limits and other relevant legislation (and relevant Codes of Practice), including:
- Police and Criminal Evidence Act 1984 (PACE)
 - Criminal Procedure and Investigations Act 1996 (CPIA)
 - Regulation of Investigatory Powers Act 2000 (RIPA)
 - Investigatory Powers Act 2016 (IPA)
 - Criminal Justice and Police Act 2001 (CJPA)
 - Human Rights Act 1998 (HRA).
 - Consumer Rights Act 2015 (CRA)
- 4.8 As part of any criminal investigation process, persons suspected of having committed a criminal offence will, wherever possible,

Commented [A7]: Inclusion of a hyperlink

- be formally interviewed in accordance with PACE
- be given the opportunity to demonstrate a statutory defence
- have the opportunity to give an explanation or make any additional comments about the alleged breach
- be offered translation/interpretation services (language and British Sign Language) where English is not their first language

4.9 As part of our enforcement function, we may exercise a wide variety of powers, including the power to enter premises and inspect goods, to require the production of documents or records and, when necessary, the power to seize and detain such material where we believe it may be required as evidence.

4.10 We may also take with us such other persons as may be necessary as part of our enforcement function. This may include Police Officers where there is the possibility of an arrest, or a breach of the peace situation. In certain cases, we may exercise an entry warrant issued by a ~~Magistrate~~ Justice of The Peace to gain access to premises and may use police assistance to effect entry.

Commented [A8]: Replaced "magistrate" with "Justice of The Peace" to recognise that entry warrants can also be issued by a District Judge.

4.11 We may also use investigation equipment whilst undertaking our duties, including handheld and Body-Worn Video (BWV) cameras. BWV devices are capable of recording both visual and audio information and can provide a number of benefits to enforcement agencies, including a deterrent to aggressive, verbal and physical abuse towards officers, and in providing additional evidence to support investigations. BWV will usually be deployed on an overt basis for a specific purpose, and where it is necessary and proportionate to do so. Any decision to deploy BWV on a covert basis will be made in accordance with the Regulation of Investigatory Powers Act (RIPA), related legislation, Codes of Practice and associated Council Policy.

4.12 Immediate Formal Action

4.12.1 Whilst recognising that most people want to comply with legal requirements, we also recognise that some will operate outside the law (both intentionally and unintentionally). Where possible, a staged approach to enforcement will be adopted, with advice and informal action explored to ~~resolve the matter~~ achieve compliance in the first instance. However, we will consider taking immediate formal action for the most serious breaches, including any of the following circumstances:

Commented [A9]: Clarification that we do not have a legal power to resolve individual disputes

- Where the infringement causes or is likely to cause actual or emotional damage, or substantial loss or prejudice to people, businesses or other organisations
- Where there is a significant risk to public health, safety or wellbeing, or damage to property, infrastructure or the environment.
- Fraud, aggressive or misleading practices/equipment, or practices seeking an unfair 'competitive advantage'.
- Illegal practices targeted at vulnerable people, including young people and the elderly.
- For matters where there has been recklessness or negligence, or a deliberate or persistent failure to comply with advice, warnings or other enforcement action.
- Where food fails food safety requirements.

- Any act likely to affect animal health or welfare, disease prevention measures, or the integrity of the food chain.
- Obstruction or assault (including verbal assault) of an officer in the execution of their duties.

4.13 **Advice, Guidance and Support**

4.13.1 We are committed to using advice, guidance and support as a first response to the majority of breaches of legislation, subject to any need to take immediate formal action for the most serious breaches (see paragraph ~~4.10~~ 4.12 above).

Commented [A10]: Re-numbering correction

4.13.2 Any initial requests for advice from individuals or businesses on non-compliance will not necessarily trigger enforcement action. In such cases we will seek to assist in rectifying such breaches as quickly and efficiently as possible, where there is a clear willingness to resolve the matter.

4.13.3 Any correspondence will clearly differentiate between legal requirements and good practice, and indicate the regulations contravened and the measures which will enable compliance.

4.13.4 Follow up checks will be carried out on a risk and intelligence-led basis and where a similar breach is identified in the future, previous advice will be taken into account in considering the most appropriate enforcement action to take on that occasion.

4.14 Where more formal enforcement action has previously been taken, such as a simple caution or prosecution, we recognise that, in some cases, there may be a need for additional compliance advice and support, to prevent further breaches.

4.15 **Verbal or written warning**

4.15.1 Compliance advice can be provided in the form of a verbal or written warning. In doing so we will clearly explain what should be done to rectify the problem, and how to prevent re-occurrence. Warnings cannot be cited in court as a previous conviction but may be presented in evidence. Failure to comply with warnings or advice could result in more serious enforcement action being taken.

4.16 **Statutory (Legal) Notices**

4.16.1 Statutory Notices are used as appropriate in accordance with relevant legislation. Such notices are legally binding. Failure to comply with a statutory notice can be a criminal offence and may lead to prosecution and/or, where appropriate, the carrying out of work in default.

4.16.2 A statutory notice will clearly set out actions which must be taken and the timescale within which they must be taken. It is likely to require that any breach is rectified and/or prevented from recurring. It may also prohibit specified activities until the breach has been rectified and/or safeguards have been put in place to prevent future breaches. Where a statutory notice is issued, an explanation of the appeals process for such notices will be provided to the recipient.

4.17 Monetary penalties

4.17.1 Fixed or variable monetary penalties, or penalty charge notices may be issued where there is a specific power or delegated authority to do so.

4.17.2 Specific guidance for legislation, which includes the power to issue monetary penalties, may be produced to support this policy. Such guidance will be published via our website. Some examples of these are available [here](#).

Commented [A11]: Inclusion of link to the relevant guidance

4.17.3 Where the offender fails to discharge their liability resulting from any monetary penalty issued, alternative enforcement action will automatically be considered under this policy. Where prosecution is brought; an assessment will be made of other offences that may also have been committed in order that those charges may be considered at the same time.

Consideration will be given to the adoption of alternative remedies to the issue of a monetary penalty, such as those involving dedicated advice and training sessions, which aim to change the behaviour of the offender, whilst remaining proportionate to the nature of the offence and the harm/potential harm caused.

4.18 Licences, registrations and approvals

Local authorities have a role to play in ensuring that appropriate standards are met in relation to licences, registrations and approvals. We may refuse to grant, seek to review, temporarily remove, suspend or revoke any licence, registration or approval if we are made aware that actions have been carried out which undermine scheme objectives and/or would be unlawful. This includes those issued by other agencies.

4.19 Seizure and Destruction

4.19.1 Some legislation permits our Officers to seize items such as goods and documents that may be required as evidence. When we seize goods, we will give an appropriate receipt or other record of seizure to the person from whom they are taken. On some occasions we may also ask a person to voluntarily surrender and transfer ownership of illegal goods to us.

4.19.2 Where we seize food for failing food safety requirements, or animal feed for non-compliance with feed law, an application will be made to the Court for a condemnation order, for the illegal product to be destroyed. We will provide details of where and when this application will be made to allow interested parties to attend the hearing.

4.19.3 Where products are found to present a serious risk, we may seek to destroy or otherwise render them inoperable, where there is legal recourse to do so.

4.20 Detention

4.20.1 Where food is suspected of failing food safety requirements, or where animal feed does not comply with specified feed law, it may be detained to allow further investigation.

4.20.2 When food or animal feed is detained, a notice of detention will be provided, detailing the detention arrangements, including the location where the product(s) will be detained.

4.21 Forfeiture or Deprivation

Commented [A12]: Included to clarify the legal definition/scope of such proceedings

4.21.1 Where an accused has not agreed to voluntarily surrender any infringing goods then, on successful conclusion of legal proceedings, forfeiture or deprivation may be applied for.

4.21.2 Where illegal goods have been seized but there is insufficient evidence of a defendant's identity or other circumstances which do not justify any other course of action, proceedings may be instituted for the forfeiture or deprivation of those goods. This is by way of a complaint to the Magistrates Court.

4.21.3 This does not preclude us from taking forfeiture or deprivation proceedings in their own right in any other appropriate circumstances. We may also seek to recover costs of these proceedings from the defendant(s).

4.22 Injunctive Actions, Enforcement Orders etc

4.22.1 We will consider formal civil enforcement action in pursuance of breaches of law which have a detrimental impact on the collective interests of consumers or businesses.

4.22.2 When considering formal civil enforcement action, an Officer will, where appropriate, first discuss the circumstances with those suspected of a breach and, through consultation, attempt to resolve any issues. Alternatively, we will look to redress detrimental practices via a range of enforcement actions. These include the following:

- ~~informal and formal undertakings~~
- undertakings to us or the court
- interim and other court orders
- contempt proceedings.

Commented [A13]: Both forms of undertaking are, in a sense, 'formal'. Anything we might have considered an 'informal' undertaking is merely part of consultation, which is already covered in the paragraph.

We may ask the Court to consider other remedies as part of any proceedings, including compensation for victims.

4.23 Other Sanctions or Interventions

4.23.1 We will consider other sanctions or interventions where legally available and appropriate to do so, including criminal behaviour orders under the Anti-Social Behaviour, Crime and Policing Act 2014, injunctions under the Local Government Act 1972, restriction orders under the Children & Young Persons Act 1933, and/or equivalent orders to disrupt and/or prevent activities that may contribute to crime or disorder. This may also include arranging for the removal of websites where it is clear they are being used for illegal purposes.

4.24 Taking animals into possession/banning disqualification orders

Commented [A14]: Amended to reflect legal definition of such orders

4.24.1 Under the Animal Welfare Act 2006, if a veterinary surgeon certifies that 'protected animals' are suffering or are likely to suffer if their

circumstances do not change, we will consider taking them into our possession and applying for Orders for re-imbursement of expenses incurred and subsequent disposal. We may also look to other legislation where appropriate to ensure that similar standards of care and/or control of animals are properly maintained. In some circumstances we will also consider applying to the Court to ~~ban a person(s) from keeping animals.~~ to deprive persons of the animals seized and/or disqualify them from keeping animals.

Commented [A15]: Amended to reflect legal definition of such orders

4.25 Simple Cautions

4.25.1 In certain cases, a simple caution may be offered as an alternative to a prosecution, for example for first time offending. The purpose of a simple caution is to deal quickly with less serious offences, to divert less serious offences away from the Courts, and to reduce the chances of repeat offences.

4.25.2 Officers will comply with the provisions of relevant Home Office Circulars. The following conditions must be fulfilled before a caution is administered:

- The offender has made a clear and reliable admission concerning all elements of the offence(s) in question
- There is a realistic prospect of conviction
- It is in the public interest to offer a simple caution; and
- The offender is 18 years old or older at the time that the caution is to be administered.

4.25.3 A simple caution may appear on the offender's criminal record. It is likely to influence how we and other enforcement agencies deal with any similar breaches in the future and may be cited in court if the offender is subsequently prosecuted for a similar offence. If a simple caution is issued to an individual (rather than a corporation) it may have consequences if that individual seeks certain types of employment or wishes to travel or move to certain countries. Simple cautions will be issued with regard to Home Office and other relevant guidance.

4.26 Prosecution

4.26.1 We may prosecute in respect of serious or recurrent breaches, or where other enforcement actions, such as statutory notices have failed to secure compliance. The Council recognises that the decision to prosecute is significant and could have far reaching consequences on the offender.

4.26.2 Before any decision is taken, the alleged offence(s) will be fully investigated, and a report will be compiled by the Investigating Officer/Officer in Charge of the case. The file will then be reviewed by a Senior Manager, who will consider whether the sufficiency of the evidence and the public interest falls within the guidelines as laid down by the Attorney General and Crown Prosecution Service [Code for Crown Prosecutors](#).

4.26.3 Any decision to prosecute will be taken:

- where it is expedient for the promotion or protection of the interests of the inhabitants of Norfolk to do so (Section 222 of the Local Government Act 1972), or
- where we have another express power to prosecute, and the use of that power is appropriate to the circumstances.

Before deciding whether or not to prosecute, consideration will also be given to:

- How well the prosecution supports our aims and priorities
- The factors contained in paragraphs 4.2 and 4.10 of this policy
- Action taken by other enforcement agencies for the same facts
- The nature and extent of any harm or loss, including potential harm and loss, and any offer of redress made by the offender to victims
- The willingness of the alleged offender to prevent a recurrence of the infringement
- The likelihood of the alleged offender being able to establish a statutory defence
- The calibre and reliability of witnesses
- The probable public benefit of a prosecution and the importance of the case, e.g. the possibility of establishing legal precedent
- Cost effectiveness of a prosecution
- The scope for alternative routes for redress for 'victims' and their likelihood of success
- The impact of the intervention on small businesses in particular, to ensure action is proportionate.

4.26.4 A conviction can result in a criminal record and the court may impose a fine and, for particularly serious breaches, a prison sentence. The court may order the forfeiture and disposal of non-compliant goods and/or the confiscation of assets. Prosecution may also lead, in some circumstances, to the disqualification of individuals from acting as company directors (see 4.26 4.28 below).

4.26.5 Norfolk County Council may also act as prosecuting authority for joint investigations with partner agencies, including those which are supported by National Trading Standards (NTS). NTS works in partnership with local Trading Standards authorities, regional investigation teams, and other enforcement agencies to maximise effectiveness. NTS funding supports major investigations that are detrimental to consumers or businesses that occur on a regional, cross boundary or national level, in areas such as doorstep crime, counterfeiting, and consumer and business fraud. NTS investigations are subject to the same best practice principles found in legislation and codes that are outlined within this Enforcement Policy. Any decision to prosecute in such cases will be made in accordance with paragraph 4.24 4.26 of this Policy.

4.27 Proceeds of Crime Actions

4.27.1 Where appropriate, we will seek to recover the benefit that the offender has obtained from their criminal conduct through financial investigation.

Commented [A16]: Clarification that we have powers of prosecution outside of S222 of the Local Government Act 1972. For example, there is an express power to prosecute in the Animal Welfare Act 2006

Commented [A17]: Re-numbering correction

Commented [A18]: Re-numbering correction

4.27.2 Financial investigations will be undertaken in accordance with the Proceeds of Crime Act 2002. Such investigations may include applications to the Court requiring financial information to be provided (production orders) or in serious cases applications to freeze and/or confiscate criminal assets (restraint and confiscation orders). Where appropriate, consideration will also be given to seeking compensation for victims or recovery of financial investigation costs as part of this process. Any funds recovered as part of the Asset Recovery Incentivisation Scheme (ARIS) will be used to support further asset recovery work, or crime reduction and community projects.

4.28 **Directors**

On the conviction of a Director connected with the management of a company the prosecutor will, in appropriate cases, draw to the Court's attention their powers to make a Disqualification Order under the Company Directors Disqualification Act 1986.

5 **Complaints, Compliments and Comments**

5.1 If you are unhappy with the service you have received, or we have failed to live up to our promises, managers are always willing to discuss with you the cause of your dissatisfaction and will try to find a solution.

5.2 If you wish to make a complaint or send us a compliment or comment about our service, please use our online procedure by going to:

[www.norfolk.gov.uk/compliments and complaints](http://www.norfolk.gov.uk/compliments-and-complaints)

Complaints can also be submitted by telephone to 0344 800 8020 or in writing to the **Compliments and Complaints Team, Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH.**

If you are still not satisfied, and feel you have been caused injustice, our complaints process explains how the matter will be escalated, including how to complain to the Local Government Ombudsman.

5.3 If you wish to appeal against enforcement action taken or have other comments, you should write to: The Executive Director, Community and Environmental Services, using the address in 5.2 above.

6 **Conflict of Interest in Enforcement Matters**

6.1 Where a breach is detected in which the enforcing authority is itself the responsible operator, the following protocol will be followed:

- Where a breach of law is sufficiently serious to warrant more than the provision of advice, information, assistance or a written warning, or where the response to remedy the breach is considered insufficient, an additional authorised officer from another local authority will be requested to assist in the decision-making process. Senior Managers of the Council will be informed without delay.

- The additional officer's role is to assist and challenge the decision-making process to ensure that appropriate, proportionate and consistent action is taken to remedy the breach, prevent re-occurrence and to minimise the risk of 'conflict of interest' for the enforcing authority. An auditable record of the additional officer's involvement will also be kept.

7 Where to get further information

- 7.1 Copies of this document and other information/advice are available by writing to the Trading Standards Service using the address in 5.2 above.
- 7.2 We will make this policy available on tape, in Braille, large type, or in another language on request.



Norfolk County Council

LOCAL MONITORING AND ENFORCEMENT PROTOCOL

**For the Extraction and Processing of
Minerals, Waste Management Facilities and
for County Council Development under
Regulation 3 of the Town and Country
Planning General Regulations 1992**

in

Norfolk

November 2021

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1.0 BACKGROUND

- 1.1 This document provides supplemental guidance to the County Council's Enforcement Policy (Community and Environmental Services) and is provided in the context of specific requirements arising from planning legislation and the National Planning Policy Framework (NPPF) and associated guidance contained in the Planning Practice Guidance.

- 1.2 Paragraph 59 of the National Planning Policy Framework, July 2021 (NPPF) states,
'Effective enforcement is important as a means of maintaining public confidence in the planning system. Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. They should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. This should set out how they will monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it is appropriate to do so.' In conjunction with the overarching CES Enforcement Policy, this Annex represents Norfolk County Councils Local Enforcement Plan for planning.

Commented [A1]: Updated references to this framework

- 1.3 Schedule 1 to The Town and Country Planning Act 1990 as amended sets down the responsibilities for Town Planning within a two-tier Planning Authority in England and Wales. Regulation 3 of The Town and Country Planning General Regulation 1992 authorises an authority to determine (subject to regulation 4), an application for planning permission by an interested planning authority to develop any land of that authority, or for development of any land by an interested planning authority or by an interested planning authority jointly with any other person, unless the application is referred to the Secretary of State under section 77 of the 1990 Act for determination by him.
- 1.4 The Development Plan for the County comprises the Norfolk Core Strategy and Minerals and Waste Development Management Policies Development Plan Document (DPD) 2010 -2026 (Adopted 2011), Norfolk Waste Site Specific

Allocations DPD adopted 2013, Norfolk Minerals Site Specific Allocations DPD adopted in 2013 and updated in 2017. The adopted Borough and District wide Local Plans, including Development Plan Documents and Area Action Plans. Adopted Neighbourhood Plans which have been developed by local communities, also form part of the Development Plan. The County Council maintains an up-to-date list of local planning authority policy documents and Neighbourhood Plans.

2.0 GENERAL STATEMENT

- 2.1 Section 19 of The Waste (England and Wales) Regulations 2011 makes it a duty that where a Planning Authority has planning functions in relation to establishments or undertakings carrying on disposal or recovery of waste, the Planning Authority must ensure that appropriate periodic inspections of those establishments or undertakings are made.
- 2.2 There are two elements within this plan. The first being periodic inspections (Section 3.0), the second being the investigation and enforcement of planning breaches (Sections 4-8).
- 2.3 Planning breaches are normally not criminal offences, and no sanction can usually be imposed. However, failure to comply with a formal notice is a criminal offence and making the person committing the breach liable to prosecution.
- 2.4 Where a planning breach occurs a Local Planning Authority (LPA - 'the Authority') is required to consider the expediency of formal enforcement action. Formal enforcement notices may be issued, including a Breach of Condition Notice, Enforcement Notice, Temporary Stop Notice, Stop Notice, Injunction, or Direct Action (following failure to comply with an Enforcement Notice). Enforcement action may result from any of the above or a combination of the above.
- 2.5 The Service of a Planning Contravention Notice constitutes formal action but does not in itself constitute enforcement. Rather it is a request for information relating to interests in the land and the nature of the alleged planning breach,

although failure to comply with notice may lead to formal enforcement action as may the information contained in the response.

- 2.6 Similarly, the serving of a notice requesting information on land ownership and occupation under Section 16 of Local Government (Miscellaneous Provisions) Act 1976 is not considered to be enforcement.
- 2.7 The taking of formal enforcement action is discretionary. The Authority may choose to take no action but will need to justify any decision not to enforce, and equally, any decision to take proportionate enforcement action. Any decision will be taken in line with this document and the County Council's Communities and Environmental Services policy on enforcement.

3.0 MONITORING INSPECTIONS

- 3.1 To ensure confidence in the planning control system it is essential that the public and operators are conscious of a fair and effective system of monitoring all authorised and unauthorised development.
- 3.2 Monitoring of permitted sites is an essential tool of controlling development and preventing problems from developing. It is this 'pro-active' approach that often enables officers to anticipate likely breaches of planning control arising before they occur. It enables them to take immediate action to ensure that deterioration in the situation does not arise.
- 3.3 There are currently over 200 operational and active mineral and waste sites in Norfolk. As there are no reserves of hard rock in Norfolk recycling of concrete and other rubble is a significant source of sub-base and fill material. The scale of an operation being undertaken at a site is not an accurate yardstick for allocating resources; experience will often show that small recycling and waste transfer sites can give rise to more complaints and the need for more officer time, in comparison with large sites.

- 3.4 Following an inspection of the site and relevant planning permissions, a report shall be prepared and copied to the operator/owner usually within two weeks of such inspection taking place. The report shall amongst other matters detail any breaches identified and specify timescales for compliance with conditions that have been breached.

MONITORING FEES

- 3.5 The Town and Country Planning (Fees for Applications and Deemed Applications) (Amendment) (England) Regulations 2006 as amended, enables Mineral and Waste Planning Authorities (MWPAs) to charge operators, where sites have planning permissions for mineral extraction and/or waste landfill, for the reimbursement of the average costs calculated over all MWPAs providing a monitoring service.
- 3.6 The Authority has agreed a guidance note with minerals and waste operators on the charging regime for minerals and waste site inspections. The guidance note sets out the categories of sites and associated fees, the methodology for agreeing the number of site visits and the monitoring regime.

4.0 INVESTIGATION AND ENFORCEMENT

- 4.1 In seeking to secure the highest possible level of compliance with relevant legislation whilst conforming with The Human Rights Act 1998, The Police and Criminal Evidence Act 1984 (P.A.C.E.) the Enforcement Concordat, the Code for Crown Prosecutors the principal enforcement activities of the Authority are directed towards avoidance of infringements. It is nevertheless inevitable that breaches and offences will occur, and the purpose of this protocol is to ensure that they are resolved in a consistent, transparent, balanced and fair manner.
- 4.2 Similarly, where an operator carries out development without complying with the conditions attached to a planning permission and this gives rise to problems leading to an unacceptable injury to amenity, the County Council's approach will be to seek to remedy the injury in the first instance by negotiation and persuasion.

- 4.3 All enforcement action, be it verbal warnings, the issue of written warnings, statutory notices, or prosecution, is primarily based upon assessment of risk to public health, public safety, harm to amenity, economic well being or the environment.
- 4.4 Where appropriate, this Authority will endeavour to recover money under the Proceeds of Crime Act 2002.
- 4.5 This Authority will ensure that all clients subject to any enforcement action are informed of what is expected and the procedures that will be followed. This is to aim to avoid any misunderstandings and ensure transparency of all enforcement action.
- 4.6 This Authority, in exercising its function of ensuring compliance with planning control will:
- where there is serious harm caused to the amenity, take immediate action against a breach of planning control to stop further damage;
 - in all other instances, seek to resolve any problems within a reasonable timescale by discussion and negotiation without the need to resort to legal action;
 - only take enforcement action where it is necessary to do so to protect the public interest or to protect the environment, people and transport systems and the amenity of the area in accordance with the provisions of the local development framework;
 - ensure that action is always commensurate with the breach of planning control;
 - Give due regard to current legislation, policy framework, instructions, appeal decisions and relevant judicial authority;
 - where appropriate take into account comments made by the general public and consultees;
 - enable acceptable development to take place, even though it may initially have been unauthorised;

- maintain the integrity of sites having interests of acknowledged importance;
- where appropriate maintain liaison and contact with the general public, and mineral and waste operators.

5.0 THE RELEVANT ENFORCING AUTHORITY

- 5.1 There is often an overlap of enforcement of activities involving waste disposal and recycling between the Authority, the District and Borough Councils' Environmental Health Departments (EHO) and the Environment Agency (EA). Where the unauthorised activity results in, or has the potential to result in, pollution, the EA will normally be the lead Authority. Where the activities involve a statutory nuisance the District Council EHO may be better placed to take action. In all cases that potentially involve the above bodies, consultations and discussions will take place to see which Authority is in the better position to lead the investigation and if necessary, take action.
- 5.2 The Authority will have regard to the fact that unauthorised development and some breaches of planning conditions involving wastes may be a criminal offence under legislation enforced by the EA and the Authority will liaise with the EA accordingly. The EA may be in a stronger position to ultimately remedy harm to amenity by way of prosecution and enforcing cessation of the harmful activities. In cases where unauthorised development causes or has the potential for serious harm to human health the Authority will have regard to the fact that it may be more appropriate for the HSE to be the lead Authority and will liaise with them accordingly.
- 5.3 Norfolk County Council is a two-tier Authority with seven District, Borough and City Councils; King's Lynn and West Norfolk Borough Council, Breckland District Council; North Norfolk District Council; South Norfolk District Council; Broadland District Council; Norwich City Council and Great Yarmouth Borough Council. All of whom are also planning authorities. In addition to these councils the Broads authority also has planning responsibilities for the Norfolk and Suffolk Broads area.
- 5.4 It is the intention of the County Council to work closely with other regulatory bodies when investigating and remedying an alleged breach of planning control. The

County Council in dealing with all complaints concerning an alleged breach of planning control will identify the authority responsible for taking action and redirect complaints to other regulating bodies where necessary.

6.0 GENERAL GUIDANCE

6.1 The County Council will have regard to the provisions of the development plan (see paragraph 1.4) and any other material considerations in the enforcement of planning control.

Commented [A2]: Inclusion of earlier reference to development plans

6.2 This Authority remains committed to fostering business enterprise and prosperity, provided that the necessary development can take place without unacceptable harm to local amenity. . Whilst the Authority has a general discretion to take enforcement action when they regard it expedient, it does not condone wilful breaches of planning law. Moreover, in some cases effective enforcement action is likely to be the only appropriate remedy where a breach is causing unacceptable harm. The Authority will be guided by the following considerations:

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- (i) The Commissioner for Local Administration (the local ombudsman) has held, in a number of investigated cases, that there is "maladministration" if an Authority fails to take effective enforcement action which was plainly necessary or where an Authority fails to consider whether to take formal enforcement action or not and be able to show their reasoning for not initiating formal action, often resulting in an award of compensation payable to the complainant for the consequent injustice;
- (ii) The planning regulatory provisions are to ensure proper land use and to resolve breaches of planning control by removing unacceptable impacts on the environment and the amenity of the area. This ensures a 'level playing field' for legitimate businesses to develop and prosper.

- (iii) Enforcement action should always be commensurate with the breach of planning control to which it relates (for example, the Authority would usually consider it inappropriate to take formal enforcement action against a trivial or technical breach of control which causes no harm to amenity in the locality of the site); and
- (iv) Where the Authority's initial attempt to persuade the owner or occupier of the site voluntarily to remedy the harmful effects of unauthorised development fails, negotiations will not be allowed to hamper or delay whatever formal enforcement action may be required to make the development acceptable on planning grounds, or to compel it to stop.

- 6.3 It is not an offence to carry out development without first obtaining planning permission for it. If the Authority's initial assessment indicates it is likely that planning permission would be granted for development which has already taken place, the person responsible will be asked to submit a retrospective planning application. However this initial assessment is not binding on the Authority's subsequent decision to grant or not grant planning permission.
- 6.4 While it is clearly unsatisfactory for anyone to carry out development without first obtaining the required planning permission, an enforcement notice will not normally be issued solely to "regularise" development which is acceptable on its planning merits, but for which permission has not been sought. This would only apply to development which would be granted without any planning conditions being attached to control the development.
- 6.5 The Authority will not normally invite an owner or operator to submit a planning application if the unauthorised development is contrary to development plan policies or if it appears that any actual or potential harm cannot be made acceptable by the imposition of planning conditions; however, we cannot prevent a landowner who is determined to apply for permission retrospectively.
- 6.6 If an operator or owner submits a planning application that the Authority has

requested, the Authority will not normally consider formal enforcement action whilst the application is being considered. If agreement can be reached between the operator and the Authority about the operation being reduced to an acceptable level (e.g. hours of operation, use of plant and equipment, routing of vehicles etc) during any period between a planning application being submitted and its determination, and the person concerned honours the agreement, formal enforcement action may be avoided

- 6.7 Where the Authority considers that development has been carried out without the requisite planning permission, but the development could be made acceptable by the imposition of planning conditions the owner or occupier of the land will be invited to submit an application, and pay the appropriate application fee, voluntarily. However, if, after a formal invitation to do so, the owner or occupier of the land refuses or fails to submit a planning application in these circumstances within a reasonable timescale, the Authority will consider whether to take formal enforcement action.
- 6.8 Accordingly, where an owner or occupier of land refuses or fails to submit a planning application which would enable the LPA to grant conditional planning permission, the Authority will be justified in issuing an enforcement notice if, in their view, the unauthorised development has resulted in any harm, or has the potential to cause harm, which can only be satisfactorily removed or alleviated by imposing conditions on a grant of planning permission for the development.
- 6.9 If the location of the unauthorised development is unacceptable, but relocation is feasible, it is not the Authority's responsibility to seek out and suggest an alternative site to which the activity might be satisfactorily relocated. However, if an alternative site has been suggested, the Authority will make it clear to the owner or occupier of the site where unauthorised development has taken place that he is expected to relocate to the alternative site within a reasonable timescale. In such circumstances the Authority will usually agree a reasonable time-limit within which relocation should be completed.

- 6.10 What is reasonable will depend on the particular circumstances, including the nature and extent of the unauthorised development; the time needed to negotiate for, and secure an interest in, the alternative site; submit a planning application (if required) for the alternative site; consultation timescales; and the need to avoid unacceptable disruption during the relocation process. If the owner or operator fails to provide justification for a suggested timescale, the Authority will set a timescale it considers reasonable. If a timetable for relocation is ignored, or it is evident that appropriate steps are not being taken to progress the relocation, the Authority will consider formal enforcement action. In that event, the compliance period in the notice will specify what the Authority regard as a reasonable period to complete the relocation.
- 6.11 Nevertheless if the unauthorised development is causing unacceptable harm to the environment or amenity, the Authority will consider issuing an Enforcement Notice and/or Stop Notice even if an alternative site has been identified and steps have been made towards relocation. The Authority considers that any difficulty or delay with relocation will not normally be a sufficient reason for delaying formal enforcement action to remedy unacceptable unauthorised development.
- 6.12 Where the Authority considers that unacceptable unauthorised development has been carried out, and there is no realistic prospect of its being relocated to a more suitable site, the owner or occupier of the land will be informed that the Authority is not prepared to allow the operation or activity to continue at its present level of activity, or (if this is the case) at all. If the development nevertheless provides valued local employment, the owner or occupier will be advised how long the Authority is prepared to allow before the operation or activity must stop, or be reduced to an acceptable level of intensity. If agreement can be reached between the operator and the Authority about the period to be allowed for the operation or activity to cease, or be reduced to an acceptable level, and the person concerned honours the agreement, formal enforcement action may be avoided. However, the Authority will have regard to the possibility of intensification of the development after expiry of the statutory period for

enforcement action. If no agreement can be reached, the issue of an enforcement notice will usually be justified, allowing a realistic compliance period for the unauthorised operation or activity to cease, or its scale to be acceptably reduced.

7.0 INVESTIGATION PRIORITIES

- 7.1 Investigating and remedying alleged breaches of control is labour intensive and the level of service provided is directly proportional to the resources available for regulating planning control. The demand for resources in this area naturally fluctuates over time and while the service will endeavour to match resources to demand, the level of service provided may vary over time.

COMPLAINTS

- 7.2 A complaint/incident is an event or matter that is either brought to the Authority's attention or that monitoring, and control officers may become aware of as part of their duty, and which may have a planning related impact. The type of complaints/incidents received by the Authority are split into 3 priorities:
- 7.3 Priority 1
Immediate or irreparable harm to the environment or immediate and substantial harm to amenity. Harm would be assessed in relation to impact on the environment. E.g. the impact of mineral, waste and Regulation 3 development would often be greater in an area close to residential amenities than it would be in the open countryside. The Authority will respond to the complainant within 24 hours and investigate the complaint within 3 working days. It should be noted that in cases giving rise to immediate and substantial harm there are often more appropriate regulatory regimes outside the planning system. Officers will work cooperatively with other agencies in such cases (see paragraphs (5.1 to 5.4))
- 7.4 Priority 2
On-going low-level harm to amenity or moderate and reparable impact on the environment. E.g., HGV's occasionally going in the wrong direction and causing the road verge to break up. The Authority will respond to the complainant within 3 working days and investigate the complaint within 1 working week.

Commented [A3]: Inclusion of reference to other regulatory regimes which may be relevant to planning matters

7.5 Priority 3

Occasional harm to amenity or the raising of long-standing issues leading to low level impact on the environment e.g. concerns about the permitted type of material (sand or waste) stored on a site with permission, but in the wrong place or slightly higher than the agreed height. The Authority will respond to the complainant within 3 working days and investigate the complaint when the relevant officer is next in the area, but no later than one month of the receipt of complaint.

INVESTIGATION OF BREACHES

7.6 A response to an alleged breach will also require a record of the outcome of investigation. Where there is continued non-compliance, and this results in further visits and investigation then these should additionally be recorded. However, where the operator is taking known action to resolve the problem then this is classified as an ongoing event. It is not necessary to record this as a new breach.

7.7 Where separate members of the public report complaints/incidents about different issues relating to a site then these should be recorded as separate breaches. Where multiple residents complain about the same incident then this is recorded as a single breach.

7.8 As part of our regular monitoring of planning permissions there are matters identified by officers that if reported to us separately would have been dealt with and recorded as a breach. These will be recorded, and information captured. The same applies as above in that, where there is continued non-compliance then this will be reported as a single breach.

7.9 The Monitoring and Control Team will liaise with the Legal Services; Environment Agency; District Council or any other relevant Authority as necessary throughout the investigation.

7.10 When complaints about alleged breaches of planning control are received, they

will be properly recorded and investigated. If the Authority decides to exercise its discretion not to take formal enforcement action it should be prepared to explain its reasons to the complainant, including where complaints are attributable to repeated allegations from vexatious complainants, and they have been previously proved unsubstantiated.

- 7.11 The Authority will ensure that anyone who does complain about a breach of planning control is dealt with in a polite, efficient and responsive way. All complaints that are received will be recorded and stored on a complaints register, which is an electronic and paper based system. The complaints register will enable the receiving officer to detail both the nature of the complaint and the action the Authority has taken to resolve it. Keeping a record of complaints will enable the Authority to assess and improve its overall service.
- 7.12 It may not always be necessary to visit sites to satisfactorily resolve a complaint. However, in most cases it may be necessary to establish whether there has been a breach of planning control by visiting the site. Where, following the investigation of a complaint, the Authority decides not to take formal enforcement action to resolve a substantive issue, the matter being satisfactorily resolved by other methods, the reason for this decision will be explained to the complainant upon request. If, however, the Authority elects to instigate enforcement proceedings against the offender the complainant will be notified of the progress of that action.
- 7.13 The County Council in dealing with all complaints concerning an alleged breach of planning control within their responsibility will:
- treat them confidentially as far as practical;
 - ensure that they are acknowledged and actioned within the timescales prescribed in the priority rating;
 - deal with them expeditiously in a professional and efficient manner;
 - visit the site where necessary, and establish whether there has been a breach of planning control;
 - notify the complainant upon request of the progress of any action taken to

resolve substantive matters forming the basis of the complaint;
notify the complainant if the authority elects to commence enforcement action
against the alleged breach of planning control and be prepared to explain the
reason in the event formal enforcement action has not been taken.

8.0 PROSECUTIONS

- 8.1 Subject to the Evidential and Public Interest tests Persons who fail to comply with a formal notice will normally be prosecuted.

9.0 MONITORING OF REGULATION 3 DEVELOPMENT

A procedure has been agreed between Norfolk County Council's Children's Services Department and the Monitoring and Control Team whereby Schools development which falls within Regulation 3 of The Town and Country Planning General Regulation 1992 can be monitored and a fee levied. Developments where planning permission was granted for permanent external substantial building works will be subject to this regime.

- 9.1 Prior to the inspection taking place, notification will be passed to the applicant informing them that an inspection will be scheduled for a given school. An initial list of developments has been agreed with Children's Services and notification of future inspections will be sent out to individual applicants.
- 9.2 Where a development has been permitted on an open school an appointment will be made prior to inspection. This generally ensures that the school will allow the officer onto the site without issue and, if required, allocate a member of staff to accompany the officer. This will also allow the inspecting officer to check that work has begun prior to going on site.
- 9.3 Where a planning permission is found not to have been implemented it will be removed from the list and an invoice will not be raised. It is generally agreed that a single chargeable inspection will be required for smaller developments such as extensions, although a second non-chargeable visit may be required after completion of the development.

- 9.4 For major developments, such as new schools, two chargeable visits per year for the life of the construction phase will be required. A final chargeable visit to check completion and landscape implementation will also be required.
- 9.5 Failure to comply with all planning conditions could result in further chargeable visits being undertaken until full compliance is achieved. There will be a maximum of two chargeable visits per school in any one financial year.
- 9.6 Once the report has been completed, it will be sent to the applicant along with a copy of the planning permission and an invoice for payment.

10. MEMBER PROTOCOL

- 10.1 Local Norfolk County Council members will be informed when an Enforcement Notice is served in their division.
- 10.2 Members of the Council will be presented on a regular basis of not less than once per year with a report detailing the decisions made under delegated authority, performance statistics and enforcement update for the work of the Monitoring and Control Team.

November 2021

Norfolk County Council Flood and Water Management Enforcement Protocol

1.0 Introduction

This document provides supplemental guidance to Norfolk County Council's Community and Environmental Services (CES) Enforcement Policy, and is provided in the context of specific requirements arising from the Flood and Water Management Act 2010 and the Land Drainage Act 1991.

Norfolk County Council (NCC) is the Lead Local Flood Authority (LLFA) for the county. This role is fulfilled by the Flood and Water Management team.

This Protocol and guidance note has been adapted from best practice identified within local authorities in England. It is intended for use as guidance by Risk Management Authorities, developers and landowners.

2.0 Regulation of Ordinary Watercourses

The Lead Local Flood Authority has powers under the Land Drainage Act 1991 to exercise its regulatory powers in relation to watercourses outside of Internal Drainage Board areas and where they are not Environment Agency designated main rivers.

The Lead Local Flood Authority will take a risk-based and proportionate approach to exercising its regulatory powers under the Land Drainage Act 1991, taking into account the location and nature of any nuisance caused by;

- the failure to repair or maintain watercourses, bridges or drainage works
- un-consented works
- impediments to the proper flow of water

This approach will take into account whether the contraventions have or are likely to increase flood risk and what the consequences of any increase in risk may be. Where works are un-consented the Lead Local Flood Authority would require the landowner, person and/or Risk Management Authority responsible for the works to prove that the un-consented works would not cause a nuisance or increase flood risk.

With regards to the causes of the nuisances described above, the Lead Local Flood Authority has powers under Sections 21, 24 and 25 of the Land Drainage Act 1991 to serve notice on individuals who have caused contraventions.

In issuing a notice the Lead Local Flood Authority may set out the works required to resolve the contravention to an acceptable standard and the date by which the works should be completed.

If the works are not completed by the date set out in the notice, the Lead Local Flood Authority may take action to remedy the effect of the contravention or failure and seek to recover the costs incurred, as well as pursue any necessary prosecution.

3.0 Guiding Principles

Enforcement under the Land Drainage Act, 1991 will be carried out using the guiding principles as set out in the CES Enforcement Policy.

4.0 Process

a) Initial response

Where the Lead Local Flood Authority receives a complaint in relation to an ordinary watercourse, we will carry out an initial assessment to establish whether the actual or potential flood risk meets our threshold for intervention. We aim to complete this assessment within 21 days. However, there will be occasions when it is necessary to extend the period of assessment for more complex matters and/or to accommodate exceptional circumstances e.g. weather, flood conditions, etc. At the outset the complainant will be informed of the case officer who will follow up the enquiry and of the outcome of the assessment.

b) Initial assessment

The threshold for intervention will be based on the Lead Local Flood Authority's [impact criteria](#).

To assess the potential impact the initial assessment will consider the on-site conditions, any available historical data and high-level indicators of potential risk, such as Environment Agency (EA) Flood risk maps for surface water flooding and flooding from rivers. It will also consider any other status of land e.g. conservation designations, common land etc.

To substantiate incidents of actual flooding as part of the initial assessment we will need to be provided with one or more of the following types of evidence:

- I. An insurance claim
- II. Records from Risk Management Authorities i.e. Anglian Water, District Councils
- III. Dated photos of the event
- IV. Written report from a Risk Management Authority

The evidence supplied will be determined in line with the guiding principles as set out in the CES Enforcement Policy.

The Lead Local Flood Authority may close an enforcement case file, where there is a lack of physical evidence to corroborate the impact of a flood event. If further relevant evidence was to come forward, then the Lead Local Flood Authority may re-open the case file and undertake a further investigation.

C) *Further Investigation*

Where the initial assessment has identified an actual or potential risk of flooding that exceeds the adopted impact criteria, but where a site inspection has failed to identify the primary cause of the problem the authority may;

- consult with other organisations including other local authorities, Highway Authorities, Environment Agency, Natural England as appropriate.
- require or commission appropriate site surveys and inspections.

In deciding whether or not to carry out the above steps the LLFA will consider whether it is in the public interest to do so. Having regard to the actual and potential impacts of the flooding, the costs of carrying out the works and the likelihood of obtaining sufficient evidence to enable enforcement activity. Where the Lead Local Flood Authority is made aware of breaches of other legislation it will advise the appropriate authorities.

D) *Outcome of initial assessment/Further Investigation*

Once an initial assessment/further investigation has been carried out the complainant will be informed in writing as to the next course of action and this may include;

- I. Informing relevant party(s) of works that are required to be undertaken within the set timescale OR
- II. No further action by the LLFA and:
 - Providing advice to those affected on referral to the [First Tier Tribunal \(Property Chamber\), Agricultural Land and Drainage \(AL&D\)](#) or other relevant organisation, where appropriate
 - Informing relevant parties of their [riparian responsibilities](#)

Where it is considered that further action needs to be taken by the relevant landowner, person and/or Risk Management Authority responsible this will be explained within the letter that sets out the outcome of the initial assessment/further investigation. This will include the following:

- An explanation of the problem and the remedy required in accordance with the Land Drainage Act 1991.
- Depending on the nature of the problem we aim to ensure that remedial work is carried out within the timeframe specified in the letter (between 7 and 21 days of the date of the letter). However, there will be occasions when it is necessary to extend the period of compliance for more complex matters and/or to accommodate exceptional circumstances e.g. weather, flood conditions, etc. The time allowed will be reasonable in the circumstances. The extent of the work required will be proportionate to the scale of the problem.

- In certain circumstances practicalities may not allow for works to be done within the timeframe specified in the letter. The Lead Local Flood Authority will assess the circumstances with regards to enforcement and whether any works need to be deferred or amended to take into account the impacts of any works on wildlife. Examples where this may occur include:
 - Seasonal farming practices and Environmental Schemes can restrict access or time schedules to carry out works;
 - The nesting season for some birds occurs between the 1 March and 31 August and works might cause disruption if nests are present;
 - Presence of protected species will influence when it is most appropriate to carry out work.

Seeking resolution prior to serving notices

The Lead Local Flood Authority will seek to resolve the situation by means of negotiation with the person responsible and obtain compliance with a request to satisfactorily undertake the work required.

Serving notices under the Land Drainage Act 1991

If a positive response to the Lead Local Flood Authority's letter has not been received within the timescale specified and on inspection no work has been satisfactorily undertaken as required, a notice under the relevant section of the Land Drainage Act 1991 will be served. The notice will include the nature of the work to be carried out, the period within which it is to be carried out and any relevant right of appeal to a magistrates' court within 21 days of service of the notice (where applicable). A Notice under the Land Drainage Act 1991 is a legal document formally requiring specific work to be carried out within a set timescale.

A letter will accompany the notice and inform the responsible person that in the event of their failure to satisfactorily undertake the work, the Lead Local Flood Authority may carry out the work itself and recover from the person responsible the expenses reasonably incurred in doing so which will include recovering the costs of pursuing the case.

Enforcement of notices

Following service of the notice, one of four things will happen: -

- The responsible person will carry out the work to the satisfaction of the council.
- The responsible person may appeal the notice.
- The responsible person will fail to carry out the work to the satisfaction of the Lead Local Flood Authority and the Lead Local Flood Authority will seek to recover their expenses; and /or

- The Lead Local Flood Authority will, where appropriate, decide whether to take a prosecution against the responsible person, in addition to carrying out the work and seeking to recover the costs of that work.

Completion of proceedings

If the responsible person complies with the notice and completes the work to the satisfaction of the Lead Local Flood Authority, the Lead Local Flood Authority will write to the responsible person confirming the closure of the case and the end of the action.

No further action

The Lead Local Flood Authority may take no action where:

- there is no actual or potential risk to properties or infrastructure; and/or
- that the matter complained of is not the cause of the drainage problem; and/or
- the matter is trivial in nature

If this is the case, the complainant will be advised accordingly, and a written communication will be sent to the complainant explaining the reason why no action is to be taken. The complainant will also be referred, where appropriate, to the [*First Tier Tribunal \(Property Chamber\), Agricultural Land and Drainage \(AL&D\)*](#) or other relevant organisation. The riparian owner will also be informed, as appropriate.

Examples of matters not requiring action may include minimal silting of the watercourse, slight vegetation overgrowth, the accumulation of a small quantity of debris etc

Advice

The Lead Local Flood Authority will provide basic information and advice to individuals of their riparian ownership responsibilities and of the route for appeal against other riparian owners where appropriate. The Lead Local Flood Authority may suggest that independent legal and/or technical advice is sought, where appropriate.

Data Protection

Information may be shared with [Risk Management Authorities](#) under Section 13 and 14 of the Flood and Water Management Act 2010 in order to exercise flood and coastal erosion risk management functions.

This information will be held securely, and any processing will be performed in line with the requirements of the Data Protection Act 1998 and the General Data Protection Regulation from 25 May 2018. Norfolk County Council is registered as a Data Controller with the Information Commissioner's Office. Further details about how we process personal data can be found in our [Privacy Notice](#).

Further Information

Please consult the [Glossary of terms](#) document which supports this protocol.

Norfolk Fire and Rescue Service

Fire Safety Policy Directive

ENFORCEMENT POLICY STATEMENT (England and Wales)

Introduction

We are approachable and want to engage with and hear from you.

The following pages explain our enforcement policy. This document is supported by other documents required by the Regulators Code, namely our Service Standards and our Challenges, Appeals and Complaints procedure. This guidance has been produced in consultation with the Better Regulation Delivery Office (now Regulatory Delivery). This policy aims to explain our approach to our regulatory functions in relation to fire safety and public safety in our communities. It also explains the behaviours that business can expect receive from us and legal constraints and frameworks under which we operate.

Quick guide

1. Introduction

The Norfolk Fire and Rescue Service (and its officers) will exercise its regulatory functions in accordance with the principles of better regulation and will comply with all relevant laws. Business should have a mainly positive experience of being regulated by the Service.

2. Principles

The Service is tasked with seeing that people are safe in case of fire and believes that deaths and injuries caused by fire in regulated premises are preventable, if the right measures are taken. The Service and its officers will engage and work with business, in preference to enforcing fire safety standards.

3. Regulation

The purpose of enforcement action is to bring about improvements in safety and in attitudes to providing safety. While the Service has laid down procedures for its officers, we will take each case on its merits.

4. Helping Those We Regulate (Transparency)

The Service aspires to help regulated businesses and to work with them to resolve fire safety problems but will robustly enforce where the risk to people is highest and when those responsible refuse to help them.

5. Targeting

The regulatory policy of the Service focuses on risk in case of fire and in places where we will be most effective in saving life.

6. Accountability to Those We Regulate

The Service is accountable for its actions and is open to analysis and questioning of our regulatory work.

7. Principles of Enforcement Action

A range of relevant factors will be considered before any enforcement action is taken by the Service. When action must be taken to improve safety, the Service will be clear about what is required.

8. Our Enforcement Action

The Service would rather work with business to make places safe than enforce against them. When enforcement is needed; we will be clear about what must be done. Letters or notices may be sent to confirm what business needs to do to. All enforcement will be proportional to the risk.

9. After Enforcement Action

The Service encourages dialogue and open communication during and after the enforcement process. Requirements for safety and how to challenge what we are asking for will be made clear.

10. Failure to Comply with Requirements

When the Service makes an enforcement decision, there might be a route to appeal or challenge what we have said. How to do this (and how to complain about our behaviour) will be made clear. Business can talk to us.

11. Simple Cautions and Prosecution

If an offence has been committed, it means the law has been broken and the Service can take the matter to court. In addition to going to court, there are other actions that the Service can take.

12. Public Register

The Service must enter details of certain notices (called “relevant notices”) into a register to which the public have access. (In accordance with the Environment and Safety Information Act 1988). Further details are available on request or from the [Enforcement Register](#)

13. Other Duties of the Service

As well as ensuring that people are kept safe in case fire, the Service is also responsible for some other laws relating to public safety.

14. Data Protection

The Service will comply with data protection laws.

15. Freedom of Information

The Service is subject to the Freedom of Information Act, which provides a right of access to regulatory information held by the Service.

-End-

More on the Introduction

- 1.1 This statement sets out the service that business and others being regulated by the Norfolk Fire and Rescue Service can expect from its regulatory and enforcement function and its appointed inspectors. It goes some way to satisfying the Regulators' Code by committing the Service and appointed inspectors to the principles of good enforcement with the assistance of effective procedures and clear guidance, which can be viewed by businesses and members of the public. [Policy](#)
- 1.2 This Enforcement Policy Statement has been prepared with regard to the following legislation and statutory guidance:
- The Regulators Code
 - The Regulatory Enforcement and Sanctions Act 2008
 - The Legislative and Regulatory Reform Act 2006
 - The Legislative and Regulatory Reform (Regulatory Functions) Order 2007
 - The Environment and Safety Information Act 1988
 - The Regulatory Reform (Fire Safety) Order 2005
 - The Licensing Act 2003
 - The Explosive Regulations 2014
 - The Petroleum (Consolidation) Regulations 2014
- 1.3 The primary function of the regulatory part of the Service is to achieve safety in case of fire (in premise to which fire safety law applies).

More on Our Principles

- 2.1 Fire safety regulation is founded on the principle that people should be kept safe in case of fire. We regulate to help secure this safety and through our regulation, we aim to provide a consistently high quality service to those we regulate. Our regulatory activity generally extends to premises in which there is a trade, business or other undertaking.
- 2.2 Non-compliance with fire safety law will mean that, in our view, people are at risk in case of fire. Where we identify people at risk in case of fire, we will respond proportionately to that risk; taking account of the likelihood and severity of the risk, in line with our service standards.

2.3 The Service believes in firm but fair enforcement of fire safety standards. We aim to achieve this by:

- proportionally applying the law to secure safety;
- being consistent in our approach to regulation;
- targeting our resources and enforcement action on the highest risk;
- being transparent about how we operate and regulate; and
- being accountable for our actions.

2.4 We will have regard to the Regulators Code when developing the policies and procedures that guide our regulatory activities. We will encourage and promote fire safety while minimising the associated costs of providing safety from fire.

2.5 We believe that by fostering good relationships with our business community and by working with them, we can improve public safety, business resilience, and can remove any unnecessary burdens of complying with fire safety law.

2.6 The Service will endeavour to engage with the business community, to seek their views about our policies and practices. (Details of engaging with us are available on request and on our website)

2.7 In the most serious cases of danger in case of fire, we will take immediate and decisive action to secure safety, for example by serving a prohibition notice that can stop people from using the premises.

For more information see [CFOA fire safety law web pages](#)

More on the way we approach regulation

3.1 In accordance with the Regulators Code, the Service takes enforcement action (and imposes sanctions and penalties) to:

- (a) change the behaviour of the offender;
- (b) change societal attitudes to the risks from fire;
- (c) eliminate financial gain or benefit from putting people at risk in case of fire;

- (d) exercise a proportionate response to the nature of the offence and the harm caused;
- (e) restore safety to premises where fire safety risks were found; and
- (f) encourage fire safety to be secured in future.
- (g) impose an appropriate sanction for the particular offender, which can include punishment through the courts (and the public stigma that should be associated with a criminal conviction);

[Click here for more information on the Regulators Code](#)

3.2 Avoiding fires is better than protecting people when fire occurs. Where fire is likely and / or the consequences of fire pose a hazard to people, it becomes necessary for us to take action (against the responsible person / duty holder) to reduce the risk. We have a wide range of enforcement action available to us. The actions we may take include:

- (a) no action;
- (b) providing advice;
- (c) informal action;
- (d) formal action (including enforcement, alterations and prohibition notices);
- (e) taking samples of dangerous materials or extracts of recorded information; and
- (f) securing information to prepare for prosecutions.

3.4 The enforcement actions listed above are not written in an absolute order of escalation. Enforcement action taken by the Service is scalable and appropriate to the risk to people in case of fire.

3.5 When formal enforcement action is necessary, each case will be considered on its merits. All enforcement decisions will be fair, independent and objective. They will not be influenced by issues such as ethnicity or national origin, gender, religious beliefs, political views or the sexual orientation of the suspect, victim, witness or offender. Such decisions will not be affected by improper or undue pressure from any source.

3.6 All enforcement activities, including investigations and formal actions, will always be conducted in compliance with the statutory powers of the officer and all other relevant legislation, including but not limited to the Police and Criminal Evidence Act 1984, the Criminal Procedure and Investigations Act 1996, the Human

Rights Act 1998, and the Regulation of Investigatory Powers Act 2000, and in accordance with any formal procedures and codes of practice made under this legislation so far as they relate to the regulatory activity of the Service.

More on helping those we regulate

- 4.1 We will help those responsible for delivering safety in case of fire (responsible persons and duty holders) to understand what is expected of them and what they should expect from the Service. Legal requirements will be clearly distinguished from best practice or non-statutory fire safety advice. We will publish guidance in a clear, accessible, concise, format using media appropriate to the target audience, in plain language.
- 4.2 (Details are available on request and on our website).

More on Targeting

- 5.1 Our policy on inspections will be to focus primarily on those whose premises and activities give rise to the most serious risk to life in case of fire. In making an assessment of risk, we will take into account the fire safety record of those we regulate and the current risks to people in case of fire.
- 5.2 We will maintain a strategy that will identify and evaluate risks in premises as well as to the wider community and allocate resources to carry out inspections accordingly. We want to see fire safety provided in buildings and may take action against those regarded as putting people at risk in case of fire.
- 5.3 Earned recognition may be awarded to businesses for assurance of safety, including for example external verification of safety systems / practices.
- 5.4 Our Service Standards and plans including details of our risk-based approach to risk and are available on request.

More on our Accountability

- 6.1 The Service is accountable to its community for its actions. This means we must have policies and standards against which we can be judged, and an effective

and easily accessible mechanism for dealing with comments and for handling complaints.

6.2 Details are available on request and on our website [Complaint](#)

More on the Principles of Enforcement Action

7.1 In assessing necessary and proportionate enforcement action, consideration will be given to (amongst other things):

- the safety history at the premises,
- the history of operational attendances and false alarms at the premises,
- safety referrals to the premises from other authorities / interested parties,
- any Primary Authority relationship that might be in place with the business,
- the adequacy of fire safety arrangements at the premises,
- the attitude of the responsible person / duty holder to providing safety,
- statutory guidance,
- codes of practice, and
- legal advice.

7.2 Certain enforcement action, such as the decision to use a Simple Caution and / or the decision to investigate for prosecution, is further and specifically informed by those matters set out below at section 11

7.3 In every case, when we require action to remedy unsafe conditions, we will explain the nature of the unsafe conditions to those responsible and will confirm the same in writing.

7.4 Because, subject to any letter or notice we give, work must be done to improve or secure the safety of people in case of fire; we will agree reasonable timescales within which the work must be completed that are agreed with those responsible.

More on Our Enforcement Action

- 8.1 The Service will offer duty holders information and advice both verbally and / or in writing. This will include an explanation of why any specified work is necessary and a time period within which the specified work should be completed. Educating, informing and advising responsible persons and duty holders about their duties under fire safety legislation will form a fundamental element of our enforcement regime. The Service will fulfil its obligation under section 6(2) of the Fire and Rescue Services Act 2004 to give on request, advice on fire safety free of charge.
- 8.2 Where we find risks to safety, we may deal with them by informal means or (where appropriate) we may take formal action by serving alterations, enforcement and / or prohibition notices. We may also issue Simple Cautions, and (in the most serious cases) may prosecute. Before formal enforcement action is taken, inspectors will provide the person responsible with an opportunity to discuss the circumstances of the case and, if possible, resolve points of difference without recourse to formal enforcement action (unless immediate action is required to reduce the risk to life or to prevent evidence from being destroyed).
- 8.3 In certain circumstances, after evaluating the safety at premises, no action may be required. This will be the case when the safety of people in case of fire has been adequately secured.
- 8.4 If the likelihood of fire is high and the consequences in case of fire are low, advice may be given on how the likelihood can be reduced. Advice may also be given where the consequences of fire might cause harm to people but can be simply avoided. Advice can also be given to point out good practice or to signpost business continuity advice or other business protections, for example protection from flooding.
- 8.5 Where the likelihood of fire is low / medium or the consequences of a fire are slight, informal action will be taken. Informal action will take the form of a letter, pointing out that people are at risk in case of fire, where in the building they are located and what has led to them being put at risk as well as what should be done to provide safety and how to prevent the same danger from recurring.

Informal action may also be taken, if those responsible have displayed clear intentions to undertake corrective action. Failure to respond to informal action can result in escalation to formal enforcement action.

8.6 Formal action will take the form of serving a Notice (alterations, enforcement, and / or prohibition notices). Formal action will be taken when the consequences of fire are such that people are likely to be harmed, suffer serious injury or death. It can require specific action to be taken or certain activities to cease.

8.6.1 Where a reasonable known change to premises or to the use of premises could result in a significant increase in the risks to people on the premises, we may serve an Alterations Notice, which requires the responsible person / duty holder to notify us, before making that known change.

8.6.2 Enforcement Notices require improvements in safety and will point out: that people are at risk in case of fire; where in the building they are located; and what has led to them being put at risk, as well as what should be done to provide safety and how to prevent the same danger from recurring. Enforcement Notices include a reasonable period of time for safety to be put in place. Failure to respond to a formal Notice can result in escalation to an investigation for prosecution.

8.6.3 Where immediate action is considered necessary to keep people safe from fire, a Prohibition Notice, which can prohibit or restrict the use of premises, can be served. An explanation of why such action is required will be given at the time and confirmed in writing. Whereas a Prohibition Notice requires action to remove imminent and immediate risks in case of fire, an Enforcement Notice might also be served to deal with less imminent risks in case of fire.

8.7 Fire Safety law gives power to warranted inspectors to take samples of dangerous materials or extracts of recorded safety information and documents. When we take materials or documents we will provide an appropriate receipt.

8.8 In the most serious of cases we will gather information and conduct an investigation to prepare for a prosecution. The decision to prosecute a case will be taken by those with authority to do so in accordance with our Scheme of Delegations.

- 8.9 All our members of staff that make enforcement decisions will be required to follow the Regulators Code.

More about After Enforcement Action

- 9.1 When the Service takes enforcement action we will discuss what is required to achieve safety for relevant persons with the responsible person / duty holder (taking into account the circumstances of the case, if they have been explained to us).
- 9.2 The Service will clearly explain any advice, required actions or decisions taken at the time of our visit and will be willing to discuss such matters on any future occasion to ensure those responsible have clarity of what must be done.
- 9.3 Our letters and notices will provide details in writing of what must be done and how to appeal against any of our regulatory decisions. Our letters and notices will also explain what will happen next, especially if you do not undertake the work. Our web-site has details of how to complain about our conduct, if you should feel it necessary. [Complaint](#)
- 9.4 We encourage those responsible for providing safety in case of fire to contact us, especially if there are any questions or comments about our regulatory activity. We will also maintain regular communication (where required) until safety has been provided.

More on a Failure to Comply with Requirements

- 10.1 Rights of and routes to appeal will be clearly set out in writing and issued with our letters.
- 10.2 The failure to comply with an alterations, enforcement or prohibition notice constitutes an offence and may result in prosecution.
- 10.3 We can withdraw alterations, enforcement and prohibition notices at any time but they will generally be deemed to be in force until such time as the notice is complied with, withdrawn or cancelled by the court.

More on Simple Cautions and Prosecution

11.1 There are a number of offences that can be committed under Fire Safety law.

Among the foremost of these are failure to comply with a formal notice and failing to provide safety in case of fire to such extent that one or more people are put at risk of death or serious injury in case of fire.

11.2 The Service can deal with offenders through prosecution and Simple Cautions.

These legal actions are important ways to bring to account those responsible for alleged legal offences. Where appropriate, we will use one of these measures in addition to issuing a formal notice.

11.3 A prosecution may be taken following full consideration of the many factors arising for the alleged breaches of the law. Penalties for offences are awarded by the courts and can include fines, imprisonment or both.

11.4 A Simple Caution will only be used where a prosecution could be properly brought and there is a realistic prospect of conviction. A Simple Caution includes a written submission from the person responsible that an offence has been committed.

11.5 A record of a Simple Caution will be kept on file for three years and if a conviction for a further offence is brought within that period, the written submission of the previous offence will be introduced to the court for consideration.

More about the Other Duties of the Service

13.1 In addition to Fire Safety law the Service is also responsible for the following regulations.

- Licensing authority for the Petroleum Consolidation Regulations 2014
- The Explosive Regulations 2014.

13.2 The Service can request a review of a premises license under Section 51 of the Licensing Act 2003. The options available to the Licensing Committee are:

- i. Modification of the conditions of the Licence
- ii. Exclusion of Licensable activity from the scope of the Licence
- iii. Removal of the Designated Premises Supervisor

- iv. Suspension of the Licence for a period not exceeding three months
- v. Revocation of the Licence
- vi. Issue of a Warning Letter
- vii. No Action

13.3 The Service enforces the requirements of Explosive Regulations 2014 through application of the Health and Safety at Work (etc) Act 1974 and the serving of improvement notices and prohibitions orders.

More on Data Protection

14.1 The Service will comply with the principles of the Data Protection Act 1998 governing the use of personal data received or obtained and will respect the rights and freedoms of those individuals when processing their details. The following document Information Management Strategy lays out our strategic approach to meeting these legal requirements. (Details are available on request and on our website [Information Management Strategy](#))

More on Freedom of Information

15.1 Under the Freedom of Information Act 2000, individuals are given ‘a general right of access to information held by public authorities in the course of carrying out their functions subject to certain conditions and exemptions’. Under Section 19 of that Act, public authorities are required to produce a publication scheme setting out details of the information routinely published or made available, how the information is made available (in hard copy and on-line), and whether it is available free of charge or on payment.

15.2 Details of The Service’s publication scheme are available on request and on our website [Publication Scheme](#).

The Regulators Code

The Regulators Code is a statutory code of practice for regulators and makes six broad requirements:

- i. To carry out their activities in a way that supports those they regulate to comply and grow;
- ii. To provide simple and straightforward ways to engage with those they regulate and to hear their views;
- iii. To base their regulatory activity on risk;
- iv. To share information about compliance and risk;

- v. To ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply; and
- vi. To ensure their approach to regulatory activity is transparent.

The service has taken regard of the Regulators Code in producing this policy statement.

For the full version see the: [The Regulators Code](#)

The Regulatory Enforcement and Sanctions Act

The Regulatory Enforcement and Sanctions Act (The RES) established The Local Better Regulation Office (later renamed as the Better Regulation Delivery Office (BRDO)). It also imposed a duty on Regulators to: (a) have regard to any guidance issued by BRDO, (b) a duty to comply with guidance where the Regulator is directed to do so by BRDO, and (c) a duty to have regard to any list of enforcement priorities published by BRDO. As a listed Regulator, the Service is committed to these duties.

For the full version click here: [The Regulatory Enforcement and Sanctions Act](#)

Legislative and Regulatory Reform Act

Part 2 of the Legislative and Regulatory Reform Act, requires the Service to have regard to the Principles of Good Regulation. We recognise that our regulatory activities should be carried out in a way which is: (i) proportionate; (ii) accountable: (iii) consistent: (iv) transparent: and (v) targeted to situations which need action.

When we exercise a regulatory function, which for the Service includes: the Regulatory Reform (Fire Safety) Order, [The Petroleum \(Consolidation\) Regulations 2014](#), [Explosives Regulations 2014](#) and the [Health and Safety at Work \(etc\) Act](#) we have regard to the Regulators Code.

For the full version see the [Legislative and Regulatory Reform Act](#)

The Legislative and Regulatory Reform (Regulatory Functions) Order 2007

The Legislative and Regulatory Reform (Regulatory Functions) Order imposes a duty on the Service to have regard to the Regulators' Code when determining general policies or principles. It requires that the regulatory activities of the Service are carried out in a way which is transparent, accountable, proportionate and consistent, as well as being targeted only at cases in which action is needed.

For the full version see the: [Legislative and Regulatory Reform \(Regulatory Functions\) Order](#)

The Environment and Safety Information Act

The Environment and Safety Information Act requires the Service to make a publicly accessible record of formal enforcement action that we have taken.

For the full version see [The Environment and Safety Information Act 1988](#)

The Regulatory Reform (Fire Safety) Order

The Regulatory Reform (Fire Safety) Order 2005 principally imposes a general duty on responsible persons and duty holders to take general fire precautions to keep people safe in case of fire and establishes enforcing authorities to enforce the provisions of the Order. The Service is an enforcing authority under the Order and is empowered to inspect premises and serve notices to improve safety standards (among others).

For the full version see [The Regulatory Reform \(Fire Safety\) Order](#)

The Licensing Act 2003

The Licensing Act establishes the Service as a 'responsible authority' with whom the Licensing Authority must consult in connection with Licensable activities, including the sale or supply of alcohol or the provision of regulated entertainment or late night refreshment. The licensing objectives are to promote: the prevention of crime and disorder; public safety; the prevention of public nuisance; and the protection of children from harm.

For the full version see [The Licensing Act](#)

The Explosive Regulations 2014

The Service is the local authority for the purposes of dealing with applications for registration or for a licence to store explosives (under certain prescribed conditions).

For the full version see [The Explosive Regulations 2014](#)

The Petroleum (Consolidation) Regulations

The Service is the 'petroleum enforcement authority' and can grant 'storage certificates' for premises at which petrol is dispensed, and enforces The Petroleum (Consolidation) Regulations in premises to which those regulations apply.

For the full version see [The Petroleum Consolidation Regulations](#)

November 2021

Norfolk County Council Highways Enforcement Protocol

1.0 Introduction

The Highways area teams receive a significant number of customer enquiries each year relating to enforcement matters. These range from trading on the highway, such as car sales on verges, caravans / motorhomes being parked on the highway, blocked public footpaths and trailer or van mounted advertising hoardings.

The CES enforcement policy is followed, although priority is given to highway safety matters. Increasingly, the teams work with District and Borough Councils and on a more local level with Town and Parish Councils to achieve successful outcomes.

In the majority of cases, the legal processes relating to enforcement are well established, such as dealing with public rights of way issues under various sections of the Highways Act. The following processes are less well established and have been the subject of recent Local Member interest.

2.0 Vehicles for sale on the Highway

When an enquiry is received or issue identified, the Highways Area team will notify the owner and ask them to remove it immediately. A phone call will suffice provided that a record is kept of the time and date.

The Highways Area team will re-inspect the site at least twice within the next calendar month, taking photos and noting the date and time of the inspections. If the problem persists after 4 weeks, the Highway Engineer and Area Manager will assess situation and identify a way forward.

3.0 Advertising Boards and Trailers on the Highway

At joint authority meeting, which included NPLaw, it was concluded that the most appropriate way forward in addressing the issue of illegal advertising boards and trailers was to use the Town & Country Planning Act 1990 rather than the Highways Act 1980, as this offered the best chance of a successful prosecution combined with deterrent fines. In these cases, District and Borough Councils would take be the Lead Authority.

However, where an enquiry is received and the issue identified is likely to cause a danger to other highway users, the Highways Area team will;

- Check whether route is subject to an advertising ban by-law (generally District/Borough Council imposed)

- Laminated notices can be attached to towable hoardings if they are found to be on Highway land, illegal and causing a safety issue for highway users.
- If the contact details for the trailer owner are known, they can be contacted direct to remove the trailer. This can be by either telephone or the use of letter
- If letter is sent or contact details are unknown, a formal notice must be attached to the advertising hoarding. All fees charged should recover all costs incurred including Officer time, administration costs and hoarding collection costs.
- Officers can request the removal of unauthorised A Boards. Photographic records can be taken, and re-inspection may be required
- Request for removal, by formal letter, should be made to the offending party, in their absence, immediate removal can be arranged, and cost recovered.
- If there is a significant problem with a particular shopping area, precinct, or high street it may be helpful for the Highways Engineer to arrange a meeting with the traders, town Councillors or Town Centre Managers to explain the procedure and our Duty of Care for all highway users
- In exceptional cases Area Managers can consider whether offenders should be prosecuted in Magistrates Court.

November 2021

1.0 Introduction

In November 2011 Norfolk was designated as a Civil Enforcement Area and, following the commencement of the Disabled Persons' Parking Badges Act 2013, local authority enforcement officers are now able to inspect and retain a blue badge without police presence, if they have reasonable grounds for believing that an offence has occurred.

Wrongful or misuse of a Blue Badge is a strict liability offence. The County Council employs a Blue Badge Investigator to carry out follow up investigations and prepare the evidence in support of enforcements – including giving written warning, or recommendations for formal prosecutions or simple cautions.

The Community and Environmental Services Enforcement Policy is followed, and this protocol is to be read in conjunction with that over-arching document. The Blue Badge Investigations service forms part of the Infrastructure and Development Section. There is a close working arrangement with Trading Standards, who process the legal disposals, and with the Customer Services Centre (CSC) who administer the Blue Badge Scheme.

There is close liaison with District Councils who employ Civil Enforcement Officers (CEO), including guidance on the policy requirements for evidence-gathering and operational arrangements.

The misuse of the Blue Badge Scheme can have serious consequences for legitimate users by denying them access to essential services and facilities. Norfolk County Council are committed to reducing the level of misuse and increasing compliance with the scheme in pursuit of our traffic management duties and aims, and to support vulnerable people in Norfolk.

2.0 Identifying Offences

Blue Badge Offences are identified in 3 ways –

- Reports by members of the public via the online form or the CSC
- Badge Inspections and seizures by CEOs as part of normal patrol duties.
- Badge Inspections and seizures by the Blue Badge Investigator during specific patrols.

The County Council publicised the commencement of work by the Blue Badge Investigator and continues to publish on its website the results of enforcement action where a person is taken to court.

<https://www.norfolk.gov.uk/care-support-and-health/disabilities/blue-badges/blue-badge-enforcements>

We have provided guidance to Civil Enforcement Officers who have the power to inspect and retain Blue Badges. This includes when and when not to inspect/retain

badges, what offences are likely to have been committed. How they should interact with members of the public in what is a stressful situation and the type of questions to ask to gather evidence.

The Investigative process will also follow good practice guidance related to how those with hidden disabilities interact with the Criminal justice system.

Commented [A1]: To clarify that all investigations will be undertaken with regard to relevant guidance and good practice relating to all people who may come into contact with the criminal justice system

3.0 Investigation Process

All investigations into alleged offences are conducted in accordance with statutory powers, relevant legislation and codes of practice.

Persons suspected of committing an offence will always where possible be formally interviewed in accordance with Police and Criminal Evidence Act 1984 (PACE). This is undertaken in 3 ways –

- Roadside interview by the Blue Badge Investigator
- Interview in person with the Blue Badge Investigator
- Postal Interview

The method chosen is dependent on how the alleged offence was identified.

The opportunity to demonstrate a statutory defence and offer mitigating information is, where possible, always offered during the PACE interview. Unsolicited information may also be recorded and used as part of the decision making process. We will also give an additional opportunity to offer mitigation following a roadside interview by writing to the alleged person providing them with a copy of their responses.

4.0 Disposal

We are committed to giving advice, guidance and support to all those persons suspected of committing an offence and will do so at all stages of an investigatory process. Mitigating information where supplied will be used during the decision making process but, a formal disposal may still be the likely outcome.

There are four methods of disposal available to use in relation to the misuse of a Blue Badge.

1. No further Action (NFA) – the alleged offence may fall outside our jurisdiction, there may be insufficient evidence or formal action not in the public interest.
2. Written warning – The alleged offence was within our jurisdiction but there is insufficient evidence or formal action would not be in the public interest.
3. Simple Caution – In certain cases a simple caution may be offered instead of prosecution. When offering a simple caution, we will comply with relevant Home Office Circulars and the offender will be made aware of the impact the simple caution may have on their life.

4. Prosecution - We may prosecute using different pieces of legislation depending on what offences are alleged. The legislation we use is;

- Section 115/117 of the Road Traffic Regulation Act 1984
- The Fraud Act 2006
- Forgery and Counterfeiting Act 1981
- The Theft Act 1968
- Proceeds of Crime Act 2002

A person could also be issued with a penalty charge notice for any parking contravention that occurs. We also have the power to immobilise and remove vehicles in certain circumstances.

In cases where a badge holder lets a third party use a badge, the issuing local authority can withdraw the badge under regulation 9(2)(a) of the Disabled Persons (Badges for Motor Vehicles) (England) Regulations 2000 after a relevant conviction has been obtained.

In certain circumstances involving prolific offenders Courts are able to disqualify drivers for a period of time under section 46 of the Powers of Criminal Courts (Sentencing) Act 2000.

Commented [A2]: Clarification that powers extend in some circumstances to the immobilisation and removal of vehicles.

Safety at Sports Grounds Enforcement Protocol

Introduction

This Enforcement Protocol is supplementary to and published as part of the County Council's Enforcement Policy (Community and Environmental Services). It sets out the arrangements that Norfolk County Council has put in place for enforcement action in relation to its statutory duties concerning safety at sports grounds.

Legislation and Guidance

This protocol should be read in conjunction with the following legislation and guidance that applies to the safety of those present at sports grounds:

- Safety of Sports Grounds Act 1975 (the 1975 Act)
- Fire Safety and Safety of Places of Sport Act 1987 (the 1987 Act)
- Safety of Sports Grounds Regulations 1987
- Safety of Places of Sport Regulations 1988
- Regulatory Reform (Fire Safety) Order 2005 (enforced by Norfolk Fire and Rescue Service)
- Health and Safety at Work etc. Act 1974 (enforced by Health and Safety Executive / District/Borough Councils)
- Licensing Act 2003 (enforced by District/Borough Councils)
- Home Office Circular 71/1987 – which provides guidance relating to the issuing of prohibition notices
- Further advice contained in “Guide to Safety Certification of Sports Grounds” (known as the Green Guide) published by the Sports Grounds Safety Authority.

Scope

The sports grounds currently covered by these arrangements are listed below:

Designated Sports grounds in Norfolk requiring a General Safety Certificate:

- Norwich City Football Club

Regulated Stands in Norfolk requiring a safety certificate:

- Fakenham Racecourse
- Gorleston Football Club
- Great Yarmouth Greyhound Stadium
- Great Yarmouth Racecourse
- King's Lynn Town Football Club (The Walks)
- King's Lynn Speedway (Norfolk Arena)
- Wellesley Stadium

The 1975 Act defines a sports ground as a place where sports or other competitive activities take place in the open air, where accommodation has been provided for spectators, consisting of artificial structures or natural structures artificially modified for the purpose.

Under the provisions of section 1 of the 1975 Act the Secretary of State for Culture, Media and Sport may designate as requiring a safety certificate any sports ground that has accommodation for more than 10,000 spectators, or 5,000 in the case of Premier League and Football League grounds in England and Wales. These sports grounds are referred to as designated grounds.

A Regulated Stand is defined in the 1987 Act as any covered stand at a sports ground with accommodation for 500 or more spectators, whether seating or standing.

Under the provisions of section 10 of the Safety of Sports Grounds Act 1975 the Council has the power to issue a prohibition notice to limit the capacity, or totally prohibit the admittance of spectators to any sports ground within the County of Norfolk.

Choices of Enforcement Action

There are several courses of action open to the council's enforcement officers depending on the different circumstances that may be encountered or apply to the situation. The choices of enforcement action are:

- Informal Warning
- Reduction in Capacity
- Simple Caution
- Prohibition Notice
- Prosecution

Reduction in Capacity

Reducing the capacity of all, or part of, a sports ground is a formal action which would be appropriate in the following situations:

- if an incident suggests that the management of a sports ground is performing poorly; or
- if the Council's inspecting officers identify any deficiencies in the fabric, equipment, records or management systems, which the authority has not already taken into account when accepting calculation of the permitted capacity

Any new capacity should be properly calculated having regard to the change in circumstances and the procedures to be followed will be the same as during the routine annual review of the safety certificate. Ground management should be invited to submit its proposed revised (P) or (S) factor, but the Council reserve the right to overrule this if appropriate.

When reducing a capacity, it is important that:

- officers act reasonably and in accordance with due process, not least because the certificate holder has a right of appeal against any reduction in capacity; and
- a formal amendment to the safety certificate is issued.

Prohibition Notice

Unlike the other provisions of the 1975 and 1987 Acts, the power to issue a prohibition notice applies to all sports grounds, as defined in section 17 of the 1975 Act, including those that are neither designated nor contain a regulated stand.

Section 10 of the 1975 Act empowers the Council to issue a prohibition notice in respect of all or part of any sports ground if it considers that "the admission of spectators to a sports ground or any part of a sports ground involves or will involve a risk to them so serious, that, until steps have been taken to reduce it to a reasonable level, admission of spectators to the sports ground or that part of the sports ground ought to be prohibited or restricted".

A prohibition notice is therefore a measure of last resort and should only be used where an amendment of the safety certificate (where issued) is not considered an effective way of dealing with the risk(s).

When issuing a prohibition notice consideration should be given as to whether the risk to spectators is or may be imminent and if so, the notice should take effect as soon as it is served. In all other cases it should come into force at the end of the period specified in the notice.

A prohibition notice must specify:

- the nature of the risk to spectators; and
- the number of spectators that may be admitted to the sports ground, or any part of the sports ground, until appropriate steps have been taken to address those risks.

The notice may also include directions as to the steps which will have to be taken to reduce the risk to a reasonable level.

Appeals

Appeals against a reduction in capacity imposed by way of an amendment to a safety certificate or against a prohibition notice are to a Magistrates Court. Where an appeal is made against an amendment to a safety certificate the amendment cannot take effect until the appeal is heard. However, in the case of an appeal against a prohibition notice any reduction in capacity remains in place until the appeal is heard.

Penalties

It is an offence for any responsible person, not merely the certificate holder, to contravene the terms and conditions of a safety certificate or a prohibition notice. These offences and associated penalties, along with the defences of absence of consent and due diligence, are listed in section 12 of the Safety of Sports Grounds Act 1975 and section 36 of the Fire Safety and Safety of Places of Sport Act 1987.

Commented [NS1]: Clarification that this offence is also in scope

Performance Data 2020/21

In response to a Member request in 2018, this appendix provides compliance and enforcement performance information in relation to those regulatory functions covered by the CES Compliance and Enforcement Policy; Trading Standards, Planning enforcement (mineral and waste sites), Flood and Water (land drainage), Highways (networks, maintenance and blue badge enforcement) and Norfolk Fire and Rescue Service.

1. Trading Standards

Outcomes of investigations and prosecutions

Number of defendants convicted	5
Number of offenders to whom simple cautions issued	0
Number of years imprisonment (immediate and suspended sentences)	45
Fines awarded	£342
Costs awarded from court cases	£20,435
Community Punishment Orders (hours)	550
Proceeds of Crime Act (POCA) benefit ordered to be paid in the year	£1,660
Proceeds of Crime Act (POCA) benefit paid in the year	£6,989

Redress obtained/detriment prevented by service actions

(£) not handed over to criminals (e.g. rapid response outcomes)	£35,378
Total number of Scam victims subject to interventions by the Service	473
Detriment (£) over the following 12 months prevented by service actions	£151,173

Business compliance

Percentage of businesses that were compliant when visited, brought into compliance at the time of the visit or brought into compliance during the period, subsequent to the visit	95%
Number of counterfeit items/products removed from or prevented from entering the supply chain and value	0 £0
Number of unsafe items/products removed from or prevented from entering the supply chain and value	145,578 £4,847,747
Number of businesses identified as supplying misdescribed food, or not correctly declaring allergens, or selling food containing toxic or illegal components, or involved in fraud involving food	13
Number of businesses found in breach of animal health and welfare legislation	99

Tackling the availability of illegal tobacco

Number of premises from which products were seized	3
Number of cigarettes seized and value	1,106,140 £248,881
Weight of Hand Rolling Tobacco seized and value	129,950g £23,819

Businesses tested for compliance with the law utilising underage volunteers or compliance with mandatory Challenge 21/25 conditions

Number of individual premises tested for Alcohol Failure rate (%)	0 0%
Number of individual premises tested for Tobacco Failure rate (%)	0 0%
Number of individual premises tested for Other Products Failure rate (%)	0 0%

Covid-19 response

Number of requests for advice from businesses and organisations on closures and or covid-secure guidance	128
Number of complaints received about business closures or covid-security	687
Number of business closure or covid-secure compliance visits or checks	435
Number of businesses checked via drive-bys/walk-bys	2,940
Number of businesses advised via mailshot	4,756

2. Planning Services

In line with the County Council's Covid-19 risk assessment, programmed inspections of authorised developments were suspended during 2020/2021.

The number of complaints received has reduced compared to previous years with 33 complaints reported. Anecdotal evidence indicates that this reduction is contrary to the general trend experienced by planning authorities across the country.

The way in which complaints were investigated had to be reviewed. 34 inspections were undertaken as the result of complaint investigations; in addition, 301 other actions, including telephone calls, e-mails, letters and online meetings were undertaken in attempts to resolve complaints without the need for face-to-face site visits.

The chargeable site monitoring regime generated no income during 2020/21.

No formal Enforcement Notices were served in 2020/2021.

Two prosecutions were undertaken during 2020/21. The prosecutions both related to a breach of condition at a site with planning permission. The prosecutions resulted in the defendant accepting formal cautions.

3. Flood and Water team

No enforcement action, beyond advisory letters being sent, has been required due to a) matters being resolved or b) not meeting the required thresholds for action.

4. Highways

- West Area Enforcement action taken to remove fly grazing horses from the Highway in Marshland St James, Initial NCC notices erected instructing the owners to remove were vandalised and thrown into adjacent dyke, Bailiffs were called upon with further formal notices erected advising that if the horses were not removed within a specified timeframe they would be seized. Unfortunately removal and seizure was undertaken with the 2 horses rehomed outside of the County.

4.1 Highway obstructions

- South Area - no enforcement action taken beyond advisory letters being sent, following which matters were resolved.
- North Area – no enforcement action taken beyond advisory letters being sent, following which matters were resolved.
- West Area – Enforcement notice served under Section 143 Highway Act 1980 to remove gates from PROW in Upwell FP1, notice ignored, Enforcement action taken to physically remove the gates, however a challenging confrontational situation arose with the owner removing the gates from our contractor's vehicle and subsequently re-erecting whilst the team was still on site, A subsequent delay has ensued as the owner has applied for a DMMO to the route which is being progressed via the relevant NCC team, no further actions taken to date until the outcome of the DMMO is known.

4.2 Highways development

Enforcement action covering development management is all undertaken by the District Council as part of their remit. Enforcement action for highway obstructions (highway boundaries) is undertaken by area.

4.3 Blue badge enforcement

Total investigations by disposals, reporting, location of incident and residency of badge-holder (latest 2 years):

Investigations of Blue Badge Infringements	2019-20	2020-2021
Disposals:		
Formal prosecution including caution*	7	4
Advisory/warning letter or verbal advice from BBI	42	21
Details forwarded to parking team for CEO awareness	15	8
No action required (including insufficient or incorrect information to pursue further)	20	13
Investigation in progress/pending	-	-
Reporting:		
Reports from others (incl. public)	40	30
Identified by CEO	72	19
Identified by BBI	1	5
Location of incident:		
Norfolk	93	51
Outside Norfolk	7	2
Insufficient information to determine	3	-
Residency of badge-holder:		
Norfolk resident badge-holder	83	43
Non-Norfolk resident badge-holder	20	4
Insufficient information to determine	8	3
Not BB related	4	4
Total investigations:	115	54
* A summary of all prosecutions is available to view on the NCC website under Blue Badges		

5. Norfolk Fire and Rescue Service*

370 Fire Safety Audits (FSA) were completed in 2020-21. Of these:

- 18 premises were issued with informal notices for deficiencies.
- 6 premises were issued with formal notices for deficiencies.
- 0 formal prosecutions were concluded.

*Norfolk Fire and Rescue Service is required to provide detailed operational statistics to the Home Office on an annual basis. Further information regarding this is available from Jon Wilby, Group Manager – Fire Protection, Norfolk Fire and Rescue Service.

Summary of Stakeholder Engagement

Since 2014 the following have been consulted on and contributed to the development of the CES Enforcement Policy:

1. Norfolk County Councillors
2. Local businesses
3. Business organisations/forums
4. Members of the public
5. Charity or community organisations/groups
6. Suffolk County Council Trading Standards Service
7. Other Local Authorities
8. Enforcement partners such as the Police and HMRC
9. Planning Services (NCC)
10. Highways Maintenance (NCC)
11. Blue Badge Enforcement (NCC)
12. Norfolk Fire and Rescue Service
13. Trading Standards Service (NCC)
14. Flood and Water Management Team (NCC)
15. Economic Development (NCC and other local authorities)
16. Nplaw (Chief Legal Officer)
17. CES Equalities representative

Infrastructure and Development Select Committee

Item No:

Report Title: Developing an overarching Policy for the use of Glyphosate-based herbicides by NCC.

Date of Meeting: 17th November 2021

Responsible Cabinet Member: Cllr Andy Grant (Cabinet Member for Environment & Waste)

Responsible Director: Tom McCabe, Executive Director of Community and Environmental Services

Executive Summary

Glyphosate-based herbicides are used widely by local authorities, for example to control excess vegetation on roadsides and public open spaces. A Policy for the use of Glyphosate-Based Herbicides by NCC (The Policy) is required by March 2022. The Policy will apply to all departments (and third parties) which use herbicides and will include measures on how the use of glyphosate-based herbicides will be minimised to achieve the necessary result across the NCC estate.

Some local authorities are moving away from the use of glyphosate-based herbicides both to help with nature recovery programmes and to address health concern issues <https://www.pan-uk.org/pesticide-free-towns-success-stories/>.

The NCC Policy will set out in what circumstances continued use of glyphosate will be permitted (and its use optimised); where it will never be used; and how the Council (and third parties) will adopt alternative measures to control vegetation. The Policy will be developed by an NCC Officer-led group.

The Policy is an important element to support the delivery of the Council's Environmental Policy www.norfolk.gov.uk/environmentpolicy by improving the resilience of nature corridors for wildlife and carbon capture and delivery of the Council's Action Plan for Pollinators.

Action required

The Select Committee is asked to:

1. Note that a Policy for the use of Glyphosate-Based Herbicides by NCC (The Policy) will be developed by an NCC Officer-led group
2. Identify any key points, issues or concerns that the Select Committee would like to see taken account of as part of development of The Policy.

1. Background and Purpose

- 1.1 Concerns over the use of glyphosate-based herbicides to control weed growth have been mounting nationally, with glyphosate linked in some reports to health issues in those exposed to it over prolonged periods of time.
<https://usrtk.org/pesticides/glyphosate-health-concerns/>
- 1.2 Another example of the public concern relating to glyphosate use is demonstrated by the pressure group Wild Justice.
<https://wildjustice.org.uk/general/glyphosate-use-by-local-authorities/> who are calling for action by local authorities to reduce their use of glyphosate-based herbicides and develop alternatives, to reduce the adverse impact of glyphosate on nature and people.
- 1.3 Glyphosate is the active substance in many herbicide brands. It is a non-selective, systemic organophosphate herbicide effective in killing plants including those considered to be nuisance weeds. Herbicide products containing glyphosate used by NCC include: Roundup; Trustee Amenity; Rosate 360.
<https://www.hse.gov.uk/pesticides/using-pesticides/general/glyphosate-faqs.htm>
- 1.4 NCC has a legal duty to follow the Code of Practice for Using Plant Protection Products which applies to all professional users of these products.
<https://www.hse.gov.uk/pesticides/using-pesticides/codes-of-practice/code-of-practice-for-using-plant-protection-products.htm>
- 1.5 On NCC land currently, glyphosate-based herbicides are used in the following ways:
 - control of vegetation in transport infrastructure;
 - control of invasive species;
 - control of weeds in tree grilles in hard surfaces;
 - to create weed free areas around trees in grass areas; and
 - targeted control of tree stump re-growth to restore and maintain biodiversity or to prevent the spread of invasive non-native tree species.
- 1.6 Loss of flowering plants including many species considered weeds (e.g. dandelions) affects the amount and quality of flowering resources available to pollinators such as bees. As part of its published Environmental Policy www.norfolk.gov.uk/environmentpolicy which sets out how NCC will improve Norfolk's environment and respond to the climate concerns, the Council is

developing many new approaches. Better quality habitat on road verges for foraging and nesting for pollinators and other wildlife is a key aim of the policy and NCC has developed a Pollinator Action Plan which was brought to the Infrastructure and Development Committee on 14th July 2021 as part of the [Greenways to Greenspaces report](#). Reduced use of glyphosate-based herbicides to benefit pollinators (for example) is critical to this approach.

- 1.7 Some local authorities such as Petersfield Town Council have developed policies committing to reduced usage of pesticides to the lowest possible levels: <https://www.petersfield-tc.gov.uk/wp-content/uploads/2020/08/2020-Pesticides-Use-Policy.pdf>

2. Proposal

- 2.1 It is proposed to develop an NCC Policy on the use of Glyphosate-Based Herbicides (including measures to optimise use) through an Officer-led Group. Officers involved will be drawn from NCC departments which use glyphosate, including: Corporate Property Team; County Farms; Children's Services; Highways; Environment Team. Key contractors, for example NORSE may also be invited to ensure that their views and operational expertise can be taken into account.

- 2.2 It is envisaged that the Policy will include:-

- i. A protocol for NCC land detailing where glyphosate-based herbicide use will be permitted (and its use optimised); and where it will never be used;
- ii. a register and monitoring system for the use of glyphosate-based herbicides across NCC departments;
- iii. information on alternative measures to control weed growth with an expectation that these will be used wherever possible;
- iv. a protocol regarding the use of glyphosate-based herbicides by third parties.

- 2.3 The Officer-led Group will:

- i. Conduct an investigation on the extent of use of glyphosate-based herbicides on NCC land and by third parties and contractors on land owned or leased from NCC;
- ii. investigate alternative measures to control weed growth;
- iii. draft the Policy;
- iv. set out a timetable to extend The Policy to include measures to minimise use by NCC of all herbicides.

- 2.4 Timeline for work by the Officer Group

By January 31 st 2022	Meet to review best practice examples and discuss operational
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	activities that need to be addressed. Start on drafting the Policy
By February 18 th 2022	Meet to discuss first iteration of The Policy
By February 28 th 2022	Meet to sign off The Policy
16 th March 2022	Report to I and D Select Committee
4 th April 2022	Report to Cabinet

3. Impact of the Proposal

- 3.1 Development of an overarching NCC Policy on the use of glyphosate-based herbicides is an important element to enable NCC to deliver its adopted Environmental Policy (www.norfolk.gov.uk/environmentpolicy) and will help ensure that the County Council is playing its part in improving Norfolk's environment, and leading by example.

4. Evidence and Reasons for Decision

- 4.1 Please see background

5. Alternative Options

- 5.1 The Council could decide not to develop a policy. However, this is not proposed as it will not address the potential issues and benefits set out in this report.

6. Financial Implications

- 6.1 There are no financial implications arising from the current report which proposes development of a policy on the use of glyphosate-based herbicides.

It is possible that the new policy may identify measures with financial implications, for example it is possible that alternative vegetation control measures would be more expensive than current practice. The work to develop The Policy will include consideration of the financial implications and the Officer led group will report back to Select Committee in March 2022 on these. Some legal costs are expected this current financial year (2021/22) as the Policy is drafted.

7. Resource Implications

- 7.1 **Staff:**
Some extra staff capacity and legal expertise will be required to develop the Policy.

7.2 Property:

None arising from this report

7.3 IT:

None arising from this report

8. Other Implications

8.1 Legal Implications:

We will work with colleagues in NPLaw to ensure that we have expert input into the legal aspects of the Policy.

8.2 Human Rights Implications:

None arising from this report

8.3 Equality Impact Assessment (EqIA) (this must be included):

None arising from this report

8.4 Data Protection Impact Assessments (DPIA):

None arising from this report

8.5 Health and Safety implications (where appropriate):

Health and Safety aspects of any new measures adopted following development of the Policy will need to be considered

8.6 Sustainability implications (where appropriate):

Development of the Policy will be beneficial for the long-term sustainability of Norfolk's environment and biodiversity.

8.7 Any Other Implications:

None arising from this report

9. Risk Implications / Assessment

- 9.1 If a Policy is not developed, there is a risk that the Council does not take a clear and joined-up approach to the use of glyphosate-based herbicides and a potential missed opportunity to learn from best practice.

10. Action required

The Select Committee is asked to:

1. Note that a Policy for the use of Glyphosate-Based Herbicides by NCC (The Policy) will be developed by an NCC Officer-led group;

2. Identify any key points, issues or concerns that the Select Committee would like to see taken account of as part of development of The Policy.

11. Background Papers

11.1 Norfolk County Council Environmental Policy – available [here](#)

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Infrastructure and Development Select Committee

Item No: 14

Report Title: Strategic and Financial Planning 2022-23

Date of Meeting: 17 November 2021

Responsible Cabinet Member: Cllr Andrew Jamieson (Cabinet Member for Finance)

Responsible Director: Simon George (Executive Director of Finance and Commercial Services)

Executive Summary

The process to develop the 2022-23 Budget is underway in line with the details set out in the report to Select Committees in July 2021. The latest update on budget-setting, incorporating initial details of the implications of the Spending Review 2021, is provided in the November Cabinet report *Strategic and Financial Planning 2022-23*, appended to this report.

This report responds to feedback from Select Committees in July 2021 and provides an opportunity for the Select Committee to provide its views on the detailed budget proposals for the services within its remit which are being taken forward to public consultation (subject to Cabinet decisions 8 November 2021). As such this report forms an important part of the process of preparing the 2022-23 Budget, and will enable the Select Committee's views on proposals to form part of the Cabinet's considerations when it makes recommendations about the Budget to Full Council in February 2022.

Action Required

The Select Committee is asked to:

1. Consider and comment on the budget proposals for the services within its remit which are being taken forward to public consultation, to inform Cabinet's recommendations to County Council on the 2022-23 Budget in February 2022.
2. In light of the requirement for a further £5m savings, identify any further areas which the Select Committee consider should be explored to deliver 2022-23 saving proposals.

1. Background and Purpose

- 1.1. Cabinet has previously agreed that Select Committees have a role in the 2022-23 budget process and requested that Select Committees consider the areas for savings in the services falling within their remit. Cabinet has therefore now invited Select Committees in November 2021 to comment on the detailed saving proposals set out in the *Strategic and Financial Planning 2022-23* Cabinet report.
- 1.2. The appended Cabinet report sets out the latest information about the 2022-23 Budget, including details of the initial assessment of the Spending Review and Autumn Budget 2021. Specific implications will be confirmed in the provisional settlement, expected in early December. The Cabinet report also provides an update about the financial strategy for each service Department and details the savings proposals currently being brought forward in each area, to support Select Committee discussion and enable them to provide input to future meetings of Cabinet to inform budget decisions.

2. Proposal

- 2.1. The appended report to November Cabinet provides an update on the developing 2022-23 Budget and associated MTFS. To inform Select Committee discussion of the budget position it also:
 - Provides an initial summary of announcements made at the Spending Review 2021 and Autumn Budget.
 - Summarises the latest position in relation to some of the significant uncertainties facing local government finances as a result of COVID-19 and other issues.
 - Sets out details of risks to the MTFS position for 2022-23 onwards. This position will continue to be kept under review and updated throughout the remainder of the Budget process.
 - Provides an overview of some of the key issues facing services in relation to their financial strategy, pressures, risks and uncertainties and details the saving proposals identified by each Service in order to contribute to meeting the targets agreed by Cabinet in July.
- 2.2. The Select Committee's views are sought in relation to the services within its remit on (1) key issues for 2022-23 budget setting and (2) the savings proposed for 2022-23, in order to help shape budget and saving proposal development for 2022-23, assist in the identification of key pressures and priorities for the 2022-23 Budget, and (ultimately) to inform the budget proposals to be considered by October Cabinet prior to consultation.
- 2.3. Select Committees may wish to particularly focus on the service strategy and saving proposals within the following sections of the appended Cabinet report:

Select Committee	Service area(s)	Cabinet report section
Corporate Select Committee	<ul style="list-style-type: none"> • Strategy and Transformation • Governance • Finance and Commercial Services / Finance General 	Section 10 Section 11 Section 12
Infrastructure and Development	<ul style="list-style-type: none"> • Community and Environmental Services 	Section 9
People and Communities	<ul style="list-style-type: none"> • Adult Social Services • Children's Services 	Section 7 Section 8

3. Impact of the Proposal

3.1. Select Committee commentary on saving proposals will help to ensure proposals are fully considered and Cabinet recommendations are informed by wide consultation and engagement. Further impacts are set out in the appended Cabinet paper.

4. Evidence and Reasons for Decision

4.1. Select Committee input will support scrutiny of budget proposals and thereby contribute to Cabinet's recommendations in relation to the 2022-23 budget setting process. Further details are as set out in appended Cabinet report.

5. Alternative Options

5.1. In light of the requirement set out in the appended Cabinet report for a further £5m of savings, Select Committee may wish to identify and propose additional areas for savings which could be explored. Further details of alternative options are set out in the appended Cabinet paper.

6. Financial Implications

6.1. As set out in appended Cabinet report.

7. Resource Implications

7.1. **Staff:** As set out in appended Cabinet report.

7.2. **Property:** As set out in appended Cabinet report.

7.3. **IT:** As set out in appended Cabinet report.

8. Other Implications

8.1. **Legal Implications:** As set out in appended Cabinet report.

- 8.2. **Human Rights Implications:** As set out in appended Cabinet report.
- 8.3. **Equality Impact Assessment (EqIA) (this must be included):** As set out in appended Cabinet report.
- 8.4. **Data Protection Impact Assessments (DPIA):** As set out in appended Cabinet report.
- 8.5. **Health and Safety implications (where appropriate):** As set out in appended Cabinet report.
- 8.6. **Sustainability implications (where appropriate):** As set out in appended Cabinet report.
- 8.7. **Any Other Implications:** As set out in appended Cabinet report.

9. Risk Implications / Assessment

- 9.1. As set out in appended Cabinet report.

10. Recommendations

- 10.1. The Select Committee is asked to:
1. Consider and comment on the budget proposals for the services within its remit which are being taken forward to public consultation, to inform Cabinet's recommendations to County Council on the 2022-23 Budget in February 2022.
 2. In light of the requirement for a further £5m savings, identify any further areas which the Select Committee consider should be explored to deliver 2022-23 saving proposals.

11. Background Papers

- 11.1. Background papers as set out in appended Cabinet report, plus:

[Strategic and financial planning 2022-23, Corporate Select Committee, 12/07/2021, agenda item 10](#)

[Strategic and financial planning 2022-23, Infrastructure and Development Select Committee, 14/07/2021, agenda item 11](#)

[Strategic and financial planning 2022-23, People and Communities Select Committee, 12/07/2021, agenda item 10](#)

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Cabinet

Item No: 17

Decision making report title:
Strategic and Financial Planning 2022-23

Date of meeting: 08 November 2021

Responsible Cabinet Member: Cllr Andrew Jamieson (Cabinet Member for Finance)

Responsible Director: Simon George (Executive Director of Finance and Commercial Services)

Is this a key decision? ~~Yes~~/No

If this is a key decision, date added to the Forward Plan of Key Decisions: N/a

Introduction from Cabinet Member

This report represents a key milestone in the development of the 2022-23 Budget and provides an opportunity for Cabinet to consider saving proposals prior to wider consultation.

For 2022-23, budget planning is once again being undertaken in highly challenging circumstances. In the current year, 2021-22, the Council continues to deal with the service and financial implications of the COVID-19 pandemic. It remains to be seen precisely what the longer term impact of COVID-19 will be on local government cost pressures, but they are certainly likely to be significant over the medium term. As set out later in this report, the Spending Review 2021 announcement on 27 October has given some clarity about additional funding for local government, council tax and adult social care precept referendum thresholds, the overall trajectory for local government funding, and some limited further indications about the Government's funding plans for social care. Nevertheless, in this context, the timing of the Local Government settlement, which will be crucial to provide detailed information on individual allocations, remains to be announced.

Although it is to be welcomed that Government in September published an outline of its [plans to reform social care](#), it remains a vital concern that most of the additional funding within the package will not be available to local government (as the NHS has been prioritised in the first three years), and this has been confirmed in the Spending Review. In addition, other key reforms to local government funding including the Fair Funding Review, and reforms to Business Rates retention / localisation have been repeatedly delayed. With no mention of these being made at the Autumn Budget, it appears likely that they will be postponed again beyond 2022-23.

It is in this context of continuing uncertainty that the Council has developed proposals for the 2022-23 Budget. A range of issues are at this stage unknown with the potential to have a material impact on the level of resources available to Norfolk County Council to deliver services in the future. It therefore remains the case that it will be critical to bring forward balanced, sustainable budget proposals which will enable the Council to continue to deliver the key services which are relied on by all Norfolk's people, businesses and visitors.

Executive Summary

As in previous years, this report forms a key part of the budget planning process for 2022-23, setting out an overview of the new saving proposals which have been developed to support in closing the Council's overall gap position as forecast in the Medium Term Financial Strategy agreed by Full Council in February 2021. It summarises the proposed approach to public consultation on, and equality impact assessments of, the 2022-23 Budget and describes the emerging service budget pressures which have been identified to date, alongside a summary of the budget strategy for each service, and details of key areas of risk and uncertainty. The Strategic and Financial Planning report should be read in conjunction with the latest Financial Monitoring report for 2021-22 as set out elsewhere on the agenda. Together, these two reports provide an overview of the Council's current and future financial position.

As set out throughout this report, significant uncertainty remains around the planning position for 2022-23, and this report therefore also summarises the next steps required in the process leading to budget-setting in February 2022. The Budget planning process for 2022-23 has been developed to provide a degree of flexibility to respond to changing circumstances. In this context, the report provides the latest details of key areas of wider risk and uncertainty for Cabinet to consider. The MTFS position will continue to be updated in light of future government funding announcements, and as the scale of the impact of both social care reform announcements and any implications of winter pressures (COVID or otherwise) on the Council become clearer. This will be reported to January 2022 Cabinet and considered by Scrutiny Committee as the budget setting process progresses to its conclusion at Full Council in February.

Cabinet decisions based on the information in this report will ultimately help to support the development of a robust, balanced 2022-23 Budget for the Council.

Recommendations:

- 1. To consider and comment on the County Council strategy as set out in section 2 and how the Budget process is aligned to the overall policy and financial framework;**
- 2. To consider the potential implications of Government announcements about Social Care, the considerable uncertainty remaining in respect of these, which may result in additional cost pressures in the medium to longer term, and agree that these should be reflected, where possible, in the 2022-23 Budget;**

3. To consider the latest details of announcements made at the Spending Review 2021 and Autumn Budget 2021, and note that the outcome of these national funding announcements, alongside the Local Government Finance Settlement, will have potentially significant impacts on the 2022-23 Budget position, which will not be fully known until later in the process;
4. To consider and agree for planning purposes the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2022-23 Budget and Medium Term Financial Strategy, which remain to be resolved and which may have a material impact on budget planning (paragraph 13.4);
5. To confirm that Cabinet's intention is to seek, as planned, a total council tax increase of 2.99% for 2022-23 made up of 1.99% general council tax and 1.00% adult social care precept deferred from 2021-22;
6. To direct Executive Directors to seek to identify further recurrent savings of £5.000m and to report to Cabinet in January 2022;
7. To agree to undertake a full review of how the Council operates to deliver its future services and strategy;
8. To have regard to the Executive Director of Finance and Commercial Services' advice about the sustainability of the Medium Term Financial Strategy position (section 13), noting the wider uncertainty about funding levels and cost pressures for 2022-23 and 2023-24, and therefore to agree to consult the public on a range of council tax increases including the maximum increase available within the referendum threshold, in order to provide Full Council with the scope to use the full range of Council Tax flexibility, if required, when setting the 2022-23 Budget in February 2022;
9. To consider and agree the proposed savings as set out in sections 7-12 (tables 5-10) to be taken forward in budget planning for 2022-23, subject to final decisions about the overall Budget in February 2022, noting the level of savings already included from the 2021-22 Budget process (table 2);
10. To agree that public consultation (as set out in section 5) and equality impact assessment (as set out in section 21) be undertaken on the 2022-23 Budget and saving proposals as set out in sections 7-12 (tables 5-10), and the level of council tax and Adult Social Care precept for 2022-23, as set out in section 14 and table 11;
11. To note the responsibilities of the Executive Director of Finance and Commercial Services under section 114 of the Local Government Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in section 13, and having regard to the level of savings required for 2023-24, to direct Officers to bring forward proposals to support early development and identification of saving proposals for 2023-24 with a focus on transformational activity;

- 12. To agree the proposed next steps in the Budget planning process for 2022-23, and the remaining Budget planning timetable (Appendix 1); and**
- 13. To note and thank Select Committees for their input into the Budget development process for 2022-23 in July, and to invite Select Committees to comment further on the detailed saving proposals set out in this report when they meet in November 2021 (section 23).**

1. Background and Purpose

- 1.1. The County Council agreed the 2021-22 Budget and Medium Term Financial Strategy (MTFS) to 2024-25 at its meeting 22 February 2021. This report provides an update on the developing 2022-23 Budget and associated MTFS. To inform discussion of the budget position it also:
- Provides an initial summary of announcements made at the Spending Review 2021 and Autumn Budget.
 - Summarises the latest position in relation to some of the significant uncertainties facing local government finances as a result of COVID-19 and other issues.
 - Sets out details of risks to the MTFS position for 2022-23 onwards. This position will continue to be kept under review and updated throughout the remainder of the Budget process.
 - Provides an overview of some of the key issues facing services in relation to their financial strategy, pressures, risks and uncertainties and details the saving proposals identified by each Service in order to contribute to meeting the targets agreed by Cabinet in July.
- 1.2. This report represents the next important stage in the Council's 2022-23 Budget setting process and brings together a range of information, to enable Cabinet to consider the emerging saving proposals and to agree the approach to public consultation and equality impact assessments for 2022-23. Ultimately, it is intended to support the Council in developing the 2022-23 Budget and considering savings proposals which will assist in delivering a balanced budget for the year.
- 1.3. The content of the report is based on circumstances that are changing frequently and therefore some areas may become superseded by new information on an ongoing basis.

2. Strategic Context

COVID-19

- 2.1. Over the past 18-months, COVID-19 has presented local government with new and unprecedented challenges, and Norfolk County Council has taken a leading role in the ongoing local response, working in partnership with national government and local partners to meet community needs.

- 2.2. Some of the main issues we faced before COVID-19 have been exacerbated, including population changes, social, economic and health inequalities, rising demand for services and support, workforce challenges in key sectors such as the care market, funding reductions and constraints.
- 2.3. Whilst the country moves into a process of recovery, challenges arising from COVID-19 continue, and responding to this effectively and helping individuals, communities, and businesses to recover is critical.

Policy context

- 2.4. The Government's plans for building back better post-COVID, aims to:

- support growth through investment in infrastructure and connectivity, skills and innovation;
- level up the whole of the UK;
- deliver world leading health and social care;
- support the transition to net zero; and,
- strengthen the vision of a Global Britain.

- 2.5. The Government plans to introduce a Levelling Up White Paper this year. For us, levelling up is about creating the conditions for people to have good and healthy lives, regardless of who they are or where they live. It is about removing discrimination and barriers to equal lives, and enabling all people to participate in their communities. And it is about ensuring that Norfolk claims its fair share of investment to drive growth and prosperity, and is not left behind. County councils are expected to play a leading role in delivering these better outcomes, and we are keen to pursue the prize of a deal with government, drawing together a county wide strategic plan with partners to leverage more money and powers into the county, for the benefit of the county.

- 2.6. A Health and Care Bill laid before Parliament in July 2021 brings the opportunity to shape a joined-up health, wellbeing and social care system to improve the health and wellbeing of communities, alongside tackling inequalities. In September 2021, the Prime Minister introduced further plans for health and social care, announcing a new Health and Social Care Levy and reforms to the way social care is charged. The pandemic has reinforced the need for a long-term plan for social care and these announcements are an important step towards changing the way social care is funded and paid for. Whilst we await further information on funding allocations to local government and the forthcoming Social Care White Paper, due in Autumn 2021, which will set out further detail on the proposed reforms to social care, our ambition is to strengthen the council's role in the integrated care system and embed prevention across all our strategies.

- 2.7. The UK Government has published its net zero strategy, introduced a legally binding target to reduce greenhouse gas emissions to net zero by 2050, outlined a 10-point plan for a Green Industrial Revolution, and an Environment

Bill is currently making its way through parliament. Councils will play a crucial role in translating these national climate ambitions into transformative action.

County Council Strategy and Transformation

2.8. Our *Better Together, For Norfolk* strategy builds on our previous [council plan](#), sharpening our focus for the next four years to support recovery and renewal. The strategy sets out the Council's strategic priorities and provides the platform for the Council to drive a whole-system approach to delivering a better future for Norfolk.

2.9. The strategy sets out five, interlinked, priorities:

- **A vibrant and sustainable economy**
- **Better opportunities for children and young people**
- **Healthy, fulfilling and independent lives**
- **Strong, engaged and inclusive communities**
- **A greener, more resilient future**

2.10. Our strategy will be underpinned by a corporate delivery plan containing the projects that will move us towards our objectives and the measures to track our progress.

2.11. The Council's transformation programme is core to these ambitions. In all that we do, we will continue to be guided by four core principles that frame our work:

- Offering our help early to prevent and reduce demand for specialist services;
- Joining up work so that similar activities and services are easily accessible, done once and done well;
- Being business-like and making best use of digital technology to ensure value for money; and
- Using evidence and data to target our work where it can make the most difference.

2.12. This report sets out an approach for the budget process that takes account of this context.

3. National financial context, Spending Review 2021 and Social Care funding reform

3.1. On 7 September, the Government launched the Spending Review 2021, which concluded alongside the Chancellor's announcement of the Autumn Budget 2021 on 27 October 2021. The Spending Review launch set out several priorities to "Build Back Better," including:

- a) Ensuring strong and innovative public services – making people's lives better across the country by investing in the NHS, education, the criminal justice system and housing;

- b) Levelling up across the UK to increase and spread opportunity; unleash the potential of places by improving outcomes UK-wide where they lag and working closely with local leaders; and strengthen the private sector where it is weak;
- c) Leading the transition to Net Zero across the country and more globally;
- d) Advancing Global Britain and seizing the opportunities of EU Exit;
- e) Delivering our Plan for Growth - delivering on our ambitious plans for an infrastructure and innovation revolution and cementing the UK as a scientific superpower, working in close partnership with the private sector.

3.2. A summary of the County Council's response to SR21 was reported to Cabinet in October. As has been the case with previous announcements, it was a major concern that Local Government appeared as though it would be largely "unprotected" and therefore anticipated to contribute as part of the wider requirement to make efficiencies. The Chancellor of the Exchequer, Rishi Sunak, said *"At the Spending Review...I will set out how we will continue to invest in public services and drive growth while keeping the public finances on a sustainable path."*¹ In launching the Spending Review, the Chancellor asked Government Departments to identify *"at least 5% savings and efficiencies from their day-to-day budgets."*

3.3. Also on 7 September, Government published the [Build Back Better plan for health and social care](#)², including a £36bn funding commitment shared between both systems across the UK over three years starting in 2022-23. This was to be followed by a White Paper for Social Care in the Autumn, although this now appears as though it will be delayed until towards the end of the year. The Government intends to consult on a National Plan for integration of Health and Care.

3.4. The £36bn represents £12bn per year for three years for Health and Care to be funded by 1.25% increases in National Insurance (which is ultimately to become a "Health and Care levy"), and dividend tax from April 2022. The plan states that Government intends to compensate public sector employers at the Spending Review for the increased cost of the Levy. The Council awaits the detail to understand how this will be distributed and whether it will be adequate to cover the associated cost pressure.

3.5. In the short (and potentially longer) term, most of the funding will go to the NHS but £5.4bn over the three years has been committed for social care to fund reforms. Further details were provided in the Autumn Budget and are set out below.

3.6. Government intends to consult on funding distribution and charging reforms. In spite of these recent announcements, significant uncertainty remains, particularly around funding levels for 2022-23 and the longer term share of funding between social care and health. Significantly, the Build Back Better plan set out that Government expects that *"demographic and unit cost*

¹ <https://www.gov.uk/government/news/chancellor-launches-vision-for-future-public-spending>

² <https://www.gov.uk/government/publications/build-back-better-our-plan-for-health-and-social-care>

pressures” will be met “*through council tax, social care precept, and long-term efficiencies.*”³ This is a key issue which requires funding, and each year broadly represents an £18-20m cost pressure for Norfolk.

3.7. The Chancellor [announced](#) the outcome of SR21 alongside the Autumn Budget 2021 on 27 October.⁴ At the time of writing this report, the key financial headlines for local authorities and initial budget implications identified for Norfolk County Council include:

- SR21 has set out details of departmental allocations for the period 2022-23 to 2024-25. This may provide the Department for Levelling Up, Housing and Communities (DLUHC) with scope to set out a long term Local Government finance settlement covering the same time period. The Autumn Budget and Spending Review 2021 document states: “*SR21 provides a multi-year settlement to enable local authorities to support the ambition to level up communities across the country, with an estimated average real-terms increase of 3% a year in core spending power.*”⁵
- SR21 confirms that £5.4bn of funding for adult social care reform is being provided from the changes to national insurance announced as part of the Build Back Better plan. **SR21 sets out that £3.6bn of this will be routed to Local Authorities** as part of the settlement to implement the cap on personal care costs and changes to the means test, and “*support local authorities to better sustain their local care market by moving towards a fairer cost for care. Further detail will be set out by the government in due course.*”⁶ It appears that the £3.6bn will be heavily weighted towards 2023-24 and 2024-25 in line with the timing of the associated reforms. The remaining funding of £1.7bn is held within the Department of Health and Social Care (DHSC) budget to be deployed over three years “*to improve the wider social care system, including the quality and integration of care. At least £500 million of this will be allocated to improve qualifications, skills and wellbeing across the adult social care workforce.*”⁷ It is important to note that **this funding will have significant additional cost pressures associated with it.** These remain to be fully understood as the Government provides further details. The distribution methodology for the funding is also unknown at this stage.
- SR21 provides £4.8bn of “new grant funding”, which will be distributed as £1.6bn in each of the next three years. This is in addition to the funding to implement social care reform. The document states that this funding “*ensures the government can reform social care, increase investment in supporting vulnerable children and enable local authorities to continue to*

³ <https://www.gov.uk/government/publications/build-back-better-our-plan-for-health-and-social-care/build-back-better-our-plan-for-health-and-social-care#our-plan-for-adult-social-care-in-England>

⁴ <https://www.gov.uk/government/publications/autumn-budget-and-spending-review-2021-documents>

⁵ Autumn Budget and Spending Review 2021, paragraph 2.30, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1028814/Budget_AB2021_Web_Accessible.pdf

⁶ Autumn Budget and Spending Review 2021, paragraph 4.56

⁷ Autumn Budget and Spending Review 2021, paragraph 4.8

*provide the other local services that people rely on.*⁸ Some of this funding is earmarked for specific initiatives (including £200m for supporting families, £37.8m for cyber resilience) leaving an estimated £1.5bn to be distributed to Local Authorities in the settlement each year. It is unclear at this stage how the £1.5bn will be distributed including what proportion will be allocated for social care specifically and on what basis. This could have a material impact on the amount received by Norfolk. Further details are awaited but from Government announcements so far, this is expected to bring in additional funding for the Council. Two areas of concern that need to be recognised are::

- SR21 indicates a front loaded uplift in funding of £1.5bn in 2022-23 but no further increases in this funding for the remainder of the period. This would imply that cost pressures from 2023-24 onward will need to be met entirely through council tax increases (within the 3% threshold), and cost savings. In other words, the funding of £1.5bn will be repeated each year until 2024-25 but will not be increased. The sustainability of this, and longer term implications, will need to be reviewed when details are published at the Settlement.
 - SR21 appears not to include any separate funding to meet the cost pressure of the national insurance increase / health and social care levy of 1.25%. It is understood that this is to be covered by the “new grant funding” and represents a cost of approximately £3m to the Council which will erode some of the uplift in funding which ultimately flows through.
- SR21 confirms that the core council tax referendum threshold is expected to remain at 2% per year over the period. In addition, local authorities with social care responsibilities are expected to be able to increase the adult social care precept by up to 1% per year to 2024-25.⁹ This is understood to be a new precept flexibility which would be distinct from any scope for a deferred increase in the precept from 2021-22 which individual authorities may have (the County Council deferred 1%).
 - While the [Chancellor's speech](#) acknowledged that the “*Budget does not draw a line under Covid; we have challenging months ahead*,”¹⁰ there was no new funding for 2022-23 announced for any additional COVID-19 pressures within local government.
 - The Budget included a number of other funding announcements with implications for local authorities (reference to Autumn Budget document in brackets), including:
 - Public Health grant will be maintained in real terms “*enabling local authorities to invest in prevention and frontline services like child health visits*” (4.7)
 - Children's Services:

⁸ Autumn Budget and Spending Review 2021, paragraph 2.31

⁹ Autumn Budget and Spending Review 2021, paragraph 4.59

¹⁰ <https://www.gov.uk/government/speeches/autumn-budget-and-spending-review-2021-speech>

- £560 million in youth services in England over the next three years (2.129)
- £500 million over the next three years to transform 'Start for Life' and family help services in half of the council areas across England. This will include £18 million in 2024-25 to create a network of family hubs to improve access to services for families, £20 million in 2024-25 for parenting support (4.14) and an extra £200m in the Supporting Families programme. (2.130)
- £170 million by 2024-25 to increase the hourly rate to be paid to early years providers, to deliver the government's free hours offers. (4.14)
- Schools and education:
 - An additional £4.7 billion by 2024-25 for the core schools' budget in England, over and above the SR19 settlement for schools in 2022-23. (2.20)
 - A new package of £1.8 billion over the SR period for education recovery. This includes a £1 billion Recovery Premium for the next two academic years to help schools to deliver evidence-based approaches to support the most disadvantaged pupils. It also provides £324 million in 2024-25 for additional learning hours for 16-19 year-olds.
 - The holiday activities and food programme will also continue to receive funding of around £200 million a year. (4.57)
 - The government is increasing capital investment to create 30,000 school places for children with special educational needs and disabilities (SEND) in England with £2.6 billion over the SR21 period. (2.21)
 - There was no announcement in relation to addressing accumulated Dedicated Schools Grant deficits.
- Employment and skills:
 - The government will raise government spending on skills and training by £3.8bn over the parliament, an increase of 42%. This will be used to expand access to high-demand Level 3 courses and Skills Bootcamps; invest £2.8 billion of capital investment in skills; and increase apprenticeship funding, including extending the £3,000 apprenticeship hiring incentive until 31 January 2022 (2.92)
 - The government will cut the taper rate on Universal Credit (effectively, how much UC payment a claimant receives as they earn from work) from 63% to 55%. (2.94)
 - The government will launch a UK-wide numeracy service called Multiply which will help 500,000 adults improve their numeracy. (2.55)
- Infrastructure and housing:
 - £21bn on roads and £46bn on railways to improve journey times between cities.
 - £2.7 billion over the next 3 years for local roads maintenance. (4.64)

- Reconfirms £11.5bn to build up to 180,000 new affordable homes. This includes a previously announced £1.8 billion to deliver new homes on 15,000 hectares of brownfield land. (2.132)
 - £1.7bn of funding in the first grants from the Treasury's Levelling Up Fund, for towns and cities including Stoke-on-Trent, Leeds, Doncaster and Leicester. (2.144)
 - Continuing the £5 billion investment in Project Gigabit to support the rollout of gigabit capable broadband in hard-to reach areas across the whole of the UK. The government will also provide £180 million over the next three years as part of its £500 million investment in the Shared Rural Network, to deliver 4G mobile coverage to 95% of the UK. (3.35)
 - £639 million resource funding by 2024-25, a cash increase of 85% compared to 2019-20 as part of the government's commitment to end rough sleeping. (2.26)
 - In Norfolk:
 - £39 million of investment for Norwich, including funding for a new mobility hub at Norwich Rail Station through the Transforming Cities Fund (pre-existing commitment)
 - Land Release Fund: £2.3 million towards the 'Heart of Greenstead' regeneration project in Colchester; and almost £860,000 towards the Middlegate Estate in Great Yarmouth (pre-existing commitment).
 - £2.6 billion (nationally) for local road upgrades over this Parliament including the Great Yarmouth Third Crossing, A140 Long Stratton Bypass in Norfolk as well as the Lake Lothing Third Crossing in Suffolk (pre-existing commitment).
 - £24 billion (nationally) for strategic roads investments including the A428 Black Cat to Caxton Gibbet and six A47 dualling and upgrade schemes (pre-existing commitment).
- In relation to Business Rates, the government has published the [final report](#) as part of the Fundamental Review of Business Rates. The Chancellor announced:
 - A number of new reliefs including a freeze in the multiplier in 2022-23; and a further 50% discount for retail, hospitality, and leisure businesses in 2022-23. SR21 confirms local authorities will be fully compensated for all measures announced in the review. (4.61)
 - A shift to more frequent revaluations taking place every three years starting in 2023.
- Some of the announcements made at SR21 are likely to give rise to additional cost pressures for local authorities. Aside from the significant risks and pressures associated with social care reform detailed above, these include:

- The impact of the ending of the public sector pay freeze “*as the recovery in the economy and labour market allows a return to a normal pay setting process.*” (1.83). While not directly impacting local government pay awards, wider public sector pay increases are likely to put further pressure on local government pay negotiations.
- A 6.6% increase to the National Living Wage (NLW) from £8.91 to £9.50 an hour, starting on 1 April 2022 (2.96). In broad terms every 1p increase equates to a £0.200m pressure for Adult Social Care via increased provider costs. Increases in the NLW therefore represent a major driver of the council’s cost pressures which will need to be met through the additional grant funding, council tax, or savings.
- SR21 included Office for Budget Responsibility (OBR) forecasts for inflation (CPI) to run at 4% in 2022 before dropping back to around 2% by 2025. The Council’s current budget planning assumes CPI of 2% and increases represent a material pressure.

3.8. It is likely that further details will emerge over the next few days and weeks leading up to the announcement of the provisional Local Government Finance Settlement (currently expected in early December), which may have further impacts upon the Council's budget setting assumptions. These will be reflected in future reports to Cabinet as appropriate.

4. Medium Term Financial Strategy and key assumptions

4.1. The Medium Term Financial Strategy (MTFS) agreed in February 2021 reflected the following assumptions:

- COVID-19 pressures cease after 2021-22;
- 2021-22 funding levels continue in 2022-23 (excluding COVID-19 funding);
- Pay inflation assumed at 3%;
- 1.99% council tax increase in all years, 1% ASC precept increase (2022-23 only);
- Limited tax base growth (0.5% in 2022-23, 0.75% 2023-24 and 1.0% thereafter);
- Collection fund deficit £2.4m 2022-23, £0.6m 2023-24, £0 2024-25.

4.2. The starting point for 2022-23 budget setting is the MTFS gap of £39m, as shown below.

Table 1: MTFS gap 2022-23 to 2025-26

	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
Cost pressures and funding decreases	58.164	45.629	40.522	31.372	175.687
Change in forecast council tax income	-16.882	-14.390	-14.822	-14.604	-60.697
Existing planned savings in 2021-22 MTFS	-2.245	-1.600	-2.500	0.000	-6.345
Gap as reported to July 2021 Cabinet	39.037	29.639	23.200	16.768	108.645

4.3. Planned savings already included in the 2021-25 MTFS agreed by Council in February total £47.524m. Savings to close the forecast 2022-23 MTFS gap of £39.037m are required in addition to existing savings of £2.245m, as well as successful delivery of the savings of £41.179m which are included for 2021-22.

Table 2: Existing MTFS savings planned for 2021-22 to 2024-25

	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	Total £m
Adult Social Services	-17.858	4.275	2.000	0.000	-11.583
Children's Services	-11.300	-6.900	-3.500	-2.500	-24.200
Community and Environmental Services	-8.288	-0.466	0.000	0.000	-8.754
Strategy and Transformation	-0.553	-0.180	0.000	0.000	-0.733
Governance	-0.353	0.000	0.000	0.000	-0.353
Finance and Commercial Services	-1.927	0.026	-0.100	0.000	-2.001
Finance General	-0.900	1.000	0.000	0.000	0.100
Grand Total	-41.179	-2.245	-1.600	-2.500	-47.524

4.4. The forecast gap is kept under continuous review through the Budget process. However, it is not proposed to update the forecast budget pressures from the MTFS position at this point, taking into account the wider uncertainty about local authority finances and both government funding announcements and the lack of updated forecasts for local income streams including council tax and business rates. It is nevertheless important to note that as at November 2021, further significant revenue budget pressures are beginning to emerge in relation to items such as specific Government funding ceasing, the National Living Wage, further service specific pressures, and pressures linked to COVID-19. Further details of these are provided in section 13. This overall

increasing gap position reflects the fact that local authorities continue to face a growing shortfall between funding and service pressures, which is caused in large part by a combination of demographic changes, unfunded burdens, policy decisions, and the needs of vulnerable social care users becoming increasingly complex.

5. Proposed consultation process for 2022-23 budget

- 5.1. The Medium Term Financial Strategy for 2022-23 agreed in February 2021 assumed that core council tax will increase overall by 1.99%, and that the Adult Social Care precept will be increased by 1% (reflecting the deferred increase from 2021-22). The report also set out that if the referendum threshold were increased in the period 2022-23 to 2024-25 to above 1.99%, or any further discretion were offered to increase the Adult Social Care precept (or similar), then it is likely that the Section 151 Officer would recommend the council take full advantage of any flexibility in view of the council's overall financial position.
- 5.2. As part of the Spending Review 2021 (SR21) announcement 27 October, the Chancellor set out the expectation that for each year of the SR21 period, a referendum threshold of 2% would be set for core council tax, along with scope for a 1% increase in respect of the Adult Social Care precept. In 2022-23 this is understood to be in addition to any deferred ASC precept flexibility from 2021-22. This would mean Norfolk County Council has the option to increase council tax by up to 4% in 2022-23 and 3% each year thereafter to 2025-26. Government has historically assumed that councils will raise the maximum council tax available to them and this has been repeated in the core spending power assumptions published as part of SR21. In light of the announcements at SR21, and the overall financial position, it is proposed to consult the public to understand views about potential council tax and adult social care increases of 2.99% and 4% in total, in order to support Member decision making in February 2022. It should be noted that the level of council tax is a decision for Full Council each year; it is therefore prudent to consult on the full range of available options to inform Member decision-making. As in previous years we are inviting comments on the level of council tax through our consultation hub on Citizen Space.
- 5.3. We will publish our budget consultation, including details of all new saving proposals for 2022-23 on the Council's online consultation hub, Citizen Space. We will produce large print, downloadable and easy read versions as standard and make any consultation documents available in other formats on request.
- 5.4. As well as alerting key stakeholders to the consultation, we will promote opportunities for people to have their say on budget proposals and council tax through news releases, online publications and social media. We will also be sharing our consultation with members of the Norfolk Residents' Panel and inviting parish councils to a webinar where they can find out more about our proposals and invite them to provide feedback.
- 5.5. Our consultation will take place in the autumn. Consultation feedback on both budget proposals and council tax will be available for Cabinet in January 2022

and Full Council in February 2022. We will make extra effort to find out the views of people who may be affected by our proposals, including people with protected characteristics.

5.6. We will also report on the findings of the equality impact assessments we are undertaking. For information about this please see Section 21.

6. Service strategy and new saving proposals for 2022-23

6.1. New saving proposals for this year's budget process total £31.144, of which £24.483m relate to 2022-23.

Table 3: Summary of MTFS savings proposals for 2022-23 to 2025-26

2022-23 Target £m		2022-23 £m	% of 2022-23 Target	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
-17.700	Adult Social Services	-12.440	70%	-2.975	-3.700	0.000	-19.115
-8.700	Children's Services	-4.315	50%	-1.400	0.000	0.000	-5.715
-8.700	Community and Environmental Services	-2.961	34%	0.214	0.000	0.000	-2.747
-0.500	Strategy and Transformation	-0.307	61%	0.050	0.000	0.000	-0.257
-0.400	Governance	-0.285	71%	0.100	0.000	0.000	-0.185
-3.100	Finance and Commercial Services / Finance General	-4.175	135%	0.800	0.250	0.000	-3.125
-39.100	Total savings target	-24.483	63%	-3.211	-3.450	0.000	-31.144

6.2. The following sections of the report set out details of the financial and savings strategy for each Department, along with details of the new savings proposals being put forward for 2022-23. These will be subject to consultation and further validation work to ensure that they are robust and deliverable prior to being included in the Budget presented to Full Council for consideration in February 2022. None of the proposals have been identified as requiring specific public consultation.

6.3. All saving proposals remain subject to further validation work to ensure that they are fully robust and deliverable, and no final decisions on the implementation of savings will be made until February 2022 when the County Council considers the Cabinet's proposed Budget for 2022-23, including the findings of public consultation and equality impact assessments.

7. 2022-23 Budget proposals - Adult Social Services

Financial Strategy

7.1. We have of course welcomed the recent national Government announcements relating the future of Adult Social Services. However, at this stage it appears that there is insufficient detail to provide us with confidence that any funding, especially in the immediate future, will be sufficient to fully fund the financial pressures experienced by the sector. In particular, the government announcement specifically describes that *“we expect demographic and unit cost pressures will be met through Council Tax, social care precept, and long-term efficiencies”*. It is therefore of vital importance that we continue to have a robust plan to manage the pressures being experienced by Adult Social Services.

Adult Social Care pressures for 2022-23: Market Prices (including the Cost of Care review):

7.2. Adult Social Care commissions and purchases over £330m of care services each year. The majority of this care is provided by the independent sector in the form of services such as Residential and Nursing Care, Home Support, Supported Living/Housing with Care and Day Opportunities. In addition, people who require our support have the opportunity to embrace a wider array of choice and commission their own care arrangements through Direct Payments.

7.3. Section 5 of the Care Act: “Promoting diversity and quality in provision of service” outlines a Local Authorities duties in regards to local care markets. In particular, *“A local authority must promote the efficient and effective operation of a market in services for meeting care and support needs with a view to ensuring that any person in its area wishing to access services in the market”*. In achieving this a Local Authority must effectively shape local care markets and commission care that:

- Focuses on outcomes and wellbeing
- Promotes a quality services
- Is sustainable and offers value for money services
- Offers choice through a wider array of diverse providers
- Has been co-produced with the people who wish to access these services

7.4. Chapter 4 of the Care Act Statutory guidance states *“When commissioning services, local authorities should assure themselves and have evidence that contract terms, conditions and fee levels for care and support services are appropriate to provide the delivery of the agreed care packages with agreed quality of care. This should support and promote the wellbeing of people who receive care and support, and allow for the service provider ability to meet statutory obligations to pay at least the national minimum wage and provide effective training and development of staff. It should also allow retention of staff commensurate with delivering services to the agreed quality, and encourage*

innovation and improvement. Local authorities should have regard to guidance on minimum fee levels necessary to provide this assurance, taking account of the local economic environment. This assurance should understand that reasonable fee levels allow for a reasonable rate of return by independent providers that is sufficient to allow the overall pool of efficient providers to remain sustainable in the long term.”

- 7.5. In order to meet these duties, NCC commits resource to undertake both annual reviews of our care fee levels, but also a wider programme of engagement with our care providers to understand the changing cost of Norfolk Care. Never before has our care markets seen such uncertainty in the demand for, and cost of, its provision of care. national shortages of care staff have equally been applicable in Norfolk, with specific capacity constraints in key markets. Recognising the current wage structure of these markets, we must note the Chancellor’s recently announced movement in the National Living Wage, which moves the minimum hourly rate for over 23 year olds from £8.91 to £9.50 from April 2022. Furthermore, inflation on costs, as indicated by the Office of Budget Responsibilities (OBR) Consumer Price Index (CPI), continue to increase. For 22/23 our budget is proposed to recognise any required fee uplifts to continue to meet the broader duties outlined above. A standalone report will be taken to the January 2022 Cabinet meeting to outline the specific details of our proposed fee structure for the upcoming year.

Adult Social Care pressures for 2022-23: Demand for services:

- 7.6. The other key element of budgetary pressure relating to Adult Social Care is the demand for its services.
- 7.7. It is widely recognised, and indicated by both the following [Norfolk Insight](#) graphics and [Institute of Public Care](#) population projections, that the demography of Norfolk represents a higher proportion of Adults over the age of 65 than both the East of England and National averages.

Figure 1: Population estimates by age, 2020 and 2040

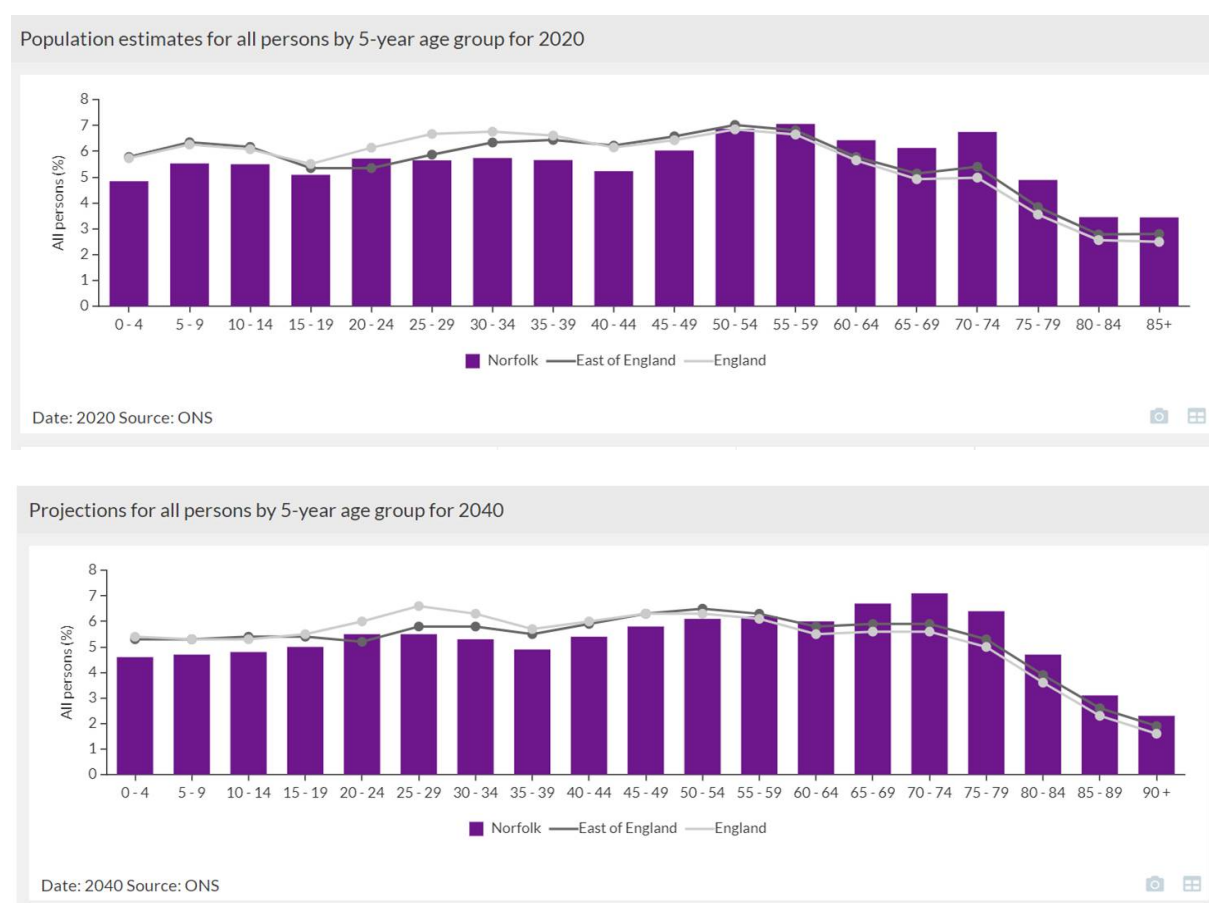


Table 4: Population aged 65 and over, projected to 2024

Population aged 65 and over, projected to 2024	2020	2021	2022	2023	2024
Norfolk: People aged 65-69	56,300	56,600	57,400	58,300	59,500
Norfolk: People aged 70-74	62,000	61,800	58,100	56,300	55,700
Norfolk: People aged 75-79	44,600	47,300	52,600	55,100	55,900
Norfolk: People aged 80-84	31,700	31,700	32,300	33,500	35,400
Norfolk: People aged 85-89	19,800	20,200	20,700	21,400	21,900
Norfolk: People aged 90 and over	11,700	11,900	12,200	12,300	12,500
Norfolk: Total population 65 and over	226,100	229,500	233,300	236,900	240,900

www.poppi.org.uk version 14.0 (Institute of Public Care)

7.8. At the same time, we know that improvements in our Health and Care services means that people are now more likely to live longer with the most complex of disabilities. This is of course a most welcome improvement but does mean that the underlying demand for our services continues to grow year on year. Equally, the social care support people with the most complex needs require continues to rise with underlying complexity of care increasing year on

year. We recognise this in our budget by providing for an underlying growth in our care budgets.

7.9. A more recent factor is the potential latent demand impacts driven by Covid-19 pandemic which we are beginning to see in areas such as Safeguarding and Mental Health. Our Promoting Independence Transformation programme was detrimentally impacted by the pandemic and some opportunities to deliver transformation was inevitably delayed, whilst other preventative opportunities for people will potentially have been missed and will never be wholly recovered. During the pandemic, national guidance on hospital discharge changed and a rapid acceleration of Discharge to Assess was rolled out. During the last 18 months we have worked as a Health and Care system to implement this process and have been supported to do so with national funding. For 22/23 onwards there remains a real financial risk for the local Health and Care systems to continue to implement this national policy without the associated funding.

7.10. At present, Social Care remains under pressure with Norfolk's holding lists, interim care lists, overdue reviews and safeguarding referrals all seeing spikes ahead of a winter period that is likely to be very challenging.

Promoting Independence Strategy

7.11. The Adult Social Care (ASC) financial strategy is firmly intertwined with both the services vision "to support people to be independent, resilient and well", as well as the departments Promoting Independence strategy. To date, Promoting Independence has largely focused on managing demand. Through a changed model of social work, investment in reablement and assistive technology, we have slowed the rate of admissions to residential care for all ages, bringing the council closer in line with its family group, and achieving £61m of savings over the last 5 years. Looking ahead these gains will be sustained through a step change in prevention, based on risk stratification, and targeted interventions to address known life risks, and a re-purposed 'front door' for adults. Alongside this, we will continue to lead and shape independent providers to develop choices for people at all stages of life – disabled people who want to leave the family home, people who want support at home which fits their lives, people who want access to training, learning and employment. Looking forward, Promoting Independence phase two is about Living Well and Changing Lives.

Promoting Independence: Living Well and Changing Lives



7.12. We know our Promoting Independence approach has helped, and will continue to help, the service to deliver the significant financial savings needed to continue to meet the increasing demands for social care across Norfolk. Within the overall strategy, our specific financial strategy for achieving savings and financial sustainability is focussed on:

- **Investing in early intervention and targeted prevention:** Using specific services and being responsive and proactive in order to prevent need or prevent the escalation of need to keep people independent for longer.
- **Focusing and building upon people's strengths:** Investing in excellent social work and therapy which focuses on people's strengths and helps people regain and retain independence, and reduces, prevents and delays the need for formal social care
- **Provide services that focus on the future potential of the person:** Commissioning services which enable and re-able people so they achieve and maintain as much independence as they can and reducing the amount of formal social care they need
- **Driving housing solutions:** Stimulating a market to provide alternative choices to permanent residential and nursing care; including focusing on wider housing options alongside care, for older and younger adults
- **A prosperous care economy:** Leading and developing the care market for social care so that it can offer people choice from a collective of good quality providers, within an efficient, stable and sustainable care economy, whose ambitions aligns with those of Promoting Independence.
- **A healthy Integrated Care System:** Working with health partners in a refreshed Integrated Health and Care system, that seeks to reduce system demand, whilst also focusing on improving long term health and care outcomes for the people of Norfolk. This includes both the alignment to localised Primary Care but also an efficient and sustainable system of supporting people upon leaving hospital and into the community.
- **Digital by default:** Seeking innovation and creating a culture that strives to embrace the efficiencies afforded by technology, when suitable, without losing the focus on the customer.
- **Maximising value for money:** Continuing to get the basics right by using our resources to their full extent, questioning and challenging ourselves in areas of

improvement, reducing inefficiencies and strengthening the contract management of our commissioned contracts to ensure we both get, and utilise, what we are paying for.

7.13. More so than ever, our strategy focuses our work alongside our partners in supporting thriving local communities and within micro economies. Both internally, with the Council's service departments, and externally with Norfolk Councils, health partners, voluntary sector and private partners, we work to improve the infrastructure that enables and promotes jobs, education, housing, health and wellbeing. Our integrated arrangements with our Health colleagues allow us to jointly pursue models of health and care that build upon a person's strengths, abilities and support networks (current or potential). With our joint 'home first' culture, we continue to recognise the importance, and stability, of a person's home, whether it's a person's ability to stay there, or return there, should they require the support of Norfolk's Health and Social Care system.

7.14. We are proud of how Norfolk's care market has responded to the recent challenges we have all faced. During the last 18 months we have worked closely with the care market, and its care association, to ensure a consistency of safe and quality provision of care. We know Norfolk, like many Local Authority areas, is presently suffering some capacity shortages in certain critical care markets. It therefore remains one of our key priorities to support the sustainability of Norfolk's care market, including helping the market to respond to the changes to demand that the pandemic has created and helping to ensure that care workers are properly rewarded for the work they do.

Saving proposals 2022-23

7.15. As referred to above, our 2022-23 savings proposals are a continuation, and evolution, of our existing Promoting Independence strategy. Within this we propose to:

- Continue to build and realise the financial benefits of 2800 new units of Independent Living (Extra Care) housing, moving into the 3rd year of our 10 year, £29m capital programme
- Continue to drive forward our new sister housing programme for younger adults that will offer homes to people to prevent them living in residential care before they truly need it.
- Continue to work with our Norse Care provider of Residential and Housing with Care to transform the services we commission and they provide
- Continue to work more proactively with people by focusing on early help and prevention, and seek to have a stronger connection to local communities they enhances how we support people when they first contact us.
- Continue to work closely with people with Mental Health and Learning Disabilities to reshape our services, and review their care needs, in order to enable them to lead the lives they want to live and live-in places they can call home.

- Work with the NHS to provide shared, and equitably funded, services when its appropriate to do so.
- Increasing the scale to which we provide Direct Payments, where its an appropriate choice in meeting needs and is cost effective to do so.
- Use the talent and skills of our therapists to review existing, or potential, care packages, that require the attendance of two care workers, to see if opportunities exist to support the care provider and enable the care package to be delivered with only one carer.

Table 5: Adult Social Services gross new saving proposals 2022-23 to 2025-26

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
ASS-22-23-001	Recognising additional benefits from our existing savings programme. Linked to our existing saving ASC044: Extra care housing programme - delivering savings by building 2,800 units of extra care housing for older adults.	-0.090	-0.475	-1.100	0.000	-1.665
ASS-22-23-002	Delivering a saving through an accelerated Supported Housing Programme. Providing 183 units of supported housing for younger adults over a three year period, which is expected to increase independence and help in fewer people needing to be supported early in residential care.	-0.900	-0.700	0.000	0.000	-1.600
ASS-22-23-003	Recognising additional benefits from our existing savings programme. Linked to existing saving ASC024: Contract renegotiation, ensuring the requirements of commissioners are reflected in the Norsecare contract. Future years of existing programme to transform the Norse Care Older People Residential and Housing with Care estate.	-1.000	0.000	0.000	0.000	-1.000
ASS-22-23-004	Recognising additional benefits from our existing savings programme. Linked to our existing saving ASC018: Working with our partners to reshape our approach to supporting people on their initial contact with Adult Social Care (the "Front Door"). We will review our process and how we support people early on in the social care pathway and help their care needs before they escalate.	-2.000	-1.500	-2.000	0.000	-5.500
ASS-22-23-005	Improving market utilisation and delivering efficiencies. Strengthening our contract and performance management by getting better value for money in services we purchase by targeting the funding we have available to us.	-2.000	-1.500	-0.500	0.000	-4.000

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
ASS-22-23-006	Learning Disabilities transformation. Continued implementation of Norfolk's Learning Disability strategy. This sees the continued development of more choices and alternatives to residential care and access to community based activities.	-2.500	-1.500	0.000	0.000	-4.000
ASS-22-23-007	Mental Health Care Model Review. Seeking to improve the independence of those people supported with Mental Health conditions by reviewing their care packages and exploring the potential for alternative housing tenure. This will be done in partnership with health to ensure the balance of care between health and social care is appropriate.	-0.250	0.000	0.000	0.000	-0.250
ASS-22-23-008	Expansion of Self Directed Support. Delivering a saving by utilising more Direct Payments rather than commissioned services, particularly when Direct Payments offer individuals more choice and are cost effective.	-0.100	-0.100	-0.100	0.000	-0.300
ASS-22-23-009	Use of ASC reserves. One-off release of reserves to offset budget pressures.	-3.000	3.000	0.000	0.000	0.000
ASS-22-23-010	Bad debt reduction. Increased recovery of debt leading to less bad debt write-off.	-0.300	0.000	0.000	0.000	-0.300
ASS-22-23-011	Recruitment and Retention Strategy. Delivering a saving by having a targeted approach to recruitment and retention.	-0.100	0.000	0.000	0.000	-0.100
ASS-22-23-012	Double up care reviews. Using therapists to lead reviews on care packages requiring two carers to attend, in order to consider alternatives to having two carers on site.	-0.200	-0.200	0.000	0.000	-0.400
		-12.440	-2.975	-3.700	0.000	-19.115

8. 2022-23 Budget proposals – Children's Services

Financial Strategy

8.1. Children's Services core strategy and transformation approach is working; our success in keeping families together and reducing numbers in care has delivered significant financial benefits to the County Council (avoided cost pressures and savings) alongside improved outcomes for children and families. Therefore, our core approach remains unchanged and, despite the ongoing and considerable uncertainty still being faced, the service continues to project benefits from existing schemes and major new schemes, such as New Roads, in the same strategic areas. Specifically, these are:

- Inclusion;
- Prevention and Early Intervention;
- Quality of Practice;

- Edge of Care and Alternatives to Care; and
- Re-shaping the care and specialist support market.

8.2. However, Children's Services continues to operate in a challenging context; high levels of need across numerous areas of service continues to be experienced and, in particular, in relation to children with special educational needs and children at risk of harm. The service also continues to respond to newer issues within society, and the range of responsibilities for the department continues to widen to tackle issues such as child sexual and criminal exploitation and the threat of radicalisation.

8.3. Key financial drivers experienced by the service are:

- Market forces, beyond the Council's control, are significantly impacting our ability to purchase the right placements at the right cost;
- An unhelpfully rigid approach from the regulator (Ofsted) - challenging care settings in a way which makes them unwilling to work with young people with complex needs or drives a demand for very large packages of additional support;
- An unprecedented worsening of emotional wellbeing and mental health amongst children, young people and parents;
- A significant rise in 'extra familial harm', including county lines and exploitation of young people
- An underlying trend of increasing special educational needs and disabilities, including some children with complex disabilities surviving into later childhood as a result of medical advances
- An additional strain on families as a result of the pandemic and hidden harm with families locked down together

8.4. We know that the pandemic has had a significant impact on children, families as well as our services and those of our partners. Norfolk has seen a persistent increase in demand for Family Support resulting from the impact of the pandemic, which has placed those teams under significant pressure. More recently, we have also seen an increase in the number of children looked after and increase in the cost of care for children over recent months, with the longer-term impact of the pandemic beginning to be seen. The situation remains highly uncertain and, whilst attempts have been made to financially plan for these circumstances, the situation is fluid and is likely to continue to be so into 2022-23.

8.5. Additionally, a range of other, less obvious, impacts on demand have been identified, including hidden need, trauma, and economic factors. It is hard to know what the experiences of children will have been during lockdown and how that will play out in the medium to longer term. Some key external markets are also under major strain, for example transport, early years, the voluntary sector as well as care. This includes some specialist provision from external providers that has been reduced during the pandemic and, in some cases, on an ongoing basis, to ensure that they are 'COVID secure.' That, alongside lengthy absences from school-based educational provision, may result in additional demand.

- 8.6. As a result of the pandemic, the expectations upon the Council with respect to its leadership role within the whole education sector in Norfolk has significantly changed. This has led to staff being redeployed to support the significantly increased workload, with major disruption to the normal work of some staff. It is still not clear what the Government's expectations are of local authorities with respect to support and leadership to the education sector in the medium-to-long-term, and so a 'watching brief' will be kept.
- 8.7. The core strategy and transformation approach is an ongoing programme of work for the service with work ongoing to enable the identification of further new initiatives that could deliver substantial transformation. The service has continued to drive this work forward, including increasing strategic partnership working that is generating and driving system change in Norfolk that, as the County Council alone, could not be delivered.
- 8.8. The services' core financial strategy for achieving savings is on an invest to save basis that aligns with this strategic approach, enabling the service to respond to the changing needs within communities and the current and future financial challenges by developing innovative new approaches, in particular:
- Prevention, early intervention and effective social care – investing in an enhanced operating model which supports families to stay together and ensures fewer children need to come into care;
 - Alternatives to care – investing in a range of new services which offer alternatives to care using enhanced therapeutic and care alternatives, combined with a focus on support networks from extended families keeping families safely together where possible and averting family crises; and
 - Transforming the care market and creating the capacity that we need – creating and commissioning new care models for children in care – achieving better outcomes and lower costs.
- 8.9. In recent years, the service has been supported to invest in staffing to enable transformation of services. The people who deliver our services to children and families are the most important asset that the service has, whether these be directly employed staff or indirectly employed through partners and commissioned providers. Having the right people in the right roles delivers the outcomes needed for Norfolk's children whilst also delivery good value for money. That said, where appropriate, technology and automation are being exploited to delivery committed efficiency savings.
- 8.10. Whilst improving outcomes for children and families, this approach has helped the service to limit the pressures being faced by the Council as a result of increasing levels and complexity of need through the delivery of financial savings aligned with the service's strategy, with c.£18m of recurrent budget savings expected to be delivered since 2018-19 by the end of 2021-22, with the projected benefit having already exceeded the investment. Successes include:

- New 'Front Door' – Children's Advice and Duty Service – so the right cases go into case-holding teams;
- Family Values – In-House Fostering Recruitment and Service Redesign – reducing reliance on external fostering agencies;
- In-House Semi-Independent Provision Phase 1 – reducing reliance on residential and external provision;
- Enhanced Fostering Phase 1 – reducing reliance on residential care;
- Stronger Families Therapeutic Service – edge of care support;
- Unaccompanied Asylum Seeking Young People team – tailored support for vulnerable cohort;
- Family Group Conference team and Family Networking Approach – building resilience;
- Education Health and Care Plan (EHCP) Process Review – new approach to EHCPs to deliver timeliness and quality;
- Pre-proceedings work – successful work with and before Family Court, reducing legal costs;
- Valuing Care – new needs framework driving smarter commissioning;
- Social Care Operating Model Phases 1 and 2 – keeping families together; and
- Target Youth Support Service – dedicated response for young people at risk of exploitation.
- New Roads hubs – new approach to achieve good and improving outcomes at lower long-term cost for the children with the most complex needs

Saving proposals 2022-23

8.11. Children's Services saving proposals for 2022-23 are extensions of our existing programme of work, complementing, and in addition to, the savings already within the 2021-24 MTFS. The proposals comprise of individual but related projects that, together, will continue to deliver significant transformation needed to provide financial sustainability as well as to deliver financial savings:

Prevention, early intervention and effective social care:

- Investing in an enhanced operating model which supports families to stay together and ensures fewer children need to come into care.
- To date, this investment has enabled an increase in permanent social care staff and, thus, a reduction in the usage of agency staff. The ongoing anticipated financial benefit has been reflected in the MTFS for future years.
- For 2022-23, the additional saving reflects: an expansion of support to mothers with the aim of supporting them to make alternative choices to reduce the number of repeat removals required; further development of the workforce to gain specialist social care housing knowledge to ensure housing support is provided at the right time by the right people; expansion of existing Support for Success teams to ensure sufficient capacity to work with newly accommodated children and young people can return home or have placements stabilised; redesigning support for children with disabilities to deliver more effective care and support and helping more

families to stay together through reducing escalation of need and families reaching crisis point, thus avoiding children coming into care and costly placements and support; and, further reduction in legal costs reflecting the reduced activity due to earlier intervention and more effective practice.

Alternatives to care:

- Investing in a range of new services which offer alternatives to care using enhanced therapeutic and care alternatives, combined with a focus on support networks from extended families keeping families safely together where possible and averting family crises.
- Through the transformation programme to date, the Council has already invested in Stronger Families (social impact bond), which has delivered significant financial benefits, and New Roads, whose projected financial benefits are already built in to the MTFS.
- For 2022-23, the additional savings reflect the expansion of the Norfolk Assisted Boarding Programme offer, which is a scheme that Norfolk led the way with nationally, that has been evaluated both to provide significant benefits to the educational outcomes of each young person as well as keeping families together and significantly reducing costs for NCC

Transforming the care market and creating the capacity that we need:

- Creating and commissioning new care models for children in care – achieving better outcomes and lower costs. We are continuing the transformation of the care market to keep children and young people who require placements close to home and based in Norfolk wherever possible and appropriate to do so.
- Through the transformation programme to date, the Council has made capital and revenue investment in a range new provision, including the semi-independent accommodation and solo / dual placements, with financial benefits already delivered and built into the MTFS for future years.
- For 2022-23, the additional savings reflect: development, in conjunction with health partners, of edge of mental health in-patient provision to support, in a therapeutic way, young people to step down from, or avoid, hospital stays and / or expensive, external placements / support, which leads to better outcomes for young people whilst also providing cost savings; review of our strategic commissioning approach to expand existing transformation delivery and the robustness of our negotiations; and, enhanced review process for Special Guardianship allowances.

Inclusion:

- The Council has significantly invested capital monies in the development of additional places in existing special schools, new special schools that are being built, and expanding specialist resource base provision throughout the County. This provision will enable more children and young people with Special Educational Needs to access appropriate provision closer to home and in the state sector, which will significantly reduce the pressures on the Dedicated Schools Grant forecast if we 'do nothing'. Additionally, investment in the support in mainstream schools is intended

to reduce the escalation of needs enabling more children and young people to remain in the mainstream sector where it is appropriate for them to do so.

- Linked to this investment we are, and will continue, to deliver savings in relation to the home to school transport costs associated with long journeys for children with Special Educational Needs and Alternative Provision requirements.
- For 2022-23, we are proposing additional home to school transport savings that expand upon those already in the MTFS and, in particular, will be delivered through promoting a wider range of opportunities for home to school travel, focus on tightening controls and ensuring good financial grip.

8.12. In addition to the core financial strategy, we also continue to have a major focus on modernisation, efficiency and capturing the financial benefits of smarter working opportunities. Our 2022-23 budget proposals include:

Rationalisation and relocation of office accommodation:

- The office accommodation needs of the department are being reviewed in light of smarter working (accelerated by the COVID-19 pandemic and enabled through use of IT) with the view to rationalising accommodation whilst still meeting ongoing service needs.
- We are developing a Building Assets Strategy to deliver savings from reduced spend on leases and associated revenue costs; this proposal is focussed on a review of current Children's Services occupied buildings, to reduce usage or release space that is no longer required. Test and learn pilots will inform future requirements, along with engaging with partners to establish their future plans and explore co-location opportunities

8.13. As we work through the budget setting process, the department continues to focus upon potential transformation within our overall strategy, as described above, that could maximise outcomes for children and young people, whilst mitigating the challenges resulting from the pandemic and also delivering financial benefits to alleviate the pressures facing the County Council.

Table 6: Children's Services gross new saving proposals 2022-23 to 2025-26

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
CHL-22-23-001	Extending our existing savings programme to deliver additional benefits. Proposal is to expand our 2019-20 saving CHS001: Prevention, early intervention and effective social care – Investing in an enhanced operating model which supports families to stay together and ensures fewer children need to come into care.	-1.775	-0.900	0.000	0.000	-2.675

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
CHL-22-23-002	Extending our existing savings programme to deliver additional benefits. Proposal is to expand our 2019-20 saving CHS002: Alternatives to care – Investing in a range of new services which offer alternatives to care using enhanced therapeutic interventions, combined with a focus on support networks from extended families keeping families safely together where possible and averting family crises.	-0.500	-0.250	0.000	0.000	-0.750
CHL-22-23-003	Extending our existing savings programme to deliver additional benefits. Proposal is to expand our 2019-20 saving CHS003: Transforming the care market and creating the capacity that we need – Creating and commissioning new care models for children in care – achieving better outcomes and lower costs.	-0.675	-0.250	0.000	0.000	-0.925
CHL-22-23-004	Extending our existing savings programme to deliver additional benefits. Proposal is to expand our 2021-22 saving CHS007: Inclusion (Home to School Transport) by finding school places closer to home for children and young people with Special Educational Needs and Alternative Provision requirements. We will reduce transport costs associated with long journeys and ensure that children are supported towards more independent travel where appropriate.	-1.200	0.000	0.000	0.000	-1.200
CHL-22-23-005	Extending our existing savings programme to deliver additional benefits. Proposal is to expand our 2021-22 saving CHS008: Smarter Working – continued modernisation through a shift to different ways of working to deliver savings from reduced spend on leases and associated revenue costs.	-0.165	0.000	0.000	0.000	-0.165
		-4.315	-1.400	0.000	0.000	-5.715

9. 2022-23 Budget proposals – Community and Environmental Services

Financial Strategy

9.1. Community and Environmental Services (CES) has responsibility for the delivery of a wide range of services; there is no hierarchy as each area has a vital role to play in achieving better outcomes for Norfolk and we have a key role to play in supporting the delivery of the *Together, for Norfolk* strategy.

9.2. Our services are delivered across the county in the heart of local communities. The common factor is that CES services impact on residents, visitors and businesses in Norfolk every day. They are also crucial to the successful recovery from the impacts of Covid-19.

9.3. We play a key role in keeping Norfolk communities safe, healthy and independent; including responding to emergencies, developing skills, tackling social isolation and providing the advice and support people need to stay safe and healthy. There is also a focus on Norfolk as a place, including looking after our unique heritage and environment as well as ensuring that key infrastructure improvements can be delivered.

9.4. We are investing in some key service areas to ensure critical activities to support local communities and businesses can continue to be delivered and developed further:-

- Delivery of the Covid-19 Local Outbreak Control, including testing and tracing, vaccination support and a range of other activities to control the spread of Covid-19, focussing on reducing harm and protecting vulnerable people
- Supporting economic bounce-back and growth, including delivery of the Norfolk and Suffolk Renewal Plan and development of the Norfolk Investment Framework
- Supporting community recovery and development of social infrastructure, including through the Social Infrastructure Fund and Community Renewal Fund
- Providing the digital and physical infrastructure individuals and businesses in Norfolk need to thrive, including enabling the best possible Broadband infrastructure we can secure for Norfolk
- Work to reduce our impact on the environment and deliver the action plan supporting the Council's Environmental Policy, including the new Electric Vehicle Strategy
- Investing in services to help keep Norfolk Communities safe and healthy
- Working with partners and stakeholders to further develop the visitor economy

9.5. A key part of our strategy for some time has been to reduce our reliance on revenue funding which continuing to make significant investment in key improvements and activities for Norfolk. We have achieved this through successfully securing funding from alternative sources, including grants, competitively bidding for funding and generating income; less than half of the workforce in CES is revenue funded.

Saving proposals 2022-23

9.6. The service continues to look for opportunities to deliver budget savings whilst trying to minimise the impact on vital front line services which local communities, businesses and visitors rely on. The range of services and outcomes means that a single approach would not be beneficial. Instead, CES is focussing on service redesign across the following broad approaches:

- A focus on Core service provision - Protecting, developing and enhancing the core services at the heart of local communities, including those supporting the work to respond to Covid-19 and the bounce-back of the economy
- Continuing to maximise alternative funding sources, including opportunities to generate income
- Investing in new facilities and equipment that mean we can be more efficient and reduce our operating costs
- Smarter Working - Efficiency and cost reduction – this includes putting new ways of working in place for our directly employed workforce, as well as working with our contractors to enable efficiencies from our commissioned services

Table 7: Community and Environmental Services gross new saving proposals 2022-23 to 2025-26

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
CES-22-23-001	Buying rather than leasing fire service vehicles. This would bring savings while keeping the same number of vehicles on the road. [Fire Engines]	-0.100	0.000	0.000	0.000	-0.100
CES-22-23-002	Buying rather than leasing fire service vehicles. This would bring savings while keeping the same number of vehicles on the road.	-0.150	-0.111	0.000	0.000	-0.261
CES-22-23-003	Charge for some of the expert planning advice and services we provide. This proposal requires that some of the costs for environment planning advice and information be transferred from the County Council revenue budget to a charge to the planning system. Enacting this change will require engagement with Tier 2 Local Authorities for those planning functions they cover.	-0.075	-0.075	0.000	0.000	-0.150
CES-22-23-004	Efficiency savings (Planning Service). A number of small savings from across the department to reflect various changes in processes, practice, and ways of working with no impact on service delivery.	-0.026	0.000	0.000	0.000	-0.026
CES-22-23-005	Contract efficiencies. Working with contractors to deliver lower costs from the arrangements at waste transfer stations.	-0.070	0.000	0.000	0.000	-0.070
CES-22-23-006	Charges for trade waste disposal. Updating principles for dealing with costs of trade waste collected by some district councils.	-0.025	0.000	0.000	0.000	-0.025

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
CES-22-23-007	Review of estimates for waste budget increases. Budgets can be adjusted to reflect new contracts with a lower unit cost.	-0.200	0.000	0.000	0.000	-0.200
CES-22-23-008	Reduce recycling centre management costs. Working with a contractor to deliver lower costs of service delivery.	-0.100	0.000	0.000	0.000	-0.100
CES-22-23-009	Two brand new recycling centres will cost less to run. Savings made as the operating costs of the two new recycling centres (Norwich North and Norwich South) will be lower than the existing sites at Mile Cross and Ketteringham.	-0.200	0.000	0.000	0.000	-0.200
CES-22-23-010	Identifying contract efficiency savings. Working with highways contractors to deliver savings from management overheads.	-0.035	0.000	0.000	0.000	-0.035
CES-22-23-011	Fixed Penalty Notices. Income from fines if utilities and other companies do not comply with the roadwork permits they have been issued.	-0.050	0.050	0.000	0.000	0.000
CES-22-23-012	Fines for overrunning roadworks. Income from fines if utilities and other companies do not comply with the roadwork permits they have been issued. Section 74 of the New Roads and Street Works Act (NRSWA) allows highway authorities to charge undertakers if street works are unreasonably prolonged i.e. take longer than previously agreed.	-0.350	0.350	0.000	0.000	0.000
CES-22-23-013	Create new streetworks technician post. A new streetworks technician post would help strengthen the team that have oversight of roadworks carried out by utility companies across the county. The role could help bring in additional income by improving the management of temporary traffic orders .	-0.030	0.000	0.000	0.000	-0.030
CES-22-23-014	Restructure the highways services team. This would affect the back office team and no redundancies would be expected.	-0.020	0.000	0.000	0.000	-0.020
CES-22-23-015	Maximise efficiency of winter gritting by using the latest technology. New navigation systems in all gritters will automatically control salt spread rates to best suit precise locations and conditions.	-0.100	0.000	0.000	0.000	-0.100
CES-22-23-016	Increase the Highway Design Team charge rates for work on major infrastructure delivery. This will increase the design team fees charged to internal	-0.150	0.000	0.000	0.000	-0.150

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
	and external clients and ensure full cost recovery.					
CES-22-23-017	Fund part of the Council's economic projects budget from an alternative source. Use the County Council's share of income from existing Enterprise Zone sites within Norfolk to fund economic projects.	-0.089	0.000	0.000	0.000	-0.089
CES-22-23-018	New library operations centre to cut costs. The new operations centre at Hethersett provides streamlined distribution and enables efficiencies.	-0.125	0.000	0.000	0.000	-0.125
CES-22-23-019	Efficiency savings (Community Information and Learning). A number of small savings from across Adult Learning to reflect various changes in processes, practice, ways of working, and additional external funding, with no impact on service delivery.	-0.090	0.000	0.000	0.000	-0.090
CES-22-23-020	Restructure back office support team. Some processes are more efficient and therefore the structure of the team could be amended to reflect that.	-0.075	0.000	0.000	0.000	-0.075
CES-22-23-021	Reduce software costs. Switching to a new provider of design software will meet required needs while also saving money.	-0.020	0.000	0.000	0.000	-0.020
CES-22-23-022	Capitalisation of IT costs to bring revenue savings. Capitalising the cost of some IT systems e.g. those used by highways as part of their work to develop the asset.	-0.080	0.000	0.000	0.000	-0.080
CES-22-23-023	Additional Streetworks income. Employing an additional Streetworks Temporary Traffic Regulation Order (TTRO) Officer would result in additional income.	-0.050	0.000	0.000	0.000	-0.050
CES-22-23-024	Increase the Infrastructure Projects charge rates for work on major infrastructure delivery. This will increase the design team fees charged to internal and external clients and ensure full cost recovery.	-0.050	0.000	0.000	0.000	-0.050
CES-22-23-025	Increased income and lower costs for the street lighting and traffic signals Electrical Services Team. This will see savings achieved from increased recharges and system optimisation / efficiencies. In addition, income would be raised by introducing charging for developer advice.	-0.050	0.000	0.000	0.000	-0.050

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
CES-22-23-026	Increased income and lower costs for the Transport Team. This proposal will see savings achieved from increased recharges and system optimisation / efficiencies achieved through changing the way services are delivered.	-0.075	0.000	0.000	0.000	-0.075
CES-22-23-027	Reduced highways equipment costs. Following the transfer to NORSE Highways, we have been able to reduce the cost of equipment.	-0.070	0.000	0.000	0.000	-0.070
CES-22-23-028	Income generation from highways assets. Increase income from additional highway advertising and sponsorship sites - for example new signs on verges.	-0.020	0.000	0.000	0.000	-0.020
CES-22-23-029	Increased income generation by Trading Standards. Further work to generate income through the metrology service, in addition to the existing income generation targets.	-0.050	0.000	0.000	0.000	-0.050
CES-22-23-030	Seeking alternative funding sources for the Library and Information Service. Review of external funding and staff structure options.	-0.090	0.000	0.000	0.000	-0.090
CES-22-23-031	Cost Recovery for the American Library: The American Library based in the Millennium Library operates in partnership with the Second Air Division Memorial Trust. This proposal seeks to permanently remove the NCC contribution towards staffing costs and requires third party approval. The library would continue to operate at current levels if agreed.	-0.013	0.000	0.000	0.000	-0.013
CES-22-23-032	Customer Services efficiency savings. This proposal reflects removing or changing courier arrangements across the Council. The introduction of a new logistics hub means this saving is possible.	-0.015	0.000	0.000	0.000	-0.015
CES-22-23-033	Education Library Service: this proposal removes the subsidy to maintain an Education Library Service and would cease the service to schools in its current format.	-0.060	0.000	0.000	0.000	-0.060
CES-22-23-034	Review software and rationalise functionality within other existing systems. This proposal will save money by the Council ceasing to use two current systems replacing them with alternative, lower cost solutions.	-0.013	0.000	0.000	0.000	-0.013
CES-22-23-035	Restructuring some back office support teams. Savings from increased in manager self-service enabled by the Council's new	-0.075	0.000	0.000	0.000	-0.075

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
	HR and Finance system (MyOracle), and other changes in ways of working.					
CES-22-23-036	Review of Museums budgets to reflect process and ways of working efficiencies. This proposal reflects additional partnership income, plus additional staffing budget savings including vacancy management, with no change in the service delivered.	-0.050	0.000	0.000	0.000	-0.050
CES-22-23-037	Income generation by the Norfolk Record Office. This proposal reflects an increase in income through the launch of a new online service for ordering digital images and an anticipated increase in revenue from licenced images following the launch of the 1921 census.	-0.010	0.000	0.000	0.000	-0.010
CES-22-23-038	Additional costs for advisory work met through the planning system.	-0.025	0.000	0.000	0.000	-0.025
CES-22-23-039	Environment and waste budget savings. Savings from planning application work being dealt with in house at the County Council.	-0.015	0.000	0.000	0.000	-0.015
CES-22-23-040	Reduction in existing budget pressure for Fire Service. This saving reflects a reduction in the anticipated required pension contributions for Fire Service currently provided for in the budget.	-0.050	0.000	0.000	0.000	-0.050
CES-22-23-041	Finalising a restructure of the [Fire Service] senior management team and strategic operational command arrangements.	-0.020	0.000	0.000	0.000	-0.020
		-2.961	0.214	0.000	0.000	-2.747

10. 2022-23 Budget proposals – Strategy and Transformation

Financial Strategy

10.1. The Strategy and Transformation department provides a continuum of services from strategy development, organisational development and upskilling, HR and H&S core services and professional advice, innovation and transformation delivery, insight and performance, strategic communications and resource stewardship.

10.2. The department's key functional areas are Human Resources, Transformation, Communications and Insight & Analytics. As well as providing a service to operational departments they also enable the delivery of change and benefits within those departments.

10.3. To ensure best value for money, we continue to investigate and explore opportunities for a coordinated spend approach across the council in these areas:

- Communications
- Training and development

Saving proposals 2022-23

10.4. The department's strategic approach to developing budget proposals is intended to:

- Work to drive our professional leads model and organisation design, in providing support across the organisation to maximise efficiency, and effectiveness
- Ensure the realisation of benefits identified in the Business Transformation and Smarter Working programmes
- Maximise any saving opportunities arising from changed expectations and working practices as a result of COVID-19
- Provide clarity on HR and H&S core service delivery post MyOracle implementation
- Acknowledge the role of manager capability and capacity in good people practice with reduced HR intervention and advice

10.5. The department responded to the pandemic by providing extra support and services to the wider organisation. The financial impact of this has been expenditure in temporary staff.

10.6. Any further local or nationally imposed demands that are not able to be funded through covid monies or go beyond the covid funding duration would add to cost pressures. However, that is not anticipated at this stage.

10.7. The current proposals of £0.307m are additional to the gross savings of £0.480m previously identified for 2022-23.

10.8. Together they make 6% of the gross annual budget.

Table 8: Strategy and Transformation gross new saving proposals 2022-23 to 2025-26

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
S&T-22-23-001	Reduction in HR budgets. Savings to be delivered through a range of measures including efficiency savings arising from the new HR and Finance system (MyOracle). Approach will include revised service delivery model and savings from central rationalisation of HR functions (Fire HR transfer into central HR budget), as well as savings from reduced mileage, printing etc as a result of new ways of working.	-0.150	0.000	0.000	0.000	-0.150
S&T-22-23-002	Insight & Analytics budget saving and additional income. Deliver a saving by delaying recruitment and seeking alternative sources of funding for currently vacant posts.	-0.097	0.000	0.000	0.000	-0.097
S&T-22-23-003	One off use of Strategy and Transformation reserves.	-0.050	0.050	0.000	0.000	0.000
S&T-22-23-004	Reduction in Transformation budgets. Deliver a saving from a reduction in advertising posts and external fees.	-0.010	0.000	0.000	0.000	-0.010
		-0.307	0.050	0.000	0.000	-0.257

11. 2022-23 Budget proposals - Governance

Financial Strategy

11.1. The Governance department brings together Democratic Services, Regulatory Services and Legal Services and provides:

- essential face to face public services
- quality legal services to external partners and NCC departments
- support to Council to be an effective organisation.

Saving proposals 2022-23

11.2. Strong governance keeps the organisation safe and legally sound and supports elected members to shape and deliver the Council's key priorities. The department's strategic approach to developing budget proposals is intended to:

- Ensure that we keep the organisation safe and legal as efficiently and effectively as possible
- Balance opportunities to maximise income for genuine fee earning services against cost savings, without deviating from our core service offering
- Maximise any saving opportunities arising from changed expectations and working practices as a result of COVID-19

11.3. The pandemic financial impact within the department has mainly related to loss of income and extra expenditure in temporary staff. Any further local or nationally imposed demands that are not able to be funded through covid monies or go beyond the covid funding duration would add to cost pressures. However, that is not anticipated at this stage.

Table 9: Governance gross new saving proposals 2022-23 to 2025-26

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
GOV-22-23-001	Efficiency savings. Implementing Smarter Working practices across Nplaw, including moving from paper based bundles to electronic bundles, which reduces core costs.	-0.080	0.000	0.000	0.000	-0.080
GOV-22-23-002	Reduction in Monitoring Officer budget. Remove capacity from Monitoring Officer budget.	-0.023	0.000	0.000	0.000	-0.023
GOV-22-23-003	Reduction in Governance budgets. Saving to be delivered from reducing training and removing Governance estate and site management budgets.	-0.012	0.000	0.000	0.000	-0.012
GOV-22-23-004	Reduction in Governance budgets. Saving to be delivered by reducing Governance budget for rents and hire, while <u>retaining</u> the Coroner's budget for inquests that cannot be accommodated at County Hall.	-0.010	0.000	0.000	0.000	-0.010
GOV-22-23-005	Use of Governance reserves. One-off release of reserves to offset budget pressures following review of all reserves held.	-0.100	0.100	0.000	0.000	0.000
GOV-22-23-006	Income generation. Recognising the potential for growth in Nplaw, including external income generation.	-0.010	0.000	0.000	0.000	-0.010
GOV-22-23-007	Reduced spend on barristers.	-0.050	0.000	0.000	0.000	-0.050
		-0.285	0.100	0.000	0.000	-0.185

12. 2022-23 Budget proposals – Finance and Commercial Services / Finance General

Financial Strategy

12.1. Finance and Commercial Services provides capacity to enable the Council to act swiftly, innovatively and effectively in the context of rapid change. The Department is focused on delivering the following key objectives:

- Enhancing financial performance;
- Supporting and training service managers;

- Effective management of property assets to make best use and maximise the return on investments;
- Efficient and effective contract management;
- Providing information which supports good decision making;
- Reducing the costs of our services whilst improving their effectiveness, utilising new technology and implementing smarter ways of working; and
- Rolling out technological infrastructure, improving customer service and saving money.

Saving proposals 2022-23

12.2. The objectives set out above inform an approach to identifying budget proposals which seeks to minimise the impact on front line services.

Table 10: Finance and Commercial Services / Finance General gross new saving proposals 2022-23 to 2025-26

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
FIN-22-23-001	One off release from Organisational Change Fund. Annual budget provision is made for organisational change and redundancy costs. An assessment of the amount required to be held against organisational need(s), experience of actual costs incurred, and the likely organisational and staffing impact of emerging saving proposals for 2022-23, indicate that it would be possible to release £0.750m from this budget on a one-off basis.	-0.750	0.750	0.000	0.000	0.000
FIN-22-23-002	Increase in income budget to reflect actual grant funding. Allocations of Extended Rights to Free Travel grant are not confirmed until after the budget for the year has been set. Following review, the income budget for the grant can be increased to reflect the actual level of grant received in recent years.	-0.625	0.000	0.000	0.000	-0.625
FIN-22-23-003	Reduce budgetary provision for grants to other public bodies. Reducing the budget held corporately to support partnership work with other public bodies following a review of recent funding needs.	-0.300	0.000	0.000	0.000	-0.300
FIN-22-23-004	Review of employer pension pressure provision. Revising the budget provided to reflect the actuarial valuation of the pension fund and the level of lump sum payment required 2022-23.	-1.000	0.000	0.000	0.000	-1.000
FIN-22-23-005	Review of treasury management requirements. Review of borrowing needs	-0.500	0.000	0.000	0.000	-0.500

Ref	Saving Proposal	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	Total £m
	and interest rates will enable a saving to be delivered from interest payable budgets.					
FIN-22-23-006	Benefits realisation from the HR & Finance system replacement (MyOracle) project. Recognising efficiency and other savings to be achieved within Budgeting and Accounting service from 2023-24.	0.000	-0.200	0.000	0.000	-0.200
FIN-22-23-007	Delaying planned contributions to the General Fund. Review of the level of the General Fund compared to Net Budget forecasts and risks enables an element of planned contributions to be delayed and reduced while maintaining the balance at the required target level.	-1.000	0.250	0.250	0.000	-0.500
		-4.175	0.800	0.250	0.000	-3.125

13. Robustness of the Budget and compliance with the Financial Management Code

13.1. The Executive Director of Finance and Commercial Services is required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure. In addition, duties under section 25 of the Local Government Act 2003 establish a requirement to report on the robustness of the estimates made for the purposes of the calculation of the precept (and therefore in agreeing the County Council's budget).

13.2. As a result, these duties require a professional judgement to be made by the Executive Director of Finance and Commercial Services as the officer ultimately responsible for the authority's finances. The Executive Director takes a view of the robustness of the Council's budget across the whole period covered by the Medium Term Financial Strategy and this will be fully reported to Members as part of the budget setting process in February 2022.

13.3. At this stage of the budget setting process, and with reference to the new saving proposals developed for 2022-23 and set out in this report, the initial assessment by the Executive Director of Finance and Commercial Services in relation to this duty is that a balanced budget can be proposed for 2022-23. This reflects the following key considerations and assumptions:

- The new savings proposals developed to date for 2022-23, alongside the £5m additional savings to be identified for Cabinet in January 2022, will help to establish a solid foundation for the development of a robust budget in future years, but a number of key risks remain.
- The current monitoring position for 2021-22 indicates an overspend outturn position, although work is underway to achieve a balanced position by the

end of the financial year. This will allow £18m of one-off resources held as a contingency pressure to be released so that they would therefore become available to support the 2022-23 Budget.

- Initial forecasts from District Councils suggest that the council tax base and collection position may be more resilient than previously forecast and may provide additional funding to support the 2022-23 gap. This will be confirmed as forecasts are developed through the remainder of the year.
- Contingent on the details of the Local Government Finance Settlement and without additional deliverable, recurrent savings, the Executive Director of Finance and Commercial Services recommends that a sustainable Medium Term Financial Strategy will require an increase in line with the maximum referendum threshold of 2% in core council tax, 1% Adult Social Care Precept (2022-23), and the deferred 1% increase in Adult Social Care precept.
- Significant risks remain around the scale of the likely gap for 2023-24 and future years, subject to the level of one-off options required to balance the 2022-23 budget.
- The assessment of the robustness of the Budget remains highly sensitive to the detail of Government decisions about funding made at the Spending Review 2021 and Autumn Budget 2021 (as announced 27/10/2021) and also the Local Government Finance Settlement for 2022-23.

13.4. In addition, the judgement takes into account the fact that work is underway to quantify and validate significant emerging pressures which will need to be included in the final Budget proposals in February 2022 where they are shown to be appropriate and unavoidable.

- Pressures within adults and children's social care including growth in demand, additional cost of purchasing care provision and delays in delivery of savings (in part linked to COVID-19 impacts);
- Risks linked to hospital discharge activities for which funding is only confirmed until March 2022;
- Potential cost pressures linked to Government social care reforms;
- Other demographic pressures including home to school transport;
- Impact of policy decisions (e.g. ongoing revenue budget for flood prevention);
- Cost pressures in areas such as Trading Standards;
- Property cost pressures in particular ongoing PPE warehouse costs;
- Government funding ceasing;
- Pressures linked to the National Living Wage;
- Exceptional inflation pressures including for energy, fuel, and utilities; and
- Other decisions with cost implications, legislative and other changes.

13.5. Further risks are also emerging around long term economic impacts of issues including the COVID-19 pandemic. Similarly, any disruption to the food supply chain could result in additional costs related to the need to provide support to vulnerable members of society. Any resulting pressures in this area will be identified through the remainder of the budget process. Children's services, in both social care and education (particularly the High Needs Block),

continue to be under very significant stress. There remains a risk, as previously highlighted to Cabinet, that many of these pressures continue to increase in the medium-term partly as a result of additional needs driven by the impacts of COVID-19.

13.6. Taking the above into account, the Executive Director of Finance and Commercial Services' current advice is that the Council needs to continue to develop the 2022-23 Budget in a way which offers flexibility to respond to changes in the wider environment and operating context. This includes a further process to identify deliverable recurrent savings for 2022-23 to be undertaken in November / December and to report in January 2022. The overall Budget position will be kept under review as budget planning continues through the remainder of the year. As part of setting the 2022-23 Budget, the Executive Director of Finance and Commercial Services will also consider the adequacy of the overall General Fund balance, the need for a general contingency amount within the revenue budget, uncertainty about Government funding, and the further implications of Brexit, COVID-19, and the Council's wider value for money position.

13.7. As in previous years, the 2022-23 Budget needs to be prepared with reference to the Financial Management Code (the FM Code) published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The FM Code provides guidance about the principles of good and sustainable financial management, and requires authorities to demonstrate that processes are in place which satisfy these principles. It identifies risks to financial sustainability and sets out details of a framework of assurance which reflects existing successful practices across the sector. In addition, the Code establishes explicit standards of financial management, and highlights that compliance with these is the collective responsibility of elected members, the chief finance officer and the wider Corporate Board. Further details of how the Council considers it achieves compliance with the FM Code will be set out in the February Cabinet Budget report.

14. Council tax and Adult Social Care precept

14.1. As set out above, the MTFs approved by Members in February 2021 assumed a 1.99% increase in council tax for 2022-23 and subsequent years, plus a 1.00% increase in the Adult Social Care precept for 2022-23 (deferred from 2021-22). At the Spending Review 2021, the Government has announced that it intends to set the referendum thresholds for 2022-23 to 2024-25 for core council tax at 2%, and offer further flexibility to raise the Adult Social Care (ASC) precept by 1% in each year. After reviewing the currently available information, the Section 151 Officer anticipates recommending that Members agree the maximum council tax increase available within the referendum threshold, plus the deferred amount from 2021-22. The pressures within the current budget planning position are such that, unless mitigated by additional savings or government funding, the Executive Director of Finance and Commercial Services considers that the Council will have very limited opportunity to vary these assumptions, and in the event that the Government offered the discretion for larger increases in council tax, or further increases in

the Adult Social Care precept, this would be the recommendation of the Section 151 Officer in order to ensure that the council's financial position remains robust and sustainable. This judgement reflects:

- the levels of emerging service pressures balanced against saving proposals identified;
- consideration of the robustness of the Council's overall 2022-23 budget;
- the risks for the longer term financial position, and in particular the need to ensure that a resilient budget can be set in future years,
- reliance on one-off measures to support the 2022-23 Budget which will need to be addressed in 2023-24.
- the considerable remaining uncertainty around risks, funding and cost pressures in 2022-23 and beyond.

14.2. When we next update Cabinet we will have greater clarity as to the actual sums of money the spending review announcements equate to in the local government settlement; this could ameliorate some of the pressures outlined above. Similarly a fundamental review of how the Council operates (with resultant savings) would also have a bearing on the above advice if it enhanced the robustness of the Council's MTFS. The precise final level of any change in council tax will be confirmed in February 2022 and is subject to Member decision making annually.

Table 11: Current Council Tax assumptions in MTFS and for consultation

	2021-22	2022-23	2023-24	2024-25	2025-26
General council tax	1.99%	1.99%	1.99%	1.99%	1.99%
Adult Social Care precept	2.00%	1.00%	0.00%	0.00%	0.00%
Total increase	3.99%	2.99%	1.99%	1.99%	1.99%
<i>Alternative level for consultation following SR21</i>					
General council tax	n/a	1.99%	1.99%	1.99%	1.99%
Adult Social Care precept	n/a	1.00%	1.00%	1.00%	1.00%
Adult Social Care precept (deferred)	n/a	1.00%	n/a	n/a	n/a
Total increase	n/a	3.99%	2.99%	2.99%	2.99%

15. Impact of the Proposals

15.1. This paper sets out further details of the Council's budget planning process for 2022-23, while recognising that significant risks and uncertainties remain. The proposals in this report will:

- set the context for public consultation on and equality impact assessments of the 2022-23 Budget proposals;
- provide an opportunity for Cabinet to comment on and provide guidance about the departmental saving proposals and emerging pressures; and
- determine the next steps which will contribute to the Council setting a balanced budget for 2022-23.

16. Evidence and Reasons for Decision

16.1. The County Council continues to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to continue to deliver vital services to residents, businesses and visitors. The Council looks forward to Government issuing guidance on financial planning assumptions, particularly indicative funding allocations for 2022-23, as soon as possible. The Council's MTFS planning builds on the position agreed in February 2021 and this continues to be updated as more reliable information about cost pressures and funding impacts emerges through the process. The proposals in the report reflect a prudent response to the challenges and uncertainties present in the 2022-23 planning process and will ultimately support the Council to develop a robust budget for the year.

17. Alternative Options

17.1. This report forms part of the framework for developing detailed saving proposals for 2022-23 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.

17.2. In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:

- Considering alternative approaches to the development of savings from those proposed.
- Adopting an alternative allocation of targets between services, or retaining a higher or lower target corporately.
- Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
- Changing assumptions within the MTFS (including the level of council tax) and therefore varying the level of savings sought.

17.3. Final decisions about the overall shape of the 2022-23 Budget, savings, and council tax will not be made until February 2022, when they will be informed by Local Government Finance Settlement figures, forecasts supplied by District Councils, and the findings of EQIA and public consultation activity.

17.4. The deliverability of all saving proposals will continue to be kept under review by the Section 151 Officer as further detailed implementation plans are developed and up until final budget setting proposals are presented to Cabinet in February 2022.

18. Financial Implications

18.1. Financial implications are discussed throughout the report. This paper sets out the initial savings proposals developed to address the targets agreed in July and which will need to be delivered by each department to contribute to

closing the 2022-23 and future year budget gap, subject to formal approval by Full Council in February 2022. If ultimately approved in the Budget, the proposals in this paper will require departments to deliver further significant savings.

18.2. The Council is legally required to set a balanced Budget annually and should plan to achieve this using a prudent set of assumptions. However, as previously set out, Members could choose to vary the allocation of indicative targets between Directorates, establish an alternative approach to identifying savings, or substitute proposals brought forward. Work to deliver additional Government funding could also have an impact on the overall budget gap to be addressed. As a result, the budget setting process and savings targets will continue to be kept under review as budget planning progresses.

18.3. The scale of the budget gap and savings required over the MTFs are such that if the Council is required to deliver savings at this level there is a risk that it could result in the Council failing to fulfil its statutory responsibilities. As such the Government's response and decisions about Council funding in 2022-23 will be hugely significant. The continuing pandemic recovery, Spending Review, Fair Funding Review and others may all offer opportunities to adequately fund local authorities to provide vital services and contribute towards the national recovery. While initial indications are that the recently announced Social Care funding reform may not represent the panacea which might have been hoped for, further details and implications remain to be fully understood.

18.4. Any changes in Government funding could have a material impact on both the level of savings to be identified, and the Council's wider budget process. Fundamentally there is a need for a larger quantum of funding to be provided to local government to provide a sustainable level of funding for future years.

19. Resource Implications

19.1. **Staff:** There are no direct implications arising from this report although there is a potential that staffing implications may arise linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.

19.2. **Property:** There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition, activities planned within Business Transformation will include further work to deliver property related savings.

19.3. **IT:** There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition, activities planned within Business Transformation will include further work to deliver savings through activity related to digital and IMT initiatives.

20. Other Implications

- 20.1. **Legal Implications:** This report forms part of the process that will enable the Council to set a balanced budget for 2022-23 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.
- 20.2. **Human Rights implications:** No specific human rights implications have been identified.
- 20.3. **Data Protection Impact Assessments (DPIA):** None.
- 20.4. **Health and Safety implications (where appropriate):** None.
- 20.5. **Sustainability implications (where appropriate):** There are no direct sustainability implications arising from this report although existing 2022-23 budget plans include funding for activities which may have an impact on the environmental sustainability of the County Council through the delivery of the Environmental Policy. These issues were considered in more detail within the February budget report to Full Council. The MTFS currently assumes that cost pressures and capital schemes to achieve 2030 carbon neutrality as set out in the Environmental Policy are sufficient, however as set out in the report "*Natural Norfolk: Progress on delivering the Environmental Policy*" elsewhere on the agenda, proposals to support the Council's move towards decarbonisation will have financial implications for the County Council. Further work will be undertaken so that as far as possible any cost pressures linked to environmental policy and carbon reduction activities are reflected in the Budget and Medium Term Financial Strategy presented to Cabinet in January 2022. Sustainability issues in relation to any new 2022-23 budget proposals will need to be further considered once initiatives are finalised as part of budget setting in February 2022.
- 20.6. **Any other implications:** Significant issues, risks, assumptions and implications have been set out throughout the report.

21. Equality Impact Assessment (EqIA)

Introduction

- 21.1. Local authorities are required by the Equality Act 2010 to give 'due regard to equality' when exercising public functions, such as setting the annual budget.¹¹

¹¹ The Act states that public bodies must pay due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

21.2. Many local authorities summarise their efforts to give ‘due regard to equality’ in a document called an **‘equality impact assessment’** – because this is an accessible way to analyse and evidence the different ways a proposal might impact on people with protected characteristics.

21.3. If the assessment identifies any detrimental impact, this enables mitigating actions to be developed.

21.4. It is not always possible to adopt the course of action that will best promote the interests of people with protected characteristics. However, giving ‘due regard to equality’ enables informed decisions to be made that take every opportunity to minimise disadvantage.

How the Council gives due regard to equality on the budget savings proposals

21.5. Due regard to the equality has been given to the savings proposals set out in this report. This includes ensuring that:

- The proposals are compliant with the Equality Act 2010
- Information about the proposals is accessible
- Arrangements for public consultation are inclusive and accessible
- The proposals are informed by the Council’s equality impact assessments of COVID-19 and Digital Inclusion.

21.6. Following confirmation (or any changes made) by the Cabinet at this November meeting that the proposals will be taken forward for budget planning for 2022-23, further analysis in the form of equality impact assessments will take place of each proposal, to consider the impact on people with protected characteristics.

21.7. Equality impact assessments cannot be completed until the public consultation is concluded. This is because the Council must ensure that it has fully understood the impact of each proposal on service users, particularly service users with protected characteristics.

21.8. The findings of equality impact assessments will be published for consideration by the Cabinet in the Strategic and Financial Planning 2022-23 report of January 2022, and in advance of the final decision by the Full Council about the overall Budget in February 2022.

22. Risk Implications/Assessment

22.1. A number of significant risks have been identified throughout this report. Risks in respect of the MTFS were also set out within the February 2021 report to Full Council. Uncertainties remain which could have an impact on the overall scale of the budget gap to be addressed in 2022-23. These include:

- This is called the ‘Public Sector Equality Duty’. [The full Equality Act 2021 is available on legislation.gov.uk](https://www.legislation.gov.uk).

- The ultimate impact of COVID on the budget in 2022-23, including in particular:
 - any ongoing cost pressures within service delivery and contracted services which have not currently been provided for, including the financial impact of any future lockdowns and/or where services resume but need to be operated on reduced numbers (for example adult day care)
 - ongoing pressures on income particularly in relation to business rates and council tax
 - the implications of any measures implemented by Government to restore the national finances in the medium to longer term
- Ongoing uncertainty around local government (and wider public sector finances) including:
 - the full implications of SR21 announced 27 October 2021
 - Government decisions about the council tax referendum limit or further ASC precept flexibilities for 2022-23
 - the need for a long term financial settlement for local government
 - delivery of reforms to local government funding including the Fair Funding Review, Adult Social Care funding, reforms to the Business Rates system, changes to other funding streams including the New Homes Bonus
 - Further decisions about Local Government reorganisation.

22.2. The Council's Corporate Risk Register provides a full description of corporate risks, including corporate level financial risks, mitigating actions and the progress made in managing the level of risk. A majority of risks, if not treated, could have significant financial consequences such as failing to generate income or to realise savings. These corporate risks include:

- RM002 – The potential risk of failure to manage significant reductions in local and national income streams.
- RM006 – The potential risk of failure to deliver our services within the resources available for the period 2021-22 to the end of 2023-24.
- RM022b – Implications of Brexit for a) external funding and b) Norfolk businesses
- RM031 – NCC Funded Children's Services Overspend

22.3. Further details of all corporate risks, including those outlined above, can be found in Appendix C of the September 2021 Risk Management report to Cabinet. There is close oversight of the Council's expenditure with monthly financial reports to Cabinet. Any emerging risks arising will continue to be identified and treated as necessary.

22.4. The Council is currently in the process of implementing a new HR and Finance System (MyOracle), following approval of the business case presented in May 2019. The current budget makes provision for the revenue and capital costs associated with the system, which is expected to deliver some savings during 2022-23, with full benefits achieved from 2023-24, based on implementation in April 2022. As a result, the 2021-22 Budget incorporates

some early savings realised within Finance and Commercial Services in 2021-22, with the majority of savings now assumed in the planning position from 2022-23, which assists in closing the MTFS gap position in future years. The assumed level of annual savings in the original business case was £3m. The effective delivery of this programme may therefore have implications for the 2022-23 Budget both in terms of (1) the level of savings assumed within the MTFS and (2) the underlying impact of a new system on the budget setting process. The latest details about the progress of this major project are provided in the *MyOracle programme update* report to Corporate Select Committee in November 2021.

23. Select Committee comments

- 23.1. Select Committees previously considered the Council's budget setting process in July, and requested a further opportunity to comment on detailed proposals for the 2022-23 Budget. It is therefore proposed that this report is presented to November Select Committee meetings in order to provide them with an opportunity to comment on proposals which relate to the areas within their remit. Any comments from Select Committees will be reported to Cabinet to inform budget-setting decisions in January 2022.

24. Recommendations

- 24.1. Cabinet is recommended:

- 1. To consider and comment on the County Council strategy as set out in section 2 and how the Budget process is aligned to the overall policy and financial framework;**
- 2. To consider the potential implications of Government announcements about Social Care, the considerable uncertainty remaining in respect of these, which may result in additional cost pressures in the medium to longer term, and agree that these should be reflected, where possible, in the 2022-23 Budget;**
- 3. To consider the latest details of announcements made at the Spending Review 2021 and Autumn Budget 2021, and note that the outcome of these national funding announcements, alongside the Local Government Finance Settlement, will have potentially significant impacts on the 2022-23 Budget position, which will not be fully known until later in the process;**
- 4. To consider and agree for planning purposes the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2022-23 Budget and Medium Term Financial Strategy, which remain to be resolved and which may have a material impact on budget planning (paragraph 13.4);**
- 5. To confirm that Cabinet's intention is to seek, as planned, a total council tax increase of 2.99% for 2022-23 made up of 1.99% general council tax and 1.00% adult social care precept deferred from 2021-22;**

6. To direct Executive Directors to seek to identify further recurrent savings of £5.000m and to report to Cabinet in January 2022;
7. To agree to undertake a full review of how the Council operates to deliver its future services and strategy;
8. To have regard to the Executive Director of Finance and Commercial Services' advice about the sustainability of the Medium Term Financial Strategy position (section 13), noting the wider uncertainty about funding levels and cost pressures for 2022-23 and 2023-24, and therefore to agree to consult the public on a range of council tax increases including the maximum increase available within the referendum threshold, in order to provide Full Council with the scope to use the full range of Council Tax flexibility, if required, when setting the 2022-23 Budget in February 2022;
9. To consider and agree the proposed savings as set out in sections 7-12 (tables 5-10) to be taken forward in budget planning for 2022-23, subject to final decisions about the overall Budget in February 2022, noting the level of savings already included from the 2021-22 Budget process (table 2);
10. To agree that public consultation (as set out in section 5) and equality impact assessment (as set out in section 21) be undertaken on the 2022-23 Budget and saving proposals as set out in sections 7-12 (tables 5-10), and the level of council tax and Adult Social Care precept for 2022-23, as set out in section 14 and table 11;
11. To note the responsibilities of the Executive Director of Finance and Commercial Services under section 114 of the Local Government Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in section 13, and having regard to the level of savings required for 2023-24, to direct Officers to bring forward proposals to support early development and identification of saving proposals for 2023-24 with a focus on transformational activity;
12. To agree the proposed next steps in the Budget planning process for 2022-23, and the remaining Budget planning timetable (Appendix 1); and
13. To note and thank Select Committees for their input into the Budget development process for 2022-23 in July, and to invite Select Committees to comment further on the detailed saving proposals set out in this report when they meet in November 2021 (section 23).

25. Background Papers

- 25.1. Background papers for this report are listed below:

[Norfolk County Council Revenue and Capital Budget 2021-22 to 2024-25, County Council 22/02/2021, agenda item 5](#)

[Finance Monitoring Report 2020-21 Outturn, Cabinet, 07/06/2021, agenda item 13](#)

[Strategic and Financial Planning 2022-23, Cabinet, 05/07/2021, agenda item 17](#)

[Risk Management report, Cabinet, 06/09/2021, agenda item 14](#)

Finance Monitoring Report 2021-22 P6, Cabinet, 08/11/2021 (on this agenda)

[Budget Book 2021-25](#)

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix 1: Budget setting timetable 2022-23

Activity/Milestone	Time frame
Review of budget pressures and development of detailed savings proposals 2022-26: Budget Challenge 2 – detailed proposals	10 to 14 September 2021
Spending Review 2021 and Autumn Budget announcement	27 October 2021
Cabinet considers full savings proposals and agrees proposals for public consultation	8 November 2021
Scrutiny Committee 2022-23 Budget scrutiny	24 November 2021
Select Committee comments on 2022-23 saving proposals	15, 17, 19 November 2021
Public consultation on 2022-23 Budget and council tax and Adult Social Care precept options	25 November to 30 December 2021 TBC
Provisional Local Government Finance Settlement announced including provisional council tax and precept arrangements*	TBC around 5 December 2021
Confirmation of District council tax base and business rate forecasts	31 January 2022
Cabinet considers outcomes of service and financial planning, EQIA and consultation feedback and agrees revenue budget and capital programme recommendations to County Council	31 January 2022
Final Local Government Finance Settlement*	TBC January / February 2022
Scrutiny Committee 2022-23 Budget scrutiny	16 February 2022
County Council agrees Medium Term Financial Strategy 2022-23 to 2025-26, revenue budget, capital programme and level of council tax for 2022-23	21 February 2022

**Dates TBC*

Cabinet decision 8 November 2021

In respect of the Cabinet Strategic and Financial Planning 2022-23 report discussed 8 November 2021 (set out as presented to Cabinet at Appendix 1), Cabinet agreed an alternative recommendation to replace the original recommendation 8.

Cabinet agreed:

- 8. To note the Executive Director of Finance and Commercial Services' advice about the sustainability of the Medium Term Financial Strategy position (section 13), noting also the wider uncertainty about funding levels and cost pressures for 2022-23.**

Recommendation 5 sets out Cabinet's intention to seek, as planned, a total council tax increase of 2.99% for 2022-23 made up of 1.99% general council tax and 1.00% adult social care precept and therefore in that context to agree to consult the public on that level of increase.

Infrastructure and Development Select Committee

Item No: 15

Report Title: Forward Work Programme

Date of Meeting: 17 November 2021

Responsible Cabinet Member: N/A

Responsible Director: Tom McCabe (Executive Director, Community and Environmental Services)

Executive Summary

This report sets out the Forward Work Programme for the Committee to enable the Committee to review and shape.

Action Required

The Select Committee is asked to:

1. Review and agree the Forward Work Programme for the Select Committee set out in Appendix A.

1. Background and Purpose

- 1.1 This report sets out the Forward Work Programme for the Select Committee to enable the Committee to review and shape it.

2. Proposal

2.1 Forward Plan

- 2.1.1 The current Forward Work Programme for the Select Committee is set out in Appendix A, for the Committee to use to shape future meeting agendas and items for consideration.

2.2 Member Task and Finish Groups

2.2.1 The Select Committee previously agreed that, to help ensure a manageable workload, there will be no more than two Member Task and Finish Groups operating at any one time.

2.2.2 At the last meeting, the Committee agreed the Terms of Reference for a Member Task and Finish Group to consider the public transport elements of the Implementation Plan for the Local Transport Plan. There are no other Member Task and Finish Groups in operation established by this Select Committee.

3. Impact of the Proposal

3.1 The Forward Work Programme enables the Select Committee to shape agendas for future meetings so that they contain items which the Committee considers are the most important for them to consider.

4. Financial Implications

6.1 None.

5. Resource Implications

5.1 **Staff:** None.

5.2 **Property:** None.

5.3 **IT:** None.

6. Other Implications

6.1 **Legal Implications:** None.

6.2 **Human Rights Implications:** None.

6.3 **Equality Impact Assessment (EqIA):** N/A

6.4 **Data Protection Impact Assessments (DPIA):** N/A

6.5 **Any Other Implications:**

7. Action required

The Select Committee is asked to:

1. Review and agree the Forward Work Programme for the Select Committee set out in Appendix A.

8. Background Papers

8.1 None.

Officer Contact

If you have any questions about matters contained within this paper, please get in touch with:

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Forward Work Programme – Infrastructure and Development Select Committee

Draft agendas for the next three meetings.

Report title	Reason for report
19 January 2022 meeting	
Adult Learning Annual Plan	To review the annual plan.
Bus Back Better – Norfolk’s enhanced bus partnership	To receive an update and the proposed enhanced bus partnership details
Public Transport: Report from the Member Task and Finish Group	To receive a report from the Member Task and Finish Group established by the Select Committee to consider the public transport elements of the Local Transport Plan Implementation Plan
Herbicide Use Policy	To review the newly developed Herbicide Use Policy
Forward Work Programme	To review and shape the Select Committee’s forward work programme.
16 March 2022 meeting	
Norfolk Access Improvement Plan (NAIP) and forward Action Plan for 2022/23	To provide an update on plan delivery and how the Norfolk Local Access Forum contribution to this.
Trading Standards Service Plan	To review and consider the policy elements of the Service Plan.
Winter Service Policy Review	To review the policy.
Safe, Sustainable Development	To review a proposed guidance framework for Local Highway Authority requirements in Development Management
Forward Work Programme	To review and shape the Select Committee’s forward work programme.
May 2022 meeting (date TBC)	
Policy and Strategy Framework – Annual Report	To enable the Select Committee to understand the range of policies and strategies for the relevant services.
Forward Work Programme	To review and shape the Select Committee’s forward work programme.

