

Scrutiny Committee

Date: **Wednesday 20 November 2024**

Time: **10:00**

Venue: **Council Chamber, County Hall, Martineau Lane,
Norwich NR1 2DH**

Membership:

Cllr Daniel Roper (Chair)
Cllr Andrew Proctor (Vice-Chair)
Cllr Carl Annison
Cllr Lesley Bambridge
Cllr Phillip Duigan
Cllr John Fisher
Cllr Tom FitzPatrick

Cllr Keith Kiddie
Cllr Mark Kiddle-Morris
Cllr Brian Long
Cllr Ed Maxfield
Cllr Steve Morphew
Cllr Jamie Osborn

Parent Governor Representatives

Vacancy
Vacancy

Church Representatives

Helen Bates
Paul Dunning

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

Agenda

1. Apologies

2. Minutes

To follow

To confirm the minutes of the meeting held on Monday 28 October 2024.

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. Public Question Time (15 minutes)

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 on Thursday 14 November 2024** For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

5. **Local Member 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 on Thursday 14 November 2024.**
6. **To note that the deadline for calling-in matters, from the Cabinet meeting held on Monday 4 November 2024 was 4pm on Wednesday 13 November 2024**
7. **Local First Inclusion** **Page 4**
Report from the Executive Director of Children's Services
8. **Review of Norfolk Flood Prevention Activity** **Page 32**
Report from the Lead Director – Infrastructure
9. **Norfolk Economic Strategy** **Page 47**
Report by the Director of Growth and Investment
10. **Performance Review Panels – Quarterly Update** **To follow**
Report from the Executive Director for Adult Social Services and the Executive Director for Children's Services.
11. **Update from the Chair of the Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel** **Page 293**
Report from the Director of Public Health
12. **Scrutiny Committee Forward Work Programme** **Page 297**

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Chief Executive
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Date Agenda Published: 12 November 2024



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Scrutiny Committee

Item No: 7

Report Title: Local First Inclusion (LFI): an update on the Special Educational Needs and Disabilities (SEND) & Alternative Provision (AP) Strategic Improvement Plan

Date of Meeting: 20 November 2024

Responsible Cabinet Member: Cllr Penny Carpenter - Cabinet Member for Children's Services

Responsible Director: Sara Tough, Executive Director Children's Services

Executive Summary

At the meeting of the Scrutiny Committee held on the 18 September 2024, Members agreed that a plan should be brought to committee at the October meeting outlining proposed plans for future scrutiny of items related to Local First Inclusion (LFI). It was subsequently agreed that regular reporting to Scrutiny Committee would start from the November meeting.

As part of the agreed forward plan it was confirmed that an update report on Local First Inclusion at the November 2024 meeting would include updates on the following:

- Update report on progress in delivery to date of the 5 LFI workstreams
- Summary of revised plan to DfE, including new projects, new financial plan, risks & mitigations
- A focus on the associated SEND & AP Sufficiency Strategy

Regular reporting would follow on a six-monthly basis, with the next update to be received at the May 2025 Scrutiny Committee meeting.

This sequence of reporting was prompted by the report to Cabinet on 2 September 2024 where it was confirmed that, whilst the Local First Inclusion (LFI) programme of work was continuing to deliver across a range of projects, we were awaiting contact from the DfE to resume discussions on a revised plan.

The DfE did make contact in mid-September and on 4 October a revised Local First Inclusion plan was submitted. The purpose of this submission was to update the DfE on the ongoing delivery of our programme of projects but in particular set out a revised 8 year+ plan for LFI and an offer from NCC to work in partnership with the DfE on the solutions to the local and national challenges regarding SEND & AP. The

DfE also confirmed that our update, and those of other ‘safety-valve’ local authorities, was intended to support a briefing of Ministers in November regarding the safety-valve plan nationally.

This report, therefore, sets out a summary of our submission to the DfE including a series of six recommendations designed to prompt discussion with the DfE and lead to sustainable changes within the SEND system in Norfolk and nationally.

At the time of publication of this report we have not yet had a response from the DfE, however, should that occur prior to the Scrutiny Committee meeting we will provide a verbal update within the meeting. At the Autumn budget statement Government announced an additional £1bn investment in SEND nationally which is clearly welcome. At the time of writing the detail of what this will mean for a specific Norfolk allocation was not clear and so the financial information in this report has not been updated to reflect that new announcement.

Recommendations / Action Required

To:

1. Comment on progress to date in the delivery of the Local First Inclusion Programme
2. Comment, support and challenge our revised programme of seven projects and two task and finish pieces of work with regard to the intention of these projects to deliver our dual aims of:
 - Meeting the needs of children and young people with SEND and requiring AP more effectively and earlier
 - Returning the High Needs Block to an in-year balanced budget and resolving, with the support of the DfE, the cumulative deficit
3. Agree to receive future reports on a six-monthly cycle, with the next report in May 2025, and likely to include updates on further progress of projects and assuming an update on the national review of SEND & AP

1. Background and Purpose

- 1.1 The Local First Inclusion programme (LFI) is Norfolk’s transformation programme for SEND & AP (Special Educational Needs and Disability & Alternative Provision) in response to the invitation, in 2022, to join the DfE ‘safety-valve’ national process. Safety-Valve is aimed at those local authorities that have the highest level of budget pressure / over-spend on their High Needs Block Budget (within the overall Dedicated School Grant – DSG/HNB).
- 1.2 The Safety-Valve agreement, signed off by the Secretary of State in April 2023, has ensured joint DfE / NCC revenue and capital investment, in excess of £130million, and is in addition to the Council’s previous and ongoing capital investment for SEND & AP of £120million.

- 1.3 The Safety-Valve agreement requires the High Needs Block budget to return to an in-year balanced budget and remove the cumulative deficit. The agreement in April 2023 was for a six-year plan to achieve these financial aims.
- 1.4 In addition to the financial requirements the Local First Inclusion programme is designed to make improvements to the SEND & AP system in Norfolk, ensuring that children and young people needs can be met earlier and more effectively. There is a dual focus within the programme on ensuring more state-funded specialist provision, to reduce our reliance on higher cost independent sector specialist provision, whilst ensuring that effective mainstream inclusion for the vast majority of children and young people with SEND is secured. Further, increasingly we believe that for those children and young people within mainstream early years settings, schools and colleges their needs can be met at 'SEN Support' and without the need for Education Health & Care Plans (EHCP).
- 1.5 The original plan, for LFI, was based upon five over-arching workstreams:
- Mainstream School Inclusion, Culture & Practice
 - School & Community Teams Development
 - School Led Alternative Provision Model
 - Commissioning the Independent Special School Sector Differently
 - Capital Delivery of Specialist Provision
- 1.6 The overall strategy of Local First Inclusion remains unchanged. As the programme has developed and as work has been completed the shape of the programme has evolved. The current work programme is now delivered through the following projects and task and finish work:
- Zone development & improvements to Norfolk's SEND and Inclusion Support Model
 - Defining 'Ordinarily Available' provision within mainstream schools
 - Element 3 funding process and value
 - School Led Alternative Provision Model
 - Commission / Use Independent sector school differently
 - School to School Outreach
 - Capital Delivery of Specialist Provision
- 1.7 Our internal review of the programme has occurred in parallel to the DfE's 'Enhanced, Monitoring and Support' (EMS) process which is put in place when LA's experience difficulties with key aspects of their safety-valve plan. In Norfolk the reason for the EMS process has been key finance measures being off-track, in part linked to the ongoing rise in referrals for EHCP and specialist provision, and the combination of our stock-take and the DfE EMS process has resulted in a revised plan that we submitted to DfE on 4 October 2024.

- 1.8 This report, therefore, provides an update regarding the successes and challenges within the first year of LFI and our implementation across the five original workstreams and also information regarding our revised plan and recommendations that we have provided to the DfE which we believe are vital to secure long term sustainable changes for the SEND & AP system both locally and nationally.
- 1.9 We are confident that the plan we have in place will deliver short-, medium- and long-term improvements for children with special educational needs and those accessing alternative education provision. However, the Local Authority cannot achieve this alone. Partnership working with early years settings, schools, colleges, health commissioners / providers and families is critical. Partnership working with the DfE is also required to mitigate many of the risks within the programme and our ability to deliver locally would be hugely enhanced by reform at the national level to the way the system operates. We are implementing the projects that we committed to in April 2023 and, following our Spring 2024 'stock-take', we have been going even further, delivering a fundamental transformation of our local system. However, in reality, we do not have all the levers that are necessary to control demand or bring the system fully together due to unintended perverse incentives. Under the current model the HNB and the LAs is the budget of last resort for all gaps in the children and young people's system and is being overwhelmed by demand. We want to take this multifaceted challenge head on and in partnership with the DfE – we think Norfolk could be an exemplar of 'mission based' policy and reform in the area of SEND & AP
- 1.10 There are significant financial risks associated with this programme and these relate to both the High Needs Block/Dedicated School Grant and the NCC General Fund Budgets. This report is intended to provide reassurance to Members that the Local Authority is doing everything within its power to respond to the challenges and to mitigate these risks, however, we do need to set the risks out in a clear way so that measured responses to these can be secured.
- 1.11 We have enhanced the governance arrangements for the LFI programme, including the appointment of an independent chair of the LFI Executive Board (Mark Vickers, MBE, CEO of Olive Academies), and we welcome the support and challenge of Members through the regular reporting to Scrutiny Committee and Cabinet that has been scheduled.

2. Context

- 2.1 This paper focuses on the Norfolk programme known as Local First Inclusion. However clearly our local services, proposals and programme operate in the context of a national challenge in relation to special educational needs where there is widespread acknowledgement that the system needs national reform if it is to be successful and sustainable.
- 2.2 Recently the National Audit Office published its review of support for children with SEND and highlighted the scale of the challenge nationally (a link to the full report is provided in the Background Papers section of this report).

The report's summary notes:

“Although DfE has increased high-needs funding, with a 58% real-terms increase between 2014-15 and 2024-25 to £10.7 billion, the system is still not delivering better outcomes for children and young people or preventing local authorities from facing significant financial risks. The DfE estimates that some 43% of local authorities will have deficits exceeding or close to their reserves in March 2026. This contributes to a cumulative deficit of between £4.3 billion and £4.9 billion when accounting arrangements that stop these deficits impacting local authority reserves are due to end. As such, the current system is not achieving value for money and is unsustainable. Given that the current system costs over £10 billion a year, and that demand for SEN provision is forecast to continue increasing, the government needs to think urgently about how its current investment can be better spent, including through more inclusive education, identifying and addressing needs earlier, and developing a whole-system approach to help achieve its objectives.”

- 2.3 This report follows research produced by Isos Partnership, commissioned by the Local Government Association (LGA) and County Councils Network (CCN) which explores the need for fundamental reform of the SEND system in England (a link to the full report is provided in the Background Papers section of this report).

This research concludes that;

“The root causes of this crisis are systemic and require national reform. While there are examples of good practice across the system, these exist in spite of the national system. Any attempt to reform the SEND system that focuses only on local practice, without altering the national rhetoric and policy framework, is destined to fail. In this research, Isos attach no blame to any group of actors within the SEND system – not to parents and carers for seeking what is best for their children, nor to education settings, nor to council and health service leaders struggling to balance competing priorities and stretched resources. The challenges in the SEND system are not the result of any group behaving in unreasonable ways, but instead the result of an incoherent system that

inadvertently perpetuates tension, creates adversity, and sets everyone up to fail”

- 2.4 These reports provide a helpful overview of the national challenges around SEND and hopefully provide the Committee with useful context in their role scrutinising the local programme in Norfolk.

2 Existing Programme and Impact to Date

2.1 Strategic Intent

As advised in the original paper to Scrutiny in May 2023 the overall intent of the Local First Inclusion Programme is to invest in and strengthen all parts of the SEND and AP system simultaneously over a number of years. Specifically this includes investment in additional local specialist provision (special schools and specialist resource bases in particular) whilst simultaneously investing in support for the mainstream education sector and early help. The theory of change is that by making these investments together we can meet needs earlier and more effectively, support more children with SEND to stay in mainstream education, ensure children who need the most specialist help can have a place in Norfolk and as a result reduce the reliance on the independent sector which has high cost and is often provided a considerable distance from children’s local homes.

2.2 Update on progress in delivery to date of the five Local First Inclusion (LFI) workstreams

Broadly we have made good progress across the initial implementation of the LFI programme across the five workstreams of, Mainstream School Inclusion, Culture & Practice, School & Community Teams Development, School Led Alternative Provision Model, Commissioning the Independent Special School Sector Differently and the Capital Delivery of Specialist Provision.

2.2 Key successes include:

- Developing and establishing 15 new School & Community Teams. Targeting these teams at the SEN Support with the intention of meeting needs earlier and preventing unnecessary referrals for Education Health & Care Plans. Within 12 months the teams have supported over 5400 individual attendances at over 1370 groups delivered in schools and in communities and provided 1:1 intervention as part of a longer-term plan to more than 1050 children.
- Continued our roll-out to all mainstream schools of our individual needs descriptors toolkit / model (INDES) and utilised this to support allocations of Element 3 ‘top-up’ funding for mainstream schools. Building on the safety-valve agreement with the DfE and providing a record level of

investment, at £35million, for this funding over a minimum three year period.

- Full engagement from secondary school leaders in co-designing a new model of alternative provision (AP). Aligned to the DfE '3 tier model' for AP we have developed a model to ensure outreach support is complemented through the piloting of a new AP centre model to prevent exclusions, alongside planning for a revised model for our commissioned AP provider to ensure we have sufficient specialist social emotional and mental health difficulties (SEMH) placements
- Continued to engage with independent schools in Norfolk despite our challenging message to them regarding a planned reduction in funded places of over 900 currently to c.150 at the conclusion of our plan. We have been able to progress 'open-book' work with a small number of schools, to collectively understand the opportunities and challenges in moving closer to a funding model similar to our state-funded special schools, leading to some reductions in requests for fee increases.
- We have opened the first of the new model of specialist resource bases (specialist hubs of inclusive practice, SHIPs), hosted by mainstream schools, and have a clear schedule for the development of these across the county, along with further ASD SRBS, over the next three years. We have benefitted from 'over-subscription' from primary schools to host SRB's which has offset the difficulties in securing interest from secondary schools for this type of SRB. We have also been closely involved in influencing the DfE decision making regarding the appointment of experienced multi-academy trust sponsors who will operate the two new special schools in Great Yarmouth and Downham Market.

2.4 As a result of this work we are having positive impact. Some examples of the success of the programme include;

Initial impact of the new School & Community Teams

As set out above, we have established the new School & Community Teams with the LFI joint DfE/NCC investment and from a 'standing start' have ensured that the 15 teams are operational and in their first year have worked directly with over 1000 children through a combination of family and school work, within this cohort:

- In 68% of cases supported by the new teams the risk of a local mainstream school being unable to meet need has been mitigated as a result of the support
- In 83% of cases supported by the teams the risk of exclusion has been mitigated as a result of the intervention

- In 71% of cases supported the risk of becoming a schools refuser has been mitigated as a result of the intervention

Ongoing 'business as usual' improvement for Education Health & Care Plans

In the past we have reported, to other NCC Committee's, the improvement work for Education Health & Care Plans (EHCP) in relation to the timescales for assessments and the quality of individual plans. There are more than 11,000 EHCP's in Norfolk (age 0-25) in addition to the 17,500+ cohort of children and young people at SEN Support. Each year we continue to receive a record level of EHCP requests and despite the average referral rate increasing over the past decade from approx. 650 per year to 2000 per year the teams have been able to sustain improvements to timescale, with

- Current proportion of Education Health and Care plans being finalised within the 20 week timescale at 66% calendar year to date (compared to our published figure of 43% for the previous year against a national average of 50%)

Ensuring that previous transformation work leads to sustained improvement

The Local First Inclusion programme does not exist in isolation, it builds on the previous SEND & AP Transformation programme (that started in 2019 with the council's £120million capital investment) and aligns with our ongoing Norfolk Area SEND & AP Strategy. It is vital that when we complete capital schemes that we then also ensure that the growth plans for new schools is overseen to ensure a balance of speed and 'safety' for pupils whilst also acknowledging the day to day operations of schools via Multi-academy Trust and maintained school leadership and governance. In this way we are able to confirm,

- New specialist provision at Duke of Lancaster and Bure Park schools new schools are receiving positive Ofsted inspection outcomes and are enabling more than £4m of revenue cost avoidance compared to independent sector placements. With Duke of Lancaster a new school for ASD in Fakenham for approximately 90 places and Bure Park a new school in Great Yarmouth, again for approximately 90 places, for children and young people who have Social Emotional & Mental Health difficulties.
- Our specialist resource base provision (SRB) is gaining national recognition and the vast majority of pupils attending the SRBs are remaining as intended in mainstream education after the period of support in the base – with particularly high rates of re-integration for children with Speech and Language and Cognition and Learning needs

The table below sets out the increase in specialist provision to date and our ongoing plans to increase further:

| Type of provision | pre-2014 SEND reforms | 2019 to 2025 NCC £120m capital investment | 2023 to 2027 DfE safety-valve capital investment | Additional capacity through combination of NCC and DfE grant & targeted capital bids | post-2027 Final combined position |
|----------------------------------|---|--|---|--|-----------------------------------|
| Specialist Resource Bases | 21 'Learning Support Bases' (234 funded places) | <u>2019 to 2023</u> 10 SRBs built and operational (180 funded places) <u>2023 to 2025</u> 19 SRBs being developed (332 funded places) | n/a | 50 bases (746 funded places) | 50 bases (746 funded places) |
| Alternative Provision | 0 | <u>2023 to 2025</u> 16 centres being developed (424 funded places) | n/a | 16 centres (424 funded places) | 16 centres (424 funded places) |
| Special – state funded | 11 schools (1,169 funded places) | <u>2019 to 2022</u> 2 special schools built and operational (200 funded places) | <u>2023 to 2027</u> 2 special schools scheduled to open 2027 (270 funded places) | 2 special schools (200 funded places) via Free School programme 1 special school via targeted capital DfE grant bid (170 funded places) Additional class bases across existing special school estate (c. 400 places) | 18 schools (2,423 funded places) |

Note: the future funded places / number of centres is subject to ongoing feasibility studies and future reports will set out any changes that occur for those reasons.

2.5 However, despite these successes, the overall position remains one of considerable challenge, in particular:

- An ongoing rise in exclusions and a reliance on the LA to provide educational provision directly, via tutors and online resources, for children not currently able to attend school for reasons of medical absence and/or resistance to admissions within mainstream schools whilst assessments regarding special educational needs are clarified
- Delays to some capital schemes due to the outcome of feasibility studies, for example highlighting increased costs due to the need for full new build compared to assumptions of possible refurbishment of existing spaces, and a minimum one term delay to the opening of the two new special schools due to DfE processes.
- Concerns from mainstream schools regarding the interim changes we made to Element 3 funding, which has led to a perception of significant budget cuts and the very real impact on school planning with the short notice of changes in the summer term ahead of the current academic year
- There are still considerable wait times for key health services, in particular in relation to assessments for neurodiverse children and support for children with emotional and mental health needs
- A continued rate of referral for special school provision which is well above the national average and well above what can be afforded within the allocated High Needs Block
- We continue to see an ongoing rise in referrals for Education Health and Care Plans and special schools, despite the record investment in mainstream funding and the availability of new 'free at the point of delivery' services.

The table below sets out the rise in both the SEN Support and the EHCP cohorts nationally and in Norfolk, with a combined cohort now in Norfolk of almost 29,000 age 0-25.

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------------|--------|--------|--------|--------|--------|----------------|
| EHCP No. | 6,689 | 7,753 | 8,671 | 8,735 | 10,736 | 11,078 |
| % | 3.2 | 3.3 | 3.8 | 4.1 | 4.7 | 5.6 |
| New EHCP issued | 655 | 1,253 | 1,032 | 1,093 | 2335 | 1007 (to June) |
| National EHCP % | 3.1 | 3.3 | 3.7 | 4.0 | 4.3 | 4.8 |
| SEN Support No. | 15,081 | 15,993 | 16,138 | 16,898 | 17,412 | 17,806 |
| % | 12.4 | 13.1 | 13.1 | 13.6 | 13.9 | 14.3 |
| National SEN Support % | 11.9 | 12.1 | 12.2 | 12.6 | 13.0 | 13.6 |

- 2.6 We have known from the outset that Local First Inclusion was a long-term programme requiring sustained investment and effort over years and this remains the case. Although we have not yet seen the trajectories change we are putting place the building blocks for a more successful and inclusive system. As with any multi-year complex programme of transformation it would be expected that the ultimate aims and benefits envisaged will be delivered in the latter stages and this is true of LFI.
- 2.7 Fundamentally, a combination of factors within the 'SEND system' in Norfolk that are perpetuating a lack of confidence from families in the offer from schools and the LA to meet their children and young people's needs. For each individual instance of a child being effectively supported in their local mainstream school we have another individual instance where the opposite is true and leading to insufficient confidence in the ability of mainstream education to meet needs and therefore a referral for specialist provision as a solution. As a result the key financial indicators that the DfE required to move in a positive direction have been delayed. The in-year deficit and cumulative deficit is increasing and we need a longer time period to lay further foundations for sustained changed in the medium/long term.
- 2.8 It is for these reasons, that our revised plan not only introduces new projects and initiatives but has a change of emphasis also. Within the initial roll out of LFI we believed we were clear on the aims of our plan and the ways that we would achieve this, however, on reflection we need to have an even greater emphasis on the need for full system support to make the changes a reality. We need to support our teams to work in different ways but we also need to challenge them to communicate with families and schools in a different way, knowing that they have the permission to hold a line on unnecessary referrals for ECHP and/or specialist placement and that they can be clear with other professionals and parents when we fundamentally disagree for any solution other than local mainstream inclusion.
- 2.9 However, we also need to create the environment for explicit support and challenge between schools and acknowledge the significant difference in the interpretation of effective inclusive practice that we see across schools and across multi-academy trusts. Fundamentally the only solution for Norfolk (and nationally) is to support greater inclusion in mainstream provision. That involves challenging the mainstream sector but also giving mainstream education providers the help, advice, funding and structures they need to succeed. We need to create the conditions in which inclusive practice can thrive and then make it a core expectation of all schools in Norfolk.
- 2.11 The next stage of LFI delivery, and we hope one that is fully supported by the DfE, must be one that is far more explicit in the role that all parts have in the system to deliver the success. Quite literally, we cannot afford for any other outcome.

3 Our revised plan to DfE, including new projects, new financial plan, risks and mitigations

- 3.1 Following our stock-take of the first year of LFI implementation, and running alongside our discussions with the DfE as part of their enhanced, monitoring and support (EMS) process, we have set out a revised Local First Inclusion programme; submitted to the DfE on 4 October. The following section of this report is based on key extracts from that submission to the DfE, setting out our ambition and the revised projects and initiatives we will now deliver.
- 3.2 Our revised programme now includes additional projects and task and finish pieces of work but with the same aim. We have added new initiatives to our change programme and have been far more explicit with partners regarding the need for us all to collectively 'live within our means'. Our revised submission is focussed on a multi-year plan - 8years+ to sustain/embed an in-year balanced budget – and continues our original focus on,
- an investment in mainstream inclusion
 - continuing to develop 'sufficient' specialist provision
 - significantly reducing reliance on independent sector provision
 - a change in culture and behaviours across the SEND 'system' in Norfolk
- 3.3 The diagram below shows an overview of the revised project workstreams and descriptions of the proposed activity under each stream of work.

1

Zone
development &
improvements
to Norfolk's
SEND and
Inclusion
Support Model

Definition and
delivery of
zone data
packs

We are building on the successful implementation of our new School & Community teams that were established in the first year of the LFI programme. We have 15 teams operating across the new School & Community Zones with a focus on the SEN Support cohort. Our ambition has always been to ensure that ultimately all of our services focussed on schools (including for early years and post 16) will operate through this local footprint.

We also have a commitment with our health colleagues to join up services such as speech & language therapy in this way too. Operating a 'team around the school' approach we will be ensuring that increasingly access to services (and funding) will be centred on a relationship-based model rather than a referral model. We believe that this will ensure that access to services is responsive to the needs and context of individual schools, rather than a one size fits all approach, and of course ultimately responsive to C&YP needs. We have also launched a new phone-line, for parents and professionals, as part of a new SEND & Inclusion Front Door and we will build onto this initial offer the full model during the current academic year.

In addition to the support being provided by the LA we are also enhancing the challenge in our partnership working with schools. To ensure that our challenge is evidence based we have developed an Inclusion Dashboard and this will enable LA to School challenge, regarding inclusion, but will also facilitate peer to peer discussions between schools in each Zone.

2

Ordinarily
available
provision plus
ESP process
development

Following the success of enabling 100% take up from Norfolk mainstream schools to our INDES framework we are able to support and challenge schools regarding their overall offer of inclusion. We have a clear benchmark of effective inclusive practice and are able to link this to access to funding and services. For example, where schools are demonstrating effective inclusion for cohorts of C&YP we are able to support this ongoing inclusion through a funding mechanism (within our overall Element 3 funding offer) to establish Enhanced Specialist Provisions (ESPs). This provides funding stability for schools and enables parental confidence within the mainstream offer.

3

Element 3
funding
process and
value

We shared detailed information regarding our interim changes to Element 3 funding with the DfE in the summer term and we welcome the support we had following a challenge from a number of Norfolk MATs. We are now in formal DSG Consultation process and Element 3 funding is a major aspect of our remodelling. We were able to work in partnership with a range of school leaders, in the summer term, to help us develop principles to underpin a medium/longer term model for Element 3 Funding. This will be implemented from April / September 2025 and we are setting out a model that combines aspects of formula funding and individual C&YP needs led information. We need to provide schools with certainty and stability whilst also responding when individual needs, and/or the circumstances of schools, warrant additional funding during the year.

4

School Led
AP Model
incl. S19 AES

We have secured full engagement across Norfolk's secondary school leaders within the design phase of our new school led AP model. We have designed a model closely aligned to the DfE 3 Tier AP model, from the national plan, and have benefitted from the expertise of Mark Vickers MBE (CEO Olive Academies) in the AP working group alongside Norfolk school leaders. We are piloting the first of a new model of AP centre, launching our new managed move service and working with the MAT that operates the Norfolk AP provision to redesign the model to ensure that we can repurpose the current provision as PEX reduction occurs in future years.

5

Commission
/ Use INMSS
differently

We continue to engage with this sector on two fronts, to secure best possible fees for current / new placements alongside our core messaging regarding the significant reduction in placements over the timeline of our LFI programme.

We have had some, limited, successes with fee reductions – albeit these are reductions from very high initial requests – and we will continue this work on a school-by-school basis. We have also had to acknowledge that our simple narrative at the start of the LFI programme regarding the sector, i.e. largely higher cost and lower quality provision compared to state-funded special schools, is now needing to be more nuanced as the outcome of Ofsted inspections for this sector is demonstrating improvements in the quality of education. This is positive for Norfolk C&YP already placed in these schools but is being used by the sector also to reaffirm their position in the Norfolk specialist market.

6

School to School Outreach

The success of Norfolk's state-funded special schools, through recognition from Ofsted of their routine Good & Outstanding judgements, is also mirrored in the credibility of this sector for their support for mainstream schools, both as the Specialist Partner for Specialist Resource Bases but also the 'S2S' outreach model.

To ensure greater co-ordination of the Outreach offer to mainstream schools the LA is taking the management of the service 'in-house' and will broker the support between special school and mainstream and will be able to do this as part of the overall School & Community Zone developments. Also, as part of the current DSG consultation process, we are exploring options for an increase to the Outreach offer and seeking feedback from mainstream schools on how best to position this within an overall offer of mainstream school support; all focussed on meeting more needs at SEN Support.

7

Building new SEND places:

- a) Autism SRB's
- b) SEMH SRB's
SLCN
SRB's/SHIP's
- c) Existing &
satellite Special
Schools
- d) Schools #4 & 5

New Special School Admissions Process

We are continuing our ambitious increase of specialist provision with a range of new Specialist Resource Bases, AP Centres and new special schools. In parallel we continue to increase and improve the current Norfolk special school estate within our revised SEND & AP Sufficiency plan.

We acknowledged in our initial Tri-annual reports and as part of our April submission that there was a mixed picture regarding capital delivery when compared to our original plan, with delays to our SRB programme and also delays to the DfE special school capital schemes. We also have had to adjust aspects of our model due to a lack of take up from secondary schools regarding part of our new SRB offer.

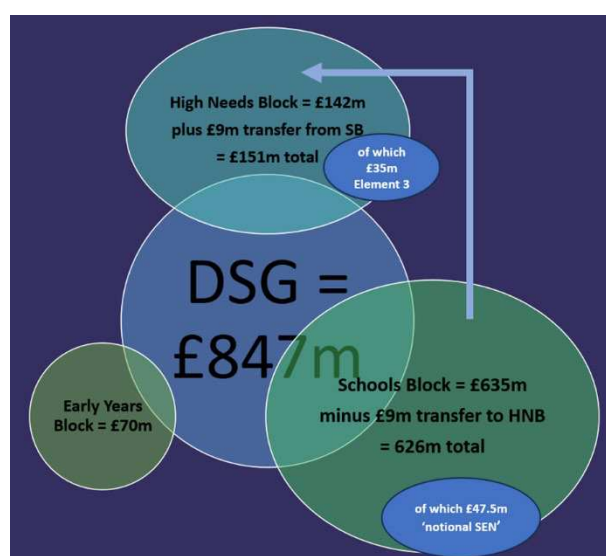
However, overall, we have had a positive response from schools for AP centres and new model Specialist Resource Bases and, due to over-subscription within primary phase schools for a new 'SHIP' (specialist hub of inclusive practice) model we are able to expand the number of mainstream schools hosting these provisions.

Initial new SRB's/AP centres are now operational with a clear trajectory for the opening dates of the remainder of bases over the next two years, following completion of feasibility studies, public consultation and decision making via the DCS and Regional Director for maintained schools and academies respectively. In addition, and to protect the new placements for the children that we believe have the greatest need and will travel the shortest distance, we have changed our special school admission process to ensure that our consultations with headteachers differentiate between requests based solely on parental preference and those with professional consensus.

- 3.4 Our submission to the DfE, setting out our revised projects etc, also included a revised high level financial plan. This is set out below and illustrates how we believe we can achieve an in-year balanced budget within the financial year 2030/31 (balance shown before DfE or NCC contributions):

| | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031-32 | 2032-33 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| High Needs Block DSG Income | -142.2 | -146.6 | -151.0 | -154.1 | -158.4 | -162.7 | -167.7 | -173.1 | -178.4 |
| 1.5% Schools Block transfer | -9.5 | -9.7 | -9.9 | -10.1 | -10.3 | -10.5 | -10.7 | -10.9 | -11.2 |
| Total income | -151.7 | -156.3 | -160.9 | -164.2 | -168.7 | -173.2 | -178.4 | -184.0 | -189.6 |
| Maintained / Academy / Free Special Schools | 60.2 | 63.6 | 68.8 | 76.5 | 81.0 | 82.8 | 79.5 | 75.5 | 77.1 |
| Specialist Resource Bases & Deaf Resource Bases | 9.8 | 11.6 | 14.0 | 15.9 | 17.2 | 17.9 | 18.2 | 18.6 | 19.0 |
| Independent Special Schools | 53.0 | 48.3 | 46.0 | 27.9 | 17.2 | 9.6 | 9.8 | 10.0 | 10.2 |
| Alternative Provision | 10.8 | 11.9 | 12.6 | 10.3 | 9.5 | 9.8 | 10.0 | 10.3 | 10.5 |
| Post-16 (Further Education) | 11.0 | 10.4 | 9.4 | 9.7 | 9.7 | 9.4 | 9.1 | 9.1 | 9.3 |
| Other Provisions | 11.8 | 11.6 | 10.0 | 9.7 | 8.7 | 7.8 | 6.7 | 6.3 | 6.1 |
| Inclusion fund (including mainstream SEN / EHCP support) | 35.0 | 35.0 | 34.0 | 33.0 | 32.0 | 31.0 | 30.0 | 30.6 | 31.2 |
| Speech & Language, Sensory, Youth Offending and Child & Adolescent Mental Health support & contributions | 4.4 | 4.5 | 4.6 | 4.7 | 4.8 | 5.0 | 5.1 | 5.2 | 5.3 |
| High Needs Inclusion Infrastructure, cluster teams including parent link workers | 8.2 | 8.1 | 8.1 | 7.0 | 6.0 | 6.2 | 6.4 | 6.5 | 6.7 |
| Other, including TPG/TPECG, H&SC levy and new school start-up costs | 2.9 | 2.9 | 3.0 | 3.1 | 3.2 | 3.3 | 3.3 | 3.4 | 3.5 |
| Contingency | 1.5 | 1.5 | 1.0 | 0.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total Expenditure | 208.5 | 209.4 | 211.5 | 198.3 | 189.4 | 182.7 | 178.1 | 175.5 | 178.9 |
| In-year +deficit/-surplus | 56.9 | 53.1 | 50.6 | 34.1 | 20.7 | 9.5 | -0.3 | -8.5 | -10.7 |
| Cumulative Balance without contribution | 174.4 | 227.6 | 278.2 | 312.3 | 333.0 | 342.5 | 342.2 | 333.7 | 323.0 |

- 3.5 This table should be considered in the context of how the overall, current, High Needs Block budget of c.£142million relates to the overall Dedicated School Grant (DSG):



The Dedicated School Grant (DSG) is the total grant from DfE to all LA's. It includes 3 Blocks:

- Early Years Block – passported to EY providers
- Schools Block – passported to mainstream schools
- High Needs Block – managed by the LA for all SEND education related spend, eg special schools, element 3 mainstream 'top-up' funding, commissioning speech therapy

There are two links between SB and HNB

1. The annual transfer of up to 1.5% from SB to HNB as part of DfE safety valve plan
2. The requirement for schools to demonstrate use of 'notional SEN' from their delegated budget before accessing HNB Element 3 'top-up funding'

And also noting that these budgets within the 'DSG' are separate from the NCC General Fund budgets (accepting the concept of the 'statutory override' that is explained elsewhere in this report).

- 3.6 As is clear from the table, this plan requires a longer timeframe to achieve an in-year balanced budget. It also requires changes to guidance and ultimately regulations / legislation and a revised direction from government to all parts of the system in support of mainstream inclusion. We have provided a realistic view of what is possible over a longer timeframe, but we would also want to be clear that we cannot 'guarantee' this plan will be delivered as we don't currently have all the powers and controls needed to achieve that certainty. If the system is not reformed no local authority could guarantee delivering against any projected modelling. The model is probably therefore a best-case scenario under the current rules.
- 3.7 It is clear then that we face a substantial challenge locally and nationally even if we deliver this substantial programme of work successfully. We want to take this multifaceted challenge head on and in partnership with the DfE – we think Norfolk could be an exemplar of 'mission based' policy and reform in the area of SEND & AP - we want a different relationship with government. A collaborative partnership to test and find solutions rather than the negotiating style experienced to date.
- 3.8 Due to the scale of the financial challenge that continues we have been clear in our submission to the DfE that our offer to work with them in partnership on both Norfolk and national solutions is genuine. We have offered to work with the DfE to trial and innovate some new ways of working which challenge the

status quo and we think would support local delivery. Specifically we have set out six recommendations:

1. We recommend a trial period where Tribunal decisions must take account of Local Inclusion Plans and Safety-valve agreements
2. We recommend a trial period using 'reasonable endeavours' to secure Educational Psychology specialism within advice and information for EHCP assessments and reviews
3. We recommended a pilot to explore applying bandings and tariffs for independent schools linked to local area state-funded special schools, with a direct link between average costs and Good/Outstanding Ofsted ratings for all new placements.
4. A request to consider a pragmatic and learning approach between government and NCC with levers to manage the system more effectively and strategically i.e. place planning
5. A request to increase the quantum of HNB funding to reflect the level of high SEND both in Norfolk and across the country, alongside the identification of changes to the SEND system to prevent further deficits from being created.
6. A request to consider a new pragmatic partnership approach between the DfE and LAs to resolve the cumulative deficit that supports local systems to remain financially viable

Note: with recommendations 1 to 3 relating to 'practice' and 4 to 6 relating to solutions to the budget mitigations.

- 3.9 To explain further. Currently parents can make appeals to the SEND Tribunal regarding a range of decisions related to individual EHCP's and the Tribunal will consider the issues related to the individual case only and will not be required to consider this in the context of LA strategic planning for SEND & AP. However, the DfE do require all LA's to have a published SEND & AP Strategy and for those LA's within the 'safety-valve' scheme there are also conditions related to the financial investment. Therefore, we are seeking changes that would lead to Tribunal's needing to have regard to local strategic plans. Similarly the DfE are aware of the national issue regarding the number of available Educational Psychologists and the impact of this scarce professional resources on the ability to a) improve EHCP assessment timescales and b) redirect their expertise to earlier support, however, to date there is not resolution to this. Also, the DfE previously signalled an intention to look at ways of aligning independent school fees to state-funded special school funding bands but this work nationally did not progress and we believe our work locally requires a resolution nationally and we believe that we are developing ways of working that could assist with the national debate in this area.
- 3.10 In all of these areas we would need to work up the detail of any new powers to innovate with the sector and all key stakeholders but we feel they are a helpful set of areas where innovation could have an impact – recognising that the fundamental reform being discussed by the new Government will take time to deliver.

3.11 These recommendations are specific to our situation in Norfolk, however, they do complement the recommendations that have been set out in two national reports on SEND & AP. The first of these reports, published in July this year by the ISOS Partnership, was commissioned by the Local Government Association (LGA) and the County Councils Network. The second report, published very recently, was from the National Audit Office. Taken together these reports set out the challenges in a sobering way. These reports do not merely highlight the concerns of families regarding their frustrations with the SEND system, as many reports and commentaries on SEND over the past decade have done, but instead provide a forensic assessment of the root causes of the challenges, the need for fundamental reform and the assertion that whilst funding has increased exponentially in recent years the solutions do not lie in funding alone. Links to both reports are provided in the background papers section of this report.

4 Engagement with the Sector

4.1 It is important that the design and implementation of the LFI programme is informed by the view of all stakeholders, those with lived experience and those working with children with special educational needs every day.

4.2 All of the department's work around SEND is informed by regular engagement with the sector. The Local Inclusion Partnership brings together all parts of the system including representatives of parents and carers, education leaders, the voluntary and community sector, health and other key bodies to shape improvement work in all areas. Underneath this Partnership Board myriad working groups and engagement session seeks input from children, families and sector representatives as all improvement work is progressed

4.3 Additionally a comprehensive annual SEND survey is conducted asking for structured feedback about the experiences of children with SEND and families and this evidence base underpins our strategic direction and is embedded in the design of our transformation. The most recent survey resulted in 523 responses from families, 381 from children and young people and 331 from professionals. Some key messages from this were:

- 60% of parents/carers said they meet with their child's learning place to talk about their child's needs.
- 50% of parent/carers felt their views and wishes are listened to and considered
- 34% of parents/career felt their child's place of learning encourages and enables their child to make progress through a SEN Support plan.
- 48% parents/carers felt their child's place of learning makes reasonable adjustments to include their child.
- 91% of the children and young people said they get help to learn
- 46% of parents/carers said they were happy with how well educational professionals have supported them and their child.

- 71% of these children and young people said they are allowed to make choices about the support they get with learning.
- 50.8% of parents/carers said their child's EHC plan made a positive difference to their lives

We are addressing these issues through our Area SEND & AP Strategy as part of our ongoing SEND strategic improvement work and progress on these will be subject to inspection via Ofsted/Care Quality Commission within the Area SEND & AP inspection framework, which would be likely to take place in Norfolk during 2025.

4.4 As such the LFI programme is already well informed by views from across different stakeholder groups. However, as the programme enters the next phase we have recently undertaken a further round of engagement. Every year the LA conducts a consultation in relation to the funding arrangements for schools and settings in Norfolk. This has primarily been quite a technical consultation exercise determining funding formulas and budget allocations. However, SEND is increasingly central to the thinking and resourcing of all schools and is acknowledged as the biggest challenge facing the sector. We have therefore sought through this year's engagement to ask for views from all education leaders in response to some broad and fundamental questions – specifically:

- What makes the biggest difference to the ability of schools and settings to be inclusive of children with significant needs – what should we do or provide more of?
- What are the biggest barriers to inclusion within the current system?
- What specific gaps in services or provision would you highlight for the programme to address?
- What specific changes to ways of working or pathways would you suggest?
- Do you have any views on the proposed model for spending of the High Needs Block over the coming period and the prioritisation of investment?

4.5 We have conducted a number of engagement consultation session and captured feedback from across Norfolk. The consultation closed at October half term and so the feedback from schools and settings on the above questions is now being digested and will be reported to the LFI Executive Board and LFI Reference group so that it can further inform the design of the programme. Additionally further specific engagement is planned with the parent carer forum representatives on the same key questions, again with the intention that future design of the programme is informed by children and families themselves. The outcome and how we plan to respond to the key themes emerging from this latest round of engagement might be a good focus for the next report to Scrutiny Committee in May 2025.

5 The SEND & AP Sufficiency Strategy

- 5.1 The original Local First Inclusion Programme was informed and underpinned by our comprehensive SEND and AP Sufficiency Strategy and the investment of £120m of capital by NCC in new specialist provision in Norfolk. This investment is funding the creation of new special schools in Norfolk and numerous new specialist resource bases with the aim of ensuring that there are sufficient places across all forms of special educational needs in all of the different areas of the County. As part of the safety-valve deal we have also secured DFE funding for a further two special schools in Norfolk.
- 5.2 Through the summer of 2024 as part of the review of the programme we have updated our sufficiency analysis to reflect the most recent view of needs. Below is a summary of the approach that we take to sufficiency planning for SEND & AP and the conclusions that we have reached and our plans for the next stage of our programme:

Methodology to create determine 'sufficient' SEND & AP specialist provision

- 5.3 The SEND & AP Sufficiency refresh in 2024 builds on previous sufficiency plans undertaken in 2018 and 2021. There is a unique methodology regarding for SEND & AP when compared to mainstream school place planning, with additional variables,
- Pupil needs profiling (type and complexity), qualitative alongside use of raw data
 - Impact of parental choice protected in the legislation and the role of the SEND Tribunal
 - Predictive limits to identify high needs in birth rates, housing development and movement of high needs children in and out of county.

And a set of core data is required to create the evidence base,

- Demand profiling
- EHCPs rates
- Special school / SRB requests
- SEND profile and matching to setting type
- SEND tribunal appeal rates
- Movers into Norfolk with existing high needs
- Benchmarking – national and statistical neighbours
- EHCP population in schools
- Category of SEND
- Type of setting children attend - mainstream vs special (and type of special, i.e. state funded vs independent)
- Placement trends & Home to School Transport analysis
- Capacity in the overall estate by type of provision type and SEND category.
- Identification of the possible deficit / surplus of places to accommodate referrals

- 5.4 The output of the data analysis results in planning specialist provision across three main types of need:
- Learning disability / cognitive impairment (i.e. severe learning disabilities)
 - Autism
 - Social Emotional and Mental health needs

Outputs and conclusions from updated Sufficiency Strategy

- 5.5 The following illustrates the ongoing rise in requests for specialist provision and how we need to moderate a request for movement out of the mainstream sector and a collective view on how much specialist provision is needed to be 'sufficient' for the current and future SEND & AP cohorts,
- 85% increase in special school requests since 2019/20 (1658 requests in academic year 2023/24 for example)
 - A ratio of approximately 3:1 referrals per available place. Noting that there is a difference between referral request and the LA view that specialist placement 'must' be the outcome
 - 27% of requests for specialist placement are currently also subject to appeal, by parents, to the SEND tribunal to determine placement
 - The increases that we are planning for Specialist Resource Bases and Special Schools is sufficient in the future if we are also able to, in parallel, increase parental confidence in an inclusive mainstream school offer consistently across the county

Next steps for the programme

- 5.6 We will continue to work with the DfE to ensure that delivery of two new special schools, in Downham Mark and Great Yarmouth, are achieved in 2027 without any further delay. Noting that the original timeframe to open in September 2026 has been impacted by DfE delays.
- 5.7 We will continue to work with mainstream schools to identify locations for further specialist resource bases and the new alternative provision centres. The feasibility studies that are scheduled illustrate potential opening dates for these new bases from across the period 2025 to 2027.
- 5.8 Individual scheme opening dates will be impacted by the mix of new build and refurbishment, with new builds increasing costs and potentially impacting on the number of bases that can be afforded in the indicative capital allocations for LFI programme overall.
- 5.9 In addition to capital delivery, there can also be an impact on delivery of individual schemes through the decision making process taken by the LA and/or individual schools and multi-academy trusts regarding the viability of individual schemes. It is sometimes the case, for example, that after exploring the detail of the operating model for the specialist provision that the LA or the school ultimately determine that the location of specialist provision in an individual school will not progress.
- 5.10 When compared to our statistical neighbours, Norfolk will have more provision than other comparable local authorities. From a strategic planning perspective this also means that we can allow for 'head-room' in all of the individual

specialist provisions to ensure that the concept of a 'full' school is removed and this will ensure that children will no longer need to be placed in a specialist provision a long distance from home. This will also assist our need to address the continued rise in our home to school transport budget.

- 5.11 In delivering this new landscape of provision it is important to emphasise the partnership we want to create between the specialist and mainstream sectors. The specialist knowledge in the sector can and will be used to strengthen the capacity of mainstream schools and to upskill them in working with children with complex needs. We are directly supporting this through the investment in a special school outreach programme and through the Local Inclusion Partnerships we intend to strengthen the links between the specialist and mainstream sectors. Equally it is important to recognise that much of the future 'specialist' provision will be run by or located on mainstream education schools. The Specialist Resource Bases, Alternative Provision Centres and ESPs are all linked to mainstream education and this partnership approach will be the key to the success of the overall system.

6 Impact of the Proposal

6.1 Impact on Children & Young People with SEND and requiring Alternative Provision

- 6.2 As already set out in this report the Local First Inclusion programme is designed to ensure that we can further improve mainstream inclusion, for the majority of children and young people with SEND and requiring alternative provision, whilst continue to develop more specialist provision prior to concluding that we have sufficient for current and future need.

- 6.3 The successful delivery of the Local First Inclusion programme would be illustrated by evidence of improved outcomes for children and young people, through Key Stage attainment and post 16 achievements leading to meaningful employment opportunities. Success will also be illustrated through a decrease in the ongoing identification of SEND, through a reduction to the total cohorts of SEN Support and EHCPs, due to needs being met earlier and more effectively enabling a celebration of progress; ensuring that EHCP's are secured and reserved for those children and young people with the most complex needs that require the LA to intervene to determine provision, most likely within specialist provision.

6.4 Impact on Dedicated School Grant / High Needs Block budget and NCC General Fund budgets

- 6.5 The revised LFI plan sets out to the DfE our ability to achieve an in-year balanced budget for the High Needs Block during financial year 2030/31. The

current plan does not address the cumulative deficit, which by that time would be in excess of £200million. Our submission to the DfE seeks a pragmatic solution to the cumulative deficit and seeks national SEND reforms to ensure that our plans to achieve an in-year balanced budget can be realised and sustained in the future.

- 6.6 As can be seen from this table, our investment in state-funded special schools, specialist resource bases and additional funding for mainstream schools is significant, whilst our investment in independent sector schools reduces over that same period.
- 6.7 This is a plan designed to re-balance spending on SEND & AP in Norfolk with the majority focussed on mainstream inclusion in the future. This is a plan directly in line with the recommendations set out in the LGA/CCN ISOS report and the National Audit Report on SEND. We believe this is a plan that the DfE should endorse and be used to assist the current national debate regarding the need for fundamental SEND & AP reforms.

7 Evidence and Reasons for Decision

- 7.1 This report has set out the background to the original Local First Inclusion programme and the changes that we have made following a stock-take of the initial implementation phase. This report has also set out the recommendations we have made to the DfE recently to enable our revised plan to lead to sustainable change for the SEND system in Norfolk and nationally.
- 7.2 Whilst we await feedback from the DfE on our revised plan and await announcements from government on their plans for SEND & AP reforms nationally we will continue to deliver our plan.
- 7.3 We will be taking a report to NCC Cabinet in the new year as part of the budget setting process and this will include a number of changes that we are planning in relation to SEND & AP within the Dedicated School Grant (DSG) and High Needs Block (HNB). These changes are part of the annual DSG consultation process with schools, a process that has recently concluded the first stage via a month long engagement / consultation survey with Norfolk schools and progressing now to discussions with the Schools Forum regarding the feedback from that process.
- 7.4 Members will have an opportunity in the new year to discuss the proposed changes which, primarily, relate to:
- 'Notional' SEN funding (the funding delegated to all schools for SEN and currently c.£47m of the overall c.£635m schools block budget) – with proposals to raise this in line with national average

- Element 3 funding (the funding provided to 'top-up' notional SEN funding and currently £35m within the overall c.£142m high needs block budget) – with proposals to set a new model to provide a balance between funding allocated via formula and funding allocated following 'need led' assessments
- Block transfer between the Schools Block and High Needs Block – to reflect the ongoing assumption of the DfE that a transfer of c.£9m is required each year of the LFI plan to reflect the level of pupil movement out of mainstream schools and to enable targeted investment back into mainstream schools to enable more inclusion

7.5 Therefore, the decisions that are being sought today via Scrutiny Committee relate to the pattern, and content, of reporting on the LFI programme going forward.

8 Alternative Options

8.1 Local First Inclusion (LFI) is our response to the DfE 'safety-valve' national programme. Norfolk were 'invited' into the safety-valve programme in 2022 and this resulted in the published funding agreement with the DfE in April 2023. This funding agreement provides a joint DfE / NCC revenue and capital investment in excess of £130million (DfE revenue funding of £70million, DfE capital funding of c.£25million, NCC revenue funding of £35million + the original NCC capital investment of £120million in 2019. If, for any reason, Norfolk were not part of the safety-valve programme the DfE revenue and capital funding not yet allocated would be at risk.

8.2 This does not mean that the LFI programme would cease, however, it would require a significant redesign which would in turn result in the council exploring alternatives to secure the dual aims of LFI, namely meeting children and young people's SEND & AP needs more effectively and earlier whilst also resolving the issue of in-year and cumulative deficits to the High Needs Block revenue budget.

8.3 As set out in the main body of this report, we are awaiting feedback from the DfE regarding our revised plan and also await announcements regarding their plans for SEND & AP reforms nationally. In the meantime, we will continue to implement the LFI programme as set out in this report.

9 Financial Implications

9.1 DSG overspend in-year will result in further increases to the cumulative deficit (exceeding those budgeted in January 2024) that will need to be repaid from future DSG resources, additional future DfE funding and / or contributions from NCC. At present, the cumulative deficit is held on NCC's balance sheet as a

separate (negative) reserve in accordance with the appropriate regulations and accounting treatment¹.

- 9.2 Although the accounting practices allow for the cumulative deficit to be recorded separately from NCC's General Fund, NCC, like other local authorities with cumulative deficits, we must still administer the cash flow ramifications and its effect on cash reserves and interest earnings or, alternatively, an augmented requirement for borrowing. In effect, this means that as at the end of 2023/24, NCC has had to borrow c. £81m to fund capital works that could have been supported through cash resources held without the cumulative deficit. This is incurring borrowing costs that has had an impact upon NCC revenue funding and is projected to continue during NCC's Medium Term Financial Strategy plan period. Essentially, this represents an obscured expense for NCC and local governments throughout the country due to the existing national crisis regarding SEND provision and funding.
- 9.3 These regulations are in place up to and including the accounts for 2025/26. At this stage, it is not known what amendments the new Government may make to regulations and guidance regarding the DSG and cumulative deficits held by local authorities, including the risk that the current statutory override that currently protects NCC's General Fund could end, and this debt could be included in NCC's formal accounts in future.
- 9.4 Whilst renegotiation is taking place with the DfE for a revised Safety Valve agreement through the Enhanced Monitoring and Support (EMS) arrangements, the contributions towards repaying the cumulative deficit from the DfE are on hold. NCC received £28m in 2022/23 and £2m in 2023/24 to mitigate the cumulative deficit. A further £4m is due from 2023/24, along with 2024/25 and future contributions, once the revised plan is agreed.
- 9.5 The Government's Budget announced on 30 October included commitments for additional core schools' budget of £2.3bn nationally, with £1bn specifically for SEND. At the time of preparing this report, the County Council awaits further details of the impact of these spending announcements for Norfolk.
- 9.6 The County Council is seeking to deliver the capital elements of the LFI programme as soon as possible within the resources that are available, including the availability of skilled labour and affordable levels of borrowing for the Council. As part of NCC's offer to the system, discussions are taking place with the DfE to aim to mitigate any further delay (currently already delayed by 1 year by the DfE due to the impact of RAAC nationally) by offering to deliver the two new Free Special Schools funded by the DfE ourselves, given the track record that we have of delivery standards and timeline for previous schools. If

¹ [Local Authorities \(Capital Finance and Accounting\) \(England\) \(Amendment\) Regulations 2020 \(SI 2020 No 1212\)\[NS14\] \[AW15\]](#)

the DfE accept this offer, we will seek to mitigate any financial risks to NCC prior to any agreement.

10 Resource Implications

10.1 Workforce:

10.1.1 We have used the joint DfE/NCC investment through Local First Inclusion to increase capacity within our 'school facing' teams, in particular the significant workforce development through the new School & Community Teams with c.100 extra staff. However, with the 'SEND system' overall there do remain challenges, as noted nationally too, regarding specific professional groups such as educational psychologists and speech and language therapists. In addition to NCC and health sector staff, we continue to receive feedback from school leaders regarding the challenges they face regarding the recruitment and retention of key staff, eg teaching assistants, and the competition faced within the local retail economy etc and their favourable terms and conditions.

10.2 Property:

10.2.1 As set out previously in this report we are continuing our ambitious development of specialist provision across the county through major capital investment, this includes stand alone special school development alongside specialist provision hosted by mainstream schools.

10.3 IT:

10.3.1 The Local First Inclusion programme is an NCC priority and the associated transformation work requires support at cross-departmental level and not just within Children's Services. For example, the work to further develop the 'Synergy' case management system is required for 'business as usual' operational service development, however, this will also yield significant benefits for the LFI programme as we create more sophisticated management information to support our strategic planning and review cycle.

11 Other Implications

11.1 Legal Implications:

11.2 As set out in the main body of the report, in particular within Section 2.2, we have set out a series of recommendations to the DfE regarding our proposed solutions to both local and national challenges to the SEND system. Some of these recommendations do require the DfE to take a view on the interpretation of regulations and guidance related to the Children & Families Act 2014. Essentially we need to ensure that we are compliant with the current statutory framework for SEND & AP whilst exploring flexibility with the DfE to enable the

piloting of new initiatives. We do not yet have a view from the DfE on these recommendations and, therefore, will update Members on these within the next report in May 2025, at the latest, via this Committee; we will update Members at an earlier stage if we have meaningful information and would take the opportunity of a report to Cabinet in the new year on the Dedicated School Grant (DSG) which has a relationship to LFI.

11.3 Human Rights Implications:

n/a

11.4 Equality Impact Assessment (EqIA) (this must be included):

- 11.4.1 An EqIA was produced as part of the LFI report to Cabinet in September. Whilst that EqIA was focussed on Element 3 funding and not the whole LFI programme, that single budget area does account for approximately 25% of spend within the overall High Needs Block. Therefore, we determine that the EQiA used in September remains relevant and further EQiAs would be considered as the LFI programme progresses.

11.6 Data Protection Impact Assessments (DPIA):

n/a

11.7 Health and Safety implications (where appropriate):

n/a

11.8 Sustainability implications (where appropriate):

n/a

11.9 Any Other Implications:

n/a

12 Risk Implications / Assessment

- 12.1 These have been set out within the main body of the report, specifically in section 2.2, regarding the LFI programme overall and also in section 6, where the direct financial risks to the council are set out.

13 Select Committee Comments

- 13.1 The Local First Inclusion programme was previously reported to the People & Communities Select Committee in September 2023. That report was relatively high level, setting out the initial plan as agreed with DfE, and the comments from that Committee largely relate to the recommendations at that time and a

plan to provide bi-annual reports to that committee on the LFI programme. However, following on from the Cabinet report in September 2024 and subsequent Scrutiny meeting later that month, it has been agreed that the cycle of bi-annual reporting to Members on the LFI programme will now be via Scrutiny Committee.

14 Recommendations

To:

1. Comment on progress to date within the original five Local First Inclusion workstreams
2. Comment, support and challenge our revised programme of seven projects and two task and finish pieces of work with regard to the intention of these projects to deliver our dual aims of:
 - Meeting the needs of children and young people with SEND and requiring AP more effectively and earlier
 - Returning the High Needs Block to an in-year balanced budget and resolving, with the support of the DfE, the cumulative deficit
3. Agree to receive future reports on a six monthly cycle, with the next report in May 2025, and likely to include updates on further progress of projects and assuming an update on the national review of SEND & AP

15 Background Papers

15.1 Link to the ISOS Partnership report on SEND & AP, commissioned by the Local Government Association and County Councils Network [Towards an effective and financially sustainable approach to SEND in England | Local Government Association](#)

15.2 Link to the National Audit Office report on SEND & AP [Support for children and young people with special educational needs - NAO report](#)

Officer Contact

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

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Scrutiny Committee

Item No: 8

Report Title: Review of Norfolk Flood Prevention Activity

Date of Meeting: 20 November 2024

Responsible Cabinet Member: Cllr James Bensly - Cabinet Member for Environment & Waste

Responsible Director: Grahame Bygrave, Lead Director - Infrastructure

Executive Summary

Following the widespread flooding threat across Norfolk, exacerbated by the excess rainfall of autumn and winter 2023/24, work has been underway to shore up defences and clean existing systems in advance of this coming autumn and winter. The County Council and the Norfolk Strategic Flooding Alliance (NSFA) have been proactive in engaging multi-agency groups to look at specific 'hard to fix' projects, and progress has been made in locations where activities seem to have stalled; and residents and businesses have also come forward, taking on their own flood-prevention measures, to make sure their communities are well prepared against future flooding.

This year, groundwater levels remain high across East Anglia, with all catchments experiencing above normal, notably or exceptionally high levels compared to the long-term averages. If intense rainfall begins to fall, this will leave less capacity for the water to be soaked up by the ground, increasing the risk of flooding.

The three months to June 2024 saw abnormally high levels of rainfall in the country, compounding the previous six months' worth of exceptional rain: as a result, this year Norfolk is at greater risk of flooding which could come earlier than in previous years.

With 20% of Norfolk at or below sea-level, and predictions that water levels will continue to rise, the county needs a strategic approach to prepare for what is to come. The NSFA and its partners are working with 'communities on the ground' to ensure residents and businesses are as prepared as possible. But there also needs to be a focus on legislation to make sure it is fit for purpose, and the agencies in Norfolk are working with MPs from all parties to scrutinise the rules that bind and guide us.

Recommendations

To:

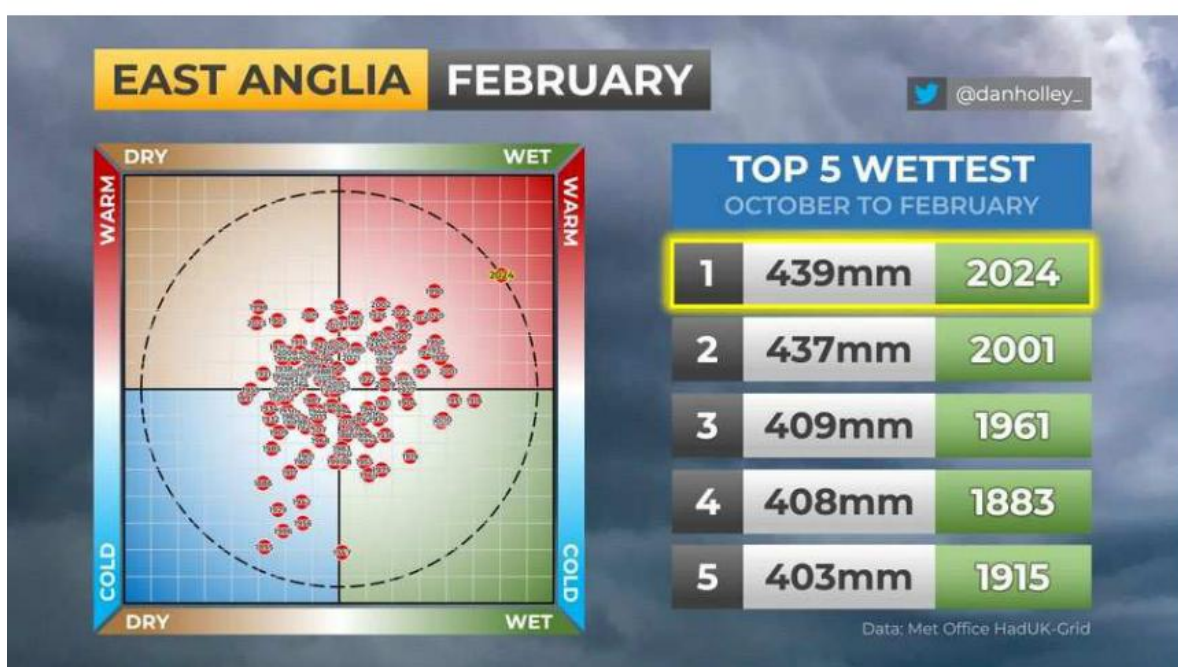
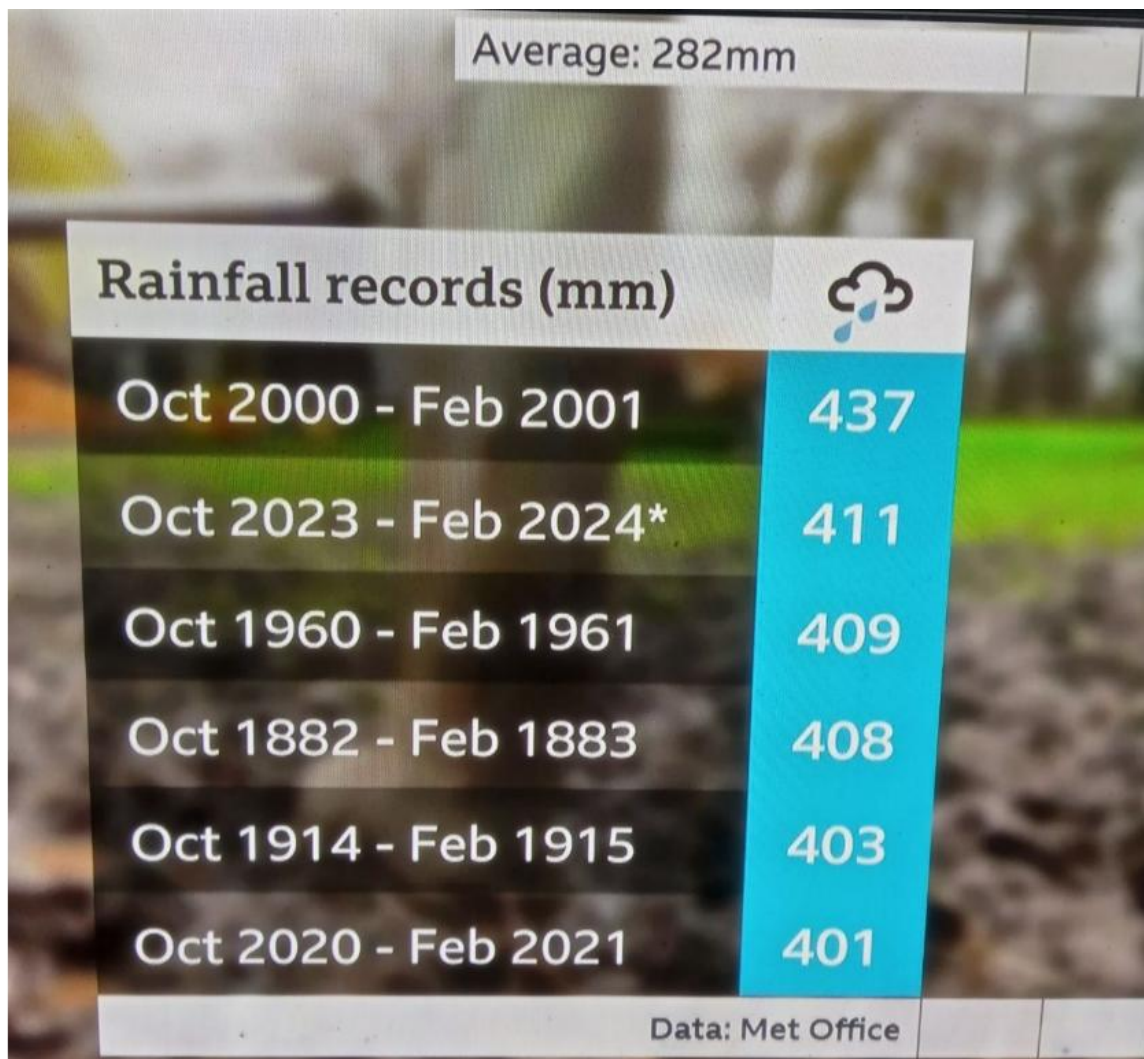
1. **Note the high flood risk that persists across Norfolk. Flooding may come earlier and be more widespread than normally expected.**
2. **Consider the ongoing flood protection work of NSFA multi agency members to help prepare communities for all types of flooding and make them more resilient, and encouraging residents to be prepared**

1. Background and Purpose

1.1 The Norfolk Strategic Flooding Alliance was founded in 2021 after significant surface water flooding issues in December 2020 led to over 350 properties being flooded in Norfolk and 120 settlements being affected. The aim of the Alliance is to ensure that residents of Norfolk have confidence that inland and coastal flood risks are as low as reasonably practicable and are being well managed, and that consideration is also being given to water as a resource.

1.2 Recent weather trends:

- East Anglia had its warmest and wettest February on record in 2024 with an average of 106.4mm of rainfall across the month, beating the previous record of 95.2mm set in 1916, and a mean temperature of 8.2C, surpassing the previous record of 7.6C set in 1990
- The top 10 warmest winters on record for the UK include 2024, 2022, 2020, 2016 and 2014, and the top 10 wettest 2024, 2020, 2016 and 2014

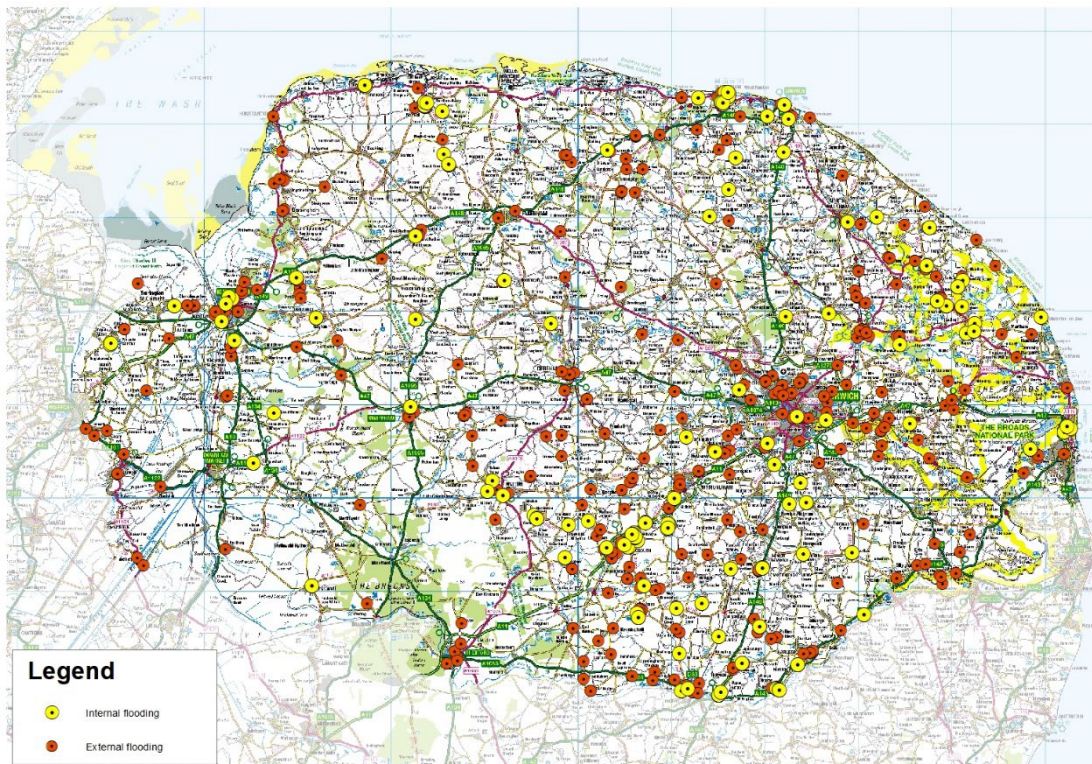


2. Summary of flooding affecting Norfolk 2023-24

2.1 Since October 2023, the County Council's Flood and Water Team has received just over 880 reports of flooding across the county. Nearly 280 of these have been verified as meeting the thresholds for a formal flood investigation which are:

- Any loss of life or serious injury
- Internal flooding to one or more properties
- Flooding affecting critical infrastructure, for example a hospital or school
- One or more properties rendered inoperable, or their functions severely compromised due to the access to the premises being impassable
- Flooding to priority roads, for example, gritting roads

2.2 145 properties were flooded directly as a result of Storm Babet in October 2023. The epicentre of this storm within Norfolk was around north Attleborough and Besthorpe.



2.3 Over the autumn/winter period several named storms affected the country, with Storms Ciaran and Henk particularly adding to the already high-water levels in Norfolk. Communities across the northern area of the county suffered flooding and prolonged loss of facilities such as toilets, showers and washing machines.



3. Response to the Flooding by the County Council

3.1 How we have spent the Flood Reserve

Between 2021/22 and 2024/25, the flood reserve allocated £1.5m each year to help reduce the flooding experienced across the county. A large proportion of the flood reserve has been spent bolstering the routine maintenance works across the county, specifically drainage grip cleansing, drainage cleaning/rodding/jetting, road cleansing, gully emptying, ditch maintenance and also routine drainage.

The money has been used to conduct drainage surveys, to better understand the assets in place, investigating why they may not be working efficiently, and also spent on rectifying issues found.

Funding has been used to create the Norfolk Strategic Flood Alliance headed up by Henry Cator, DL OBE and pay for a range of initiatives including partnership schemes, the establishment of the emergency 'one number for Norfolk' phone line, for those experiencing flooding, and other flooding specific communications and leaflets.

A number of capital drainage schemes have also been completed, which would not have been possible without this funding.

3.2 Proactive & reactive approach to maintenance

Due to the nature of the issue, we must think carefully about how the funding is allocated. It is cost efficient to rectify the root causes of frequent flooding in the county by proactively maintaining the assets. The flood reserve has allowed the County Council to carry out more targeted maintenance of highways assets, along with increased frequency of cleansing. It is recognised that although the asset is receiving a better level of maintenance, there will still be areas in the county where flooding occurs, and that defects need to be resolved during storm and poor weather conditions. During this time, a reactive response is required, and although this is less cost efficient than proactive maintenance, it is necessary to clear Norfolk's highways and keep the network moving.

3.3 Inclement weather process

A specific protocol was created to provide Highways maintenance teams with guidance on what to do during inclement weather. This document shares information about dealing with network emergencies due to inclement weather (summer and winter but not ice/snow related as this is covered in other plans). This includes monitoring and key actions required, during both normal office hours and out of office hours. Depending on the level of rain expected, additional tankers are put on standby. Placing of flood warning boards is something the Highways teams can do, as well as dealing with surface water issues, which may include travelling the network, letting off water etc.

3.4 Resources

During a flood event, the following resources are put into place:

- Teams in depots to liaise directly with contractors and to triage calls from the Customer Service Centre (CSC) and inspect online reports of flooding and other highway related issues;
- Staff proactively scouting the Primary, Main Distributor, and Access roads (PMDA) to deal with 3rd party reports from customers and identify issues for the contractor to attend;
- Drainage Hit Teams (Norse Highways) visiting "hot-spot" locations to inspect and deal accordingly;
- Norse Highways gangs proactively traveling the network to let off water as observed;
- Tarmac can stand up their gully emptying contractors (Tankers & NR Gullies);
- Out of Hours Duty Officer resource bolstered and Norse Highways resource increased.

3.5 Tackling drainage hotspots

"Drainage hit teams" were introduced in May 2022. These are Norse Highways crews, which work proactively to clear floods and known hotspots. They are sent out following instruction from the Highways maintenance teams. The

Highways area teams will also have reactive work orders for these teams too, as required.

4. Works to reduce the impact of flooding and increase community resilience in Norfolk

- 4.1 The Norfolk Strategic Flooding Alliance (NSFA) was formed in early 2021 following recognition that the county-wide response to flooding and flood-related risks required improvement to help further protect and reassure Norfolk communities. Its members (see Appendix A) work collaboratively and transparently across boundaries and structures to improve the response to flooding and flood risk management. It represents a single point of focus for all flood-related challenges facing our county.

The NSFA aims to coordinate actions of the authorities, agencies, land and property owners, communities and individuals themselves, with the aspiration that the people of Norfolk will have a high level of confidence that flood and drought risks are as low as reasonably practicable and are being managed within the overall context of improved water management.

4.2 NSFA activity

Following on from the widespread floods of autumn and winter 2023/24, work has been underway to shore up defences, and bolster flood-preparedness in advance of this autumn/ winter. Many agencies have worked together to co-ordinate works, contributing to making communities better prepared, should flooding threaten again. Residents and businesses are also being encouraged to take their own flood-prevention measures, so they are well prepared.

4.3 Multi- Agency Group progress:

The following locations are examples of projects underway, involving multi-agencies and local residents, to address various flooding issues, including blocked ditches and culverts, overwhelmed sewage systems, extensive flooding to properties, businesses and roads

- 4.3.1 **Tunstead:** multiple issues with high groundwater affecting foul sewers and flooding property – NSFA met with Anglian Water, Highways, Internal Drainage Boards and local flood rep to agree potential solutions, such as installing new culverts and lining sewers, and joined up funding options. Partners have agreed to carry out all planned works in the same timeframe to minimise the impact on community.
- 4.3.2 **Dereham flood storage basins:** 48 properties that suffered internal flooding in June 2016 – Awaiting signing of the legal agreements and the commencement of works. This project has been beset by delays and is at

a critical stage, but those barriers have now been resolved. Additionally, 25 properties have had flood resilience measures, such as flood doors, air brick covers, installed as part of this wider flood alleviation scheme. 3 more properties should be completed by the end of November 2024.

- 4.3.3 **Hickling:** multiple issues with high groundwater and river levels affecting foul sewers, sanitary facilities and flooding property – this is a great example of where many agencies have worked together to co-ordinate works. The engagement from the parish and local residents has really driven proactivity and what's really pleasing has been maintenance on culvert / ditch pipe work and the removal of surface water from the foul system. There is still work to do however this is exactly what we need to see and should be used as the exemplar.
- 4.3.4 **Potter Heigham:** multiple issues with high groundwater and river levels affecting foul sewers, sanitary facilities and flooding property – work is ongoing with the IDB's and Anglian Water to address some of the chronic flooding issues. Multi Agency Group meeting with flood wardens and parish councillors was well received.
- 4.3.5 **Burn catchment:** multiple issues with high groundwater and river levels affecting foul sewers, sanitary facilities and flooding property A Multi Agency Group meeting has taken place where Anglian Water the Environment Agency, IDB, Natural England, Highways department and other vested interested parties have come together to work through what tactical improvements can be made on the ground (whilst modelling for long term groundwater mitigation measures continues).
- 4.3.6 Linked into the **local resilience forums** in Norfolk so that, should the worst happen again the residents of Norfolk are in a far better position. We now have demonstrable evidence of things happening on the ground, which will improve the position. Education and communication with affected communities almost as important as doing the work.
- 4.3.7 **Gayton:** issues with high groundwater affecting foul sewers and sanitary facilities – the working group has also done some great work collectively to remove issues in the surface water network that were affecting the foul sewers and we are now linking in the landowners who are interested in water storage.

4.4 **Media coverage/ planned media coverage:**

- 4.4.1 **July 2024 Groundwater** News coverage in TV, radio and electronic media regarding continuing high ground water level message and asking residents to 'Be prepared' for the autumn/winter ahead. Suggestions of measures that homeowners and businesses can take to make their properties more resilient. Henry Cator, Chairman of NSFA interviewed for TV & radio.

- 4.4.2 **Flood Week comms (14th – 18th October 2024)** A number of media stories were covered during flood week – which is also the anniversary of Storm Babet. New pieces will continue throughout the autumn and winter, to keep success stories and messages of preparedness uppermost in the minds of residents and businesses.

4.5 Completed works and schemes

Attleborough and Besthorpe: 65 properties flooded internally from Storm Babet.

This is a multi-agency scheme involving Norfolk County Council, Breckland Council, Attleborough Town Council, National Highways, East Harling IDB and the Hills Group.

Around 70 tons of material has been removed from culverts between Mill Lane and Norwich Road (much of which is privately owned) in a one-off gesture to improve the flow of water. A new and improved trash screen has been installed at the Mill Lane end. Costs are circa £100,000 for all works

Alongside the agency work, the Town Council have gathered resident support to set up an organisation to collect funds and maintain the watercourse and culvert in the future. The residents have also set up a Flood Action Group and with the Town Council have a flood response plan

The IDB and National Highways have completed clearance work on their main drain and culverts. Further clearance work is planned by the Hills Group

Future Natural Flood Management works higher in catchment if agreement with landowners can be reached



Clearance work in the culvert



New Trash Screen at Mill Lane

Beighton Road, Acle: this location has suffered repeat flooding to 9 properties. Work is underway to install a new culvert to convey flood flows away from the properties and into a recently cleared out section of Main River.



Green Lane, Great and Little Plumstead: This location has suffered from repeat flooding and cars stranded in flood water. A new drainage system has been installed to prevent standing water on the road under the railway bridge. This NSFA priority scheme was funded by the County Council and cost £375,000.



- 4.6 In addition to work in Norfolk, the NSFA is making a **robust case to Government**, through All Party engagement with the Norfolk MPs, with a focus on legislation change.

5. Financial Implications

- 5.1 Government funding has typically focussed larger capital schemes that prioritise urban areas and reactive repairs in response to flooding events, rather than proactive maintenance and small-scale works, despite each £1 spent in flood defence preventing £14 worth of damage.

We need to ensure that we get the very best returns for what we do spend therefore it is key that we pool resources with NSFA partner and other stakeholders for lower cost options and ensure maintenance of existing assets is carried out.

6. Resource Implications

6.1 Workforce: None as a result of this report.

6.2 Property: None as a result of this report.

6.3 IT: Work is underway to develop a shared flood risk mapping resource and asset register that would provide partners of the Norfolk Strategic Flooding Alliance with access to a Geographical Information System mapping tool for use in emergency planning, scheme development, flood investigations and other related functions

7. Other Implications

7.1 Legal Implications: Preparation work of the potential implementation of Schedule 3 of the Flood & Water Management Act – Sustainable Drainage, is currently on hold until we receive confirmation from Government on its progress and timescales.

Currently the powers for works and regulation on ordinary watercourses, outside IDB areas, are split between the County and District Councils. The NSFA has made representations to Central Government to amend this and enhance the powers needed to require better watercourse maintenance

7.2 Human Rights Implications: None as a result of this report.

7.3 Equality Impact Assessment: None as a result of this report.

7.4 Data Protection Impact Assessments (DPIA): None as a result of this report.

7.5 Health and Safety implications (where appropriate): The work of the Norfolk Strategic Flooding Alliance and the County Council in its roles as a Lead Local Flood Authority and Highway Authority has direct benefits for the safety of our communities and infrastructure by reducing the impact and frequency of flooding.

7.6 Sustainability implications: The work of the Norfolk Strategic Flooding Alliance and the County Council in its roles as a Lead Local Flood Authority and Highway Authority has a positive impact on both the environment and sustainability of Norfolk and its communities, by reducing flood risk and flood damage and improving water management across Norfolk including improving its use as a resource.

Furthermore, there is genuine cross cutting potential from linking Sustainable Drainage Systems and Natural Flood Management to improved biodiversity and habitat creation

7.7 Any Other Implications: None as a result of this report.

8. Risk Implications / Assessment

- 8.1 Assessment of surface water flood risk mapping shows that over 12,000 properties in Norfolk are at risk from a 1:30 (3.3% Annual Exceedance Probability) rainfall event and that over 30,000 properties are at risk from a 1:100 (1% Annual Exceedance Probability) rainfall event.

The risk of flooding from rivers and the sea shows an additional 4,000 properties at risk in a 1:30 event and over 19,000 in a 1:100 event.

(Source: [Risk of Flooding from Rivers and Sea - key summary information - data.gov.uk](#))

- 8.2 The effects of climate changes on weather patterns, sea level rises, all contribute to different extents, and sometimes combine, to increase the apparent frequency and severity of incidents of flooding in Norfolk.
- 8.3 A shortage of the significant external funding necessary for many capital flood mitigation measures is a serious concern for the long-term flood protection of communities in Norfolk.
- 8.4 Funding made available for flood mitigation works and projects will be affected by cost escalations, which will put pressure on the amount of money available for schemes.

9. Recommendations

To:

1. **Note the high flood risk that persists across Norfolk. Flooding may come earlier and be more widespread than normally expected.**
2. **Consider the ongoing flood protection work of NSFA members to prepare communities for all types of flooding and make them more resilient, and encouraging residents to be prepared**

10. Background Papers

- 10.1 None

Officer Contact

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

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Email:



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Appendix A: Norfolk Strategic Flooding Alliance members

The (Independent) NSFA Executive
Norfolk County Council
Breckland District Council
Broadland District Council
South Norfolk District Council
North Norfolk District Council
Norwich City Council
Borough Council of Kings Lynn and West Norfolk
Borough of Great Yarmouth Council
Anglian (Great Ouse) Regional Flood and Coastal Committee
Anglian (Eastern) Regional Flood and Coastal Committee
Association of Drainage Authorities
Anglian Water
Broads Authority
Coast Partnership East
Environment Agency
Highways Agency
National Farmers Union
Norfolk Resilience Forum
Norfolk Association of Local Councils
Water Resources East
Water Management Alliance
Norfolk Rivers Trust

Scrutiny Committee

Item No: 9

Report Title: Norfolk Economic Strategy

Date of Meeting: 20 November 2024

Responsible Cabinet Member: Cllr Fabian Eagle (Cabinet Member for Growing the Economy)

Responsible Director: Chris Starkie (Director of Growth and Investment)

Executive Summary

The appended report (appendix A) provides members with a copy of the Cabinet paper and associated documents for the Norfolk Economic Strategy. It is proposed that the strategy forms part of the Norfolk County Council Policy Framework. For it to be added to the framework a scrutiny process is required to take place in accordance with part 11B of the NCC constitution.

Recommendations

The committee is asked to:

1. **Consider the proposed Economic Strategy, providing comments and recommendations where appropriate.**
2. **Ask officers to produce a report to the Leader and Cabinet Member on behalf of the committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), providing feedback and recommendations where appropriate.**

1. Background and Purpose

- 1.1 The appended Cabinet papers (Appendix A) provides members of the Scrutiny Committee with a copy of the Cabinet report and proposed Economic Strategy. The strategy sets out high level goals and ambitions to build on the previous Norfolk and Suffolk Economic Strategy developed by the Local Enterprise Partnership, encompassing thematic, place based and sector strategies to help grow the local economy and support the people who live and work in Norfolk.

- 1.2 The paper also sets out engagement activity and the governance journey for the Strategy to date, including discussions with partnership boards, NCC committees and the new Norfolk Business Board.
- 1.3 Development and production of the Norfolk Economic Strategy has been a collaborative process. Over 500 stakeholders and organisations have supported, including businesses, skills providers, VCSE organisations, district councils and government departments.
- 1.4 As highlighted in the report, the recently formed Norfolk Business Board will oversee the delivery of the Norfolk Economic Strategy. The Norfolk Business Board endorsed the Norfolk Economic Strategy on 26th September 2024.
- 1.5 At Cabinet on November 4 2024, members received the appended report and were asked to approve and recommend to Full Council that Norfolk County Council adopt the proposed Economic Strategy, approving a governance route through to Full Council approval.
- 1.6 The minutes and agreed recommendations from the November 4 2024 Cabinet Meeting can be found [here](#).
- 1.7 In addition to endorsement from NCC Cabinet, the Norfolk Economic Strategy - also known as Norfolk's Local Growth Plan, has been endorsed North Norfolk District Council. It has also been endorsed by Borough Council of King's Lynn and West Norfolk Cabinet on 17th October 2024, Great Yarmouth Borough Council on 5th November 2024, Breckland Council Cabinet on 11th November 2024, and is due to go to Norwich City Council Cabinet 11th December 2024, and South Norfolk and Broadland Cabinets for endorsement in January 2025.
- 1.8 The Scrutiny Committee has a clear role in providing a view to any new, refreshed or amended to items that make up the policy framework. This is set out in part 11B of the NCC constitution, alongside guidelines around communication with members and the process leading to Full Council approval. The item must be considered by the Scrutiny Committee in good time, and the Committee are asked to provide a report to the Leader of the Council outlining a summary of discussions and any recommendations put forward by the Scrutiny Committee. The report will be produced by officers based on discussions at the meeting and signed off by the Chair and Vice-Chair of the committee to ensure accuracy. It will include details of any minority views expressed as part of the debate at the Scrutiny Committee. Having considered any report from the Scrutiny Committee, the Leader or Executive will agree proposals for submission to the Council and report to Council on how any recommendations from the Scrutiny Committee have been taken into account.

2. Recommendations

The committee is asked to:

- 1. Consider the proposed Economic Strategy, providing comments and recommendations where appropriate.**
- 2. Ask officers to produce a report to the Leader and Cabinet Member on behalf of the committee in accordance with section 11b of the Norfolk County Council Constitution (Budget and Policy Framework Procedure Rules), providing feedback and recommendations where appropriate.**

3. Background Papers

3.1 Appendix A: Cabinet Paper & Appendices: Norfolk Economic Strategy

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: 14

Report Title: Norfolk Economic Strategy

Date of Meeting: 04 November 2024

Responsible Cabinet Member: Cllr Fabian Eagle - Cabinet Member for Economic Growth

Responsible Director: Chris Starkie – Director of Growth & Investment

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 04 July 2024

Executive Summary / Introduction from Cabinet Member

This paper outlines the process undertaken to develop a new economic strategy for Norfolk, the key priorities highlighted within the draft strategy and a copy of the Norfolk Economic Strategy for consideration.

The purpose is to provide an up-to-date economic growth strategy for Norfolk, for the next 5 years, building on the Norfolk & Suffolk Economic Strategy. The strategy will be an overarching document for Norfolk, to encompass thematic, place based and sector strategies to help grow our local economy and support the people who live and work here.

It is timely for a refresh and update of the evidence base. Government requires Norfolk to have an economic strategy as part of the LEP Integration.

The strategy has also been developed to align with the Government's five missions and also feed into the new Government's Modern Industrial Strategy by providing clear evidence of the areas in which Norfolk will play a key role in driving UK's growth and prosperity.

Locally the Economic Strategy will act as the overarching document for a number of related documents such as the Strategic Skills Plan, which is a requirement from DfE for the devolution of the Adult Skills Fund, the Norfolk Strategic Infrastructure Delivery Plan (NSIDP), and other strategies covering growth at a county and district level.

The Norfolk Economic Strategy development was supported by the Norfolk Office for Data Analytics (NODA) and independent experts MetroDynamics. The strategy builds on four main pillars, People, Business, Infrastructure, Placemaking and Community.

Cross cutting themes for the strategy include Decarbonisation and Sustainability, supporting Rural and Coastal communities - recognising different parts of Norfolk will have different challenges, and therefore different needs and solutions; and Reducing Inequality, ensuring we work towards inclusive growth.

The draft Norfolk Economic Strategy provides an overview of Norfolk's economy and key priority areas of focus to address economic growth. Strengths, opportunities and challenges for growth are listed against the main pillars of the strategy; key priorities are then highlighted with actions listed under each priority and measures of impact.

The strategy sets a framework for priority interventions – and this is demonstrated through a twin track approach, firstly capitalising on high growth assets in our key sectors, such as clean energy, agri-food/ agri-tech, advanced manufacturing and engineering, digital/ ICT and also our strong financial services sector - in order to grow the economy, improve levels of productivity and support creation of higher wage jobs.

But as well as high growth and emerging sectors, the strategy highlights it is equally important that we also support the foundational economy in Norfolk, for example agriculture, health and social care, the visitor economy.

If we don't protect and sustain our foundational economy, improve the quality of these jobs, then it becomes much harder to connect residents to opportunities and grow our economy.

There were four phases to developing the strategy: building the evidence base and developing the logic model, extensive stakeholder engagement, including a series of workshops with over 500 organisations, developing the narrative and drafting the strategy.

The draft strategy has been reviewed by Public Sector Leaders Board, district councils, Infrastructure and Development Committee and the new Norfolk Business Board during the summer and Autumn, with amendments incorporated into the document ahead of consideration by Cabinet.

The economic strategy will act as a policy for the council, but also serve as a framework for a wide range of partners including districts, education institutes and the private sector. The strategy has been refined to align with the Government's five missions and will act as a **Local Growth Plan** for the Government, who will expect bids for funding to reference the strategy. Norfolk County Council is working closely with the Ministry of Housing Communities and Local Government (MHCLG) to ensure this alignment.

Recommendations:

1. **Cabinet to recommend to Full Council to adopt the Norfolk Economic Strategy, which will also be known as the ‘Local Growth Plan’ for Norfolk, within Norfolk County Council’s policy framework, in order to support economic growth within the county.**
2. **The Norfolk Economic Strategy is to be included in Norfolk County Council’s policy framework. Cabinet are therefore asked to approve a governance route for the Norfolk Economic Strategy as set out below:**

| Date | Meeting |
|-------------------------|--|
| Monday 4th November | Cabinet – endorsement of proposed Economic Strategy for Norfolk, and referral to Full Council via the Scrutiny Committee |
| Wednesday 20th November | Scrutiny Committee – scrutiny of proposed strategy. Members of the Scrutiny Committee will discuss the Economic Strategy as presented to Cabinet, and provide feedback in accordance with procedures set out in part 11b of the NCC constitution. Following this, a report will be presented to the Leader and Cabinet Member outlining formal recommendations from the committee and a broad outline of discussions. |
| Tuesday 10th December | Full Council – the proposed strategy to be put to Full Council for debate and approval. Full Council will also receive the report from the Scrutiny Committee detailing discussions and associated recommendations. |

3. **To delegate minor changes and technical amendments to the document to the cabinet member for Growth and the director of Growth and Investment**

1. Background and Purpose

1.1 Government required Norfolk to have an economic strategy as part of the recent Local Enterprise Partnership (LEP) Integration. The functions being transferred to Norfolk County Council include responsibility for strategic economic planning and the development of the evidence base to support this work.

1.2 Prior to LEP integration, Norfolk County Council already had a key objective for growing the economy, in Better Together for Norfolk; which had a Growth and Investment function that drew on the LEP strategy. LEP integration now gives us the opportunity, as well as responsibility, to have a strategy and integrate economic growth across all Norfolk County Council’s activities.

1.3 The purpose is to provide an up-to-date economic growth strategy for Norfolk, for the next 5 years, building on the Norfolk & Suffolk Economic Strategy.

1.4 The strategy will be an overarching document for Norfolk, to encompass thematic, place based and sector strategies to help grow our local economy and support the people who live and work here. It is timely for a refresh and update of the evidence base. It will also feed into the Government's Modern Industrial Strategy and act as the Local Growth Plan for the area.

1.5 During January – April 2024, Norfolk County Council worked with independent experts MetroDynamics to develop the Strategy; and also the Norfolk Office of Data Analytics (NODA) to update the evidence base and undertake analysis of that the evidence, what it tells us about Norfolk's strengths, opportunities and challenges.

1.6 A series of workshops of 17 workshops were delivered across the county, to meet with stakeholders and seek their views on what they would like to see in the Norfolk Economic Strategy. Workshops were co-designed, with support from district council officers and VCSE representatives. Stakeholders included businesses, skills providers, VCSE and local government.

1.7 The workshops were well attended, with over 500 organisations engaged. The workshops aimed to raise awareness of the emerging Norfolk Economic Strategy and included a review of data and evidence at a county & district level, SWOT analysis – and a review of investment needs including a deeper economic understanding of urban, rural and coastal areas.

1.8 The second round of workshops aimed to revisit stakeholders from first round and to also reach new stakeholders, to report findings from round 1 workshops, to test the emerging priorities from the analysis with groups and gain consensus on priority areas for intervention and investment. Also to capture suggested activities for intervention.

1.9 During May-July 2024, Norfolk County Council (NCC) worked with MetroDynamics to finalise the evidence base and draft the strategy, with subject leads.

1.10 The draft Norfolk Economic Strategy has been endorsed by the Norfolk Business Board and Norfolk County Council's Infrastructure and Development Committee, in September 2024. Following consideration by Norfolk County Council

Cabinet, the draft Norfolk Economic Strategy will be reviewed by Norfolk County Council Cabinet in November and then Full Council in December.

1.11 As part of the stakeholder engagement process, all of Norfolk's district councils reviewed an early draft of the Norfolk Economic Strategy. This enabled officers time to incorporate requested amendments and additional content. The Norfolk Economic Strategy is a county-wide strategy, owned and shared by stakeholders. As such, Norfolk's district councils have selected to take the draft Norfolk Economic Strategy through their own Cabinets for endorsement.

2. Proposal

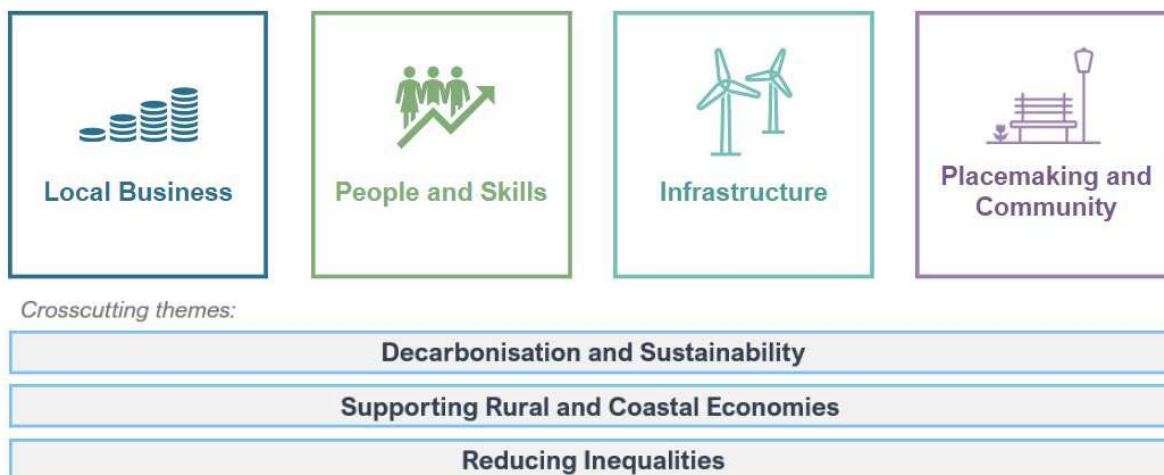
2.1 Norfolk is a £20bn economy and home to 931,900 people. An historic county that plays a vital role in the UK's future and a brilliant place to live, work and learn. We have globally important research strengths. Employment and levels of trade are both higher than the East of England. With the Broads National Park, Norfolk Coast Area of Outstanding Natural Beauty (AONB) and miles of coastline and countryside we have an enviable natural environment. Norwich is a fast-growing, city with two universities that combines its rich cultural, social and architectural heritage with a dynamic modern and creative business base and world class education and research base. Kings Lynn plays an anchor role as a major employment and education centre for the west of the county. Market towns including Thetford, Dereham, North Walsham, Downham Market, Attleborough and Diss are important centres of innovation, employment and culture. Norfolk's smaller market towns and villages help give the county its distinct character and, on the coast, Great Yarmouth is at the forefront of both social and physical regeneration and the UK's offshore energy sector. But earnings and skills levels in Norfolk are lower than the country as a whole and we have communities both rural and urban facing real challenges of access to employment and healthy outcomes.

2.2 Norfolk's communities and businesses have proved resilient in the face of recent economic pressures, sustaining relatively high levels of employment and a high quality of life. But the cumulative pressures of increasing costs and uncertainty in the wider economic and investment outlook have created real difficulties for local people. This has exacerbated long term inequalities within Norfolk in wages, healthy life expectancy and business' ability to grow and succeed. Overall, our economic growth rate and productivity has remained below that of the UK. This increases pressure on wages, limits business' ability to invest and reduces opportunities for our communities.

2.3 Now is the right time to review our priorities and make sure that we are taking the right actions locally across public and private sectors partners and seeking the investment we need from Government. This strategy will target local needs and priorities, planning for the long term. It provides a strong platform for future Government funding and alignment to the Modern Industrial Strategy.

3. Approach

Themes of the Economic Strategy



3.1 This strategy sets out how we will both navigate short term challenges and uncertainty, whilst adapting and investing in the major opportunities that we have. The aim is not economic growth for its own sake or a narrow focus on Gross Value Added (GVA) – we are aiming to invest in the actions and projects that will help our economy improve the quality of life for everyone who lives and works here, helping businesses innovate and grow; creating more and better paid opportunities for local residents. This strategy has been co-developed by a wide partnership of different firms, voluntary groups, representative organisations and local councils who share pride and ambition for our county and its unique assets and opportunities.

3.2 Based on the evidence and wide engagement with partners we have agreed actions against each of four major drivers of our economy – local businesses, people and skills, places and communities and infrastructure. We have set out actions for each that will enable Norfolk to use the major opportunities and assets we have to tackle the long-term challenges that we face. We also agreed that there were three priorities that should influence all our investment and actions in relation to the economy – reducing inequality, decarbonisation and supporting our coastal and rural communities. Actions to tackle each of these are integrated into this plan, rather than being identified separately.

3.3 The draft Norfolk Economic Strategy provides an overview of Norfolk’s economy and key priority areas of focus to address economic growth, which is also inclusive and sustainable growth, aligned to the needs of urban, rural and coastal areas of Norfolk. Strengths, opportunities and challenges for growth are listed against the main pillars of the strategy; key priorities are highlighted with actions listed under each priority and measures of impact.

3.4 The draft strategy also aligns with the Government's five missions. 1) Kickstart economic growth, 2) Make Britain a clean energy superpower, 3) Take back our streets, 4) Break down opportunities to opportunity, 5) Build an NHS fit for the future. It will also feed into the national industrial strategy – ensuring Norfolk can play its full part in driving UK's growth and prosperity. It also aligns with key sectors identified in the Government's Industrial Strategy.

4. Vision

4.1 **A more inclusive, higher productivity economy** – with partners working together to improve the quality of work, remove barriers and enable an enterprising culture, helping people of all ages into work. We want to grow overall levels of private and public investment to actively tackle the health and economic inequalities that exist within Norfolk, driving growth by unlocking the potential of residents and communities that are currently held back.

4.2 **UK leader in offshore energy production and climate change adaptation**, supporting UK's transition to **Net Zero** and with energy generated here being used to support our local transition, not just going through the county. We want to protect our amazing natural environment, improving biodiversity and investing in natural capital.

4.3 **A major cluster for the UK's Agrifood/ Agri-tech sector**, with a flourishing supply chain of local firms, including the Broadland **Food Enterprise Park**, just off the A47.

4.4 **Centre of excellence for research and innovation.** With a growing **Norwich Research Triangle**, through the **Norwich Research Park** (the largest single-site concentration of research in food, health and life sciences in Europe, fostering a unique mix of world-leading research) to the engineering expertise at Lotus and **Hethel** with further growth planned to establish a technology hub in the region with potential to create in excess of 500 further jobs by 2026, leverage £500m investment and safeguard the area as a centre for sports car operations.

4.5 **A European leader in Financial Services**, with a specialism in insurance and Insurtech. Capitalising on emerging growth opportunities in fintech. Norwich has one of the UK's largest general insurance sectors outside London, which generates approximately £1.6bn (20% of the city's GVA), with 12,000 jobs. Norfolk is home to 24 FinTech firms, including the highest proportion of Insurtech firms of any English region outside London (16%). FinTech cluster has potential to grow to 50 to 70 FinTech firms by 2027.

4.6 **A major growth location as part of the Cambridge to Norwich growth corridor**, with large scale sites, growing clusters in advanced Manufacturing and engineering, digital tech, driven by strong research and innovation links across the corridor as a whole.

4.7 **An international and domestic tourism destination** for the UK with growing value and expanding offer.

4.8 An economy that **prioritises growth alongside Health and Wellbeing**.

5. Priority Areas

5.1 The draft Norfolk Economic Strategy provides an overview of Norfolk's economy and key priority areas of focus to address economic growth, which is also inclusive and sustainable growth, aligned to the needs of urban, rural and coastal areas of Norfolk. Strengths, opportunities and challenges for growth are listed against the main pillars of the strategy; key priorities are highlighted with actions listed under each priority and measures of impact. The headline key priority areas within the strategy, are as follows:

5.2 Priorities for local businesses

1. Support businesses in high-value clusters to **grow, innovate and generate more local value**
2. **Grow, strengthen and future proof** our business base, targeting needs of SMEs
3. Ensure businesses in all places across Norfolk can succeed, **prioritising growth in strategic sites and areas**
4. **Support businesses to provide** quality jobs, wages and conditions

5.3 Priorities for People and Skills

1. Inspire **life-long learning and workforce training**
2. Build the **talent and supply of appropriately skilled new entrants** to the workforce
3. **Equip and future-proof the Norfolk** workforce to take advantage of digital and emerging green technologies
4. Supporting **collaboration, efficiency and skills system leadership**

5.4 Priorities for Infrastructure

1. Ensuring the **enabling infrastructure** is in place to support growth across Norfolk
2. Improving **transport connectivity**
3. **Sustainable** development, decarbonisation and climate change adaptation

5.5 Priorities for Placemaking and Communities

1. Support all places across Norfolk to provide a **high quality of life**
2. Strengthen communities and social infrastructure, support resident wellbeing and **increase pride of place**
3. Promote Norfolk as a place to **live, work, visit and invest**
4. Protect and enhance Norfolk's **environment, heritage and cultural assets**

6. Strategic Alignment

6.1 Throughout the development of the Norfolk Economic Strategy, we have tried to ensure strategic alignment with existing and emerging district economic plans, sector strategies and also Norfolk strategies - such as the Norfolk Climate Strategy, Norfolk Apprenticeship Strategy and Flourish.

6.2 The Economic Strategy will act as the lead document for a number of related documents such as the Strategic Skills Plan, the Norfolk Infrastructure Delivery Plan, and other strategies covering growth at a county and district level.

6.3 During the development of the Norfolk Economic Strategy, officers also worked closely with East of England Local Government Association (EELGA) and MetroDynamics as part of the steering group for the 'Opportunity East' report – an economic and infrastructure analysis for the East of England, to ensure strategic and regional alignment to Norfolk's priorities. In addition to working with a wide range of stakeholders, over 500 organisations, Norfolk has also been working closely with Suffolk County Council on the development of their economic strategy – to ensure the same data methodologies are applied and key sector opportunities that expand beyond county boundaries, such as Clean Energy and Advanced Manufacturing and Engineering, with regional significance and where a joint partnership approach to growth is required.

6.4 Norfolk's District and borough councils will be endorsing the strategy during November and December, according to the agreed processes of each authority.

7. Timeline

- **18th June 2024** – Norfolk Chief Executives Group – Progress update and review of Norfolk Economic Strategy Emerging Priorities.
- **6th Sept 2024** – Public Sector Leaders Board – Draft Norfolk Economic Strategy endorsed (and also to Norfolk Chief Executives).

- **11th Sept 2024** – Norfolk County Council’s Infrastructure & Development Committee - Draft Norfolk Economic Strategy endorsed.
- **26th Sept 2024** – Norfolk Business Board - Draft Norfolk Economic Strategy endorsed
- **Oct– Nov 2024** Norfolk’s District Councils’ Cabinets - Draft Norfolk Economic Strategy being circulated for endorsement.
- **4th November 2024** - Norfolk County Council’s Cabinet - Draft Norfolk Economic Strategy circulated for endorsement.
- **10th December 2024** – Norfolk County Council’s Full Council - Final Norfolk Economic Strategy submitted for approval and added to the policy framework.
- **Dec 2024** - Ministry for Housing, Communities and Local Government (MHCLG) – Final Norfolk Economic Strategy submitted to Government.

8. Impact of the Proposal

8.1 The economic strategy will provide a framework for prioritisation of economic development and help to target investment over the next 5 years.

8.2 The economic strategy will be formed from collective stakeholder engagement with public and private sector partners with education and the VCSE sector. It will set out our collective ambition for Norfolk.

9. Alternative Options

9.1 An alternative option is not to develop a new economic strategy, relying instead on district-based and a range of other plans.

9.2 This would make it more difficult for the council to deliver economic development across the county, which the council has just been given responsibility for by Government. This alternative is not recommended.

9.3 Another alternative would be to delay developing the economic strategy. This would risk the county missing out on funding opportunities as well as delaying the development of schemes to support economic growth.

10. Financial Implications

10.1 Funding for the actions in this strategy will come from a range of sources, including potential for devolved funding, private sector investors and

businesses and central Government. This is a long-term plan and an important priority will be to secure the additional investment needed where it is not already in place.

11. Resource Implications

11.1 Workforce: The strategy is being developed by staff from Growth and Investment, supported by input from Strategy and Policy and Insight and Analytics together with expert input from MetroDynamics.

11.2 Property: There are no property implications to the proposal.

11.3 IT: There are no IT implications to the proposal. The Norfolk Economic Strategy will be located online on the new Norfolk Business Board, once the final version is published later in the year. Links will also be available on Norfolk County Council's website.

12. Other Implications

12.1 Legal Implications: There are no legal implications to the proposal.

12.2 Human Rights Implications: There are no human rights implications to the proposal

12.3 Equality Impact Assessment (EqIA) (this must be included): An equality impact assessment is being developed as part of the strategy.

12.4 Data Protection Impact Assessments (DPIA): None

12.5 Health and Safety implications (where appropriate): None

12.6 Sustainability Implications (where appropriate): A key theme of the strategy is sustainability, with a focus on helping the county achieve its Net Zero goals.

13. Risk Implications / Assessment

13.1 Government require Norfolk to have an Economic Strategy as part of the conditions for the Local Enterprise Partnership Integration, into Norfolk County Council in the financial year of 2024/25. The Norfolk Economic Strategy will be known as Norfolk's Local Growth Plan, a requirement of the new Government. Norfolk County Council is working closely with the Ministry for Housing, Communities and Local Government (MHCLG) to align to emerging guidance for the Local Growth Plans. MHCLG officials have confirmed they are supportive of the draft Norfolk Economic Strategy (Norfolk's Local Growth Plan).

13.2 The Norfolk Economic Strategy has been developed over a period of 10 months, working closely in consultation with local stakeholders, business, skills providers and district councils. If the strategy delayed, there is a risk that it will not be in place as part of the Government requirement for LEP Integration and partners are not able to move forward to deliver against key priorities and actions.

14. Select Committee Comments

14.1 In agreement with members of the committee, it was acknowledged that raising Norfolk's profile should be highlighted within the strategy, in addition to reference to international trading partners. One of the objectives of the strategy is to review the branding and outward facing promotion - to embrace Norfolk's unique selling point. Further detail of international trade and partnerships has now been added under 'Our Commitment' section of Appendix A the draft Local Growth Plan.

14.2 Members asked if power for future developments business or housing, would there and what work was being carried out for Norfolk at a local level to ensure there was adequate energy provision. Officers explained that a whole system Energy Plan for Norfolk will be developed separately, noted in the actions under 'Infrastructure' section of Appendix A the draft Local Growth Plan. The Local Energy Action Plan will address issues, such as accessing renewable energy, generated in or off the coast of Norfolk.

14.3 Members were encouraged by the report and acknowledged the work that had been carried out. Members commented it was also pleasing to see the level of engagement that had taken place to develop the strategy (including private sector, local government, VCSE organisations, skills providers and educational institutes) and those that had taken part in that engagement.

14.4 Having considered the report, the committee endorsed the draft Norfolk Economic Strategy, which will also be known as the 'Local Growth Plan' for Norfolk, subject to the Committee's suggested amendments.

15. Recommendations

1. **Cabinet to recommend to Full Council to adopt the Norfolk Economic Strategy, which will also be known as the ‘Local Growth Plan’ for Norfolk, within Norfolk County Council’s policy framework, in order to support economic growth within the county.**
2. **The Norfolk Economic Strategy is to be included in Norfolk County Council’s policy framework. Cabinet are therefore asked to approve a governance route for the Norfolk Economic Strategy as set out below:**

| Date | Meeting |
|-------------------------|--|
| Monday 4th November | Cabinet – endorsement of proposed Economic Strategy for Norfolk, and referral to Full Council via the Scrutiny Committee |
| Wednesday 20th November | Scrutiny Committee – scrutiny of proposed strategy. Members of the Scrutiny Committee will discuss the Economic Strategy as presented to Cabinet, and provide feedback in accordance with procedures set out in part 11b of the NCC constitution. Following this, a report will be presented to the Leader and Cabinet Member outlining formal recommendations from the committee and a broad outline of discussions. |
| Tuesday 10th December | Full Council – the proposed strategy to be put to Full Council for debate and approval. Full Council will also receive the report from the Scrutiny Committee detailing discussions and associated recommendations. |

3. **To delegate minor changes and technical amendments to document to the cabinet member for Growth and the director of Growth and Investment**

16. Background Papers

16.1 Appendix A: Draft Local Growth Plan

16.2 Appendix B: Draft Evidence Base

Officer Contact

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

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Telephone no.: 01603 222710

Email: Roberta.willner@norfolk.gov.uk



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.



Local Growth Plan

Norfolk Economic Strategy
2024-2029



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FOREWORD



Lotus Cars, Hethel



Herring Bridge, Great Yarmouth



City College, Norwich



Bakeaholics, Attleborough

The world is changing...

Norfolk is perfectly placed to be a major contributor to the UK economy. With strengths in clean energy, agri-food, financial services, advanced manufacturing and engineering and digital technology, the county will play a leading role in the industries of the future. Recognised for international excellence, we hold our sectors in high regard. We will use our ambitions, opportunities and expertise to leverage investment to become a hub of high value economic activity.

With our diverse and outward-looking economy, over 100 miles of coastline, historic and cultural assets, rural landscapes, coastal communities, market towns and three urban centres (including the iconic medieval city of Norwich), Norfolk boasts a unique and distinctive identity, strengthened by its people’s passion and pride of place.

VISION & APPETITE

County, district, borough and city councils have long worked collaboratively and effectively with businesses, our universities and colleges, and community and voluntary organisations to create a successful and

forward-looking economy. Collectively, we recognise our potential and our opportunities. We have the vision, appetite and ability to deliver significant growth for the county and the country.

Norfolk’s diverse economy and specialist strengths mean there are few places so uniquely equipped to make impactful contributions to the major challenges facing the UK and the world in the 21st century: food and energy security, healthy ageing, climate change, and rapid technological advances. Together with our business community, we will continue to address the ever-growing market demands brought by these challenges, and to be a world-renowned centre of research excellence.

We also recognise our challenges. Not everyone in our county has the right life chances, and too many of our residents are unable to access good jobs, healthcare and the chance to learn new skills.

Like other rural and coastal areas, Norfolk has faced historical imbalances of underfunding. Consequently, Norfolk lacks key infrastructure in areas such as housing, power, roads and other elements necessary for business growth.

This infrastructure deficit has hampered Norfolk’s economy and, as a prerequisite for economic growth, this strategy seeks to address this critical issue.

We can and must do better.

OPPORTUNITY

It is our firm belief that developing our infrastructure, investing in public transport, joining-up education, skills and jobs, providing support for our businesses, managing our land and water resilience, and looking after our environment, will enable our county to grow and our people to live well.

It is with great pleasure that we introduce Norfolk’s Economic Strategy 2024-2029, the central mission of which is to improve productivity, to drive growth and improved standards of living. But we don’t believe we have to choose between a healthy economy and a healthy county. So, the strategy is not only focused on increasing GVA, but it also aims to drive and shape economic growth for the wider benefit of the people, communities and businesses in Norfolk, and our natural environment and heritage. This strategy acts as our Local Growth

Plan, identifying local priorities and the key role it will play in the Government’s new Modern Industrial Strategy which seeks to ensure growth in every part of the UK. It closely aligns to the Government’s Five Missions in shaping our ambitions, including Norfolk’s key role in making the UK an offshore clean energy superpower, and breaking down barriers to opportunity and kickstarting economic growth. The strategy also highlights the significance of improving productivity and proactively addressing health inequality. We will work with government to achieve sustained high growth for our region, cement our role as an offshore clean energy superpower, build a health sector suitable for our needs and challenges, and remove barriers to opportunity for all, whilst ensuring the safety and prosperity of Norfolk’s residents.

This strategy is just a start. We are building a vision for the long-term future of the county, an ambition that cannot be achieved by any one organisation, one that needs us to work closely together to deliver impact for our county, making the most of our collective strengths and powers.

This is our time.
This is Norfolk’s time.



CLLR KAY MASON BILLIG
Leader of Norfolk County Council



NICK STEVEN-JONES
Chair of Norfolk Business Board



CLLR CARL SMITH
Chair of Norfolk Leaders Group

VISION

We want Norfolk to be...



Cromer

A MORE INCLUSIVE, HIGHER PRODUCTIVITY ECONOMY

With partners working together to improve the quality of work, remove barriers and enable an enterprising culture, helping people of all ages into work. We want to grow overall levels of private and public investment to actively tackle the health and economic inequalities that exist within Norfolk, driving growth by unlocking the potential of residents and communities that are currently held back.



UK LEADER IN OFFSHORE CLEAN ENERGY PRODUCTION AND CLIMATE CHANGE ADAPTATION

Supporting the UK's transition to Net Zero and with energy generated here being used to support our local transition. We want to protect our amazing natural environment, improving bio-diversity and investing in natural capital. We will also lobby for access to power that currently bypasses Norfolk, via the grid, benefitting local communities and businesses.



A EUROPEAN LEADER IN FINANCIAL SERVICES

Norwich has one of the UK's largest general insurance sectors outside London, which generates approximately £1.6bn (20% of the city's GVA), with 12,000 jobs. Norfolk is home to 24 FinTech firms, including the highest proportion of InsurTech firms (16%) of any English region outside of London. FinTech cluster has potential to grow to 50 to 70 FinTech firms by 2027.



A MAJOR GROWTH LOCATION AND EXTENSION OF THE LONDON TO CAMBRIDGE GROWTH CORRIDOR

The corridor consists of large scale sites, growing clusters in advanced manufacturing and engineering and digital tech which are driven by strong research and innovation links. We aim to accelerate growth through supporting the incubation of early-stage tech companies and grow on space to scale-up, providing access to much needed support. Norfolk is also home to incubation and innovation support services such as Akcela, Hethel Innovation, UEA's Enterprise Centre and the Norwich Research Park.



CENTRE OF EXCELLENCE FOR RESEARCH AND INNOVATION

With the Norwich Research Park (the largest single-site concentration of research in food, health and life sciences in Europe, fostering a unique mix of world-leading research) to the engineering expertise at Lotus and Hethel, Norfolk is home to pioneering activity. Further growth is planned to establish a technology hub in the region with the potential to create in excess of 500 further jobs by 2026, leveraging £500m of investment and safeguarding the area as a centre for sports car operations.



A MAJOR CLUSTER FOR THE UK'S AGRI-FOOD/ AGRI-TECH SECTOR, WITH A FLOURISHING SUPPLY CHAIN OF LOCAL FIRMS AND FARMERS

Norfolk's Agri-Food and Agri-Tech sectors are a major asset for the county. The Research Park, Food Enterprise Park and Easton College are all state-of-the-art facilities specialising in food science. We will build on our wealth of expertise across the agricultural sector and support it to play a major role in biodiversity net gain, innovation, diversification and food security.



AN INTERNATIONAL AND DOMESTIC TOURISM DESTINATION FOR THE UK WITH GROWING VALUE AND EXPANDING OFFER

We will build on Norfolk's rich heritage and culture, while enhancing tourism opportunities. Tourism is one of Norfolk's largest sectors and comprises nearly 20 per cent of all jobs in the county. We want to boost this further and make Norfolk an all-year, sustainable and accessible holiday destination as well as continuing to be an attractive, vibrant place for Norfolk's residents. This will drive increased job opportunities and job retention in areas where it is most needed and provide vital support for our high streets and town centres. We will also support the digitalisation of businesses within our Culture, Heritage and Visitor Economy sector.

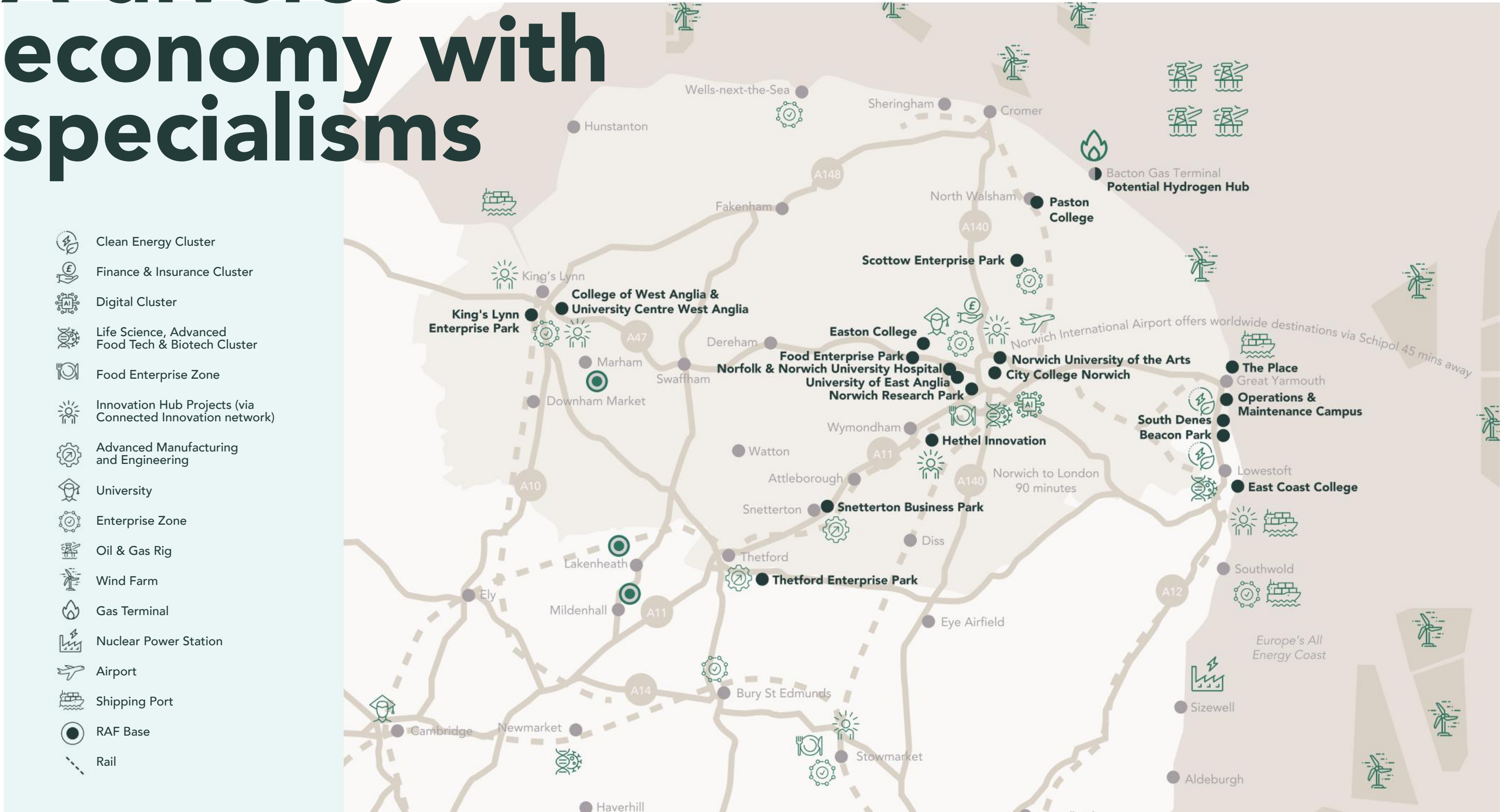


AN ECONOMY THAT PRIORITISES GROWTH ALONGSIDE HEALTH AND WELLBEING

We understand that economic growth is a symptom and cause of good health and wellbeing in a population. Our priorities are to reduce inequality and to invest in preventative measures (as outlined in our 'Promoting Independence Strategy' and 'Public Health Strategic Plan') that will ensure Norfolk's long-term health and prosperity. With a forecasted rise in the demand for Health and Social Care services, partly caused by an ageing population, it is of paramount importance that we future-proof the sector.



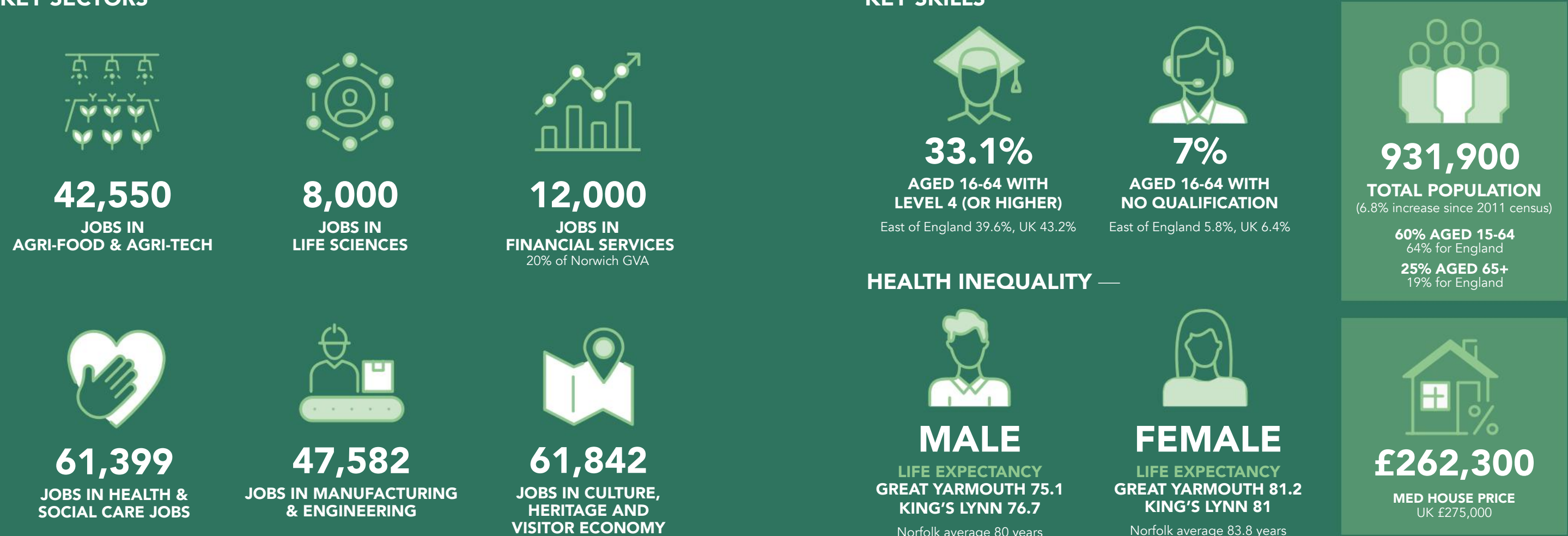
A diverse economy with specialisms



OUR ECONOMY AT A GLANCE



KEY SECTORS —



Purpose

Norfolk is a £20bn economy and home to 931,900 people. It is a historic county that plays a vital role in the UK’s future and is a brilliant place to live, work and learn.

We have globally important research strengths. Employment and levels of trade are both higher than the East of England average. With the Broads National Park, Norfolk Coast National Landscape and miles of coastline and countryside, we have an enviable natural environment. Norwich, a fast-growing city with two universities, combines its rich cultural, social and architectural heritage with a dynamic, modern and creative business base which is accompanied by world class education and research centres. King’s Lynn plays an anchor role as a major employment and education centre for the west of the county. Market towns including Thetford, Dereham, North Walsham, Downham Market, Attleborough and Diss are important centres of innovation, employment and culture. These and smaller market towns and villages help give the county its distinct character. On the coast, Great Yarmouth is at the

forefront of both social and physical regeneration and the UK’s offshore energy sector.

There is still work to do though. Earnings and skills levels in Norfolk are lower than in the country as a whole. We also have communities, both rural and urban, facing barriers to employment and experiencing health inequalities.

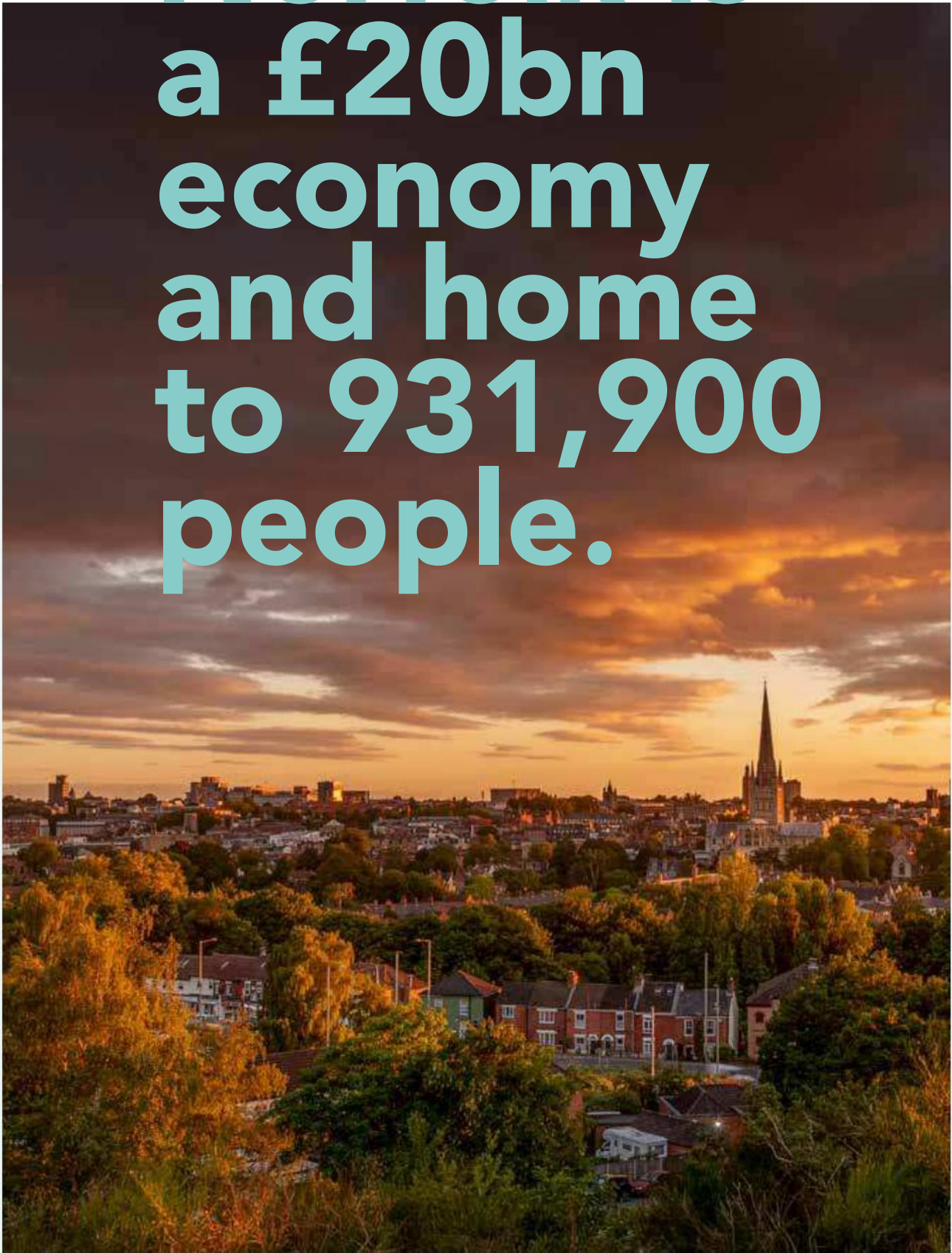
Norfolk’s communities and businesses have proved resilient in the face of recent economic pressures, sustaining relatively high levels of employment and a high quality of life. But the cumulative pressures of increasing costs and uncertainty in the wider economic and investment outlook have created real difficulties for local people. This has exacerbated long term inequalities within Norfolk in wages, healthy life expectancy and businesses ability to grow and succeed. Overall, our economic growth rate and productivity has remained below that of the UK. This increases pressure on wages, limits business’ ability to invest and reduces opportunities for our communities.

Now is the right time to review our priorities, ensure that we are taking appropriate local actions (across public and private spheres) and seek

the government investment that we need. We also have new funding and powers to deploy, including the integration of the Local Enterprise Partnership into the County Council. The Government’s creation of a new Modern Industrial Strategy, that seeks to provide certainty and stability to facilitate investment and create growth, means that now is the right time to review our Local Growth Plan. This will underpin how Norfolk can target local needs and priorities whilst aligning with government strategy which is prioritising growth in certain sectors with high potential.

Our ambition is for Norfolk to become a national example of how to develop a new model for growth, that builds on the important work of the former Local Enterprise Partnership, in supporting and developing our key sectors and maintaining a powerful business voice. Combined with a wider focus on place, skills and regeneration, we can take an integrated approach, driving new investment in businesses and communities. Norfolk partners are committed to addressing and mitigating the impact of climate change, led by the Norfolk Climate Change Partnership.

Norfolk is
a £20bn
economy
and home
to 931,900
people.



Norwich

Approach

This strategy sets out how we will both navigate short-term challenges and uncertainty, whilst adapting and investing in the major opportunities that we have.

The aim is not economic growth for its own sake or a narrow focus on GVA – we are aiming to invest in the actions and projects that will help our economy improve the quality of life for everyone who lives and works here, helping businesses innovate and grow; creating more and better paid opportunities for local residents.

This strategy has been co-developed by a wide partnership of different

firms, voluntary groups, representative organisations and local councils who share pride and ambition for our county and its unique assets and opportunities.

Based on the evidence and wide engagement with partners, we have agreed actions against the four major drivers of our economy: local businesses, people and skills, places and communities and infrastructure. We have set out actions for each that will enable Norfolk to use the major opportunities and assets we have to tackle the long-term challenges that we face. We also agreed that there were three priorities that should influence all our investment and actions in relation to the economy – reducing inequality, decarbonisation and supporting our coastal and rural communities. Actions to tackle each of

these are integrated into this plan, rather than being identified separately.

BUILDING THE EVIDENCE BASE

We have developed the priorities and actions in this plan using the most up to date data and analysis available, together with the experience and knowledge of over 500 partners. Combining quantitative and qualitative evidence in this way ensures that the actions we are taking are both based on sound analysis of our strengths and the challenges we face and are also right for the businesses and people of Norfolk.

A separate evidence pack is available that sets out more detailed data on our businesses, places and communities.

Themes of the economic strategy



LOCAL BUSINESS



PEOPLE AND SKILLS



INFRASTRUCTURE



PLACE MAKING AND COMMUNITY

Cross-cutting themes:

DECARBONISATION AND SUSTAINABILITY

SUPPORTING RURAL AND COASTAL ECONOMIES

REDUCING INEQUALITIES

Major opportunities — barriers and priorities for action

| MAJOR OPPORTUNITIES | LONG STANDING BARRIERS | PRIORITIES FOR ACTION |
|--|--|--|
| Successful clusters of future-focused sectors - clean energy, financial services and future food and agriculture, with strong research assets | Obstacles to growth for many businesses: commercial space, recruitment, innovation skills | LOCAL BUSINESS <ul style="list-style-type: none">Cluster support programmeSupply chain supportStrengthen the innovation ecosystemNew commercial spaces |
| DECARBONISATION AND SUSTAINABILITY | | |
| Well anchored firms , with high employment, resilient business base and a high quality of life | Significant skills barriers, with lower qualification levels and issues accessing new skills opportunities | PEOPLE AND SKILLS <ul style="list-style-type: none">Develop the talent poolSupport lifelong / workplace learningStrengthen digital and green economy skillsImprove the skills system |
| SUPPORTING RURAL AND COASTAL ECONOMIES | | |
| Growth corridors , major sites for employment space and housing investment | Effects of long term under-investment in infrastructure | INFRA-STRUCTURE <ul style="list-style-type: none">Transport projects A11, A10, A47,Norfolk Energy Plan, Water Strategy,Energy infrastructureHousing sites and enabling infActive travelImproved bus services |
| REDUCING INEQUALITIES | | |
| Vibrant communities , with a strong culture, heritage and visitor economy offer and high quality of life. | Health and wealth inequalities , with isolation compounding challenges for rural and coastal communities | PLACE MAKING AND COMMUNITIES <ul style="list-style-type: none">Town centre renewal and re-purposingPromoting Norfolk's offer destinationsFestival programmeLocal VCSE supportCapitalising on our offer for remote and flexible workingEncourage 'Meanwhile Use' programmes |

Business: Key Sectors, Clusters & Innovation



The emerging economy

Our goal is to support our specialist clusters and sectors to grow, strengthen our innovation ecosystem and drive the commercialisation of our globally significant research base.

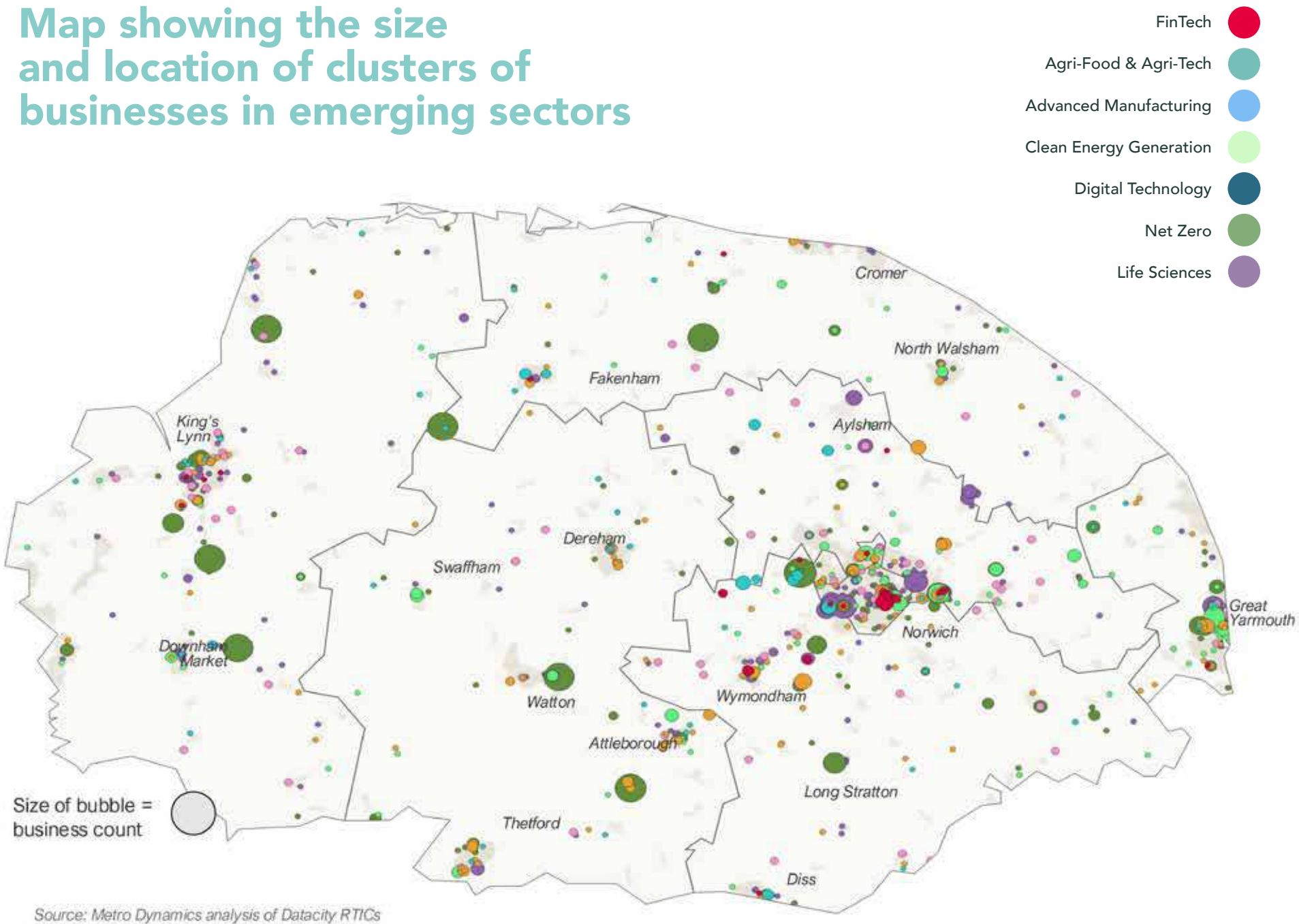
We will also invest in creating the conditions for businesses in all sectors and of all types to grow and thrive, creating high-quality employment. We want to develop strategic sites for increased employment and industrial space to meet business demand. We will support local supply chains in all our major sectors, including in helping to grow local firms to take advantage of major projects in energy infrastructure.

While it is important to recognise the importance of clusters, we also recognise the centrality of businesses - including farmers - that may be dispersed across the county to our economy.

Emerging & High Growth Sectors

| SECTOR | WORKFORCE | GVA PER HEAD (NORFOLK) |
|--------------------------------------|-----------|------------------------|
| Clean Energy | 3,611 | £153.9K |
| Agri-Food & Agri-Tech | 42,550 | £35K |
| Life Sciences | 8,000 | £43.9K |
| Digital Tech | 9,000 | £51.2K |
| Financial Services | 11,978 | £136.8K |
| Advanced Manufacturing & Engineering | 47,582 | £42K |

Map showing the size and location of clusters of businesses in emerging sectors



Key sectors



Clean Energy

Norfolk is a global leader for offshore wind with £39bn of clean energy investment forecasted over the next 20 years. The Southern North Sea offshore wind market is poised to increase significantly in both pace and scale to meet expectations around Net Zero.

The Norfolk Offshore Wind Zone will produce clean power for over four million homes across the UK. Norfolk's energy sector has a GVA per head of £153.9k, which is the highest of all sectors and will help us to raise average wage levels in Norfolk.

WORLD'S BIGGEST

With some of the world's biggest wind farms and a major Operations and Maintenance Campus, Great Yarmouth generates over £1.8bn GV. Bacton Gas Terminal in North Norfolk manages around 30% of UK gas supplies and offers significant opportunities to deliver carbon capture, utilisation and storage.

There are also promising opportunities within our region to look at hydrogen and other next-generation fuels. We can take advantage of these market opportunities, so that our economy can benefit from and participate in the decarbonisation journey. Additionally, work is underway to develop Sizewell C which provides major supply chain opportunities for Norfolk businesses.

Our business community can realise these opportunities and meet the current needs of the region and beyond. The challenge of a changing environment means our business community needs to address these demands, to help meet the Clean Power target by 2030 and the transition to Net Zero target by 2050.

INVESTMENT

Clean energy is one of the eight growth-driving sectors identified and prioritised by the government in their Modern Industrial Strategy. Major investment is already ongoing, and we are working with regional partners from Suffolk and Essex under the GENERATE brand to drive inward investment across the energy sector.

Our challenge is to ensure that local people in severely deprived communities benefit from jobs and new skills, so that we can maintain a lasting legacy for our local economy from these key nationally significant infrastructure projects.

Agri-Tech & Agri Food

Norfolk's Agri-Food and Agri-Tech cluster is a major asset in both expertise and scale. We are central to the nation's challenges around food security and climate change, home to globally leading research and innovation at Norwich Research Park (NRP) that is supporting Agri-Tech, agri-biotech and food tech, as recognised by the £7.5m Innovate UK Launchpad.

The University of East Anglia is ranked number one in the country for its research impact in these areas. The wider NRP is home to the largest concentration of Biotechnology and Biological Sciences Research Council (BBSRC) funded sites which specialise in food security, plant science and nutrition. Other centres of expertise include the Food Enterprise Park (home to Conditum, Fischer Farms and the Broadland Food Innovation Centre), Easton College (with state-of-the art facilities supporting land-based studies), and the Royal Norfolk Showground.

EXPERTISE

We have a wealth of expertise across the agricultural sector with farms of all sizes, major estates and localised clusters playing a major role in biodiversity net gain, innovation, diversification, food security and job creation. Our food manufacturing and processing companies are highly innovative, at the forefront of new

nutritional food products. For example, in King's Lynn, major food processing companies such as Mars, Greenyard, and Tulip offer their expertise to support the food processing industry. This is all backed up by major supply chains from key ports in the region (King's Lynn and Great Yarmouth) and logistics.

FARMING

A thriving farming industry is critical to the wider Agri-Tech and Agri-Food sector. While some Agri-Tech and Agri-Food organisations are located in clusters, many farming businesses are dispersed across the county. The farming industry faces a vast number of challenges including climate change, downwards pressures on food prices, a complex and bureaucratic funding landscape and the challenge to decarbonise.

Global demands and government priorities seek to increase yields, whilst ensuring higher environmental standards. This poses a problem for the farming community, which experiences challenges in food production, increased desire to protect waterways, air and soil - all whilst retaining sufficient yields. We will work with partners and the government to highlight the pressures experienced by farmers, and to fill the gap between what we demand of farmers, and what they can supply.

THE FUTURE

NRP is working to secure a safer, healthier and more sustainable future through the power of plant and microbial science. This is detailed in the HP3 vision - Healthy Plants, Healthy People, Healthy Planet - to be delivered in partnership between UKRI's (United Kingdom Research

and Innovation) BBSRC, the John Innes Centre and The Sainsbury Laboratory. NRP is also home to the Biofortification Hub funded by BBSRC as part of the Open Innovation Research Club on diet and health.

REGIONAL COLLABORATION

We are working in partnership with Innovate UK, Greater Lincolnshire LEP, Suffolk County Council and the Cambridgeshire & Peterborough Combined Authority on a UKRI Launchpad to grow innovation, sustainability and business growth in the east's Agri-Tech sector and food technology cluster. The Launchpad aims to achieve this by developing and applying technologies in food production and processing. In addition to benefitting the Agri-Tech and food technology fields, Launchpad's work will also positively impact the Agri-Biotech and Aquaculture sectors.

The Eastern England region is the national leader in fresh produce, meat, poultry, fish and seafood processing and is underpinned by the largest food logistics sector in the UK. We have prominent food brands, including Crush and Kettle Crisps, that have found national success and have the potential to bolster Norfolk's reputation for producing quality produce.

With regional collaboration, including our partnership work with the Food Valley in Greater Lincolnshire, Norfolk is well placed to support growth and encourage inward investment through promoting the scale, breadth and importance of the food sector to the area, and by ensuring that existing food sector companies and new investors are supported.



Norwich Research Park

Life Sciences

Norwich Research Park (NRP) is a world-leading research base, at the forefront of global food and health research. It is Europe's largest single site hub of research, training, education, and enterprise in food and health. It has four research institutes, a University Hospital and over 30 companies. The growing site has approximately 30,000 talented people - 12,000 of whom are scientists (including 3,000 researchers and clinicians) and continues to grow.

The industrial biotechnology expertise on site includes exciting companies such as HotHouse Therapeutics, Colorifix and Tropic Biosciences that are utilising industrial biotechnology to deliver new products and globally

important research. The Research Park is set to be a key centre for Life Sciences, a sector which the government has decided to prioritise in their Modern Industrial Strategy. This exciting industry is leading to spin outs and commercialisation of research, significantly enhancing Norfolk's innovation ecosystem.

Utilising their strong industrial links and collaboration with the Norwich Research Park, the UEA's School of Biological Science undertakes impactful research which encompasses molecules, genes and genomes to populations and ecological communities. The research strives to better understand health and diseases, microbiology, evolutionary biology and ecology, conservation and plant biology.

A CLUSTER OF EXPERTISE

The £81m Quadram Institute helps to create a fundamental shift in the way we understand and address the impact of food on health. There is also a cluster of expertise in genome analysis and manipulation of animal, microbial and plant systems for a wide range of applications.

Two projects that the Earlham Institute are part of are the Darwin Tree of Life project and the Earth Biogenomes project.

The objective of these initiatives is to attempt to sequence the genomes of all the species in the British and Irish isles and all the species on Earth respectively.

Recording all these genomes will create a huge database allowing researchers to access all the genomes they would need for comparing organisms - research that will have global and groundbreaking sustainability benefits.



Financial Services & Insurance

Financial Services is a significant sector for Norfolk, with specialisms in insurance and Insurtech. Financial services and insurance represent Norfolk's second highest sector in terms of GVA per head at a value of £136.8k.

Financial services, one of the eight growth-driving sectors listed in the government's Modern Industrial Strategy, and insurance generate 20% of Norwich's total GVA. If current momentum is built on, and Norfolk's GVA per capita approaches the average for England, this sector could generate a net additional £5bn per year (a 25% increase). This requires a multi-pronged effort to create and expand new businesses and jobs, attract more large companies to Norfolk and smartly leverage major investments like offshore wind.

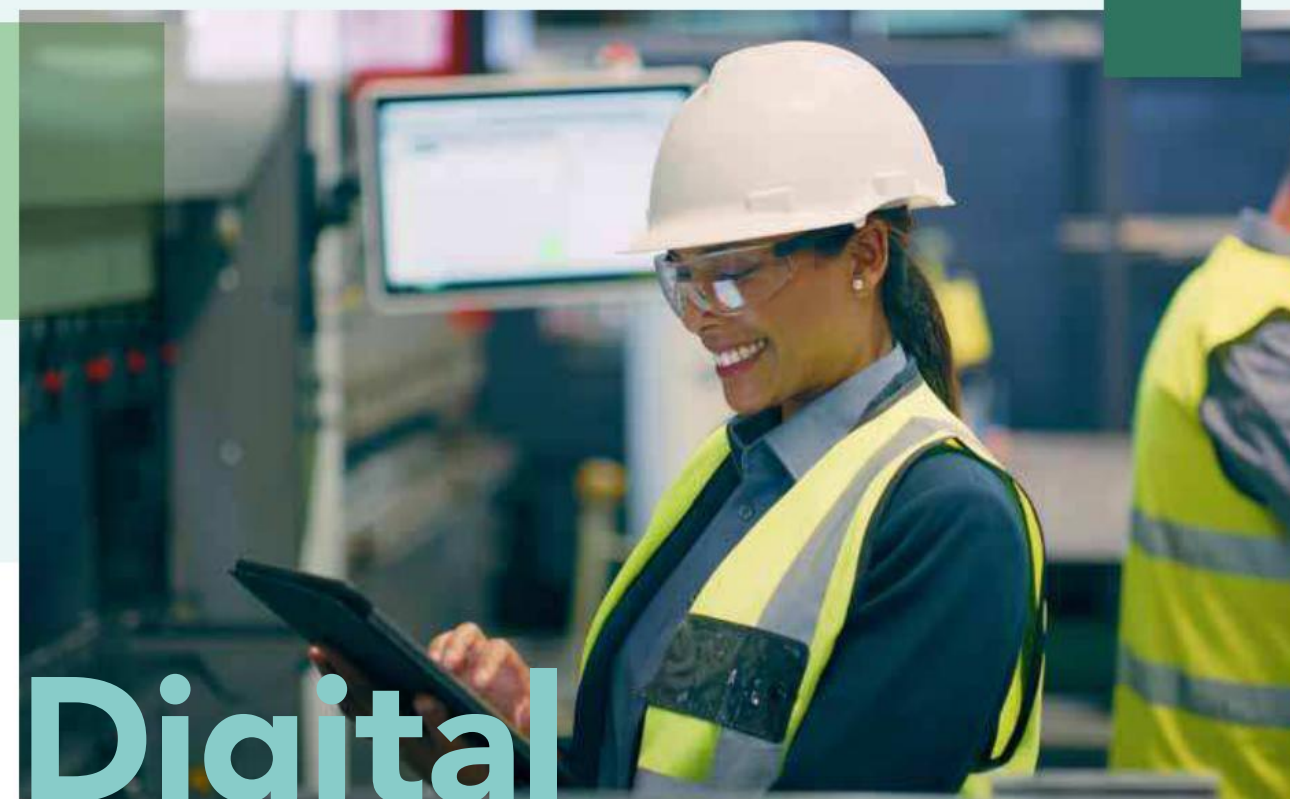
In addition to Norwich, Broadland Gate Business Park presents another growth opportunity for financial and professional services. Its key location gives businesses access to the city and to major transport routes, and is a catalyst for inward investment into the region. It has played a significant role in the high levels of growth seen in Broadland in recent years: in 2021 it had the highest GVA of £3.9bn across all industries, including a peak for financial and insurance activities of £1.7bn.

FinTech has been identified as an important emerging sub sector for Norfolk, through the Norfolk FinTech Cluster report (2024).

Norfolk is home to over 24 FinTech firms, including the highest proportion of InsurTech firms of any English region outside London (16%).

HIGH VALUE JOBS

A recent report on Norfolk's FinTech sector has estimated that it currently generates £70m of GVA for the regional economy, but this could increase to £100m by 2027, creating 600 new jobs in Norfolk. This should lead to further innovation in the sector and economic growth, providing more high value jobs to Norfolk's residents.



Digital Tech

Norfolk is home to a fast-growing digital tech economy with a current GVA of £450m and around 9,000 employees and is increasingly important across a range of sectors and in its own right.

Digital Tech, a priority sector in the government's Modern Industrial Strategy, is a nationally important industry. There are a number of locations in Norfolk that are supporting the incubation of early-stage tech companies and providing access to much needed early-stage support. These include Akcela, Hethel Innovation, UEA's Enterprise Centre and the Enterprise House at the Norwich Research Park. More spaces are emerging to support this key sector.

DEVELOPER NETWORKS

There are a wealth of developer networks in the region putting Norfolk on the map, with key events such as Sync the City and Nor(Dev): Con and opportunities to work with our universities through the Computer Science department at UEA and the array of digital creative courses at Norwich University of the Arts.

FILMING OPPORTUNITIES

Norfolk's film industry, which has been boosted by the recent establishment of the Norfolk Film Office, provides valuable opportunities for the digital tech sector. Norwich University of the Arts' pioneering 'Immersive Visualisation Lab' is the first of its kind in the UK and has only one other equivalent in Europe. This important digital asset has highly sophisticated facilities enabling research, collaboration and teaching, and presents a significant opportunity for the sector locally.

We are home to a cluster of digital creative businesses, particularly specialising in marketing; software developers; Agri-Tech, biotech and clean tech expertise; EdTech businesses; and home to exciting opportunities across FinTech and InsurTech; AI; E-Commerce; Games; MedTech and Health Innovations; and PropTech.

Advanced Manufacturing and Engineering



Lotus Cars, Hethel



Norfolk is home to 2150 advanced manufacturing and engineering companies, with an even distribution across the county, generating GVA of £2bn (10% of Norfolk's total GVA).

There are multiple specialisms within Norfolk - including food and drink, automotive, aerospace, pharmaceutical, safety equipment and civil engineering - which makes the county an important centre in this sector identified by the government as a priority. Opportunities also exist across the clean energy supply chain.

COLLABORATIONS

We are keen to build on the work that the New Anglia Advanced Manufacturing & Engineering (NAAME) cluster has achieved in supporting Norfolk's manufacturing and engineering companies. NAAME facilitates collaborations with technology providers and supports B2B opportunities that have key sectoral priorities around

increasing digital adoption, driving decarbonisation and nurturing talent at all levels. NAAME's manufacturing groups cover Greater Norwich, Mid-Norfolk, King's Lynn, North Norfolk and the East Coast covering Great Yarmouth.

Norfolk will work with Government and partners across the East of England to bring the Made Smarter Programme to this region and deliver digitalisation support for manufacturers across the East.

PARTNERSHIPS

Productivity East is a regional hub for manufacturing, engineering, technology and management at the University of East Anglia. The hub fosters partnerships between academics from the school of engineering, the school of computer sciences, Norwich Business School, NAAME and industry.

The Hethel Engineering Centre is a major asset serving the high-performance engineering and manufacturing sector. The centre supports start-ups and scale-ups within the sector and works closely across sub-sectors.

In addition to Hethel, Norfolk attracts innovative manufacturers, including the growing base for pharmaceutical manufacturing in King's Lynn, which is the home for Bespak and Merxin.

A sub-sector within advanced manufacturing and engineering is the emerging space industry, with applications across a number of areas.

Space technology touches every sector and provides solutions to global challenges including those associated with climate change and connectivity. Relevant capabilities stem from the region's leading industries including advanced manufacturing and engineering, ICT & telecoms, food and agriculture, offshore wind, coastal, marine and bioscience.

Foundational Economy

As well as high growth and emerging sectors, it is really important we also look at the foundational economy in Norfolk, which provides a high number of jobs, contributes to GVA and supports Norfolk's residents.

If we do not protect and sustain our foundational economy, then it becomes much harder to connect residents to opportunities in high-growth areas and grow our economy.



Goldsmith Street, Passivhaus Homes

| SECTOR | GVA | WORKFORCE |
|---------------------------------------|---------|-----------|
| Culture, Heritage and Visitor Economy | £1.15bn | 61,842 |
| Health and Social Care | £1.66bn | 61,399 |
| Construction | £1.36bn | 25,361 |

Culture, Heritage & Visitor Economy

Lord Mayors Celebrations, Norwich



We will build on Norfolk's rich heritage and culture, while enhancing tourism opportunities and bringing our local communities together.

Culture, heritage and visitor economy is a place-centered concept which describes the assets, infrastructure and services - including hospitality, retail, attractions and events - which support visitors and tourists. It is one of Norfolk's largest economic sectors and makes up close to 20 per cent of all jobs in the county - many of them in the most deprived coastal areas. In 2022, tourism trips alone provided the Norfolk economy with a total value of £3.4bn.

We have a wealth of visitor amenities and tourist attractions. Norwich is a Medieval city, boasting a Norman cathedral and refurbished castle, with an internationally significant art gallery and historic market place. Coastal locations from Great Yarmouth, through Cromer and Holt, round to Hunstanton are long-established and much-loved holiday destinations, with stunning beaches such as Gorleston-on-Sea. Equally well loved are Norfolk's distinctive market towns, with their rich heritage and thriving centres. The natural environment boasts a range of amenities including the Broads National Park and the Norfolk Coast Protected Landscape.

Collaboration with partner organisations, including local councils, the Broads Authority and Visit East of England, will be essential for the continued success of the sector. All these organisations have important local knowledge and networks and are already delivering so much for the county in this sector. There is also the opportunity for further investment around under-utilised heritage assets (such as the Guildhall in King's Lynn) and in the upkeep of existing assets like the Winter Gardens in Great Yarmouth or Cromer Clifftop Gardens.

SUSTAINABLE & ACCESSIBLE

We want to boost this further and, capitalising on Norfolk's recent success in being granted 'Local Visitor Economy Partnership' status by Visit England, make Norfolk an all-year, sustainable and accessible destination. This will drive increased job opportunities and retention in areas where they are most needed.

We want to support Norfolk to continue to be a desirable place for visitors and residents to spend their time, whether that be within town centres and high streets or at the county's many visitor attractions.

We will also support the digitalisation of businesses within the sector to enhance the overall offering and boost productivity. This will all be part of a wider ambition to raise GVA within this key sector of our economy, which currently sits at a low GVA per head value of £18.6k.

Norfolk has welcomed a number of large-scale film productions in recent years. Olsberg SPI research, commissioned by Norfolk County Council, found that 26 locations (mainly historic sites and coastal areas) hosted the production of Film and TV. It is estimated that activity such as this brings in £1.9 million annually to the local economy.

There are significant opportunities to build on this - including utilising the incredible talent at our colleges and universities - and activity is underway to invest in the future of Norfolk's screen sector through the Norfolk Film Office pilot.

STRENGTHS IN CREATIVE INDUSTRIES

As England's first UNESCO City of Literature and home to the renowned Theatre Royal, Norwich is a city steeped in creativity. Producing and nurturing this creative talent are prestigious institutions such as the UEA and Norwich University of the Arts. The UEA's award-winning Creative Writing MA has celebrated alumni such as Kazuo Ishiguro, Ian McEwan and Rose Tremain. Thriving on the character of Norwich, the Norwich University of the Arts specialises in industry leading research and innovation.

Cultural activity draws in a significant number of visitors to Norwich. Whether that be literary, games and film festivals hosted by The Forum or the Norfolk and Norwich Festival and much more besides, this activity forms an important part of the Norwich economy and has the potential to expand further.

Construction

The Construction sector is a key part of the Norfolk economy and is a regional specialism for the East of England. It is currently responsible for £1.36bn of Norfolk GVA and employs a workforce of 25,361.

OPPORTUNITIES FOR GROWTH

The National agenda clearly sets the built environment as a priority. In line with this, Norfolk has some ambitious plans for housing growth with many planned developments in strategic locations, including urban extensions in the Norwich Growth Triangle, West Winch, Fakenham and North Walsham, and large-scale urban regeneration in Norwich, Great Yarmouth, Thetford and King's Lynn. There is also an identified need for commercial space which represents further opportunity, including suitable accommodation for key growth sectors such as clean energy, Agri-Food and advanced manufacturing, A-Grade office space, accessible rural workspace and coworking facilities. The infrastructure that unlocks these domestic and commercial developments will require construction expertise.

The importance of developing Green construction skills and a local sustainable materials supply chain cannot be understated in relation to the roadmap to Net Zero. Sustainable new builds and retrofitted current stock will play a central role in reducing carbon emissions in Norfolk.

The construction industry needs to be supported to innovate – advances in materials, fabrication and processes can contribute to the sector's ability to thrive. Building on a culture of long-standing, successful Norfolk construction firms, there is an opportunity to work with local SMEs to champion best practice and support growth.

CHALLENGES FOR CONSTRUCTION SECTOR

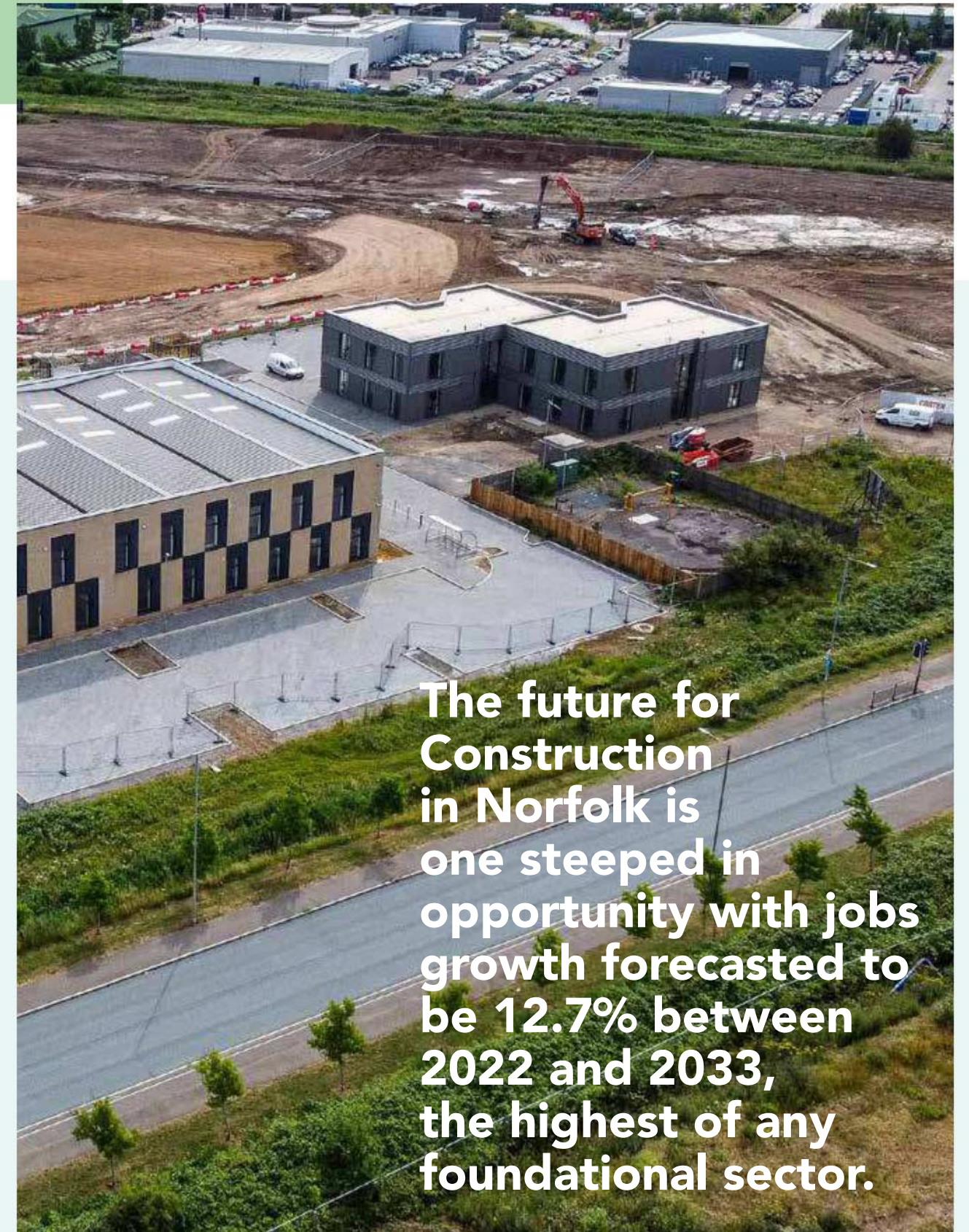
Labour market challenges include a lack of core skills for new Green technology application, despite wage potential being good. Construction businesses will need to work with skills providers to direct the necessary resources into developing the workforce. This is an opportunity and a challenge. Labour market challenges may arise due to a number of planned major NSIP regional construction projects and the skills need of the wider sector, particularly those associated with Sizewell C in Suffolk.

In some areas, there are local viability gaps which hinder sites from coming forward and may require proportionate public sector intervention. Examples include the large-scale regeneration of Anglia Square in Norwich and the more targeted intervention around degraded housing stock in Great Yarmouth.

To help meet the regional and wider demands for construction skills and resources, the Building Growth Skills Network (BGSN) for Norfolk and Suffolk will help to grow the right skills for sustainable development across the counties. The Skills Bootcamp offers numerous opportunities to develop skills in construction, whilst the Net Zero Academy will create an invaluable network within sustainable construction, helping to achieve wider climate-friendly development goals.

The issue of nutrient neutrality has disproportionately affected Norfolk because of its landscape and environment. This challenge is expected to recede as a result of Norfolk leading the way on the development of unlocking mitigation through Nutrient Neutral Development - and Norfolk Environmental Credits.

These challenges have been exacerbated by national trends including materials shortages post-Covid and supply-chain inflation impacting the viability of projects.



King's Lynn Enterprise Park

Health and Social Care

Our vision for Norfolk is to be the place where everyone can start life well, live well and age well and where no one is left behind.

Health and Social care is a significant sector for Norfolk, employing over 60,710 people and contributing £2.1bn in GVA. It is important we future proof this sector, with an ageing population of over 24.8% of residents aged 65+ (UK average is lower at 18.7%) which is forecast to rise in Norfolk over the next 10 years. Our profiles suggest we will have high demand for Health and Social care provision.

Norfolk currently has a market of over 500 providers of care services but needs to do more to keep up with the increasing demands for the sector. To meet government targets of reducing waiting times for appointments and to create further appointments in the NHS, we will need to invest further in the training and development of healthcare professionals. The UEA Dentistry School and the College of West Anglia Nursing School will enhance skills and development in their respective areas and help to attract healthcare professionals to Norfolk.

Health and Social care faces significant challenges, including those related to recruitment, the post-Brexit landscape and the rural nature of the county. However, the sector offers valuable and meaningful employment, and needs to be supported and promoted to attract employees.



HEALTH AND WELLBEING

People's health and wellbeing often varies from one place to another and is not solely affected by lifestyle choices. It can also be affected by the places around us, like living in an area with low levels of crime, safe places to enjoy the outdoors, good jobs, and quality housing. The unequal distribution of the social determinants of health, such as education, housing, and employment drive inequalities in physical and mental health.

INEQUALITY

Economic inequality also correlates with difference in life expectancy between towns and districts. For example, a male in Loddon (an area with comparatively low levels of deprivation) can expect to live to 83.3 years but a male in Great Yarmouth (an area with comparatively high levels of deprivation) can expect to live 75.1 years. A female living in Loddon can expect to live for 85.8 years but a

female in King's Lynn can expect to live for 81 years.

Although health in Norfolk is generally better than the national average, we know that there are persistent health inequalities especially in areas of deprivation.

The Covid-19 pandemic revealed the existence and prevalence of inequalities of various kinds. Through the adverse effects of the pandemic, more people have now also experienced challenges related to health, employment and personal finance. Tackling interrelated challenges such as these and inequalities is essential to addressing economic inactivity and alleviating pressures on Health and Social Care.

This shows us that people's health and the economy cannot be viewed independently. Both are necessary foundations of a flourishing and prosperous society.

| LOCALITY | MALE | WOMEN |
|-----------------------|------------|------------|
| Great Yarmouth | 75.1 years | 81.2 years |
| King's Lynn | 76.7 years | 81 years |
| Loddon, South Norfolk | 83.3 years | 85.8 years |
| Norfolk average | 80 years | 83.8 years |

Priorities for Key Sectors

Priority 1: Support businesses in high-value clusters to grow, innovate and generate more local value

Norfolk has major and growing clusters of firms in very distinct and future-focused sectors, including a globally leading clean energy cluster, financial services, Agri-Tech and Agri-Food, advanced manufacturing and engineering, growing digital services and a thriving culture, heritage and visitor economy sector. We are an outward looking, trading economy, with faster rising imports and exports than the East of England. Our firms want to stay and grow here, there is strong business demand for grow on space, particularly for mixed office and industrial use, for which supply is not keeping pace.

Similar to most other parts of the UK, Norfolk is also a diverse economy, 99.7% of firms are SMEs and micro businesses with the largest employers being health care, retail, tourism and food. With many agricultural, seasonal tourism and leisure businesses, pressures from seasonal labour supply and costs are acute.

Overall, our business base has grown more slowly than the East of England and England as a whole (14% between 2013-2023, compared to 21% and 23% respectively). This lack of new businesses particularly effects our coastal towns, with only 4% in Great Yarmouth and low levels also in King's Lynn and West Norfolk as well as North Norfolk. As our major growth sectors continue to thrive there are big opportunities to drive business start-up rates and growth in local and wider supply chains. Many of the businesses we spoke to had practical examples of how they could purchase more locally and partner with new local businesses. Business survival rates after three years are 7% higher in Norfolk compared to the UK average whereas growth rates in existing businesses are similar to the UK.

Our efforts to draw together the region's innovation ecosystem through Connected Innovation, which has secured multiple locked-off innovation funding opportunities, and through the Innovation Grant Mentoring Project, providing free support for bid applications to Innovate UK, have helped to shift the dial. Investment in research and innovation has been growing in 2022/23, Norfolk received around £4.7m Innovate UK funding, which has been the highest award over the ten-year period. We want to keep building on this success, making Norfolk a great place to start innovative businesses, secure investment and scale up.

Productivity is still lower than the East of England and England with little recent improvement, reducing our ability to increase wages and living standards through business growth.

We need to do more to harness our strengths so that more businesses and residents benefit.

Priority 1 Actions:

DEVELOP LOCAL CLUSTERS AND REMOVE BARRIERS TO GROWTH

- Construction of the **Great Yarmouth Operations & Maintenance Campus**, enabling O&M facilities for the development of one of the world's largest offshore windfarms and its associated supply chain. Supporting the development of the South Denes area and **Energy Park** – creating additional space.
- A new **Hydrogen Hub** will focus on the production of hydrogen from gas underpinned by carbon capture and storage, also known as “blue” hydrogen, to help meet growing demand across the region. We will also support future plans to extend this to renewable powered electrolytic, or “green” hydrogen.
- Development of the **Norfolk FinTech Cluster**. We aim to develop the emerging cluster by working with financial and tech businesses, our universities and local government with the opportunity of 600 new jobs. We will support the creation of a new entity that will sit as part of a national network of FinTech clusters, firmly putting Norfolk's FinTech sector on the map, building on opportunities such as a FinTech Hub for Norwich.
- **Digital Hub** workspace at Townsend House, Norwich, once home to the regional HQ of ITV, will support tech start-ups in the city and ensure talent is retained in Norfolk as part of a wider tech start up and scale up ecosystem that includes incubators **Akcela** and **Innovation Labs**. The Digital Hub will provide office space, with room for between 10 to 25 companies and around 200 jobs.
- The development of the manufacturing enterprise centre at Snetterton Commercial Hub will benefit from its strategic location within the Cambridge Norwich Tech Corridor (CNTC). The park offers over 750,000 sq feet of floor space and has attracted notable companies such as Hitachi Construction Machinery and Equipmake. We will continue to grow this sector and strengthen the opportunities arising from the CNTC.
- We will build on the impressive talent pipeline from gaming industry accredited courses at Norwich University of the Arts. We will seek to develop a Norwich Games Hub, to bring together start-ups and networks like the Norfolk Game Developers to collaborate and support growth both in the sector but also to help other sectors like construction and manufacturing benefit from these increasingly in demand disciplines.
- To help creative industries, listed as a priority within the government's Modern Industrial Strategy, thrive further in our region and build on the success of the Creative East programme, we need to support ambitions for growth and help create the high value jobs we need to retain and attract the top talent. This will help to reinforce Norwich's pre-eminence in the sector and nurture creative talent and output borne in the county.

STRENGTHEN LOCAL SUPPLY CHAINS

- Build on the **Norfolk Local Economy Partnership** (LVEP), accredited by VisitEngland, to support the development of the tourism sector and to leverage investment.
- Development of the **Food Enterprise Park** (FEP), a 100-acre development site within the Greater Norwich Food Enterprise Zone (the first 46 acres benefit from Local Development Order status) to encourage and support food production, processing and agriculture. Within the FEP is the Broadland Food Innovation Centre, a site specifically for food and drink SMEs to add value to products and start-ups, offering the optimum environment for innovation and growth.
- **Working with the Agri-Food Industry Council to build on the wider regional focus on Agri-Food and Agri-Tech** with partners across the East of England and Greater Lincolnshire to maximise opportunities around spin-outs, commercialisation of research, technology adoption and supporting key priorities around biodiversity net gain and food security.
- Building on existing research into Agri-Food Decarbonisation, we will look to support Norfolk's farmers. Examples of this may include tailored business support packages that enable small and medium sized farms to access specialist support, exploring the potential of digital twinning to dry test different interventions or through the opportunity presented by the Norfolk County Farms Estate (the second largest county farm estate in the country).
- The creation of a new **Food Hall at the Norfolk Showground**, just a few miles from the Food Enterprise Park. The Food Hall will act as a key showcase for hundreds of local producers that will give their products a route to market and further support supply chains in food and drink. The Food Hall will also serve to strengthen Norfolk's reputation as an area renowned for food production.
- Pilot a **Norfolk Film Office** working together with the Norfolk Film Office Steering Group. Large-scale TV or film productions generate an increase in business for a wide range of supply chain companies surrounding a filming location, from cafés to taxi companies, accommodation businesses and retail. The Norfolk Film Office will proactively promote the county and its assets as a location for TV and film productions, with a current UK market opportunity of £6.2bn, which is projected to grow.
- **Maximise the supply chain benefits from regional offshore clean energy projects** that are nationally significant infrastructure projects, working with the Offshore Renewable Energy Catapult, Nuclear Advanced Manufacturing Research Catapult and the Norfolk Chambers of Commerce. Through the development of new supply chain programmes and by supporting companies to access these opportunities, we can ensure local clean energy firms scale-up, employ more people in our key coastal areas and have a platform to export their expertise.
- We will look to **support the manufacturing and engineering sector's adoption of digital technologies** as the GVA impact for Norfolk is significant when this is done well, and this can create even more high quality jobs. This will enable companies to become more productive and engage with supply chain opportunities within the region and enable export opportunities.

STRENGTHEN INNOVATION ECOSYSTEMS

- Norfolk is leading the way in progressing a fully connected rural and urban **innovation cluster** through the **Connected Innovation Programme**, which brings together innovation hubs, incubators, universities, research institutes, business innovation clusters, angel investors and wider innovation funding opportunities. This will continue to simplify innovation support for our businesses, enable work with universities and research institutes to develop regional spin-outs and commercialisation and keep driving cross-sector innovation opportunities. We will continue to leverage this network to land new opportunities to support our innovation ecosystem.
- Alongside the Norfolk and Suffolk Innovation Board and the Connected Innovation network, we will deliver and build upon the Innovate UK Local Action Plan. This will maximise opportunities with UKRI and Innovate UK, including knowledge transfer partnerships, engagements with the Catapult Network and scale-up support from Innovate UK Business Growth.
- We will sustain business support programmes like the **Innovation Grant Mentoring project**, which has already helped businesses in Norfolk and Suffolk to access over £2m of Innovate UK funding, addressing the market failure of a low uptake of innovation funding in Norfolk.
- Major UKRI **£317.7m** investment is planned for a new **Plant and Microbial Innovation Hub** at the John Innes Centre and Sainsbury Laboratory at the Norwich Research Park, helping address significant global challenges of ensuring we have healthy plants, healthy people and a healthy planet.
- Build on the UK High Potential Opportunity for Norfolk's **Agri-Biotech and Life Sciences sector**. This attracts overseas investment into the Norwich Research Park, and supports access to finance and a higher number of spin out companies, through the commercialisation of research around plant science for nutrition, gut health and climate change.
- We will continue to develop innovative clusters, such as the King's Lynn Enterprise Park (a centre for advanced manufacturing and engineering), to attract cutting-edge international businesses to the district. Equally, we will also nurture new business incubators, such as the Great Yarmouth Business Incubator in South Denes. Both will drive business growth in Norfolk and the region.

Priority 2: Ensure businesses in all places across Norfolk can succeed, prioritising growth in strategic sites and areas

Major growth opportunities exist, especially in our specialisms: Agri-Tech; renewable energy; digital and FinTech clusters in Greater Norwich, Advanced Manufacturing and Engineering and life sciences in the Cambridge Norwich Tech Corridor and along the A10 corridor, and Clean Energy and Net Zero along Norfolk's Energy coast.

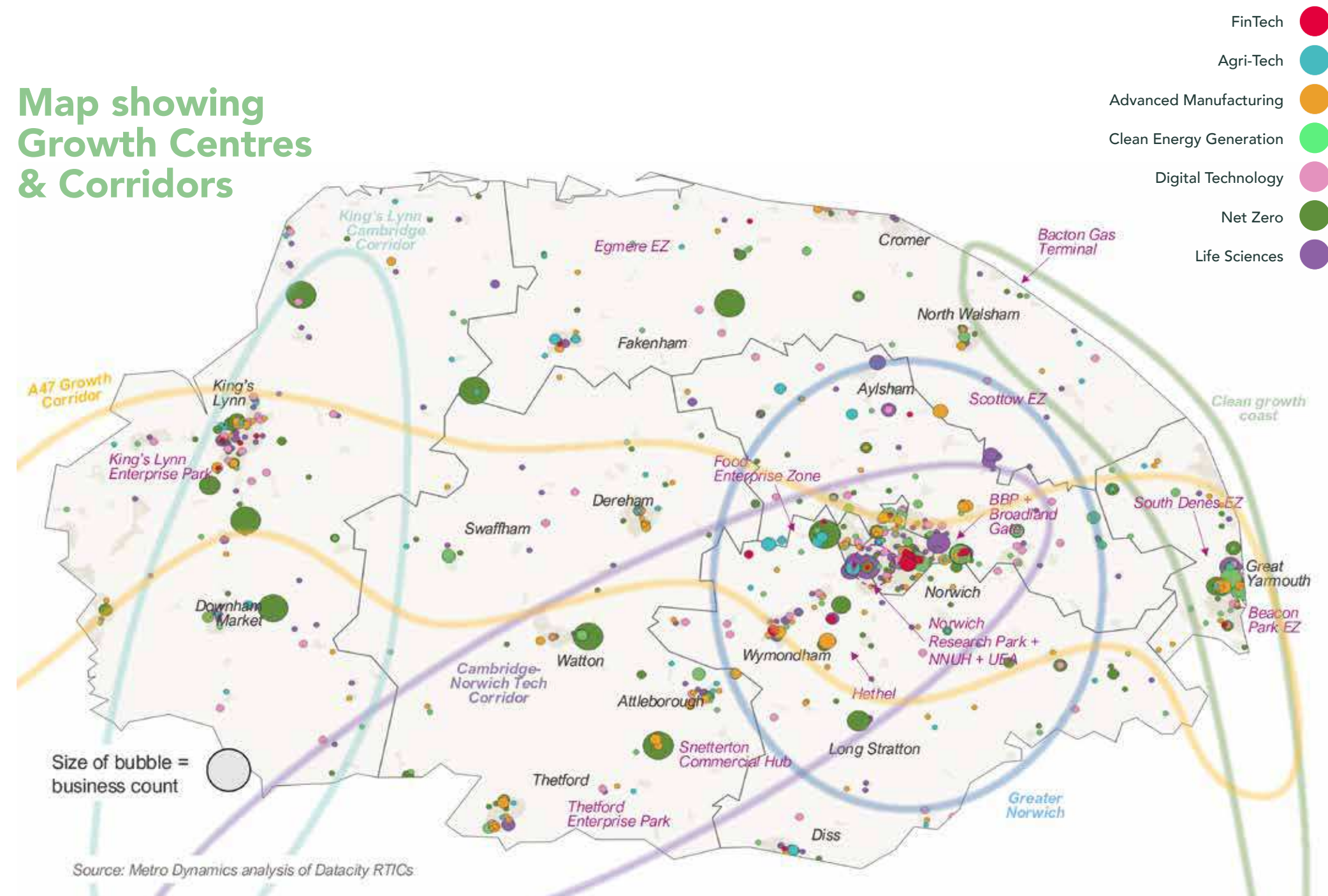
The A47 Growth Corridor offers strategic connections between businesses and sectors across the main urban centres of Norfolk.

The employment of land allocation is set out in district council local plans. Districts and other partners will maximise the impact and delivery of these allocations by working together to integrate investment and action in infrastructure, commercial space, supply chain support and skills.

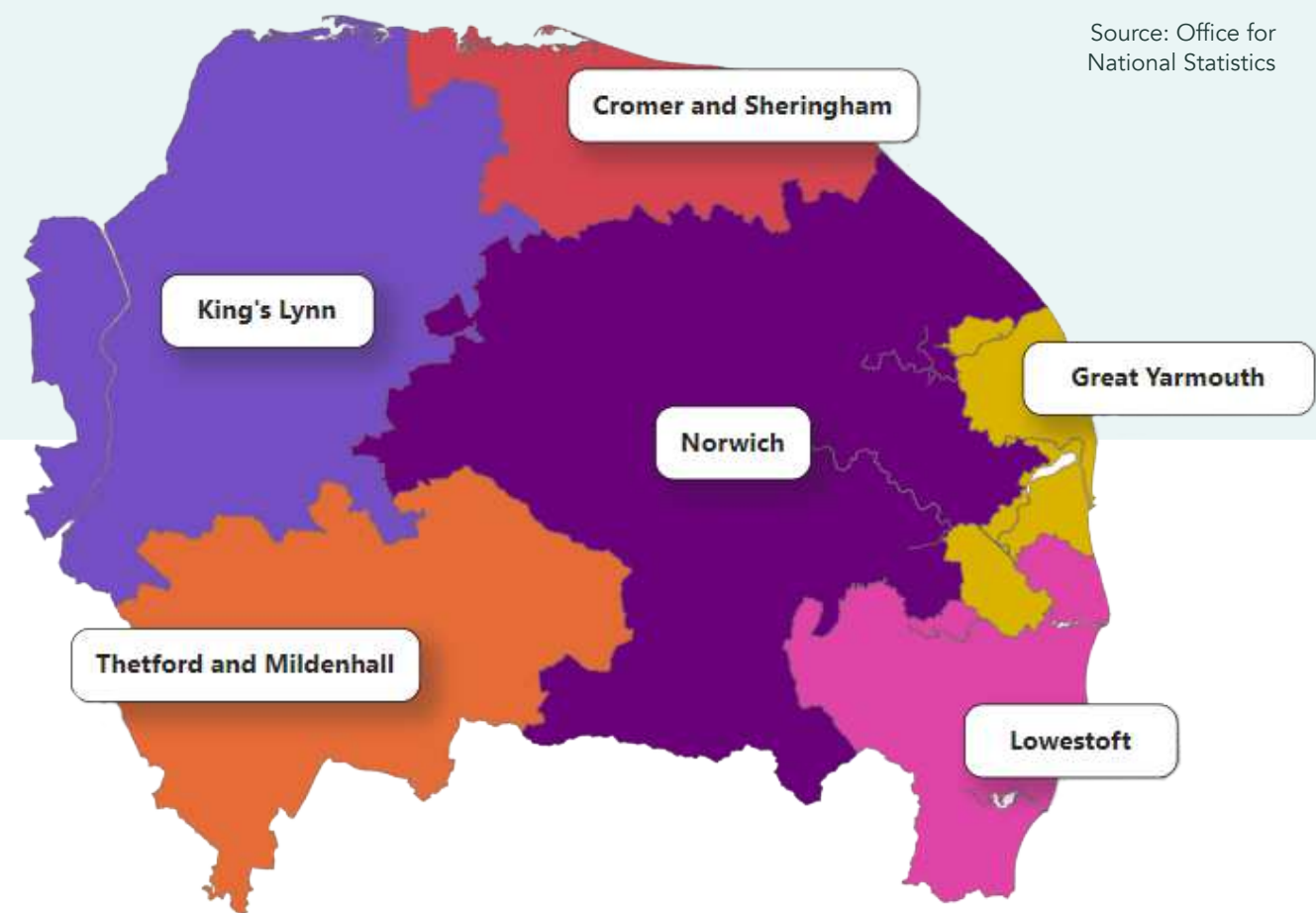
We will focus on our strategic business growth locations. This will ensure we can connect more residents to opportunities and retain more value locally whilst helping businesses to recruit and grow in the locations that make most sense to them.

Taking this kind of integrated approach to the infrastructure needed to support business, housing and employment growth will also support our high-employment sectors, such as tourism, retail, healthcare, education, to prosper and provide good-quality jobs.

Map showing Growth Centres & Corridors



Map showing Travel to Work Areas



Source: Office for National Statistics

Functional economic geography of Norfolk

In addition to the growth corridors that have been identified and linked to sector and housing growth, Norfolk is also defined by a set of functional economic relationships. These relationships are defined by flows of labour and goods and services.

The above map outlines the travel to work areas (TTWA) which fall within Norfolk and Lowestoft. TTWA's are a statistical tool used by UK government agencies and local authorities to indicate an area where the population would generally commute to a larger town, city or conurbation for the purposes of employment. The criteria for a TTWA are that at least 75% of the area's resident workforce work in the area and at least 75% of those working in the area also live there. The area must also have an economically active population of at least 3,500.

The map highlights the significance of larger settlements with high population densities and their role in sustaining employment across the county. Norwich plays a particularly significant role in the Greater Norwich Area and beyond.

Priority 2 Actions:

DELIVERING THE RIGHT TYPES AND MIX OF COMMERCIAL SPACE WHERE IT IS NEEDED. SUPPORTING CLUSTER GROWTH IN BUSINESS PARKS, ENTERPRISE ZONES AND RESEARCH CENTRES

- **East Norwich**, which sits across a number of sites, including the former Carrow Works site, represents one of the most significant opportunities for the regeneration of this area and the wider city. It is an ambitious project to create a sustainable new urban quarter for the city, supported by the preparation of a masterplan for East Norwich and a commitment to substantial future investment. The masterplan shows a mixed use for commercial, housing, tourism and environmental activities. In addition to housing and industrial opportunities, the site will specifically capitalise on the beautiful waterfront and presents a significant opportunity for recreational, tourism and heritage activities. The site will generate significant jobs and investment for the city.
- We will identify opportunities to unlock land for commercial space. The development of a **new roundabout at Hethel** will improve access to the site and support the expansion of industrial development. In **Norwich**, there are opportunities for **additional high-grade office space** within the centre and outskirts of the city.
- **Hethel Engineering Centre** is an award-winning business centre and innovation hub on the outskirts of Norwich, serving the high-performance engineering and manufacturing sector. Established 14 years ago, the centre has created over 1,000 jobs, incubated over 200 businesses and supported over 180 start-ups. We want to support the expansion of Hethel, to double in size, to provide much needed space to grow for existing and new tenants.
- **King's Lynn Enterprise Park** is an Enterprise Zone just off the A47 and comprises 15-hectares of serviced employment land and can accommodate approximately 40,000m² of employment floor space. Sites are available for a range of uses including office and industrial spaces and research and development. The development of the King's Lynn Enterprise Park will be crucial for ensuring growth of our advanced engineering and manufacturing cluster, connecting to the A10 corridor, and linking to start-up support and innovation at the King's Lynn Innovation Centre (KLIC).
- **Cambridge Norwich Tech Corridor (CNTC)** is home to world-leading universities, research institutes and science parks, complemented by an ecosystem of knowledge-intensive businesses and networks to support innovation through to commercialisation and manufacturing. There is significant opportunity for site development, attracting inward investment into the county. One of the key sites is **Snetterton Commercial Hub**, with over 40 businesses located on site and 25 hectares (40 acres) available for immediate development.
- With all our spatial growth plans, it is imperative we are promoting **biodiversity** and ecosystems, and making sure they are taken into consideration in strategic decisions. Projects such as **Wendling Beck**, a 2,000-acre nature recovery project in Norfolk, creating habitats and supporting nature-driven processes on a large scale, are a good example. We want to create more biodiversity net gain and ensure our growth plans are sustainable, mitigating environmental impacts.
- Development of 'Grow on Space' at the **Norwich Research Park (NRP)**. The NRP offers development opportunities to new, growing and established businesses. The Park has a total community of over 40 businesses. These companies are a critical part of the Park's vision as businesses can turn research into real-world applications that can benefit people's lives. Further grow on space is required, with many offices and labs at full capacity. The Park has Enterprise Zone status and 1.6m sq ft of planning consent for future builds.
- **Scottow Enterprise Park** is a former airbase and a leading North Norfolk business park, with units ranging from 100 sq ft to 61,000 sq ft. There are emerging clusters of film and TV, manufacturing and space technology within the park. We want to ensure continued growth and maximise opportunities associated with the four unique WW2 aircraft hangers on site.
- The **Beacon Park** and **South Denes Enterprise Zones** will act as vital hubs for the offshore energy sector and will help to foster other business activity arising from the success of the sector which will drive economic growth in Great Yarmouth and Gorleston.
- Delivery of the **South Denes Masterplan** which includes a clean energy business incubator, setting out strategic investments that will support cluster growth in one of Norfolk's key sectors. With Enterprise Zone status, a number of areas will also benefit from a simplified planning process. This will help to accelerate the pace of the development and the provision of commercial space.



College of West Anglia School of Nursing Studies opened in 2022, with key grant funding provided by the King's Lynn Town Deal.

The state-of-the-art modular building comprises a clinical room mirroring a new-scale hospital ward, a high-tech simulation suite and a skills room. The School of Nursing Studies is the first further education facility in the United Kingdom to boast the Laerdal SimMan 3G+; high-tech simulation mannequins which can

replicate physiological functions such as breathing, pulses, convulsions, temperature and blood pressure. These latest models provide an opportunity for learners to develop their skills and knowledge by recreating authentic clinical scenarios and situations in a progressive and supportive environment.

SUPPORTING THE HEALTH AND SOCIAL CARE SECTOR TO BECOME MORE RESILIENT, AND HELP TO ADDRESS HEALTH INEQUALITIES THAT EXIST WITHIN OUR COUNTY

- Work to strengthen the organisations (e.g. care homes) that deliver health and social care. This includes support to deliver robust business plans, cost models and steps to future proof organisations.
- Opportunities to invest in preventative measures will help to bridge gaps in inequality in the long term. We will do so by working with key partners in the sector, such as the College of West Anglia School of Nursing, and the Queen Elizabeth Hospital in King's Lynn to continue to build the pipeline of trained professionals. At the same time, initiatives like the Mind Hub in Dereham will enable services to deliver preventative mental health interventions, providing greater social value to health and social care in Norfolk.
- Support to improve the quality of care jobs and to work with providers to create career pathways, to attract more people to the profession
- Encourage further collaboration between economic development teams, public health and industry, to maximise opportunities for local residents - particularly those in deprived areas of Norfolk. Incorporating social value into plans for infrastructure development and industry growth could also maximise opportunities for local residents. Examples could include apprenticeship opportunities, work experience placements and encouraging local employment.

Measures of Impact:

- Increase average GVA per capita for Norfolk
- Increase business count in our key sectors
- Increase in Foreign Direct Investment (FDI) and domestic inward investment, no. of businesses locating to Norfolk, jobs created and investment
- Collaboration with clusters and new regional initiatives which secure funding
- Increase in translational and spin-out activity in clusters with new products and processes developed
- Growth in agricultural productivity and increased take-up of sustainable methods of production
- More people developing the right skills for opportunities in digital creative businesses
- Norfolk businesses supported to innovate and grow
- Social value assessments for major infrastructure projects e.g. no. of apprenticeships or jobs accessed by local residents.

Success Stories



Success Story —

iBoxit

Norwich Research Park

iBOXiT, a start-up founded in 2018 at the Norwich Research Park, makes reusable pallets and packaging from sustainable recycled materials.

Through an EU-ERA (European Research Area) grant, iBOXiT established that Chitosan, a naturally occurring anti-microbial, could be incorporated into food packaging to extend shelf life and guard against pathogens. Chitosan is typically isolated from shellfish shells but can't be used in food packaging due to the presence of heavy metals.

Anglia Innovation Partnership awarded Pre-Seed Enterprise Funds to iBOXiT and collaborator Sheng Qi (UEA) to undertake a proof-of-concept study that showed Chitosan could be isolated from button mushroom waste in the UK.

On the back of this evidence the team secured an Innovate UK grant to demonstrate how the extraction and application to packaging can be scaled up, and secured Norfolk's largest award at £850,000. The application was supported by the Innovation Grant Mentoring Project.

John Farley, founder and CEO of iBoxit, said: "iBoxit was created with a goal of giving something back – of creating sustainable, planet friendly packaging in the hands of businesses to allow them to ship goods in a way that does the least possible damage to the environment. Thanks to this grant, we can really get to work on our new project and start to find a way to help the fishing industry cut down on pollution while still getting fresh, healthy food to people across the country."

The project will work in partnership with the University of East Anglia, with the aim of revolutionising the seafood packing industry.

"We've received some wonderful support from the Innovation Grant Mentoring Project and without their help we wouldn't have this funding or this opportunity to get to work on making a key food industry less polluting and more efficient."

Great Yarmouth Operations & Maintenance Campus

Great Yarmouth Energy Coast

The offshore energy sector provides Great Yarmouth and Norfolk with one of the single most important economic opportunities for a generation.

Oil and Gas has been a mainstay of the local economy for over 50 years and the recent emergence of offshore renewables has presented Great Yarmouth's port, its supply chain and its skills base with the chance of enjoying hugely significant growth and investment. The Great Yarmouth Operations and Maintenance Campus is expected to provide a major boost to the region's offshore energy sector.

Commissioned by Norfolk County Council, the £24.8m partnership project is a collaboration with Great Yarmouth Borough Council and seeks to capitalise on the now well-established offshore

renewables sector off the east coast and the Enterprise Zone that covers sites in Great Yarmouth and Lowestoft.

The enabling works are expected to complete in 2024 and will see 190m of river quay refurbished and upgraded, along with the creation of new vessel pontoons and delivery of a revised road layout and associated infrastructure, to optimise the land available for future development. Once the campus is fully built out, it will create 650 new jobs and new commercial space.

In addition, the provision of a South Denes Business Incubator for clean energy start-ups will play an integral role in nurturing growth within the cluster

As a key investment opportunity under Great Yarmouth's Town Deal and the borough council's strategy for economic growth, its delivery is expected to provide a welcome boost to the local economy; supporting employment growth in the area.



Success Story —

Lotus Cars Expansion

Hethel

Cambridge-Norwich Tech Corridor

Advanced Manufacturing and Engineering is a key sector for Norfolk. Lotus Cars are planning a major expansion of its technology park at Hethel, located on the Cambridge Norwich Tech Corridor.

Lotus has committed that their next mainstream sports car will be an all-electric vehicle. To facilitate this commitment, they require new buildings that will allow them to install a production line to enable them to build an EV sports car. Investment at Hethel to support the transition to EV sports car production and its world-renowned engineering consultancy.

The majority of vehicles currently built are the Emira sports car, the first new Lotus product since the Chinese automotive group Geely bought a 51% stake in 2017. Geely has invested more than £3bn in Lotus, ahead of planning for EV sports car production.

Lotus says the development will allow the business "to take the next step of growth and innovation at their Hethel HQ".

Plans include construction of three new buildings - the project seeks to establish production, logistics and office buildings - alongside new road infrastructure.



Downham Market

Business – Supporting Norfolk's businesses

Puddin Cakery, Thetford



Tutankhamun's Emporium Swaffham



The Place University Centre Great Yarmouth



Survive, thrive, innovate & grow...

Our businesses and the people who work in them are the engine of our economy. It is their skills and energy that will enable Norfolk to make the transition to a lower carbon and more inclusive economy. To achieve this, we need businesses of all types to succeed.

From the smallest lifestyle business to social enterprises and the largest financial services firm, all organisations have a vital role to play. Therefore, a major goal of this strategy is to support businesses of all types to innovate, change, succeed and grow where applicable.

SUPPORTING GAINS

We aim to create more high growth businesses and support the gains in productivity that underpin wage growth. We want to foster an entrepreneurial culture in Norfolk

and support more people to set up flourishing businesses and social enterprises. We aspire to encourage greater innovation through R&D, further use of digital technology, AI and knowledge transfer and support access to innovation funds and peer-to-peer learning between companies.

Our aspirations are even more important considering the challenging climate that many businesses have faced both locally and nationally. The UK economy staged a recovery from recession following the end of 2023, after shrinking for two consecutive three-month periods. Real GDP growth is expected to be 0.3% in

2024, and to increase to 0.9% in 2025. The longer-term outlook is for growth of just 1% this decade. The new Government has prioritised economic growth with a number of new policy announcements. Interest rates are also expected to fall over the long term.

Low productivity is a significant obstacle for the national economy but is an even more prominent problem in Norfolk. GVA per hour is £32.9 in Norfolk, compared to the UK average of £37.7. Improving productivity is central to increasing wages and supporting business growth. Therefore, we will ensure that we continue to develop productivity-

boosting interventions to support micro businesses. This could include support for business strategy and operations, access to R&D funding, or the introduction of new digital technologies to improve efficiency.

Nearly a third of UK businesses are experiencing labour shortages after an increase in economic inactivity following the Covid-19 pandemic. In Norfolk, labour and skills shortages are critical in sectors such as Agri-Food, engineering and health and social care, but are evident in all sectors. Recent increases in the number of people leaving work between 50-65 voluntarily (rather than leaving work primarily due to worsening health) combined with a comparatively older population, make this issue particularly acute for Norfolk and is a major challenge in many of our coastal and rural areas.

Many of these challenges have been particularly acute for SMEs. Norfolk has a high number of small to medium sized enterprises (SMEs) (99.7%) with the majority of these businesses classified as micro (88%) with less than ten employees.

BUILDING ON SUCCESS

To combat these challenges and ensure success, high quality business support is essential. The front door for business support in Norfolk is delivered by the New Anglia Growth Hub. The Growth Hub provide free, fully funded, impartial support and advice for businesses who have been trading for over twelve months. The Growth Hub undertake a diagnostic of business needs, provide direct support and refer businesses to a wide range of specialist support programmes and providers, including access to finance, depending on the requirements of a business. Over the past ten years, the Growth Hub has supported over 14,000 businesses and delivered over 74,000 hours of support. Working with partners and providers across Norfolk, we aim to build on this success and strengthen these services to ensure our Growth Hub is tailored to meet the needs of Norfolk businesses. We will also raise the profile of the support services offered.



63%

BUSINESS SURVIVAL +3YRS
vs 56% for England



99.7%
SME
BUSINESSES



88%
MICRO
BUSINESSES

in Norfolk



£32.9

PRODUCTIVITY LEVELS
GVA PER HOUR
vs £37.7 for UK



£588

AVG GROSS WEEKLY
WAGES
vs £645 for England

High Growth and Innovation Business Investment Programmes

With a high number of graduates and strong tech base, Norfolk is primed for high growth and provides the perfect place for investment. So that businesses can continue to thrive and expand, there is an array of specialist support programmes and initiatives available.

Early-stage innovation businesses benefit from the **Anglia Capital Group**. As a network of angel investors situated across Norfolk and Suffolk, it has supported businesses including Aviva spin-off Pikl, Developing Experts and PFBio. The group's transformative **Halo Programme**, an investment readiness programme led by Norfolk and Suffolk's business Angel Network and supported by a network of local experts, seeks to help early-stage businesses to pitch for Angel Investment. Two cohorts have passed through the programme which has resulted in ten businesses being supported across a range of sectors.

As a world leading base for research, the Norwich Research Park is a much sought after destination for new businesses. To support the creation and development of these new businesses, **Anglia Innovation Partnership's Enterprise Strategy** was created. Not only does it facilitate investment opportunities, but it also attracts investors to the research park to showcase the investment return potential of spin-outs and startups. A quarterly 'Enterprise Tuesday' acts an important showcase event for potential investors.

For those early-stage tech businesses not based at the research park, **Barclays Ecosystem Partnerships 'The Future'** programme (run by Akcela in Norfolk), provides a bespoke support offering which is focused on entrepreneurs from

disadvantaged socio-economic backgrounds. The programme is a partnership between Barclays Eagle Labs and Norfolk and Suffolk County Councils and has supported a high number of entrepreneurs from across Norfolk and Suffolk.

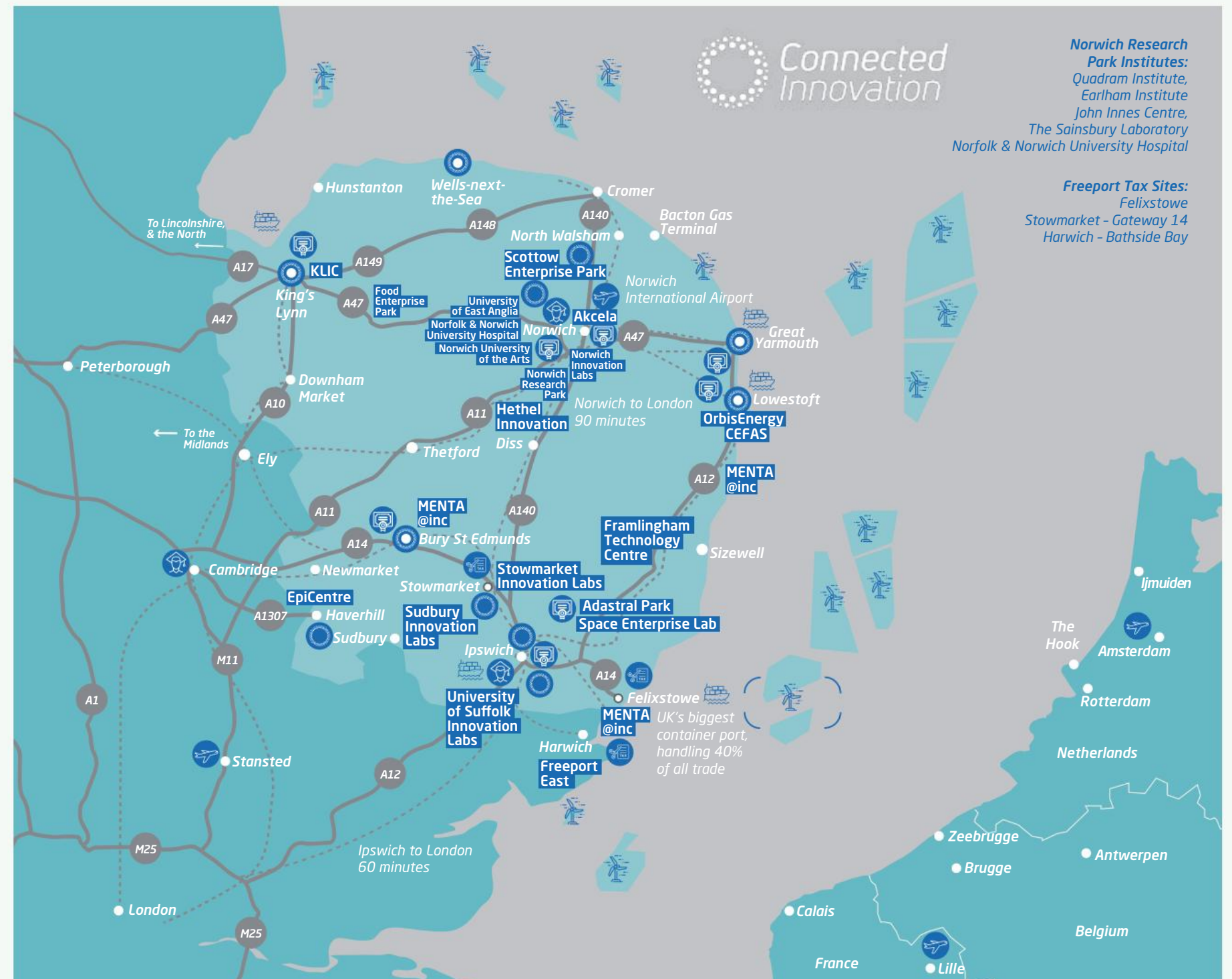
Companies that are in a position to expand can benefit from the **Akcela Incubation Programme** which was established by entrepreneurs with experience of scaling businesses. Businesses that join the incubator have access to a network of companies and support mechanisms which facilitates scaling and growth. Lasting typically between eighteen to twenty-four months, the programme also enables access to workspace and meetings rooms in Norwich. As a result of this programme, companies have been able to benefit from other initiatives which has included securing funding from Innovate UK to support with business scaling.

CONNECTED INNOVATION

The Connected Innovation network links twenty-five of Norfolk and Suffolk's leading innovation, science, and research hubs into one of the UK's most collaborative regional innovation clusters.

The network, launched in 2021, encompasses various technological capabilities such as AI, robotics, 5G connectivity, quantum, satellite applications, agri-tech, biotech, cleantech and fintech. This helps to drive innovation-led growth in key sectors including agri-food, health and life sciences, offshore renewables, manufacturing and engineering, creative industries, financial services and insurance.

The map illustrates the innovation landscape and assets. It has been taken from the East of England Connected Innovation brochure.



Priority 1: Grow, strengthen and future-proof our business base, targeting needs of SMEs

We want to encourage an enterprising culture in Norfolk and support residents to start-up their own business, and for new start-ups to survive and thrive.

Norfolk has a better than UK average for survival of new businesses at 63% after 3 years, compared to the UK average of 56%. There are a number of organisations providing start-up support, such as Norfolk's Business Intellectual Property Centres, located in Norfolk Libraries – providing free workshops, start-up support, access to databases and IP support, in addition to networking and events. Start-up support also comes from organisations such as MENTA, NWES and Hethel Innovation. Support includes workshops and 1-to-1 support on business planning, marketing, book-keeping, sustainability, sales and access to finance.

We want to provide business support and start-up support services county-wide, so all residents have access to support services. We want to ensure that support is appropriate at the right stage of the business journey and growth cycle, creating support programmes that meet these different needs. We also want to ensure that start-up support is provided for Social Enterprises and CICs.

Another aspect of supporting businesses is to ensure that city and town centres reflect their needs. This includes the provision of adequate commercial space with suitable facilities (such as co-working and meeting spaces) and the necessary infrastructure (including digital connectivity). One area which requires particular attention is around the hollowing out of Norwich city centre. Research undertaken

by PRD in preparation for Norwich's 20 year growth vision illustrates significant decline in employment in the city centre between 2018 and 2022, in contrast to growth in areas of the periphery. We will work in partnership with the city, looking to attract inward investment, to try and address some of these issues.

All businesses face the challenge of becoming more sustainable and tackling industrial decarbonisation – driven by costs, supply issues and consumer demands, as well as the strong desire of Norfolk businesses to support transition.

In addition, we will support businesses to reduce their carbon emissions and move towards Net Zero which is in harmony with our Climate Strategy objectives of decarbonising our economy. This will be achieved by providing specialist Net Zero business guidance and supporting access to the finance required to implement new practices and purchase equipment that support decarbonisation plans. We also want to encourage collaboration between businesses, and the sharing of any best practice, recognising the value of peer-to-peer learning between businesses.



*The Hair Hut,
Dereham*

Priority 1 Actions:

- Continue and enhance activities supported by the Growth Hub, as a county-wide front door to all business support services – simplifying the landscape for business support. A new mobile app will be developed which will contain the latest information relating to business support.
- Provide SME support for digital transformation, including a review of business plans to achieve a digital audit, to help understand which digital tools should be adopted to improve services and levels of productivity.
- Provide start-up support to encourage an enterprising culture in Norfolk – including bespoke start-up support for social enterprises and CICs.
- Nurture Norfolk's scale-ups, by the right support needed to scale and develop high-growth opportunities across key sectors.
- Support businesses to embed Net Zero transition through peer-to-peer learning, sharing best practice and through individual support, such as assisting with decarbonisation plans.
- Support access to finance for SMEs, to support business growth, R&D or diversification into new services through business grant and loan programmes.
- Innovation support for SMEs to address productivity challenges and unlock funding for R&D. Support to include mentoring for innovation projects and bid writing support to access innovation funds.
- Work with partners, such as the Department for Business and Trade and the Norfolk Chambers of Commerce, to support overseas trade opportunities.

Priority 2: Support businesses to provide quality jobs, wages and conditions



We are not interested in growth for its own sake or growth where the benefits are not felt by communities in Norfolk. A thriving, growing economy is one that provides better jobs, wages and conditions.

National laws and regulations drive a significant proportion of business activity. However, we still want to help businesses to make their contribution to a more inclusive Norfolk economy. This can be achieved by developing local supply chains and retaining value within the local economy. As we grow and adapt, we need to do so in a way that invests in social capital and public good – so that private profit and public investment work together to benefit Norfolk.



Covered market, Great Yarmouth and Broadland Food Innovation Centre

Priority 2 Actions:

- Promote and support good employment practices, particularly in our foundation sectors, via a Norfolk Employment Charter
- Support to extend the culture, heritage and visitor economy season, to increase trade and provide better jobs in tourism particularly rural and coastal areas.
- Working with Market Towns groups and tourism stakeholders to promote the shoulder seasons. Introduction of shoulder season events - such as the successful Fire on the Water events in Great Yarmouth.
- Support health and social care organisations to improve the quality of jobs and working conditions in this sector – including support for career pathways.
- Create more sector specific co-working spaces, to enable business support, knowledge transfer and expansion of networks.
- Use public sector procurement opportunities to engage SMEs in bidding for contracts, to support local supply chains and retain value in the Norfolk economy.

Measures of Impact:

- Increase average wage for Norfolk
- Increase no. of business and Social Enterprise starts and 3 year survival rate
- No. of businesses and VCSEs supported and hours of support received
- Norfolk businesses supported to innovate and grow
- Increase in productivity levels GVA per hour
- No. of businesses supported to decarbonise, and sharing best practice
- No. of SME businesses supported to access public sector procurement opportunities
- Private sector finance leveraged from business grant / loan programmes

How we are supporting Norfolk's businesses



Vanilla Electronics, Thetford



Up 'N' Mellow, King's Lynn

Norfolk Growth Hub

Grants for growth

Vanilla Electronics Secured funding from the New Anglia Growth Hub for machinery to boost efficiency. The electronics company secured a grant of £40,000 which has enabled them to significantly enhance their efficiency and generate growth.

With 35,000 electronic component stock lines picked manually by staff in their warehouse, Vanilla Electronics wanted to boost efficiency by investing in new automated equipment.

The Thetford-based firm, which designs, manufactures, and distributes electronic components world-wide, has clients ranging from global players, including Siemens, to small, high-tech companies. The automated equipment can select and distribute the components, saving staff time and resources. So, Managing Director, Dan Croft approached New Anglia Growth Hub to explore funding opportunities.

Chris Sharman, a Growth Hub Business Adviser got to grips with understanding the business in-depth, identified a grant and led them through the application process.

"Chris understood our ambitions and really enabled us to understand the dynamics of the funding", said Dan, which resulted in a grant of almost £40,000. This enabled them to purchase equipment, which has helped to spark the growth of Vanilla Electronics.

High Growth and Innovation Support

Based at Norwich Research Park, Cellexcel is a spin-out from the UEA that has been recognized as a key innovator in its field. Its technology enhances the performance of highly sustainable biomaterials to increase the use of plant-based materials in manufacturing.

In recent years, Cellexcel has collaborated with the Norwich Research Park (NRP), a partnership notable for its collaborative ethos within the scientific community that will feed high-growth commercial opportunities from scientific innovations.

Tim Pryce, executive chair of Cellexcel, said: "There are major benefits to Cellexcel of working with great associates at both UEA and NRP. Firstly, they provide a great technical resource, right on our doorstep, but critically, the team at Anglia Innovation Partnership LLP –

the science park management company at Norwich Research Park that manages campus-wide initiatives – facilitated pre-seed funding that enabled us to prepare our business plans, retain talented staff and introduce key people drivers, within multi-national global businesses."

Off the back of this investment, Cellexcel recently won the Tech Innovator 2024 East of England award, as well as funded evaluation projects with global automotive companies, to move the technology from the lab to a production environment. It continues to rapidly contribute to a fast-growing sector, anticipated to be worth over £60 billion by 2029.

MENTA & BIPC

Start-up support

Norfolk Libraries Business Intellectual Property Centres have partnered with MENTA to deliver free business training programmes for existing businesses that have been in operation for less than two years and for those looking to start their own business or go self-employed.

Monique Branston is the founder of **Up 'N' Mellow**, a business started in May 2023 making a range of instant porridges that are highly nutritious, delicious and easy to prepare. Monique has attended a range of in-person and online BIPC Norfolk events, including showcasing her products at a food fair in King's Lynn Library.

"This range is innovative in that it will be the first of its kind anywhere on the market. Each porridge pot is made from all natural, plant-based ingredients with no added milk, therefore suitable for vegans or anyone with an allergy to milk/milk products."

"I attended a range of in-person and online events, including Women in Business networking sessions, Cyber Security for Business workshop, Entrepreneur in Residence talk, as well as Spotlight sessions on finding your customer, sales strategies, and using TikTok and Instagram."

"I also attended a one-to-one session on intellectual property. All these sessions have been very useful in terms of providing practical tips, advice and information needed for starting a business. In addition, through the BIPC networking sessions I have attended, I was able to meet other entrepreneurs who shared their insights and knowledge about valuable resources I have since been able to utilise to help develop my business idea."



Mill Farm Eco Barns, Winterton

Go Digital

Digital transformation support

When Emma Punchard, who runs **Mill Farm Eco Barns** in Winterton, saw the Go Digital offer, she saw the opportunity to take control of her website.

“Our priority was to make better use of our website and social media. However, despite being quite confident with digital technology, it's often hard for the owner of a small business to know what to do first.”

The Go Digital project team selected Jim Drew to be Emma's adviser. “His advice was amazing and I got a lot out of the audit and action plan process. Most importantly, he gave me a pathway and the confidence to rebuild my website in-house, which we are doing with support from freelancers that Jim recommended.”

Emma followed a number of Jim's other suggestions, including using the Go Digital grant to pay for a series of 'evergreen' blogs for the new website. This means that blog posts will continue to be relevant and generate interest into the future. As Emma sees it, this is all part of a process of continuous improvement.

“You have to stay current to stay competitive,” she explains. “Go Digital is really useful because it gives you impartial and expert advice on where to focus your efforts. In fact, that made the advice more valuable than the grant.”

“Jim's detailed action plan will certainly help me stay on track with my plans. I now know in which direction to go, rather than just clutching at ideas and wondering which might be best.” “I have recommended Go Digital to others for that brilliant advice - and the grant, which gives you a real incentive to act. It is a great opportunity,” she concludes, “for owners who live and breathe their business to get an external view on their digital marketing strategy.”



Tibbs Fitness, Norwich

Business Builder

Grants and Support Programme support

Brothers Josh and Luis Tibbles, owners of **Tibbs Fitness** have always worked out together and pushed each other through both fitness and business challenges.

“With Tibbs Fitness, our mission is to help as many people as we can, inspire them to take action, and improve their physical and mental health. We launched Tibbs Fitness in 2020 offering a premium gym experience, but during Covid we had to swerve into an online model and then, post-Covid, evolve back into a group facility in our unit.”

“We heard about Business Builder grant support from a gym member, and we applied to Broadland District Council for a Start Up Grant which helped us buy kit and get off the ground. Fast forward a couple of years and membership had grown 450% to 140. So, we applied for a Development Grant which was a game changer, helping us buy gym kit faster when we expanded into a larger unit. Our expansion means that we've also been able to build a team and employ three people.”

“The Council has been brilliant from the first contact onwards, and it's great to know this support is there at crucial growth points. It's a great working relationship which has made a big difference to us.”

The Councils' team works closely with business owners to identify the optimum bespoke package. Business Builder support is offered to eligible businesses and Rural Capital Grants, Development Grants, Build-Up Grants and Foundation support is on offer to help growth and investment.

Between 2022 and 2024:

- 66 businesses in South Norfolk have had approval for grants totalling £587,000
- in Broadland District 135 businesses have been awarded a total of £706,000
- dozens of start-ups and other businesses have received advice and foundation training enabling them to launch. Following this, they applied for Build-Up Grants.

People and Skills

Norfolk residents are our future. We want to ensure that future economic growth directly benefits all our residents, reducing health inequalities and improving wages. To do this we will support all our communities, of all ages, to gain the skills they need and to access employment, across all sectors.



Apprenticeships Levy
Celebration Event

Priority 1: Build the workforce and talent of the future – both people entering work for the first time, or coming back to work

Norfolk's employment levels are amongst the best in the country, above those of England over the last ten years.

Employment is now back towards pre-pandemic levels. Over the last 10 years the working population of the county has increased by 6.8%. Between 2015 and 2022, Norfolk's employment base increased by 4.5%, compared with 8.4% for England.

Communities where there are lower employment levels are found across the county. Creating new, high-quality jobs in these places and ensuring access to the right skills is therefore a priority. There is strong demand for new skills in Advanced Manufacturing, Agri-Tech and Digital sectors, in addition to fast emerging demand across Norfolk's Net Zero industries, as recognised in the Local Skills Report and Local Skills Improvement Plan (LSIP).

Across Norfolk there are major differences in healthy life expectancy. An 11.9 year gap exists between the lowest life expectancy in Norfolk and the highest. The lowest life expectancy of 72.2 years exists in Yarmouth Parade whereas Eaton has the highest life expectancy of 84.1 years.

We want to see a focus on prevention and early help as this is fundamental to tackling the root causes of poor health. Our Promoting Independence strategy articulates our vision for how public services can ensure preventative action and provide early help for people, so that those who are developing care needs can stay independent for longer and, for those living with complex needs, provide support for people to retain their independence for as long as possible.

Public Health also emphasise the importance of preventative measures to ensure positive health outcomes. Residents' ability to attain sustainable and high-quality employment will be bolstered by the promotion of prevention and positive health and wellbeing. This extends to supporting those living with mental health conditions to integrate into the workplace, with schemes such as Working Well Norfolk, the Norfolk Employment Service, and Mind's Routes Employment Service offering the services to help gain and retain employment. Norfolk is categorised as a diverse and varied economy, with no sector or industry disproportionately dominating skills demand. However, in this context we have a real opportunity to increase the number of high paid, high-quality jobs due to the high demand for new skills in sectors such as energy, ICT, creative, financial

services, construction, manufacturing and Agri-Food / Agri-Tech. We can also increase the value and quality of jobs in the visitor economy, tourism, healthcare, and education sectors by supporting upskilling and increasing demand for recruitment.

Norfolk's claimant count has historically been below the regional and national averages. It was 2.8% in April 2023, with around 15,400 people claiming benefits (principally due to unemployment). This compares with 3.0% for the East of England region and 3.9% for England. Employment recovered strongly from the Covid-19 pandemic.

Considerable employment opportunities exist in the current and proposed development of the Nationally Significant Infrastructure Projects (NSIPs) within the county, including the Norfolk Offshore Wind Zone, Sizewell C Nuclear Power station in Suffolk, Sheringham Shoal and Dudgeon Wind Farm Extensions.

These projects, within the energy, construction and civil engineering sectors, require substantial workforce levels across a range of higher technically skilled occupations.

Priority 1 Actions:

DEVELOP THE FUTURE WORKFORCE, WITH RELEVANT TRANSFERABLE AND WORK-READY SKILLS, IMPROVING PRODUCTIVITY AND OPPORTUNITY FOR RESIDENTS

- Strengthen the work readiness and employability elements of community-based learning and training
- Encourage the continuation and expansion of programmes such as 'BOOST' (currently operating in King's Lynn and West Norfolk and Breckland) which provide opportunities for improved skills and job prospects for 16 - 30 year olds who are out of work and looking for employment.
- Support the provision of new aspirational and innovative learning sites such as The Place in Great Yarmouth, and the King's Lynn Library and Learning Centre
- Work with employers to develop skills interventions in the Digital industries, strengthening the workforce supply of software programming, coding and data analysis skills.
- Use the Adult Skills Budget to address skills gaps for employers and enhance the skills of people entering the labour market or returning to work.
- Increase employment related training opportunities for young people, including work readiness, resilience and mental health support.

SUPPORT FOR EMPLOYERS SEEKING TO HIRE NEW TALENT IN HIGH QUALITY JOBS

- Bursary scheme to support re-skilling in key sectors, where there is a clear pathway to a high quality and sustainable role.
- Support the delivery of the Norfolk County Council Apprenticeships Norfolk Strategy, increasing the scale and raising the quality of Apprenticeship opportunities.

DEVELOP NEW APPROACHES TO SUPPORT HEALTH AND WELLBEING IN RELATION TO WORK, HELPING TO REDUCE INEQUALITIES IN LIFE EXPECTANCY AND WIDER HEALTH OUTCOMES

- Utilise Work Well leadership funding to develop integrated services
- Bring partners together in the Norfolk and Waveney Health and Work Strategy Group to develop solutions across health, social care, public and private businesses.
- Encourage innovative initiatives like social prescribing that enable people to take control of their health and wellbeing. Providing people with more control over their health and wellbeing is central to tackling health inequalities and will enable more people to access and maintain careers.
- Support preventative action, as outlined in our Promoting Independence strategy and through the work undertaken by Public Health, to ensure people remain healthy for as long as possible and can access and maintain careers.
- Promote mental health support to improve wellbeing, integrate people back into work and help them stay employed. Services like Working Well Norfolk provide support for those living with long-term health conditions to find sustainable employment and are a valuable source for those struggling to take their first steps into employment.

RAISE AWARENESS AND ASPIRATIONS OF LOCAL CAREERS, DEVELOPING NEW PATHWAYS INTO LOCAL SECTORS, INCLUDING APPRENTICESHIPS, IN PARTNERSHIP WITH OUR MAJOR EMPLOYERS

- Develop pre-employment/pre-apprenticeship programmes, including work experience, functional skills training and career guidance.
- Increase Education and Careers Information, Advice and Guidance provision for young adults and adult learners.
- Continue to engage all educational organisations to raise aspirations and ensure consistent and targeted careers information and advice for all young people.

Priority 2: Inspire and enable lifelong learning and workforce development

Alongside lower levels of economic inactivity and higher levels of employment than England as a whole, wages remain lower than the national average.

Median gross annual pay in Norfolk is £32,634, compared to £36,355 for the East of England and £35,100 for England. Norfolk's lower earnings are intrinsically linked to lower qualification levels, and we have more jobs than the national average in lower skilled, lower paid occupations.

In employment terms, the most significant industry sector in Norfolk is the Culture, Heritage and Visitor Economy, followed by Health and then Advanced Manufacturing. We need to work to improve job quality across our sectors and to increase the number of high paid and high skilled jobs, based on strong demand in our higher value sectors. There is the opportunity to work with industry and educational providers to be strategic around workforce development into, and life-long learning within, these key sectors.

We have fewer people qualified to degree level and more people with no qualifications compared to similar

regions and England as a whole. 182,400 (33.1%) of the working age population is qualified to level 4+ compared to the national average of 43.2% with large variation in skills and qualifications attainment from one district to another. While 47% of residents in South Norfolk hold degree level qualifications, only 18% hold the equivalent in Great Yarmouth. This compares to 39% in the East of England and 43% in England.

The Norfolk workforce is also lower qualified compared to both regional and national averages in two other key qualification measures:



31.91%
LEVEL 4+ QUALIFICATION AND ENTRY TO HIGHER TECHNICAL AND MANAGERIAL ROLES
vs 42.01% nationally

- Level 4+ qualification and entry to higher technical and managerial roles, 31.91% of the Norfolk workforce hold this level of qualification compared to 42.01% nationally.
- 7% of the Norfolk population have no qualifications or are low qualified at level 1 only. The proportion of residents holding no qualifications is highest in Great Yarmouth (11%) compared to a much lower level in South Norfolk (4%). These rates compare to 6% in the East of England and 6% in England. The proportion of Norfolk's 16 and 17-year-olds who are not in education, employment or training (NEET) is 3.8%, compared with 3.1% for the East of England region and 2.8% for England.

Assessing the rate of digitalisation, automation and increasing technical skills demand of the Norfolk economy, these are significant drivers to raising access to training for the workforce and increasing pathways to higher skilled levels. The opportunity of AI in the workplace could create possibilities for improved productivity and staff retraining into higher roles. Funding and facilitation of adult education and workplace training will be essential to adapt to the reality of workplace digitisation.

Priority 2 Actions:

UPSKILL THE WORKFORCE TO GROW THE ECONOMY, DRIVE PRODUCTIVITY AND INCREASE EARNINGS

- Promote training pathways for business and new upskilling opportunities
- Work with Higher Education providers including the University of East Anglia (which hosts the Norfolk Initiative for Coastal and Rural Health Equalities) and the College of West Anglia (with their School of Nursing) to build up a pipeline of skilled workers (such as dentists and nurses) needed in the Health and Social Care sector.
- Increase the number of businesses accessing existing interventions, including Apprenticeships Norfolk and other schemes provided by Norfolk County Council and partner organisations.
- Deliver tailored skills audits for SMEs, opening up access to financial support for employee training.
- We will support technical skills pathways with new bespoke opportunities for employers.

SUPPORT RESIDENTS FROM VULNERABLE GROUPS AND THOSE FACING OTHER BARRIERS TO WORK TO GAIN OR RETAIN EMPLOYMENT

- Deliver local learning opportunities in our most deprived communities with low employment and low skills using adult skills funding.
- Ensure that employability support programmes address health and wellbeing, including how to maintain positive mental health. This will improve resilience and reduce health inequalities.
- Encourage the adoption by employers and educational establishments of carer friendly practices and support. Measures are outlined in the Carers Charter (produced by carers and Norfolk County Council) which seek to enable carers to maintain careers, remain in education or pursue training in combination with their caring responsibilities.

ADAPTING SERVICES AND PLACES TO SUPPORT OUR AGEING POPULATION, WHILE ENABLING AGEING WORKERS TO MENTOR OTHERS AND CONTRIBUTE

Norfolk's population is older than the England average, with 25% of the population aged 65+ compared to 19% for England as a whole. Driven by inward migration of retirees attracted by the high quality of life and a loss of working age population, this creates a significant demographic challenge from an economic perspective as well as certain opportunities.

Some examples of these actions are as follows:

- Promoting inclusive employment practices for older residents, including supporting retraining and re-skilling.
- Mentoring programmes to leverage the skills and experience of the retired population to enable mentoring support for the young and the championing of entrepreneurialism to that generation.
- Support programmes that help people over the age of 50 gain and retain work, including the use of tools like government's digital Midlife MOT (adopted by the likes of Aviva), and Tech Skills for Life to help develop older people's skills in technology in their daily lives.

Priority 3: Equip and future proof our workforce to be able to take advantage of green and digital skills and opportunities

Our strengths in clean energy, FinTech and Agri-Tech / Agri-Food mean that we face even stronger demand than other parts of the country for new skills and staff in these growth sectors. These sectors are seeking a digitally skilled workforce, with the technical ability to adapt further as technology continues to evolve.

Large numbers of firms also need people who understand the opportunities of the rapidly growing environmental economy. This includes firms not only in the clean energy sector, but also those providing the new and more sustainable services and products in the construction, engineering, food and culture, heritage and tourism sectors. We also need to help our businesses increase their ability to absorb new skills and use them as effectively as possible.

Many more sectors now need STEM related skills and the ability to use technology in new ways, including our creative and culture businesses.

We have a huge opportunity to create new opportunities for local residents, but to do so we need to ensure that the opportunities to develop these kinds of skills and to retain them over the long term are accessible.



East Game Anglia

Priority 3 Actions:

INCREASE DIGITAL, AUTOMATION AND STEM RELATED SKILLS AND THE USE OF TECHNOLOGY

- Expand our STEM skills network
- Ensure continued collaboration with the University of East Anglia and Norwich University of the Arts. This will enable awareness of technological innovations and opportunities and place us in a position to support businesses to capitalise on them.
- Support local businesses of all kinds to adopt new technology and develop the digital skills of their employees (e.g. Go Digital / Google Digital Garage)
- Working with businesses and skills providers to identify and respond to the skills shifts needed to harness the rapid changes happening in AI and automation.
- Promote the skills provision needed to underpin further electrification of the economy and transport.

DEVELOP AWARENESS OF THE GREEN SKILLS OPPORTUNITY AND INCREASE LOCAL PROVISION TO RESPOND, SUPPORTING TRANSITION TO NET ZERO

- Establish the feasibility of a sustainable Net Zero academy or green skills network, developing new skills provision and infrastructure across the county, linked to relevant employers
- Stimulate both supply and demand for Green Apprenticeships, with focus on opportunities directly supporting our Net Zero industries.

Priority 4: Supporting collaboration, leadership and efficient and accessible delivery in the skills system

Our county has an enviable further and higher education structure that can support the delivery of the skills system. Alongside our traditional providers, our voluntary, community and social enterprises (VCSE) play a core role in facilitating and delivering employment & skills services. VCSE activity provides a wide range of engagement opportunities for vulnerable communities and access to training and work opportunities.

OUR SKILLS SYSTEM

We are home to three further education colleges, each making an integral contribution to support the skills pipeline for Norfolk's industries:

City College Norwich (CCN) with cutting-edge digital teaching facilities. CCN students benefit from the exceptional Digi-Tech factory, award winning Creative Arts building and recent investment in the Advanced Construction and Engineering Centre which includes industry standard electric vehicle maintenance facilities.

The College of West Anglia (CWA) with excellent health & social care teaching facilities. CWA boasts the largest educational building in the region (The Tower Block), recently refurbished with in excess of £10m of investment and a state-of-the-art Technology Centre with facilities for engineering, electronics, carpentry, joinery, computer-aided designing and computer-aided manufacturing.

East Coast College (ECC) with superb facilities in net zero/green skills provision. A top-ranking apprenticeship provider, ECC offers an array of subjects and technical and professional training for school leavers and adults up to degree level. With specialist maritime, energy and offshore training centres, combined with commercial training and a partnership with University of Suffolk, the college has become a centre of excellence for energy, engineering and offshore skills training.

Norfolk is home to two universities, providing outstanding higher education opportunities for the future workforce:

The University of East Anglia (UEA). UEA ranked in the top 25 UK's universities and world top 200. It has as global attraction with students drawn to specialisms that include computing science, computer systems engineering, business information systems, computer graphics, imaging and multimedia, data mining, engineering and environmental science. It is ideally located on the Norwich Research Park, a world-leading centre for environment, health and plant science research, and home to the Norfolk and Norwich University Hospital.

Norwich University of the Arts has established itself in arts, design and media education for more than 170 years. It has a strong reputation as an innovative and creative academic community, with a firm commitment offering vocational, practice-based courses that afford students space to develop their skills and pursue their passions. Norwich University of the Arts has gained national recognition for its user experience and digital design courses and is home to the Ideas Factory incubation centre for digital creative businesses and a user experience lab.

Whilst these institutions continue to attract national and international applicants, we will support and improve access for Norfolk residents to these institutions. This includes those from disadvantaged backgrounds which will help to drive social mobility.

Our voluntary, community and social enterprise (VCSE) groups and organisations also play a valuable role in facilitating employment & skills services, providing a wide range of engagement opportunities for vulnerable communities and in the access to and delivery of training & work provision.

The County has an active and vibrant independent training provider (ITP) network, offering a range of commercial training opportunities to the Norfolk workforce in addition to bespoke adult and young people's learning services. This network provides a strong reach into the business community to support future engagement.

Norfolk has a strengthening Skills Ecosystem through which employers, providers, the LSIP and local authorities collaborate in the identification of skills needs and the investment & development of local provision.

Priority 4 Actions:

DRIVE INDUSTRY ENGAGEMENT IN PROVISION AND DELIVERY, INCLUDING IN SUPPORTING THE OUT OF WORK AND LOW QUALIFIED INTO THE LABOUR MARKET, IMPROVING SOCIAL MOBILITY

- Co-design and deliver a new programme to support economically inactive residents e.g. Universal Support
- Deliver new programmes to raise awareness of work and training opportunities across the county.
- Nurture relationship with DWP/JCP services, supporting the alignment and collaboration of employment & skills services.
- Support delivery of the Local Skills Improvement Plan (LSIP) increasing business representation in sector skills groups and the Norfolk skills eco-system.
- Support our education providers to increase engagement with employers, with increased capacity to identify and respond to skills demand.
- Maximise the impact of the Skills Bootcamp programme, increasing access to training for the unemployed and in-employment career pathways.
- Further develop flexible and responsive training methods, supporting employers to upskill in line with business need.
- Support the continuing development of local skills assembly's and forums, working with Norfolk districts, boroughs and city in an intelligence led approach to skills demand.
- Retain and attract skilled graduates by creating and increasing the number of graduate roles, thus tackling graduate underemployment and risks of graduate migration.

Measures of Impact:

- Increase Adult Skills participation (aged 19+) per 100,000 population.
- Increase access to skills provision for those from the economically inactive cohort.
- Increase the proportion of the adult population (aged 16-64) achieving a level3+ qualification.
- Raise participation in learning for residents from social and skills deprived localities.
- Decrease the percentage of the population with no qualifications or have only achieved at NVQ level 1.
- Increase access and training outcomes for the Norfolk workforce (employed).
- Create graduate roles to attract skilled graduates from the county and beyond

How we are supporting skills and employment

Boost

Youth Retraining Project

The Boost project has supported over 500 young people into employment and training. Delivered in King's Lynn and Breckland and in partnership with a range of training providers, the project supports young people who are not in employment or training (NEET), or who are low skilled or in jobs without having had prior training. The delivery of the programme facilitates local job opportunities and accessible training. Boost is expanding its delivery across West Norfolk and Breckland, with ambitious plans to support young people in other areas across the county.



Apprenticeships Norfolk

The Apprenticeships Norfolk service offers a free, impartial brokerage service to businesses (of any size and in any sector) in Norfolk, to start an apprenticeship scheme in their organisation.

Since 2020, Apprenticeships Norfolk has secured approximately £2.5m of external funding to deliver a range of initiatives. This includes providing enhanced practical support for SMEs, around 900 financial incentives for businesses, bursary grants for apprentices and a Levy Support Scheme (enabling unspent funds, which would otherwise be returned to HM Treasury, to be transferred to employers to fund apprenticeship training for new or existing staff).



Since April 2023, 29 large employers have pledged to share £3m of unused apprenticeship levy. Apprenticeships Norfolk has facilitated over £2.25m of transfers supporting 233 apprenticeships (from levels two to seven) in 116 businesses.

Norwich Housing

Infrastructure





Our infrastructure needs to provide the connections, protection and utilities that will enable Norfolk's people and businesses to succeed and thrive. With chronic underinvestment, our infrastructure has struggled to keep pace with the challenges presented by the modern world. To meet these evolving challenges, we have outlined ambitious plans to upgrade our infrastructure.

Digital connectivity, energy and water management are vital and are big constraints on the future economy. Managing the impacts of climate change all require new investment and integration with planning for a more inclusive and resilient economy. Much of this infrastructure will be privately funded, requiring new partnerships locally and with global investors.

At the same time, reliable road and rail infrastructure has never been more important, as the movement

of goods and connected supply chains continues to increase. Working patterns have changed, providing opportunities for people to live further away from work, but still travel regularly. There is strong demand for new commercial and industrial space from a range of sectors, both in our urban and rural areas, where there is increasing scope to support business growth which requires access to reliable digital connectivity, energy, and water supplies.

Above all, the need for high quality, sustainable housing of all tenures that is connected to labour markets is fundamental to securing the future of Norfolk to which all partners aspire.

Housing and transport are absolutely core to our transition to a zero carbon, more inclusive and resilient economy and to achieving the growth that will enable it.

This strategy summarises the approach and major actions that partners have committed to. Much of the detail of housing and infrastructure plans, including housing numbers and employment land allocation, is set out in a range of other documents, including local plans, the Norfolk Strategic Infrastructure Delivery Plan, and the Greater Norwich Infrastructure Plan.

All of these make a major contribution to Norfolk's clean growth and climate change goals. This economic strategy summarises major priorities and actions.

Priority 1: Ensuring the enabling infrastructure is in place to support growth across Norfolk

Housing

Delivering new homes, settlements and enabling infrastructure to support residents now and in the future.

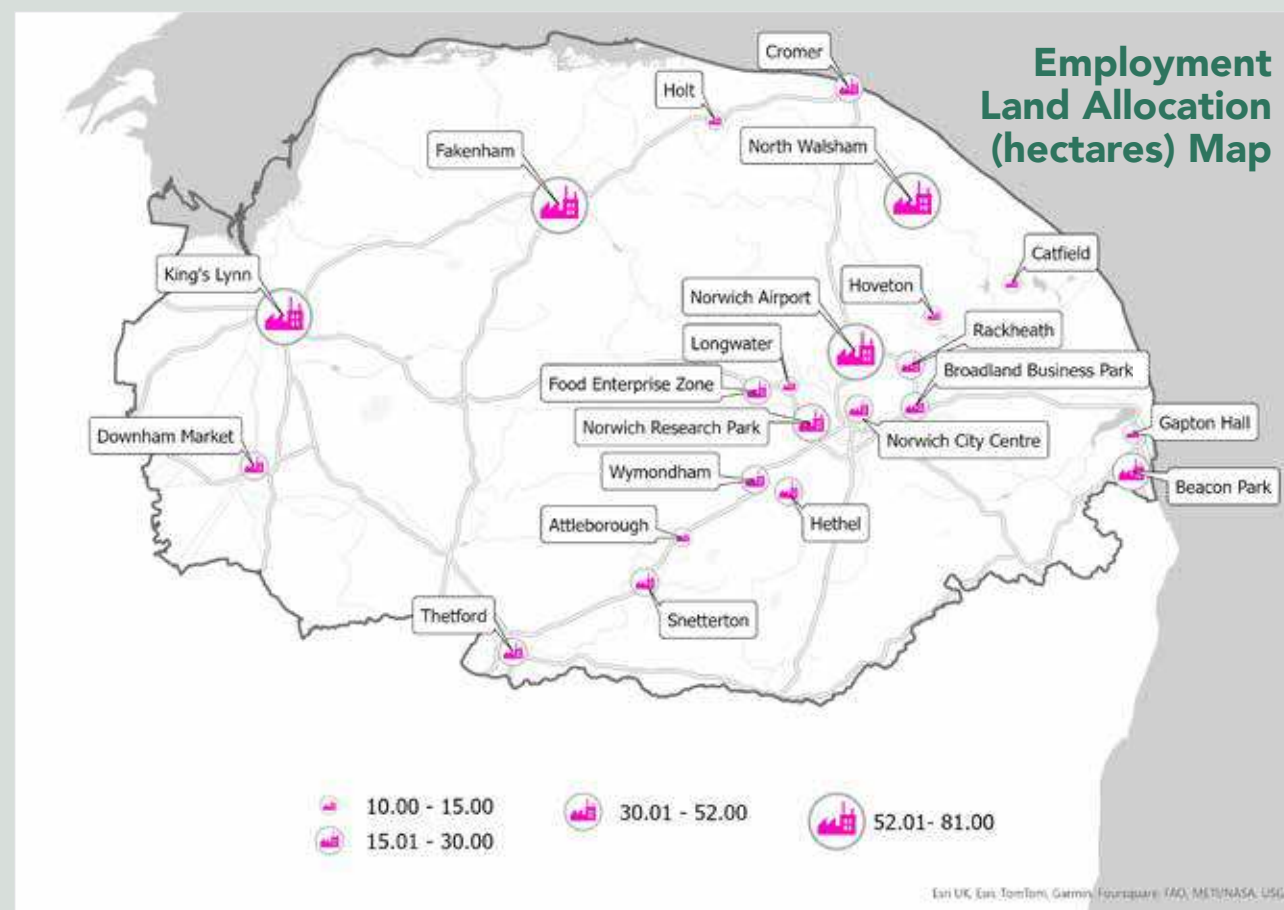
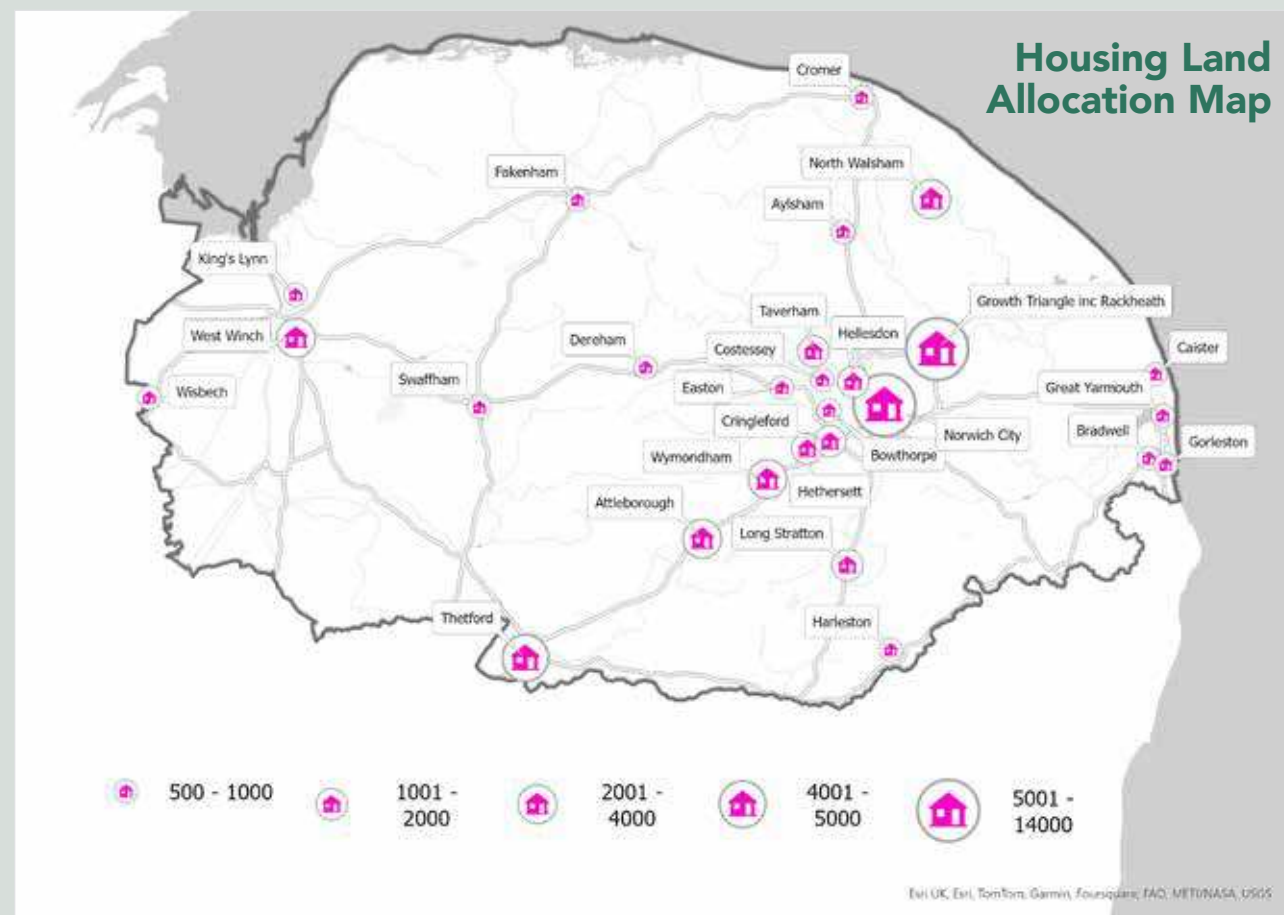
Housing affordability and availability affects Norfolk's urban and rural communities in different ways. Affordability in North Norfolk, Broadland and Breckland is a particular challenge. In Great Yarmouth, King's Lynn, and Norwich, some of our most deprived communities live in poor quality housing stock that impacts wider health outcomes. Energy efficiency of our older housing stock is a major issue. There is strong demand for more housing of all types closer to our larger centres of employment, with many people facing longer and less reliable journey times than in other comparable parts of the country.

One example of a promising development which incorporates not only housing, but also an access road and amenities such as health and education facilities, is the West Winch Strategic Growth Area. Allocated within the Borough Council of King's Lynn and West Norfolk Local Plan, the development will result in up to 4,000 new homes.

We will work with government and local partners to create the conditions that will enable further developments, such as these, to be delivered in order to help meet government's target of building 1.5 million homes by the next parliament. We will work with local partners to establish a planning framework that will support government's longer-term ambitions of significantly increasing the delivery of high-quality and affordable homes, in line with national policy and government housing targets.

Actions:

- **Deliver the right mix of tenures, location, quantity, and quality** of housing to meet the needs and future aspirations of our communities and to support our wider goals on biodiversity, climate change and natural capital, as well as keeping pace with targets set by central government.
- **Meet the need and demand for high-quality and affordable housing**, whilst maintaining important environmental protections and ensuring the sustainability of new development.
- **Explore viable approaches to retrofit**, improving energy efficiency of the existing housing stock where achievable.
- Work with District Councils to **deliver over 4,023 new homes per year** across the county, as set out in their Local Plans. This will amount to over 90,000 new homes by 2036. This will build on the 39,000 homes that have been delivered since the plans began, and the 73,000 homes which have been built since 2001.
- **Tap into the opportunities to unlock development sites to meet our housing needs.** Major housing growth sites have been identified close to centres of employment and business expansion, in our market and coastal towns. This includes brownfield and grey belt sites that present the opportunity to develop more sustainably. These sites, and others like them, may require proportionate public sector intervention in certain instances, where viability gaps are created by issues such as contaminated land.
- **Support the sustainable delivery of new homes**, by ensuring that necessary infrastructure is built and available. This will include transport connections, community buildings, health facilities, green spaces, and educational infrastructure. Partnerships like the Greater Norwich Growth Board help to drive forward the delivery of strategic infrastructure projects to support the delivery of new homes.



Power

Ensuring availability, reliability and sustainability of power. Supporting new appropriately sized and placed provision.

Although Norfolk is a leader in clean energy production due to the Clean Energy Coast, power constraints across Norfolk are holding back housing and business growth and may constrain future transport decarbonisation. We are a major generator and conduit for energy for the UK, but we are not yet getting the benefits for local businesses and people. The power shortfall will need to be addressed to enable Norfolk to deliver on its economic potential, including meeting ambitious housing growth targets.

Norfolk's three operational offshore windfarms generate 779MW of energy (enough to power 758,000 homes) and a further four windfarms are planned. These planned windfarms will have a generating capacity of 6.7 gigawatts. This is enough to power over six million homes. There are also proposals for two pylon projects in Norfolk.

Actions:

- We will develop and deliver the Resilient Whole System Energy Plan for Norfolk which will identify how to address significant challenges to growth created by power and energy capacity limits and connection constraints. We will develop long-term relationships with organisations including the National Grid, UK Power Networks (UKPN) and key stakeholders, ensuring a forward thinking, future-proofing approach to Norfolk's energy challenges.
- We will support increases in the number, quality and scale of local energy generation and storage projects. The Resilient Whole System Energy Plan for Norfolk will work with our communities to understand the role they can play in supporting and benefiting from sustainable clean energy production in the county.
- Explore opportunities for community infrastructure to provide local power solutions and supplement the power needs of the wider community. One successful example, which may serve as a model to other organisations, is the solar carport at the Reef Leisure Centre in Sheringham. Most of the energy generated by the carport (approximately 75%) is utilised by the Reef's own facilities, with any excess energy being diverted back to the grid. Another transformative initiative is the Norwich Solar System project which will become the UK's largest urban solar farm.
- We will also support increases in capacity and connectivity targeted at decarbonising transport which includes supporting electric vehicles. This will also support further residential and employment space growth.

Water

Developing the water infrastructure and management approaches we need to secure supplies for homes, businesses and agriculture.

Norfolk is one of the driest counties in the UK and the increasing effects of climate change will continue to impact future water supply. Improving water quality is also a major priority. We need to adapt to climate change and invest in increasing water availability and quality as well as reduce our demand for water through water efficiency measures. Flood resilience and flood water management is also going to be continuing to grow in importance.

Actions:

- We will work together to deliver the Water Resources East Regional Plan and the Anglia Water Resources Management Plan 2024. These plans set out how a sustainable and secure supply of clean drinking water will be provided over a minimum 25-year planning period. The plan focuses on leakage reduction, smart metering, and reducing usage.
- The Fens Reservoir will be progressed as a Nationally Significant Infrastructure Project (NSIP). It is due to be constructed in Cambridgeshire but will have major benefits for Norfolk.
- We will establish a new Norfolk Water Fund and, as part of The Norfolk Water Strategy Programme, develop a partnership between Norfolk County Council, Water Resources East, Anglian Water, and The Nature Conservancy. This will focus on implementing nature-based solutions to improve water quantity and quality in the Wensum, Bure, Ant, and Yare catchments.
- We will deliver the Norfolk Strategic Flood Alliance's priorities, working to enable countywide responses to flooding across all agencies involved.

Community and Green Infrastructure

Providing the community buildings and spaces to promote high quality of life across Norfolk.

Norfolk is host to a range of community infrastructure assets from sports and physical activity facilities to community buildings such as libraries, village halls, town halls and community centres.

We are proud of the wealth of Green Infrastructure assets across Norfolk, and our network of connected and multi-functional green spaces. Green Infrastructure includes all forms of green spaces such as parks, natural open spaces, allotments, and recreation grounds, and also includes Blue Infrastructure such as rivers, canals, ponds, wetlands, and floodplains.

Both these infrastructure types are essential to enhancing residents' sense of pride in their local communities and integral to good place making. Improving these assets is proven to offer significant benefits for health and wellbeing, as well as making Norfolk a great place to work and live which will in turn boost productivity and foster economic growth.

Actions:

COMMUNITY FACILITIES

- Support the delivery of new facilities to ensure that as new communities emerge and grow, they have the facilities that they need to provide a high quality of life, such as new community infrastructure in the North Norwich Growth Triangle. This will help attract new workers to the region.
- Work with partners who want to provide community spaces which offer shared facilities, such as multidisciplinary and outreach services such as the Mind Hub in Dereham and Multi-user Community Hub in King's Lynn.
- Encourage the creation of spaces which support and encourage our residents to lead active and healthy lifestyles, such as supporting a Marmot Places approaches in King's Lynn. This also supports preventative methods to address the county's health inequalities.
- Encourage diversification of the use of existing community buildings, helping to safeguard their future financial viability, particularly in rural locations where access to wider ranges of services and facilities is limited.

PUBLIC REALM

- Enhancing public realm through wider regeneration projects, such as East Norwich, Kings Lynn Southgates Masterplan, Great Yarmouth North Quay and Diss Waveney Quarter.
- Using traffic management to boost the economic vibrancy and vitality of the centres of cities and market towns by removing through-traffic to enable the streets and spaces to be attractively redesigned. For example, the Long Stratton High Street following the construction of the bypass.
- Supporting projects that improve conditions for sustainable and active travel, such as the Nar Ouse Active Travel Hub.
- Champion targeted place-based interventions to ensure that our communities are not left behind by the growth and economic opportunities that occur around them, such as public realm enhancements in Watton Middle Street and Swaffham Heritage Action Zone.

GREEN INFRASTRUCTURE

- Support businesses to deliver Biodiversity Net Gain, and contribute to Norfolk's Local Nature Recovery Strategy, and other biodiversity enhancements.
- Encourage projects that use nature-based solutions to resolve risks and issues, such as the creation of flood defences by planting new vegetation, as an alternative to the use of hard infrastructure such as flood gates as well as bringing in more wildlife, for example Boal Quay and the Nar Loop Wetland Habitat Flood Defences in King's Lynn
- Support resident's access and connectivity to and between key Green Infrastructure sites across Norfolk, such as supporting Norfolk Trails, which will also provide support for Norfolk's visitor economy.
- Encourage new publicly accessible green spaces and maintaining access to existing green spaces, while protecting these spaces for the benefit of people and nature such as Sweetbriar Marshes and Wendling Beck
- Influence and inform good practice in planning to encourage positive decision making around the delivery of Green Infrastructure alongside new development.

Digital

We will continue to develop digital connectivity across Norfolk, including targeting cold spots and enhancing 5G coverage.

It has been showcased throughout the strategy that Norfolk is a wonderful place to live, work and set up a business. Notwithstanding the rural nature of the county, broadband availability is good with superfast levels of coverage at 97.4%. However, there is room for improvement. In addition to some cold spots, we currently lag behind national averages for ultrafast broadband coverage (58.7% against the national average of 83.3%). Addressing these challenges will ensure that people and businesses in Norfolk are not only able to maintain pace with the digital economy and thrive in this technological era, but also to take advantage of Norfolk's wonderful location while staying digitally connected.

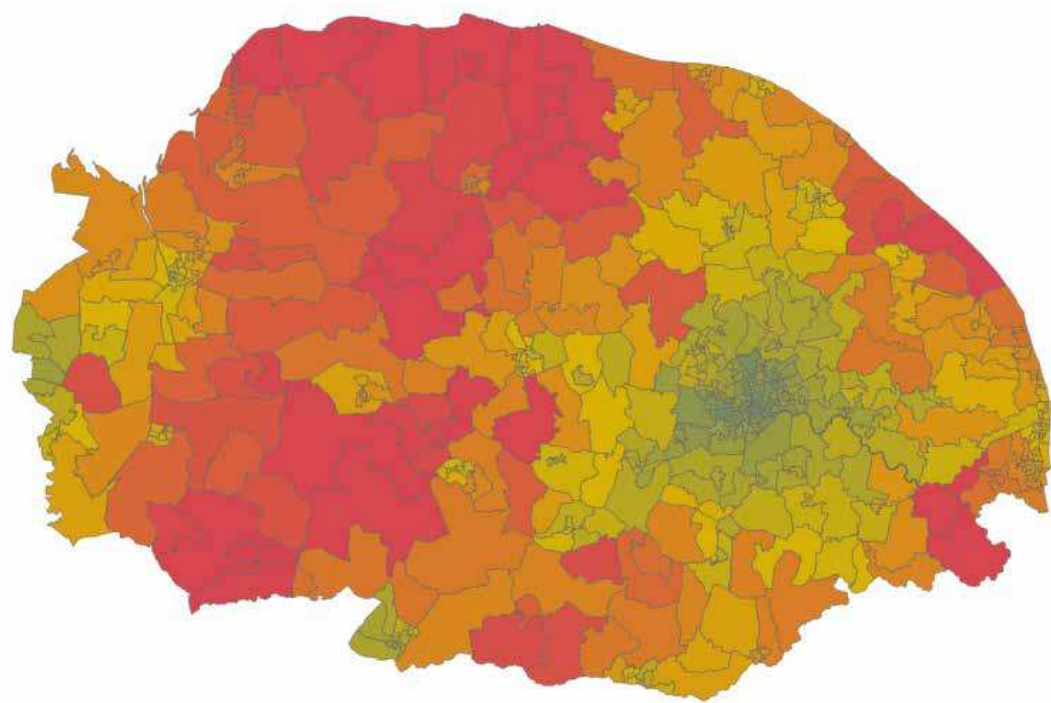
Actions:

- We will deliver central Government investment of well over £100m to improve Gigabit fibre broadband across the county in a programme commencing in 2024.
- We will work with providers and national Government to seek to improve mobile coverage in rural areas and mobile internet access, where current national programmes have not made as much progress as intended.
- Strive to eliminate remaining cold spots within the county to ensure that every person and business, whether in an urban area, the countryside or a coastal location, has access to reliable digital connectivity.



A representation of the transformation to take place in the historic Southgates area of King's Lynn

Map showing average journey time by public transport/walking



The map illustrates the average journey time in minutes to a large employment centres (5000 or more jobs) by LSOA by walking or public transport. Red areas indicate a longer journey time on average, green areas indicate a shorter journey time.

Source: Department for Transport, Journey Time Statistics (2019)

Case Study Long Stratton

The delivery of major infrastructure requires a coordinated approach. This approach was followed in Long Stratton with the district council, county council, developers and land agent working together to meet a mutual goal. The coordinated approach to the Long Stratton development has ensured that infrastructure is delivered in the right places to benefit current and new Norfolk residents. A major part of the Long Stratton development is the bypass currently under construction which has been funded by a variety of sources including the Greater Norwich Growth Board and the Department for Transport (DfT). The Long Stratton Bypass has unlocked land to deliver (with planning permission) at least 1,875 new homes, a new primary school, employment land, community facilities, and open space provision.



Priority 2: Improving transport connectivity

Improving the reliability of our transport network across all modes is central to improving productivity and growth. Norfolk has suffered from an infrastructure deficit over the years, largely due to its rurality and location.

Over recent years we have been successful in attracting Government investment in major schemes, but more still needs to be done so that Norfolk can reach its potential.

The county is one of the largest in the country and has a dated rail network, only two strategic trunk roads (A11 and A47) of which only one is fully dualled, no motorways and multiple small rural roads. There are also large areas which suffer from limited or no public transport options.

Compared with the East of England region and nationally, average journey times to centres of employment (of 5000 or more employees) are higher in Norfolk. The map opposite illustrates the issues around public transport connectivity, and highlights the disparity between rural and urban areas.

Norwich and surrounding areas are well connected to employment centres, but congestion can create unreliable and longer journey times. Parts of North and West Norfolk are over an hour, on average, by car from their nearest largest centre. The most secluded areas of the county from centres of employment are Wells-next-the-Sea and its environs. Our market towns serve large rural areas, with longer than average travel times to services such as primary schools, secondary schools, further

education, GPs, hospitals, food stores and town centres. This is illustrated by North Norfolk residents having the highest average journey times across all modes of transport to access key services. Isolation and the lack of access to skills, employment and services is a real issue in many of our rural communities.

Developing our transport system is also crucial to meeting our climate change and net zero goals. Transport, accounting for 26% of Norfolk's emissions, is the single largest contributor to Norfolk's carbon emissions. Of the emissions emanating from transport, 92% are from road vehicles and a significant proportion of this arises from journeys of over ten miles. Therefore, improving public transport, decarbonising freight and logistics, alongside undertaking major transport schemes and network improvement in our market towns is key to both better connecting residents with services and employment and reducing our carbon impact. More detailed transport actions are set out elsewhere, including the Norfolk Local Transport Plan, Transport for Norwich Strategy, Great Yarmouth Transport Strategy, King's Lynn Transport Strategy and Market Town Network Improvement Strategies.

Norfolk has in recent years secured investment to deliver large transport projects including the opening of the new Broadland Northway (A1270) north of Norwich and Herring Bridge in Great Yarmouth. More detailed transport actions are set out in a number of documents, including the Norfolk Local Transport Plan, and Transport for Norwich, Great Yarmouth Transport Strategy, King's Lynn Transport Strategy and Market Town Network Improvement Strategies. This strategy provides a summary of the actions partners will take.

Other investments in public transport schemes have also proven highly effective. The Government's £2 bus fare cap scheme has contributed to our efforts to make public transport more accessible and to reduce the county's carbon footprint.

Alongside this, interventions like the Norfolk Bus Service Improvement Plan (BSIP) will enable us to work with our partners to increase the accessibility of public transport whilst investing in sustainability-led interventions, such as the electrification of public transport. We recognise our challenges but will continue to connect all parts of the county and work with the Government to improve fares, services and infrastructure.

Priority 2: Action

WE WILL CONTINUE TO IMPROVE THE NETWORK FOR ALL MODES OF TRANSPORT, CONNECTING RESIDENTS TO JOBS AND SERVICES, AND IMPROVING NETWORK FUNCTIONALITY, INFRASTRUCTURE AND SAFETY INCLUDING:

- Delivering the Bus Service Improvement Plan across Norfolk. This will deliver more frequent services and improvements to bus stops and stations.
- Connecting public transport between residential areas and hubs of economic activity. For example, public transport connectivity between Wymondham Railway Station to Norwich Research Park.
- Securing funding for active travel improvements, both in terms of infrastructure and through other measures which encourage behaviour change.
- Developing major employment and housing sites so that they are integrated into the transport network in a way which supports multi-modal travel (whether by public transport, active travel or car club vehicles) and utilises new transport hubs (where multiple modes of transport are provided at a single location).
- Continuing to collaborate with partners to address road safety, and to use a safe systems approach, which aims to reduce the rate of casualties who are killed or seriously injured.
- Building on recent successes such as the arrival of 70 electric buses in Norwich in March 2024, representing an investment of around £37.2m. This comprised £14.7m of Zero Emission Bus Regional Area (ZEBRA) Government funding, bid for and won by Norfolk County Council and First Bus, and a further capital investment of £22.5m from First. As part of the project, First Bus also converted their Roundtree Way Depot in Norwich to an all-electric depot.
- Building on the success of Beryl in Norwich. Beryl offers users both pedal bikes, e-bikes and e-scooters as part of the scheme.
- Delivering Norfolk's Walking, Wheeling and Cycling Strategy and Local Cycling and Walking Infrastructure Plans to enable increased levels of cycling, walking, and wheeling (using a wheelchair or mobility aid) across the county.
- Delivering priority projects from our Transport for Norwich Strategy and Market Town Network Improvement Strategies, as well as from key programmes such as the Transforming Cities Fund programme.
- Supporting the decarbonisation of the transport network through a range of measures. For example, supporting business to make low emission deliveries using electric vehicles and/or e-cargo bikes, and supporting residents to switch to lower carbon travel.
- Recognising the challenges for decarbonised fleets to operate routes across longer distances, and therefore supporting the development of a sustainable green infrastructure system across all of Norfolk.
- Improving the resilience of the transport network to climate change and prioritising action in critical areas of the network.
- We will also aim to secure funding in order to provide a resilient and well-adapted transport network across the county.
- Using new and innovative technology to collect data about the network, increasing our evidence base and using this to make informed decisions.

WE WILL PRIORITISE DELIVERY AND DEVELOPMENT OF MAJOR TRANSPORT PROJECTS, INCLUDING:

- A47 Easton to Tuddenham, Thickthorn Roundabout, Blofield to Burlingham and Great Yarmouth Junctions and further in the future the Acle Straight, Tilney to East Winch.
- The A11 Thetford and Barton Mills Junctions which are situated along the Cambridge Norwich Tech Corridor.
- A key ambition is the dualling of the A47, campaigned for by the A47 Alliance (a strategic partnership of local authorities and businesses) to improve the conditions, safety and journey times on one of the main roads in the county.
- Further improvements are also needed on the Major Road Network along the A10, A134, A140 and A146 and a much-needed extension of the A1270 to meet the A47 via the Norwich Western Link.
- A10 West Winch Housing Access Road
- King's Lynn Sustainable Transport and Regeneration Scheme (STARs), including the transformation of the historic Southgates area.
- A140 Long Stratton Bypass
- Enhancements to the rail network are required. These include upgrades at Ely and Trowse, development of East West Rail and station accessibility improvements at Wymondham, Great Yarmouth and Thetford. Further projects can be found in the Norfolk Rail Prospectus.
- Priorities within the Norfolk Electric Vehicle Strategy including accelerating charge point deployment (and securing funding to do this), collaborating with District, City and Borough council partners across Norfolk via an Electric Vehicle forum exploring wider measures (in addition to charge point infrastructure) to increase the uptake of electric vehicles amongst residents, visitors, businesses and County Council employees.



River Wensum,
Norwich

How we are enabling infrastructure

Greater Norwich Growth Board

Norfolk currently benefits from a unique and exemplar partnership arrangement between Norfolk County Council, Broadland and South Norfolk District Councils and Norwich City Council called the Greater Norwich Growth Board.

The partnership pools their skills, influence, and funding to accelerate the delivery of strategic infrastructure across their joint area. This has resulted in the delivery of key infrastructure that otherwise may not have been able to be funded such as the Broadland Country Park and A1270 Broadland Northway.

Norfolk Water Fund

The Norfolk Water Strategy Programme is a partnership between Norfolk County Council (NCC), Water Resources East, Anglian Water and The Nature Conservancy.

It focuses on implementing nature-based solutions to improve water quantity and quality in the Wensum, Bure, Ant, and Yare catchments. The Norfolk Water Fund will be established, the first of its kind in the UK. Water Funds enhance financial and governance mechanisms which unite public, private and society stakeholders around a common goal to contribute to water security through nature-based solutions.

River Wensum, Norwich

Climate change



Climate change and protecting our environment

The natural environment is central to Norfolk's history, culture and economy. Our communities and businesses are rooted in their localities, often with long history and deep expertise relating to the natural world.

Our world-leading research, strengths in food and Agri-Tech, position as the UK's largest clean energy provider and wide-ranging green technology and environmental businesses are all illustrations of the natural assets and talent we have in interacting with our natural resources and world.

Norfolk is playing a vital role in securing the UK's successful transition to a low carbon economy and to help it adapt to climate change. At the same time, Norfolk has many local challenges to face and overcome as our climate changes and environmental pressures intensify.

Our ambitious Climate Change Strategy provides a strategic framework for tackling climate change

locally and building resilience to its effects. It outlines how we aim to meet our commitment to reach net zero across our estate by 2030, will work with our partners to work towards a carbon neutral Norfolk, address important issues such as the decline in biodiversity and equip Norfolk with the skills to harness the opportunities of the green economy.

The opportunity for us, that runs throughout this economic strategy, is to use the skills and expertise we have to better Norfolk's environment and adapt to climate change and in the process create new high-quality jobs, opportunities, and assets for Norfolk's communities.

Some of the following businesses illustrate Norfolk's potential in environmental sustainability and clean energy innovation:

- Thetford-based Warren Services has launched a new laser cell which enhances operational efficiency and reduces carbon emissions. The company's largest single investment of £1.5m, which was enabled by a £100,000 grant from Norfolk County Council's Business Transition to Net Zero (BTZN) programme, exemplifies Norfolk's growing potential in innovative, sustainable engineering.

- Holkham Estate - a finalist in the 2023 Environmental and Sustainability Awards - is a successful model of sustainable agriculture and low-carbon estate management. It uses techniques such as ground and air source heat pumps and solar installations to maximise food production and biodiversity which are vital for climate resilience.

- Delta Fire, a leading Norfolk-based manufacturer of firefighting equipment, demonstrates a strong commitment to reducing carbon emissions and promoting sustainability. Prioritising energy efficiency and the use of sustainable materials in its manufacturing processes, the company minimises environmental impact whilst creating high performance products, setting a standard for green practices in the firefighting industry.

- Great Yarmouth-based deep geothermal delivery specialist CeraPhi Energy is revolutionising the energy sector by developing nearly 1.2GW of heat, cooling, and power projects, with an additional 1.8GW under appraisal. CeraPhi's patented solutions transform oil and gas wells into limitless green energy sources, addressing climate impacts and promoting a greener future.

In addition to the innovation and leadership undertaken by our businesses, we need to find ways to support our SMEs to decarbonise their existing operations. This may include utilising existing technologies, or convening opportunities for businesses to collaborate and share best practice.

Skills relating to the transition to a lower carbon and more sustainable future are increasingly in demand across a whole range of industries. By fostering innovation and efficiency, green jobs not only address climate change but also create economic opportunities and resilience. Investing in these skills equips the workforce to meet the demands of a growing green economy, ensuring environmental sustainability and long-term economic growth.

Achieving this will mean embedding new approaches in almost everything we do. This includes securing major investment into the Norwich Research Park, increasing commercialisation of research and innovation, supporting businesses to adapt, changing how we build, learning from world-class examples (like the Enterprise Centre at the University of East Anglia), investing in local energy networks and new public transport (resembling our partnership with First Bus to deliver 70 electric buses) and developing new skills and provision.

Local partnerships can be cultivated with experts in the field. Norfolk is home to one of the UK's Tyndall Centres, an innovative faculty within the University of East Anglia, that brings together researchers from the social and natural sciences and engineering to develop sustainable responses to climate change.

Climate change is already affecting our communities and infrastructure. We are highly susceptible to coastal erosion as seen at Hemsby and along the North Norfolk Coast. We are also seeing the effects of increased drought and flooding caused by more frequent extreme weather events.

As emissions linger in the atmosphere (for potentially hundreds of years), our climate will continue to change regardless of the preventive and mitigative actions we now take. This will require us to explore ways of adapting to ensure resilience within our communities and economy. There are four types of adaptive actions that we will consider. These are infrastructural, institutional, behavioural and nature-based. Practical examples of these adaptive actions could include building seawalls or inland flood defences, providing building insurance schemes, changing crop planting times and varieties and installing green roofs or spaces. Retrofitting homes (so they are warm in winter but cool in summer) is another adaptive measure with the potential to alleviate seasonal pressures on health and social care.

Withstanding extreme weather and adapting to climate variability requires an integrated approach to infrastructure and development. Existing infrastructure needs to withstand extreme weather events through improvements such as storm-

resistant designs and retrofitting buildings to meet updated climate standards. While new infrastructure must involve strategic planning and design such as elevation and climate-smart zoning to avoid high-risk areas to future climatic events.

The Enterprise Centre at the University of East Anglia is one of the UK's greenest buildings. It features exemplar sustainable design aspects including renewable energy systems, efficient use water systems and building elevation to safeguard against potential flooding. This exemplifies a comprehensive and implementable climate-resilient design.



Hunstanton



The Reef Leisure Centre, Sheringham



Herring Bridge, Great Yarmouth

CONNECTING NORFOLK

Being a large, rural county means that a good road network is vital for connecting Norfolk's communities and businesses. However, transport also represents nearly a quarter of Norfolk's carbon footprint. We need to ensure that we keep Norfolk connected while pursuing decarbonisation by supporting the transition to electric vehicles, improving the county's public transport, and encouraging more sustainable and active travel.

Designing, building, and managing infrastructure systems in a way that reduces negative environmental impacts while supporting long-term economic growth and social equity, will be key.

Only by preparing for the coming changes can our people, economy and natural environment be protected and adapt in ways that can unlock new opportunities.

We have three main objectives:

- Decarbonise the economy and seize the economic benefits of the emerging green economy
- Build resilience to the impacts of climate change
- Ensure that future development is sustainable and protects and enhances our natural environment

All the actions in this strategy are designed and will be delivered in ways that work to meet these objectives. To achieve what is needed we must take a fully integrated approach. There are several plans and actions which meaningfully support our climate change and natural capital goals.

Reducing negative environmental impacts while supporting long-term economic growth

Action

We will:

- Deliver the Norfolk Climate Strategy (implemented through the climate action plan) and develop a new environmental strategy (due to be released in 2025) to support Norfolk's transition to become a greener and more resilient county enabling residents to benefit from an enhanced environment and quality of life.
- Deliver the emerging Local Nature Recovery strategy. This sets out a comprehensive plan for restoring and enhancing biodiversity and natural habitats across Norfolk and Suffolk. It will be achieved by mapping habitat and opportunity areas and developing biodiversity priorities to safeguard ecological resilience to extreme weather events.
- Through the Norfolk Flood Alliance, we will work to ensure Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts. Work is already underway on numerous sites.
- Support industries to decarbonise, such as Agri-Food and land management through an Agri-Food industrial decarbonisation strategy and in the offshore wind sector through the Great Yarmouth operations and maintenance campus.
- Deliver the resilient whole system energy plan for Norfolk to support connectivity and capacity for business and residential development, unlock capacity to decarbonise transport and building retrofit options, and ensure infrastructure can withstand the impacts of climate change.
- Deliver the Greater Norwich Green Infrastructure Strategy.
- Interventions that help the culture, heritage and visitor economy sector become more sustainable, such as supporting the development of an Electric Vehicle network around tourist hotspots.
- Find ways to support agriculture, a significant industry for the county and the UK's fourth most significant emitter, to decarbonise. A report undertaken by NCC in 2024 in partnership with the historic LEP, UEA and Innovate UK highlighted a number of options. These included providing tailored business support for SMEs, investigating if digital twinning could be used to test the viability of different interventions and leveraging the County Farms estate.

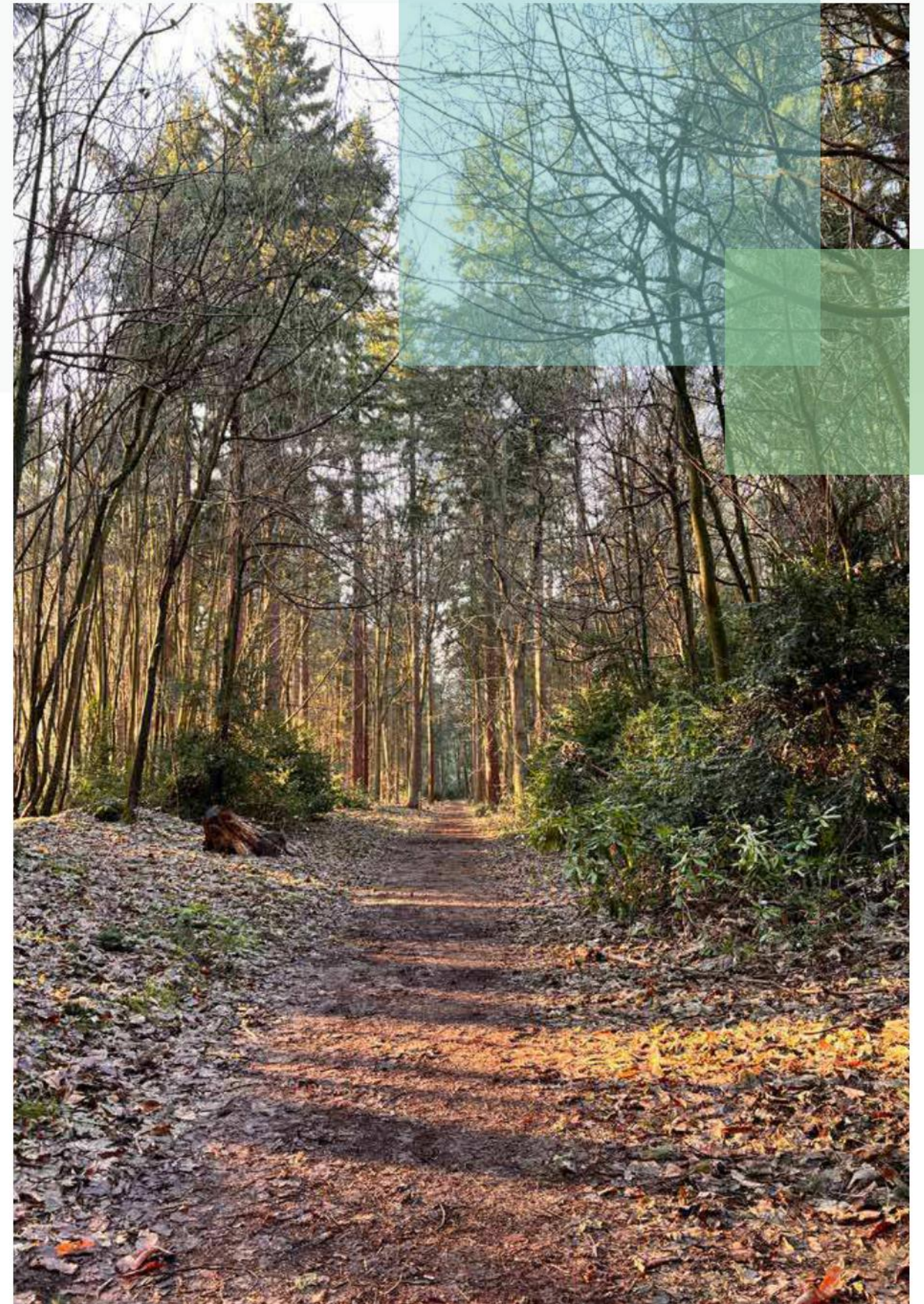
The natural environment is central to Norfolk

- **Health & wellbeing benefits** – through provision of accessible green spaces/corridors for outdoor recreation, play & active travel for all.
- **Nature recovery benefits** – through the creation, restoration and enhancement of habitats and wildlife corridors.
- **Climate change resilience benefits** – through the adoption of nature-based solutions for mitigating and adapting to the effects of a changing climate.
 - Ensure new development contributes to statutory regulations regarding biodiversity and nutrient neutrality and work to protect and enhance our existing natural capital through nature-based programmes such as at Wendling Beck.
 - Lobby for devolved agricultural funding to enable the County Council to support farmers as stewards of the environment and regenerative agriculture.

Norfolk Climate Change Partnership (NCCP)

Through the Norfolk Climate Change Partnership (NCCP), Norfolk Net Zero Communities project, we will work with seven communities across the county to understand the non-technical barriers to widespread community decarbonisation and co-design solutions to these obstacles. This will reduce emissions and tackle climate change by using an approach with people and places at its core.

Prioritising renewable energy and climate-resilient design alongside principles of resource efficiency and environmental conservation in planning and development processes will be vital to this.



Lynford, Thetford

Norwich market

Place Making and Communities



Our places and communities

Norfolk has some of the most significant landscapes in the United Kingdom.

The Broads are a vital asset both for tourism and for biodiversity. Over 100 miles of coastline provides the majority of the UK's offshore wind and some of its most cherished holiday destinations and coastal towns. Our rural landscape supports both highly productive Agri-Food businesses and vital natural habitat.

We have thriving market towns and rural villages that are both historic centres and modern hubs of cultural life, business

growth and public services. Norwich is a dynamic location and while it is steeped in history with a thriving culture, heritage and visitor economy sector, it is also home to a modern centre of education, pioneering research, advanced sectors and creative industries. King's Lynn, Great Yarmouth and Thetford are other major centres, which serve as local employment service centres and as places of interest for visitors.

Our communities have a strong sense of pride of place, distinctiveness and local identity, something which has resonated strongly through extensive engagement. Many are at the forefront of changes in climate, technology and working patterns, facing both challenges and opportunities. We will continue to support and invest in our places and

the social, natural and physical capital they need to continue to thrive.

INCLUSIVE GROWTH

Similar to the rest of the UK, Norfolk has spatial disparities in terms of the outcomes and opportunities experienced by residents. Certain rural and coastal communities, market towns and urban areas have challenges relating to inequality - including access to jobs, good wages, education and training - which can influence healthy life expectancy.

In spite of its strengths and assets, Norwich has significant challenges related to this agenda. It is amongst the country's 20% most unequal local authorities, with the 10th highest educational inequality rate in the country. There are some particularly acute issues around health inequality, with Norwich falling

behind other comparable cities including Cambridge, Colchester and York for life expectancy of both men and women, and with the inequality in female life expectancy having increased significantly more sharply between 2010 and 2020 than the other cities. More needs to be done to ensure that everyone in the city has the opportunity to contribute meaningfully to, and benefit from, the local economy.

This strategy provides an opportunity to refresh our approach to linking communities to jobs and skills through locally accessible infrastructure. This infrastructure includes The Place in Great Yarmouth, Thetford Skills Hub, the Advanced Construction and Engineering Centre in Norwich, serviced employment land in areas like Fakenham, Holt and North Walsham, active travel hubs and the Enterprise Park in King's Lynn.

We need to invest directly in growing social capital, and help the projects and initiatives within communities that can bring people together and improve long term outcomes.

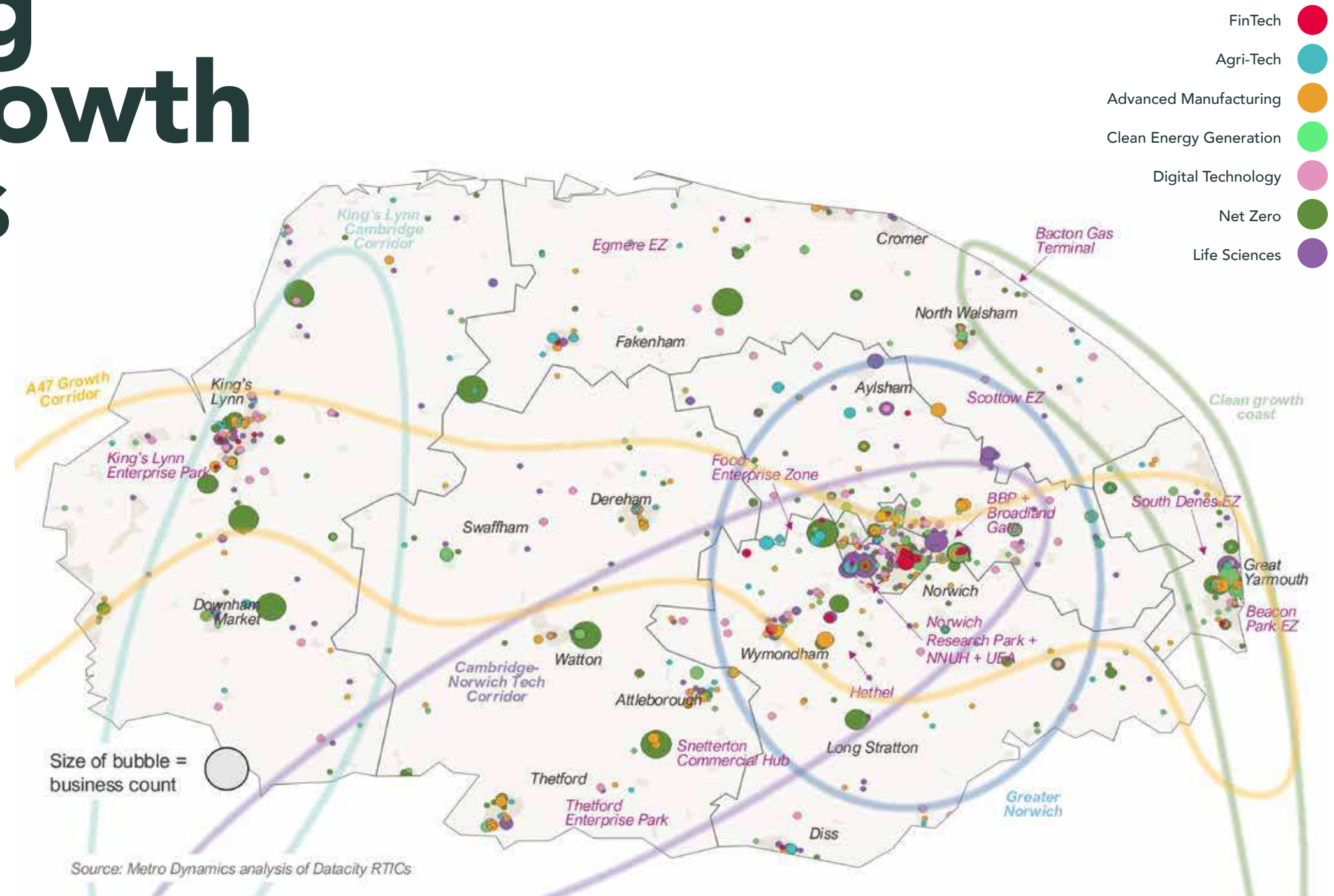
Projects such as the Link programme in Dereham and Thetford (a community hub and advice service combining VCSE and public sector agencies within a single collaborative facility), the Boost project in West Norfolk and Breckland (helping young

people into training and employment) and Tech Skills for Life (tackling digital exclusion across the county) are all examples of such projects.

In addition, we aim to directly tackle environmental and social drivers of deprivation, through targeted place-based interventions such as the North Walsham Heritage Action Zone, Hunstanton Seafront, Cromer Clifftop Gardens and Watton Middle Street.

Major urban centres powering wider growth corridors

Our larger towns and city are centres of business growth and anchor wider growth corridors which link together natural assets, major housing and employment sites, and significant travel to work areas and access to wider markets.





Norwich Castle

Greater Norwich

Norwich is a dynamic University and Cathedral city with a growing data science cluster, FinTech start-ups, well developed research and innovation ecosystems, and rich cultural and arts attractions.

Norwich plays a leading economic role in Norfolk as its most populated centre, producing the second highest GVA of the seven districts, as well as underpinning the wider economic landscape of Greater Norwich (which accounts for over half the total GVA of the whole county). However, PRD research prepared to support the development of a 20 year economic vision for Norwich demonstrates that across a number of metrics including GVA growth, employment change and office and industrial floor space change, Norwich is significantly falling behind comparable cities such as Cambridge, Ipswich and Peterborough. Interventions are urgently needed that prevent Norwich becoming a 'left behind city'.

The Norwich Research Park (NRP) is the largest concentration of food and

health-related research in Europe. Alongside its innovative research, the NRP is producing leading scale-ups and high-growth businesses, including PfbIO, Ediform, Air-seq and Tropic. These will scale the scientific advancements made at the NRP and increase scientific investment in Norfolk. Norwich hosts a vibrant cluster of digital creative businesses, and a rich ecosystem of meet-up groups catering to a range of tech and digital interests. Businesses include award-winning digital businesses such as Tech Educators, Fountain Partnership and Artlist. A key part of Norwich's ecosystem is Norwich University of the Arts, with its specialism in arts, design and media. The university is at the cutting edge of design innovation, launching innovative degree programmes such as UX design.

Norwich's cultural organisations and historic assets play a major role in making the city an outstanding place to live, work, visit and invest. An example of a dynamic historic asset is the Halls, containing part of a medieval friary complex, which is currently undergoing essential construction work and upgrades following the award of Town Deal funding. The works will transform the venue into an enhanced multi-use performance venue for concerts, trade fairs, corporate meetings, filming and weddings. The project encapsulates Norwich's unique blend of history and dynamism and illustrates how other heritage sites can continue to thrive in the twenty-first century.

At the same time, Norwich has communities that have been left behind by recent growth and face multiple challenges. Ensuring that regeneration and growth delivers for these communities is key. Changes in industries such as retail, that have been severely impacted by the shift to online shopping and other trends, mean that low-paid jobs and employment continue to be threatened with associated adverse social effects. Recognising this, the Norwich Good Economy Commission pledged to actively pursue an economy which is more inclusive and sustainable. To realise this ambition, it will be necessary to proactively seek out and nurture opportunities to create new employment and employability skills support programmes, as well as new pathways to help people back into good quality entry level roles in our major sectors.

Norwich city centre is a vibrant, dynamic centre for the county. In order to continue to thrive, the city requires further investment for regeneration, growth and the provision of adequate commercial space. This should include redeveloping redundant brownfield sites and buildings which is a sustainable way of delivering growth that simultaneously enhances quality of place.

At the same time, we will continue to support community driven programmes to encourage and enable enterprise and economic activity, such as FUSE Norwich that develops Norwich's thriving social enterprise sector, and Common Lot CIC's Skills Share Hub in Mile Cross

Norwich. Enterprises such as The Feed, a food-based community interest company, also present an alternative approach for shifting the dial on some of the most stubborn deprivation challenges.

Large-scale investment will play a role too in the regeneration of East Norwich and Anglia Square.

The East Norwich regeneration is an ambitious waterfront project to create a sustainable urban quarter for the city through the largest brownfield development in the East of England. The plans potentially include the delivery of a new high-capacity conference venue for the city. It will deliver around 4,000 new homes, 6,000 new jobs, support manufacturing, digital creative, professional services and tourism sectors and leverage substantial future investment.

Anglia Square is a significant city centre site that urgently requires investment. A solution may lie in the public sector taking a more active role in delivering a new vision for the site to promote the development of residential and commercial property in the city centre.

Cambridge Norwich Tech Corridor

The Cambridge Norwich Tech Corridor represents dynamic and growing sectors which have significant linkages and interdependencies. They also benefit from considerable local supply chains and talent pipelines.

Sectors found within the corridor include manufacturing, advanced engineering, food and life sciences. The Norwich Research Park and the engineering expertise at Lotus and Hethel are prominent parts of the corridor. The Research Park is the largest single-site concentration of research in food, health and life sciences in Europe and produces a unique mix of world-leading research. Further growth is planned at Lotus and Hethel to entrench its position as a source of engineering prowess. These plans include a technology

hub which has the potential to create over 500 additional jobs by 2026, leverage £750m of investment and safeguard the area as a centre for sports car operations. Another centre of excellence along the corridor is the Food Enterprise Park (located in Easton, just off the A47) which specialises in Agri-Food.

In addition to recent investments such as the Broadland Food Innovation Centre, the Food Enterprise Park aims to position itself as the leading site for Controlled Environment Agriculture in the world. To date £60m has been invested in sites and building facilities.

The market town of Thetford is positioned within the Cambridge Norwich Tech Corridor, offering easy connections to both cities, as well as numerous growth opportunities. Benefiting from a well-established manufacturing cluster and a highly skilled workforce, Thetford is positioned as an attractive destination for business expansion and innovation. The Thetford Sustainable Urban Extension is a major planned 5,000-home development and features 55 acres designated for employment sites.

Furthermore, Snetterton Business Park, strategically located on the A11 between Thetford and Attleborough, is a pivotal driver of economic development in the area. It boasts great development potential and excellent transport links



Queen's Jubilee Celebration, Downham Market



Splashpad, Gorleston-on-Sea

and attracts both local enterprises and national high-tech companies which contribute significantly to the region's economic growth.

Greatly enhancing the connectivity of the corridor and the wider region is Norwich International Airport. Not only does it enable access to more remote or distant parts of the British Isles, but it also acts as an important gateway to the continent. By facilitating international travel to destinations like Amsterdam, the airport contributes to businesses within the corridor (and further afield) being able to forge international partnerships.

Rural communities, market towns and coastal settlements

Norfolk's rural and coastal areas are central to the county's identity, economic profile and play a leading role in the county's tourism offer.

The agricultural landscape that symbolises Norfolk's 'breadbasket' role and the rural settlements it contains are known widely for their quality of life offer.

Norfolk is predominantly rural and coastal, which poses significant challenges around access to services, employment, education and training. This strategy recognises that delivering some activity in rural and coastal areas will cost more, but understands the importance of making that investment, which has been possible through the Rural England Prosperity funding programme.

Norfolk's market towns are functional centres in the rural landscape of business, employment, culture, retail and public services. Market towns continue to adapt to changing patterns of work, shopping and leisure use, although many have been significantly impacted and would benefit from investment and support. Each faces different opportunities and challenges: for example, as traditional retail and banking uses for buildings change to residential or leisure use, as demand for housing grows and changes, and the way that health and care services are provided continues to evolve.

Projects such as the North Walsham Heritage Action Zone demonstrate the transformational impact of public realm and high street renewal programmes. Similarly, Swaffham's High Street Heritage Action Zone programme aims to revive and champion historic high streets. It will revitalise the Swaffham high street by maximising the potential of local character and heritage assets.

While rural areas can present certain challenges for businesses, there are also numerous examples of flourishing rural enterprises. The Holkham estate, traditionally associated with agriculture, is now home to an eclectic array of rural enterprises. From unique hospitality providers and artisan food and drink businesses (including the award-winning Mrs Temple's Cheese) to firms specialising in architecture, digital and finance, the Holkham estate is a thriving seat of business activity. Illustrating this further is

the presence of Monica Vinader, an eponymous and prestigious jewellery company that crafts contemporary pieces from sustainable materials. While based in North Norfolk, there are Monica Vinader stores across the UK and products are shipped across the globe. With dynamic and successful businesses, the Holkham Estate acts not only as an exemplar to other historic sites, but also demonstrates the vitality of many of our rural enterprises.

Norfolk's sweep of coastline is home to a number of coastal communities of varying scales which function as local residential and service centres, major tourism hubs and act as stewards for the surrounding natural environment. Targeted investment – including in Great Yarmouth's historic townscape, Hunstanton's Seafront and Cromer Clifftop Gardens – is required to ensure that these communities are able to thrive.

The A47 is the main east-west route across Norfolk: it carries traffic, freight and public transport across

East Anglia from the Midlands and the north of England, catering for residents, visitors and businesses alike. The A47 Growth Corridor connects the smaller market towns of Swaffham and Dereham and the rural communities and coastal settlements of King's Lynn and Great Yarmouth with Norwich. Whilst investment has been secured for dualling some sections of the A47 within Norfolk, there is a long held aspiration for the full dualling of the road.

Rural and coastal communities are at the forefront of challenges posed by climate change, including flooding across the Broads and other vulnerable areas of the county and coastal erosion, particularly along the North Norfolk Coast. Equally, they are key to a successful transition. Whether it be the clean energy sector developing on the coast or the potential for regenerative agriculture, they have a central role to play. Partnership working with districts, the Broads Authority, and other local stakeholders will be key to creating a sustainable future for the county.



Marina Centre, Great Yarmouth



Custom House, King's Lynn

Great Yarmouth and the Clean Energy Coast

Great Yarmouth and its coast are central to a globally competitive clean energy and renewables supply chain which has huge potential for growth. It is also home to an established maritime cluster that is also seeing strong future growth potential.

The shallow water, deep-water ports and ideal weather conditions of the Southern North Sea offer developers and their supply chains the perfect environment for multi-billions of pounds worth of investment. Some of the world's biggest wind farms are being built off the Norfolk coastline including the Norfolk Offshore Wind Zone, in addition to four extension projects; Sheringham Shoal, Dudgeon, North Falls and Five Estuaries.

Great Yarmouth is ideally situated to capitalise on this growth and accelerate new jobs in the local supply chain, through investments in the Great Yarmouth Operations and Maintenance

Campus and further growth ambitions for the Energy Park. Facilities such as Beacon Park and the deep-water port will also help to unlock this growth.

Businesses looking for modern offices, industrial units or development land (including quayside space) can utilise Great Yarmouth. It has sites in and around the ports which aim to support the growing clusters of energy related companies.

Significant investment is driving business opportunities, including in the Offshore Wind Skills Centre, the Energy Zone (one of the most successful Enterprise Zones in the UK) and the new investment in the harbour and deep-water port. We have also been successful in securing significant Town's Fund investment from Government which has led to the major regeneration of assets in the town. Investment has breathed new life into the much-loved and historic Winter Gardens and the Place which will become a new library and university and learning centre.

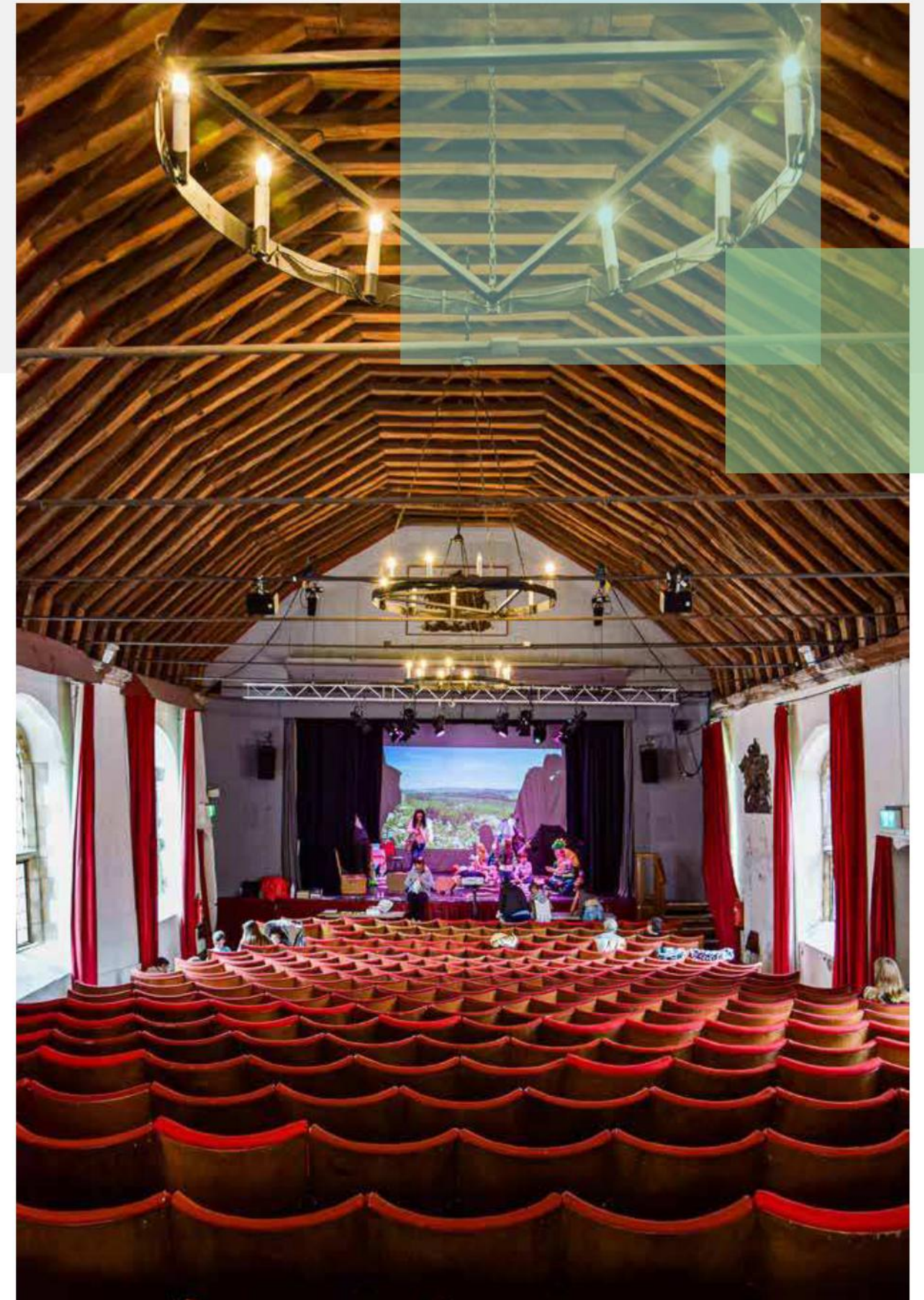
The town has many challenges, with areas of high deprivation, low skills and wages and underutilised land and assets, where values are a barrier to viable redevelopment. Long term reliance on seasonal employment in the tourism industry has contributed to embedding low aspirations and expectations. But there is significant opportunity over the long term, with partners and the community driving a significant programme of cultural, physical and business regeneration.

King's Lynn and West Norfolk

King's Lynn and West Norfolk has significant potential and economic opportunity, bolstered by its strategic location and connectivity to the Midlands, Cambridge and the rest of the corridor via Ely.

Local sector strengths in manufacturing activities and Agri-Food lend itself to collaboration with Cambridge's high tech, highly innovative industries, and excellent transport links between the two can promote the adoption of cutting-edge technologies and AI to boost productivity in food-tech, Agri-Tech, med-tech, and Net Zero.

The A10 and A47, along with the rail network running services typically every half an hour, enhance accessibility and make King's Lynn and West Norfolk an attractive location for businesses seeking cost-effective operations within reach of Cambridge. This will generate enterprise and high value employment for the town, by building on the King's Lynn Enterprise.



St George's Guildhall, King's Lynn

Priority 1: To support all places across Norfolk to provide a high quality of life

Supporting Rural & Coastal communities

Our rural and coastal communities face challenges in accessing services, employment, education and training. Investment and support would enable these places to better serve their communities.

Rural and coastal communities are both most impacted by and uniquely positioned to address the challenge of climate change. Projects such as Wendling Beck nature recovery programme or Norfolk Seaweed’s pilot to establish a sustainable, ethical seaweed industry off the Norfolk coast for use in bio-fertilisers, bioplastics, food, nutraceuticals are examples of best practice projects in this respect.

There are challenges associated with the culture, heritage and visitor economy sector, which is a significant employer in rural and coastal areas, such as seasonality and low-paying work. Shoulder-season events such as the Out There Festival in Great Yarmouth and innovative tourism programmes such as Deep History Coast in North Norfolk show how we can successfully enhance Norfolk’s offer.

Actions:

SUPPORTING RURAL AND COASTAL COMMUNITIES

- Support the Norfolk Local Visitor Economy Partnership to provide strong local leadership and governance as a destination for visitors.
- Regenerating key local assets such as Great Yarmouth’s historic townscape or Cromer’s Clifftop Gardens.
- Supporting sustainable rural and coastal industries, such as promoting Norfolk as a nationwide leader in regenerative agriculture.
- Supporting rural and coastal communities to transition to Net Zero and prepare for climate change, such as Coastwise in North Norfolk or agricultural water capture, storage and re-use.
- Improving rural and coastal access to services by investing locally, such as a network of rural service hubs that can be used by rotating VCSE service provision.
- Supporting communities to retain and reimagine rural infrastructure such as pubs or shops, for example Gressenhall Community Enterprise.

Supporting attractive and resilient market towns and high streets

Norfolk’s market towns are vital centres of business, employment, culture, retail and public services.

Our aim is to build on recent progress and take an integrated, locally led approach (through initiatives such as town boards) that support partners to come together, agree priorities and manage investment and interventions so that they deliver what is needed in each town.

We aspire to continue investing in the revitalisation of towns and high streets, boosting cultural and economic opportunities for the communities.

Wymondham is another example of a multi-faceted approach to supporting market towns. South Norfolk Council (SNC) is collaborating with Wymondham Town Council and other key stakeholders to deliver a £1m programme aimed at enhancing Wymondham’s town centre. This initiative focuses on improving the public realm, creating a vibrant environment for businesses, residents, visitors, and workers. Simultaneously, SNC is advancing the development of a 20-hectare site on the edge of Wymondham, designated for employment uses in their Local Plan.

Successful local interventions that support market towns will be developed and built on. The Love Your Market Town pilot which provided small grants to communities to deliver interventions in market towns that increase pride of place, will be built upon following initial successes. The Future Breckland Programme, which outlines a set of strategic priorities across the district’s five market towns, sets an exemplary template for interventions in market towns.

We can capitalise on the trend for remote and hybrid working, encouraging more people to locate, stay and contribute to the local community and economy, such as a co-working space at Attleborough Railway Innovation Hub.

Culture-led events, programmes and organisations are vital in securing the future of our Market Towns and building social capital. Examples of such activity include the Thetford Stage and Screen Festival (a successful four-day event that showcases the cultural life of the town) and Discover Downham’s Create and Thrive project (which hosts a variety of creative workshops in Downham Market).

Actions:

SUPPORTING ATTRACTIVE AND RESILIENT MARKET TOWNS AND HIGH STREETS, CREATING MORE CULTURAL AND ECONOMIC OPPORTUNITIES FOR LOCAL COMMUNITIES.

- Collaboration to support the delivery of structural funding programmes such as the Towns Funds in King’s Lynn, Great Yarmouth and Thetford.
- Delivering improvements in local transport and active travel, increasing opportunities for walking and cycling and access to local services and jobs,
- Deliver cultural and heritage ‘jewels-in-the-crown’ such as St George’s Guildhall in King’s Lynn and Great Yarmouth Winter Gardens.
- Deliver innovative solutions to improve access to services in market towns, such as MIND Hub Dereham, a new multi-partner facility for the community.
- Support innovative approaches to creative and cultural programming that improves access and quality, such as a rotating county-wide cultural programme across urban and market town venues
- Support key assets for communities, such as expansion to the provision of sports and wellbeing facilities at the NEST.
- Re-purposing town-centre assets as co-working and community centres, such as Attleborough Railway Innovation Hub.
- Earn Local campaign to encourage remote workers based in Norfolk to join the local economy, either as entrepreneurs or to increase employee pool of skills and talent.
- Developing a best practice approach to strategic place making and public realm investment, such as Future Breckland
- Encourage innovation and entrepreneurialism on the high street through a meanwhile uses programme, such as The Meanwhile Project in Breckland.
- Investing in key economic infrastructure for urban areas such as The Livestock Market or the market in Norwich.
- ‘Banking hubs’, such as Holt Banking hub, that provide access to banking in place of the closure of traditional high street banks.
- Encourage market towns to build on the example of Diss, who have developed their cultural and heritage offer through the heritage triangle and the Corn Hall project, serving both the local community and attracting visitors to Norfolk.

Priority 2: Strengthen communities, support resident wellbeing and increase pride of place

Reducing inequalities

Our communities and businesses have a profound sense of pride in the county.

As we set out in the chapters above, we also have communities facing long term deprivation and barriers to wellbeing and economic opportunity, particularly in Great Yarmouth, Thetford, King's Lynn and Norwich.

Actions:

REDUCING INEQUALITIES AND ADDRESSING CONCENTRATED POCKETS OF DEPRIVATION.

- Investing in place-based programmes that target deprivation and enhance the look and feel of local neighbourhoods like the housing refurbishment programme in Great Yarmouth.
- To reduce health inequalities, it is essential to increase the prevalence of healthy ageing. We will work with partners to raise awareness of what it means to age healthily (including the importance of maintaining and enhancing wellbeing and a good diet) and encourage interventions to make this a reality – particularly in areas where health inequalities are acute.
- Programmes and projects that raise ambition in deprived communities and promote economic inclusion, such as Boost in King's Lynn and Breckland and the Swan Youth Project in Downham Market.
- Encourage inclusive community engagement through models such as the Creative Assembly at Norwich Theatre which enables community interaction with the creative sector.
- Supporting the VCSE community to deliver targeted, high impact interventions, such as The Common Lot CiC (Community Interest Company) Skills Hub in Mile Cross.
- Improve access to youth facilities and services that support and enhance the wellbeing, learning opportunities, aspirations and life chances of young people, recognising the historic deficit of investment. We will work in partnership with organisations to deliver interventions from within the community, or through bespoke facilities.
- Community Resilience Grant Programme that encourages bottom-up solutions to community challenges and opportunities.
- Support and promote the Care Farm model, such as Clinks Care Farm, where vulnerable adults and young people are given access to high-impact alternatives to traditional support and therapies. The model also supports diversification in agriculture.
- Investing in Norfolk's places in a way that promotes health and wellbeing, such as adopting a Marmot Places approach in King's Lynn in partnership with the Institute of Health Equity
- Developing health and wellbeing partnerships between key stakeholders in Norfolk's places, through interventions which aim to increase levels of physical activity across the county.

Supporting VCSE organisations

Norfolk's strong Voluntary, Community and Social Enterprises are interwoven into Norfolk's places and communities and are central in delivering Norfolk's future.

Norwich Theatre, Theatre Royal



Actions:

SUPPORTING VCSE ORGANISATIONS TO HAVE GREATER IMPACT

- Business support programmes for VCSE SME's, such as Go Digital, and specific business support packages targeted at VCSE.
- Mapping exercise of where VCSE organisations are already delivering areas of the economic strategy, and strategic investment where projects, programmes and organisations delivering strong outcomes can be supported.
- Providing long-term funding streams for VCSE groups and organisations that enable them to have the greatest impact. We will encourage groups, like FUSE Norwich, that enable VCSE's to connect with businesses, charities, local authorities and other institutions. Connections like this enable VCSE's to develop and expand which can lead to them having a great societal impact.
- Building capacity in VCSE groups and organisations through partnership programmes such as Tech Skills for Life.
- Supporting VCSE organisations with procurement for Norfolk County Council tenders.
- Branding and articulating the VCSE quarter on Prince of Wales Road in Norwich.
- Build in social value metrics to NCC assessment of outcomes for projects and programmes.

Priority 3: Promote Norfolk as a place to live, work, visit and invest

Enhancing & promoting Norfolk's reputation

All our goals and actions need to be supported by further work to consolidate and promote local and national views of Norfolk and what it offers. We need to work hard to show our strengths and demonstrate why choosing to invest, visit (even for a short time), live, work or start a business here is worth it.

Actions:

- Support the Norfolk Local Visitor Economy Partnership to provide strong local leadership and governance as a tourism destination.
- Work with the Business Improvement District to distinguish Norwich's brand identity, and run a communications campaign to attract workers to the city.
- Support innovative partnership working that encourages investment, such as GENERATE and East Wind, regional collaboration to encourage investment and ensure that local people benefit from growth
- Promote festivals and events such as Out There Arts in Great Yarmouth, Thetford Festival and the Lord Mayor's Procession in Norwich.
- Interventions that improve access and public understanding of Norfolk's key sectors, such as visitor centres and public programmes around economic infrastructure for life sciences, clean energy or Agri-Food.
- Promoting the cultural sector, creative enterprises and cultural experiences, through priorities developed in strategies like the King's Lynn Cultural & Heritage Strategy which enhance quality of life.
- Skills and training centres that connect to local sectoral opportunities and raise aspiration, such as ACE Centre or Digi-Tech Factory in Norwich
- Deliver the right housing mix across all tenures, through local plans.

Case Studies

St George's Guildhall and Creative Hub

- **BCKLWN, Norfolk Museums Service, National Trust**
- **£8.1M Town deal fund, supported by UKSPF funding**
- **Project in development**

The venue will be redeveloped to offer daytime educational programmes, evening performances and creative spaces for organisations and individuals. It aims to transform an under-utilised Norfolk heritage site into a vibrant cultural centre, engaging local youth and fostering community involvement. Filling the existing funding gap for the redevelopment will help to foster the economic opportunities offered by the site and invigorate economic activity in the district's culture, heritage and visitor economy sector.



Future Breckland Programme

- **Breckland District Council, Residents, Town & Parish Councils, Norfolk County Council, Private Sector**
- **Projects ongoing**

Through extensive collaboration, six key objectives were established for each market town: regeneration, heritage and culture, business growth, housing and infrastructure investment, sustainability and wellbeing, and educational attainment. Input from more than 22,000 stakeholders over eighteen months shaped the development of the programme, resulting in Town Delivery Plans for each market town.



Common Lot CIC

- **Norwich City Council, local residents, the Mile Cross Events & Projects Group, Norwich City Council, Norwich Freeman's Charity, The National Lottery Heritage Fund, Places for People & The Norfolk Community Foundation.**
- **Investment from UKSPF: £90,000 over 2 years. Projects ongoing.**

The Common Lot CIC (Community Interest Company) are delivering a creative Skills Sharing Hub in Mile Cross. Using a retail property, converted into a community facility, they deliver significant social value through facilitating peer-to-peer skills share activities. The Hub builds soft skills, confidence and wellbeing whilst breaking down isolation in Norwich's most deprived community.



Norwich

Our Commitment



Summary

This strategy has been framed around four key pillars of the economy – Local Business, People and Skills, Infrastructure and Placemaking and Communities. The table summarises what has been explored in depth in the strategy: the major opportunities and barriers that exist in Norfolk and the priorities for action that these give rise to.

The preceding pages outline in detail the activities that will enable us to deliver against these priorities, that are either in train by ourselves and our partners or that we will look to support in the future.

Opportunities and barriers have been identified through extensive engagement and detailed qualitative analysis.

The actions outlined within the Local Growth Plan are a result of the engagement undertaken to date. These will be reviewed and updated to reflect new government policy and emerging opportunities that Norfolk is well positioned to capitalise on.

| MAJOR OPPORTUNITIES | LONG STANDING BARRIERS | | PRIORITIES FOR ACTION |
|---|--|------------------------------|---|
| DECARBONISATION AND SUSTAINABILITY | | CROSS CUTTING THEME | |
| SUPPORTING RURAL AND COASTAL ECONOMIES | | | |
| REDUCING INEQUALITIES | | | |
| Successful clusters of future-focused sectors - clean energy, financial services and future food and agriculture, with strong research assets | Obstacles to growth for many businesses: commercial space, recruitment, innovation skills | LOCAL BUSINESS | Key sectors Priority 1: Support businesses in high-value clusters to grow, innovate and generate more local value Priority 2: Ensure businesses in all places across Norfolk can succeed, prioritising growth in strategic sites and areas Supporting Norfolk's Businesses Priority 1: Grow, strengthen and future proof our business base, targeting needs of SMEs Priority 2: Support businesses to provide quality jobs, wages and conditions |
| Well anchored firms, with high employment, resilient business base and a high quality of life | Significant skills barriers, with lower qualification levels and issues accessing new skills opportunities | PEOPLE AND SKILLS | Priority 1: Build the workforce and talent of the future – both people entering work for the first time, or coming back to work Priority 2: Inspire and enable lifelong learning and workforce development Priority 3: Equip and future proof our workforce to be able to take advantage of green and digital skills and opportunities Priority 4: Supporting collaboration, leadership and efficient and accessible delivery in the skills system |
| Growth corridors, major sites for employment space and housing investment | Effects of long term under-investment in infrastructure | INFRA-STRUCTURE | Priority 1: Ensuring the enabling infrastructure is in place to support growth across Norfolk Priority 2: Improving transport connectivity Priority 3: Sustainable development, decarbonisation and climate change adaptation |
| Vibrant communities, with a strong culture, heritage and visitor economy offer and high quality of life. | Health and wealth inequalities, with isolation compounding challenges for rural and coastal communities | PLACE MAKING AND COMMUNITIES | Priority 1: To support all places across Norfolk to provide a high quality of life Priority 2: Strengthen communities, support resident wellbeing and increase pride of place Priority 3: Promote Norfolk as a place to live, work, visit and invest |

Working with Partners

Norfolk partners have come together to agree a clear set of priorities and actions that reflect the opportunities and challenges we face. Over 500 organisations have been involved in developing this plan. All were committed to working together, the need to ensure that our economy becomes more inclusive and that we protect and enhance Norfolk’s environment.

Internationally, focusing on our sector specialisms, we select and develop partnerships to drive inward investment leads, trade opportunities and growth within our internationally linked businesses. Establishing partnerships through Memorandums of Understandings, we currently engage with the Dutch province of Drenthe, Ukrainian region of Lviv and the Virginia Beach city in the USA. These partnerships focus activity around our key sectors into projects that provide mutual benefit, generating leads for investment, growth and trade.

We can create the future economy we want to if we build on our strong history of working together. We have a good track record, with recent successes in securing investment in transport and major funding for town centre regeneration.

- DELIVERING TOGETHER**
The actions in this plan will be delivered by many different partners. Local Authorities, businesses, universities, colleges and other education providers, VCSE organisations, sector groups and business support organisations. We will also deliver through existing partnerships and structures, including:
- The Greater Norwich Local Plan and the Greater Norwich Growth Board
 - Local Authority local plans and economic strategies
 - The King’s Lynn Town Board, Great Yarmouth Town Board and Norwich Town Board
 - Norwich City Vision Board
 - Future Breckland Board
 - The Cambridge Norwich Tech Corridor

- Our Industry Councils and sector groups:
 - Energy:** GENERATE, EEEGR (East of England Energy Group) and East Wind
 - Digital:** Council for Digital Tech and Tech East
 - Agri-Food and Agri-Tech:** Agri-Food Industry Council, Agri-TechE
 - Financial Services:** FIG (Finance Industry Group) Norwich
 - Advanced Manufacturing and Engineering:** NAAME Board
 - Construction:** Building Growth Skills Network (BGSN)
 - Space:** Space East
 - Tourism:** Cultural Board, Visit East of England
- Innovation Board
- Norfolk Climate Change Partnership
- Norfolk Investment Board
- Norfolk Employment & Skills Board
- Norfolk Business Board
- Norfolk Jobcentre Plus and county-wide skills providers
- Government departments and agencies
- Norfolk & Waveney Integrated Care Board

Funding and Financing

Funding for the actions in this strategy will come from a range of sources, including Local Authorities, private sector investors, businesses and central government. We will continue to advocate for devolved powers and funding from government, to accelerate economic development in Norfolk and support implementation of our strategy.

This is a long-term plan and an important priority will be to secure the additional investment needed where it is not already in place.



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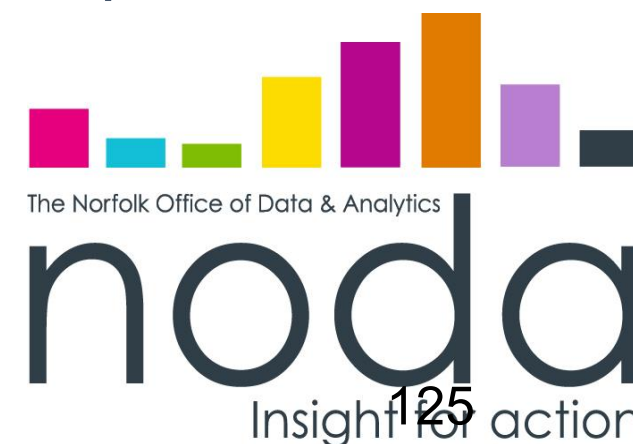
Norfolk Economic Strategy

Evidence base

July 2024

Produced by the Norfolk Office of Data & Analytics (NODA)

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Foreword

Norfolk is perfectly placed to be a major contributor to the UK economy. With strengths in clean energy, agri-food, financial services, advanced manufacturing and engineering and digital technology, the county will play a leading role in the industries of the future. Recognised for international excellence, we hold our sectors in high regard. We will use our ambitions, opportunities and expertise to leverage investment to become a hub of high value economic activity.

With our diverse and outward-looking economy, over 100 miles of coastline, historic and cultural assets, rural landscapes, coastal communities, market towns and three urban centres (including the iconic medieval city of Norwich), Norfolk boasts a unique and distinctive identity, strengthened by its people's passion and pride of place.

County, district, borough and city councils have long worked collaboratively and effectively with businesses, our universities and colleges, and community and voluntary organisations to create a successful and forward-looking economy. Collectively, we recognise our potential and our opportunities. We have the vision, appetite and ability to deliver significant growth for the county and the country.

Norfolk's diverse economy and specialist strengths mean there are few places so uniquely equipped to make impactful contributions to the major challenges facing the UK and the world in the 21st century: food and energy security, healthy ageing, climate change, and rapid technological advances. Together with our business community, we will continue to address the ever-growing market demands brought by these challenges, and to be a world-renowned centre of research excellence.

We also recognise our challenges. Not everyone in our county has the right life chances, and too many of our residents are unable to access good jobs, healthcare and the chance to learn new skills. Like other rural and coastal areas, Norfolk has faced historical imbalances of underfunding and lacks key infrastructure for housing and business growth. We can and must do better.

It is our firm belief that developing our infrastructure, investing in public transport, joining-up education, skills and jobs, providing support for our businesses, managing our land and water resilience, and looking after our environment, will enable our county to grow and our people to live well.

It is with great pleasure that we introduce Norfolk's Economic Strategy 2024-2029, the central mission of which is to improve productivity, to drive growth and improved standards of living. But we don't believe we have to choose between a healthy economy and a healthy county. So, the strategy is not only focused on increasing GVA, but it also aims to drive and shape economic growth for the wider benefit of the people, communities and businesses in Norfolk, and our natural environment and heritage. This strategy acts as our Local Growth Plan, identifying local priorities and the key role it will play in the Government's new national Industrial Strategy. It closely aligns to the Government's Five Missions in shaping our ambitions, including Norfolk's key role in making the UK a clean energy superpower, and breaking down barriers to opportunity and kickstarting economic growth. The strategy also highlights the significance of improving productivity and proactively addressing health inequality. We will government to achieve sustained high growth for our region, cement our role as a clean energy superpower, build a health sector suitable for our needs and c remove barriers to opportunity for all, whilst ensuring the safety and prosperity of Norfolk's residents.

This strategy is just a start. We are building a vision for the long-term future of the county, an ambition that cannot be achieved by any one organisation, one

Introduction to the evidence base

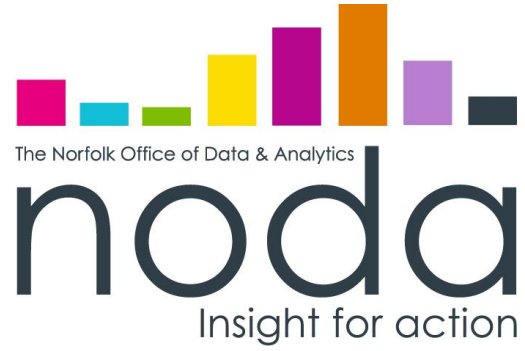
This evidence base is intended as a companion document to the Norfolk Economic Strategy 2024. The evidence base consists of the core data sets that informed and underpinned the analysis and narrative in the Strategy.

We've predominantly relied on Office for National Statistics and other comparable central government data releases in compiling the evidence base, as these data sets are constructed around well recognised, comparatively stable data methodologies, which also facilitate (in most instances), benchmarking matrices at a national, regional and local authority level. We've accessed the most up-to-date data available.

In the future we will review the overall economic landscape in Norfolk on a regular basis and publish the findings.

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Norfolk
County Council

People



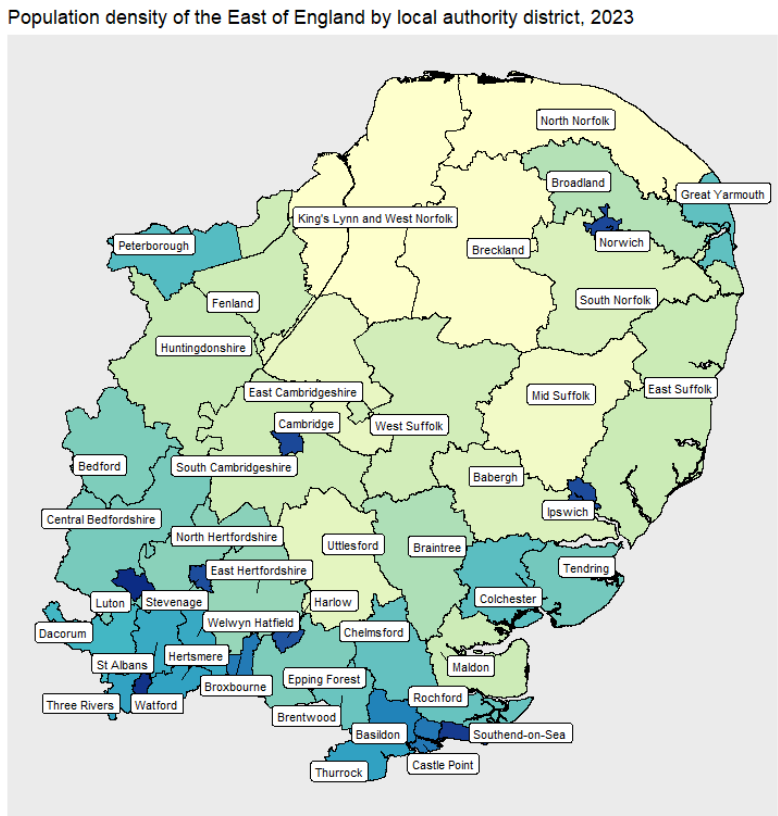
Key metrics analysis – people

This section looks at:

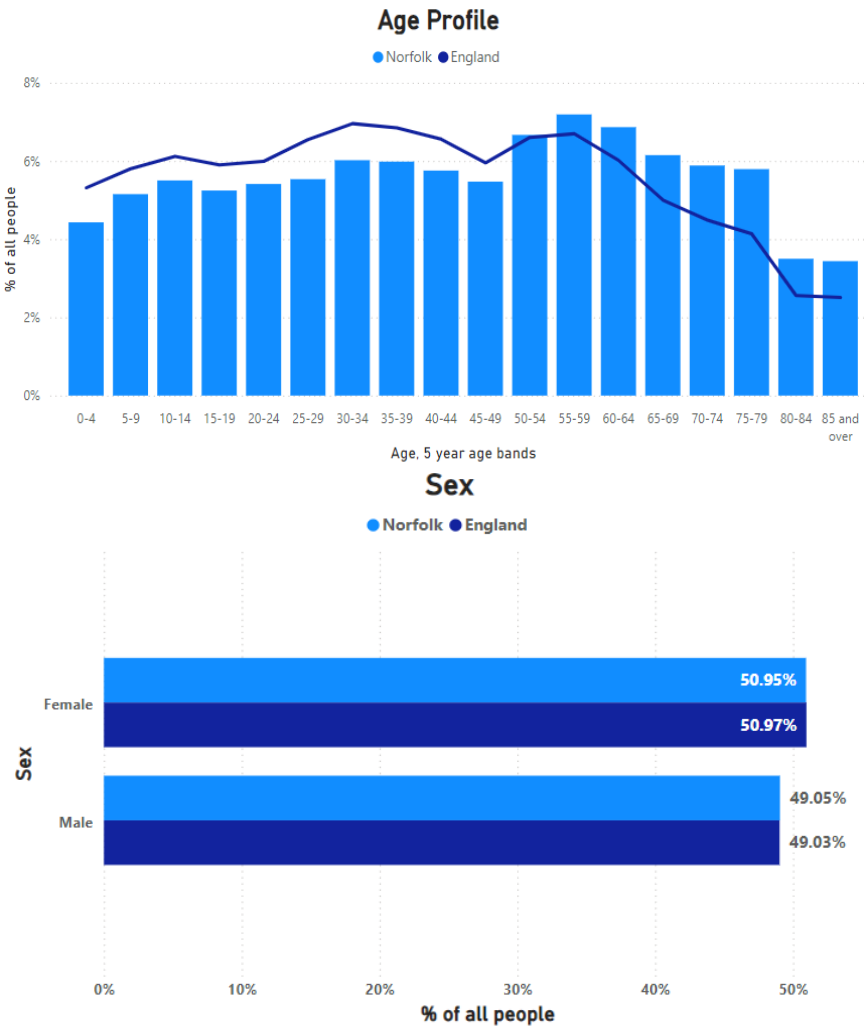
- Norfolk's population and how it has changed over time
- Employment rate
- Pay
- Economic inactivity
- Occupational profile
- Claimant count
- Deprivation
- Fuel poverty
- Early years education
- Not in education, employment or training (NEET)
- Student population
- Skills and qualifications
- Other qualifications
- No qualifications
- Index of Multiple Deprivation (IMD) – Education, Skills and Training
- Adult education rate/POLAR4 quintile
- Apprenticeship starts
- Healthy life expectancy

Population

Population density (number of usual residents per square kilometre) within East of England by local authority district, 2023

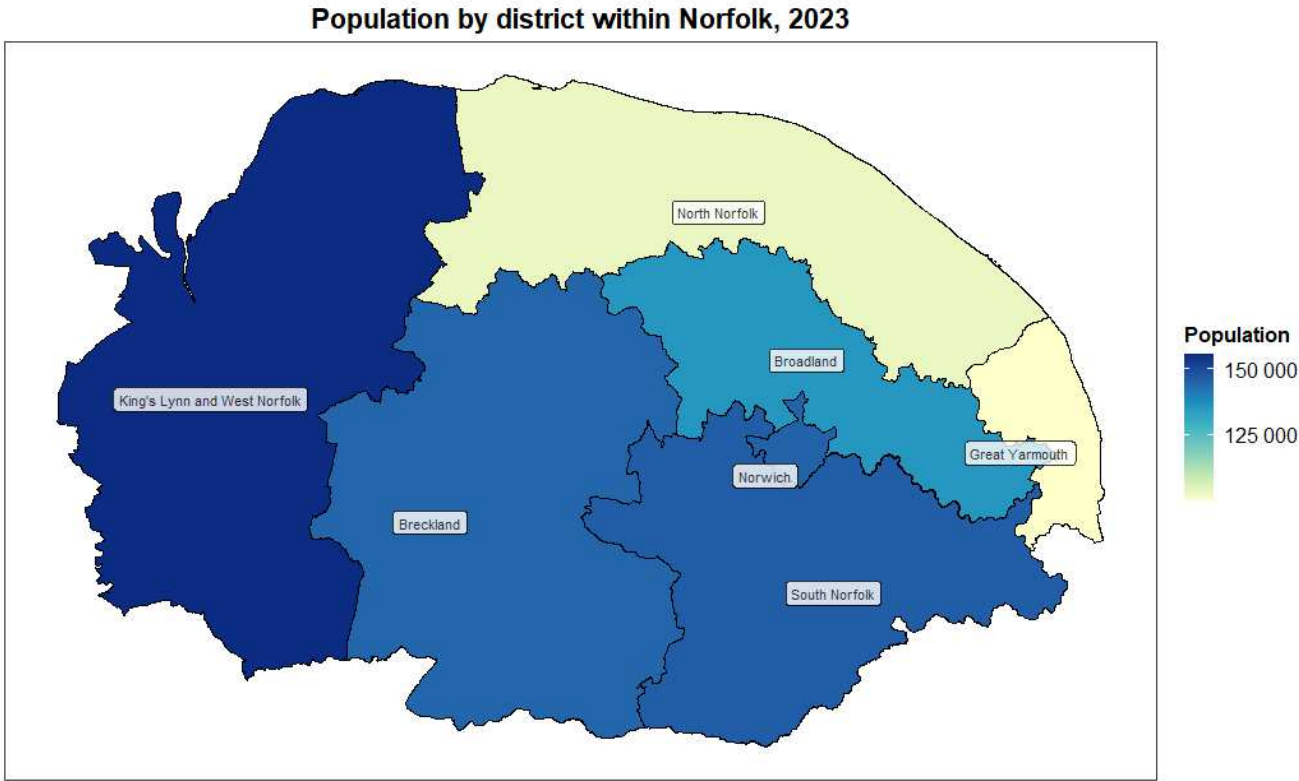


Source: Population density for local authorities in England and Wales, mid-2011 to mid-2023



- Norfolk has an estimated population of around 931,943 people.
- Norfolk's population has a much older age profile than England as a whole, with 24.8% aged 65 and over, compared with 18.7% for England.
- Norfolk's population aged 65 and over are more concentrated within the rural and coastal parts of the county, in contrast to the working age and younger residents being within the more urban areas.

Population by district



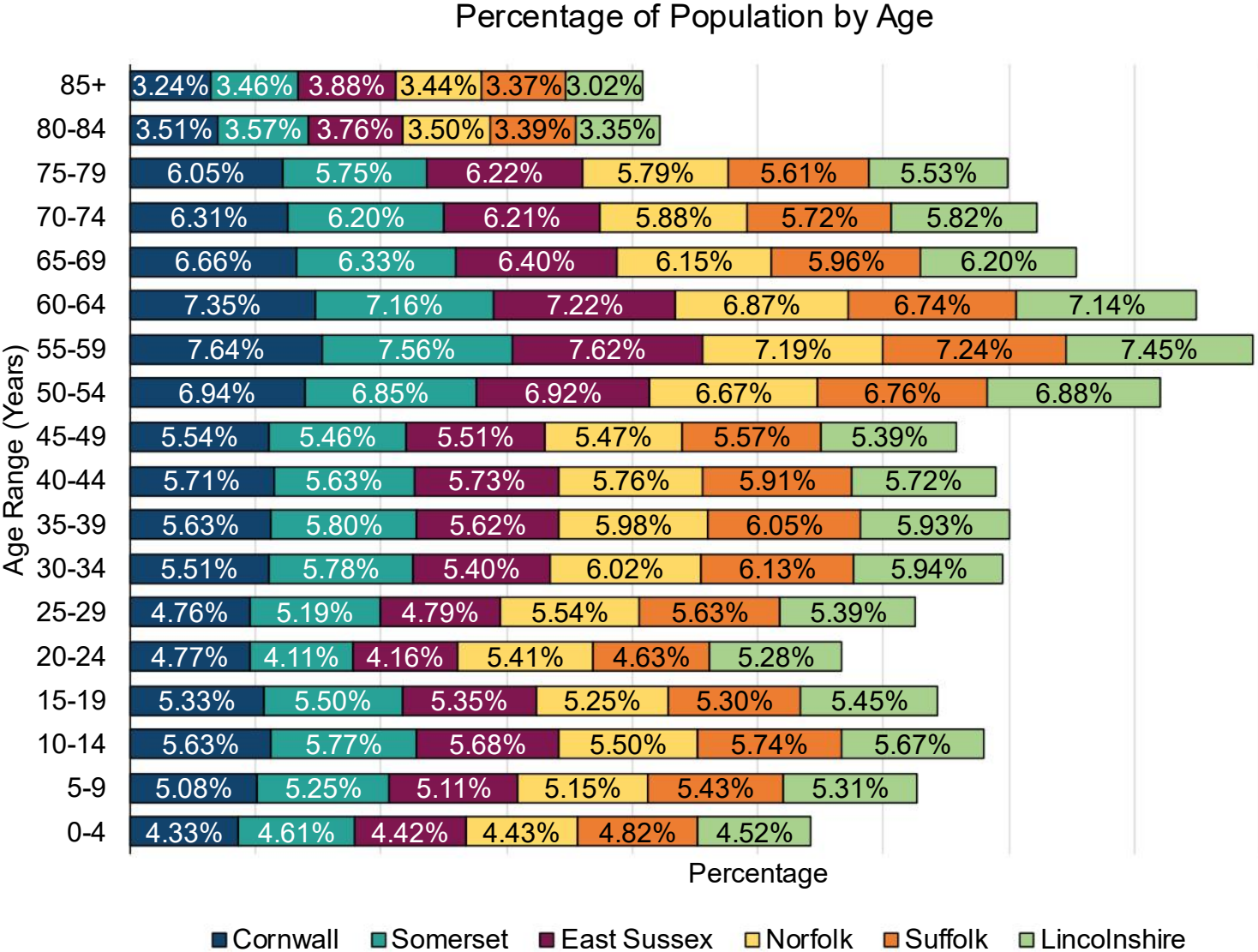
Source: Persons by single year of age and sex for local authorities in England and Wales, mid-2023

| Location | Population (estimate) | Population density* |
|------------------------------|-----------------------|---------------------|
| Breckland | 145,081 | 111 |
| Broadland | 135,565 | 246 |
| Great Yarmouth | 100,065 | 574 |
| King's Lynn and West Norfolk | 155,758 | 108 |
| North Norfolk | 103,228 | 107 |
| Norwich | 145,591 | 3,731 |
| South Norfolk | 146,655 | 162 |
| Norfolk | 931,943 | 173 |
| England | 57,690,323 | 443 |

*The number of residents per square kilometre.

- King's Lynn & West Norfolk is the most populated local authority district with around 155,758 residents and Great Yarmouth having the lowest population at around 100,065.
- Norwich is the most densely populated district in Norfolk with over 3,731 residents per kilometre.

Population by age – statistical neighbours



- The age group with the highest percentage of population within Norfolk is 55-59 (7.19%), followed by the 60-64 group (6.87%).
- The age groups 85 plus and 80-84 years have the lowest percentage of population (3.44% and 3.50% respectively) in Norfolk.
- Norfolk has got the lowest percentage population in comparison with its statistical neighbours for the age groups 10-14 (5.50%) and 15-19 (5.25%).
- Norfolk has got the highest percentage population in comparison with its statistical neighbours for the age group 20-24 (5.41%).

Population by age by district

| Location | Population (2023) | Aged under 15 years % | Aged 15 to 64 years % | Aged 65 years and over % |
|------------------------------|-------------------|-----------------------|-----------------------|--------------------------|
| Breckland | 145,081 | 16.4% | 58.2% | 25.4% |
| Broadland | 135,565 | 16.1% | 57.9% | 25.9% |
| Great Yarmouth | 100,065 | 17.0% | 58.3% | 24.6% |
| King's Lynn and West Norfolk | 155,758 | 16.5% | 57.1% | 26.4% |
| North Norfolk | 103,228 | 13.1% | 52.7% | 34.2% |
| Norwich | 145,591 | 15.7% | 69.3% | 15.0% |
| South Norfolk | 146,655 | 17.6% | 57.9% | 24.6% |
| Norfolk | 931,943 | 16.2% | 59.1% | 24.8% |
| England | 57,690,323 | 18.5% | 62.9% | 18.7% |

- Norfolk has an older population than England overall (24.8% of the Norfolk population are aged 65+ compared to 18.7% for England as a whole).
- South Norfolk (17.6%) and Great Yarmouth (17.0%) had the highest proportion of under 15s.
- Norwich (69.3%) had the most 15 to 64 age group population, more than England overall (64.2%), but the only Norfolk district above England.
- North Norfolk had highest proportion of population aged 65 or over (34.2%).

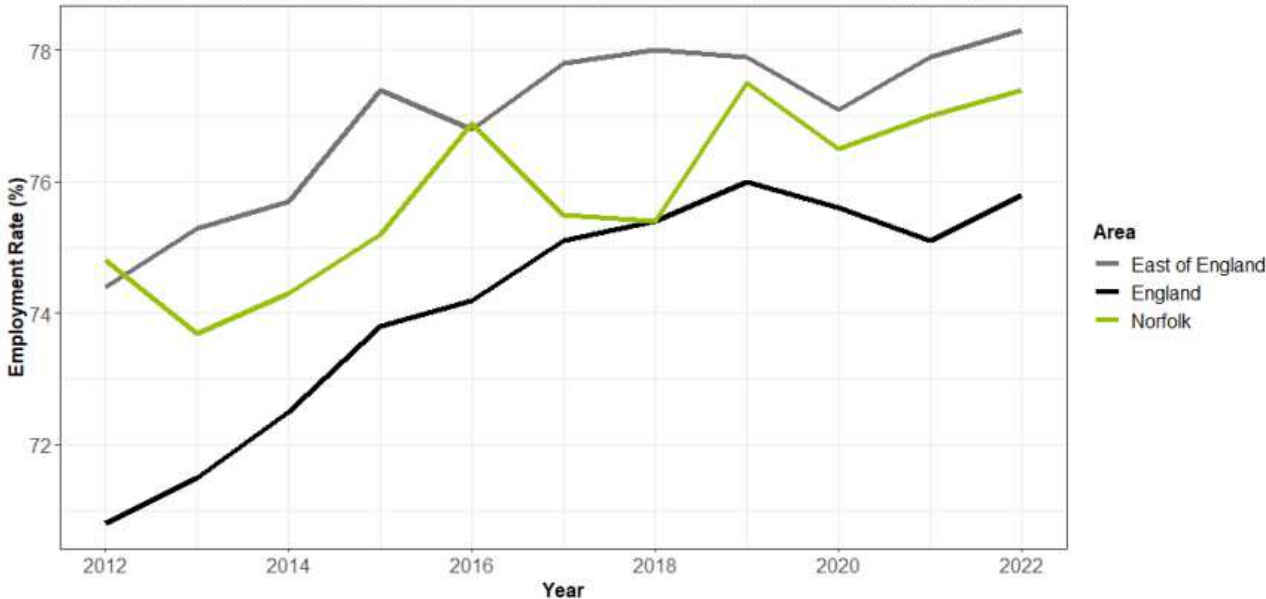
Population change

| Location | Population (2023) | Overall % change | Aged under 15 years % change (2011 vs. 2023) | Aged 15 to 64 years % change (2011 vs. 2023) | Aged 65 years and over % change (2011 vs. 2023) |
|---------------------------------|-------------------|------------------|---|---|--|
| Breckland | 145,081 | 10.74% | 3.59% | 6.12% | 29.43% |
| Broadland | 135,565 | 8.68% | 4.86% | 3.63% | 25.14% |
| Great Yarmouth | 100,065 | 2.71% | -1.94% | -1.79% | 19.62% |
| King's Lynn and West Norfolk | 155,758 | 5.29% | 3.98% | -0.11% | 20.33% |
| North Norfolk | 103,228 | 1.54% | -7.52% | -5.54% | 19.90% |
| Norwich | 145,591 | 10.16% | 5.55% | 10.78% | 12.44% |
| South Norfolk | 146,655 | 17.80% | 15.49% | 12.64% | 34.21% |
| Norfolk | 931,943 | 8.44% | 4.18% | 4.28% | 23.47% |
| England | 57,690,323 | 8.63% | 6.16% | 5.57% | 23.52% |

- Norfolk has seen 8.44% increase in population between the 2011 Census and 2023 Population Estimates, compared to 8.63% for England.
- In the same period, South Norfolk (+17.8%) and Breckland (+10.74%) saw the largest population changes, while North Norfolk (+ 1.54%) and Great Yarmouth (+2.71%) saw the smallest changes.
- When looking at the change by broad age groups, we can see that South Norfolk's high rate of population growth is consistent across all the age groups.
- Other areas such as Broadland, Great Yarmouth and North Norfolk have seen very small growth, or in some cases declines, in population in lower age groups, compared to Norfolk overall.
- Of all the districts, Norwich has seen the smallest percentage change in population (12.44%) aged 65 years and older between 2011 and 2021.

Employment rate

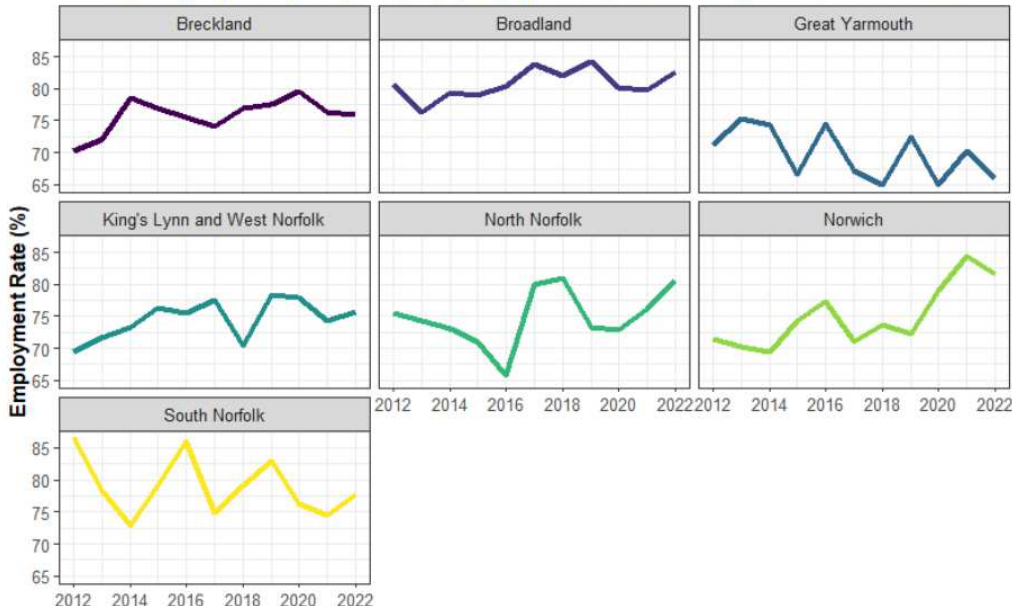
Percentage of people in employment in Norfolk, East of England and England, 2012-2022



Source: ONS annual population survey, from NOMIS

- The latest data from 2022 puts Norfolk at 77.4% employment compared to 78.3% regionally and 75.8% nationally. Additionally, all areas are undergoing an overarching, increasing trend in employment rates after a relative dip in 2020/21 – likely due to the Covid-19 pandemic.
- Historically and presently Norfolk’s employment rate tends to lie between the regional (East of England) and national rates.

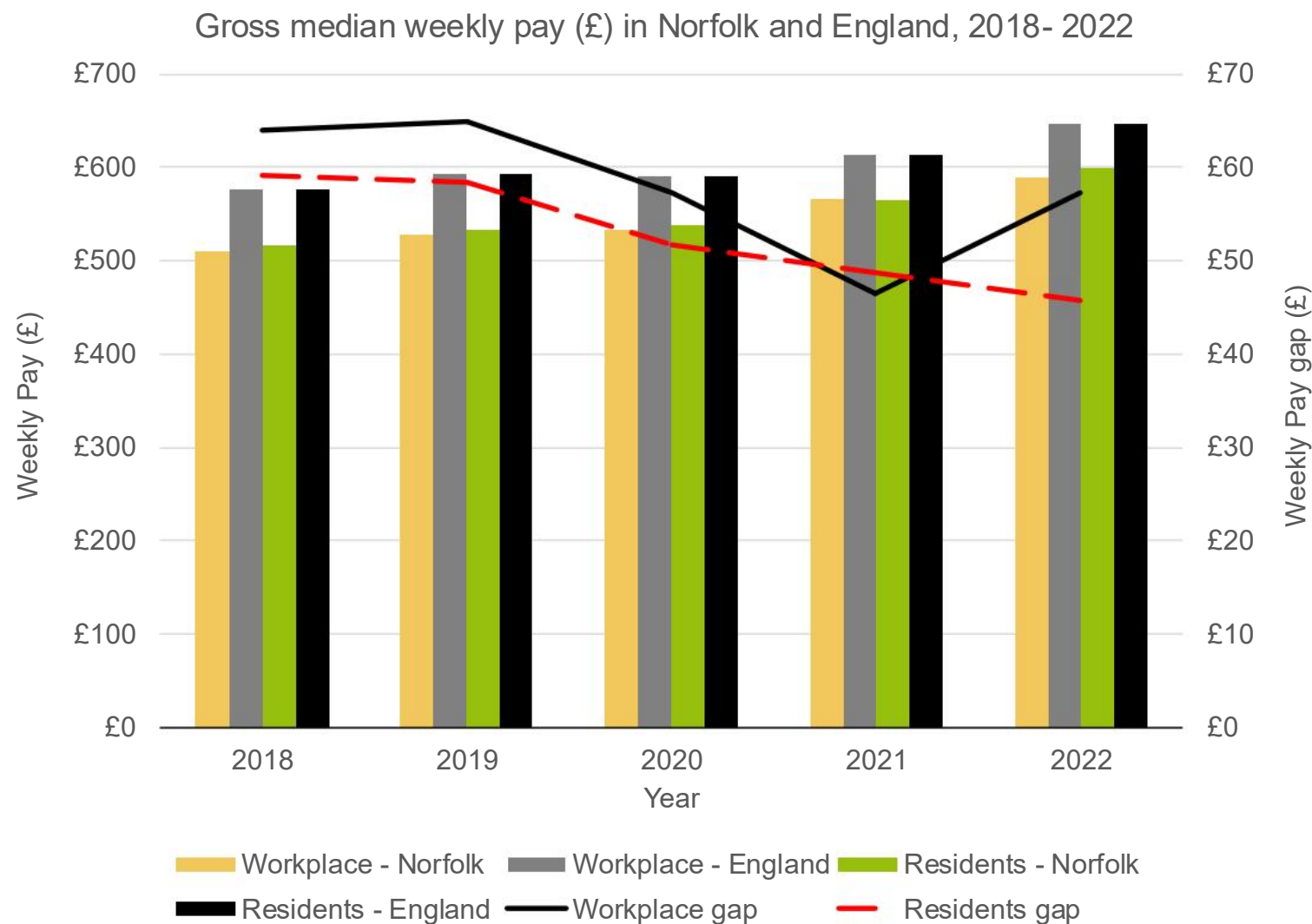
Percentage of people in employment by Norfolk district, 2012-2022



Source: ONS annual population survey, from NOMIS

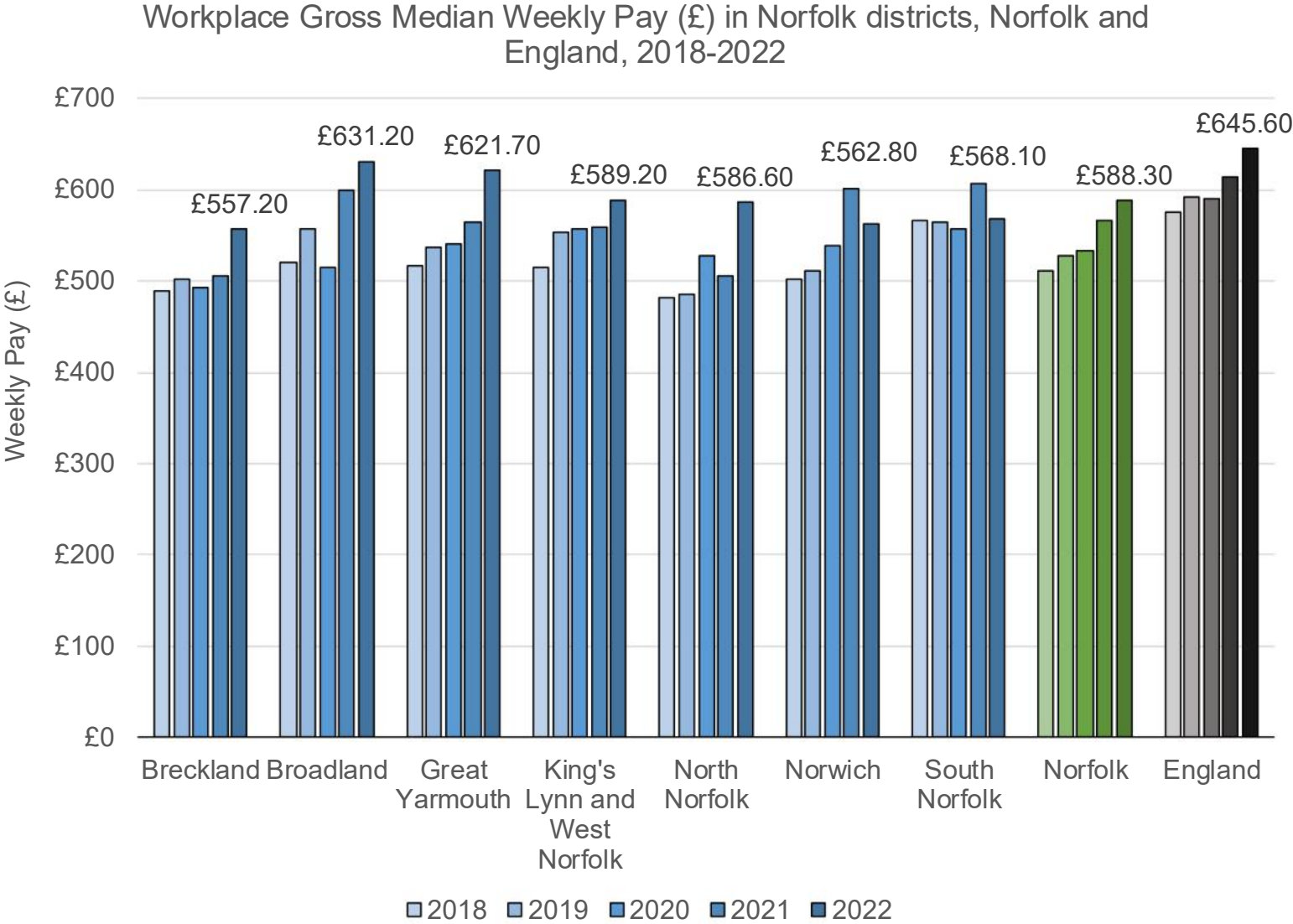
- Most districts are on an upward or constant trend, with Great Yarmouth the exception.
- Great Yarmouth, with an employment rate of 65.9% in 2022, is experiencing a fluctuating but gradual decline in employment. South Norfolk is also experiencing variable rates through the displayed years but is currently at a local increase to 77.7% employment.
- The district with the highest employment rate for 2022 was Broadland at 82.6%.

Gross median weekly pay



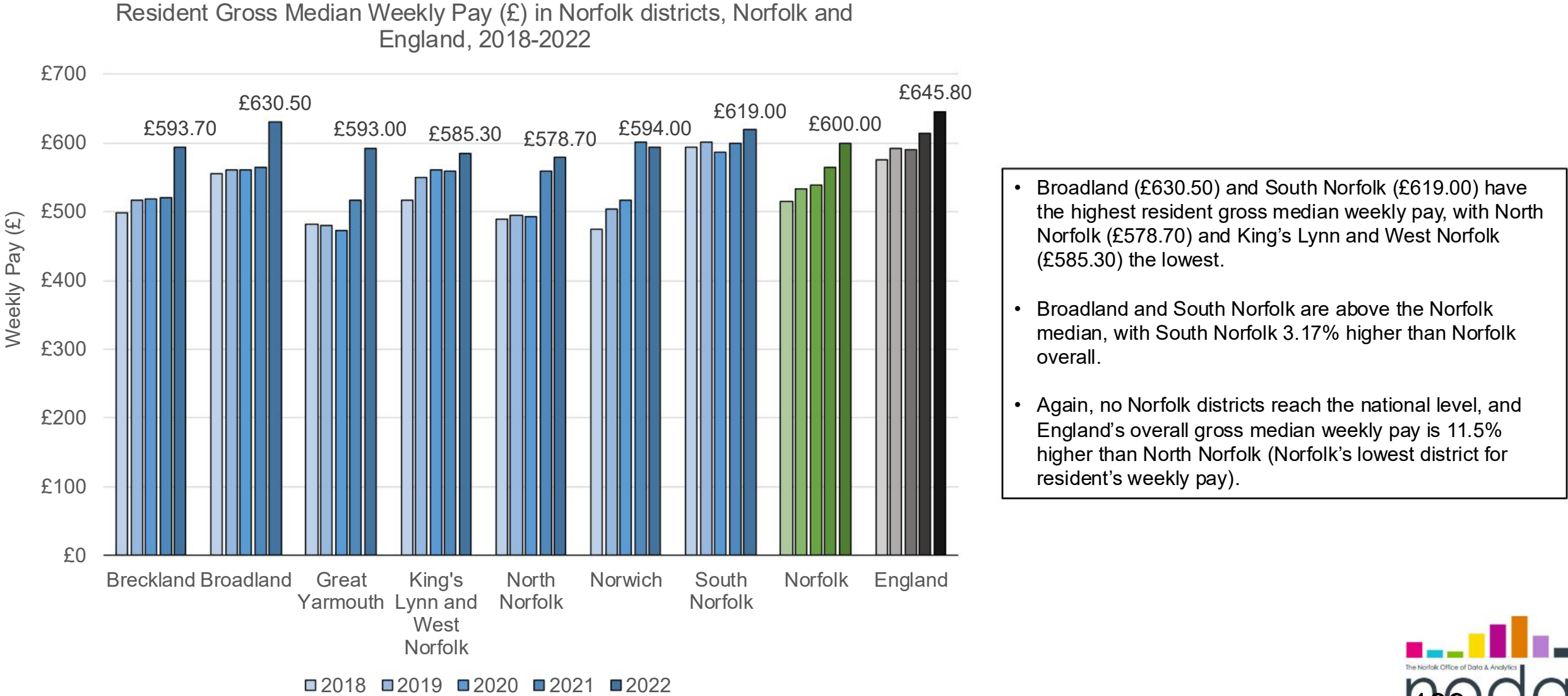
- To bring Norfolk in line with England, we would need to increase the gross median weekly pay by £57 (workplace – i.e. people who work in Norfolk) or £46 (residents – i.e. people who live in Norfolk).
- On a positive note, (workplace) gross weekly median pay in Norfolk has increased 15% between 2018 and 2022, compared to an 12% increase for England overall.
- This is also true for resident's gross median weekly pay which has seen a 16% increase (in comparison to 12% for the UK overall).

Gross median weekly pay (workplace) by district



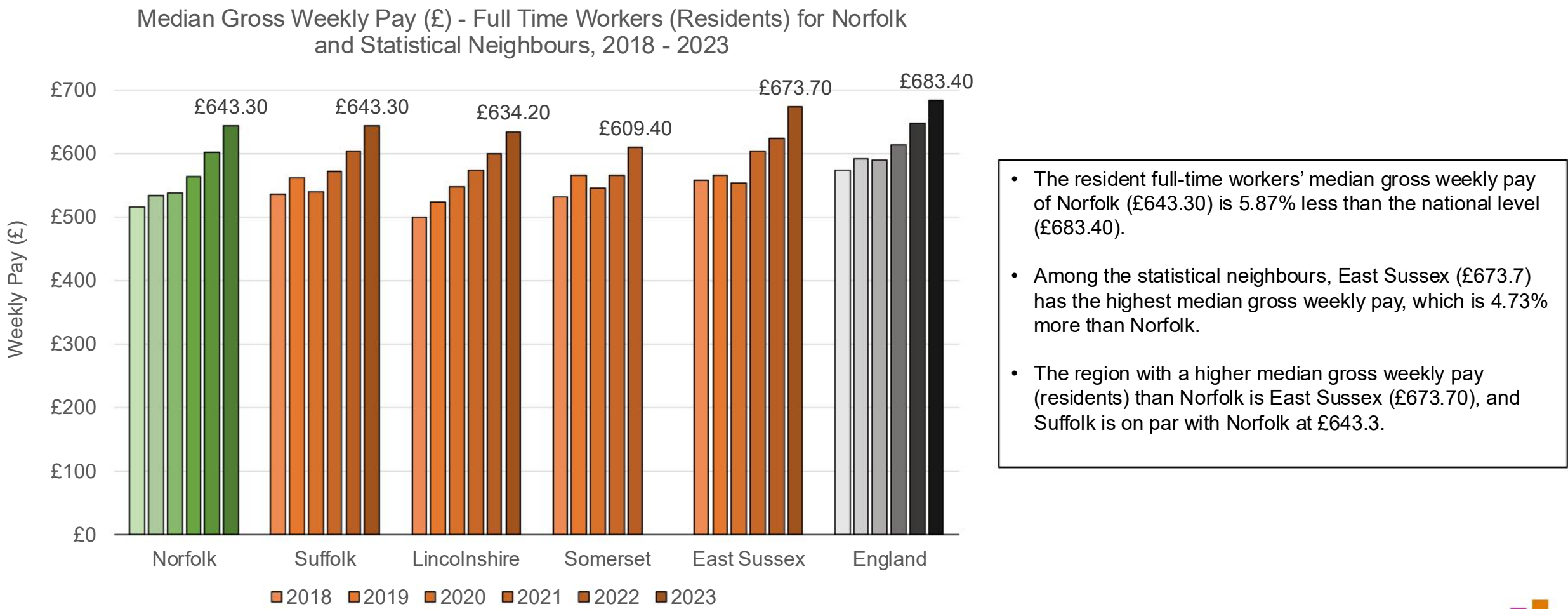
- As a place to work Broadland (£631.20) and Great Yarmouth (£621.70) have the highest gross median weekly pay, with Breckland (£557.20) and Norwich (£562.80) the lowest.
- Among the districts, only Broadland, Great Yarmouth and King's Lynn and West Norfolk are all above the Norfolk median.
- None of the districts are as high as, or above the England median. Breckland's gross median weekly pay is 13.69% lower than England, which is the lowest level of gross median pay in Norfolk.

Gross median weekly pay (residents) by district

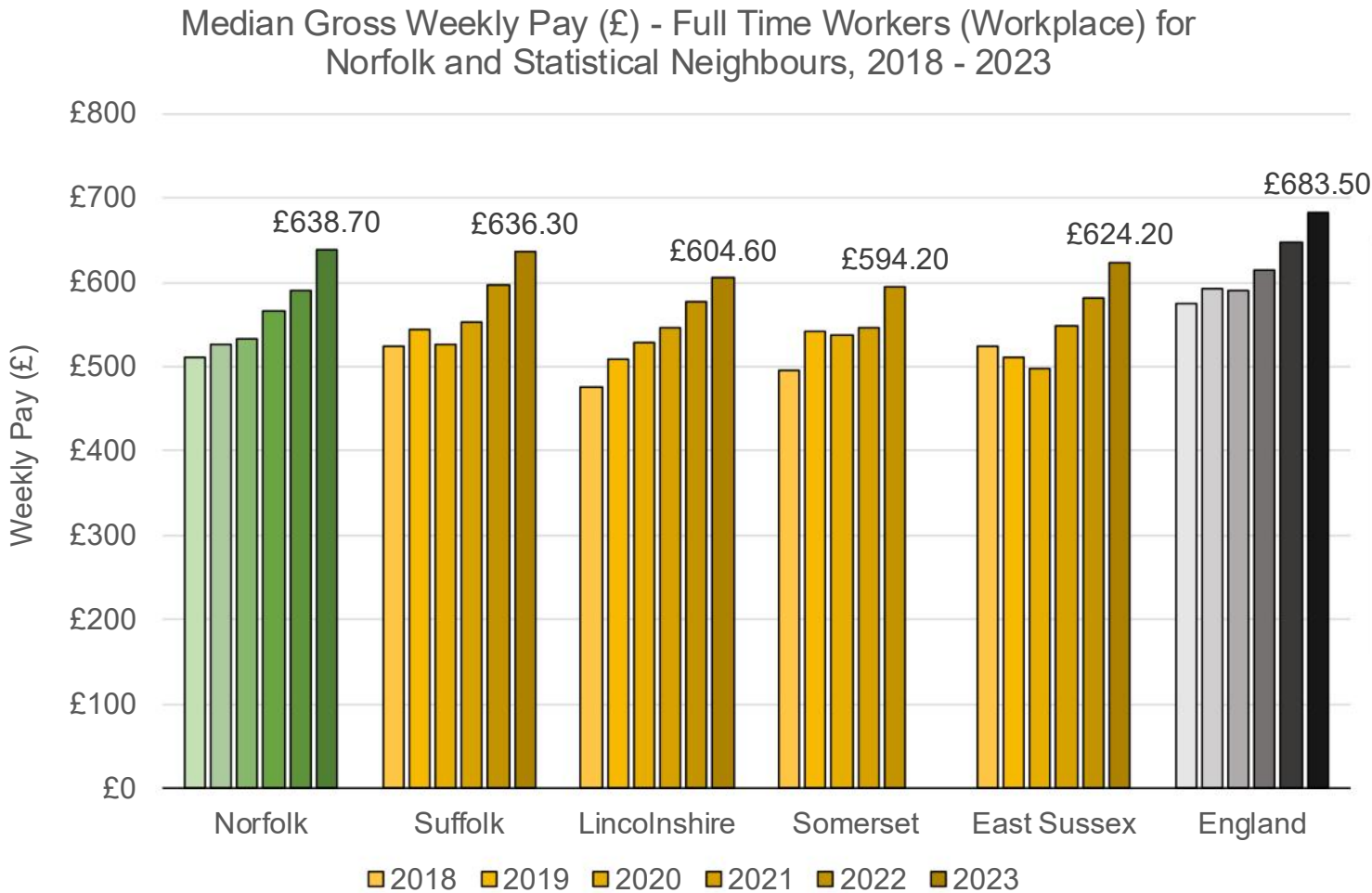


Source: annual survey of hours and earnings - <https://www.nomisweb.co.uk/> (taken February 2022)

Pay (residents) – Statistical Neighbours

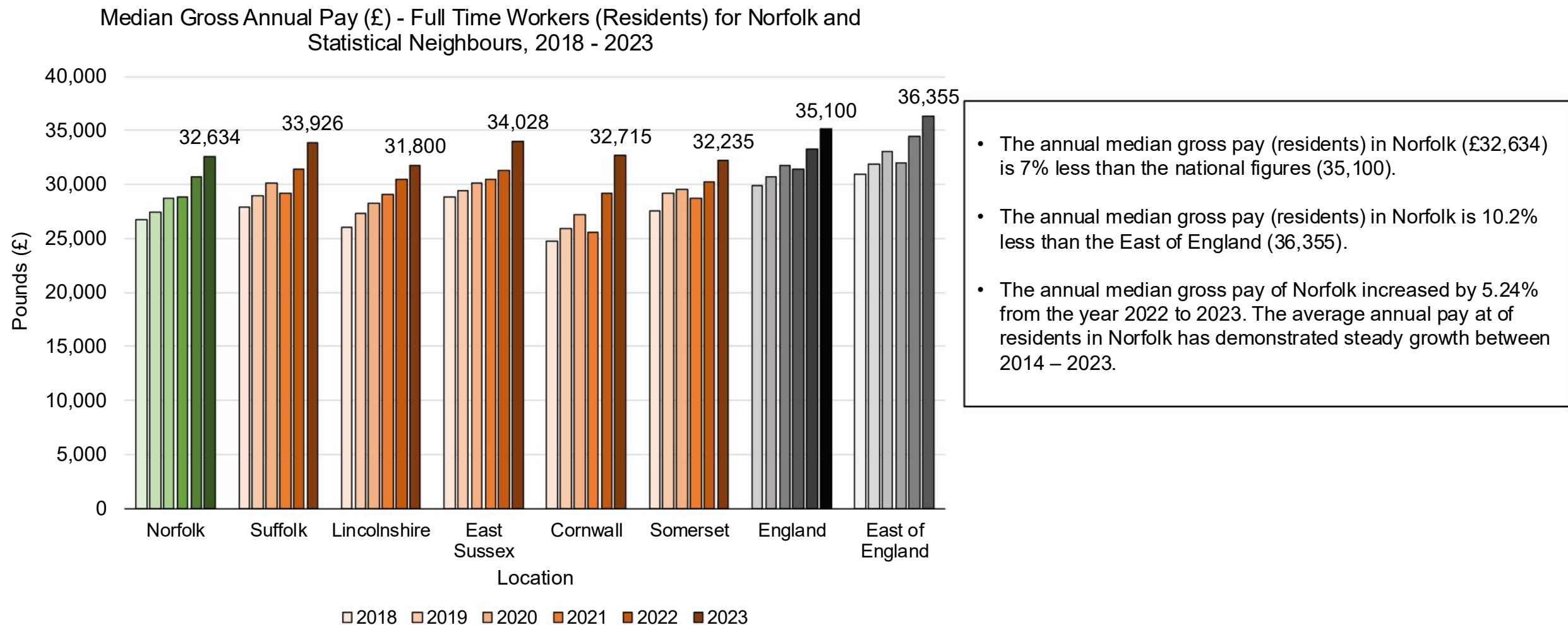


Pay (workplace) – Statistical Neighbours



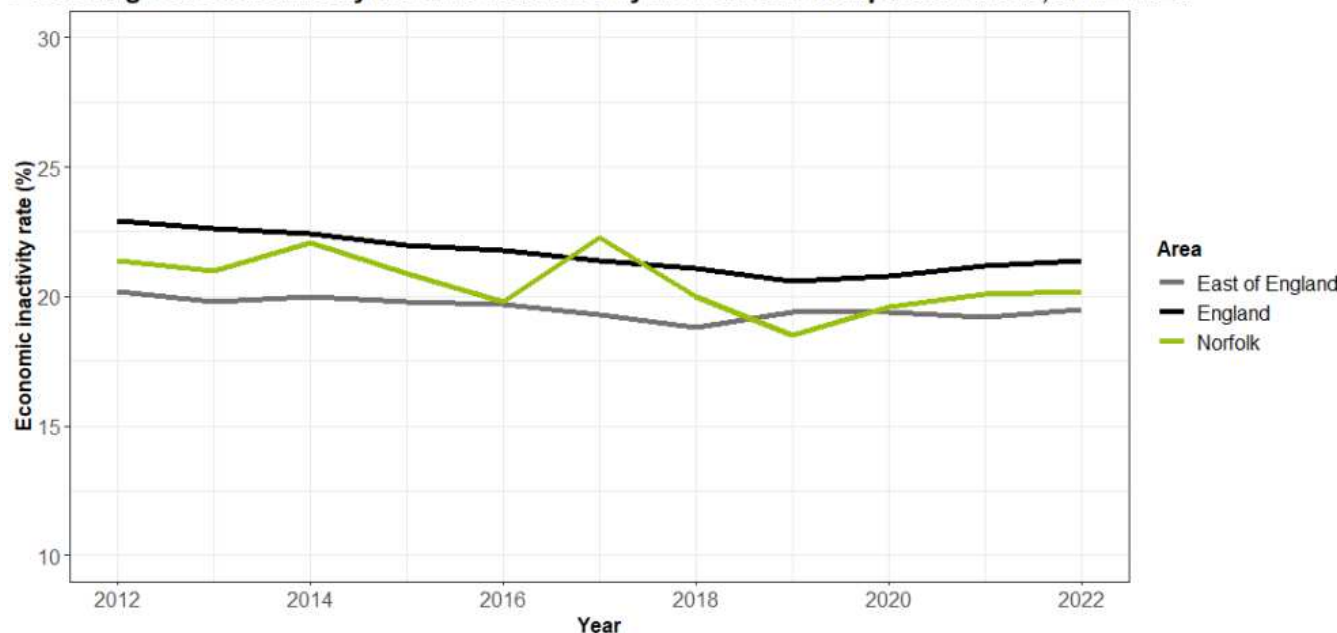
- Norfolk has the highest median gross weekly pay (workplace) among its statistical neighbours (£638.7).
- The median gross weekly pay (workplace) of Norfolk is less than the national level (£683.5) by 6.55%.
- The median gross weekly pay (workplace) of Norfolk increased by 8.42% from the year 2022 to 2023. The average weekly pay at workplace in Norfolk has demonstrated steady growth between 2014 – 2023.

Annual Pay (residents) – Statistical Neighbours



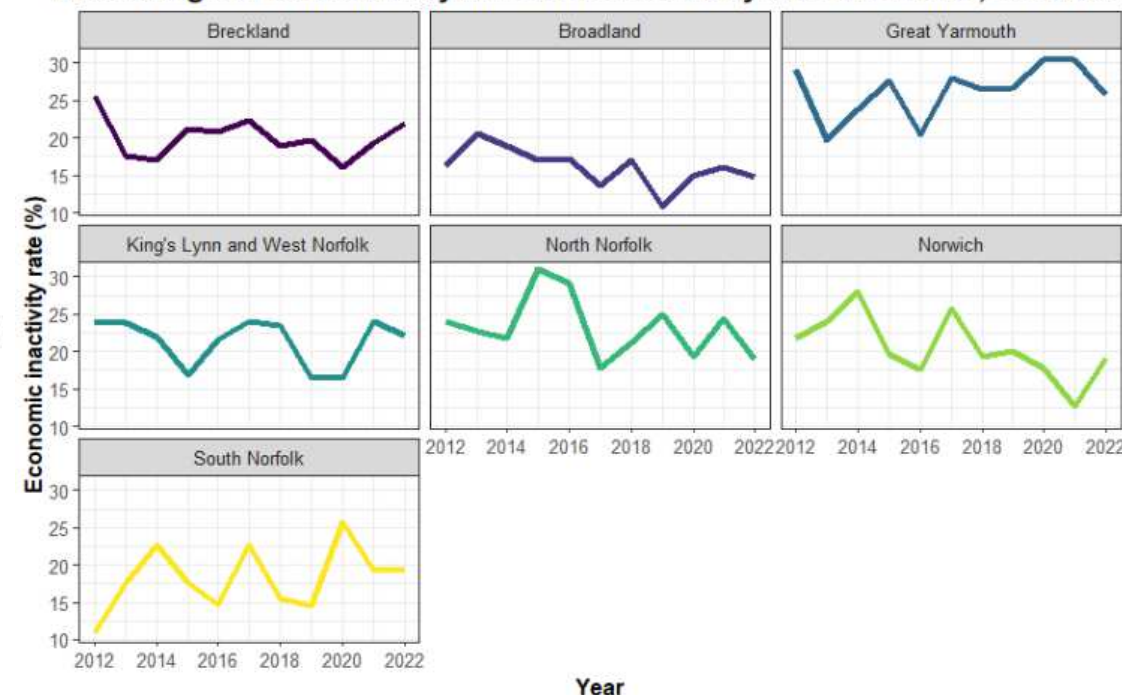
Economic inactivity

Percentage of economically inactive residents by Norfolk and comparator areas, 2012-2022



Source: ONS annual population survey, from NOMIS

Percentage of economically inactive residents by Norfolk district, 2012-2022



Source: ONS annual population survey, from NOMIS

- Economic inactivity is a measure of those individuals that are unemployed and have not sought work within the past 4 weeks, and/or are unable to start work within the next 2 weeks. In recent years Norfolk has seen lower levels of economic inactivity than England, but higher levels when compared to the East of England.
- The left hand chart shows the percentage of economically inactive persons in Norfolk, East of England, and England, from 2012 to 2022. 20.2% of 16-64 year olds were classed as economically 'inactive' in 2022 in Norfolk compared to 19.5% in the East of England and 21.4% in England.
- The chart on the right show the breakdown of economic inactivity by Norfolk district over the same period (2012-2022). In 2022 economic inactivity was highest in Great Yarmouth (25.7%) and King's Lynn and West Norfolk (22.1%) and lowest in Broadland (14.8%) and North Norfolk (19.0%).

Employment, unemployment and economic inactivity

Below are links to the ONS website showing data on employment, unemployment and economic inactivity for each Norfolk district

[Breckland's employment, unemployment and economic inactivity – ONS](#)

[Broadland's employment, unemployment and economic inactivity – ONS](#)

[Great Yarmouth's employment, unemployment and economic inactivity – ONS](#)

[King's Lynn and West Norfolk's employment, unemployment and economic inactivity – ONS](#)

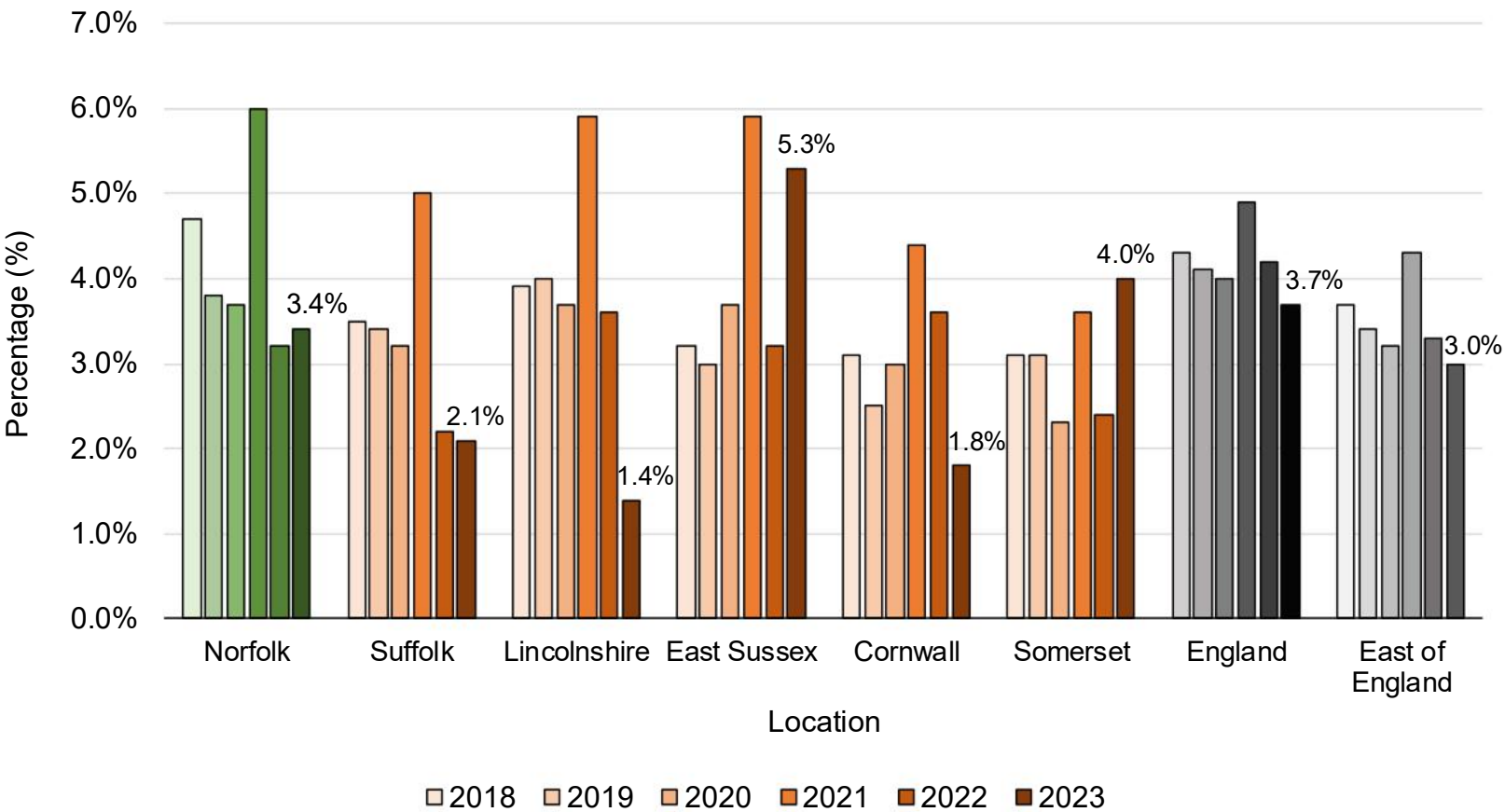
[North Norfolk's employment, unemployment and economic inactivity – ONS](#)

[Norwich's employment, unemployment and economic inactivity – ONS](#)

[South Norfolk's employment, unemployment and economic inactivity - ONS](#)

Unemployment Rate – Statistical Neighbours

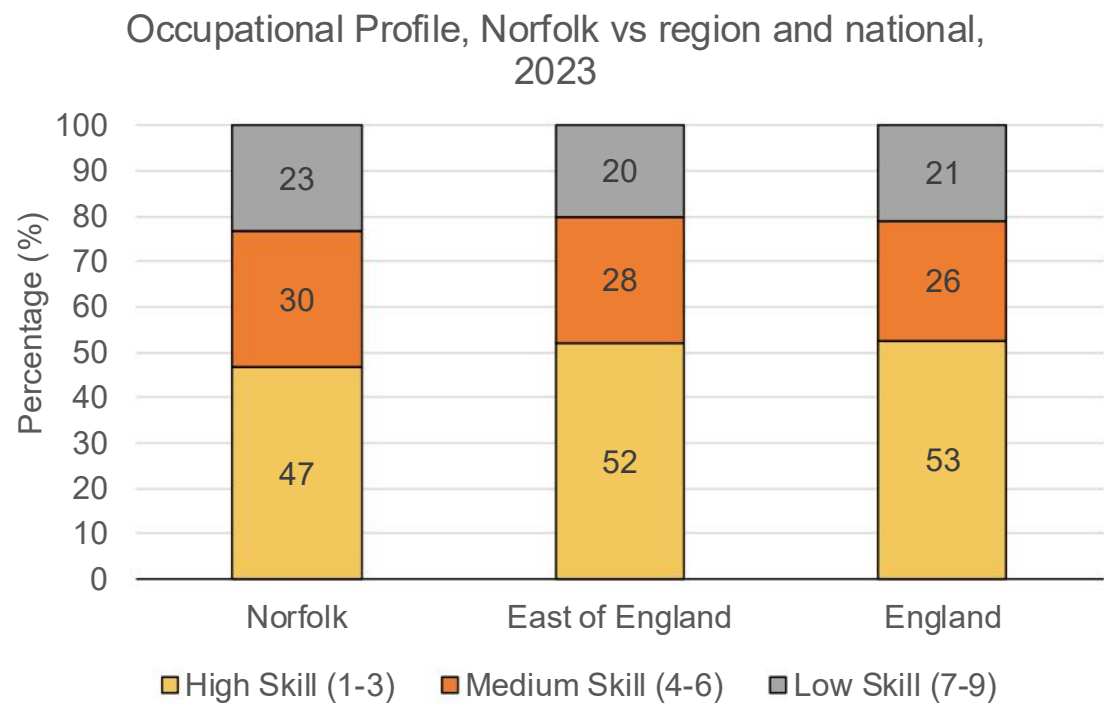
Unemployment rate – Statistical neighbours (2018 – 2023)



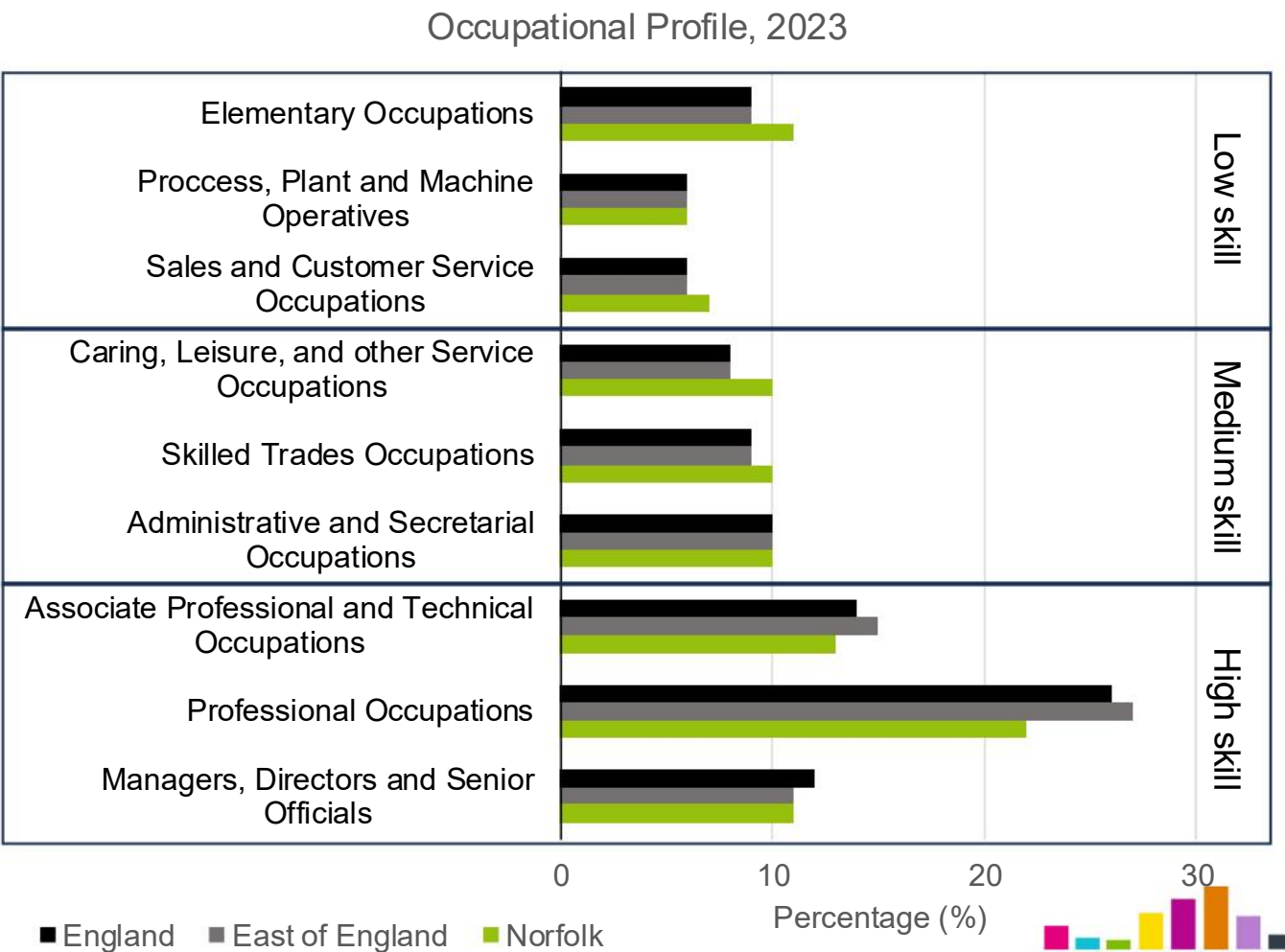
- Norfolk has an unemployment rate of 3.4% which is also 8.1% less than the national average.
- The unemployment rate of Norfolk increased from 3.2% in 2022 to 3.4% in 2023 i.e.; 6.2% increase from 2022.
- The unemployment rate of Norfolk is higher than the East of England by 13.3%.
- Norfolk has also followed the trend of highest unemployment rate in 2021 in the period between 2018-2023 as a result of the economic impact due to the Covid-19 pandemic.

Occupational profile

- A higher proportion of Norfolk's residents work in 'medium' (30%) and 'low' skill (23%) jobs than regionally and nationally. One of the contributing factors is Norfolk's lower proportion of "Professional Occupations".



- High skill (SOC 1-3): these roles mostly require graduate level education to access
- Medium skill (SOC 4-6): mostly require Level 3-5 qualification
- Low skill (SOC 7-9): mostly require Level 2 qualification or below



Vacancies

| Industry (SOC 1 digit) | Unique Postings (Apr 2022 - Mar 2023) | Unique Postings (Apr 2023 - Mar 2024) | Number change from 2022/23 to 2023/24 | % change from 2022/23 to 2023/24 |
|--|---------------------------------------|---------------------------------------|---------------------------------------|----------------------------------|
| Construction | 1,247 | 2,110 | 863 | 69.2 |
| Transportation and Storage | 800 | 1,312 | 512 | 64.0 |
| Arts, Entertainment and Recreation | 548 | 852 | 304 | 55.5 |
| Public Administration and Defence; Compulsory Social Security | 1,621 | 2,519 | 898 | 55.4 |
| Manufacturing | 2,060 | 3,196 | 1,136 | 55.1 |
| Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles | 3,679 | 5,506 | 1,827 | 49.7 |
| Real Estate Activities | 1,229 | 1,831 | 602 | 49.0 |
| Accommodation and Food Service Activities | 3,382 | 4,754 | 1,372 | 40.6 |
| Other Service Activities | 2,055 | 2,840 | 785 | 38.2 |
| Agriculture, Forestry and Fishing | 308 | 411 | 103 | 33.4 |
| Professional, Scientific and Technical Activities | 5,715 | 7,537 | 1,822 | 31.9 |
| Administrative and Support Service Activities | 31,137 | 38,835 | 7,698 | 24.7 |
| Education | 3,016 | 3,753 | 737 | 24.4 |
| Water Supply; Sewerage, Waste Management and Remediation Activities | 398 | 482 | 84 | 21.1 |
| Information and Communication | 1,939 | 2,193 | 254 | 13.1 |
| Human Health and Social Work Activities | 13,804 | 14,305 | 501 | 3.6 |
| Financial and Insurance Activities | 1,609 | 1,538 | -71 | -4.4 |
| Electricity, Gas, Steam and Air Conditioning Supply | 101 | 88 | -13 | -12.9 |
| Mining and Quarrying | 234 | 104 | -130 | -55.6 |
| NORFOLK TOTAL UNIQUE POSTINGS | 74,882 | 94,166 | 19,284 | 25.8 |

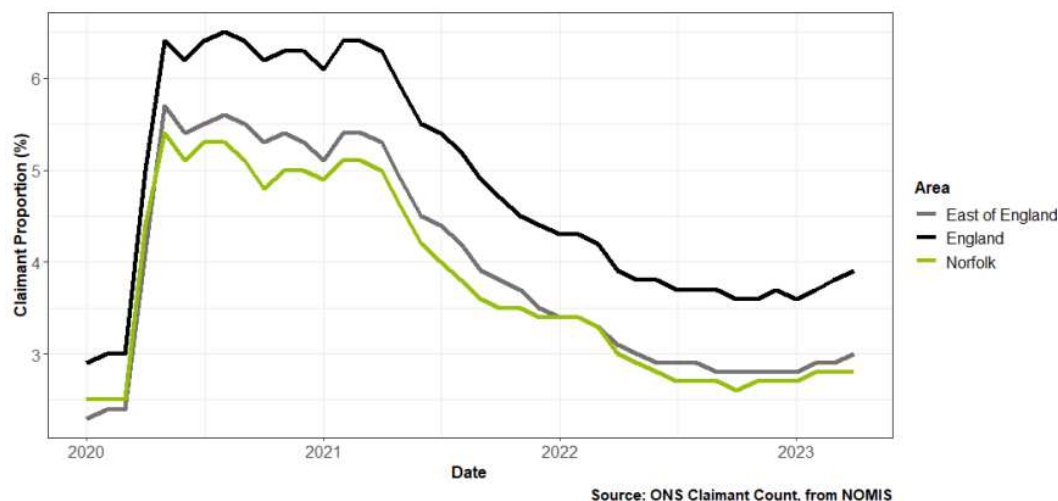
- For the 12-month period April 2023 to March 2024, across all industry sectors there were around 19,300 (25.8%) more unique vacancy posting for Norfolk jobs, compared with the previous 12-month period.
- Overall, the duration of job postings has not really changed since last year, so there is no suggestion that there are any increased difficulties in filling job vacancies.
- Over the last year, highest proportional increases in job vacancy postings have been for Construction (increase of 69.2%); Transportation and Storage (64.0%); Arts, Entertainment and Recreation (55.5%); Public Administration and Defence (55.4%); Manufacturing (55.1%); Wholesale and Retail Trade (49.7%); and Real Estate Activities (49.0%).

Note: The unique posting count is the count of postings after the deduplication process has taken place. Deduplication is the process of identifying duplicate job postings and only counting one of the duplicates.

Source: Lightcast labour market analytics – unique job postings data - [Lightcast - A Global Leader in Labour Market Analy...](#)

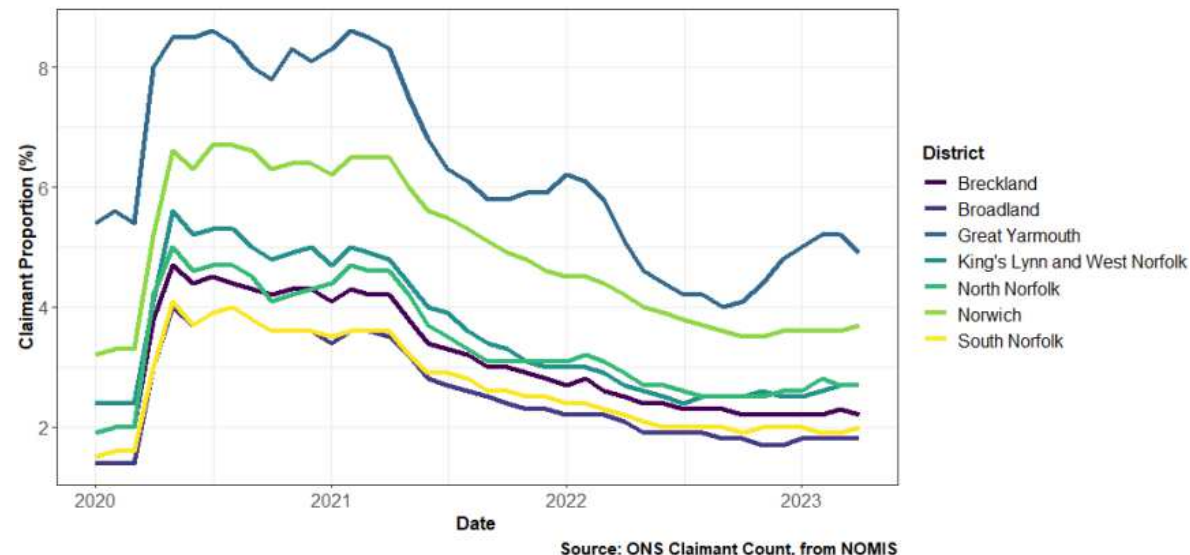
Claimant count

Proportion of residents aged 16-64 claiming JSA and UC in Norfolk, East of England and England, 01/2020 to 04/2023



- The monthly plot shows a sharp increase in claimants (the % of residents aged 16-64 who are claiming either Job Seekers Allowance, JSA, or Universal Credit, UC) in all areas at the beginning of the Covid-19 pandemic. These increased rates continue until early/mid-2021 when they start declining. After a period of relatively constant proportions, all areas have increased slightly in 2023.
- Both Norfolk and the East of England have remained below the national average for the entire period. Norfolk's claimant rate as of April 2023 was 2.8% compared to 3.9% nationally and 3% regionally.

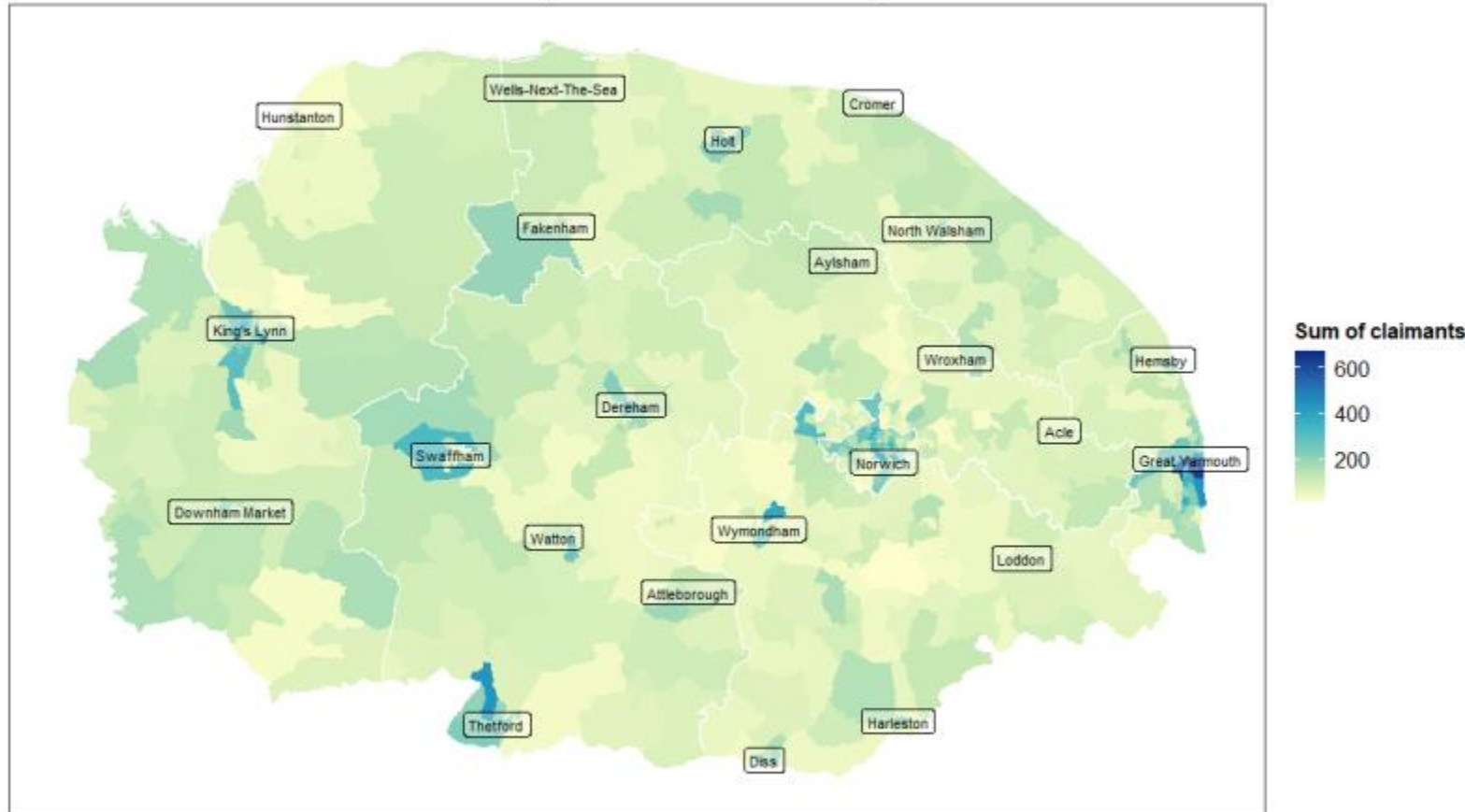
Proportion of residents aged 16-64 claiming JSA and UC by Norfolk district, 01/2020 to 04/2023



- This chart shows the same metric for the districts within Norfolk. Great Yarmouth and Norwich had sustained higher claimant proportions throughout the entire period. Moreover, while all districts display the same profile, although to varying degrees of amplitude, Great Yarmouth shows much more variable and volatile claimant proportions. For example, all districts have seen a gradual decline and levelling off in claimant percentage since early/mid-2021, while Great Yarmouth has seen two separate peaks around January of both 2022 and 2023.
- Great Yarmouth also has the highest claimant proportion as of April 2023 at 4.9% with Norwich the next highest at 3.7%.

Claimant count continued

Total individuals on UC per LSOA in Norfolk - September 2022

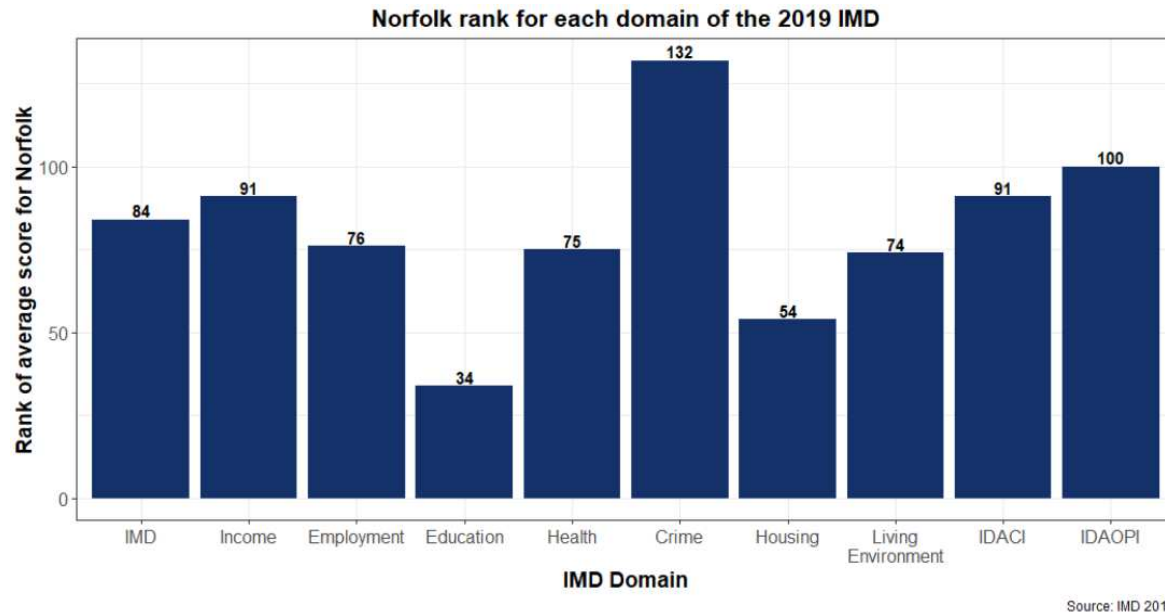


Source: Stat-Xplore

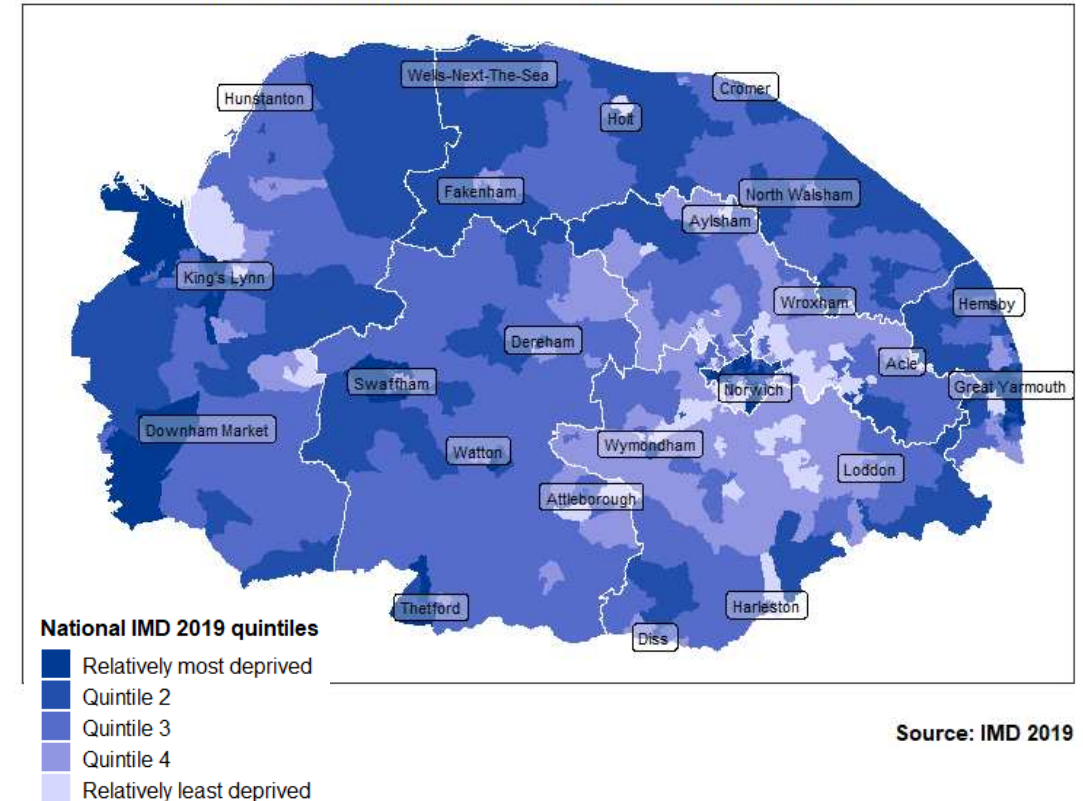
- This map shows a lower super output area (LSOA) map of individuals receiving UC for Norfolk in August 2022, with areas shaded blue representing areas with a greater than average number.
- A light green shaded LSOA represents one with the mean average number of UC recipients of all LSOAs, which in August 2022 was 127.
- Areas shaded light yellow are those with lower than average numbers of UC recipients. This illustrates areas with the most UC claimants and helps to give a picture of the levels of hardship being experienced across the county.
- As we might expect there is more residents claiming Universal Credit in urbanised areas.
- As shown, the larger urban centres of Norwich, Kings Lynn, Thetford, and Great Yarmouth continue to have high number of UC claimants, however there are also hotspots around the smaller towns of Holt, Fakenham, Dereham, Swaffham and Wymondham.

Deprivation

Norfolk's rank across all the domains of the 2019 IMD based on the rank of average score measures



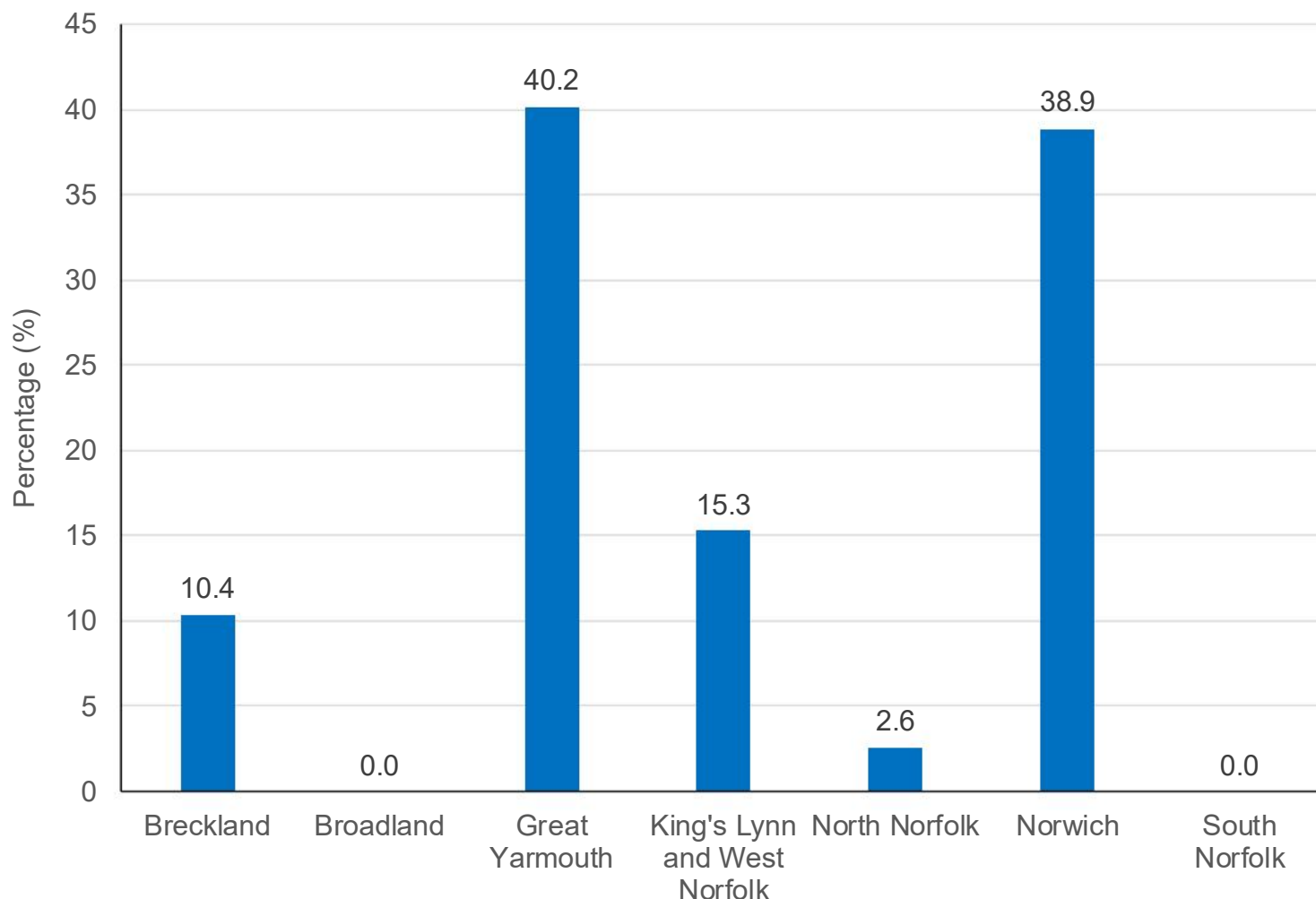
IMD 2019 quintiles at LSOA level within Norfolk



- The 2019 index of multiple deprivation (IMD) release is still the most up to date release of deprivation data and ranked Norfolk as the 84th most relatively deprived upper tier local authority out of 151 in total.
- The chart on the left shows that Norfolk is relatively least deprived within the Crime domain, at a rank of 132nd out of 151 upper tier local authorities. The domain in which Norfolk was relatively most deprived was Education, Skills and Training with a rank of 34, second was Barriers to Housing and Services with a rank of 54.
- The map on the right shows the quintiles of deprivation according to the 2019 IMD publication, (Ministry of Housing, Communities & Local Government, 2019) at LSOA level. Areas of less relative deprivation can be seen in South Norfolk and Broadland, whereas places like Great Yarmouth, Thetford, King's Lynn and Norwich have higher rates of relative deprivation. Norwich in particular remains a relatively deprived area, except for the southwest part of the city.

Population living in most deprived IMD decile by district

Percentage of population living in IMD decile 1 or 2 (at LSOA level)



- Overall, 14.9% of the Norfolk population (approximately 136,400 residents) live in areas that are in IMD decile 1 or 2 – areas that are in the 20% most deprived areas of England.
- The proportions are higher in Great Yarmouth and Norwich where around four in every 10 people live in LSOAs that are classed as the 20% most deprived areas of the country.
- This equates to approximately 40,100 and 56,000 residents living in IMD decile 1 or 2 in Great Yarmouth and Norwich respectively.
- None of the LSOAs in Broadland or South Norfolk are in IMD decile 1 or 2 and therefore none of their residents live in the 20% of most deprived areas of England.

Percentage population living in each IMD decile by district

- The table shows the percentage of the population in each district who live in LSOAs in each IMD decile.
- Great Yarmouth has the highest proportion of people living in LSOAs in IMD decile 1 (27.2%) and no residents living in IMD decile 10.
- Conversely, South Norfolk has the highest proportion of people living in IMD decile 10, the least deprived 10% of LSOAs, and no residents in IMD decile 1, 2 or 3.
- Note: these numbers are calculated using 2019 ONS mid-year estimates and the IMD decile of each LSOA. In this dataset the total Norfolk population used is 907,760.

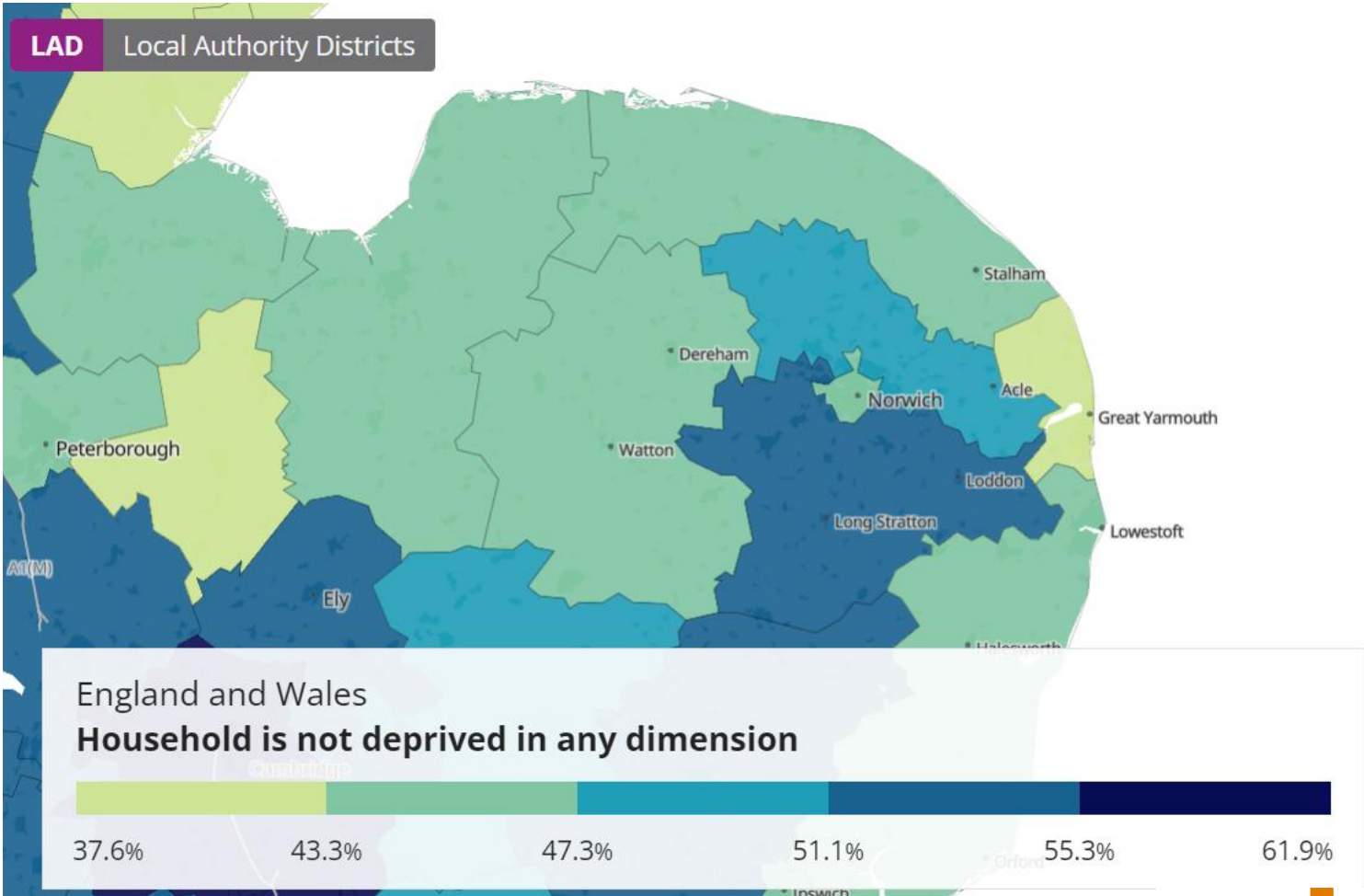
| | IMD decile 1 | IMD decile 2 | IMD decile 3 | IMD decile 4 | IMD decile 5 | IMD decile 6 | IMD decile 7 | IMD decile 8 | IMD decile 9 | IMD decile 10 |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Breckland | 1.8% | 8.6% | 10.7% | 6.9% | 24.5% | 21.6% | 11.2% | 9.9% | 4.8% | 0.0% |
| Broadland | 0.0% | 0.0% | 0.0% | 4.6% | 11.5% | 14.8% | 16.5% | 18.4% | 21.8% | 12.5% |
| Great Yarmouth | 27.2% | 13.0% | 13.7% | 8.6% | 10.6% | 15.4% | 5.2% | 2.6% | 3.7% | 0.0% |
| King's Lynn and West Norfolk | 7.9% | 7.3% | 16.2% | 17.7% | 24.3% | 13.2% | 4.6% | 2.0% | 3.9% | 2.8% |
| North Norfolk | 0.0% | 2.6% | 13.9% | 25.9% | 27.3% | 21.1% | 5.8% | 1.7% | 1.9% | 0.0% |
| Norwich | 19.4% | 19.5% | 9.2% | 17.6% | 2.4% | 7.9% | 3.5% | 7.1% | 3.1% | 10.3% |
| South Norfolk | 0.0% | 0.0% | 0.0% | 10.1% | 10.4% | 17.0% | 22.3% | 17.2% | 10.3% | 12.7% |

Household deprivation

- Relative to England as a whole, Broadland and South Norfolk have a lower percentage of households that are classed as 'deprived in at least one dimension' while Great Yarmouth has a much higher percentage of households in deprivation (compared to England).
- More information on the classification of household deprivation can be found here:
[Households by deprivation dimensions - Office for National Statistics](#)

| | Percentage of households who have at least one dimension of deprivation |
|------------------------------|---|
| Breckland | 54.5% |
| Broadland | 49.0% |
| Great Yarmouth | 61.8% |
| King's Lynn and West Norfolk | 56.0% |
| North Norfolk | 55.6% |
| Norwich | 55.0% |
| South Norfolk | 48.3% |
| Norfolk* | 54.1% |
| England* | 51.6% |

*calculated using all data from lower tier local authorities



Norwich's People (comparative perspective)

Source: Norwich Economic Vision

Norwich is ranked across people-orientated metrics against other comparable cities (Cambridge, Oxford, Peterborough, Colchester, Lincoln, York and Ipswich) as well as the English and wider Norfolk average. The data illustrates challenges relating to health and deprivation and earnings in Norwich.

- **Earnings:** In 2023, Norwich had higher median resident earnings of £33,429 (below the English average of £35,000) in comparison to its median workplace earnings of £31,997 (also below the English average of £35,106). Norwich's average income after housing costs is £2,276 (Norwich average of £27,207 compared to £29,483 for England and Wales) behind the national average.
- **Deprivation:** Norwich is the forty-second most unequal local authority in the country - in the top 20%. 20% of its LSOA's are in the 10% most deprived nationally.

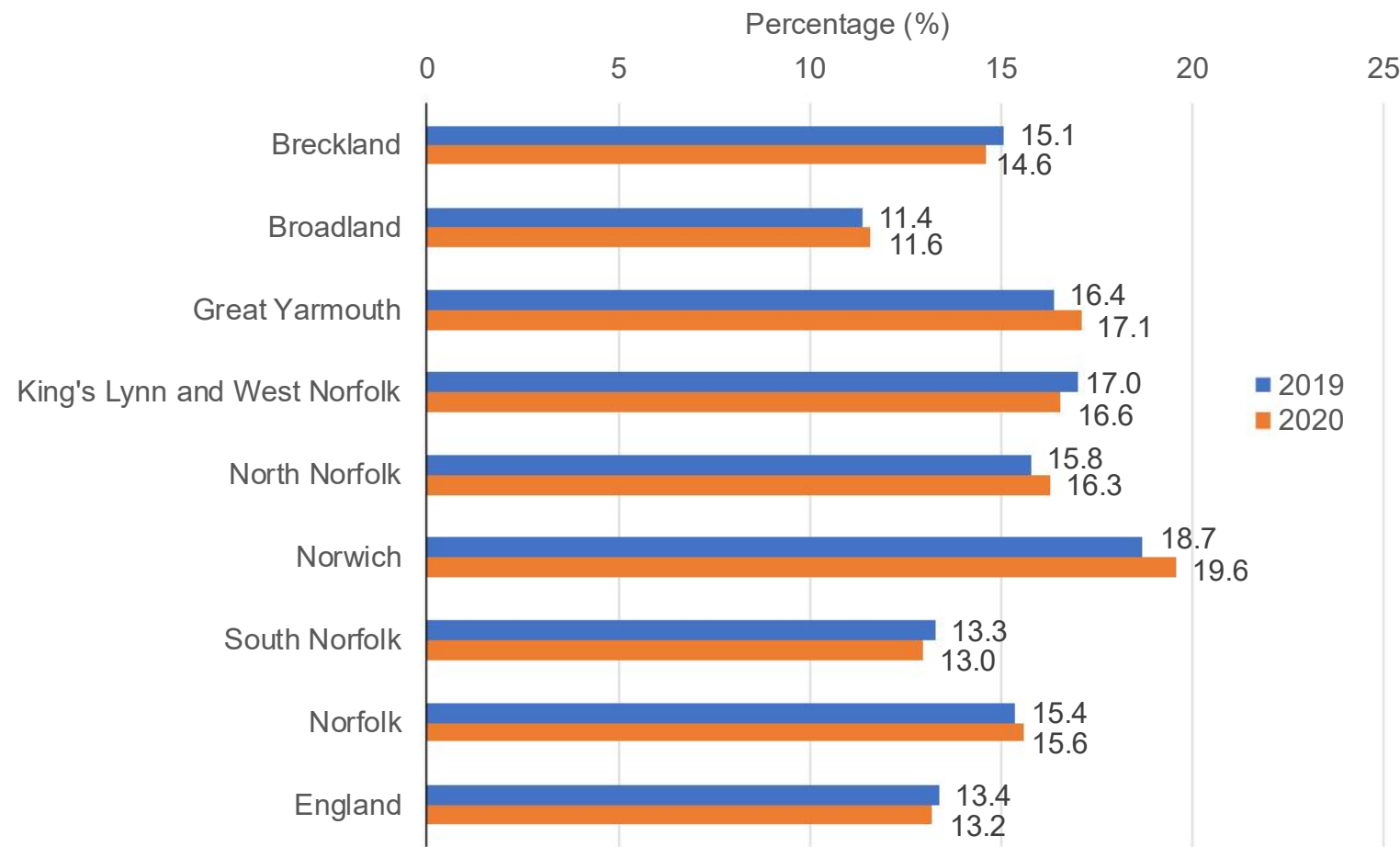
Information drawn from the evidence base produced by PRD for developing a 'mission-based' 20-year growth vision for Norwich, which will inform the development of the Norwich Economic Strategy.

| Rank | Population change (2015-2022) | % of LSOAs in top 10% most deprived nationally | Median resident earnings (2023) | Median workplace earnings (2023) |
|------|-------------------------------|--|---------------------------------|----------------------------------|
| 1 | Cambridge 10.0% | Cambridge 0% | Cambridge £40,914 | Cambridge £39,930 |
| 2 | Peterborough 8.7% | York | Oxford £37,617 | Oxford £38,846 |
| 3 | Colchester 6.1% | Colchester 1% | Colchester £36,125 | England £35,106 |
| 4 | Norwich UA 5.3% | Oxford 1% | England £35,000 | York £34,109 |
| 5 | Norfolk 4.8% | Ipswich 14% | Norwich £33,429 | Colchester £33,962 |
| 6 | Norwich 4.3% | Peterborough 14% | Ipswich £33,346 | Lincoln £33,477 |
| 7 | Oxford 3.2% | Lincoln 18% | Peterborough £32,941 | Peterborough £33,425 |
| 8 | Lincoln 3.1% | Norwich 20% | Norfolk £32,634 | Ipswich £33,363 |
| 9 | York 0.7% | | York £32,251 | Norfolk £32,485 |
| 10 | Ipswich -0.3% | | Lincoln £31,430 | Norwich £31,997 |

*Norwich Economic Vision: Officer Workshop
July 2024*

Fuel poverty

Percentage of households in fuel poverty - Low Income/Low energy Efficiency (LILEE), Norfolk districts, Norfolk and England, 2019 & 2020

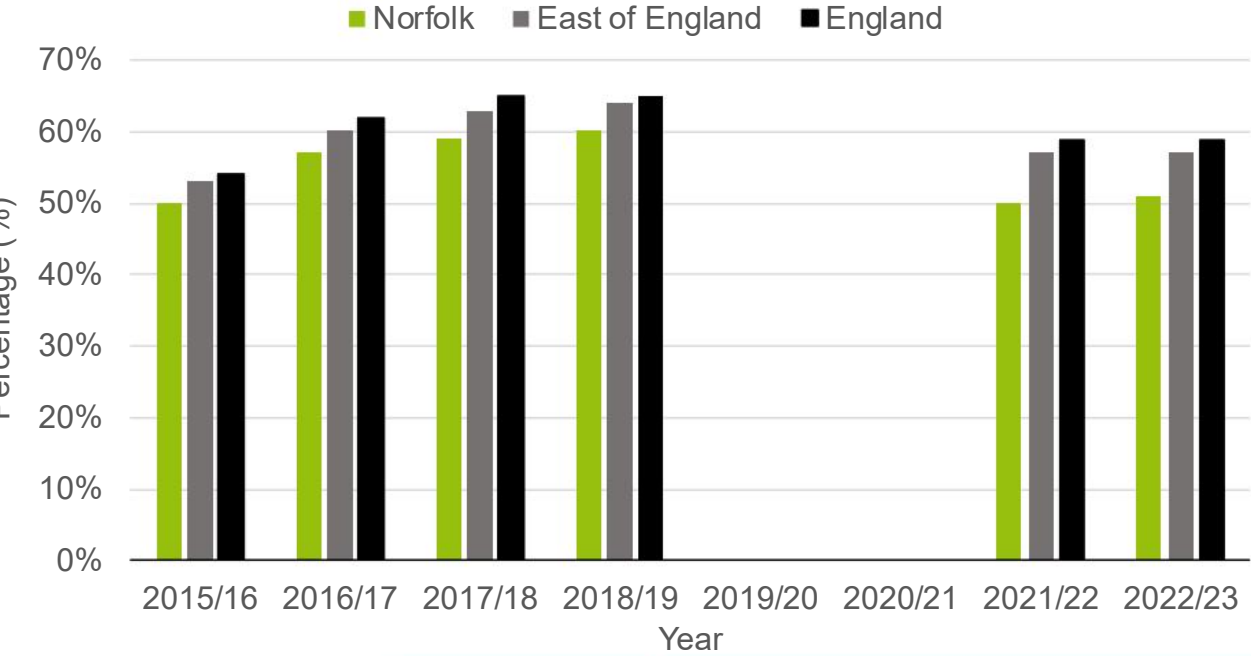


- In 2020, 15.6% of households in Norfolk were classed as in fuel poverty (using the Low Income/Low energy Efficiency or LILEE model), compared to 13.2% in England.
- Almost one in every five (19.6%) households in Norwich was classified as in fuel poverty in 2020, the highest proportion of all the Norfolk districts.
- This was followed by Great Yarmouth (17.1%), King's Lynn and West Norfolk (16.6%) and North Norfolk (16.3%) – all higher than Norfolk's proportion.
- The lowest percentage of houses in fuel poverty were in Broadland (11.6%) and South Norfolk (13.0%).
- On the other hand, two districts had lower proportions than England as a whole – Broadland (11.6%) and South Norfolk (13.0%).

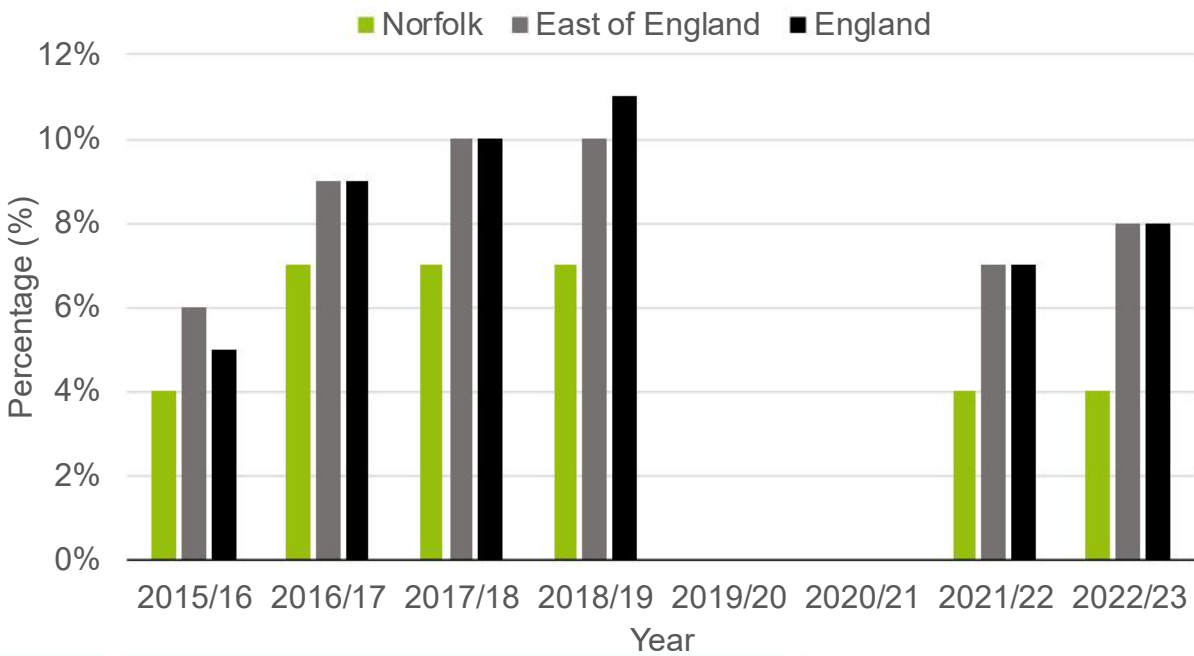
Early years education (KS2)

- Over time, Norfolk's early years attainment levels have been consistently lower than the region and country.

Percentage of pupils meeting the expected standard in reading, writing and maths (combined)



Percentage of pupils reaching the higher standard in reading, writing and maths (combined)

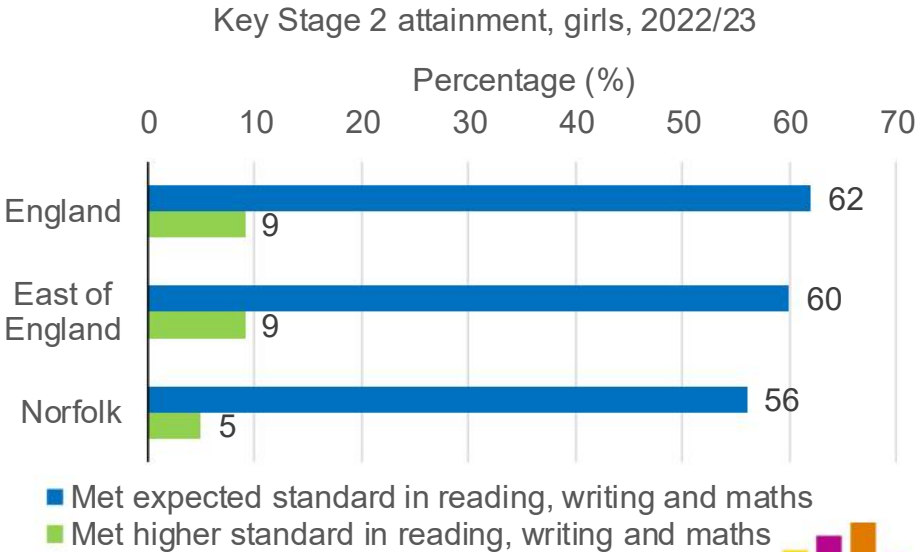
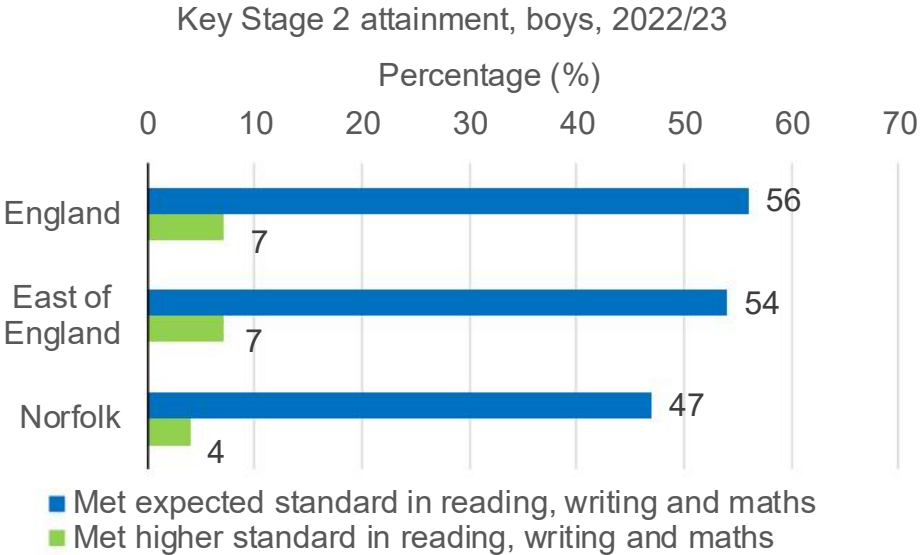
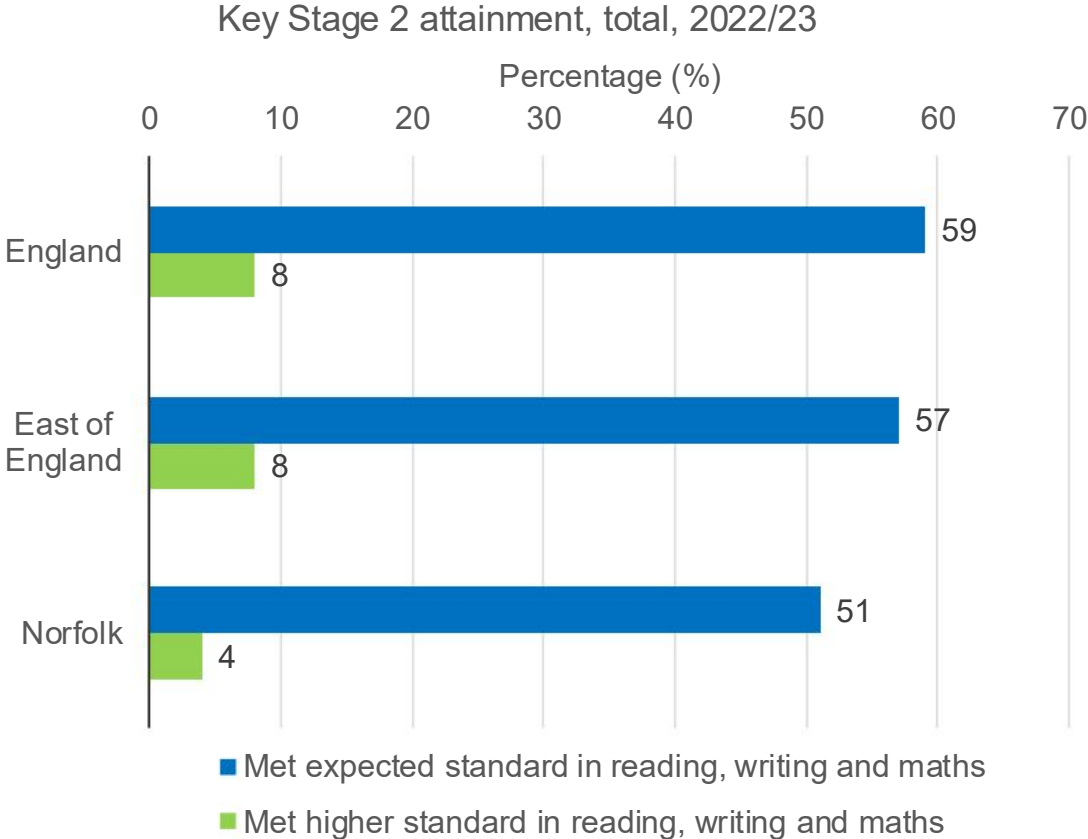


| | Pupils reaching expected standard (2022/23) | Pupils reaching higher standard (2022/23) |
|-----------------|---|---|
| Norfolk | 51% | 4% |
| East of England | 57% | 8% |
| England | 59% | 8% |

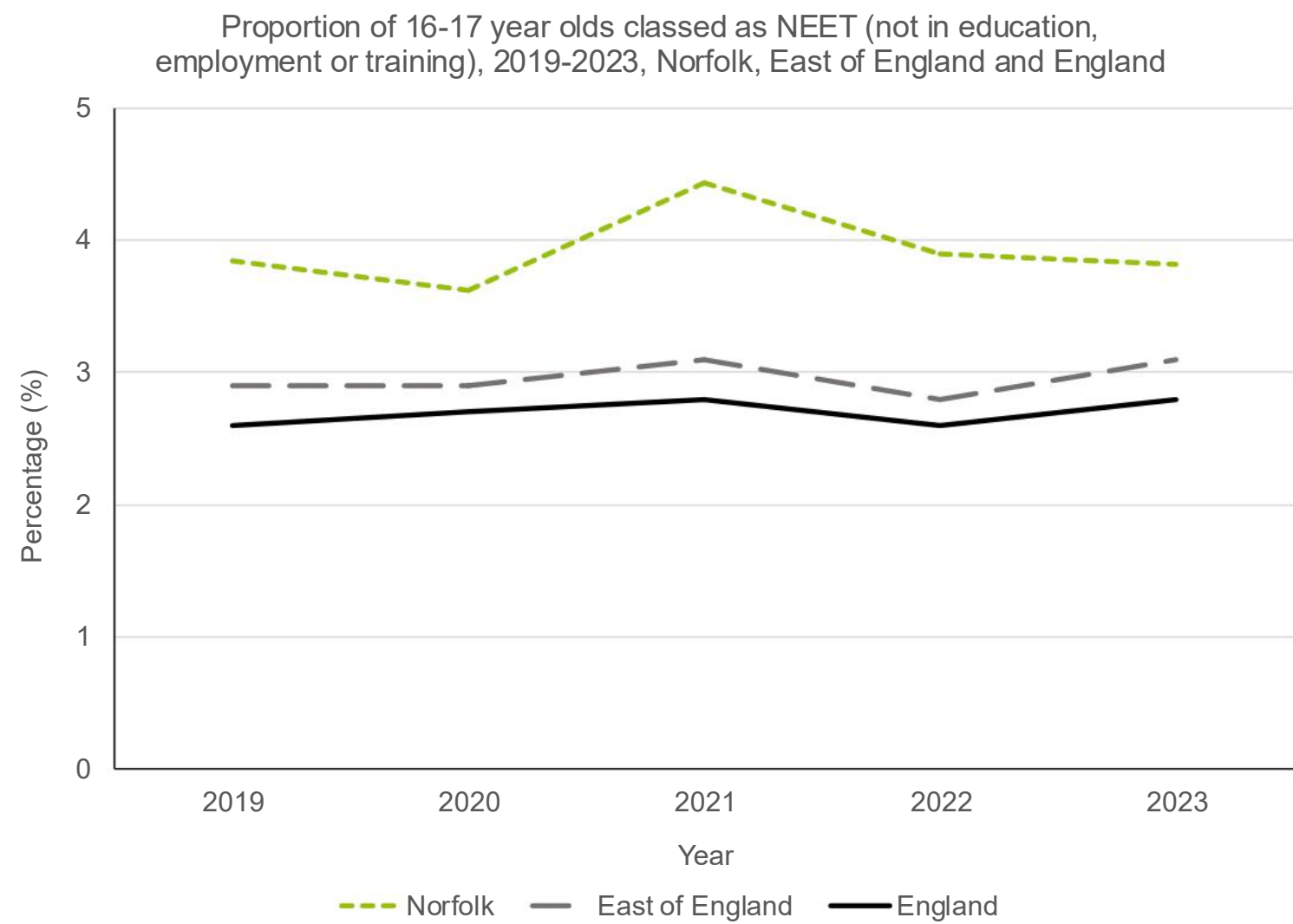
Source: 'Attainment by region and local authority' from 'Key stage 2 attainment', Permanent data table – Explore education statistics – GOV.UK (explore-education-statistics.service.gov.uk)

Early years education (KS2) by sex

- As previously mentioned, Norfolk's 2022/23 Key Stage 2 attainment levels for reading, writing and maths were below both the East of England and England.
- When looking at the Norfolk data by sex, boys' levels of attainment were generally lower than girls (reflecting England as a whole), with both sexes following the trend of scoring below the region and nation.

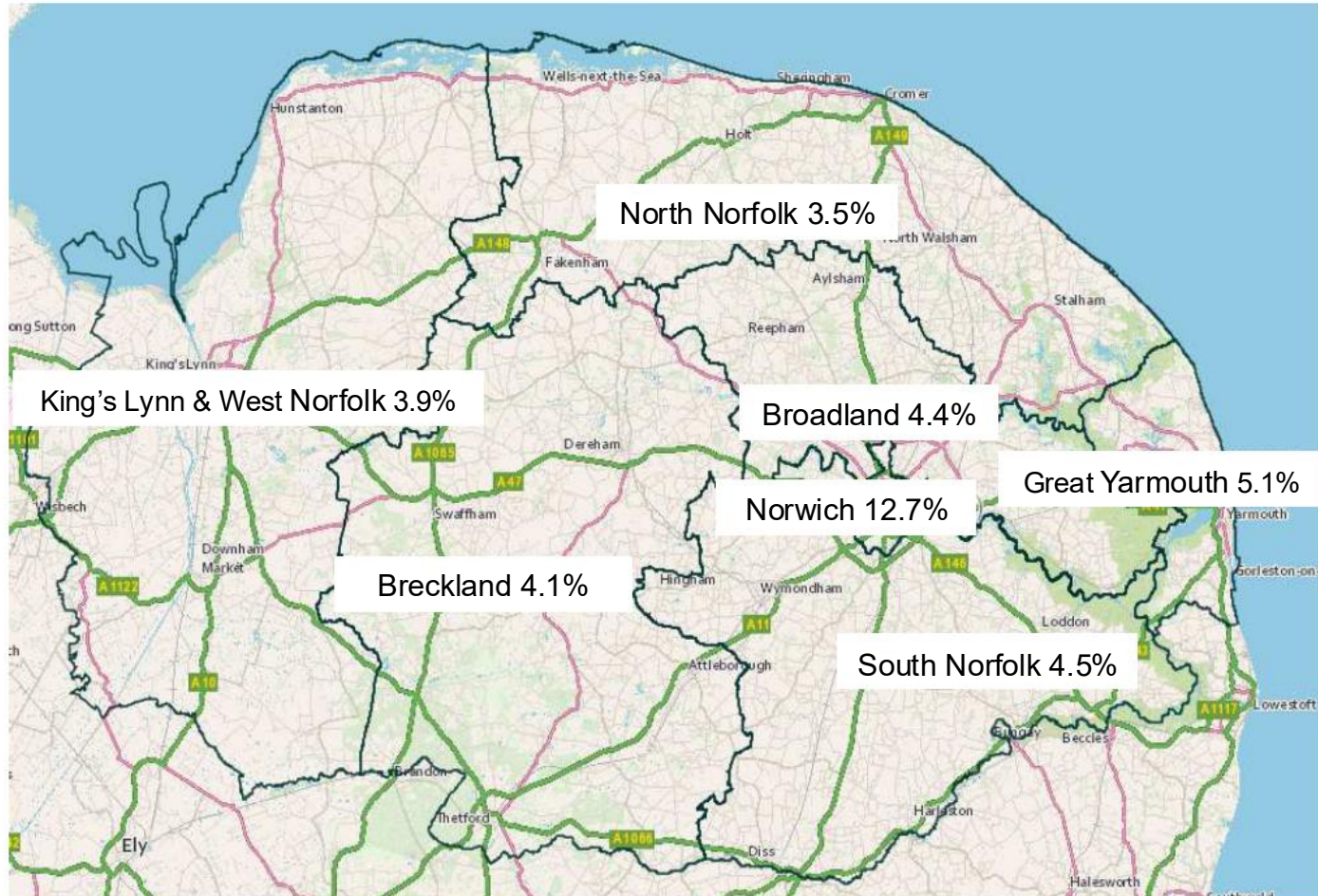


Not in education, employment or training (NEET)



- Norfolk has consistently had a higher proportion of 16–17-year-olds classed as NEET than both the East of England and England.
- 2023 figures:
- | | |
|-----------------|------|
| Norfolk | 3.8% |
| East of England | 3.1% |
| England | 2.8% |

Student population

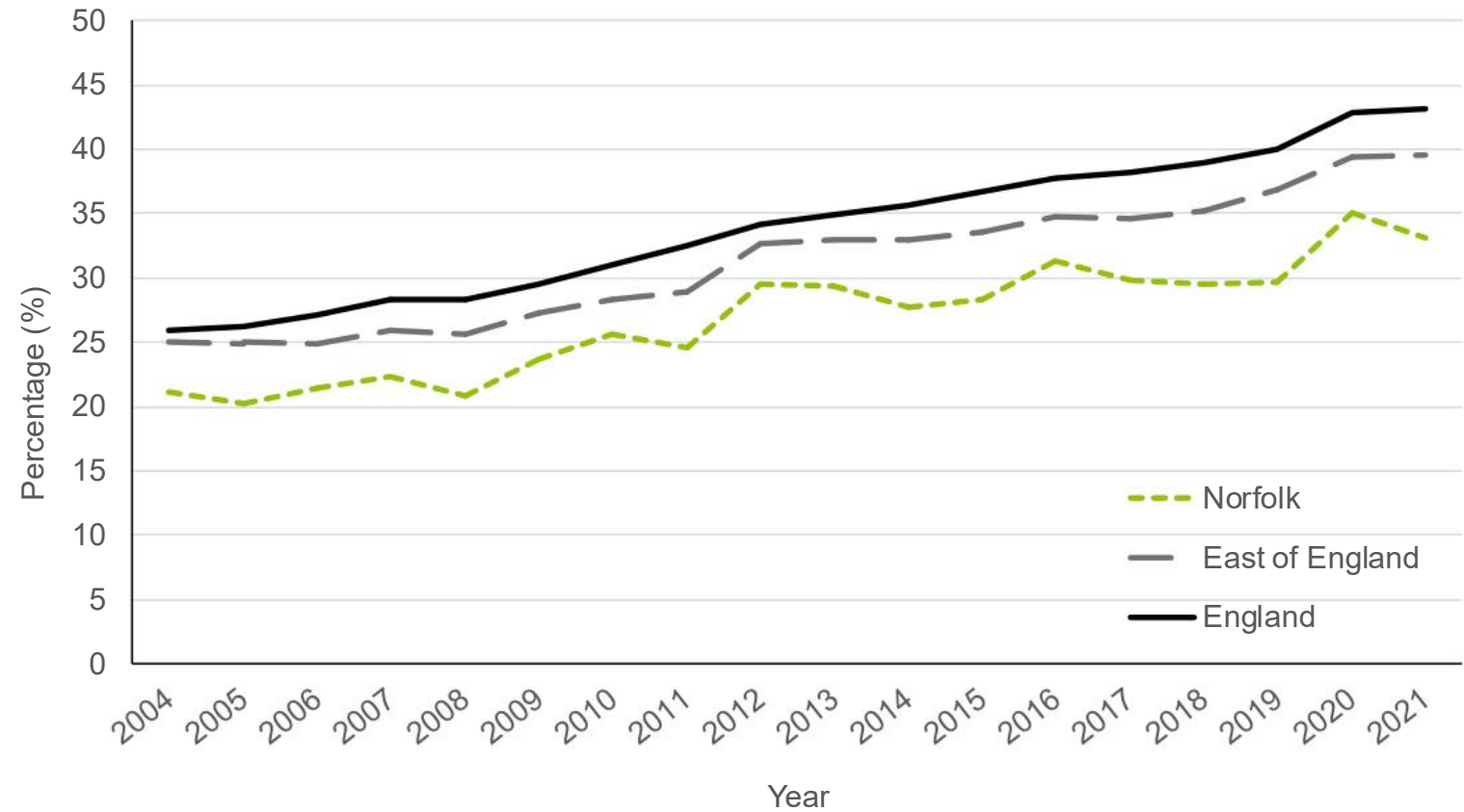


- Overall, 5.5% of Norfolk's population is classed a full-time students, compared to 7.1% in England overall.
- Norwich ranks 121st out of 175 upper tier local authorities in England and Wales for the proportion of "all usual residents aged 16 and over" that are "full-time students".
- Norwich is the highest ranking of Norfolk's seven lower-tier local authorities, ranking 10th out of 318.
- Great Yarmouth ranked 210th and all the other Norfolk districts ranked between 282nd and 317th with three ranking in the bottom seven.

Source: 2021 Census (RM020) - <https://www.nomisweb.co.uk/> (taken 5th January 2024), calculated using figures shown and "full time student" cohorts as a proportion of "all usual residents aged 16 years and over in households". It should be noted that students were given guidance on how to complete the Census, more information is here: [Students: Census 2021 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/educationandtraining/articles/bulletins/2021/01/2021censusstudents)

Skills and qualifications

Percentage of people with NVQ4+ aged 16-64, Norfolk, East of England and England, 2004 to 2021

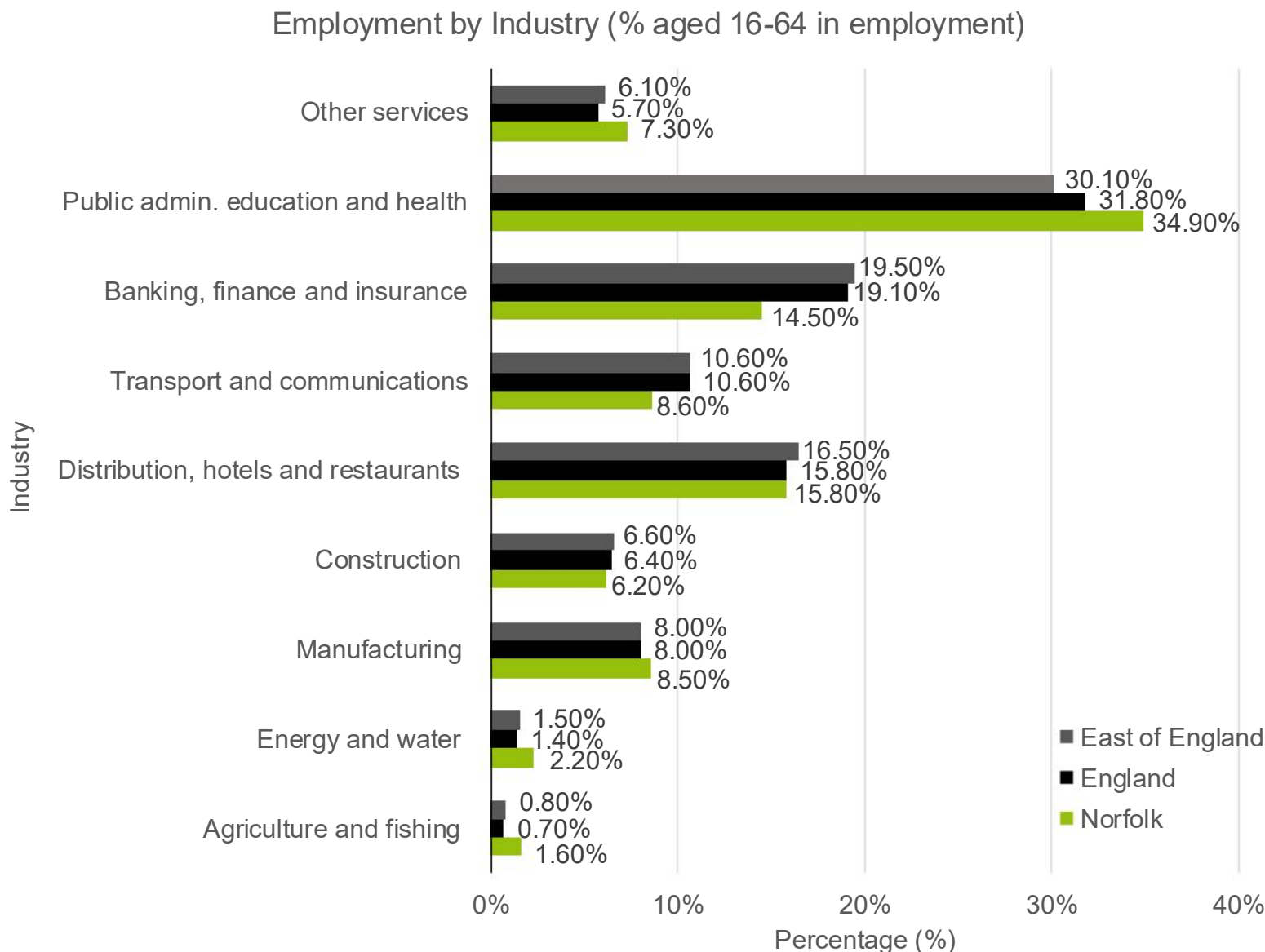


- The percentage of people aged 16-64 in Norfolk with level 4 (or higher) qualifications has consistently remained below both the national and regional percentages with the same level of qualification.

The figures for January 2021 to December 2021 are:

| | |
|-----------------|-------|
| Norfolk | 33.1% |
| East of England | 39.6% |
| England | 43.2% |

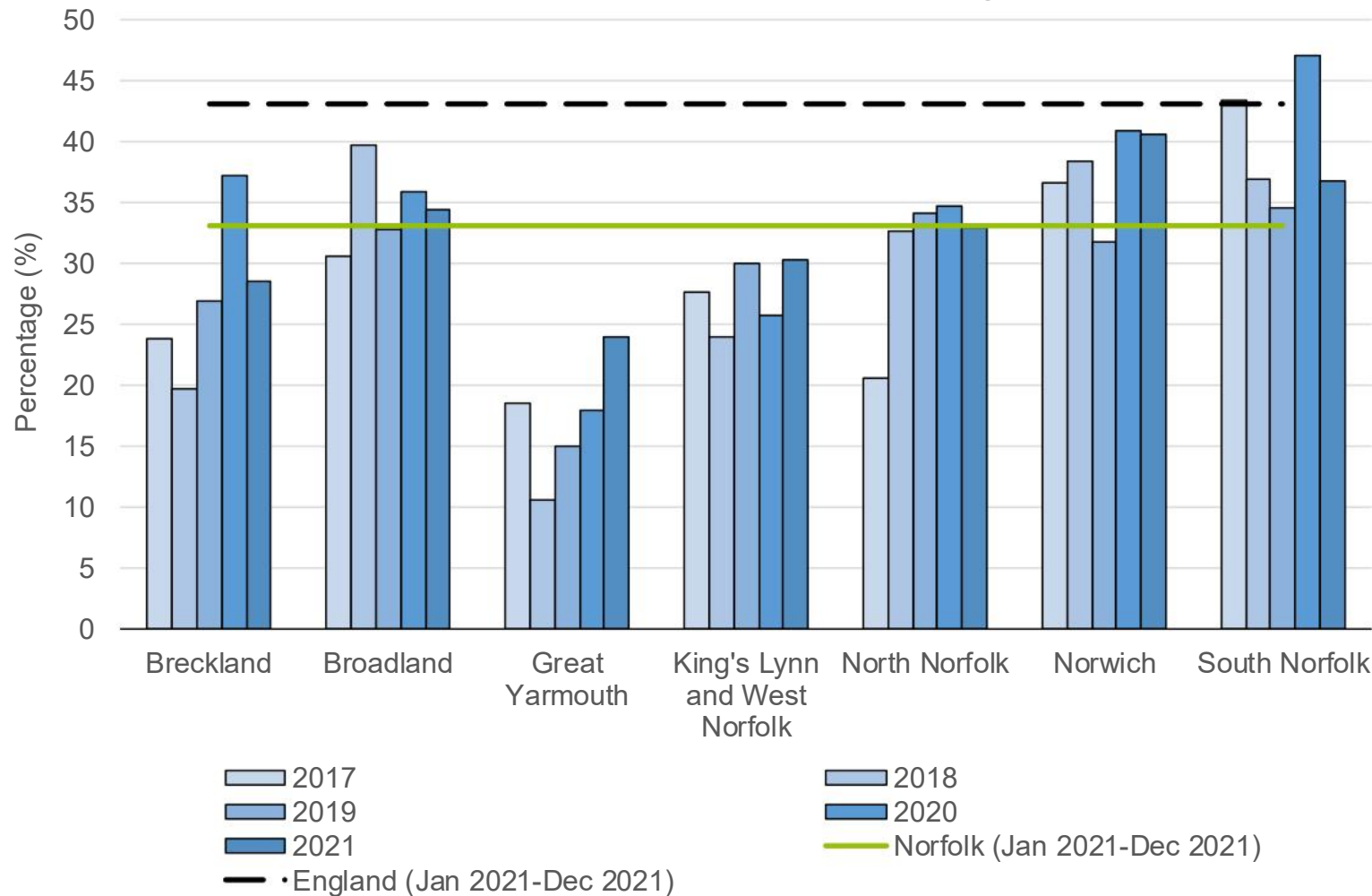
Employment by Industry



- Norfolk has a higher percentage of employment than England and the East of England in the following industries – ‘Public administration, education and health’ (34.9%), ‘Manufacturing’ (8.5%), ‘Energy and Water’ (2.2%) and ‘Agriculture and Fishing’ (1.6%).
- Norfolk has a lower percentage of employment when compared to the England and the East of England in the following industries – ‘Banking, Finance and Insurance’ (14.5%), ‘Transport and Communication’ (8.6%) and ‘Construction’ (6.2%).
- Norfolk is at par with the national level in the ‘Distribution of hotels and restaurants’ at 15.8%.

Skills and qualifications by district

Percentage of people aged 16-64 with NVQ4+, Norfolk districts 2017 to 2021, and 2021 benchmark for Norfolk and England

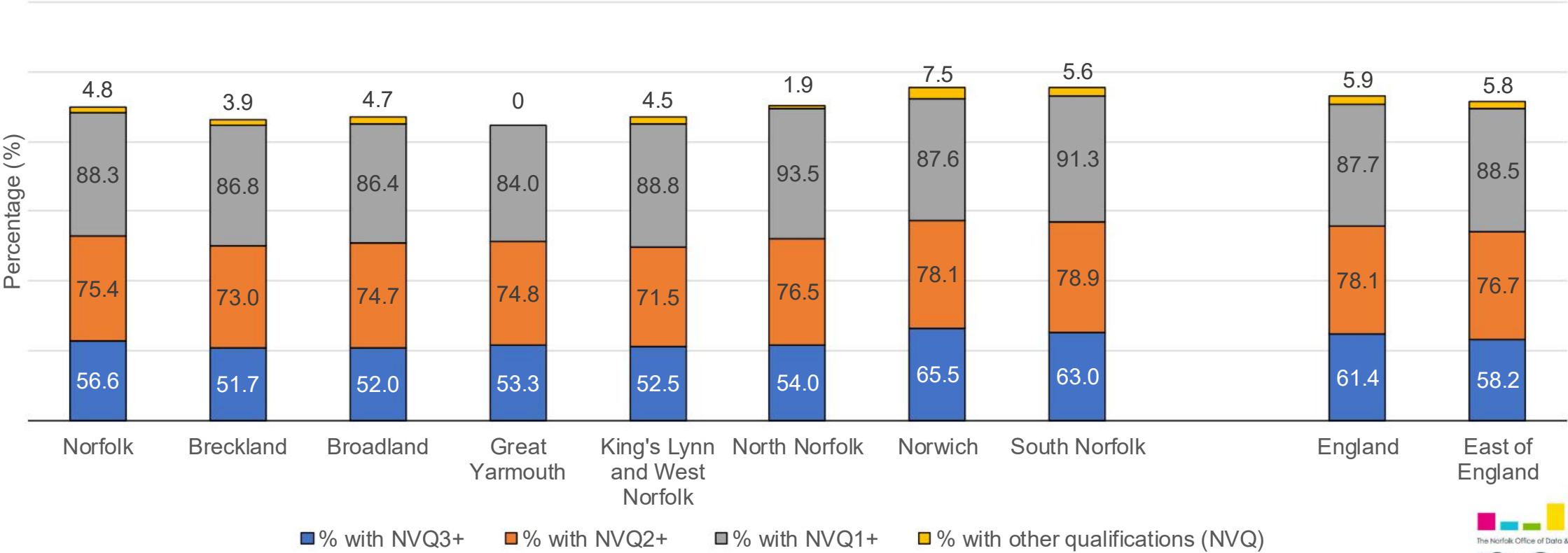


- While some of Norfolk's districts are above or close to the county overall, none reach the national percentage for 2021. Some districts have a relatively low percentage of people with level 4+ qualifications when compared to England as a whole.
- In 2021, three districts (Broadland, Norwich and South Norfolk) had a higher percentage of people aged 16-64 with a level 4+ qualification than Norfolk overall.
- However, none of the districts had the same or higher percentages than the national (England) percentage of 43.2% in 2021.

Other qualifications

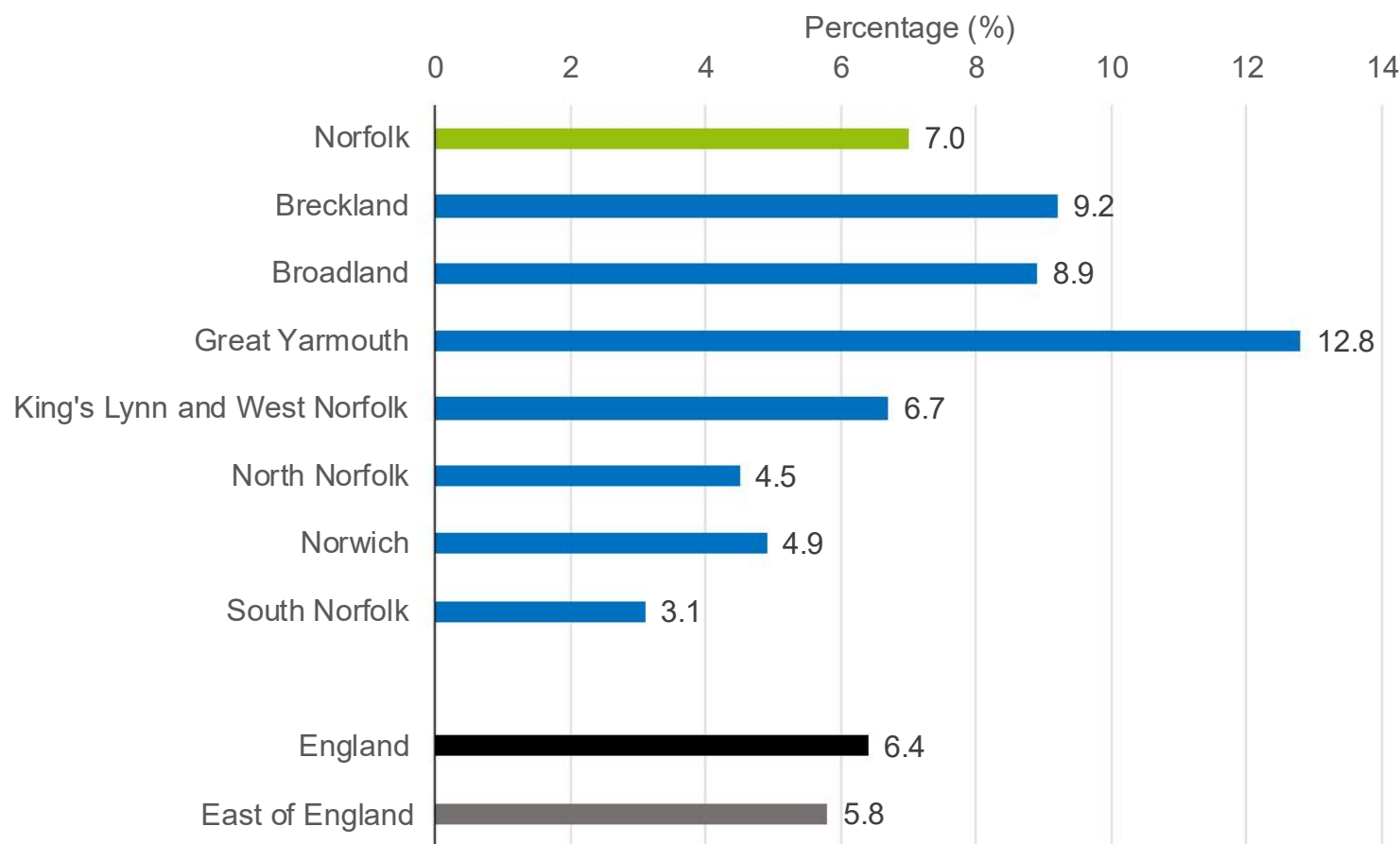
- The chart shows the percentage of people in each region with each level of qualification for January 2021 to December 2021 with England and the East of England for comparison.
- South Norfolk is the only district to have higher proportions of people with all of the different qualifications than England as a whole.

Percentage of people with NVQ1+/2+/3+ or other qualifications aged 16-64 for Norfolk, Norfolk districts, East of England and England, 2021



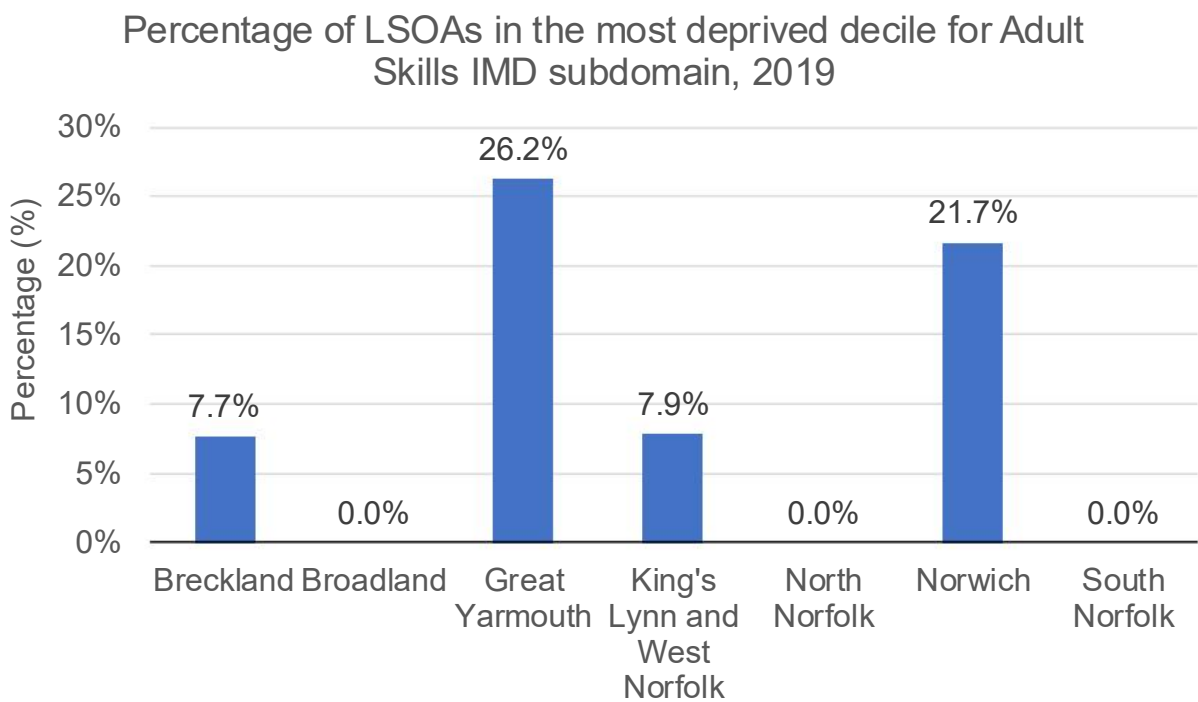
No qualifications

Percentage of people with no qualifications (NVQ) aged 16 - 64 for Norfolk, Norfolk districts, East of England and England, January 2021 to December 2021

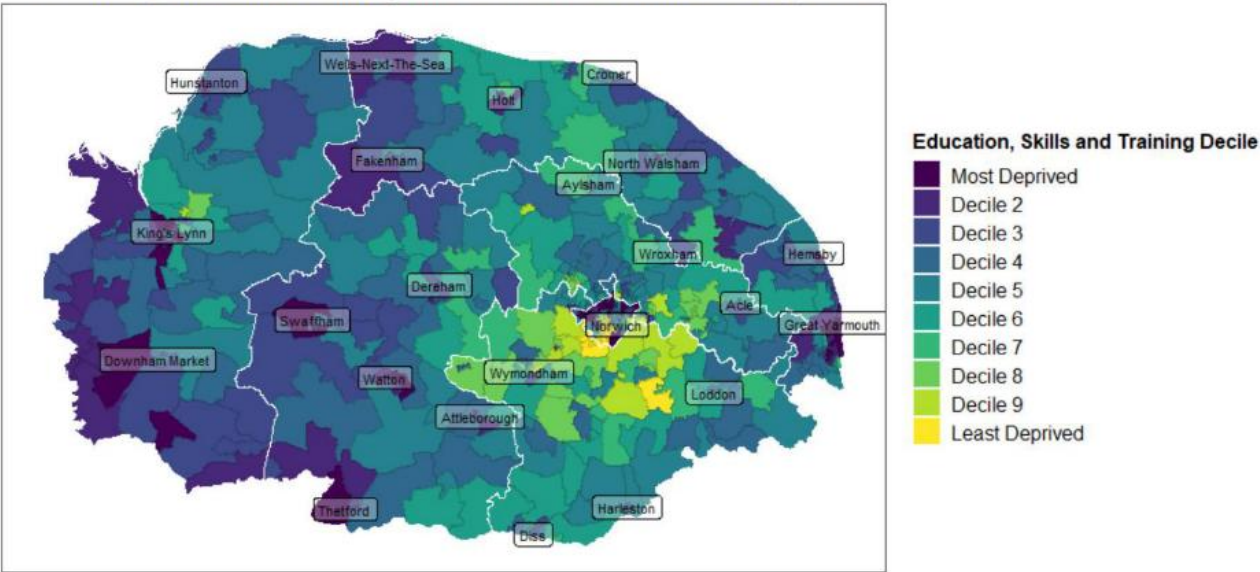


- 2021 data shows 7% of people aged 16-64 in Norfolk had no qualifications, this compares to 6.4% in England as a whole and 5.8% in the East of England region for the same period.
- Four of the seven Norfolk districts have a higher percentage of people aged 16-64 with no qualifications than England as a whole.
- Great Yarmouth had the highest percentage of people aged 16-64 with no qualifications (12.8%) while South Norfolk (3.1%) had the lowest percentage.

IMD – Education, Skills and Training



Education, Skills and Training IMD deciles for Norfolk LSOAs, 2019

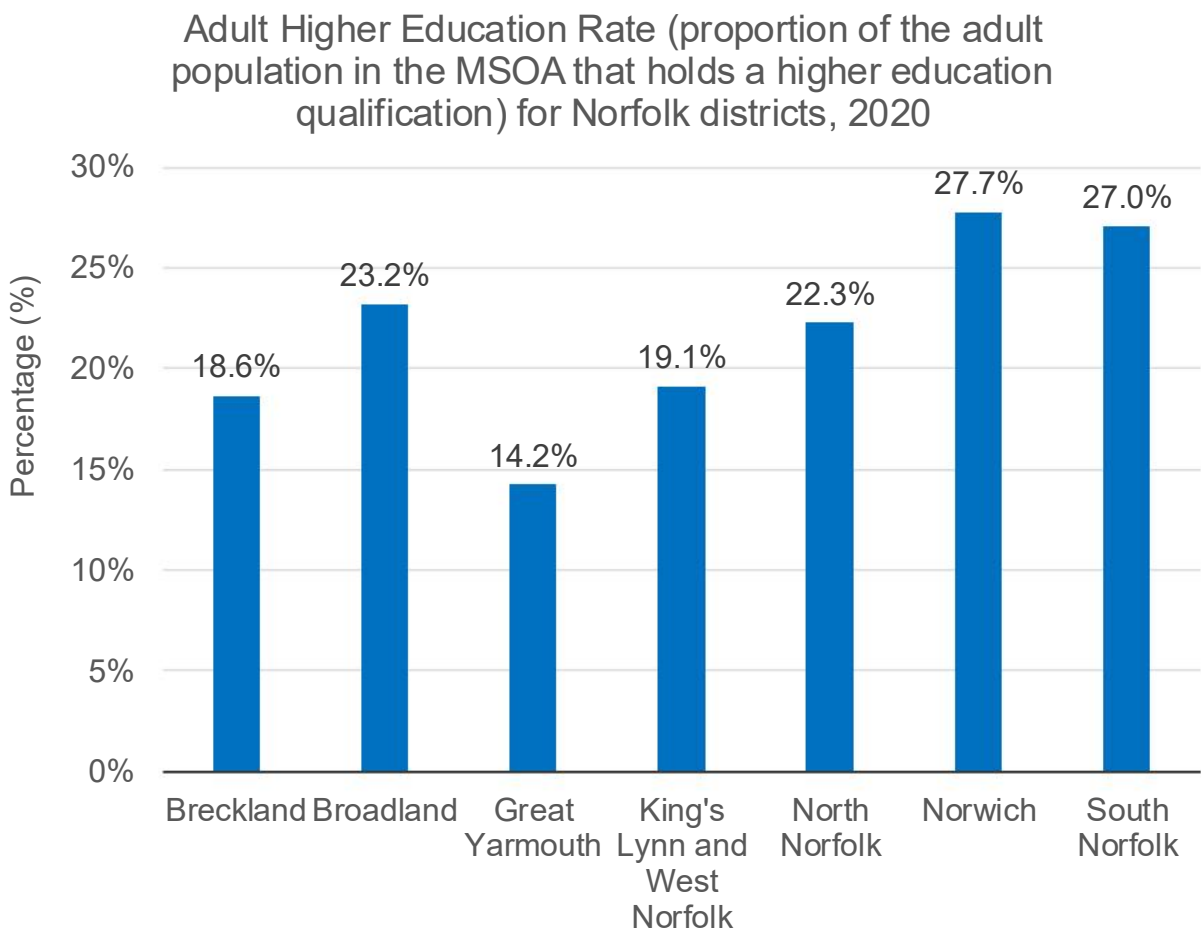


Source: Ministry of Housing, Communities & Local Government: English Indices of Deprivation 2019

- Within the Education domain of IMD there is an Adult Skills sub-domain. The above visuals show the proportion of LSOAs, within a local authority district, that fall within the most deprived 10% nationally, for the Adult Skills sub-domain.
- Broadland, North Norfolk, and South Norfolk have no LSOAs within the most deprived 10% nationally for Adult Skills. However, the remaining 4 Norfolk districts have proportions that are above the East of England average (5%), with Great Yarmouth the only district within the East of England to have a proportion higher than 25%. That is, over a quarter of Great Yarmouth's LSOAs fall within the most deprived 10%, nationally, for Adult Skills.
- The map of Norfolk LSOAs shows pockets of Education, Skills and Training deprivation, such as Downham Market, Swaffham, Watton and South Holt.

Adult education rate/POLAR4 quintile by district

- Over a quarter of the adult population in Norwich and South Norfolk held higher education qualifications in 2020, compared to 14.2% in Great Yarmouth and 19.2% in King's Lynn and West Norfolk.



“The participation of local areas (POLAR) classification groups areas across the UK based on the proportion of young people who participate in higher education.

It looks at how likely young people are to participate in higher education across the UK and shows how this varies by area.

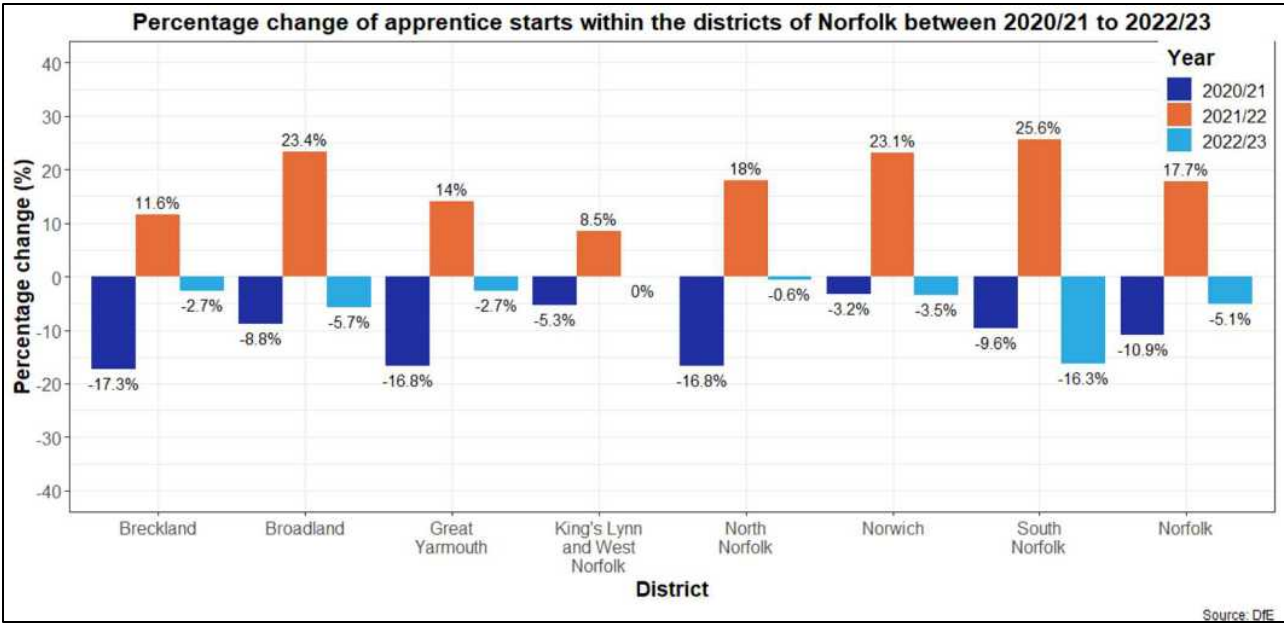
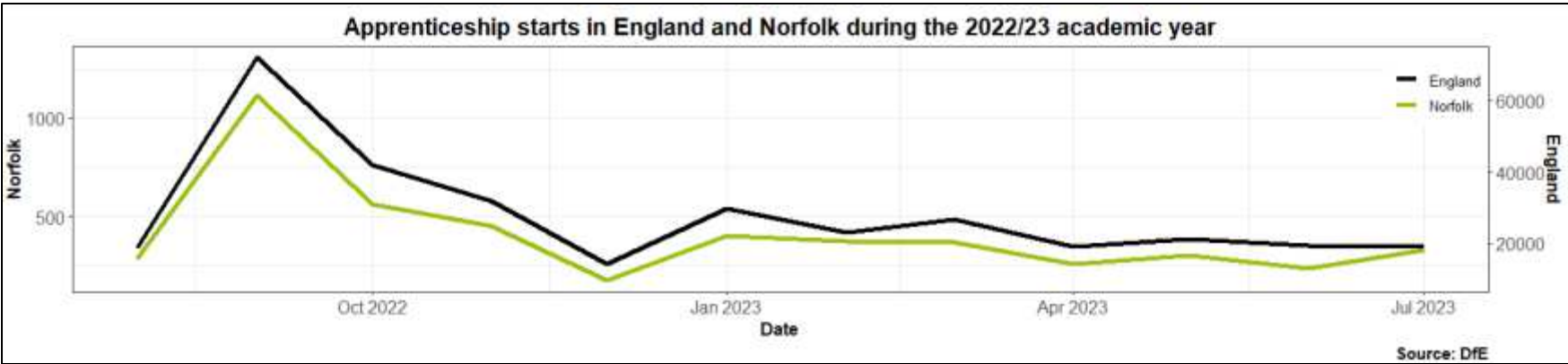
POLAR classifies local areas into five groups - or quintiles - based on the proportion of young people who enter higher education aged 18 or 19 years old.

Quintile one shows the lowest rate of participation. Quintile five shows the highest rate of participation.” [Source: Office for Students](#)

| | Mode average (i.e. most common at MSOA level) POLAR4 quintile |
|------------------------------|---|
| Breckland | Quintile 2 (7 of 17 MSOAs) |
| Broadland | Quintile 2 / Quintile 3 (both 6 of 18 MSOAs) |
| Great Yarmouth | Quintile 1 (7 of 13 MSOAs) |
| King's Lynn and West Norfolk | Quintile 1 (11 of 19 MSOAs) |
| North Norfolk | Quintile 3 (7 of 14 MSOAs) |
| Norwich | Quintile 1 (8 of 14 MSOAs) |
| South Norfolk | Quintile 4 (6 of 15 MSOAs) |

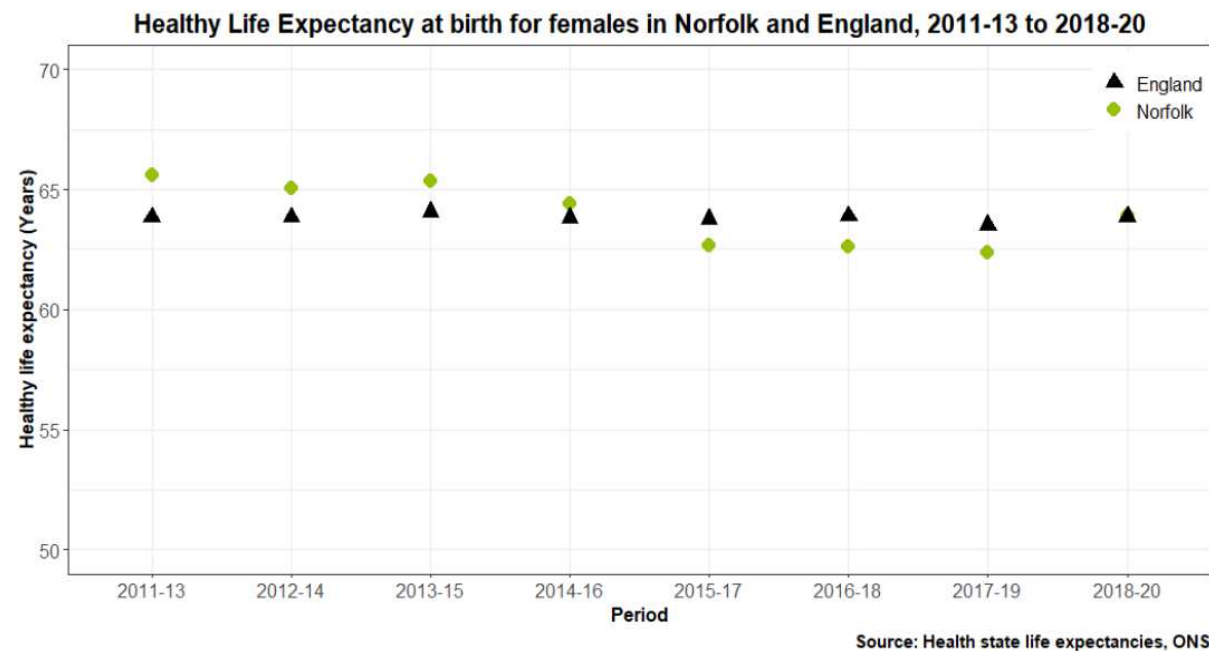
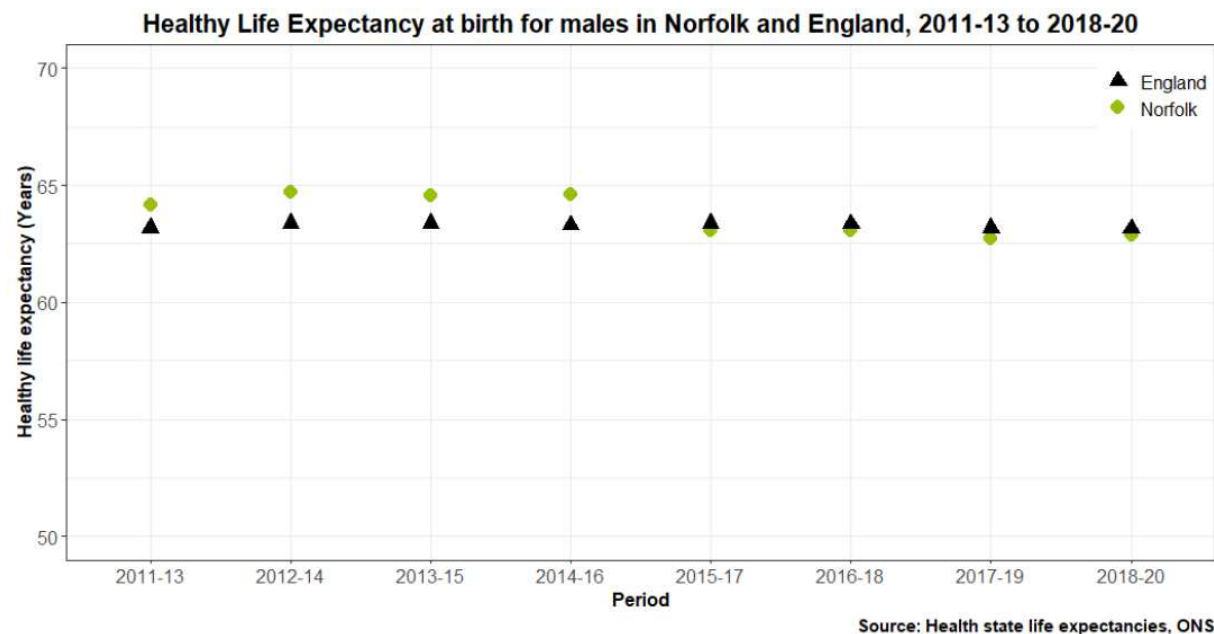
Apprenticeship starts

- Norfolk's apprenticeship starts have followed the same trend as England overall.
- 2022/23 has seen lower numbers of starts in comparison to 2021/22, and this trend is also reflected across all the districts.



Healthy life expectancy

- Healthy life expectancy at birth was 62 years and 11 months for men in Norfolk in 2018-20 (compared to 63 years for England) and 63 years and 11 months for women in Norfolk – the same as England overall (for the same period).
- Healthy life expectancy is created from data obtained from population surveys such as the Annual Population Survey. Sample sizes are not large enough to create lower tier LA level figures.
- 'Life Expectancy' data is available at lower tier LA level, and details can be found on slide 43.



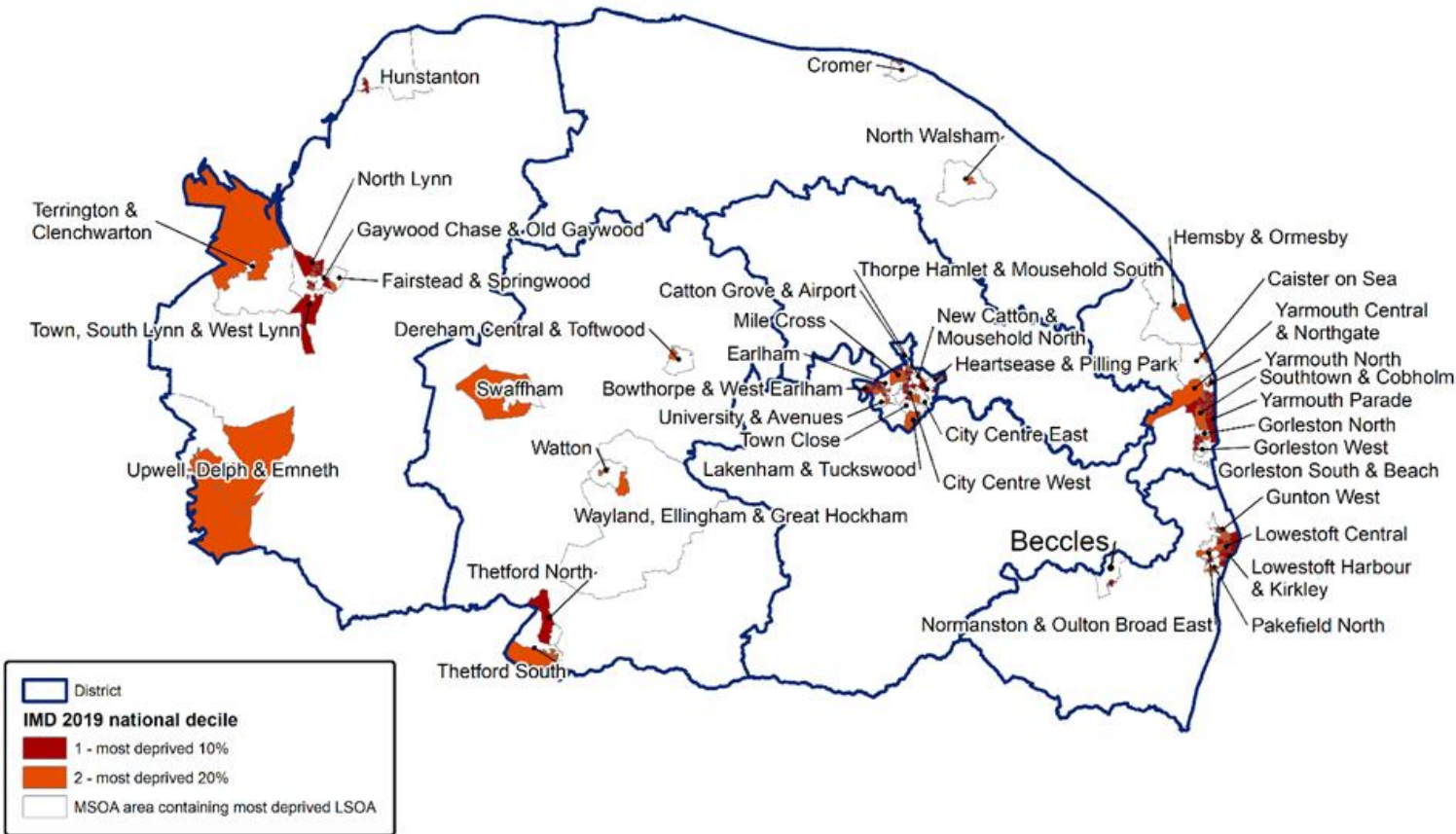
Source:

<https://www.ons.gov.uk/file?uri=/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/datasets/healthstatelifeexpectancyallagesuk/current/reftablehsl1820new.xlsx>

Life expectancy

- There is a difference in life expectancy between districts, but this is wider if we look at smaller communities like market towns. For example, a male in Loddon can expect to live to 83.3 years but a male in Great Yarmouth can expect to live 75.1 years. A female living in Southwold can expect to live for 86.4 years but a female in King's Lynn can expect to live for 81 years.
- 'Healthy Life Expectancy' (only available at county level) can be found on slide 42.

Core20 most deprived communities across Norfolk and Waveney



| Locality | Male Life Expectancy 2015 to 2019 (years) | Female Life Expectancy 2015 to 2019 (years) |
|---------------------|---|---|
| Great Yarmouth | 75.1 | 81.2 |
| King's Lynn | 76.7 | 81.0 |
| Loddon | 83.3 | 85.8 |
| Southwold | 82.0 | 86.4 |
| Norfolk | 80.0 | 83.8 |
| Norfolk and Waveney | 80.0 | 83.8 |

Market town life expectancy gap*

- 8.2 years for men
- 5.4 years for women

But between some of the most deprived core20 communities and least deprived communities it is**

- 9.2 years for men
- 7.2 years for women

* local PHI calculations using NHS Digital civil registration data

** <https://fingertips.phe.org.uk/profile/local-health/>

Health Inequality in Norwich

Source: Norwich Economic Vision

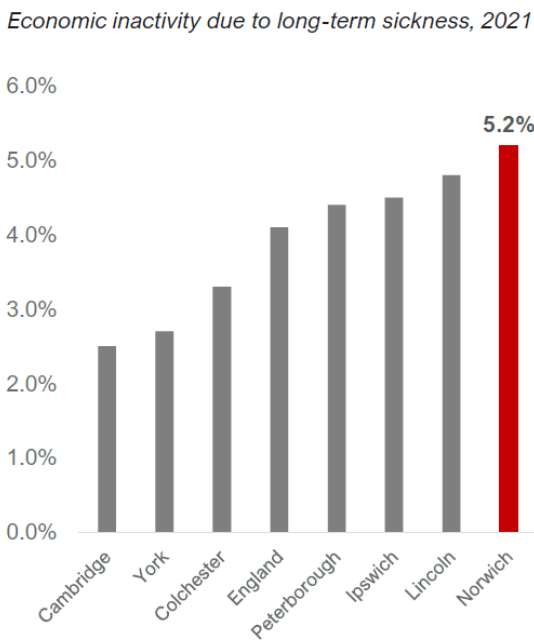
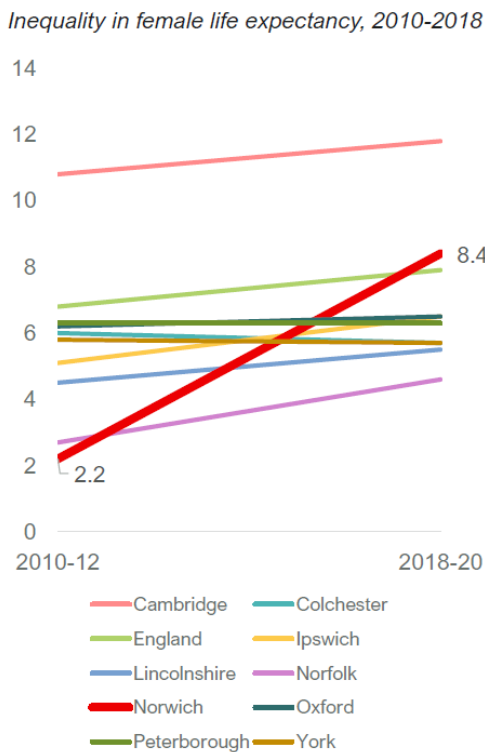
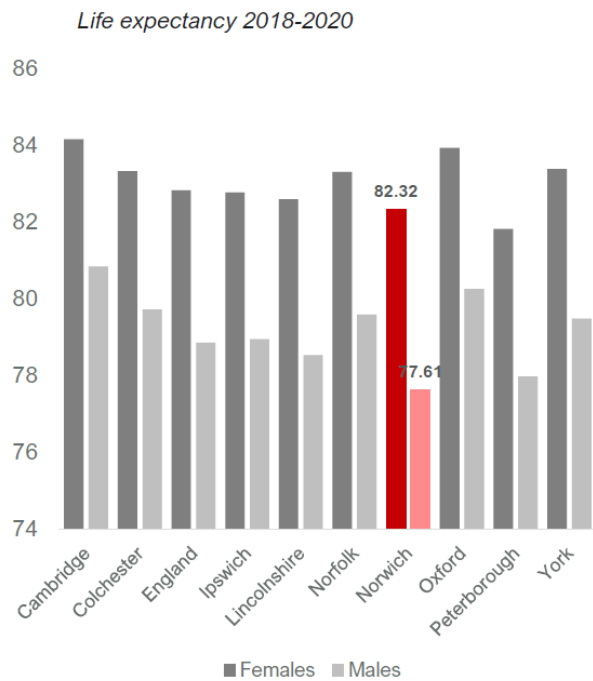
Norwich is the **42nd** most unequal local authority in the country (top 20%) and **10th** highest educational inequality rate

Norwich is ranked across health-based metrics against other comparable cities (Cambridge, Oxford, Peterborough, Colchester, Lincoln, York and Ipswich) as well as the English and wider Norfolk average.

In 2021, Norwich had the highest economic inactivity due to long-term sickness (5.2% compared to a national average of 4%).

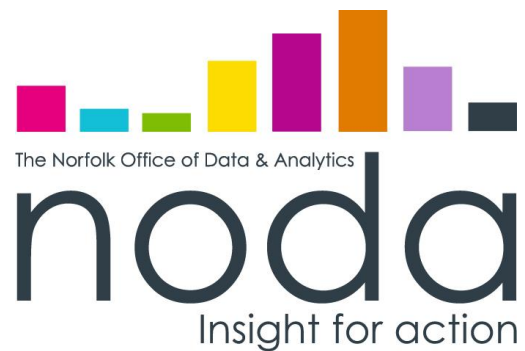
Norwich also fares poorly in terms of life expectancy, with the second-lowest female life expectancy (82.32) and lowest male life expectancy (77.61). From a national perspective, it is the forty-second (in the top 20%) most unequal local authority in the country.

A healthier city?



Information drawn from the evidence base produced by PRD for developing a 'mission-based' 20-year growth vision for Norwich, which will inform the development of the Norwich Economic Strategy.





Norfolk
County Council

Business



Key metrics analysis – business

This section looks at:

- Key sector and cluster (including definitions)
- Business Counts
- Distribution of clusters between districts
- Gross Value Added (GVA)
- Jobs and Average wages
- Location Quotient and competitive effect
- Percentage change in jobs and job forecast
- Norfolk businesses – sectors
- Norfolk's tourism sector
- Norfolk businesses – sizes
- Business change
- Business 'births', and survival rates
- Sole proprietors
- High Growth enterprises
- Norfolk's employment base and change
- Productivity (GVA)
- Indexed GVA per hour worked
- GVA by sector

Key sector and cluster definitions

Important Information :

- ❖ The sector definitions provided below are only for the 12 key sectors that is a part of the business cluster analysis methodology developed for the Economic Strategy Evidence Base.
- ❖ The following sections use the latest (2023) Lightcast data for the sectors defined below: Gross Value Added (GVA), Jobs and Average wages, Location Quotient and Competitive Effect and Percentage change in Jobs and Job Forecast.
- ❖ The definitions provided below are not intended to replace or replicate strict Standard Industrial Classification (SIC) sector definitions, while specific SIC sector codes definitions will be composite elements within these strategic opportunities, they are deliberately intended to be cross-cutting and are understood to often operate in support of one another - fundamentally underpinning the over-arching objective of clean growth.

Definitions

- **Advanced Manufacturing and Engineering** – This sector includes industries involved in the use of cutting-edge technology to improve products and processes. It encompasses high-precision manufacturing, automation, robotics, and materials engineering to create innovative products and solutions.
- **Creative Sector** – This sector includes industries that focus on the creation and distribution of products and services that are rooted in cultural, artistic, and design-oriented creativity. It encompasses activities such as advertising, architecture, arts, crafts, design, fashion, film, music, performing arts, publishing, and software development.
- **Ports and Logistics** – This sector involves the management of the movement of goods and services, including the operation of ports, warehousing, transportation, distribution, and supply chain management. It ensures the efficient flow of products from origin to destination.
- **Space** - This sector includes activities related to space exploration, satellite technology, space research, and the development of related technologies and infrastructure. It encompasses aerospace engineering, satellite communications, and space missions.

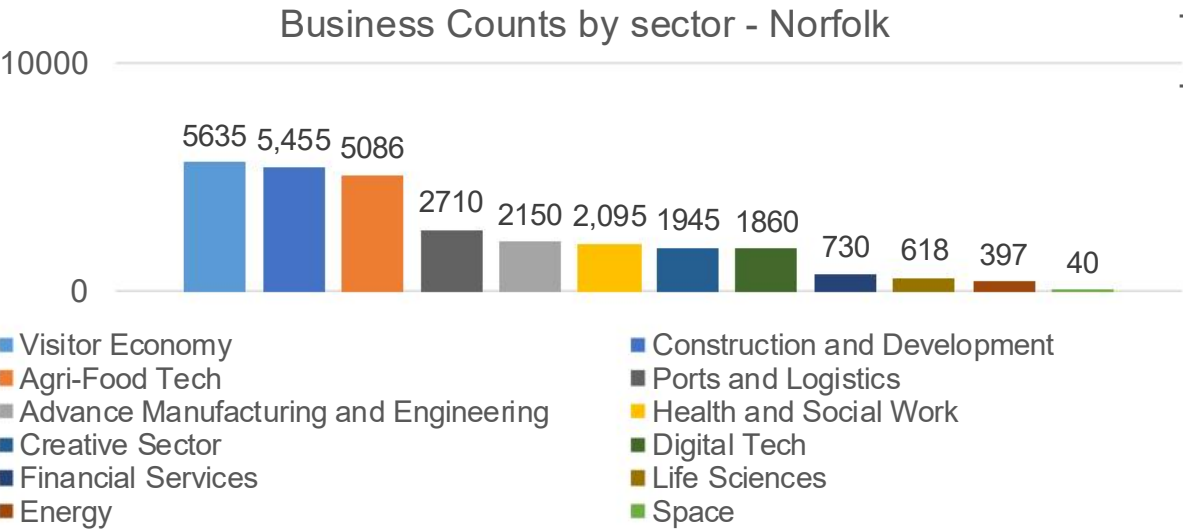
Key sector and cluster definitions – (continued)

Definitions

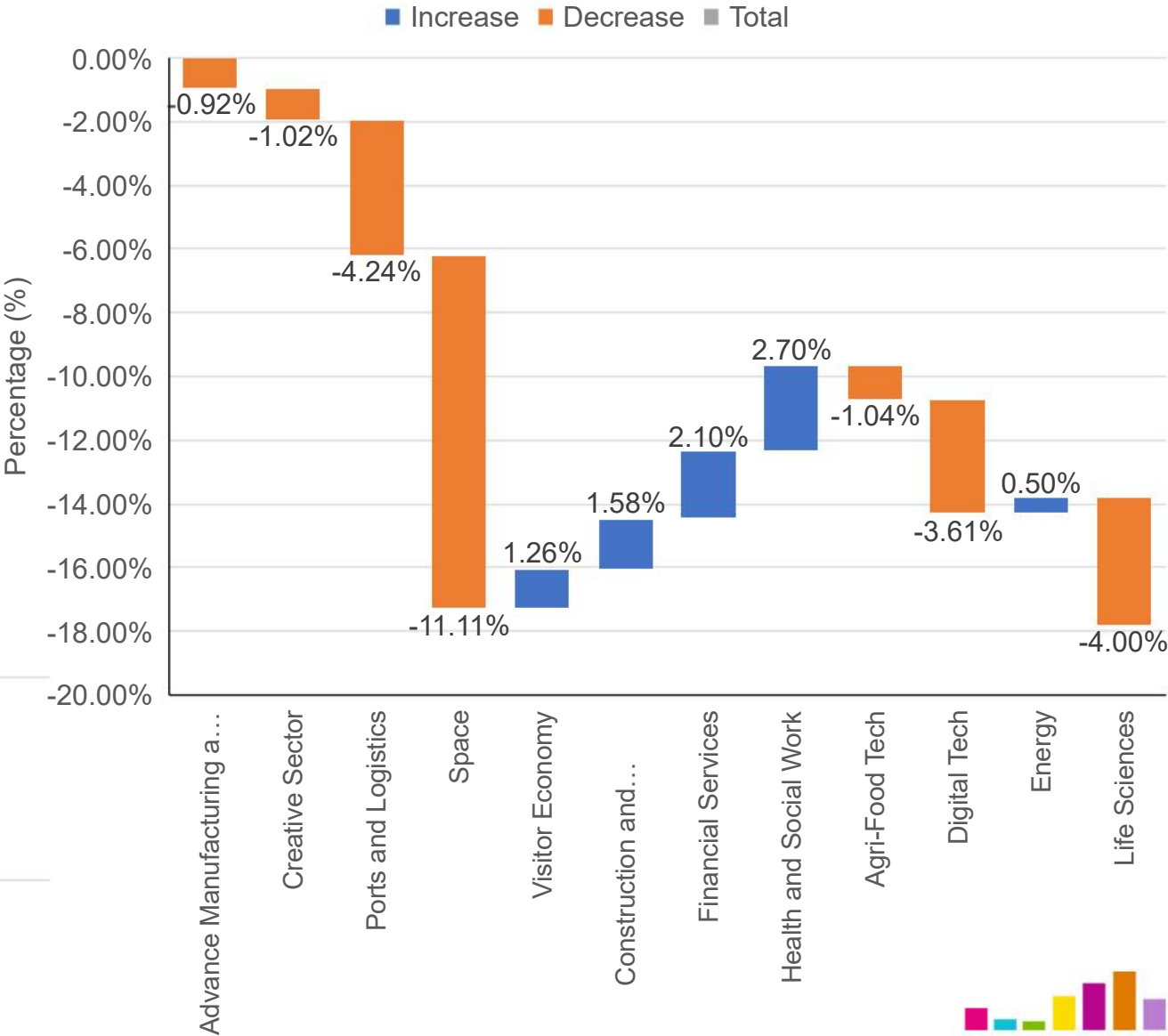
- **Visitor Economy** - This sector involves industries that support tourism and travel, including hospitality, accommodation, attractions, events, and services (including some retail services) that cater to tourists and visitors. It plays a key role in regional economic development by attracting visitors and their spending.
- **Construction and Development** - This sector includes industries involved in the planning, design, construction, and maintenance of buildings and infrastructure. It encompasses residential, commercial, industrial, and civil engineering projects, as well as real estate development.
- **Financial Services and Insurance** - This sector comprises industries that manage money, including banking, investment, insurance, real estate, and financial technology. It provides services such as lending, asset management, financial planning, and risk management.
- **Digital Tech** - This sector encompasses industries that develop and utilize digital technologies, including software development, IT services, cybersecurity, data analytics, artificial intelligence, and telecommunications. It focuses on the innovation and application of digital solutions.
- **Health and Social Work** - This sector includes industries that provide medical care, health services, and social support. It encompasses hospitals, clinics, healthcare professionals, social workers, and organizations that offer support for mental health, elderly care, and community services.
- **Agri-Food and Agri-Tech** - This sector applies to the whole agri-food supply chain, including primary agriculture and the application of technology to agriculture and food production. It also includes activities such as precision farming, biotechnology, food processing, supply chain management, and sustainable agriculture practices to improve productivity and efficiency in the food industry.
- **Energy** - This sector includes industries involved in the production, distribution, and management of energy. It encompasses traditional energy sources like oil, gas, and coal, as well as renewable energy sources such as wind, solar, hydroelectric, and geothermal power.
- **Life Sciences** - This sector includes industries related to the study of living organisms and life processes. It encompasses biotechnology, pharmaceuticals, medical devices, healthcare, and environmental sciences. It focuses on research, development, and the application of biological and medical knowledge to improve health and the environment.

Business Counts

- The Visitor Economy has the highest share of business counts within the businesses in Norfolk (19.62%) and the Space sector being the smallest (0.14%).
- The Health and Social Care sector demonstrated the highest increase in the business counts by 2.7% from 2022-2023, followed by Financial Services at 2.1%.
- The Space sector showed the most decrease (-11.11%) in the number of businesses within Norfolk, followed by Ports and Logistics sector at 4.24%
- Norfolk is higher than England in the Agri-food Tech sector in the business count share by 6.09% and lower than the national figures in Digital Tech by 4.26%.



Percentage Change in Business Counts – Norfolk (2022 to 2023)

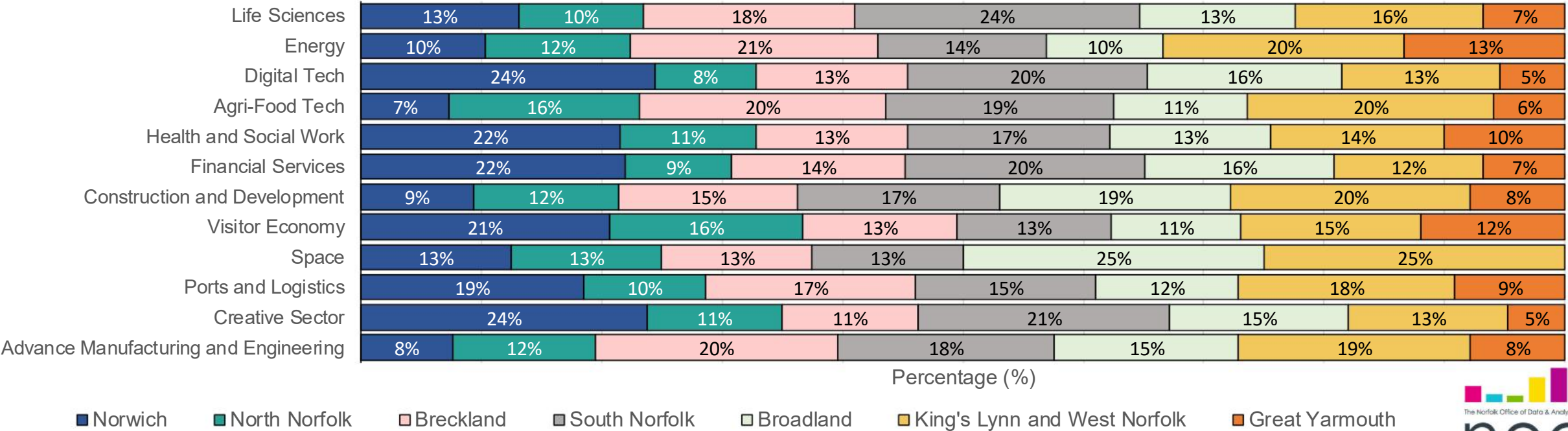


Distribution of clusters between districts

- King's Lynn and West Norfolk has the highest number of business units (4783), and the least is in Great Yarmouth (2302) in 2023.
- Norwich leads in the highest proportion of business units in Creative, Ports and Logistics, Visitor Economy, Financial Services, Health and Social Work and Digital Tech.
- Great Yarmouth has the least share of business units Creative, Ports and Logistics, Space, Construction and Development, Agri-Food teach, Financial Services, Health and Social Work and Digital Tech.

| Sectors | Highest share of business units | Lowest share of business units |
|---------------------------------------|---------------------------------|--------------------------------|
| Advance Manufacturing and Engineering | Breckland | Norwich |
| Creative Sector | Norwich | Great Yarmouth |
| Ports and Logistics | Norwich | Great Yarmouth |
| Space | Broadland | Great Yarmouth |
| Visitor Economy | Norwich | Broadland |
| Construction and Development | King's Lynn and West Norfolk | Great Yarmouth |
| Financial Services | Norwich | Great Yarmouth |
| Health and Social Work | Norwich | Great Yarmouth |
| Agri-Food Tech | Breckland | Great Yarmouth |
| Digital Tech | Norwich | Great Yarmouth |
| Energy | Breckland | Broadland |
| Life Sciences | South Norfolk | Great Yarmouth |

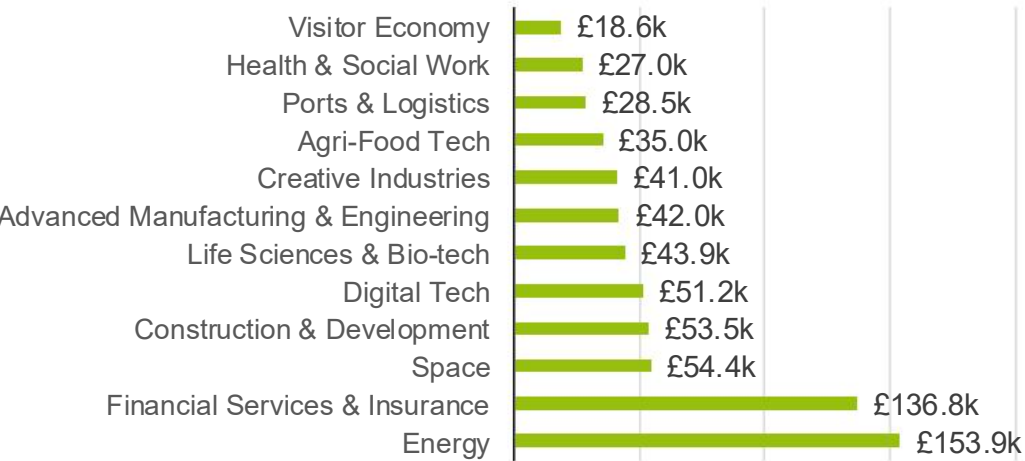
Percentage of Business Sectors by District



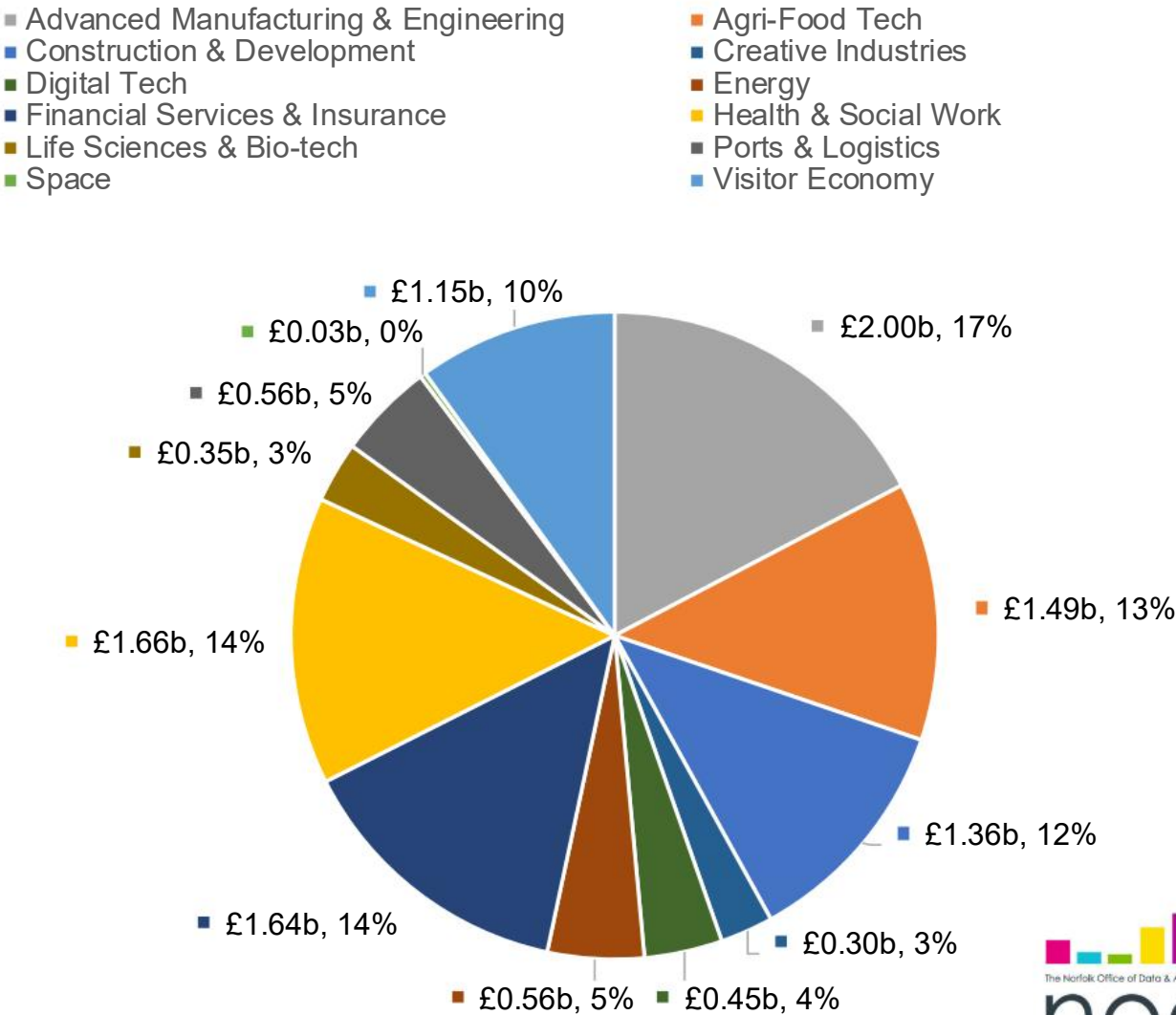
Gross Value Added (GVA)

- **Advanced Manufacturing and Engineering sector** has the highest GVA in Norfolk (£2.00 B) occupying a share of 17%.
- **Space sector** occupies the least GVA share with a value of £0.03 B.
- The GVA per head (calculated by GVA per number of jobs) is the highest in the **Energy sector** (£153.9k), closely followed by **Financial Services and Insurance sector** (£136.8k).
- The GVA per head is least in the **Visitor Economy sector** with a value of £18.6k.

GVA per head - Norfolk

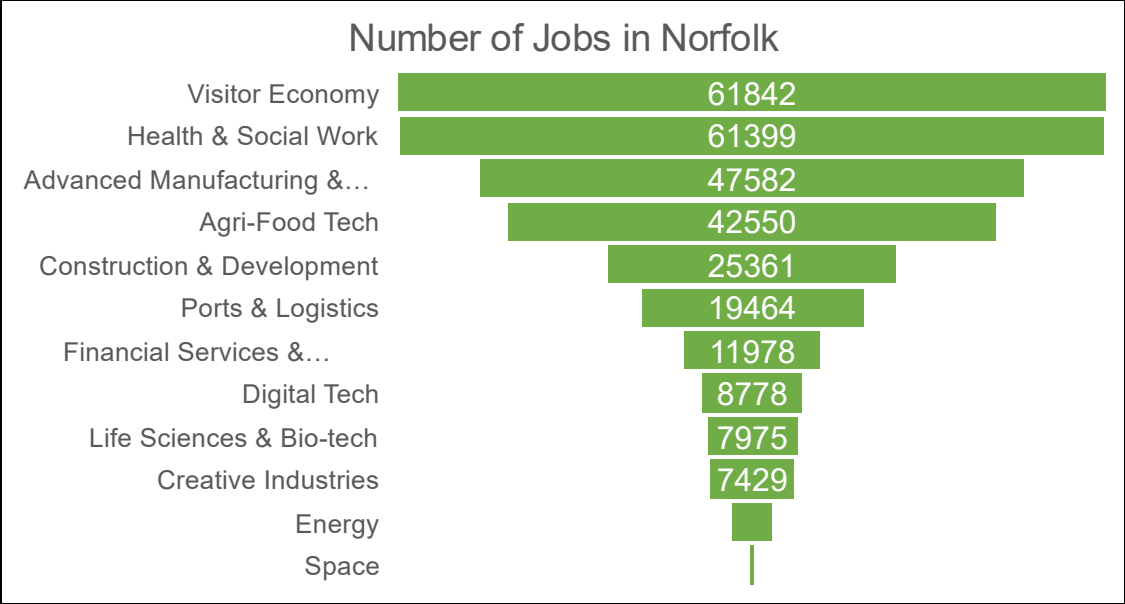
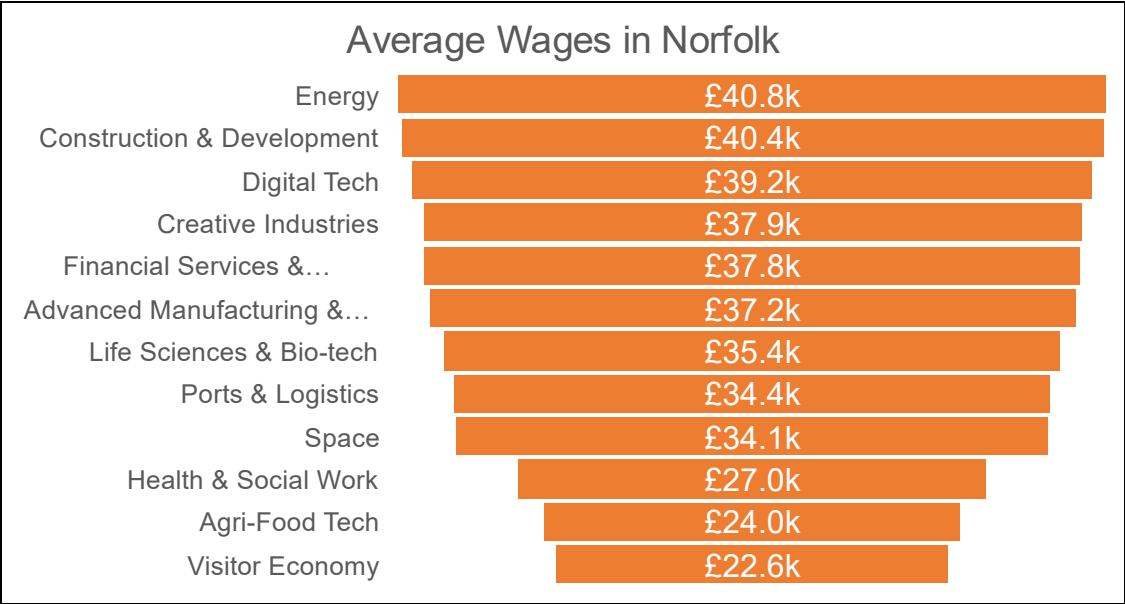


Gross value added (GVA), which is the value generated by any unit engaged in the production of goods and services (Only the GVA pertaining to the key sectors are demonstrated here) .



Jobs and Average Wages

- The **Energy** sector provides the highest average wages (£40.8 k) among the key sectors, followed by **Construction and Development** (£40.4 k). **Energy** sector also has one of the lowest jobs available in Norfolk (3611 jobs).
- The **Visitor Economy** sector has the lowest average wages in Norfolk (£22.6 k) but also has the highest number of jobs (61842 jobs).
- The **Space** sector has the lowest number of jobs available in Norfolk (595), with an average wage of £34.1 k.
- The Visitor Economy, Agri-food tech and Health and Social Work sectors demonstrates an inverse relationship between the number of jobs and the average wages for the jobs.

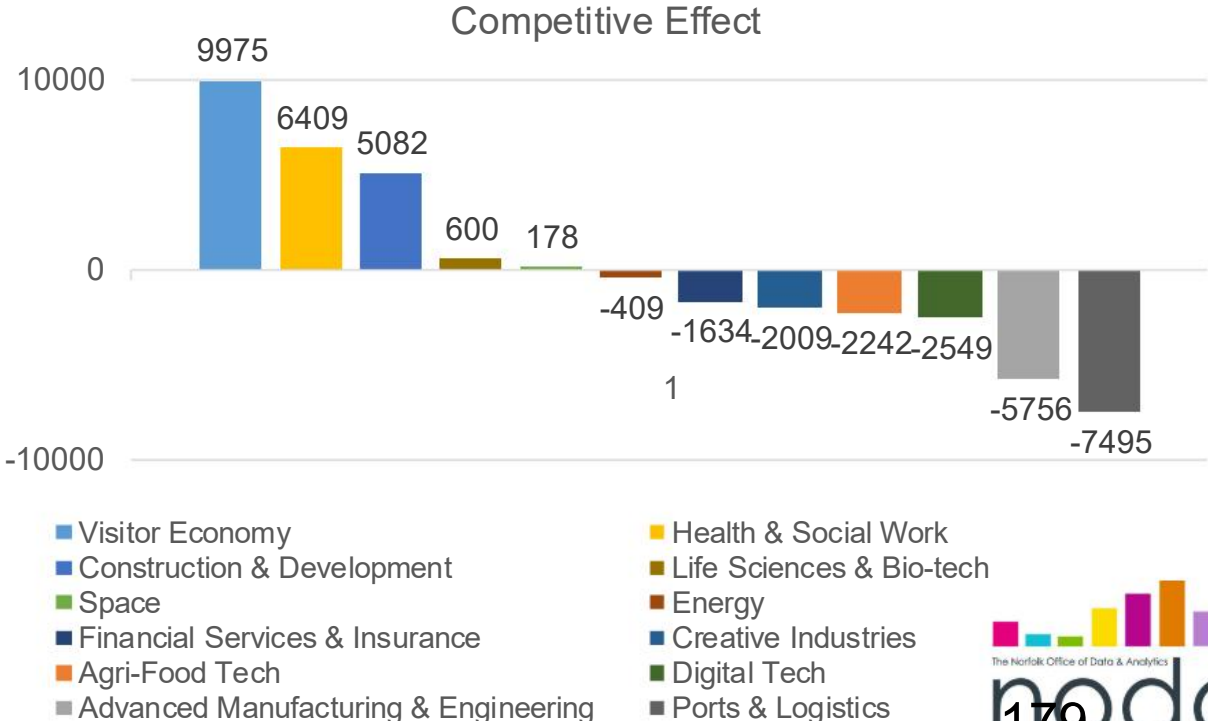
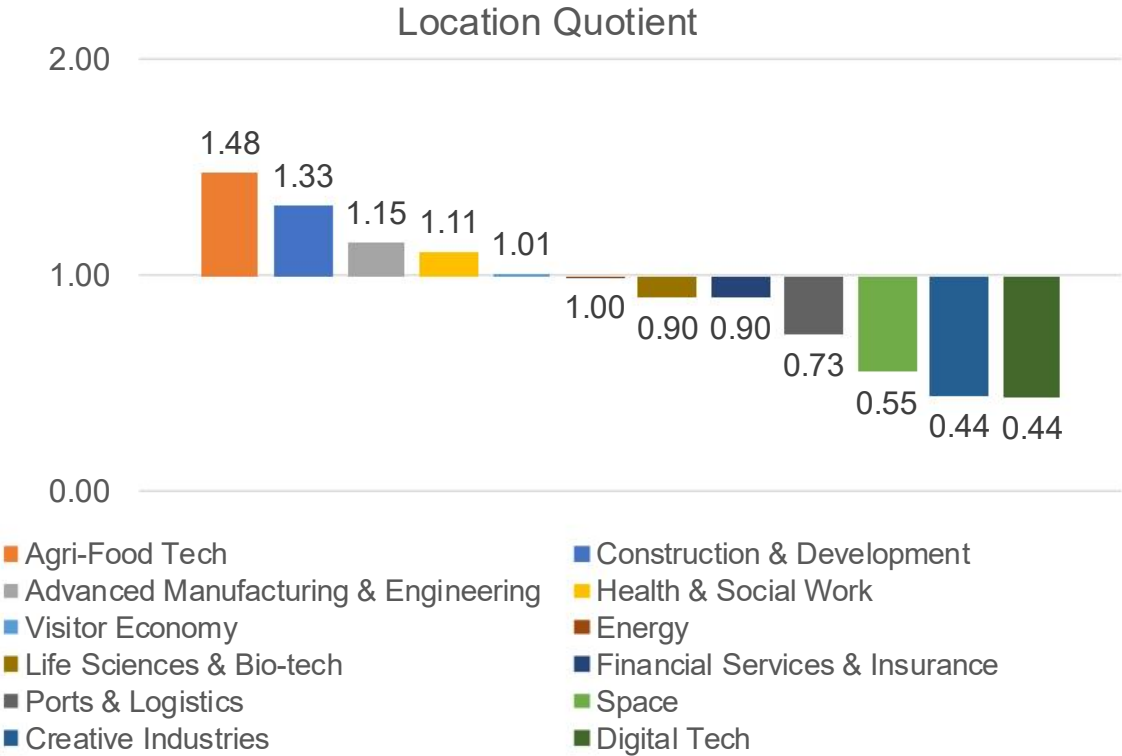


Location Quotient and Competitive Effect

- **Agri-Food Tech** sector has the highest location quotient (1.48) followed by Construction and Development sector (1.33) in Norfolk
- **Digital-Tech** sector has the lowest LQ (0.44) indicating the lack of specialization in the industry in Norfolk.
- The **Visitor Economy** sector has the highest competitive edge among the key sectors. Meanwhile the **Ports and Logistics** sector has the lowest competitive effect in Norfolk.
- **Digital-Tech** and **Ports and Logistics** sectors demonstrated low LQ and competitive effect, showcasing the need for specialisation and improving the factors for job growth.

Competitive effect indicates how much of the job change within a given region is the result of some unique competitive advantage of the region. A positive competitive effect suggests that the region has some competitive edge or unique factors driving job growth beyond national or industry trends.

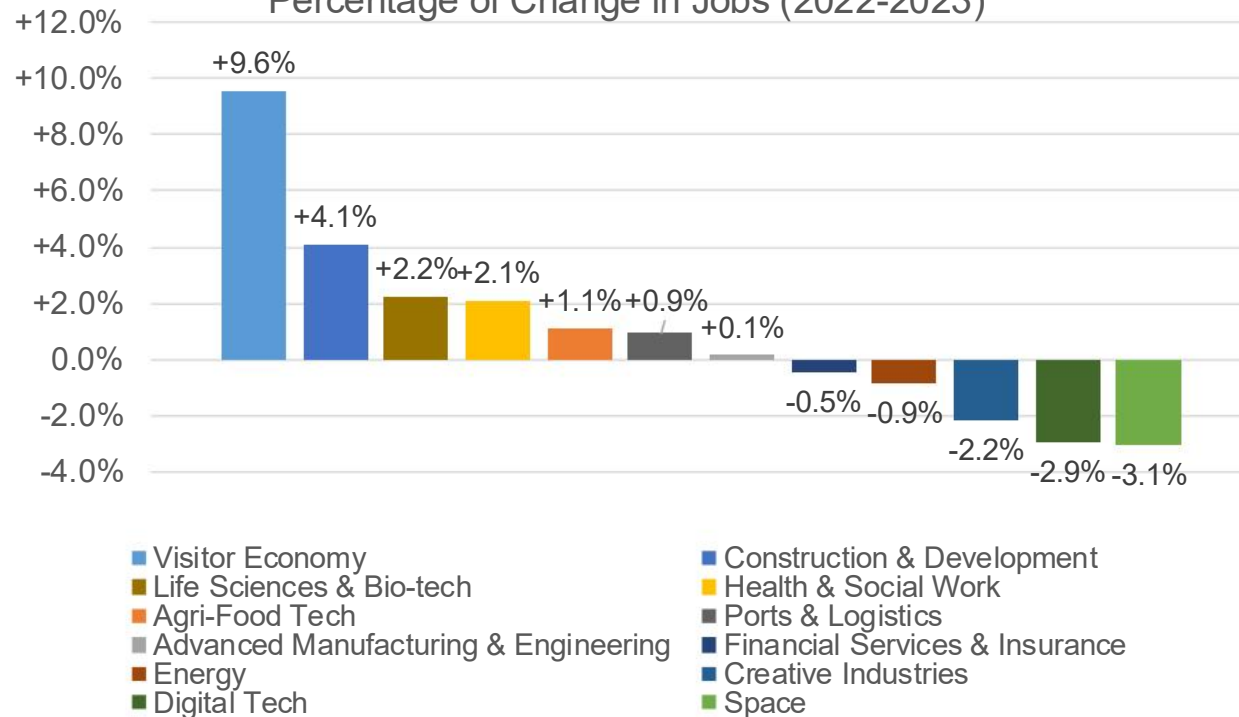
A **location quotient (LQ)** is an analytical statistic that measures a region's industrial specialization relative to a larger geographic unit. It is a ratio that compares the concentration of a particular industry or sector in a region to the national average. An LQ greater than 1 indicates that the industry has a higher concentration in the region than nationally, suggesting specialization.



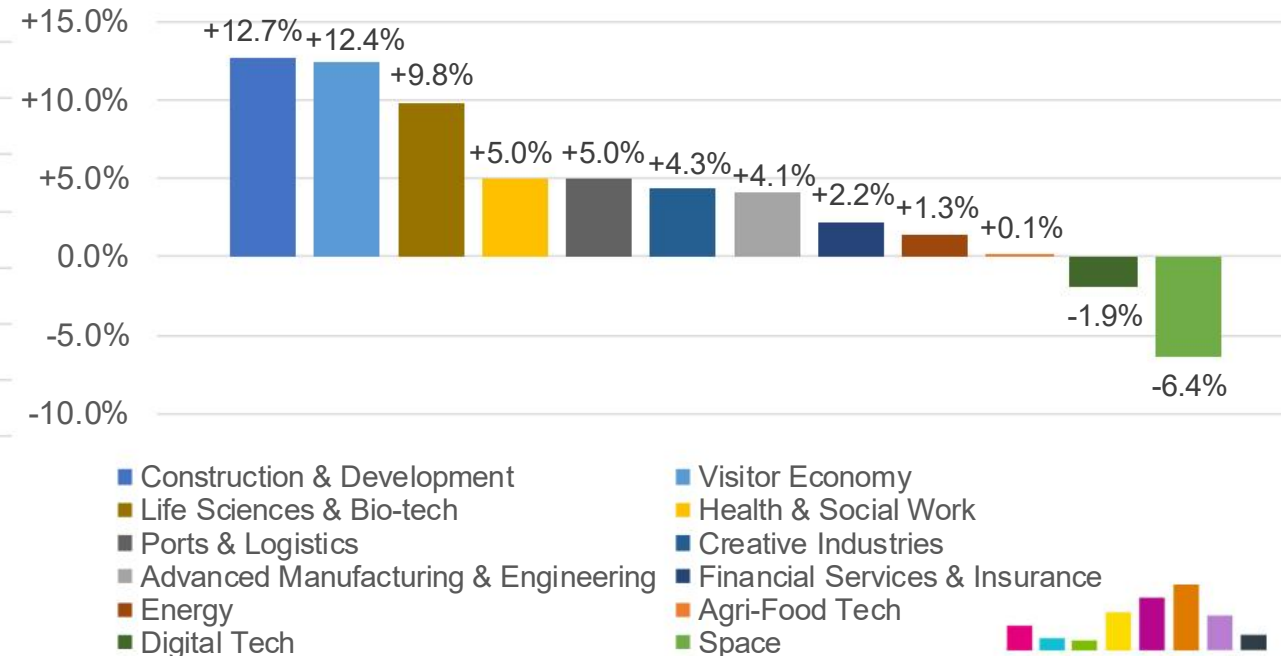
Percentage Change in Jobs and Job Forecast

- The **Visitor Economy** sector has the highest percentage increase in the number of jobs among the key sectors (+9.6%), followed by **Construction and Development** (+4.1%) from 2022-2023.
- **Space** (-3.1%) and **Digital-Tech** (-2.9%) sectors faced the highest decline in the number of jobs from 2022 to 2023.
- The **Construction and Development** (+12.7%) sector has the highest forecasted percentage increase in the number of jobs among the key sectors, followed by **Visitor Economy** sector (+12.4%) for the period of 2023 to 2033.
- **Space** and **Digital-Tech** sectors has the most decline in the percentage of forecasted jobs from 2023 to 2033.

Percentage of Change in Jobs (2022-2023)

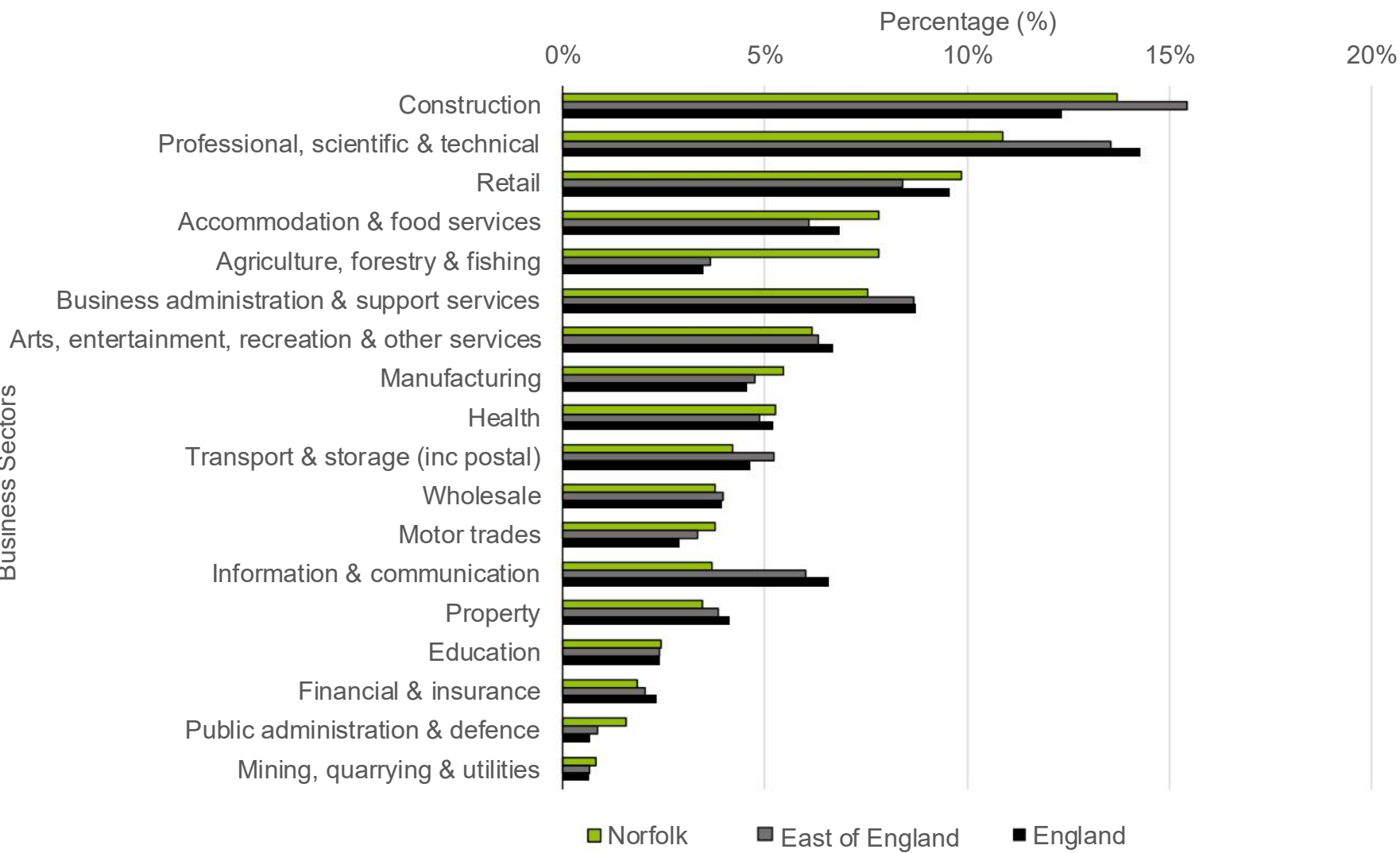


Job Change Forecast (2023-2033)



Norfolk businesses – sectors

Proportion of businesses by sector, 2023



- Of the 39,675 businesses in Norfolk, 14% are in construction, 11% are in professional, scientific & technical and 10% are in retail.
- Compared to England, Norfolk has a slightly higher proportion of businesses in ‘construction’ (14% vs. 12%), ‘agriculture, forestry and fishing’ (8% vs. 3%), ‘accommodation and food services’ (8% vs. 7%).
- Norfolk has a lower proportion of ‘professional, scientific & technical’ businesses than England (11% vs. 14%).

Norfolk's tourism sector

| Economic Impact of Tourism - Year on year comparisons | | | | Year-on-year comparison | Pre-pandemic levels |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|----------------------------|
| Day Trips | 2022 | 2021 | 2019 | 2022 v 2021 | 2022 v 2019 |
| Day trips Volume | 48,376,000 | 29,625,000 | 48,835,000 | 63% | -1% |
| Day trips Value | £1,652,996,000 | £1,073,614,000 | £1,639,298 | 54% | 1% |
| Overnight Trips | 2022 | 2021 | 2019 | 2022 v 2021 | 2022 v 2019 |
| Number of overnight trips | 2,984,000 | 2,348,000 | 3,164,000 | 27% | -6% |
| Number of nights | 11,758,000 | 8,727,000 | 12,642,000 | 35% | -7% |
| Overnight trip value | £726,489,000 | £510,004,000 | £759,354,000 | 42% | -4% |
| Total Value of Trips in the Tourism Sector | £3,366,027,493 | £2,344,331,720 | £3,423,350,428 | 44% | -2% |
| Actual Jobs | 68,066 | 50,777 | 69,266 | 34% | -2% |
| Average trips and stays | 2022 | 2021 | 2019 | 2022 v 2021 | 2022 v 2019 |
| Average length stay (nights per trip) | 3.94 | 3.72 | 4 | 6.00% | -1.40% |
| Spend per overnight trip | £243.46 | £217.21 | £240.00 | 12.10% | 1.40% |
| Spend per night | £61.79 | £58.44 | £60.07 | 5.70% | 2.90% |
| Spend per day trip | £34.17 | £36.24 | £33.57 | -5.70% | 1.80% |

- 2022 saw over 50 million trips to Norfolk.
- Norfolk's visitor economy grew 44% in 2022 (compared to 2021).
- The total value of trips in the tourism sector is now £3.4 billion, which is roughly the same as the total value in 2019.
- The volume of day trips in 2022 increased 63% from 2021 in Norfolk, with the overall number of day trippers slightly up compared to 2019. This figure is also higher in key tourist destinations, such as North Norfolk and Great Yarmouth.

The economy of Norwich

Source: Norwich Economic Vision

Economic geography

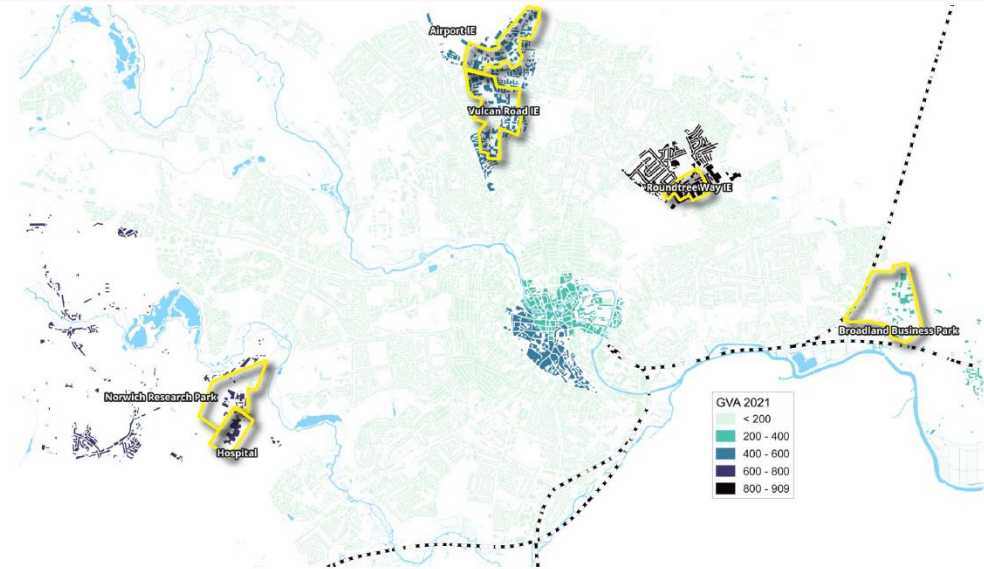
Jobs are dispersed across the area with several distinct clusters – the Norfolk and Norwich Hospital, Research Park, Norwich Airport, Vulcan Road, Roundtree Way and Broadland Business Park. However, economic growth is highly concentrated with the Research Park, Norfolk and Norwich Hospital and Roundtree Way acting as focal points.

City centre

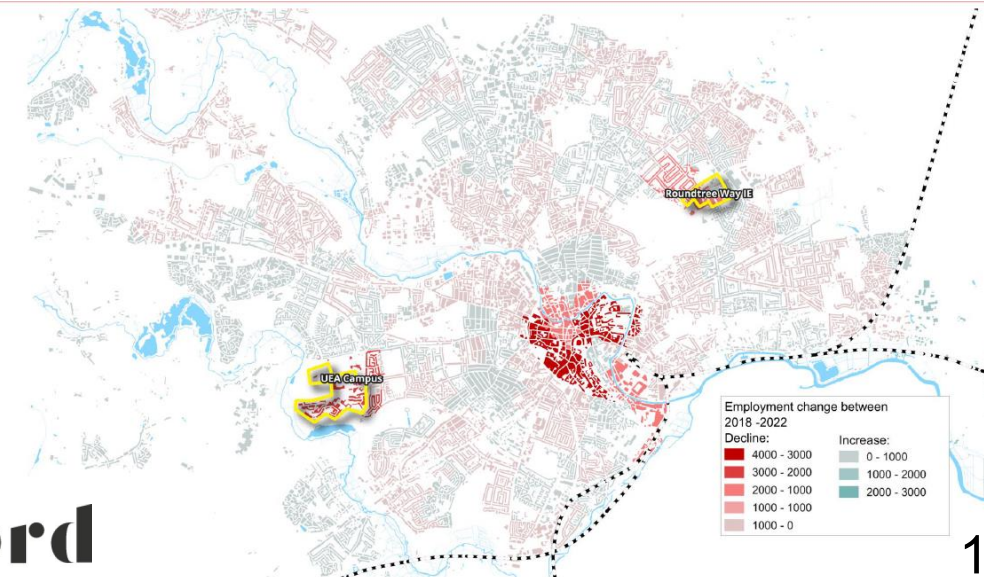
The city centre is underperforming with a risk of 'hollowing out' due to the significant decline in employment (c.3,000 – 4,000 from 2018 – 2022) in certain areas. This decline has been caused by the loss of higher-value knowledge intensive jobs and national retail trends. There is currently a limited development pipeline to mitigate against this decline in employment.

Information drawn from the evidence base produced by PRD for developing a 'mission-based' 20-year growth vision for Norwich, which will inform the development of the Norwich Economic Strategy.

And Norwich is now home to a unique economic geography with five distinct clusters...



The city centre is underperforming and there is a risk of hollowing out...



Ranking Norwich against comparable cities

Source: *Norwich Economic Vision*

Norwich's Economy (Comparative Perspective):

Norwich is ranked across a number of business, economy and place metrics against other comparable cities (Cambridge, Oxford, Peterborough, Colchester, Lincoln, York and Ipswich) as well as the English and wider Norfolk average. Included in the data set are both Norwich (City) – encompassing the central area of the city administered by the city council – and the wider Norwich urban area.

While Norwich ranks comparatively well in business change (13.2% and is behind only to Ipswich and Peterborough) and is mid-ranking in population change (4.3%), it lags behind the other cities for the remaining metrics. It ranks last for employment change (-2.3%) and GVA growth (10%), is second last for office floorspace (0.1%) and industrial floorspace (1.8%) and is fourth last for its share in the change of the knowledge economy (-2.3%).

The wider urban area consistently performs better than the city of Norwich across the range of metrics, illustrating the way the city is trailing behind the periphery in terms of growth.

Information drawn from the evidence base produced by PRD for developing a 'mission-based' 20-year growth vision for Norwich, which will inform the development of the Norwich Economic Strategy.

| Rank | Business change (2015-2023) | Employment change (2015-2022) | Population change (2015-2022) | % Knowledge economy change (2015-2022) | GVA growth (2015-2021) | Office floorspace change (2015-2024) | Industrial floorspace change (2015-2024) |
|------|-----------------------------|-------------------------------|-------------------------------|--|-------------------------|--------------------------------------|--|
| 1 | Peterborough 37.6% | Cambridge 8.9% | Cambridge 10.0% | England 12.4% | Cambridge 30% | Ipswich 25.6% | Peterborough 32.3% |
| 2 | Ipswich 28.6% | England 8.4% | Peterborough 8.7% | Cambridge 11.1% | Peterborough 29% | Cambridge 13.1% | Cambridge 18.4% |
| 3 | Norwich 13.2% | York 6.8% | Colchester 6.1% | Oxford 9.5% | Norwich UA 27.1% | Colchester 10.2% | England 10.6% |
| 4 | Colchester 12.4% | Peterborough 6.8% | Norwich UA 5.3% | York 5.6% | Colchester 21% | Oxford 9.4% | Ipswich 8.1% |
| 5 | England 12.0% | Colchester 5.0% | Norfolk 4.8% | Colchester 4.6% | Norfolk 21% | Norwich UA 4.1% | Colchester 5.5% |
| 6 | Lincoln 8.1% | Norfolk 4.5% | Norwich 4.3% | Norfolk 0.7% | England 19% | Norfolk 4.1% | York 4.5% |
| 7 | Oxford 7.2% | Norwich UA 3.0% | England 4.2% | Norwich UA -0.4% | Ipswich 17% | England 2.7% | Norwich UA 3.3% |
| 8 | York 6.1% | Lincoln 3.6% | Oxford 3.2% | Norwich -2.3% | Oxford 14% | Lincoln 1.8% | Norfolk 2.5% |
| 9 | Norfolk 6.0% | Ipswich 2.9% | Lincoln 3.1% | Ipswich -4.7% | Lincoln 12% | Peterborough 1.4% | Lincoln 2.0% |
| 10 | Cambridge 5.9% | Oxford 1.7% | York 0.7% | Peterborough -11.3% | York 11% | Norwich 0.1% | Norwich 1.8% |
| 11 | | Norwich -2.3% | Ipswich -0.3% | Lincoln -21.2% | Norwich 10% | York -10.0% | Oxford 0.8% |

Norwich Economic Vision: Officer Workshop
July 2024

Sector strengths for Norwich

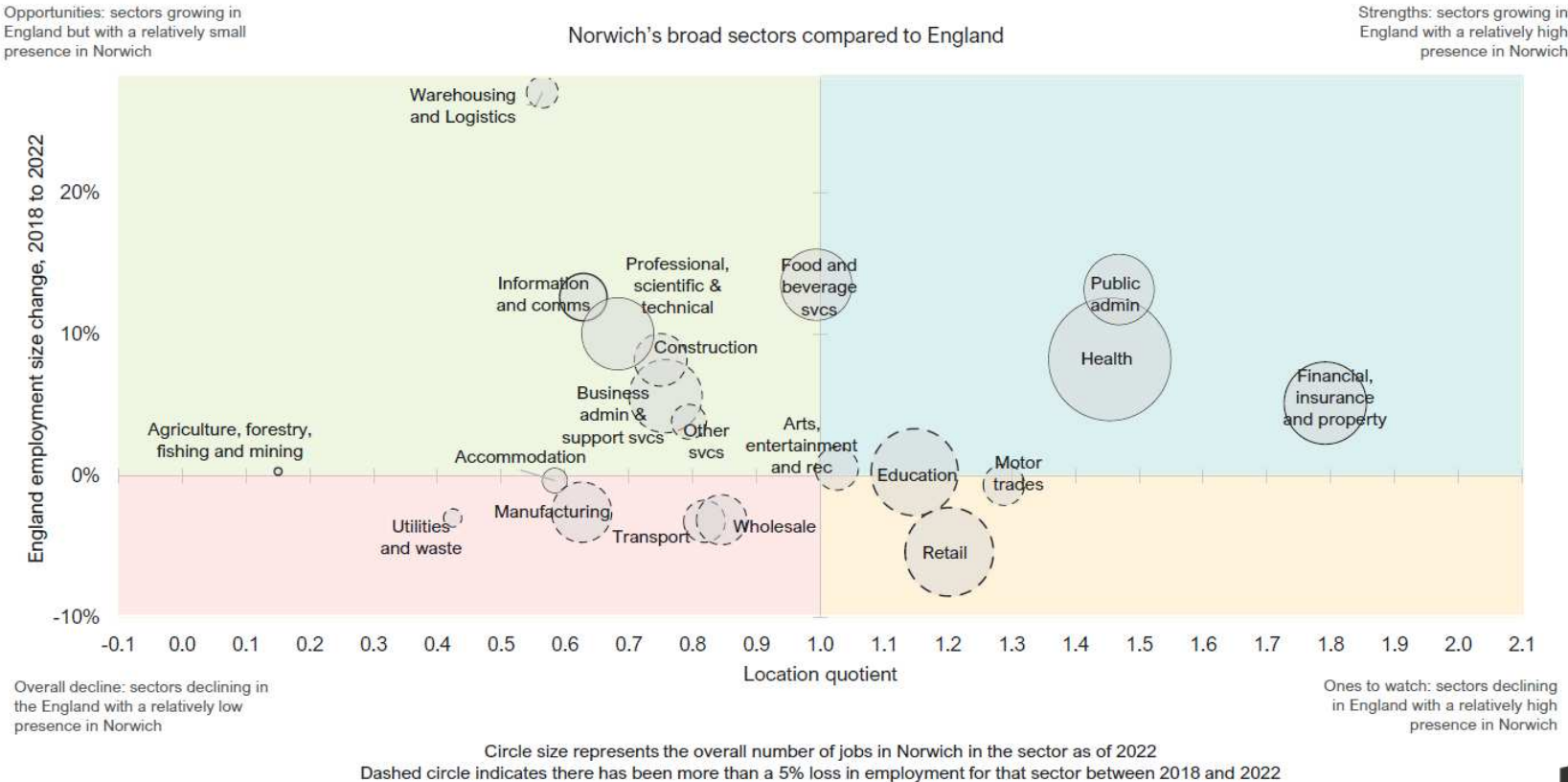
Source: Norwich Economic Vision

‘Health’, ‘public administration’, and ‘financial, insurance & property’ are all examples of strengths as they are growth sectors in England and having a significant prominence in Norwich. ‘Arts, entertainment & recreation’, ‘education’, ‘motor trades’ and ‘retail’ are unique sector strengths with their declining presence in England but strong presence in Norwich.

Norwich has opportunities for growth in several sectors where there is a large presence nationally but only a relatively small presence in Norwich. These sectors are ‘warehousing & logistics’, ‘information & communications’, ‘professional, scientific & technical’, ‘construction’ and ‘business administration & support services’.

Information drawn from the evidence base produced by PRD for developing a ‘mission-based’ 20-year growth vision for Norwich, which will inform the development of the Norwich Economic Strategy.

Significant specialisms which can form the basis for targeted engagement...



The Data City explainer

Explanation of the Data City platform and some of its caveats.

The Data City is an online platform which is used to gather wider insights on business activity, focusing on emerging and innovative sectors. The platform uses an alternative to SIC-codes called 'Real Time Industrial Classifications' (or RTICs). These new-tech sector groupings are identified via web scraping and machine learning technology, through analysing text on businesses' websites to understand the activity and sectors they are involved in based upon keywords and business demography.

The platform only analyses companies listed on companies house which also have a website, making up of around 30% of the total business base, meaning that sole proprietors or micro companies with no website are often not reflected. In total, over 5 million UK companies and 350 sectors (RTICs) and sub-sectors (sub-RTICs) are included.

However, insights deriving from Data City do come with some caveats. As the platform uses machine learning technology, some additional businesses may be picked up while others may be left out. This is particularly the case when analysing some businesses in the 'Net Zero' RTIC as some businesses may claim to use sustainable practices, but not necessarily in the Net Zero sector. This means that the Data City is best used for relative figures such as shares or specialisms in trying to establish what elements of emerging sectors a place may have strengths in. This is what we use it for. Data City is also best used to analyse business counts as employee and turnover figures are estimated based upon a sample of businesses. We do not recommend using the data for job numbers or turnover figures.

Any use of Data City to identify specific companies also needs careful follow up analysis. This is because the data also includes subsidiary businesses listed on companies house in the counts. Therefore, some of the larger bubbles on a map may not represent a bunch of different businesses, but a singular business with multiple subsidiaries. Particular caution should be taken when looking at Net Zero, as businesses in the sub-sector "waste management and recycling" often includes companies with a high volume of subsidiaries. For example, the two larger bubbles near Fakenham are due to Mick George skips, which has a lot of subsidiary businesses operating in Briston to the North East and in West Raynham Business Park to the South West.

Company counts in all districts

| Sector | Breckland | Broadland | Great Yarmouth | King's Lynn and West Norfolk | North Norfolk | Norwich | South Norfolk | Norfolk Total | UK | Companies count LQ |
|-------------------------|-----------|-----------|----------------|------------------------------|---------------|---------|---------------|---------------|-----------|--------------------|
| Total | 8,206 | 8,267 | 5,557 | 8,600 | 5,699 | 14,757 | 8,719 | 54,851 | 5,383,661 | 1.00 |
| Advanced Manufacturing | 39 | 25 | 23 | 23 | 19 | 32 | 40 | 187 | 11,598 | 2.21 |
| Agri-Tech | 10 | 10 | 9 | 13 | 10 | 4 | 26 | 74 | 1,725 | 3.80 |
| Clean Energy Generation | 29 | 39 | 56 | 13 | 16 | 28 | 17 | 172 | 7,588 | 2.51 |
| Digital Technology | 20 | 27 | 8 | 20 | 5 | 70 | 39 | 176 | 20,509 | 0.64 |
| Life Sciences | 24 | 50 | 35 | 40 | 25 | 105 | 73 | 343 | 21,896 | 0.72 |
| Net Zero | 94 | 51 | 67 | 100 | 69 | 61 | 121 | 448 | 22,960 | 2.69 |
| FinTech | 0 | 3 | 1 | 4 | 3 | 21 | 10 | 42 | 5,690 | 0.72 |

Advanced Manufacturing

| Sub-RTIC | Definition |
|-------------------------------|--|
| Advanced Measurement | Companies which can complete the measurement of workpieces between operations with high speed, high efficiency, high accuracy and high flexibility. |
| Artificial Intelligence | Companies leveraging AI and machine learning, manufacturers can improve operational efficiency, launch new products, customize product designs and plan future financial action. |
| Augmented and Virtual Reality | Enhancing and augmenting existing product and service design and enabling entirely new techniques using virtual worlds |
| Coating Tech | Companies offering services for covering that is applied to the surface of an object, usually referred to as the substrate. The purpose of applying the coating may be decorative, functional, or both. |
| Computer Aided Manufacturing | Companies using software and computer-controlled machinery to automate a manufacturing process. |
| Cutting and Machining | Cutting is a technique where the operator moves a material (workpiece) such as metal and the tool in relation to each other in order to shape the workpiece into the desired form through shaving, drilling, etc |
| Data Services | Companies using data to drive efficient and responsive production systems. |
| Digital Design | Digital Design, Manufacturing & Services (DDMS) is a digital-first approach to the way products are designed, manufactured and operated. |
| Digital Twins | The digital twin is a virtual representation of the as-designed, as-built, and as-maintained physical product |
| Forging | Forging is a manufacturing process involving the shaping of a metal through hammering, pressing, or rolling. |
| Forming | Forming is a mechanical process used in manufacturing industries wherein materials (mostly metals) undergo plastic deformations and acquire required shapes and sizes by application of suitable stresses such as compression, shear and tension |
| Industrial IoT | The industrial internet of things (IIoT) refers to interconnected sensors, instruments, and other devices networked together with computers' industrial applications. |
| Moulding | A process that involves shaping a liquid or malleable raw material by using a fixed frame; known as either a mould or a matrix. |
| Prototyping | Companies creating early samples, models, or releases of a product built to test a concept or process. |
| Robotics and Automation | Robotic Process Automation, or RPA, is software that is integrated with business processes in order to automate certain activities, minimize human errors, and maximize productivity |

Agri-Tech

| RTIC | sub-RTIC | Definition |
|-----------|----------------------|---|
| Agri-Tech | AgSciences | Companies in the field of life sciences pushing for agricultural innovation by providing specialised products or services, like GMO seeds |
| Agri-Tech | Automation | Companies producing machinery and/or technology that enable the automation of agricultural processes |
| Agri-Tech | Drone Technology | Companies providing drone technology, or services reliant on drone technology, to the agricultural industry |
| Agri-Tech | Management Platforms | Companies providing software and/or platforms that enable agricultural data management and analytics |
| Agri-Tech | Precision Farming | Set of products and/or services that enable real-time and off-field monitoring and control of agricultural processes |
| Agri-Tech | Remote Sensing | Companies providing products that make possible agricultural monitoring off-field |
| Agri-Tech | Vertical Farming | Companies producing the technology and related services and infrastructure that enable vertical farming |
| FoodTech | Agri Tech | Companies offering services and technologies that aim to increase farming efficiency and sustainability |
| Net Zero | Agritech | Companies developing technologies and providing services transforming dominant/traditional agricultural practices. |

Clean Energy Generation

| RTIC | sub-RTIC | Definition |
|-------------------|-------------------|--|
| Energy Generation | Bioenergy | Companies generating energy from organic materials, such as biomass and biofuels. |
| Energy Generation | Hydrogen | Companies generating energy from hydrogen, contributing to sustainable power solutions and carbon-neutral practices. |
| Energy Generation | Hydropower | Companies generating energy from hydropower (flowing water). |
| Energy Generation | Offshore Wind | Companies using offshore wind to produce electricity and companies engaged in the maintenance of offshore wind facilities. |
| Energy Generation | Onshore Wind | Companies using onshore wind to produce electricity. |
| Energy Generation | Renewable Thermal | Companies generating energy from sustainable heat sources, such as solar, geothermal, or biomass. |
| Energy Generation | Solar | Companies generating energy from solar sources |
| Energy Generation | Nuclear | Companies generating energy from nuclear sources. |

Digital Technology

| RTIC | Definition |
|-------------------------------|--|
| Artificial Intelligence | Companies working with artificial intelligence (often machine learning) in areas such as; Data Analysis, Enabling Platforms, Image Processing, Machine Learning, Natural Language Processing, Blockchain, GreenTech, Life Sciences, Industry 4.0 and Automation, Systems Optimisation, Signal Processing |
| Cyber | Companies working across the cybersecurity and computer safety sector; Cryptographic Authentication, Endpoint Security, Identity Management, IoT Security, Network Security, Incident Detection and Response, Risk Management, Threat Management. |
| Immersive Technologies | Companies and start-ups focused on the development, manufacturing, and delivery of Immersive Technologies, including Augmented Reality, Haptics, Hardware, the Metaverse and more. |
| Internet of Things | Companies creating objects with the capability of communicating with each other and sharing data over the internet. |
| Sensors | Companies designing or deploying devices or management systems related to those devices that enable products to sense their environment and respond or create data for further analysis. |
| Software as a Service (SaaS) | Companies selling software subscriptions, often hosted in the cloud, either directly to consumers or to businesses. |
| Software Development | Companies involved in creating, designing, and maintaining computer programs. |
| Wearables and Quantified Self | Companies creating or deploying wearable devices and other technologies that collect data about the wearer such as fitness and sleep and provide insight via analysis. |

Life Sciences

| RTIC | sub-RTIC | Definition |
|-------------------|--|--|
| Life Sciences | Biology and Biotech | Companies working in the field of biology and biotechnology, may that be developing products or providing services. |
| Life Sciences | Chemical Products and Services | Companies working in the field of chemistry, developing products or providing services. |
| Life Sciences | Environmental Sciences Products and Services | Companies that work in the field of environmental monitoring, ecology, geography and/or any sector that directly investigates the state of inhabited territories |
| Life Sciences | Human Health Services | Companies providing health services |
| Life Sciences | Life Sciences Manufacturing | Companies that provide the technologies, products and services that enable manufacturing specialised life sciences materials |
| Life Sciences | Research | Companies that base their economic activity in Life Sciences research |
| Life Sciences | Synthetic Biotechnology | Companies involved in the use and development of synthetic biotechnology products in areas such as agriculture , healthcare and environmental sustainability. |
| Biopharmaceutical | | Companies involved in the development and production of innovative medical solutions, including antibodies, vaccines, advanced therapy medicinal products (ATMPs), small molecule therapeutics, and blood and cell products. |
| Omics | | Companies aiming at the collective characterisation and quantification of biological molecules that translate into the structure, function, and dynamics of an organism. |
| Pharma | | Companies providing new technologies and services to the pharmaceutical industry, largely in the development, testing, production, distribution, and marketing of medicines. |

Net Zero

| Sub-RTIC | Definition |
|--|--|
| Agri-tech | Companies developing technologies and providing services transforming dominant/traditional agricultural practices. |
| Building Technologies | Companies providing technology and services for increased energy efficiency in buildings. |
| Carbon Capture | Companies dedicated to carbon capture, storage and utilisation |
| Diversion of Biodegradable Waste from Landfill | Companies focusing on landfill management. |
| Energy Cooperatives | Energy producers where citizens have control/ownership over the energy source. |
| Energy Storage | Companies providing services/technology to capture energy for use at a later time. |
| Green Finance | Structured financial activity that’s been created to ensure a better environmental outcome. |
| Grid | Organisations dedicated to energy management and energy infrastructure development/maintenance. |
| Heating | Companies offering services/technology for low carbon heating. |
| Low Carbon Consultancy, Advisory & Offsetting Services | Businesses providing environmental consultancy are producing a service for the low carbon economy. |
| Low Carbon Energy Generation | Companies providing energy from low carbon sources. |
| Low Emission Vehicles | Companies focusing on the development of technology and infrastructure for electric vehicles. |
| Pollution Control and Mitigation | Companies providing services and technology for the mitigation of pollution. |
| Renewable Energy Planning Database | Companies captured and/or similar to those identified in the Renewable Energy Planning Database. |
| Renewables | Companies providing energy from renewable sources. |
| Waste Management and Recycling | Companies dedicated to solid waste removal, management and processing. |

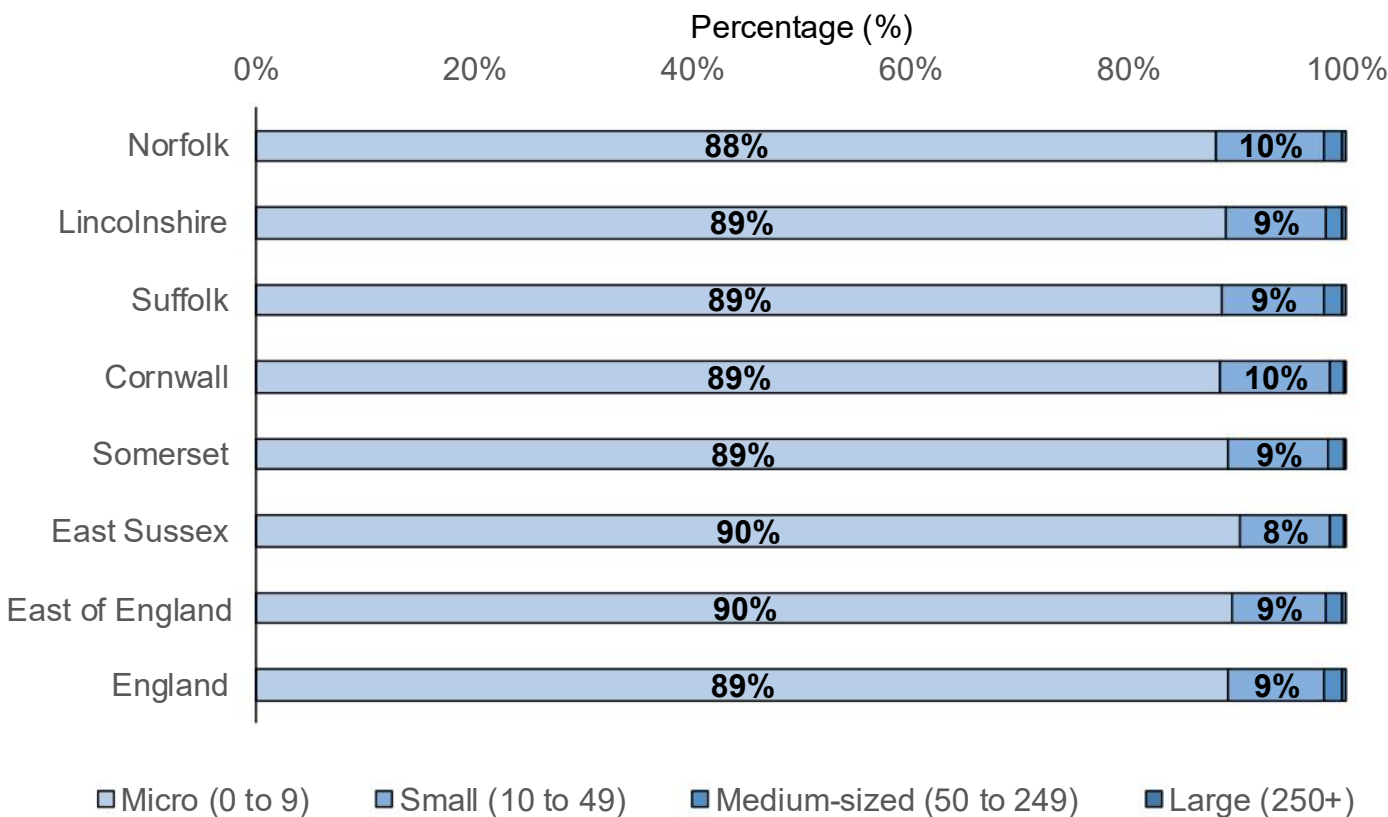
FinTech

| Sub-RTIC | Definition |
|-----------------------------|--|
| Alternative Credit Analysis | Companies providing analytics products/services for the financial sector. |
| Consensus Services | Companies involved in utilising advanced technologies such as blockchain and smart contracts to transform the verification of financial agreements, enhancing trust and transparency in transaction processes. |
| Crypto Asset Exchange | Companies developing/providing secure and user-friendly platforms for buying, selling, and exchanging cryptocurrencies. |
| Digital Banks | Companies developing technologies and services that allow for the digitalisation of banking products or services. |
| Digital Capital Raising | Companies developing/providing novel platforms and strategies that enable efficient and accessible capital acquisition for businesses and projects. |
| Digital Custody | Companies dedicated to the development of digital products that provide robust and reliable solutions for safeguarding and managing digital assets. |
| Digital Identity | Companies supplying digital technologies aimed towards verifying identities in digital financial transactions. |
| Digital Lending | Companies producing digital platforms and technologies for lending services. |
| Digital Payments | Companies offering digital payments technologies. |
| Digital Savings | Companies providing specialised cyber security services to financial institutions. |
| Insurtech | Companies developing specialised digital products for the insurance sector. |
| Regtech | Companies developing technologies that facilitate regulations and assets management. |
| Tech for Enterprise | Companies creating software products to financial institutions. |
| Wealthtech | Companies creating software products to financial institutions |

Norfolk business size comparison

- 88% of Norfolk businesses are classed as 'micro' – employing 0-9 employees.
- This is comparable to both England as a whole and all the statistical neighbours.

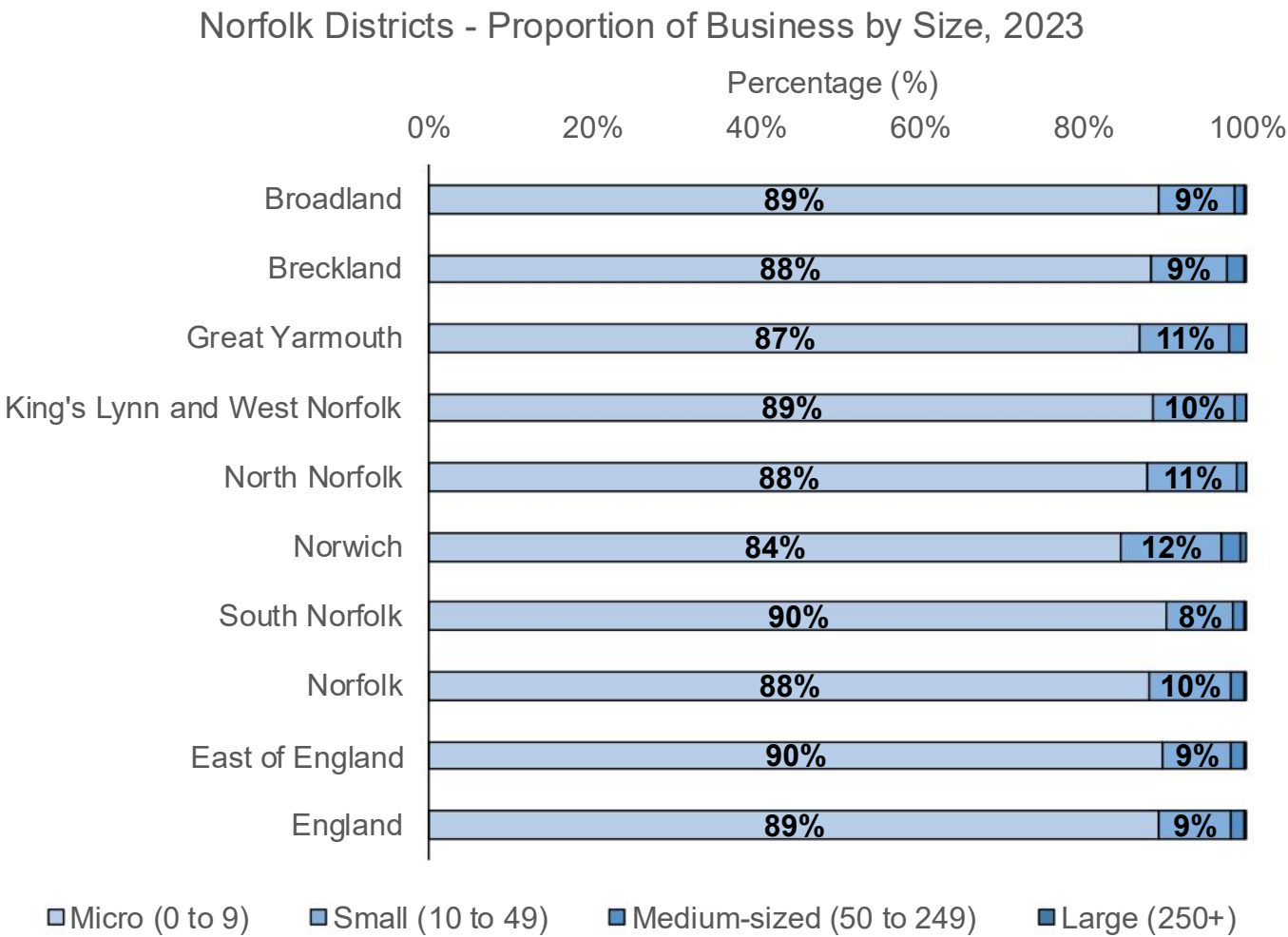
Proportion of Business by Size, 2023



| | Micro (0-9) | Small (10-49) | Medium (50-249) | Large (250+) |
|-----------------|-------------|---------------|-----------------|--------------|
| Norfolk | 88% | 10% | 2% | 0.3% |
| Lincolnshire | 89% | 9% | 2% | 0.3% |
| Suffolk | 89% | 9% | 2% | 0.4% |
| Cornwall | 89% | 10% | 1% | 0.3% |
| Somerset | 89% | 9% | 1% | 0.3% |
| East Sussex | 90% | 8% | 1% | 0.2% |
| East of England | 90% | 9% | 2% | 0.4% |
| England | 89% | 9% | 2% | 0.4% |

Norfolk business size by District

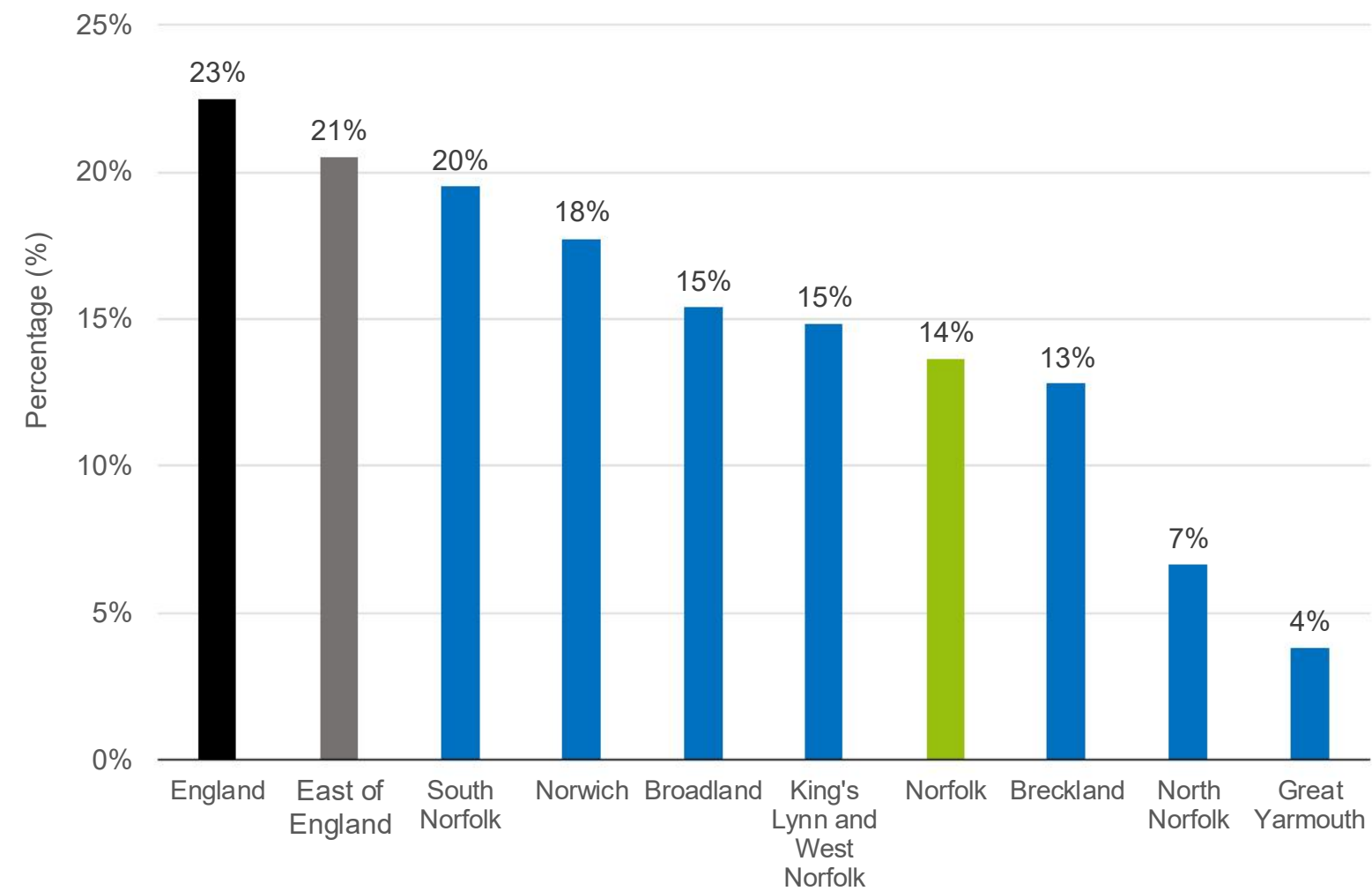
- The districts show a similar picture to Norfolk overall, with a slightly lower proportion of micro-sized businesses in Norwich.



| | Business count (2023) | Micro (0-9) | Small (10-49) | Medium (50-249) | Large (250+) |
|------------------------------|-----------------------|-------------|---------------|-----------------|--------------|
| Broadland | 6,080 | 89% | 9% | 1% | 0.3% |
| Breckland | 5,475 | 88% | 9% | 2% | 0.4% |
| Great Yarmouth | 3,520 | 87% | 11% | 2% | 0.2% |
| King's Lynn and West Norfolk | 6,650 | 89% | 10% | 1% | 0.2% |
| North Norfolk | 4,980 | 88% | 11% | 1% | 0.1% |
| Norwich | 6,500 | 84% | 12% | 2% | 0.7% |
| South Norfolk | 6,555 | 90% | 8% | 1% | 0.3% |
| Norfolk | 39,760 | 88% | 10% | 2% | 0.3% |
| East of England | 308,685 | 90% | 9% | 2% | 0.4% |
| England | 2,737,105 | 89% | 9% | 2% | 0.4% |

Business change

Business change (2013 to 2023)



- Norfolk saw less business growth at 14% compared to England (23%) and the East of England (21%).
- Of the districts, South Norfolk (20%) saw the largest change in number of businesses between 2013 and 2023, while Great Yarmouth (4%) saw the smallest level of business change in the same period.

Business ‘births’ and survival rates

- In 2021 in Norfolk 3,585 new enterprises were ‘born’ and 93.9% of these enterprises ‘survived’ their first year of business.
- 1-year survival rates were similar across the board.
- The 3-year survival rate (based on business ‘births’ in 2019) was higher in every Norfolk district than England overall. Broadland had the highest 3-year survival rate at 65.1%.
- When looking at 5-year survival rates (for business births in 2017), all Norfolk districts except for Norwich achieved better survival rates than England and the 5-year survival rate was highest in North Norfolk (50.8%) – over double the survival rate in Norwich (24.7%).

| Births Of New Enterprises | 2021 | 2022 |
|------------------------------|-------|-------|
| Norfolk | 3,585 | 3,270 |
| Breckland | 485 | 470 |
| Broadland | 490 | 445 |
| Great Yarmouth | 445 | 330 |
| King's Lynn and West Norfolk | 530 | 475 |
| North Norfolk | 390 | 350 |
| Norwich | 710 | 675 |
| South Norfolk | 535 | 525 |

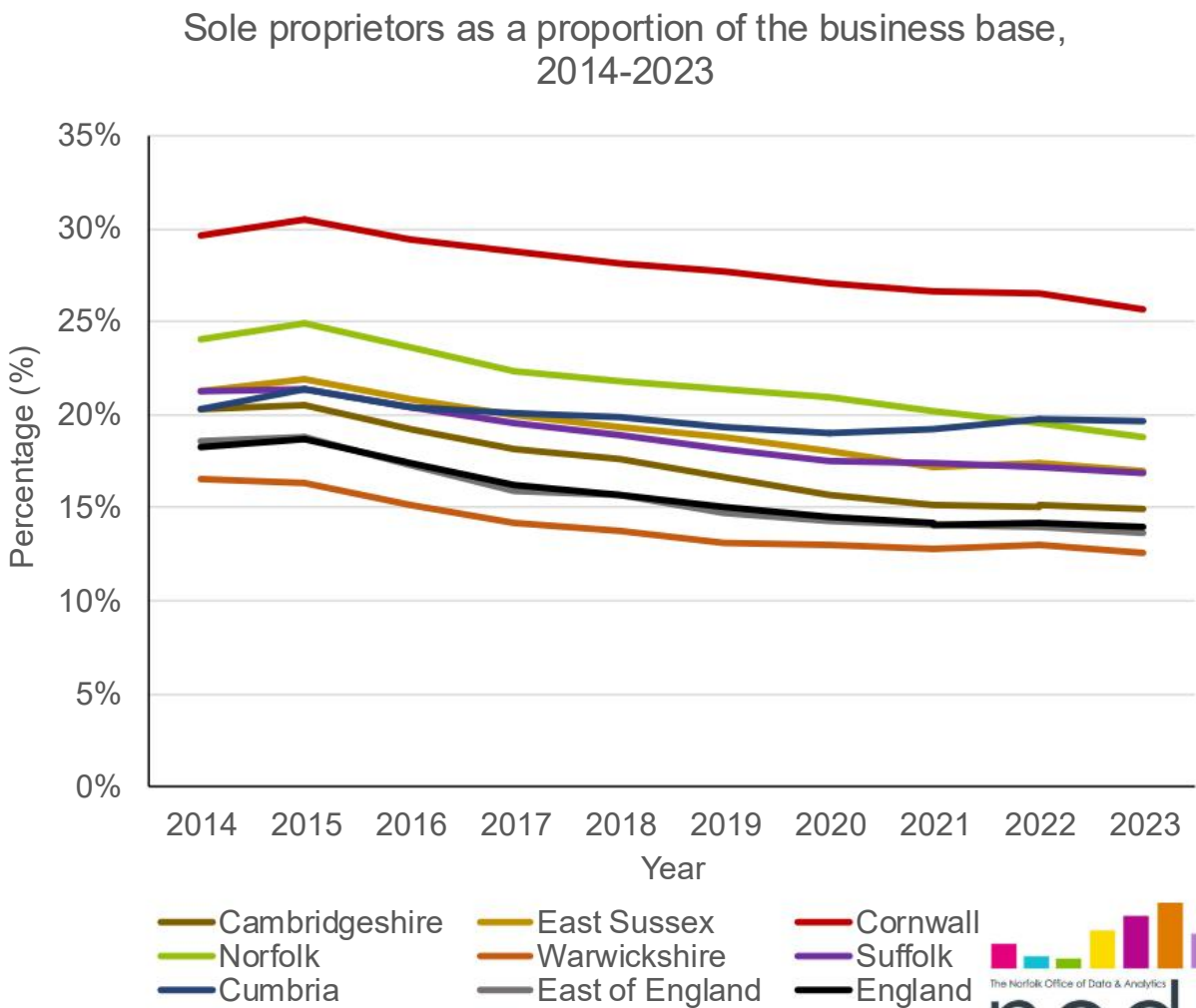
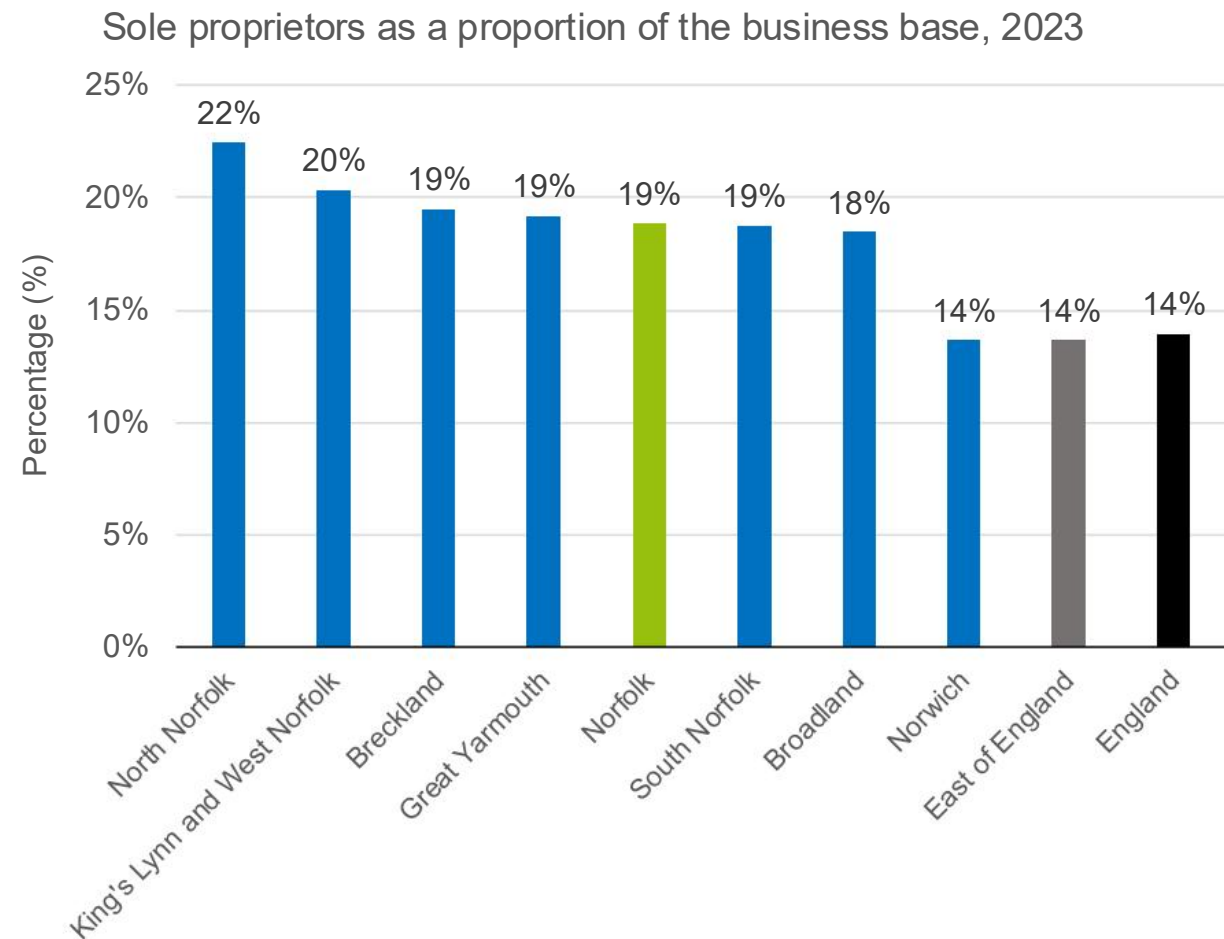
| Survival Of Newly Born Enterprises (2021 business births) | 1-year survival |
|---|-----------------|
| Norfolk | 93.9% |
| Breckland | 93.8% |
| Broadland | 94.9% |
| Great Yarmouth | 93.3% |
| King's Lynn and West Norfolk | 94.3% |
| North Norfolk | 96.2% |
| Norwich | 93.0% |
| South Norfolk | 92.5% |
| England | 93.5% |

| Survival Of Newly Born Enterprises (2019 business births) | 1-year survival | 2-year survival | 3-year survival |
|---|-----------------|-----------------|-----------------|
| Norfolk | 94.5% | 77.5% | 62.5% |
| Breckland | 93.2% | 75.0% | 62.5% |
| Broadland | 96.4% | 81.9% | 65.1% |
| Great Yarmouth | 95.5% | 77.3% | 59.1% |
| King's Lynn and West Norfolk | 94.8% | 76.0% | 63.5% |
| North Norfolk | 93.0% | 77.2% | 61.4% |
| Norwich | 93.8% | 77.7% | 61.5% |
| South Norfolk | 95.1% | 77.5% | 63.7% |
| England | 94.7% | 74.5% | 55.9% |

| Survival Of Newly Born Enterprises (2017 business births) | 1-year survival | 2-year survival | 3-year survival | 4-year survival | 5-year survival |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| Norfolk | 93.8% | 76.0% | 52.7% | 45.3% | 40.1% |
| Breckland | 92.9% | 75.5% | 60.2% | 52.0% | 46.9% |
| Broadland | 93.3% | 62.5% | 52.5% | 45.8% | 41.7% |
| Great Yarmouth | 91.8% | 73.8% | 57.4% | 49.2% | 41.0% |
| King's Lynn and West Norfolk | 95.8% | 81.1% | 63.2% | 53.7% | 49.5% |
| North Norfolk | 96.8% | 79.4% | 65.1% | 60.3% | 50.8% |
| Norwich | 94.0% | 81.4% | 34.4% | 28.8% | 24.7% |
| South Norfolk | 92.8% | 75.7% | 63.1% | 53.2% | 47.7% |
| England | 93.8% | 72.6% | 55.9% | 45.7% | 39.4% |

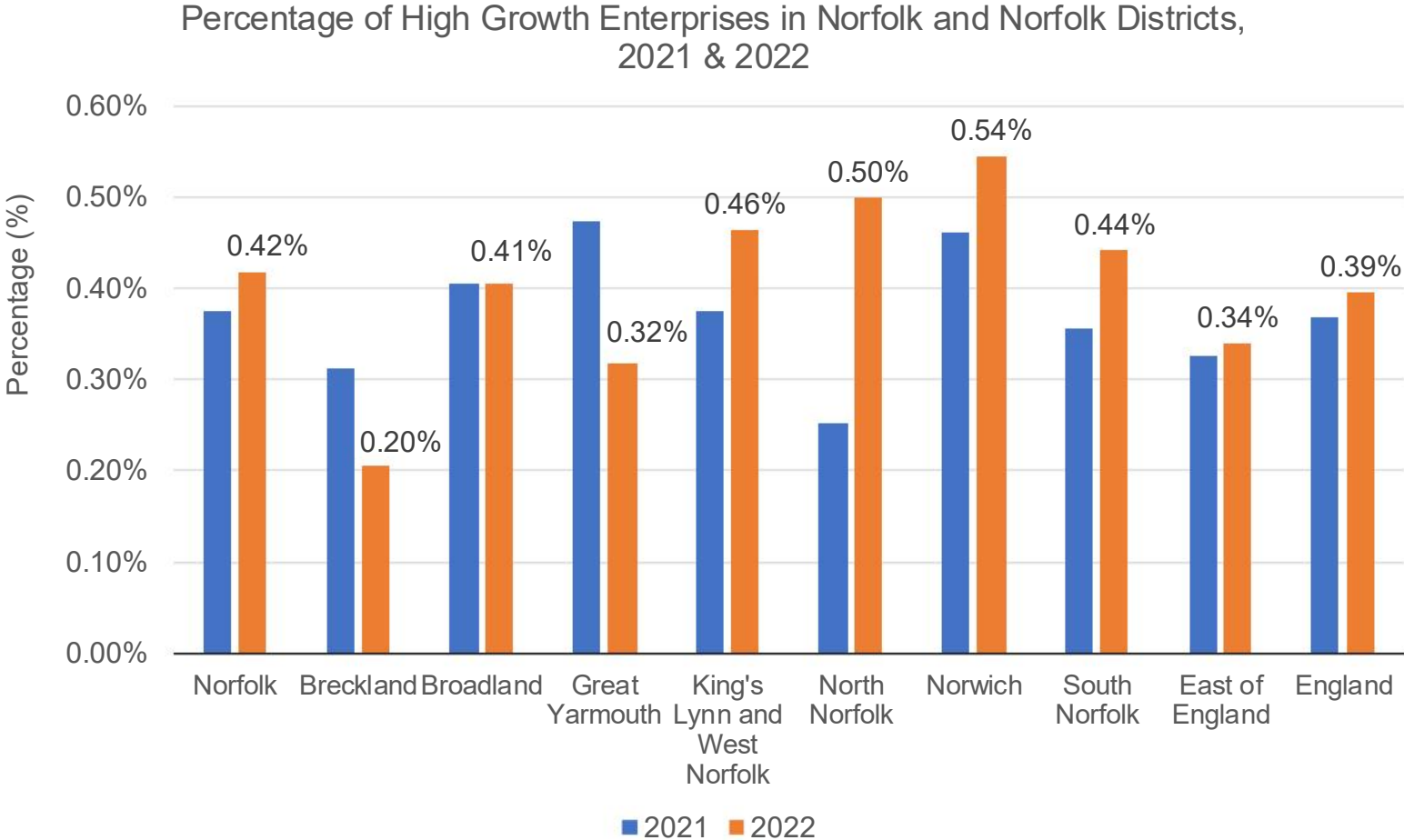
Sole proprietors

- Sole proprietor businesses account for 19% of the business base in Norfolk. This increases to 22% in North Norfolk and is higher than the national (14%) and regional (also 14%) averages.



High Growth enterprises

- 0.42% of Norfolk’s ‘active enterprises’ in 2022 were classed as ‘High Growth’.
- Norwich had the highest proportion of ‘High Growth’ enterprises (0.54%) and Breckland had the lowest (0.20%).



High Growth enterprises definition/method:

“There are several different methods of measuring high growth. The following definition has been used for this analysis:

All enterprises with average annualised growth greater than 20% per annum, over a three year period. Growth can be measured by the number of employees or by turnover. For this analysis growth has been measured using employment.

It is also recommended that a meaningful size threshold be set to avoid the growth of small businesses distorting any results. Eurostat have provisionally set a starting threshold of 10 employees.

In order to calculate the growth of units, it is not necessary to check the change in employee numbers or turnover from one year to the next over a three year period. Instead it is sufficient to compare the population of active enterprises in year xx-3 with those in year xx.

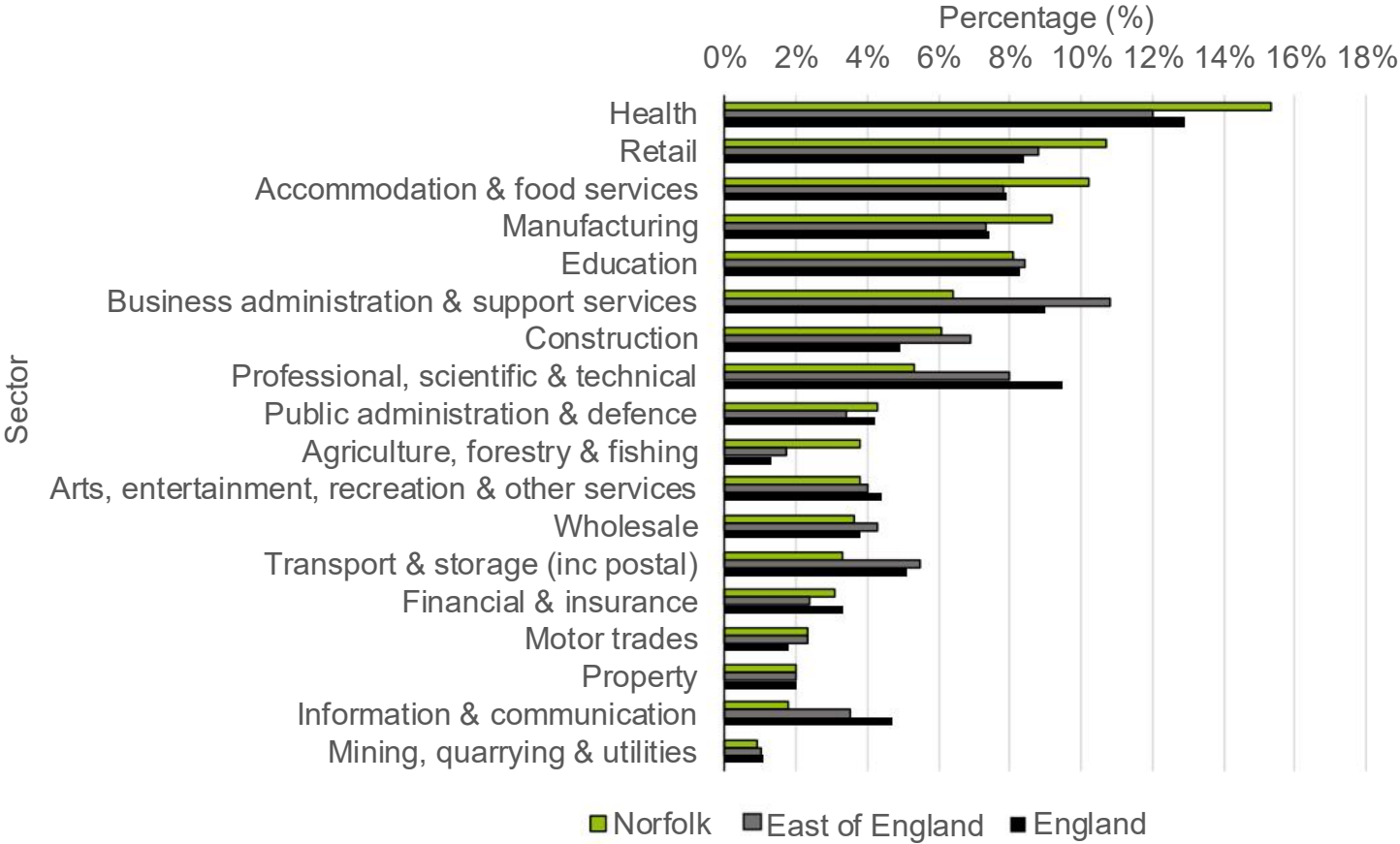
In practice, average annualised growth of 20% per annum over three years would be equal to 72.8% growth from xx-3 to year xx.

We are unable to isolate and remove all cases where data has grown due to a merger or a takeover. These cases are isolated and we do not expect them to have a big impact on the data.”

Norfolk's employment base and change

- The number of people employed in Norfolk's rose from 377,000 in 2015 to 393,300 in 2022 – a 4.5% increase.
- Health (15%), retail (11%) and accommodation & food services (10%) account for over a-third of the Norfolk employment base.
- South Norfolk was the district with the largest positive employment change between 2015 and 2022 (15.7%), followed by King's Lynn and West Norfolk (9.1%) and Broadland (8.7%).

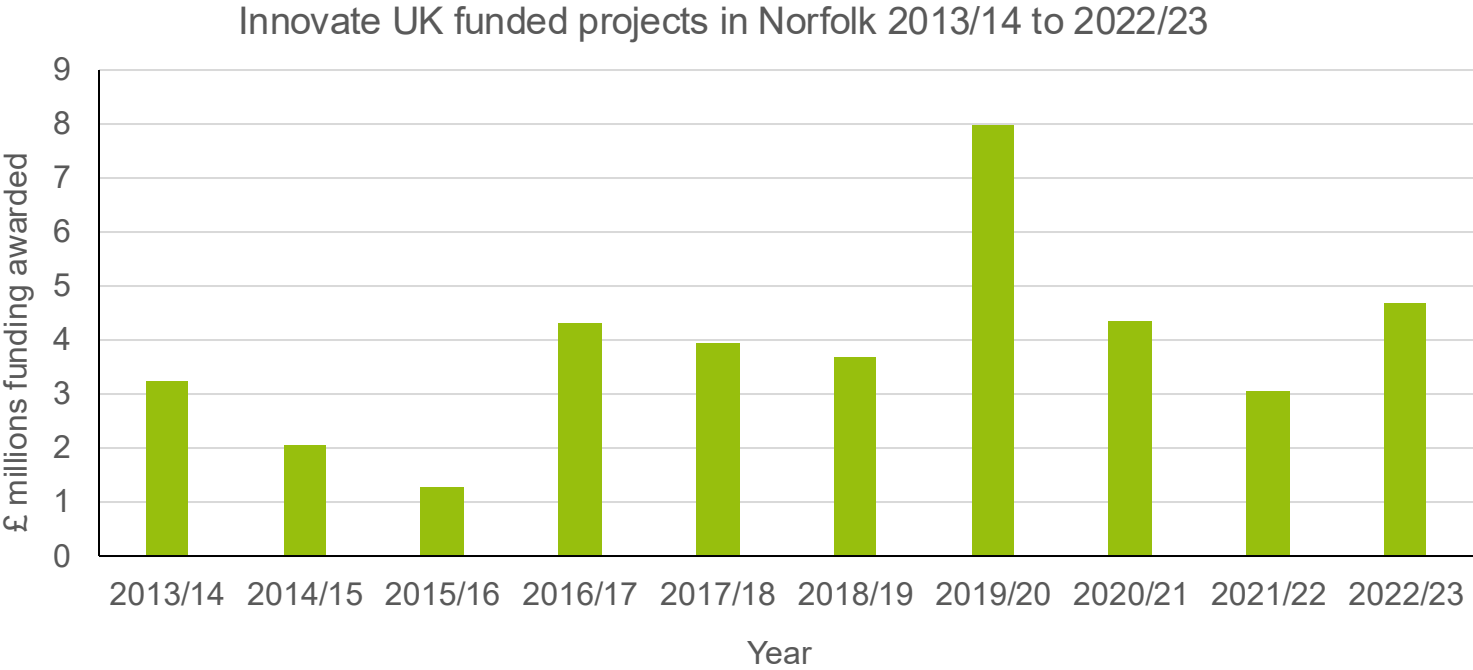
Employment by sector, 2022



| | Percentage employment change by area (2015-2022) |
|-------------------------------|--|
| Norfolk | 4.5% |
| Breckland | 0.0% |
| Broadland | 8.7% |
| Great Yarmouth | -2.6% |
| King's Lynn and West Norfolk | 9.1% |
| North Norfolk | 6.3% |
| Norwich | -2.3% |
| South Norfolk | 15.7% |
| East of England | 7.9% |
| England | 8.4% |
| Lincolnshire | 7.1% |
| Suffolk | 6.4% |
| Cornwall | 10.7% |
| Somerset | 5.8% |
| East Sussex | -0.5% |
| Cambridgeshire & Peterborough | 8.3% |

Investment from Innovate UK

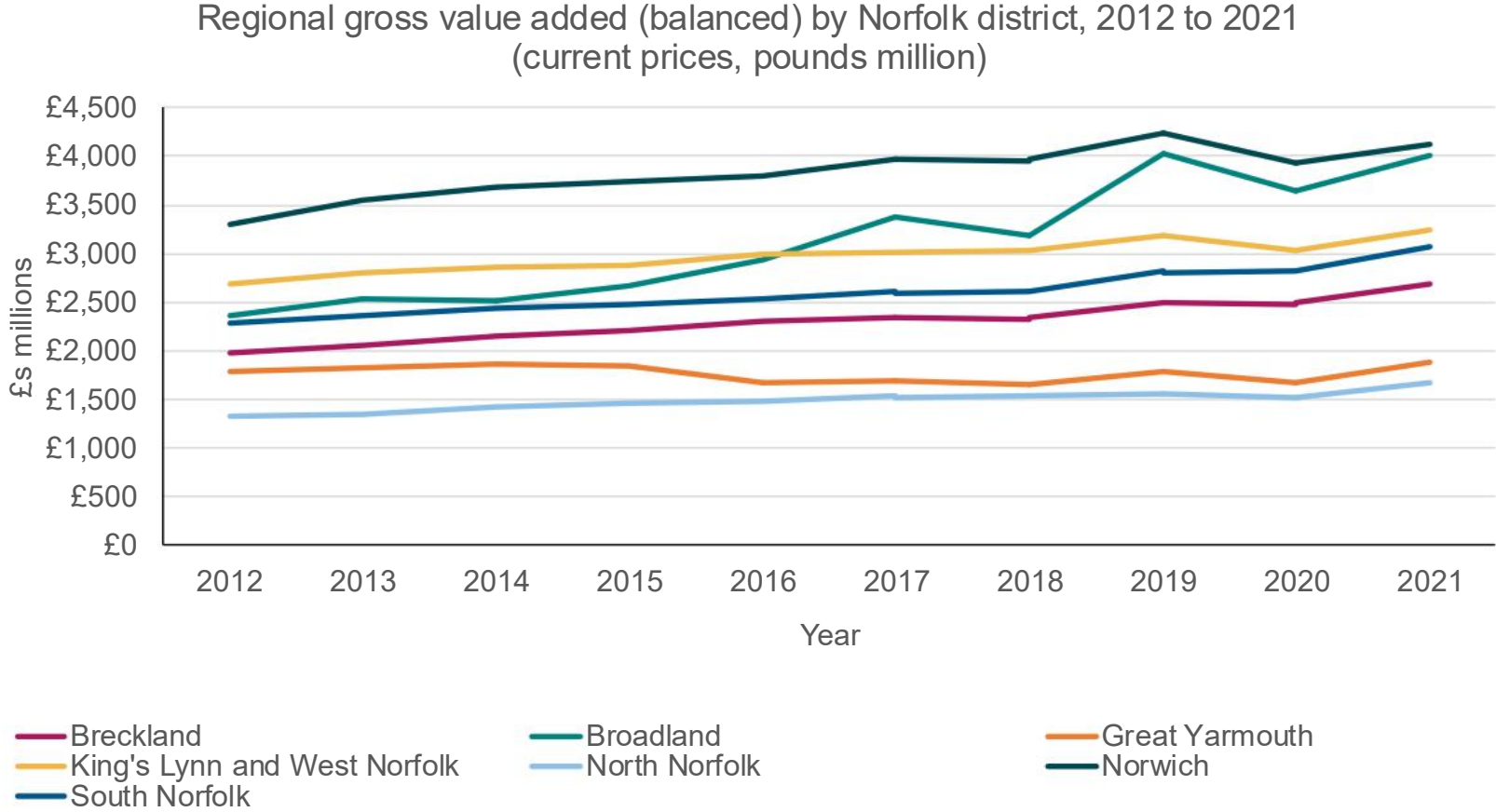
- Over the ten-year period 2013/14 to 2022/23, Innovate UK has funded projects in England to the value of around £10.75bn.
- 8.5% has been awarded to projects in the East of England region - of that £915m, around 4.2% of funding has been awarded to projects in Norfolk (around £38.5m), compared with 1.9% for Suffolk (around £17.6m).
- In the year 2022/23, Norfolk received around £4.7m funding, which has been the highest award over the ten-year period, except for £8m awarded in 2019/20.
- Norwich has the most investment in funded projects during 2022/23.



| | Innovate UK funded projects, 2022/23 (£) |
|------------------------------|--|
| Breckland | £377,700 |
| Broadland | £408,900 |
| Great Yarmouth | £6,000 |
| King's Lynn and West Norfolk | £0 |
| North Norfolk | £161,500 |
| Norwich | £3,064,300 |
| South Norfolk | £667,400 |
| Norfolk Total | £4,685,800 |

Productivity (GVA)

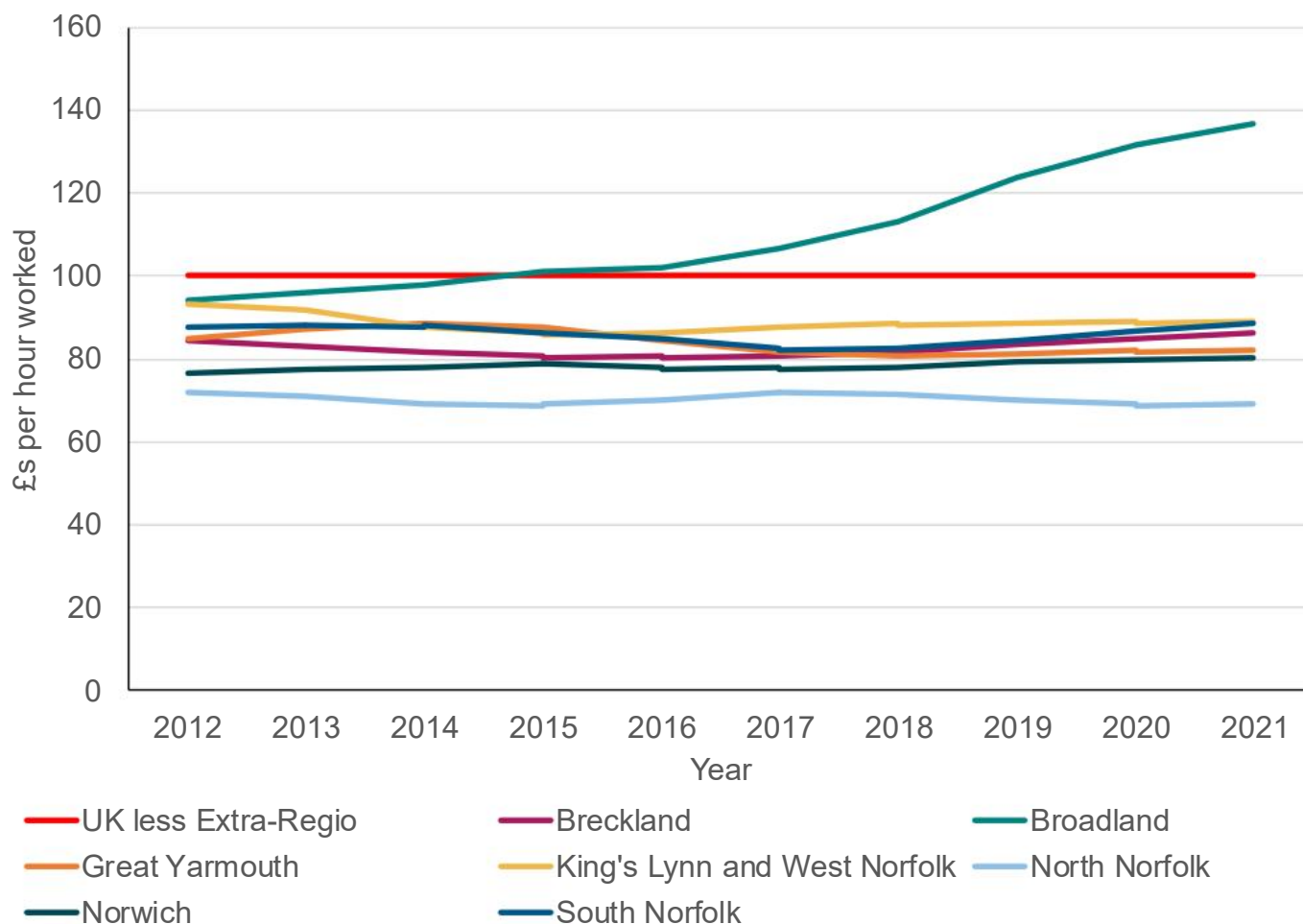
- The Norwich and Broadland regions were responsible for over £4 billion in GVA in 2021.
- Alternatively, the measure of GVA per hour worked shows that in 2020, only Broadland was more productive, on average, than the UK overall.



| | Regional GVA (current prices, £m) | GVA per hour worked (2020) |
|------------------------------|-----------------------------------|----------------------------|
| Breckland | £2,687 | £30.95 |
| Broadland | £4,000 | £47.39 |
| Great Yarmouth | £1,888 | £30.96 |
| King's Lynn and West Norfolk | £3,241 | £32.46 |
| North Norfolk | £1,673 | £25.64 |
| Norwich | £4,116 | £30.59 |
| South Norfolk | £3,064 | £31.99 |
| UK less Extra-Regio | N/A | £37.73 |

Indexed GVA per hour worked

Current Price (smoothed) GVA (B) per hour worked indices; Local Authority District, 2012 - 2021



- With the UK indexed to 100, we can see how the Norfolk districts compare to the country in terms of GVA (£ per hour worked) between 2012 and 2021.
- Broadland saw a good increase compared to the UK between 2017 and 2021, whereas all the other districts have remained below the UK index.
- Some have been consistently below for the past 10 years.

GVA by sector

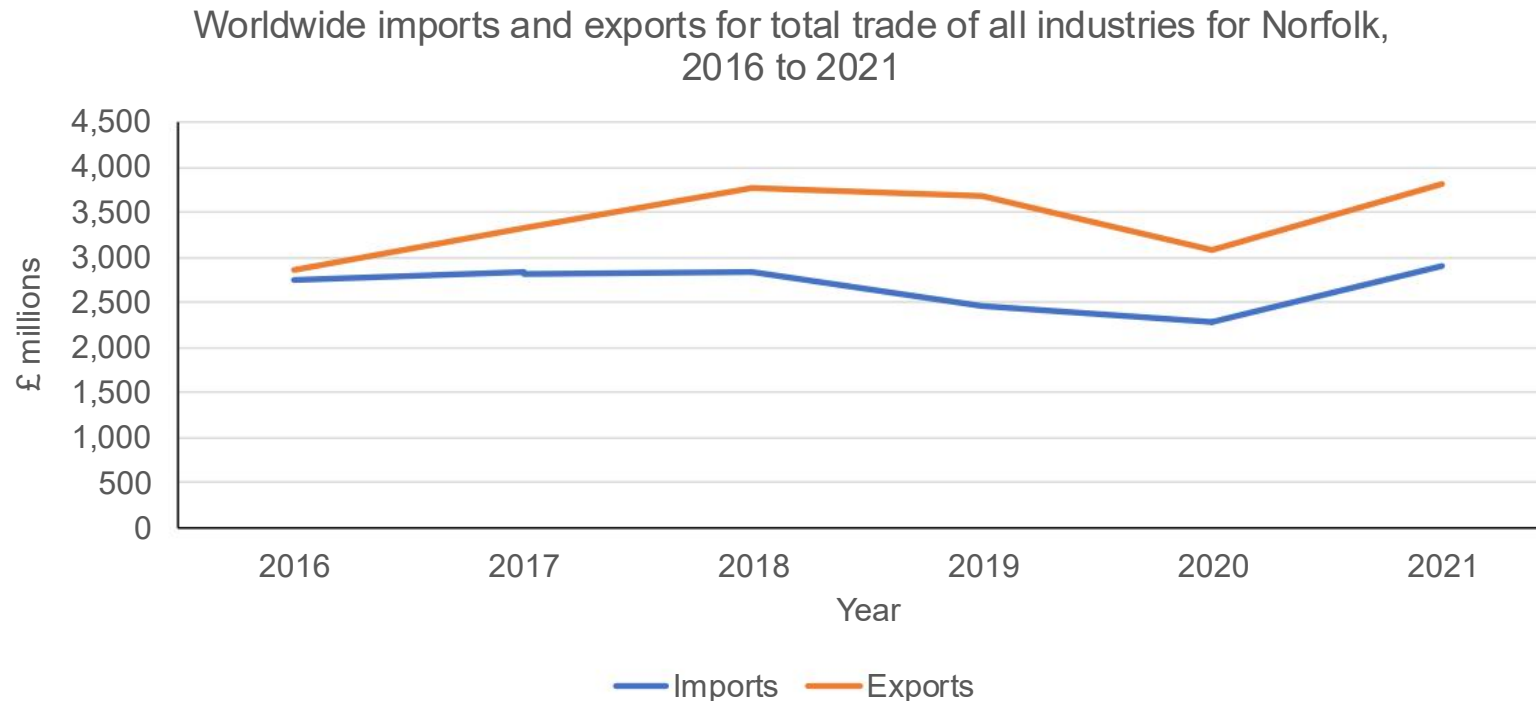
Regional gross value added (balanced) by industry for Norfolk districts, in millions, 2021 data. This table shows a breakdown of GVA by industry and local authority.

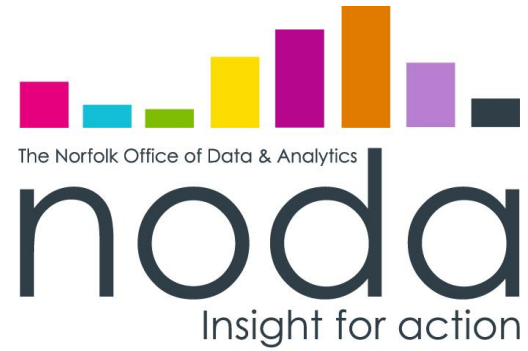
- GVA was highest in Broadland (£3.9bn) and lowest in Great Yarmouth (1.7bn).
- 'Manufacturing' was a greater contributor in Breckland and King's Lynn and West Norfolk, whereas the 'services sector' contributed more in Broadland and Norwich.
- 'Financial and insurance activities' in Broadland are prominent while 'public administration and defence' contributed more GVA in King's Lynn and West Norfolk and Norwich and 'education'; was higher in Norwich also..0
- South Norfolk had higher GVA from 'human health' sectors.

| 2021 (£ million) | Breckland | Broadland | Great Yarmouth | King's Lynn and West Norfolk | North Norfolk | Norwich | South Norfolk |
|---|-----------|-----------|----------------|------------------------------|---------------|---------|---------------|
| All industries | 2,589 | 3,960 | 1,715 | 3,043 | 1,588 | 3,832 | 2,702 |
| Production sector | 758 | 400 | 345 | 957 | 319 | 344 | 368 |
| Agriculture, mining, electricity, gas, water and waste | 156 | 67 | 147 | 231 | 141 | 52 | 164 |
| Manufacturing | 602 | 333 | 198 | 726 | 178 | 292 | 204 |
| Manufacture of food, beverages, textiles and clothing | 176 | 113 | 13 | 262 | 65 | 47 | 49 |
| Manufacture of wood, petroleum, chemicals and minerals | 262 | 88 | 32 | 249 | 36 | 111 | 47 |
| Manufacture of metals, electrical products and machinery | 125 | 114 | 117 | 178 | 54 | 81 | 91 |
| Other manufacturing, repair and installation | 39 | 18 | 35 | 36 | 23 | 53 | 17 |
| Construction | 244 | 271 | 85 | 219 | 107 | 229 | 258 |
| Construction of buildings | 67 | 100 | 14 | 44 | 40 | 33 | 39 |
| Civil engineering | 71 | 17 | 14 | 26 | 16 | 57 | 60 |
| Specialised construction activities | 106 | 154 | 56 | 148 | 51 | 139 | 159 |
| Services sector | 1,587 | 3,288 | 1,285 | 1,867 | 1,162 | 3,259 | 2,077 |
| Wholesale and retail trade; repair of motor vehicles | 283 | 280 | 150 | 292 | 158 | 481 | 290 |
| Motor trades | 25 | 30 | 17 | 59 | 15 | 74 | 37 |
| Wholesale trade | 83 | 89 | 26 | 67 | 37 | 98 | 125 |
| Retail trade | 175 | 161 | 107 | 166 | 106 | 309 | 128 |
| Transportation and storage | 89 | 34 | 37 | 45 | 34 | 96 | 44 |
| Land, water and air transport | 32 | 8 | 12 | 21 | 22 | 40 | 20 |
| Warehousing, transport support, postal and courier activities | 57 | 26 | 25 | 24 | 12 | 56 | 25 |
| Accommodation and food service activities | 57 | 57 | 125 | 108 | 99 | 124 | 63 |
| Information and communication | 21 | 77 | 33 | 29 | 18 | 163 | 41 |
| Financial and insurance activities | 14 | 1,742 | 13 | 16 | 11 | 104 | 13 |
| Real estate activities | 385 | 481 | 217 | 460 | 411 | 475 | 446 |
| Owner-occupiers' imputed rental | 316 | 350 | 189 | 395 | 349 | 235 | 369 |
| Real estate activities, excluding imputed rental | 70 | 131 | 28 | 65 | 61 | 240 | 78 |
| Professional, scientific and technical activities | 93 | 88 | 89 | 67 | 43 | 289 | 109 |
| Legal and accounting activities | 24 | 31 | 10 | 25 | 13 | 173 | 33 |
| Head offices and management consultancy | 5 | 6 | 3 | 5 | 4 | 16 | 14 |
| Architectural and engineering activities | 33 | 18 | 64 | 13 | 3 | 31 | 22 |
| Other professional, scientific and technical activities | 30 | 33 | 11 | 24 | 22 | 69 | 40 |
| Administrative and support service activities | 163 | 78 | 101 | 112 | 42 | 219 | 85 |
| Rental and leasing activities | 66 | 21 | 47 | 34 | 9 | 27 | 11 |
| Employment activities; tourism and security services | 67 | 21 | 35 | 51 | 12 | 134 | 22 |
| Services to buildings and landscape activities | 16 | 13 | 4 | 20 | 9 | 38 | 20 |
| Office administration and business support activities | 12 | 24 | 15 | 7 | 12 | 20 | 32 |
| Public administration and defence | 150 | 78 | 57 | 229 | 68 | 441 | 144 |
| Education | 156 | 149 | 128 | 194 | 120 | 472 | 177 |
| Human health and social work activities | 116 | 171 | 259 | 263 | 85 | 241 | 596 |
| Human health and residential care activities | 89 | 151 | 237 | 252 | 79 | 194 | 509 |
| Social work activities | 27 | 20 | 22 | 11 | 5 | 46 | 87 |
| Arts, entertainment and recreation | 25 | 19 | 50 | 27 | 35 | 79 | 24 |
| Other service activities | 25 | 26 | 19 | 16 | 31 | 67 | 34 |
| Membership organisations; repair of household goods | 6 | 9 | 1 | 1 | 14 | 45 | 7 |
| Other personal service activities | 19 | 17 | 18 | 15 | 18 | 22 | 27 |
| Activities of households | 9 | 8 | 6 | 10 | 7 | 9 | 9 |

Value of imports and exports

- During the period 2016 and 2021, the value of worldwide imports and exports for total trade of all industries have increased for Norfolk – 5.8% increase for imports compared with 4.9% for the East of England, and 33.5% increase for exports compared with 30.1% for the East of England.
- For 2021, the value of Norfolk's worldwide imports is £2.9bn (representing 5.0% of the region's imports value), and the value of Norfolk's worldwide exports is £3.8bn (representing 7.5% of the region's exports value).
- Over that last year, the value of Norfolk's worldwide imports and exports are proportionately much higher than for the region, and are now above pre-COVID-19 (2018) levels.





Norfolk
County Council

Place



Key metrics analysis – place

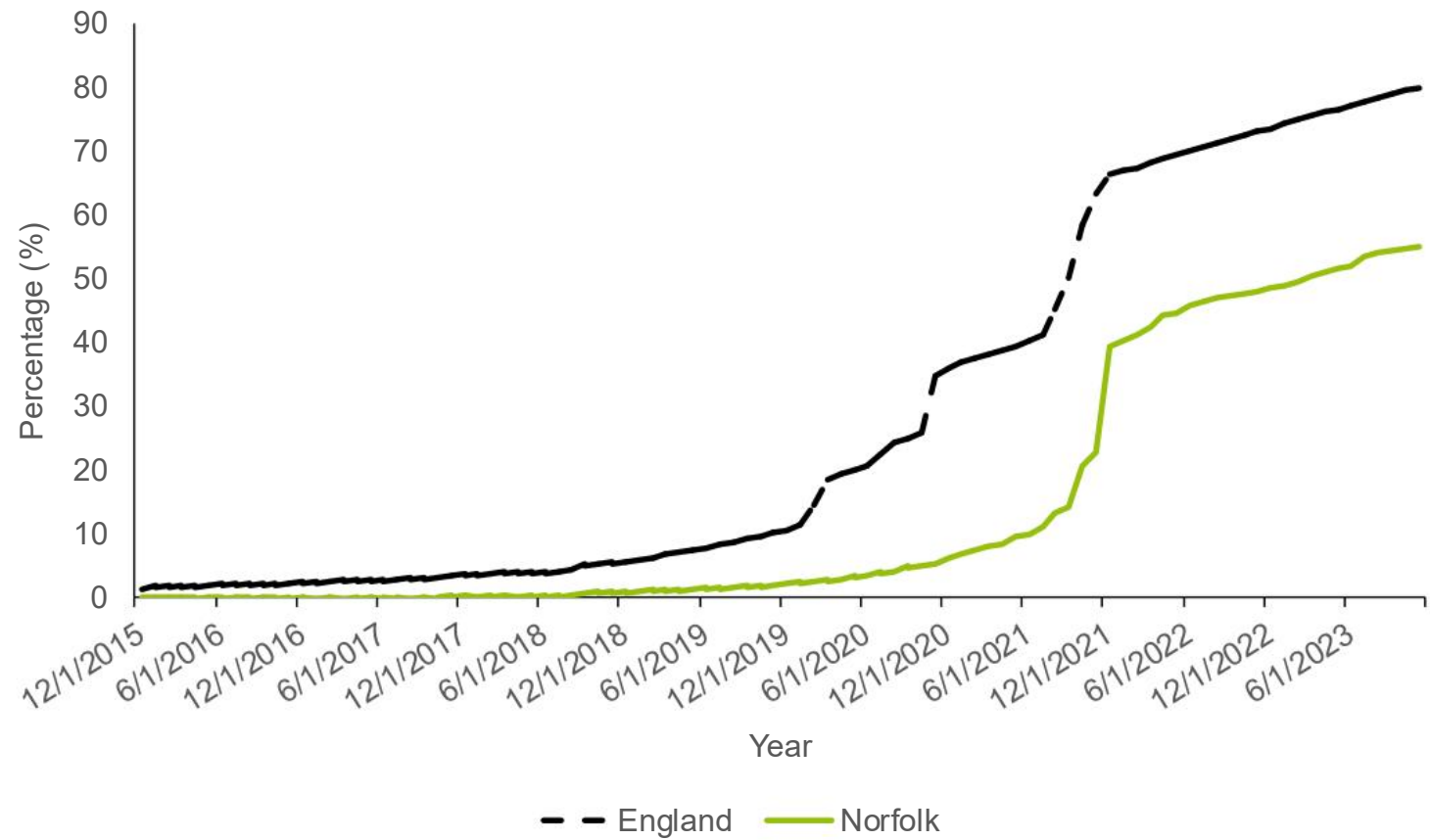
This section looks at:

- Gigabit broadband coverage
- Ultrafast broadband coverage
- Superfast broadband coverage
- 4G coverage
- Wellbeing – life satisfaction
- Wellbeing – a worthwhile life
- Wellbeing – happiness
- Wellbeing – anxiety
- Loneliness
- Housing affordability
- House prices
- Planned housing
- Gross disposable household income (GDHI) per head
- Transport connectivity
- Access to services
- Commuting patterns
- Location of usual residence and place of work
- Emissions per km
- Emissions over time (by district)

Gigabit broadband coverage

- In November 2023, Norfolk had 55.0% of premises with gigabit broadband, compared to the England coverage of 79.8%.
- The gap between the Norfolk and England percentages remained consistent between December 2022 (25.0%) and November 2023 (24.8 %).

Gigabit broadband coverage for Norfolk and England
January 2010 – November 2023

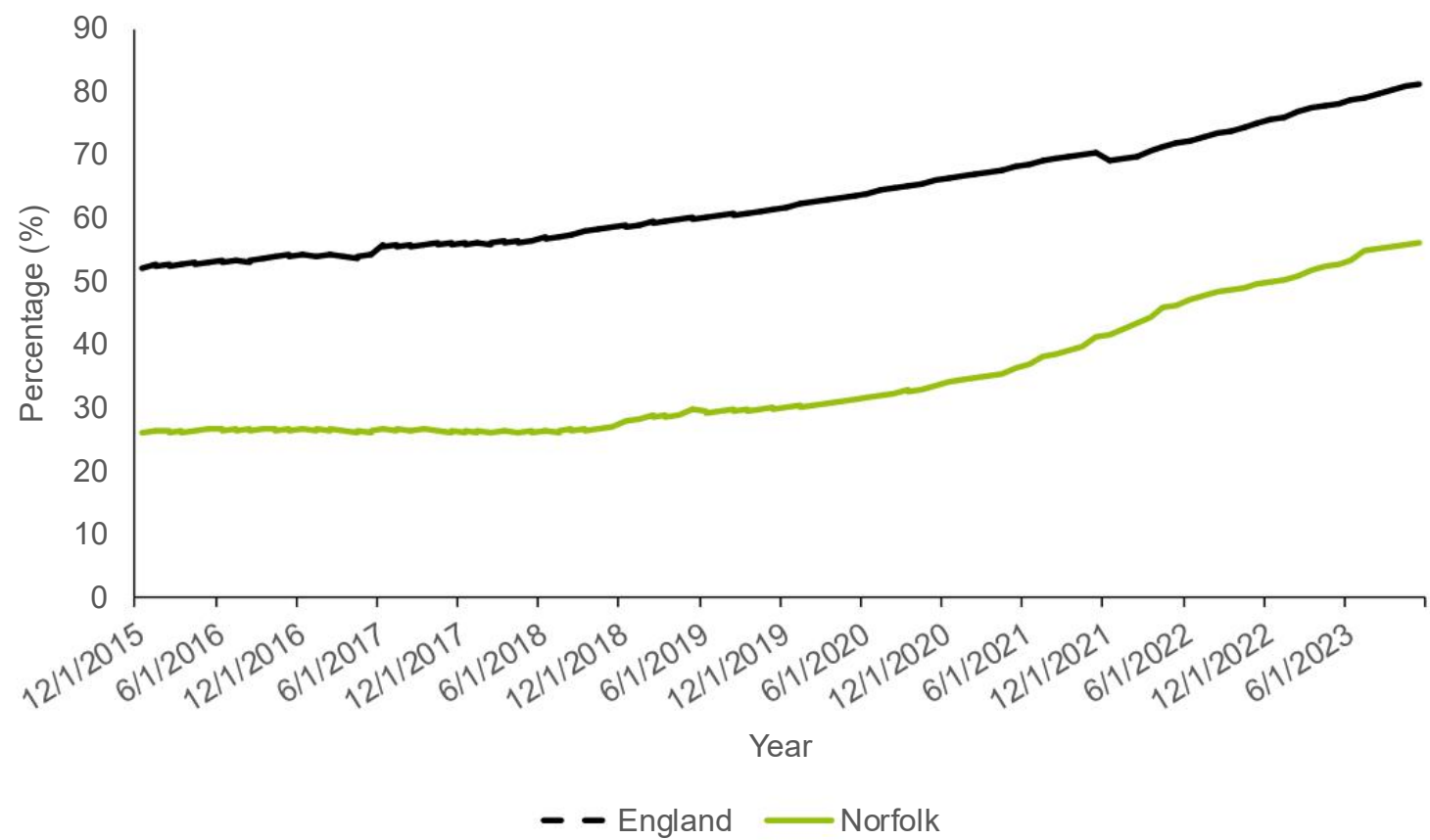


| Percentage of premises with gigabit broadband by month and region | Norfolk | England |
|---|---------|---------|
| 1/12/2022 | 48.6% | 73.6% |
| 1/1/2023 | 48.9% | 74.3% |
| 1/3/2023 | 49.5% | 75.1% |
| 1/3/2023 | 50.6% | 75.8% |
| 1/4/2023 | 51.1% | 76.3% |
| 1/5/2023 | 51.5% | 76.6% |
| 1/6/2023 | 52.0% | 77.1% |
| 1/7/2023 | 53.6% | 77.7% |
| 1/8/2023 | 54.0% | 78.4% |
| 1/9/2023 | 54.5% | 78.9% |
| 1/10/2023 | 54.7% | 79.5% |
| 1/11/2023 | 55.0% | 79.8% |

Ultrafast broadband coverage

- In November 2023, Norfolk had 56.1% of premises with ultrafast broadband, compared to the England coverage of 81.1%.
- The gap between the Norfolk and England remained between 24% and 26% between December 2022 and November 2023.

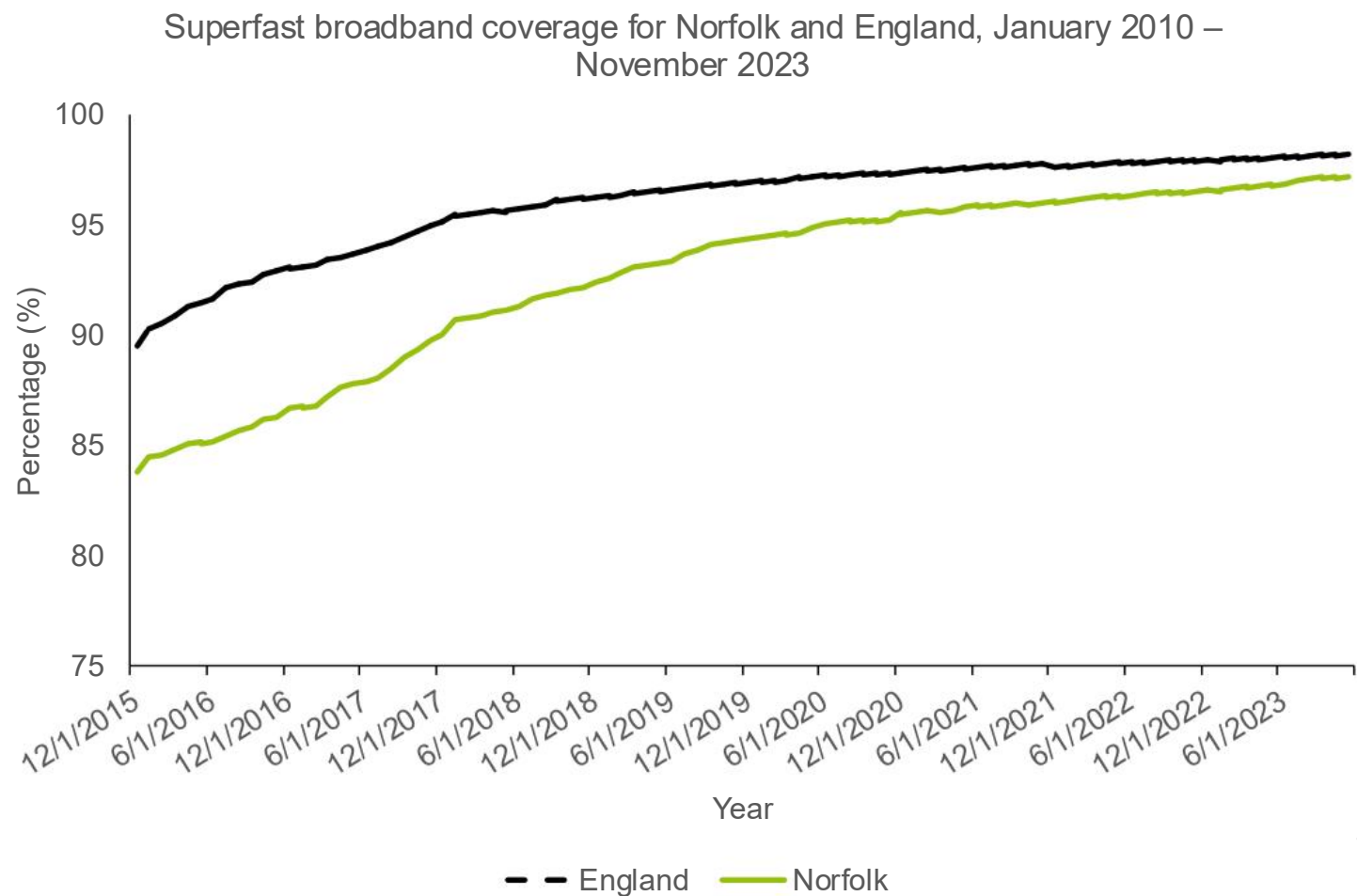
Ultrafast broadband coverage for Norfolk and England
January 2010 – November 2023



| Percentage of premises with ultrafast broadband by month and region | Norfolk | England |
|---|---------|---------|
| 1/12/2022 | 50.0% | 75.5% |
| 1/1/2023 | 50.3% | 76.1% |
| 1/3/2023 | 50.9% | 76.8% |
| 1/3/2023 | 51.9% | 77.4% |
| 1/4/2023 | 52.4% | 77.8% |
| 1/5/2023 | 52.8% | 78.2% |
| 1/6/2023 | 53.3% | 78.6% |
| 1/7/2023 | 54.8% | 79.1% |
| 1/8/2023 | 55.2% | 79.8% |
| 1/9/2023 | 55.6% | 80.3% |
| 1/10/2023 | 55.9% | 80.8% |
| 1/11/2023 | 56.1% | 81.1% |

Superfast broadband coverage

- In November 2023, Norfolk had 97.2% of premises with superfast broadband, compared to the England coverage of 98.2%.
- The gap between the Norfolk and England remained small between December 2022 and November 2023, with only minimal change to the England percentage.

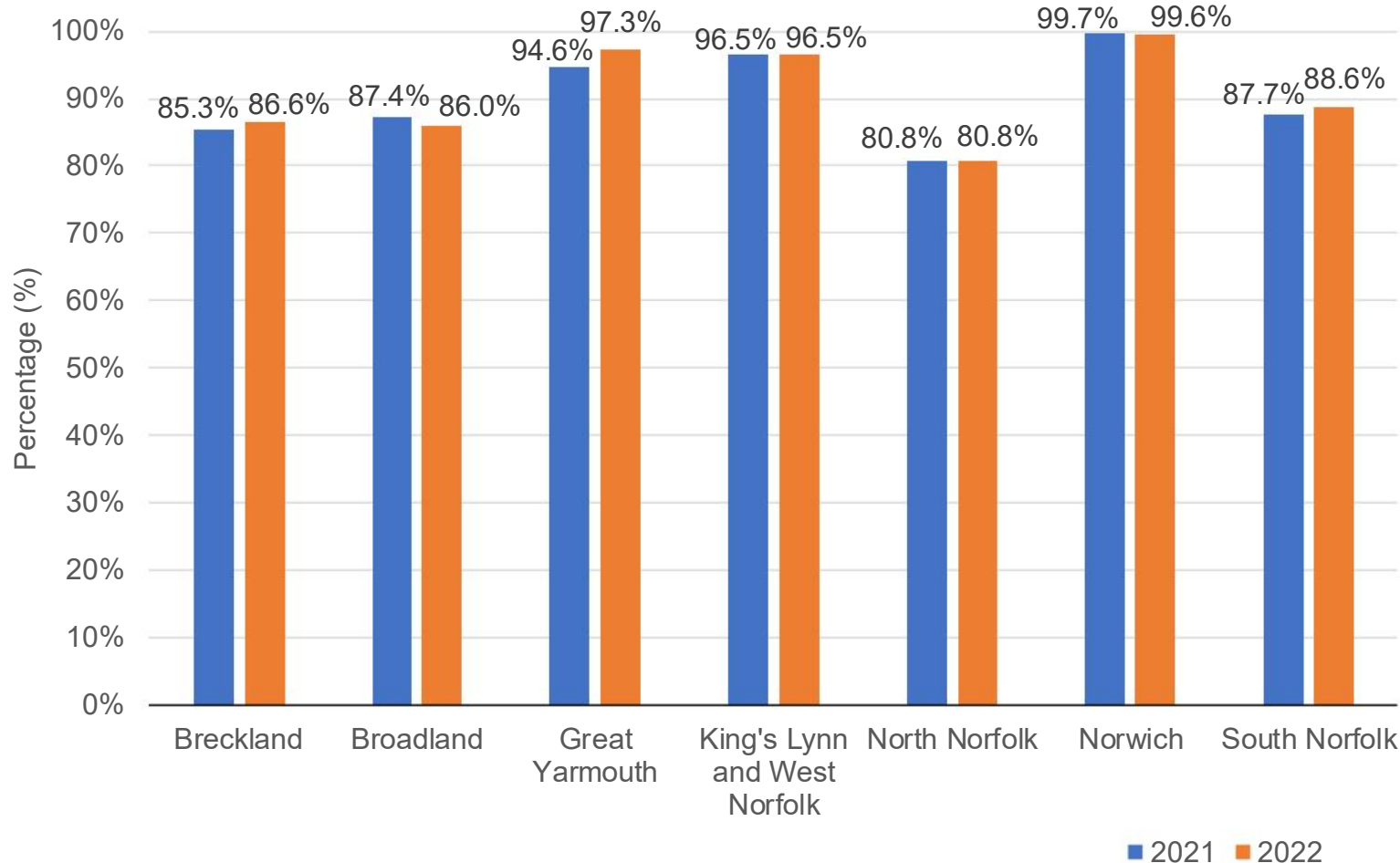


| Percentage of premises with superfast broadband by month and region | Norfolk | England |
|---|---------|---------|
| 1/12/2022 | 96.6% | 98.0% |
| 1/1/2023 | 96.6% | 98.0% |
| 1/3/2023 | 96.7% | 98.0% |
| 1/3/2023 | 96.8% | 98.1% |
| 1/4/2023 | 96.8% | 98.1% |
| 1/5/2023 | 96.8% | 98.1% |
| 1/6/2023 | 96.9% | 98.1% |
| 1/7/2023 | 97.1% | 98.2% |
| 1/8/2023 | 97.1% | 98.2% |
| 1/9/2023 | 97.2% | 98.2% |
| 1/10/2023 | 97.2% | 98.2% |
| 1/11/2023 | 97.2% | 98.2% |

Please note the chart scale on this page ranges from 75% to 100% and not 0% to 100% like the previous two pages.

4G coverage

4G services, geographic (outdoor): signal from all operators (%)

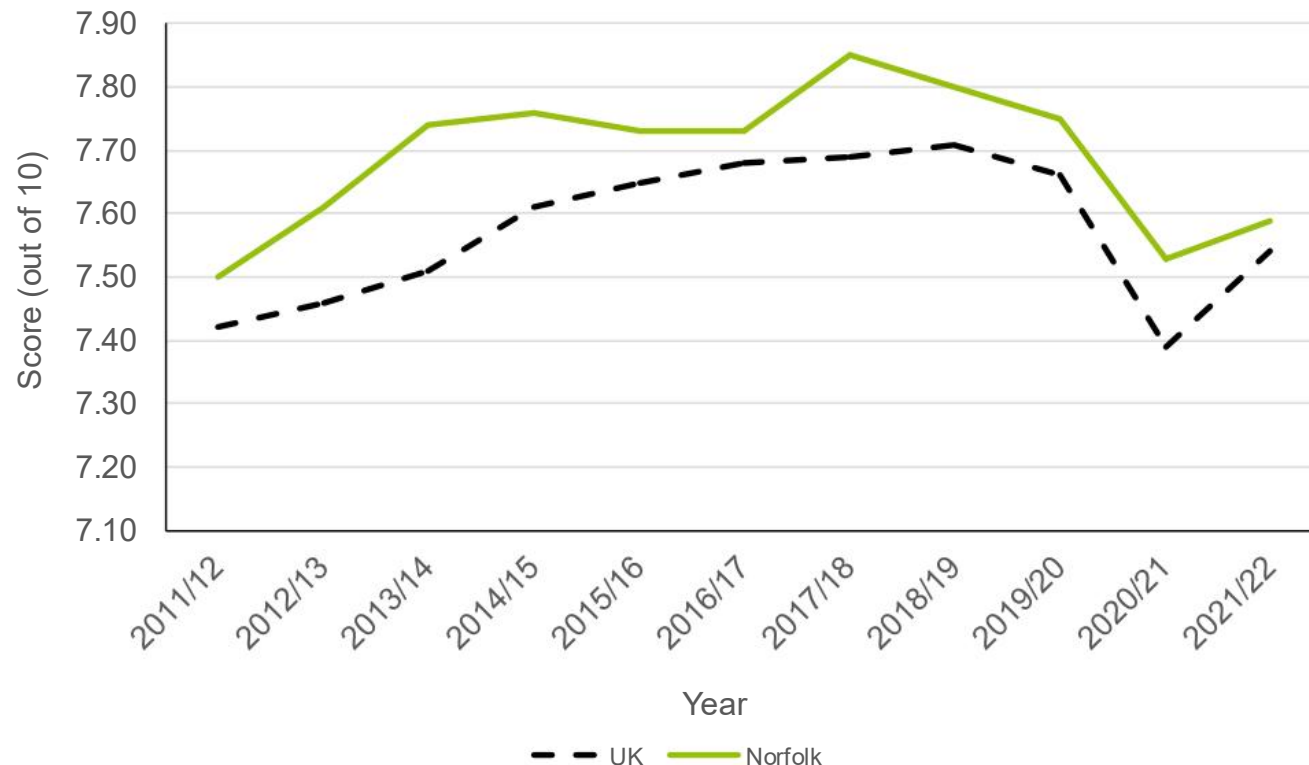


- In 2022 Norwich had almost 100% 4G signal from all operators, whereas North Norfolk was some way behind at 80.8%.
- The average of the 2022 figures is 90.8%, so we could infer that Norfolk as a whole has 90.8% 4G coverage from all operators.
- This is up slightly from an average of 90.3% in 2021.

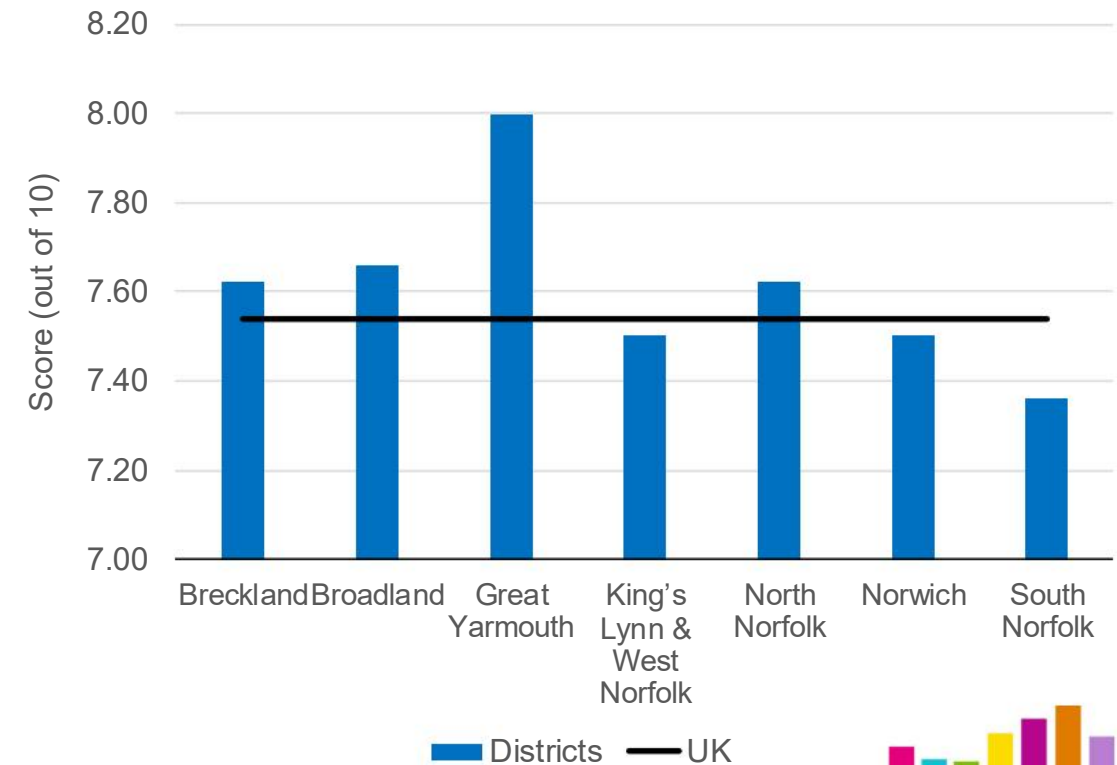
Wellbeing – life satisfaction

- Life satisfaction scores in Norfolk have consistently remained above UK scores for the last 10 years.
- Four of the seven Norfolk districts had life satisfaction scores above that of the UK overall in 2021/22.

Life satisfaction scores (out of 10) for Norfolk and the UK, 2011/12 to 2021/22



Life satisfaction scores, Norfolk districts compared with UK, 2021/22

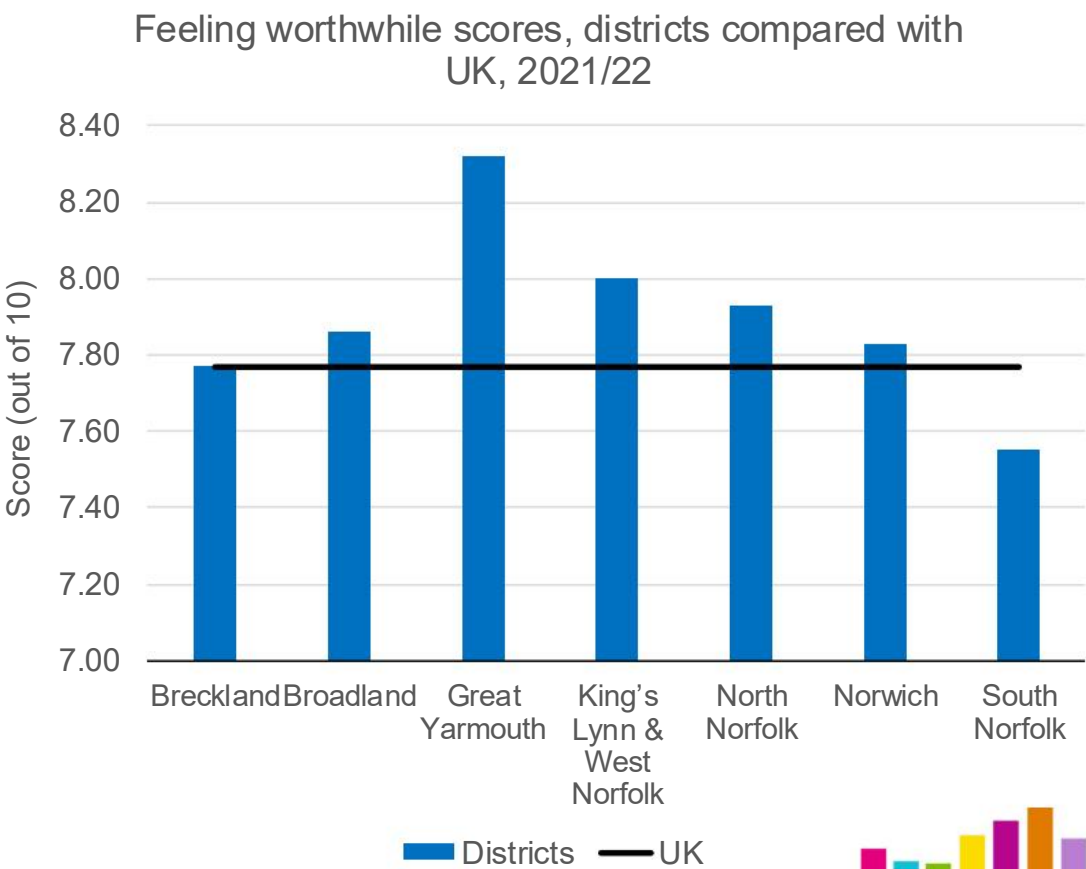
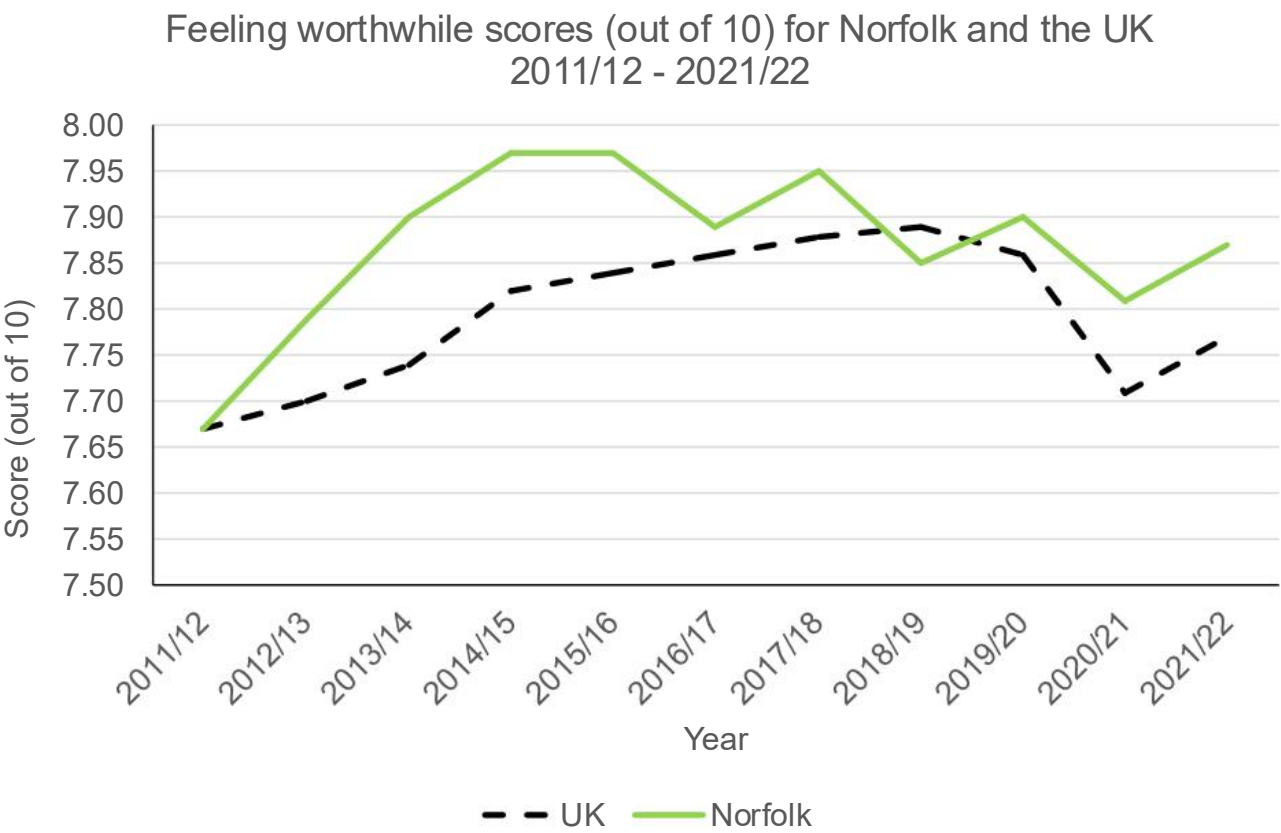


Source: [Annual Population Survey, Office for National Statistics](#)

Question: Overall, how satisfied are you with your life nowadays? Where 0 is 'not at all satisfied' and 10 is 'completely satisfied'.

Wellbeing – a worthwhile life

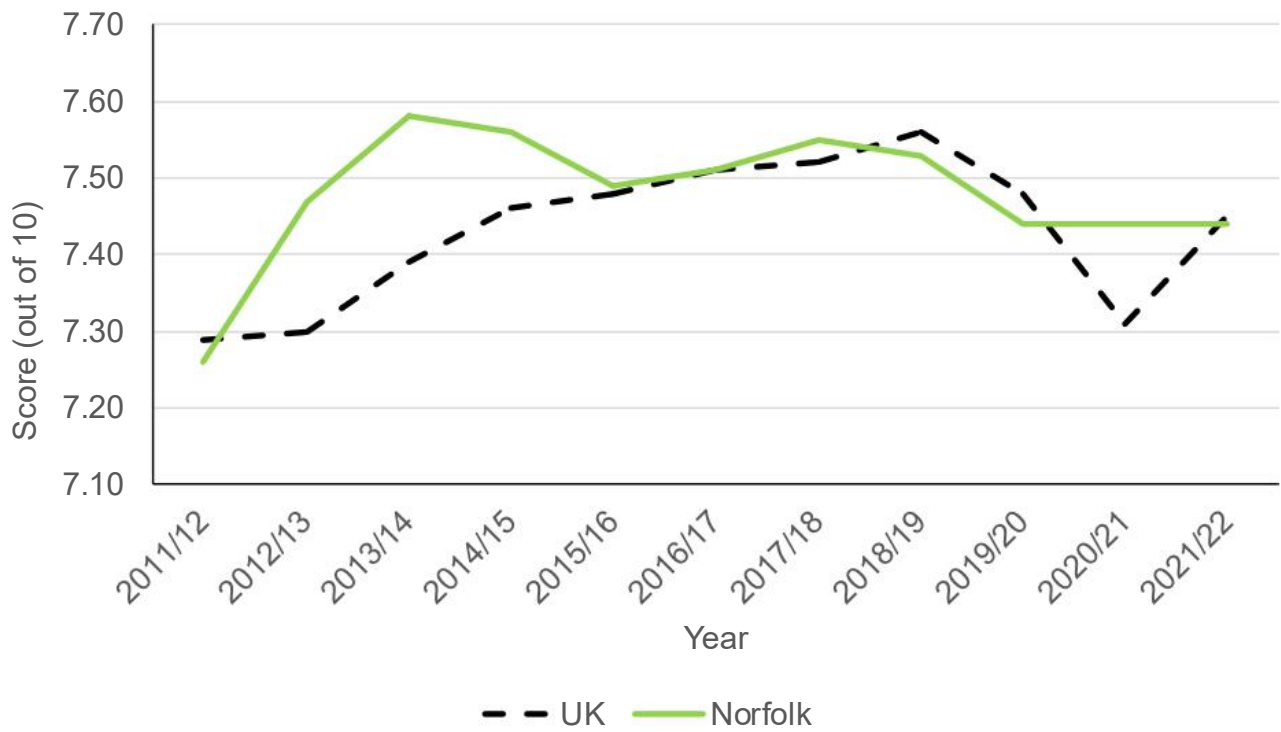
- Data for 2021/22 shows that Norfolk scores higher than the UK overall for feeling the ‘things’ people ‘do’ in life are ‘worth while’.
- Six of the seven Norfolk districts have ‘feeling worthwhile’ scores equal to, or above the UK overall.



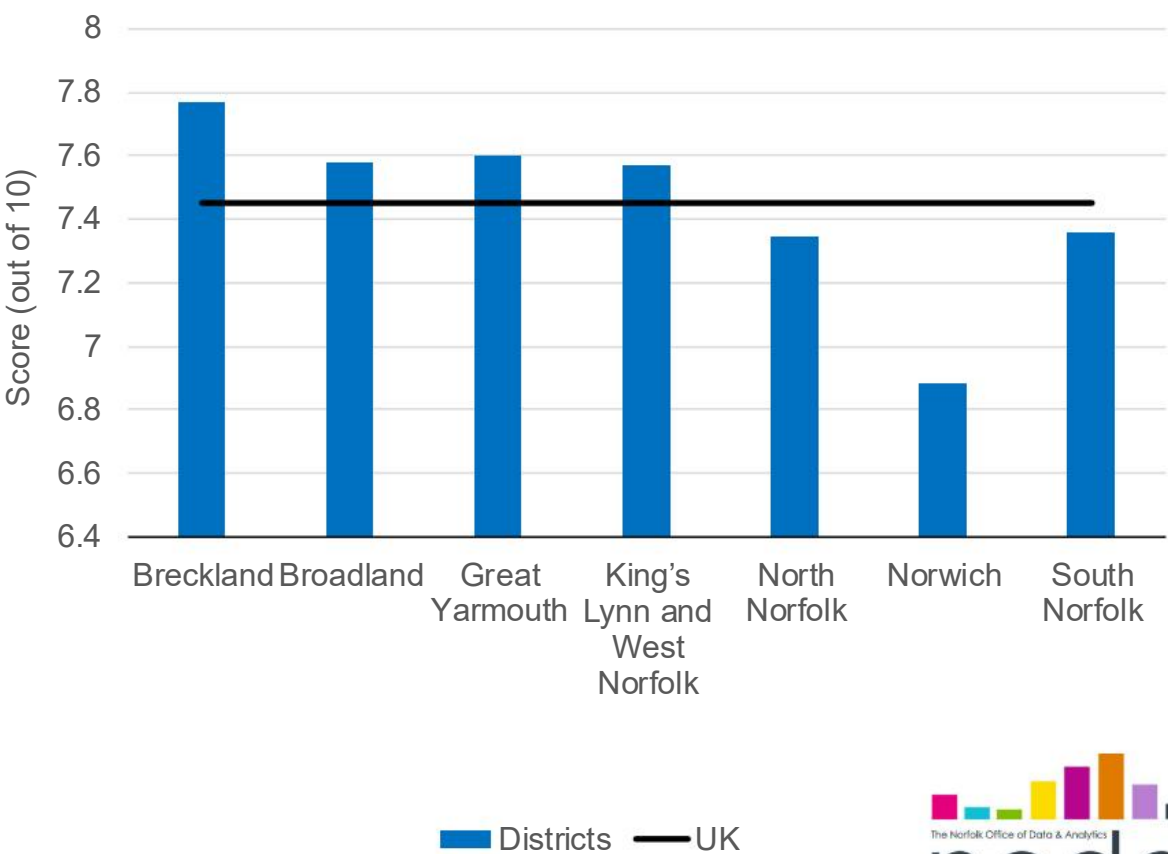
Wellbeing – happiness

- Happiness scores for Norfolk have remained in-line with the UK overall.
- Data for 2021/22, shows that four of the seven Norfolk districts have higher happiness scores than the UK overall.

Happiness scores (out of 10) for Norfolk and the UK
2011/12 - 2021/22



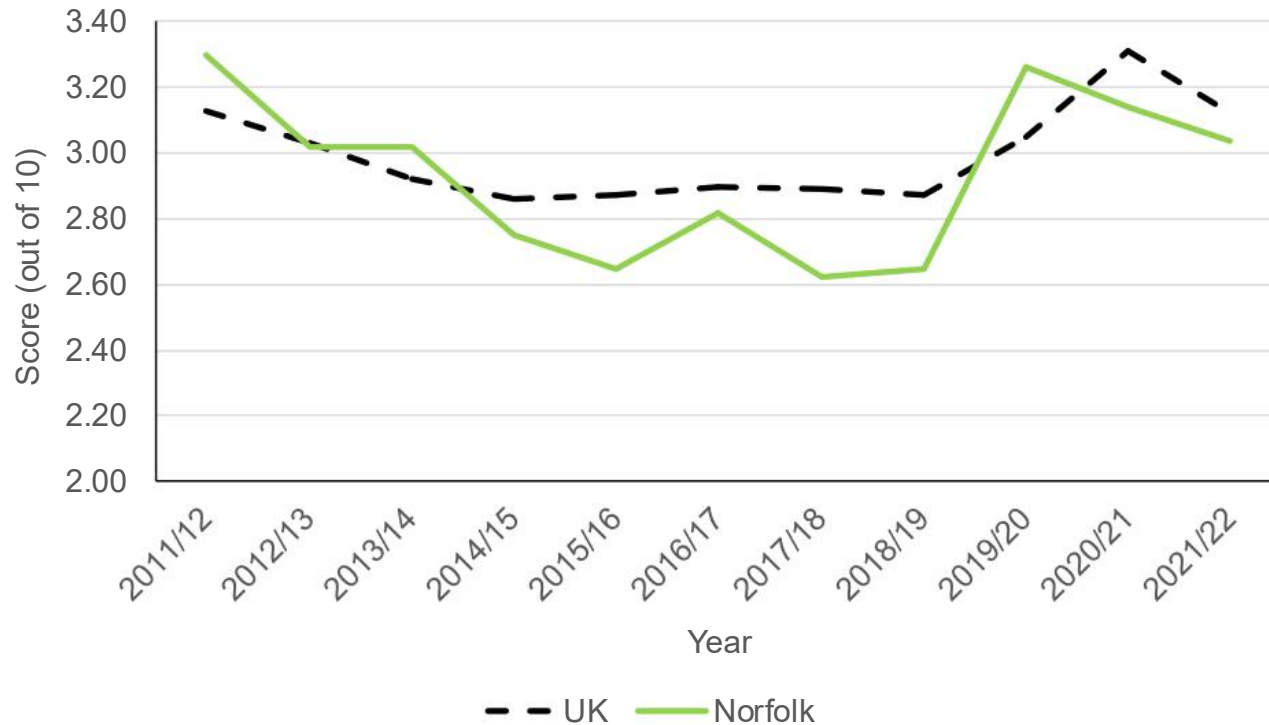
Happiness scores, districts compared with UK, 2021/22



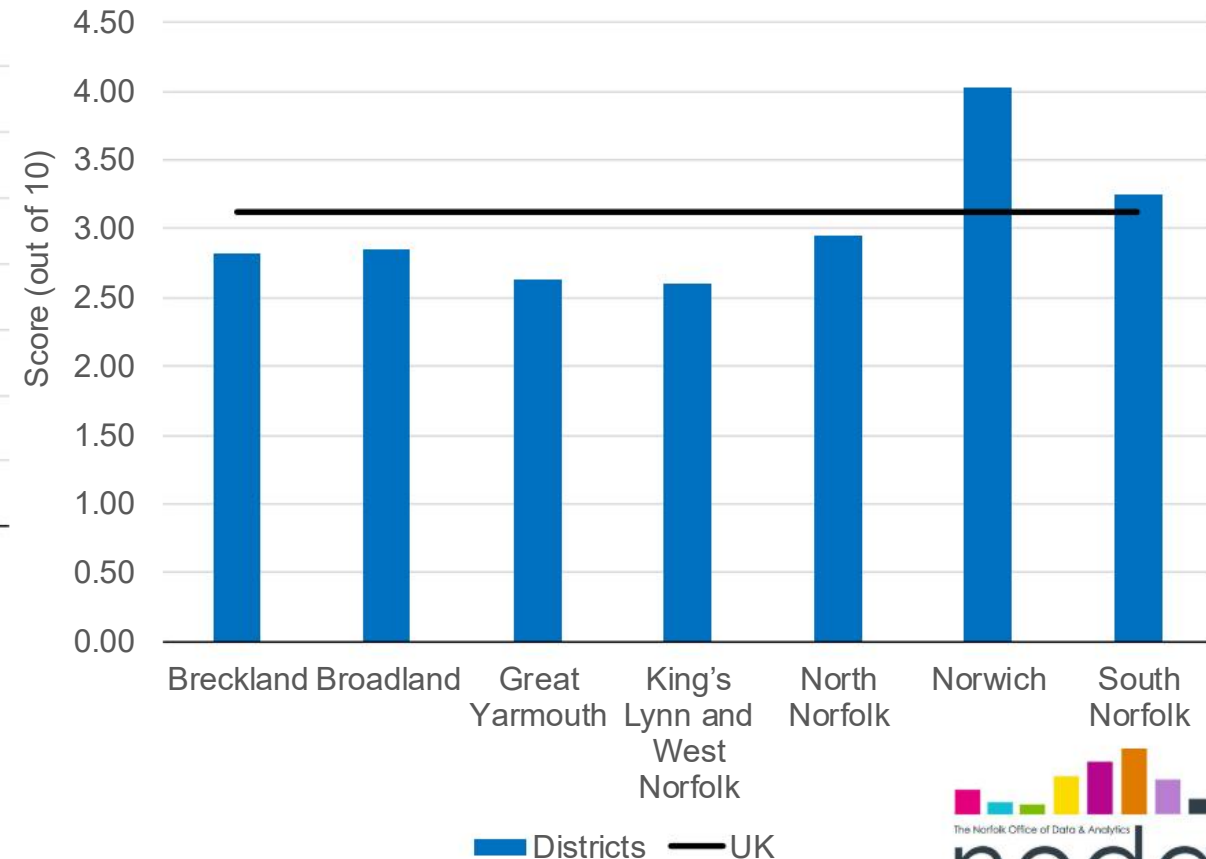
Wellbeing – anxiety

- Feelings of anxiety for Norfolk residents have been in-line with the UK overall.
- Most (five of the seven) Norfolk districts have lower anxiety scores than of the UK overall, which is a positive.

Feelings of anxiety scores (out of 10) for Norfolk and the UK, 2011/12 to 2021/22



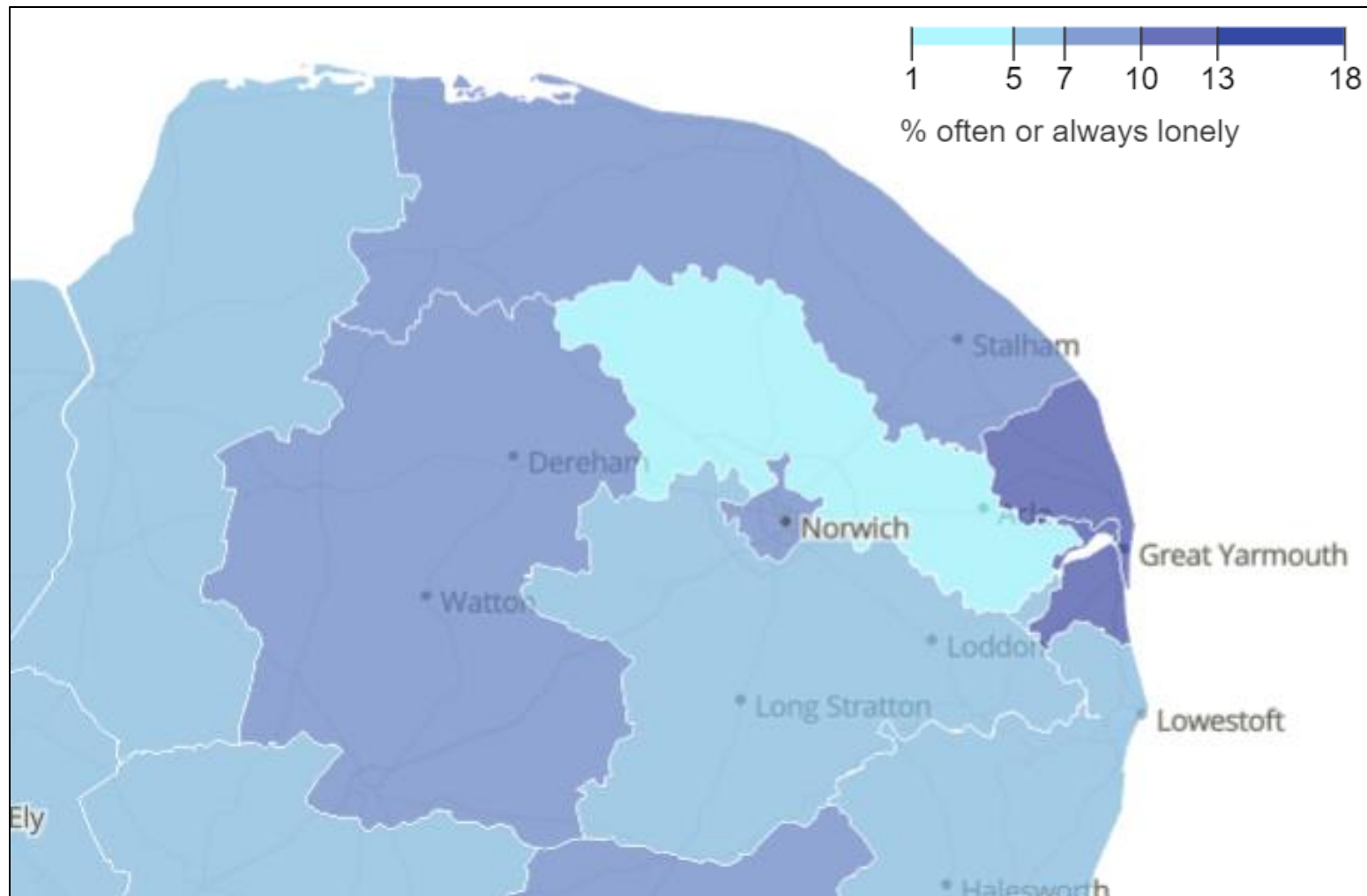
Feelings of anxiety scores (out of 10), districts compared with UK, 2021/22



Source: [Annual Population Survey, Office for National Statistics](#)

Question: Overall, how anxious did you feel yesterday? Where 0 is 'not at all anxious' and 10 is 'completely anxious'

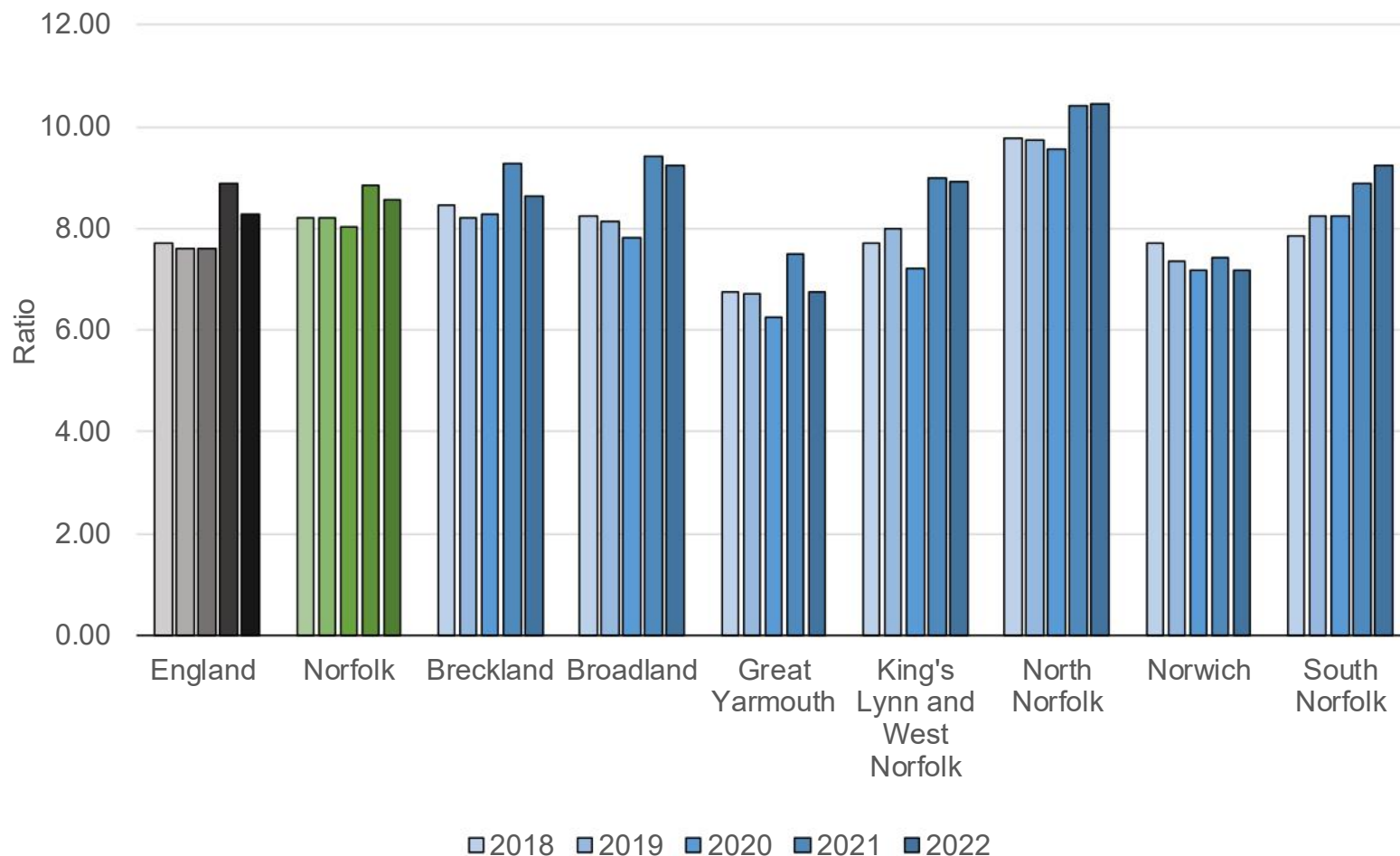
Loneliness



- The map shows a measure of loneliness – the % of adults aged 16 and over reporting “often or always” feeling lonely – October 2020 to February 2021. Please note this data was gathered during the Covid-19 pandemic National lockdowns.
 - The percentages for each district are shown below:
- | | |
|------------------|-------|
| • Breckland | 7.7% |
| • Broadland | 4.5% |
| • Great Yarmouth | 10.7% |
| • KL & WN | 6.3% |
| • North Norfolk | 8.5% |
| • Norwich | 8.4% |
| • South Norfolk | 6.8% |
| • Great Britain | 7.2% |
- Further context and links to other data sets has been provided by the ONS in the source link below.

Housing affordability

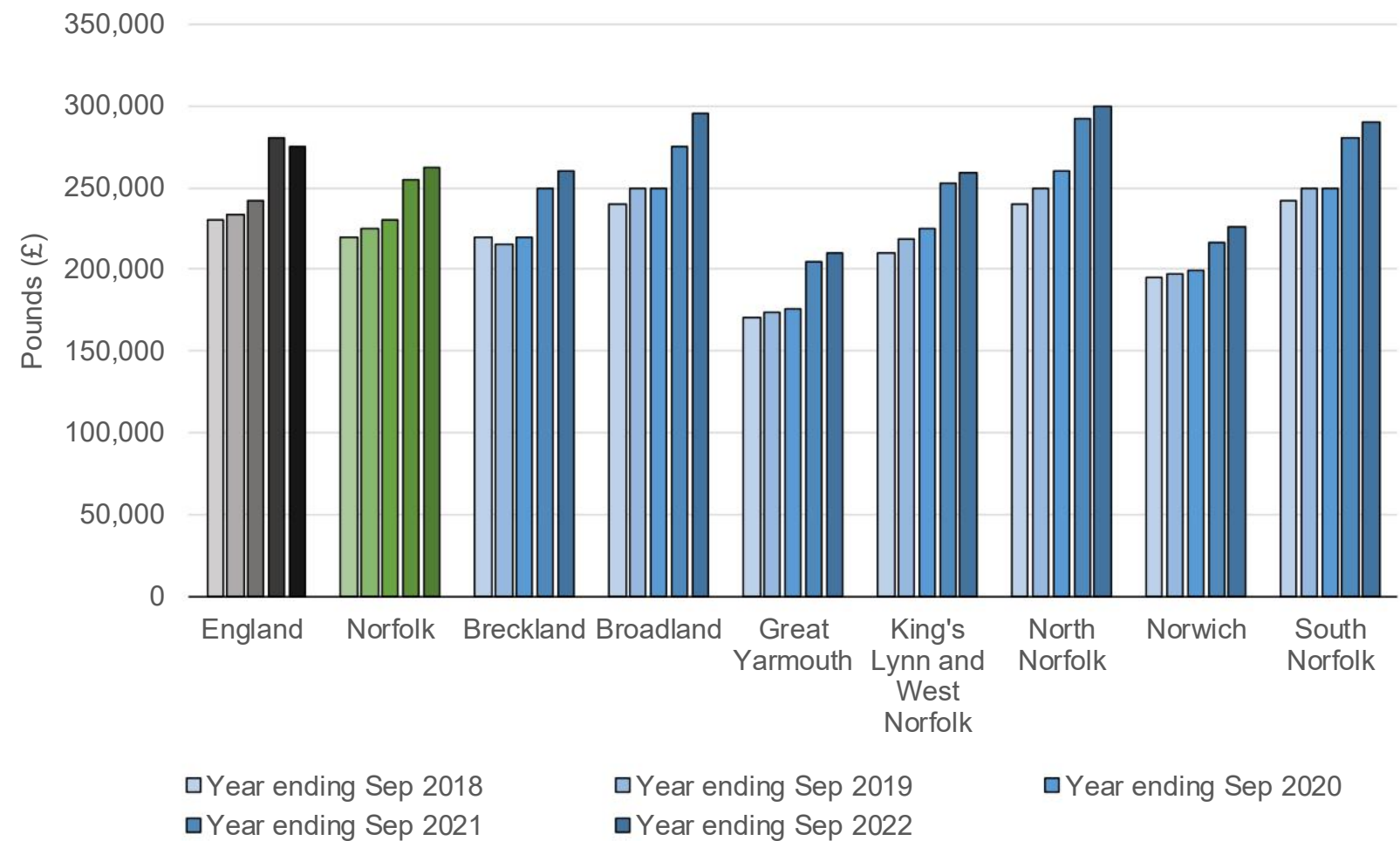
Housing affordability for England, Norfolk and districts, 2018 to 2022



- For this measure a lower ratio is a positive, therefore Norfolk's affordability of housing (in comparison to earnings) of 8.57 (for 2022) is less affordable than England (8.28).
- Great Yarmouth (6.75) and Norwich (7.18) have the lowest ratios, indicating that they are relatively more affordable for those who live there to buy a house, compared to other Norfolk districts.
- North Norfolk (10.43), Broadland (9.24) and South Norfolk (9.23) have the highest ratios, indicating that they are relatively less affordable for those who live there to buy a house, compared to other Norfolk districts.

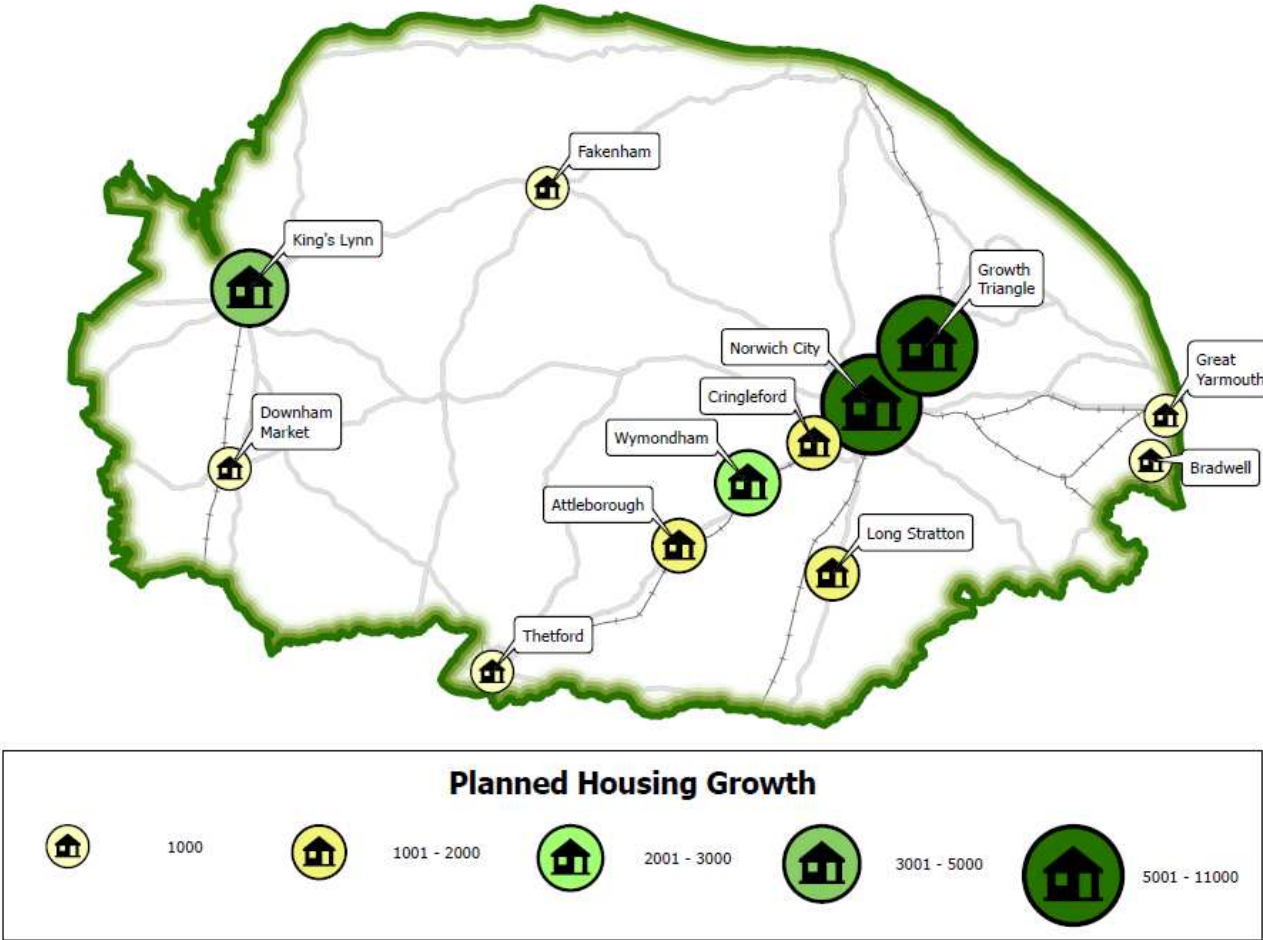
House prices

Median house price (existing dwellings) for England, Norfolk and districts, year ending September 2018 to year ending September 2022 (£)



- The average median price paid for a house in Norfolk for the year ending September 2022 was £262,300, compared to £275,000 for England. Of the districts, North Norfolk was highest at £300,000 and Great Yarmouth (£210,000) was lowest.
- The median price paid for a house in Norfolk increased by £42,300 between the year ending September 2018 and the year ending September 2022.
- This is slightly below England as a whole (£45,000).
- North Norfolk saw the largest increase in this period (£60,000) while Norwich saw the least growth (£31,750).

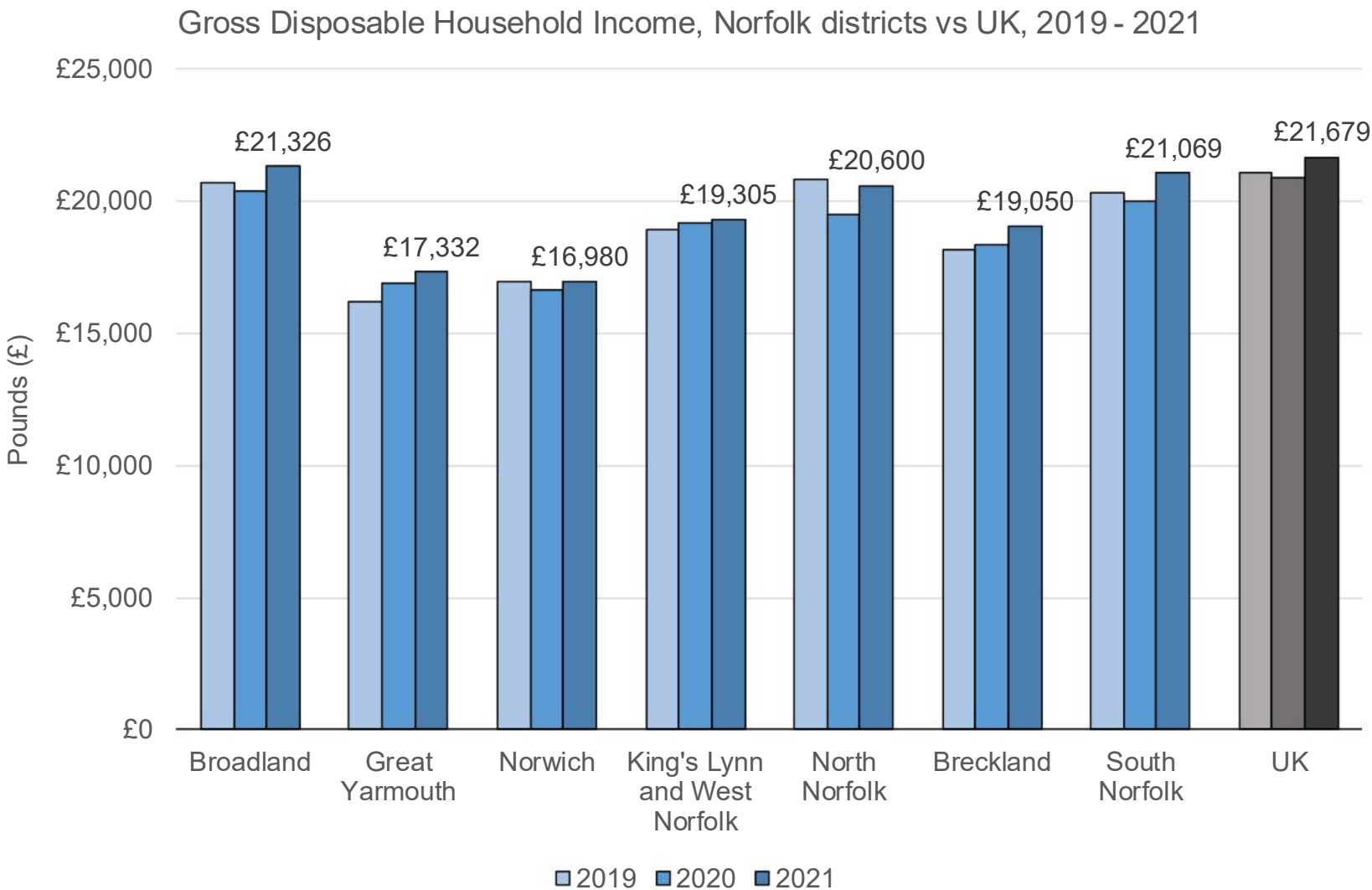
Planned housing



- This map shows the planned housing in Norfolk– taken from several local plans. It shows housing growth along the ‘Cambridge Norwich Tech Corridor’.
- It identifies the key strategic housing sites from the following local plans:
 - Breckland: 2011 – 2036
 - Great Yarmouth: 2013 – 2030
 - Kings Lynn & West Norfolk: 2001 – 2026
 - North Norfolk 2001 – 2025
 - Greater Norwich: 2018 – 2036
- The map doesn’t include all housing but shows the major sites. It should also be noted that it doesn’t account for what has been built since the start of the local plan period(s).

| District | Local Plan period | Number of houses planned in the Local Plan period | Completions since start of Local Plan Period Total (Annual Average) |
|---|-------------------|---|---|
| Breckland | 2011-2036 | 15,298 | 7,029 |
| Great Yarmouth | 2013-2030 | 5,303 | 2,829 |
| King’s Lynn & West Norfolk | 2001-2026 | 16,500 | 11,471 |
| North Norfolk | 2001-2025 | 8,025 | 8,661 |
| Greater Norwich Local Plan (Broadland, Norwich and South Norfolk) | 2018-2036 | 45,041 | 9,426 |
| Norfolk Total | - | 90,167 | 39,416 |

Gross disposable household income (GDHI) per head



Gross disposable household income (GDHI) is the amount of money that all the individuals in the household sector have available for spending or saving after they have paid direct and indirect taxes and received any direct benefits. GDHI is a concept that is seen to reflect the “material welfare” of the household sector. The household sector includes residents of traditional households, as well as those living in communal establishments. GDHI also includes the business income of self-employed people.

- In 2021, GDHI was highest in Broadland (£21,326) and South Norfolk (£21,069), but all of the Norfolk districts are below the UK overall.
- When looking at the 5-year change between 2017 and 2021, four of the seven districts had a bigger percentage change than the UK as a whole:

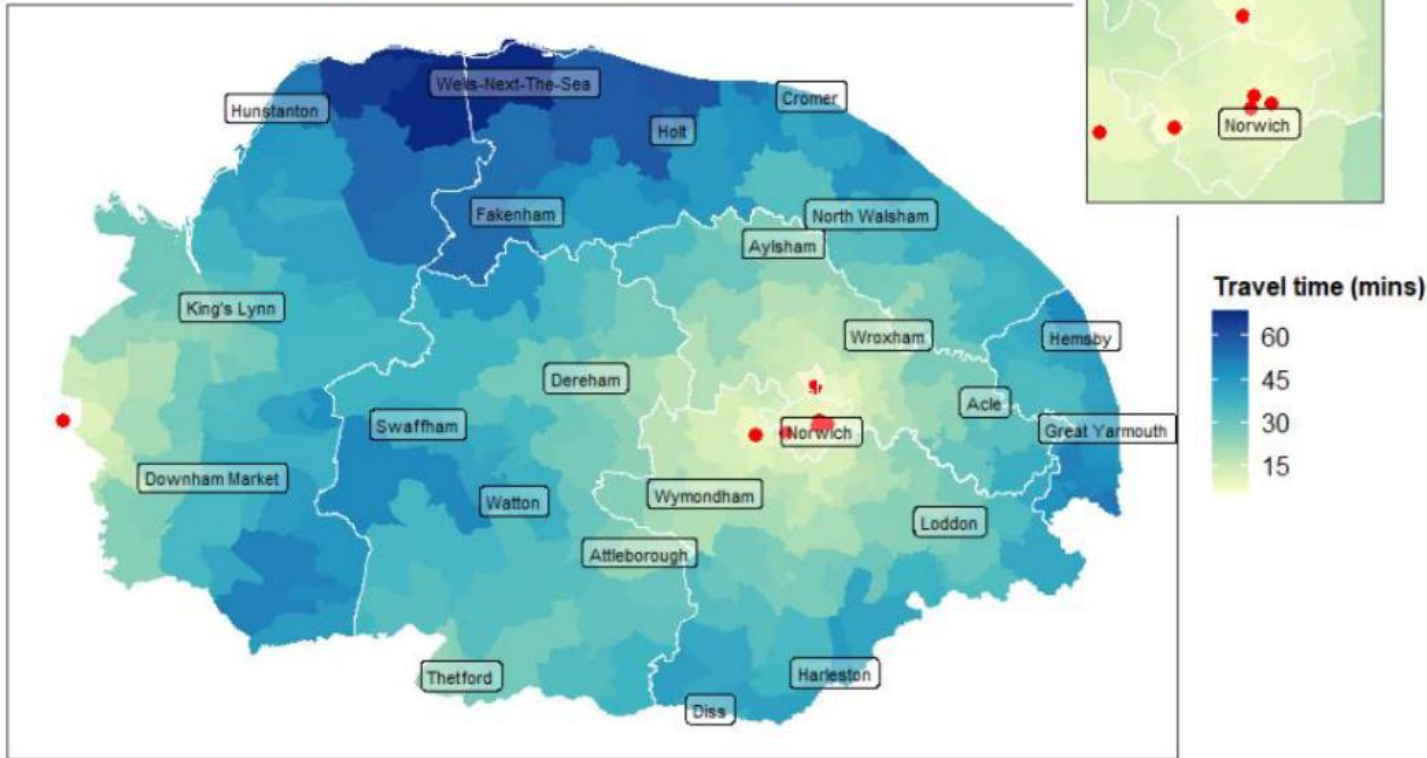
| | |
|----------------|--------|
| Breckland | +12.6% |
| Broadland | +7.2% |
| Great Yarmouth | +16.0% |
| KL & WN | +11.4% |
| North Norfolk | +9.4% |
| Norwich | +10.2% |
| South Norfolk | +9.6% |
| UK | +10.0% |

The Norfolk Office of Data & Analytics
2021
Insight for action

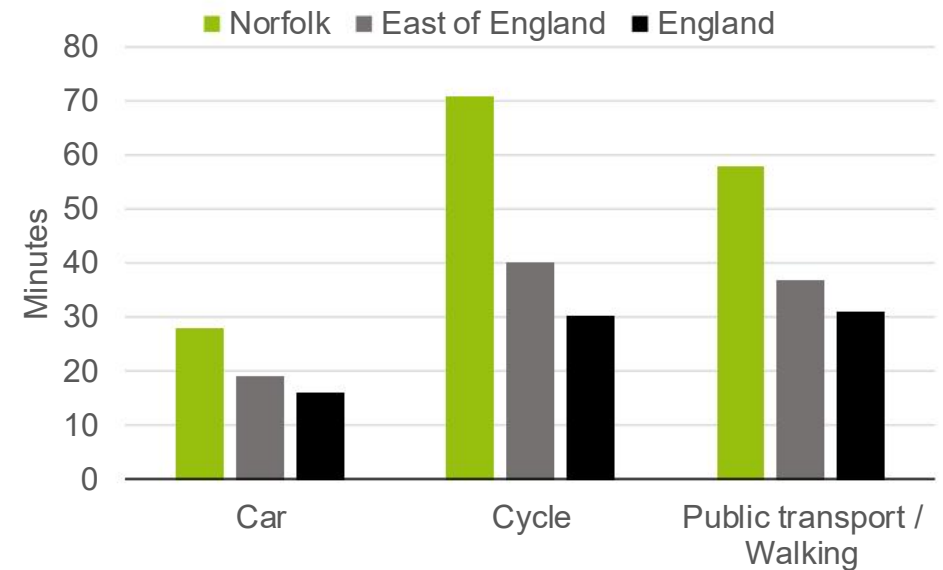
Transport connectivity

- The map below shows the average travel time to an employment centre of 5,000+ people, by car for each LSOA in Norfolk.
- Norwich and surrounding areas are fairly well connected to employment centres of 5,000+, but we can see that some areas of North Norfolk are over an hour, on average, by car from the nearest employment centre of 5,000+.
- The chart shows that Norfolk has higher average travel times by all methods of transport to employment centres of 5k+ employees.

Average car travel times by LSOA, 2019



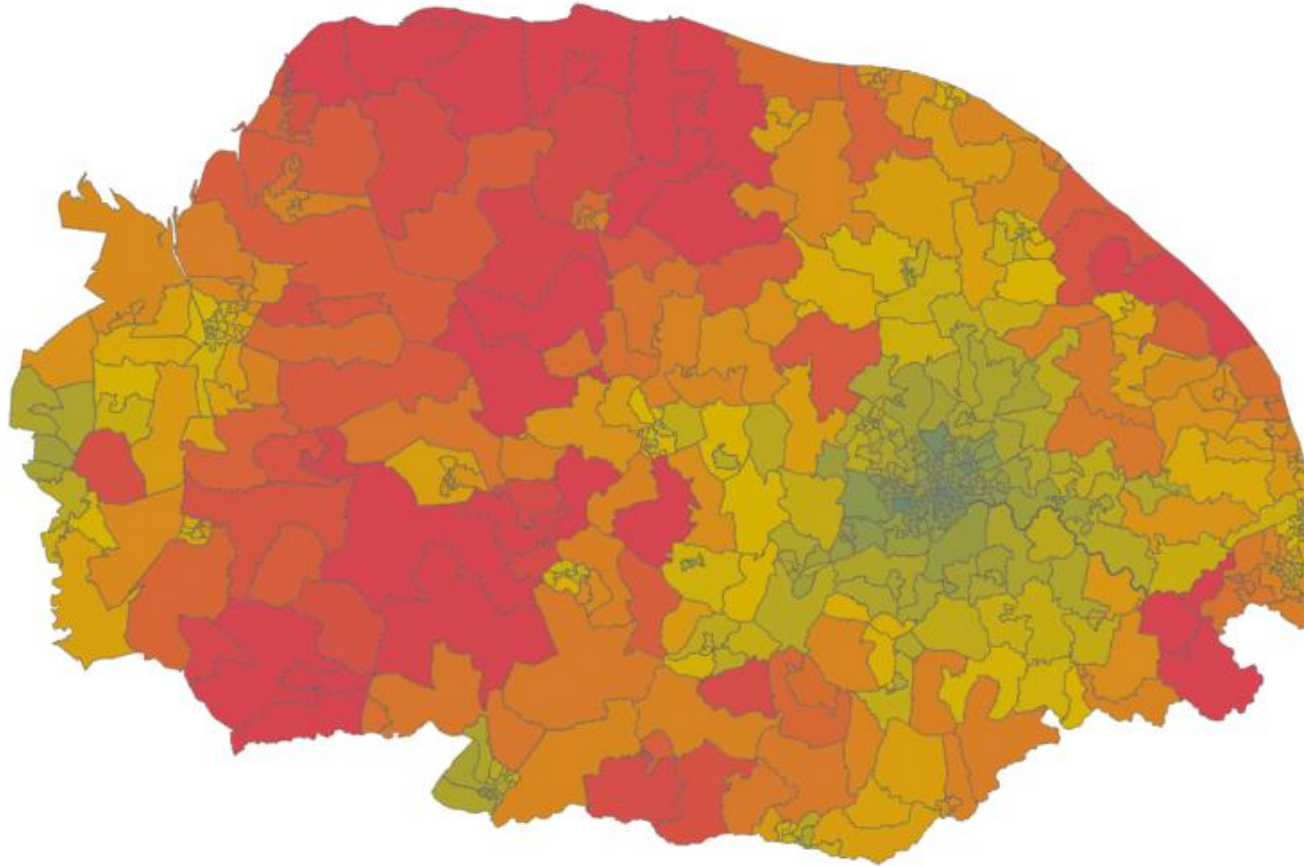
Average travel time (2019) to employment centre (5k+ employees)



Note – an employment centre is defined as an LSOA where there is 5,000 or more jobs. These are marked on the map with briefcase logos, and in Power BI this would be interactive (and more would appear when you zoom in). However, as this is a screen shot, not all employment centres are shown, Norfolk has 7 LSOAs that meet the criteria, 5 in Norwich, 1 in Broadland and 1 in South Norfolk.

Journey Times by Public Transport/Walking

Average journey time by public transport/walking in minutes by LSOA (2019)



Source: Department for Transport, Journey Time Statistics (2019)

This map illustrates the average travel time in minutes to a large employment centre (5000+ jobs) by public transport/walking by LSOA.

Red areas on the map show a **longer** journey time and **green** areas show a **shorter** journey time on average.

The map highlights the disparity in journey times between urban and rural/coastal areas of the county given the greater proportion of green zones in the Greater Norwich Area and a larger proportion of red areas in the north and the south-west of the county.

It should be noted that individual journeys **in excess of 120 mins are assigned a maximum value of 120** minutes. This means that some individual journeys could take longer but are reported as 120 minutes and could impact the reported average journey time.

Bus services

Bus Service Coverage: This map shows the current coverage of routes across Norfolk. Also shown are the current and proposed 'gold stops' and travel hubs.



Bus Service Frequency: This map shows the bus routes (not including those within urban centres) that have services with a frequency of every 30 minutes or better.



There are currently 220 services, run by 14 operators, in operation in Norfolk. 89% of the network is run commercially while the remaining 11% is covered by tendered services (funded and contracted out by the county council) which are either fixed route or demand responsive services. Frequency of service varies, with the more concentrated frequencies being in and between the urban centres of Norwich, Great Yarmouth and King's Lynn. Areas in which services are less frequent (in the north, west and south of the county) tend to have one bus per hour or less.

Access to services

- Norfolk, and most district areas both have higher average travel times to key services than the East of England and England.
- However, the exception is that Norwich has lower average minimum travel times than both the East of England and England across all methods of transport.
- Great Yarmouth is also lower than the East of England for all four methods, and below England for one of the four.
- North Norfolk, as we might expect with its rurality has the higher average travel times of all the districts across all methods.

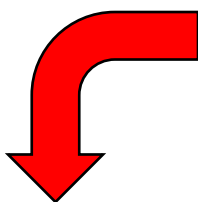
| Average minimum travel time (in minutes) to reach the nearest key services* by mode of travel, 2019 | Public transport / Walking | Cycle | Car | Walking |
|---|----------------------------|-----------------|-----------------|-----------------|
| Norfolk | 25 mins 24 secs | 23 mins 48 secs | 12 mins 54 secs | 43 mins 54 secs |
| Breckland | 30 mins 48 secs | 28 mins 6 secs | 13 mins 42 secs | 48 mins 0 secs |
| Broadland | 27 mins 18 secs | 23 mins 54 secs | 13 mins 24 secs | 49 mins 6 secs |
| Great Yarmouth | 17 mins 42 secs | 17 mins 12 secs | 10 mins 36 secs | 33 mins 30 secs |
| King's Lynn and West Norfolk | 25 mins 48 secs | 26 mins 0 secs | 13 mins 12 secs | 51 mins 6 secs |
| North Norfolk | 34 mins 6 secs | 35 mins 18 secs | 17 mins 54 secs | 57 mins 36 secs |
| Norwich | 15 mins 42 secs | 12 mins 54 secs | 9 mins 24 secs | 22 mins 0 secs |
| South Norfolk | 28 mins 6 secs | 25 mins 24 secs | 13 mins 24 secs | 50 mins 6 secs |
| East of England | 20 mins 42 secs | 18 mins 36 secs | 11 mins 18 secs | 34 mins 6 secs |
| England | 17 mins 54 secs | 15 mins 36 secs | 10 mins 18 secs | 28 mins 0 secs |

* The average of minimum journey times to medium sized centres of employment (500-4999 jobs), primary schools, secondary schools, further education, GPs, hospitals, food stores and town centres.

Commuting patterns

- 211,276 people commute within Norfolk (i.e. from a Norfolk district to the same/another Norfolk district).
- 19,546 commute from elsewhere into Norfolk.
- 29,096 commute out of Norfolk to elsewhere.
- **Results in a net change of -9,550 (i.e. we have more people commuting out of Norfolk than in).**

19,546



29,096

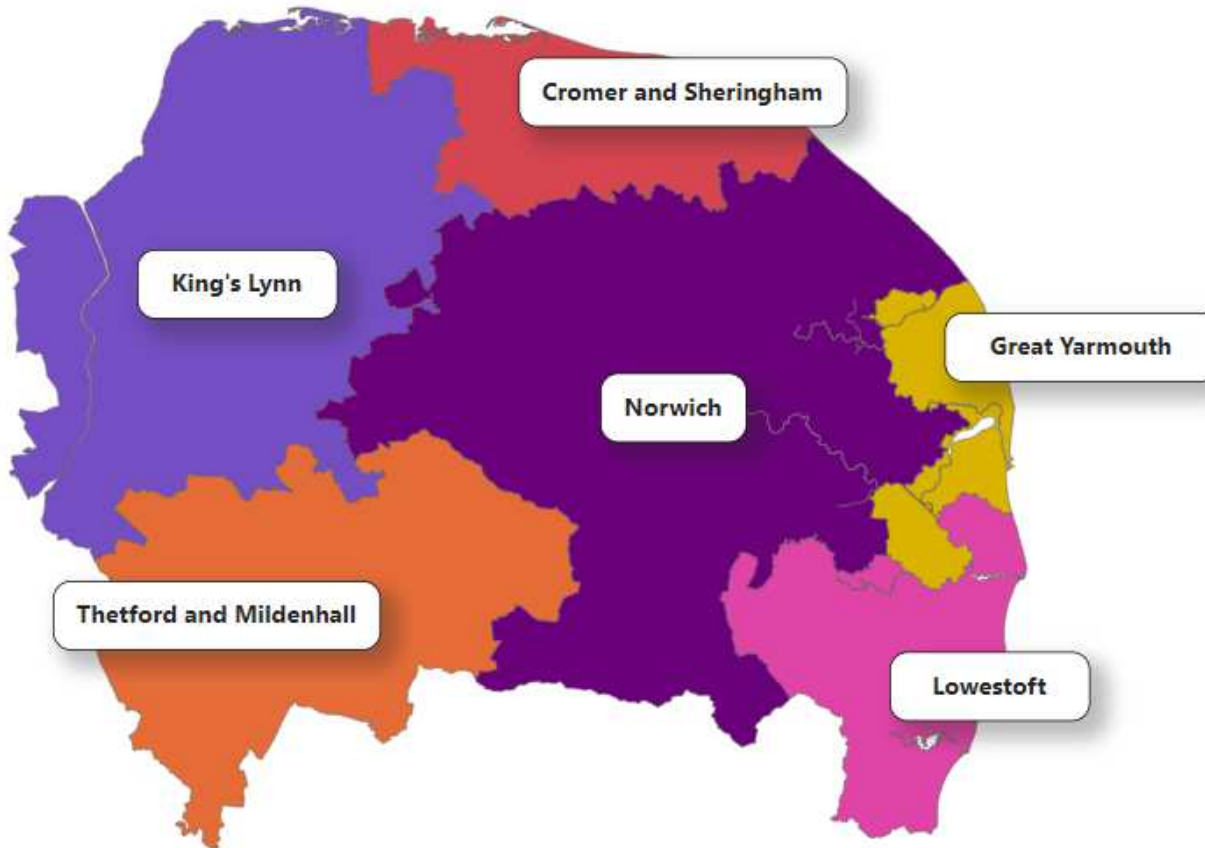


Please note: due to the Census being taken while national lockdowns and the furlough scheme were in place, the ONS advise caution when looking at travel and working patterns, so these should be seen as estimates only. Please read further information on the dataset here:

[Travel to work quality information for Census 2021 - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/travel-to-work-quality-information-for-census-2021)

Travel to Work Areas (TTWAs)

Travel to Work Areas (2011)



Source: Office for National Statistics

This map illustrates the Travel to Work Areas (TTWAs) which occur in the Norfolk area. TTWAs are a geography created to approximate labour market areas. In other words, they are derived to reflect self-contained areas in which most people both live and work

The current criteria for defining TTWAs are that **at least 75% of the area's resident workforce works in the area and at least 75% of the people who work in the area also live in the area**. The area must also have an economically active population of at least 3,500.

The six defined TTW boundaries in the Norfolk area are:

- Cromer and Sheringham
- Great Yarmouth
- King's Lynn
- Lowestoft
- Norwich
- Thetford and Mildenhall

Location of usual residence and place of work

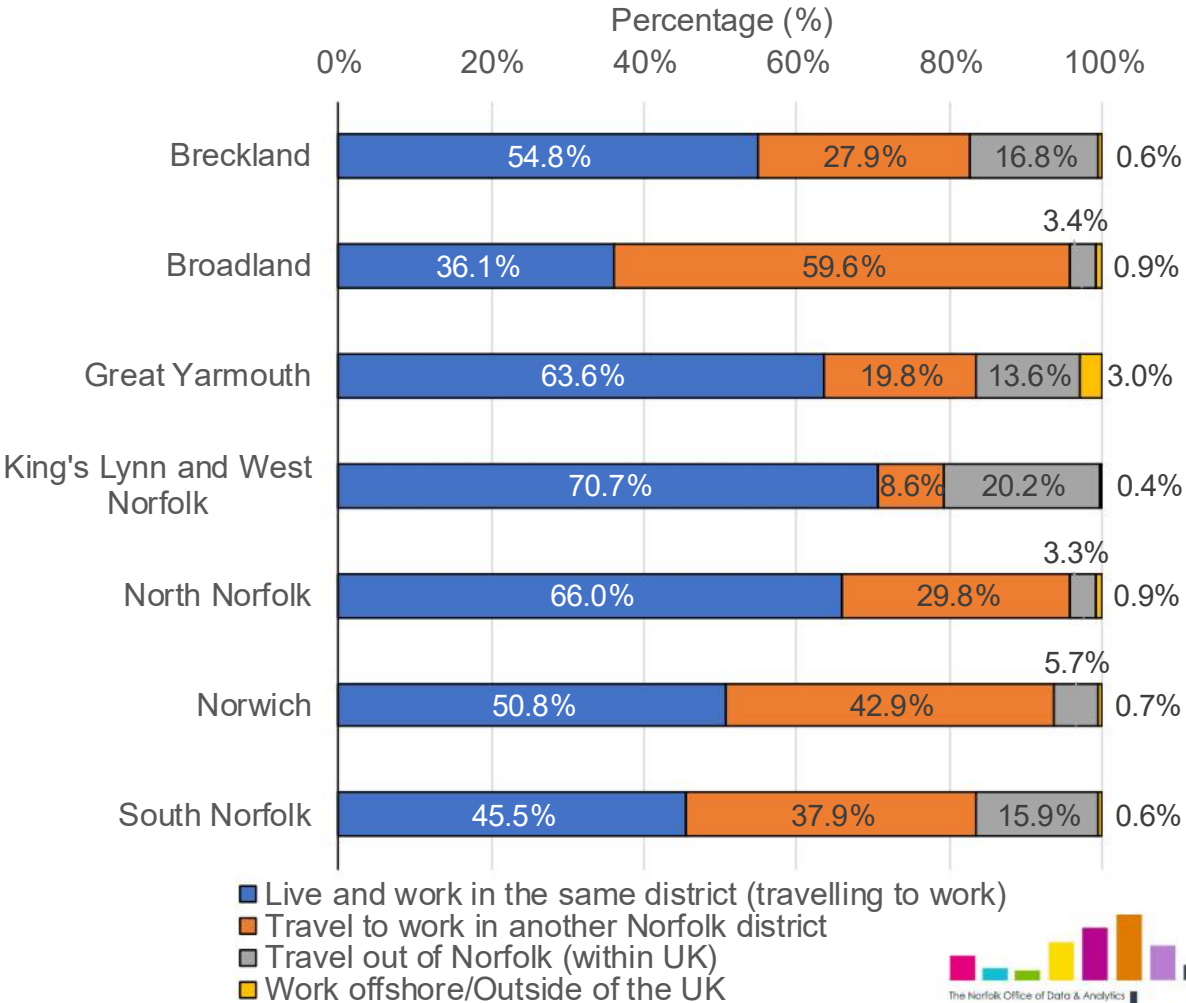
- 25.4% of people in Norfolk worked mainly at or from home in 2021, compared to 31.5% of people in England.
- This rose to 31.5% in South Norfolk and 30.3% in Broadland but was as low as 16.6% in Great Yarmouth.
- Excluding those who work from home, King's Lynn and West Norfolk and North Norfolk saw the highest proportion of people both living and working in the same district (7.07% and 66.0% respectively).
- Four of the seven districts had over 10% of the usual residence travelling out of Norfolk to work elsewhere in the UK.

| | Percentage of people who work mainly at or from home |
|------------------------------|--|
| Norfolk | 25.4% |
| Breckland | 21.9% |
| Broadland | 30.3% |
| Great Yarmouth | 16.6% |
| King's Lynn and West Norfolk | 20.5% |
| North Norfolk | 24.3% |
| Norwich | 29.6% |
| South Norfolk | 31.5% |
| East of England | 31.9% |
| England | 31.5% |

Please note: due to the Census being taken while national lockdowns and the furlough scheme were in place, the ONS advise caution when looking at travel and working patterns, so these should be seen as estimates only.

The numbers shown are calculated on the available data with more information available here: [Travel to work quality information for Census 2021 - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/travel-to-work-quality-information-for-census-2021)

Location of usual residence and place of work, Norfolk districts, Census 2021 (excluding those who work from home)



Emissions per km – Norfolk districts

- The Local and Regional GHG interactive map show emissions for each Local Authority split by sectors.
- The map shows far greater emissions in Norwich, as we might expect, with lower emissions in North Norfolk and Breckland.
- 2021 data for emissions per km (kt CO₂E) is shown below:

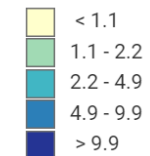
- Breckland 0.9
- Broadland 1.4
- Great Yarmouth 2.2
- KL & WN 1.2
- North Norfolk 0.8
- Norwich 12.7
- South Norfolk 1.2

- Transport is the single biggest contributor to Norfolk's carbon emissions accounting for 26%, and of this 92% is from road vehicles.
- The second biggest contributor is Domestic emissions (21%), followed by Agriculture emissions (20%).



 Legend

Emissions are in kt CO₂e except for the Per Capita, which are in t CO₂e



The size of point sources are relative to their emission.

Emissions over time – Breckland

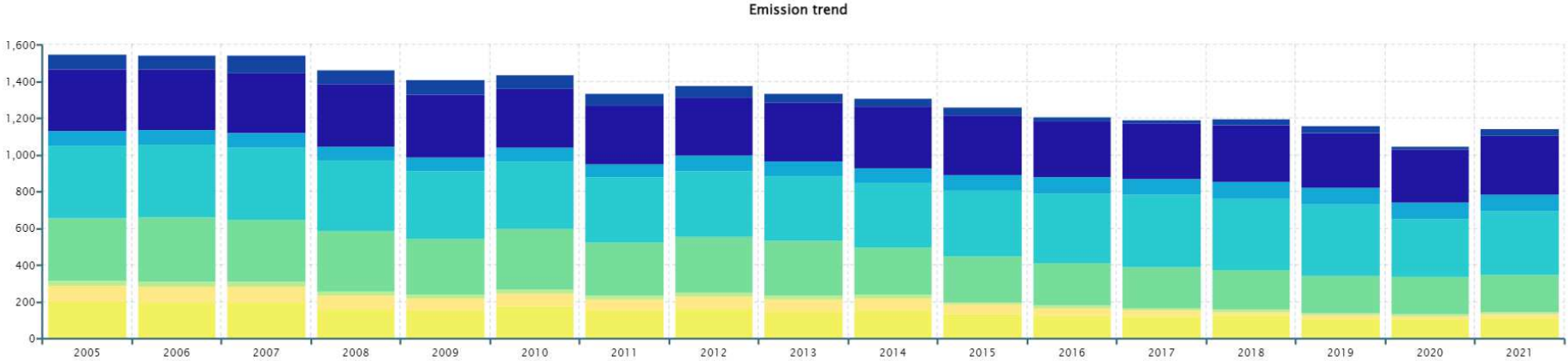
The chart shows greenhouse gas emissions (kt CO₂e) between 2005 and 2021 for Breckland.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas

| Breckland (2021 Data) | GHG emissions |
|--|---------------|
| Grand Total | 1141.9 |
| Industry Total | 112.6 |
| Industry Electricity | 35.1 |
| Industry Gas | 18.4 |
| Industry 'Other' | 58.2 |
| Large Industrial Installations | 0.8 |
| Commercial Total | 17.8 |
| Commercial Electricity | 13.7 |
| Commercial Gas | 3.5 |
| Commercial 'Other' | 0.5 |
| Public Sector Total | 11.4 |
| Public Sector Electricity | 6.0 |
| Public Sector Gas | 5.2 |
| Public Sector 'Other' | 0.2 |
| Domestic Total | 205.7 |
| Domestic Electricity | 56.0 |
| Domestic Gas | 81.4 |
| Domestic 'Other' | 68.3 |
| Transport Total | 346.8 |
| Road Transport (A roads) | 220.3 |
| Road Transport (Motorways) | 0.0 |
| Road Transport (Minor roads) | 120.7 |
| Diesel Railways | 3.1 |
| Transport 'Other' | 2.7 |
| LULUCF Net Emissions | 90.3 |
| Net Emissions: Forest land | -131.3 |
| Net Emissions: Cropland | 141.6 |
| Net Emissions: Grassland | 72.3 |
| Net Emissions: Wetlands | 0.2 |
| Net Emissions: Settlements | 6.9 |
| Net Emissions: Harvested Wood Products | 0.0 |
| Net Emissions: Indirect N ₂ O | 0.5 |
| Agriculture Total | 320.2 |
| Agriculture Electricity | 8.7 |
| Agriculture Gas | 9.5 |
| Agriculture 'Other' | 15.3 |
| Agriculture Livestock | 173.1 |
| Agriculture Soils | 113.6 |
| Waste Management Total | 37.1 |
| Landfill | 24.5 |
| Waste Management 'Other' | 12.6 |



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| Breckland (2021 Data) | |
|--|--------|
| Per Capita Emissions (tCO ₂ e) | 8 |
| Population ('000s, mid-year estimate) | 142.2 |
| Emissions per km ² (kt CO ₂ e) | 0.9 |
| Area (km ²) | 1305.1 |

Emissions over time – Broadland

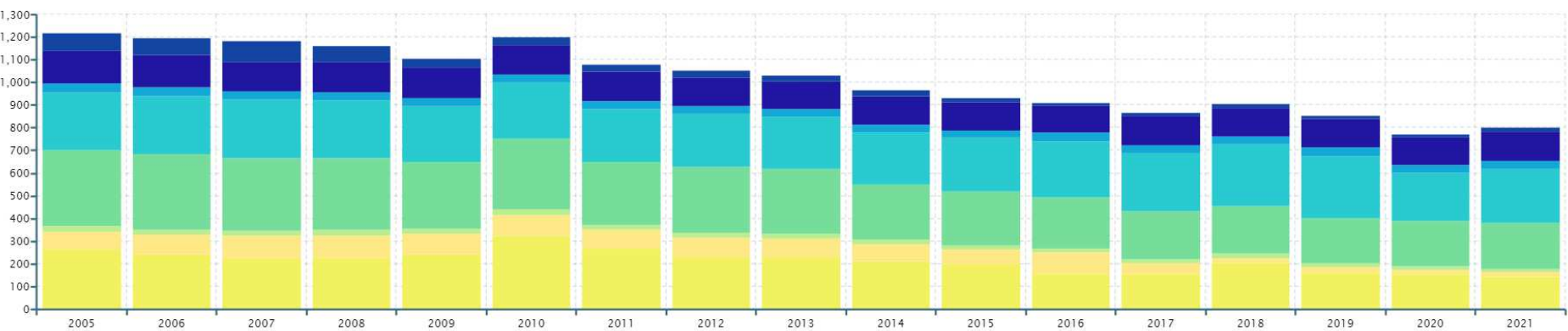
The chart shows greenhouse gas emissions (kt CO₂E) between 2005 and 2021 for Broadland.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas

Emission trend



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| Broadland (2021 Data) | |
|--|-------|
| Per Capita Emissions (tCO ₂ e) | 6.1 |
| Population ('000s, mid-year estimate) | 132.2 |
| Emissions per km ² (kt CO ₂ e) | 1.4 |
| Area (km ²) | 553.2 |

| Broadland (2021 Data) | GHG emissions |
|--|---------------|
| Grand Total | 800.8 |
| Industry Total | 145.2 |
| Industry Electricity | 20.1 |
| Industry Gas | 33.8 |
| Industry 'Other' | 32.2 |
| Large Industrial Installations | 59.1 |
| Commercial Total | 17.5 |
| Commercial Electricity | 13.8 |
| Commercial Gas | 3.2 |
| Commercial 'Other' | 0.6 |
| Public Sector Total | 16.0 |
| Public Sector Electricity | 8.2 |
| Public Sector Gas | 7.8 |
| Public Sector 'Other' | 0.1 |
| Domestic Total | 202.6 |
| Domestic Electricity | 48.9 |
| Domestic Gas | 116.6 |
| Domestic 'Other' | 37.2 |
| Transport Total | 237.6 |
| Road Transport (A roads) | 127.9 |
| Road Transport (Motorways) | 0.0 |
| Road Transport (Minor roads) | 77.0 |
| Diesel Railways | 2.7 |
| Transport 'Other' | 30.1 |
| LULUCF Net Emissions | 35.2 |
| Net Emissions: Forest land | -39.8 |
| Net Emissions: Cropland | 44.0 |
| Net Emissions: Grassland | 20.9 |
| Net Emissions: Wetlands | 4.1 |
| Net Emissions: Settlements | 5.8 |
| Net Emissions: Harvested Wood Products | 0.0 |
| Net Emissions: Indirect N ₂ O | 0.3 |
| Agriculture Total | 131.4 |
| Agriculture Electricity | 3.9 |
| Agriculture Gas | 0.3 |
| Agriculture 'Other' | 8.3 |
| Agriculture Livestock | 72.2 |
| Agriculture Soils | 46.7 |
| Waste Management Total | 15.2 |
| Landfill | 4.8 |
| Waste Management 'Other' | 10.4 |

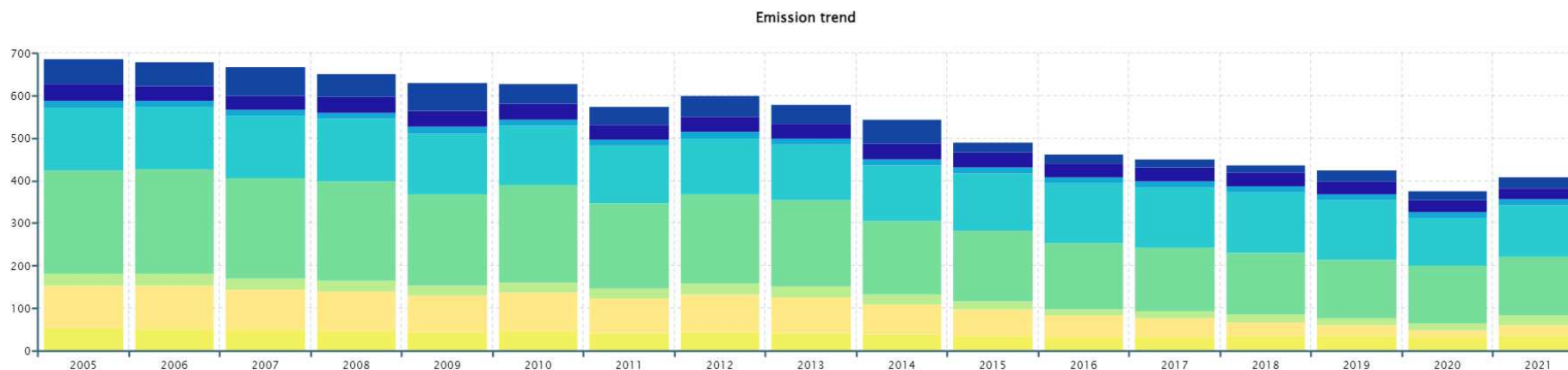
Emissions over time – Great Yarmouth

The chart shows greenhouse gas emissions (kt CO₂e) between 2005 and 2021 for Great Yarmouth.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| Great Yarmouth (2021 Data) | |
|--|-------|
| Per Capita Emissions (tCO ₂ e) | 4.1 |
| Population ('000s, mid-year estimate) | 100.1 |
| Emissions per km ² (kt CO ₂ e) | 2.2 |
| Area (km ²) | 182.4 |

| Great Yarmouth (2021 Data) | GHG emissions |
|--|---------------|
| Grand Total | 408.5 |
| Industry Total | 36.1 |
| Industry Electricity | 12.3 |
| Industry Gas | 6.7 |
| Industry 'Other' | 17.1 |
| Large Industrial Installations | 0.0 |
| Commercial Total | 25.2 |
| Commercial Electricity | 16.0 |
| Commercial Gas | 8.8 |
| Commercial 'Other' | 0.3 |
| Public Sector Total | 23.0 |
| Public Sector Electricity | 5.7 |
| Public Sector Gas | 17.1 |
| Public Sector 'Other' | 0.2 |
| Domestic Total | 138.1 |
| Domestic Electricity | 36.0 |
| Domestic Gas | 74.2 |
| Domestic 'Other' | 27.9 |
| Transport Total | 120.2 |
| Road Transport (A roads) | 57.4 |
| Road Transport (Motorways) | 0.0 |
| Road Transport (Minor roads) | 40.2 |
| Diesel Railways | 0.2 |
| Transport 'Other' | 22.4 |
| LULUCF Net Emissions | 14.0 |
| Net Emissions: Forest land | -6.4 |
| Net Emissions: Cropland | 12.7 |
| Net Emissions: Grassland | 1.3 |
| Net Emissions: Wetlands | 3.3 |
| Net Emissions: Settlements | 3.0 |
| Net Emissions: Harvested Wood Products | 0.0 |
| Net Emissions: Indirect N ₂ O | 0.1 |
| Agriculture Total | 25.6 |
| Agriculture Electricity | 1.8 |
| Agriculture Gas | 0.0 |
| Agriculture 'Other' | 3.0 |
| Agriculture Livestock | 10.7 |
| Agriculture Soils | 10.1 |
| Waste Management Total | 26.3 |
| Landfill | 22.3 |
| Waste Management 'Other' | 4.0 |

Emissions over time – King's Lynn & West Norfolk

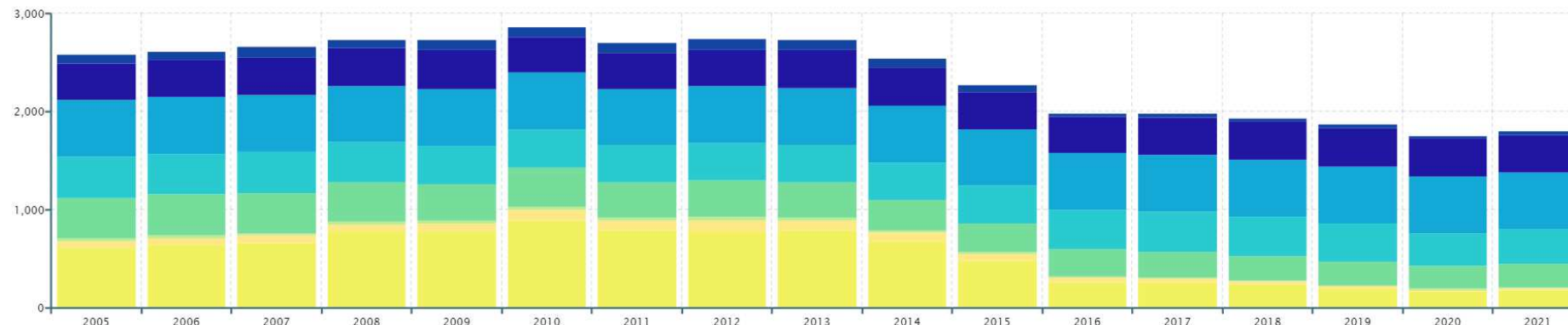
The chart shows greenhouse gas emissions (kt CO₂e) between 2005 and 2021 for King's Lynn and West Norfolk.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas

Emission trend



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| King's Lynn and West Norfolk (2021 Data) | |
|--|--------|
| Per Capita Emissions (tCO ₂ e) | 11.6 |
| Population ('000s, mid-year estimate) | 154.9 |
| Emissions per km ² (kt CO ₂ e) | 1.2 |
| Area (km ²) | 1526.9 |

| King's Lynn and West Norfolk (2021 Data) | | GHG emissions |
|--|--|---------------|
| Grand Total | | 1800.2 |
| Industry Total | | 179.7 |
| Industry Electricity | | 61.1 |
| Industry Gas | | 46.3 |
| Industry 'Other' | | 44.6 |
| Large Industrial Installations | | 27.8 |
| Commercial Total | | 20.9 |
| Commercial Electricity | | 19.7 |
| Commercial Gas | | 0.5 |
| Commercial 'Other' | | 0.7 |
| Public Sector Total | | 8.2 |
| Public Sector Electricity | | 6.7 |
| Public Sector Gas | | 1.3 |
| Public Sector 'Other' | | 0.2 |
| Domestic Total | | 240.2 |
| Domestic Electricity | | 69.6 |
| Domestic Gas | | 90.0 |
| Domestic 'Other' | | 80.6 |
| Transport Total | | 353.7 |
| Road Transport (A roads) | | 207.1 |
| Road Transport (Motorways) | | 0.0 |
| Road Transport (Minor roads) | | 133.4 |
| Diesel Railways | | 0.5 |
| Transport 'Other' | | 12.8 |
| LULUCF Net Emissions | | 581.6 |
| Net Emissions: Forest land | | -53.5 |
| Net Emissions: Cropland | | 581.9 |
| Net Emissions: Grassland | | 43.6 |
| Net Emissions: Wetlands | | 0.7 |
| Net Emissions: Settlements | | 8.4 |
| Net Emissions: Harvested Wood Products | | 0.0 |
| Net Emissions: Indirect N ₂ O | | 0.5 |
| Agriculture Total | | 380.4 |
| Agriculture Electricity | | 9.5 |
| Agriculture Gas | | 0.0 |
| Agriculture 'Other' | | 19.5 |
| Agriculture Livestock | | 144.8 |
| Agriculture Soils | | 206.6 |
| Waste Management Total | | 35.5 |
| Landfill | | 24.2 |
| Waste Management 'Other' | | 11.3 |

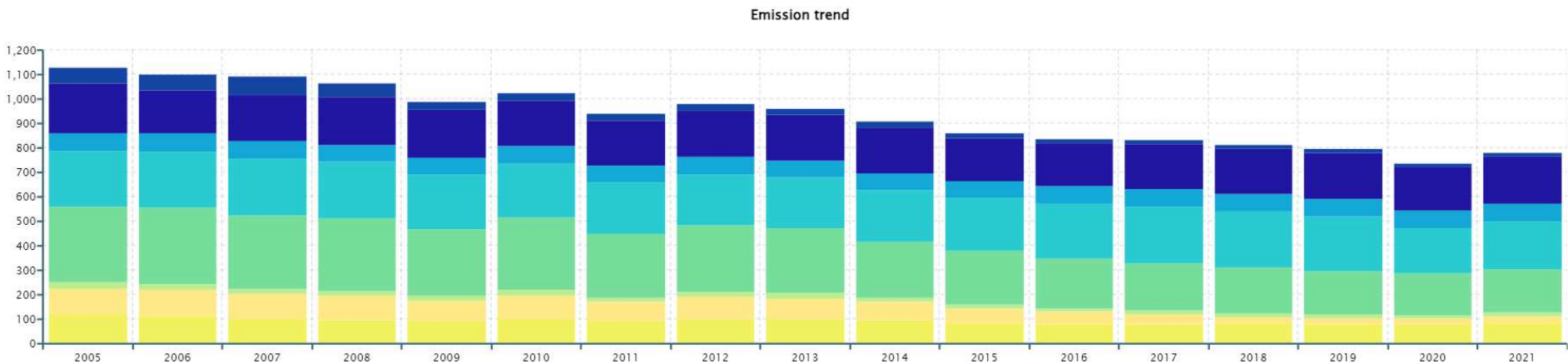
Emissions over time – North Norfolk

The chart shows greenhouse gas emissions (kt CO₂e) between 2005 and 2021 for North Norfolk.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| North Norfolk (2021 Data) | |
|--|-------|
| Per Capita Emissions (tCO ₂ e) | 7.6 |
| Population ('000s, mid-year estimate) | 103.3 |
| Emissions per km ² (kt CO ₂ e) | 0.8 |
| Area (km ²) | 990 |

| North Norfolk (2021 Data) | GHG emissions |
|--|---------------|
| Grand Total | 782.9 |
| Industry Total | 85.5 |
| Industry Electricity | 24.2 |
| Industry Gas | 28.6 |
| Industry 'Other' | 32.6 |
| Large Industrial Installations | 0.0 |
| Commercial Total | 26.4 |
| Commercial Electricity | 21.3 |
| Commercial Gas | 4.5 |
| Commercial 'Other' | 0.6 |
| Public Sector Total | 16.1 |
| Public Sector Electricity | 8.4 |
| Public Sector Gas | 7.5 |
| Public Sector 'Other' | 0.2 |
| Domestic Total | 176.7 |
| Domestic Electricity | 51.2 |
| Domestic Gas | 67.1 |
| Domestic 'Other' | 58.5 |
| Transport Total | 198.0 |
| Road Transport (A roads) | 75.6 |
| Road Transport (Motorways) | 0.0 |
| Road Transport (Minor roads) | 94.9 |
| Diesel Railways | 0.7 |
| Transport 'Other' | 26.8 |
| LULUCF Net Emissions | 72.2 |
| Net Emissions: Forest land | -62.0 |
| Net Emissions: Cropland | 81.4 |
| Net Emissions: Grassland | 31.4 |
| Net Emissions: Wetlands | 15.1 |
| Net Emissions: Settlements | 5.8 |
| Net Emissions: Harvested Wood Products | 0.0 |
| Net Emissions: Indirect N ₂ O | 0.4 |
| Agriculture Total | 191.2 |
| Agriculture Electricity | 12.8 |
| Agriculture Gas | 0.8 |
| Agriculture 'Other' | 14.8 |
| Agriculture Livestock | 83.9 |
| Agriculture Soils | 79.0 |
| Waste Management Total | 16.8 |
| Landfill | 4.8 |
| Waste Management 'Other' | 12.0 |

Emissions over time – Norwich

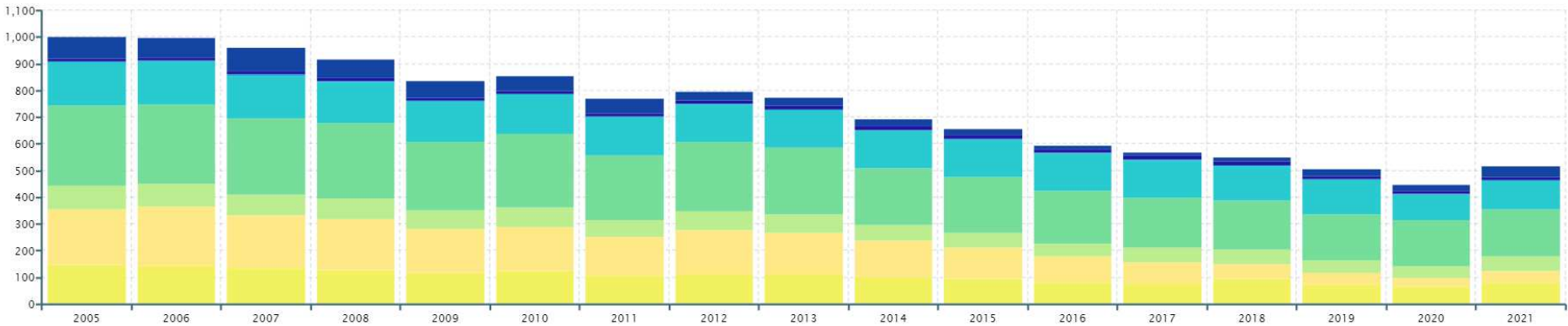
The chart shows greenhouse gas emissions (kt CO₂e) between 2005 and 2021 for Norwich.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector

GHG = Greenhouse gas

Emission trend



Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| Norwich (2021 Data) | |
|--|-------|
| Per Capita Emissions (tCO ₂ e) | 3.6 |
| Population ('000s, mid-year estimate) | 143.1 |
| Emissions per km ² (kt CO ₂ e) | 12.7 |
| Area (km ²) | 40.6 |

| Norwich (2021 Data) | GHG emissions |
|--|---------------|
| Grand Total | 516.5 |
| Industry Total | 79.8 |
| Industry Electricity | 17.6 |
| Industry Gas | 40.1 |
| Industry 'Other' | 22.0 |
| Large Industrial Installations | 0.0 |
| Commercial Total | 44.7 |
| Commercial Electricity | 32.1 |
| Commercial Gas | 12.0 |
| Commercial 'Other' | 0.7 |
| Public Sector Total | 56.4 |
| Public Sector Electricity | 12.1 |
| Public Sector Gas | 44.4 |
| Public Sector 'Other' | 0.0 |
| Domestic Total | 176.5 |
| Domestic Electricity | 41.7 |
| Domestic Gas | 128.1 |
| Domestic 'Other' | 6.6 |
| Transport Total | 104.7 |
| Road Transport (A roads) | 55.7 |
| Road Transport (Motorways) | 0.0 |
| Road Transport (Minor roads) | 42.0 |
| Diesel Railways | 0.6 |
| Transport 'Other' | 6.4 |
| LULUCF Net Emissions | 3.1 |
| Net Emissions: Forest land | -1.9 |
| Net Emissions: Cropland | 0.7 |
| Net Emissions: Grassland | 1.2 |
| Net Emissions: Wetlands | 0.0 |
| Net Emissions: Settlements | 3.0 |
| Net Emissions: Harvested Wood Products | 0.0 |
| Net Emissions: Indirect N ₂ O | 0.0 |
| Agriculture Total | 12.7 |
| Agriculture Electricity | 0.2 |
| Agriculture Gas | 0.3 |
| Agriculture 'Other' | 0.3 |
| Agriculture Livestock | 7.9 |
| Agriculture Soils | 4.0 |
| Waste Management Total | 38.6 |
| Landfill | 32.3 |
| Waste Management 'Other' | 6.3 |

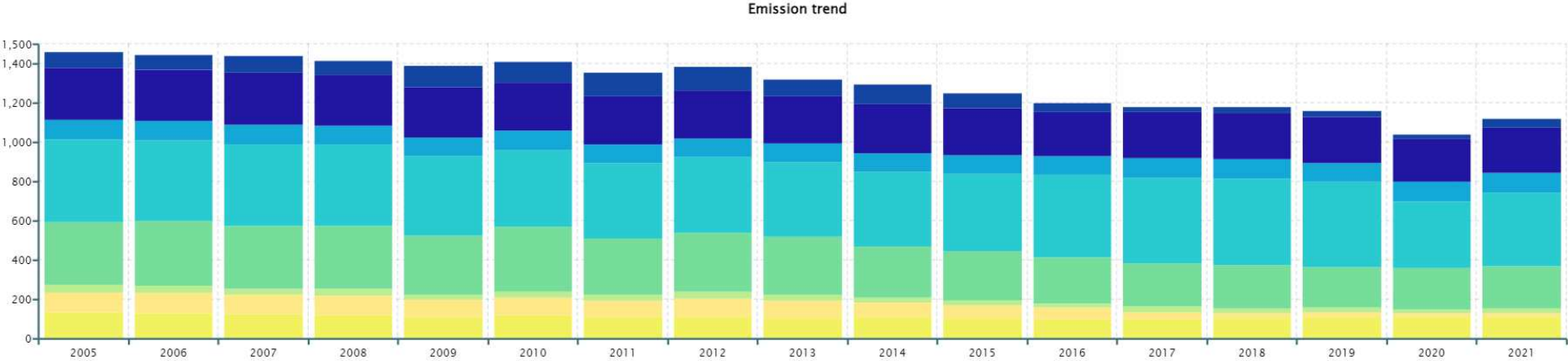
Emissions over time – South Norfolk

The chart shows greenhouse gas emissions (kt CO₂e) between 2005 and 2021 for South Norfolk.

Note: The Waste Management and Agriculture sectors were included from 2018 onwards only.

LULUCF = land use, land use change and forestry sector
GHG = Greenhouse gas

| South Norfolk (2021 Data) | GHG emissions |
|--|---------------|
| Grand Total | 1118.1 |
| Industry Total | 112.2 |
| Industry Electricity | 20.0 |
| Industry Gas | 17.8 |
| Industry 'Other' | 73.8 |
| Large Industrial Installations | 0.6 |
| Commercial Total | 19.9 |
| Commercial Electricity | 16.8 |
| Commercial Gas | 2.4 |
| Commercial 'Other' | 0.7 |
| Public Sector Total | 25.5 |
| Public Sector Electricity | 8.0 |
| Public Sector Gas | 17.3 |
| Public Sector 'Other' | 0.2 |
| Domestic Total | 212.7 |
| Domestic Electricity | 57.7 |
| Domestic Gas | 86.6 |
| Domestic 'Other' | 68.4 |
| Transport Total | 375.2 |
| Road Transport (A roads) | 233.5 |
| Road Transport (Motorways) | 0.0 |
| Road Transport (Minor roads) | 107.8 |
| Diesel Railways | 2.3 |
| Transport 'Other' | 31.6 |
| LULUCF Net Emissions | 98.4 |
| Net Emissions: Forest land | -38.0 |
| Net Emissions: Cropland | 64.9 |
| Net Emissions: Grassland | 63.6 |
| Net Emissions: Wetlands | 0.4 |
| Net Emissions: Settlements | 7.0 |
| Net Emissions: Harvested Wood Products | 0.0 |
| Net Emissions: Indirect N ₂ O | 0.4 |
| Agriculture Total | 231.7 |
| Agriculture Electricity | 15.9 |
| Agriculture Gas | 10.6 |
| Agriculture 'Other' | 15.0 |
| Agriculture Livestock | 114.1 |
| Agriculture Soils | 76.2 |
| Waste Management Total | 42.5 |
| Landfill | 25.9 |
| Waste Management 'Other' | 16.6 |

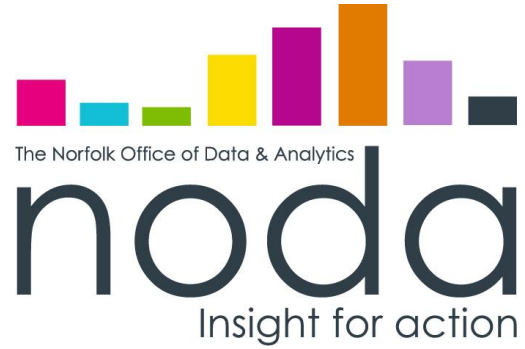


Guide to coloured sectors:

- Agriculture Total
- Waste Management Total
- LULUCF Net Emissions
- Transport Total
- Domestic Total
- Public Sector Total
- Commercial Total
- Industry Total

| South Norfolk (2021 Data) | |
|--|-------|
| Per Capita Emissions (tCO ₂ e) | 7.8 |
| Population ('000s, mid-year estimate) | 142.5 |
| Emissions per km ² (kt CO ₂ e) | 1.2 |
| Area (km ²) | 908.9 |

Produced by the Norfolk Office of Data & Analytics (NODA)
Completed May 2024



Norfolk
County Council

Strategic Alignment



District priorities

Borough Council of Great Yarmouth Corporate Plan



[The Plan 2020 - 2025](#)

Themes

A strong and growing economy – growth and impact of offshore energy sector, year-round tourism offer, enhancing culture and heritage offer

Improved housing and strong communities – improve range and quality of housing and supporting community self-sufficiency

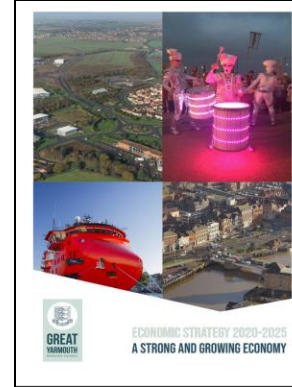
High-quality and sustainable environment – relationship to coastline, the broads and mitigating climate change

An efficient and effective council – ambition, clear direction and value for money.

Example Outcomes

- To have secured new inward investment in the borough
- Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work.
- Support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities.
- A thriving visitor economy with an extended season beyond the peak summer period.
- Improved the health and well-being of residents

Borough Council of Great Yarmouth Economic Plan



[Economic Strategy 2020-2025](#)

Summary - *A Strong and Growing Economy*

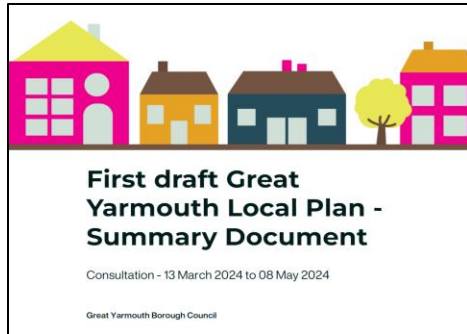
The Strategy is to lead a placemaking agenda that changes how Great Yarmouth is perceived and understood by residents, visitors, existing and new businesses, investors and workforces. Its leadership resides with the Economic Development Committee and is realised through delivery of the Economic Growth Action Plan. Its implementation is reported to and monitored by the Economic Reference Group, whose membership comprises delivery partners and stakeholders.

Outcomes

- To have secured new inward investment in the Borough, creating a vibrant economy and matching local skills provision with future job and career opportunities
- To support Great Yarmouth and Gorleston town centres as important community hubs and places where people choose to live as well as work, shop and undertake leisure activities
- Improved median wage levels in Great Yarmouth and increased the number of local people accessing better paid work
- A thriving visitor economy with an extended season beyond the peak summer period

District priorities

Borough Council of Great Yarmouth Local Plan



[Emerging Local Plan 2021 - 2040](#)

Scale and Location of growth

The plan sets out a strategy to meet the target of **7,200 new homes** over the plan period (2021-2041) by identifying sufficient land for 7,500 homes. New homes will be planned across the Borough approximately as follows:

- Urban area of Great Yarmouth, Gorleston and Bradwell – 45% of housing growth
- Caister-on-Sea - 20% of housing growth
- Villages - 35% of housing growth

The council will work with partners to deliver the borough's regeneration and growth ambitions across the urban area and has identified 12 Urban Opportunity Areas,

The local plan flexibly supports the development of new industrial and business uses within the Borough, applying a slightly more restrictive approach within the countryside.

The local plan defines a hierarchy of designated centres with Great Yarmouth as the main town centre, Gorleston-on-Sea as a town centre, Beacon Park and Caister with district centres, and a series of local centres across the Borough.

Borough Council of King's Lynn & West Norfolk Corporate Strategy



[Corporate Strategy 2023-2027](#)

Themes

Promote growth and prosperity to benefit West Norfolk - To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need, and promote West Norfolk as a destination.

Protect our environment - To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

Efficient and effective delivery of our services - To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing

Support our communities - To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

Example Activities

- Support a year-round programme of events, festivals and activities for residents and visitors
- Maximize opportunities to transform and regenerate our high streets and heritage assets
- Encourage active travel by reducing barriers to walking and cycling.
- Tackle social and health inequalities

District priorities

Borough Council of King's Lynn & West Norfolk Economic Vision and Strategy 2045



Economic Strategy
Currently a draft for consultation

Vision

With the Economic Vision and Strategy being developed alongside the Norfolk Economic Strategy (with shared evidence base and stakeholder engagement), there is clear alignment shown within King's Lynn and West Norfolk's five strategic pillars. The pillars are **'thriving towns', 'access to education and good work', 'productive jobs and businesses', 'managed natural resources' and 'healthy and inclusive communities'**.

The document also sets out the key challenges facing the economy of King's Lynn and West Norfolk. These include health inequalities, insufficient housing, transport and connectivity constraints and business base pressures. These will be addressed through the five pillars.

Reference is also made to key sectors – Agri-Food, Engineering, Waste & Water and the Visitor Economy – and their importance to economic growth.

Borough Council of King's Lynn & West Norfolk Local Plan



[Local Development Framework - Core Strategy](#)

See document for more information

Vision

People want to be part of the success story that is West Norfolk, drawn here to live, work, invest and visit. West Norfolk enjoys an unparalleled balance between quality of life and quality of opportunity with people drawn to the area to take advantage of this.

Example Core Strategy Objectives

- **Economy** - People want to be part of the success story that is West Norfolk, drawn here to live, work, invest and visit. West Norfolk enjoys an unparalleled balance between quality of life and quality of opportunity with people drawn to the area to take advantage of this.
- **Society** - All communities are strong, cohesive and safe.
- **Environment** - West Norfolk is meeting the challenges of climate change and reducing or mitigating carbon emissions.
- **Towns and Places** – King's Lynn, Downham Market, Hunstanton, Rural areas, coast

District priorities

Breckland Corporate Plan



[Breckland Corporate Plan 2021 - 2025](#)

Priorities

Inspiring Communities - We want to build on the many strengths of our local communities so that people can lead happy, healthy, fulfilling lives in Breckland and we support people through targeted services that make a difference.

Thriving Places - We continue to drive investment to unlock the significant potential and opportunities in our district.

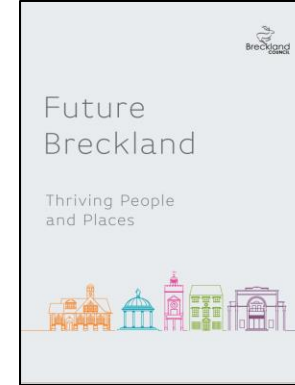
Breckland 2035 - We will be a role model for sustainability, take action, and enable others to make informed choices so that together we can all make an impact and contribute to greener lifestyles.

Working Smarter - We are a dynamic, innovative organisation which embraces change and new ways of working.

Example Activities

- Supporting vulnerable residents through our £1 million Inspiring Communities programme
- Developing a focus on creating an 'Inclusive Economy'
- Ensuring the success and effectiveness of the Future Breckland project

Breckland Future Breckland



[Future Breckland](#)

The ethos behind Future Breckland was to create a shared vision that everyone with a stake in Breckland's society and economy could align to.

Objectives

Regenerating and placemaking - Regenerating Breckland's town centres to help them realise their potential, adapt to changing conditions, and attract people and businesses.

Building on our heritage and culture - Building on Breckland's rich heritage and culture, while enhancing tourism opportunities and bringing our local communities together.

Growing our business and enterprise base - Encouraging new businesses, expansions and relocations by improving the availability of business services and premises.

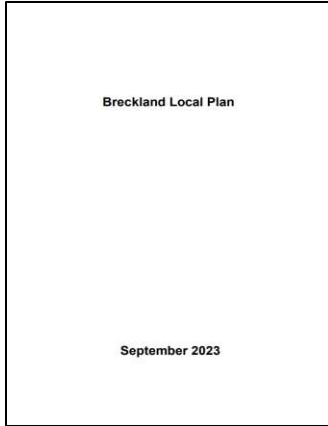
Investing in housing and infrastructure Targeted investment in housing, public transport and active travel to improve quality of life.

Improving sustainability and wellbeing - Delivering our net zero commitment while supporting our residents to maintain active lifestyles.

Encouraging educational attainment - Supporting our residents to train and pursue further and continual education to increase employment opportunities and meet ongoing employment needs.

District priorities

Breckland District Council Local Plan



[Breckland Local Plan](#)

See document for more information

The Local Plan sets out the need for homes across the district and allocates land accordingly. In total, 16,525 homes have been allocated across the plan period (2021-2046).

Strategic objectives:

Development in the right place

- Meet housing need
- A strong economy
- A rich environment
- Thriving communities

This plan identifies Attleborough, Dereham and Thetford as Breckland's strategic growth locations, both business and housing, with significant urban extensions already committed in Attleborough and Thetford. Whilst also considering the rurality of the district and allocating sufficient development outside of the market towns.

North Norfolk District Council Corporate Plan



[Our Corporate Plan 2023 - 2027](#)

Main Ambitions

Our greener future - We will continue our work to create a cleaner, green and zero-carbon future for North Norfolk.

Developing our communities We will develop our work to support confident, engaged, resilient and inclusive communities.

Meeting our housing need - We will seek to meet the challenges of local housing need.

Investing in our local economy & infrastructure - We will create an environment where businesses thrive and prosper, supporting jobs and economic opportunity for all.

A strong, responsible & accountable council

Example Ambitions

- Supporting our communities to become more resilient, self-reliant, inclusive and embrace their diversity
- Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport

District priorities

North Norfolk District Council Economic Strategy



[Economic Strategy and Action Plan 2023 - 2027](#)

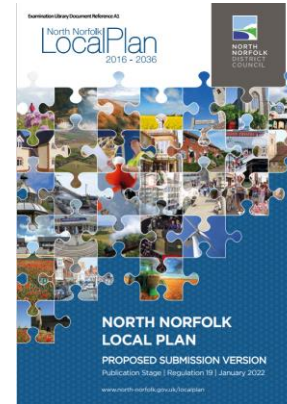
Themes

- Inflationary pressures – cost of living for residents, operational costs of running businesses.
- Climate change
- Infrastructure investment – needed to unlock key growth areas and to address critical ‘not spot’ broadband and mobile signal issues.
- Market towns – and the changing way in which people shop and use our towns, particularly given the growth in out-of-town retail areas and online shopping.
- Lack of ‘grow on’ space for businesses - commercial premises stock of many industrial sites are aging and predominantly saturated.

Example Activities

- Establish and support a North Norfolk Skills Assembly to help embed a joined up and collaborative approach to supporting skills and recruitment and overcome critical issues.
- Market Town Network Improvement Strategies. Norfolk County Council have previously produced reports for North Walsham, Fakenham and Hoveton and Wroxham. We will encourage and support reports in the other towns.

North Norfolk District Council Local Plan



[Emerging Local Plan 2022 - 2036](#)

The plan outlines the long-term vision and strategy for the development and evolution of towns, villages, and the countryside in North Norfolk up to 2036.

The towns of North Walsham, Fakenham and Cromer are the focus for a significant proportion of the required development.

Objectives:

1. Delivering Climate Resilient Sustainable Development
2. Protecting Character
3. Meeting accommodation needs
4. Enabling Economic Growth
5. Delivering Healthy Communities

District priorities

Norwich City Council Corporate Plan



[We Are Norwich \(2024 – 2029\)](#)

Main Ambitions

An open and modern council • A prosperous Norwich • A fairer Norwich • A climate responsive Norwich • A future-proof Norwich

Example Ambitions

A net-zero council by 2030 - Our council services have a reduced carbon footprint, and environmentally conscious suppliers are supported by increased council investment and spending. Our businesses drive a low emission agenda, our recycle rates are increased across the city and our air quality is improved.

Vibrant parks and open spaces for all - Our parks and green spaces have increased usage across all communities, with improved recreation, sport and leisure opportunities, evidenced by a higher take up in sport and physical activity, contributing to better mental and physical wellbeing

Better incomes for people in Norwich - Incomes have risen and people have better standards of living. The Real Living Wage has become the norm not the exception, more people receive the benefits they are entitled to, and there is a greater number of high quality unionised jobs. The economy is more inclusive and there is support for people into work, particularly in our most disadvantaged communities.

Norwich City Council Economic Strategy



[Norwich Economic Strategy 2019 - 2024](#)

New 5 year Norwich Economic Strategy to be published January 2025

Themes

Diverse economy - The diversity of Norwich's economy is one of its greatest strengths • Low productivity - poorly paid and insecure employment in relatively low-skilled jobs in sectors which are likely to see significant contraction as technology replaces many roles • Shifts in the labour market - Artificial Intelligence (AI) and other technologies replace many traditional roles and new requirements, particularly those driven by expected technological advancement, will emerge • School attainment - Norwich's future labour market should provide many opportunities for our young people • Vibrant city centre - Norwich, with its historic, cultural and visitor offer should be able to prosper in an environment where technology has profoundly impacted high streets, though this will require further investment and active management to find the balance between employment, housing, retail and leisure • Innovation - adopting new approaches which form the best way to build on the city's strengths, harness new ways to create growth, and inform new ways of meeting social challenges • Climate change - businesses can benefit from the low-carbon economy in two ways: by diversifying into new products, and by becoming more efficient in their current processes. • Brexit - delivering sustainable economic growth relies upon new financial models and effective working across the public sector, and between the public and private sectors.

District priorities

South Norfolk District Council Strategic Plan



[Our Strategic Plan 2024 - 2028](#)

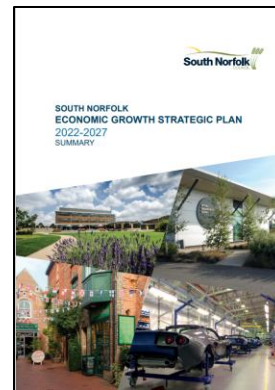
Vision

- Enhancing our environment
- Growing a prosperous economy
- Enriching our communities
- Moving with the times

Example activities

- Make the most of our own community asset land to increase biodiversity and ensure they contribute to an attractive natural environment.
- Make it easier for rural businesses by helping enterprises that are in more secluded areas.
- Focus and expand upon our early intervention solutions, one family at a time.
- Collaborate with neighbouring councils, regional organisations, and private sector partners to leverage resources, share best practices, and collectively address challenges.

South Norfolk District Council Economic Strategy



[South Norfolk Economic Growth Strategic Plan](#)

2022 - 2027

Priorities

- 1: Growth and Investment Supporting businesses and key clusters and securing capital funding
- 2: Quality Locations and Infrastructure Promote quality and affordable housing, building community resilience, developing a sustainable and accessible transport network
- 3: Skills and Lifelong learning Addressing the skills shortage, creating high-calibre employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth
- 4: Innovation and Enterprise Championing the development of new technologies and networks - transition to a Net-Zero carbon economy

Example Activities

- Increased space available for start-ups and increased retention of expanding businesses in the area - Hethel Innovation Centre, Food Enterprise Zone and Norwich Research Park
- Work with partners to promote the Norwich to Cambridge Tech Corridor and associated cluster formation and growth

District priorities

Broadland District Council Council Plan



[Council Plan 2020 - 2024](#)

Vision

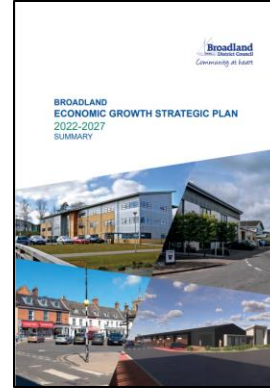
As a modern, caring Council, we will strive to achieve this by focussing on our four key priorities:

- Empowering individuals and communities
- Cleaner, greener Broadland
- Providing the right homes in the right places
- Sustainable resilient local economy

Example activities

- Explore the delivery of Community Hubs across the district.
- Develop “social value” procurement frameworks, associated training, on reducing carbon emissions and embedded carbon, improved employment practices, the protection and enhancement of natural environments, investment in green skills.
- Measure the success of our economy not only by monetary metrics but through co-benefits such as community wellbeing, public health, skill development, and social inclusion.
- Deliver a retrofit programme, focussing on least energy efficient homes and grow the circular economy and local skills around retrofit.

Broadland District Council Economic Strategy



[Broadland Economic Growth Strategic Plan 2022 - 2027](#)

Priorities

- 1: Growth and Investment Supporting businesses and key clusters and securing capital funding
- 2: Quality Locations and Infrastructure Promote quality and affordable housing, building community resilience, developing a sustainable and accessible transport network
- 3: Skills and Lifelong learning Addressing the skills shortage, creating high-calibre employment, and tackling long term unemployment while maintaining equality of opportunity and inclusive growth
- 4: Innovation and Enterprise Championing the development of new technologies and networks - transition to a Net-Zero carbon economy

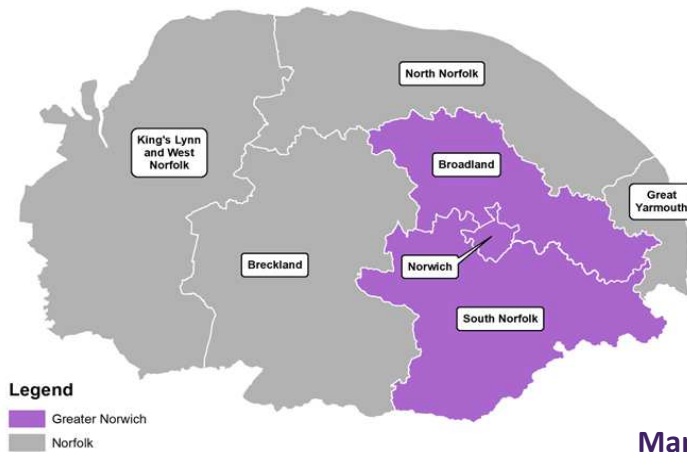
Example Activities

- Develop business cases for commercial investment opportunities in key clusters with regional partners ahead of funding streams becoming available
- Engage with businesses to understand current skills gaps and evolve the package of direct delivery at Carrowbreck House and online to address local needs

District Priorities

Greater Norwich and the Greater Norwich Growth Board

Broadland District Council, Norwich City Council, South Norfolk District Council



Map of Greater Norwich area

Greater Norwich consists of the combined administrative areas of Broadland District Council, Norwich City Council and South Norfolk Councils. Together they form one of the fastest growing parts of the country, delivering infrastructure under a unique voluntary partnership arrangement which is recognised nationally as being an exemplar for best practice.

Greater Norwich is overseen by two separate voluntary partnership boards:

- The **Greater Norwich Development Partnership (GNDP)** directs the development and delivery of the Greater Norwich Local Plan (GNLP).
- The **Greater Norwich Growth Board (GNGB)** monitors and drives forward the delivery of infrastructure which is required to support the growth that is agreed in the Greater Norwich Local Plan.



[Greater Norwich Local Plan](#)

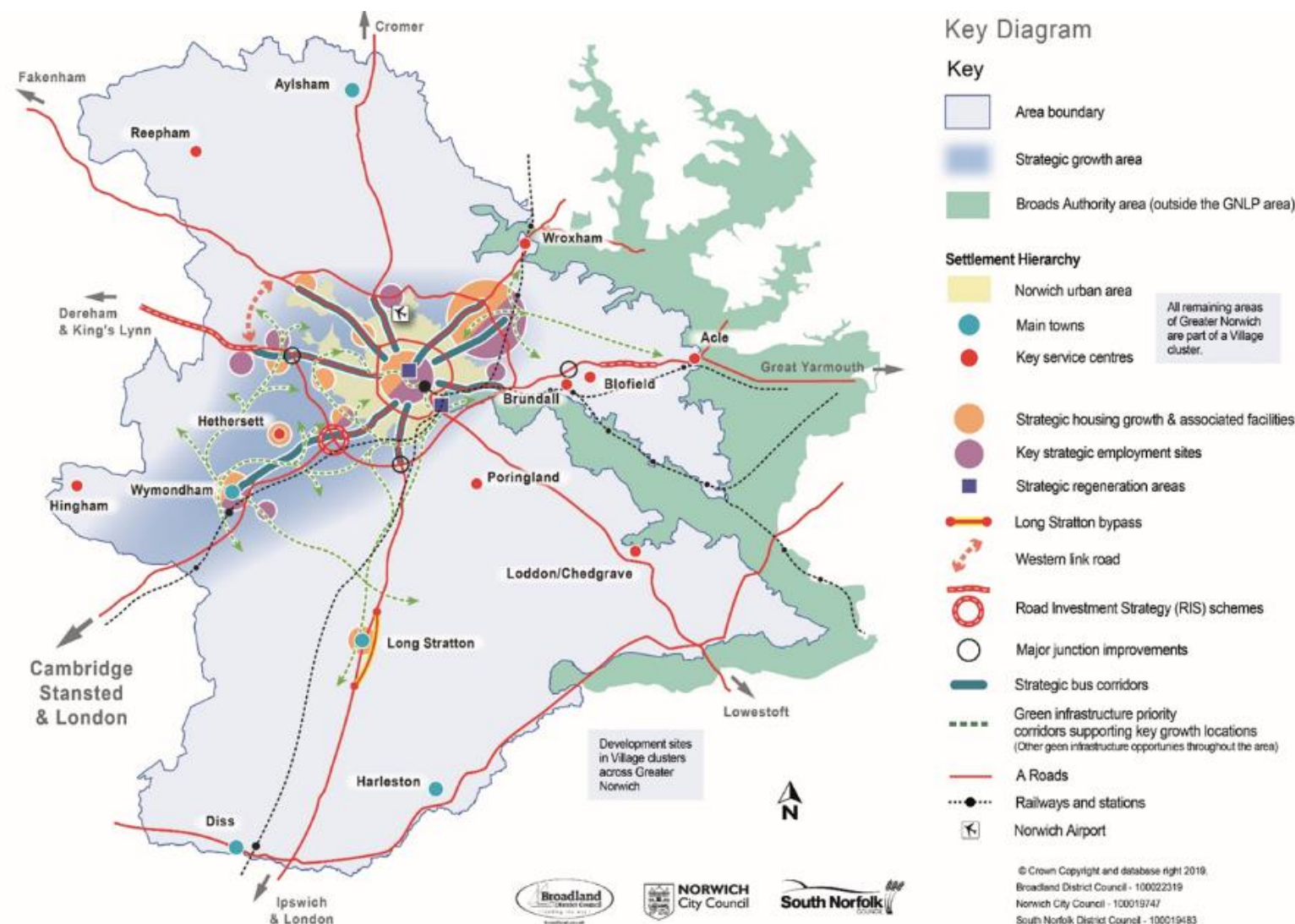
Adoption March 2024

The **Greater Norwich Local Plan** sets out the vision for future development in Greater Norwich until 2038. It was created collaboratively by Broadland District Council, Norwich City Council, South Norfolk Council and Norfolk County Council, and was adopted by all three councils in March 2024. The GNLP includes strategic planning policies and allocates individual sites for development. It aims to ensure that new homes and jobs are delivered whilst the environment is protected and enhanced.

Approximately 70% of the Greater Norwich housing growth and the majority of commercial growth to 2038 is proposed to be within the Strategic Growth Area (SGA) shown in the figure, overleaf.

District Priorities Greater Norwich and the Greater Norwich Growth Board

Broadland District Council, Norwich City Council, South Norfolk District Council



Key Diagram
March 2024

District Priorities

Cambridge Norwich Tech Corridor

South Norfolk and Broadland Council, Breckland Council, Norwich City Council



[Cambridge Norwich Tech Corridor: vision and spatial strategy report](#)

Perkins & Will

Summary

Perkins & Will set out a visionary report which highlights the tech corridor has a vibrant economy of £27.3bn where life science and med-tech clusters are working at the intersection of food and human health, creating ground breaking therapies and medical devices. The corridor has seen a 40% growth in scientific and R&D employment since 2010. Home to a thriving agri-food and agri-tech sector, adding £1.5bn to the UK economy.

Norfolk's Policies



[Better Together For Norfolk \(2021-2025\)](#)

The Together for Norfolk Plan (2019) has been refreshed in 2021 to create the Better Together for Norfolk Strategy.

Main Challenges Identified

A survey of Norfolk residents post-Covid-19 identified the main priorities for Norfolk residents as local businesses, unemployment, social care and health, and investment in community infrastructure and hubs.

Main Ambitions

The document sets out five strategic priorities: (1) A vibrant and sustainable economy; (2) Better opportunities for children and young people; (3) Healthy, fulfilling and independent lives; (4) Strong, engaged and inclusive communities; (5) A greener, more resilient future. This is to be achieved via three themes (1) Growing Economy; (2) Thriving People and (3) Strong Communities.

Example Activities Supported

- Develop Norfolk as a centre for innovation in life sciences and supporting new technologies with a strong inward investment proposition that promotes our county as a place to visit.
- Levelling-up economy by promoting good jobs and a higher skilled and healthier workforce.
- Working with partners to increase qualifications and build the skills that meet the needs of green, high-value and transformational businesses.



[Norfolk County Council Delivery Plan \(2024 -25\)](#)

Details the most significant activities happening across the Council which support the delivery of the *Better Together, for Norfolk* strategy.

Main Challenges & Opportunities Identified

Significant challenges to local government finances with higher costs, increasing demand for services and restricted government funding • Devolution • Climate change • Addressing skills gap as the world of work will continues to change, with decreasing jobs in invoicing, clerical, and administrative work and new opportunities emerge within technology, energy, and green sectors • Growing demand for critical services • A high percentage of people living within rural areas which increases the cost of service delivery • Challenges in our local health system.

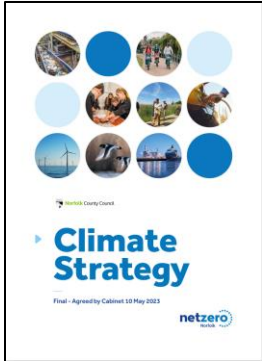
Main Ambitions

As outlined in Better Together, For Norfolk (2021- 25)

Example Activities Supported

- Integrate LEP functions
- Maximise business, employment and skills support
- Continue to improve digital connectivity to maximise digital inclusion
- Deliver the next phase of the Norwich Western Link and continue to lobby to dual the A47
- Promote Norfolk as a key destination for inward investment and tourism
- Continue to implement Apprenticeships strategy
- Continue to deliver specialist housing programmes
- Continue to roll out improvements to bus services with a focus on green transport.

Norfolk's Policies



[Climate Strategy 2023](#)

This document sets out a strategic framework for the way Norfolk County Council is tackling climate change locally and building resilience to its effects.

Focus areas

NCC Estate • Indirect Emissions • County-wide Emissions • Promoting green economy • Adapting to climate change • Space for nature to grow and recover • Engage and collaborate

Example Activities Supported

Work with local networks such as the LEP to support SMEs (small and medium enterprises) on their journey to net zero • Develop an energy strategy for Norfolk County Council aligned with our net zero agenda • Work with the Tyndall Centre for Climate Change Research at the University of East Anglia to understand better the risks of climate change impacts on Norfolk and potential adaptation responses • Ensure new infrastructure is designed against appropriate assumptions on the future impacts of climate change • Produce a Local Nature Recovery Strategy for Norfolk that prioritises areas for action focusing on species, habitats, landscapes and land use of importance to Norfolk with potential for carbon capture • NCC will work in partnership with the Retrofit Academy to establish the feasibility of developing a dedicated retrofit and low carbon building training facility in the County



[Norfolk's Rural Economic Strategy \(2021 Draft\)](#)

This latest report refresh for 2021-2024 focuses on the impacts of the COVID-19 pandemic and how the Strategy can respond to the major changes to rural community life.

Main Challenges Identified

Over half the people living in the county and claiming universal credit live in rural areas; business start up rates in rural areas are well below the national average; the 2020 digital transition has been huge but rural Norfolk still needs to overcome constraints due to a lack of connectivity and skills; rural communities need better access to health and wellbeing services; Brexit is causing challenges for many rural businesses (particularly health and social care) in recruiting and retaining workers; the impact of climate change could have significant impact for agricultural businesses.

Main Ambitions Set Out

‘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’.

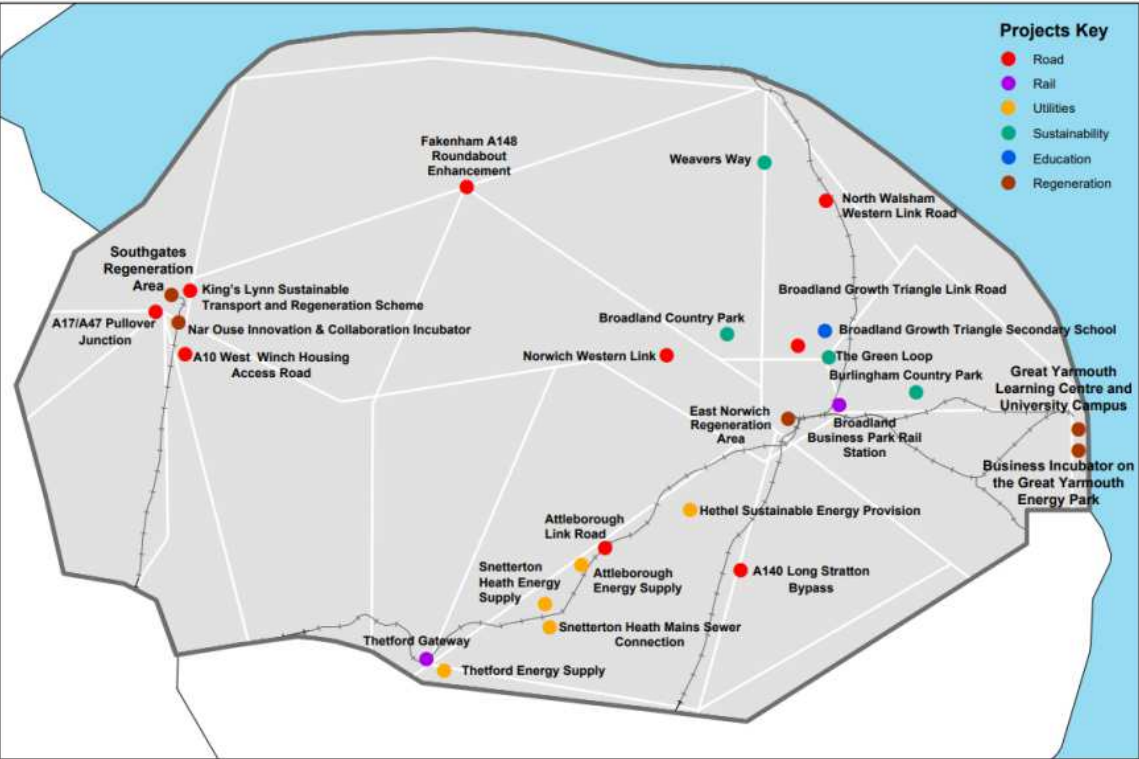
Example Activities Supported

- Provision of business diversification grants (e.g., LEADER or DRIVE programme)
- Diversification of publicly-owned assets (e.g., County Farms Portfolio) to support rural diversification
- Champion the role of the Environmental Land Management Scheme to support countryside access and active forms of countryside recreation

Norfolk's Policies

Norfolk Strategic Infrastructure Delivery Plan (2022)

The Norfolk strategic infrastructure delivery plan (NSIDP) pulls together information on the key infrastructure needed to deliver economic growth in Norfolk.



NCC Local Transport Plan 4 Strategy (2021 – 2036)

The Local Transport Plan sets out Norfolk County Council’s plans, policies and programmes on transport and transport infrastructure. The plan details how we will deliver a transport network in Norfolk through identifying the projects and programmes important to us, and in their design and direct delivery

Main Challenges Identified

Significant numbers of people have to travel relatively long distances to access everyday facilities, often with the added challenge of variable quality public transport

- Norfolk’s transport network is largely rural, lengthening journey times
- Many settlements still retain historic street layouts, leading to congestion on some corridors and a lack of space to provide facilities for all different types of user of the network.

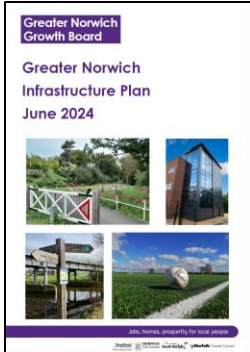
Main Ambitions

Embracing the Future • Delivering a Sustainable Norfolk • Enhancing Connectivity • Enhancing Norfolk’s Quality of Life • Increasing Accessibility • Improving Transport Safety • A Well Managed and Maintained Transport Network

Example Activities Supported

Ensure that new developments are located in suitable areas with access to services and leisure facilities via sustainable and active transport • Ensure new developments are well-connected to bus networks • Make the case for investment to the rail network and trunk roads.

Norfolk's Policies



Greater Norwich Infrastructure Plan (2024)

High-level summary of what infrastructure is needed to support growth in Greater Norwich. It is prepared to help coordinate and manage the delivery of strategic infrastructure projects as well as improve quality of life for residents and enhance the natural environment.

The GNIP includes:

- Information about how the partners are working to achieve decarbonization and sustainability.
- A summary of the Greater Norwich Strategic Growth Area, the areas where growth is planned to take place.
- An outline of the range of funding streams which have been used to deliver infrastructure in Greater Norwich.
- An explanation of how Neighbourhood CIL is administered and spent in Greater Norwich with a supporting list of projects which have been identified in Neighbourhood Plans.
- Outlines the infrastructure that is required across the four thematic groups which are eligible to receive Strategic CIL funding from the GNGB; Green Infrastructure, Transport, Community Facilities and Education.
- Outlines the additional infrastructure requirements across a range of other categories.
- Contains appendices which provide a list of projects from the four eligible infrastructure groups that are currently programmed for delivery, separated from those that remain to be purely aspirational.



Promoting Independence Strategy

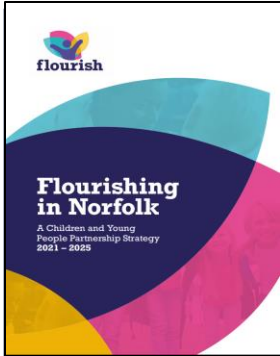
Adult Social Services

Supporting people to be independent, well, and able to deal with life's challenges. 2024 – 2029

Promoting Independence – A Vision for Norfolk

We have an important vision for Adult Social Services in Norfolk: we want to support people to be independent, well, and able to deal with life's challenges. To achieve our vision, this strategy – Promoting Independence – is shaped by the Care Act, which aims to prevent, reduce and delay the demand for social care. This means we don't just provide the statutory minimum for our residents; we also continuously look for ways to support people before they face a crisis. Our strategy outlines our choices of how we will do that into the future, based on what you have told us is important. And through those choices, this strategy will also help us manage the demand for our services, our finances, and plan for our long-term future.

Norfolk's Policies



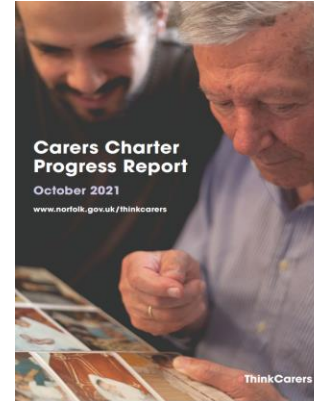
[Flourishing in Norfolk Strategy](#)

A Children and Young People Partnership
Strategy 2021 – 2025

Produced with children, young people and families, FLOURISH is our shared ambition for Norfolk's children and young people.

Guiding principles

- Child and young person focused
- Positively framed – based on aspirations rather than just needs
- Places importance on how children, young people and families feel about their lives
- Inclusive of all children and young people in Norfolk
- Recognises our shared responsibility for children, young people and families
- Co-produced with young people
- Represents the interests and focus of all Children and Young People Strategic Alliance members



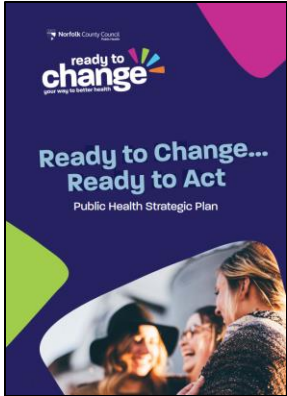
[Norfolk Carers' Charter](#)

October 2021

Summary:

A document produced in collaboration between carers and councillors, the charter aims to ensure that not only do carers receive the support and understanding that they need but are also recognised as individuals in their own right. The charter centres on three areas – carers in work; young carers and young adult carers in education; and carers in the community. By focusing on these areas, the charter aspires for carers to be able to remain in employment if they wish, for young carers to experience the same formative opportunities and aspirations as their peers and for carers in the community to access services efficiently.

Norfolk's Policies



[Ready to Change... Ready to Act](#)

Norfolk Public Health Strategic Plan 2023

Mission: To improve the health and wellbeing of the people of Norfolk and reduce health inequalities. Informed by best practice and evidence, we will lead the system in Norfolk to develop and focus a prevention approach to improve and sustain good health and wellbeing.

Priorities

- Adults and Older People
- Prevention, Partnerships and Places
- Children and Young People

Example activities

- Support partners with their plans for addressing health inequalities by mapping existing health inequalities work across Norfolk, advise on gaps and duplication and develop a cohesive action plan for ourselves and partners
- Ensure services are tailored to older people as appropriate and includes identifying and addressing frailty, dementia and social isolation.



[Transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy 2022-23](#)

Setting the agenda for our new Integrated Care System across Norfolk and Waveney
Norfolk and Waveney Integrated Care System

As an Integrated Care System, we have developed an overarching mission to help the people of Norfolk and Waveney to live longer, healthier, and happier lives.

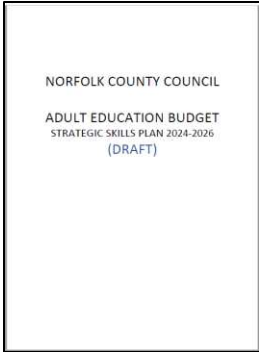
Goals

- To make sure that people can live as healthy a life as possible
- To make sure that you only tell your story once
- To make Norfolk and Waveney the best place to work in health and care

Example activities

- To work as a single sustainable system in the delivery of people centred care, across a complex organisational and service delivery landscape.
- Embed prevention and early help across all system and organisational strategies, plans and policies and shift focus to community provision.
- Consult and engage with residents, including those from seldom heard and excluded communities, to design and input into our services. This should include a variety of engagement methods and technologies.

Norfolk's Policies



Adult education budget strategic skills plan (2024-26)

Devolution of the Adult Education Budget (AEB) would enable us to deliver education provision which is aligned to meet the needs of Norfolk people, places, businesses and employers. This strategy sets out how it would do so.

Main Challenges Identified

Skills miss-matches with skills shortages in some sectors, but also within geographic and demographic communities where individuals struggle to access opportunities • Wage and occupational inequality and lack of progression in work • Growing polarisation between higher and lower skilled occupations • Geographical inequalities, including health and wellbeing, and profound in some areas of skills deprivation.

Main Ambitions

Establish a strategic partnership with providers and stakeholders, able to collaborate with a specific place-based focus on Norfolk's skills needs • Develop and commission delivery of a local offer with the agility to respond to employer demand • Focus provision and learner support to areas of high skills deprivation, supporting the social mobility of residents in these areas • Focus skills provision on key Norfolk industry sectors, supporting growth and inward investment opportunity • Establish joint working protocols across post-16 skills activity, bringing clarity on devolved and non-devolved funding and ensuring complementary provision.



[Apprenticeship Strategy \(2023 – 25\)](#)

Outlines how NCC intends to support the delivery of apprenticeships locally; both as an employer and as a strategic leader. Strategy compiled across 3 directorates – Children's Services, Human Resources and Growth & Investment

Main Challenges Identified

There has been a significant decline in the number of apprenticeships in Norfolk and England since 2016/17 • Stagnant apprenticeship funding • Continual policy developments and annual developments to (complex) funding rules.

Main Ambitions

Apprenticeship as a high-quality opportunity that delivers the skills, knowledge and behaviours that employers are looking for • Promoting sustainable green skills required to support our emerging Net Zero priorities • A broad range of apprenticeships at all levels, from intermediate/advanced through to higher/degree level • Apprenticeships as a viable and aspirational pathway and route of progression for our young people and adults.

Example Activities Supported

Increase opportunities to inspire, promote and champion apprenticeships; improving awareness and understanding of the benefits an apprenticeship; and celebrating successes • Undertake primary research to better understand the barriers to apprenticeships • Support an increase in the number of apprenticeship starts in Norfolk.

Norfolk's Policies



NCC Digital Strategy and Roadmap for the 2020s

This digital strategy and roadmap explains how NCC are going to build on past and current success, as the Connected Britain Digital Council of the Year 2020.

Main Ambitions

Focusing on inclusive growth and improved social mobility • Encouraging housing, infrastructure, jobs and business growth across the County • Developing our workforce to meet the needs of the sectors powering our local economy • Work to reduce our impact on the environment • This way we can help Norfolk have a growing economy, full of thriving people living in strong communities we are proud of.

Example Activities Supported

Digital Strategy for Care • Go Digital – free digital support to micro and SME businesses • LoRaWAN – the largest free public sector deployment in the UK • Schools Digital Skills Development



[Digital Inclusion Strategy](#)

December 2021

The strategy's vision is that every Norfolk resident is provided with the appropriate digital access opportunities to meet their needs and enable them to be digitally included in all aspects of their lives.

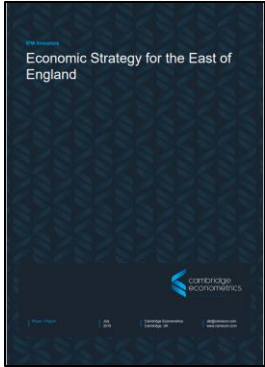
Aspirations

- Working in partnership to target activity and make best use of resources
- Enabling universal access to connectivity in the county
- Supporting access to devices and equipment
- Increasing digital skills and confidence in key cohorts
- Developing the skills of our staff to understand how to support residents to access and use technology to improve their lives

Example activities

- Subsidised and free connectivity through the Norfolk Assistance Scheme to provide broadband and/or mobile connectivity to selected cohorts.
- Digital programmes of learning will include information about purchasing and understanding broadband packages.
- Ensure Norfolk residents, including children, can stay safe online and understand how to avoid scams, cyber abuse and exploitation.

Additional policies for Norfolk



[Economic Strategy East of England \(2020\)](#)

The Economic Strategy for the East of England was produced by Cambridge Econometrics in 2020 on behalf of IFM Investors. It has been endorsed by LEPs across the region.

Main Challenges Identified

Growth prospects are limited by an inability to move daily commuters to and from employment hubs; there is patchy infrastructure provision in rural areas which means many places are not integrated with important economic markets; there are disadvantaged coastal communities that are unable to access opportunities in the local transport, logistics and clean energy sectors; Permitted Development Rights is impacting employment assets and sites; levels of graduate retention are low and there are few clear attractors for them.

Main Ambitions

The region's expertise and assets leave it well-placed to tackle the Government's Ageing Society and Clean Energy Grand Challenges; New Anglia LEP are focusing on building excellence in STEM disciplines across their skills and education system; R&D spending in New Anglia is 1.14x the national average; there are c.1,000 wind turbines off the coast of the East of England generating 3.5GW of energy - investment has been secured for another 1,000 turbines; 60% of offshore wind energy is generated in the East of England; there is 1.4m hectares of farmland in the East of England and 79% is arable;



[Transport East Transport Strategy](#)

Strategy which aims to overcome some of the transport challenges experienced, while also delivering a fit for purpose, high quality, inclusive and sustainable transport network that will be able to accommodate future growth in the area.

Main Challenges Identified

The region covers a large area, with no major hub city • Many journeys made within the region are difficult to make other than by car. This results in high transport related emissions – 42% of all carbon emissions in the region. Affecting people's health and contributing to climate change • Poor connections are a particular challenge for many people living in our rural and coastal areas, making it difficult to access jobs, education and essential services.

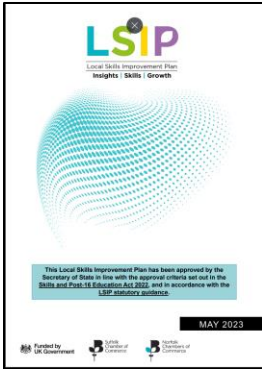
Main Ambitions

Decarbonisation to net-zero • Connecting growing towns and cities • Energising coastal and rural communities • Unlocking international gateways

Priority corridors

Midlands – King's Lynn – Norwich – Great Yarmouth • London – Chelmsford – Colchester – Ipswich – Norwich & Suffolk Coast • Norfolk and Suffolk to Cambridge – Midlands – South-West • Connecting South Essex – London – Thurrock – Basildon – Southend • Stansted – Braintree – Colchester – Harwich and Clacton • King's Lynn – Cambridge – Harlow – London

Additional policies for Norfolk



Norfolk and Suffolk Local Skills Improvement Plan

Norfolk Chamber of Commerce and
Suffolk Chamber of Commerce

LSIP Priorities

- Industries - Agri-Food/Tech, Net-Zero
- Cross Cutting Themes - Workforce Digital, Soft / Impact Skills

Example activities

- Priority Provision Mapping - Knowledge sharing improving accessibility to training
- Project 1st - Standardise training package across the region.
- Common Language Response - Improve access to local provision.
- Net Zero Private Sector Funding for Training - Unlocking funding streams.



Norfolk and Suffolk Enterprise Zones

Delivering clean growth and innovation
on our strategic investment sites Five
year strategic plan (2021-26)

The Space to Innovate Enterprise Zone comprises 10 sites across Norfolk and Suffolk which are helping to create thousands of new jobs over 25 years. Collectively they provide over 130ha of space for new and expanding businesses looking to grow in Norfolk and Suffolk.

The Great Yarmouth & Lowestoft Enterprise Zone covers 6 sites. It is strategically placed to capture billions of pounds of investment in the region's energy sector and supply chain over the next two decades.

Additional policies for Norfolk



[Regional Water Resources Plan for Eastern England December 2023](#)

Water Resources East

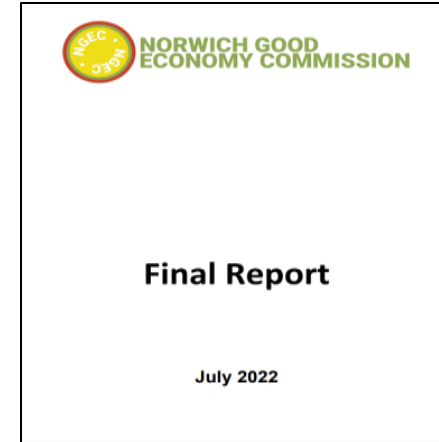
There is an urgent need for all the major water-using sectors in Eastern England to invest in managing the present and future risks of water scarcity.

WRE's preferred environmental outcome

Taking a long-term view in our regional plan at the draft and this final stage has allowed us to explore the actions and investments that would be needed between now and 2050 to meet the outcomes sought by the Environment Agency's most ambitious environmental enhancement scenario.

This 'Enhance' scenario entails:

- Supporting the achievement of 'Good Ecological Status' (or 'Good Ecological Potential') in all waterbodies, even where the Environment Agency has previously considered it 'uneconomic' to do so.
- Providing extra protection for European Protected Sites and Sites of Special Scientific Interest (SSSIs).
- Delivering enhanced protection for chalk streams, wetlands and sensitive headwaters.



[Norwich Good Economy Commission | Get Talking Norwich](#)

July 2022

Based on the Good Economy Commission's analysis of the Norwich economy – undertaken through a series of workstreams, projects, networks and themes (including digital inclusion, skills, Good Jobs Project, Norwich Anchor Institutions Network and Diverse Voices) – commissioners recognised the need to pursue a more inclusive and sustainable economy. The commission pledged to attain this by addressing the following challenges and opportunities:

- Jobs that make people feel valued.
- Supporting social enterprises.
- Supporting social and environmental aims in recruitment and purchasing.
- Digital inclusion.

The Commissioners agreed that they would consult and engage widely on their decisions. They will also provide updates and an annual report to the Good Economy Commission which will monitor the progress made in the areas referred to above.

Additional policies for Norfolk



[Norwich 2040 City Vision](#)
Norwich City Council

Developed by Norwich City Council alongside key stakeholders as part of the Norwich Creative City Compact, the action plan commits the city council to a series of deliverables and actions (including those related to infrastructure, people and collaboration, investment and impact) that will support the formulation of the upcoming Cultural Strategy 2025 which will be aligned to the Norwich 2040 Vision. In addition, the action plan asserts Norwich's cultural strengths, the city council's key role within the cultural sector in Norwich and the broader benefit of culture to society.



[Invest 2035: the UK's modern industrial strategy - Green Paper](#)
UK Government

A ten-year plan that aims to provide certainty and stability which will facilitate investment and create economic growth. Economic growth will be the overarching aim of the Industrial Strategy once it is published (following consultation) in spring 2025. The Green Paper specifies that plans for growth will be targeted in 'eight growth-driving sectors' (advanced manufacturing, clean energy, creative, defence, digital and technologies, financial services, life sciences, professional and business services) and that growth will support Net Zero, the UK's regions, economic security and high-quality jobs. The paper also notes how the government plans to address productivity challenges. A statutory and independent Industrial Council will be created to ensure the longevity and stability of the plans outlined in the strategy.

Norfolk's Sectors



[Norfolk FinTech Report 2024](#)
Whitecap consulting

Summary

WhiteCap Consulting produced this piece of work as part of a project funded by Norfolk County Council which reviews FinTech activity in the region. The report finds an emerging cluster of 24 FinTech firms. Potential to double in size over next few years - presenting a growth opportunity for Norfolk, with higher value jobs. The proportion of female FinTech founders is the highest WhiteCap have observed in any regional ecosystem to date. There is a clear strength in InsurTech (the only region where it is the top subsector).



[Norfolk Screen Sector - Review & Recommendations](#)
Olsberg SPI

Summary

In 2021 Norfolk County Council commissioned a holistic research project into the Norfolk Screen Sector including Film, TV, animation, commercials and related sector activity. The research has created an evidence base of the value, size and shape of the screen sector in Norfolk and has recommendations for its growth.

Norfolk's Sectors



[Innovation Prospectus](#)
Connected Innovation

Summary

The Connected Innovation Prospectus showcases the region's innovation ecosystem and sets out information across key innovation hubs, research locations and clusters in the region.



[Local Action Plan for Norfolk and Suffolk](#)
Innovate UK

Summary

The Innovate UK Local Action Plan sets out the key actions and priorities for engagement with Innovate UK across Norfolk and Suffolk's innovation ecosystem.

Norfolk's Sectors



[Economic Impact of Tourism
Visit Norfolk Report 2022](#)
Destination Research

Summary

This report examines the volume and value of tourism and the impact of visitor expenditure on the local economy in 2022 and provides comparative data against the previously published data for 2021.

The total visitor spend value was £2,384,544,493, with an indirect / induced spend value of £981,483,000 leading to a total tourism value of £3,366,027,493 for Norfolk.

There are 50,898 FTE jobs and the total actual tourism related employment was 68,066 equating to 15.9% of all employment.



[Culture Drives Impact](#)
Norfolk & Suffolk Culture Board

Summary

The cultural sector of Norfolk and Suffolk contributed £272 million in GVA in 2018 and grew by 16% since 2015. It supports job creation and delivers impact across the economy. Culture, then, drives growth. But it also helps shape a different kind of economy, based on wellbeing and sustainability.

Norfolk's Sectors

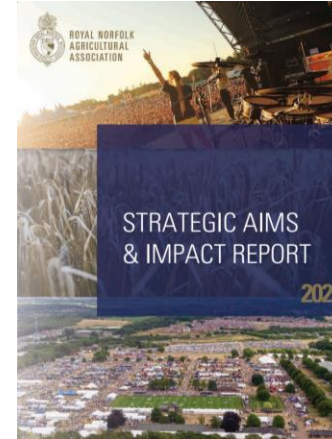


[Agri-Food in Eastern England Regional Narrative](#)

Norfolk, Suffolk, Cambridgeshire & Lincolnshire

Summary

The regional narrative is a document that sets out the combined size, capabilities and ambitions for agri-food across Norfolk, Suffolk, Cambridgeshire and Lincolnshire. It covers research and innovation, digital technologies, the transition to net zero and diet and health. This was the basis of a combined bid to secure the £7.5m Innovate UK Agri-Tech and Food Tech Launchpad.



[RNAA Strategic Aims and Impact Report](#)

Royal Norfolk Agriculture Association

Summary:

Alongside the delivery of the flagship Royal Norfolk Show – attracting 80,000 visitors and generating over £20 million to the Norfolk economy in 2024 – the Royal Norfolk Agricultural Association Strategic Aims and Impact Report prioritises the development of young people, local businesses and understanding of farming and how it relates to emerging economic clusters to facilitate the sustained improvement of the agricultural sector in Norfolk and beyond. The report also articulates plans to enhance the organisational sustainability of the Association and to promote cultural and leisure activities for the benefit of the community and visitors to the county.

Norfolk's Sectors



[Space Strategy for Norfolk & Suffolk](#) AstroAgency

Summary

There are a range of exciting uses of space technologies that can – and should – be promoted far more extensively for the benefit and growth of the whole region.

We have strong relationships with the European Space Agency, UK Space Agency and Satellite Applications Catapult to help create new opportunities. This will help to identify applications of space and satellite technologies to boost jobs and support diverse sectors such as food and agriculture, offshore wind, coastal and marine science, transport and logistics. Meanwhile, our existing technology strengths and innovation assets such as Adastral Park, Norwich Research Park, Hethel Innovation, OrbisEnergy, CEFAS, UEA, University of Suffolk and others, present exciting opportunities for Norfolk and Suffolk to become a UK leader in the supply chain for the global space sector. Space presents a significant opportunity and the global space market is projected to grow from £270 billion to £490 billion by 2030.

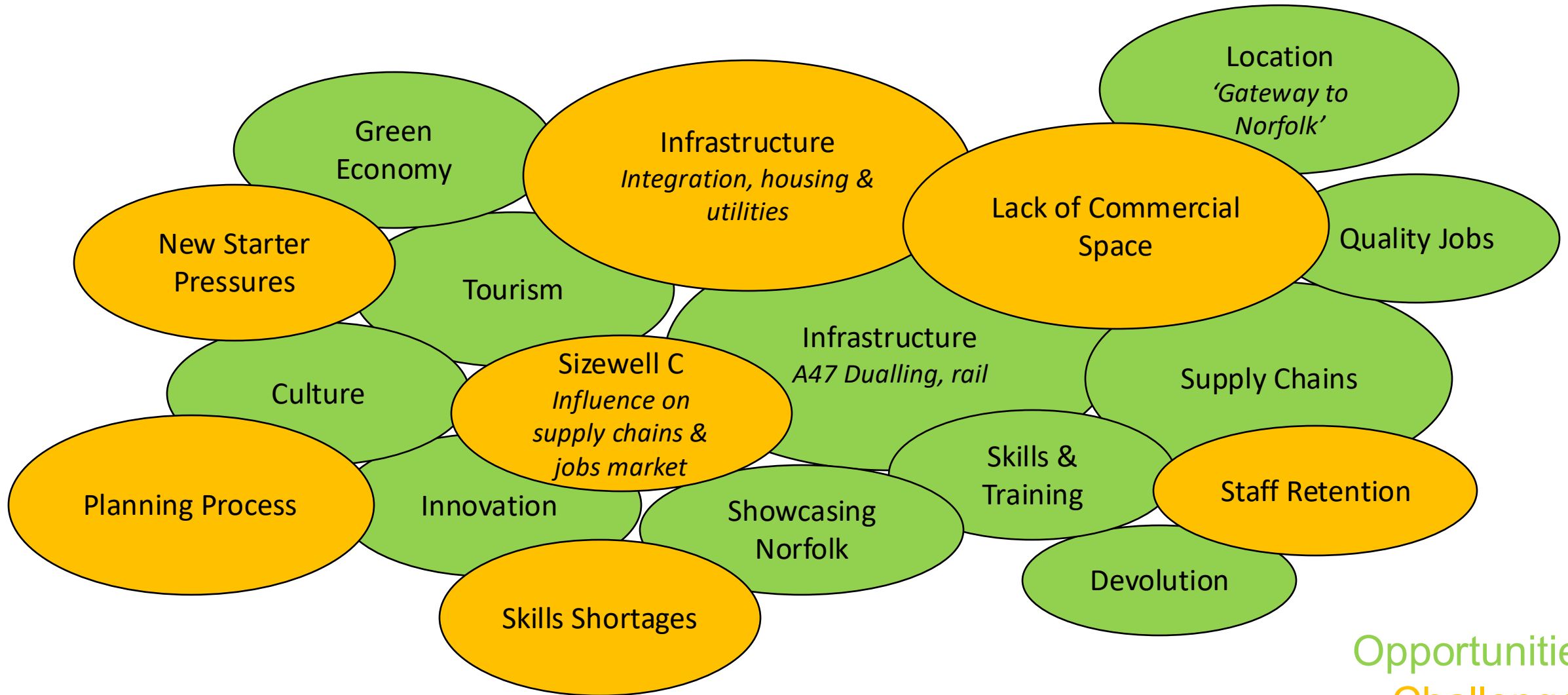
Engagement Session Summaries

Extensive engagement was undertaken to inform the drafting of the Economic Strategy in each of Norfolk's districts. Approximately 500 stakeholders and individuals were engaged, including businesses, VCSE, local government and other organisations.

The following slides highlight the key opportunities and challenges raised within each locality. The size of each bubble is determined by the salience of the issue at the engagement sessions of each locality.

Engagement Summary – Breckland Council

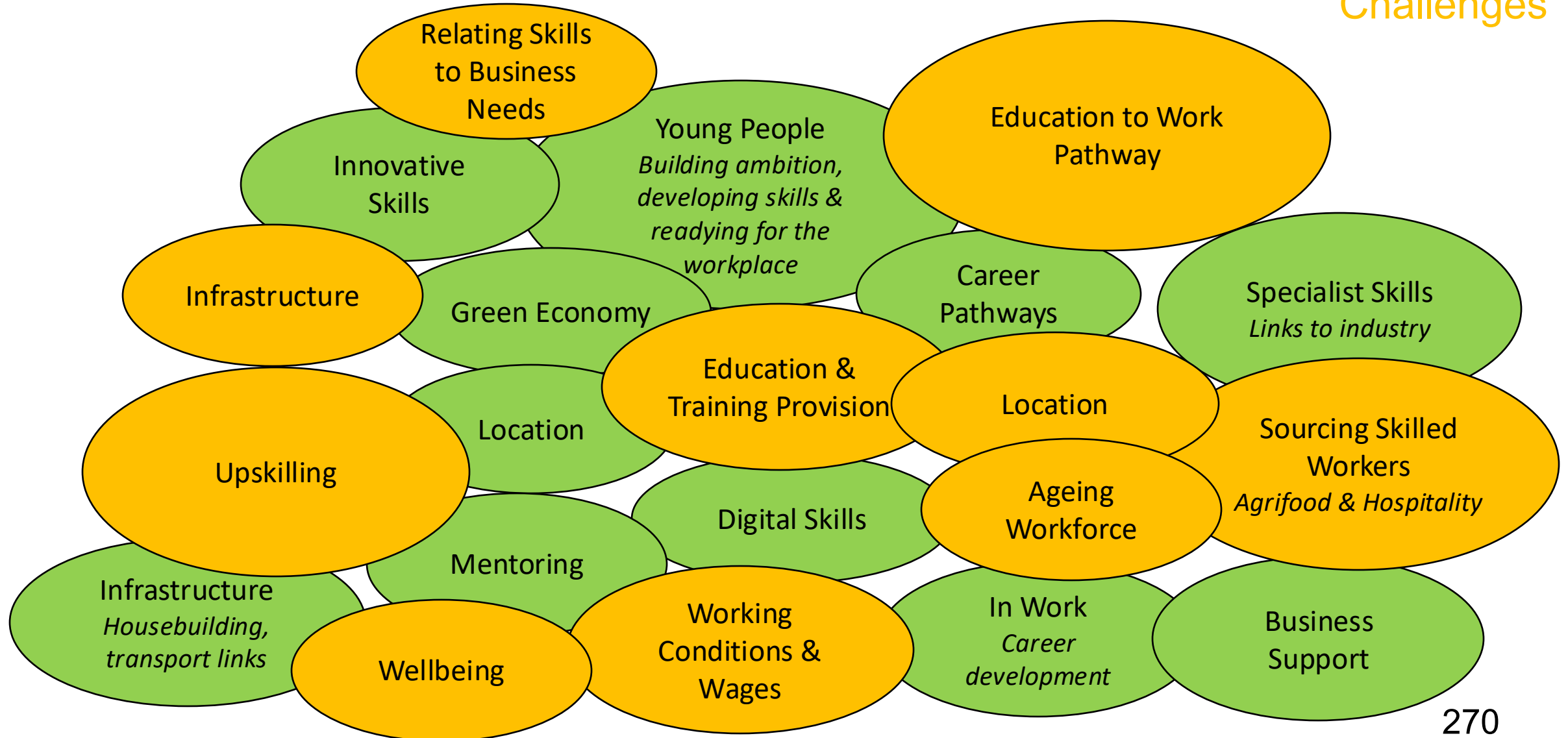
Theme: Business



Engagement Summary – Breckland Council

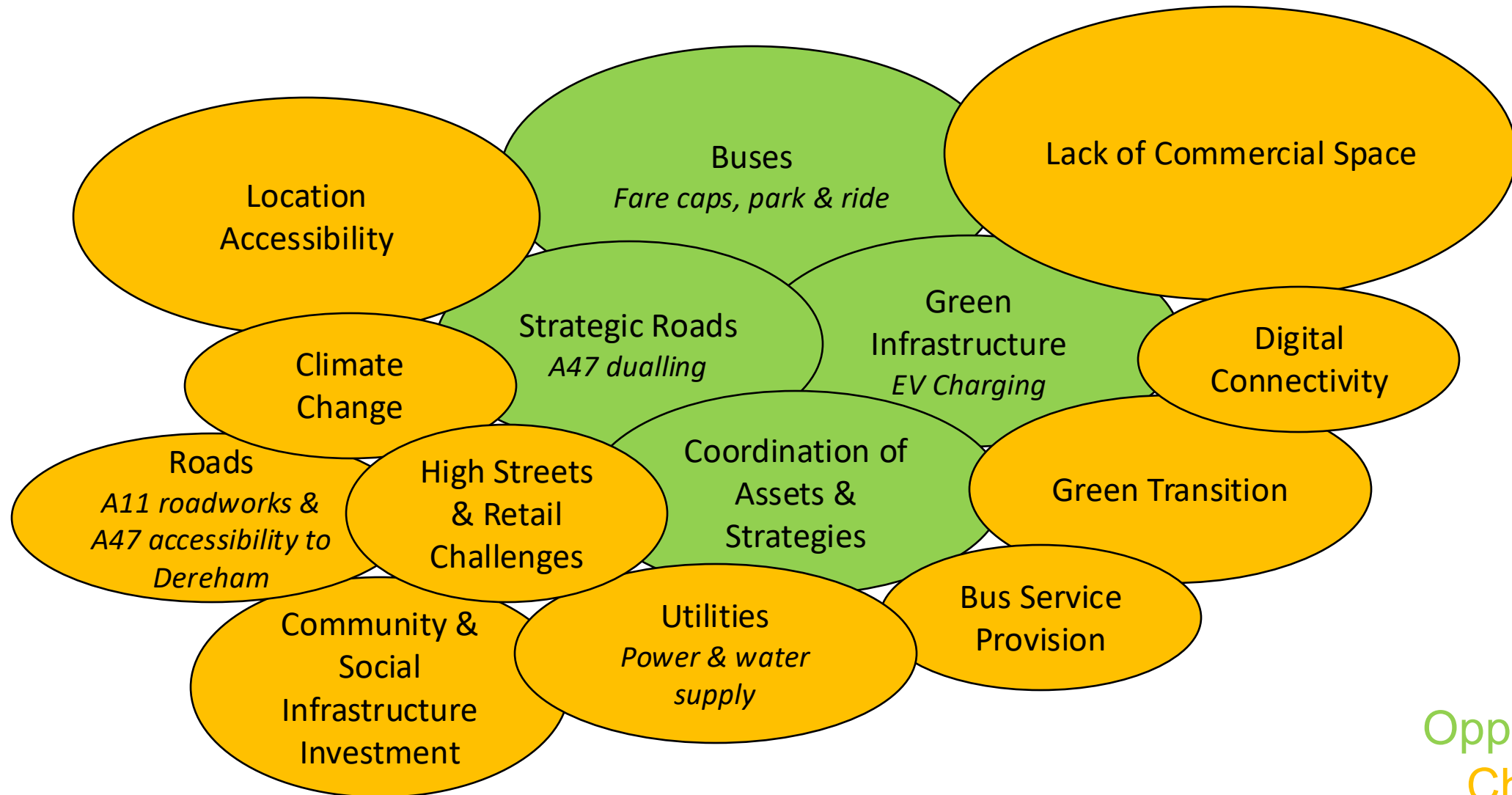
Theme: People & Skills

Opportunities
Challenges



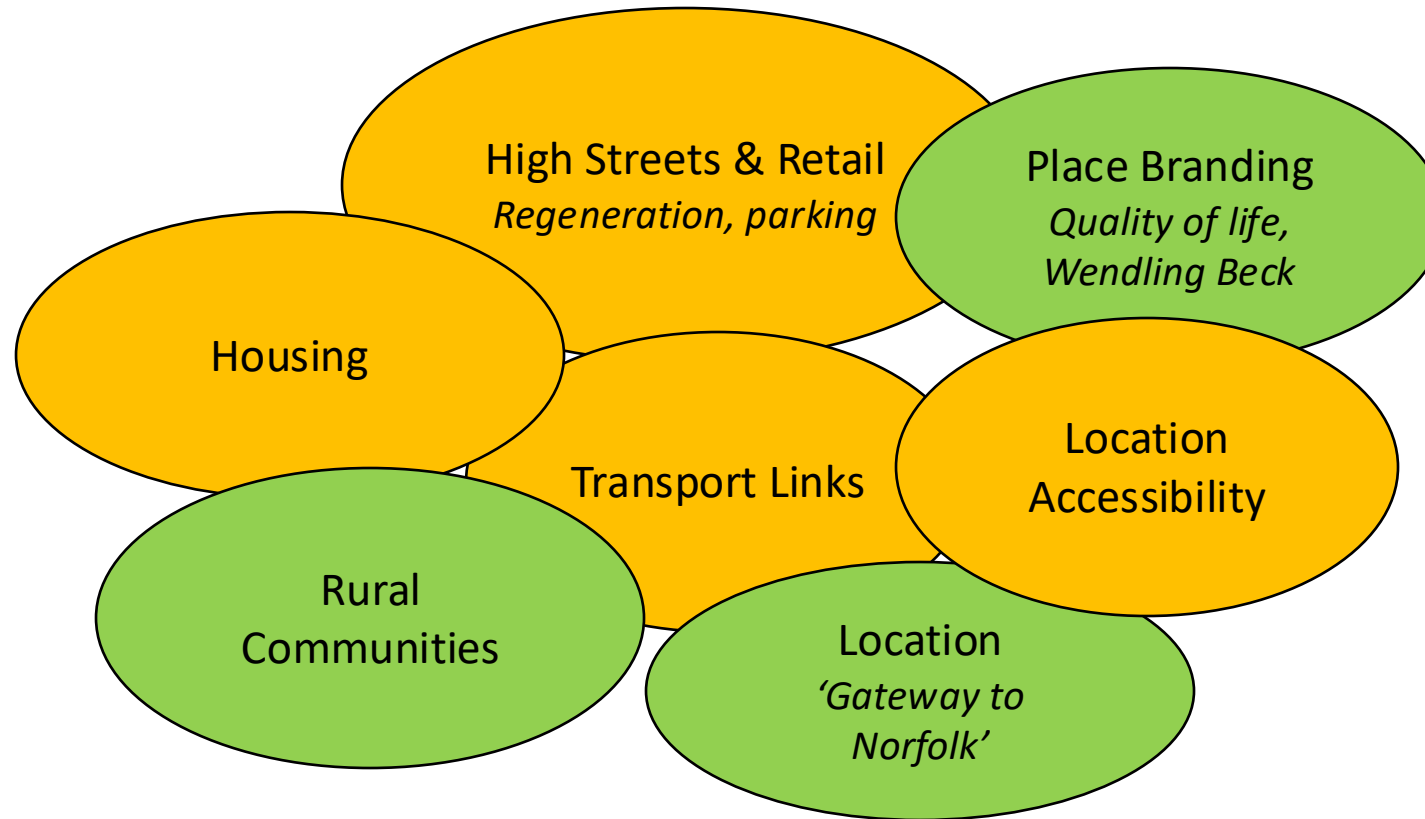
Engagement Summary – Breckland Council

Theme: Infrastructure



Engagement Summary – Breckland Council

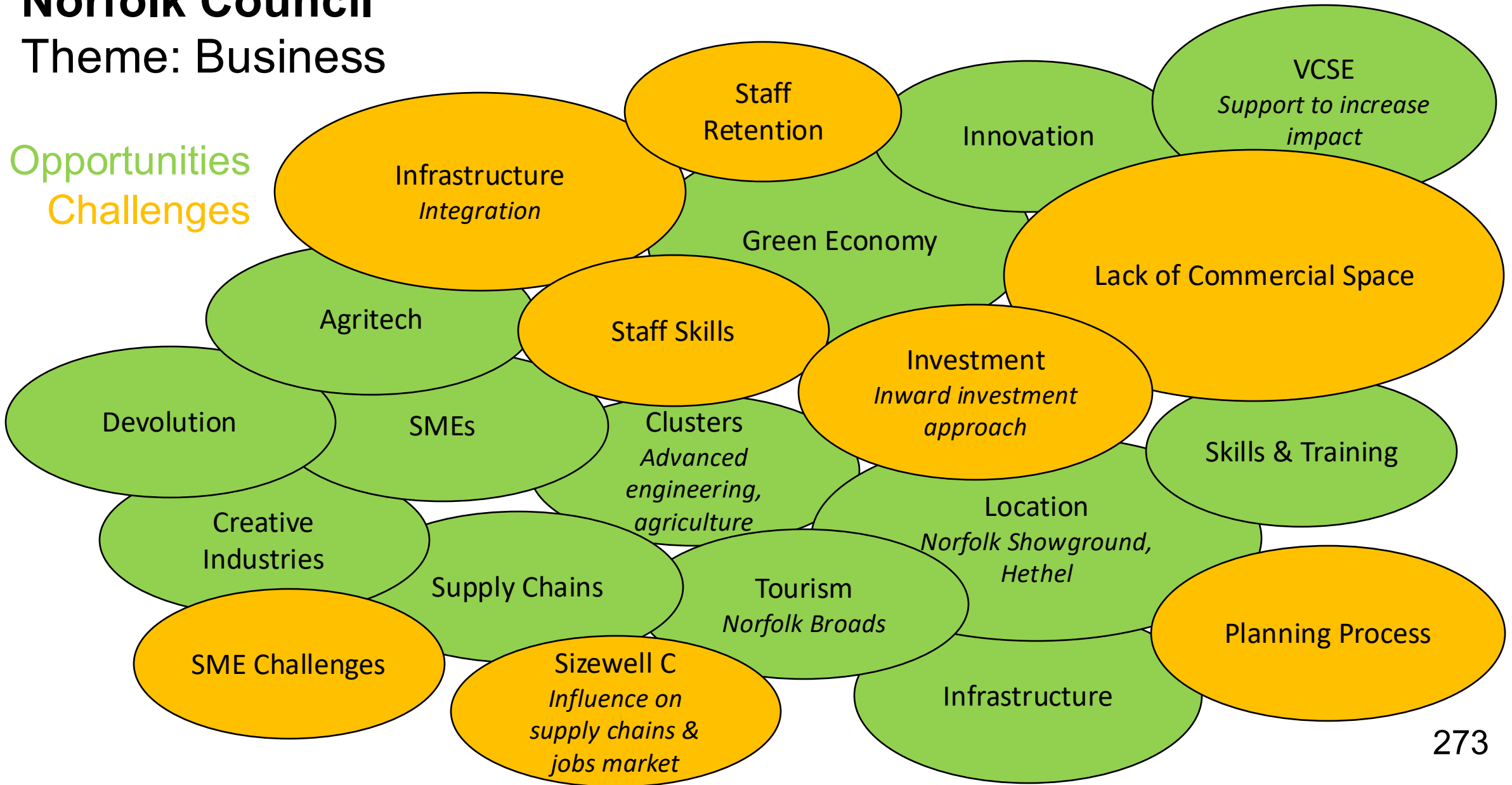
Theme: Placemaking



Engagement Summary – Broadland District & South Norfolk Council

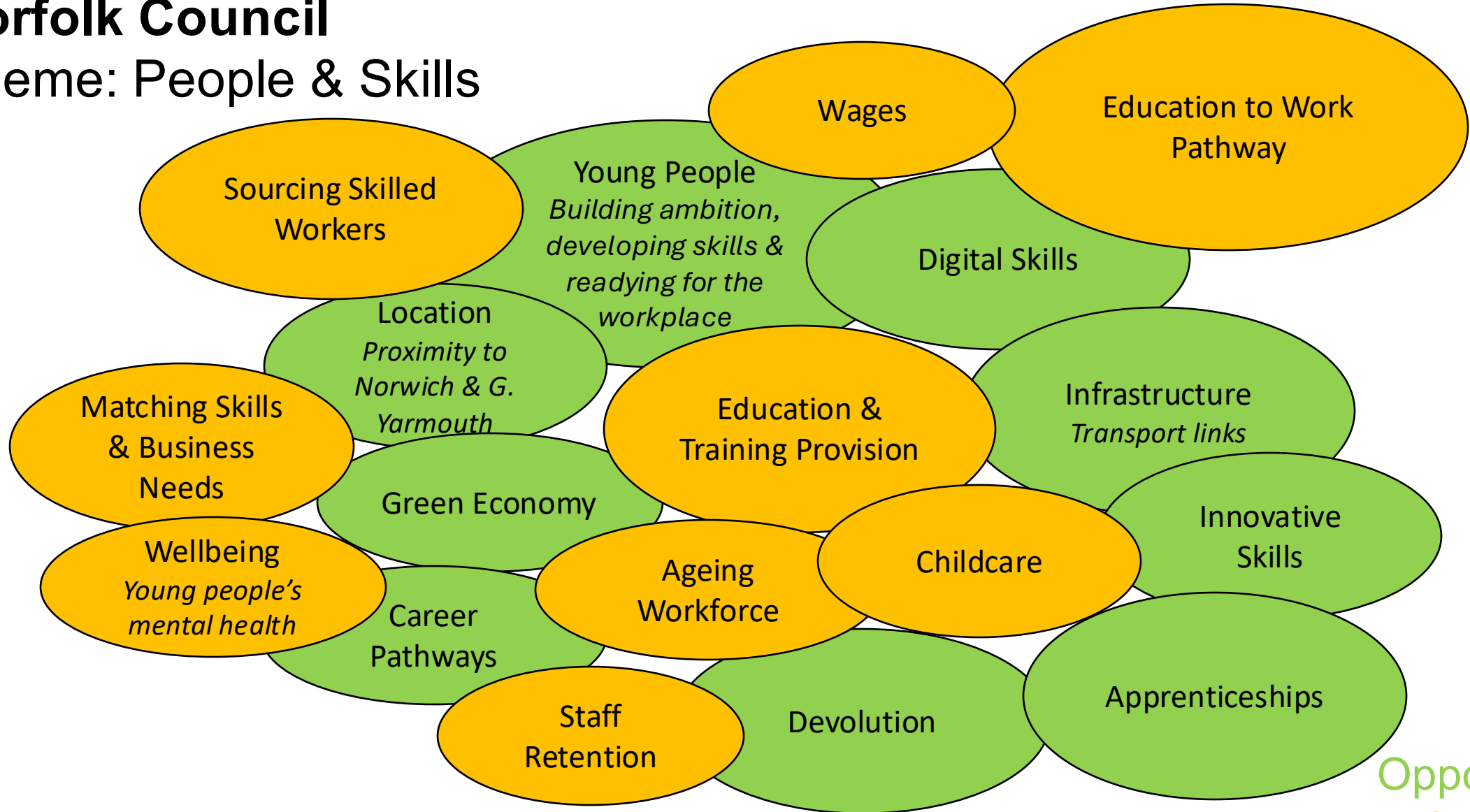
Theme: Business

Opportunities
Challenges



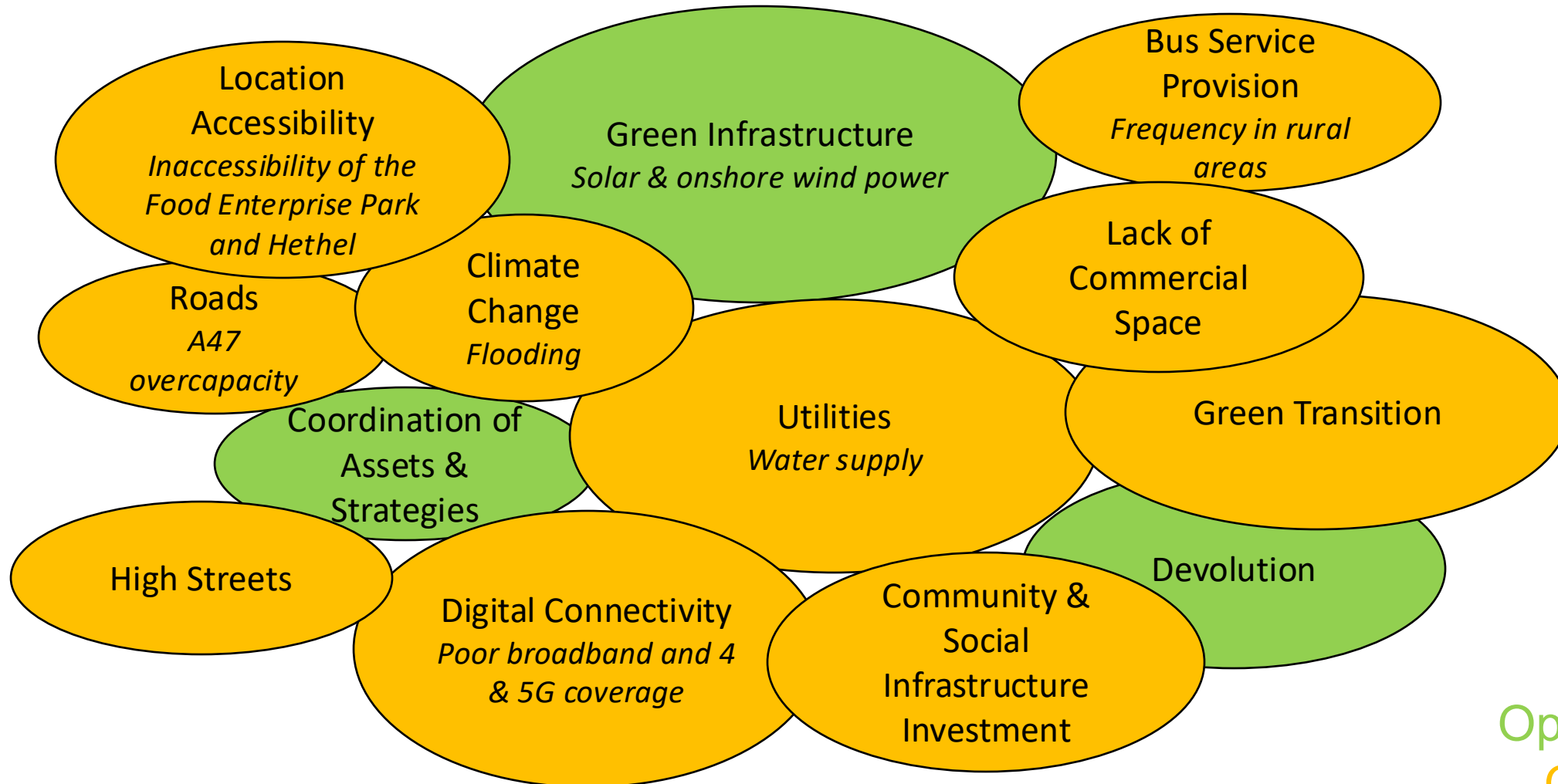
Engagement Summary – Broadland District & South Norfolk Council

Theme: People & Skills



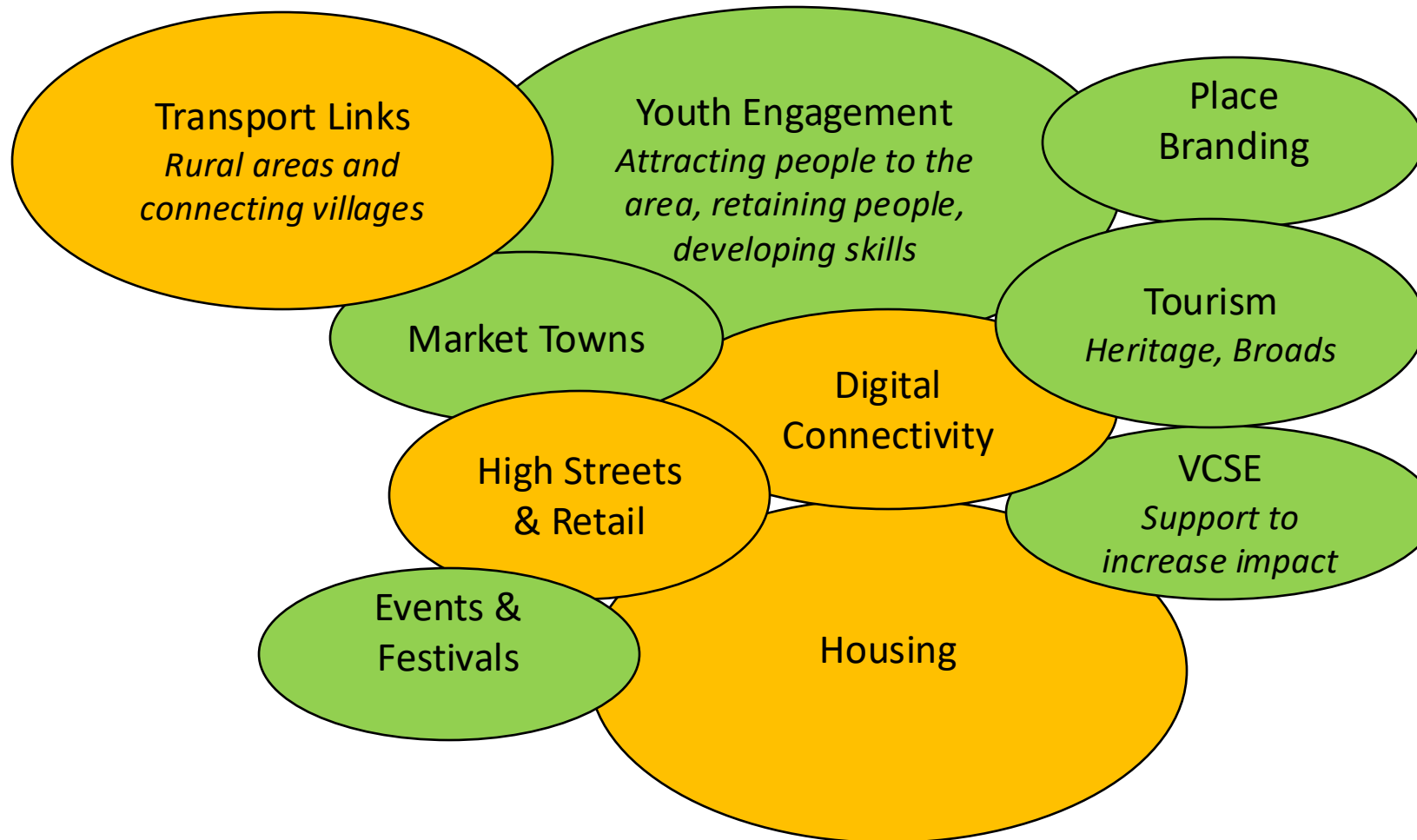
Engagement Summary – Broadland District & South Norfolk Council

Theme: Infrastructure



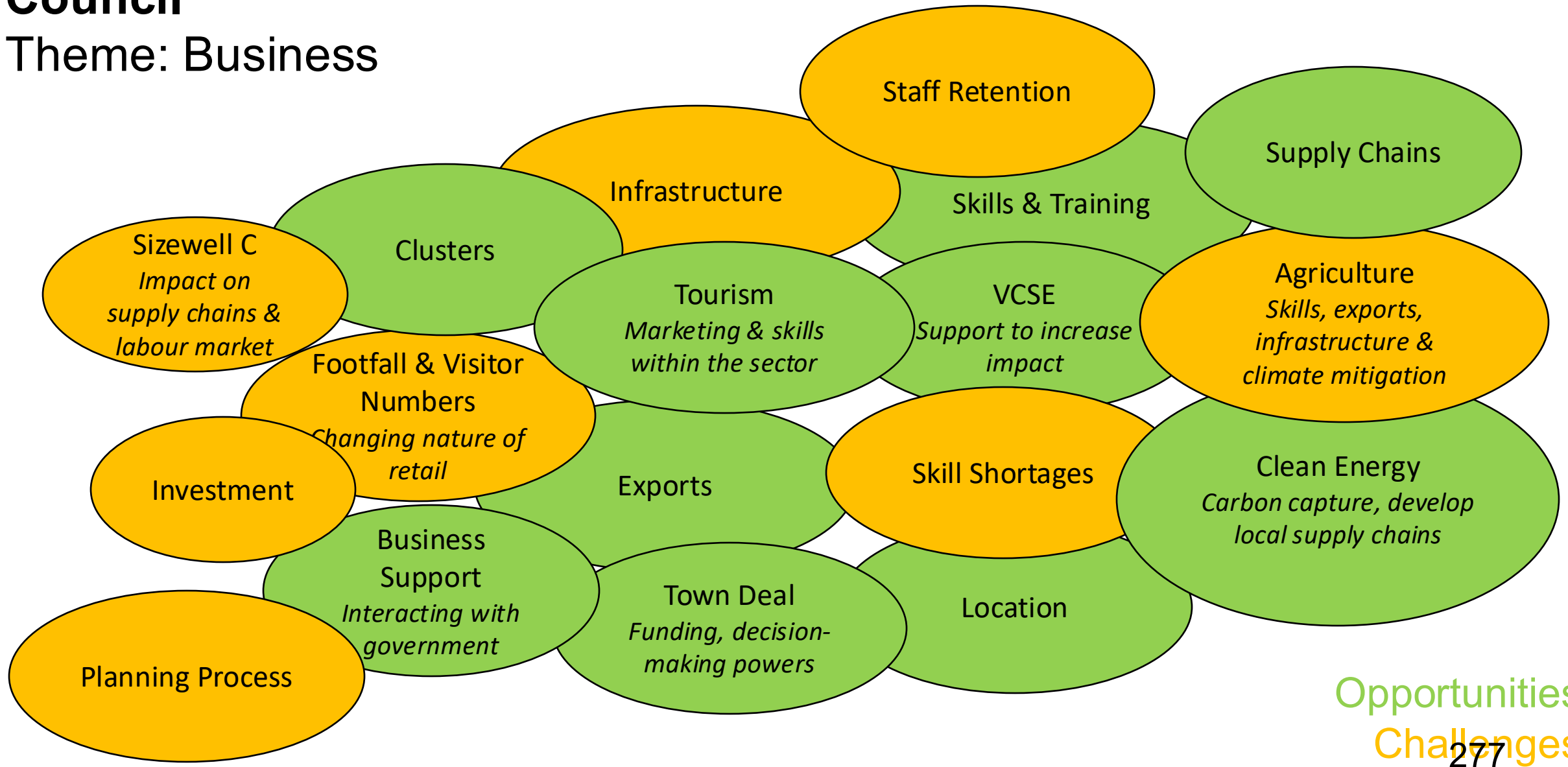
Engagement Summary – Broadland District & South Norfolk Council

Theme: Placemaking



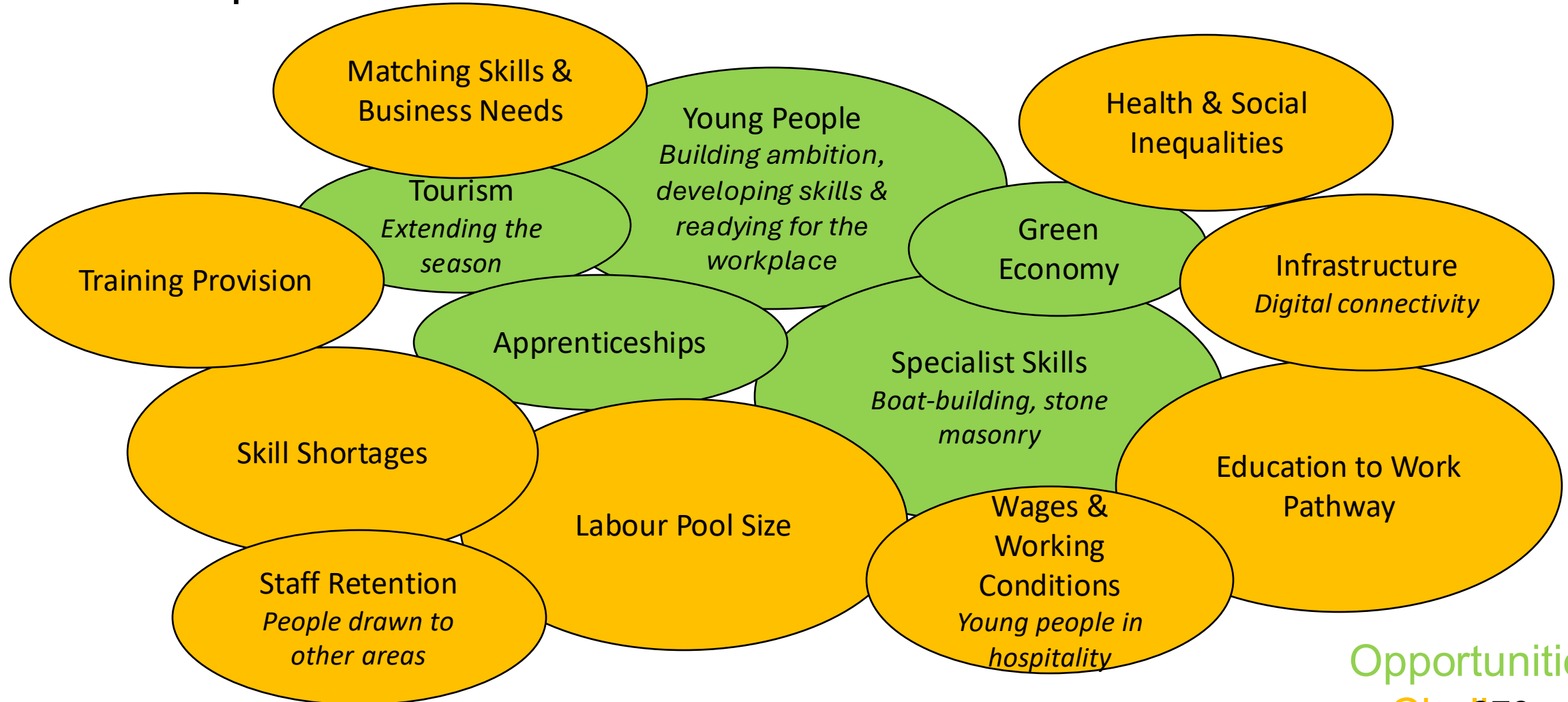
Engagement Summary – Great Yarmouth Borough Council

Theme: Business



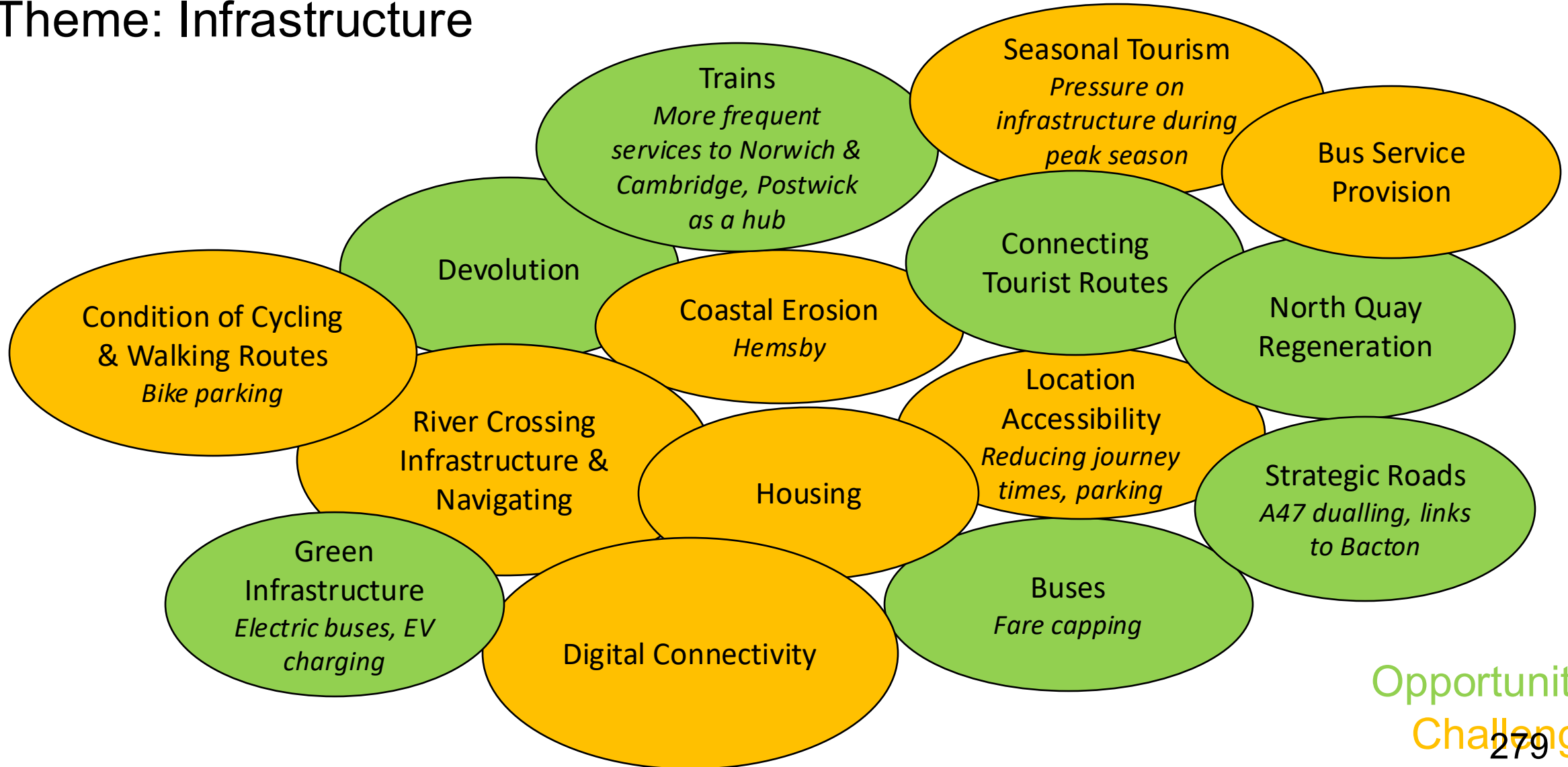
Engagement Summary – Great Yarmouth Borough Council

Theme: People & Skills



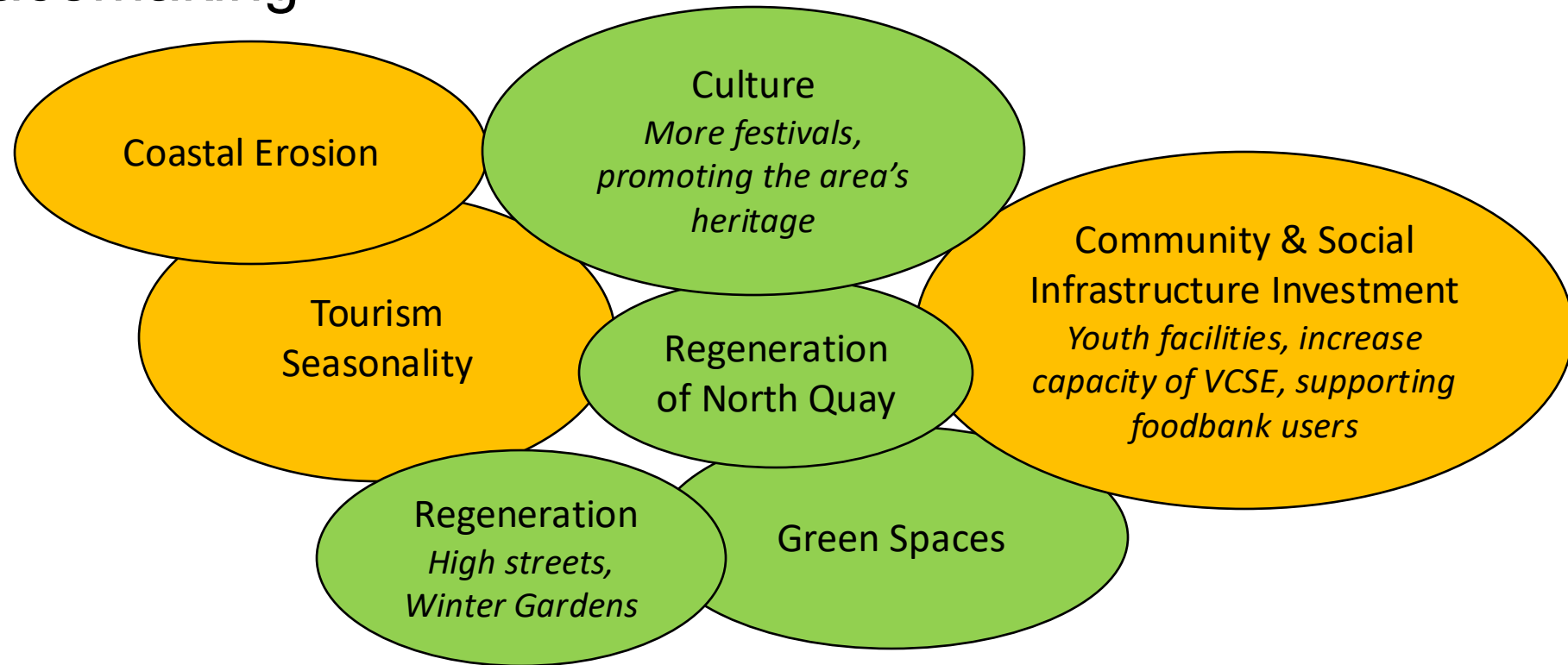
Engagement Summary – Great Yarmouth Borough Council

Theme: Infrastructure



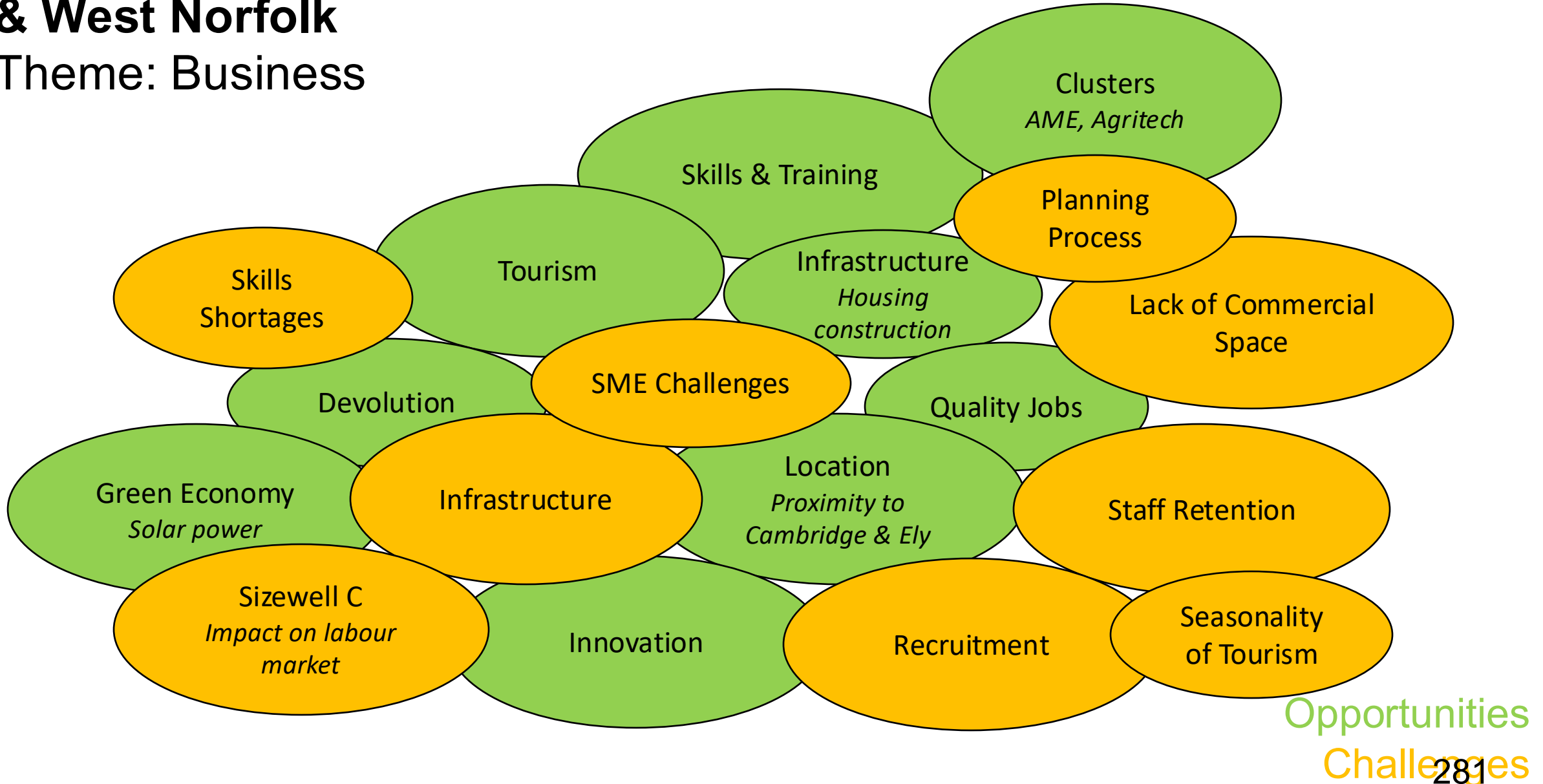
Engagement Summary – Great Yarmouth Borough Council

Theme: Placemaking



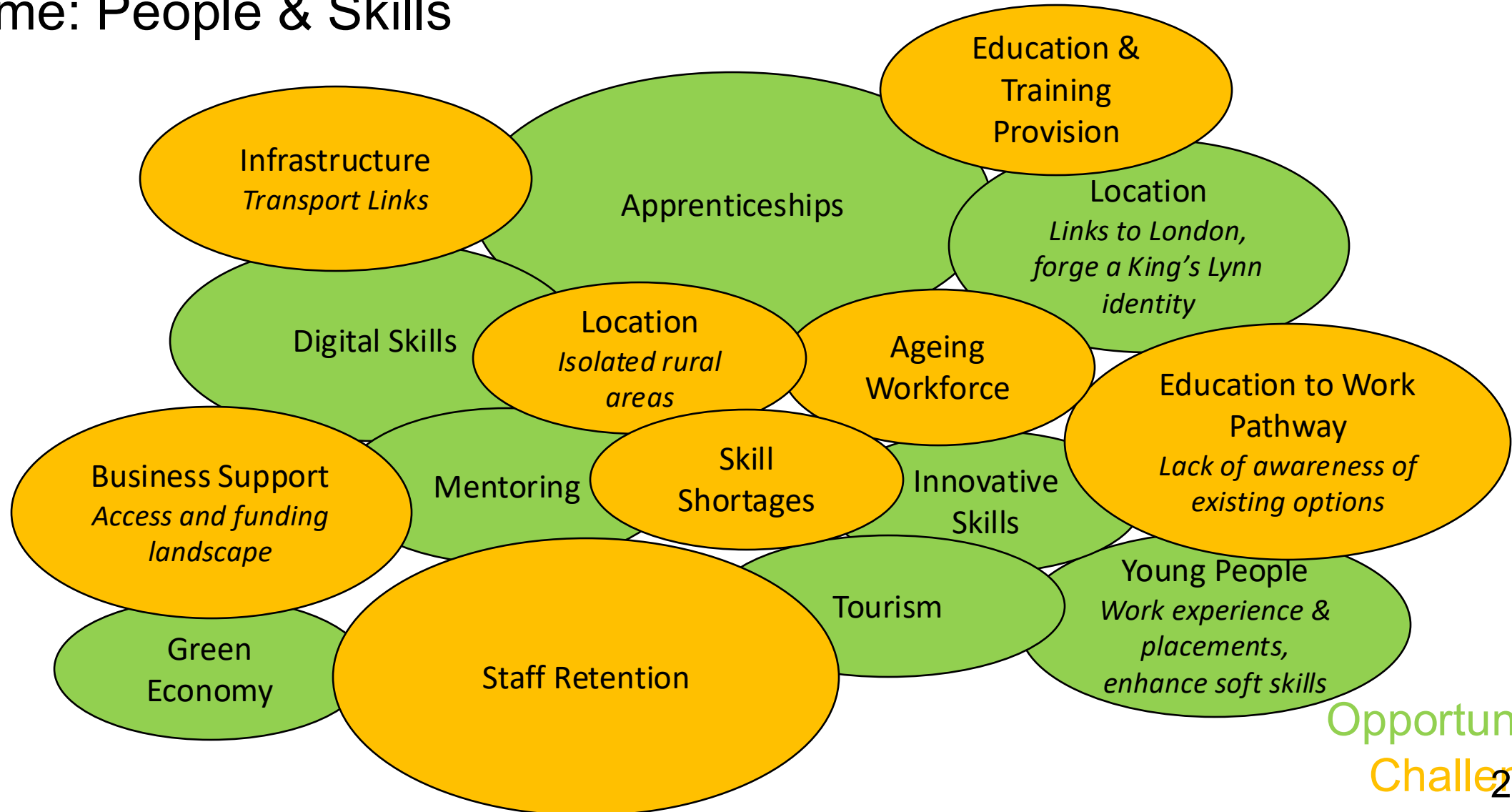
Engagement Summary – Borough Council of King's Lynn & West Norfolk

Theme: Business



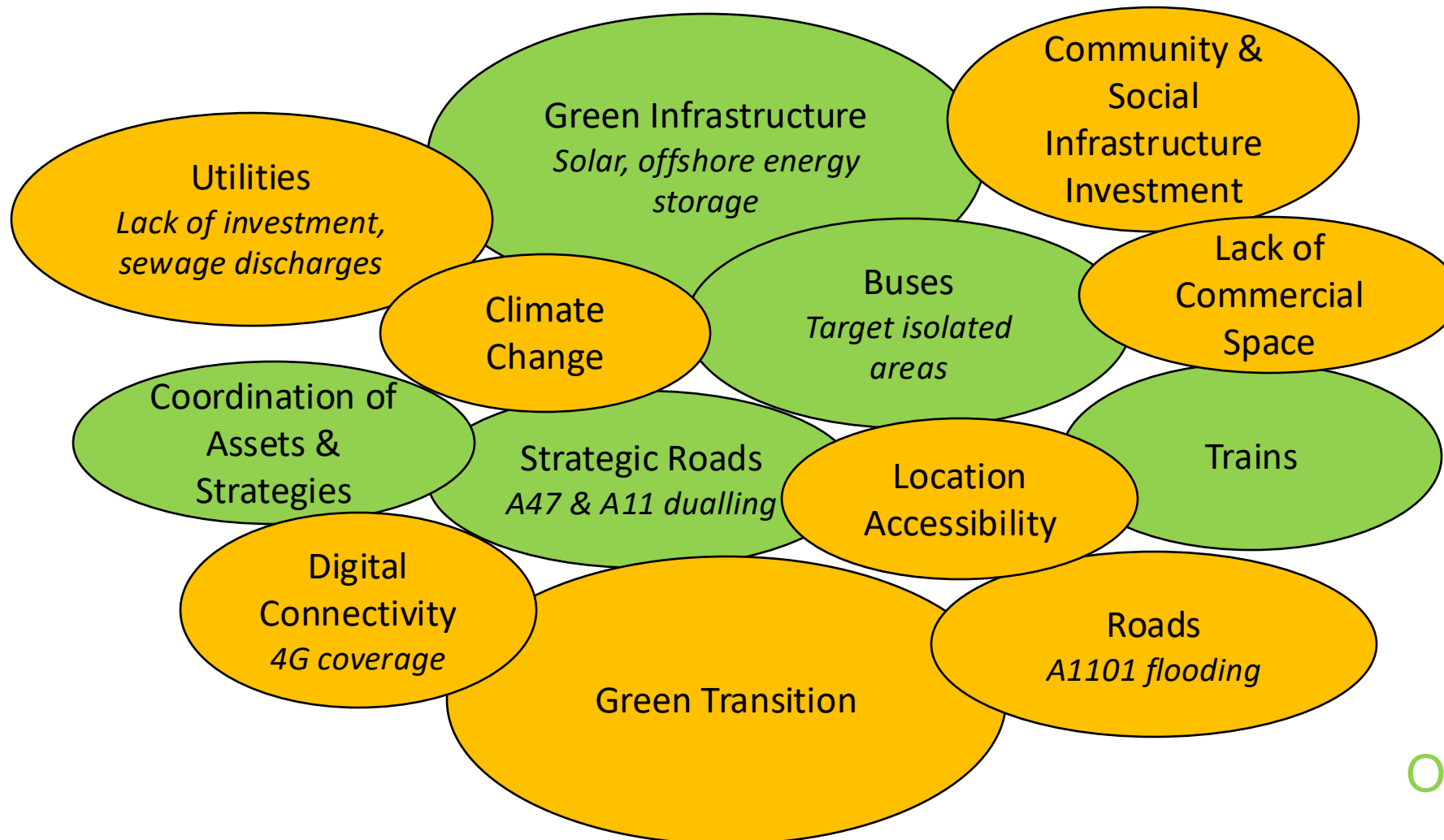
Engagement Summary – Borough Council of King's Lynn & West Norfolk

Theme: People & Skills



Engagement Summary - Borough Council of King's Lynn & West Norfolk

Theme: Infrastructure



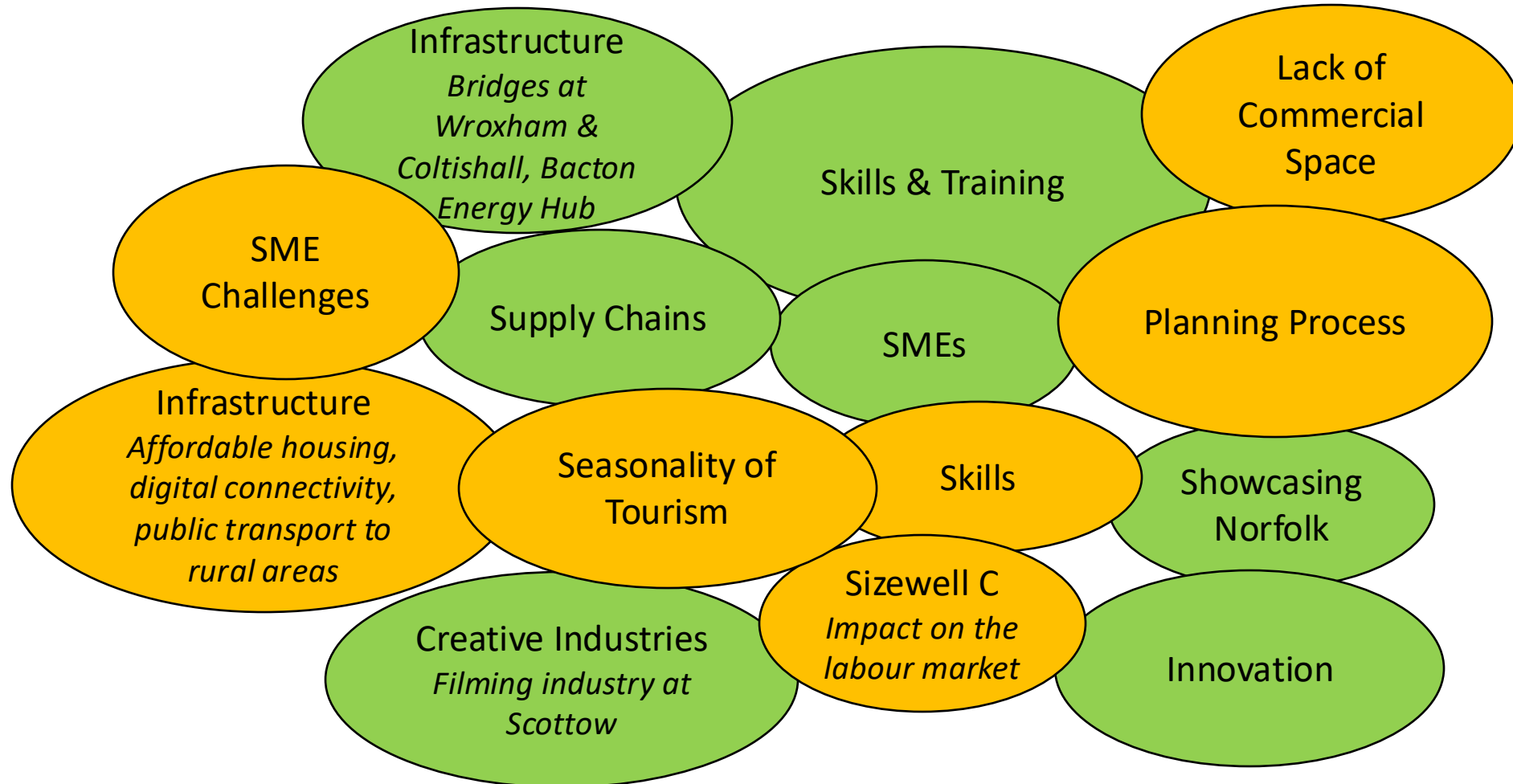
Engagement Summary – Borough Council of King's Lynn & West Norfolk

Theme: Placemaking



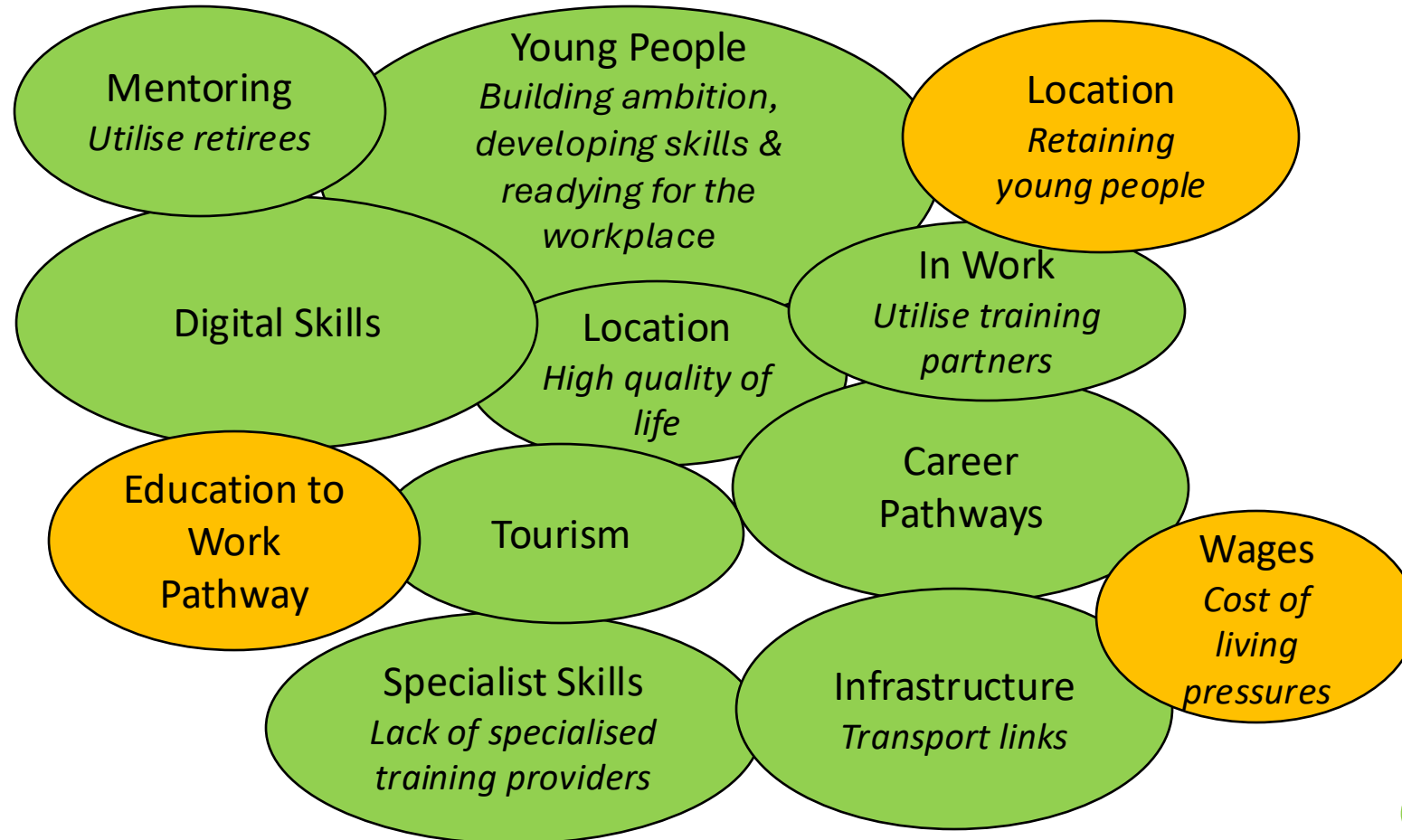
Engagement Summary – North Norfolk District Council

Theme: Business



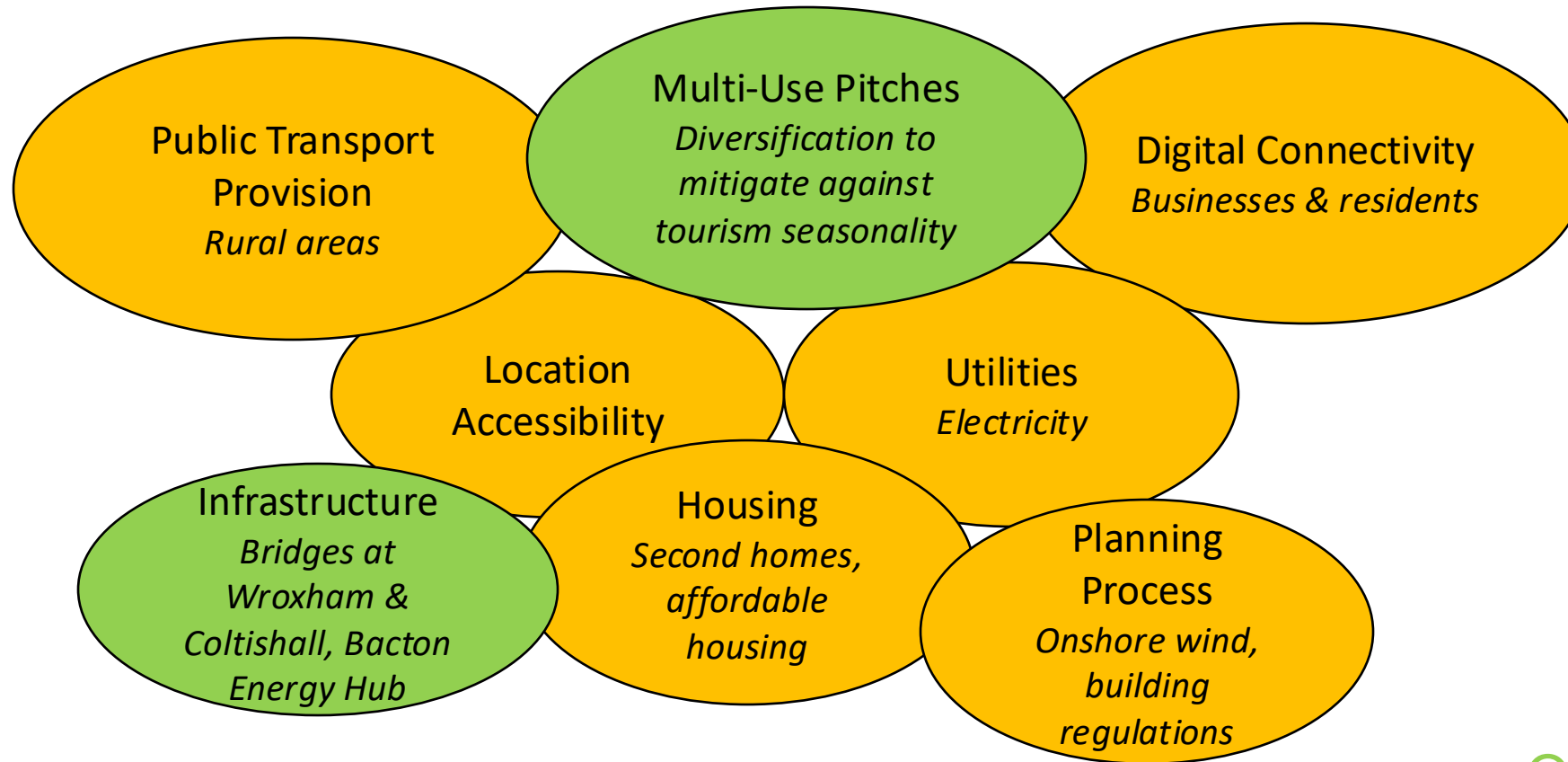
Engagement Summary – North Norfolk District Council

Theme: People & Skills



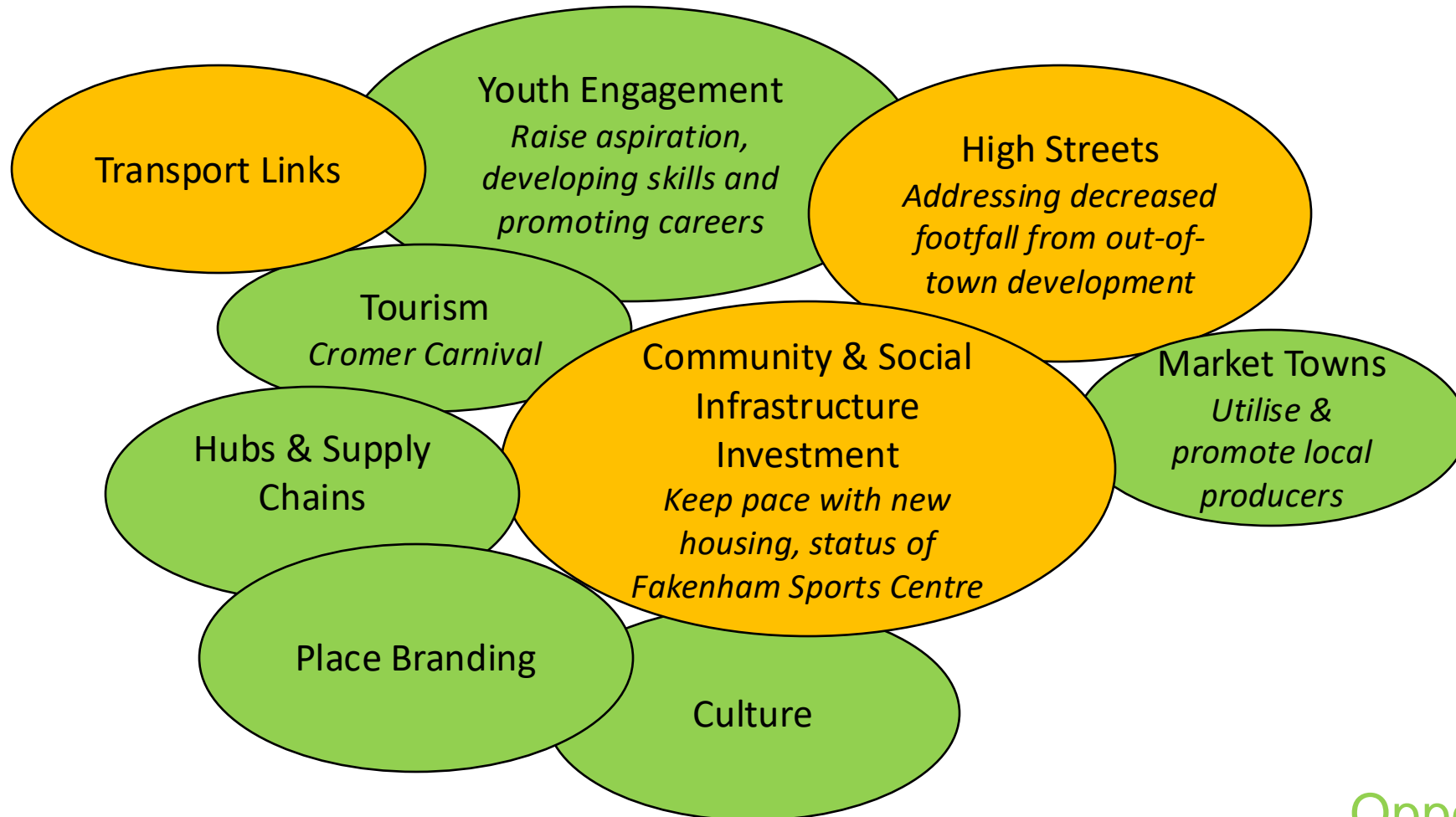
Engagement Summary – North Norfolk District Council

Theme: Infrastructure



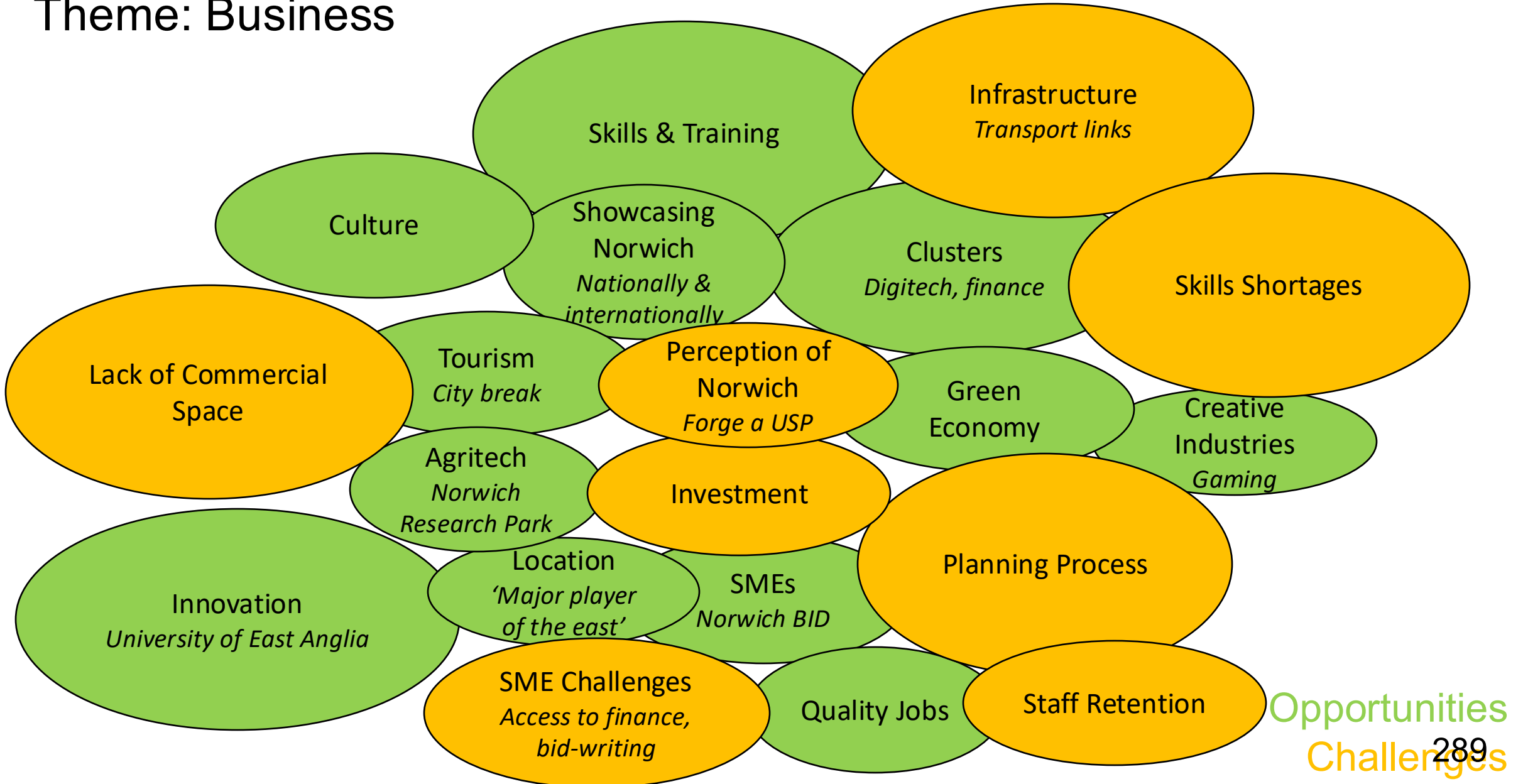
Engagement Summary – North Norfolk District Council

Theme: Placemaking



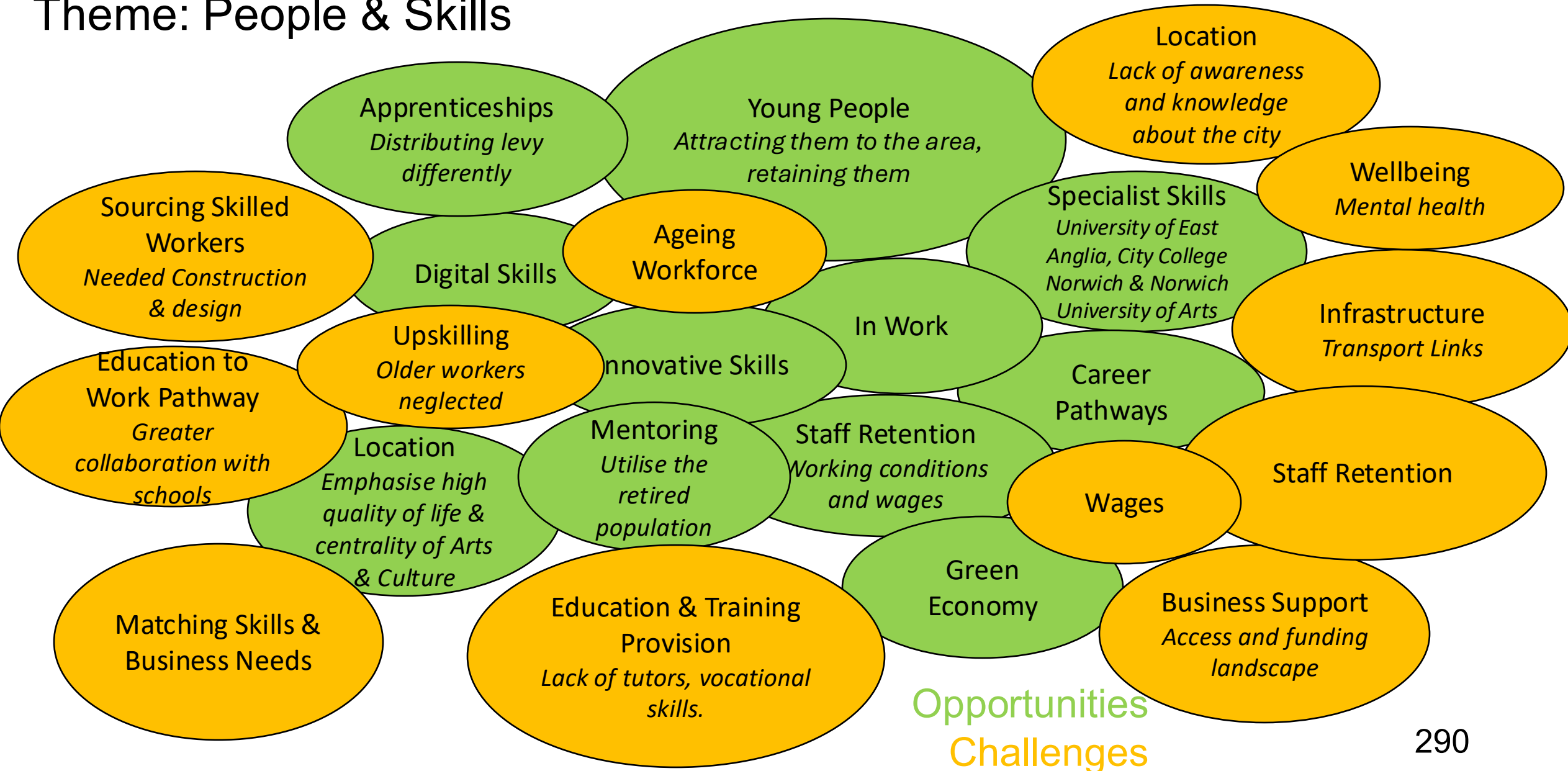
Engagement Summary – Norwich City Council

Theme: Business



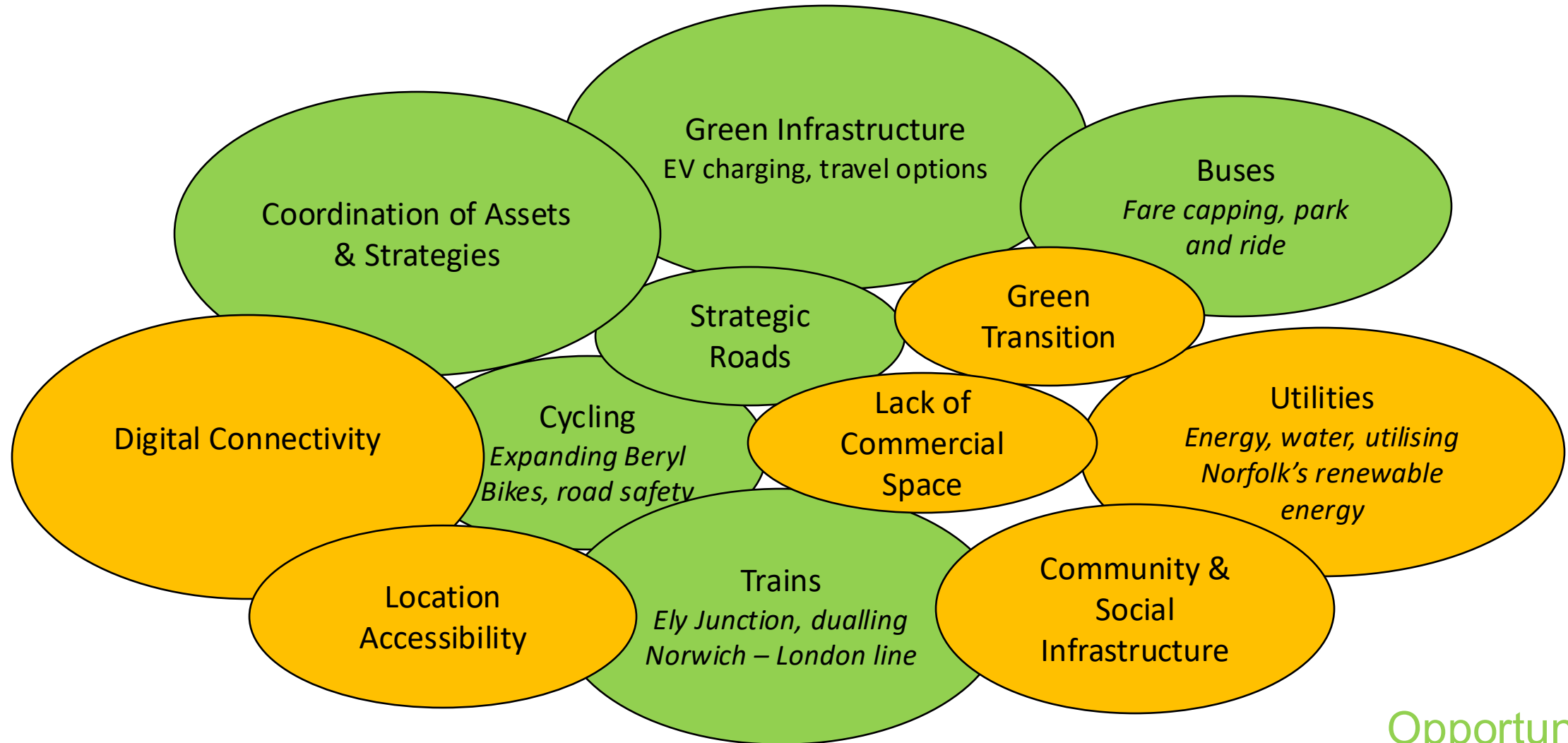
Engagement Summary – Norwich City Council

Theme: People & Skills



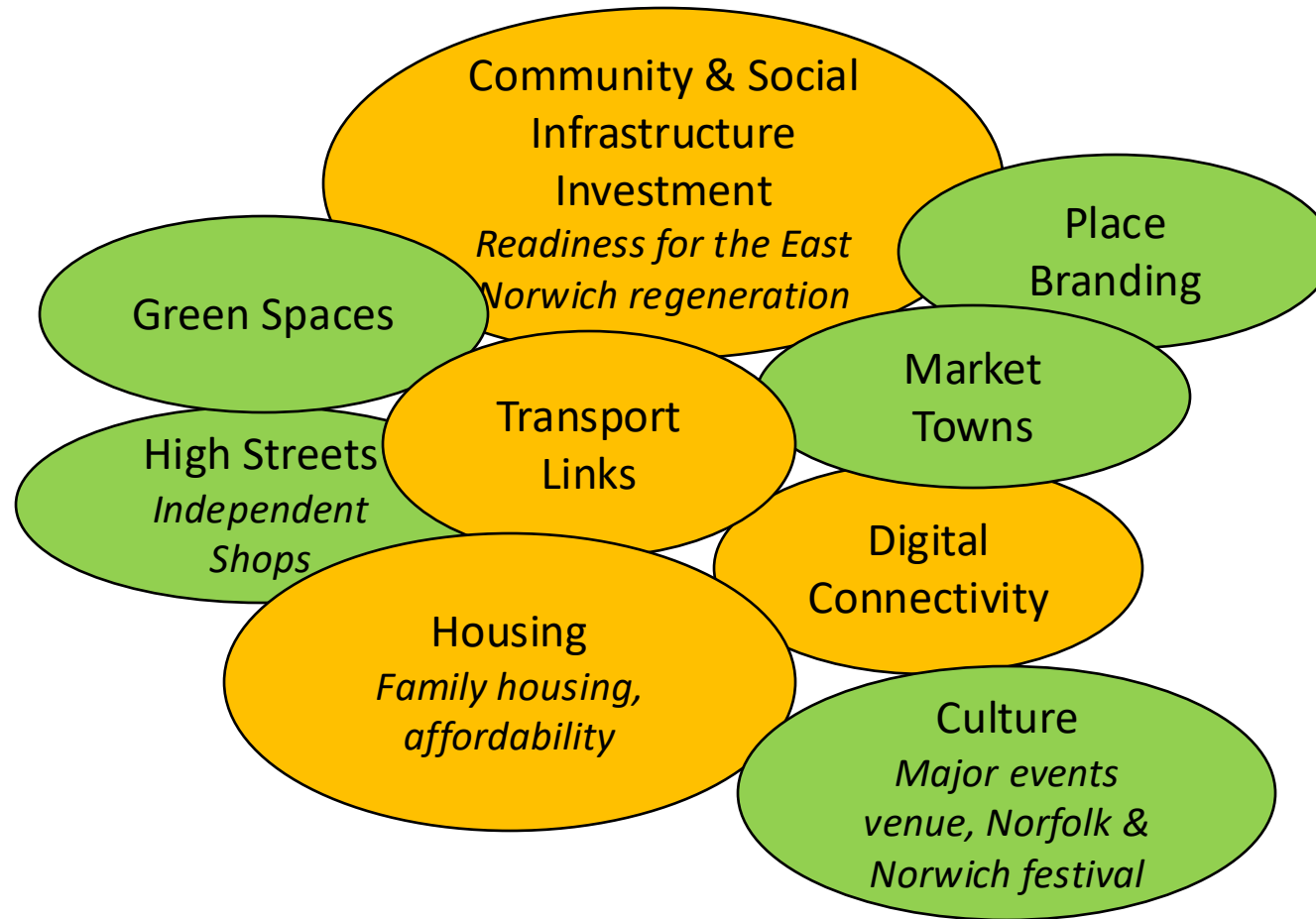
Engagement Summary – Norwich City Council

Theme: Infrastructure



Engagement Summary – Norwich City Council

Theme: Placemaking



Scrutiny Committee

Item No: 11

Report title: Update from the Chair of the Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel

Date of meeting: 20 November 2024

Responsible Cabinet Member: N/A

Responsible Director: Stuart Lines (Director of Public Health)

Executive Summary

The Scrutiny Committee is asked to consider an update from the Chair of the NCCSP Scrutiny Sub Panel, Cllr Brian Long.

Recommendations:

To consider the progress being made by the Scrutiny Sub Panel and what recommendations (if any) it might make for its future work.

1. Background and Purpose

- 1.1 In June 2011 the Home Secretary gave permission for the seven Community Safety Partnerships (CSPs) in Norfolk to formally merge into one CSP for the whole of the county. Responsibility for scrutiny of the Norfolk Countywide Community Safety Partnership (NCCSP or “the Partnership”) lies with the County Council and this statutory scrutiny function is set out at paragraph 4 of Appendix 2A of the County Council’s Constitution, which can be viewed [here](#). Since the change of governance arrangements at the County Council in May 2019 this role has been undertaken by the Scrutiny Committee, through a dedicated Scrutiny Sub Panel.
- 1.2 Since the last update, the NCCSP Scrutiny Sub Panel (the “Sub Panel”) has met once, on 14 October 2024. The [agenda for the October Scrutiny Sub Panel meeting](#) is available to view along with the unconfirmed minutes.

2. Norfolk Countywide Community Safety Partnership Strategic Plan 2025-2029

- 2.1 The Scrutiny Sub-Panel noted the progress being made with developing a refreshed Strategic Plan, including the process and methodology for consultation.
- 2.2 The consultation outcomes, refreshed strategy and deliverables will be presented to the Scrutiny Sub Panel at its 4 February 2025 meeting.

3. Communication

- 3.1 The Scrutiny Sub Panel noted an update from the Partnership, which responded to the recommendation that the Partnership should review communication on all points of entry, to ensure there is consistency of language, visibility and process.

4. Serious Violence

- 4.1 The Scrutiny Sub Panel noted an update from the Partnership which explained how Norfolk is responding to the Serious Violence Duty. Introduced in January 2023, the Duty requires a range of organisations to collaborate and plan to reduce and prevent serious violence in their local areas.
- 4.2 Members challenged the Partnership leads on the presentation of data. In doing so they highlighted that there could be a significant level of unreported crime that would cause a discrepancy in the data being presented. They also asked for more information on how the work of the Independent Domestic Violence Advocates in healthcare settings had impacted the data. Members noted that future funding for partnership interventions and activities was uncertain.

5. Anti-Social Behaviour

- 5.1 The Scrutiny Sub Panel noted the Partnership approach to prevent and respond to anti-social behaviour (ASB) in Norfolk. Members asked questions to test the breadth and depth of interventions that have been implemented, including those funded through the Safer Streets Fund and the Supporting Positive Activities and Community Engagement (SPACE) Youth Fund. They also asked questions about the success of the Early Intervention ASB Officer pilot at South Norfolk and Broadland District Council, which aimed to de-escalate incidents and prevent future occurrences.
- 5.2 Members requested more information about the number of vehicle nuisance cases handled and the proportion resolved at the initial warning letter stage, to better understand the impact of the escalation model being led by Norfolk Constabulary. They also highlighted the possible link between vehicle-related anti-social behaviour and accident rates, and asked how interventions for young people might help to identify and address risk-taking behaviour.

6. Forward Work Programme

- 6.1 The Scrutiny Sub Panel agreed to add an item on domestic abuse and sexual violence to the February 2025 agenda, to consider how the statutory duty to collaborate in the exercise of victim support functions is being met. The Chair also agreed to explore with officers the possibility of scheduling an item on road safety, recognising that this was not within the remit of the NCCSP.

7. Proposal

- 7.1 To consider the progress being made by the Scrutiny Sub Panel and what recommendations (if any) the Scrutiny Committee might make for its future work.

8. Impact of the Proposal

- 8.1 Regular review by the Scrutiny Committee will strengthen the governance of the Partnership's activity and support effective scrutiny.

9. Financial Implications

- 9.1 None identified.

10. Resource Implications

- 10.1 **Workforce:** None identified.
- 10.2 **Property:** None identified.
- 10.3 **IT:** None identified.

11. Other Implications

- 11.1 **Legal Implications:** None identified.
- 11.2 **Human Rights implications:** None identified.
- 11.3 **Equality Impact Assessment (EqIA) (this must be included):** None identified.
- 11.4 **Data Protection Impact Assessments (DPIA):** None identified.
- 11.5 **Health and Safety implications (where appropriate):** None identified.
- 11.6 **Sustainability implications (where appropriate):** None identified.
- 11.7 **Any other implications:** None identified.

12. Risk Implications/Assessment

- 12.1 Not applicable.

13. Select Committee comments

- 13.1 Not applicable.

14. Recommendations

- 14.1 To consider the progress being made by the Scrutiny Sub Panel and what recommendations (if any) it might make for its future work.

15. Background Papers

- 15.1 None.

Officer Contact

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

Officer name: Jo Martin

Tel no.: 01603 223814

Email address: jo.martin@norfolk.gov.uk



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Scrutiny Committee

Item No: 12

Report Title: Scrutiny Committee Forward Work Programme

Date of Meeting: 20 November 2024

Executive Summary

This paper sets out the current forward work programme for the Scrutiny Committee, outlining committee dates and agreed items.

Recommendations

Members of the committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential further items for future consideration.

1. Background and Purpose

- 1.1 Members of the Scrutiny Committee took part in a work programming session held on the 22 May 2024, discussing proposed items for the Committee to consider through until the end of 2024.
- 1.2 The work programme attached is amended frequently to better reflect officer pressures and changes to the Cabinet forward plan of decisions.
- 1.3 All topics are subject to change, with the committee remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.

2. Proposal

- 2.1 Members are asked to note the attached forward programme of work (**Appendix A**) and discuss potential further items for consideration.

3. Impact of the Proposal

- 3.1 Maintaining the proposed work programme will ensure that the Scrutiny Committee has a full schedule of work, and officers are well prepared to present to the committee.

4. Financial Implications

4.1 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) (this must be included):

None

6.4 Data Protection Impact Assessments (DPIA):

None

6.5 Health and Safety implications (where appropriate):

None

6.6 Sustainability implications (where appropriate):

None

6.7 Any Other Implications:

None

7. Risk Implications / Assessment

7.1 None

8. Select Committee Comments

8.1 None

9. Recommendations

Members of the Scrutiny Committee are asked to:

- 1. Note the Scrutiny Committee forward work programme and discuss potential further items for future consideration.**

10. Background Papers

10.1 **Appendix A** – Scrutiny Committee Forward Programme of Work

Officer Contact

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

Officer name: Peter Randall

Telephone no.: 01603 307570

Email: peter.randall@norfolk.gov.uk



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Scrutiny Committee Forward Work Programme

| Date | Report | Further notes/Comments | Better Together for Norfolk - Strategic Goal(s)* | Cabinet Member | Lead Officer |
|------------|--|--|---|--|---|
| 20/11/2024 | Economic Strategy for Norfolk | Policy Framework Item | - <i>A Vibrant and Sustainable Economy</i> | Cllr Fabian Eagle, Cabinet Member for Economic Growth | Paul Cracknell, Executive Director of Strategy and Transformation |
| | Flood Prevention Activity in Norfolk | Annual item | - <i>A Greener, More Resilient Future</i> | Cllr James Bensly, Cabinet Member for Environment and Waste | Grahame Bygrave, Lead Director - Infrastructure |
| | Local First Inclusion | Requested by the Scrutiny Committee at the meeting in September 2024 | - <i>Better Opportunities for Children and Young People</i> | Cllr Penny Carpenter – Cabinet Member for Children’s Services | Sara Tough, Executive Director of Children’s Services |
| | Performance Review Panels – Quarterly Update | Regular committee item | - <i>Better Opportunities for Children and Young People</i> - <i>Healthy, Fulfilling and Independent Lives</i> | Cllr Alison Thomas, Cabinet Member for Adult Social Care & Cllr Penny Carpenter, Cabinet | Ian Wake, Executive Director of Adult Social Services & |

| | | | | | |
|-------------------|--|--|---|---|---|
| | | | | Member for Children's Services | Sara Tough, Executive Director of Children's Services |
| | Update from the Chair of the Norfolk Countywide Community Safety Partnership | Standard item | - <i>Strong, Engaged and Inclusive Communities</i> | N/A | Stuart Lines, Director of Public Health |
| 11/12/2024 | Anglian Water – Update on actions from March 2024. | Requested by Scrutiny Members | - <i>A Greener, More Resilient Future</i> | Cllr James Bensly, Cabinet Member for Environment and Waste | Grahame Bygrave, Lead Director - Infrastructure |
| | Update on recommendations to Adult Social Care from the Scrutiny Committee | Commissioned by Scrutiny Committee at August meeting | - <i>Healthy, Fulfilling and Independent Lives</i> | Cllr Alison Thomas, Cabinet Member for Adult Social Care | Ian Wake, Executive Director of Adult Social Services |
| 18/12/2024 | Nothing Currently Scheduled | | | | |
| 22/01/2025 | Nothing Currently Scheduled – work programming session recommended | | | | |
| 12/02/2025 | Scrutiny of proposed 2025-26 Annual Budget and Associated Papers. | Standard annual item | <ul style="list-style-type: none"> - <i>A Vibrant and Sustainable Economy</i> - <i>Better Opportunities for Children and Young People</i> - <i>Healthy, Fulfilling and Independent Lives</i> | Cllr Andrew Jamieson, Cabinet Member for Finance | Harvey Bullen, Director of Strategic Finance |

| | | | | | |
|------------------------------|--|---|---|---|---|
| | | | <ul style="list-style-type: none"> - <i>Strong, Engaged and Inclusive Communities</i> - <i>A Greener, More Resilient Future</i> | | |
| 19/03/2025 | Scrutiny of NCC Companies - NORSE | Requested by members at the October meeting of the Scrutiny Committee | N/A | Cllr Andrew Jamieson, Cabinet Member for Finance | Harvey Bullen, Director of Strategic Finance |
| 30/04/2025 | Nothing Currently Scheduled | | | | |
| May 25 (Date TBC) | Local First Inclusion | Requested by the Scrutiny Committee at the meeting in September 2024 | <i>Better Opportunities for Children and Young People</i> | Cllr Penny Carpenter – Cabinet Member for Children’s Services | Sara Tough, Executive Director of Children’s Services |
| | Strategic and Financial Planning 2026-27 | Standard budget setting item | <ul style="list-style-type: none"> - <i>A Vibrant and Sustainable Economy</i> - <i>Better Opportunities for Children and Young People</i> - <i>Healthy, Fulfilling and Independent Lives</i> - <i>Strong, Engaged and Inclusive Communities</i> | Cllr Andrew Jamieson, Cabinet Member for Finance | Harvey Bullen, Director of Strategic Finance |

| | | | | | |
|--|--|--|----------------------------------|--|--|
| | | | A Greener, More Resilient Future | | |
|--|--|--|----------------------------------|--|--|

The ‘Better Together for Norfolk – County Council Strategy 2021-25**’ outlines five strategic priorities. These are:*

- 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*

When scheduling items for the work programme the committee should consider, where applicable, the item contributes to the above strategic goals and overall delivery of the County Council’s strategy for 2021-25.