

Cabinet



Please contact: Democratic Services

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Friday, 29 August 2025

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Offices, Holt Road, Cromer, NR27 9EN on **Monday, 8 September 2025 at 10.00 am.**

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately one and a half hours

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting. It will not always be possible to accommodate requests after that time. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:democraticservices@north-norfolk.gov.uk.

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so should inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed. This meeting is live-streamed: [NNDC eDemocracy - YouTube](#)

Emma Denny
Democratic Services Manager

To: Cllr W Fredericks, Cllr L Shires, Cllr T Adams, Cllr A Brown, Cllr H Blathwayt, Cllr C Ringer, Cllr J Toye, Cllr A Varley and Cllr L Withington

All other Members of the Council for information.
Members of the Management Team, appropriate Officers, Press and Public



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

If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 6

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 7th July 2025.

3. PUBLIC QUESTIONS AND STATEMENTS

To receive questions and statements from the public, if any.

4. DECLARATIONS OF INTEREST

7 - 12

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Code of Conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest (see attached guidance and flowchart)

5. ITEMS OF URGENT BUSINESS

To determine any other items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

To consider any recommendations referred to the Cabinet by the Overview & Scrutiny Committee for consideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules

8. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 DELIVERY AGAINST ACTION PLAN 2024/25 AND 2025/26 - TO END OF QUARTER 1 - 30 JUNE 2025

13 - 52

Executive Summary	The Corporate Plan 2023-27 Action Plan 2024/25 has largely been delivered as planned and work has started on a significant number of actions in the 2025/26 Action Plan.
Options considered	This is a report on the progress being made to deliver against the Council's Corporate Plan.
Consultation(s)	The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months.

Recommendations	Cabinet is invited to comment on this report.
Reasons for recommendations	13 actions in the 2024/25 Action Plan have been completed. The remaining 31 actions have been carried forward, updated or amended to reflect changed circumstances and been included in the 2025/26 Annual Action Plan which was agreed in March 2025 and the implementation of which has started.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2024-25 Annual Action Plan 2025/26

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board Email:- steve.hems@north-norfolk.gov.uk

9. BUDGET MONITORING PERIOD 4 2025/26

53 - 100

Executive Summary	This report provides an update on the Council's financial performance and projected full year outturn position for 2025/26 for the revenue account, capital programme, reserve statement and budgeted savings performance as at the end of July 2025. As at 31 July 2025, the General Fund projected surplus £0.138m for the full year 2025/26. This is after adjusting for all known variations and full year forecasting by service managers.
Options considered	This is an update report on the Council's financial position and so no other options were considered.
Consultation(s)	This is an update report on the Council's financial position and no other consultations were considered.
Recommendations	Members are asked to consider the report and recommend the following to full Council: a) Note the contents of the report and the current forecast year end position.

	<p>b) Approval is requested from Full Council to decrease the 2025/26 capital budget for the Mundesley Coastal Defence scheme to £1,139,806 to reflect the apportionment of £250k from external contributions to the Cromer Scheme.</p> <p>c) Approval is requested from Full Council to increase the 2025/26 capital budget for the Cromer Coastal Defences scheme to £1,096,067 to reflect the apportionment of £250k from external contributions from the Mundesley Scheme.</p> <p>d) Note the contents of the Q1 Treasury Management update report, appendix F.</p>
Reasons for recommendations	To update members on the current budget monitoring position for the Council.
Background papers	Budget report, Budget Monitoring reports

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Daniel King Assistant Director Finance & Assets daniel.king@north-norfolk.gov.uk 01263 516167

10. EXTENSION OF THE PROCESSING OF CO-MINGLED RECYCLABLES 101 - 106

Executive Summary	<p>Proposal for extending the contract for the processing of co-mingled recyclables collected within North Norfolk and the wider county of Norfolk.</p> <p>The following proposal outlines the options which have been reviewed and the recommended option to minimise impacts to the current service provided to residents and businesses within North Norfolk.</p>
Options considered	<p><u>Option 1: Not extending the contract.</u> This was a high-risk position with the council having to go to the market at a time of high uncertainty. The council would have to absorb greater risk through the price of the service. The council would have to meet the costs of the procurement and deal with the impacts of an extensive process which can last over a</p>

	<p>number of years.</p> <p><u>Option 2: Extending the contract to 2030.</u> This provides for a continuing service with the opportunity to consider investment on a business case model, including plastic film and automation through artificial intelligence supported material sorting and picking.</p> <p><u>Option 3: Extending the contract to 2032.</u> This provides greater time for investment but is beyond the key dates for the other sectors of the business in its SLA's with Norfolk County Council for waste related services and beyond Local Government Reorganisation.</p>
Consultation(s)	Consultation has taken place with the 6 WCAs who are part of the Shareholder Agreement with NEWS Ltd and the Norfolk Waste Partnership Board.
Recommendations	<ol style="list-style-type: none"> 1. The extension of the Processing of Co-mingled Dry Recyclables contract (the Contract) with NEWS Ltd through to 31st March 2030 on its current terms is agreed. 2. Extending the scope of the services provided by NEWS Ltd to under the Contract from the year 2026/7 to comply with the change in law introducing Simpler Recycling and Extended Producer Responsibility requirements is agreed conditional on such changes being approved in accordance with the Shareholder Agreement with NEWS Ltd.
Reasons for recommendations	<p>Reasons for recommendation:</p> <ul style="list-style-type: none"> - To ensure a continuation of the current JV through the period of local government reorganisation to provide consistent recycling services to residents of Norfolk and North Norfolk - High risk for the council to undertake a procurement exercise at a time of high uncertainty due to material mix in the recycling system associated with Deposit Return Scheme and associated price uncertainty
Background papers	N/A

Wards affected	All wards within North Norfolk
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Cabinet member(s)	Cllr Callum Ringer
Contact Officer	Jemma Alston, Contracts and Waste Services Manager Jemma.alston@north-norfolk.gov.uk 01263 516341

11. PROVISION OF KITCHEN CADDY LINERS TO SUPPORT FOOD WASTE SERVICE ROLLOUT 107 - 112

Executive Summary	<p>The Council must introduce a separate weekly food waste collection service for all households by 31 March 2026 in line with the Government's Simpler Recycling agenda. North Norfolk has secured DEFRA funding to procure the required containers and vehicles and is progressing service implementation.</p> <p>A key policy question remains whether the launch of the new service should be supported by the provision of kitchen caddy liners to residents. This report sets the background, outlines options, and seeks Cabinet's guidance.</p>
Options considered	<p><u>Option 1: Provide a single roll of 26 bags per household as a starter kit only.</u> This option will be a one-off distribution at service launch and will support households in adapting to the new service.</p> <p>There will be limited cost exposure to the council with no ongoing commitment.</p> <p><u>Option 2: Provide ongoing provision of caddy liners to households.</u> This option provides a regular supply to householders, with programmed top up deliveries to depot every 3 months. Higher reoccurring cost to the council, likely benefits for participation and an element of contamination control.</p> <p><u>Option 3: No provision of caddy liners to householders.</u> Householders are advised on liners they can use, and they supply their own liners, in line with the specification advised to the council by the food waste end processor.</p> <p>There will be no direct cost to the council, there may be a potential risk to participation.</p>
Consultation(s)	Internal consultation: Environmental Services, Contractor, Portfolio Holder, Finance and Communications

	External has not yet been undertaken; this can be integrated into service launch engagement
Recommendations	<ol style="list-style-type: none"> 1. The Cabinet notes the contents of the report. 2. Cabinet provides direction on whether the Council will: <ul style="list-style-type: none"> - Provide a starter roll of 26 bags per household (Option 1); - Provide ongoing liner supplies (Option 2); or, - Provide no liners (Option 3).
Reasons for recommendations	Providing a clear direction will allow for the future planning of the service and the procurement of services.
Background papers	Corporate Plan 2023–27: Our Greener Future. Annual Action Plans 2024–25 and 2025–26. DEFRA funding allocations (2024/25). Cabinet decision authorising procurement (May 2025).

Wards affected	All wards within North Norfolk
Cabinet member(s)	Cllr Callum Ringer
Contact Officer	Jemma Alston, Contracts and Waste Services Manager Jemma.alston@north-norfolk.gov.uk 01263 516341

12. ENDORSEMENT OF THE UPDATED JOINT NORFOLK STRATEGIC PLANNING FRAMEWORK 113 - 224

Executive Summary	Endorsement of the updated joint Norfolk Strategic Planning Framework (NSPF) June 2025. The NSPF represents a Statement of Common Ground on potential strategic cross-boundary planning matters and helps enable the Council to comply with the statutory 'Duty to Co-operate'.
Options considered	There are no other alternatives in place to demonstrate the ongoing requirements of the Duty to Co-operate.
Consultation(s)	The Norfolk Strategic Framework Member Forum have reviewed and endorsed its circulation.
Recommendations	<p>That Cabinet:</p> <ol style="list-style-type: none"> 1) Endorses the updated Norfolk Strategic Planning Framework. 2) Provides delegated authority to the

	Acting Planning Policy Manager to make necessary minor/factual amendments, following the progress of the framework through other local authorities, prior to signature & publication
Reasons for recommendations	The updated Norfolk Strategic Planning Framework is a key piece of evidence supporting Local Plan production. The framework is a Statement of Common Ground which sets out how strategic cross-boundary matters have been considered and provides much of the evidence that is required to demonstrate compliance with the 'duty to cooperate'.
Background papers	Updated Norfolk Strategic Planning Framework (June 2025)

Wards affected	All
Cabinet member(s)	Cllr Andrew Brown
Contact Officer	Iain Withington, Acting Planning Policy Manager iain.withington@north-norfolk.gov.uk

13. JAPANESE KNOTWEED - OVERSTRAND CLIFFS

225 - 260

Executive Summary	<p>An area of the cliff and slope at Overstrand is contaminated with Japanese knotweed, a highly invasive plant species that has strict legal responsibilities associated with its control, disposal, and the prevention of its spread.</p> <p>The Council has a responsibility to address the issue, and this is made even more critical due to the nature of the area it inhabits. The cliffs are inherently unstable and the slip material appearing on the sea wall contains knotweed, the dispose of which is very expensive.</p> <p>The Council commissioned a specialist report into the issue, seeking advice on its legal responsibilities as well as a management approach for addressing the problem. The contents of the report have been considered, and recommendations have been made as to the most appropriate actions to pursue.</p>
Options considered	There are various potential options for managing the infestation and those are detailed in the consultant's report appended to this

	<p>report. There are no realistic alternatives to the immediate actions recommended, as to allow the knotweed to remain untreated, would inevitably lead to increased costs associated with removal and disposal of slump material, which might delay the planned refurbishment of the sea defences, and might breach the Council's legal responsibilities to prevent its spread.</p>
Consultation(s)	<p>The matter has been referred to in notices placed in the vicinity of the site and has been discussed at drop-in events held in the village. The local member has been briefed, and the Parish Council have been made aware, together with members of the public, at the 2025 annual parish meeting.</p>
Recommendations	<p>It is recommended that the Cabinet resolves to provide a total budget of up to £120,000 from the 'reactive coastal works' budget (approved by Cabinet in March 2025) and the CTAP budget, to undertake the actions recommended in this report to address the knotweed issues over the period between autumn 2025 and autumn 2027.</p> <p>The actions will include:</p> <ol style="list-style-type: none"> 1. Complete a programme of four containment foliar sprays by lance/stem injection between 2025 and 2027, for a 3-metre strip at both the base and the top of the coastal slope 2. Complete works for clearance of promenade and licenced disposal of slump material containing Japanese Knotweed 3. Complete works to stabilise the base of the coastal slope, landwards of the top of the sea wall in the immediate proximity of promenade clearance works, to inhibit further encroachment of slump material potentially containing Japanese Knotweed 4. Further investigate the potential for annual foliar spraying, utilising appropriate methods, across the entire area containing the Japanese Knotweed infestation, then implement treatment by the most appropriate means (potentially between 2025 and 2027) 5. Implement and promote stakeholder engagement and community awareness, through stakeholder coordination, raising public awareness

	<p>and education of the knotweed issue</p> <p>6. Investigate approaches to maintaining vegetative cover during treatment of Japanese Knotweed and re-establishing vegetation post-treatment of Japanese Knotweed, in order to reduce the potential impact of rainfall-induced surface water run-off upon cliff instability</p> <p>7. Implement long-term monitoring of Japanese Knotweed infestation, covering 2025 to 2027 treatment period and subsequent treatment/post treatment periods, as required. Long-term monitoring to track changes in infestation size and vegetation cover and review and refine initial treatment approaches, potentially including further foliar spraying and/or stem injection.</p>
Reasons for recommendations	To ensure appropriate action is taken in a timely manner to meet the Council's legal responsibilities and allow other works to proceed.
Background papers	<p>Reports to Cabinet on 31st March 2025 relating to Coastal Management – budget for reactive coastal works; and Coast Protection Works at Overstrand</p> <p>A (Haskoning) consultant's report on the subject of this report is included as appendix 1</p>

Wards affected	Poppyland
Cabinet member(s)	Portfolio Holder for Coast: Cllr Harry Blathwayt
Contact Officer	Robert Young; Assistant Director for Sustainable Growth; robert.young@north-norfolk.gov.uk

14. FAKENHAM LEISURE CENTRE AND SPORTS HUB PROJECT

261 - 272

Executive Summary	<p>This report provides an update on the Fakenham Leisure and sports Hub project, highlighting some of the project changes. It provides reassurance that the overall project costs are broadly in line with the revised budgetary provision. The reconciliation of cost estimates against the received Tender demonstrates that the Tender price is fair and reasonable.</p>
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Options considered	<ul style="list-style-type: none"> • Proceed with the award of contract for the build phase of the project. • Resolve not to proceed with the project – not recommended
Consultation(s)	<ul style="list-style-type: none"> • Monitoring Officer • Section 151 Officer
Recommendations	<p>That Cabinet resolves to:</p> <ul style="list-style-type: none"> • Approve the award of contract for the build phase of the Fakenham Leisure and Sports Hub project by appointing Alliance Leisure Services Ltd from a framework agreement, who will appoint DDI Projects Limited and any necessary complementary appointments within this Stage.
Reasons for recommendations	To enable the award of contract for the build phase of the Fakenham Leisure and Sports Hub project.
Background papers	<ul style="list-style-type: none"> • Report to Full Council – 27 July 2022 • Report to Full Council – 20 December 2023 • Report to Full Council – 27 March 2024

Wards affected	Fakenham wards (Lancaster North and South); and wards in the west of the district including Briston, Priory, Stibbard, Stody, The Raynhams, Walsingham; Wells with Holkham.
Cabinet member(s)	Cllr Tim Adams, Leader of the Council Cllr Liz Withington PFH for Leisure etc
Contact Officer	Steve Hems Director of Service Delivery (Deputy Chief Executive) steve.hems@north-norfolk.gov.uk

15. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 of Part I of Schedule 12A (as amended) to the Act.”

Information in this appendix involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.

This paragraph relates to:

Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:

The information is commercially sensitive, relating to commercial options being considered by the authority. Releasing this information would be likely to have a prejudicial impact upon third parties as well as the Council in obtaining best value.

16. PRIVATE BUSINESS

273 - 274

Appendix to the Fakenham Leisure & Sports Centre report.

CABINET

Minutes of the meeting of the Cabinet held on Monday, 7 July 2025 at the Council Offices, Holt Road, Cromer, NR27 9EN at 10.00 am

Committee

Members Present:

Cllr L Shires
Cllr A Brown
Cllr C Ringer
Cllr A Varley

Cllr T Adams (Chair)
Cllr H Blathwayt
Cllr J Toye
Cllr L Withington

Members also attending:

Cllr J Boyle, Cllr C Cushing, Cllr N Dixon, Cllr A Fitch-Tillett and Cllr V Holliday

Officers in Attendance:

Chief Executive, Democratic Services Manager and Assistant Director for Finance, Assets, Legal & Monitoring Officer

Apologies for Absence:

Cllr W Fredericks (Deputy Chair)

22 MINUTES

The minutes of the Cabinet meeting held on 2nd June were approved as a correct record and signed by the Chairman.

23 PUBLIC QUESTIONS AND STATEMENTS

None received.

24 ITEMS OF URGENT BUSINESS

None.

25 DECLARATIONS OF INTEREST

None.

26 MEMBERS' QUESTIONS

The Chair advised members that they could ask questions as matters arose during the meeting.

27 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

Cllr Dr V Holliday, Chair of the Overview & Scrutiny Committee, confirmed that there were no recommendations to Cabinet.

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, introduced this item. She began by highlighting the significant improvements that had been made to the financial management and monitoring processes in the last year and said that the year end position was now projected every time budget performance was monitored and this provided clearer visibility and control over outcomes. It also allowed for decisive action to be taken to address any issues as they arose.

Cllr Shires said that the Period 4 Budget Monitoring report last year had forecast a large deficit and through a combination of financial planning and cost control throughout the Council, the gap had been closed and the year had ended with a General Fund surplus of just over £600k. She thanked everyone for their hard work in achieving this, including the Overview & Scrutiny Committee.

Cllr Shires then outlined the 'standout' figures, including an underspend on employee-related costs, tight controls on supplies and services and the generation of £2m in income due to planning, car parking and housing related grants.

She paid tribute to staff for their continued hard work, financial discipline and professionalism.

Cllr Shires said that the initial plan had been to draw down approximately £4m from reserves and this had now been significantly reduced due to the surplus to just over £2m. This left £24m in reserves which would help with managing future pressures.

Investment in local communities had continued through the last financial year, including capital projects such as coastal protection, public conveniences, solar panel installation at Victory leisure centre and supporting affordable housing.

Cllr Shires referred to the bin underspend of £28k, outlined on page 23 of the report. This would be put into a reserve for the provision of free food waste caddies.

In conclusion, Cllr Shires said that the next budget would be extremely challenging. Early indications from central government regarding funding were not positive. However, this outturn report showed that the choices that been made had been effective and service delivery had been maintained and the reliance on the use of reserves reduced.

The Chair commented on the positive position regarding car parking income and was a good indication of how well the Council interacted with the tourism offer. He also welcomed the increase in planning related income. That said, uncertainty about the future remained, particularly regarding the Government's continued focus on urban areas to the detriment of rural coastal ones. He highlighted the additional grant that had been received for the learning centre at Holt Country Park. This was a very positive outcome and contributed towards the country park's status.

Members were invited to speak:

Cllr N Dixon commented on the paucity of capital projects east of North Walsham. He then referred to s5.8 (page 26) and the repaid Egmere bond. He asked for more detail on this. The Chief Executive explained that at the point when the Council was looking to take forward a capital project at Egmere to service some employment land, there was a requirement to pay Norfolk County Council a bond for related highway enabling works. As the project had not been delivered, this money had

been repaid with interest.

It was proposed by Cllr L Shires, seconded by Cllr T Adams and

RESOLVED to recommend to Full Council:

- a) The provisional outturn position for the General Fund revenue account for 2024/25 (as shown in Appendix A);
- b) The transfers to and from reserves as detailed within the report (and Appendix C);
- c) The surplus of £0.622m be transferred to the General reserve to mitigate future funding shortfalls.
- d) The balance on the General Reserve of £2.825m following the transfer outlined above.
- e) The surplus of £0.384m relating to retained business rates be transferred to the Business Rates reserve.
- f) The financing of the 2024/25 capital programme as detailed within the report and at Appendix D.
- g) The updated capital programme for 2025/26 to 2030/31 and scheme financing as outlined within the report and detailed at Appendix E;
- h) Approval of additional funding to cover capital project overspends of £10,816 as detailed in paragraph 5.7.
- i) The roll-forward of existing capital project funding from 2024/25 into 2025/26 as detailed in paragraph 5.9.
- j). To note the addition of £55,000 towards the New Play Area (Sheringham, The Lees) to be funded from the Asset Management Reserve in 2025/26 for a total project budget of £120,000
- k) The addition of £6,081 towards the Cromer Offices LED Lighting in the Capital Programme to be funded from Capital Receipts in 2025/26 for a total project budget of £178,796.
- l) The addition of £20,000 towards the Public Conveniences (Sheringham & North Walsham) project in the Capital Programme to be funded from Capital Receipts in 2025/26 for a total project budget of £565,514.
- m) The addition of the Holt Eco Learning Space scheme for £100,000 into the 2025/26 Capital Programme to be funded by an external contribution.

Reasons for the decision:

To provide a draft outturn position for the General Fund, Capital Accounts and Reserves which will form the basis to produce statutory accounts for 2024/25. Also to provide a draft opening position for the financial year 2025/26

29 TREASURY MANAGEMENT OUTTURN REPORT 2024/2025

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, introduced this item. She said that the report had been considered by the Governance, Risk & Audit Committee and they had recommended its approval.

It was proposed by Cllr L Shires, seconded by Cllr T Adams and

RESOLVED to recommend to Full Council

The Treasury Management outturn position to Full Council for approval.

Reason for decision:

The Treasury Management activity for the year requires approval by Full Council for the Council to comply with the CIPFA Treasury Management and Prudential Codes

30 DEBT RECOVERY 2024/2025

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, introduced this item. She said that the level of Council Tax and Non-Domestic (Business) Rates debts written off had increased since the previous year. The main reason for debts being written off were due to insolvency or where the debtor had absconded or was deceased. The collection rate for Council tax arrears had reached 98.37% and for business rates it was 99.45% - both higher than previous years. She added that the collection rate for business rates was the highest for 18 years.

Cllr Shires said that the outstanding arrears for council tax as at 31st March 2025 was £4.19m, which was slightly lower than the previous year. In terms of business rates, the total of all years' business rates arrears was £253k as at 31st March 2025. The picture overall was looking quite positive and she said that she wanted to reassure residents facing financial difficulty that they should contact the Council for advice and support.

Finally, Cllr Shires congratulated the team for their recent award from the Empty Homes Network. They were highly commended for the best use of media linking to long term empty homes work.

RESOLVED to recommend that Full Council:

1. approves the annual report which details the Council's write-offs, in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.
2. approves the continued delegated authority as shown in appendix 2 for write offs.

Reason for the decision:

The recommendations ensure the Council makes best use of its staff resources and manages its finances to ensure best value for money.

31 HOUSING BENEFIT DEBT RECOVERY REPORT - 1ST APRIL 2024 TO 31ST MARCH 2025

In the absence of the Portfolio Holder for Housing, Cllr Fredericks, the Chair, Cllr T Adams, introduced this item. He said that the report provided an update on Housing Benefit debt recovery, detailing the Councils' collection performance and debt management arrangements for 2024 –2025.

It was proposed by Cllr T Adams, seconded by Cllr J Toye and

RESOLVED to

- a) Note the performance of the debt management function carried out by the Benefits service.
- b) Note the debt write-offs for the year.

- c) Note the emerging impact of Universal Credit on collection levels.
- d) To support the implementation of future recovery strategies.
- e) To approve the annual report giving details of Housing Benefit Overpayment debt recovery in accordance with the Council's Debt Recovery Policy, Write-Off Policy, and Housing Benefit Overpayment Recovery Policy.

32 ROCKET HOUSE CAFÉ/RESTAURANT LEASE RENEWAL

Cllr L Shires, Portfolio Holder for Finance, Estates & Property Services, introduced this item. She reminded members that there was an exempt appendix and said that if they wished to discuss any of the information in that, the meeting would need to go into private session.

Cllr Shires proposed option 1 – the agreement of a new lease and rent increase with the existing tenant.

The Chair said that there had been some concern locally about the reference to an option to sell the property and explained that all available options had to be considered and it was agreed that it was not the best option. He said that Option 1 was the best option for the Council and current tenant. The current business was very successful and a valued local employer and it would be hard to replicate given the pressures on the hospitality industry.

Members were invited to speak:

Cllr N Dixon said that one of his questions may need to be raised in private session, including costs.

The Chair said that he would deal with comments and questions that could be dealt with in public session and then move into private session.

Cllr A Fitch-Tillett spoke about the building in general. She said that the last few months had been exceptionally dry and she asked whether there were still signs of damp in the building. The Chair replied that this matter was not being considered today. The report related to the lease of the upper part of the building only. However, he did confirm that the damp situation was still being monitored. The space being discussed was not affected by the damp issue.

He added that a decision regarding the tenancy for the ground floor would come to a future Cabinet meeting for decision. Cllr Fitch-Tillett was concerned that the damp issues could impact on the saleability of the building in the future. The Chair replied that this was not a true reflection of the status of the building and expressed concern that the situation was being exaggerated.

Cllr V Holliday asked if there was a business case underpinning the proposals. The Chair replied that this was a standard process for the renewal of a lease. The Chief Executive added that the matter before members was for the renewal of a lease for the upper part of the building and as it was let under the Landlord & Tenant Act, the tenant had the right of renewal subject to agreeing a revised rent.

The Chair suggested that the rest of the discussion took place in private session.

It was proposed by Cllr T Adams, seconded by Cllr L Shires and

RESOLVED that under Section 100A(4) of the Local Government Act 1972 the

press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 of Part I of Schedule 12A (as amended) to the Act.

The meeting went into private session at 10.27am.

At 10.50am members resolved to return to public session.

The Chair said that members had considered issues relating to the proposals in a closed session.

It was proposed by Cllr L Shires, seconded by Cllr J Toye and

RESOLVED to approve

- The renewal of the lease with the existing tenant as per Option 1 detailed in the exempt appendix.
- Delegate approval to the Asset Strategy Manager to agree the exact terms of the above legal agreement.

Reason for the decision:

- Granting a new lease at the property will secure the Council's revenue income from the property at a market rent ensuring best value is achieved in line with the Council obligation under the Section 26 of the Local Government Act.
- Granting a new lease at the property will provide security to the tenant's business and secure jobs in the district.

33 EXCLUSION OF PRESS AND PUBLIC

34 PRIVATE BUSINESS

The meeting ended at 10.52 am.

Chairman

Registering interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative, close associate; or
 - c. a body included in those you need to disclose under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter **affects** your financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must make sure that any written statement of that decision records the existence and nature of your interest.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licenses	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the councillor's knowledge)—</p> <p>(a) the landlord is the council; and</p> <p>(b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p>

	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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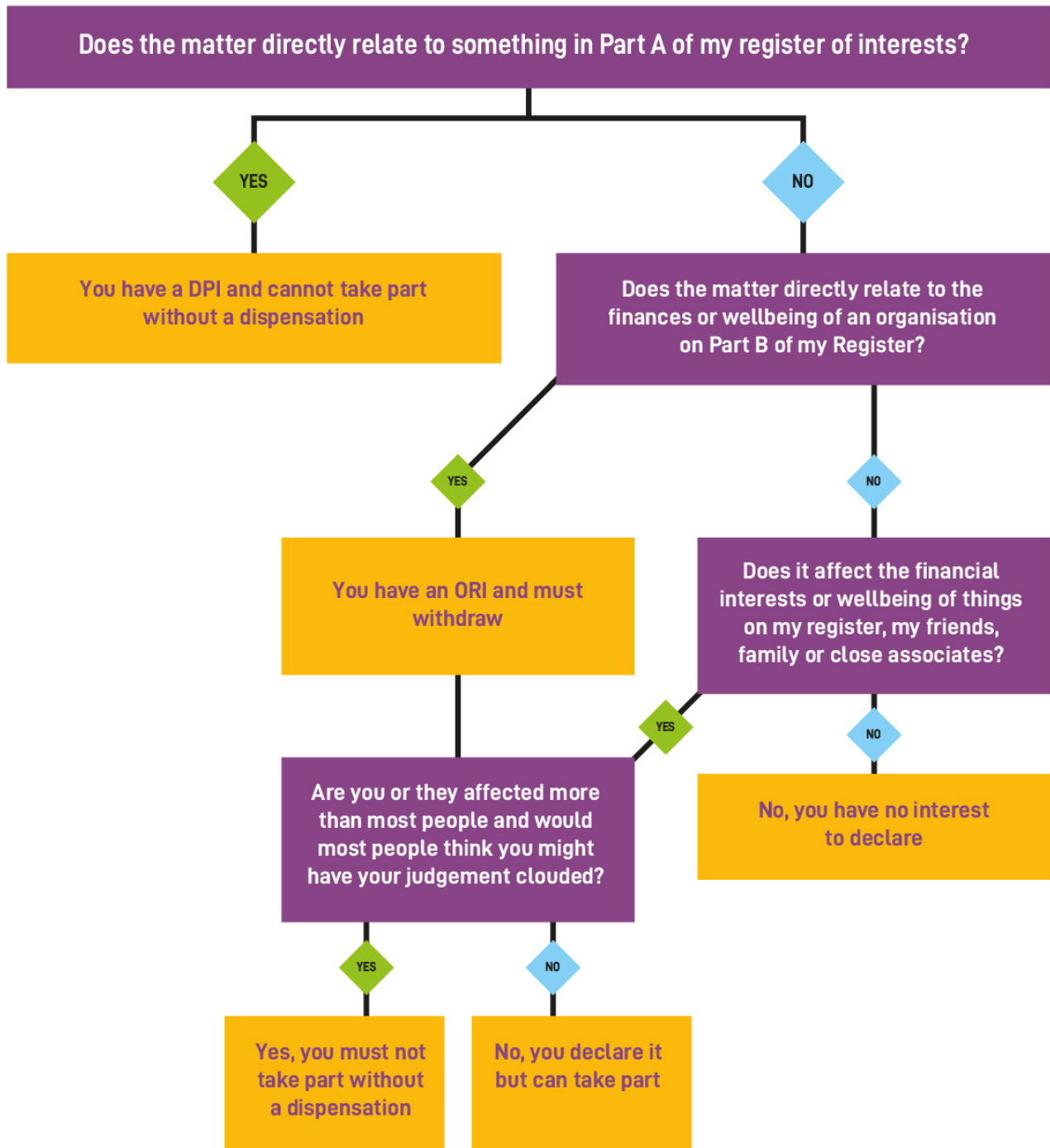
* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

You have a personal interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority
- b) any body
 - (i) exercising functions of a public nature
 - (ii) any body directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)



Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2024/25 and 2025/26 – to end of Quarter 1 – 30 June 2025	
Executive Summary	The Corporate Plan 2023-27 Action Plan 2024/25 has largely been delivered as planned and work has started on a significant number of actions in the 2025/26 Action Plan.
Options considered	This is a report on the progress being made to deliver against the Council's Corporate Plan.
Consultation(s)	The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months.
Recommendations	Cabinet is invited to comment on this report.
Reasons for recommendations	13 actions in the 2024/25 Action Plan have been completed. The remaining 31 actions have been carried forward, updated or amended to reflect changed circumstances and been included in the 2025/26 Annual Action Plan which was agreed in March 2025 and the implementation of which has started.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2024-25 Annual Action Plan 2025/26

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board Email:- steve.hems@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	This report is primarily concerned with ensuring the Corporate Plan 2023-27 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2024/25 is implemented as planned and delivery of Action Plan 2025/26 has started will help to ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

Corporate Governance:	
Is this a key decision	No

Has the public interest test been applied	Not applicable. Item is not exempt.
Details of any previous decision(s) on this matter	Corporate Plan 2023-27 as approved by Full Council on 17 th July 2023 and Annual Action Plan 2024/25 approved by Cabinet on 6 th November 2023. Corporate Plan 2023-27 Action Plan 2025/26 approved by Cabinet 3 rd March 2025.

1. Purpose of the report

- 1.1 The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2024/25 and Qtr 1 of the Action Plan 2025/26 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

2. Introduction & Background

- 2.1 Full Council approved the Corporate Plan 2023-27 and the first Annual Action Plan for 2023/24 at its meeting of 17 July 2023. The Annual Action Plan 2024/25 was approved by Cabinet at their meeting on 6 November 2023.
- 2.2 In light of the proposals made by Government for local government reorganisation in the English Devolution White Paper published on 16th December 2024, which will impact significantly on the Council's corporate capacity during the current and following two years, the Cabinet agreed the need to re-prioritise and focus resource on a smaller number of actions in the 2025/26 Annual Action Plan – as agreed at the Cabinet meeting of 3rd March 2025.
- 2.3 This report details the progress made to the end of June 2025 in implementing both the 2024/25 Annual Action Plan and Qtr1 of the 2025/26 Annual Action Plan, and identifies any issues with the delivery of individual actions and puts forward proposals for how these would be addressed.

3. Overview of progress

The tables below show overall progress in implementing the Corporate Plan Annual Action Plans 2024/25 and Qtr 1 & 2 2025/26.

KEY

Red = Actions will not deliver planned outcomes without significant interventions

Amber = Actions off track but with changes being made will achieve planned outcomes

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

3.1 **Progress in delivering the 2024/25 Annual Action Plan over the year April 2024 – March 2025.**

RAG status	No. of actions
Red	0
Amber	7
Green	33
NA	3
Missing data	0
Total	43

Stage	No. of actions
Not Started	0
In Progress	29
Completed	13
Cancelled	2
Missing data	0
Total	43

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	5	1	1
Green	0	24	10	0
NA	0	0	2	1

3.2 The progress report shows that the majority of actions are in progress and on track. Actions in the 2024/25 Annual Action Plan have now either been completed or have been carried forward and incorporated into the Action Plan 2025/26 or, where issues of capacity are believed to exist given the need to allocate senior management and member resource to the process of local government reorganization, cancelled. Details of this process for each action are given in the appendices.

3.3 **Progress in delivering the 2025/26 Annual Action Plan 1st April – 20th August 2025.**

RAG status	No. of actions
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Red	0
Amber	8
Green	22
NA	0
Missing data	0
Total	30

Stage	No. of actions
Not Started	0
In Progress	30
Completed	0
Cancelled	0
Missing data	0
Total	30

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	8	0	0
Green	0	22	0	0
NA	0	0	0	0

3.4 Details of all Actions

To review the updates for all the actions please see:-

- Appendix A Action Plan 2024/ 2025 Progress Update – Qtr 4 January – March 2025
- Appendix B Action Plan 2025/ 2026 Progress Update – Qtr 1 April – August 2025

4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Annual Action Plans 2024/25 and 2025/26 are implemented as planned. This is a key activity to ensure the goals and objectives in the Corporate Plan are achieved.

5. Financial and Resource Implications

- 5.1 There are no financial or resource implications arising directly from this report.

Comments from the S151 Officer:

The report is a summary of progress against actions 2024/25. There are no financial implications.

6. Legal Implications

There are no legal implications arising directly from this report.

Comments from the Monitoring Officer

This is an update report to provide Members with progress made in the 2024/25 Action Plan. There are no specific governance issues regarding the report. Specific action points may have their own governance requirements in which case separate governance/legal advice should be sought through the Legal Team.

7. Risks

- 7.1 The purpose of this performance report is to inform members of the progress being made in delivering the Corporate Plan 2023-27 Annual Action Plans 2024/25 and 2025/26. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

8. Net Zero Target

- 8.1 The Corporate Plan 2023-27 Annual Action Plans 2024/25 and 2025/26 contain actions, particularly under the theme “Our Greener Future”, that will reduce the emissions of the Council and contribute to achieving the Net Zero target.

9. Equality, Diversity & Inclusion

- 9.1 The Corporate Plan 2023-27 Annual Action Plans 2024/25 and 2025/26 contain actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity & inclusion. Where individual actions require an equality impact assessment the lead officer will produce and submit one during the development of the action.

10. Community Safety issues

- 10.1 This report does not have any impact on community safety issues.

11. Conclusion and Recommendations

13 actions in the 2024/25 Annual Action Plan have been completed.

The remaining 31 actions have either been carried forward, updated or cancelled due to changed circumstances, particularly the capacity issues of the organisation associated with delivering the Corporate Plan objectives alongside the need to engage constructively in the discussions on local government reorganisation in Norfolk over the period to April 2028. The 2025/26 Annual Action Plan agreed in November 2023 by Cabinet at its 3rd March 2025 meeting reflects this reduced capacity with 30 actions proposed for delivery during the 2025/26 year.

Cabinet is invited to comment on this report.

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Action Plan 2024/2025

Updates for quarter 4 -January to March 2025



Action		Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment
1	Complete the work on the production and examination of the North Norfolk Local Plan and formally adopt the Plan by September 2024.	Russell Williams	Our Greener Future	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Further Examination Hearings are scheduled to take place in week commencing 7th April 2025. If Plan is found 'sound' by the Planning Inspector it should be adopted during 2025.
2	Monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for and deliver carbon literacy training to all elected members and staff as we look to achieve our commitment to Net Zero by 2030. We will have implemented this programme by September 2024.	Kate Rawlings	Our Greener Future	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding	Completed	NA	The Council's carbon footprint report for 23/24 has been presented to the relevant boards and committees and is published on the Council's website. Senior management have approved the use of a climate impact assessment tool, and other measures to allow officers to produce a more detailed analysis of the impacts of projects and policies on Net Zero in Council reports. The initial programme of carbon literacy and carbon awareness training for staff and members has been completed with further training materials available on the intranet. Training will be available for new starters as required. 62 staff and 23 members have received carbon literacy training of which 53 and 10, respectively have received official certification. 200+ additional staff have received carbon awareness training. In recognition of this, the Council has been awarded Bronze Accreditation by the Climate Literacy Project.

Page 20	3	Commission feasibility studies into where the Council might be able to deliver further photovoltaic installations and public EV charging points and deliver at least one such project by March 2025.	Kate Rawlings	Our Greener Future	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	NA	Solar PV was successfully installed on Victory Swim and Fitness in December 2024. A high level feasibility study has been carried out for a solar carport on a further council car park. Feasibility studies have been carried out on 5 council car parks for public EV charging points - these are awaiting information from UKPN on electricity supply and the Council's legal team on land issues.
	4	Increase the percentage of household waste collected which is recycled through programmes of education and public awareness and the development of a Business Case by March 2025 for the introduction of a food waste collection service in the 2025/26 civic year.	Emily Capps	Our Greener Future	Greener: Waste: 1 Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household	In Progress	Green	Presentation at Business Planning 31st March 2025. Awaiting further details from contractor before the presentation of a full business case. Anticipated in the next month, once proposal has passed through contractors governance process. Paper at Full Council 23rd of April 2025 relating to vehicle and equipment procurement.
	5	Undertaking a review of our open spaces maintenance regimes with the objective of increasing carbon efficiency and encouraging areas of increased biodiversity by September 2024 and implement new arrangements from the 2025 growing season.	Emily Capps	Our Greener Future	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Unfortunately due to competing priorities this has not progressed since the last update. The team have been working on the introduction of commercial and domestic food waste. The new Waste and Contracts Manager stated 17.3.25 and it is hoped that they will bring a renewed focus to this priority.
	6	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Our Greener Future	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Amber	Main works at Cromer have been completed and celebration event held in February 2025. Rock works have been completed at Mundesley and concreting works ongoing. Current programme showing works to be completed early Summer 2025. Environment Agency funding has now all been approved and being

							drawn down. Balance of costs vs funding ongoing by project team.
	Working with Defra, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until 7 March 2027.	Rob Goodliffe	Our Greener Future	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	In Progress	Green	Ongoing progress with reporting to Project Board and Environment Agency in quarterly intervals. Momentum developing with next phase to move forward with strategic and community erosion and transition plans. Nature of the work (being new and innovative) and it being essential to involve communities, is complex and needs time, this is a risk without clarity over longer term timeframes of the programme, government spending review etc. Lots of positive progress overall.
Page 21	Produce and publish a Rural Strategy and Action Plan by 8 June 2024	Stuart Quick	Developing our Communities	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Rural Position statement being prepared to inform the strategy and provide a baseline.
	Put in place a programme of Residents Surveys for delivery from September 2024 to establish community priorities 9 from April 2025.	Steve Hems	Developing our Communities	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to	In Progress	Green	The Council has undertaken a number of consultation exercises specific to relevant subject areas in order to provide opportunity for residents to feel informed and have opportunity to comment on areas of the council's work that are relevant to them. Further consultations will be undertaken as appropriate.

				improve services they receive			
10	With external partners we will urgently pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents from April 2024.	Karen Hill	Developing our Communities	Communities: Health: 2 Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable	Completed	Green	Funding was secured from a range of sources including The North Norfolk Health and Wellbeing Partnership, Better Care Fund and Local Place Board Community Transformation fund enabling the continued employment of the Community Connector Team to deliver projects on Frailty, High Intensity Users and the roll out of community engagement PositiviTea events. We have been funded by Age UK to develop Age Friendly Communities. We have continued to deliver the Household Support Fund. These projects will continue to be delivered until 31/03/2025.
11	Continue the Council's commitment to improving the quality and accessibility of our public conveniences undertaking feasibility studies, identification of cost / budgets etc for new or improved facilities at four locations, with the objective of delivering one project by March 2025 and in each of the following years (2026 and 2027).	Tina Stankley	Developing our Communities	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	Completed	Amber	There are no plans to deliver any more accessible toilets in 2026 and 2027. The Council will have provided 5 changing places toilets (and refurbished the existing toilets at the same sights) in Wells, Fakenham, North Walsham, Sheringham and Holt by the end of 2024/25 over a two year period. The provision of the CPTs has been possible with having received some grant funding for the project.

12	Prepare an Active Environment and Play Park Strategy (by June 2024) to inform future investment decisions and external funding applications with the objective of delivering at least one major project by March 2025 and in each of the following years (2026 and 2027).	Colin Brown	Developing our Communities	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Cancelled	NA	Following conversations between officers and the Leader it has been agreed to no longer pursue this action.
13	Continue to work with Active Norfolk for a further three years, from April 2024, to promote active lifestyles and investment in sports facilities across the district.	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	This partnership continues to deliver across the district with several new funds obtained and projects started in the last quarter.
14	Subject to Government announcing a further round of Levelling Up funding, re-submit proposals for the Fakenham Leisure and Sports Hub proposal and the Cromer Clifftop public realm proposal emphasising the strong community support and benefits which would be realised from these investments – bids to be submitted in accordance with Government bidding deadlines.	Steve Hems	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	The announcement in the Autumn Statement of 2023 included the funding of the Fakenham Leisure and Sports Hub proposal. The Council has complied with the validation process set out by Government although the funding has not been confirmed due to the change of Government administration. This action is complete and it is suggested that should funding be confirmed at the end of October that a new action for the 2025/26 Annual Action Plan is included for the delivery of the build aspect of the project.
15	Explore external funding to support a business case to provide a mains electricity supply to allow further development of facilities at Holt Country Park. Business	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Amber	The preferred option for the installation of electricity is across a local landowners field, however he has stated that he is not interested in having conversations about this at present. We intend to go back to him with a final offer before reviewing our options. External

	case to be prepared by March 2025.						funding has been secured for a project to build an eco classroom on site at Holt CP.
16	Develop clear business cases, project investment proposals and timescales to provide 3G pitches at Cromer, Fakenham and North Walsham aligned with external funding opportunities – business cases to be prepared by June 2024.	Colin Brown	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	Work on installing Cromer 3G pitch commenced in March and is set to be complete in early June. This will be the first pitch of this kind in the district. The Football Foundation are still very keen to work on projects in the other two priority towns in the district. Fakenham will commence as soon as a lease is agreed with Fakenham Town Council for the grassed area next to the sports centre. For North Walsham we are waiting on the new committee to agree the lease and then will re-open conversations with the club about this project. Colin met with Norfolk FA recently who are fully supportive of all three projects still.
17	Share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level. It would be expected that sharing this information widely would generate more support for a pipeline of affordable housing schemes across the District through Community Land Trusts and Rural Exceptions schemes.	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Annual data shared with all Town & Parish Councils in November/December 2024, with offer to attend future meetings. Position at April 2025 to be reported shortly.

18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	Meeting our Housing Need	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Promotion continuing via discussions with various Town and Parish Councils
19	Develop and implement solutions to the challenging Nutrient Neutrality issue which is holding up some new residential developments in the district through developing appropriate mitigation schemes – we will have worked with partners to deliver at least two local mitigation schemes by March 2025.	Martyn Fulcher	Our Greener Future	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	In Progress	Green	Mitigation schemes now up and running via NEC Ltd. Credits being sold to facilitate developments within North Norfolk. Meetings held with NEC Ltd to ascertain any unregistered interest, so to ensure that proposed developments within North Norfolk are prioritised before any wider release of credits.
20	Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025.	Tina Stankley	Meeting our Housing Need	Housing: Second Homes: 1 Continuing the work we have done to represent the District over second homes, advocating for a fair proportion of the taxation which will be spent on affordable homes and related infrastructure provision	Completed	Green	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025. The Council's budget and collection of second homes premium for 2025/26 was approved by full Council on 19 February 2025.

21	Take forward with partners a programme of new affordable homes development in the district, with a target number of 350 new affordable homes completed over the period to March 2027.	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Whilst delivery on 2024/25 is below target, as developments start to find mitigation solutions for nutrient neutrality, the pipeline is very healthy - with 184 affordable homes on site and a further 508 with/very close to achieving planning permission
22	Work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Meeting our Housing Need	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	In Progress	Green	01/04/2024 to 31/03/2025- HMO License applications 10, Housing Health and Safety Rating System (HHSRS) inspections 54 against an annual target of 50.
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	Strategy completed

Page 27	24	Improve engagement and dialogue with and between the district's business community by establishing a North Norfolk Business Forum for launch in September 2024, with a series of monthly business briefing events to be staged throughout the autumn / winter of 2024/25.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	The Invest North Norfolk website has been revamped and updated, detailing a range of activities and providing a comprehensive resource of information to support businesses. A range of activities have been delivered and/or planned including an 'Inspiring North Norfolk' event on 12 March 2025, The North Norfolk Annual Business Forum on 25 March 2025 and a cultural/creative sector workshop on 27 March 2025.
	25	Be a lead advocate and facilitator in establishing the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 2 Seeking to maximize the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	In Progress	Green	Bacton Energy Hub Summit held at the NNDC offices on 14th January 2025, attended by 78 individuals who received presentations on the existing Bacton operations in the supply of natural gas from UK and continental sources and the opportunities for the energy transition through carbon capture and storage and hydrogen production recognising the strategic location of Bacton in the existing and future transmission networks. A number of key actions were agreed/taken forward from the event, some of which require coordination or a response from the District Council, however many decisions will be taken forward by key actors and stakeholders within the sector as evidenced by Perenco's recent successful trial test injections of CO2 into depleted gas reservoirs through their Poseidon project.
	26	Work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a series of interventions to improve the town centre environment and levels of footfall and activity for delivery of the period April 2024 – March 2027.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business	Completed	Green	Stalham Town Centre Task Force has concluded its work and reported to local stakeholders. A new Town Team has been established to facilitate stronger partnership working with local stakeholders and to initiate appropriate projects in response to the issues identified.

				activity, served by public transport				
Page 28	27	Work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility by September 2024.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 1 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	In Progress	Green	The Council remains actively engaged in pursuing Banking Hubs, particularly in town centre locations where the Banks have withdrawn or have announced that they plan to do so. In March, Santander confirmed that they would be closing their North Walsham premises later this year. However, through ongoing dialogue with Cash Access UK it has been confirmed that there is an intention to deliver a Banking Hub within North Walsham which will help to provide an alternative banking facility for local residents.
	28	Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Rob Young	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 4 Continuing to promote North Norfolk’s diverse tourism and visitor offer	In Progress	Green	Close liaison with VNN maintained, working collaboratively on destination marketing and support and engagement with the local visitor economy businesses. Exploring new ways of cementing the relationship and identifying ways of enhancing the visitor offer.
	29	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Thriving Business: 3 Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds	In Progress	Green	As has been recently reported to the Overview and Scrutiny Committee recently, the UKSPF and REPF programmes have been successfully defrayed. The Government has recently announced an additional allocation for UKSPF and REPF for a further transitional year and the detail on these programmes is presently being finalised, with an outline programme agreed by Cabinet on 3 February 2025.

30	With partners, develop Energy Infrastructure and Water Resources Plans for the district by March 2025 and lobby for these key infrastructure constraints in the district to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.	Rob Young	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	In Progress	Amber	Continued dialogue with relevant statutory undertakers and representative organisations (e.g. Water Resources East, Broadland Agricultural Water Abstractors Group) in relation to water infrastructure planning affecting the District, as well as local businesses affected by infrastructure constraints. The Leader of the Council and Chief Executive had an introductory meeting with the new Chief Executive of Anglian Water on 9th January. Delays in agreement to NCC's devolution deal funding has caused set back on Local Energy Plan. Discussions about the future role of Bacton Gas Terminal have included consideration of its potential future energy and water needs as well as its potential to facilitate the supply of energy and water in the future.
31	Through developing a deeper understanding of the constraints of existing mobile and digital infrastructure in North Norfolk, lobby key operators and providers so as to reduce the “digital divide” which exists in the district.	Martyn Fulcher	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 3 Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges	In Progress	Green	Evidence base work ongoing. All Councillors have been contacted with a view to collating and aligning information. Responses received and being assessed to understand extent of coverage loss and need. Cllrs Toye and Holliday liaising.
32	Based on previously commissioned surveys, develop a pipeline project proposal by December 2024 which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of sizable investments are presently in discussion or have recently been announced. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed McDonalds at Fakenham, Lidl's potential move to Heath Farm at Holt, Sainsbury's acquisition of the Homebase site at Cromer (shortly to be commencing recruitment) and B & M Stores locating in the former Co-op stores on Holt Rd in Cromer. In addition, significant progress has been made on developing the new roundabout on the Fakenham Bypass.

33	Develop, with Norfolk County Council, by March 2025 a North Norfolk Skills Forum to promote careers and workforce development in the district, address local skills shortages and secure education and training providers and employer engagement in apprenticeships and training provision.	Stuart Quick	Investing in our Local Economy and Infrastructure	Economy: Skills: 1 Promoting innovation and workforce development throughout the district	In Progress	Green	The North Norfolk Skills & Employment has now met 3 times and an agenda is emerging of key focus areas. The UKSPF funded 'Future Skills Now' programme has recently concluded having conducted skills audits on 83 businesses.
34	Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.	Steve Blatch	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	The Corporate Peer Challenge team returned to the District Council to assess progress made against the original peer challenge recommendations on 12/12/2024. Progress in this respect and the feedback from the team visit was reported to Overview & Scrutiny Committee on 12/02/2025. https://modgov.north-norfolk.gov.uk/ieListDocuments.aspx?CId=140&MId=2173&Ver=4
35	Monitor progress towards the objectives detailed the new Medium-Term Financial Strategy (November 2023) through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. Two detailed service area reviews will be completed each year starting with IT and Licensing.	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Whilst the s151 officer can lead on identifying and delivering savings it is the service managers and assistant directors who will have to actually find and deliver efficiencies. Alongside the IT and Licensing a review of property services/assets and estates and customer services will also take place in 2025.

36	To continue improvements to our Planning Service under the Planning Service Improvement Strategy introduced in March 2023 and to deliver the action plan by July 2024, with the intention of providing exemplary customer service to planning service users, improving performance monitoring and reporting, web pages, training for members and staff, review of appeal decision notices and pre-application processes and refining validation list requirements.	Russell Williams	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Completed	Green	Complete
37	Undertake a Value for Money Review of the Council's Temporary Accommodation provision in light of rising numbers of homeless households being accommodated in Bed and Breakfast accommodation. In recent times the Council has purchased a portfolio of self-contained temporary accommodation providing better outcomes for homeless households, but a deeper understanding of the costs of purchasing and managing these units – Review to be undertaken by June 2024 with a direct link to the Strong,	Nicky Debbage	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	Completed	Green	An independent review of the Council's approach to the purchase and management of Temporary Accommodation was undertaken by an EELGA Talent Bank resource and their report received in November 2024. The recommendations of the report are now being considered and will be taken forward during 2025.

	Responsible and Accountable Council theme in terms of value for money and sustainable financial position.						
38	Undertake a review of our Customer Service provision by September 2024 to ensure that we continue to meet the needs of our residents whilst embracing new technology and digital platforms so as to increase access to council services 24/7 through self-service options.	Steve Hems	A Strong, Responsible and Accountable Council	Council: Customer: 1 Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions	In Progress	Green	The customer service team have been working with IT in order to develop the online reporting forms for an increased number of service activities. Work continues to develop the C3 System to enable integration of work flow between the council's CRM system and back office systems to create a greater degree of automation and to enhance the self-service capabilities of the council. Testing is due to start in the next month and it is anticipated that the system will be rolled out across back office systems, based on case volumes, across the summer months.

39	Undertake a review of the Council's car park management contract by March 2025 to assess if it continues to deliver value for money for the authority or whether an alternative contract arrangement should be put in place. This work should also consider if the Council would wish to take up the invitation to local authorities by the Government in its recent announcement about the introduction of a National Parking Platform from April 2024.	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	Members have received a report on this and approved that the existing contract with the current arrangement provides the best value for money and so an new SLA is being drawn up by BKL&WN for NNDC to review. It will be essentially the same as the previous one with some minor amendments e.g. payment of abortive costs where NNDC ask to have a PCN cancelled and that costs will be updated to reflect what they are in 2025/26 including the cost of postage being updated to be the actual cost.
40	Review the Council's approach to Asset Commercialisation to reflect the findings of the Corporate Peer Challenge in seeking to realise new and emerging opportunities around the use of the Council's land and property assets through preparing a revised Asset Management Strategy by September 2024.	Renata Garfoot	A Strong, Responsible and Accountable Council	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	In Progress	Green	Awaiting feedback on the Asset Management Plan. The North Norfolk Visitor Centre has been advertised to let following a Cabinet decision regarding the service. Offers from a variety of organisations have been received and are being assessed by officers, which will generate an income for the Council which aligns with this action.
41	Explore whether the Council should look to manage its seafront assets (beach huts and chalets, concessions etc) through a Local Authority Trading Company structure – options appraisal report to be prepared by December 2024.	Renata Garfoot	A Strong, Responsible and Accountable Council	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community	Completed	Green	The Peer Group recommended looking at setting up a company to manage this function. This option was reviewed but not felt to be appropriate for NNDC. However Members have decided to convert all of the weekly let beach huts to leased (5 year) units. This is being actioned by the Estates and Assets Manager under delegated authority.

				facilities and infrastructure			
Page 34	Produce an Organisational Development Plan for the Council which seeks to address the staff recruitment and retention challenges which face all local authorities but are perhaps more acute in some roles at North Norfolk District Council due to our geography. The new Plan, which is to be prepared by June 2024, will detail our approach to developing our workforce through apprenticeship recruitment, professional development and collaboration across the public sector locally in Norfolk.	Susan Sidell	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	Final amendments are being made to the People Strategy and Learning and Development Strategy, once these are completed both documents will be shared with CLT, Unison and any committees as required.
43	Further develop and embed our Youth Council work	Emma Denny		Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	Cancelled	Amber	We are exploring other ways of engaging with young people rather than hosting a Youth Council

44	Ensure the Council's annual accounts are audited in a timely manner.	Tina Stankley		Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Green	The annual accounts have now all been audited and signed off with the last set of accounts being agreed by GRAC on 25 February 2025 and signed off by EY before the deadline backstop date of 28 February 2025. The Council is all caught up with its annual accounts. It is intended to close the 2024/25 accounts by the end of June 2025 which is well within the deadline.
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Action Plan 2025/2026

Updates for quarter 1 & 2 – April to August 2025



	Action	Description	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment
1	North Norfolk Local Plan	Complete the further work requested by the Planning Inspector on making revisions to the draft North Norfolk Local Plan and to take account of new Government policy announcements with the objective of formally adopting the Plan by December 2024.	Russell Williams	Our Greener Future - Continue our journey to Net Zero. - Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Consultation on the Main Modifications of the Local Plan is underway and will conclude in mid September 2025. Currently aiming for Plan adoption to be prior to the end of 2025.
2	Climate Impact	Continue to monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for. Commit to reviewing previously proposed investment to reduce the carbon footprint of the Council's main Cromer offices pending clarity over any local government reorganisation, whilst continuing to assess the Council's wider assets and implement works which improve their environmental performance and reduce the Council's carbon footprint.	Kate Rawlings	Our Greener Future - Continue our journey to Net Zero. - Continuing our own annual emissions reductions to reach Net Zero by 2030	In Progress	Green	The Council's greenhouse gas emissions continue to be monitored and reported upon following an agreed standard methodology. Initiatives to reduce emissions from the Council's estate and operations will continue to be developed, as well as ones that aim to help reduce the energy use of households.

Page 38	3	Household waste recycling and food waste	Monitor and look to increase the percentage of household waste collected which is recycled through programmes of education and public awareness and introduction of a food waste collection service in the 2025/26 civic year and plastic film products in future years.	Emily Capps	Our Greener Future - Tackle environmental waste and pollution. - Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household.	In Progress	Green	<p>Commercial Food waste collection commenced 11th August 2025. Work continues on the domestic roll out, collection vehicles are on order due for deliver Late Summer/Early Autumn 2026. Project team has a clear programme in place and is monitoring risks associated with this project. Large Project Board due to meet September 2025.</p> <p>NNDC participating in the Norfolk wide flexible films trial. Due to commence in North Walsham, September 2025. This will help inform the wider introduction of a scheme to meet legislative changes and ultimately improve recycling rates.</p> <p>A continued Comms campaign and attendance at Summer events (the Sheringham woodland fair) to promote recycling services across the district.</p>
	4	Coast protection schemes	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Our Greener Future - Protect and Transition our Coastal Environments - Implementing the Cromer and Mundesley Coast Protection Schemes.	In Progress	Green	The Cromer and Mundesley Coast protections schemes are substantially complete. Appropriate monitoring arrangements are in place. Accounting arrangements are being finalised, including claiming outstanding external funds.
	5	Coastwise programme	Working with DEFRA, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.	Rob Goodliffe	Our Greener Future - Protect and Transition our Coastal Environments - Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses.	In Progress	Green	Continuing to work with DEFRA, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027. A mid-programme review has been undertaken and actions for the next stages of the programme are being initiated, including the formulation of transition plans.

6	Rural Position Statement	Produce a Rural Position Statement which maps the provision of key rural services including village shops, post offices, pubs, community halls, rail, bus and community transport services and mobile / broadband coverage by August 2025 and proposes future policy responses so that there is a clear baseline record of such assets to pass to any “new” local authority established through Local Government Reorganisation.	Robert Young	Developing our Communities - Engaged and supported individuals and communities - Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.	In Progress	Amber	Data that illustrates the characteristics of the more remote/rural areas of the District is beginning to be compiled. Analysis will be undertaken of the challenges faced in these areas and will indicate the potential options for service delivery in meeting the identified needs. This is hoped to provide an important evidence base on which future service delivery (including that affected by Local Government Reorganisation) can be developed.
7	Neighbourhood Plans	Continue to promote greater take up of Neighbourhood Plans by local communities with the objective of supporting more communities adopt Neighbourhood Plans a year – strengthening local community voices and capacity in the context of future local government reorganisation.	Russell Williams	Developing our Communities - Engaged and supported individuals and communities - Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.	In Progress	Green	Discussions continue with a number of areas on Neighbourhood Plans - see: https://www.north-norfolk.gov.uk/tasks/planning-services/planning-policy/neighbourhood-plan-areas/ . The Government's withdrawal of funding to support Neighbourhood Plans doesn't help in that it may make delivery more difficult for small town and parish councils and is a disappointment in the context of local government reorganisation in terms of local communities having their ‘place’ and needs understood in much larger organisations. See PH Report to Council in July 2025.

8	Health, wellbeing and financial inclusivity initiatives	With partners we will continue to pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health prevention, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents	Karen Hill	Developing our Communities - Promote health, wellbeing and independence for all - Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable.	In Progress	Amber	<p>The council continues to work with partners through the Norfolk health and wellbeing partnership, but progress has been slower than anticipated due to the reorganisation of the Intergrated Care Board.</p> <p>The council continues to support our most vulnerable residents through the financial inclusion officers and community connectors team.</p>
Page 40	Health and social care facilities for older residents	With local partners we will continue to lobby for the retention and development of innovative health and social care facilities for older people in the District, including the re-opening of the Benjamin Court NHS asset in Cromer, reflecting the district's aged demographic – the oldest average age in the country.	Steve Blatch	Developing our Communities - Promote health, wellbeing and independence for all - Working with partners to promote healthy lifestyles and address the health inequalities faced by our communities.	In Progress	Green	Meeting scheduled between Steff Aquarone MP, Norfolk and Suffolk ICB and the District Council scheduled for early September.
10	Fakenham Leisure and Sports Hub	Progress delivery of the Fakenham Leisure and Sports Hub project through securing planning permission, appointment of a construction partner and commencement of construction.	Steve Hems	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	Planning permission has been obtained and work on the contract pricing is ongoing. Report to Cabinet is being drafted which will go to the 8th September meeting with a view to obtaining permission to moving to the contract award and subsequent build phase of the project. Currently on time

11	Sports pitches	Having secured funding approval for the Cromer 3G pitch deliver this new (replacement) facility by September 2025 and continue to pursue funding for similar facilities at Fakenham and North Walsham.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Amber	<p>Cromer 3G pitch has now been opened and is being used by the Academy and the Community.</p> <p>Fakenham 3G pitch project is waiting on the lease between NNDC and Fak Town Council to be complete before an application process can be started with The Football Foundation.</p> <p>Discussions continue with North Walsham Town FC about a potential project at Greens Road.</p>
Page 41	Improvement of facilities at Holt Country Park	Explore external funding opportunities such as the Norfolk GIRAMs scheme, Hornsea 3 Legacy fund and S106 agreements to contribute to the improvement of the facilities within Holt Country Park, working towards maintaining Green Flag status at this location and our other Countryside sites.	Colin Brown	Developing our Communities - Promote Culture. Leisure and Sports activities - Developing further the leisure facilities provided across the District.	In Progress	Green	<p>Staff facilities improvements are complete.</p> <p>Electricity project in ongoing, we are awaiting a valuation before contacting the landowner again.</p> <p>The Hornsea 3 Legacy fund project to build a new classroom and learning space is in progress and on schedule.</p> <p>We are investigating a possible pot of S106 to support the Hornsea project and improve the play area</p>
13	Housing data sharing	Continue to gather and share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level to inform future development of rural exceptions and other affordable housing schemes.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	<p>Annual data shared with all Town & Parish Councils in November/December 2024, with offer to attend future meetings - we have now attended several PCs. The April 2025 figures have been reported to Cabinet and will be shared with T&PCs later this year</p>

14	Second homes council tax premium	Monitor the impact and expenditure of the returned Second Homes Council Tax Premium income negotiated with Norfolk County Council to support investment in Temporary Accommodation and financing the delivery of affordable homes developments in the district from April 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025. This has resulted in £1.31m of additional CT income being used to support affordable housing - both purchase of more council owned temporary accommodation and grant to support retention and development of more affordable homes.
15	Affordable homes	Take forward with partners a programme of new affordable homes development in the district, with a target number of 307 new affordable homes completed over the period March 2025 to March 2027 (76 in 2025/26 and 231 in 2026/27) with schemes at Sheringham, Bacton, Walcott, Wells and Fakenham being taken forward during 2025.	Nicky Debbage	Meeting our Housing Need - Address housing need - Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible.	In Progress	Green	Whilst delivery in 2024/25 was below target, as developments start to find mitigation solutions for nutrient neutrality, the pipeline is very healthy - with 184 affordable homes on site and a further 508 with/very close to achieving planning permission

<div> <div>16</div> <div>Housing standards</div> </div> <div> <div>Page 43</div> </div>	<p>Continue to work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.</p>	Emily Capps	<p>Meeting our Housing Need - Promote best use of housing stock and good housing standards - Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis.</p>	In Progress	Green	<p>HHSRS inspections = 23 undertaken (and HMO Licence Applications = 2 received)</p>
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Long-term empty properties actions	Continue to monitor and take action to reduce the number of Long-Term Empty properties in the District through investigation and enforcement action – pursuing at least 50 cases a year.	Sean Knight	Meeting our Housing Need - Promote best use of housing stock and good housing standards - Working harder to bring empty homes back into use.	In Progress	Amber	<p>Long-term empty properties are those that are banded for council tax and are unoccupied and unfurnished and have been for at least six months. These properties will have an council tax premium of 100% added to the 100% council tax charge when they have been empty for at least a year (so pay 200% charge). The premium goes to 200% when the property has been empty for five years and then increases further to 300% when the property has been empty for ten years.</p> <p>There has been problems with the software for these type of properties because of the introduction of the second home premium which have been reported to the software company and we are still waiting for this to be resolved.</p> <p>Devin O'Neill, our Empty Homes & Revenue Generation Officer has been reviewing reported empty properties on an individual basis and engaging with owners to try to understand issues and help them bring these properties back into use. Members often report properties to Devin who keeps them updated with progress.</p> <p>Last year we were shortlisted for the Public Finance Awards for 'Collaboration and Innovation within Local Services' which was all about our empty property work. Following this we were also nominated for this year's Empty Homes Network Awards 2025 and NNDC were highly commended for the category 'best use of media award'.</p>
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18	North Norfolk Business Forum	Develop and maintain engagement and dialogue with and between the district's business community, with a series of regular business briefing events to be staged throughout the year.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns.	In Progress	Green	Invest North Norfolk – the Council's business facing brand and portal – has continued to develop and expand, serving as a valuable resource to support businesses with fulfilling their growth aspirations. Over 450 businesses have now already signed up to receive the monthly 'INN the Know' bulletin which helps to keep businesses abreast of the latest support information. Following 3 successful business engagement events in Q4, a programme of other events, including working collaboratively with business representative groups, are in development.
19	Bacton Energy Hub	Take forward co-ordinated actions on behalf of key partners and stakeholders agreed at the January 2025 Bacton Summit event to raise the profile of the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Investing in our Local Economy and Infrastructure - Infrastructure to support growth - Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	In Progress	Green	We are continuing to discuss issues and opportunities at the Bacton Energy Hub with a range of stakeholders and partners.

20	Stalham High Street Task Force	Continue to work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a vision which contributes to the future vitality of the town for delivery over the period April 2024 – March 2027.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - 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	In Progress	Green	The Stalham Town Team continue to meet to discuss and explore opportunities to enhance the town centre and explore activities that support footfall. Officers have recently presented to the local team a range of options to support the town, including a Retail Excellence Programme of workshops (in conjunction with North Walsham businesses) and grants available through NNDC's Town Ambition Programme. To date 3 Expressions of Interest from Stalham have been submitted and are presently being given due consideration.
Page 46 21	Banking and post offices services	Work with LINK, Cash Access UK and local partners in the district's market and coastal towns to retain banking and post office services in locations across the district.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - 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	In Progress	Green	Cromer and North Walsham have successfully received nominations for Banking Hub provision, which will commence operation around the time of the closure of the remaining banks in those towns. Conversations have been held with Cash Access UK and a high street bank on securing properties for these emerging Hub branches, and in respect of enhanced deposit solutions required in Fakenham, with a further conversation due to occur shortly. Fakenham and Sheringham will be unable to receive designation for Banking Hubs whilst recognised banking provision is still left in those towns. Conversations have also taken place on securing the next steps in the evolution of Banking Hubs and improvements that may be required to existing services, for instance around provision of statements and higher deposit/withdrawal limits in branches. The District Council has also supported the County Council in some work they are doing to study access to cash across Norfolk.

22	Promote North Norfolk	Continue to support and work with tourism interests across the district to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Robert Young	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	<p>A new partnership arrangement with Visit North Norfolk has been agreed, by which the Council will continue to support and work with tourism interests across the area to promote North Norfolk as a key visitor destination with a diverse visitor offer, supporting and developing the local visitor economy.</p> <p>The Visit North Norfolk business conference 2025 is to take place at the Lady Elizabeth Wing of the Holkham Estate on Thursday 6th November.</p>
Page 47 23	UK Shared Prosperity Fund and Rural England Prosperity Fund programme	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Investing in our Local Economy and Infrastructure - An environment for business to thrive in - Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds.	In Progress	Green	<p>The previous UKSPF (3yr) & REPF (2yrs) programmes concluded in March 2025. A report was presented to the Overview & Scrutiny Committee in April 2025 which demonstrated that all workstreams met or exceeded their output and outcome targets. NNDC was awarded £405,095 of additional UKSPF funding and £437,000 of REPF funding for 25/26. 4 workstreams (agreed by Cabinet in February 2025) have been developed and a pipeline of business/community projects continue to be brought forward for potential REPF grant funding.</p>

24	Serviced employment land	Based on previously commissioned surveys, develop pipeline project proposals which seek to increase the supply of serviced land or advance factory premises and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Investing in our Local Economy and Infrastructure - Infrastructure to support growth - Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of sizable investments are presently in discussion or have recently been announced. These include Jarrolds taking on the Back to the Garden sites at Holt, the proposed McDonalds at Fakenham, Lidl's potential move to Heath Farm at Holt (alluded to in the local media, but subject to planning), Sainsbury's acquisition of the Homebase site at Cromer and B & M Stores locating in the former Co-op stores on Holt Rd in Cromer (now open). In addition, the new roundabout on the Fakenham Bypass has now opened, facilitating new potential housing growth/commercial. Planning has also been granted for replacement fuel station (adj to Morrisons, Fakenham) with takeaway facilities
25	English devolution and local government reorganisation	Engage with local partners (County and District Councils in Norfolk) in seeking to secure new powers, functions and budgets for Norfolk as part of the Government's English Devolution White Paper and as appropriate seek to position North Norfolk's residents, communities and businesses positively in respect of any reorganisation of local government in Norfolk and in establishing any new unitary councils.	Steve Blatch	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Exploring opportunities to work further with stakeholders and partner organisations	In Progress	Green	Submission of interim proposals to Government on 21st March 2025; with feedback received on 2nd and 7th May. NNDC is continuing to work with Breckland, Broadland, Great Yarmouth, Kings Lynn and West Norfolk and Norwich City councils in promoting a three unitary council structure for Norfolk in the future. Appointed consultants Inner Circle Consulting to advise on the submission of Full Business Case to Government by 26th September. Launched the Future Norfolk engagement platform to invite comments from residents and stakeholders. A number of workstreams are now being taken forward to develop the Full Business Case including target operating models for service delivery, financial viability and sustainability and democratic structures to inform submission documents. Extraordinary meeting of Full Council arranged for 17th September to approve submission documents.

26	LGA Corporate Peer Challenge Action Plan	Continue the Council's improvement journey through taking forward the recommendations made by the LGA Corporate Peer Challenge throughout 2025, particularly the new Workforce Development Strategy so that our staff continue to provide good quality services to our residents, businesses and communities and are well-equipped to realise new opportunities presented by local government reorganisation.	Steve Blatch	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Amber	We continue to look to progress and implement the recommendations made through the Corporate Peer Challenge, but there has been some slippage in timescales due to capacity issues due to the need for us to engage with the the Government's Devolution and Local Government Reorganisation agendas.
27	Service reviews	Continue to monitor progress towards the objectives detailed the new Medium-Term Financial Strategy through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors.	Daniel King	A Strong, Responsible and Accountable Council - Effective and efficient delivery - Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Whilst the s151 officer can lead on identifying and delivering savings it is the service managers and assistant directors who will have to actually find and deliver efficiencies. A service review is currently in progress in property service, which has resulted in the admin staff now working across both property and estates. A strategic IT Manager has been appointed and is currently looking at the IT Structure across all teams.

28	Cromer Pier Pavilion Theatre auditorium refurbishment	Seek Heritage Lottery funding for the refurbishment of the auditorium of the Cromer Pier Pavilion Theatre so as to place the theatre in the best possible position in the context of anticipated local government reorganisation, recognising the Pier and theatre's key role in the cultural and tourism appeal of North Norfolk and marking its 125th anniversary in 2026.	Daniel King	A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all	In Progress	Green	An expression of interest submission was made for grant funding from the Creative Foundations Fund. This included details to a project for £4.5m funding, which includes Cromer Pier Pavilion Theatre auditorium works, alongside smaller elements contributing to the substructure works.
29	Tourism infrastructure assets safeguarding	Consider the implications of LGR on the future management and maintenance of tourism infrastructure assets and explore whether these might be safeguarded in the longer term through being placed in an appropriate structure which recognises their importance in the context of continued pressure on discretionary services in any new unitary council structures.	Cara Jordan	A Strong, Responsible and Accountable Council - Culture - Continuing to support cultural assets across the District to provide cultural opportunities for all	In Progress	Amber	Some initial review work has been undertaken to identify assets which may need to be safeguarded. Currently the Estates Team and Legal Team are looking at some specific local assets and considering how they may be protected for the benefit of the area and the community through the Local Government Reorganisation process. As a council we have sought advice from MHCLG on how such assets and discretionary spending can be protected under any unitary council model and we will be making reference to this in our business case submission to government.

30	Review and maximise the Council's approach to asset commercialisation	Continue to review and maximise the Council's approach to Asset Commercialisation to realise new and emerging opportunities around the use of the Council's land and property assets through implementing the actions detailed in a revised Asset Management Strategy from April 2025.	Renata Garfoot	A Strong, Responsible and Accountable Council - Maximising opportunity - Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	In Progress	Amber	Limited resources in Estate and Eastlaw impact on capacity to deliver commercialisation effectively, however there is work ongoing seeking to address this. Officers take a key role in progressing other non - commercial corporate priorities, including acquiring residential properties for temporary accommodation, acquiring land and property for Coastwise project and negotiating leases/tenant matters for leisure projects.
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BUDGET MONITORING Period 4 2025/26	
Executive Summary	<p>This report provides an update on the Council's financial performance and projected full year outturn position for 2025/26 for the revenue account, capital programme, reserve statement and budgeted savings performance as at the end of July 2025.</p> <p>As at 31 July 2025, the General Fund projected surplus £0.138m for the full year 2025/26. This is after adjusting for all known variations and full year forecasting by service managers.</p>
Options considered	This is an update report on the Council's financial position and so no other options were considered.
Consultation(s)	This is an update report on the Council's financial position and no other consultations were considered.
Recommendations	<p>Members are asked to consider the report and recommend the following to full Council:</p> <ul style="list-style-type: none"> a) Note the contents of the report and the current forecast year end position. b) Approval is requested from Full Council to decrease the 2025/26 capital budget for the Mundesley Coastal Defence scheme to £1,139,806 to reflect the apportionment of £250k from external contributions to the Cromer Scheme. c) Approval is requested from Full Council to increase the 2025/26 capital budget for the Cromer Coastal Defences scheme to £1,096,067 to reflect the apportionment of £250k from external contributions from the Mundesley Scheme. d) Note the contents of the Q1 Treasury Management update report, appendix F.
Reasons for recommendations	To update members on the current budget monitoring position for the Council.
Background papers	Budget report, Budget Monitoring reports

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Daniel King Assistant Director Finance & Assets daniel.king@north-norfolk.gov.uk 01263 516167

Links to key documents:	
Corporate Plan:	Financial Sustainability and Growth
Medium Term Financial Strategy (MTFS)	Budget Process in line with the MTFS
Council Policies & Strategies	Service budgets set in line with the council policies and strategies

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	N/A

1. Introduction

- 1.1 This report updates members with the first published monitoring report of 2025/26, movements to the forecast position are against the updated budget for 2025/26. The updated budget reflects the base budget approved by Full Council on the 19 February 2025 updated to reflect approved budget movements. It provides a position as at the end of July 2025 for revenue, capital, reserves and budgeted savings.
- 1.2 The updated budget has been restated to realign with the new reporting structure approved by Full Council on 21 May 2025. The General Fund Summary (Appx A) illustrates this movement.
- 1.3 Commentary on the more significant forecast variances by expenditure type (subjective) are included within the report with further supporting information provided within the detailed appendices.
- 1.4 Where there are predicted savings related to reserve funded expenditure items, the reserve position has been updated to reflect this.

2. Summary Financial Forecast P4 2025/26

- 2.1 The General Fund position for the year shows a forecast year-end Surplus of (£0.138m). This is after allowing for adjustments to/(from) Earmarked Reserves.
- 2.2 Appendix A The General Fund Summary, shows the overall revenue position including notional charges; however, to assist reporting and explaining 'real cash' variances, Table 1 below provides a summary of the General Fund position excluding these charges.
- 2.3 Accounting standards require several notional charges to be made to service accounts e.g., capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they don't have an impact on the surplus or deficit for the year, they are included for reporting purposes.

2.4 Table 1

2025/26 Revenue Account Excluding Notional Charges	Updated Budget £'000	Forecast P4 2025/26 £'000	Variance £'000
Service Area:			
Corporate	4,272	4,200	(72)
Resources	5,255	5,573	318
Service Delivery	9,374	9,038	(336)
Net Cost of Services	18,901	18,811	(90)
Parish Precepts	3,736	3,736	0
Net Interest Receivable/Payable	(1,101)	(1,033)	68
Minimum Revenue Provision (MRP)	527	527	0
Capital Financing	320	1,978	1,658
Contribution to/(from) Earmarked Reserves	1,538	(236)	(1,774)
Contribution to/(from) General Reserve	(15)	(15)	0
Net Service Expenditure/Income to be met from Government Grant and Taxpayers	23,908	23,353	(554)
Government Grants and Council Tax	(23,908)	(23,908)	0
Net (Surplus)/Deficit for the Year	-	(138)h	(138)

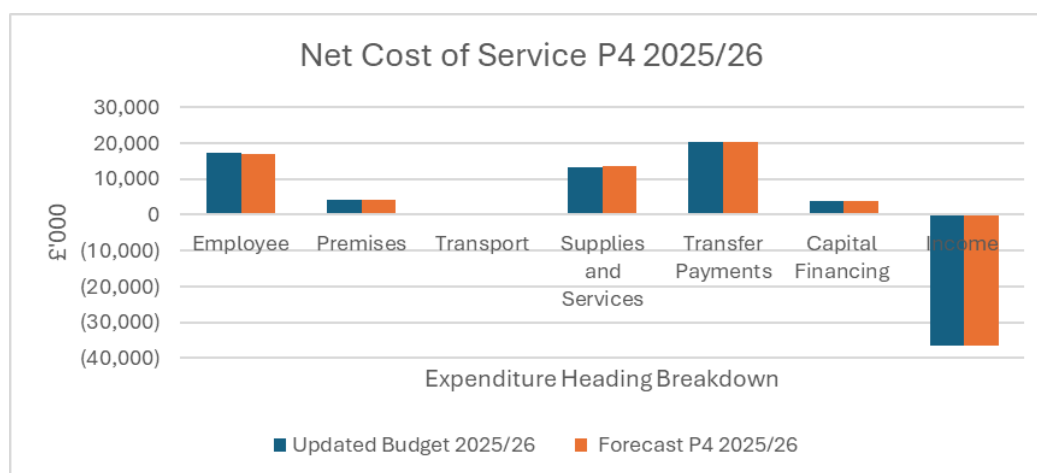
- 2.5 **Net Cost of Service** – the position shows a net surplus of (£90k) across the Councils main service areas. This position is explained further within section 3 below and also within appendix B.
- 2.6 **Non-Service expenditure** – Relates to income and expenditure not directly related to providing specific Council services.
- **Net Interest Receivable/Payable** – relates to the Council's balances invested to provide revenue to assist with funding the budget. The position shows that there was a net deficit of £68k at the end of the year. This is largely related to interest receivable which was lower than predicted due to reduced interest rates and lower balances available to invest. This is explained further within paragraphs 3.10 to 3.16.
 - **Capital Financing** - this expenditure line relates to revenue financing allocated to the council's capital programme. The position shows an

Increase of £1.658m which reflects slippage from the 2024/25 capital programme which was highlighted in the 2024/25 Outturn report. This does not impact on the bottom-line position as all of the finance relates to earmarked reserve movements.

- **Contributions to/(from) Reserves** – Movement from the budgeted position largely reflects the updated capital programme. Further information on the councils reserves movements can be found at section 6 below and within Appx D.
- **Government Grant and Council tax** – As part of Central Government funding allocations the Council were notified that they would be receiving a grant in respect of Extended Producer responsibilities of £1.616m. Earlier this year we were notified that this would be reduced to £1.283m. Further advice has now been received to advise us that we will be receiving a top up payment to the level of the original allocation £1.616m. This does not impact the bottom line as it has been ringfenced in a new earmarked reserve.

3. **Net Cost of Services – Commentary by Expenditure Heading for Period 4 2025/26**

- 3.1 The net cost of services shows a year-end surplus of (£90k). This position includes notional charges and is before any transfers to/from earmarked reserves.
- 3.2 Graph 1 below shows the main variances across the standard expenditure headings which comprise the Net Cost of Services.



- 3.3 The significant variances categorised under each expenditure heading are outlined in the following section. Further information on these variances can be found at detailed service level within appendix B.
- 3.4 **Employee Costs – Current forecast underspend of £330k**
- As part of the budget process 3% inflation was incorporated into the personnel budgets for 2025/26, the pay award has recently been agreed at 3.2%. This increase of 0.2% inflation equates to an estimated shortfall of £31k.

- The departure of two Directors in April 2025 will deliver an estimated net saving of £71k this is after allowing for recruitment and restructuring costs. The cost of interim cover for the section 151 role has also been funded from this saving.
- Employee savings resulting from vacancies and changes to contract hours are estimated to result in full year savings of £369k.
- £154k in budgeted staffing savings not yet achieved, although this has been offset by other staffing savings.
- Indirect employee costs including Insurances and training are forecast to be under budget by an estimated £12k.
- The forecast position anticipates that restructuring costs of £59k are funded from the Restructuring and invest to save reserve.

3.5 Premises Costs – Net underspend of £15k

- (£30k) Business rates on the council's own assets including a large saving due to car park revaluations.
- £41k Programmed and reactive Repairs and Maintenance (R&M) this is offset by a reduction (£10k) in vandalism related costs.
- £10k Utilities including electricity and water charges
- £5k Insurances including the councils Fire/General policy
- (£27k) Rental expenditure relating to public conveniences.

3.6 Transport Related costs – (£17k)

- (£15k) reduction in mileage claimed by officers.

3.7 Supplies and Services – £127k

- Agency staff £112k – Additional support required within Finance, Environmental Health and Legal. Most of this cost has been offset by staff turnover savings or grant income.
- £12k Bad debt write offs which are not budgeted for at service level.
- £12k Bank Charges offset by a reduction in brokerage fees.
- ICT - Net £10k increased Software licences and purchases offset by a reduction in consumables costs.
- (£38k) Other professional fees – Local Plan inspection fees (offset by reduced reserve contribution)
- £57k Estates - Consultancy fees
- £8k Public liability insurance premium
- (£13k) Internal Audit fee expenditure
- (£17k) Publication costs

3.8 Transfer payments - £30k

This relates to NNDC service charges, NNDC retained overheads for main admin building at Cromer and the rocket house public convenience.

3.9 Income – Net shortfall of £115k

Government Grants – Forecast overspend of £282k

- The council received some new burdens funding that was not anticipated. This funding is to offset the additional pressures of providing specific services.
 - (£49k) was received in respect of Internal drainage board costs
 - (£69k) was received in respect of External Audit costs, Redmond Review and backstop pressures, some of which will offset additional agency staff costs within finance.
- Housing Benefit Subsidy - Based on the initial subsidy claim for 2025/26 submitted to the Department for Works and Pensions (DWP) there is an anticipated shortfall of £706k. This is largely due to the placement of Homeless clients in Bed and Breakfast accommodation. Not all of these costs can be reclaimed as there is an expenditure cap dependant on the location of the property. This forecast shortfall is partially mitigated by the recovery of prior year overpaid subsidy; this is estimated to reduce the overall shortfall to £400k.

Other Grants and Reimbursement – shortfall £15k

- (£10k) Car park contributions
- £25k other LA Contributions Coastal Management (offset by saving in staffing costs)

Rents – Shortfall £24k

- £24k Anticipated shortfall in rental receipts on assets including industrial estates and chalets.

Customer and Client Receipts – surplus (£189k)

- (£20k) –Waste and Recycling income
- £38k – Building Control fee income, fee scale increases not yet realised due to the timing of applications.
- (£200k) – Development Management, planning fee income due to a number of large-scale applications.
- (£7k) – Net car park income surplus this is after taking account of the impact of the savings/income targets

Non-Service Income and Expenditure

Investment Income

- 3.10 The 2025/26 investment interest budget is £1.418m. This budget was calculated based on the economic position in November 2024 (5% average interest rates and an average cash balance of £29.5m). Since then, the Monetary Policy Committee (of the Bank of England) have been gradually lowering interest rates to achieve their purpose of preventing radical inflation. However, this has had an adverse impact on the investment income the Council is achieving. As at the time of writing this report, the base rate was 4%.
- 3.11 At period 4, the Council earned £0.599m in investment interest, which is a favourable variance of £0.131m above the period 4 budget of £0.468m. This was with an average rate of 5.56% on an average principle of £29.735m. However, with the dip in interest rates and available cash balances as budgeted for above, a year-end shortfall of £0.068m is expected, with anticipated earnings of £1.351m.

- 3.12 This variance is not a concern at the current time as it is on par with the anticipated year end budget and will fluctuate with daily investment balances.

Borrowing Interest

- 3.13 The Council has previously approved borrowing to fund some of its capital projects, currently the Council has an opening CFR (Capital Financing Requirement) at the start of 2025/26 of £17.544m. The CFR is a measure of a local authority's underlying need to borrow to finance its past capital expenditure which has not yet been funded by capital or revenue resources. MRP (minimum revenue provision) which is an annual revenue contribution to capital is paid annually to finance this CFR deficit over time.
- 3.14 The Capital Financing requirement (CFR) is a combination of internal borrowing (using the Council's own cashflow resources) and external borrowing (actual borrowing from other local government bodies or the central government PWLB, Public Works Loans Board). During 2025/26 the only long-term borrowing identified to be required to fund the Council's cash shortfall was £5m.
- 3.15 The Council currently has £5m loan from the PWLB which commenced on the 01/05/25 and will be repaid on 01/05/26. This loan was secured at a rate of 4.59% and the Council will incur a £0.210m borrowing expense from this loan in 2025/26.
- 3.16 The Council had a prior £5m loan from the PWLB which was repaid on the 28/04/25. This loan was secured at a rate of 5.39%. Repayment of this loan incurred a £0.023m borrowing expense in 2025/26. The Council has a 2025/26 borrowing budget of £0.302m to cover these expenses and to allow budget for any additional short-term borrowing that may be required during the financial year.

4. Performance against savings targets 2025/26

- 4.1 As part of the 2025/26 budget process £1.881m of expenditure savings/additional income were identified and factored into the base position as agreed by Members in February 2025. Table 2 below provides an update on how these savings are being achieved. A more detailed breakdown can be found in appendix E.

This position is for information only as the impacts are already included in the net forecast surplus position of (£138k).

4.2 Table 2: Performance against £1.881m Savings Target

Directorate	Assistant Director	2025/26 Budget £000	Forecast	
			P4 2025/26 £000	Variance £000
Corporate	Corporate functions	879	752	(128)
	Legal and Governance	14	14	0
Service Delivery	Environmental Health and Leisure	182	182	0
	People Services	236	236	0
	Planning	255	138	(118)
Resources	Finance, Assets and Revenues	202	157	(45)
	Sustainable Growth	112	57	(55)
		1,881	1,535	(346)

- 4.3 The current forecast shortfall in savings of £346k is largely due to the following reasons.
- 4.4 Service restructuring which has not yet been implemented has £154k.
- 4.5 Predicted shortfall against £127k additional income factored into the base
- £97k car parking income due to timing difference on delivery of additional car park income streams, although overall car park income is forecast to deliver a surplus.
 - £30k Building Control fee income. A majority of the income received is on the old fee structure. This is due to the fact that the fee payable is based on the fees in place when the application was submitted, not the current price structure.

5. Capital Programme 2025/26

- 5.1 This section of the report presents the capital programme 2025/26 position at the end of period 4, together with an updated capital programme for the financial years 2025/26 to 2030/31. Appendix C provides the details of the current position.

- 5.2 Total Capital expenditure for 2025/26 as at period 4 was £4.819m compared to an updated full year capital budget of £36.407m. This gives a remaining 2025/26 capital budget of £31.588m.
- 5.3 At 2024/25 outturn reporting, the Capital Programme included a capital budget of £10.850m for the Fakenham Leisure and Sports Hub (FLASH), as agreed by Full Council on 21 February 2024. These budget monitoring papers have since been updated to reflect decisions made by Full Council on 27 March 2024: an increase of £0.450m to account for inflation and a further £0.330m for framework fees. This total increase of £0.780m has now been incorporated into the Capital Programme, bringing the approved project budget to £11.630m.
- 5.4 The large amount of the remaining budget is attributed to the Council having multiple high-value projects in its capital programme in the current financial year. With the projects primarily funded by external grants, this variance is not a concern to the Council's own internal financing of the capital programme.
- 5.5 The following adjustments will be made to the capital programme, subject to approval by Full Council. These changes have all been reflected in Appendix C and are requesting approvals from Full Council as detailed below:
- 5.6 Seek approval of Full Council to decrease the 2025/26 capital budget for the Mundesley Coastal Defence scheme to £1,139,806 to reflect the apportionment of £250k from external contributions to the Cromer Scheme. This is not new funding, but a re-allocation of existing funding to reflect where the expenditure has been spent on both schemes.
- 5.7 Seek approval of Full Council to increase the 2025/26 capital budget for the Cromer Coastal Defences scheme to £1,096,067 to reflect the apportionment of £250k from external contributions from the Mundesley Scheme. This is not new funding, but a re-allocation of existing funding to reflect where the expenditure has been spent on both schemes.

6. Reserves

- 6.1 The Councils current reserve position is provided at Appendix D. This position has been updated as part of preparing the updated forecast for 2025/26.
- 6.2 The updated base assumed contributions into reserves of £1.524m the current forecast is a net contribution from reserves of £251k, the main reasons for this movement are outlined below.
- 6.3 £1.658m relates to capital financing allocations this is a result of slippage in the 2024/25 capital programme, details of which are included in the Council outturn report for 2024/25.
- 6.4 The Forecast General Reserve balance on 31 March 2026 is £2.810 million which is above the recommended balance of £2.1million.

7. Medium Term Financial Strategy

- 7.1 The content of this report includes details of budgets which will support the medium-term financial strategy through the revised capital programme and movements in reserves.

8. Proposals and Options

This is a factual report that outlines the financial position at the year-end for the year 2024/25. There are proposed recommendations for Cabinet to make to full Council on 23 July 2025. The approval of these recommendations will enable the Council to maintain its strong financial position in the coming years.

9. Corporate Priorities

Delivering services within budgets enables the Council to maintain its strong financial position and maintain a robust level of reserves that may be required to address future unforeseen events.

10. Financial and Resource Implications

- 10.1 This report is of a financial nature and the financial implications are included within the report content.

11. Legal Implications

- 11.1 There are no legal implications as a direct consequence of this report.

12. Risks

- 12.1 Financial risks are identified within the report content.

13. Net ZeroTarget

This report does not raise any issues relating to the achieving the net zero target.

14. Equality, Diversity & Inclusion

This report does not raise any issues relating to the achieving the net zero target.

15. Community Safety issues

This report does not raise any issues relating to the community safety issues.

16. Conclusion and Recommendations

- 16.1 Members are asked to consider the report and recommend the following to Full Council:

a) The Updated Forecast position at P4 2025/26 for the General Fund revenue account (See Appendix A);

b) Approval is requested from Full Council to decrease the 2025/26 capital budget for Mundesley Coastal Defence scheme to £1,139,806 to reflect the apportionment of £250k from external contributions to the Cromer Scheme.

- c) **Approval is requested from Full Council to increase the 2025/26 capital budget for the Cromer Coastal Defences scheme to £1,096,067 to reflect the apportionment of £250k from external contributions from the Mundesley Scheme.**

S151 Officer

The Period 4 position as presented in this report shows that the updated forecast for 2025/26 is a yearend surplus of £0.138m. The Finance team and service managers will continue to monitor all revenue and capital budgets and provide a further update on the forecast financial position at P6 (September) 2025.

Monitoring Officer

In accordance with the CIPFA requirements, this report provides financial information to Members around the 2025/26 provisional outturn position for the year and matters as detailed in the recommendations.

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General Fund Summary Forecast Outturn at P4 2025/26

Service Area	Restated				Variance £
	2025/26 Base Budget £	2025/26 Base Budget £	2025/26 Updated Budget £	Full Year Forecast Period 4 2025/26 £	
Corporate Leadership/ Executive Support	3,044,560	4,384,567	4,384,567	4,312,900	(71,667)
Communities	9,129,891	0	0	0	0
Place and Climate Change	4,520,786	0	0	0	0
Resources	5,653,740	6,970,323	6,970,323	7,288,123	317,800
Service Delivery	0	10,994,087	10,994,087	10,658,249	(335,838)
Net Cost of Services	22,348,977	22,348,977	22,348,977	22,259,272	(89,705)
Parish Precepts	3,736,377	3,736,377	3,736,377	3,736,377	0
Capital Charges	(2,962,374)	(2,962,374)	(2,962,374)	(2,962,374)	0
Refcus	(761,647)	(761,647)	(761,647)	(761,647)	0
Interest Receivable	(1,403,400)	(1,403,400)	(1,403,400)	(1,335,400)	68,000
External Interest Paid	302,100	302,100	302,100	302,100	0
Revenue Financing for Capital:	320,000	320,000	320,000	1,978,007	1,658,007
Minimum Revenue Provision	527,257	527,257	527,257	527,257	0
IAS 19 Pension Adjustment	276,280	276,280	276,280	276,280	0
Net Operating Expenditure	22,383,570	22,383,570	22,383,570	24,019,872	1,636,302
Collection Fund – Parishes	(3,736,377)	(3,736,377)	(3,736,377)	(3,736,377)	0
Collection Fund – District	(7,812,582)	(7,812,582)	(7,812,582)	(7,812,582)	0
Retained Business Rates	(8,660,926)	(8,660,926)	(8,660,926)	(8,660,926)	0
New Homes bonus	(596,090)	(596,090)	(596,090)	(596,090)	0
3.2% Funding Guarantee	(805,165)	(805,165)	(805,165)	(805,165)	0
Revenue Support Grant	(335,416)	(335,416)	(335,416)	(335,416)	0
NI Compensation	(150,583)	(150,583)	(150,583)	(150,583)	0
Recovery Grant	(194,584)	(194,584)	(194,584)	(194,584)	0
Extended Responsibility Grant	(1,616,000)	(1,616,000)	(1,616,000)	(1,616,000)	0
Income from Government Grant and Taxpayers	(23,907,723)	(23,907,723)	(23,907,723)	(23,907,723)	0
Contributions to/(from) Earmarked reserves	1,524,153	1,524,153	1,524,153	(250,559)	(1,774,712)
(Surplus)/Deficit	0	0	0	(138,410)	(138,410)

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General Fund Budget Monitoring P4 2025/26
Corporate Directorate
Corporate

	Updated Budget 2025/26	Full Year Forecast P4 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Human Resources & Payroll				
Employee	360,555	347,788	(12,767)	Reduced hours post.
Transport	500	500	0	No Major Variances.
Supplies and Services	26,900	23,850	(3,050)	(£5,000) Professional Fees. £2,700 Computer Maintenance.
Income	(1,000)	(1,000)	0	No Major Variances.
	386,955	371,138	(15,817)	
Tourist Information Centres				
Employee	0	31,774	31,774	£23,207 Redundancy costs funded from reserves. £8,567 Delayed closure resulting in additional costs.
Premises	18,586	26,627	8,041	£3,909 Repairs & Maintenance. £3,743 Business Rates.
Supplies and Services	330	804	474	No Major Variances.
Capital Financing	2,651	2,651	0	No Major Variances.
Income	(10,000)	(7,410)	2,590	£5,000 Lease income due to delayed tenancy. (£2,410) Sale of goods.
	11,567	54,446	42,879	
Corporate Leadership Team				
Employee	731,021	665,243	(65,778)	(£83,886) Vacant posts. £13,971 S151 recruitment. £4,637 Additional supplement.
Transport	9,131	6,987	(2,144)	No Major Variances.
Supplies and Services	13,820	22,390	8,570	£13,520 Temporary S151 Officer. (£2,500) Professional Fees. (£1,500) Subscriptions.
	753,972	694,620	(59,352)	
Reprographics				
Employee	709	709	0	No Major Variances.
Transport	250	0	(250)	No Major Variances.
Supplies and Services	35,290	29,890	(5,400)	(£5,000) Stationery.
Income	(4,000)	(4,000)	0	No Major Variances.
	32,249	26,599	(5,650)	
Customer Services - Corporate				
Employee	934,118	910,077	(24,041)	(£22,041) Vacant posts. (£2,000) Training.
Transport	4,000	1,500	(2,500)	Reduced mileage claims.
Supplies and Services	62,332	46,346	(15,986)	(£5,000) Stationary. (£5,000) Subscriptions. (£5,986) Various minor variances.
Capital Financing	54,056	54,056	0	No Major Variances.
Income	(17,250)	(25,000)	(7,750)	Service charge income for additional tenant.
	1,037,256	986,979	(50,277)	
Communications				
Employee	236,355	219,808	(16,547)	(£11,457) Vacant post. (£5,000) Training.
Transport	2,238	2,038	(200)	No Major Variances.
Supplies and Services	52,680	36,180	(16,500)	(£10,000) Magazine publication. (£4,000) Photography. (£2,500) Digital promotion.
Capital Financing	55,954	55,954	0	No Major Variances.
	347,227	313,980	(33,247)	
Project and Performance Management				
Employee	169,574	215,833	46,259	£35,825 Redundancy payment funded from reserves. £11,535 Saving not met. (£1,100) Training.
Transport	600	300	(300)	No Major Variances.
Supplies and Services	2,840	2,500	(340)	No Major Variances.
	173,014	218,633	45,619	
AD Corporate Services				
Employee	76,745	57,558	(19,187)	Vacant post.
Transport	1,444	1,208	(236)	No Major Variances.
Supplies and Services	250	250	0	No Major Variances.
	78,439	59,016	(19,423)	
Total Corporate	2,820,679	2,725,411	(95,268)	

General Fund Budget Monitoring P4 2025/26

Corporate Directorate

Legal and Governance

Subjective Description

	Updated Budget 2025/26	Full Year Forecast 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Registration Services				
Employee	159,956	159,956	0	No Major Variances.
Premises	2,600	2,600	0	No Major Variances.
Transport	400	400	0	No Major Variances.
Supplies and Services	62,425	75,825	13,400	£7,600 Printing & £5,000 Postage - additional costs for Canvass.
Income	(1,500)	(1,000)	500	No Major Variances.
	223,881	237,781	13,900	
Members Services				
Employee	223,125	196,061	(27,064)	Employee costs underspend (£29,039) due to vacant posts within the Democratic Services team offset by £2000 Members training.
Transport	7,981	7,981	0	No Major Variances.
Supplies and Services	406,967	402,902	(4,065)	Members basic allowance.
	638,073	606,944	(31,129)	
Legal Services				
Employee	565,582	543,416	(22,166)	See Note A Below:
Transport	3,588	2,644	(944)	Vacant Local Government Lawyer post.
Supplies and Services	79,810	143,461	63,651	£54,131 Agency costs. £12,000 Bad Debts Written off. (£2,180) Books.
Income	(55,000)	(55,000)	0	No Major Variances.
	593,980	634,521	40,541	
Note A: (£75,184) Underspend in relation to vacant Local Government Lawyer posts - this is offset by agency fee overspend in Supplies and Services. (£15,121) Administrative Assistant post part time instead of full time. £8,041 Overspend in relation to Job Evaluation for Trainee Solicitor. £61,673 Local Government Lawyer post to be funded by reserves.				
Ad Legal and Governance				
Employee	104,960	105,149	189	No Major Variances.
Transport	2,194	2,294	100	No Major Variances.
Supplies and Services	800	800	0	No Major Variances.
	107,954	108,243	289	
Total Legal and Governance	1,563,888	1,587,489	23,601	
Total Corporate Directorate	4,384,567	4,312,900	(71,667)	

General Fund Budget Monitoring P4 2025/26
Resources Directorate
Finance, Assets and Revenues

	Updated Budget 2025/26	Full Year Forecast P4 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Car Parking				
Premises	771,170	725,851	(45,319)	Business rates underspend.
Supplies and Services	362,425	365,125	2,700	Postage costs for season tickets.
Capital Financing	55,829	55,829	0	No Major Variances.
Income	(3,851,874)	(3,859,045)	(7,171)	See Note A Below:
Internal Income	(10,000)	(10,000)	0	No Major Variances.
	(2,672,450)	(2,722,240)	(49,790)	

Note A: Although we have seen an increase in car parking income, we are projecting to be £13,000 under budget in relation to car parking charges. We are also forecasting (£20,000) increase in PCN income.

Industrial Estates				
Premises	34,914	44,319	9,405	Business rates and insurance overspends.
Capital Financing	24,189	24,189	0	No Major Variances.
Income	(236,353)	(226,344)	10,009	See Note A Below:
	(177,250)	(157,836)	19,414	

Note A: Variance due to rental income below budget due to vacant units (North Walsham) as a result the £7,445 Increased rental income saving at North Walsham is not going to be achieved.

Surveyors and Church Yards

Premises	6,500	6,500	0	No Major Variances.
Income	(50)	(50)	0	No Major Variances.
	6,450	6,450	0	

Revenue Services

Employee	1,014,776	980,768	(34,008)	Two Revenue Officer roles replaced with Apprentices instead resulting in an underspend.
Transport	1,844	2,794	950	Transport costs.
Supplies and Services	183,173	183,773	600	No Major Variances.
Capital Financing	0	30	30	No Major Variances.
Income	(454,130)	(454,130)	0	No Major Variances.
	745,663	713,235	(32,428)	

Benefits Subsidy

Transfer Payments	20,021,089	20,021,089	0	No Major Variances.
Income	(20,021,089)	(19,621,089)	400,000	Forecast shortfall in subsidy largely due to temporary accommodation, offset by reclaimed overpayments.
	0	400,000	400,000	

Non Distributed Costs

Employee	0	0	0	No Major Variances.
	0	0	0	

ICT - Support Services

Employee	1,110,382	1,113,299	2,917	See Note A Below:
Transport	800	750	(50)	No Major Variances.
Supplies and Services	1,018,634	1,027,633	8,999	Increase in computer costs.
Capital Financing	206,587	206,587	0	No Major Variances.
	2,336,403	2,348,269	11,866	

Note A: IT Applications employee costs £5,785 over budget, mainly due to an unbudgeted post being made permanent. IT Web Team £10,985 over budget, 2 posts removed and 3 Fixed term employees made permanent. IT Infrastructure/IT Manager employee costs underspend of (£13,932) forecast in year.

Poppyfields

Premises	3,425	3,425	0	No Major Variances.
Supplies and Services	20,100	20,100	0	No Major Variances.
	23,525	23,525	0	

Property Services

Employee	597,381	595,136	(2,245)	Training underspend.
Premises	2,040	4,771	2,731	Corporate unbudgeted R&M costs.
Transport	29,850	30,007	157	No Major Variances.
Supplies and Services	20,261	17,090	(3,171)	Material purchases.
Capital Financing	16,354	16,354	0	No Major Variances.
Income	0	(282)	(282)	Insurance compensation.
	665,886	663,076	(2,810)	

Estates

Employee	250,040	171,655	(78,385)	Staff vacancies - however this will be partly offset by ESPO contract for consultancy.
Premises	5,840	5,957	117	No Major Variances.
Transport	4,000	1,044	(2,956)	Travelling costs reduced due to uptake on use of Electric Vehicles.
Supplies and Services	25,600	82,573	56,973	ESPO Consultancy Fees.
Capital Salaries	(1,800)	(1,800)	0	No Major Variances.
Income	(2,780)	(5,280)	(2,500)	Additional admin fee income.
	280,900	254,149	(26,751)	

	Updated Budget 2025/26	Full Year Forecast P4 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Admin Buildings				
Premises	561,232	551,971	(9,261)	£5,667 Utilities & £5,000 R&M. (£10,390) Cleaning & (£10,118) NDR.
Supplies and Services	35,764	37,236	1,472	No Major Variances.
Transfer Payments	149,849	167,976	18,127	Increased service charge costs for NNDC share of admin buildings.
Capital Financing	30,487	30,487	0	No Major Variances.
Income	(467,356)	(469,168)	(1,812)	No Major Variances.
	309,976	318,502	8,526	
Corporate Finance				
Employee	581,559	587,388	5,829	Mainly in relation to Staff Training.
Transport	1,044	100	(944)	Lump sum budgeted for but not payable.
Supplies and Services	32,008	81,456	49,448	£36,200 Agency Fees. £8,000 Computer Purchases - Software. £3,942 Subscriptions.
Capital Financing	13,631	13,631	0	No Major Variances.
	628,242	682,575	54,333	
Insurance & Risk Management				
Employee	58,150	57,376	(774)	No Major Variances.
Transport	11,670	11,338	(332)	No Major Variances.
Supplies and Services	154,010	148,223	(5,787)	Public Liability, All Risks and Theft of Contents.
	223,830	216,937	(6,893)	
Internal Audit				
Supplies and Services	90,846	78,147	(12,699)	Audit Fees.
	90,846	78,147	(12,699)	
Playgrounds				
Premises	31,450	31,455	5	No Major Variances.
Supplies and Services	63,237	63,237	0	No Major Variances.
	94,687	94,692	5	
Chalets/Beach Huts				
Premises	37,158	63,768	26,610	Business rates.
Supplies and Services	20,200	19,800	(400)	No Major Variances.
Capital Financing	4,530	4,530	0	No Major Variances.
Income	(332,000)	(332,000)	0	No Major Variances.
	(270,112)	(243,902)	26,210	
Amenity Lighting				
Premises	43,221	50,121	6,900	Repairs and Maintenance.
	43,221	50,121	6,900	
Community Centres				
Premises	11,280	11,420	140	No Major Variances.
Capital Financing	1,460	1,460	0	No Major Variances.
	12,740	12,880	140	
Cromer Pier				
Premises	155,590	165,827	10,237	Repairs and Maintenance.
Supplies and Services	21,000	21,800	800	No Major Variances.
Capital Financing	72,849	72,849	0	No Major Variances.
	249,439	260,476	11,037	
Public Conveniences				
Premises	775,800	735,745	(40,055)	(£27,460) Rent/Hire of Buildings and (£12,718) NDR.
Supplies and Services	41,100	38,600	(2,500)	Materials Purchases.
Transfer Payments	17,224	29,530	12,306	Increased service charge costs for NNDC share of Rocket House.
Capital Financing	139,989	139,989	0	No Major Variances.
	974,113	943,864	(30,249)	
Investment Properties				
Premises	217,342	223,509	6,167	Business rates.
Supplies and Services	2,079	2,079	0	No Major Variances.
Capital Financing	111,696	111,696	0	No Major Variances.
Income	(221,927)	(220,223)	1,704	(£12,306) Increased NNDC Service charge income from Public Conveniences. £14,465 Reduction in rental income.
	109,190	117,061	7,871	
Central Costs				
Employee	35,500	33,604	(1,896)	No Major Variances.
Supplies and Services	15,500	15,500	0	No Major Variances.
	51,000	49,104	(1,896)	
Corporate & Democratic Core				
Employee	437	438	1	No Major Variances.
Transport	100	100	0	No Major Variances.
Supplies and Services	491,415	524,365	32,950	£14,970 Bank Charges, £19,300 Subscriptions and £2,201 Licences offset by (£3,250) Treasury brokerage fees.
Income	0	(69,199)	(69,199)	MHCLG Audit Grant Income.
	491,952	455,704	(36,248)	
AD Finance, Assets and Revenues				
Employee	94,103	89,023	(5,080)	Accrual entered onto the system when invoice paid last year.
Transport	1,219	2,019	800	No Major Variances.
Supplies and Services	160	460	300	No Major Variances.
	95,482	91,502	(3,980)	
Total Finance Assets and Revenues	4,313,733	4,656,291	342,558	

General Fund Budget Monitoring P4 2025/26
Service Delivery Directorate
Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P4 2025/26 £	Variance 2025/26 £	Variance Explanation
Internal Drainage Board Levies				
Premises	576,672	576,672	0	No Major Variances.
Income	0	(49,000)	(49,000)	IDB levies grant from MHCLG.
	576,672	527,672	(49,000)	
Travellers				
Premises	6,959	6,959	0	No Major Variances.
Supplies and Services	57,700	57,700	0	No Major Variances.
Capital Financing	6,104	6,104	0	No Major Variances.
Income	(1,000)	(1,000)	0	No Major Variances.
	69,763	69,763	0	
Public Protection				
Employee	624,367	580,624	(43,743)	Vacant posts - recruited from September 2025.
Transport	13,994	13,994	0	No Major Variances.
Supplies and Services	46,660	70,953	24,293	Agency staffing.
Income	(255,358)	(255,358)	0	No Major Variances.
	429,663	410,213	(19,450)	
Street Signage				
Supplies and Services	10,000	10,000	0	No Major Variances.
	10,000	10,000	0	
Environmental Protection				
Employee	606,094	589,503	(16,591)	Vacant post.
Transport	22,040	22,040	0	No Major Variances.
Supplies and Services	75,720	75,720	0	No Major Variances.
Capital Financing	37,620	37,620	0	No Major Variances.
Income	(41,500)	(41,500)	0	No Major Variances.
	699,974	683,383	(16,591)	
Environmental Contracts				
Employee	386,041	386,041	0	No Major Variances.
Transport	12,444	12,444	0	No Major Variances.
Supplies and Services	1,275	1,275	0	No Major Variances.
	399,760	399,760	0	
Corporate H&S				
Employee	90,573	90,573	0	No Major Variances.
Transport	600	600	0	No Major Variances.
Supplies and Services	2,250	2,250	0	No Major Variances.
Income	(26,500)	(26,500)	0	No Major Variances.
	66,923	66,923	0	
Markets				
Employee	5,458	5,458	0	No Major Variances.
Premises	22,138	22,138	0	No Major Variances.
Supplies and Services	4,150	4,150	0	No Major Variances.
Income	(40,000)	(40,000)	0	No Major Variances.
	(8,254)	(8,254)	0	
Parks & Open Spaces				
Premises	275,240	275,240	0	No Major Variances.
Supplies and Services	66,000	66,000	0	No Major Variances.
Capital Financing	1,368	1,368	0	No Major Variances.
Income	(8,250)	(8,250)	0	No Major Variances.
	334,358	334,358	0	
Foreshore				
Employee	20,129	20,129	0	No Major Variances.
Premises	45,701	45,701	0	No Major Variances.
Transport	700	700	0	No Major Variances.
Supplies and Services	2,300	2,300	0	No Major Variances.
	68,830	68,830	0	
Leisure Complexes				
Premises	141,923	141,923	0	No Major Variances.
Supplies and Services	5,510	5,510	0	No Major Variances.
Capital Financing	587,211	587,211	0	No Major Variances.
Income	(140,256)	(140,256)	0	No Major Variances.
	594,388	594,388	0	
Other Sports				
Premises	11,110	11,110	0	No Major Variances.
Supplies and Services	32,800	32,800	0	No Major Variances.
Income	(8,700)	(8,700)	0	No Major Variances.
	35,210	35,210	0	

General Fund Budget Monitoring P4 2025/26
Service Delivery Directorate
Environmental Health and Leisure

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast P4 2025/26 £	Variance 2025/26 £	Variance Explanation
Recreation Grounds				
Premises	7,200	7,200	0	No Major Variances.
Supplies and Services	7,300	7,300	0	No Major Variances.
Capital Financing	6,046	6,046	0	No Major Variances.
Income	(1,000)	(1,000)	0	No Major Variances.
	19,546	19,546	0	
Pier Pavilion				
Premises	3,000	3,000	0	No Major Variances.
Capital Financing	20,286	20,286	0	No Major Variances.
Income	(10,000)	(10,000)	0	No Major Variances.
	13,286	13,286	0	
Beach Safety				
Premises	2,750	2,750	0	No Major Variances.
Supplies and Services	372,283	372,283	0	No Major Variances.
	375,033	375,033	0	
Woodlands Management				
Employee	194,722	194,722	0	No Major Variances.
Premises	52,831	52,831	0	No Major Variances.
Transport	25,076	25,076	0	No Major Variances.
Supplies and Services	11,450	11,450	0	No Major Variances.
Capital Financing	5,449	5,449	0	No Major Variances.
Income	(69,960)	(69,960)	0	No Major Variances.
	219,568	219,568	0	
Waste Collection And Disposal				
Supplies and Services	6,112,401	6,112,401	0	No Major Variances.
Capital Financing	764,192	764,192	0	No Major Variances.
Income	(4,981,482)	(5,001,482)	(20,000)	(£10,000) Additional fee income from bulky waste collections and a further (£10,000) from collection of arrears for garden bin fees.
	1,895,111	1,875,111	(20,000)	
Cleansing				
Supplies and Services	1,099,500	1,099,500	0	No Major Variances.
Income	(90,400)	(90,400)	0	No Major Variances.
	1,009,100	1,009,100	0	
Leisure				
Employee	179,456	179,456	0	No Major Variances.
Transport	5,332	5,332	0	No Major Variances.
Supplies and Services	27,550	27,550	0	No Major Variances.
	212,338	212,338	0	
Community Safety				
Employee	8,886	8,886	0	No Major Variances.
Transport	500	500	0	No Major Variances.
Supplies and Services	5,000	5,000	0	No Major Variances.
	14,386	14,386	0	
Civil Contingencies				
Employee	89,173	89,173	0	No Major Variances.
Transport	944	944	0	No Major Variances.
Supplies and Services	5,690	5,690	0	No Major Variances.
	95,807	95,807	0	
Ad Environmental & Leisure Svs				
Employee	99,402	99,402	0	No Major Variances.
Transport	1,744	1,744	0	No Major Variances.
Supplies and Services	100	100	0	No Major Variances.
	101,246	101,246	0	
	7,232,708	7,127,667	(105,041)	

General Fund Budget Monitoring P4 2025/26

Service Delivery Directorate

People Services

Subjective Description

	Updated Budget 2025/26	Full Year Forecast 2025/26	Variance 2025/26	Variance Explanation
	£	£	£	
Benefits Administration				
Employee	1,162,567	1,162,567	0	No Major Variances.
Transport	2,832	2,832	0	No Major Variances.
Supplies and Services	56,350	56,350	0	No Major Variances.
Capital Financing	31,700	31,700	0	No Major Variances.
Income	(272,366)	(272,366)	0	No Major Variances.
	981,083	981,083	0	
Homelessness				
Premises	130,594	130,594	0	No Major Variances.
Supplies and Services	949,658	949,658	0	No Major Variances.
Capital Financing	83,963	83,963	0	No Major Variances.
Income	(1,747,767)	(1,747,767)	0	No Major Variances.
	(583,552)	(583,552)	0	
Housing Options				
Employee	826,240	826,240	0	No Major Variances.
Transport	5,000	5,000	0	No Major Variances.
Supplies and Services	4,144	4,144	0	No Major Variances.
	835,384	835,384	0	
Community				
Employee	959,971	959,971	0	No Major Variances.
Transport	15,713	15,713	0	No Major Variances.
Supplies and Services	124,555	124,555	0	No Major Variances.
Capital Financing	0	0	0	No Major Variances.
Capital Salaries	(281,360)	(281,360)	0	No Major Variances.
Income - Capital Salaries	(233,512)	(233,512)	0	No Major Variances.
	585,367	585,367	0	
Ad People Services				
Employee	77,607	77,607	0	No Major Variances.
Transport	1,194	1,194	0	No Major Variances.
Supplies and Services	100	100	0	No Major Variances.
	78,901	78,901	0	
Total People Services	1,897,183	1,897,183	0	

General Fund Budget Monitoring P4 2025/26
Service Delivery Directorate
Planning

Subjective Description	Updated Budget 2025/26 £	Full Year Forecast 2025/26 £	Variance 2025/26 £	Variance Explanation
Development Management				
Employee	1,393,059	1,406,226	13,167	£87,951 Savings not met. £1,554 Pay award. (£59,509) Vacant hours in posts. (£7,222) Pension opt out. (£4,950) Supplement. (£4,707) Vacant post.
Transport	25,880	22,908	(2,972)	(£2,000) Reduced mileage claims due to use of EV vehicles.
Supplies and Services	57,750	74,040	16,290	£30,000 legal fees and compensation. £1,290 Agency Fees. (£10,000) Subscriptions. (£5,000) Professional Fees.
Capital Financing	76,501	76,501	0	No Major Variances.
Income	(1,077,500)	(1,277,500)	(200,000)	Increased income due to large planning sites.
	475,690	302,175	(173,515)	
Planning Policy				
Employee	397,744	372,840	(24,904)	Reduced hours post.
Transport	7,108	6,674	(434)	No Major Variances.
Supplies and Services	117,200	59,200	(58,000)	(£38,000) Local plan spend reserve funded. (£20,000) Professional Fees.
	522,052	438,714	(83,338)	
Conservation, Design & Landscape				
Employee	344,405	339,874	(4,531)	(£5,020) Pension contributions.
Transport	7,909	7,909	0	No Major Variances.
Supplies and Services	31,350	23,850	(7,500)	(£7,500) Contribution not payable.
	383,664	371,633	(12,031)	
Building Control				
Employee	547,287	561,202	13,915	£14,196 Extended trainee costs. (£1,000) Training.
Transport	18,764	18,764	0	No Major Variances.
Supplies and Services	14,270	13,270	(1,000)	Subscriptions.
Income	(517,642)	(480,142)	37,500	Delay in forecast fee income increase.
	62,679	113,094	50,415	
Planning Enforcement Team				
Employee	237,783	237,675	(108)	No Major Variances.
Transport	8,219	6,219	(2,000)	Reduced mileage claims due to use of EV vehicles.
Supplies and Services	4,650	650	(4,000)	(£2,000) Professional Fees. (£2,000) Computer Software.
	250,652	244,544	(6,108)	
Property Information				
Employee	131,690	131,690	0	No Major Variances.
Transport	100	100	0	No Major Variances.
Supplies and Services	97,790	97,790	0	No Major Variances.
Income	(178,450)	(178,450)	0	No Major Variances.
	51,130	51,130	0	
Ad Planning				
Employee	127,004	120,784	(6,220)	(£8,000) Training £1,780 New appointment advertising.
Transport	1,325	1,325	0	No Major Variances.
Support Services	(10,000)	(10,000)	0	No Major Variances.
	118,329	112,109	(6,220)	
Total Planning	1,864,196	1,633,399	(230,797)	
Total Service Delivery	10,994,087	10,658,249	(335,838)	

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Our Greener Future										
Cromer Offices LED Lighting Programme	178,796	172,715	6,081	6,081	0	0	0	0	0	0
Cromer Coast Protection Scheme	19,534,841	18,438,774	1,096,067	1,037,656	58,411	0	0	0	0	0
Coastal Erosion Assistance (Grants)	90,000	76,664	13,336	0	13,336	0	0	0	0	0
Coastal Adaptations (Cliff Protection)	247,493	2,503	244,990	0	244,990	0	0	0	0	0
Mundesley Coastal Management Scheme	8,699,998	7,560,192	1,139,806	715,425	424,382	0	0	0	0	0
Coastal Management Fund	950,000	108,250	591,750	0	591,750	250,000	0	0	0	0
Coastwise	14,609,914	1,213,564	7,248,638	192,947	7,055,692	6,147,712	0	0	0	0
Purchase of Bins	600,000	150,000	178,476	7,942	170,534	150,000	150,000	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0	0
The Reef Solar Carport	596,000	530,820	65,180	0	65,180	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	163,832	236,168	0	236,168	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	1,218	148,782	0	148,782	0	0	0	0	0
Coastal Defences	600,000	150,000	150,000	14,766	135,234	150,000	150,000	0	0	0
Fakenham Sports Centre Decarbonisation	514,300	0	171,400	0	171,400	342,900	0	0	0	0
Waste Vehicles	1,972,750	16,750	1,956,000	0	1,956,000	0	0	0	0	0
			13,279,992	1,968,735	11,305,175	7,040,612	300,000	0	0	0

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Developing Our Communities										
Public Conveniences (Sheringham & North Walsham)	565,514	542,818	22,696	23,555	(859)	0	0	0	0	0
Public Conveniences - Albert Street, Holt	370,000	277,998	92,002	55,734	36,268	0	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,134,000	1,086,033	47,967	0	47,967	0	0	0	0	0
North Walsham 3G Facility	860,000	12,432	847,568	233,741	613,827	0	0	0	0	0
Cromer 3G Football Facility	1,000,000	20,859	979,141	410,839	568,302	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,608,177	252,823	0	252,823	0	0	0	0	0
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0
New Play Area (Sheringham, The Lees)	120,000	48,571	71,429	28,297	43,131	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	11,630,000	539,514	11,090,486	413,203	10,677,284	0	0	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	405,000	388,335	16,665	0	16,665	0	0	0	0	0
Holt Country Park Staff Facilities	93,500	89,497	4,003	0	4,003	0	0	0	0	0
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0
Itteringham Shop Roof Renovation	20,000	0	20,000	0	20,000	0	0	0	0	0
Holt Country Park Septic Tank	30,000	0	30,000	0	30,000	0	0	0	0	0
Public Conveniences Renovation, Holt	50,000	0	50,000	0	50,000	0	0	0	0	0
Holt Eco Learning Space	100,000	0	100,000	0	100,000	0	0	0	0	0
			13,962,003	1,165,369	12,796,634	0	0	0	0	0

Capital Programme - Budget Monitoring 2025/26										
Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Meeting Our Housing Needs										
Disabled Facilities Grants	12,079,040	Annual Programme	2,079,040	155,531	1,923,509	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Compulsory Purchase of Long-Term Empty Properties	930,000	546,165	383,835	0	383,835	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	1,653,373	1,425,212	228,161	0	228,161	0	0	0	0	0
Council Owned Temporary Accommodation	6,246,584	4,762,007	1,484,577	689,401	795,176	0	0	0	0	0
Housing S106 Enabling	2,500,000	1,136,000	1,064,000	300,000	764,000	300,000	0	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	0	340,000	0	0	0	0	0
			5,579,613	1,144,933	4,434,681	2,300,000	2,000,000	2,000,000	2,000,000	2,000,000

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Investing In Our Local Economy And Infrastructure										
Rocket House	1,077,085	224,638	852,447	35,665	816,783	0	0	0	0	0
Property Acquisitions	710,000	9,133	700,868	0	700,868	0	0	0	0	0
Chalet Refurbishment	125,000	72	124,928	0	124,928	0	0	0	0	0
Marrams Building Renovation	50,000	3,487	46,513	0	46,513	0	0	0	0	0
Car Parks Refurbishment	601,000	129,200	411,800	1,249	410,550	60,000	0	0	0	0
Marrams Footpath and Lighting	290,000	52,627	237,373	0	237,373	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	165,351	75,138	90,213	40,172	50,041	0	0	0	0	0
UK Shared Prosperity Fund	474,196	399,403	74,793	0	74,793	0	0	0	0	0
Rural England Prosperity Fund	1,895,110	1,457,851	437,259	400,000	37,259	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	149,214	786	400	386	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	15,053	39,947	0	0	0	0	0
Collectors Cabin Roof	30,000	375	29,625	160	29,465	0	0	0	0	0
Sunken Gardens Improvements, Marrams, Cromer	150,000	0	150,000	0	150,000	0	0	0	0	0
Weybourne Car Park Improvements	20,000	0	20,000	15,000	5,000	0	0	0	0	0
			3,231,603	507,699	2,723,904	60,000	0	0	0	0

Capital Programme - Budget Monitoring 2025/26

Scheme	Scheme Total Approval	Pre 2025/26 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2025/26 £	2025/26 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
A Strong, Responsible And Accountable Council										
User IT Hardware Refresh	300,000	180,000	60,000	2,708	57,292	60,000	0	0	0	0
New Revenues and Benefits System	200,720	0	200,720	0	200,720	0	0	0	0	0
Customer Services C3 Software	23,400	0	23,400	23,375	25	0	0	0	0	0
Property Services Asset Management Database	30,000	0	30,000	0	30,000	0	0	0	0	0
Replacement of Uninterruptible Power Supply	40,000	0	40,000	0	40,000	0	0	0	0	0
			354,120	26,083	328,037	60,000	0	0	0	0

Totals	36,407,331	4,812,819	31,588,431	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000	2,000,000
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2024/25 Capital Programme Financing Table	Budget 2025/26	Actual Expenditure 2025/26	Remaining Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31
Grants	24,903,633	3,686,635	21,216,998	8,147,712	2,000,000	2,000,000	2,000,000	2,000,000
Other Contributions	1,934,000	894,207	1,039,793	300,000	0	0	0	0
Reserves	1,958,006	59,904	1,898,102	278,600	0	0	0	0
Revenue Contribution to Capital (RCCO)	20,000	15,000	5,000	0	0	0	0	0
Capital receipts	2,923,775	70,505	2,853,269	610,000	300,000	0	0	0
Borrowing	4,667,917	92,648	4,575,269	124,300	0	0	0	0
Total	36,407,331	4,818,900	31,588,431	9,460,612	2,300,000	2,000,000	2,000,000	2,000,000

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Reserves Statement Budget Monitoring Period 4 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/24	Outturn Movement 2024/25	Balance 01/04/25	Updated Budgeted Movement 2025/26	Forecast usage P4 2025/26	Forecast Balance 01/04/26 as at P4	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29
		£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,223,322	601,839	2,825,161	(14,706)	(14,706)	2,810,455	0	2,810,455	0	2,810,455	0	2,810,455
Earmarked Reserves:													
Capital Projects	To provide funding for capital developments and purchase of major assets.	484,708	(9,901)	474,807	0	(474,807)	(0)	0	(0)	0	(0)	0	(0)
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	602,375	(174,427)	427,948	0	(134,251)	293,697	0	293,697	0	293,697	0	293,697
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	727,822	0	727,822	(51,567)	(51,567)	676,255	0	676,255	0	676,255	0	676,255
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	145,799	(40,714)	105,085	(19,874)	(19,874)	85,211	0	85,211	0	85,211	0	85,211
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	1,952,000	(268,110)	1,683,890	(18,000)	(18,000)	1,665,890	(18,000)	1,647,890	(18,000)	1,629,890	(18,000)	1,611,890
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	241,534	(22,141)	219,393	0	0	219,393	0	219,393	0	219,393	0	219,393
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	300,491	(131,550)	168,941	0	0	168,941	0	168,941	0	168,941	0	168,941
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	2,221,101	(1,103,678)	1,117,423	(80,000)	(629,388)	488,035	0	488,035	0	488,035	0	488,035
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	178,326	(247)	178,079	0	(34,000)	144,079	0	144,079	0	144,079	0	144,079
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	63,000	60,000	123,000	60,000	60,000	183,000	60,000	243,000	60,000	303,000	60,000	363,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	45,962	(6,078)	39,884	0	0	39,884	0	39,884	0	39,884	0	39,884
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	542,848	125,566	668,414	0	(500,000)	168,414	0	168,414	0	168,414	0	168,414
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	150,000	0	0	150,000	0	150,000	0	150,000	0	150,000
Extended Responsibility Producer	Earmarking of money to be received in relation to packaging, waste collection and disposal costs.	0	0	0	1,616,000	1,616,000	1,616,000	0	1,616,000	0	1,616,000	0	1,616,000
Grants	Revenue Grants received and due to timing issues not used in the year.	2,686,696	32,824	2,719,520	(85,159)	(85,159)	2,634,361	(49,148)	2,585,213	(19,780)	2,565,433	(9,020)	2,556,413

Reserves Statement Budget Monitoring Period 4 2025/26

Reserve	Purpose and Use of Reserve	Balance 01/04/24	Outturn Movement 2024/25	Balance 01/04/25	Updated Budgeted Movement 2025/26	Forecast usage P4 2025/26	Forecast Balance 01/04/26 as at P4	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28	Budgeted Movement 2028/29	Balance 01/04/29
		£	£	£	£	£	£	£	£	£	£	£	£
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	1,422,448	128,893	1,551,341	(56,299)	(284,460)	1,266,881	(57,406)	1,209,475	(58,535)	1,150,940	0	1,150,940
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	472,426	120,593	593,019	0	0	593,019	0	593,019	0	593,019	0	593,019
Land Charges	To mitigate the impact of potential income reductions.	339,152	(89,100)	250,052	0	0	250,052	0	250,052	0	250,052	0	250,052
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	88,914	(36,000)	52,914	(4,579)	(4,579)	48,335	0	48,335	0	48,335	0	48,335
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	457,979	(1,652)	456,327	0	(50,000)	406,327	0	406,327	0	406,327	0	406,327
Net Zero Initiatives	to support the Councils Net Zero programme	471,857	(87,820)	384,037	(300,000)	(21,400)	362,637	(278,600)	84,037	0	84,037	0	84,037
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	146,149	(27,834)	118,315	(83,763)	(45,763)	72,552	0	72,552	0	72,552	0	72,552
Operational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	112,221	(13,340)	98,881	0	0	98,881	0	98,881	0	98,881	0	98,881
Paid Under	To help Coastal Communities adapt to coastal changes.	89,566	0	89,566	0	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	287,926	(9,493)	278,433	46,763	46,763	325,196	50,000	375,196	50,000	425,196	50,000	475,196
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	717,051	(17,303)	699,748	0	(120,705)	579,043	0	579,043	0	579,043	0	579,043
Second Home Premium	To earmark the additional income delivered from the introduction of second Home premium council tax, to be used for affordable housing and homelessness prevention initiatives.	0	0	0	515,337	515,337	515,337	515,337	1,030,674	515,337	1,546,011	515,337	2,061,348
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	300,000	0	300,000	0	0	300,000	0	300,000	0	300,000	0	300,000
Total Reserves		17,471,673	(969,673)	16,502,000	1,524,153	(250,559)	16,251,441	222,183	16,473,624	529,022	17,002,646	598,317	17,600,963

Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P4 Forecast Savings /Income	Variance	Comments
Service Delivery									
Emily Capps	Environmental Health and Leisure Services	Increase Charges for Dog Waste and Litter Bins	NNDC empties litter bins and dog waste bins on behalf of town and parish councils. This is charged per lift, this proposal suggests an increase in charge from 25p to 50p for Dog Bins and 10p to 20p for Litter bins.	I	P	2,905	2,905	0	Price increases applied and budget achieved.
Emily Capps	Environmental Health and Leisure Services	Garden Waste Bins	This additional income is generated by an increase in the charge for the discretionary garden waste service, from £60 per year to £65 for direct debit customers. This benchmarked against neighbouring authorities appears to be a reasonable increase. The income also reflects an increase in customers by a further 200 customers.	I	P	65,809	65,809	0	Price increase applied and budget achieved. Showing a surplus at period 4 due to collection of arrears from prior years.
Emily Capps	Environmental Health and Leisure Services	General Environmental Health Savings	A collection of savings from the Environmental Protection, Public Protection, Environmental Services and Civil Contingencies Budgets. Including training, equipment and professional services.	S	P	23,500	23,500	0	Saving met
Emily Capps	Environmental Health and Leisure Services	Various savings Leisure and Localities	A collection of savings from the following areas: water and sewerage - putting and bowling greens, R & M - Leisure Centres, Fixture and fittings - Foreshore and income from the NN Youth Advisory Board which will contribute to the Countryside Service costs in the coming year.	S	P	42,848	42,848	0	Budgets reduced and current spend is within budget
Emily Capps	Environmental Health and Leisure Services	Sampling Assistant	The Sampling Assistant (Private Water, Shellfish and Dairies) retired in September 2024- rather than fill this vacancy this work can be undertaken by the Environmental Protection Rangers.	S	P	21,950	21,950	0	Sampling Assistant post deleted. Review of Ranger job description now encompasses this work.
Emily Capps	Environmental Health and Leisure Services	Countryside events	Countryside events.	I	P	5,000	5,000	0	Events planned
Emily Capps	Environmental Health and Leisure Services	Reduced out of hours service	Reduced out of hours service.	S	P	4,600	4,600	0	Standby budgets reduced and savings met - now operating an EH callout service only on Fridays, Saturdays, Sundays and Bank Holidays.
Emily Capps	Environmental Health and Leisure Services	Seasonal Foreshore Service	Seasonal Foreshore Service.	S	P	14,950	14,950	0	Post deleted
Karen Hill	People Services	General savings	Early Help & Prevention Service -Misc. savings offered. £500 training, £500 equipment, £200 PPE, £1,000 travel.	S	P	2,200	2,200	0	Budgets reduced and current spend is within budget
Karen Hill	People Services	Misc. Savings - Housing Options	Various budget savings totalling £6,659.	S	P	6,659	6,659	0	Budgets reduced and current spend is within budget
Karen Hill	People Services	Information, Advice and Guidance funding (IAG)	Reduction of funding in IAG budget from £77,323 to £34,000	S	P	54,323	54,323	0	Budgets reduced and current spend is within budget
Karen Hill	People Services	People Services Staffing	Staffing savings as a result of vacancies and reduced working hours. Whilst this is offered as a permanent budget saving there could be the need to review this at a later date, depending on work pressures.	S	P	122,848	122,848	0	Saving met
Karen Hill	People Services	Fixed term contract overheads	Fixed term contract overheads funded from external grant.	S	O	50,000	50,000	0	Saving met

Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P4 Forecast Savings /Income	Variance	Comments
Russell Williams	Planning	Minor reductions in numerous budget lines	Small scale budget reductions across various budget lines.	S	P	22,896	22,896	0	Saving met
Russell Williams	Planning	Building Control Fee Increases	Increase building control fees so that 'controllable budget' position would be cost neutral in 2025/26. This would amount to a 6.2% increase in annual income targets.	I	P	30,142	0	(30,142)	Due to delayed implementation of fee increase.
Russell Williams	Planning	Planning Service Budget Resources Review	Review of budget resources within the planning service area.	S	P	116,951	29,351	(87,600)	Savings made from 2 of the posts but no restructure has been implemented to date and with the AD now leaving, this will depend on the new AD implementing this.
Russell Williams	Planning	New Government Funding for Planning	It isn't yet certain that any such funding will be provided to NNDC - although the Government have announced that £46m will be spend nationally. The figure shown is an estimate of what NNDCs allocation (of the £46m) might be.	I	O	75,000	75,000	0	No income yet but manager is still not sure on this as no funds have been mentioned since. There is a likelihood this may not be received but it is too early to confirm.
Russell Williams	Planning	Nutrient Mitigation Fund	Funding due to reimburse NNDC for the Officer time spent on Nutrient Mitigation Fund work	I	P	10,000	10,000	0	Saving met
Russell Williams	Planning	Disbanding the Planning Policy and Built Heritage Working Party	Disbanding the Planning Policy and Built Heritage Working Party - after the adoption of the current Draft Local Plan	S	P	500	500	0	Saving met
Total Service Delivery						673,081	555,339	(117,742)	
Corporate									
CLT	Corporate/ Car parks	Additional car park income from increased fees and charges	Income from increased fees and charges, with next review to increase fees and charges for the year 2027/28	I	p	600,000	600,000	0	This saving will be achieved and is likely to be a surplus, however, we are predicting that we will be £13,000 under budget due to offsetting Hornbeam Income saving below.
CLT	Corporate / Car parks	Additional car park income from additional car parks	Charging at Hornbeam Road, opportunities for further car parks	I	P	100,000	3,000	(97,000)	Although this is a big variance the overall carpark income is predicted to be £13k under budget.
CLT	Corporate / Car parks	Additional income from Cadogan Road.	Increasing the car parking spaces at Cadogan Road, therefore generating more income.	S	P	33,000	33,000	0	Saving met
CLT	Corporate	Restructure of CDU	Initial discussions have taken place with a member of the team about their position in the Council (at the staff member's request) and a voluntary redundancy package could be offered and the post deleted from the establishment.	S	P	53,512	42,220	(11,292)	Employee left later than savings were calculated at. This also assumes that the redundancy costs are funded from the reserves.

Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P4 Forecast Savings /Income	Variance	Comments
CLT	Corporate	Closure of Cromer Tourist Information Centre	Closure of Cromer Tourist Information Centre	S	P	92,963	73,291	(19,672)	The Info centre closed a month later than planned, so there are additional staffing costs, as well as ongoing maintenance costs while the property sits empty ready for a tenant to take over. This saving could further reduce depending on length of time the building sits empty.
Cara Jordan	Legal Services	Legal Services	Increase income target by £5,000.	I	O	5,000	5,000	0	Saving met
Cara Jordan	Democratic Services	Youth Council	Looking at alternative ways to engage young people and thereby removing the majority of the Youth Council Budget. Need to retain a small fraction of the budget to assist with alternative delivery of Youth engagement.	S	P	9,000	9,000	0	Saving met
Total Corporate						893,475	765,511	(127,964)	
Resources									
Daniel King	IT Web	Training Budget Saving	Halving the training budget for IT-Web will save £2,500 per year.	S	P	2,500	2,500	0	Although these savings have been achieved, there has been growth within the IT Budget in relation to staffing which means overall we are now forecasting an overspend.
Daniel King	IT - Infrastructure	Technical Support Assistant	The IT Infrastructure Team have 1 x Grade 10 Technical Support Assistant post, of which they would be prepared to give up the budget (a total of £33,564). This would not have an impact on the current FTE of the team, and nor would any redundancy costs be incurred.	S	P	32,562	32,562	0	Although these savings have been achieved, there has been growth within the IT Budget in relation to staffing which means overall we are now forecasting an overspend.
Daniel King	IT	Ceasing the software that enable us to access archived files	We currently pay for software to access the files from our old 'm' drives. In 2021 we moved from an old folder structure (which I refer to as the 'm' drive) to the Libraries. I am now proposing we don't need this software (saving of £6k per year).	S	P	5,500	5,500	0	Saving met
Daniel King	ICT Applications	Reduction in EH software costs	Following review of their software components with the Environmental Health department it has been determined the following component delivers minimal efficiency for the outlaid costs: Assure Food Mobile Renewal for 7 users £7,700. The service have confirmed this does not need to be renewed when the current agreement ceases (End Jan 25). The account manager has been made aware of our intentions in this regard.	S	O	7,700	7,700	0	Saving met
Daniel King	ICT Applications	Software Savings	Software savings	S	P	42,000	22,105	(19,895)	Concerto a lot higher than budgeted due to having to integrate to their cloud software.

Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2025/26 Savings /Income Included in Base Budget	2025/26 P4 Forecast Savings /Income	Variance	Comments
Daniel King	Estates	Estates Savings & Income generation	Rental reviews resulting in additional income: 1) Industrial Estate N. Walsham £7,445. 2) North Walsham (The Cedars) £8,679. Expenditure savings: 1) North Walsham (The Cedars) other professional fee budget £5,000 2) Other minor savings totalling £206 within Itteringham cost centres. 3) Consultancy fees within estates reduction in budget of £400.	S/I	P	21,730	11,606	(10,124)	Additional rental income at North Walsham Industrial estate not forecast to be achieved. Cedars rental increase only going to be around £6,000 due to damp issues. £5,000 Other Professional Fee forecast to be achieved. £400 consultancy fees saving forecast to be achieved. £206 Itteringham forecast to be achieved.
Daniel King	Property Services	Reduction of various repairs and maintenance budgets	Reduce R & M budgets on the following; Amenity Lighting - £8,000 Cromer Pier - £10,000 Toilets - £10,000 Car Parks - £10,000	S	P	38,000	23,100	(14,900)	Only £3,100 forecast to be achieved of £8,000 Amenity Lighting saving. £10,000 car park saving forecast to be achieved. £10,000 Cromer Pier forecast not to be achieved. £10,000 Public Conveniences forecast to be achieved.
Daniel King	Property Services	Reductions of various generic budgets	Reduce training budget by £8,000, subscriptions to professional bodies by £600, Consumable purchases by £2,000, PPE by £1,000 and play equipment by £263.	S	P	11,863	11,863	0	Saving met
Daniel King	Public Conveniences	Reduction in various direct cost budgets	Reduction in direct cost budgets.	S	P	40,000	40,000	0	Saving met
Rob Young	Sustainable Growth Coast Protection	Consultancy Fees - General	Reduction in budget for consultancy fees by £20,000 (from £48,000) on the basis that such fees will have to be met by the revenue works budget or from budgets for specific capital projects.	S	P	20,000	20,000	0	Saving met
Rob Young	Sustainable Growth Coastal Management	CPD Training	Reduction in budget for training by £3,000 (from £5,000)	S	P	3,000	3,000	0	Saving met
Rob Young	Sustainable Growth Coast Protection	Computer Software and Licences	Reduction in computer purchases - software - and computer software licences budget (from £2,000)	S	P	2,000	2,000	0	Saving met
Rob Young	Sustainable Growth	Orchestras Live - Grant	It is considered that activities under this grant from 25/26 will no longer need to be supported by this grant.	S	P	3,550	3,550	0	Saving met
Rob Young	Sustainable Growth	Various reductions	Various reductions across budgets including £1,300 on subs to professional bodies, £6,500 in marketing, £1,500 in computer software, £7,500 in marketing north Norfolk subscriptions and £2,000 in generic training.	S	P	18,800	18,800	0	Saving met
Rob Young	Sustainable Growth Housing Strategy	Deletion of Consultancy Fees budget	This is a budget to fund projects to deliver the housing strategy projects. In future, where a project requires resources to deliver, this will need to be made clear in any recommendations to Cabinet and a business case made for any budget .	S	P	10,000	10,000	0	Saving met
Rob Young	Sustainable Growth	Budget Efficiencies	Review of current resources to deliver efficiency savings.	S	P	55,000	0	(55,000)	No changes have been made to date.
Total Resources						314,205	214,286	(99,919)	
						1,880,761	1,535,136	(345,625)	

North Norfolk District Council Treasury Management Q1 Report

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Treasury Management Update

Quarter ended 30th June 2025

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures best practice in accordance with the Code.

1. Economics update

The first quarter of 2025/26 (1st April to 30th June) saw:

- A 0.3% m/m fall in real GDP in April – the first fall since October 2024
 - The 3myy rate of average earnings growth excluding bonuses fall from 5.5% to 5.2% in May
 - Core CPI inflation ease from 3.8% in April to 3.5% in May as temporary Easter-related effects faded
 - The Bank of England cut interest rates from 4.50% to 4.25% in May, holding them steady in June
 - The 10-year gilt yield fluctuate between 4.4% and 4.8%, and end the quarter at 4.50%
- The 0.3% m/m fall in real GDP in April was the first fall since October 2024 and the largest fall since October 2023. This is a significant shift from the 0.7% q/q rise in Q1 2025, probably because of the boosts from net exports and business investment unwinding. The decline in exports was mostly due to a reversal of US tariff front-running with export values to the US falling by 31% m/m after rising 34% in total in the five months to February. April's GDP figures also showed manufacturing output falling by 0.9% m/m along with the domestic economy showing signs of weakness in April. Despite construction output growing by 0.9% m/m, services output declined by 0.4% m/m, reversing all of March's 0.4% m/m rise. This weakness in services likely reflects higher labour costs from April's rise in National Insurance Contributions for employers. May's GDP may have fallen a bit further as the boosts in Q1 continued to unwind. Overall, GDP in Q2 is likely to have flatlined and the economy will probably be hindered by subdued overseas demand and domestic businesses cutting spending following April's increase in taxes. The Bank of England expects growth in 2025 to be around 0.8%.
 - Despite the rise in the composite Purchasing Managers Index (PMI) from 50.3 in May to 50.7 in June, it is still below its level in March, prior to the rise in business taxes and Trump's Liberation Day tariffs. This rise was driven by increases in both the services and manufacturing output balances. Although the services PMI rose from 50.9 to 51.3, that is consistent with non-retail services output growth slowing from 0.5% 3m/3m in April to 0.3% 3m/3m in June.
 - The sharp 2.7% m/m drop back in retail sales volumes in May adds to other evidence that the burst of economic growth in Q1 is over. The weakness was widespread with sales falling in all seven of the major categories. This decline was partly due to the unwinding of the previous boost from April's unusually warm and dry weather, along with inflationary pressures prompting consumers to cut back. The latter would be a more persistent drag on retail spending. Looking ahead, the rise in the GfK measure of consumer confidence from -20 in May to -18 in June is consistent with the annual rate of real retail sales growth accelerating from -1.3% in May to around +0.5%.
 - While the £17.7bn of public sector borrowing in May was higher than the Office of Budget responsibility (OBR) forecast of £17.1bn, borrowing was £2.9bn below the OBR's forecast in the first two months of the 2025/26 fiscal year. The current budget deficit was £12.8bn in May, a touch below the OBR's forecast of £13.0bn. Within that, government spending surprised to

the downside. Central government expenditure was £0.5bn lower than the OBR's forecast in May, leaving it £1.6bn lower in April and May combined. That has been largely driven by debt interest payments, which were £1.1bn below the OBR's forecast in May. But if the rises in gilt yields since the Spring Statement in March are sustained, the OBR will revise up its forecast for debt interest payments in the years ahead. This alone, would knock £1.0bn off the Chancellor's £9.9bn of headroom against her fiscal mandate and the subsequent Government U-turns on benefit and welfare spending and higher borrowing costs may mean upwards of £13bn will need to be raised later in the year to maintain her current buffer. With the gilt market sensitive to significant increases in borrowing, all this means substantial tax rises are looking very likely.

- The weakening in the jobs market is gathering pace. May's 109,000 m/m fall in the PAYE measure of employment was the largest decline (barring the pandemic) since the data began and the seventh in as many months. The monthly change was revised lower in five of the previous seven months too, with April's 33,000 fall revised down to a 55,000 drop. Overall, the payroll measure of employment has now fallen by 276,000 since the announcement of the rise in payroll taxes and the minimum wage in the October Budget. The job vacancies data also portrays a rapidly weakening labour market. The number of job vacancies is now falling a bit faster, dropping from 760,000 in the three months to April to 736,000 in May. Capital Economics' seasonally adjusted measure of single-month vacancies declined sharply from 763,000 in April to 713,000 in May.
- A looser labour market is driving softer wage pressures. The 3myy rate of average earnings growth excluding bonuses fell from 5.5% to 5.2% in May. The rate for the private sector slipped from 5.5% to 5.1%, putting it on track to undershoot the Bank of England's Q2 forecast of 5.2%. And after rising in April as the 6.7% rise in the minimum wage took effect, the timelier PAYE median earnings measure fell back from 6.2% y/y in April to 5.8% in May. Softer wage growth is feeding through to lower services inflation, pointing to a slowdown from 4.7% in May to around 3.0% by the end of the year.
- CPI inflation fell slightly from 3.5% in April to 3.4% in May – close to consensus. The sharp falls in services inflation from 5.4% to 4.7% and in core inflation from 3.8% to 3.5% confirmed that the previous month's jumps partly reflected an Easter-related blip. Services inflation is expected to continue to fall as wage growth slows, supporting a view that CPI inflation will fall close to 2.0% by the start of 2027. An upside risk, however, in the near term is that higher oil/gas and food prices could trigger another bout of second-round effects on wages and inflation expectations, meaning CPI inflation stays above 3.0% for longer and causes the Bank to shift to an even slower rate cutting path. CPI is expected to peak at 3.8% in September.
- The yield on the 10-year gilt moved sideways in the second quarter of 2025. After rising from 4.4% in early April to 4.8% in mid-April following wider global bond market volatility stemming from the "Liberation Day" tariff announcement, gilt yields eased back as trade tensions began to de-escalate. By the end of April, the 10-year gilt yield had returned to 4.4%. In May, concerns about stickier inflation and shifting expectations about the path for interest rates led to another rise, with the 10-year gilt yield fluctuating between 4.6% and 4.75% for most of May. Thereafter, as trade tensions continued to ease and markets increasingly began to price in looser monetary policy, the 10-year yield edged lower, and ended Q2 at 4.50%. We expect this trend to continue over the next year. However, it is more difficult to be confident that the longer part of the curve will also see falls in yields, although that is still our central case, as that part of the curve is increasingly held by transient investors, such as foreign investors and hedge funds. Pension funds and insurance companies have more appetite in the short to medium part of the curve nowadays.
- The FTSE 100 fell sharply following the "Liberation Day" tariff announcement, dropping by more than 10% in the first week of April - from 8,634 on 1st April to 7,702 on 7th April. However,

the de-escalation of the trade war coupled with strong corporate earnings led to a rapid rebound starting in late April. As a result, the FTSE 100 closed Q2 at 8,761, around 2% higher than its value at the end of Q1 and more than 7% above its level at the start of 2025.

MPC meetings: 8th May & 19th June 2025

- There were two Monetary Policy Committee (MPC) meetings this quarter. In May, the Committee cut Bank Rate from 4.50% to 4.25%, while in June policy was left unchanged. In June's vote, three MPC members (Dhingra, Ramsden and Taylor) voted for an immediate cut to 4.00%, citing loosening labour market conditions. The other six members were more cautious, as they highlighted the need to monitor for "signs of weak demand", "supply-side constraints" and higher "inflation expectations", mainly from food prices rising. By repeating the well-used phrase "gradual and careful", the MPC continued to suggest that rates will be reduced further.
- At the start of June, amid escalating tensions between Israel and Iran, oil prices surged to over \$75 per barrel. However, following a ceasefire agreement near the end of the month, oil prices eased back to levels prior to the conflict. Given the drop back in energy prices and the relatively muted reaction to fears of a ceasefire violation, along with a large drop in the services PMI output prices balance, our central view is that once inflation begins to trend downwards in the final months of 2025, Bank Rate reductions can begin again from November (pause in August as inflation remains close to its peak), falling to a low of 3.5% in May 2026. However, if the conflict in the Middle East were to result in higher energy prices and/or domestic inflationary pressures grow stronger, there is a risk the Bank of England may skip cutting rates further.

2. Interest rate forecasts

The Council has appointed MUFG Corporate Markets as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps).

The latest forecast was provided on 10th February:

MUFG Corporate Markets Interest Rate View 10.02.25													
	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
BANK RATE	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.50	4.30	4.30	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.50	3.50	3.50
6 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.60
5 yr PWLB	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.40	4.30	4.20	4.20	4.10	4.00
10 yr PWLB	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.50	4.50	4.40	4.40
25 yr PWLB	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10	5.00	5.00	4.90	4.90	4.80
50 yr PWLB	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.60	4.50

- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- The MUFG Corporate Markets forecast for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.

The forecast has proved robust over the period since February, setting out a central view that short and long-dated interest rates will start to fall once it is evident that the Bank of England has been successful in squeezing excess inflation out of the economy, despite a backdrop of stubborn inflationary factors. Nonetheless, the longer dated part of the forecast also reflects the increased level of Government borrowing over the term of the current Parliament and the weakness in the public

finances, with the Government struggling to deliver on the efficiencies detailed on the 30th of October Budget.

Moreover, there is still on-going debate as to when, and if, the Government's policies will lead to a material uptick in growth given their reliance on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

Overall, our central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. We forecast the next reduction in Bank Rate to be made in November and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November). Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data releases in the coming months.

International factors could also impact the prospect for longer dated gilt yield falls. President Trump's "big, beautiful bill" has successfully made its way through the House of Representatives in July and given that it will signal a continued large budget deficit position in the US finances, any uptick in Treasury yields will likely impact other developed economies markets too. There will also be a keen focus on whether US-driven tariff policies result in upward pressures on inflation.

3. Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2025/26, which includes the Annual Investment Strategy, was approved by the Council on the 19th of February 2025. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council's risk appetite. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, there is a benefit to seeking out value available in periods up to 12 months with high credit rated financial institutions, using the MUFG Corporate Markets suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information

As shown by the charts below and the interest rate forecasts in section 2, investment rates have started to taper downwards during the first quarter of 2025/26 and are expected to fall back further if inflation falls through 2025 and 2026 and the MPC loosens monetary policy more substantially.

Creditworthiness

There have been few changes to credit ratings over the quarter under review. However, officers continue to closely monitor these, and other measures of creditworthiness to ensure that only appropriate counterparties are considered for investment purposes.

Investment counterparty criteria

The current investment counterparty criteria selection approved in the TMSS, is meeting the requirement of the treasury management function.

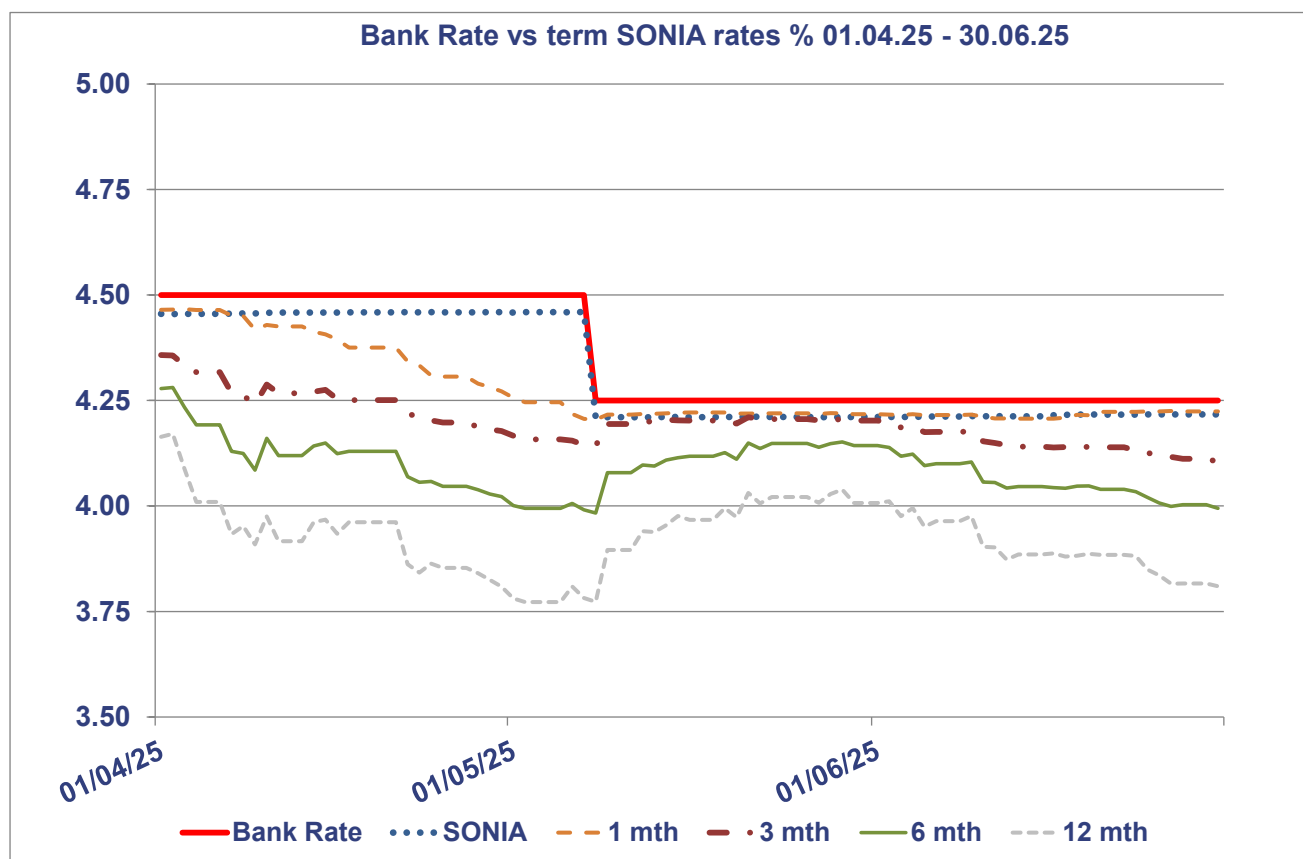
CDS prices

For UK and international banks, these have remained low, and prices are not misaligned with other creditworthiness indicators, such as credit ratings. Nevertheless, it remains important to undertake continual monitoring of all aspects of risk and return.

Investment balances

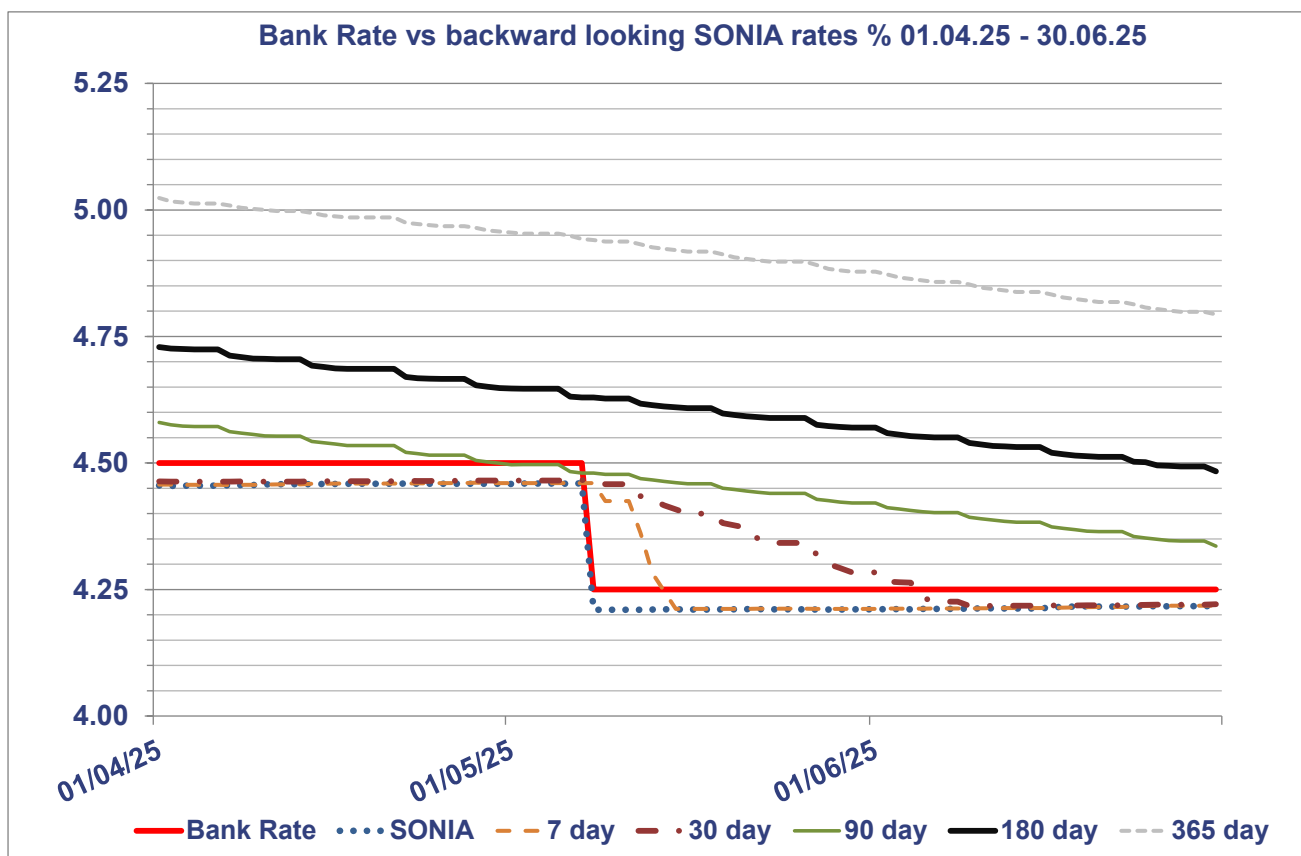
The average level of funds available for investment purposes during the quarter was **£12.142m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council holds **£20.000m** core cash balances for investment purposes (i.e., funds available for more than one year).

Investment performance year to date as of end-June 2025



FINANCIAL YEAR TO QUARTER ENDED 30/06/2025

	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	4.50	4.46	4.47	4.36	4.28	4.17
High Date	01/04/2025	07/05/2025	03/04/2025	01/04/2025	02/04/2025	02/04/2025
Low	4.25	4.21	4.20	4.10	3.98	3.77
Low Date	08/05/2025	08/05/2025	08/05/2025	30/06/2025	08/05/2025	02/05/2025
Average	4.35	4.31	4.28	4.20	4.09	3.92
Spread	0.25	0.25	0.26	0.25	0.30	0.40



FINANCIAL YEAR TO QUARTER ENDED 30/06/2025							
	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	4.50	4.46	4.46	4.47	4.58	4.73	5.02
High Date	01/04/2025	07/05/2025	28/04/2025	06/05/2025	01/04/2025	01/04/2025	01/04/2025
Low	4.25	4.21	4.21	4.22	4.34	4.48	4.79
Low Date	08/05/2025	08/05/2025	15/05/2025	09/06/2025	30/06/2025	30/06/2025	30/06/2025
Average	4.35	4.31	4.33	4.36	4.46	4.61	4.91
Spread	0.25	0.25	0.25	0.25	0.24	0.25	0.23

As illustrated, the Council outperformed the average benchmark by of **4.35 bps** with an **average interest rate achieved of 4.92 bps**. The Council's budgeted investment return for 2025/26 is **£1.418m**. Performance as at the end of Q1 is in line with the budget; a total income of £0.361m has been received against a budget of £0.337m (**£0.024m** above budget).

Fund investments

- Money Market Funds (MMFs)
- Pooled Funds
- Housing Association Loans

Previously the Council had to retain a treasury management reserve equal to the fair value loss of its pooled funds' investments (IFRS 9). It was announced at the end of the last financial year that the statutory override is now permanent, and the Council no longer needs to retain a reserve amount specifically to cover the unrealised losses in fair value. However, this report notes that the override does not apply to any new long-term investments, so any new investments will need to have a more significant fair value consideration. At the time, the treasury is not proposing any new long-term investments be made as cash balances are not constantly above day-to-day requirements.

Approved limits

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 30th June 2025.

4. Borrowing

Due to the overall financial position and the underlying need to borrow for capital purposes (the Capital Financing Requirement - CFR), new external borrowing of **£5.000m** was undertaken on the **1st of May 2025** from the PWLB / Market at a rate of **4.59%**.

The purpose of this loan was to renew the prior loan of £5.000m from the PWLB which expired on the 28th of April 2025 as this cash balance is still forecasted to be required by the Council over the 2025/26 financial year. The prior loan was secured for one year only to take advantage of expected future reduced interest rates, which was successful as the former loan rate was 5.39%. The short termism approach to loan duration has been repeated with the current PWLB loan as forecasts expect interest rates to continue to fall.

PWLB maturity Certainty Rates 1st April to 30th June 2025

Heading into the second quarter of 2025/26 markets seem to be comfortable with a central case of gradual monetary policy easing, leading to Bank Rate and gilt yields out to c10 years trending downwards. That part of the curve has broadly acted in line with our forecasts, unchanged since February.

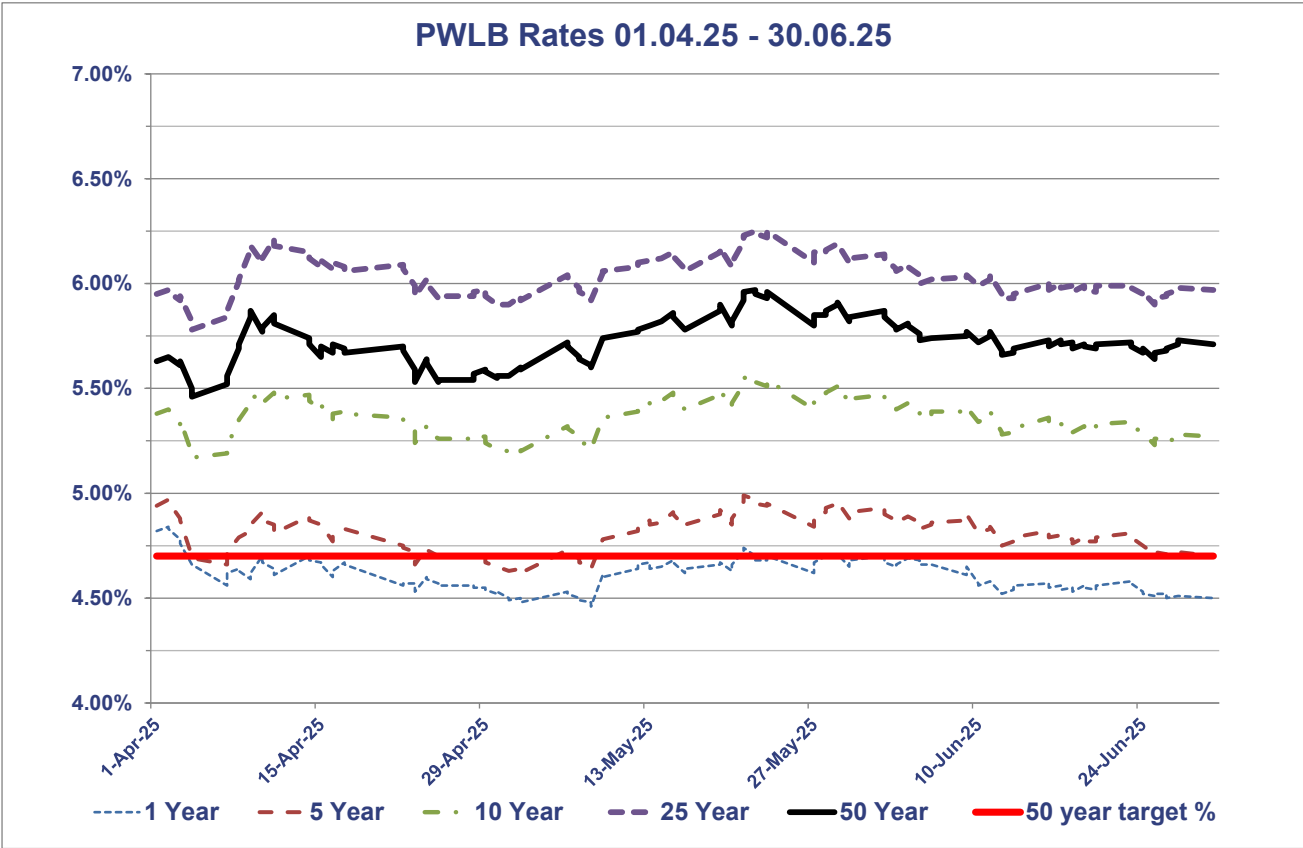
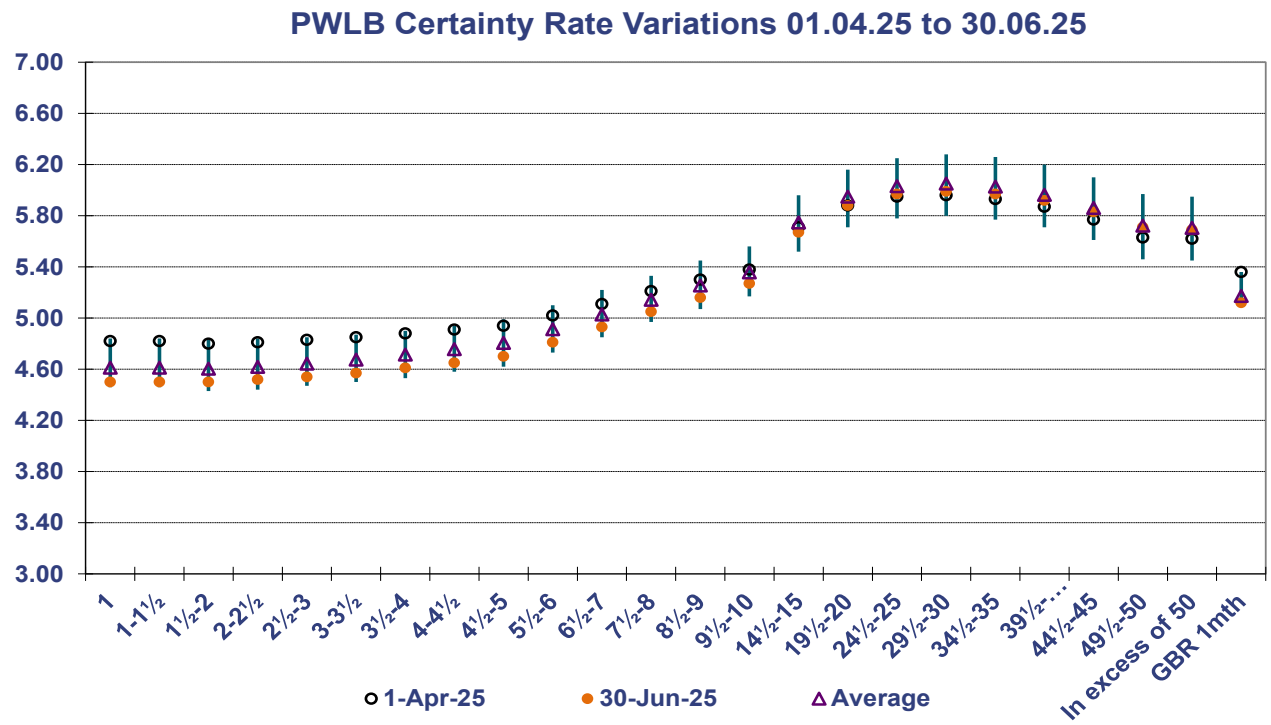
However, the Government's difficulty in convincing the market that it can work within its self-imposed fiscal parameters has meant there has continued to be a somewhat fragile confidence in the medium to longer dated part of the curve. The worst of this sentiment was reflected on 21st May, but as recently as the first week of July has provided a reminder that markets will be quick to sell-off if they feel there is anything to prejudice the Chancellor's stated aim of not raising the headline tax rates nor boost borrowing to greater than has already been reported. The markets have also indicated that they would prefer Chancellor Reeves to stay in post even if the fiscal landscape has deteriorated since the Autumn.

The Bank of England has remained cautious in stating that any Bank Rate cuts must be undertaken gradually, and the inflation outlook remains a little opaque with the CPI measure of inflation not expected to peak until September (possibly 3.8%) before falling back towards 2% by the start of 2027. Annual wage increases also remain at 5% y/y, even though the seasonally adjusted job vacancies number has fallen to 712k. Nonetheless, both the 5-year and, albeit to a lesser extent, 10-year PWLB Certainty Rates have trended lower through the quarter.

Further out, however, rates have either finished close to their starting point for the quarter, if not a little higher. It remains problematic that historic buyers of longer-dated gilts – pension funds and insurance companies – have preferred the shorter-dated maturities of late, whilst there is anecdotal evidence that both foreign investors and hedge funds, who are not natural long-term holders of long-dated debt gilt issuance, as a rule, may be more active in this part of the market currently than has previously been the case. Their presence, arguably, adds even greater volatility to the equation. Consequently, in consideration of all these factors together, any signs of public finance weakness could put an even greater upward pressure on medium and longer dated gilts and, therein, PWLB rates.

Additionally, US Treasury yields have also remained elevated because markets are unclear as to the relative impact of President Trump's tariffs, deportation and tax-cutting policies. Given the effect US markets have globally, this is another contributing factor to the stubbornness of medium to long-dated gilt yields to fall back.

PWLB RATES 01.04.25 - 30.06.25



HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.25 – 30.06.25

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2025	4.82%	4.94%	5.38%	5.95%	5.63%
30/06/2025	4.50%	4.70%	5.27%	5.97%	5.71%
Low	4.46%	4.62%	5.17%	5.78%	5.46%
Low date	08/05/2025	02/05/2025	02/05/2025	04/04/2025	04/04/2025
High	4.84%	4.99%	5.56%	6.25%	5.97%
High date	02/04/2025	21/05/2025	21/05/2025	21/05/2025	22/05/2025
Average	4.61%	4.81%	5.36%	6.03%	5.72%
Spread	0.38%	0.37%	0.39%	0.47%	0.51%

5. Compliance with Treasury and Prudential Limits

The prudential and treasury Indicators are shown in Appendix 1.

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the quarter ended 30th June 2025, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2025/26. No difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

i. Changes in risk appetite

The 2021 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite e.g., for moving surplus cash into or out of certain types of investment funds or other types of investment instruments, this change in risk appetite and policy should be brought to members' attention in treasury management update reports.

ii. Sovereign limits

The Council maintains a minimum sovereign rating of AA- for any investment.

iii. Sources of borrowing

The Council will borrow short-term through the local authority brokerage market (borrowing from other government bodies only to prevent default). For any long-term borrowing, the central government PWLB will be used.

Recommendations

The Scrutiny/Audit Committee is asked to recommend the following to the full Council:

- Note the report and approve the treasury activity to date.

APPENDIX 1: Prudential and Treasury Indicators for 2025-26 as of 30th June 2025

Treasury Indicators	2025/26 Budget £'000	30.06.25 Actual £'000
Authorised limit for external debt	40.000	40.000
Operational boundary for external debt	30.000	30.000
Gross external debt	5.000	5.000
Investments	29.463	29.090
Net borrowing	6.300	5.000
Maturity structure of fixed rate borrowing - upper and lower limits:		
Under 12 months	20.000	20.000
12 months to 50 years	28.800	28.800

Prudential Indicators	2025/26 Budget £'000	30.06.25 Actual £'000
Capital expenditure *	35.490	3.210
Capital Financing Requirement (CFR)	20.834	17.561
Annual change in CFR	3.289	0.017
In year borrowing requirement	3.289	0.017
Ratio of financing costs to net revenue stream	0.027	0.030

Interest rate exposures for borrowing

The Council opted to renew its £5m PWLB loan in May 2025, this is primarily to significantly reduce the risk of interest rate exposure to the authority, following the adverse trends in higher interest rates over 2023/24 and 2024/25. This has allowed the Council to set a suitable borrowing budget with a higher level of security on the forecasted year-end position.

TM update reports

As at the end of June 2025, no significant capital projects have been cancelled or included in the Council's Capital Programme 2025-26.

APPENDIX 2: Investment Portfolio

Investments held as of 30th June 2025 compared to our counterparty list:

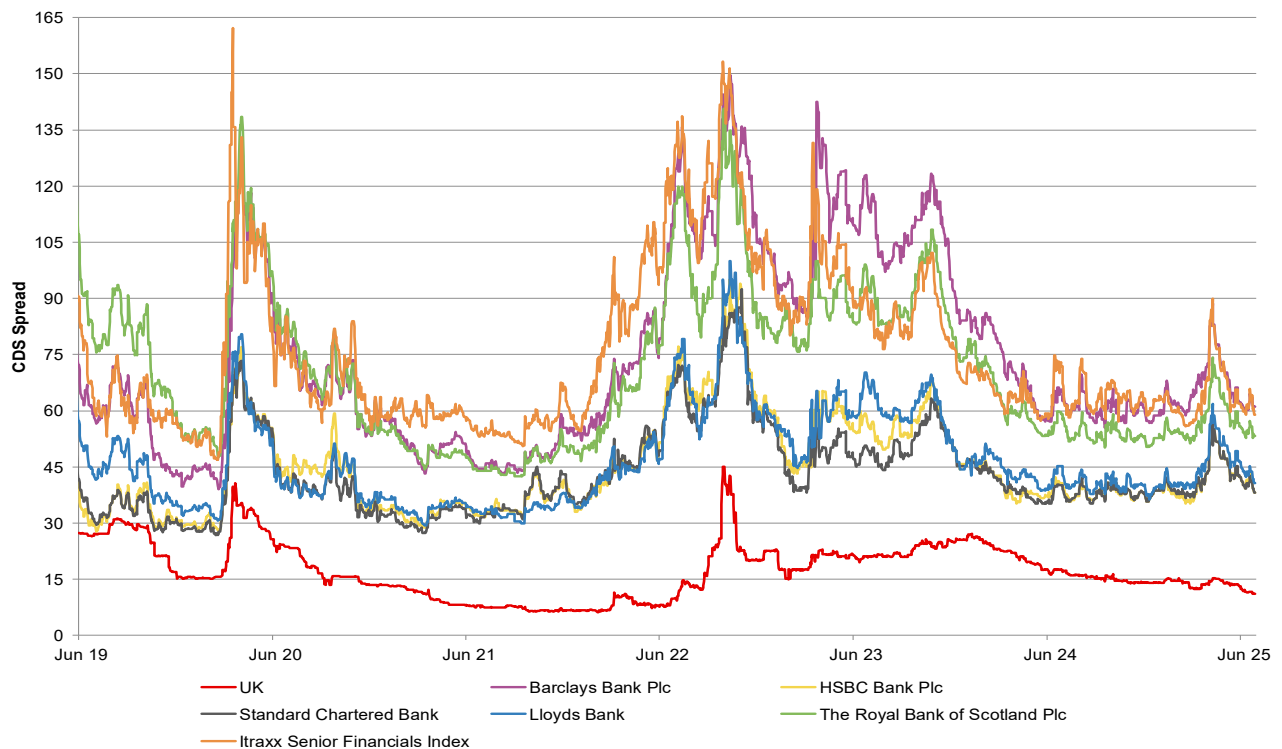
North Norfolk District Council

Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default	Expected Credit Loss (£)
MMF Aberdeen Standard Investments	2,050,000	4.29%		MMF	AAAm		
MMF BlackRock	2,127,282	4.27%		MMF	AAAm		
MMF Federated Investors (UK)	3,200,000	4.31%		MMF	AAAm		
Borrower - Funds	Principal (£)	Interest Rate	Start Date	Maturity Date			
CCLA - LAMIT (Local Authorities Mutual Investment Trus	5,000,000	7.20%	31/03/2013				
M&G Securities - UK Income Distribution Fund (Extra Inc	2,000,000	11.31%	24/02/2017				
Ninety One - Diversified Income Fund (Multi Asset)	3,000,000	7.35%	01/03/2017				
Schroder - Income Maximiser Fund (Equity)	2,000,000	18.71%	27/02/2017				
Threadneedle - Strategic Bond Fund	3,000,000	6.08%	15/03/2017				
M&G Securities - Strategic Corporate Bond Fund	2,000,000	4.85%	10/08/2017				
Aegon Asset Management - Diversified Income Fund	3,000,000	7.51%	30/11/2018				
Total Investments	£27,377,282	7.31%				-	-
Total Investments - excluding Funds	£7,377,282	4.29%				-	-
Total Investments - Funds Only	£20,000,000	8.43%					

UK Banks 5 Year Senior Debt CDS Spreads as of 30th June 2025

This is a graph which shows the assessment of creditworthiness risk of key banks. The cost of insuring against default is shown in basis points down the left- hand axis. Credit risk has reduced markedly in recent weeks. The cost of insuring against the prospect of default is still low in historic terms. (The chart below shows the cost in basis points of ensuring against the prospect of default on 5 year “paper” issued by major UK banks v the ITRAXX Senior Financials Index.)



APPENDIX 3: Approved countries for investments as of 30th June 2025

Based on lowest available rating:

AAA

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

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Qatar

AA-

- France
- **U.K.**

A+

- Belgium*

*Please note that Belgium had its Fitch sovereign rating lowered to A+ from AA- on 13th June. However, it is still rated Aa3 {AA- equivalent} by Moody's and AA by Standard & Poor's, thus meets the minimum "AA-" criteria applied by the Council.

Extension of the Processing of Co-mingled Recyclables	
Executive Summary	<p>Proposal for extending the contract for the processing of co-mingled recyclables collected within North Norfolk and the wider county of Norfolk.</p> <p>The following proposal outlines the options which have been reviewed and the recommended option to minimise impacts to the current service provided to residents and businesses within North Norfolk.</p>
Options considered	<p><u>Option 1: Not extending the contract.</u> This was a high-risk position with the council having to go to the market at a time of high uncertainty. The council would have to absorb greater risk through the price of the service. The council would have to meet the costs of the procurement and deal with the impacts of an extensive process which can last over a number of years.</p> <p><u>Option 2: Extending the contract to 2030.</u> This provides for a continuing service with the opportunity to consider investment on a business case model, including plastic film and automation through artificial intelligence supported material sorting and picking.</p> <p><u>Option 3: Extending the contract to 2032.</u> This provides greater time for investment but is beyond the key dates for the other sectors of the business in its SLA's with Norfolk County Council for waste related services and beyond Local Government Reorganisation.</p>
Consultation(s)	Consultation has taken place with the 6 WCAs who are part of the Shareholder Agreement with NEWS Ltd and the Norfolk Waste Partnership Board.
Recommendations	<ol style="list-style-type: none"> 1. The extension of the Processing of Co-mingled Dry Recyclables contract (the Contract) with NEWS Ltd through to 31st March 2030 on its current terms is agreed. 2. Extending the scope of the services provided by NEWS Ltd to under the Contract from the year 2026/7 to comply with the change in law introducing Simpler Recycling and Extended Producer Responsibility requirements is agreed conditional on such changes being approved in accordance with the Shareholder Agreement with NEWS Ltd.
Reasons for recommendations	<p>Reasons for recommendation:</p> <ul style="list-style-type: none"> - To ensure a continuation of the current JV through the period of local government reorganisation to provide consistent recycling services to residents of Norfolk and North Norfolk - High risk for the council to undertake a procurement exercise at a time of high uncertainty due to material mix in the recycling system

	associated with Deposit Return Scheme and associated price uncertainty
Background papers	N/A

Wards affected	All wards within North Norfolk
Cabinet member(s)	Cllr Callum Ringer
Contact Officer	Jemma Alston, Contracts and Waste Services Manager Jemma.alston@north-norfolk.gov.uk 01263 516341

Links to key documents:	
Corporate Plan:	Our Greener Future
Medium Term Financial Strategy (MTFS)	Wider Implications relating to the profit share of the MRF facility and the income shared with NNDC.
Council Policies & Strategies	

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	Is the item exempt, if so, state why.
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

The purpose of this report is to outline the proposal for extending the contract for the processing of co-mingled recyclables, and gain approval from the cabinet for the recommended option to extend.

2. Introduction & Background

The contract for processing of co-mingled recyclables is with Norse Environmental Services Ltd (NEWS), a Joint Venture Company (JVC) in conjunction with Norse Commercial Services Ltd and the seven Waste Collection Authorities (WCAs) within Norfolk. Norfolk County Council is a signatory to the contract but are not a direct shareholder.

The contract has been in place since 2013 and was extended in 2021, by all authorities, to 30th September 2027. It is proposed to use the ability to extend further the provision of services to 31st March 2030. The company is owned by local authorities and operates under its control as if it were by extension a part of the councils.

This provides the ability to use Norse Environmental Waste Services (NEWS) for services without further procurement. Market positions are currently uncertain due to recent changes in law on Simpler Recycling, Deposit Return Schemes and Extended Producer Responsibility. If an external procurement were undertaken, it is considered that material risks and price risk would lead to a less favourable position for the council.

3. Proposals and Options

The following options have been considered for this contract:

- 3.1 Option 1: Not extending the contract. This was a high-risk position with the council having to go to the market at a time of high uncertainty. The council would have to absorb greater risk through the price of the service. The council would have to meet the costs of the procurement and deal with the impacts of an extensive process which can last over a number of years.
- 3.2 Option 2: Extending the contract to 2030. This provides for a continuing service with the opportunity to consider investment on a business case model, including plastic film and automation through artificial intelligence supported material sorting and picking.
- 3.3 Option 3: Extending the contract to 2032. This provides greater time for investment but is beyond the key dates for the other sectors of the business in its SLA's with Norfolk County Council for waste related services and beyond Local Government Reorganisation.
- 3.4 Proposal: Option2: The current arrangements for the processing of co-mingled dry recycling through the arrangements with the JVC on existing terms extending until the 31st March 2030 provides stability and consistency pre and post Local Government Reorganisation.

4. Corporate Priorities

This proposal is not linked to corporate priorities, but it will enable the councils to be processed into individual materials and grades within Norfolk, before going for recycling at their end destination.

5. Financial and Resource Implications

5.1 Financial Implications: There are no financial implications as a result of this proposal in the current year, and any changes would need to be built into future years. The financial implications of the changes necessary to comply with Simpler Recycling cannot be assessed at this time and will be subject to budget approval in accordance with the council's processes. Any decision would be subject to Call-in arrangements and the proposed decision published.

5.2 Resource Implications: There are no resource implications because of this proposal.

Comments from the S151 Officer:

There are no immediate financial implications from this proposal. Future costs arising from changes such as Simpler Recycling and Extended Producer Responsibility cannot yet be quantified and will be considered through the Council's budget and MTFS processes. The extension provides stability in a volatile market and is a prudent approach at this stage.

6. Legal Implications

There are no legal implications with this proposal

Comments from the Monitoring Officer

The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.

No specific legal implications are raised at this time. Extension of a contract under the current Joint Venture arrangement is proposed in the report to maintain consistent recycling services as we enter local government reorganisation.

7. Risks

The main risk for this proposal is if the council choose not to make this award. It would require the council to undertake a procurement exercise at a time of high uncertainty due to material mix in the recycling system associated with the Deposit Return Scheme and associated price uncertainty.

Material prices for sorted and sold recyclables is highly volatile due to economic uncertainty and wider global impacts such as wars and the impacts from these on virgin material production.

This could lead to the council paying higher costs for the service. Through the operation of the JVC the council has had more significant influence on the operation of the service which can manage risk more appropriately in conjunction with our partners

8. Net ZeroTarget

The MRF contract ensures that materials are separate, sorted and recycled in an appropriate way. The contract ensures that materials are sent to sustainable market streams.

9. Equality, Diversity & Inclusion

There are no equality, diversity or inclusion impacts from this proposal

10. Community Safety issues

There are no community safety issues from this proposal

11. Conclusion and Recommendations

The recommendation would be for the extension to 31st March 2030 to be approved to ensure a continuation of the current JV through the period of local government reorganisation to provide consistent recycling services to residents of Norfolk and North Norfolk, and to remove the high risk of undertaking a procurement for this service at this point of uncertainty within the material markets.

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Provision of Kitchen Caddy Liners to Support Food Waste Service Rollout	
Executive Summary	<p>The Council must introduce a separate weekly food waste collection service for all households by 31 March 2026 in line with the Government's Simpler Recycling agenda. North Norfolk has secured DEFRA funding to procure the required containers and vehicles and is progressing service implementation.</p> <p>A key policy question remains whether the launch of the new service should be supported by the provision of kitchen caddy liners to residents. This report sets the background, outlines options, and seeks Cabinet's guidance.</p>
Options considered	<p><u>Option 1: Provide a single roll of 26 bags per household as a starter kit only.</u> This option will be a one-off distribution at service launch and will support households in adapting to the new service. There will be limited cost exposure to the council with no ongoing commitment.</p> <p><u>Option 2: Provide ongoing provision of caddy liners to households.</u> This option provides a regular supply to householders, with programmed top up deliveries to depot every 3 months. Higher reoccurring cost to the council, likely benefits for participation and an element of contamination control.</p> <p><u>Option 3: No provision of caddy liners to householders.</u> Householders are advised on liners they can use, and they supply their own liners, in line with the specification advised to the council by the food waste end processor. There will be no direct cost to the council, there may be a potential risk to participation.</p>
Consultation(s)	<p>Internal consultation: Environmental Services, Contractor, Portfolio Holder, Finance and Communications</p> <p>External has not yet been undertaken; this can be integrated into service launch engagement</p>
Recommendations	<ol style="list-style-type: none"> 1. The Cabinet notes the contents of the report. 2. Cabinet provides direction on whether the Council will: <ul style="list-style-type: none"> - Provide a starter roll of 26 bags per household (Option 1); - Provide ongoing liner supplies (Option 2); or, - Provide no liners (Option 3).
Reasons for recommendations	<p>Providing a clear direction will allow for the future planning of the service and the procurement of services.</p>
Background papers	<p>Corporate Plan 2023–27: Our Greener Future.</p>

	Annual Action Plans 2024–25 and 2025–26. DEFRA funding allocations (2024/25). Cabinet decision authorising procurement (May 2025).
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Wards affected	All wards within North Norfolk
Cabinet member(s)	Cllr Callum Ringer
Contact Officer	Jemma Alston, Contracts and Waste Services Manager Jemma.alston@north-norfolk.gov.uk 01263 516341

Links to key documents:	
Corporate Plan:	Our Greener Future
Medium Term Financial Strategy (MTFS)	
Council Policies & Strategies	

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	
Details of any previous decision(s) on this matter	None

1. Purpose of the report

The purpose of this report is to seek guidance from the Cabinet on whether the launch of the new mandatory weekly food waste collection service should be supported by the provision of kitchen caddy liners to residents

2. Introduction & Background

The Government's Simpler Recycling requires all English councils to introduce separate weekly household food waste collections by 31st March 2026. The councils Corporate Plan 2023–27 includes a strategic aim to maximise recycling and reduce waste, highlighting the introduction of food waste collections for every household. The Annual Action Plan 2024–25 set a target to develop a business case by March 2025 for launching food waste collections in 2025/26, and the plan commits to launching the service in 2025/26.

The service design is for each household to receive a 7L internal caddy and a 23L external caddy, larger containers for flats/communal housing

DEFRA funding allocations for mandatory food waste collections includes £1,097,527 (Jan 2024) for caddies, bins and vehicles, plus £358,867.50 (Mar 2025) for project management, procurement and communications; a total of £1.956m requested to the 2025/26 capital programme. Cabinet authorised procurement of 14 specialist collection vehicles in May 2025.

WRAP's Household Food Waste Collection Guide states that delivering materials to households can increase food waste participation, notably a 'package' including a roll of caddy liners accompanies communications. In 2024/25 WRAP updates and case studies reinforced the value of starter packs and participation monitoring to inform future interventions.

The technology for processing the food waste is Anaerobic Digestion (AD), at a commercial scale and includes de-packaging equipment and shredders to produce feed stock from household and commercial food waste collections. The way the food waste is presented is not dependant on the food waste being presented in a particular way.

AD provides an opportunity to increase the accessibility of the service to residents by allowing food waste to be presented in a number of ways, including compostable liners, plastic bags, paper bags, newspapers or loose in the outdoor caddy. The ready availability of inexpensive or no cost, options for food waste containment means that the initial reason for the supply of caddy liners, at cost, by the council is potentially redundant as a service need.

3. Proposals and Options

The following options have been considered for this contract:

- 3.1 Option 1: Provide a single roll of 26 bags per household as a starter kit only. This option will be a one-off distribution at service launch and will support households in adapting to the new service.
There will be limited cost exposure to the council with no ongoing commitment.
- 3.2 Option 2: Provide ongoing provision of caddy liners to households. This option provides a regular supply to householders, with programmed top up deliveries to depot every 3 months. Higher reoccurring cost to the council, likely benefits for participation and an element of contamination control.
- 3.3 Option 3: No provision of caddy liners to householders. Householders are advised on liners they can use, and they supply their own liners, in line with the specification advised to the council by the food waste end processor.
There will be no direct cost to the council, there may be a potential risk to participation.
- 3.4 Proposal: Although the council would need to find the funding, Option 1 would be the proposal for caddy liners, supported by appropriate communications.

4. Corporate Priorities

This proposal supports the Corporate Plan 2023 – 27 aim to maximise recycling and reduce waste, introducing new streams such as food waste collections for every household

5. Financial and Resource Implications

5.1 Financial Implications:

Three quotes were obtained via suppliers on ESPO framework for the purpose of costing this proposal. A range has been provided below next to each option:

Option 1: Provide a single roll of 26 bags per household as a starter kit only:

£10,300.00 - £24,300.00 for one bag per household to be provided.

Option 2: Provide ongoing provision of caddy liners to households

The pricing for this option includes a full out to all households at the beginning of the service (year 1) and then an ongoing cost in order to maintain stock of 5,000 bags every 3 months, for households to request.

Year 1: £13,913.90 - £33,212.66

Year 2 onwards: £3,614.00 - £9,011.60

Option 3: No provision of caddy liners to householders

No direct cost to the council with this option

There is no specific funding from DEFRA identified for liner provision, costs would therefore fall to the Council if Option 1 or 2 are chosen.

5.2 Resource Implications: Resource implications, if option 1 or 2 is chosen include procurement, distribution (or top-up systems), communications, and contract management

Comments from the S151 Officer:

The S151 Officer (or member of the Finance team on their behalf) will complete this section.

There is no dedicated DEFRA funding for liner provision, so any costs under Options 1 or 2 would fall to the Council and need to be built into future budgets. Option 3 has no financial impact. Cabinet's decision should be made in awareness of the ongoing budgetary implications of Options 1 and 2.

6. Legal Implications

There are no statutory requirements to provide liners. The council must meet the statutory requirement to commence separate weekly household food waste collections by 31st March 2026 in line with the Simpler Recycling and the Environment Act 2021 framework.

Comments from the Monitoring Officer

The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.

Whilst there is a statutory requirement to provide food waste collections, and for which there is Defra funding for caddies, there is no funding or obligation regarding provision of caddy liners. Members may make a decision whether or not to fund liners based on financial and other considerations.

7. Risks

Option 1 (starter kit only): Participation uplift at launch; risk of drop-off once liners are exhausted without clear signposting to ongoing supply routes.

Option 2 (ongoing provision): Financial and logistical burden; mitigated by clear supply model (e.g., top-up by crews, collection points, or scheduled drops).

Option 3 (no provision): Lower cost; risk of lower participation/cleanliness and higher contamination; evidence suggests participation may be adversely affected where free liners are removed.

8. Net Zero Target

Diverting food waste to anaerobic digestion reduces methane emissions from landfill and supports the Council's Net Zero Strategy & Action Plan (2030/2045). Liners add marginal material use but can improve diversion and reduce contamination, supporting overall carbon benefits.

9. Equality, Diversity & Inclusion

There are no equality, diversity or inclusion impacts from this proposal. Provision of liners (Options 1 or 2) may particularly support lower-income households by reducing initial participation barriers and hygiene concerns.

10. Community Safety issues

There are no community safety issues from this proposal

Conclusion and Recommendations

Cabinet is asked to provide guidance on whether the launch of the new weekly food waste collection service should be supported by the provision of kitchen caddy liners.

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Endorsement of the Updated Joint Norfolk Strategic Planning Framework	
Executive Summary	Endorsement of the updated joint Norfolk Strategic Planning Framework (NSPF) June 2025. The NSPF represents a Statement of Common Ground on potential strategic cross-boundary planning matters and helps enable the Council to comply with the statutory 'Duty to Co-operate'.
Options considered	There are no other alternatives in place to demonstrate the ongoing requirements of the Duty to Co-operate.
Consultation(s)	The Norfolk Strategic Framework Member Forum have reviewed and endorsed its circulation.
Recommendations	<p>That Cabinet:</p> <ol style="list-style-type: none"> 1) Endorses the updated Norfolk Strategic Planning Framework. 2) Provides delegated authority to the Acting Planning Policy Manager to make necessary minor/factual amendments, following the progress of the framework through other local authorities, prior to signature & publication
Reasons for recommendations	The updated Norfolk Strategic Planning Framework is a key piece of evidence supporting Local Plan production. The framework is a Statement of Common Ground which sets out how strategic cross-boundary matters have been considered and provides much of the evidence that is required to demonstrate compliance with the 'duty to cooperate'.
Background papers	Updated Norfolk Strategic Planning Framework (June 2025)

Wards affected	All
Cabinet member(s)	Cllr Andrew Brown
Contact Officer	Iain Withington, Acting Planning Policy Manager iain.withington@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	The updated Norfolk Strategic Planning Framework is a key piece of iterative evidence supporting Local Plan production across the region. The framework is a Statement of Common Ground which sets out how strategic cross-boundary matters have been and will be considered, and provides much of the evidence that is required to demonstrate compliance with the 'Duty to Co-operate' on an ongoing basis.

Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	Local Plan

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	NO
Details of any previous decision(s) on this matter	Previous version endorsed in April 2021 and 2018

1. Purpose of the report

- 1.1 The purpose of this report is to seek endorsement of the updated Norfolk Strategic Planning Framework (June 2025).

2. Introduction & Background

- 2.1 The Norfolk Strategic Planning Framework (NSPF) is a structure comprising of officer and councillor membership from each Norfolk Local Authority set up to demonstrate compliance with the “duty to cooperate”. The duty to co-operate was introduced by Section 110 of the Localism Act 2011 and requires authorities to ‘engage constructively, actively, and on an ongoing basis for all strategic and cross boundary planning matters. To demonstrate that local planning authorities have met this duty, the National Planning Policy Framework requires authorities to prepare Statements of Common Ground (SoCG’s) to document the cross-boundary matters that have been addressed, as well as any progress made in co-operating to address such matters.
- 2.2 In order to address these issues, the nine Norfolk planning authorities (Districts, County and Broads Authority) have worked together for a number of years under the oversight of the Norfolk Strategic Planning Member Forum to produce a ‘Norfolk Strategic Planning Framework’ (NSPF). The first version of the NSPF document was produced and endorsed in 2018 and the most recent version endorsed by Cabinet in April 2021. The latest, fourth iteration, updates this and responds to broader changes in national planning policy and guidance which have occurred over the intervening period. The document was reviewed and agreed at the Member Forum meeting on 29th May 2025 and now requires endorsement and sign-off from the participating LPAs.
- 2.3 The NSPF provides an agreed broad framework, in a Statement of Common Ground (SoCG), to support all individual authorities’ Local Plan production across the district. It is a non-statutory document; however, it will guide the content of Local Plans with respect of cross-boundary issues and will satisfy the requirements of the statutory Duty-to-Cooperate and the National Planning Policy Framework.

3. Updated Norfolk Strategic Planning Framework

- 3.1 The updated NSPF responds to updated national planning policy and guidance, primarily the National Planning Policy Framework (NPPF), which was published in December 2024, (a document that has been updated four times since the current NSPF). These updates have required a review of the vision, objectives and agreements contained within the statement including areas such as housing, employment, health and minerals and waste.
- 3.2 The impact of the changes is relatively low as the Council's emerging Local Plan is advanced having now reached main modifications stage following the conclusion of the examination hearing sessions and receipt of the inspector's initial letter. The NSPF recognises the NPPF's transitional arrangements which allow relevant local plans to progress under the arrangements of the previous framework, as is the case with the North Norfolk emerging Local Plan. It is arguably more relative for those neighbouring LPA's who are currently at submission / hearings stage and/or advancing Local Plan review at this time and for any subsequent Local Plan update scoping exercise following the anticipated adoption of this Council's Local Plan later this year.
- 3.3 Through the Norfolk Strategic Planning Group, officers from the Norfolk Local Planning Authorities have worked with other partner agencies including Natural England, the Environment Agency, Marine Management Organisation, and the NHS to refresh information, data and agreements. Of particular note, is the NPPF requirement to boost housing supply by meeting the Government's new standard method for calculating Local Housing Need (LHN).
- 3.4 Other main changes to this version of the NSPF include:
- The removal of an objective to produce and maintain an assessment of housing needs (as the NPPF now sets a standard approach)
 - Removal of references to New Anglia LEP (following disbandment) & updating of the strategic priorities for Norfolk's economy
 - Removal of the climate change best practice guidance/brief (this work has been completed)
 - Removal of the requirements for future Local plans to include policies to support high speed broadband following updates and incorporation into the Building Regulations
 - Updated agreement with Norfolk County Council on the use of Planning Obligations Standards
 - Updated areas of common strategic issues with the Marine Management Organisation
 - Updated references to bodies, strategies and programmes e.g. AONB is now formerly known as a 'National Landscape'
 - Updated all data inputs to the latest available data/date
- 3.5 Given the nature of the process, it is likely that there could be some further minor/factual changes proposed for officer consideration.

4. Proposals and Options

- 4.1 Whilst there is the option not to sign up to the updated Framework document, there are no other alternatives in place to demonstrate the ongoing

requirements of the Duty to Co-operate and to meet the Council's legal responsibilities of cross-boundary co-operation as set out in planning legislation.

5. Corporate Priorities

- 5.1 Delivering the Local Plan remains a key corporate priority. Local planning authorities, county councils and public bodies have a legal responsibility to work together on strategic matters when preparing Local Plans. The NSPF provides a structure for tackling these planning issues across the county, especially those which have a strategic impact across local authority boundaries. It includes guidance relating to housing, economic growth, infrastructure and the environment. The NSPF informs the Local Plans produced by all the authorities.

6. Financial and Resource Implications

- 6.1 The Council currently contributes £10,000 annually to the Norfolk Strategic Planning Framework work programme. This is covered within the existing Planning Policy Planning budget. Joint-working under this framework creates efficiencies on the commissioning of evidence base on strategic planning matters.

Comments from the S151 Officer:

The Council's £10,000 annual contribution to the Norfolk Strategic Planning Framework is already provided for within existing budgets. Endorsing the updated framework has no additional financial implications and supports efficiencies through joint commissioning of evidence base work.

7. Legal Implications

- 7.1 The NSPF recognises the NPPF's transitional arrangements which allow relevant local plans to progress under the arrangements of the previous framework, as is the case with North Norfolk emerging Local Plan.

Comments from the Monitoring Officer

The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.

No specific legal implications are highlighted with regard to this updated NSPF.

8. Risks

- 8.1 It is considered that there are no risks associated with endorsement of the updated Norfolk Strategic Planning Framework. However, not endorsing the framework could mean that a future Local Plan prepared by the Council could fail to meet the requirements of the Duty to Co-operate. Failure to endorse would also impact the council's position with regard to the statutory requirements through the Duty to Co-operate with neighboring authorities.

9. Net Zero Target

- 9.1 No assessment has been made against the council's Net Zero 2030 Strategy & Climate Action Plan.

10. Equality, Diversity & Inclusion

- 10.1 There are no direct implications on equality within this report.

11. Community Safety issues

N/A.

12. Conclusion and Recommendations

- 12.1 The updated Norfolk Strategic Planning Framework is a key piece of iterative evidence supporting Local Plan production across the region. The framework is a Statement of Common Ground which sets out how strategic cross-boundary matters have been and will be considered and provides much of the evidence that is required to demonstrate compliance with the 'Duty to Co-operate' on an ongoing basis (for each Norfolk local planning authority)

Recommendations

That Cabinet:

- 1. Endorses the updated Norfolk Strategic Planning Framework.**
- 2. Provides delegated authority to the Acting Planning Policy Manager to make necessary minor/factual amendments, following the progress of the framework through other local authorities, prior to signature & publication.**

Appendix 1 – Updated Norfolk Strategic Planning Framework June 2025

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Norfolk Strategic Planning Framework

Shared Spatial Objectives and Statement of Common Ground for a Growing County

June 2025



Signatories

- Breckland District Council
- Broadland District Council
- Broads Authority
- Great Yarmouth Borough Council
- Borough Council of King's Lynn and West Norfolk
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council
- Norfolk County Council
- Natural England
- Environment Agency
- Anglian Water
- Marine Management Organisation (MMO)
- Active Norfolk
- Water Resources East

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- Broadland District Council
- Broads Authority
- Great Yarmouth Borough Council
- Borough Council of King's Lynn and West Norfolk
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council
- Norfolk County Council
- Suffolk County Council
- Babergh & Mid Suffolk District Councils
- East Suffolk Council
- West Suffolk Council
- Fenland District Council
- East Cambridgeshire District Council
- South Holland District Council
- Natural England
- Environment Agency
- Anglian Water
- UK Power Networks
- Cambridgeshire and Peterborough Combined Authority
- Norfolk and Waveney CCG
- NHS Sustainability and Transformation Partnership Estates for Norfolk and Waveney
- Mobile UK
- Water Resources East
- Marine Management Organisation (MMO)

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Summary of Formal Agreements within the Statement of Common Ground

Please Note: 'Norfolk Planning authorities' and 'Norfolk Authorities' refers to the 7 district authorities that make up Norfolk (see section 1.4), the Broads Authority and Norfolk County Council.

Agreement 1 - That when preparing new Local Plans, the Norfolk Planning Authorities will produce documents which provide for the development needs of their areas until at least 2041.¹

Agreement 2 - In preparing their Local Plans the Norfolk Planning Authorities will seek to positively contribute towards the delivery of the following vision. (See section 2.2 for Vision)

Agreement 3 - By the end of the local plan period, through co-operation between the Norfolk Authorities and preparation of development plans, Norfolk will seek to maximise the delivery of the following objectives (in no particular order):

- To realise the economic potential of Norfolk and its people*
- To reduce Norfolk's greenhouse gas emissions and improving air quality as well as reducing the impact from, exposure to, and effects of climate change*
- To address housing needs in Norfolk*
- To improve the quality of life and health for all the population of Norfolk*
- To improve and conserve Norfolk's rich and biodiverse environment*

*Full details of each objective are in section 2.3 of this document

Agreement 4 - That Great Yarmouth and King's Lynn and West Norfolk will each continue to prepare separate Local Plans for their areas.

Agreement 5 - That Breckland and North Norfolk will continue to prepare separate Local Plans for their areas whilst Broadland District Council, Norwich City Council and South Norfolk Council will implement the Greater Norwich Local Plan (adopted March 2024) and various other existing Local Plan documents in this area, whilst also considering how best to address national changes to local plan making.

Agreement 6 - That, in view of the very distinct issues facing the Broads Authority Area, spatial planning matters will continue to be best addressed by way of a standalone Broads Local Plan.

Agreement 7 - The list of locations in [Section 5](#) are the Tier One Employment sites and should be the focus of investment to drive increasing economic development in key sectors and protected from loss to other uses.

¹ Applicable to plans submitted for examination after Jan 2025

Agreement 8 - The recently adopted and emerging Local Plans for the area will include appropriate policies and proposals to recognise the importance of the cross-boundary issues and interventions in section 5.4.

Agreement 9 - When determining their respective Local Plan housing targets each Norfolk Authority, working together where desirable, will aim to deliver at least the local housing need as identified in the most up to date evidence (Table 9). Where this would result in unsustainable development, agreement will be sought with other authorities, initially within the same Housing Market Area, to ensure sufficient homes are provided to meet identified needs and demands in the area until at least 2041.

Agreement 10 – The Broads Authority will meet its calculated portion of the wider housing requirement as far as is compatible with the protection of the Broad’s landscape and special qualities.

Agreement 11 – South Norfolk, Norwich City, Broadland, North Norfolk, and Great Yarmouth Councils will seek to include appropriate provision within their Local Plans to address the housing needs arising from the parts of the Broads Authority area overlapping their administrative boundaries if these cannot be met within the Broads Local Plan.

Agreement 12 - The Norfolk Planning Authorities will quantify the need for, and plan to provide for, the specialist accommodation needs such as elderly, students, gypsy and travelling Show People, and those residing in other specialist types of accommodation and working together will ensure that the distribution of provision responds to locally identified needs.

Agreement 13 – All Norfolk Planning authorities will produce their Housing and Economic Land Availability Assessments to the standard Norfolk methodology.

Agreement 14 - To minimise the risk of slow delivery over the next plan period, where it is sustainable to do so, the following will be done:

- **Housing strategies will seek to allocate a range of different sizes of sites, where such sites are available and would result sustainable development.**
- **Clear evidence and demonstration of ability to deliver development will be required prior to the allocation of larger sites for development.**

Agreement 15 - Norfolk authorities agree to consider matters relating to healthy environments and encouraging physical activity and fully integrate these into local design codes (which will inform planning application decisions, local plans and neighbourhood plans), drawing on key guidance such as Building for a Healthy Life and Active Design.

Agreement 16 - Norfolk authorities agree to endorse updates to the Planning in Health: An Engagement Protocol Between Local Planning Authorities, Public Health and Health Sector Organisations in Norfolk and undertake its commitments.

Agreement 17 - Norfolk Planning Authorities agree that climate change is an urgent, strategic cross boundary issue which will be addressed at the heart of Local Plans. To do this, the Authorities agree to give consideration to the approaches in the NSPF Climate

Change research Paper of this report when the relevant policies are next being reviewed and updated as part of the Local Plan process and their appropriateness considered against local factors including viability of developments. Norfolk Planning Authorities agree to collectively review the latest evidence and advice on a regular basis and to update this research to ensure that the most appropriate actions are being undertaken to support climate change initiatives.

Agreement 18– Norfolk Authorities will remain members of WRE and will work collaboratively with its other members in the development of the Norfolk Water Strategy Programme to ensure the project delivers the best outcomes for the county. Norfolk Authorities will also work collaboratively as part of WRE to support delivery of WRE's Regional Water Resources Plan and develop future iterations of the plan.

Agreement 19 – Norfolk is identified as an area of serious water stress; the Norfolk Planning Authorities have agreed that when preparing Local Plans to seek to include the optional higher water efficiency standard (110 litres/per person/per day) or lower residential development.

Agreement 20 – The Norfolk Authorities, Anglian Water and Essex and Suffolk Water have agreed to provide regular and timely updates to each other on the delivery of development sites and proposed utility projects to ensure that development is aligned with water and wastewater infrastructure.

Agreement 21 - To maximise the speed of rollout of 5G telecommunications to Norfolk, Norfolk Planning Authorities will continue to engage with Mobile Network Operators and Mobile UK on their 5G rollout plans for Norfolk. When reviewing Local Plans and updating relevant policies, Local Planning Authorities agree to have regard to the shared objectives for extending 4G coverage and the rollout of 5G infrastructure in Norfolk produced by the technical group, taking into account material planning considerations.

Agreement 22: Norfolk Planning authorities will continue to work closely with the County Council and school providers to ensure a sufficient supply of school places. This includes making provision for those with Special Educational Needs (SEND), providing land for school expansion or new schools and/or where no suitable solution for sustainable access to schools exists, appropriate contributions for home to school transport. S106 and / or Community Infrastructure Levy funds will be used to deliver additional school places and/or contributions to home to school transport, where appropriate. The County Council's Planning Obligations Standards will be used to inform any S106 payments or bid for CIL funds needed to mitigate the impact of housing growth on County Council infrastructure. The authorities agree to support Norfolk County Council in securing contributions towards infrastructure where justified and, in the case of planning obligations, suitably evidenced as being in compliance with S122 of the Community Infrastructure Levy Regulations 2010.

Agreement 23 - Norfolk Planning Authorities and the MMO agree that there are currently no strategic planning issues remaining to be identified and that there is no conflict at a strategic level between the NSPF and adopted Marine Plans. Both parties agree to continue to work together in the preparation of Local Plans being brought forward in Norfolk and any review of the MMOs Marine Plans. Both parties have identified the following areas of common strategic issues:

- Aquaculture
- Biodiversity
- Cabling
- Climate change
- Coastal erosion and coastal change management
- Coastal management, including defence, inundation, and Coastal Change Management Areas
- Co-existence
- Defence
- Displacement
- Dredging and disposal
- Energy – offshore wind and oil and gas
- Fishing
- Governance
- Heritage
- Historic environment
- Infrastructure
- Landscapes and seascapes
- Marine aggregates
- Marine and coastal employment
- Marine Litter
- Marine net gain
- Marine protected areas
- Marine related renewable energy
- Natural capital
- Non-native species
- Oil and Gas
- Port and marine infrastructure and employment
- Sustainable fisheries and aquaculture in small harbour towns
- Sustainable port development
- Tidal Energy
- Tourism and recreation
- Underwater noise
- Water quality/water supply and sewerage

Agreement 24: In recognition of:

- a) the importance the Brecks, the Broads and the Norfolk Coast National Landscape, together with environmental assets which lie outside of these areas, brings to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity;**
- b) the pressure that development in Norfolk could place on these assets; and**
- c) the importance of ecological connections between habitats.**

Norfolk Planning Authorities will work together to complete and deliver the Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.

Agreement 25:

It is agreed that:

- 1) It is essential that there is a sufficient supply of minerals to provide the infrastructure, buildings, energy and goods that the country needs. The Norfolk Minerals and Waste Local Plan will therefore enable Norfolk to continue to be self-sufficient in the production of sand and gravel, whilst making an important contribution to the national production of silica sand.**
- 2) As the Mineral Planning Authority, Norfolk County Council will plan for steady and adequate supply of minerals to support sustainable economic growth through allocating sufficient sites to meet the forecast need for sand and gravel, carstone, as well as allocating sites and providing a criteria-based policy to assess applications to meet the forecast need for silica sand in the Norfolk Minerals and Waste Local Plan.**
- 3) Since minerals are a finite natural resource, and can only be worked where they are found, best use needs to be made of them to secure their long-term conservation. Resources of sand and gravel, carstone and silica sand within defined Mineral Safeguarding Areas will be safeguarded from needless sterilisation by non-mineral development. Infrastructure for the handling, processing and transportation of minerals will also be safeguarded from incompatible development. Defined waste management facilities and water recycling centres will be safeguarded from incompatible development.**
- 4) The Norfolk Minerals and Waste Local Plan policies will enable the re-use, recycling and recovery of waste in Norfolk to increase, thereby reducing the quantity and proportion of waste arising in Norfolk that requires disposal, in accordance with the Waste Hierarchy.**
- 5) The Norfolk Minerals and Waste Local Plan will enable Norfolk to be net self-sufficient in waste management, where practicable and to enable sufficient waste management infrastructure to be provided in order for Norfolk to meet the existing and forecast amount of waste expected to arise over the Plan period.**
- 6) The Norfolk Minerals and Waste Local Plan will direct new waste management facilities to be located in proximity to Norfolk's urban areas and main towns using criteria-based**

policies. Priority for the location of new waste management facilities will be given to the re-use of previously developed land, sites identified for employment uses, and redundant agricultural and forestry buildings and their curtilages.

7) The Norfolk Minerals and Waste Local Plan will contain policies to ensure that minerals development and waste management facilities will be located, designed and operated without unacceptable adverse impacts on the amenity of local communities, the natural, built and historic environment, the landscape and townscape of Norfolk and surrounding areas.

Agreement 26: In recognition of the benefits gained by co-ordinating and co-operating on strategic planning activities the Norfolk Planning Authorities agree to support the activities of the Norfolk Strategic Planning Member Forum and to continue to appropriately resource joint planning activity.

Agreement 27: Norfolk Planning Authorities with support of the signatories of the document agree to maintain this statement of common ground.

Section 1 – Introduction

1.1 Purpose of this Document

Norfolk's Local Planning Authorities (including Norfolk County Council) have a long track record of working together to achieve shared objectives. In early 2015 they, working through the Norfolk Strategic Planning Member Forum, agreed to formally cooperate on a range of strategic cross-boundary planning issues through the preparation of the Norfolk Strategic Planning Framework (NSPF).

The aim of producing the framework is to:

- Agree shared objectives and strategic priorities to improve outcomes for Norfolk and inform the preparation of future Local Plans;
- Demonstrate compliance with the duty to co-operate (or any successor approach requiring strategic cooperation) and consistency with the National Planning Policy Framework;
- Find efficiencies in the planning system through working towards the establishment of a shared evidence base;
- Influence subsequent high-level plans such as Local Economic and Infrastructure Strategies and;
- Maximise the opportunities to secure external funding to deliver against agreed objectives.

The previous version of the NSPF was endorsed by all Norfolk Local Planning Authorities in May 2021. This version updated version of the NSPF (2025) considered the plan making requirements of the National Planning Policy Framework (NPPF) published in December 2024². It is clear that Norfolk's local planning authorities needed to continue to work closely together to address strategic planning matters and therefore the Norfolk Strategic Planning Member forum agreed to continue to formally cooperate on strategic planning activities and to update the NSPF.

This document continues to fulfil the requirement for Norfolk Local Planning Authorities to produce a statement of common ground setting out the effective and on-going joint working across the county on strategic planning matters. It addresses key cross-boundary issues and progress in cooperating to address these.

For further information on the work of the Norfolk Strategic Planning Member Forum and the process for updating this framework please see the Forum's website: [Norfolk Strategic Planning Member Forum - www.norfolk.gov.uk/nsf](https://www.norfolk.gov.uk/nsf)

This document is intended to be strategic in nature. It provides only an overview of background information and shared research. A wealth of information has been produced by working groups used to produce much of this evidence; however, a decision has been made to keep this document concise and to concentrate on the matters where there is a clear need for agreement between the Local Planning Authorities. We acknowledge that not all factors have been considered, but where

² See [National Planning Policy Framework - https://www.gov.uk/government/publications/national-planning-policy-framework--2](https://www.gov.uk/government/publications/national-planning-policy-framework--2)

appropriate, relevant additional information has been highlighted. The absence of certain issues does not diminish their importance or value.

In December 2024 the government published the English devolution white paper³. This sets out an enhanced Devolution Framework for all of England to benefit from devolution. At the time of updating the Norfolk Strategic Planning Framework it is unclear how Local Government Reorganisation (LGR) will impact on the local government structure in Norfolk; however, it is likely to result in changes to local plan coverage with the creation of new unitary authorities. The Planning and Infrastructure Bill introduces the requirement to develop a spatial development strategy (SDS), this will be the responsibility of a new Mayoral Combined County Authority for Norfolk and Suffolk.

A new standard methodology for assessing housing need is also introduced by the new NPPF, further details are set out in section 6, but this significantly increases the level of new housing that needs to be delivered in Norfolk.

As a result of these changes any future iterations of this document or the SDS will need to consider the how this level of growth is best delivered over the county, and the most sustainable spatial distribution will need to be agreed within the relevant authorities created by devolution.

Details of the current lead contact in each Local Planning Authority on strategic planning matters are included in Appendix 1.

1.2 Governance Arrangements for the creation of this document

Norfolk Strategic Planning Member Forum

The development of this Framework is overseen by the Norfolk Strategic Planning Member Forum. This consists of one Member from each of the Borough Council of King's Lynn and West Norfolk, Breckland District Council, Broadland District Council, Broads Authority, Great Yarmouth Borough Council, North Norfolk District Council, Norwich City Council, South Norfolk Council and Norfolk County Council. The membership of the group will be determined by each authority via annual nomination preferably of the Planning Portfolio Member or equivalent for each authority. The operation of the Member Forum and officer support group is governed by formal terms of reference available from [the Norfolk Strategic Planning Member Forum web page - www.norfolk.gov.uk/nsf](http://www.norfolk.gov.uk/nsf).

Chairmanship is determined by the Forum and reviewed each year. The meetings of the Forum are held every three months and held in public. An agenda and papers are circulated in advance of each meeting and informal action notes are taken and published on the Norfolk Strategic Planning Framework website. The Member Forum oversees the production of this document and then each authority endorses it through their relevant committees or cabinets.

Norfolk Strategic Planning Officers Group

The Norfolk Strategic Planning Officers Group consists of key planning policy officers from each Planning Authority in Norfolk as well as other key statutory agencies. Through the update process, the group has reviewed the progress of document production on a monthly basis. The group have ensured that the document progresses to the timetable and meets any government and legislative requirements.

³ [English Devolution White Paper - GOV.UK](https://www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth/english-devolution-white-paper) - <https://www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth/english-devolution-white-paper>

The Steering Groups

A steering group has been responsible for the creation of the document.

Technical Sub Groups

The Technical Sub Groups have provided technical evidence and recommendations in relation to the document to the Steering Group. They consist of officers from the Authorities involved in the production of the document and a range of bodies who have expertise and interest in matters related to the group's subject.

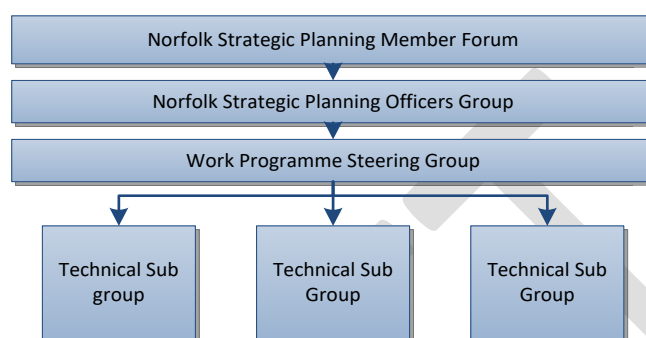


Figure 1: Governance arrangements for the Norfolk Strategic Planning Framework

1.3 Changes to the document

In updating this document Norfolk's local planning authorities sought to ensure the NSPF is up to date with all relevant information and legislation. The document has been updated after the completion of a number of county wide studies looking at:

- A review of the Green Infrastructure and Recreational Impact Avoidance Mitigation Strategy following the introduction of a county wide tariff to mitigate against the impact on existing Natura 2000 sites in March 2022
- A review of the health section and Health Protocol to highlight the importance of health provision and health living as a strategic cross boundary issue
- Updates to remaining sections to take account of new or updated information
- The growing Evidence base following the introduction of Nutrient Neutrality requirements in Norfolk from March 2022, including mitigation strategies

1.4 Timescale for and coverage of the Document

This document relates to the whole of Norfolk and all Norfolk Local Planning Authorities which are:

Breckland District Council, Broadland District Council, Broads Authority, Great Yarmouth Borough Council, Borough Council of King's Lynn and West Norfolk, Norwich City Council, North Norfolk District Council, South Norfolk Council and Norfolk County Council.

This Statement of Common Ground has been prepared with the understanding that the signatories undertake their statutory duties in accordance with relevant legislation, policy and guidance; and in the context of other relevant Statements of Common Ground, Memoranda of Understanding and Position Statements which they are party to.

All Norfolk Local Planning Authorities have agreed to plan to at least 22041 in their next generation of local plans. This is reflected in the evidence base for this framework insofar as it seeks to provide

statistical information looking ahead to this period. This is also the date by when objectives are to be achieved. However, in parts, notably the vision, it is necessary for the document to take a longer-term view.

Agreement 1 - That when preparing new Local Plans the Norfolk Planning Authorities will produce documents which provide for the development needs of their areas until at least 2041.⁴

DRAFT

⁴ Applicable to plans submitted for examination after Jan 2025

Section 2 – Vision and Objectives

2.1 Introduction

Norfolk is a diverse county. It covers a land area of 5,370 sq. km (2,074 sq. miles) and has a population of 916,120⁵. It is a largely rural county with a relatively low population density, although over half of the population lives in the built-up areas of Norwich, Great Yarmouth and Gorleston, King's Lynn and a number of market towns⁶. These built-up areas have a very considerable stock of historic assets and can offer a very attractive quality of life to residents.

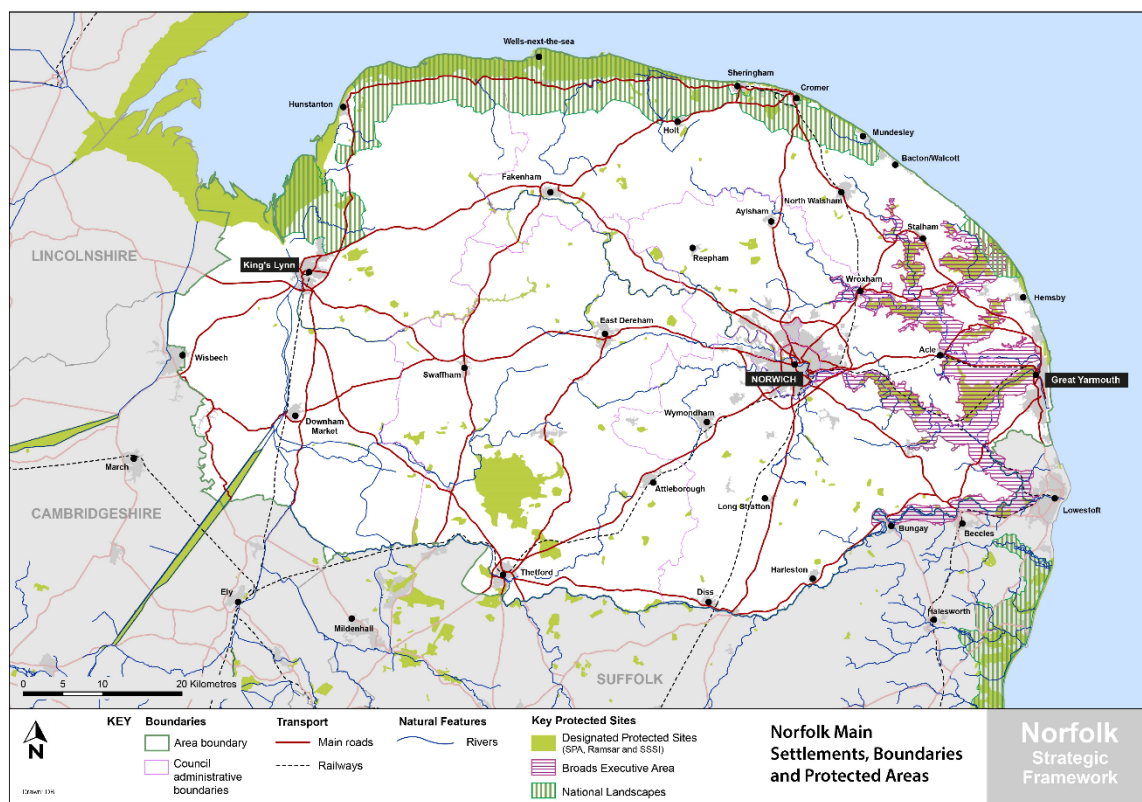


Figure 2: Map of Norfolk's main settlement, Authority boundaries, major transport routes and land-based protected areas. 2021

Norfolk borders Suffolk to the south, Cambridgeshire to the southwest, and Lincolnshire to the west. It also has a long coastal boundary stretching from The Wash to the south of Great Yarmouth which is covered by the East Inshore and Offshore Marine Plan⁷. Norfolk contains many environments which are highly valued for their landscape and seascape, and for their biodiversity and/or geodiversity interests. In particular, the Norfolk Coast National Landscape, the Brecks and the Broads, which is a

⁵ Based on 2021 Census see [Norfolk Insight web page - http://www.norfolkinsight.org.uk/population](http://www.norfolkinsight.org.uk/population)

⁶ The 21 largest others centres are Attleborough, Aylsham, Cromer, Dereham, Diss, Downham Market, Fakenham, Harleston, Holt, Hunstanton, Loddon, Long Stratton, North Walsham, Sheringham, Stalham, Swaffham, Thetford, Wroxham/Hoveton, Wymondham, Watton, Wells-Next-The-Sea

⁷ See [East Inshore Marine Plan - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/312496/east-plan.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/312496/east-plan.pdf)

unique network of protected rivers and lakes that extends partly into Suffolk and has the equivalent status to a National Park.

Norfolk's economy is also diverse. It is home to a number of world class industries on sites such as the Norwich Research Park and the offshore energy sector in Great Yarmouth. Employment levels are growing; there is a highly skilled and versatile population with good graduate retention rates and improving links to the thriving markets of Cambridge, London and the wider South East. However, it is not without challenges; there are high levels of deprivation especially in urban areas and skill levels in the workforce are relatively low⁸

Norfolk's infrastructure is under developed compared to many other parts of the wider South and East of England. For many years Norwich was the largest city in England not connected to the motorway network by a dual carriageway. Cross county trips tended to be slow and unreliable and rail journey times from London were comparable to places in the north of England such as York and Warrington. However, the dualling of the A11 and the completion of the Broadland Northway (previously known as the Northern Distributor Road) have improved travel time and connectivity considerably, and both A47 upgrades, and Greater Anglia rail franchise changes have improved this further. Norwich Airport offers regular flights to various destinations in the UK and Europe. Many of the key road and rail links connecting Norfolk to the rest of the UK are still in need of improvement as are many of the links within the county. The need to enhance the capacity of infrastructure networks can add considerable costs and increase delays to development.

Patchy mobile coverage is a continuing frustration to residents and businesses⁹ with Norfolk ranked 83rd out of 96 areas in the UK for mobile coverage. Thanks to the work of Norfolk County Council, the picture regarding superfast broadband coverage has improved; currently 96% of the county's homes and businesses are able to access super-fast broadband, up from 41% in 2011¹⁰.

Through working together and with government, businesses and residents, Norfolk's Local Authorities hope to successfully address the challenges faced and maximise the potential of the county. As a basis for guiding this shared endeavour, the following shared vision and objectives have been agreed by the Strategic Planning Member Forum. For further information on the background to this material please see the papers previously considered by the Member Forum¹¹.

2.2 Proposed Spatial Vision

Agreement 2 - In preparing their Local Plans the Norfolk Planning Authorities will seek to positively contribute towards the delivery of the following vision.

"By the middle of the 21st century Norfolk will be increasingly recognised nationally for having a strong and vibrant economy providing high quality economic opportunities for residents in urban and rural areas. Its settlements and key infrastructure will be physically resilient to the impacts of climate change. The natural, built and historic environments will be enhanced through the regeneration of

⁸ New Anglia LEP Economic Strategy - <https://newanglia.co.uk/wp-content/uploads/2022/01/FINAL-Norfolk-and-Suffolk-economic-strategy-Jan-2022.pdf>

⁹ See [Mobile coverage in Norfolk for EE, O2, Three, Vodafone | Signalchecker.co.uk](#)

¹⁰ See [Hundreds of public buildings in Norfolk upgraded to ultrafast broadband - Norfolk County Council](#))

¹¹ See [papers for the 13th October 2016 Member Forum at www.norfolk.gov.uk/nsf](#)

settlements, safeguarding and enhancement of current assets and networks, improving both biodiversity and the quality of life and health for residents. Housing needs will be met in full in socially inclusive communities. The county will be better connected by having good transport links to major cities in the UK and Europe and excellent digital connectivity. A good relationship between homes and jobs will help minimise the need to travel and residents will have choice about how they meet their demand for local travel.”

2.3 Proposed Shared Objectives

Agreement 3 - By the end of the local plan period, through co-operation between the Norfolk Authorities and preparation of development plans, Norfolk will seek to maximise the delivery of the following objectives (in no particular order):

To realise the economic potential of Norfolk and its people by:

- facilitating the development and infrastructure needed to support the region’s business sectors and clusters, driving economic growth through the enhancement of productivity, skills and education to provide widening opportunities;
- fully exploiting the economic opportunities offered by the economic success and global reputation of Cambridge;
- providing for job growth broadly matching increases in housing provision and improving the alignment between the locations of workplaces and homes;
- ensuring effective and sustainable digital connections and transport infrastructure between and within Norfolk’s main settlements and across county boundaries to strengthen inward investment;
- strengthening Norfolk’s connections to the rest of the UK, Europe and beyond by boosting inward investment and international trade through rail, road, sea, air and digital connectivity infrastructure;
- strengthening Norfolk’s competitiveness through the delivery of well-planned balanced new developments providing access to a range of business space as well as high quality residential, well serviced by local amenities and high quality educational facilities;
- recognising the role of our city centre and the need to re-examine and revitalise the role of town centres as a focus for investment and enhancing the quality of life for residents;
- recognising that the long-term conservation, investment in and enhancement of Norfolk’s natural environment and heritage is a key element of the county’s competitiveness and contributor to the Norfolk economy;
- ensuring a healthy workforce through well planned sustainable communities where people can walk and cycle to work or use public transport or work effectively from home;
- recognise that high quality housing underpins economic growth;
- Maximising opportunities that a clean/green economic recovery presents for the region and the new jobs which will be required to achieve the Government’s net zero target

To reduce Norfolk’s greenhouse gas emissions and improve air quality, as well as reducing the impact from, exposure to, and effects of climate change by:

- locating development so as to reduce the need to travel;
- reducing unnecessary car use and supporting the roll out of new technologies (such as electric vehicles and alternative fuels e.g. hydrogen) and Sustainable and active modes of travel including public transport, walking and cycling;
- maximising the energy efficiency of development and promoting the use of renewable and low carbon energy sources; and

- managing and mitigating against the risks of adverse weather events, sea level rise and flooding by reducing the impacts on people, property and wildlife habitats.

Together these measures will help create healthier more sustainable communities.

To address housing needs in Norfolk by:

- providing for the quantity of housing growth which will support the economic prospects of the county and address in full the identified need for new homes ;
- ensuring that new homes built are of the right sort in terms of size, type, and tenure to contribute positively towards addressing identified needs including for affordable homes, homes for the elderly and students, and other groups in society requiring specialist living accommodation;
- Ensuring that new homes are served and supported by adequate social infrastructure, including schools, health services, libraries, fire service provision; play space and green infrastructure provided through developer funding (e.g. through S106 agreements and/or the Community Infrastructure Levy);
- contributing towards sustainable patterns of development including improving the relationship between homes, jobs and other key day to day services;
- delivering high quality, energy efficient homes in attractive communities which make a positive contribution to the health and well-being of communities; and
- ensuring that homes are delivered at the right time to address identified needs.

To improve the quality of life and health for all the population of Norfolk by:

- promoting development and design which seeks to actively improve health, prevent ill health and tackle widespread health inequalities;
- ensuring new development fulfils the principles of sustainable communities, providing a well-designed and locally distinctive living environment adequately supported by social and green infrastructure;
- promoting social cohesion by significantly improving the educational performance of our schools, enhancing the skills of the workforce and improving access to work, services and other facilities, especially for those who are disadvantaged;
- maintaining cultural diversity while addressing the distinctive needs of each part of the county;
- ensuring all our communities are able to access excellent sporting facilities, healthy active lifestyles and opportunities for informal recreation;
- promoting regeneration and renewal of disadvantaged areas; and
- increasing community involvement in the development process at the local level.

To improve and conserve Norfolk's rich and biodiverse environment by:

- meeting environmental challenges including those set out in new legislation such as the 2021 Environment Act; e.g. habitat mitigation, achieving Biodiversity Net Gain (BNG), and addressing issues of Nutrient Neutrality affecting the River Wensum and Broads Special Area of Conservation/ Ramsar sites;
- ensuring the protection and enhancement of Norfolk's environmental assets, including the built and historic environment, biodiversity, geodiversity, soils, protected landscapes, the Broads, the Brecks and the coast;
- protecting the landscape setting of our existing settlements and preventing the unplanned coalescence of settlements;

- maximising the use of previously developed land within our urban areas to minimise the need to develop greenfield land;
- minimising development on the best and most versatile agricultural land;
- maximising the environmental benefits where the development of greenfield sites is needed;
- protecting, maintaining and enhancing biodiversity through the conservation of existing habitats and species, and by creating new wildlife habitats through development;
- providing a coherent connected network of accessible multi-functional greenspaces;
- reducing the demand for and use of water and other natural resources;
- protecting and enhancing water, air, soil and other natural resource quality where possible; and
- leaving the environment in a better state for future generations.

DRAFT

Section 3 – Understanding the County

3.1 Administrative Boundaries

Within Norfolk there are seven separate district council areas¹² (as shown in Fig.2), each of which is a local planning authority. Overlying parts of five of these areas (and also part of East Suffolk district in Suffolk) is the Broads Authority which is the local planning authority for its area rather than the district councils. The Broads Authority Executive Area (in which the Broads Authority are the planning authority) overlays these administrative areas and is illustrated in the figure below.

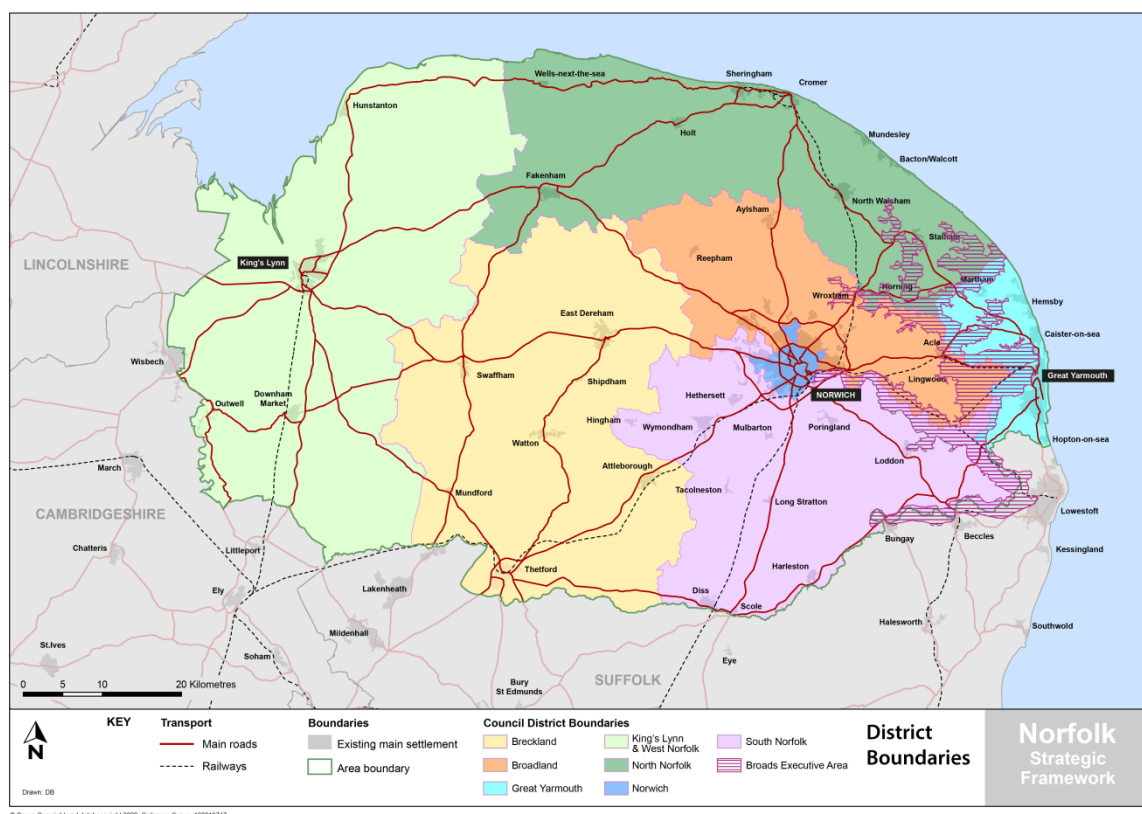


Figure 3: Map of Norfolk district boundaries and the major transport connections. 2021

In addition to the eight local planning authorities the county council are also a local planning authority responsible for minerals and waste planning as well as certain operational developments related to their functions (most notably as highways authority, Lead Local Flood Authority and educational development). The Marine Management Organisation (MMO) is relevant to the coastal parts of the area as well as some inland waters. The 25 Year Environment Plan¹³ requires that marine plans are adopted by 2021. The Marine and Coastal Access Act 2009 provides the domestic legislative basis for the marine planning system. The Marine Policy Statement was adopted by all UK Administrations (England, Wales, Scotland and Northern Ireland) in March 2011, which provides the policy framework

¹² Breckland District Council, Broadland District Council, Great Yarmouth Borough Council, King's Lynn and West Norfolk Borough Council, North Norfolk District Council, Norwich City Council and South Norfolk Council - collectively, these are referred to as 'the districts' locally.

¹³ [25 Year Environment Plan - GOV.UK](https://www.gov.uk/government/publications/25-year-environment-plan) - <https://www.gov.uk/government/publications/25-year-environment-plan>

for the preparation of all UK marine plans and taking decisions affecting the marine environment. It has been prepared and adopted for the purposes of section 44 of the Marine and Coastal Access Act 2009. It contains a range of high-level policy objectives and considerations, which provide the context for the development, monitoring and amendment of national and sub-national marine plans .

Marine plans translate the Marine Policy Statement into detailed policy and spatial guidance for each marine plan area. Section 58 of the Marine and Coastal Access Act 2009 states that all public bodies making authorisation and enforcement decisions which affect or might affect the UK marine area, must do so 'in accordance' with the relevant adopted marine plan. All other decisions must 'have regard' to the marine plan, for example, when a public or local authority creates or reviews a local plan.

Under delegation from the Secretary of State for Environment, Food and Rural Affairs, the Marine Management Organisation (MMO) is the marine planning authority for England and is responsible for preparing marine plans for English inshore and offshore waters. The MMO is a prescribed body as set out in Section 33A of the Planning and Compulsory Purchase Act 2004 and the MMO is listed in Regulation 4 of the Town and Country Planning (Local Planning) (England) Regulations 2012 as a body which is subject to the duty to co-operate. The East Inshore and East Offshore Marine Plans, which cover the area from Flamborough Head to Felixstowe, will inform and guide decision-makers on developments which may have an impact on the marine and coastal environment. At its landward extent, the East Inshore Marine Plan applies up to the mean high water springs mark, which includes the tidal extent of any rivers. The East Inshore and East Offshore Marine Plans will therefore overlap with terrestrial plans which generally extend to the mean low water springs mark. On 2 April 2014 the East Inshore and Offshore Marine Plans were published, becoming a material consideration for public authorities with decision making functions, and providing guidance for sustainable development from Flamborough Head to Felixstowe. The Secretary of State for Environment, Food and Rural Affairs agreed with the MMOs recommendation made in 2022 to replace the East Inshore and East Offshore Marine Plans with a new 'East Marine Plan', which will be the first of a second generation of plans for English waters. The new document will be referred to as the 'East Marine Plan'.

Social, economic and environment considerations are neither determined by, nor constrained to, the administrative boundaries of the various planning authorities. Some issues affect single authorities, others are universal to the whole of the county, and across the area there are strong functional relations between places administered by neighbouring authorities. Indeed, some settlements straddle the boundaries of planning authorities (for example, some settlements are partly in the Broads Authority planning area and partly in the relevant district, such as Horning, Loddon and Brundall) and some settlements are very close to each other, but in different local planning authority areas (namely Hoveton and Wroxham with Wroxham being in Broadland Council area and Hoveton in North Norfolk area with the Broads Authority also being the Local Planning Authority for part of the two settlements), as does the infrastructure which is necessary to support development.

The economic geography of Norfolk is complex as it reflects a multicentric area and boundaries tend to be fuzzy. Overall, the county has a relatively high level of self-containment as the vast majority of the resident workforce stay in Norfolk for work, although there are some strong functional cross county boundary linkages. The linkages between Great Yarmouth and Lowestoft; the settlements in the Waveney Valley; and between King's Lynn and the Fens and Cambridge being particularly important

Within the county the three larger urban areas of Norwich, King's Lynn and Great Yarmouth have a considerable influence providing jobs, retail, health care and a broad range of services and facilities as

well as homes for a significant proportion of the county's population. These three centres are located in the east, west and centre of the county and have relatively limited functional connection with one another, notwithstanding the A47 linking all three.

3.2 Housing Markets

Housing Market Areas (HMAs) are defined by household demand and preferences for all types of housing, reflecting the key functional linkages between places where people live and work. In defining them, regard is given particularly to house prices and rates of change in house prices; household migration and search patterns; and contextual data (for example travel to work area boundaries, retail and school catchment areas). They tend to represent “...the geographical area in which a substantial majority of the employed population both live and work and where those moving house without changing employment choose to stay”¹⁴. All areas need to be identified as being within a housing market although housing market areas can overlap. Norfolk HMAs can be seen in Figure 4.

Prior to the introduction of a new housing methodology in the revised National Planning Policy Framework, the Norfolk Districts and the Broads Authority had produced Strategic Housing Market Assessments (SHMAs) which covered the entire County¹⁵. Within the Central Norfolk SHMA area (comprising of Broadland District Council, Norwich City Council and South Norfolk Council) a case can also be made for the identification of a core area based around Norwich and its immediate environs including parts of both South Norfolk and Broadland District Councils. Outputs from the Central Norfolk SHMA include separate conclusions in relation to this core area.

The boundaries of Housing Market Areas will rarely correspond with the administrative boundaries of Local Authorities (Fig.3). In Norfolk there are three distinct HMAs centred on Norwich, King's Lynn, Yarmouth and their surrounding hinterlands. However, there are some areas of the County which are distant from any of these centres; functional links are less apparent, and the case for inclusion within one HMA rather than another is less compelling. To ensure comprehensive coverage the Norfolk Authorities have agreed that the boundaries of the Housing Market Areas should be co-terminus and because housing targets will be set for each Planning Authority area the boundaries of HMAs should be 'snapped to' Authority boundaries.

¹⁴Local Housing Systems Analysis: Best Practice Guide. Edinburgh: Scottish Homes

¹⁵ See [Central Norfolk SHMA - https://www.norwich.gov.uk/download/downloads/id/3993/shma_-_june_2017.pdf](https://www.norwich.gov.uk/download/downloads/id/3993/shma_-_june_2017.pdf)
[KLWN HNA - https://www.west-norfolk.gov.uk/download/downloads/id/6252/2020_housing_needs_assessment.pdf](https://www.west-norfolk.gov.uk/download/downloads/id/6252/2020_housing_needs_assessment.pdf)
[KLWN HNA - https://www.west-norfolk.gov.uk/download/downloads/id/6252/2020_housing_needs_assessment.pdf](https://www.west-norfolk.gov.uk/download/downloads/id/6252/2020_housing_needs_assessment.pdf)
[Great Yarmouth SHMA - https://www.great-yarmouth.gov.uk/CHttpHandler.ashx?id=1241](https://www.great-yarmouth.gov.uk/CHttpHandler.ashx?id=1241)

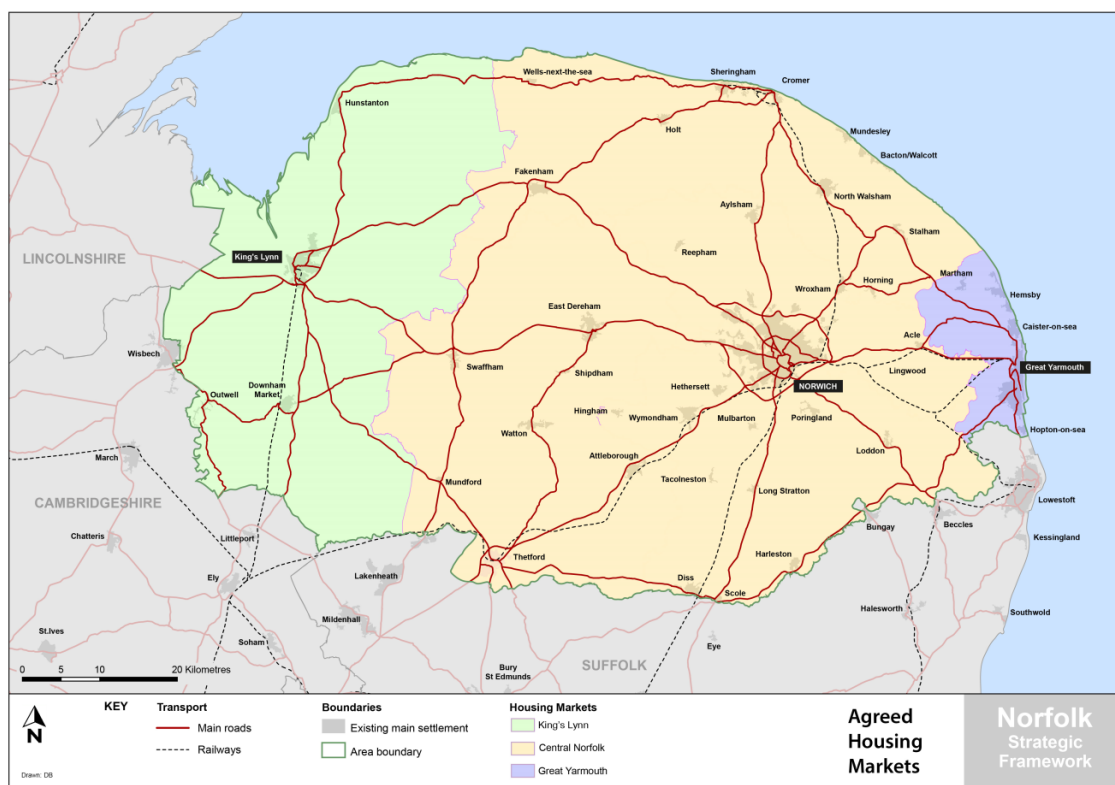


Figure 4: Map of Norfolk Agreed Housing Market Areas. 2021

The housing needs of the Broads Authority Area are included within the Local Housing Needs Assessment for Great Yarmouth¹⁶ and the related addendum¹⁷. The Broad Authority have also assessed the need for residential Moorings¹⁸. The new Government methodology cannot be used to calculate the housing requirements within the Broads area, therefore there remains a requirement for the Broads Authority to calculate a separate housing need when it reviews its local plan.

Local planning authorities are also expected to plan for the right mix of home types and tenures to reflect local needs. The evidence base for such planning is only currently available from the local SHMAs and HMAs.

¹⁶ See Great Yarmouth Borough Council and The Broads Authority: Local Housing Needs Assessment 2022 Version 2 - https://www.broads-authority.gov.uk/_data/assets/pdf_file/0026/432476/Great-Yarmouth-and-The-Broads-Authority-LHNA_Final-Version-2.pdf

¹⁷ https://www.broads-authority.gov.uk/_data/assets/pdf_file/0034/569329/Local-Housing-Needs-Assessment-Addendum-March-2025.pdf

¹⁸ See Broads Authority Boat Dwellers Accommodation Assessment - https://www.broads-authority.gov.uk/_data/assets/pdf_file/0028/439075/Broads-Authority-BDAA-Report-August-2022.pdf

To help understand for the right mix of home types and tenures King's Lynn and West Norfolk have commissioned a Housing Needs Assessment in 2020¹⁹, North Norfolk has commissioned a SHMA update in 2019²⁰, Great Yarmouth commissioned a SHMA update in 2022. and Breckland commissioned a Housing Needs and Economic Development Assessment in 2023²¹, which was further updated in 2025

3.3 Strategic Functional Economic Market Areas

Government guidance recognises that since patterns of economic activity vary from place to place, there is no standard approach to defining a functional economic market area. However in recognising these areas it is possible to define them by taking account of factors including:

- extent of any Local Economic Strategies within the area;
- travel to work areas;
- housing market area;
- flow of goods, services and information within the local economy;
- service market for consumers;
- administrative area;
- catchment areas of facilities providing cultural and social well-being; and
- transport networks.

Boundaries of Travel to Work Areas (TTWAs) are illustrated over the page in Figure 5. Information on retail matters are captured within the existing evidence base supporting Local Plans²². Both these sources suggest that whilst Norwich is a major Regional Centre and draws trade from an extensive catchment across Norfolk and the wider region, both King's Lynn and Great Yarmouth retain a sufficient degree of self-containment to be considered in different functional economic market areas for most purposes.

It should also be noted that there are some very strong and significant cross boundary functional economic relationships. Great Yarmouth has particularly strong links with Lowestoft to the South. Within the Waveney Valley there are strong relationships between settlements on both sides of the County boundary. In the West of the County, King's Lynn in particular has functional economic linkages to the Lincolnshire and Cambridgeshire Fens. Settlements such as King's Lynn, Downham Market and Thetford also benefit to some extent by good access to the Cambridge economy.

The position within the Central Norfolk area is again more complicated as for certain economic functions (such as higher order retail and cultural activities) the catchment area extends over the whole of Central Norfolk areas; there are far weaker connections in other areas of economic activity. In outer parts of the Central Norfolk area there is little functional connection for convenience shopping

¹⁹ See [West Norfolk Housing Needs Assessment - https://www.west-norfolk.gov.uk/download/downloads/id/6252/2020_housing_needs_assessment.pdf](https://www.west-norfolk.gov.uk/download/downloads/id/6252/2020_housing_needs_assessment.pdf)

²⁰ See [North Norfolk Housing Needs Assessment - https://www.north-norfolk.gov.uk/media/5528/shma-local-housing-needs-assessment-2019.pdf](https://www.north-norfolk.gov.uk/media/5528/shma-local-housing-needs-assessment-2019.pdf)

²¹ [HEDNA-Final-Report May 2024 - https://www.breckland.gov.uk/media/21638/HEDNA-Final-Report/pdf/Breckland_HEDNA_Final_Draft_Report_31.05.24_-_Clean_-_PDF.pdf](https://www.breckland.gov.uk/media/21638/HEDNA-Final-Report/pdf/Breckland_HEDNA_Final_Draft_Report_31.05.24_-_Clean_-_PDF.pdf)

²² See [in particular the Employment, Town Centre and Retail Study for the greater Norwich Local Plan - https://gnlp.oc2.uk/document/14/4552#d4552](https://gnlp.oc2.uk/document/14/4552#d4552)

and the proportion of working residents who work in the Norwich urban area is very low²³. Both Thetford and Mildenhall and Cromer and Sheringham are still regarded as being distinct Travel to Work Areas. These are illustrated below.

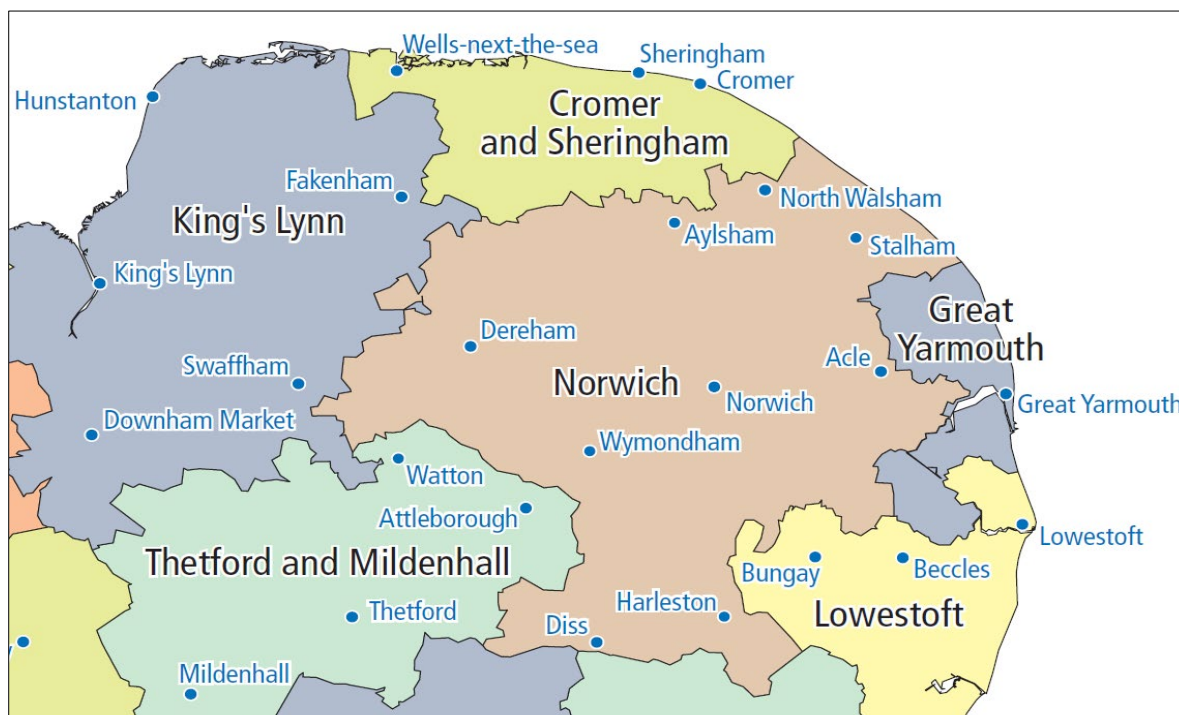


Figure 5: Norfolk's 2011 travel to work areas (TTWAs). Source: ONS 2015

The information available, including particularly the TTWAs and the higher retail analysis, suggests that the boundaries of strategic functional market areas are likely to be similar to the Housing Market Areas described above albeit, for many purposes significant sub-areas within these strategic areas will exist for a number of economic functions, especially within the Central Norfolk area.

3.4 Implications of Changing Infrastructure on Market Areas

Norfolk has benefitted from a number of significant improvements to its transport infrastructure. It is arguable that these, and others expected to be built over the next few years, have had, and will continue to have some effect on the functionality of the housing and economic markets. For example, the dualling of the A11 (Fiveways to Thetford) was completed and opened in December 2014, significantly improving the road connectivity between much of the County, Cambridge, the wider South East and the Midlands. The Third River Crossing at Great Yarmouth, which opened in February 2024, and the A47/A143 link road, which opened in December 2015, now better connect the A47 trunk road to the port and the southern peninsula of the town, and Great Yarmouth's Enterprise Zone at Beacon Park to further growth areas. The Broadland Northway, which was completed in Spring 2018, was a key part of the former Norwich Area Transportation Strategy, now reviewed and replaced by the Transport for Norwich Strategy which also includes proposals for a range of other

²³ The Central Norfolk SHMA identified the following settlements within the area of the 5 Central Norfolk Districts as having less than 10% of their resident workforce working in Norwich: Diss, Harleston, Sheringham, Swaffham, Thetford, Watton and Wells.

improvements across Norwich²⁴. The county is served by two trunk roads, the A47 and A11. Government identified the Major Road Network, a category of the road network comprising the country's busiest and most economically important A class roads in local-authority control, which includes the A17, A140, A10, A134, A1270 and A146, all serving longer-distance trips.

The Government's most recent Roads Investment Strategy contains a number of improvement schemes for the A47 as part of the trunk road programme. These were due to be delivered by 2025, although this was delayed by a legal challenge which has now been dismissed:

- A47 Vauxhall and Gapton Roundabouts, Great Yarmouth
- A47 Blofield to Burlingham Dualling
- A47 Easton to Tuddenham Dualling
- A47/A11 Thickthorn junction

The Blofield and Easton schemes have started on site, Thickthorn is due to start in 2025, whilst the Vauxhall improvement scheme was cancelled in government's 2024 budget announcement.

Additionally further improvement to the main road network of the County will be delivered by the Long Stratton bypass which commenced in 2024.

The majority of rail services in Norfolk are operated by Greater Anglia. The nine-year franchise, which commenced in October 2016, has delivered a variety of improvements) including the following that are of particular significance for Norfolk:

- Replacement of the entire fleet of trains;
- More services and faster journeys across the network, including 'Norwich in 90' trains;
- Norwich to Cambridge services extended to Stansted Airport;
- Work with Network Rail to implement specific schemes to drive up performance and reliability throughout the franchise;
- Increase in seats into London in the morning peak period, and an increase of more than 1,000 seats per week on the franchise network; and
- Various other improvements including improvements to WiFi, stations and ticketing systems.

The Greater Anglia franchise will be brought under public control by autumn 2025. East Midlands Railway operates Norwich to Liverpool services whilst Great Northern operate King's Lynn, via Cambridge, to London services.

Priorities include improvement of the Cambridge to Norwich services to half hourly frequency, and construction of East West Rail, which would open up destinations such as Bedford, Oxford and Milton Keynes with direct rail services.

Whilst the recently delivered and announced infrastructure enhancements are welcomed and cumulatively will assist the County in reaching its economic potential it is not considered likely they will result in any significant change to the functional geography of the County in the immediate future with regard to either housing or economic markets. East/West travel across the County will remain relatively slow and lack reliability, therefore it is likely that both King's Lynn and Great Yarmouth will retain similar levels of self-containment in housing and economic matters as present. The functional

²⁴ See [Transport for Norwich Strategy https://www.norfolk.gov.uk/media/21800/Transport-For-Norwich-Strategy-2021/pdf/51transport-for-norwich-strategy-2021.pdf](https://www.norfolk.gov.uk/media/21800/Transport-For-Norwich-Strategy-2021/pdf/51transport-for-norwich-strategy-2021.pdf) for further information

geography of the County will remain broadly as it is at least for the period of the preparation of the next round of Local Plans.

In the revised NPPF the government retained the requirement to produce a Statement of Common Ground (SCG) over the housing market area or other agreed geographical area where justified and appropriate.

In light of this requirement and the above analysis of our functional economic geography it is the view of the Norfolk Local Planning Authorities that there is a strong case to produce a single statement of common ground across Norfolk rather than seeking to produce three separate ones based on one large and two small Housing Market Areas. The reasons for this are:

- The recognised desire of the government not to disrupt existing joint working arrangements where these are effective;
- The high overall rate of self-containment of the Norfolk economy;
- The somewhat weak functional relationship between the outer areas of the Central Norfolk Housing Market Area and its core and the similarity of the strategic issues faced by these outer areas with the adjoining coastal and rural areas of Kings Lynn and West Norfolk and Great Yarmouth Boroughs; and
- The way in which the Broads Authority area overlaps both the Great Yarmouth and Central Norwich Housing Market Areas and five of the District planning authority areas which are signatories to this Framework.

Furthermore the shared understanding of economic geography has led to a number of agreements being reached about appropriate Local Planning areas for Norfolk.

Agreement 4 - That Great Yarmouth and King's Lynn and West Norfolk will each continue to prepare separate Local Plans for their areas.

With regard to Central Norfolk, the evidence does suggest that there may be some possibility for some of the growth pressures evident within the five Districts of Central Norfolk to be met within the different administrative areas of Central Norfolk. These five District authorities (Breckland, Broadland, North Norfolk, Norwich City and South Norfolk, along with the Broads Authority that partly overlaps 4 of their administrative areas) already co-operate closely. However, as noted above the Central Norfolk Housing Market Area is broad and contains places that have little relationship within one another and a weaker relationship with Norwich at the centre of the area. In the light of this the Local Authorities have reached agreement that whilst it will be necessary to closely co-operate on strategic planning matters and shared evidence, it is considered appropriate to seek to plan jointly over the area closer to Norwich with much stronger functional connectivity.

Agreement 5 - That Breckland and North Norfolk will continue to prepare separate Local Plans for their areas whilst Broadland District Council, Norwich City Council and South Norfolk Council will implement the Greater Norwich Local Plan (adopted March 2024) and various other existing Local Plan documents in this area, whilst also considering how best to address national changes to local plan making. The issue of whether it is appropriate to define any sub market areas or not will be a matter for those Plans. This approach does not preclude the possible redistribution of growth across the Central Norfolk area should this be supported by evidence and agreed by the relevant planning authorities.

Furthermore, the Broads Authority Area overlaps functional housing and travel to work areas of Central Norfolk, Great Yarmouth and Lowestoft.

Agreement 6 - That, in view of the very distinct issues facing the Broads Authority Area, spatial planning matters will continue to be best addressed by way of a standalone Broads Local Plan.

For further information on the current Local Plans in the County and the timetable for review please see the latest minutes of the Norfolk Strategic Planning Member Forum²⁵.

3.5 Other Joint Initiatives and Neighbouring Strategic Partnerships

Given the high degree of self-containment in relation to the housing market and travel to work areas the framework relates principally to the county of Norfolk although where appropriate cross boundary initiatives are in place. For example, planners from all of the Norfolk and Suffolk coastal local planning authorities, including the Broads Authority have worked together to produce a separate 'Coastal' Statement of Common ground²⁶ and have also produced a coastal adaption Supplementary Planning Document. Other joint working arrangements include a Statement of common ground between Great Yarmouth and East Suffolk and the Cambridge Norwich Tech corridor; further details of cross boundary initiatives are in appendix 2.

Norfolk is bounded by Suffolk to the south and Cambridgeshire and Lincolnshire to the west. Strategic partnerships are being developed in these neighbouring areas in response to national objectives for additional homes, jobs and enhanced infrastructure.

Following the formation of the Combined Authority (CA) for Cambridgeshire and Peterborough, the CA produced the Cambridgeshire and Peterborough Strategic Spatial Framework²⁷ in March 2018 which brings together the current growth ambitions of the area, and how the Combined Authority can support local jobs and housing growth ambitions. The Combined Authority are engaging with its partners and other stakeholders to continue to develop the second half of the Strategic Spatial Framework.

In Suffolk, the Suffolk's Inclusive Growth Framework²⁸ has been refreshed and relaunched by the Suffolk Growth Partnership in November 2020. The Framework brings together the shared growth work that is being taken forward across Suffolk into a single, cohesive programme.

The Framework:

- Presents the starting point and ambitions to allow local authorities to engage with communities, partners and Government with a clear and consistent message
- Sets out a single, concise summary of the work being taken forward to plan, coordinate and deliver growth across Suffolk

²⁵ See [Norfolk Strategic Planning Member Forum - www.norfolk.gov.uk/nsf](http://www.norfolk.gov.uk/nsf)

²⁶ See [Statement of common ground coastal zone planning report - https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/strategic-member-forum/nspmf-statement-of-common-ground-coastal-zone-planning-report-180712.pdf](https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/strategic-member-forum/nspmf-statement-of-common-ground-coastal-zone-planning-report-180712.pdf)

²⁷ See [Cambridgeshire and Peterborough Strategic Spatial Framework - https://stneotsmasterplan.co.uk/reports/cambridgeshire-and-peterborough-spatial-framework/](https://stneotsmasterplan.co.uk/reports/cambridgeshire-and-peterborough-spatial-framework/)

²⁸ See [Suffolk's Inclusive Growth Framework - https://27ea8bdd-fa24-451b-baf1-35bcfe30437b.filesusr.com/ugd/43f74e_988022cc644f4ac79d4bf0743468fa32.pdf](https://27ea8bdd-fa24-451b-baf1-35bcfe30437b.filesusr.com/ugd/43f74e_988022cc644f4ac79d4bf0743468fa32.pdf)

- Enables connections between programmes of work across the public sector, thereby minimising duplication and ensuring greater benefit is delivered through our investments

To the west of Norfolk, the South East Lincolnshire Local Plan²⁹ was adopted in March 2019 by the Joint Strategic Planning Committee. The Committee is a partnership of Boston Borough, South Holland District and Lincolnshire County Councils who are working together to plan the future of South Holland District and Boston Borough.

Across the wider region Norfolk is represented at the East of England Local Government Association and on the East of England Planning Officers' Group (EEPO). The role of the latter is to coordinate technical and policy work relevant to councils in the East of England on strategic economic, planning and infrastructure challenges, with a particular focus on engagement with London and the Wider South East.

Norfolk Authorities will continue to work with authorities in the region through their strategic partnerships and national initiatives to ensure a complementary, integrated approach to growth and to optimise investment opportunities to achieve mutually beneficial outcomes.

²⁹ See [South East Lincolnshire Local Plan](http://www.southeastlincslocalplan.org/adopted-plan/) - <http://www.southeastlincslocalplan.org/adopted-plan/>

Section 4 – Projections of growth

As a baseline for planning activity published projections for the County must be considered, including projections regarding population, households and employment. These are summarised below. However, it should be recognised that these are statistical projections and tend to be very heavily based on the extrapolation of past trends. In forward planning it is essential that other factors are given due weight. This is done in subsequent sections of this document and these projections are only produced for information.

4.1 Population Projections

The most recent set of national population projections were published by the Office for National Statistics (ONS) in March of 2020³⁰. These show an increase in the rate of overall population growth from the 2016 ONS figures, Table 1 shows a growth in population levels of 13-14% over the period from 2018-2041 and 2042. Districts are projected to see a significant variation in levels of population growth of between 5% in King's Lynn and West Norfolk and 28% in South Norfolk.

Table 1: Current and projected population numbers for Norfolk Districts 2018 based. Source: ONS,

District	2018 (000's)	2041 (000's)	Population growth 2018- 204 (%) ⁴¹	2042 (000's)	Population growth 2018-2042
Breckland	139.3	162.8	17	163.6	17
Broadland	129.5	149.4	15	150.2	16
Great Yarmouth	99.4	106.1	7	106.5	7
King's Lynn And West Norfolk	151.8	159.4	5	159.8	5
North Norfolk	104.6	117.2	12	117.7	13
Norwich	141.1	151.7	8	152.0	8
South Norfolk	138	174.9	27	176.0	28
Norfolk	903.7	1,021.7	13	1,025.8	14

It should be noted that these projections do not take into account existing planned growth. This would suggest a somewhat different distribution of population growth between the Greater Norwich authorities.

The population projections also contain considerable information of the age profile of the population. This is potentially of considerable strategic significance for Norfolk which will have major implications for Local Authority services and will need to be considered in Local Plans. The projected age profiles are set out in the Table 2 and 3 over the page.

³⁰Available at [ONS population projections - https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2](https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/localauthoritiesinenglandtable2)

Table 2: Existing population numbers (000s) and % by age quartiles (2018) and projected population numbers and % by age quartiles (2041) of Norfolk Districts. *Source: ONS*

District	2018				2041			
	All people (000s)	000s aged 0-19 (%)	000s aged 20-64 (%)	000s aged 65+ (%)	All people (000s)	000s aged 0-19 (%)	000s aged 20-64 (%)	000s aged 65+ (%)
Breckland	139.3	29.5 (21.2)	75.3 (54.1)	33.5 (24)	162.8	31.1 (19.1)	79.9 (49.1)	51.7 (31.8)
Broadland	129.5	26.4 (20.4)	69.9 (54)	33.2 (25.6)	149.4	28.5 (19.1)	74.8 (50.1)	46.1 (30.9)
Great Yarmouth	99.4	22 (22)	53.4 (53.7)	24 (24.1)	106.1	20.5 (19.3)	52.2 (49.2)	33.5 (31.6)
King's Lynn And West Norfolk	151.8	32.2 (21.2)	80.4 (53)	39.1 (25.8)	159.4	30.5 (19.1)	76.5 (48.0)	52.4 (32.9)
North Norfolk	104.6	18.1 (17.3)	52.2 (49.9)	34.3 (32.8)	117.2	17.4 (14.8)	52.4 (44.7)	47.4 (40.4)
Norwich	141.1	31.7 (22.5)	88.5 (62.7)	21 (14.9)	151.7	31.0 (20.4)	92.8 (61.2)	27.9 (18.4)
South Norfolk	138	30.6 (22.2)	74.3 (53.8)	33.1 (24)	174.9	35.9 (20.5)	88.7 (50.7)	50.3 (28.8)
Norfolk	903.7	190.5 (21.1)	494 (54.7)	219.3 (24.3)	1,021.7	195.1 (19.1)	517.3 (50.6)	309.4 (30.3)

Table 3a: Existing population numbers (000s) and % by age quartiles (2018) and projected population numbers and % by age quartiles (2042) of Norfolk Districts. *Source: ONS*

District	2018				2042			
	All people (000s)	000s aged 0-19 (%)	000s aged 20-64 (%)	000s aged 65+ (%)	All people (000s)	000s aged 0-19 (%)	000s aged 20-64 (%)	000s aged 65+ (%)
Breckland	139.3	29.5 (21.2)	75.3 (54.1)	33.5 (24)	163.6	31.4 (19.2)	80.3 (49.1)	51.9 (31.7)
Broadland	129.5	26.4 (20.4)	69.9 (54)	33.2 (25.6)	150.2	28.7 (19.1)	75.2 (50.1)	46.2 (30.8)
Great Yarmouth	99.4	22 (22)	53.4 (53.7)	24 (24.1)	106.5	20.5 (19.2)	52.3 (49.1)	33.6 (31.5)
King's Lynn And West Norfolk	151.8	32.2 (21.2)	80.4 (53)	39.1 (25.8)	159.8	30.6 (19.1)	76.7 (48.0)	52.5 (32.9)
North Norfolk	104.6	18.1 (17.3)	52.2 (49.9)	34.3 (32.8)	117.7	17.5 (14.9)	52.6 (44.7)	47.6 (40.4)
Norwich	141.1	31.7 (22.5)	88.5 (62.7)	21 (14.9)	152.0	31.2 (20.5)	92.9 (61.1)	27.9 (18.4)
South Norfolk	138	30.6 (22.2)	74.3 (53.8)	33.1 (24)	176.0	36.2 (20.6)	89.3 (50.7)	50.5 (28.7)
Norfolk	903.7	190.5 (21.1)	494 (54.7)	219.3 (24.3)	1,025.8	196.1 (19.1)	519.5 (50.6)	310.3 (30.2)

Table 4: Change in 000s between 2018 and 2041. Difference between 'All People' for each district between 2018 and 2041 in %. Source: ONS

District	Difference between 2018 and 2041			
	All people (000s)	000s aged 0-19 (%)	000s aged 20-64 (%)	000s aged 65+ (%)
Breckland	23.5	1.6 (-2.1)	4.6 (-5)	18.2 (7.8)
Broadland	19.9	2.1 (-1.3)	4.9 (-3.9)	12.9 (5.3)
Great Yarmouth	6.7	-1.5 (-2.7)	-1.2 (-4.5)	9.5 (7.5)
King's Lynn And West Norfolk	7.6	-1.7 (-2.1)	-3.9 (-5)	13.3 (7.1)
North Norfolk	12.6	-0.7 (-2.5)	0.2 (-5.2)	13.1 (7.6)
Norwich	10.6	-0.7 (-2.1)	4.3 (-1.5)	6.9 (3.5)
South Norfolk	36.9	5.3 (-1.7)	14.4 (-3.1)	17.2 (4.8)
Norfolk	118	4.6 (-2)	23.3 (-4.1)	90.1 (6)

Table 5a: Change in 000s between 2018 and 2042. Difference between 'All People' for each district between 2018 and 2042 in %. Source: ONS

District	Difference between 2018 and 2042			
	All people (000s)	000s aged 0-19 (%)	000s aged 20-64 (%)	000s aged 65+ (%)
Breckland	24.3	1.9 (-2)	5 (-5)	18.4 (7.7)
Broadland	20.7	2.3 (-1.3)	5.3 (3.9)	13 (5.2)
Great Yarmouth	7.1	-1.5 (-2.8)	-1.1 (4.6)	9.6 (7.4)
King's Lynn And West Norfolk	8	-1.6 (2.1)	-3.7 (-5)	13.4 (7.1)
North Norfolk	13.1	-0.6 (2.4)	0.4 (5.2)	13.3 (7.6)
Norwich	10.9	-0.5 (2)	4.4 (1.6)	6.9 (3.5)
South Norfolk	38	5.6 (1.6)	15 (3.1)	17.4 (4.7)
Norfolk	122.1	5.6 (-2)	25.5 (4.1)	91 (5.9)

These tables show that whilst the overall population of the County is projected to grow steadily at a relatively modest rate, the change in the age profile is more significant with nearly 80% of the total increase being accounted for by growth in the over 65s³¹. Between the ages of 20 and 64 population growth is projected to be slow, with only a 4.7% growth rate over the 23 year period, whilst the numbers of 0-19 years olds are projected to grow very slowly by just 2.4%. These numbers do vary

³¹ Total growth in population age 65 plus is 78,200

somewhat between individual districts (with Norwich being notably less affected by an ageing population) but the growth in the elderly population is projected to affect most parts of the County and will create significant issues given current models for funding social care and education provision. These issues are not considered further in the framework but the issues relating to housing are considered further in the housing section.

The 2021 Health profile for England³² suggests:

- In the decade prior to the pandemic in England, improvements in life expectancy had slowed down. The very high level of excess deaths due to the pandemic caused life expectancy in England to fall in 2020, by 1.3 years for males and 0.9 years for females..
 - The number of years spent in poor health is increasing. This will impact the need for particular housing, transport and service delivery solutions
- Deprivation and inequality continue to be key and enduring factors in poor health outcomes and so need addressing. Consequently, access to housing and employment and the impact of spatial and economic planning on these factors needs consideration.

4.2 Household Projections

The most recent set of household projections were published in June 2020³³. Similar patterns of growth are shown as for population, but it should be noted that these projections do not take into account growth planned in existing Local Plans which may influence the scale and distribution of the growth in households. The new household projections also show greater growth in the more rural districts compared to previous versions of the projections.

Table 6: ONS 2018 household projections. Source: ONS

District	2011	2018	2041	Household growth 2018-2041 (%)	2042	Household growth 2018-2042 (%)
Breckland	54,522	58,612	72,054	23	72,551	24
Broadland	53,343	55,676	66,619	20	67,041	20
Great Yarmouth	41,988	43,350	49,339	14	49,576	14
King's Lynn and West Norfolk	62,928	64,461	71,019	10	71,313	11
North Norfolk	46,033	48,049	57,111	19	57,448	20
Norwich	59,587	62,616	69,419	11	69,612	11
South Norfolk	52,825	58,973	78,565	33	79,213	34
Norfolk	371,225	391,737	464,126	18	466,813	19

³² [Health Profile for England 2021 \(phe.org.uk\)](https://fingertips.phe.org.uk/static-reports/health-profile-for-england/hpfe_report.html) https://fingertips.phe.org.uk/static-reports/health-profile-for-england/hpfe_report.html

³³ See [Household projections for England - Office for National Statistics-
https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/householdprojectionsforengland](https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/datasets/householdprojectionsforengland)

4.3 Employment Projections

Until recently East of England Local Authorities have used the East of England Forecasting Model (EEFM) to better understand the development needs of their area. The last run of this model was completed in 2017 and since then individual Local Authorities have commissioned data as it has been required for local Plans. But to help aid planning going forward Norfolk authorities agreed to commission a county wide set of economic data projections through Oxford Economics. These projections provide a set of baseline forecasts designed to facilitate the setting of consistent housing and jobs targets.

Table 5 sets out the headline results for Norfolk Districts from the data projections produced in 2024. As with any projections, these results need to be treated with a degree of caution. They are “policy neutral” and assume that policy context in the future remains broadly as it has in the past. They cannot reflect the impact of any recent or future interventions that may be made through infrastructure investment, Economic Strategies or Local Plans. In addition, the reliability of a number of the underlying datasets decreases at smaller scales, and economic activity is not limited by council boundaries, so individual sector and District forecasts should be treated as being broadly indicative.

Overall, the model shows that without additional intervention total job levels in the Norfolk economy are projected to grow at relatively modest rates over the next 25 years with most of the growth projected taking place within Greater Norwich.

Table 7: Total Job based employment by district. Source: Oxford Economics 2024

Districts	Total employment (000's)				2016-2041 growth (000's)	2016-2042 growth (000's)
	2011	2016	2041	2042		
Breckland	50.7	58.6	63.6	63.6	5	5
Broadland	55.1	55.4	68.7	68.9	13.3	13.5
Great Yarmouth	42.6	43.9	44	44	0.1	0.1
King's Lynn & West Norfolk	63.1	68.7	78.2	78.3	9.5	9.6
North Norfolk	39.6	42.8	46.3	46.3	3.5	3.5
Norwich	91.6	99.3	110.2	110.7	10.9	11.4
South Norfolk	56.5	60.9	87	87.7	26.1	26.8
Greater Norwich*	203.7	215.7	265.9	267.3	50.2	51.6
Norfolk	399.2	429.6	498	499.4	68.4	69.8

*Broadland, Norwich & South Norfolk

Note: The Broads does not have its own jobs figures but any jobs delivered contribute to district target.

Section 5 – The Economy

Strategic Economic Objectives

To realise the economic potential of Norfolk and its people by:

- facilitating the development and infrastructure needed to support the region's business sectors and clusters, driving economic growth through the enhancement of productivity, skills and education to provide widening opportunities;
- fully exploiting the economic opportunities offered by the economic success and global reputation of Cambridge;
- providing for job growth broadly matching increases in housing provision and improving the alignment between the locations of workplaces and homes;
- ensuring effective and sustainable digital connections and transport infrastructure between and within Norfolk's main settlements and across county boundaries to strengthen inward investment;
- strengthening Norfolk's connections to the rest of the UK, Europe and beyond by boosting inward investment and international trade through rail, road, sea, air and digital connectivity infrastructure;
- strengthening Norfolk's competitiveness through the delivery of well-planned balanced new developments providing access to a range of business space as well as high quality residential, well serviced by local amenities and high quality educational facilities;
- recognising the role of our city centre and the need to re-examine and revitalise the role of town centres as a focus for investment and enhancing the quality of life for residents;
- recognising that the long term conservation, investment in and enhancement of Norfolk's natural environment and heritage is a key element of the county's competitiveness and contributor to the Norfolk economy;
- ensuring a healthy workforce through well planned sustainable communities where people can walk and cycle to work or use public transport or work effectively from home;
- recognise that high quality housing underpins economic growth;
- Maximising opportunities that a clean/green economic recovery presents for the region and the new jobs which will be required to achieve the Governments net zero target

5.1 Strategic Priority Areas

It is clear that Local Authorities will need to continue to work collaboratively with one another and businesses in order to deliver the step change in economic performance that is necessary to deliver the shared objectives. The Norfolk Economic Strategy is an overarching document outlining the county's approach to economic growth over the next period of 2024-2029. The strategy has been developed based on a comprehensive evidence base and through 17 engagement sessions across the county, with over 500 organisations engaged. The strategy aligns with district council local plans, which are included in the evidence base. As part of the process, Norfolk district councils reviewed the draft document, to feedback and request amendments/additions to the document, which were then incorporated. The 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:

Priorities for local businesses

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

Priorities for People and Skills

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

Priorities for Infrastructure

- Ensuring the enabling infrastructure is in place to support growth across Norfolk
- Improving transport connectivity
- Sustainable development, decarbonisation and climate change adaptation

Priorities for Placemaking and Communities

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

5.2 Context

Norfolk is a £20bn economy with globally important research strengths. Employment and levels of trade are both higher than the East of England average. 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 are important centres of innovation, employment and culture, including the expansion of the market towns of Attleborough and Thetford, benefiting from the A11 tech corridor. 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. Norfolk also has 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 business' ability to grow and succeed.

Overall, Norfolk's 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. While this Strategic Framework addresses development matters (broadly speaking, building and changes in the use of land), it is recognised that to be fully effective this needs to be

complementary to other programmes and measures at the district, county, regional and national levels. In the light of the factors mentioned above, endeavours to promote 'inclusive growth' are especially relevant such as developing skills, community aspiration and capacity; recognising and nurturing the contributions of voluntary and community sectors; the quality of job opportunities, etc.

Whilst many districts have their own economic development strategies, the importance of working collaboratively across district boundaries is recognised. This Norfolk Strategic Planning Framework provides one of the foundations for cooperation as does the Norfolk Economic Strategy.

The Government published Invest 2035: the UK's modern industrial strategy in October 2024 for consultation. The industrial strategy is the UK government's proposed 10-year plan for the economy. It aims to deliver the certainty and stability businesses need to invest in the high-growth sectors and drive long-term economic growth.

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. The 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 key sectors and maintaining a powerful business voice. Combined with a wider focus on place, skills and regeneration, it 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. All of the Norfolk Districts have formally endorsed the Norfolk Economic Strategy and there is a good record of collaboration on specific economic development projects.

The Norfolk Local Authorities are committed to strengthened collaboration and focus on new initiatives and interventions to help nurture economic growth in higher value, knowledge based sectors across Norfolk.

5.2.1 Climate Change

In November 2020 the government set out ambitions for investment in clean energy, transport and energy efficiency, designed to support the country's 2050 net zero emissions target and to support up to 250,000 new jobs. The 10-point plan³⁴ includes commitments on offshore wind, low carbon hydrogen production, electric vehicles and nuclear. Ten Point Plan are:

1. Advancing Offshore Wind
2. Driving the Growth of Low Carbon Hydrogen
3. Delivering New and Advanced Nuclear Power
4. Accelerating the Shift to Zero Emission Vehicles
5. Green Public Transport, Cycling and Walking
6. Jet Zero and Green Ships
7. Greener Buildings
8. Investing in Carbon Capture, Usage and Storage
9. Protecting Our Natural Environment
10. Green Finance and Innovation

³⁴ See [The Ten Point Plan for a Green Industrial Revolution - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936567/10_POINT_PLAN_BOOKLET.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936567/10_POINT_PLAN_BOOKLET.pdf)

5.2.2 Norfolk's Key Economic Sectors

There are significant geographic clusters of existing business activity that anchor the Norfolk economy, with a number of these offering significant potential for growth. The Norfolk Economic Strategy identifies 6 key high growth and emerging sectors:

- Clean Energy
- Agri-Tech and Food Tech
- Life Sciences
- Financial Services and Insurance
- Digital Tech
- Advanced Manufacturing and Engineering

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 to raise average wage levels in Norfolk.

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.

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

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 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.

Agri-Tech and Food Tech

Norfolk's Agri-Food and Agri-Tech cluster is a major asset in both expertise and scale. It is 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, agribiotech and food tech, as recognised by the £7.5m Innovate UK Launchpad.

Norfolk also has a growing environmental services sector spearheaded by projects at Gressenhall and Shropham providing nature-based solutions to environmental challenges which work alongside agriculture and food production, whilst supporting development across the County.

Financial Services and 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.

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.

Advanced Manufacturing and engineering

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 - benefiting from the A11 tech corridor between Norwich and Cambridge incorporating Snetterton Commercial Hub and the two urban extensions at Attleborough and Thetford. This 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.

5.2.3 Norfolk's Foundational Economic Sectors

The Norfolk Economic strategy also sets out the Foundational economy which provides a high number of jobs, contributes to GVA and supports Norfolk's residents:

- Culture, Heritage and Visitor Economy
- Construction
- Health and Social Care

Culture, Heritage and Visitor Economy

The Economic Strategy looks to 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. Norfolk has 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 which has a status equivalent to a National Park, the Brecks and the Norfolk Coast Protected Landscape. Collaboration with partner organisations, including 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.

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. Jobs growth in the sector is forecasted to be 12.7% between 2022 and 2033, the highest of any foundational sector.

Health and Social Care

Health and Social care is a significant sector for Norfolk, employing over 60,710 people and contributing £2.1bn in GVA. It is important to future proof this sector, with an ageing population there will be a 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, further investment is required 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.

5.3 Strategic Employment Sites

Strategic employment sites have been agreed through joint activity on economic development and inward investment. They are all located in the growth locations identified in the Norfolk Economic Strategy and are targeted at the Norfolk Economic Strategy's key sectors.

Table 8: Tier one employment sites, sector, location and size. 2024

Site	Supports N&S Economic Strategy's Key Sector(s)	N&S Economic Strategy's Growth Location	Land available (approx.)
Attleborough	Advanced Manufacturing and Engineering	Tech Corridor	10 ha
Broadland Business Park area			
- plots on existing BBP			
- BBP Laurel Farm	Financial services	Greater Norwich	55ha
- St Andrews northside,	ICT & Digital Creative		
- Broadland Gate			
Browick Interchange (Wymondham)	Advanced Manufacturing & Engineering. ICT and Digital	Tech Corridor	20 ha
Food Enterprise Zone Honingham/Easton	Food, Drink & Agriculture	Greater Norwich / Tech-corridor	10 ha
Great Yarmouth Enterprise Zone and Energy Park sites:			
- Beacon Park (EZ)	Energy	Great Yarmouth and Lowestoft	13.5ha
- South Denes (EZ & EP)			25ha
Hardwick extension (King's Lynn)	Advanced Manufacturing & Engineering ICT and Digital Creative	King's Lynn and Downham Market (A10)	27 ha
Hethel Engineering Centre and Technology Park	Advanced Manufacturing & Engineering	Greater Norwich Tech Corridor	20ha
King's Lynn Enterprise Park (part EZ)	Advanced Manufacturing & Engineering ICT and Digital Creative	King's Lynn and Downham Market (A10 corridor)	17 ha (EZ)
Norwich City Centre	ICT and Digital Creative Financial Services Tourism and Culture	Greater Norwich	Multiple Sites
Norwich Airport			
- Aeropark			
- Southern area (around Hurricane Way)	Advanced Manufacturing & Engineering	Greater Norwich	75ha+
- Airport business park			
Norwich Research Park (part Enterprise Zone)	Life Sciences Food, Drink & Agriculture	Greater Norwich Tech Corridor	40ha (EZ 25ha)
Rackheath	Advanced Manufacturing and Engineering	Greater Norwich	25 ha
Scottow Enterprise Park	Logistics Energy	Greater Norwich/ North Norfolk	26 ha
Snetterton	Advanced Manufacturing & Engineering	Tech corridor	68ha
Thetford Enterprise Park	Advanced Manufacturing & Engineering Food, Drink & Agriculture	Tech corridor	18ha

Agreement 7 - The above list of locations are the Tier One Employment sites and should be the focus of investment to drive increasing economic development in key sectors and protected from loss to other uses.

This list will need to be kept under review in the light of emerging Economic Strategy priorities and the progress on Local Plans.

5.4 Key Cross-Boundary Economic Issues and Interventions

This section identifies the principal strategic economic matters and other matters which can only be fully addressed through development plans in (or across) more than one local planning authority area. It therefore does not include a wide range of matters which whilst they are recognised as very important, but which do not meet the specific definition of strategic development 'Duty to Cooperate' matters laid down by the Localism Act. These include the generality of

- rural economy (including agriculture);
- tourism and recreation;
- development of market towns;
- Coastal Change.

Development associated with and supporting these is addressed through individual local plans and informal joint working between local planning authorities, and these issues are addressed more widely through economic and other strategies. Neither is this section intended to include every economic issue that requires cross-boundary working, but just those of an extensive or special significance from a Norfolk wide perspective.

5.4.1 The role of Greater Norwich

Norwich and its immediate hinterland is the prime economic generator in the County. Its influence, and the policy measures required to make the most of this extend well beyond both the City Council's boundaries and the existing urban area.

A large part of the county depends upon the vibrancy of the city for employment, services, higher order retail, culture and leisure. It also has an economic importance as a public transport hub. The vibrancy and focus of activity in the city centre also attracts significant numbers of visitors and helps make the wider area an appealing place to live, work, invest and locate businesses. The economy of this wide area of influence will benefit from ensuring that the city is accessible; the centre continues to thrive and is attractive to inward investment; and out of centre development complements the overall offer.

The Broadland Northway supports the delivery of planned housing and jobs to the north and north-east of Norwich and has improved strategic access to a wide area of Broadland and North Norfolk. Realising the full range of economic opportunities will benefit from cooperation. The Airport supports the economy of the area including the off shore energy sector.

Broadland, Norwich, and South Norfolk, with Norfolk and the Broads Authority are working through the Greater Norwich Development Partnership (GNDP) on the planning of the area.

The Five Year Infrastructure Investment Plan³⁶ identifies the projects from the Greater Norwich Infrastructure Plan³⁷ the delivery of which is considered to be a priority for achieving the economic growth targets, as set out in the Joint Core Strategy and the Greater Norwich City Deal. The Greater Norwich Growth Programme identifies infrastructure schemes to be prioritised for delivery and development within each financial year, using pooled CIL funding.

Transport for Norwich Strategy³⁸ The Transport for Norwich strategy sets out transport policy focussed on Norwich, covering the full extent of the Strategic Growth Area as expressed through the Greater Norwich Local Plan (GNLP) together with consideration of the longer distance trips from the county and beyond. This is an ambitious strategy, putting carbon reduction and better air quality at the heart of the aim to support a growing economy, strengthen communities and reducing impact on the environment. 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.

5.4.2 Cambridge Norwich Tech Corridor

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. The corridor from Norwich to Cambridge includes a number of important existing and emerging clusters and strategic employment sites. It provides the potential for significant economic development, particularly as connectivity has improved with full dualling of the A11 between Norwich and Cambridge. The corridor also benefits from the Norwich to Cambridge railway line, direct trains between Norwich to Stansted airport and an increased number of internal (UK) and external routes from Norwich Airport. These opportunities need to be supported and exploited to maximise economic benefits.

In Norfolk the tech corridor extends through Norwich, South Norfolk and Breckland, and then into Suffolk and Cambridgeshire.

5.4.3 A47 Growth Corridor

The A47 crosses the county and, directly or indirectly, affects all Norfolk's districts, and parts of Suffolk and Cambridgeshire. The current limitations of the A47 act as a brake on economic growth, hindering investment, adding business and commuter costs, cause disproportionate accident and safety issues and contribute to the 'peripheral' image of Norfolk. Improvements to the road will unlock jobs, increase GVA and attract additional private investment all along its length. The A47 Alliance comprises

³⁶ <https://www.greaternorwichgrowth.org.uk/dmsdocument/2920>

³⁷ [Greater Norwich Infrastructure Plan 2024](#) -

<https://storymaps.arcgis.com/collections/ccd0719bafb44d5eb29f01435bfe496b>

³⁸ [Transport for Norwich Strategy - Norfolk County Council](#) - <https://www.norfolk.gov.uk/39828>

representatives from all Local Authorities, the business community, MPs and stakeholders along the whole of the trunk road route between Peterborough and Lowestoft. The Alliance is working to make the case for improvements and to secure the necessary investment to implement these. Partners will need to consider how best to cooperate to realise the economic potential of improvements.

Currently there are two A47 road improvement schemes under construction by National Highways:

- Dualling the A47 North Tuddenham to Easton
- Dualling the A47 Blofield to North Burlingham

Another scheme, to improve the A47/A11 Thickthorn Junction, is currently subject to the government's infrastructure spending review. These A47 road improvements have the potential to support growing the corridor's economy.

5.4.4 Clean Growth Coast / Ports of Great Yarmouth & Lowestoft

The ports of Great Yarmouth and Lowestoft are successfully developing their role in the huge growth in offshore wind generation and major planned gas field decommissioning in the southern North Sea, building on 50 years' experience in offshore energy. These ports also serve trade, fisheries and transportation sectors of the economy.

These two ports, in close proximity, together form a strategically significant economic (and infrastructure) resource, generating employment and supply chains of regional significance. The sector is also supported by businesses and facilities, such as Norwich Airport, in Greater Norwich. The critical mass of facilities, infrastructure and businesses helps the area compete with areas elsewhere, including on the other side of the North Sea.

There is a long and continuing history of collaboration between Great Yarmouth, East Suffolk, Norfolk and Suffolk Councils to make the most of these opportunities.

Through close cooperation, these bodies were successful in bidding for an Enterprise Zone (EZ) covering six sites in Great Yarmouth and East Suffolk to strengthen and build the offshore energy sector in the area. This EZ is one of the most successful in the country, the only zone to have exceeded the original EZ targets. The two Norfolk sites in Great Yarmouth are South Denes and Beacon Park.

Great Yarmouth Borough Council, Norfolk County Council and National Highways have cooperated closely on developing the road transport infrastructure to support the growth of the offshore energy sector in Great Yarmouth. The third river crossing has now been completed and provides direct access to the Port from the trunk road network, rather than through the heart of the town, and improving the A47 link to the rest of the country.

Meanwhile Norfolk County Council with Great Yarmouth Borough Council, are looking at a range of new infrastructure projects associated with the port and the Great Yarmouth Energy Park in order to enhance the value of Yarmouth to the offshore renewables sector.

5.4.5 Norfolk Coast, the Broads and the Brecks

The Norfolk Coast, the Broads and the Brecks are the 3 key cross boundary areas of the county where economic benefits include not only their attraction for tourism and recreation, but also their contribution to quality of life, and hence the attractiveness of Norfolk as an area to live, work and to locate a business. The economies of these areas are dependent on businesses, infrastructure and environmental protection in surrounding areas. This is particularly the case for the Broads Authority Executive Area, where the Broads Authority boundary is very tightly drawn.

In order to maximise the economic benefits a number of issues require coordination across planning authority boundaries, including coastal change, erosion and flooding; environment, landscape and habitats; as well as tourism and recreation itself. By working together the relevant authorities can ensure complementary measures, and maximise potential economic benefits.

All the Norfolk coastal districts, together with the Broads Authority (part of which is on the coast), East Suffolk District Council in Suffolk, and the Environment Agency have worked together on one or more of the three Shoreline Management Plans covering the Norfolk Coast, developing understanding of the technical and political challenges involved, and coordination of efforts to address these.

The quality, importance and diversity of the natural environment, including the Coast, the Broads and the Brecks, is reflected in the numerous national and international designations, including Special Areas of Conservation (SACs), Special Protection Areas (SPAs), Ramsar sites, and Sites of Special Scientific Interest (SSSIs), and protected landscapes (Norfolk Coast National Landscape and the Broads). The planning authorities have a role in helping to protect and manage these assets, along with Natural England, the Environment Agency and a wide range of non-statutory environmental and community organisations. Ensuring that new development can proceed sustainably without harm to protected sites or species, or to biodiversity or geodiversity in the wider environment, is a particular challenge. Through joint working and cooperation across planning authority boundaries, a better understanding of the potential impacts from development (especially relating to housing and recreation) is being developed, and new ideas and best practice for monitoring and mitigating any impacts are being shared.

It is important that all of this care and concern about the natural environment continues to be captured within a Green Infrastructure approach, so that protecting and enhancing nature and natural processes are consciously integrated into spatial planning and area development.

5.4.6 King's Lynn to Cambridge Corridor

The A10, and parallel rail line from King's Lynn to London, via Cambridge (passenger and freight), provides a strategic transport corridor. The section from King's Lynn to Downham Market is identified as a growth location in the Norfolk Economic Strategy. To realise the growth potential of the A10 Corridor there is a need to improve journey times, reliability of services and enhancement of operational capacity. The Ely area capacity enhancement Programme is looking to improve rail infrastructure to allow more trains to pass through the Ely area where several rail lines converge. This would enable more frequent passenger and freight rail services to operate in future; while works have been completed to enable longer trains to run from King's Lynn from December 2020. A new Cambridge North railway station has enabled improved access to jobs in the businesses on the north side of Cambridge for Norfolk residents. There is potential for large-scale job growth in the corridor at Downham Market, while the largest housing allocation in the West Winch Growth Area requires the completion of the West Winch Housing Access Road.

Agreement 8 - The recently adopted and emerging Local Plans for the area will include appropriate policies and proposals to recognise the importance of the above cross boundary issues and interventions.

Section 6 – Housing

Strategic Housing Objectives

To address housing needs in Norfolk by:

- providing for the quantity of housing growth which will support the economic prospects of the County and address in full the identified need for new homes in line with the Norfolk Economic Strategy;
- ensuring that new homes built are of the right sort in terms of size, type, and tenure to contribute positively towards addressing identified needs including for affordable homes, homes for the elderly and students, and other groups in society requiring specialist living accommodation;
- Ensuring that new homes are served and supported by adequate social infrastructure, including schools, Health Services, libraries, fire service provision; play space and green infrastructure provided through developer funding (e.g. through S106 agreements and/or Community Infrastructure Levy)
- contributing towards sustainable patterns of development including improving the relationship between homes, jobs and other key day to day services;
- delivering high quality, energy efficient homes in attractive communities which make a positive contribution to the health and well-being of communities; and
- ensuring that homes are delivered at the right time to address identified needs.

6.1 Introduction

The overall objective of national policy is to ensure that sufficient homes of the right type, are built in the right locations, and at the right time to address all existing and newly arising needs for homes. This means meeting both the market *demand* for new housing and addressing the *need* for homes including the needs of those who are currently unable to afford to buy or rent a suitable home locally. Homes built should be of the right type having regard to needs of the existing and future population and should address the specific needs of groups such as the elderly, those with disabilities, students and the gypsy and traveller community. Local Plans should include measures to address the need for appropriate specific types of dwellings, those wishing to build their own home, live on boats, low-cost home ownership products to purchase and other tenures of affordable housing. Whilst this document considers the likely scale of growth in the different parts of the County, it is not its purpose to determine how many new homes are required or where precisely these should be located. These will be decisions for individual Local Plans or any County wide development plans which may be prepared. Instead the focus is on cross boundary strategic considerations concerning, for example, the capacity of each authority to accommodate the required growth, considering how growth in one area may have impacts elsewhere, the need or otherwise to redistribute growth beyond the administrative boundaries of individual authorities and the implications of this, or the need to take collective measures to improve the rates of housing delivery in the County.

Since taking office in July 2024 the Labour government has made it clear that sustained economic growth is the only route to improving the prosperity of the country and the living standards of working people. Their approach to delivering this growth has focused on three pillars: stability, investment and reform.

One of the government's key priorities has been reform to the planning system and on the 12th December 2024 the National Planning Policy Framework (NPPF) update was published, alongside the Government's response to the consultation which launched in July 2024 and updates to the NPPG.

Some of the key changes to the NPPF include:

- Reintroduction of Mandatory Housing Targets
- Restoration of Five-Year Housing Land Supply Rules
- A new standard method for calculating local housing need that uses housing stock to set a baseline figure

Based on the government's new standard methodology³⁹ Norfolk Authorities will need to collectively plan for at least an additional 5,939 homes per annum. This is a significant increase over the previous standard method representing a 48% increase and significantly above average annual delivery in the last 3 years which is 3,812.

As part of the duty to co-operate, and as reflected in the remainder of this section the Norfolk Authorities have reached a number of key agreements both about the geographical area over which it is most appropriate to prepare Local Plans, the period to be planned for, and how each plan will provide at least the minimum number of dwellings required over the agreed period. In reaching these Agreements the authorities have had regard to the needs which may arise from outside of the County and have collectively agreed a process for establishing each areas capacity to accommodate growth. Given the significant raise in the housing numbers required under the new standard method for calculating housing need there may be a need to review these agreements for future versions of this document or any subsequent replacement.

6.2 Existing targets, supply, and delivery rates

The number of dwellings built in the County since 2007 have generally fallen behind published Local Plan targets due to various impacts including covid-19 and recessions. Some areas of the county have also seen significant impacts to the granting of planning permissions because of Nutrient Neutrality since March 2022 and it's likely that this reduced level of new land supply will have impacts on future housing delivery particularly until such time that the supply of Nutrient Neutrality mitigation allows the backlog of planning permissions to be fully unblocked. The required annual rate of housebuilding needs to meet national policy⁴⁰ further details of the consequences of under delivery are covered in more detail in section 6.6.

In practice, delivery rates of housing development will vary considerably from one year to the next, with significant periods of under-delivery in some years and over-delivery in others, depending on a wide range of factors including site availability, economic conditions, and the capacity of the local building industry. For this reason, annualised targets represent a blunt instrument against which to assess delivery. Individual authorities will continue to consider carefully how new housing needs evidence might be taken into account appropriately in plan-making and the determination of planning applications.

Detailed information on the availability and deliverability of new housing is published annually by each authority in their Five Year Land Supply Statements.

³⁹ [Housing and economic needs assessment - GOV.UK](https://www.gov.uk/guidance/housing-and-economic-development-needs-assessments) - <https://www.gov.uk/guidance/housing-and-economic-development-needs-assessments>

⁴⁰ National Housing Delivery Test – Results of this test are published by government in November of each year and compare the number of dwellings built over a three year period with the number required.

6.3 Future Housing Demand and Need

The National Planning Policy Framework requires that the need for homes in terms of quantity, size, type and tenure within an area is addressed by planning authorities when preparing Local Plans, unless the consequences of doing so would result in unsustainable development. Where planning authorities conclude that it is not desirable to address identified needs within an individual authority area, they should reach agreement with others to ensure that needs are met.

Following the publication of the revised NPPF in December 2024 the quantity of homes needed should be calculated in accordance with the new standard method in national guidance. The method uses 0.8% of existing stock as the baseline. Over the last 10 years housing stock has grown nationally by around 0.89%. The baseline figure is then increased to reflect housing affordability pressures. The NPPF sets out transitional arrangements that may apply to local plans.

Table 9: Local Housing Need showing change between current and previous standard methodologies (correct as at December 2024)

Area	Previous Method	New Method	Change	% Change
Breckland	625	903	278	44%
Great Yarmouth	354	380*	*	*
KLWN	554	989	435	79%
North Norfolk	556	932	376	68%
Greater Norwich	1,929	2,590	661	34%
Norfolk	4,017	5,939	1,922	48%

*The Great Yarmouth figures under the new method is 525 however 380 is being used under the transitional arrangements

To ensure better alignment of Local Plans all Norfolk Authorities have agreed to prepare new Local Plans which address the level of housing need for the period until at least 2041 have formally commenced the process of plan review. Broadland, Norwich and South Norfolk have adopted a single Greater Norwich Local Plan allowing for consideration of how needs might be addressed across the larger plan area. Information on progress of local plans for Norfolk LPAs can be found on the NSPF website www.norfolk.gov.uk/nsf under summary of local plans.

Agreement 9 - When determining their respective Local Plan housing targets for plan making each Norfolk Authority, working together where desirable, will aim to deliver at least the local housing need as identified in the most up to date evidence (Table 9). Where this would result in unsustainable development, agreement will be sought with other authorities, initially within the same Housing Market Area, to ensure sufficient homes are provided to meet identified needs and demands in the area until at least 2041.

The Broads

Following the publication of the NPPF in December 2024 and updated National Planning Policy Guidance the Broads Authority has looked to reconsider its housing need based on housing stock to align to the new standard methodology. Because of this change in methodology, the housing need for

the Broads has tripled. Based on the commissioned housing needs analysis⁴¹, the total need in the Broads Authority Executive Area between 2021 and 2042 is 1077 dwellings (approx. 51 per year). These figures for the broads' part of the 6 district council areas are as follows:

Table 10: Projected dwelling need within the Broads Authority area 2021-2042

	Broadland	North Norfolk	Norwich	South Norfolk	Great Yarmouth	East Suffolk
Total OAN	316	298	17	204	177	70

It should be noted that this need is part of the need of the overlapping District Councils and not in addition to it. In view of the special qualities of the Broads there has been a long-standing agreement between the BA and their overlapping District Councils about the other areas planning to meet any housing needs arising in the BA area⁴². It would clearly not be in the best interests of good planning in Norfolk for planning in the Broads area to be driven by a need to meet statistically derived housing targets where this would be incompatible with the protection of the special qualities of the Broads. Agreements 11 and 12 below addresses this matter. There is also a residential moorings need that is identified in the Local Plan of 48 residential moorings⁴³ which the Broads Authority will seek to meet.

Agreement 10 – The Broads Authority will meet its calculated portion of the wider housing requirement as far as is compatible with the protection of the Broad's landscape and special qualities.

Agreement 11 – South Norfolk, Norwich City, Broadland, North Norfolk, and Great Yarmouth Councils will seek to include appropriate provision within their Local Plans to address the housing needs arising from the parts of the Broads Authority area overlapping their administrative boundaries if these cannot be met within the Broads Local Plan.

East Suffolk Council (not signatories to this framework) have also agreed to do the same.

Implications of the City Deal for Housing

In December 2013 the Greater Norwich City Deal was signed⁴⁴. The City Deal was expected to see 300 new businesses supported and secure an additional £100 million of private investment. The deal was also expected to create more than 19,000 jobs, including 3,000 high value jobs at Norwich Research Park, 2,000 jobs around Norwich Airport, 1,000 jobs based around Norwich University of the Arts and 6,000 construction jobs.

⁴¹ [Local Housing Needs Assessment Addendum \(March 2025\)](https://www.broads-authority.gov.uk/_data/assets/pdf_file/0034/569329/Local-Housing-Needs-Assessment-Addendum-March-2025.pdf) - https://www.broads-authority.gov.uk/_data/assets/pdf_file/0034/569329/Local-Housing-Needs-Assessment-Addendum-March-2025.pdf

⁴² See [Planning for Housing and Employment in and Around the Broads Memorandum of Understanding - http://www.broads-authority.gov.uk/_data/assets/pdf_file/0008/432998/Duty-to-Cooperate-Planning-For-Housing-and-Employment-in-and-Around-the-Broads-Proposed-Memorandum-of-Understanding-040113.pdf](http://www.broads-authority.gov.uk/_data/assets/pdf_file/0008/432998/Duty-to-Cooperate-Planning-For-Housing-and-Employment-in-and-Around-the-Broads-Proposed-Memorandum-of-Understanding-040113.pdf)

⁴³ [Residential Moorings Need Assessment](#) 2022

⁴⁴ See [Norwich City Deal - https://www.gov.uk/government/publications/city-deal-greater-norwich](https://www.gov.uk/government/publications/city-deal-greater-norwich)

The housing implications of the City Deal were assessed thoroughly as part of the Greater Norwich local plan. The plan includes a buffer which help builds in flexibility to support higher than trend economic growth incorporating the Greater Norwich City Deal.

6.4 Type of Homes

It is critically important to ensure that sufficient homes are provided but it is equally important that the homes that are built are the right type in terms of size, affordability and tenure. In this regard key issues affecting the County are providing suitable homes for:

- Those on lower household incomes who are unable to afford market prices and rents
- A rapidly aging population
- A growing student population in and around Norwich
- Gypsy and Traveller communities

Collectively, the Authorities are committed to the delivery of energy efficient homes which minimise the inefficient use of scarce resources and each Local Plan will consider the desirability of requiring enhanced construction standards which go beyond the requirements of the current National Building Regulations. For example, all authorities in the County have committed to introducing lower water consumption targets for new dwellings and most are likely to introduce enhanced accessibility requirements. Further consideration is also given to this area in the section on climate change.

Unless there is a significant increase in earnings or a slowing rate of house price increases the evidence concludes that dwelling affordability will continue to be a major issue in most parts of the County. Delivery of affordable homes, as with other types of housing, has failed to keep pace with existing and newly arising needs. Forecasts indicate that across the County as a whole some 26% of the total future housing requirement will need to be provided as affordable homes but this masks significant local variations.

The significance of this issue for Norfolk should not be underestimated. There would be particularly severe impacts on a number of key economic sectors if housing affordability worsens and there is not considerable increase in the availability of forms of housing that meet the needs of people who are employed in low wage sectors across the county. The situation will vary from one council area to another so is best addressed through local plans rather than through collective agreement.

Inward migration from the rest of the UK, mainly due to retirement to the area, is forecast to be the major driver of population growth in the County over the next 20 years and a rapidly aging population, particularly outside of the three main urban centres will continue to increase the need for homes. By 2042 over 16% (171,049 people) of Norfolk's population is forecast to be over 75 years of age and if current trends continue this will increase the need for specialist forms of accommodation such as care, nursing and assisted living schemes. These specialist accommodation needs are not included within household projections and authorities should carefully consider the latest available evidence and develop strategies to ensure these needs are met. If current trends continue an increasing proportion of elderly people will remain in their homes for longer periods.

Specialist types of accommodation

Local Housing Needs Assessments are prepared to establish the likely total need for new dwellings over a given period. These assessments quantify the needs of those residing in households including gypsy and travellers and those living in caravans and houseboats but they do not account for those living in other types of communal accommodation such as care and nursing homes and purpose-built

student accommodation (PBSA). Therefore, in addition to the target for new dwellings Local Plans will need to separately quantify and provide for other specialist types of accommodation and fully understand the relationship between the need for new dwellings and the need for different types of non-household accommodation.

Elderly People

The identified Objectively Assessed Need across Norfolk includes the conventional housing needs of elderly people but does not include people residing in care and nursing homes. On this basis, all self-contained elderly person housing is counted within the housing supply; but the supply of bed spaces in residential institutions (Use Class C2) is not. If sufficient Class C2 bed spaces are not provided, then these people will not vacate existing dwellings and therefore more dwellings may be required.

As section 4 highlights, latest population projections estimate an increase in 65's of over 91,000 between 2018 and 2042 in the county. Local planning authorities were clear that further research was required into their housing needs. As part of the work to update this document previously a study was commissioned to identify the need and types of accommodation which are required to support the increase in the elderly population going forward.

The study highlights that a range of housing types are required to meet the needs of the elderly. It should be noted the many residents will be able to remain in conventional type of housing for many years but may choose to downsize or move to more suitable types of home like bungalows. Therefore, housing types range from conventional housing (either modified or unmodified), age exclusive housing, sheltered housing with low level support to higher level support housing with on-site support or residential/nursing care homes. In 2020 there were 8,612 units of specialist independent retirement housing in Norfolk, 78% of these units are sheltered⁴⁵ housing with low level support and only 22% are extra care with higher level support⁴⁶. Across the whole of Norfolk in 2020 there is unmet need for 2,826 units of extra care housing and 4,034 units of sheltered housing. By 2041 these figures will have risen to 5,149 and 10,384 respectively. The report also highlights that care homes will also need to accommodate an additional 5,239 people and better provision should also be made for elderly with various levels of dementia with Norfolk likely to see an increase in residents with dementia by nearly 10,000 to 2041. Full details can be found in the report accompanying this study⁴⁷ Norfolk Local Planning Authorities will work with registered providers and housing associations to support the delivery of specialist housing to meet the needs of an increasingly the elderly and retired population.

⁴⁵ Sheltered housing is age restricted housing normally with either an onsite or visiting scheme manager or access to a bespoke helpline. There will normally be communal facilities which may include a café or shop but there is no bespoke site specific care package. Scheme residents are typically 75 or over, but the scheme may include some residents aged 65-74

⁴⁶ Extra Care housing is age restricted housing with an onsite scheme manager and provide a range of communal facilities. However residents will also have access to a site specific bespoke care package, usually including paying for a specified minimum number of hours of care a week with the option to increase usage if required. The care provider is CQC registered with specific carers allocated to the scheme. Scheme residents are typically 75 or over. Extra care housing can also be known as very sheltered housing, assisted living, enhanced sheltered or as housing with care.

⁴⁷ [D2 - Study of Retirement Housing Norfolk Report v1 March 2021](#)

Student Housing and the OAN

Planning Policy Guidance requires that local planning authorities should plan for sufficient student accommodation whether it consists of PBSA (both on and off-campus), or private sector housing (in particular Houses in Multiple Occupation (HMOs)).

The largest higher education provider in Norfolk is the University of East Anglia (UEA). The UEA has a campus on the edge of Norwich with a total of 15,775 full time students in the academic year 2022/23. The city also contains the Norwich University of the Arts (NUA) which has 2,765 full-time students, with most of its buildings in the city centre. These institutions greatly contribute to the city's and county's economic prospects.

In recent years there has been an increase in student accommodation both at the UEA campus and in privately owned and managed purpose-built student accommodation, which is mainly in the city centre. In October 2023 there were 6,349 PBSA bedspaces in Norwich. This figure excludes 663 bedspaces at the Ziggurats, UEA as they were closed due to Government guidance on Reinforced Autoclave Aerated Concrete (RAAC).

The AECOM Norwich Purpose Built Student Accommodation (PBSA) Study, November 2024, concludes that based on historical trends the student population in and around Norwich is likely to grow by around 383 students per year (or 328 full-time undergraduate students). The AECOM study sets out that the existing PBSA stock and expected pipeline is more than sufficient to meet future demand at least up to 2038/39.

Where accommodation is provided in the form of PBSA, when monitoring housing delivery, the ratio of 1:2.5 can be used for communal/cluster accommodation (i.e. 2.5 net PBSA bedrooms equates to 1 net new mainstream dwelling). However, for PBSA which takes the form of studio flats, each net student bedroom is counted as 1 net new dwelling.

The Greater Norwich Local Plan contains a policy to support growth of PBSA where the need is justified as part of policy 5 (Homes). To better inform planning decision making, in consultation with the two universities, Norwich City Council will use the evidence above to consider updates to its existing Purpose-Built Student Accommodation Evidence and Best Practice Advice Note⁴⁸ which was adopted in 2019.

Accommodation needs of Gypsies, Travellers, and other types of accommodation

The accommodation needs of Gypsies and Travellers, including Travelling Show people, and those residing in boats and mobile/park homes are included within the overall assessments of housing need and comprise part of that need rather than an additional requirement. These types of accommodation which are provided can therefore count towards addressing locally set housing targets. In December 2023 the Court of Appeal judgment in the case of Smith v SSLUHC & Others (October 2022) determined that the 2015 PPTS was discriminatory by excluding households who had permanently ceased to travel from being recognised (for planning purposes) as Gypsies and Travellers. In response, the government

⁴⁸ [Purpose Built Student Accommodation \(PBSA\) Evidence and Best Practice Advice Note - https://www.norwich.gov.uk/downloads/file/5448/pbsa_best_practice_and_advice_note_-_adopted_november_2019](https://www.norwich.gov.uk/downloads/file/5448/pbsa_best_practice_and_advice_note_-_adopted_november_2019)

amended the definition by re-inserting the word 'permanent'. As now set out in the subsequently updated PPTS, December 2023 for the purposes of planning policy, gypsies and travellers means:

'Persons of nomadic habit of life whatever their race or origin, including such persons who on grounds only of their own or their family's or dependants' educational or health needs or old age have ceased to travel temporarily or permanently, but excluding members of an organised group of travelling showpeople or circus people travelling together as such.'

Locally authorities have prepared specific evidence to quantify the levels of need for such accommodation and use this evidence to inform Local Plan preparation. Great Yarmouth and the Broads Authority commissioned a study in 2022⁴⁹ as did Greater Norwich (Broadland, Norwich and South Norfolk)⁵⁰. North Norfolk commissioned an updated study in 2024 in order to identify its Gypsy, Traveller and Travelling Show people accommodation needs for the emerging Local Plan based on the updated definition issued by the government in December 2023⁵¹. Breckland DC published its own study in 2024⁵². In addition, a separate study was also commissioned and published by the Borough Council of King's Lynn and West Norfolk in 2023⁵³ to identify its Gypsy, Traveller and Travelling Showpeople accommodation needs for the emerging Local Plan.

Agreement 12 - The Norfolk Planning Authorities will quantify the need for, and plan to provide for, the specialist accommodation needs of the elderly, students, gypsy and travelling Show People, and those residing in other specialist types of accommodation and working together will ensure that the distribution of provision responds to locally identified needs.

Other forms of specialist accommodation such as self-build and accommodation for military personnel will be addressed by individual authorities but the Norfolk Strategic Planning Member Forum will keep this position under review.

6.5 Capacity and Distribution

Some parts of the County are more constrained than others and their capacity to accommodate new growth is similarly variable.

Each Authority has prepared Housing and Economic Land Availability Assessments (HELAAs) using a standardised methodology which has been agreed by all Authorities. These are assessments of unconstrained capacity and take no account of the policy choices that each authority may make when

⁴⁹ See https://www.broads-authority.gov.uk/__data/assets/pdf_file/0025/432475/Great-Yarmouth-and-Broads-Authority-GTRCAA-Report-June-2022.pdf

⁵⁰ See [Greater Norwich GTAA June 2022 \(gnlp.org.uk\)](https://www.gnlp.org.uk/sites/gnlp/files/2022-06/Greater%20Norwich%20GTAA%20Final%20Report%20June%202022.pdf) Greater Norwich GTAA June 2022 (gnlp.org.uk) - <https://www.gnlp.org.uk/sites/gnlp/files/2022-06/Greater%20Norwich%20GTAA%20Final%20Report%20June%202022.pdf>

⁵¹ See [North Norfolk Gypsy & Traveller Accommodation Needs Assessment \(September 2024\)](https://url.uk.m.mimecastprotect.com/s/DfKxCgxvqTIPMrYUNfNf4J6rt?domain=north-norfolk.gov.uk) - <https://url.uk.m.mimecastprotect.com/s/DfKxCgxvqTIPMrYUNfNf4J6rt?domain=north-norfolk.gov.uk>

⁵² See [Breckland Gypsy Traveller and Travelling Showpeople Accommodation Needs Assessment April 2024](https://www.breckland.gov.uk/media/21598/Breckland-Gypsy-Traveller-and-Travelling-Showpeople-Accommodation-Needs-Assessment-April-2024/pdf/Breckland_Gypsy_Traveller_and_Travelling_Showpeople_Accommodation_Needs_Assessment_April_2024.pdf?m=1716560901907) - https://www.breckland.gov.uk/media/21598/Breckland-Gypsy-Traveller-and-Travelling-Showpeople-Accommodation-Needs-Assessment-April-2024/pdf/Breckland_Gypsy_Traveller_and_Travelling_Showpeople_Accommodation_Needs_Assessment_April_2024.pdf?m=1716560901907

⁵³ See https://www.west-norfolk.gov.uk/download/downloads/id/7907/klwn_final_gtaa_report_-_june_2023.pdf

preparing their Local Plan. Norwich City, Broadland and South Norfolk have worked jointly to address their shared housing need through the Greater Norwich Local Plan with other District Authorities having the capacity to address its own housing need at present.

Agreement 13 – All Norfolk Planning authorities will produce their Housing and Economic Land Availability Assessments to the standard Norfolk methodology.

6.6 Delivering Housing Growth

Over the past decade the quantity of new homes delivered in the County has not kept pace with published targets notwithstanding that the number of planning permissions granted typically exceeds the required quantity of development. This is likely to have been compounded by economic recession and poorer housing market conditions in some areas which may have reduced developer confidence and other factors including Nutrient Neutrality.

Slower than required delivery rates have resulted in inadequate or marginal five-year land supply positions resulting in the need to release unplanned development sites in some parts of the County. Recognising this, Norfolk Authorities have agreed to take a range of actions to improve future housing delivery.

Agreement 14 - To minimise the risk of slow delivery over the next plan period, where it is sustainable to do so, the following will be done:

- **Housing strategies will seek to allocate a range of different sizes of sites, where such sites are available and would result sustainable development.**
- **Clear evidence and demonstration of ability to deliver development will be required prior to the allocation of larger sites for development.**

However, such is the scale of delivery challenge facing the County there may well be the need for further actions to be taken to ensure housing targets can be met. Norfolk Local Planning Authorities jointly commissioned a study to look further into the issues impacting delivery within the county. The report highlighted 10 measures to be considered which will be further addressed by Local Authorities in bringing forward their Local Plans:

- Allocating a balanced range of sites and scales of development
- Enable early-stage engagement with high profile councillors and leader of the Council to facilitate stakeholder buy-in and community liaison at the site allocation stage.
- Support and encourage allocation and development of retirement developments, single storey dwellings, lifetime homes and extra care facilities for independent elderly living in suitable environments
- Use Planning Performance Agreements where appropriate for larger scale and more complex housing sites
- Employ or nominate strategic development officers to focus on larger scale growth allocations and assist developers through the planning process. These staff may be a shared resource between neighbouring authorities.
- Seek to invoke Service Level Agreements for Utilities and Network Rail related infrastructure where large scale sites are reliant on strategic interventions.

- Review the s106 approach for larger scale sites and consider a hybrid approach with early phases considered in more detail than later phases to enable flexibility for sites which have longer timeframes.
- Facilitate the creation of a county-wide developer forum
- Consider whether statutory powers can be used to assist with unlocking difficult sites
- Work up a funding strategy with the local highway and flood authorities to support sites where major infrastructure is required and this is not covered by CIL.

Alongside these possibilities there may also be other measures taken which would complement these actions:

- Greater support with infrastructure planning in relation to large scale plans for urban expansion to increase confidence and reduce risks for the industry and make them more attractive for housebuilders to build out at quicker rates than in the past. Increasing the number of housebuilders active in the Norfolk market and increased use of modular (off-site) building techniques will also assist here;
- Action to stimulate the SMEs in the construction sector to increase the number of firms capable of building on the scale of sites that typically result in 5-50 dwellings being provided;
- Action to stimulate the self and custom build sector considerably.
- Further joint working to improve the speed, customer focus, predictability and efficiency of the planning system; and
- A considerable drive to increase the number of people entering the construction sector across the board, particularly in the light of the probable impact of Sizewell C construction on the market of skilled construction labour in Norfolk.

It should be noted that authorities housing delivery is measured against the Housing Delivery Test (HDT)⁵⁴ and where this indicates that delivery has fallen below the local planning authority's housing requirement over the previous three years, a number of policy consequences will apply:

1. where delivery falls below 95% of the requirement, the authority should prepare an action plan to assess the causes of under-delivery and identify actions to increase delivery in future years;
2. where delivery falls below 85% of the requirement, the authority should include a buffer of 20% to their identified supply of specific deliverable sites, in addition to the requirement for an action plan.
3. where delivery falls below 75% of the requirement, the presumption in favour of sustainable development applies, as set out in the National Planning Policy Framework, in addition to the requirements for an action plan and 20% buffer.

⁵⁴ The Housing Delivery Test does not apply to the Broads Authority

Section 7 – Health

7.1 Introduction

The origins of the planning system are closely associated with wider health improvements and recognise that where people live, work, study and relax play a greater role in health and well-being at a population level than just access to health care. Equally we know that as population size and structure change, for example an aging population, so do the demands upon health care facilities increase alongside the ever increasing need to prevent ill health in the first place. These matters are not influenced solely on an individual planning authority basis. Services are arranged and delivered across multiple boundaries. People move between areas to do different things and across their lifetime. Transport routes and methods inevitably impact wide geographic areas.

Health services in Norfolk are provided at geographies which extend beyond district and borough boundaries. The Norfolk and Waveney Integrated Care System (ICS) covers the whole of Norfolk and the former district council area of Waveney (in north-east Suffolk). Public Health provision is provided at the national, regional and local level.

Given that the various healthcare organisations operate across district and borough boundaries it is considered that there is merit in looking at consistent approaches to planning for health and well-being across the Norfolk local planning authorities.

Consequently, the need to co-operate between agencies and across geographies is important.

7.2 Principles

The National Planning Policy Framework (NPPF) requires that ‘planning policies and decisions should aim to achieve healthy, inclusive and safe places which promote social interaction, are safe and accessible, and enable and support healthy lifestyles’. The health and wellbeing of the population, and health infrastructure should be considered in both plan and decision making.

The Planning White Paper (2020 paragraph 1.7) recognises that: “Where we live has a measurable effect on our physical and mental health, on how much we walk, on how many neighbours we know or how tense we feel on the daily journey to work or school. Places affect us from the air that we breathe to our ultimate sense of purpose and wellbeing.”

The TCPA has advocated the impact of good planning decisions through its Reuniting Health with Planning workstream since 2010 and has worked in partnership with NHS England, Public Health England and Sport England.

The review of Health Equity in England by Sir Michael Marmot⁵⁵ highlights the need to build healthy and sustainable communities as one of 6 core recommendations to address the widening health inequalities. It states that ‘since 2010 life expectancy in England has stalled; this has not happened since at least 1900’ health is closely linked to the conditions in which people are born, grow, live, work and age’. There are clear links made to the quality, cost and condition of housing in the report, ‘The costs of housing have increased significantly, including social housing, impacting on all the other social determinants of health and pushing many people into poverty, homelessness and ill health.’

⁵⁵See [Health Equity in England - https://www.health.org.uk/funding-and-partnerships/our-partnerships/health-equity-in-england-the-marmot-review-10-years-on](https://www.health.org.uk/funding-and-partnerships/our-partnerships/health-equity-in-england-the-marmot-review-10-years-on)

The need for health infrastructure provision takes place in the context of:

- Stalling of life and healthy life expectancy rates (in the last decade 2011 onwards)
- Widening health inequalities and likely aggravation of this arising from impacts of Covid-19
- An increasingly ageing population, with impacts on health and social care provision and costs⁵⁶
- The number of premature deaths increasing, caused by smoking, lack of physical activity, obesity and alcohol misuse.⁵⁷ The UK wide NHS costs attributable to overweight and obesity are projected to be £9.7 billion a year by 2050 with wider costs to society estimated to reach £49.9 billion per year⁵⁸
- Increase in demand for mental health and wellbeing services
- Changing approaches to healthcare delivery.

7.3 Healthy living and Wellbeing – through better design

It is clear that health issues are increasingly important considerations in future planning activities. Therefore, development should facilitate a healthy lifestyle and provide opportunities for a high quality of life through a healthy environment where pollution is controlled and there is adequate access to open spaces and green and blue infrastructure. Availability of suitable and affordable housing and employment opportunities are also critical factors, as is access to active travel opportunities and affordable and practical public transport. It is also likely that active consideration will need to be given to increased home working, space standards and overcrowding in homes and internal ventilation, especially with many organisations having home working as an established new way of working whether this be full time home working or a hybrid model of office and home.

New developments present an opportunity to build homes, streets and neighbourhoods that support and enable healthy lifestyles through high quality provision of walking, cycling and accessible public transport. Good quality public spaces promote a sense of community and increase the variety of options to interact with the local environment and improve physical and mental health outcomes.

Both new and redesign of existing developments should consider a variety of needs of the Norfolk population. These could include:

- Recognising that the greatest health benefits across the population are to be had by encouraging the inactive to be moderately active so build short active journeys in everyday life such as shopping, schooling, catching a bus and work
- Considering the particular needs of an ageing population when designing open space, access to public transport and physically active means of getting about. For example, siting of benches and shelters, availability of toilets, safety when sharing pathways, level terrain and the provision of adult outdoor exercise equipment.
- It is important when designing built environments and making blue and green space more widely available that signage, navigation, and layout actively consider needs of those, for example, with dementia or learning disabilities who may otherwise find some designs less accessible
- A number of these considerations may also support their use by, for example, adults with younger children, the less mobile across all age groups and those with a sensory disability

⁵⁶ The King's Fund: Future Trends, Demography, Ageing Populations

⁵⁷ British Heart Foundation, 2013: Economic costs of physical inactivity.

⁵⁸Source: Guidance Health Matters: obesity and the food environment March 2017 (Public Health England)

- Signage to facilities could be expressed in time taken to walk, for example, instead of distance and routes designed to break up longer journeys into manageable sizes
- Location of housing, employment, education and retail facilities to minimise journeys by non-private vehicle methods
- Where possible cycle lanes and footpaths should be situated away from busy roads, publicised and well sign posted to encourage use. They can provide opportunities for biodiversity enhancement by planting appropriate tree species, hedgerows and pollen and nectar rich flora, facilitating species movement and habitat connectivity.
- Acknowledge that built environments deemed healthy now might not be so in the future, and that when designing built environments the anticipated impacts of climate change are accounted for. This could include adaptations for hotter summers, such as adequate shade and ventilation, but also preparations for wetter winters.

The RTPi published Enabling Healthy Placemaking⁵⁹ which highlights the barriers to building healthy places⁶⁰ called for 'greater ...collaboration between health, social care, and planning professionals to ensure people's health needs are integrated into the conceptualisation, design and planning stages of new developments in the future'. It highlights 7 ways planners can take the lead:



Norfolk authorities should consider skills development and greater understanding around healthy placemaking. Empowering Healthy Places recommends councils:

- Deliver education and training across the workforce and at all levels of seniority to outline health impacts and what can be achieved through existing powers and practices. This should include building an understanding of the different teams and roles across a council to improve shared knowledge and competencies. Signpost the wealth of research knowledge and good practice available to practitioners to guide work further and support local action.
- Update planning roles and associated job descriptions to develop the capacity of planning teams. This includes building skills to be able to work across different health-related disciplines and drive forward coordination between teams to deliver policy synergy that adequately reflects modern crises including health and climate. Incorporate public health, sustainability and resilience principles into core competencies.

⁵⁹ [Enabling Healthy Placemaking - https://www.rtpi.org.uk/media/5777/enabling-healthy-placemaking.pdf](https://www.rtpi.org.uk/media/5777/enabling-healthy-placemaking.pdf) published July 2020

⁶⁰ Such as lack of funding; different requirements from developers; conflicting policy priorities.

- Invest in skills and capability around the use of data and evidence and the infrastructure required to support this. This may involve exploring how this can be achieved through partnership, such as with academia or a higher-level authority, to drive consistency and reduce costs. This may include developing a platform that brings data and evidence sources together and visualises them spatially, which would increase access, transparency and ease of analysis

7.4 Implementing Healthy Design

The NPPF states that local planning authorities should make use of tools and processes for assessing and improving the design of development, specifically recommending assessment frameworks such as Building for Life 12 (recently updated to Building for a Healthy Life⁶¹).

[Building for a Healthy Life](#) replaced Building for Life 12 in July 2020; published in collaboration with NHS England, NHS Improvement and Homes England. 'Building for a Healthy life' is a Design Code to help people to improve the design of new and growing neighbourhoods and has been created for community, developer and local authority use. The 12 considerations capture areas of design and placemaking that need most attention but are often the most overlooked⁶². It provides visual prompts to good practice rather than the previous 12 question approach.

The [Healthy Streets Approach](#) is a framework that emphasises a street that works for people and is a street that is good for health. It provides an evidence-based approach for creating fairer, sustainable attractive urban spaces. The Department for Transport has funded Healthy Streets Approach training for Local Authorities (including Norfolk) using Local Cycling and Walking Infrastructure Plans. The 10 indicators focus on the experience of people using streets and complements the use of the Building for a Healthy Life design code.

10 Healthy Street Indicators™



Source: Lucy Saunders

Agreement 15 - Norfolk authorities agree to consider matters relating to healthy environments and encouraging physical activity, and fully integrate these into local design codes (which will inform planning application decisions, local plans and neighbourhood plans), drawing on key guidance such as Building for a Healthy Life and Active Design.

⁶¹ NPPF revised Feb 2019, para 129.

⁶² Building for a Healthy Life, pg 5.

7.5 Health Infrastructure Protocol

To help ensure these issues are addressed a protocol for joint working between planning, public health and health sector organisations was agreed in 2017 and has recently been updated to ensure it is working effectively and to take account of the organisational changes within the health system. Throughout this revision support has come from several quarters, including the Norfolk and Waveney ICB, Public Health and the local planning authorities. It was endorsed by the Norfolk Strategic Members Planning Forum in October 2024. The Protocol seeks to explain the relationship of land-use planning to public health, giving an overview of the planning system to health professionals and an overview of health service commissioning structures to land-use planners. There are mutual commitments to discuss development-related pressures on healthcare services and opportunities for high-quality place-making to enable people to make healthier lifestyle choices. The protocol also provides a single point of contact for local planning authorities within the healthcare system for feedback on planning applications and general advice. Working with Norfolk & Waveney ICS Estates and health colleagues affords an opportunity for long term planning and growth to be considered alongside health infrastructure needs.

The Protocol seeks for health professionals and town planners to work together to secure new healthcare facilities required as a result of development and population growth. To assist with such negotiations modelling data has been used to give an indication of future healthcare requirements throughout Norfolk. Projections are given on future demand for acute hospital beds, intermediate care beds, mental health capacity and the additional square metres of floorspace required for Primary care services infrastructure. The modelling also provides an indication of the cost associated to deliver the infrastructure required for the future demand. The population increases are modelled on low, medium and high scenarios for house-building rates, reflecting the uncertainty as to how economic conditions might affect the house-building industry in coming years. The Protocol also includes a *Health Planning Checklist* that consists of six place-making themes. Whilst use of the Checklist is not mandatory; it is made available to all practitioners as a convenient method to appraise development schemes in advance of, or at the point of, making a planning application. Additionally, there is agreement that within the GNLP area all developments in excess of 500 homes should use a Health Impact assessment. HIA use is to be actively encouraged to tackle health inequalities and the promotion of good health across all areas alongside wider use of both HIAs and the checklist to actively consider designing in health benefits. The Broads Authority Local Plan includes a healthy living checklist as their sites are typically smaller than other local authorities.

Agreement 16 - Norfolk authorities agree to endorse the updated Planning in Health: An Engagement Protocol between Local Planning Authorities, Public Health and Health Sector Organisations in Norfolk and undertake its commitments.

Section 8 – Climate Change

8.1 Introduction

In Summer 2019 the Norfolk Strategic Planning Member Forum requested that a Climate Change sub group should be set up as part of the update process to the Norfolk Strategic Planning Framework. The group reviewed information in relation to Climate Change with a specific focus on the role and impact on Local Plans and the planning system generally. It also explored some of the emerging policy work around climate change and looked at best practice where applicable.

8.2 Background

Climate change has been embedded into Land Use Planning and Marine Planning for many years; significant emphasis is placed on planners to address climate change through achieving sustainable development, and marine planning can make a contribution to climate change mitigation and adaptation in line with national policies. It is recognised that considerable national, international and local research in relation to climate change has been completed in recent years. This includes reports by the Intergovernmental Panel on Climate Change, and there continues to be emerging changes in relation to Government policy on the matter.

In June 2019 the government amended the Climate Change Act 2008 to extend the national carbon reduction target within it with the aim to reduce carbon levels to net zero by 2050. In December 2020 the government also announced a new plan which aims for at least a 68% reduction in greenhouse gas emissions by the end of the decade, compared to 1990 levels⁶³. Many local authorities were galvanised to either declare climate emergencies, and/or set their own locally applicable targets, either replicating the governments or extending it further as well as enshrining the concept into corporate objectives and Plans.

Within Planning, Local Plans can play a central role in helping to facilitate this key national environmental objective. Effective strategic plan making can deliver sustainable development and help address the challenges that climate change brings, complementing measures outside of the planning sphere but not resolving climate change challenges on its own. Clearly the County is vulnerable to the impacts of climate change through flooding, drought, storm surges, sea rise etc. The costs of climate change are projected nationally to be high and it is emphasised that not taking action could cost more than taking steps to reducing emissions now to avoid the worst impacts of climate change. Sustainable development through land use policies is regarded as a key means of addressing climate change and as such the planning system has a duty to ensure that action is taken to encourage and deliver more sustainable development.

8.3 Norfolk Climate Change Partnership

The Norfolk Climate Change Partnership (NCCP) was established in early 2020.

It aims to:

- Effectively tackle climate change, ensuring prosperity for the future generations of Norfolk by building healthy, resilient, sustainable communities and environments.
- Share knowledge and practices regarding how public bodies can respond to and influence climate change in Norfolk as a whole.

⁶³ See [Press Release - https://www.gov.uk/government/news/uk-sets-ambitious-new-climate-target-ahead-of-un-summit](https://www.gov.uk/government/news/uk-sets-ambitious-new-climate-target-ahead-of-un-summit)

- Support and deliver projects that support Norfolk's public bodies, communities, public, voluntary and community organisations, businesses and residents to reduce their carbon emissions, realise economic benefits, and adapt to and mitigate against the immediate and future impacts of climate change.

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The NCCP has three strategic priorities:

- Develop a sustainable energy plan to decarbonise energy supply for Norfolk and improve distribution of energy to citizens.
- Reduce and conserve energy demand on the system through retrofitting of buildings through behaviour change, enabling fabric first and heating.
- Enable greener sustainable transport solutions including a focus on behaviour change and using statutory powers where appropriate.

Norfolk LPAs will continue to support the work of the NCCP, further details of the NCCP work plan can be found on its website - <https://www.norfolkclimatechange.co.uk/>

8.3 Climate Change Research Paper

Working collaboratively through the Norfolk Strategic Planning Member Forum, Local Planning Authority planning officers, along with colleagues from the Environment Agency, Local Enterprise Partnership and Norfolk County Council, worked together to develop ideas which could help local plans address climate change through land use policies at a strategic level. The group have produced a Climate Change Research Paper and sub topic reports which set out a number of approaches for local authorities to consider when drafting local plans. In the light of this work the following agreement has been reached.

Agreement 17 - Norfolk Planning Authorities agree that climate change is an urgent, strategic cross boundary issue which will be addressed at the heart of Local Plans. To do this, the Authorities agree to consider the approaches contained in the NSPF Climate Change research paper when the relevant policies are next being reviewed and updated as part of the Local Plan process and their appropriateness considered against local factors including viability of developments. Norfolk Planning Authorities agree to collectively review the latest evidence and advice on a regular basis and to update this research to ensure that the most appropriate actions are being undertaken to support climate change initiatives.

Section 9 – Infrastructure and Environment

Strategic Infrastructure and Environmental Objectives

To realise the economic potential of Norfolk and its people by:

- strengthening Norfolk's connections to the rest of the UK, Europe and beyond by boosting inward investment and international trade through rail, road, sea, air and digital connectivity infrastructure; and
- ensuring effective and sustainable digital connections and transport infrastructure between and within Norfolk's main settlements to strengthen inward investment.
- strengthening Norfolk's place competitiveness through the delivery of well-planned balanced new developments providing access to a range of business space as well as high quality residential, well serviced by local amenities and high quality educational facilities.
- Recognising the role of our city centre and town centres as a focus for investment and enhancing the quality of life for residents.
- recognising that the long term conservation of Norfolk's natural environment and heritage is a key element of the county's competitiveness.

To reduce Norfolk's greenhouse gas emissions and improving air quality as well as reducing the impact on, exposure to, and effects of climate change by:

- locating development so as to reduce the need to travel;
- reducing unnecessary car use and supporting the roll out of new technologies (such as Electric Vehicles and alternative fuels e.g. hydrogen) and Sustainable and active modes of travel including public transport, walking and cycling;
- maximising the energy efficiency of development and promoting the use of renewable and low carbon energy sources; and
- managing and mitigating against the risks of adverse weather events, sea level rise and flooding by reducing the impacts on people, property and wildlife habitats.

Together these measures will help create healthier more sustainable communities.

To improve the quality of life and health for all the population of Norfolk by:

- promoting development and design which seeks to actively improve health, prevent ill health and tackle widespread health inequalities
- ensuring new development fulfils the principles of sustainable communities, providing a well-designed and locally distinctive living environment adequately supported by social and green infrastructure;
- promoting social cohesion by significantly improving the educational performance of our schools, enhancing the skills of the workforce and improving access to work, services and other facilities, especially for those who are disadvantaged;
- maintaining cultural diversity while addressing the distinctive needs of each part of the county;
- ensuring all our communities are able to access excellent sporting facilities, health services and opportunities for informal recreation;
- promoting regeneration and renewal of disadvantaged areas; and
- increasing community involvement in the development process at the local level.

To improve and conserve Norfolk's rich and biodiverse environment by:

- meeting environmental challenges including those set out in new legislation such as the 2021 Environment Act; e.g. habitat mitigation, achieving Biodiversity Net Gain (BNG) and addressing issues of Nutrient Neutrality affecting the River Wensum and Broads Special Area of Conservation/ Ramsar sites
- ensuring the protection and enhancement of Norfolk's environmental assets, including the built and historic environment, biodiversity, geodiversity, soils, protected landscapes, the Broads, the Brecks and the Coast;
- protecting the landscape setting of our existing settlements and preventing the unplanned coalescence of settlements;
- maximising the use of previously developed land within our urban areas to minimise the need to develop greenfield land;
- avoiding, where possible, development on the best and most versatile agricultural land;
- maximising the environmental benefits where the development of greenfield sites is needed;
- protecting, maintaining and, enhancing biodiversity through the conservation of existing habitats and species, and by creating new wildlife habitats through development;
- providing a coherent connected network of accessible multi-functional greenspaces;
- reducing the demand for and use of water and other natural resources; and
- Protecting and enhancing water, air, soil and other natural resource quality where possible.

9.1 Introduction

Infrastructure and Environmental objectives have been considered together in the context of the Norfolk Strategic Planning Framework. The issues addressed are complex and multi-faceted and much of the work that has been completed on this subject by working closely with appropriate expert groups.

As is reflected in the introductory text in this framework and as recognised in the agreed vision and objectives, the future economic and social prospects for the County cannot be divorced from issues of environmental protection and infrastructure provision. The quality of Norfolk's environment, both in terms of the countryside, its historic City and the wide range of distinctive towns and villages it includes, give access to a quality of life which is one of the key selling points of the County and the retention and enhancement of which will be crucial to attracting the growth in highly productive economic sectors that is sought. Yet, as is also noted, Norfolk's infrastructure is comparatively under developed compared to many other parts of the wider South and East of England and will need significant enhancement if growth is to be delivered at the scale envisaged without compromising the quality of life and environment on offer.

The Norfolk Strategic Infrastructure Delivery Plan⁶⁴ (NSIDP) has been produced by the County Council working with all the local planning authorities and utility providers. It lists strategic infrastructure requirements and provides an update on the delivery of a range of projects. The projects in the NSIDP reflect the key infrastructure needed to deliver the scale of growth ambitions outlined in the NSPF. The NSIDP is a working document that will be regularly updated as information

⁶⁴See [Norfolk Strategic Infrastructure Delivery Plan](https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies) - <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies>

becomes available. A new version of the NSIDP was released in 2024. The NSIDP will help co-ordination, implementation, prioritise activity and respond to any funding opportunities. It will also enable Local Authorities to prioritise the release of revenue funding for the development of scheme information to assist the prospects of successful bids being made for capital funding to deliver further projects. As it concentrates on strategic infrastructure it does not identify the full range of infrastructure required for development. The Norfolk Strategic Infrastructure Delivery Plan highlights that the following projects have successfully been funded since 2013

Completed:

- Broadland Northway (Norwich Northern Distributor Road (inc Postwick)) - £205m
- Norwich Pedal ways - £14m
- Great Yarmouth sustainable transport package (Part 2) - £3.5m
- Great Yarmouth Beacon Park Link (A47/143 Link) - £6.8m
- A11 dualling Barton Mills to Thetford- £105m
- Great Yarmouth Right Turn at the rail station - £400,000
- Great Yarmouth Rail Station to the Market Place improvement- £2m
- Great Yarmouth sustainable transport package (Part 1) - £2.5m
- Thetford Enterprise Park Roundabout- £1.5m
- King's Lynn Lynnsport Link Road- £3.5m
- Bacton Walcott Landscaping - £19.3m
- A140 Hempsall Roundabout - £4m
- A11/Outer Ring Road Daniels Road junction improvement- £2m
- Great Yarmouth congestion relief projects- £3.3m
- Attleborough Town Centre Improvements - £4.5m
- Norwich (Growth Deal projects in Norwich City Centre and on the A11 corridor to Wymondham) - £11.2m
- Norwich (various projects through the Transforming Cities Fund programme) - £23.6m
- Active Travel Fund - £5.6m
- Wroxham road to Salhouse road section of the Broadland Growth Triangle Link Road
- Marriott's Way and Bure Valley Path sections of the Green Loop - £1.4m
- North Walsham, Honing and Stalham resurfacing section of the Weavers Way - £650,000
- Great Yarmouth Flood Defences 2017 onwards (Epoch 2)
- Great Yarmouth sustainable transport package (Part 2) - £3.5m
- Snetterton Heath Energy Supply Phase I – New primary substation and 6MVA transformer commencing Jan 2022 – £3.6m (Prior to Snetterton Heath Distribution Phase 1)
- Great Yarmouth Covered Market
- Great Yarmouth Harfreys Roundabout
- Great Yarmouth Third River Crossing - £120m
- Great Yarmouth Flood Defences 2017(Epoch 2) - £42.9m

Under construction or part-completed:

- Thetford Water Supply – £9.8m
- Thetford Sewerage Scheme - £2m
- Easton, Hethersett and Cringleford sewerage upgrade - £11m
- Local Full Fibre Network (LFFN) - £12m
- Internet of Things Innovation Network - £735,000
- Great Yarmouth Operations and Maintenance Campus
- Wymondham Water Supply Connections
- Great Yarmouth Learning Centre and University Campus

- Hethel Sustainable Energy Provision (Feasibility study phase)
- A47 improvements (incl dualling Blofield to North Burlingham, and Easton to North Tuddenham)

Planned, not yet started:

- A47 improvements (incl Thickthorn A47 Wisbech Junctions (Broadend Road))
- Increased Surface Water Capacity North Lynn
- Great Yarmouth Winter Garden
- Great Yarmouth Public Realms Improvements

9.2 Utilities

To deliver the rate of growth that is planned across Norfolk in the coming years considerable further investment will be needed in utilities infrastructure. A list of the main schemes that are thought to be necessary is outlined below.

Table 11: Priority Utilities Projects for Promotion⁶⁵

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
Attleborough Energy Supply	Not Known	£22m	BRP, Private Sector
Snetterton Heath Distribution Phase 1	Not Known	£1.5m	Developer Finance
Snetterton Heath Mains Sewer Connection	TBC	£3.8m	Private Sector, Public Sector, Anglian Water.
Hethel Sustainable Energy Provision	2024	£5.2-£5.9m	Private sector investment

9.3 Electricity

Provision of energy, particularly electricity is fundamental to housing and economic growth as energy consumers require access to reliable energy supplies. Since 2004, the UK has been a net importer of energy, and this has changed the way we view our energy security (Annual Energy Statement 2014). Housing and employment growth will put a greater strain on the electricity network with many of the primary substations in Norfolk already reaching capacity.

The 33kV main transmission network in Norfolk is the main network for new on-shore electricity providers and major users such as employment sites and large scale residential development. It is essentially three networks with one in the west serving King's Lynn and West Norfolk and extending in a limited way into the western side of North Norfolk and Breckland; one centred in Norwich and extending to Attleborough and the central and eastern parts of North Norfolk; and one serving the towns along the southern border and extending round to Great Yarmouth. This leaves significant, largely rural, parts of the county some distance from potential connections to this network. This particularly applies to a central swathe running north south, and a southern swathe running east west.

⁶⁵ Anglian Water's Long Term Recycling Plan was published in the summer of 2018. Building on this version work has commenced on the drainage and wastewater managements plans, using a nationally agreed methodology, this will be published in 2022.

The electricity network is subject to a number of operational constraints which challenge the ability to predict the future capacity of substations over the time periods that are typical for Local Plans. UK Power Networks (UKPN) will not normally invest to provide additional unassigned capacity and the costs of capacity upgrades falling on developers can be significant. The ability of developers to reserve supply, and unexpected windfall development adds further uncertainty to the forward planning process. In addition, the power requirements of end users of employment sites can vary significantly and are unknown at the time the land is allocated in a Local Plan.

In developing Local Plans, it is clear that Local Authorities will need to work closely with UKPN to ensure that identified locations where housing and employment growth will require strategic enhancement of the electricity supply networks to support new developments can be delivered without delaying the delivery of development or rendering it unviable. Partners continue to work with UKPN to overcome current constraints and prevent future issues, and to explore mechanisms to ensure the cost of electricity infrastructure is shared proportionately between planned developments. To support this, partners are working with UKPN to ensure there is more detailed information available to authorities providing an understanding of potential constraints and where development will require strategic enhancement of the electricity supply networks. Some Norfolk Planning authorities have also completed electricity infrastructure studies to investigate power supply issues and assess local constraints in more detail, these include the Greater Norwich Energy Infrastructure Study⁶⁶ and the North Norfolk Power Study⁶⁷. Norfolk and Suffolk County Councils are collaborating to bring forward an Energy Plan for the sub-region, the plan will enable local authorities across Norfolk and Suffolk to identify the actions they need to take to ensure the counties are able to meet the rising demand for energy and unlock housing and economic growth in a way that respects environmental sensitivities and is consistent with a clear, and identifiable pathway to net zero.

Additionally, all Local Plans across Norfolk will need to promote new developments which minimises energy use; minimise reliance on non-renewable or high-carbon energy sources and promote and encourage the use of decentralised and renewable or low-carbon energy sources (including heat networks) and sustainable construction technologies ensure that investment decisions help promote growth and overcome constraints and there are forward looking decision on energy investment.

9.4 Water

Norfolk lies within one of the driest parts of the UK. Planned growth in housing and employment will significantly increase water demand. The area's large agricultural sector is also dependent on water availability in the summer. Water quality is crucial, due to the number of protected sites relying on high water quality, including the Broads.

Water Resources East (WRE) is one of five regional planning groups in England operating under the National Framework for Water Resources⁶⁸. Their region encompasses Norfolk, Suffolk, Essex, Cambridgeshire, Northamptonshire and Lincolnshire. WRE works with the four water companies in

⁶⁶ See [Greater Norwich Energy Infrastructure Study - https://gnlp.oc2.uk/docfiles/46/P3723%20Greater%20Norwich%20Energy%20Infrastructure%20Study%20with%20Appendices.pdf](https://gnlp.oc2.uk/docfiles/46/P3723%20Greater%20Norwich%20Energy%20Infrastructure%20Study%20with%20Appendices.pdf)

⁶⁷ See [North Norfolk Power Study - https://www.north-norfolk.gov.uk/media/5583/north-norfolk-power-study-report-march-2019.pdf](https://www.north-norfolk.gov.uk/media/5583/north-norfolk-power-study-report-march-2019.pdf)

⁶⁸ See <https://www.gov.uk/government/publications/meeting-our-future-water-needs-a-national-framework-for-water-resources>

the region together with local authorities and representatives of the farming, energy and housing development sectors to create a regional water resources plan that meets the long terms needs of all sectors and the environment. WRE's first Regional Water Resources Plan for Eastern England was finalised and published in December 2023⁶⁹.

Anglian Water supplies water to the majority of Norfolk with parts of Great Yarmouth and the Broads Authority being served by Essex and Suffolk Water. Water companies have a statutory obligation to prepare and review Water Resource Management Plans (WRMP) once every 5 years setting how they will maintain a sustainable balance between water supplies and demand.

Anglian Water's current 2024 Water Resources Management Plan (WRMP24) was approved by the Secretary of State and published in September 2024, it describes the action needed over the period from 2025 to 2050⁷⁰. This considers the challenges the region faces, allowing Anglian Water (AW) to implement an affordable, sustainable pathway that can provide benefit to their customers, society, and the environment. The WRMP24 process has identified significant challenges for the East of England between 2025 and 2050; some of which were not present for WRMP19. Anglian Water will continue to prioritise demand management through smart metering, leakage control and water efficiency campaigns. But with almost no surplus water available to meet the new water needs of our region, WRMP24 has to identify new supply options for ensuring customers in Norfolk continue to have a safe, resilient water supply whilst providing best value to the region. New strategic resource options (SROs) include the Fens and Lincolnshire reservoirs, that will meet 36% of new water needs. The region's first proposed desalination plant at Bacton has joined the list of strategic resource options to be accelerated under national oversight by regulators. Anglian Water has planned for adaptive future resources, which allows flexibility to respond to changing circumstances.

Anglian Water has a statutory duty to supply water for domestic purposes e.g. to all household properties as well as any domestic requirements (e.g., drinking water, hand-basins, toilets and showers) of non-household properties. There is no legal requirement for water companies to supply water for non-domestic water demands (i.e. water use for industrial processes such as agri-food production or car washes), where it might put at risk the ability to supply water for domestic purposes.

Anglian Water has advised that they can no longer guarantee to supply new non-domestic water requirements for intensive/high water consumptive uses such as manufacturing/ food processing and production, due to water supplies being squeezed by abstraction reduction, climate change and a fast-growing population⁷¹.

As a result of limited water availability, where new and unplanned non-domestic requests are received, which exceed 20,000 litres per day (0.020 Ml/d) (this may be less dependent on the availability of water in that area) Anglian Water will be declining requests. Where the development is progressing through the Nationally Significant Infrastructure Project planning regime or Special Development Order Anglian Water will ask businesses to submit a Water Resource Assessment as part of their planning process, and, where feasible, will work with them to explore innovative solutions to meet their requests - such as more water efficient manufacturing and cooling processes, water reuse,

⁶⁹ See <https://wre.org.uk/the-regional-plan/>

⁷⁰ See [V3 WRMP24 main report - V3 WRMP24 main report](#)

⁷¹ [Anglian Water's Non-Domestic Water Requests Policy July 2024](#)

or alternative non-potable water resources. This position will be reviewed annually, and this non-domestic water request cap may change.

Essex and Suffolk Water have also finalised their 2024 WRMP⁷² for the 2025-2050 period covering the areas of Norfolk they supply.

Norfolk Authorities will work with Water Resources East (WRE) and its members, including both water companies, to help safeguard a sustainable supply of water for Eastern England, resilient to future challenges and enabling the area's communities, environment and economy to reach their full potential.

WRE's five-year business plan 2024-2028⁷³ sets out five strategic priorities to help increase their impact within the region, as they work with their members to deliver their flagship projects and develop the second iteration of their Regional Plan:

- Develop a more comprehensive, fully multi-sector, regional water resources plan for Eastern England
- Support catchment scale activity across the region to enable long-term planning and environmental improvement across sectors.
- Increase WRE membership, engagement and influence within the region.
- Be thought leaders and pioneers of collaborative approaches to integrated water management, helping to shape international best practice, national government policy and local delivery.
- Continue to strengthen WRE's governance and funding.

These will help to take forward action to help address the projected water shortages identified and deliver shared solutions that serve multiple sectors and help restore, protect and improve the environment.

One of WRE's flagship projects is the Norfolk Water Strategy Programme (NWSP) launched in February 2021 in collaboration with Norfolk County Council, Anglian Water and the international environment charity The Nature Conservancy. In February 2024, the partners launched the Business case for a Norfolk Water Fund⁷⁴; a £30 million investment in nature-based solutions and land use change with a benefit to cost ratio of 6.7. The aim is to establish the Water Fund as a partnership structure to facilitate delivery of nature-based solutions for water management in the medium and long term

Water Funds are governance and financing mechanisms allowing public and private sectors to work collectively to secure water for their communities. They are used successfully around the world to leverage blended finance streams to ensure coordinated delivery, funding and monitoring of nature-based solutions (NBS) for water security. In 40 locations, across North America, Latin America, Asia and Africa, TNC collaborates with partners to set up Water Funds based on science-based plans and innovative tools for representing water management challenges, strong monitoring and mobilisation of diverse funding streams. This programme will establish TNC's first Water Fund in Europe. Being part of the global Water Fund network will access collective experience, accelerating the project, and enable Norfolk to be featured as a global exemplar for water resource management, thereby facilitating access to further financial and human resources.

⁷² See [WRMP \(2025-2030\)](https://www.nwg.co.uk/responsibility/environment/wrmp/wrmp-2025-2030/) - <https://www.nwg.co.uk/responsibility/environment/wrmp/wrmp-2025-2030/>

⁷³ <https://wre.org.uk/wp-content/uploads/2023/12/WRE-5-Year-Business-Plan-2024-2028.pdf>

⁷⁴ See <https://wre.org.uk/wp-content/uploads/2024/02/Norfolk-Water-Fund-Business-Case-Report.pdf>

Agreement 18 – Norfolk Authorities will remain members of WRE and will work collaboratively with its other members in the development of the Norfolk Water Strategy Programme to ensure the project delivers the best outcomes for the county. Norfolk Authorities will also work collaboratively as part of WRE to support delivery of WRE's Regional Water Resources Plan and develop future iterations of the plan.

Other work is also ongoing across the county considering the wider impacts of water and associated infrastructure. Norwich City Council leads the River Wensum Strategy Partnership, working alongside the Environment Agency, Norfolk County Council, the Broads Authority and Norwich Society. The strategy has the overall vision of breathing new life into the river by enhancing it for the benefit of all and increasing access to, and making greater use of, this important asset. It will consider social, environmental and economic factors in achieving this vision. Some of the projects already delivered or planned as part of this strategy look to improve water quality and reduce flood risk on a catchment wide basis. In addition, the CATCH project, (Norfolk County Council along with Norwich City Council, Broadland District Council and Anglian Water) is working to find long-term solutions to the problem of surface water flooding in Norwich. The pilot project offers homes, businesses and schools the chance to have a slow-release water butts or rain water planters installed completely free of charge. The project is funded by Anglian Water and the Interreg European Union CATCH Climate Change and Flood Reduction Project. The EU are currently considering further phases of project work.

Local Plans can also contribute to long term water resilience by ensuring that new development incorporates water efficiency measures including the adoption of the optional higher water efficiency standard (110 litres/per person/per day).

Agreement 19 – Norfolk is identified as an area of serious water stress, the Norfolk Planning Authorities have agreed that when preparing Local Plans to seek to include the optional higher water efficiency standard (110 litres/per person/per day) or lower for residential development.

Individual authorities may also wish to consider the inclusion of a specific water efficiency BREEAM standard for commercial development within their Local Plans. Improved water efficiency is not limited to measures within dwellings and commercial buildings and a collaborative approach to promote innovation in water efficiency/re-use is required working closely with water companies and site promoters/developers.

Anglian Water's aim is to see residential developers go beyond the optional higher water efficiency standard (110 litres/per person/per day) - this could include water re-use measures in new developments including stormwater and rainwater harvesting and grey water recycling forming part of an integrated approach to water management. Natural England, the Environment Agency and water companies in the WRE region (including Anglian Water and Essex & Suffolk Water) have developed Shared Standards for Water Efficiency in Local Plans (June 2025)⁷⁵. This recently published document promotes tighter water efficiency standards to be included in Local Plans – going further than the optional higher standard of 110 l/p/d towards 85 l/p/d, with a supporting evidence base to assist LPAs

⁷⁵ <https://www.anglianwater.co.uk/siteassets/developers/new-content/p--c/shared-standards-in-water-efficiency-for-local-plans.pdf>

with policy-making. Norfolk Authorities will work with Anglian Water to establish these higher standards where viability allows.

The current and future management of compliant disposal of wastewater is assessed by Anglian Water's Drainage and Wastewater Management Plan 2025-2050 (DWMP23). This is a collaborative long-term strategic plan highlighting the known and expected future risks to drainage and identifying solution strategies to mitigate these. The plan considers risk from population and housing growth along with climate change impacts over time, ensuring assets are maintained and customer needs are met, while protecting the environment. It provides sustainable solutions for maintaining reliable and affordable levels of service and facilitates working in partnership to mitigate flood risk⁷⁶.

Anglian Water has also implemented new developer charging arrangements setting out a fixed, upfront schedule of fees that they charge for relevant activities, including laying mains and pipes that connect new buildings and housing developments to their network⁷⁷. These are circumscribed by limits and requirements that Ofwat sets, called charging rules ensuring that water companies provide an excellent service to developers of all sizes. Anglian Water's charging arrangements also cover a number of typical additional services that are offered in order to facilitate developments, including particular circumstances where additional costs are incurred. In addition to the Sewerage Environmental Incentive Scheme, which applies only to brownfield sites where surface water is currently discharged to a combined or foul sewer, developers can also apply for a Water Environmental Incentive where new residential properties are designed to meet 90 l/p/d or less.

It will be necessary to take a co-ordinated approach to water through water cycle studies or integrated water management strategies to address water supply, quality, waste water treatment and flood risk. Flood risk assessments should be used effectively to ensure development is located appropriately and addresses cumulative impacts in key growth areas. To help achieve this a Strategic Flood Risk Assessment (SFRA) has been produced jointly by most Norfolk authorities⁷⁸.

The release of land for development will be dependent on there being sufficient water supply and wastewater infrastructure to meet the additional requirements arising from the new development to ensure that water quality is protected or improved, with no detriment to areas of environmental importance. Growth in several parts of the county is dependent on investment at sewage treatment works (water recycling centres). The timing of these investments will have an important effect on the phasing of development. Such matters could be assessed through water cycle studies/integrated water management strategies and other supporting documents as appropriate to identify the infrastructure needs that are prepared to support Local Plans, and through Anglian Water's Business Plans that set out the growth investment schemes at water recycling centres for each 5-year Asset Management Period (AMP).

During the updating of this NSPF, Anglian Water announced capacity issues with some Water Recycling Centres (WRCs) within the county. Anglian Water have indicated that in some cases, growth schemes have been identified for AMP8 (2025-2030) and so development could come forward once

⁷⁶ [Drainage and wastewater management plan](#)

⁷⁷ See [DS charging arrangements - https://www.anglianwater.co.uk/siteassets/developers/development-services/ds-charging-arrangements-2019-2020.pdf](https://www.anglianwater.co.uk/siteassets/developers/development-services/ds-charging-arrangements-2019-2020.pdf)

⁷⁸ See [Strategic flood risk assessment - http://www.broads-authority.gov.uk/planning/planning-policies/sfra/sfra](http://www.broads-authority.gov.uk/planning/planning-policies/sfra/sfra)

improvements have been made. However, for other WRCs where no growth schemes have yet been identified this may impact the phasing of development. More information has been circulated to LPAs, and Norfolk LPAs will continue to work with Anglian Water to limit the impact of these capacity issues on new development.

Agreement 23 – The Norfolk Authorities, Anglian Water and Essex and Suffolk Water have agreed to provide regular and timely updates to each other on the delivery of development sites and proposed utility projects to ensure that development is aligned with water and wastewater infrastructure.

In considering the distribution of growth Local Planning Authorities will need to ensure that distribution avoids cumulative detrimental impact on the most sensitive water courses particularly, those in the Broads and on the Wensum which cross a number of Local Planning Authority boundaries. Each public body will have regard to River Basin Management Plan⁷⁹ to ensure that their plans and actions do not risk delivery of the environmental objectives for each water body in the County (not just protected sites).

9.5 Digital Connectivity

Broadband

Having access to high-speed and reliable broadband is now regarded as essential by many residents and businesses. The picture regarding superfast broadband coverage is rapidly improving; 97.3% of the county's homes and businesses can now access superfast broadband, up from 42% in 2012⁸⁰.

The Better Broadband for Norfolk (BBfN) project was launched in 2012, with the aim of ensuring that by the end of 2015 more than 80% of Norfolk's premises could access superfast broadband (24 Mbps download, also known as Next Generation Access (NGA)). The third phase of the BBfN Programme started in 2019, a further £13 million is now being invested in Norfolk, but this time will deploy Ultrafast Fibre to the Premises broadband for circa 8,200 Norfolk properties that do not have access to Superfast broadband. Overall, this will allow the county to move towards its aim of achieving 100% coverage. As a result of The Future Telecoms Infrastructure Review, the Chancellor announced in 2019 a £5 billion commitment to fund gigabit capable broadband for the 20% of UK premises that would be unlikely to receive commercial access to gigabit capable broadband. In March 2021 the first live phase (Phase 1b) of Project Gigabit was launched. Norfolk has been included in the first wave, which will deliver gigabit- capable connections across Norfolk to premises that are unlikely to benefit from commercial investment.

The £114 million Norfolk Project Gigabit contract was awarded to Cityfibre and signed in June 2023. It will provide gigabit capable broadband to around 66,000 premises across Norfolk. As of Summer 2023,

⁷⁹ See [Anglian district river basin management plan - https://www.gov.uk/government/publications/anglian-district-river-basin-management-plan](https://www.gov.uk/government/publications/anglian-district-river-basin-management-plan)

⁸⁰ See [Local broadband Information Website - http://labs.thinkbroadband.com/local/index.php?area=E10000020](http://labs.thinkbroadband.com/local/index.php?area=E10000020)

Ultrafast (Gigabit capable) broadband coverage has reached over 56% across Norfolk, and increase from 10% from the previous year.

The availability of high-speed broadband is clearly of major strategic significance for Norfolk and Norfolk authorities welcome Openreach's offer to install Fibre to the Premises (FTTP) free of charge to all new housing developments of 20 or more homes and an improved pricing structure all the way down to two homes⁸¹. However, the further rollout of broadband to existing homes cannot be required through any current Local Plan, but the Norfolk authorities are working closely with Better Broadband for Norfolk and other bodies and providers to ensure that high-speed broadband is delivered to more parts of the county as soon as is practicable.

Working with partners, Norfolk County Council secured circa. £8 million in 2019 via the Government's Local Full Fibre Network programme and a further £2m in 2020 from the Ministry of Housing, Communities and Local Government. The LFFN programme completed successfully in March 2022, delivering gigabit capable broadband to 394 rural public buildings, including schools, council offices, fire stations, libraries and village halls. A further circa. 2,200 nearby homes are also able to benefit from full fibre broadband.

In addition, a further 2,500 homes to date have benefitted from commercial operators exploiting the infrastructure installed under LFFN, by installing full fibre broadband deeper into poorly served communities. The revised NPPF (para 112) highlights the importance of reliable communications infrastructure in economic growth and social well-being and requires policies to set out how high quality digital infrastructure is expected to be delivered, authorities will engage proactively with broadband and mobile network providers to better encourage the rollout of new infrastructure, particularly Openreach, and will seek to involve Openreach at the pre-application stage of major residential and commercial planning applications, as well as through consultations on the emerging Local Plans.

As part of the work to update the last version of this document a specialist group was set up to provide further guidance to local authorities on supporting broadband in local plans. Since this work was completed, the government has introduced regulations for gigabit broadband infrastructure and connectivity requirements for the construction of new homes in England⁸². The requirements are designed to ensure that during construction, new homes are installed with the fastest broadband connections available within a cost cap. Even where a gigabit-capable connection is not possible within this cost cap, the new homes will be future-proofed with physical infrastructure to support gigabit-capable connections when they become available. Local Planning authorities can also ensure they are able to support developers with information regarding the connection of Fibre to the Premises (FTTP) and discuss applications with the County Council to understand how their initiatives can help deliver high speed broadband provision to developments. Local planning authorities can implement Wayleave policies that only seek to cover costs and work with landowners to improve connectivity.

⁸¹ See [Fibre for developers rate card - https://www.openreach.com/content/dam/openreach/openreach-dam-files/images/fibre-broadband/fibre-for-developers/Rate%20card%20website.pdf](https://www.openreach.com/content/dam/openreach/openreach-dam-files/images/fibre-broadband/fibre-for-developers/Rate%20card%20website.pdf)

⁸² [The Building etc. \(Amendment\) \(England\) \(No. 2\) Regulations 2022](https://www.legislation.gov.uk/uksi/2022/984/contents/made) - <https://www.legislation.gov.uk/uksi/2022/984/contents/made>

Mobile Connectivity

Mobile telephone connectivity has, like broadband, become increasingly important. Significant change is now underway with the continued rollout of 5G services in the County.

Coverage in Norfolk

Interactive mapping (available from Consumer Group Which⁸³) shows the general coverage for 2G, 3G 4G and 5G data across Norfolk. The majority of areas across Norfolk receive a weak 2/3/4G signal, with the strongest signals in Norwich and market towns such as King's Lynn and Great Yarmouth.

Norfolk County Council is collaborating with mobile analysts Streetwave to map mobile coverage in the region using waste collection vehicles. In April 2024, Norfolk County Council installed monitoring devices in some waste collection vehicles across the seven district councils in Norfolk. These devices takes surveys of the quality of mobile networks from the four main providers in the UK: EE, O2, Three, and Vodafone. They collect data on speeds, signal strength, and network generation.

The results of this assessment can be found at [the Norfolk Mobile Coverage web page - www.norfolk.gov.uk/mobilemap](http://www.norfolk.gov.uk/mobilemap).

Many mobile “not-spots” remain in Norfolk (some rural areas and parts of the coast in particular), particularly for 4G data coverage, the most significant improvements in rural coverage will be delivered through the Shared Rural Network (SRN) programme. This Programme started in 2020 and will see the four main mobile operators and government jointly invest £1bn in improving mobile coverage in rural areas. The target is to deliver 4G coverage to 95% of the UK by 2025. Through shared and new infrastructure, the Shared Rural Network is planned to increase the parts of the UK that get 4G coverage from all operators from 66% to 84%, improving consumer choice. The mobile operators expect the Shared Rural Network will extend mobile coverage to an additional 280,000 premises and for people in cars on an additional 16,000km of the UK's roads, boosting productivity and investment in rural areas. Norfolk local authorities will continue to work proactively and collaboratively with the MNOs and their network build partners to improve mobile phone coverage including fast data services availability over 4G & 5G services.

5G

5G uses higher frequency radio bands which travel less well than 4G, and can be disturbed by buildings, trees, weather etc. Whilst more base stations will be required Mobile Network Operators will use Multi-Input and Multiple-Output (MIMO) technology which will be rolled out on existing infrastructure where possible. Getting high quality 5G infrastructure rolled out across Norfolk will be important to delivering the vision of the NSPF. The main benefit of 5G is that it could, in theory, provide ultra-high speed broadband access to all, without the bandwidth capacity challenges of 4G. This should enable location to be much less of a barrier to receiving broadband than previously, with benefits for homeowners and businesses. It could remove a barrier to location of employment opportunities, particularly home-based and rural-based businesses.

5G is now available in the most dense urban parts of the County and some dispersed locations where masts have been more recently upgraded. In March 2022 the Government confirmed it's intention to

⁸³ [Which mobile phone coverage map - http://www.which.co.uk/reviews/mobile-phone-providers/article/mobile-phone-coverage-map](http://www.which.co.uk/reviews/mobile-phone-providers/article/mobile-phone-coverage-map)

reform planning legalisation to support the deployment of 5G and extend mobile coverage. The changes have been made to the Permitted Development Rights to enable:

- the deployment of taller and wider masts;
- building-based masts located nearer to highways; and
- faster deployment of radio equipment housing, such as equipment cabinets.

At the same time the government published a new code of practice for wireless network development in England. This provides guidance to mobile infrastructure operators on their network deployment with a stronger focus on the siting and design of wireless infrastructure and the process for engaging with local authorities and communities.

The key conclusion is that some consistency of approach from all Norfolk Planning Authorities is clearly important for 5G if the very high degree of nationwide coverage required for 5G to be effective is to be secured. Broadly, it should be made as straightforward as possible for 5G base stations and transmitters to be approved where they fall outside of the remit of permitted development, and common development management policy text to facilitate this should be explored, taking into account material planning considerations. In particular, care will need to be taken to ensure that new telecommunications equipment is sited and located sensitively in respect of the public realm, street-scene, historic environment and wider landscapes.

As part of the work to update this document previously a specialist group was set up to provide further guidance to local authorities on supporting the roll out of 5G. The group have produced a supporting document of Shared Objectives for extending 4G coverage and the rollout of 5G infrastructure in the County of Norfolk.

Agreement 21 - To maximise the speed of rollout of 5G telecommunications to Norfolk, Norfolk Planning Authorities will continue to engage with Mobile Network Operators and Mobile UK on their 5G rollout plans for Norfolk. When reviewing Local Plans and updating relevant policies, Local Planning Authorities agree to have regard to the shared objectives for extending 4G coverage and the rollout of 5G infrastructure in Norfolk produced by the technical group, taking into account material planning considerations.

9.6 Education

Education

Norfolk's pupil population has been in decline for some time, this was first noted by Norfolk County Council in 2019 when it was evident the birth rate was starting to fall. The previous peak in pupil population occurred in 2003 and these pupils entered the primary phase around 2007/2008. Since this period numbers have gradually been reducing

with some recovery but now continue to fall and reach an all-time low of approximately 7400 pupils. Previous higher cohorts of the primary phase sector have now transitioned through into the secondary phases. This will impact different areas and schools differently and will present a challenge as the effect is not sustained for

a long period in the secondary phase. School's Infrastructure colleagues have been working with Post 16 education colleagues to assess how these increased numbers may be accommodated across the existing Post 16 provision.

Based on the current trajectory of birth numbers the primary phase will continue to see reduced numbers entering the reception cohort in some areas of the county and as a result, overtime, the older cohorts reducing, this will have quite different and significant effects on settings in different

communities. The speed of delivering houses is key to the requirements of school places so careful monitoring of housing progress is undertaken between County Council/District/Borough Councils. The expected decline in pupils impacts the ability to deliver new schools in areas of significant development, based on the funding mechanism associated with pupil numbers. This could present significant challenge in certain areas ensuring sustainable travel for education provision and delay the anticipated schemes as a result. Costs of school delivery have increased significantly over the last few years in order to meet additional requirements within the planning system and in order to meet our sustainability targets.

At the same time costs have increased, the needs of Norfolk's pupil population has changed, with increased pupils with identified Special Education Needs and Disabilities, the type of establishment required to respond to this need in future will also have to adapt and change. This changed requirement also brings with it higher costs for more specialists provision to be introduced across the county.

Standards in Norfolk schools have continued to rise with 86% of schools being graded Good or better as of September 2024. The Local Authority retains responsibility for ensuring that there is a sufficient supply of school places and works with a range of partners, e.g. Governing Boards, Dioceses and Academy Trusts to develop local schemes.

Norfolk County Council's School Sufficiency Plan sets the strategic plan for the next ten years or more, published every year identifies a need for 24 new primary schools and 1 high school. It outlines the implications of key growth areas where more than one primary school is required, which includes Attleborough, Thetford, Beeston Park, Rackheath and West Winch. A new High School for north east Norwich is also being discussed and planned. Expansion to existing schools will also be required in areas of the County to respond to local needs dependant on the delivery of housing and impact on the pupil population.

Norfolk County Council works closely with Local Planning authorities as per agreement 26.

Agreement 22: Norfolk Planning authorities will continue to work closely with the County Council and school providers to ensure a sufficient supply of school places. This includes making provision for those with Special Educational Needs (SEND), providing land for school expansion or new schools and/or where no suitable solution for sustainable access to schools exists, appropriate contributions for home to school transport. S106 and / or Community Infrastructure Levy funds will be used to deliver additional school places and/or contributions to home to school transport, where appropriate. The County Council's Planning Obligations Standards will be used to inform any S106 payments or bid for CIL funds needed to mitigate the impact of housing growth on County Council infrastructure. The authorities agree to support Norfolk County Council in securing contributions towards infrastructure where justified and, in the case of planning obligations, suitably evidenced as being in compliance with S122 of the Community Infrastructure Levy Regulations 2010.

9.7 Transportation

There will be a need for considerable further investment in transport infrastructure if this is not to constrain growth. A background paper was previously produced summarising the state of the County's transport network, providing much of the evidence base for the production of the first version of the

NSPF and subsequent Local Plans⁸⁴. The paper aims to identify: the current state of the transport system; the constraints (current and future); and opportunities and includes a review of transport constraints to identify issues that, without resolution, may prove a barrier to growth. The information is now being updated via the Norfolk Strategic Infrastructure Delivery Plan as mentioned in Section 9.1.

Current Network

Norfolk is served by two trunk roads: the A11 from London and Cambridge, and the A47 from the west. The A47 continues from Great Yarmouth to Lowestoft in the east and from King's Lynn to the A1 in the west. The A11 is fully dual carriageway and the corridor will see some of the largest scale growth planned in the county (at Thetford, Attleborough, Wymondham, Hethersett and the Norwich fringe at Colney/Cringelford). The A47 is a mix of single and dual carriageway, both within and beyond Norfolk.

Away from the strategic road network, Norfolk's road network is a largely rural, single carriageway network. Much of it has not seen significant improvement schemes and so journey times can be slow, particularly away from the higher standard A-class network.

Norfolk County Council, in partnership with Norwich City Council, Broadland District Council and South Norfolk Council, made successful bids to the Department for Transport (DfT) as part of the Transforming Cities Fund. The fund aims to make it easier for people to access jobs, training and retail, and also aims to respond to issues around air quality. The partnership was initially awarded £6.1m to deliver improvements to Norwich Bus Station, investment in the blue and green pedalway routes in Hethersett and Thorpe St Andrew and the introduction of the new bike share scheme for Greater Norwich, Beryl. A further £32m was awarded to deliver a 'core' package of improvements. All Tranche 1 and many Tranche 2 schemes have already been successfully delivered.

⁸⁴ See [NSPF SUpporting Transport Information - https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/NSFTTransport_OutputV4.docx](https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/supporting_documents/NSFTTransport_OutputV4.docx)

Levels of both walking and cycling to work are relatively high in Norwich. In South Norfolk and Broadland Districts levels of walking are comparatively lower than elsewhere in the county, probably reflecting that many people from these districts work in Norwich and many parts of these districts are too far from Norwich to walk. A comprehensive cycle network has been identified in Norwich, and the city has also benefited from a large amount of funding that has been used to upgrade parts of the cycle network. There is still however a considerable amount of work required to upgrade the network in its entirety.

Accessibility by public transport to services and facilities is problematic in some more rural and isolated parts of Norfolk. Overall, accessibility tends to be poorest in the more rural districts of Breckland and West Norfolk, where there is a significant number of smaller villages, hamlets and isolated dwellings. Providing bus services within these smaller settlements is often unviable due to low population numbers.

Tables below lists some of the key road projects that the County Council in collaboration with partners is seeking to progress in the next 10 years.

Table 12: Key Infrastructure Road Projects in Local Authority Control

Project Name	Estimated Start date	Estimated Cost	Funding sources
Broadland Growth Triangle Link Road	Part Delivered	£38m	Developer funding, CIL, HIF
A140 Long Stratton Bypass	Started	£46.9m	Developer funding, CIL supported borrowing, DfT Major Road Network Funding
A10 West Winch Housing Access Road	2025	£85m	Developer funding, DfT Major Road Network Funding
A148 Fakenham Roundabout Enhancement	2025	£3.5m	NPIF, Developer funding
Attleborough Link Road	TBC	£18m	Developer finance, Homes England loan, HIF
Norwich Western Link (A47 to NDR)	2026	£274m	DfT Large Local Major transport scheme funding
A17/A47 Pullover Junction	2025	£33.7m	DfT, NCC
King's Lynn STARS	2025	£27m	Levelling Up Fund (LUF), Norfolk County Council, Borough Council of Kings Lynn and West Norfolk
North Walsham Western Link Road	TBC	TBC	Developer funding
Hethel Infrastructure to open up Employment Land	2025	£9.9m	CIL, South Norfolk Council, Norfolk County Council
North Walsham Western Link Road Lyngate/Folgate Industrial Estate Access	TBC	TBC	Developer Funding

Table 13: Priority Road Projects for delivery by other organisations

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
A11 Thetford bypass junctions	2025-2030	Not Known	NPIF, National Highways Roads Investment Strategy 3 (2025-2030), Major Road Network Funding

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
A47 Wisbech Bypass Junctions	TBC	£4.5m	NPIF, developer funding, National Highways Roads Investment Strategy 2 (2020-2025), CPCA Business Board Growth Deal Funding
A47 Acle Straight dualling	2025-2030	£144m	National Highways Roads Investment Strategy 3 (2025-2030)
A47 Tilney to East Winch Dualling	2025-2030	£203m	National Highways Roads Investment Strategy 3 (2025-2030)

Timely delivery of the above list of commitments will doubtless serve to stimulate the local economy and enhance the prospects of delivery of planned growth. Whilst the growing recognition of the need for further development of Norfolk's infrastructure is very welcome because of its contribution to the delivery of the objectives of the NSPF there remains a considerable need for further infrastructure investment in the County if the vision in this framework is to be realised.

Furthermore, the background paper previously produced identified three key strategic issues affecting the County including: the relatively poor transport connectivity between our main settlements and destinations outside Norfolk resulting in long journey times; the poor connectivity within the County particularly for east-west journeys, exacerbated by congestion and unreliable journey times on parts of the network (especially the A47) adding to business costs; and difficulties in delivering major enhancements to transport networks within our urban areas and market towns which tend to have historical street patterns where the scope for major improvements is limited.

It should also be noted that the area of transport is considered to be an area where new technology may have a particularly significant impact during the duration of this framework and this makes predicting the full range of enhancements to travel networks difficult at this stage.

It is clear that providing suitable transport provision to meet the needs of existing and future populations while reducing travel need and impact will be one of the greatest challenges faced by Norfolk in delivering the level of growth that is anticipated over the coming decades. Given the overall scale of growth that is planned across the County a key matter will be ensuring that transport is a significant consideration in locating this growth and development levels are maximised in areas that are best served by transport networks and have the greatest potential for promoting the use of non-car based modes.

Rail

Norfolk has a limited rail network, meaning that many of its towns are not served by rail. Also, the services offered provide a very limited range of destinations and frequencies. In particular, services to the Midlands and Home Counties are poor. Whilst rail generally provides faster journeys to other major centres compared to road, average rail speeds compare poorly with connections between major centres out of the County.

There are two lines from London: the Great Eastern Main Line from London Liverpool Street via Ipswich to Norwich; and the Feline / Great Northern Route from London King's Cross via Cambridge to King's Lynn. Norwich is directly connected to Cambridge, Great Yarmouth, Lowestoft and Sheringham; and longer distance services to Liverpool via Peterborough.

The tables below set out some key shared priority schemes for rail improvement that the authorities will work together to promote for funding. Post-pandemic, the numbers and types of journeys made by rail is likely to have changed, and this needs to be factored into long-term planning of services and other improvements. The Great Eastern Main Line Task Force, formed to define how the ambition for a faster, more reliable, better quality service with more capacity could be delivered to serve the needs of Essex, Suffolk, and Norfolk, continues to make the case for improvements between Norwich and London. The Ely Task Force continues to make the case for government to release funding for Ely Area Capacity enhancements which could unlock a range of passenger and freight services. The East West Rail Partnership has made the case for east West Rail, a new railway that will provide direct rail services from Cambridge to – amongst other places – Milton Keynes, Bedford and Oxford, whilst the Eastern Section partners are making the case for direct train services on EWR to be extended to Norwich and Ipswich.

Table 14: Priority Rail Projects for promotion

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
Norwich to London rail (Norwich in 90)	2024-2029	TBC	Network Rail: Rail Network Enhancements Pipeline
Great Yarmouth Rail Station	2024-2029	TBC	Network Rail: Rail Network Enhancements Pipeline
Ely area enhancements	Mid 2020's	£500m	Network Rail: Rail Network Enhancements Pipeline
Broadland Business Park station	2025-2028	£22.5m	TBC
East West Rail (Cambridge to Oxford)	Late 2020s	TBC	Government via special purpose delivery vehicle

9.8 Coastal and Marine Planning

The Norfolk coast is of recreational, environmental, economic and cultural importance but it is also home to industry (energy, ports and logistics, digital, food and drink and creative sector), agriculture and tourism.

Shoreline Management Plans

The East Anglia Coastal Group's role is to influence and support members to manage the coast for the benefit of the Anglian Region, this role includes supporting the Shoreline Management Plans Process. Shoreline Management Plans (SMPs) set out a preferred, non-statutory, plan for long-term sustainable coastal flood and erosion risk management, which supports other coastal planning by providing information on coastal processes and expected changes to them. The plans were developed taking account of technical, environmental, social, and economic factors whilst being flexible enough to adapt to new information and changes in legislation, politics, and social attitudes.

The SMPs are led by Risk Management Authorities, either the Environment Agency or Coastal Protection Authorities. Although led by these organisations the SMPs were developed, and are

maintained, by a group of stakeholders – often referred to as SMP Working Groups. As well as Risk Management Authorities these groups tend to include other Defra bodies, wildlife charities, landowners and Regional Flood and Coastal Committee representatives for example. The aim of an SMP is to provide a strategy for managing flood and erosion risk for a particular stretch of coastline, and to help deliver the ambitions of the National Flood and Coastal Erosion Risk Management Strategy. They provide a large-scale assessment of the risks associated with coastal processes and helps reduce these risks to people and the developed, historic and natural environments.

The SMPs provide estimates of how the coast is likely to change over the next 100 years, taking into account the future implementation of coastal policies, geology, likely impacts of climate change and the existing condition of the coast including coastal defences.

Three Shoreline Management Plans are active along the Norfolk coastal frontage:

- SMP4 the Wash Shoreline Management Plan covers approximately 110 km of coast from Gibraltar Point to Old Hunstanton (also known as ‘The Wash’).
- SMP5 which incorporates the coast from Hunstanton to the west of Kelling Hard.
- SMP6 which incorporates the coast to the east of Kelling Hard to Lowestoft Ness.

Shoreline Management Plans exist around all of the coastline of England and Wales.

Marine Plans

The East Inshore and East Offshore Marine Plans have been prepared by the Marine Management Organisation (MMO) and were adopted in April 2014. The East Inshore Marine Plan area includes the coastline stretching from Flamborough Head to Felixstowe, extending from mean high water out to 12 nautical miles, including inland areas such as the Broads and other waters subject to tidal influence, and covers an area of 6,000 square kilometres. The East Offshore Marine Plan area covers the marine area from 12 nautical miles out to the maritime borders with the Netherlands, Belgium and France, a total of approximately 49,000 square kilometres of sea. The Secretary of State for Environment, Food and Rural Affairs agreed with the MMOs recommendation made in 2022 to replace the East Inshore and East Offshore Marine Plans with a new ‘East Marine Plan’, which will be the first of a second generation of plans for English waters. The new document will be referred to as the ‘East Marine Plan’ and will include the same geographical areas as the East Inshore and East Offshore Marine Plans.

The aim of marine plans is to help ensure the sustainable development of the marine area. Marine plans will contribute to economic growth in a way that benefits society whilst respecting the needs of local communities and protecting the marine ecosystem. They will help to reduce the net regulatory burden on applicants and users by acting as an enabling mechanism for those seeking to undertake activities or development in the future and providing more certainty about where activities could best take place. The MMO is the marine planning authority for England and is responsible for preparing marine plans for the English inshore and offshore waters.

At its landward extent the Marine Plan boundaries extend up to the level of the mean high water spring tides mark (which includes the tidal extent of any rivers), meaning there will be an overlap with terrestrial plans which generally extend to the mean low water springs mark. For Norfolk The East Marine Plan area (previously the East Inshore Marine Plan area) extends up to Norwich on the River Yare, as well as to Wroxham on the River Bure, and to near Ellingham on the River Waveney and in West Norfolk the River Great Ouse and River Nene are tidal. The East Marine Plan (previously the East Inshore Marine Plan) area also extends beyond the Borough boundary almost to Peterborough on the Nene and just beyond Earith on the Great Ouse.

All public authorities taking authorisation or enforcement decisions that affect or might affect the UK marine area must do so in accordance with the Marine and Coastal Access Act 2009 and any relevant adopted Marine Plan. Therefore, the MMO are consulted as part of the local plan process for authorities with coastal borders or where tidal rivers are part of their area. The MMO are also involved with a range of local coastal groups and strategies.

It is also important to note that, due to the physical relationship of Local Planning Authorities (LPAs) and the MMO, LPAs should consider all areas of strategic planning and continue to engage with the MMO, including around the following policy areas in Agreement 23.

Agreement 23 - Norfolk Planning Authorities and the MMO agree that there are currently no strategic planning issues remaining to be identified and that there is no conflict at a strategic level between the NSPF and adopted Marine Plans. Both parties agree to continue to work together in the preparation of Local Plans being brought forward in Norfolk and any review of the MMOs Marine Plans. Both parties have identified the following areas of common strategic issues:

- Aquaculture
- Biodiversity
- Cabling
- Climate change
- Coastal erosion and coastal change management
- Coastal management, including defence, inundation, and Coastal Change Management Areas
- Co-existence
- Defence
- Displacement
- Dredging and disposal
- Energy – offshore wind and oil and gas
- Fishing
- Governance
- Heritage
- Historic environment
- Infrastructure
- Landscapes and seascapes
- Marine aggregates
- Marine and coastal employment
- Marine Litter
- Marine net gain
- Marine protected areas
- Marine related renewable energy
- Natural capital
- Non-native species
- Oil and Gas
- Port and marine infrastructure and employment
- Sustainable fisheries and aquaculture in small harbour towns
- Sustainable port development

- Tidal Energy
- Tourism and recreation
- Underwater noise
- Water quality/water supply and sewerage

9.9 Flood Management and Green Infrastructure

Flood Management

Flood risk is an important issue for Norfolk. Significant parts of the County are vulnerable to tidal, fluvial or surface water flooding from extreme weather events. Such events can pose a significant risk to life as well as property. The three main settlements in the County which all developed in their locations due in part to their access to tidal waters can all be impacted by flooding.

Much of the Norfolk coastline is reliant on flood defences to reduce flood risk to existing development. Considerable further information on the planned interventions that are necessary in order to protect our communities from coastal flooding are set out in the NSIDP. In addition to that an interactive Environment Agency Map can be accessed at [the EA web page - https://environment.data.gov.uk/asset-management/index.html](https://environment.data.gov.uk/asset-management/index.html) which details managed flood risk assets and planned capital schemes. UK Government studies have concluded that climate change over the next 100 years is likely to result in hotter, drier summers and warmer, wetter winters, with more extreme weather events including droughts, floods and sea level rise increasing the level of risk from flooding that is faced by communities in Norfolk.

To address these strategic issues, it will be necessary to take a co-ordinated and proportionate approach to managing flood risk including the opportunities not only for mitigation but also adaptation. Flood risk assessments are to be used effectively to ensure development is located appropriately and away from areas of flood risk wherever possible. Developers will need to work closely with the relevant risk management authorities in minimising flood risk from all sources through a combination of high quality urban design, natural flood risk management including green infrastructure, as well as use of Sustainable Drainage Systems (SUDs) which can provide multi-functional benefits not limited to flood risk and can form part of an integrated approach to water management with water re-use measures forming part of the overall design of developments. Early engagement with the relevant risk management authorities is required prior to the submission of some planning applications. Anglian Water's Water Smart Communities⁸⁷ combine different elements of water management together with town planning and design to deliver multiple benefits for communities and the environment. They use a more holistic and integrated approach to urban water management, with the aim to:

- Enhance liveability by contributing to green streetscapes and high quality open space
- Promote sustainable use of water resources and infrastructure to enable growth
- Build resilience against the potential impacts of climate change and extreme weather events
- Contribute to natural capital and biodiversity through multi-functional water features
- Deliver water efficient homes to reduce household bills and support affordability

⁸⁷ See [Water smart Communities - https://prod-swd.anglianwater.co.uk/siteassets/household/about-us/aws-water-smart-communities---flyer.pdf](https://prod-swd.anglianwater.co.uk/siteassets/household/about-us/aws-water-smart-communities---flyer.pdf)

Anglian Water together with the LLFAs (including Norfolk County Council) have also created a Water Management Checklist⁸⁸ for Local Plan policies.

Further guidance on how this will be done is available on the County Council website in its role as the Lead Local Flood Authority for the County⁸⁹. The Government has also set out the National Flood and Coastal Erosion Risk Management Strategy for England⁹⁰. This strategy's long-term vision is for a nation ready for, and resilient to, flooding and coastal change – today, tomorrow and to the year 2100. It has 3 long-term ambitions, underpinned by evidence about future risk and investment needs. They are:

- climate resilient places: working with partners to bolster resilience to flooding and coastal change across the nation, both now and in the face of climate change
- today's growth and infrastructure resilient in tomorrow's climate: making the right investment and planning decisions to secure sustainable growth and environmental improvements, as well as infrastructure resilient to flooding and coastal change
- a nation ready to respond and adapt to flooding and coastal change: ensuring local people understand their risk to flooding and coastal change, and know their responsibilities and how to take action

The Local Flood Risk Management Strategy (LFRMS) for Norfolk must be consistent with the National FCERM Strategy. The LFRMS is in the process of being updated to include policies for zero emissions and environmental net gain in local flood risk activities and supporting communities to be more flood resilient.

⁸⁸ See [AW water management checklist - https://www.anglianwater.co.uk/siteassets/household/about-us/water-management-checklist-for-local-policies.pdf](https://www.anglianwater.co.uk/siteassets/household/about-us/water-management-checklist-for-local-policies.pdf)

⁸⁹ See in particular [Information for developers - Norfolk County Council - https://www.norfolk.gov.uk/38642](https://www.norfolk.gov.uk/38642)⁹⁰
See [National Flood and Coastal Erosion Risk Management Strategy for England - https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2](https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2)

⁹⁰ See [National Flood and Coastal Erosion Risk Management Strategy for England - https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2](https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2)

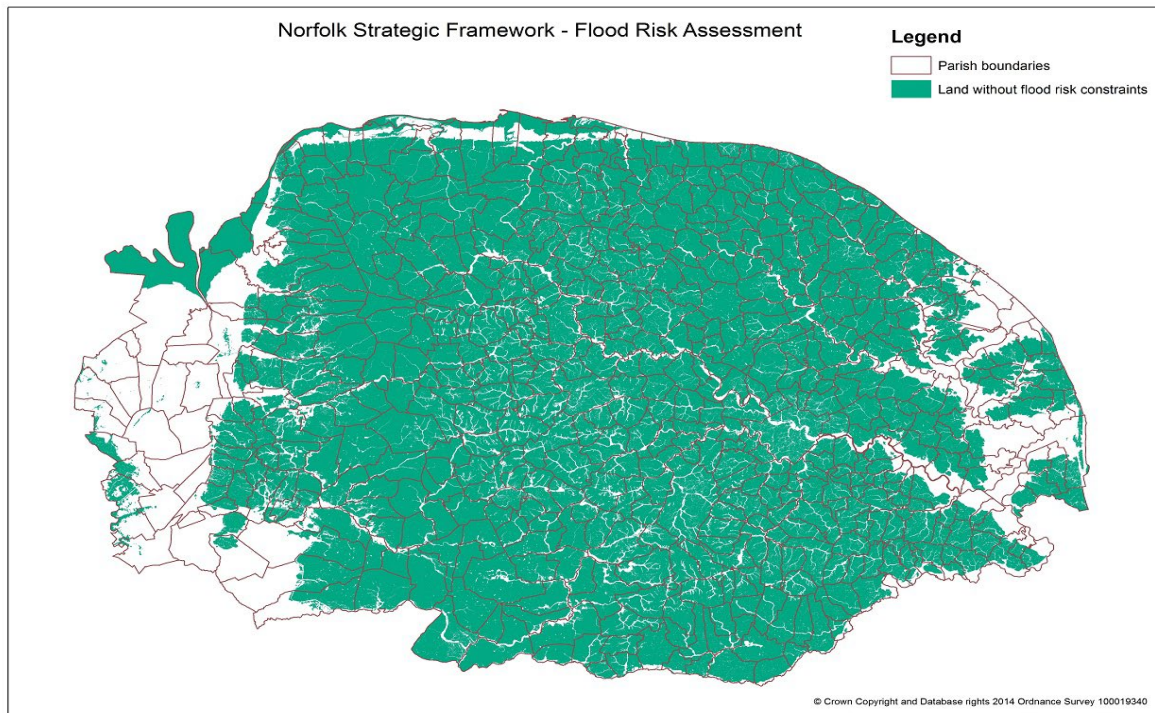


Figure 10: Norfolk Flood Risk Map.

Figure 10 provides an illustration, at a broad scale, of the extent of land with and without flood risk constraints from rivers and the sea in Norfolk. Whilst it is clear that significant areas of the County are free from flood risk constraint it should be noted that many of the currently developed urban areas are at some risk of flooding. It will be important to ensure that a pragmatic approach is taken to new development and consideration of on-site and off-site flood risk. If planned correctly and measures for betterment are agreed and implemented, new development can significantly reduce the flood risk faced by existing communities in these areas.

As flood waters do not respect administrative boundaries there will be a need for the Norfolk Planning Authorities to continue to work closely together on assessing and minimising flood risk as well as on responding to emergencies when they do occur. For example, the Broadland Futures Initiative is a strategic project to explore how best to manage flood risk in the inter-related areas of the Norfolk and Suffolk Broads, the coast between Eccles and Winterton (which protects the Northern Broads) and the entrance to the Broads system through Great Yarmouth. The project will guide decision making over the short, medium and long term.

A number of significant investments have recently been made or are planned in the near future to help alleviate flood risk, these are listed in section 9.1. Further projects are detailed in Local Plans, coastal management plans and strategic flood risk assessments and included in the county wide NSIDP.

Table 15: Priority Strategic Flood Defence Projects for Promotion

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
Great Yarmouth Tidal Defences (Epoch 3)	mid 2023	£64 million	Central Government, Local Authorities and Private Sector
Future Fens – Flood Risk Management	2026	£10-15m	Central Government, Local Government, Internal Drainage Boards and other funding sources from beneficiaries.
Hunstanton Coastal Defences	2025	£16m	Central Government, Local Government

The Environment Agency (EA) has a duty to update our understanding of current and future flood and coastal erosion risk as part of the statutory 'strategic overview' role for all sources of flood and erosion risk. This is described in the 2010 Flood and Water Management Act.

EA has worked with inland and coastal local authorities across England to develop a new National Assessment of Flood Risk (NaFRA) and an updated National Coastal Erosion Risk Map (NCERM). They use the best available data, information and modelling from both the Environment Agency and local authorities.

The National assessment of flood and coastal erosion risk in England 2024 report was published in December 2024⁹¹. The report summarises the findings from the new NaFRA2 and the updated NCERM. The report identifies national and regional trends in terms of the source and characteristics of flood and coastal erosion risk and the potential for these to change in the future.

In January 2025 EA published the new data from NaFRA⁹² and NCERM⁹³. Norfolk Local Planning Authorities will work together to ensure the new data is used to update flood risk assessments for planning applications for new development proposals.

Green Infrastructure and the Environment

Green infrastructure (GI)⁹⁴ is a network of multi-functional green space, urban and rural, which is capable of delivering a wide range of economic, environmental and quality of life benefits for local communities. The provision of green infrastructure in and around urban areas helps create high quality places where people want to live and work. New GI can also mitigate impacts on existing

⁹¹ [National assessment of flood and coastal erosion risk in England 2024 - GOV.UK](#) - [National assessment of flood and coastal erosion risk in England 2024 - GOV.UK](#)

⁹² See [Check the long term flood risk for an area in England - GOV.UK](#) - <https://www.gov.uk/check-long-term-flood-risk>

⁹³ See [Check coastal erosion risk for an area in England - GOV.UK](#) - <https://www.gov.uk/check-coastal-erosion-management-in-your-area> and [Home | Shoreline Management Plans](#) - <https://environment.data.gov.uk/shoreline-planning>

⁹⁴ [The definition of GI is set out in the Natural England document GI Guidance - http://publications.naturalengland.org.uk/file/94026](#), in terms of the NSPF it includes 'blue infrastructure' ie water environments - rivers, lakes, ponds etc.

sensitive sites and support heritage and conserve the historic environment. Access is an integral part of GI and PROW and 'Norfolk Trails' are an important asset.

The area has a wealth of environmental assets ranging from international and national status, to those of local importance. These must be safeguarded and enhanced for the benefit of current and future generations. Many of Norfolk's natural habitats have been lost and fragmented with once extensive areas of habitats reduced to small remnants isolated from each other and surrounded by relatively inhospitable land uses, reducing biodiversity and increasing vulnerability.

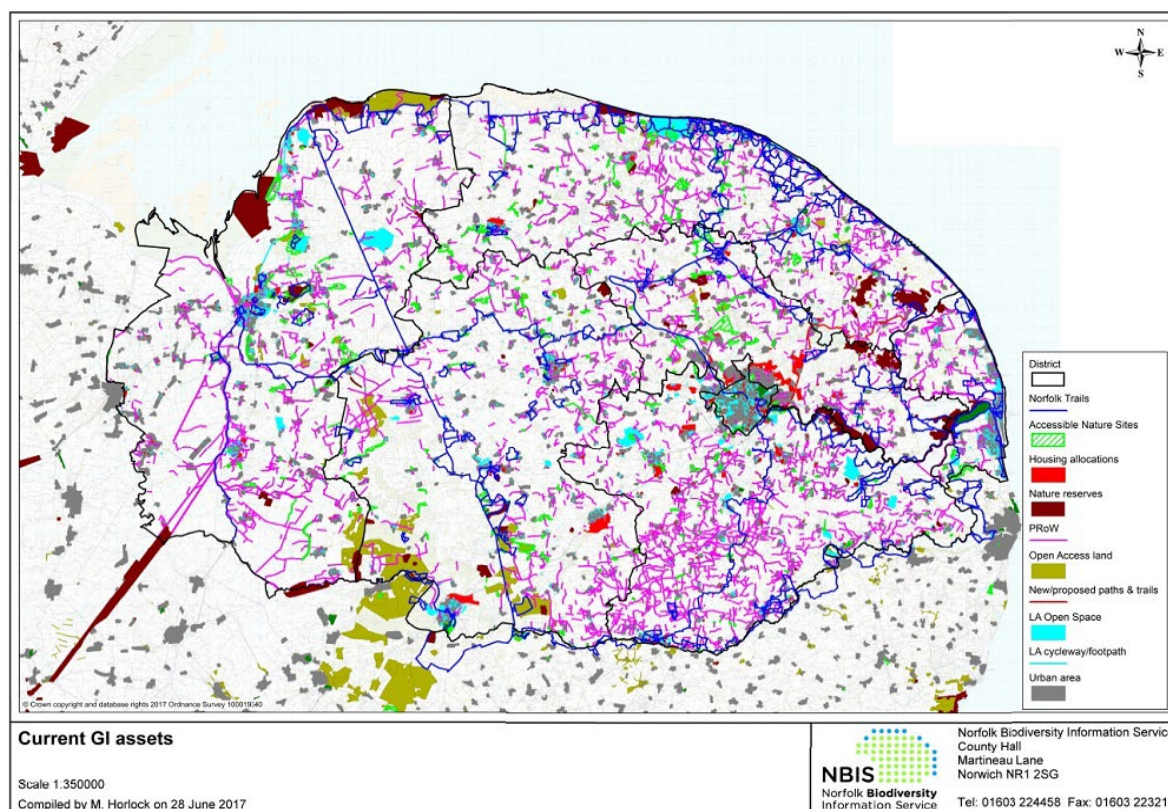


Figure 11: Norfolk's current GI assets.

Current GI assets are set out in Figure 11⁹⁵. Green infrastructure should be provided as an integral part of all new development, where appropriate, alongside other infrastructure such as utilities and transport networks.

Planning for green infrastructure should occur at the evidence gathering (survey and analysis) stage of the planning process, so that green infrastructure responds to character and place, and that standards are set for green infrastructure accessibility, quantity and quality. Early integration of green infrastructure can also ensure that it is properly planned in advance of development or delivered alongside development on a phased basis. In this way green infrastructure can be planned as an integral part of the community. (Natural England Green infrastructure guidance, P43)

The Environment Act has now been introduced which creates a new legal framework for environmental protection. In early 2024 Biodiversity Net Gain (BNG) became mandatory for relevant

⁹⁵ Further more detailed maps are available from the NBIS website see <http://www.nbis.org.uk/sites/default/files/documents/Maps.zip>

developments and a Local Nature Recovery Strategy (LNRS) is being finalised by the County Council. These will support the vision of the 25 year Environment Plan Norfolk Local Planning Authorities have worked together to support the introduction of BNG and continue to support Norfolk County Council in the production and implementation of the LNRS.

As Norfolk grows and changes in terms of its demographic profile considerable investment in the provision and maintenance of a GI network will be needed in order to facilitate and support growth whilst also:

- Minimising the contributions to climate change and addressing their impact;
- Protecting, managing and enhancing the natural, built and historical environment, including landscapes, natural resources and areas of natural habitat or nature conservation value;
- Creating more or restoring lost wildlife rich habitat outside protected site networks to reverse the loss of biodiversity
- Ensuring existing and new residents many of whom may be elderly receive the health and quality of life benefits of good green infrastructure and are able to access appropriate recreational opportunities;
- Maintaining the economic benefits of a high quality environment for tourism; and
- Protecting and maintaining the Wensum, Coast, Brecks and the Broads.

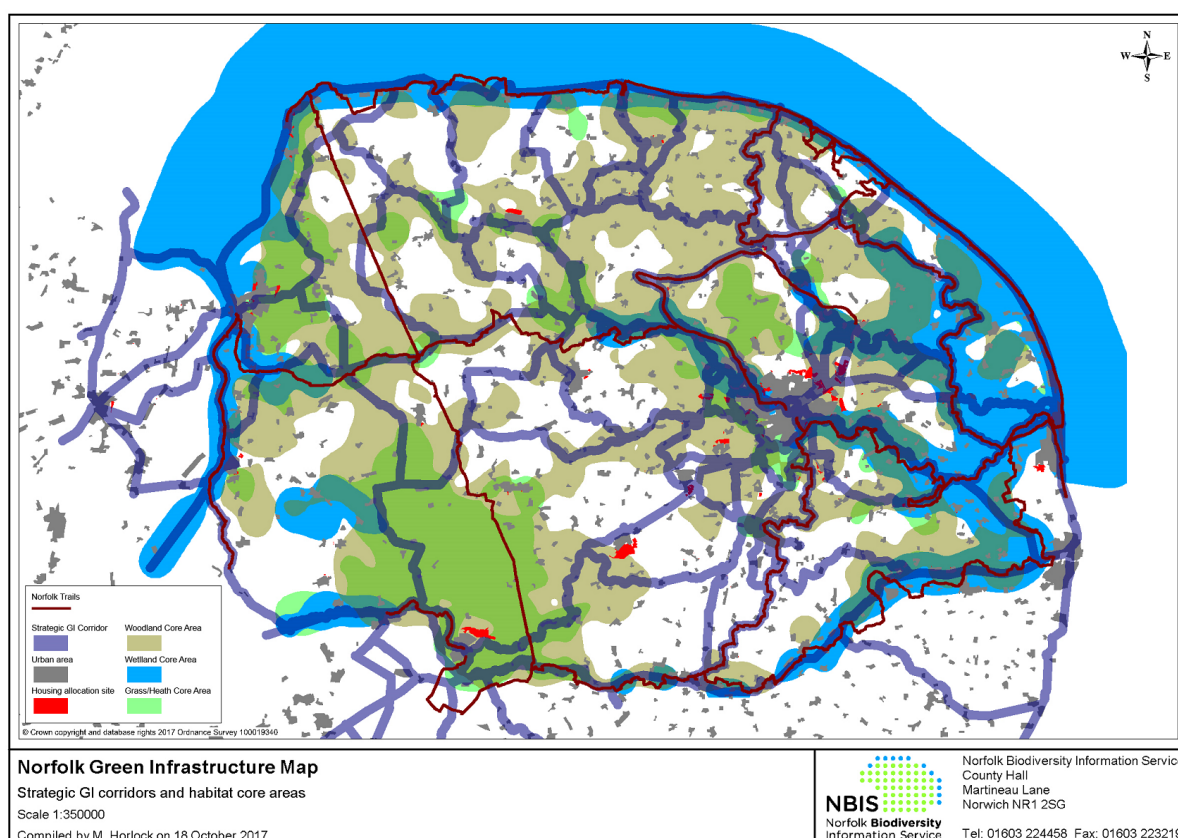


Figure 12: Norfolk's GI corridors. 2017

Figure 12 shows the identified potential Green Infrastructure Corridors. The intention is for this map to inform Local Plans, and also local GI Strategies. It should be noted that depending on the nature of

corridor they may not constrain development, indeed in some circumstances promoting growth in these corridors may enhance their GI value.

One of the strategic aims for the Environment section is to not only 'protect, maintain and enhance biodiversity' but also to restore and create habitats which support biodiversity. New growth in Norfolk must respect this aim, but the use of green infrastructure either existing or new can greatly aid the assimilation of new development.

A commissioned report by Footprint Ecology on the impact of recreational pressures on Natura 2000 protected sites e.g. North Norfolk Coast, The Broads and the Brecks, likely to arise from new housing growth gave insights into the scale and location of that pressure. This is a complex area, many of the Natura 2000 sites attract large numbers of visitors, acting as green infrastructure, but are sensitive environments with specific legislative requirements.

Following on from the visitor pressures report Norfolk Local Planning Authorities, working in collaboration with the Environment Agency, Natural England, Forestry Commission and other local partners, commissioned Place Services to produce the Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy. This looks to address the recreational pressures on Natura 2000 protected sites in a coordinated way and therefore helps address requirements arising from Habitat Regulations Assessments from respective Local Plans. The Strategy includes:

- A Recreational Impact Avoidance and Mitigation Strategy (RAMs) - a County Wide programme of mitigation measures to avoid adverse effects on protected habitat sites from the in-combination recreational impacts from new residential development. The cost of measures will be funded by a tariff on new residential development.
- Identification of GI opportunities which aims to divert visitors from sensitive habitat sites

In 2023 and 2024 Norfolk Planning Authorities have been working with Footprint Ecology to produce a detailed action plan. This lists specific projects that are require to mitigation the impacts of increase visitor pressures.

Agreement 24: In recognition of:

- a) the importance the Brecks, the Broads and the National Landscapes, together with environmental assets which lie outside of these areas, brings to the county in relation to quality of life, health and wellbeing, economy, tourism and benefits to biodiversity;**
- b) the pressure that development in Norfolk could place on these assets; and**
- c) the importance of ecological connections between habitats**

Norfolk Planning Authorities will work together to complete and deliver the Norfolk Green Infrastructure and Recreational Impact Avoidance and Mitigation Strategy which will aid Local Plans in protecting and where appropriate enhancing the relevant assets.

With regard to the emerging priority projects for short term effort to bring forward, the following feature within the NSIDP.

Table 16: Priority Green Infrastructure Projects for Promotion

Project Name	Estimated Start date	Estimated Cost	Likely funding sources
The Green Loop (Walking/cycling route linking Norwich – Aylsham – Hoveton –NE Growth Triangle)	Not Known	£5.7m	S106, CIL, DfT, NALP, Interreg Experience-secured
Weavers Way	Ongoing	£3.1m	Norfolk County Council,HLF
Broadland Country Park	Ongoing	£2m	Broadland DC, CIL, BRP
Burlingham Country Park	Ongoing	TBC	CIL, BRP, NCC, Developer Funding

9.10 Nutrient Neutrality

On the 16 March 2022 Natural England issued new guidance to all Local Planning Authorities in Norfolk concerning nutrient enrichment and the role local authorities must play in preventing further adverse impacts to protected wetland habitats. The importance of achieving nutrient neutrality stems from evidence that large quantities of nitrogen and phosphorous entering water systems cause excessive growth of algae, a process called ‘eutrophication.’ This reduces the oxygen content of water impacting aquatic species; subsequently removing a food source for protected species. The advice covered two catchments in Norfolk for the River Wensum SAC and the Broads SAC/Broadland Ramsar.

Natural England considers that the conservation status of the protected natural habitats of the River Wensum and the Broads SACs are unfavourable due to excessive phosphates in the Wensum SAC and nitrates and phosphates in the Broads SAC. Each of the Norfolk LPAs, as the “Competent Authority” for each local planning authority area under the Habitat Regulations 2017, is required to consider the implications of these matters on the River Wensum SAC and the Broads SAC before permitting any further development which has the potential to result in additional nutrient loads entering the catchments. Consequently, local plans and planning applications leading to new overnight stays in the affected areas can only now be progressed if further assessment provides each LPA with certainty that the resulting development will not have an adverse impact on the integrity of the protected habitats.

The initial effect was a total moratorium for new developments that provide overnight accommodation within the catchments of the River Wensum SAC and/or the Broads SAC. The impacts of Nutrient Neutrality vary considerably between districts in the county with Great Yarmouth and King’s Lynn and West Norfolk, the impacts are on relatively small areas which are mainly rural in nature, whereas the whole of administrative area of Norwich City Council is impacted.

However, Norfolk Authorities have worked together to help unlock planning permissions held up by this advice, in May 2022 Royal Haskoning were commissioned to provide an evidence base and bespoke Norfolk Calculator. In Spring 2023 Broadland District Council, South Norfolk Council, Breckland District Council and North Norfolk District Council set up Norfolk Environmental Credits (NEC) to help support the delivery of Nutrient Mitigation (which Norwich City Council have subsequently joined). While the initial focus has been on Nutrient Neutrality it is likely that NEC can support other nature markets including water, carbon offsetting, biodiversity and recreational impact. Broadland District Council, South Norfolk Council, Breckland District Council, Norwich City Council and North Norfolk District Council have successfully bid in 2 rounds of the government Local Nutrient Mitigation Fund, this will provide capital grants totalling £18.45m (£9.6m from round 1 and £8.85m from round 2) to help bring forward Nutrient Mitigation schemes in the county. To help manage this funding the five council that bid for this funding have set up the Norfolk Mitigation Fund which was launch in spring 2024.

Whilst the impacts of Nutrient Neutrality on housing delivery in the county are likely to be felt for many years to come Mitigation is increasingly becoming available. The Norfolk LPAs will continue to work together to unlock new development in the county and work with developers and environmental bodies to unlock solutions including increasing the availability of credits.

The area impacted by Nutrient Neutrality is shown in the map below.

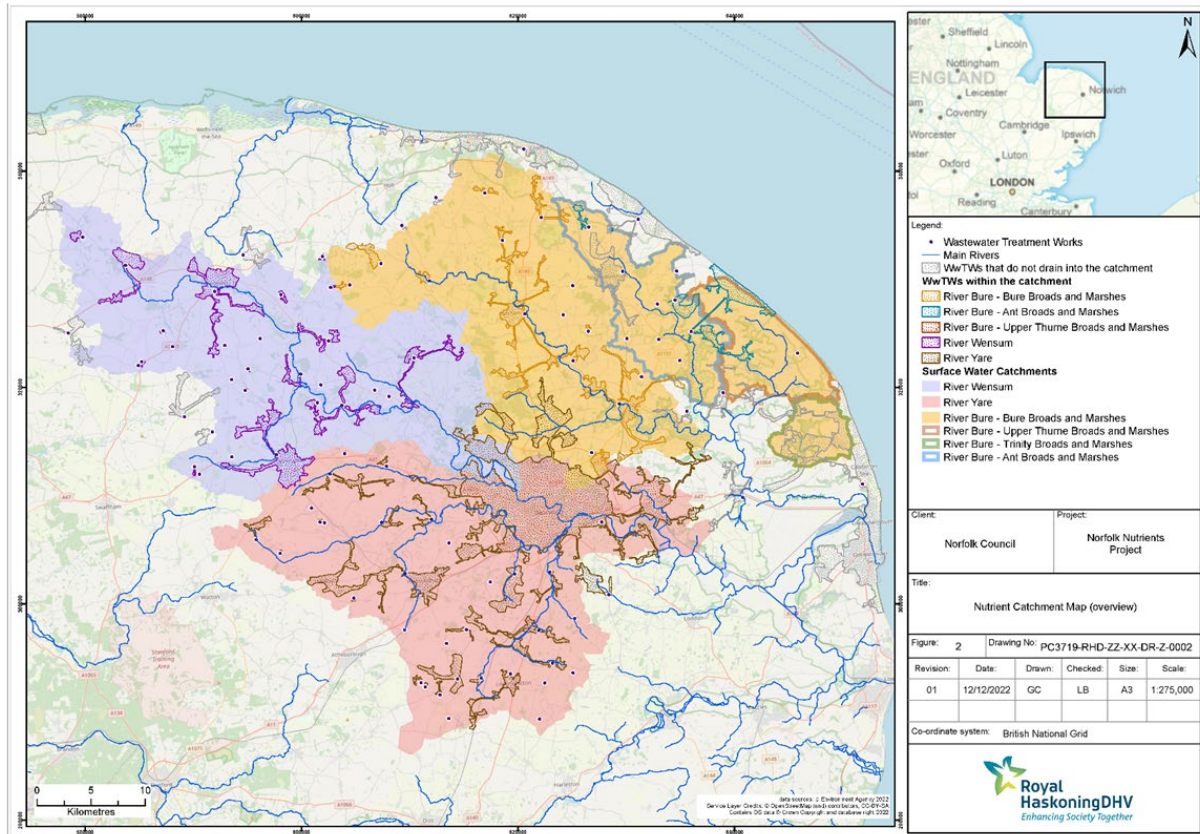


Figure 13: Map of Nutrient Neutrality Catchments in Norfolk, Source: Royal Haskoning

The government introduced changes to the Levelling up and Regeneration Act 2024 to require water companies in England to upgrade wastewater treatment works by 2030 in nutrient neutrality areas to the highest achievable technological levels. The treatment works to be identified would be ones serving a population equivalent of over 2000 people. In May 2024 the government published a list of 17 Waste Water Treatment Works which would be upgraded in Norfolk, these are in the following locations:

- Aylsham
- Belaugh
- Bylaugh
- Briston
- Dereham
- Fakenham
- Fornsett End
- Hemphall
- Long Stratton
- Mattishall
- Reepham

- Saxlingham
- Shipdham
- Stalham
- Swardeston
- Whitlingham
- Wymondham

9.11 Minerals and Waste

Minerals

Carstone is a type of sandstone that is quarried in west Norfolk. It has traditionally been used as a vernacular building material, although it is no longer used to any significant degree. Although it is classed as a 'hard rock' it is not used as a hard rock (e.g. road dressing), instead it is used primarily as fill (to raise the levels of land prior to construction) or in the formation of embankments. Therefore it is often used in the construction of roads.

Carstone deposits are located in very limited areas of west Norfolk. In 2023 there were two active carstone extraction sites in Norfolk, located at Middleton and Snettisham.

Carstone production in Norfolk was 0.1 million tonnes in 2022. The 10-year rolling average of carstone sales was 0.81 million tonnes in the period 2013-2022. The 3-year rolling average of carstone sales was 0.98 million tonnes in the period 2020-2022. The permitted reserves for carstone extraction sites in Norfolk were 1.423 million tonnes at the end of 2022. Based on the 10-year sales average, at the end of 2022 there was a carstone landbank of permitted reserves of over 17 years.

Silica sand deposits are located in very limited areas of west Norfolk, a relatively narrow band which runs north to south just to the east of King's Lynn. The northern extent of the silica sand resource is at Heacham, and the southern extent around Hilgay. In Norfolk the silica sand resource is split into two broad categories, the Mintlyn Beds and the Leziate Beds; historically the Leziate Beds have been used principally for glass sand and the Mintlyn Beds for the production of foundry sand. Processing of sand for foundry use has stopped at Leziate and those parts of the process plant dedicated to their production have been removed. This reflects a general decline in the demand for foundry sand in England.

The deposit which is being worked at Leziate is one of two in England where silica sand of sufficient purity and grade for the manufacture of colourless flint (container) and float (window) glass is extracted. The other extraction site of silica sand of comparable quality is in Surrey.

Silica sand which is to be used for glass manufacture requires a significant amount of processing prior to being suitable for onward shipment to the glass manufacturers. This processing requires large and capital intensive plant such as the one operated by Sibelco UK Ltd which is located at Leziate. Consistency of material is an important consideration and this requires blending of sand from different areas of the working. The processing plant site includes a rail head to export the processed mineral for use by glass manufactures elsewhere. Norfolk is one of the most important sources of silica sand in Great Britain, accounting for approximately 16 per cent of total silica sand production and 58 per cent of glass sand production in the UK between 2020 and 2022.

Due to the cost and largely fixed nature of the processing plant and railhead, silica sand working has historically taken place in close proximity to the Leziate processing plant. However, this now means that the most accessible areas have either been worked or are in the process of being worked.

The 10-year rolling average of silica sand sales in Norfolk was 0.83 million tonnes in the period 2013-2022. The 3-year rolling average of silica sand sales was 0.79 million tonnes in the period 2020-2022. The permitted reserves for silica sand extraction sites in Norfolk were 3.08 million tonnes at the end of 2022. Based on the 10-year sales average, at the end of 2022 there was a silica sand landbank of permitted reserves of less than 4 years.

Sand and gravel resources are located throughout the County (with the exception of the Fens area in the far west and south-west of Norfolk). Sand and gravel are used in the construction of roads and buildings and it is a key ingredient in the production of concrete and mortar, asphalt coating for roads, as a drainage medium and in the construction of embankments and foundations. The distribution of sand and gravel sites throughout Norfolk is widespread with a relatively large number of small operators. In 2022 there were 22 permitted sand and gravel extraction sites in Norfolk operated by 14 different companies. There are, however, particular clusters of sand and gravel workings near to King's Lynn, in the north of Breckland District and around Norwich.

Sand and gravel production in Norfolk was 1.367 million tonnes in 2022. The 10-year rolling average of sand and gravel sales was 1.413 million tonnes in the period 2013-2022. The 3-year rolling average of sand and gravel sales was 1.39 million tonnes in the period 2020-2022. The permitted reserves for sand and gravel extraction sites in Norfolk were 17.954 million tonnes at the end of 2022. Based on the 10-year sales average, at the end of 2022 there was a sand and gravel landbank of permitted reserves of over 12 years.

Secondary and recycled aggregates are also sourced within Norfolk. The annual average quantity of inert and construction/demolition waste recovered at waste management facilities over the ten years from 2013-2022 was 0.293 million tonnes, however, some parts of this waste stream are unsuitable for use as a recycled aggregate (such as soil or timber). The data is not comprehensive because many operations, such as on-site recovery, are not recorded.

Marine aggregate dredging is carried out by companies on behalf of the Crown Estate and the sites are licensed by The Crown Estate and the MMO. Aggregates from marine dredging are not currently received at any ports or wharves in Norfolk. No marine sourced aggregates were consumed in Norfolk in 2019 (the most recently available date), therefore no adjustments have been made to the mineral requirement figures in the Norfolk Minerals and Waste Local Plan based on marine sourced aggregates. Norfolk County Council does not determine planning applications for marine aggregates and they do not form part of the Minerals and Waste Local Plan.

Clay and chalk are also extracted in Norfolk. Clay is primarily used in the engineering of landfill sites and in flood protection schemes. Chalk is primarily used as a liming agent for farmland. In 2022 there was one active clay working at Middleton, and three active chalk workings located at Castle Acre, Caister St Edmund and Hillington. However, the resource for these minerals is considered to be abundant in Norfolk relative to the demand.

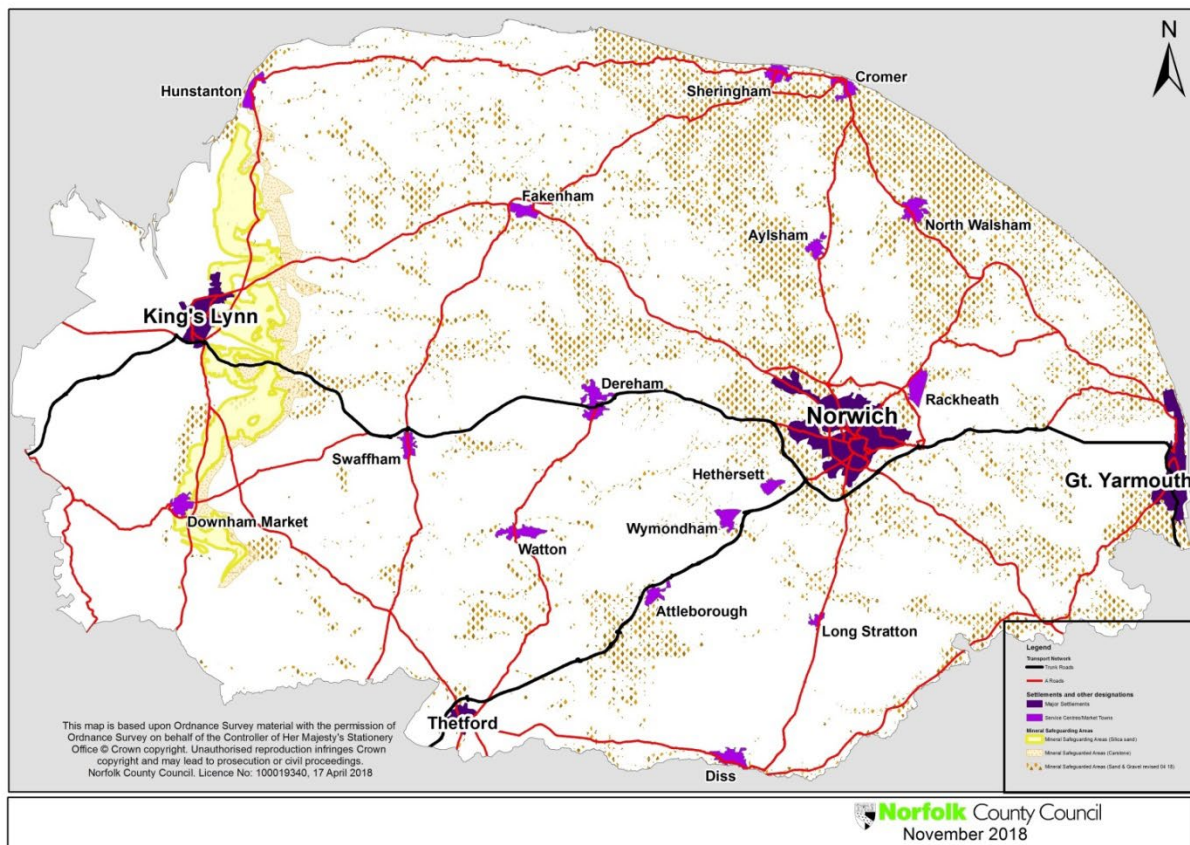


Figure 13: Mineral Resources within Norfolk

Waste

There are a number of waste management facilities within Norfolk. They include:

20 Household Waste Recycling Centres, provided by Norfolk County Council, which accepted over 62,000 tonnes of waste in 2022.

6 commercial composting facilities which received over 94,000 tonnes of waste in 2022;

There are large metal recycling facilities at Lenwade, Great Yarmouth and King's Lynn docks and a large number of small sites accepting scrap metal or end-of life vehicles. The metal recycling facilities received over 216,000 tonnes of waste in 2022;

88 operational sites for the treatment and/or transfer of waste (including municipal, commercial and industrial, hazardous, clinical, construction and demolition), which received over 2.188 million tonnes of waste in 2022. Of this total, over 0.64 million tonnes was received at Anglian Water Services Ltd sewage sludge treatment facilities at King's Lynn, Thetford and Whitlingham.;

There are two non-hazardous landfill sites (Blackborough End and Feltwell) in Norfolk. Feltwell landfill site has not received any waste since 2012; it is required to be restored by 2041. Blackborough End landfill site received over 156,000 tonnes of waste in 2022 and is required to be restored by the end of 2026. These two sites have a permitted void capacity (remaining landfill space) for non-hazardous waste estimated to be 1.304 million cubic metres, plus capacity for 2.225 million m³ of inert waste disposal. In 2022 over 262,000 tonnes of inert waste were received at inert landfill sites or used in the restoration of mineral workings. There is an estimated void capacity at inert landfill sites and for quarry

restoration of at least 3.5 million m³ in Norfolk at the end of 2022 plus capacity within Blackborough End landfill site.

There is a renewable energy plant operated by Melton Renewable Energy at Thetford which received over 212,000 tonnes of waste in 2022. The waste received at this facility is poultry litter which is burned to produce energy.

There is a wastepaper reprocessing facility operated by Palm Paper at King's Lynn and received over 506,000 tonnes of wastepaper and cardboard in 2022 to produce newsprint.

Agreement 29 :

It is agreed that:

- 1) It is essential that there is a sufficient supply of minerals to provide the infrastructure, buildings, energy and goods that the country needs. The Norfolk Minerals and Waste Local Plan will therefore enable Norfolk to continue to be self-sufficient in the production of sand and gravel, whilst making an important contribution to the national production of silica sand.**
- 2) As the Mineral Planning Authority, Norfolk County Council will plan for a steady and adequate supply of minerals to support sustainable economic growth through allocating sufficient sites to meet the forecast need for sand and gravel, carstone, as well as allocating sites and providing a criteria-based policy to assess applications to meet the forecast need for silica sand in the Norfolk Minerals and Waste Local Plan.**
- 3) Since minerals are a finite natural resource, and can only be worked where they are found, best use needs to be made of them to secure their long-term conservation. Resources of sand and gravel, carstone and silica sand within defined Mineral Safeguarding Areas will be safeguarded from needless sterilisation by non-mineral development. Infrastructure for the handling, processing and transportation of minerals will also be safeguarded from incompatible development. Defined waste management facilities and water recycling centres will be safeguarded from incompatible development.**
- 4) The Norfolk Minerals and Waste Local Plan policies will enable the re-use, recycling and recovery of waste in Norfolk to increase, thereby reducing the quantity and proportion of waste arising in Norfolk that requires disposal, in accordance with the Waste Hierarchy.**
- 5) The Norfolk Minerals and Waste Local Plan will enable Norfolk to be net self-sufficient in waste management, where practicable and to enable sufficient waste management infrastructure to be provided in order for Norfolk to meet the existing and forecast amount of waste expected to arise over the Plan period.**
- 6) The Norfolk Minerals and Waste Local Plan will direct new waste management facilities to be located in proximity to Norfolk's urban areas and main towns using criteria-based policies. Priority for the location of new waste management facilities will be given to the re-use of previously-developed land, sites identified for employment uses, and redundant agricultural and forestry buildings and their curtilages.**

7) The Norfolk Minerals and Waste Local Plan will contain policies to ensure that minerals development and waste management facilities will be located, designed and operated without unacceptable adverse impacts on the amenity of local communities, the natural, built and historic environment, the landscape and townscape of Norfolk and surrounding areas.

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Section 10 – Conclusions and Next Steps

This Framework documents how the Norfolk Planning Authorities maintain effective cooperation between themselves, with the neighbouring district and county planning authorities, and with other key relevant agencies and utilities. In doing so it meets the relevant requirements of Section 3 of the National Planning Policy Framework (NPPF).

To date, since its first endorsement in October 2019 and through its subsequent updates, the NSPF has been successful in addressing the requirements of the duty to co-operate in local plan production for the Norfolk local planning authorities. This has been achieved through the framework providing cross-boundary approaches to strategic infrastructure, housing and jobs numbers and common policy approaches. The NSPF has had further benefits by creating efficiencies through shared evidence production, influencing high-level plans and maximising opportunities to secure external funding to deliver against agreed objectives. The effectiveness of the NSPF was recently reflected in the February 2024 Inspectors' Report on the Greater Norwich Local Plan. The report directly referenced the NSPF, along with the co-operative work of the Greater Norwich Development Partnership, concluding that "We are satisfied that where necessary the Partnership has engaged constructively, actively and on an on-going basis in the preparation of the Plan and that the duty to co-operate has therefore been met".

This experience of co-operative work through the NSPF places the Norfolk local planning authorities in a positive position to address the likely forthcoming introduction of sub-regional Spatial Development Strategies as signalled by the English Devolution White Paper (December 2024).

The current NPPF highlights that Cooperation should be effective and ongoing, with this in mind the Norfolk Authorities have agreed to maintain the following agreement:

Agreement 26 In recognition of the benefits gained by co-ordinating and co-operating on strategic planning activities the Norfolk Planning Authorities agree to support the activities of the Norfolk Strategic Planning Member Forum and to continue to appropriately resource joint planning activity.

There remains significant value in continuing with a work programme into the next financial year to address strategic cross boundary issues going forward.

There also remains other significant benefits to continue with the current strategic planning activities completed under this remit, these included:

- Maintaining links to other neighbouring counties and their strategic planning work.
- Maintain links to public bodies and Utilities involved in the preparation of local plans eg Natural England, Environment Agency, Anglian Water, MMO, and UKPN.
- Maintain links to other key initiatives in the county eg Water Resources East, Transport East, Hydrogen East, Greater South East Energy Hub
- Support the county in the production of a county wide Infrastructure Delivery Plan and any potential economic or growth strategies
- Support of Local Plan processes across the county
- Maintain links to NHS estates and the ICS with regular meetings to share updates on key developments and progress of Local Plans
- Scope to continue to commission joint studies across the county to reduce costs

The current NPPF also sets out the requirement for local authorities to prepare and maintain one or more statements of common ground. This document is intended to meet this requirement in a single

document for all matters relevant to all Norfolk Local Authorities. Additionally individual local authorities may seek to enter into further statements of common ground with neighbouring or other authorities to address further strategic planning issues as part of the local plan preparation process.

Agreement 27: Norfolk Planning Authorities with support of the signatories of the document agree to maintain this statement of common ground.

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Appendix 1 – NSPF Contacts:

Please direct all representations relating to the NSPF to the NSPF Programme Manager as detailed below. Use the Local Planning Authority contact details only if you have enquiries concerning a specific authority area.

<p>Trevor Wiggett NSPF Programme Manager City Hall St Peter's Street Norwich NR2 1NH Email: trevorwiggett@norwich.gov.uk</p>	
Breckland Council	Broadland and South Norfolk Councils
<p>Gemma Manthorpe Planning Policy Manager Breckland Council Elizabeth House, Walpole Loke Dereham NR19 1EE Tel 01362 656337 Email : gemma.manthorpe@breckland.gov.uk</p>	<p>Adam Banham Place Shaping Manager Broadland and South Norfolk Councils The Horizon CentrePeachman WayBroadland Business Park Norwich NR7 0WF'Tel 01603 430505 Email : Adam.Banham@southnorfolkandbroadland.gov.uk</p>
The Broads Authority	Great Yarmouth Borough Council
<p>Natalie Beal Planning Policy Officer Broads Authority Yare House 62-64 Thorpe Road Norwich NR1 1RY Tel 01603 756050 Email : Natalie.Beal@broads-authority.gov.uk</p>	<p>Nick Fountain Strategic Planning Manager Great Yarmouth Borough Council Town Hall, Hall Plain Great Yarmouth Norfolk NR30 2QF Tel 01493846626 Email: nick.fountain@great-yarmouth.gov.uk</p>
Borough Council of King's Lynn and West Norfolk	Norfolk County Council
<p>Alex Fradley Planning Policy Manager Borough Council of King's Lynn and West Norfolk Kings Court, Chapel Street King's Lynn PE30 1EX Tel 01553 616237 Email : alex.fradley@west-norfolk.gov.uk</p>	<p>Paul Harris Strategic Planning Planner Norfolk County Council Martineau Ln Norwich NR1 2UA Tel 01603 679256 Email : paul.harris@norfolk.gov.uk</p>
North Norfolk District Council	Norwich City Council
<p>Iain Withington Acting Planning Policy Manager North Norfolk District Council Council Offices, Holt Road Cromer NR27 9EN Mail : Iain.Withington@north-norfolk.gov.uk Tel 0 1263 516034</p>	<p>Mike Burrell Planning Policy Team Leader City Hall St Peter's Street Norwich NR2 1NH Mail : mikeburrell@norwich.gov.uk Tel 01603 987964</p>

Appendix 2 – Cross Border Cooperation Initiatives

Cooperation mechanism	Authorities involved	Brief details	Date	Other Comments	Website link (if relevant)
Membership of Broads Authority	Broadland, Great Yarmouth, North Norfolk, Norwich, South Norfolk, East Suffolk, Norfolk and Suffolk.	Each provides members to govern the Broads Authority.	Ongoing		Membership of Broads Authority - http://www.broads-authority.gov.uk/about-us/who-we-are/members/meet-our-members
East Suffolk/Great Yarmouth sub regional meetings	East Suffolk, Great Yarmouth, Broads Authority.	Quarterly Periodic meetings between these three eastern authorities to discuss strategic cross boundary issues pertinent to the area.	Ongoing	East Suffolk Local Plan Duty to Cooperate Statement of Common Ground (2018) on Housing Market Area, Functional Economic Area and Objectively Assessed Need, between East Suffolk, Great Yarmouth, Broads Authority, South Norfolk, Suffolk Coastal, and Mid-Suffolk.	n/a
Norfolk Coast National Landscape	Great Yarmouth, North Norfolk, King's Lynn & West Norfolk, Norfolk, Broads Authority, Natural England	Management of the Norfolk Coast National Landscape	Ongoing	The Partnership also includes 2 community representatives.	Home - Norfolk Coast - https://norfolkcoast.org/
Memorandum of Understanding – Treatment of Housing and Employment Needs and Delivery in the Broads Authority Area	Broads Authority, Broadland, South Norfolk, Norwich, Great Yarmouth, East Suffolk, Norfolk, Suffolk.	Agreed mechanism for distribution of housing (and employment) development in relation to targets for overlapping district and Broads areas.	2014 (and previously)	Further Statement of Common Ground (2017) between Broads Authority and Great Yarmouth Borough Council updating and specifying this in relation to housing in Proposed Broads Local Plan	n/a
Wherry Line Community Rail Partnership	Norfolk, Suffolk, Norwich, Broadland,	To promote the railway and the surrounding area to develop	Ongoing	Partnership also includes Abellio Greater Anglia, Network Rail,	Greater Anglia Community partnerships -

Cooperation mechanism	Authorities involved	Brief details	Date	Other Comments	Website link (if relevant)
	Great Yarmouth, East Suffolk.	economic and environmental benefits for residents, visitors and tourists.		Railfuture, Norfolk Association of Local Councils, rail users, station adopters, RSPB, and local businesses.	https://www.greateranglia.co.uk/about-us/community-rail-partnerships
Great Yarmouth Transport and Infrastructure Steering Group	Great Yarmouth, Norfolk, Environment Agency, Highways England	To promote and coordinate infrastructure improvements in, around and benefitting Great Yarmouth Borough	Ongoing		Great Yarmouth Transport and Infrastructure Steering Group - https://great-yarmouth.cmis.uk.com/great-yarmouth/Committees/CommitteeSystemfromMay2016/tabid/142/ctl/ViewCMIS_CommitteeDetails/mid/562/id/170/Default.aspx
A47 Alliance	Norfolk, Great Yarmouth, Broadland, Norwich, Breckland, King's Lynn & West Norfolk, Broads Authority	Seeks to promote the dualling of the A47.		Alliance also includes Peterborough & Cambridgeshire local authorities, MPs, business groups, LEAs, etc.	A47 Alliance website - http://www.a47alliance.co.uk/
Greater Norwich Development Partnership	Norwich, Broadland, South Norfolk, Norfolk County Council and the Broads Authority	Partnership to produce Local Plan for Greater Norwich Area and address related planning policy issues such as housing land supply and monitoring. This involves a member level group and joint officer team.	Ongoing		Greater Norwich website - http://www.greaternorwichgrowth.org.uk/
Greater Norwich Growth Board	Norwich, Broadland, South Norfolk, Norfolk County Council and the Broads Authority	Member level Board and joint officer team for strategic investment planning and delivery across the Greater Norwich area. This includes pooling of CIL receipts and a joint CIL process.	Ongoing		Greater Norwich website - http://www.greaternorwichgrowth.org.uk/
Norfolk Strategic Planning Officers Group	All Norfolk Local Planning Authorities	Monthly meeting of Heads of Planning Policy teams to discuss cross boundary issues.	Ongoing		Norfolk Strategic Planning Member Forum web page - www.norfolk.gov.uk/nsf

Cooperation mechanism	Authorities involved	Brief details	Date	Other Comments	Website link (if relevant)
Norfolk Member Forum	All Norfolk Local Planning Authorities	Over sees Duty to Cooperate requirements at a member level, in particular the production of the NSPF.	Ongoing		Norfolk Strategic Planning Member Forum web page - www.norfolk.gov.uk/nsf
Norfolk Strategic Planning Framework	All Norfolk Local Planning Authorities	Shows how the Authorities work together and forms the Statement of Common Ground for the area. Addresses cross boundary issues.	Reviewed for 2021.		Norfolk Strategic Planning Member Forum web page - www.norfolk.gov.uk/nsf
The Wash and North Norfolk Marine Partnership	East Linsey, Boston, Fenland, South Holland, Kings Lynn & West Norfolk, North Norfolk, Lincolnshire County Council and Norfolk County Council	Local Communities and Management Groups working together to protect marine heritage	On-going	Many other Agencies and local groups involved	The Wash & North Norfolk Marine Partnership - Norfolk Coast - https://norfolkcoast.org/about/wnnmp/
Norfolk/Suffolk Cross border Meeting	Babergh and Mid Suffolk, South Norfolk, Great Yarmouth, Broads Authority, Ipswich Borough, Suffolk County, West Suffolk, Breckland, Kings Lynn & West Norfolk, East Suffolk	Quarterly meetings of Planning Policy teams to discuss cross boundary issues.	Ongoing		
Norfolk Rail Group	Norfolk & Suffolk County Councils, all districts		Ongoing		
Joint SFRA Update	Kings Lynn & West Norfolk, North Norfolk DC, Greater Norwich,	Team over was the production of a Joint SFRA across most of Norfolk	Completed		

Cooperation mechanism	Authorities involved	Brief details	Date	Other Comments	Website link (if relevant)
	Broads Authority, Great Yarmouth				
East of England Aggregates Working Party	Norfolk, Suffolk, Essex, Hertfordshire and Cambridgeshire County Councils. Peterborough, Thurrock, Southend-on-Sea, Luton, Bedford, Central Bedfordshire Councils	Quarterly meetings. Collect data relating to the supply and demand of aggregates, publish an annual monitoring report, provides technical advice to Mineral Planning Authorities on their Local Aggregate Assessments. Line of communication between MPAs and MHCLG.	Ongoing	The EoEAWP also includes representatives from the minerals industry, Marine Management Organisation, and MHCLG. Includes feedback and liaison with London AWP and South East AWP.	East of England Aggregates Working Party web page - http://www.centralbedfordshire.gov.uk/planning/minerals-waste/aggregate/overview.aspx
East of England Waste Technical Advisory Body	Norfolk, Suffolk, Essex, Hertfordshire and Cambridgeshire County Councils. Peterborough, Thurrock, Southend-on-Sea, Luton, Bedford, Central Bedfordshire Councils	Quarterly meetings. Forum for discussion relating to waste planning including waste data, capacities and forecasting.	Ongoing	The EoEWTAB is also attended by the Environment Agency. Includes feedback and liaison with London WTAB and South East WTAB.	
Water Resources East	WRE has over 200 members from a diverse range of organisations including all district and county councils in the WRE area	WRE is the independent, not-for-profit membership organisation pioneering a collaborative, cross-sector approach to water resources and integrated water management planning in Eastern England.	Ongoing	For further details see the water section 9.4	https://wre.org.uk/

JAPANESE KNOTWEED: OVERSTRAND CLIFFS	
Executive Summary	<p>An area of the cliff and slope at Overstrand is contaminated with Japanese knotweed, a highly invasive plant species that has strict legal responsibilities associated with its control, disposal, and the prevention of its spread.</p> <p>The Council has a responsibility to address the issue, and this is made even more critical due to the nature of the area it inhabits. The cliffs are inherently unstable and the slip material appearing on the sea wall contains knotweed, the dispose of which is very expensive.</p> <p>The Council commissioned a specialist report into the issue, seeking advice on its legal responsibilities as well as a management approach for addressing the problem. The contents of the report have been considered, and recommendations have been made as to the most appropriate actions to pursue.</p>
Options considered	<p>There are various potential options for managing the infestation and those are detailed in the consultant's report appended to this report. There are no realistic alternatives to the immediate actions recommended, as to allow the knotweed to remain untreated, would inevitably lead to increased costs associated with removal and disposal of slip material, which might delay the planned refurbishment of the sea defences, and might breach the Council's legal responsibilities to prevent its spread.</p>
Consultation(s)	<p>The matter has been referred to in notices placed in the vicinity of the site and has been discussed at drop-in events held in the village. The local member has been briefed, and the Parish Council have been made aware, together with members of the public, at the 2025 annual parish meeting.</p>
Recommendations	<p>It is recommended that the Cabinet resolves to provide a total budget of up to £120,000 from the 'reactive coastal works' budget (approved by Cabinet in March 2025) and the CTAP budget, to undertake the actions recommended in this report to address the knotweed issues over the period between autumn 2025 and autumn 2027.</p> <p>The actions will include:</p> <ol style="list-style-type: none"> 1. Complete a programme of four containment foliar sprays by lance/stem injection between 2025 and 2027, for a 3-metre strip at both the base and the top of the coastal slope 2. Complete works for clearance of promenade and licenced disposal of slump material containing Japanese Knotweed

	<ol style="list-style-type: none"> 3. Complete works to stabilise the base of the coastal slope, landwards of the top of the sea wall in the immediate proximity of promenade clearance works, to inhibit further encroachment of slump material potentially containing Japanese Knotweed 4. Further investigate the potential for annual foliar spraying, utilising appropriate methods, across the entire area containing the Japanese Knotweed infestation, then implement treatment by the most appropriate means (potentially between 2025 and 2027) 5. Implement and promote stakeholder engagement and community awareness, through stakeholder coordination, raising public awareness and education of the knotweed issue 6. Investigate approaches to maintaining vegetative cover during treatment of Japanese Knotweed and re-establishing vegetation post-treatment of Japanese Knotweed, in order to reduce the potential impact of rainfall-induced surface water run-off upon cliff instability 7. Implement long-term monitoring of Japanese Knotweed infestation, covering 2025 to 2027 treatment period and subsequent treatment/post treatment periods, as required. Long-term monitoring to track changes in infestation size and vegetation cover and review and refine initial treatment approaches, potentially including further foliar spraying and/or stem injection.
Reasons for recommendations	To ensure appropriate action is taken in a timely manner to meet the Council's legal responsibilities and allow other works to proceed.
Background papers	<p>Reports to Cabinet on 31st March 2025 relating to Coastal Management – budget for reactive coastal works; and Coast Protection Works at Overstrand</p> <p>A (Haskoning) consultant's report on the subject of this report is included as appendix 1</p>

Wards affected	Poppyland
Cabinet member(s)	Portfolio Holder for Coast: Cllr Harry Blathwayt
Contact Officer	Robert Young; Assistant Director for Sustainable Growth; robert.young@north-norfolk.gov.uk

Links to key documents:

Corporate Plan:	<p>Protect and transition our coastal environments.</p> <ul style="list-style-type: none"> Realising opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses. Continuing our programme of investment in coastal and resort infrastructure and amenities, building on the progress made in recent years.
Medium Term Financial Strategy (MTFS)	The project costs can be met within identified budgets and, whilst not specifically addressed in the MTFS, it is unlikely to have a detrimental impact on the overall financial position.
Council Policies & Strategies	n/a

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	yes
Details of any previous decision(s) on this matter	n/a

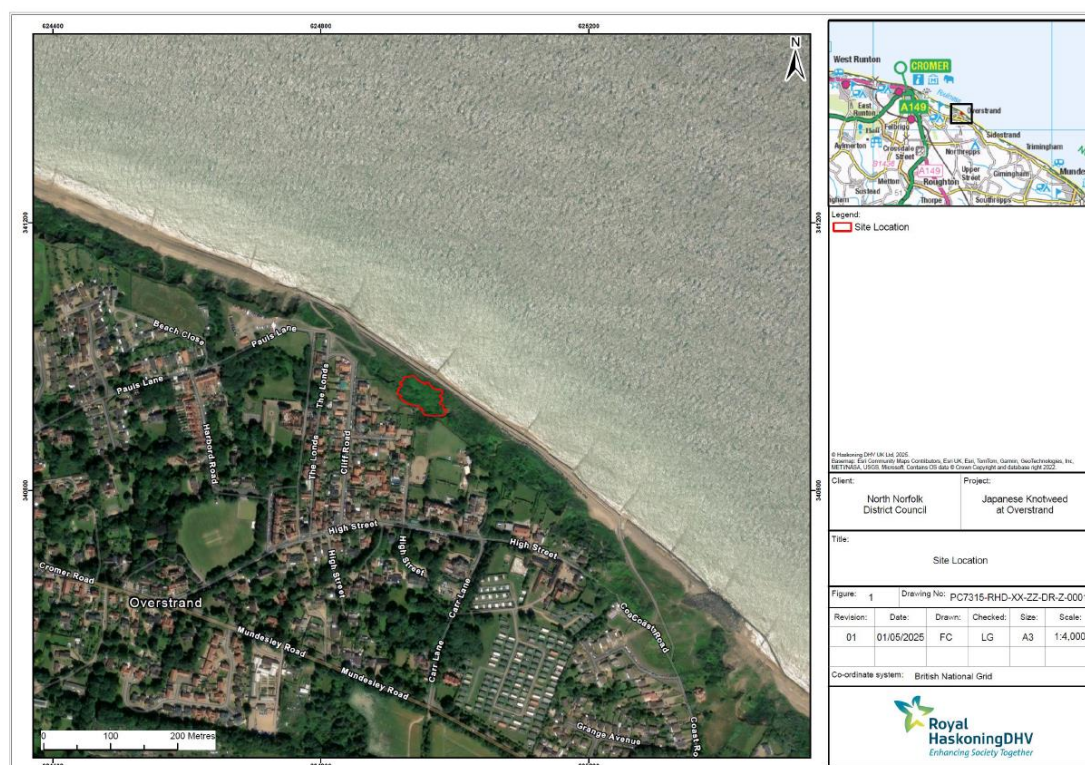
1. Purpose of the report

- 1.1 Haskoning were commissioned by North Norfolk District Council (NNDC) to develop a strategy for managing a known infestation of Japanese Knotweed on an area of the coastal slope landwards of the sea wall in Overstrand. Their report was finalised in June 2025 and has been used as the basis for developing the proposals contained within this report for the management of Japanese Knotweed at Overstrand. A copy of the consultant's report ('the report') is included as **appendix 1**.
- 1.2 The report recommends that a long-term, site-specific management plan that includes regular monitoring, legal compliance, and adaptive treatment strategies will be essential, to control the spread of Japanese Knotweed and mitigate its environmental impact on the Overstrand coastal slopes. This report outlines a costed management plan, based upon the report's recommendations.
- 1.3 Implementation of this costed management plan is also required in order to provide access via the sea wall (which effectively acts as a promenade) for the Coastal Protection Works at Overstrand, as reported to Cabinet on the 31st March 2025 and recommended to Full Council for approval.
- 1.4 Implementing the management approach for the proposed coastal slope works intends to utilise, in part, funding from the 'Coastal Management - Budget for

Reactive Works', as reported to Cabinet on the 31st March 2025 and recommended to Full Council for approval.

2. Introduction & Background

- 2.1. An area of the Overstrand coastal slope is infested with Japanese Knotweed. This is an area thought to be owned by the Council, which is inherently unstable and frequently slips onto the promenade. The promenade is effectively the top of the sea wall, upon which the route of the England Coast Path passes. The slip material contains Japanese Knotweed.
- 2.2. Whilst it is not illegal to have Japanese knotweed on private land, there are strict legal responsibilities associated with its control, disposal, and the prevention of its spread to adjacent properties or the wider environment.
- 2.3. Treatment of Japanese Knotweed is expensive and can take many years.
- 2.4. Treatment of the Japanese Knotweed at this site needs to commence as soon as possible in order to prevent its spread, but also to minimise potential future costs and to ensure the proposed refurbishment of the sea defences can go ahead in a timely fashion.



3. Proposals and Options

- 3.1 The consultant's report outlined four possible control methods (summarised below) which could be utilised for the management of Japanese Knotweed on the coastal slope, of which the chemical control method is recommended.

Control Method	Description	Recommendation
----------------	-------------	----------------

Chemical Control	Application of herbicides	Recommended Foliar herbicide application is likely to be the most practical and effective initial treatment method and, once the vigorous growth has been suppressed, there may be potential to introduce stem injection techniques for more targeted control of any regrowth.
Physical Control	Direct removal or suppression of the plant through mechanical or manual means	Not recommended The dynamic nature of coastal slope habitats, combined with the resilience and regenerative capacity of Japanese knotweed, makes precise application of these methods extremely challenging.
Biological Control	The biological control of Japanese Knotweed	Not recommended. In England this remains a developing field of research. Concerns relate to the ecological safety of releasing non-native biological control agents.
Integrated Control	Combination of treatment methods	This is often recommended for more effective and large-scale control of Japanese Knotweed. Once the initial issues have been addressed by chemical control, depending on the results of monitoring and the success of eradication attempts, a mixed approach could be followed to minimise the chances of reinfestation and to continue a sustainable and cost-effective method of suppression. This might include planting of replacement plant species.

- 3.2 From this, the following approaches have been identified as part of a costed management plan, primarily based upon chemical control methods with works to clear the promenade and stabilise the coastal slope base.

Control Method	Commencement
Complete a programme of four containment foliar sprays by lance/stem injection between 2025 and 2027, for a 3 metre strip at both the base and the top of the coastal slope	Containment foliar spraying to commence in Autumn 2025 (prior to the plant dying back)
Clearance of promenade and licenced disposal of slip material blocking promenade	Works to be completed in Autumn 2025
Stabilise the base of coastal slope landwards of the promenade by	Works to be completed in Autumn 2025

creating a physical structure to retain the slip material, in the immediate proximity of promenade clearance works to help prevent further potentially contaminated material arising	
<p>Potentially one or other (or one followed by the other) of the following approaches to chemically control the wider area of knotweed:</p> <p>After further investigation, implement a trial of annual regular foliar spraying utilising mobile elevated working platforms (MEWP), across the wider coastal slope containing the Japanese Knotweed infestation</p> <p>Or</p> <p>After further investigation, implement a trial of regular drone-administered foliar spraying, across the wider coastal slope containing the Japanese Knotweed infestation</p>	<p>Potentially from autumn 2025 (if feasible), if not spring 2026</p> <p>Foliar spraying to potentially commence in Autumn 2026</p>

Overstrand - Japanese Knotweed - Management Approaches - Indicative Timescales

		2025				2026				2027			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Option	Description												
1	Lance Spraying (Containment)												
2	Promenade Clearance.												
3	Coastal Slope Stability Works.												
4	Mobile Elevated Working Platforms (MEWPs) Spraying.												
5	Drone Spraying (Trial).												
	Action												
	Further Investigate												

- 3.3 Regardless of the administration method used, chemical control by herbicides typically requires multiple applications over several years. This is due to the extensive and resilient nature of the Japanese Knotweed, which can regenerate from small fragments if not completely eradicated. Indicatively, this could be 2–3 treatments per season for 3–5 years from present. Due to the plant's ability to remain dormant underground for extended periods, it is recommended that monitoring to track changes in infestation size and vegetation cover should take place during, and for five years following, the final treatment.
- 3.4 Future treatment works will be dependent upon the evaluation of the monitoring but could extend to at least 2030 and be of increased intensity.

- 3.5 Japanese knotweed suppresses the growth of native vegetation, leaving the coastal slope face bare when it dies back and at risk from erosion by surface water run-off due to rainfall. Approaches to maintain vegetative cover during treatment of Japanese Knotweed and re-established vegetation post-treatment of Japanese Knotweed should be investigated, to reduce this potential surface erosion and wider coastal slope instability, particularly during the winter months.
- 3.6 Effective management of Japanese knotweed, particularly in publicly accessible and ecologically sensitive areas like Overstrand's coastal slope, requires more than technical interventions. Engaging local stakeholders, such as residents, landowners, visitors, and contractors, is vital to the long-term success of control measures and to minimise inadvertent spread. There may be potential to combine this with the Coastwise programme's community engagement in relation to coastal change and the impending formulation of a local transition plan.

4. Corporate Priorities

- 4.1 The following Corporate Plan objectives are relevant to the proposed course of action:

Protect and transition our coastal environments.

- Realising opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses.
- Continuing our programme of investment in coastal and resort infrastructure and amenities, building on the progress made in recent years.

5. Financial and Resource Implications

5.1 The breakdown of the indicative costs is given in the following table.

Control Method	Indicative Cost
Complete a programme of four containment foliar sprays by lance/stem injection between 2025 and 2027, for a 3 metre strip at both the base and the top of the coastal slope.	£5,200
Clearance of promenade and licenced disposal of coastal instability material blocking promenade containing Japanese Knotweed.	£35,000+
Stabilise base of coastal slope landwards of the promenade, in the immediate proximity of promenade clearance works.	Up to £15,000
Either: After further investigation, implement a trial of annual foliar spraying utilising mobile elevated working platforms (MEWP) potentially between 2025 and 2027,	£27,500

across the wider coastal slope containing the Japanese Knotweed infestation. Or: After further investigation, implement a trial of annual drone foliar spraying potentially between 2025 and 2027, across the wider coastal slope containing the Japanese Knotweed infestation.	£31,500
Sub-Total (Recommended Immediate Actions)	£55,200
Sub-Total (Recommended Approaches Pending Further Investigation)	£27,500 – £31,500
Total (not including any allowance for optimism bias or contingency)	£82,700 – £86,700
Optimism bias (OB) @ 30%	£26,010
Total estimated cost inc. OB	£112,710

- 5.1 The indicative costs quoted in this report are based upon the best available evidence at the time of writing, following conversations with suitable contractors and expert practitioners, but they are not based on detailed specifications or site investigations. It is recommended that an allowance is made at this stage for optimism bias and that, to cover other possible contingencies, the overall budget be established at £120,000.
- 5.2 The costed management plan aims to utilise, in part, funding from the 'Coastal Management - Budget for Reactive Works' for coastal slope works, as reported to Cabinet on the 31st March 2025 and recommended to Full Council for approval.
- 5.3 It is anticipated that the Coastal Transition Accelerator Programme (CTAP – or Coastwise) will be able to support the funding of the management of the Japanese Knotweed (since this is a consequence of the erodible coast and needs to be addressed as part of the transition planning for the village); it is not anticipated that CTAP funding will be available to remove the slump material or to construct the retaining structure.
- 5.4 NNDC's coastal repair and maintenance budget is not intended to support this kind of operation and is needed for maintenance and repair works to coast protection structures across the whole coast protection frontage of the District; it is not therefore considered to be an eligible funding source.

Comments from the S151 Officer:

The S151 Officer (or member of the Finance team on their behalf) will complete this section.

6. Legal Implications

6.1 There are strict legal responsibilities associated with the control and disposal, of Japanese Knotweed, and the prevention of its spread to adjacent properties or the wider environment, governed by several key pieces of legislation including:

- Wildlife and Countryside Act 1981 (as amended): Section 14(2) states that it is an offence to plant or cause Japanese knotweed to grow in the wild. Landowners must ensure the plant does not spread beyond their property including accidental spread through soil movement or improper disposal.
- Environmental Protection Act 1990: under this Act, Japanese knotweed is classified as "controlled waste". Any contaminated soil or plant material must be disposed of by licensed waste carriers at authorised facilities and improper disposal can result in legal penalties.
- Anti-social Behaviour, Crime and Policing Act 2014: this Act allows local authorities to issue Community Protection Notices (CPNs) to individuals or organisations that fail to manage knotweed on their land. Non-compliance can lead to criminal prosecution and fines of up to £2,500 for individuals and £20,000 for businesses.

6.2.1 There are also property and civil law implications:

- Neighbour Disputes and Private Nuisance: where Japanese knotweed spreads from one property to an adjoining property, liability may arise under civil nuisance law. In such cases, the courts may require:
 - Remediation of the infestation; and/or
 - Compensation for any resulting property damage or diminution in value.

Comments from the Monitoring Officer

The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.

7. Risks

7.1 Spread

7.1.1 The uncontrolled spread of Japanese Knotweed could constitute a legal breach. This not only applies to the coastal slope face and immediately adjacent areas, but also wider dispersal. Japanese Knotweed is tolerant to saline conditions and could be moved by seawater and dispersed along the coast. Cliff slips behind the promenade/sea wall could also lead to further spread. Wider dispersal could have an impact upon environmentally designated sites.

7.2 Coastal Slope Instability

7.2.1 Intervention methods that cause or exacerbate further coastal slope instability, such as physical control methods on the coastal slope face including heavy

machinery use, deep excavation, or vegetation removal, should be avoided or carefully risk-assessed/controlled.

7.3 Impact Upon Amenity and Tourism

7.3.1 Ineffective management of the Japanese Knotweed, has the potential to have both short-term and longer-term negative impacts upon recreation, leisure and tourism along the Overstrand frontage. Removing the slip material and taking measures to prevent further build-up would improve the amenity of the promenade and consequently the visitor economy of this resort village.

8. Net ZeroTarget

Overstrand Knotweed Management Plan



Key	Impact	Action
	Significant and/or long-term positive impact identified.	No changes needed.
	Slight or short-term positive impact identified.	No changes needed but could be reviewed to improve.
	No net change or not applicable.	No changes needed but could be reviewed to improve.
	Slight or short-term negative impact identified.	Review to identify possible improvements.
	Significant and/or long-term negative impact identified.	Changes needed before proceeding. If changes are not possible, justification is required.
	Responses incomplete.	Please return to assessment and answer all questions in this section.

8.1. A Climate Impact Assessment Tool was completed for the proposed management of the Japanese Knotweed on the coastal slope at Overstrand. Potential positive impacts were shown to outweigh negative impacts.

8.2. The potential positive environmental impacts, which are highlighted, result from improvements to land use and biodiversity from the management of the Japanese Knotweed, by allowing native vegetation to grow and to be enhanced, and in turn providing year-round coastal slope coverage from the erosive impacts of rainfall. In addition, the improvement in access resulting from the removal of slip material from the promenade is shown in the positive social impacts including accessibility and health and wellbeing.

8.3. The potential negative environmental impacts result from chemical control through the use of herbicides, for which there is not a viable alternative for the treatment of Japanese Knotweed at this location. Waste is shown to have a potential negative environmental impact, as there is not a viable alternative to removal of the slip material from the promenade containing Japanese knotweed. This has to be actioned through licensed waste disposal processes.

9. Equality, Diversity & Inclusion

9.1. This report gives rise to no issues in relation to matters relating to Equality, Diversity or Inclusion.

10. Community Safety issues

This report gives rise to measures that help to address a community safety issue, relating to the restricted use of Overstrand sea wall as a promenade. No adverse community safety issues are expected to arise from the recommendations of this report, since the treatment methods will need to comply with relevant legislation and follow best practice methodologies.

Conclusion and Recommendations

A long-term, costed and funded management plan needs to commence as soon as possible, to control the growth of Japanese Knotweed on the coastal slope at Overstrand and provide access for planned coast protection works; this includes regular adaptive treatment strategies, regular monitoring and legal compliance.

Recommendations

It is recommended that the Cabinet resolves to provide a total budget of up to £120,000 from the 'reactive coastal works' budget (approved by Cabinet in March 2025) and the CTAP budget, to undertake the actions recommended in this report to address the knotweed issues over the period between autumn 2025 and autumn 2027.

The actions will include:

1. Complete a programme of four containment foliar sprays by lance/stem injection between 2025 and 2027, for a 3-metre strip at both the base and the top of the coastal slope
2. Complete works for clearance of promenade and licenced disposal of slump material containing Japanese Knotweed
3. Complete works to stabilise the base of the coastal slope, landwards of the top of the sea wall in the immediate proximity of promenade clearance works, to inhibit further encroachment of slump material potentially containing Japanese Knotweed
4. Further investigate the potential for annual foliar spraying, utilising appropriate methods, across the entire area containing the Japanese Knotweed infestation, then implement treatment by the most appropriate means (potentially between 2025 and 2027)
5. Implement and promote stakeholder engagement and community awareness, through stakeholder coordination, raising public awareness and education of the knotweed issue
6. Investigate approaches to maintaining vegetative cover during treatment of Japanese Knotweed and re-establishing vegetation post-treatment of Japanese Knotweed, in order to reduce the potential impact of rainfall-induced surface water run-off upon cliff instability
7. Implement long-term monitoring of Japanese Knotweed infestation, covering 2025 to 2027 treatment period and subsequent treatment/post treatment periods, as required. Long-term monitoring to track changes in infestation size and vegetation cover and review and refine initial treatment approaches, potentially including further foliar spraying and/or stem injection.

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REPORT

Overstrand Japanese Knotweed Strategy

Client: North Norfolk District Council

Reference: PC7315-RHD-XX-XX-RP-X-0001

Status: Final C01

Date: 17 June 2025

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Appendices

1 Introduction

1.1 Project Background

Haskoning has been commissioned by North Norfolk District Council (NNDC) to develop a strategy for managing a known infestation of Japanese Knotweed on an area of soft cliff adjacent to the promenade in Overstrand, Norfolk.

Japanese knotweed is a highly invasive, non-native plant species that presents significant ecological, structural, and legal challenges in the United Kingdom. This strategy sets out a comprehensive approach to managing Japanese knotweed in Overstrand, with the aim of ensuring compliance with relevant legislation while minimising both environmental and financial impacts.

The purpose of this report is to:

- Assess the current extent and condition of Japanese knotweed on the cliff at Overstrand.
- Review applicable legislation and outline potential legal implications.
- Evaluate appropriate management and control methods.
- Provide clear recommendations to assist NNDC in making informed decisions to address challenges posed by established stands of Japanese knotweed locally.

1.2 Site Description

This assessment is based on information provided by the client, and has not been validated locally by Haskoning. The assumed extents of the Japanese knotweed along the cliffs adjacent the promenade in Overstrand is shown in Figure 1 in Appendix A. This location is centred upon National Grid Reference TG 24954 40952 and is herein referred to as the 'Site'. The promenade is actively used for beach access by local people and tourists.

The area within and immediately surrounding the Site is designated as a County Wildlife Site (CWS, Figure 2 in Appendix A). The wider surrounding area forms part of the Norfolk Coast Area of Outstanding Natural Beauty (AONB) and is recognised for its national and international importance in terms of nature conservation and geological interest. This includes the Overstrand Cliffs, which are designated as both a Site of Special Scientific Interest (SSSI) and a Special Area of Conservation (SAC), as well as the nearby Sidestrand and Trimmingham Cliffs SSSI and the Great Wash Special Protection Area (SPA) (Figure 3 in Appendix A).

The fact that the Site is located within a CWS and is surrounded by SSSIs demonstrates that there is an ecological interest as maritime cliffs and slopes are often of high biodiversity value due to the range of microhabitats that support and act as a natural corridor for coastal species; often those that are rare or restricted to this habitat type.

The primary habitat type of the site is classified as maritime cliffs and slopes (UK Habs, 2023). These coastal landforms range from sloping to vertical and are primarily shaped by marine erosion and slippage. They include both hard cliffs, formed from resistant rocks such as chalk or sandstone, and soft cliffs, composed of less consolidated materials like boulder clay or shale. Additionally, maritime cliff and slopes habitats are considered of principal importance for biodiversity conservation (DEFRA, 2022) and are used by public bodies, landowners, and funding organizations to guide nature recovery and land management efforts.

North Norfolk is particularly renowned for its soft cliffs, which are highly dynamic and susceptible to erosion. These cliffs dominate much of the coastline, particularly between Cromer and Overstrand, and

are composed of glacial till and other unconsolidated materials, making them prone to frequent slumping, landslips, and erosion. They support a diverse mosaic of habitats, including bare ground, seepages, marshy patches, and early successional vegetation.

According to information from NNDC (2025), the cliffs in the central area of Overstrand consist of clay, silt, gravel, chalk, and sand, which are materials that are naturally unstable and particularly susceptible to collapse. This instability was evident in February 2025, when cliff movement prompted the Council to temporarily close the promenade between two points for public health and safety reasons (Figure 4). The erosion of the cliffs is a threat to properties and community assets on the clifftop.

It is not known how long the stand of Japanese knotweed has been present at the Site. There is no evidence or historical record of management activities or ecological surveys that could provide insight into the species' local establishment, spread, or behaviour over time.



Photograph 1 Aerial view of the Overstrand Promenade adjacent to the Site following cliff movement in March 2025

2 Ecology and distribution of Japanese knotweed

Japanese knotweed *Reynoutria japonica* also known by the synonyms *Fallopia japonica* and *Polygonum cuspidatum*. It is the most common of four invasive knotweed plant species in the UK, which include the following species: Japanese knotweed, dwarf knotweed, giant knotweed, bohemian (hybrid) knotweed (DEFRA, 2023). Native to East Asia, Japanese knotweed has a natural range that spans over Japan, China and Korea, where it typically thrives in volcanic soils, along forest edges and near riverbanks. In its native environment, its growth is naturally regulated by local predators, diseases and competition from other native plants.

Plants of Japanese Knotweed form dense clumps and grow up to 3 metres tall. The stem is hollow with distinct nodes like bamboo and breaks easily. In spring, it is fleshy and red-tinged, and in summer it is green with purple speckles. Leaves in spring are pinky red and uncurl as the stem grows. In summer, they become large, oval or heart-shaped, and mid-green. Flowers are cream-coloured and appear in drooping clusters towards the end of August. The plant normally dies before November, often leaving behind the upright brown, hollow, woody stalks.

The species was introduced to Europe in the mid-19th century, arriving in the United Kingdom around 1850. It was initially valued for its ornamental appeal and was widely planted in gardens, parks, and estates. Additionally, it was promoted for erosion control along railway embankments and riverbanks due to its rapid growth and dense root system.

However, outside its native range, Japanese knotweed quickly became invasive. In the absence of natural predators and competitors, it spread aggressively across Europe and North America, particularly in temperate climates. Its ability to regenerate from small fragments of rhizome or stem allowed it to colonize new areas rapidly, often outcompeting native vegetation.

Ecologically, Japanese knotweed is extremely adaptable. It can thrive in a wide range of environmental conditions, from full sun to deep shade, and it tolerates drought, flooding, and even high salinity. Its primary mode of reproduction is vegetative, through an extensive underground rhizome system. These rhizomes can regenerate new plants from even tiny fragments, making the species very difficult to eradicate. Although plants can produce seeds, vegetative spread is far more common and effective. Since only female plants have been recorded in the UK, all individuals are genetically identical clones originating from a single introduction (Bailey & Conolly, 2000). However, epigenetic modifications (changes in gene expression that do not involve alterations to the DNA sequence) that can affect how genes are “turned on or off” in response to environmental factors may be responsible for the ability of Japanese knotweed to invade and thrive in such diverse habitats (Holden et al., 2021).

Increasingly, the species is also being reported in coastal areas across the UK and internationally (Richards et al., 2008; Yuan et al., 2024), where it presents unique ecological and management challenges. Although traditionally associated with inland and disturbed environments, its growing presence in coastal zones highlights its adaptability and resilience. The finding of an investigation carried out in Cornwall indicated that Japanese knotweed rhizomes can survive for periods of several months in saline conditions, even when submerged in seawater, therefore suggesting that there is potential for such parts of the plant to be carried downstream and out to sea and to reestablish if washed up further down the coast (Macfarlane, 2013).

Today, Japanese knotweed is considered one of the most problematic invasive species of plant in the UK and other temperate regions. So much so that it has been included in the list of the world’s 100 worst invasive species (Lowe et al., 2000) due to its significant impact on biodiversity, ecosystems, and human activities in areas where it occurs outside its natural distribution range. It is especially prevalent in urban

environments, river corridors, transport infrastructure, and brownfield sites, where it causes significant ecological and economic damage. Its presence can reduce biodiversity, alter soil chemistry as it releases chemicals into the soil that inhibit the growth of nearby plants (allelopathic effect), and negatively affect property values and development potential (see Drazen et al., 2021 and NNNSI, 2025 for further local information).



Photograph 2: dense growth of Japanese knotweed (left) and the plant in flower late summer (right)

3 Legal status of knotweed in England

3.1 Key Legislation

While it is not illegal to have Japanese knotweed on private land, there are strict legal responsibilities associated with its control, disposal, and the prevention of its spread to adjacent properties or the wider environment. These responsibilities are governed by several key pieces of legislation, including:

Wildlife and Countryside Act 1981 (as amended): Section 14(2) states that it is an offence to plant or cause Japanese knotweed to grow in the wild. Landowners must ensure the plant does not spread beyond their property including accidental spread through soil movement or improper disposal.

Environmental Protection Act 1990: under this Act, Japanese knotweed is classified as "controlled waste". Any contaminated soil or plant material must be disposed of by licensed waste carriers at authorised facilities and improper disposal can result in legal penalties.

Anti-social Behaviour, Crime and Policing Act 2014: this Act allows local authorities to issue Community Protection Notices (CPNs) to individuals or organisations that fail to manage knotweed on their land. Non-compliance can lead to criminal prosecution and fines of up to £2,500 for individuals and £20,000 for businesses

3.2 Property and Civil Law Implications

Neighbour Disputes and Private Nuisance: where Japanese knotweed spreads from one property to an adjoining property, liability may arise under civil nuisance law. In such cases, the courts may require:

- Remediation of the infestation; and/or
- Compensation for any resulting property damage or diminution in value.

Property Sales and Disclosure: under current property transaction protocols, sellers are required to disclose the presence of Japanese knotweed using the TA6 property information form. Failure to provide accurate information may result in legal claims for misrepresentation and associated financial liability.

4 Management Objectives

This section outlines the strategic objectives and corresponding actions for the effective management of Japanese knotweed on and around the Site. These objectives are designed to prevent further spread, reduce the extent of the existing infestation, restore affected areas, and ensure compliance with relevant environmental legislation. Each objective is supported by targeted, practical actions aimed at achieving long-term control and sustainable site restoration.

Additionally, the objectives address the risk of Japanese knotweed fragments entering the marine environment due to cliff erosion, landslides, or extreme weather events. In particular, storm conditions may cause the sea to overtop the promenade and reach the cliff face, accelerating erosion and dislodging plant material. Such fragments could then be transported by tidal or coastal currents, potentially leading to new infestations along the shoreline or within sensitive intertidal habitats.

4.1 Objective 1 - Prevent further spread of Japanese knotweed on and off Site

Objective

Implement strict measures and biosecurity protocols to contain the infestation and prevent Japanese knotweed from spreading via soil movement, runoff, human activity, or through fragments entering the marine environment as a result of cliff erosion, landslides, or extreme weather events.

Actions

- Establish clear site boundaries and signage to alert any personnel working in the area, local residents, and visitors.
- Train staff and contractors in identification and handling procedures.
- Restrict movement of contaminated soil and plant material.
- Use dedicated equipment for infested areas and clean thoroughly after use.
- Identify and map knotweed stands located on or near cliff edges vulnerable to erosion or slippage.
- Stabilise infested cliff sections where feasible using erosion control measures (e.g. geotextiles, vegetative buffers) to reduce rhizome detachment and fragmentation.
- Avoid mechanical disturbance of knotweed near cliff edges during high-risk weather or tidal conditions.
- Install sediment traps or natural barriers at the base of cliffs to intercept plant material before it reaches the intertidal zone.
- Conduct regular monitoring of the cliff base and adjacent shoreline for signs of knotweed colonisation and respond rapidly to any new growth.

4.2 Objective 2 - Reduce the extent of the infestation through targeted control measures

Objective

Apply effective, site-specific control methods to systematically reduce the knotweed population over time.

Actions

- Conduct a detailed survey to map the extent of the infestation.
- Use a single or a combination of chemical (e.g., glyphosate-based herbicides), mechanical (e.g., excavation), and biological control methods where appropriate, as described further in Section Control Methods.
- Monitor treatment effectiveness and adapt strategies based on results.

- Schedule treatments to coincide with optimal growth stages for maximum impact.

4.3 Objective 3 - Restore affected areas to a condition suitable for their intended use

Objective

Rehabilitate treated areas to support their designated land use (e.g. ecological, erosion and cliff protection, visual interest).

Actions

- Remove dead plant material and contaminated soil where necessary.
- Reintroduce native vegetation or appropriate measure to stabilise soil and prevent re-infestation.
- Monitor regrowth and conduct follow-up treatments as needed.
- Engage with stakeholders to align restoration with community or development goals.

4.4 Objective 4 - Ensure legal compliance and reduce long-term management costs

Objective

Fulfil all legal obligations under relevant environmental and invasive species legislation while minimising future expenditure.

Actions

- Adhere to the Wildlife and Countryside Act 1981 and Environment Agency guidelines.
- Maintain detailed records of treatment, monitoring, and disposal activities.
- Develop a long-term management plan with cost-effective, sustainable practices.
- Seek expert advice and potential funding opportunities where available.

5 Control Methods

Given its status as arguably the most economically significant invasive non-native species in England and elsewhere in the UK, Japanese knotweed presents serious challenges for landowners and developers. Its management can be legally required, and eradication efforts are often costly. As a result, there is a wealth of guidance available on how to prevent its spread, including official advice from the Department for Environment, Food & Rural Affairs (DEFRA, 2023) and the Great Britain Non-Native Species Secretariat (NNSS, 2018).

Effective management typically requires a combination of control methods, tailored to the specific site conditions and any relevant health and safety constraints. This section describes the available methods in general terms and how these could be applied and combined. Section Discussion and recommendations provides recommendations for the Overstrand Site.

5.1 Chemical Control

One of the most widely used and effective methods for managing Japanese knotweed is the application of herbicides, particularly those containing glyphosate. Glyphosate functions by being absorbed through the plant's foliage and translocated to the underground rhizome system, where it disrupts essential physiological processes and ultimately kills the plant. This systemic action is crucial for targeting the extensive and resilient root network that characterises Japanese knotweed.

In England, glyphosate is the only herbicide officially recommended for the control of Japanese knotweed. It is also the only active herbicidal ingredient permitted for use near water bodies, including rivers, streams, lakes, ponds estuarine and coastal waters. Among the available formulations, biactive glyphosate formulations are generally regarded as the most suitable due to their lower environmental toxicity and enhanced performance in aquatic or sensitive environments.

To further enhance the efficacy of glyphosate, the use of non-ionic surfactants is often recommended. These adjuvants improve the herbicide's ability to adhere to and penetrate the plant's waxy leaf surface, facilitating more efficient absorption and deeper translocation into the rhizomes. A commonly used adjuvant is Codacide Oil, a plant-based product that enhances herbicide uptake. A typical application rate for foliar application is 6 litres of glyphosate per hectare, diluted in 400 litres of water used in combination with 1 litre of Codacide Oil per hectare.

The method of herbicide application for Japanese knotweed control should be selected based on site-specific factors such as the size and density of the infestation, proximity to sensitive habitats, and any access or safety constraints. Available methods are foliar spraying, stem injection and cut-stem treatment.

- Foliar spraying is generally the most practical and effective approach, particularly during late summer when the plant enters its translocation phase and actively draws nutrients - and herbicides - into its rhizome system.
- Stem injection, which involves delivering herbicide directly into the plant's vascular system, offers a highly targeted method with minimal risk to non-target species. However, it is labour-intensive and may not be feasible for large or dense infestations.
- Cut-stem treatment, where herbicide is applied to freshly cut stems, is another effective method in areas where spraying is impractical or undesirable. Like stem injection, it is also labour-intensive and best suited to smaller or more sensitive sites.

Regardless of the method used, herbicide treatment typically requires multiple applications over several years. This is due to the extensive and resilient nature of the rhizome system, which can regenerate from small fragments if not completely eradicated.

It is important to note that herbicide applications should adhere to best practice and follow the guidance provided by the Environment Agency. Operators or contractors carrying out herbicide treatments must be suitably qualified. This typically involves holding certification such as PA1 and PA6 for handheld applicators, or PA2 for vehicle-mounted sprayers. Furthermore, herbicides must be applied only in appropriate weather conditions and strictly in accordance with the product label to ensure both effectiveness and environmental safety.

5.2 Physical Control

Physical control of Japanese knotweed involves the direct removal or suppression of the plant through mechanical or manual means. This approach can be effective in certain contexts, particularly where chemical use is restricted or undesirable, such as in conservation areas, near watercourses, or on organic land. However, physical methods often require significant labour, careful planning, and long-term commitment to be successful.

One of the most direct physical methods is excavation, which involves digging out the plant along with its extensive rhizome system. This method can be effective if the entire rhizome network is removed, but it is often challenging due to the depth and spread of the roots, which can extend several metres horizontally and up to two metres deep. According to Macfarlane (2013), even small fragments of rhizome, as little as 0.01 grams, can regenerate under suitable conditions. Therefore, excavation must be thorough, and all removed material must be treated as controlled waste and disposed of at licensed facilities.

Another physical approach is repeated cutting of the above-ground stems. While this does not eradicate the plant, it can reduce its vigour over time by depleting the energy reserves stored in the rhizomes. However, cutting must be carried out consistently and frequently, typically several times per growing season, and over multiple years. If cutting is irregular or incomplete, it may stimulate the plant to produce more vigorous regrowth, potentially worsening the infestation.

Other physical techniques include the use of root barriers to contain the spread of rhizomes, particularly along property boundaries or infrastructure. These barriers must be installed to sufficient depth and with materials resistant to penetration by knotweed roots. Additionally, covering infested areas with heavy-duty geotextile membranes can suppress growth by excluding light, though this method is generally more effective when combined with other treatments and requires ongoing maintenance to prevent damage or displacement.

Overall, physical control methods can play a valuable role in an integrated management strategy, particularly in areas where herbicide use is restricted or where immediate removal is necessary. However, the dynamic nature of cliff habitats, combined with the resilience and regenerative capacity of Japanese knotweed, makes precise application of these methods extremely challenging. The constant movement of the cliff can hinder effective implementation of this control method, necessitating long-term monitoring and follow-up to ensure lasting success.

5.3 Biological Control

As of 2025, the biological control of Japanese Knotweed in England remains a developing field of research, with some promising advances, though large-scale implementation is yet to occur. The primary focus has been on the introduction of *Aphalara itadori*, a host-specific psyllid native to Japan that feeds

exclusively on Japanese Knotweed. Field trials with this insect have been underway for several years, aiming to assess its ability to establish stable populations and reduce the plant's vigour in a natural setting. While preliminary results have shown potential, the insect has faced challenges adapting to the UK climate and has not yet achieved widespread success in controlling Knotweed in the wild (CABI, 2025).

Concerns also remain regarding the ecological safety of releasing non-native biological control agents. Regulatory bodies continue to closely monitor for any unintended impacts on native flora and fauna. In parallel, researchers are investigating additional biological agents—such as specific fungi and alternative insect species—but these remain in experimental stages and are not yet approved for release. Despite these limitations, biological control is increasingly recognised as a valuable component of integrated weed management strategies. When used alongside physical removal and chemical treatments, it offers the potential for long-term, sustainable suppression of invasive species such as Japanese Knotweed. However, biological control alone is not currently considered a viable standalone solution, and long-term research and ecological monitoring are essential to validate its effectiveness and safety in the UK context.

In this broader framework, the use of goats as a form of biological management early in the season (e.g. March-June) has also gained attention. Targeted grazing presents a sustainable and low-impact method particularly suitable for sites with difficult terrain or ecological sensitivities. Goats naturally graze on a wide variety of plant material, including Japanese Knotweed's tender shoots and leaves. Repeated grazing over successive growing seasons can significantly reduce the plant's above-ground biomass, thereby limiting photosynthesis and gradually depleting the energy reserves stored in its extensive rhizome system. Nevertheless, goats are not capable of eradicating Knotweed entirely, as they do not eliminate the resilient underground root structure. Consequently, their use is most effective as part of a coordinated management approach that includes chemical, mechanical, and/ or ecological interventions. Careful site assessment, fencing, and ongoing monitoring are also essential to prevent unintentional spread, poaching, erosion impacts and to protect desirable vegetation.

5.4 Integrated Approach

A combination of treatment methods is often recommended for more effective and large-scale control of Japanese Knotweed. For example, grazing and/ or excavation followed by targeted herbicide application to any regrowth can accelerate the suppression of the plant and reduce the likelihood of long-term re-establishment. Integrating herbicide treatment with physical methods such as excavation or bunding can enhance outcomes, particularly when timed appropriately within the plant's growth cycle.

It is important to tailor the chosen control methods to the specific constraints of the site and the overall project timeline. Factors such as the presence of sensitive habitats, proximity to watercourses, and seasonal access limitations should all be considered when planning treatment.

However, at this particular site, mechanical control may present significant challenges. Restricted access, uneven or steep topography, and the unstable, crumbling nature of the ground may limit the feasibility of excavation or the use of heavy machinery. These constraints highlight the need for a carefully considered, site-specific approach that balances effectiveness with practicality and environmental sensitivity.

5.5 Key Considerations

Ongoing monitoring is a critical component of Japanese Knotweed management. Due to the plant's ability to remain dormant underground for extended periods, monitoring must continue for a minimum of five years following the final treatment. Even after apparent dieback, viable rhizome fragments can persist in

the soil and regenerate under favourable conditions, making long-term vigilance essential to prevent re-establishment.

It is also important to recognise that physical disturbance of Japanese Knotweed, such as natural cliff movements, digging or cutting, can inadvertently stimulate regrowth. Such actions, if not carefully managed, may also result in a breach of legal obligations under the Wildlife and Countryside Act 1981 as previously mentioned. Under Schedule 9 of this Act, Japanese Knotweed is classified as a controlled plant, and it is an offence to plant or cause it to grow in the wild—whether intentionally or through neglect.

Therefore, the lack of action to control Japanese knotweed infestations or implementation of a control strategy must be implemented with a clear understanding of both ecological dynamics and legal responsibilities. Proper containment, disposal by licensed waste carriers, correct application of herbicides and adherence to Environment Agency guidance are essential to ensure compliance and avoid potential penalties.

6 Discussion and recommendations

6.1 Management approach

The presence of Japanese Knotweed on the cliff at Overstrand should be regarded as an environmental hazard. Although the stand of knotweed at this location has likely been established for many years, it remains a persistent and problematic invasive species that will not resolve without active management. While the plant's extensive rhizome system can temporarily help stabilise soil by binding it together, this benefit is offset by the long-term risks it poses. Although some suggest knotweed may contribute to cliff stability by binding soil, there is no empirical evidence available to support this effect locally. Even if some cohesion is provided, the rhizome network could also contribute to instability by displacing soil or creating voids, particularly in soft or eroding cliff environments.

An important point to consider is the plant's seasonal dieback. Japanese Knotweed dies back in winter, leaving behind brittle, hollow stems and exposing the soil surface. This seasonal dormancy removes the dense vegetative cover that had previously protected the soil, making it more vulnerable to erosion, especially on steep slopes or coastal cliffs. Since knotweed suppresses the growth of native vegetation, its absence during winter can result in large areas of bare soil, increasing the risk of surface runoff, slippage, and further cliff degradation during the winter months until regrowth begins in spring.

Soil movement, including landslides or cliff collapses, can also facilitate the spread of Japanese Knotweed. Any soil or debris containing viable rhizome fragments must be treated as controlled waste under environmental legislation. The handling, transport, and disposal of such material are subject to strict regulations and can be extremely costly and logistically challenging. Recent cliff slides at Overstrand highlight the potential for knotweed-contaminated material to be mobilised, requiring careful management to prevent further spread.

Another important factor is the plant's tolerance to saline conditions. In the event of further cliff movement, or significant storms, there is a real risk that Japanese Knotweed could be moved by seawater and dispersed into coastal environments, where new plants may establish. This would not only create additional areas requiring management but could also constitute a breach of the Wildlife and Countryside Act 1981, which prohibits the planting or causing the spread of invasive species such as Japanese Knotweed in the wild.

Despite the significant challenges associated with managing this invasive species at the Site, such as difficult access, health and safety risks, and the dynamic nature of soft cliff systems, chemical control remains the most viable option. Foliar herbicide application is likely to be the most practical and effective initial treatment method and, once the vigorous growth has been suppressed, there may be potential to introduce stem injection techniques for more targeted control of any regrowth.

Given the steep terrain and restricted access, herbicide treatments could be applied using mobile elevated working platforms (MEWPs), either from the promenade or the cliff top, depending on the location of the infestation. Where appropriate and safe, rope access systems anchored at secure points may also be considered. These operations should be carried out by specialist contractors and must be supported by a detailed risk assessment to ensure safety and compliance with best practice.

The chemical control strategy could potentially be complemented with biological control through targeted grazing by goats in spring, provided challenges, such as issues with site access, fencing and impacts from poaching, are recognised and effectively managed, potentially as part of a community project.

A long-term, site-specific management plan that includes regular monitoring, legal compliance, and adaptive treatment strategies will be essential to control the spread of Japanese Knotweed and mitigate its environmental impact on the Overstrand cliffs.

The risk of cliff erosion to properties and community infrastructure in Overstrand is significant, and this needs to be a major consideration in deciding about the management approach. Intervention methods that cause further cliff instability, such as heavy machinery use, deep excavation, or vegetation removal, should be avoided or carefully controlled. On the other hand, there may be opportunities to select management approaches that contribute to temporary cliff stabilisation, thereby supporting multiple objectives, including ecological restoration and infrastructure protection.

It is also important to acknowledge that the dynamics of coastal erosion are complex and influenced by a variety of natural and human-related factors, including weather patterns, rising sea levels, and existing coastal defences. In this context, we recognise the potential need for a future project to address structural issues affecting parts of the Overstrand promenade. The relationship between this project and the measures required to manage Japanese knotweed may present both logistical and environmental challenges, as well as opportunities for coordinated planning. These connections will need to be carefully evaluated to ensure that the goals of coastal protection and invasive species management are achieved without compromising the stability or ecological value of the site.

6.2 Stakeholder Engagement and Community Awareness

Effective management of Japanese knotweed, particularly in publicly accessible and ecologically sensitive areas like Overstrand's coastal cliffs, requires more than technical interventions. Engaging local stakeholders, such as residents, landowners, visitors, and contractors, is vital to the long-term success of control measures and to minimise inadvertent spread. There may be potential to combine this with the Coastwise programme's community engagement in relation to coastal change.

6.2.1 Public Awareness and Education

Given the location of the infestation adjacent to a popular promenade, raising public awareness is essential. Many members of the public may be unaware of the appearance, ecological risks, or legal implications associated with Japanese knotweed. Informing the public can:

- Encourage early reporting of sightings in other areas.
- Prevent unintentional spread via soil disturbance, plant handling, or illegal disposal.
- Improve community support for control operations that may temporarily limit access or alter site appearance.

Recommended Actions:

- Install informative signage at key access points explaining the nature of the knotweed problem, legal responsibilities, why treatment is being undertaken and how the public can help prevent spread.
- Distribute leaflets or digital material (e.g., via NNDC's website or local community groups) outlining identification tips, reporting mechanisms, responsible behaviour around infested areas.
- Collaborate with local schools or conservation groups to deliver educational talks or field activities focused on invasive species and coastal ecology.

6.2.2 Stakeholder Coordination

Engagement should not be limited to the general public as coordination with specific stakeholders is equally important:

- Local landowners: collaborative action is crucial to prevent reinfestation.
- Contractors and maintenance personnel: must be trained in biosecurity protocols to avoid spread via contaminated machinery or soil.
- Local tourism operators or businesses: these stakeholders may have concerns about visual impact, site access, or public perception. Early communication can help mitigate negative responses and identify ways to maintain visitor satisfaction during control works.

Benefits of Engagement:

- Builds community trust and transparency.
- Reduces legal risk through due diligence.
- Enhances the effectiveness and sustainability of the management strategy.
- Provides a mechanism for feedback and adaptive improvement.

6.3 Monitoring and Cost Implications

6.3.1 Long-Term Monitoring Requirements

Japanese knotweed is notoriously difficult to fully eradicate due to its regenerative rhizome system. Therefore, any successful management strategy must incorporate a robust, long-term monitoring programme. Even after visible dieback, viable rhizome fragments can persist in the soil for years, potentially leading to regrowth under favourable conditions.

6.3.1.1 Recommended Monitoring Plan:

- Frequency: inspections should be carried out at least twice annually—once during peak growth (late summer) and again in spring—to detect early signs of regrowth.
- Duration: monitoring should continue for a minimum of five years after the final herbicide treatment, as recommended by best practice guidance (NNSS, 2018).
- Methods: visual surveys, photographic records, and drone-based imagery (where appropriate) can help track changes in infestation size and vegetation cover.
- Documentation: maintain a log of each monitoring visit, including GPS-tagged photos, treatment history, weather conditions, and any evidence of regrowth or new infestations.

Long-term monitoring should also include regular checks on biosecurity compliance, such as ensuring no soil movement from the treated area and verifying that access points are not contributing to inadvertent spread.

6.3.1.2 Cost Considerations

Managing Japanese knotweed—especially in challenging terrain like soft coastal cliffs—is resource-intensive. Costs will vary depending on the size of the infestation, chosen control method(s), site accessibility, and monitoring requirements.

Indicative cost categories to consider:

- Initial Survey and Mapping
- Herbicide Treatment:

- Foliar spray
 - Stem injection.
- Number of treatments to consider typically, 2–3 per season for 3–5 years.
- Specialist contractor access (e.g. MEWPs, rope access) per deployment.
- Waste handling and removal.
- Monitoring and reporting over 5 years.
- Compile a total programme cost projection to facilitate effective financial and operational planning.

Cost Mitigation Strategies:

- Prioritise early action to control spread.
- Coordinate with landowners to share costs.
- Seek external funding through conservation grants or environmental programmes.
- Engage community groups for light-duty tasks to reduce contractor hours.

Together, these measures can help ensure effective control of Japanese knotweed in Overstrand while managing financial and operational burdens in a sustainable way.

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Appendix A

Figure 1 Site location

Figure 2 Non statutory designated sites

Figure 3 Statutory designated sites

Figure 1 Site Location

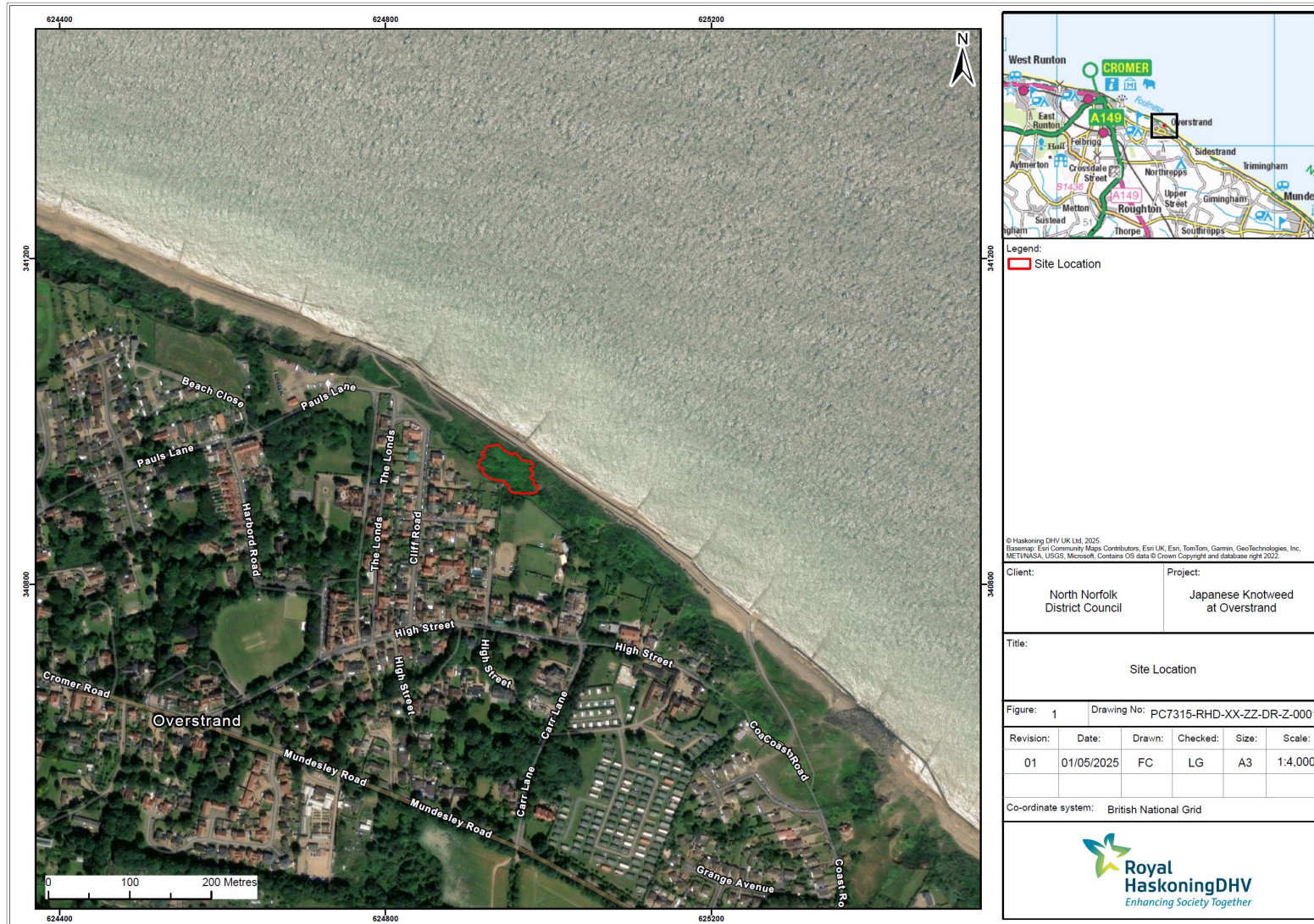


Figure 2 Non statutory designated sites

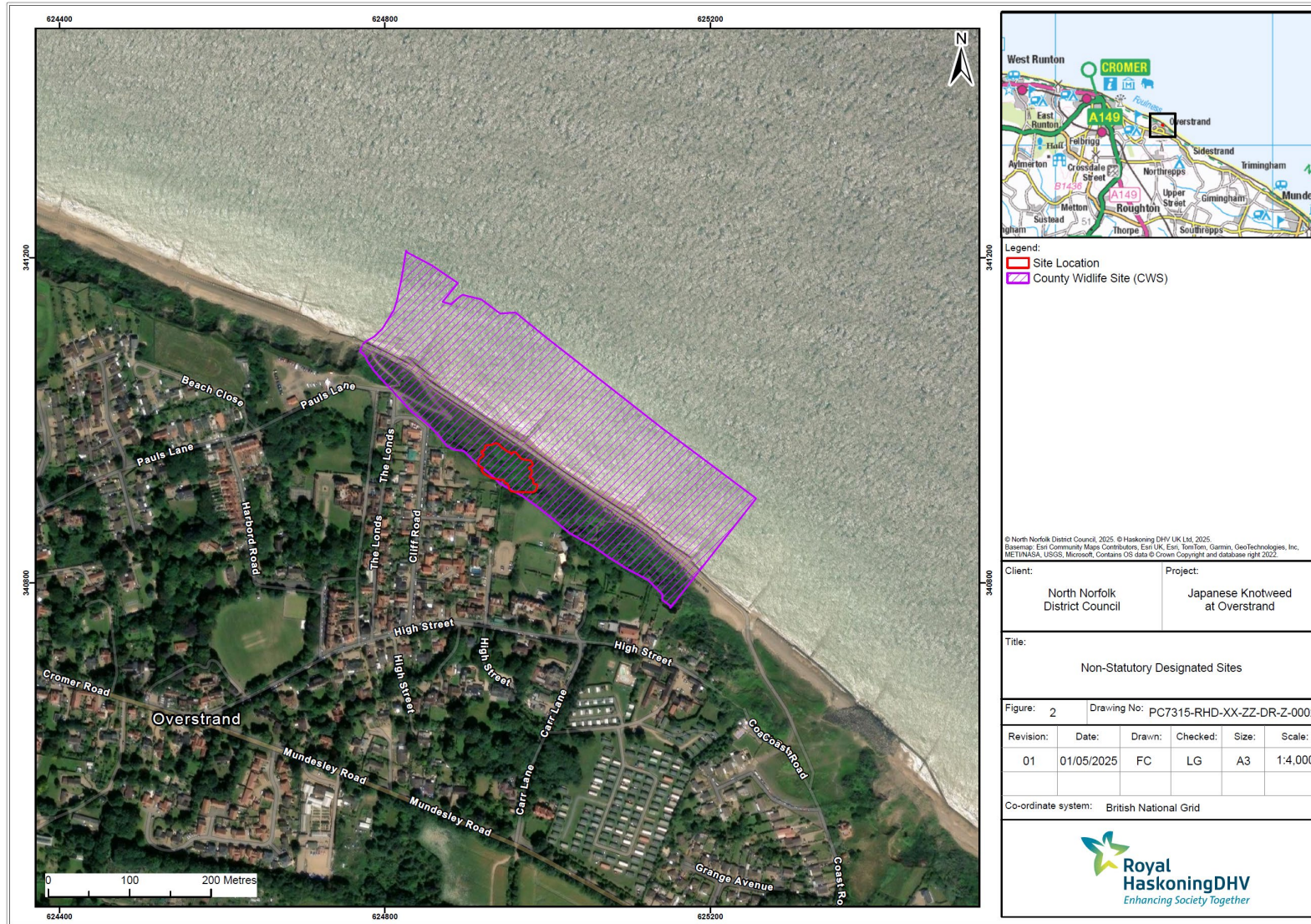
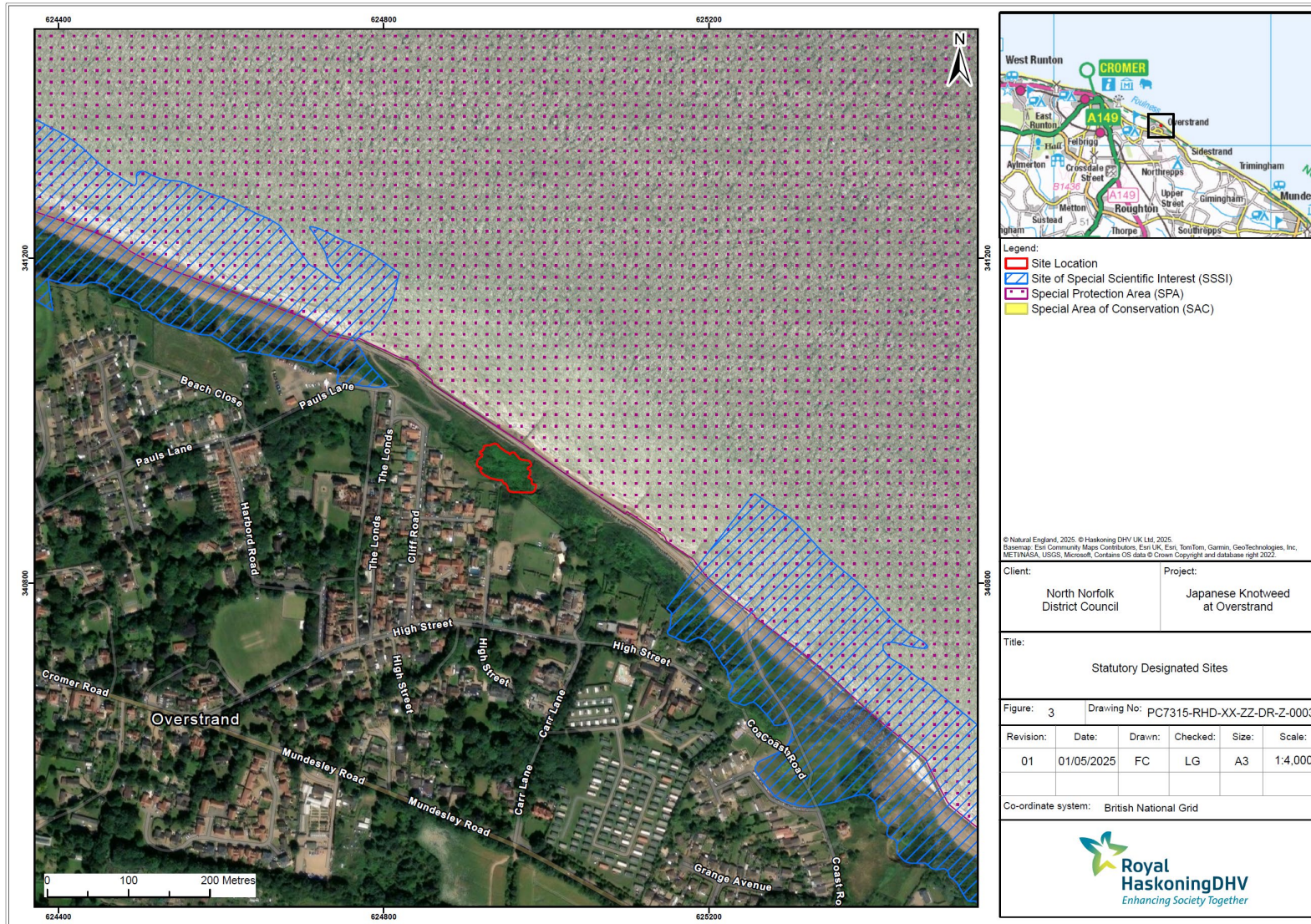


Figure 3 Statutory designated sites



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Fakenham Leisure and Sports Hub Project – Award of Contract	
Executive Summary	This report provides an update on the Fakenham Leisure and sports Hub project, highlighting some of the project changes. It provides reassurance that the overall project costs are broadly in line with the revised budgetary provision. The reconciliation of cost estimates against the received Tender demonstrates that the Tender price is fair and reasonable.
Options considered	<ul style="list-style-type: none"> • Proceed with the award of contract for the build phase of the project. • Resolve not to proceed with the project – not recommended
Consultation(s)	<ul style="list-style-type: none"> • Monitoring Officer • Section 151 Officer
Recommendations	<p>That Cabinet resolve to:</p> <ul style="list-style-type: none"> • Approve the award of contract for the build phase of the Fakenham Leisure and Sports Hub project by appointing Alliance Leisure Services Ltd from a framework agreement, who will appoint DDI Projects Limited and any necessary complementary appointments within this Stage.
Reasons for recommendations	To enable the award of contract for the build phase of the Fakenham Leisure and Sports Hub project.
Background papers	<ul style="list-style-type: none"> • Report to Full Council – 27 July 2022 • Report to Full Council – 20 December 2023 • Report to Full Council – 27 March 2024

Wards affected	Fakenham wards (Lancaster North and South); and wards in the west of the district including Briston, Priory, Stibbard, Stody, The Raynhams, Walsingham; Wells with Holkham.
Cabinet member(s)	Cllr Tim Adams, Leader of the Council Cllr Liz Withington PFH for Leisure etc
Contact Officer	Steve Hems Director of Service Delivery (Deputy Chief Executive) steve.hems@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Developing our Communities and A Strong, Responsible and Accountable Council.

Medium Term Financial Strategy (MTFS)	The project is included in the Council's capital programme with the majority of costs funded through the Levelling Up Fund, supplemented by S106 and partner contributions. No borrowing is required, and the scheme is affordable within the MTFS, subject to managing risks around the 3G pitch funding.
Council Policies & Strategies	Indoor Leisure Facilities Strategy Net Zero Strategy

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	<p>Exempt Appendix:</p> <ul style="list-style-type: none"> Information in this appendix involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972. <p>This paragraph relates to:</p> <ul style="list-style-type: none"> Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information). <p>The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:</p> <ul style="list-style-type: none"> The information is commercially sensitive, relating to current contract cost arrangement. Releasing this information would be likely to prejudice would be likely to have a prejudicial impact upon those businesses as well as the Council in obtaining best value.
Details of any previous decision(s) on this matter	<p>Report to Full Council – 27 July 2022</p> <p>Report to Full Council – 20 December 2023</p> <p>Report to Full Council – 27 March 2024</p>

1. Purpose of the report

- 1.1. The report sets out the current position in relation to the Fakenham Leisure and Sports Hub project, explains the cost pricing received in respect of the swimming pool extension, refurbishment of the existing centre and associated works and compares these with the agreed budgetary provision agreed in the Resolution 6 of the Council decision of the 20 December 2023.
- 1.2. The report explains the options considered and recommends to Cabinet that they resolve to approve the tender prices received and final award of the construction contract, based on these prices.

- 1.3. Also set out is the potential to use existing unspent S106 monies from a nearby development to contribute toward the cost of relocation and improving the current play facilities on the Trap Lane site.

2. Introduction & Background

- 2.1. In response to a call for applications under Round 2 of the Levelling Up Fund programme in March 2022, North Norfolk District Council developed a proposal for the Fakenham Leisure and Sports Hub facility in partnership with Fakenham Town Council and the District Council's leisure contractor, Everyone Active. This proposal envisaged an £11million project to extend the existing Fakenham Sports Centre facility at Trap Lane in the town to include a 25-metre four-lane swimming pool with moveable floor, extended gym and fitness studio facilities, 3G all-weather pitch and environmental improvements to the existing sports hall building.
- 2.2. Following committee approval, the project was submitted to Government on 2nd August 2022 and an announcement of successful projects was expected to be made during Autumn 2022. However, Round 2 of the Levelling Up fund programme was four times overbid and in January 2023 the District Council was advised that the Fakenham project had not been successful in being awarded Levelling Up Fund monies. As the project proposal was heavily reliant on Government support, the District Council has not committed further resources to developing the project in the period since January 2023.
- 2.3. The Government subsequently announced that a number of projects would be supported through a Levelling Up Round 3 announcement on 20 November 2023 and that five further projects, including the Fakenham Leisure and Sports Hub project, would receive funding support in the Chancellor's Autumn Statement on 22 November 2023. The funding support offered reflected the application for Levelling Up Fund Round 2 funding made by the District Council ie with Government funding of £9,856,277 towards total project costs of £10,951,419, meaning that the project could be progressed.
- 2.4. Full Council on the 21 February 2024 resolved to approve the establishment of a Capital Budget of £10.850m for the Fakenham Leisure and Sports Hub project within the Capital Programme.
- 2.5. At its meeting of the 27 March 2024, Council agreed to make budgetary provision for the predicted inflationary costs of £450,000, which had arisen in the period since the bid had been prepared in mid-2022, plus additional costs of procuring through a framework of up to £330,000.
- 2.6. This brings the total Capital Budget allocation for the Fakenham Leisure and Sports Hub project to £11,630,000.
- 2.7. The previous Council reports resolved to make a direct award under a two-stage design and build process through a framework. Following consultation with the relevant officers and portfolio holders, Alliance Leisure Services were awarded the contract to move forward the project through RIBA stage 4. They utilise their own UK Leisure Framework and initially worked with the Council's preferred contactor following the market engagement day.

- 2.8. It became apparent, however that due to the tier level of the chosen contractor the cost levels for preliminaries would be prohibitively expensive compared to the budget and so an operational decision was made to switch to a different build contractor.
- 2.9. The project is being delivered in accordance with the Royal Institute of British Architects (RIBA) stages of work process. This organises the process of briefing, designing, constructing and operating building projects into eight stages.
- 2.10 The project has now reached the end of RIBA Stage 4, also known as Technical Design. This is a crucial phase in the RIBA Plan of Work where detailed design information is finalised before construction begins. This stage focuses on transforming the design concept into detailed drawings, specifications and schedules necessary for manufacturing and construction. It involves coordinating all aspects of the design, including architectural, structural and building services, to ensure a smooth transition to the construction phase.
- 2.11 The Contractor has now provided the Contract Pricing documents for each of the elements of the project. This means that the Council is in a position to award the contract to build out the design for the swimming pool and sports centre element of the project. The 3G pitch is subject of an application to the Football Foundation fund and construction will not commence until the construction phase of the swimming pool is completed. This is at the request of the Football Foundation to maintain a clean site for the pitch provision.

3. Proposals and Options

- 3.1. Recommendation 6 of the Full Council meeting of the 20 December 2023 required that:

“Council requires that tender prices received are reported to Council for approval before any construction contract is awarded as a key “gate” point in the delivery of the project.”
- 3.2. Throughout the design process there have been various factors which have impacted on the design and therefore the cost envelope of the project. Some of these are detailed below:
- 3.3. Throughout the stages of the project to date a number of changes have been made to the original design submitted to Government. Typically for the type of process used for this project, feedback from the specialists in different elements was received and tested with the Council and Everyone Active, as user of the proposed facility, which has led to small changes to the design elements. This has led to the inclusion of some works not envisaged when the bid was submitted and the Stage 2 designs shared with Members and other works changing such that they are of a smaller scale than originally anticipated.
- 3.4. When the original preferred build contractor provided their estimates at Stage 2 it was quickly identified that these estimated costs were significantly over the original bid cost estimates. This was generally because within the framework, contractors are tiered to reflect the size and value of work that they are able to undertake. In the case of the then preferred bidder they were in a tier that

enables them to be considered for much larger contracts. The tier that they were in came with an increased percentage level of preliminary charges meaning that the overall cost estimate was significantly above that contained within the original bid.

- 3.5. In an attempt to reduce the overall cost back to the bid estimates a value engineering exercise was undertaken. This saw several elements of the original design amended to cheaper alternatives, albeit with some compromises to the original plans. In particular the roof to the swimming pool was changed from a curved roof to flat one with an associated increase in the façade wall, the wall to the front of the new gym and reception area was moved backwards. Whilst the change of preferred contractor brought the project cost back on track, a number of the valued engineered elements were retained in the design as either they facilitated some other element, such as the flat roof allowing PV panel installation, or were preferred by the leisure operator, such as in the case of the wall to the front building façade.
- 3.6. The application for the Football Foundation funding is underway and requires final versions of documents with Fakenham Town Council. This will result in the current lease being replaced with a new lease with a larger area to include the 3G pitch.
- 3.7. It is not yet possible to accurately state the cost for the 3G pitch. The original cost estimates used to submit the bid to Government made an allowance of £1,150,000 for the cost of the 3G pitch. Alliance Leisure Services have reached out to 3G pitch providers, who have given typical costs for this size of pitch in similar ground conditions and have been given cost profiles which are within the original bid values. Whilst there is no cost certainty, it provides reassurance that the allowance is realistic.
- 3.8. The Football Foundation have provided feedback during the design phase that they would require additional work to the existing changing room facilities that will be utilised for the 3G pitch over and beyond those that had been originally costed. They have also required the inclusion of externally accessible toilets as they would not accept the use of the centre toilets for spectators at the 3G pitch. These externally accessible toilets have been included in the design, but there is an additional cost relating to the provision which is above the bid value. It is anticipated that the bid to the Football Foundation will include the costs for these additional requirements and if agreed the grant funding will meet a percentage of these costs.
- 3.9. Whilst arrangements have been put in place to enable the leisure operator to continue to operate during the works to the existing centre and swimming pool development, albeit on a reduced basis. Inevitably, there will be a need to close the centre completely for a period of time to allow the completion of the works. The programme of works has been carefully managed to reduce this period to a minimum, with the current phasing and timetabling seeing a one-week closure period planned. There is some financial cost associated with this phasing and programming. This is balanced by the additional costs that would be incurred through claims from the Leisure Operator for loss of income. The view of the Project Team is that the benefit of minimising the closure period justifies the additional cost which also minimises the likely claim value.

- 3.10 The original scope of works within the bid submission made reference to carbon reduction works, both within the new build for the swimming pool extension and retrofit, to improve the thermal efficiency of the existing sports centre. There was an allowance within the bid of £1,000,000 but deliberately no specific works were identified to allow the identification of the most appropriate technology and systems within the design process. Works have now been specified within the Stage 4 design, including three Air Source Heat Pumps (ASHP), to provide for hot water space heating and swimming pool heating for the new part of the building, alongside photovoltaic panels to help meet the electricity demand for the ASHPs and enhanced thermal insulation in the new and existing centre building.
- 3.10.1 There were additional works identified within the current sports centre which were not able to be included in the scope of the project due to cost pressures.
Officers from the Sustainability Team applied and were successful in obtaining grant funding through the Public Sector Decarbonisation Scheme.
- 3.10.2 A grant of £150,000 has been secured through the Salix PSDS Scheme as a contribution to these works. The build contractor is providing an additional pricing schedule to reflect including these works in the build programme.
- 3.10.3 There will be a separate paper provided to the next Cabinet meeting seeking a decision as to whether these PSDS works are included within the programme. For the purposes of this report no account has been taken of additional PSDS works in order to ensure £0.408million Section 106 monies, £0.575million from the Football Foundation and the value of the land contributed by Fakenham Town Council. Members have clarity on the project costs now in relation to the original Levelling Up scope and cost estimates.
- 3.11 The Levelling Up Fund grant funding made by the Government £9,856,277 towards total project costs of £10,951,419. The difference between the two figures represented the Councils match funding contribution, which was made up of £0.408million Section 106 monies, £0.575million contribution from the Football Foundation to the 3G pitch and the value of the land contributed by Fakenham Town Council, notionally being £250,000.
- 3.12 Due to the delays between the original bid submission and notification of funding being allocated, exacerbated by high inflation costs within the building industry at this time, an exercise was undertaken to assess the impact of inflation on the price. This resulted in a resolution on the 2 March 2024 Council to make budgetary provision for an additional £450,000 to reflect these estimated inflationary costs.
- 3.13 The current playground is located to the western boundary of the centre location and is somewhat remote from the entrance to the centre or any easy vantage point from centre users. The addition of the swimming pool extension increases the isolation of the play area and the designs included relocation to a more accessible location to the immediate north of the swimming pool with enhanced association with the revised centre entrance and better sight lines from the centre facilities. This relocation was included in the original costings but removed during the value engineering process.

- 3.14 Unspent Section 106 monies associated with a development nearby in Fakenham for play facilities have been identified and it is intended that some of this will be utilised for the reprovion of the playground. This will enable the reprovion of the facilities with no impact on the overall project budget.
- 3.15 The table below sets out the comparisons at a high level between the overall project costs:

	Validation Feb 24 Estimates		Stage 4 Tender
LUF Funding	£9,856,277	Construction	£9,030,641
Match Funding	£1,095,242	3G pitch allowance	£1,015,000
Inflationary cost	£450,000	Equipment	£232,861
		Project Management Fees	£1,066,355
		Sub -Total	£11,344,857
		Playground estimate	£110,000
Total	£11,401,519	Total	£11,454,857

- 3.16 It is the total figures within the table that should be compared. This demonstrates that the overall project cost is comparable with the original budget estimates. The additional funding for the playground relocation will reduce this cost further to below the overall budget estimate without compromising the scope of the works.
- 3.17 An additional amount of £60,000 of Capacity and Capability funding was received in January 2025 and a further amount of £89,800 in February 2025, which will be used during the project for activity which will unlock and contribute to the delivery of the project beyond the contract activity. For instance, to reduce the impact of school-day parking on the neighbouring school site, an agreement is being arranged with Fakenham Rugby Club to use their car park as a designated drop-off and pick-up point, as well as parking for gym users throughout the construction phase. This will be paid for through the Capacity and Capability funding along with any engagement activities that will take place.
- 3.18 At each of the Stages the Project Management Team have delivered cost estimates to ensure that the cost remains in line with the overall project estimates as variations are made to the design. At Stage 3 the preferred build contractor submitted a feasibility cost estimate to ensure that there estimated costs were in line with the Project Management cost estimates.
- 3.19 The summary of the Estimate and Tender reconciliation is included at Appendix 1.
- 3.20 Given that this fair and reasonable cost estimate aligns closely with the overall project budget approved at the Council meeting on 27 March 2024, there is strong confidence that the project is ready to progress to the construction phase

- 3.21 The Council could opt to discontinue the delivery of the project, although this is not recommended due to the cost proximity to budget and, as it would likely involve the Council to cover the not inconsiderable cost to date, it would fail to meet an Annual Action Plan objective.

4 Corporate Priorities

- 4.1 Delivery of the Fakenham Leisure and Sports Hub project supports the Council's Corporate Plan themes – Developing our Communities and A Strong, Responsible and Accountable Council.
- 4.2 The Annual Action Plan was updated following the announcement of the funding from a proposed action to re-submit the Fakenham Leisure and Sports Hub project in any Round 3 of the Levelling Up Fund programme, to state "Development and Delivery of the Fakenham Leisure and Sports Hub proposal". This action has been carried forward to the latest version of the Annual Action Plan.

5 Financial and Resource Implications

- 5.1 The work done to date on cost estimates, expenditure to date and tender reconciliation show that:
- Total package cost including build, equipment and project management is broadly in line with the budgetary provision made through the original bid submission with the addition of the inflationary cost agreed on the 27 March 2024.
- 5.2 The method of funding from Government means that the Council is given funding twice per year based on the estimate of expenditure that will be made within the next six months with some truing up to reflect the actual level of spend against the previous six-month estimate. This means that the Council does not need to borrow money and claim it back.
- 5.3 There remains some uncertainty in regard to the overall costs and level of grant contribution towards the 3G pitch provision. However, there is confidence that the allowance made within the bid is reasonable and that funding will be forthcoming from the Football Foundation when an application for funding is made and processed. There has been budgetary provision made by the Council to cover the cost of the 3G pitch provision.
- 5.4 Whilst the two-stage design and build process was chosen to expedite the procurement timeline, reflecting the LUF funding pressures, another advantage is that, by including the preferred build contractor in the design process, the risks of unforeseen works are reduced. Within the capital sum a contingency allowance of 3.5% has been provided which totals £301,942.98. This percentage has been arrived at using the experience of the design team and reflects other projects of similar nature and scope.

Comments from the S151 Officer:

The tendered costs are broadly in line with the budget provision approved by Council, and the Levelling Up Fund arrangements mean no upfront borrowing is required. Some uncertainty remains around the final costs and grant contribution for the 3G pitch, but allowances have been made. On this basis, the financial risks are considered manageable within the Council's MTFS.

6 Legal Implications

- 6.1 The New Lease is needed to provide a larger site for the project and will involve the Fakenham Town Council. The obligation to complete the New Lease is conditional on Cabinet authority confirming commitment to the project. Any potential challenge timescales also need to expire before the New Lease is dated.
- 6.2 A third-party challenge timeframe expiry is identified from the usual procurement law 6 week 'standstill period' after contract award.
- 6.3 Managing legal decision risks suitably will provide a legally secure decision thereby assuring the land transactions.

Comments from the Monitoring Officer

Key points in the delivery of this project are set out. The report details factors relating to the funding and current budgetary position. It includes information around the estimated cost of the 3G pitch and also details related matters such as the lease relevant to the progression of the project. In particular, Members are asked to approve the contract arrangements so that the build stage can be progressed.

7 Risks

- 7.1 The Agreement for Lease obliges completion of the New Lease. Dependencies are the Cabinet authorisation and commitment to the project spend. It is also necessary for expiry of third-party challenge timeframes to expire. This includes the usual procurement law 6 week 'standstill period' after contract award on the main build, which this Cabinet meeting is asked to authorise. These are considered suitable to manage such risks. Parties are working towards soonest completion of Agreement for Lease, and a verbal update will be available at the meeting.
- 7.2 With any project there is a degree of price uncertainty in respect of unforeseen works which have not been included within the original tender sum. The two-stage design and build process, by its inclusion of the build contractor in the design process, reduces the likelihood of significant price uncertainty and the price provided for the agreed design is fixed and not subject to change. Despite the significant and detailed survey and investigation works undertaken as part of the Stage 3 design works it is possible that some unforeseen works could be

identified once the works commence. Any such works would be subject to contract change provisions within the JCT contract and managed accordingly.

- 7.3 A Contingency sum of £301,942.98, equating to 3.5% of the build contract value, has been made within the capital investment amount. This reflects the level of risk anticipated and is typical for similar projects in terms of size and scale and the tender methodology.
- 7.4 During the design phases a number of additional items have been included, not in the original specification. Some of these have been added by the Council and some by Everyone Active and are generally enhancements beyond those necessary for the effective running of the centre once building is completed. The Council is currently working with the design team, council officers and Everyone Active to establish which of these items will be included in the final design. In considering each of the items, cost and benefit is being carefully considered and whether the cost should be met through the project or directly via Everyone Active, as the Leisure Contract provider.
- 7.5 The Council applied for and was awarded a grant under the Public Sector Decarbonisation Scheme. The grant provides funding for works to decarbonise the existing sports centre beyond that which was included in the original Levelling Up Fund bid scope. This includes the replacement of the existing gas fired boiler with a further air source heat pump (ASHP), further solar panels to partially meet the electricity demand for running the ASHP, required upgrade to the electricity supply to the site and additional building improvements to make it more thermally efficient and improve building management to reduce the carbon footprint. The budget implications of this work are to be discussed in more detail in a separate report. There are identified risks, if the PSDS work are progressed, to the project both in terms of potential cost impacts but also in terms of the time required to complete the project and additional time that the centre will need to be closed for.
- 7.6 The Lease for the additional land to facilitate the 3G pitch provision, with Fakenham Town Council, is still being finalised although it is anticipated that it will be in place shortly after the 5th September 2025. The lease being in place is a prerequisite of an application to the Football Foundation for the funding for the 3G pitch. On this basis the application has yet to be made although preparation activity for when the application is made is ongoing. This means that whilst there is strong indication from the Football Foundation and Football Association that an application would be successful, there is no ability to provide certainty or to be able to categorically state what percentage contribution to the costs of the 3G pitch and associated works would be.
- 7.7 During the design stage, the Football Foundation has been engaged on several elements, including potential enhancements to the existing changing room facilities and the addition of externally accessible toilets that do not require entry into the main centre. These improvements would incur additional costs, and the design team is currently seeking confirmation from the Football Foundation regarding their inclusion within the funding package. Furthermore, they are requesting clarification on whether these enhancements could be delivered as part of the main construction programme, to minimise disruption to the centre's operations
- 7.8 In terms of the risk relating to the Football Foundation funding, it has previously been agreed that the Council will make provision to cover the costs of the 3G

pitch should football foundation funding either not be forthcoming or not meet the full cost of the works. The bid submitted included an assumed cost figure for the 3G pitch which current research indicates was in excess of current delivery values for similar size and type of pitch delivered within the region. The assumed percentage of contribution from the Football Foundation was also set a level which was prudent and whilst there is no guarantee of the percentage offered is anticipated to be higher in reality than that budgeted.

- 7.9 The Council has received confirmation that the time to complete the Levelling Up funded works has been extended from the original date of the 31 March 2026 to the 31 March 2027, to reflect delays which occurred in confirmation of the funding being in place. The current timeline for the project indicates the LUF funded works will be completed during December 2026. This allows a reasonable period for any minor slippage within the programme but does highlight the need not to introduce any unnecessary delays to the project programme.

8 Net ZeroTarget

- 8.1 Any building project of this nature will result in a significant increase in the Council's carbon footprint during the construction period. This is due to the carbon emissions associated with the works which will include material production, waste disposal including demolition works and energy requirements for transport of personnel, equipment and goods as well as for operating machinery.
- 8.2 There are ways to mitigate some of these by using sustainable materials, re-using materials, disposing of waste sustainably and using local products and suppliers. This project currently has no allowances or requirement to do more than is required by current regulations.
- 8.3 This project is subject to BNG legislation. The BNG requirements can be met on site which will lead to an increase in the biodiversity value of the site. This needs to be managed appropriately going forward to ensure the site maintains the benefit.
- 8.4 The increase in building footprint and the addition of a swimming pool will result in an increase in energy use by the new centre. The new energy requirements are to be met without the need for additional fossil fuels in line with the Council's Net Zero Strategy by using air source heat pumps. The increase in demand for electricity will be partially met by solar photovoltaic panels on two roof faces (output to be determined).
- 8.5 The number of journeys to the centre is likely to increase with an increased range of facilities on offer. Cycle racks are included in the plan with an opportunity to promote sustainable travel at the facility. There is a bus stop within easy walking distance. A single 7kW electric car charging point is included to meet planning requirements, although this could be upgraded to a 22kW charger at minimal cost which (learning lessons from the Reef) would be of greater benefit to centre users, if an electricity substation upgrade is included in the project. There is also the potential to apply for grants to increase the number of EVCPs going forward as the infrastructure will be in place.

9 Equality, Diversity & Inclusion

- 9.1 The extension to the centre has had accessibility at its heart with elements such as the inclusion of a changing places toilet and disabled pool access provision. Our Building Control Team have been involved from the start of the design to ensure full compliance with the Building Regulation requirements.
- 9.2 Workshops have taken place to ensure that the centre design meets the needs of neurodiverse clients such as those with autism and has reflected in the design best practice for those who suffer with Dementia.
- 9.3 Concerns have been raised by a campaign group that the changing provision is not single sex and the potential impact that may have particularly on women and girls. The Project Team has assessed this and recognises that both single sex changing and village change arrangements have advantages and disadvantages. Having considered the position in the round the project team is satisfied that the design follows Sport England guidance and that in this case a Village Change arrangement is the most suitable solution for the changing arrangements.
- 9.4 Whilst the design process has considered EDI requirements throughout, a specific Equality Impact Assessment for this report has not been produced. The Equality Impact Assessment will be developed further during the project to ensure that both the build and operation have full due regard to the promotion of equality and the elimination of discrimination of access to provision.

10 Community Safety issues

- 10.1 There are no adverse impacts relating to Community Safety identified as a result of the report.
- 10.2 There is an existing play area provided at the time of the construction of the existing sports centre. The location of this play area is to the western boundary of the site and is somewhat remote from the centre. It is considered that whilst it is adequate, there is an opportunity to relocate the play area further west so that it is more integrated into the centre design. In doing so it will improve the visibility of the play area to users of the centre and therefore reduce the likelihood of antisocial behaviour and inappropriate use.

Conclusion and Recommendations

11. That Cabinet resolve to:
- Approve the award of contract for the build phase of the Fakenham Leisure and Sports Hub project by appointing Alliance Leisure Services Ltd from a framework agreement, who will appoint DDI Projects Limited and any necessary complementary appointments within this Stage.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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