

Cabinet



Please Contact: Emma Denny

Please email: emma.denny@north-norfolk.gov.uk

Please Direct Dial on: 01263 516010

22nd September 2017

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber at the Council Offices, Holt Road, Cromer on **Monday 2nd October 2017 at 10.00am**

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.

Emma Denny
Democratic Services Manager

To: Mrs S Arnold, Mrs A Claussen-Reynolds, Mr N Dixon, Mr T FitzPatrick, Mr J Lee, Mrs J Oliver, Mr W Northam, Miss B Palmer, Mr R Price, Ms M Prior

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

Heads of Paid Service: Nick Baker & Steve Blatch
Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005
Email districtcouncil@north-norfolk.gov.uk **Web site** northnorfolk.gov.uk

AGENDA

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

(page 7)

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 05 September 2017.

3. PUBLIC QUESTIONS

To receive questions from the public, if any.

4. 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.

5. DECLARATIONS OF INTEREST

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.

6. MEMBERS QUESTIONS

To receive oral questions from Members, if any.

7. OVERVIEW & SCRUTINY COMMITTEE MATTERS

To consider reports and recommendations from the Overview & Scrutiny Committee

8. COMMUNITY HOUSING FUND UPDATE

(page 16)

Summary:

In 2016/17, the Council received £2.4m from the Community Housing Fund to support the delivery of community led housing schemes to address the impact of second homes. This report provides an update on the progress to date in relation to the Community Housing Fund and provides information on the establishment and management of the revolving loan fund and the provision of "Local Homes".

Conclusions:

Since receiving £2.4m from the Community Housing Fund in 2016/17 the Council has recruited a dedicated team to work with communities and community led housing organisations to support the development of community led housing schemes. All parishes within the target area for the fund have been contacted and a number of parish meetings have been attended or are due to be attended to discuss the opportunity that the fund presents to meet local housing need.

To support the development of community led housing schemes a revolving loan fund has been identified as required to provide the funding community led groups and community

led housing organisations need to develop community led housing schemes. The report sets out how the fund would operate and the delegation arrangements for decision making in relation to the fund.

High levels of second and holiday homes also impact on the ability of owner occupiers to remain in or return to an area with which they have strong local connections. The provision of “Local Homes” which will be sold at a 20% discount on market value and be restricted to purchasers with local connections will address some of this impact and can complement the provision of affordable homes and the report sets out how “Local Homes” can be provided.

Recommendations: **It is recommended that:**

Cabinet Decision

- 1. Cabinet notes the update on the Community Housing Fund and the establishment and management of the revolving loan fund.**
- 2. Cabinet approves the definition and methodology of Local Homes as set out in this report.**

Reasons for Recommendations:

The recommendations will ensure that the opportunity presented by the Community Housing Fund to support rural and coastal communities where the impact of high levels of second and holiday homes is most acute will be fully realised and will ensure that a range of local housing needs can be met and that community led housing organisations are able to access the financial support they require to develop community led housing scheme proposals.

In addition the recommendations will support the Council’s Corporate Plan priority of:

- Addressing the housing and infrastructure needs for local people whilst meeting the market demand for housing by supporting the delivery of new housing across the district.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report and which do not contain exempt information)

Community Housing Fund – Cabinet report 6 February 2017
 S157 Restrictions on Former Council Homes – Cabinet report 3 March 2014

Cabinet Member(s) Cllr R Price Cllr S Arnold	Ward(s) affected All wards where there is at least one parish where second and holiday homes represent 10% or more of all dwellings.
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Contact Officer, telephone number and email: Nicola Turner, 01263 516222, Nicola.Turner@north-norfolk.gov.uk

9. BREAK 'GO-GO HARES' PROJECT

(page 24)
(Appendix A – p.29)

Summary:

BREAK Charity is 50 in 2018. Following the successful GoGoGorillas in 2013 and GoGoDragons in 2015, BREAK has devised a new sculpture trail for 2018. In addition to a Norwich trail of Hare sculptures – GoGoHares - BREAK is for the first time establishing a countywide 'Moongazer Trail'. Sponsors are being sought for the event, which will start on 24 June 2018 and run until 8 September 2018. It is suggested that the Council play an active role in the event by both sponsoring Moongazers itself and encouraging local businesses to do so.

Options considered:

1. Provide general support to the initiative and help to promote it amongst local businesses.
2. Purchase a Hare outright (for the cost of £10,000), to site at a suitable location.
3. Sponsor a Hare, which will subsequently be auctioned for BREAK on 11th October 2018 (at a cost of £5,000) to site at a suitable location.
4. Some combination of the above, or even to sponsor more than one hare.

Conclusions:

As well as generating substantial funds for the charity, this initiative is likely to attract large numbers of visitors to the locations where the Hares are sited. It is also a fun, community oriented event.

Taking part in this initiative will help drive footfall to the area, therefore promoting and bringing customers to businesses and organisations taking part. It is a good opportunity to put north Norfolk and specific sites 'on the map'.

Recommendations:

**Cabinet
Decision**

It is recommended that Cabinet allocate £15,000 from the general reserves and authorise the Head of Economic & Community Development, in consultation with the Cabinet Member for Economic Development, Business & Tourism, to apply to sponsor two Moongazer Hares on behalf of the Council and, if successful, to agree the terms of sponsorship/ acquisition, artwork and location.

Reasons for Recommendations:

It is believed this project will be beneficial to businesses, the wider community, and the staff of NNDC. It will generate additional footfall and raise awareness of the locations in which Hares are sited.

Cabinet member(s): Cllr N Dixon
Ward member(s) All
Contact Officer Sandra Portas
telephone 01263 516208
and e-mail: sandra.portas@north-norfolk.gov.uk

10. NEW ANGLIA LOCAL ENTERPRISE PARTNERSHIP – A NEW ECONOMIC STRATEGY FOR NORFOLK AND SUFFOLK (page 31)
(Executive Summary Brochure – p.36) (Strategy document – electronic only)

Summary: The New Anglia Local Enterprise Partnership has prepared a new Economic Strategy laying out a vision for the future growth and prosperity of Norfolk and Suffolk over the period to 2036. Stakeholders, including North Norfolk District Council, are now asked to comment upon and indicate their support for the Strategy document.

Conclusions: The draft strategy document lays out an ambitious vision for the future development of the Norfolk and Suffolk economy over the period to 2036 together with key partnership projects and interventions which will allow the two counties to maximise their economic potential. However, the District Council would ask that some elements of the strategy, particularly in respect of issues faced by the more rural areas of the two counties, such as North Norfolk, are strengthened so that businesses and communities across the two counties have equal access to the business support, skills training and key infrastructure interventions which it is proposed will underpin the delivery of the ambitions of the strategy.

Cabinet Decision

Recommendations: **North Norfolk District Council should welcome and indicate its support for the new Economic Strategy, subject to a number of changes being made which seek to better reflect the challenges and opportunities faced by more rural areas of the two counties, including North Norfolk.**

Reasons for Recommendations: To represent the opportunities and challenges of the North Norfolk economy in the context of the New Anglia Local Enterprise Partnership developing a new Economic Strategy for Norfolk and Suffolk

Cabinet member(s): Cllr Nigel Dixon
Contact Officer, telephone number, and e-mail: Steve Blatch, Corporate Director and Head of Paid Service
Steve.blatch@north-norfolk.gov.uk
Tel:- 01263 516232

11. EXCLUSION OF PRESS AND PUBLIC

The Chairman will move 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.

12. **CROMER PIER MANAGEMENT CONTRACT**
(Exempt Appendix – p. 55)

(page 48)

**** NOT FOR PUBLICATION – BY VIRTUE OF PARAGRAPH 3 OF PART 1 OF SCHEDULE 12A (AS AMENDED) OF THE LOCAL GOVERNMENT ACT 1972****

Members should note that:

- 1. the contents of this report are confidential and the Award must not be discussed publicly in any way until after the expiry of the Standstill Period and formal Contract Award, after which a formal public announcement on the Award will be made.**
- 2. by virtue of the Council's, Constitution is Chapter 4, section 8.12(d), decisions to award a contract following a lawful procurement process are not subject to the Call-In provisions:**

Summary:

Cromer Pier is an iconic structure, playing a key role as part of the Council's tourism offer. The current Pier Management contract finishes at the end of January 2018 and the procurement of an operator is now required for the new contract.

The key objectives for the new contract were as follows;

- Minimise/remove subsidy levels paid by the Council
- Potential for operator to return a profit share to the Council
- Increasing flexibility within the contract to enable operator to generate additional income to support the removal of the subsidy
- Encouraging new ideas/innovation to exploit new income streams such as events and wider uses for the pier
- Taking a more commercial approach to develop opportunities on the Pier and potentially, in the wider town
- The opportunity for additional private sector (operator) capital investment to help provide more flexibility and to help leverage additional income
- Requirement for operator to work more closely with the Council and to highlight the Council's ownership of the Pier by better branding and communications

The *Competitive Procedure with Negotiation* was selected as the most appropriate procurement route. This was adopted to allow for negotiation following the submission of preliminary bids and to deliver the most effective solution.

The Council received seven Expressions of Interest and subsequently three preliminary submissions, two of which were shortlisted and bidders asked to submit final bids. Following further negotiated discussions and assessment by Officers it is now recommended that a Preferred Bidder is appointed, as detailed within the exempt appendices.

Following the approval of the Preferred Bidder, there will be further discussion around details of contract management and to ensure that the Council can implement its already approved programme of capital works to the theatre, before the formal Award of a new management contract for operation of the pier.

Conclusions:

Officers have now completed a fair, transparent, thorough and robust procurement process and assessment procedure for the award of the Cromer Pier Management contract, which is to commence from 1st February 2018.

The final assessment of the two Final tender submissions has now been completed and has resulted in a recommended Preferred Bidder as detailed within the exempt appendices.

Recommendations:

- 1. That Cabinet approve the decision in relation to the Preferred Bidder as detailed within the appendices and award the contract to Bidder 2, subject to the standstill period and satisfactory completion of the contract agreements.**
- 2. That delegated authority is given to the Corporate Director and Joint Head of Paid Services (NB), in consultation with the relevant Portfolio Holders, to finalise the legal agreement for the contract.**

CABINET

Minutes of the meeting of the Cabinet held on Monday 05 September 2017 at the Council Offices, Holt Road, Cromer at 10.00am

Members Present:

Mrs S Arnold	Mr W Northam
Mrs A Claussen-Reynolds	Mrs J Oliver
Mr N Dixon	Miss B Palmer
Mr T FitzPatrick(Chairman)	Mr R Price
Mr J Lee	Ms M Prior

Also attending:

Mrs S Butikofer	Mr N Smith
Mrs G Perry-Warnes	Mr R Shepherd
Mr B Smith	Ms K Ward
Mr N Pearce	Mr J Rest
Mr R Reynolds	Mrs A Fitch-Tillett

Officers in Attendance:

The Corporate Directors, the Monitoring Officer, the Head of Finance and Asset Management, the Chief Technical Accountant, the Policy & Performance Management Officer, the Major Projects Manager, the Health and Communities Team Leader, the Democratic Services Manager and the Democratic Services Officer.

Also in Attendance: David Bale, Eastern Daily Press and Mike Liggins, BBC Look East

Public Speakers:

For Agenda Item 12: Hornsea Project Three Offshore Wind Development

Mr William Horabin (on behalf of the Friends of North Norfolk), Katie Taylor, Ray Pearce, Beverley Wigg and Peter Solomon.

For Agenda Item 14 Itteringham Community Shop

Mrs Paddy Seligman and Mr Nigel Clifford.

The meeting was chaired by the Leader who welcomed the press, media and members of the public. He informed Members that the press and BBC wished to record the proceedings and that he had agreed to this. Because the press, BBC and public were present for items 12 (Hornsea Project Three Offshore Wind Development) and 14 (Itteringham Community Shop), they would be taken earlier in the meeting, rather than in the order in which they appeared on the agenda.

34. APOLOGIES FOR ABSENCE

None

35. MINUTES

The minutes of the meeting held on 03 July 2017 were approved as a correct record and signed by the Chairman.

36. PUBLIC QUESTIONS

Public questions were received on items 12 (Hornsea Project Three Offshore Wind Development) and 14 (Itteringham Community Shop).

The Corporate Director (SB) responded to questions on Hornsea Project Three Offshore Wind Development:

- a) The Council's proposed response to the Section 48 consultation on DONG Energy's proposed Hornsea Project Three offshore wind development at item 12 of the agenda had been made on the basis of DONG Energy being made a grid connection offer from National Grid at Norwich Main. Separate to the DONG Energy Hornsea Project Three proposal, another company, Vattenfall, had been offered a grid connection for their proposed Norfolk Vanguard and Boreas developments at Necton, meaning that the two onshore cable routes would cross each other near to Reepham. This gave the impression to the public that the schemes were not co-ordinated.
- b) Recognising these concerns the Leader of the Council had written to the Secretary of State for Business, Energy and Industrial Strategy in November of 2016 asking that the Government took a more strategic approach to facilitating connections of new offshore wind generation into the National Grid infrastructure.
- c) This correspondence had resulted in a meeting between the Leader and Corporate Director (SB) with a senior official at National Grid in March of this year, when it was explained that there was little opportunity for National Grid infrastructure to be extended into North Norfolk so as to provide a more co-ordinated connection for the Hornsea Project Three and Norfolk Vanguard and Boreas schemes into the National Grid. This was because any proposals to extend overhead pylons and power cables would be expected to meet with significant public opposition and planning / public inquiry processes which would create significant uncertainty for the offshore wind companies.
- d) The Leader of the Council had informed the official from National Grid of the somewhat perverse situation which the District faced in seeing large volumes of new electricity generated from offshore wind developments crossing the district, whilst at the same time there were constraints in the capacity of the local electricity distribution networks serving the east of the North Norfolk District which was limiting economic and housing growth. The National Grid official he advised that he recognised the Council's frustration in this regard, but that it would be necessary for the Council to take up these concerns with the local network distribution operator UK Power Networks.
- e) To date the District Council had been supportive of the principle of offshore wind developments and the earlier Sheringham Shoal and Dudgeon schemes had had no long-term negative impact on the District from the laying of the onshore cables. Further the Operations and Maintenance facilities in support of the Sheringham Shoal development had created up to 100 new jobs at Egmere and Wells-next-the-Sea. However, the developments now proposed would involve lasting impacts on the local landscape through the development of booster or relay stations, potentially involved extended or protracted construction programmes and offer few, if any, wider or long term benefits to the area through additional jobs etc. In this respect the Council was concerned that local communities in North Norfolk would potentially experience significant disruption /

inconvenience through the schemes without any of the benefits of such developments.

- f) In terms of landscape and cumulative impact, the Council view was that the Hornsea Project Three scheme would have a generally benign long-term impact on the District except for the proposed booster station, although the site identified for this installation was the least harmful of the three sites considered and officers felt that this facility could be contained with the landscape through sensitive siting and screening
- g) In terms of potential health implications of electro-magnetic fields: the Corporate Director (SB) suggested that the Council should seek further advice on this. However, health implications of underground cables were not proven and there was a duty on the District Council to appraise the outlined options.
- h) Impact on communities: the Council would further lobby the Government in respect of compensation payment awards.

37. ITEMS OF URGENT BUSINESS

None

38. DECLARATIONS OF INTEREST

None

39. MEMBERS QUESTIONS

The Leader confirmed that Members could ask questions as each item arose.

40. CONSIDERATION OF ANY MATTER REFERRED TO THE CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE OR COUNCIL FOR RECONSIDERATION

None

41. CONSIDERATION OF REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

None

42. PLANNING POLICY AND BUILT HERITAGE WORKING PARTY

This item was introduced by the Portfolio Holder, Mrs S Arnold, who asked that the fishing industry should be included in the document.

RESOLVED

1. Agenda Item 7: Norfolk Strategic Framework Consultation:

That the Council submits the comments in Table 1 of this report as its response to the consultation.

2. Agenda Item 8: Planning for Health Protocol

That the Council approves the Planning for Health Protocol

43. BUDGET MONITORING REPORT 2017/18 – PERIOD 4

The report was introduced by the portfolio holder, Mr W Northam. It summarised the budget monitoring position for the revenue account and capital programme to the end of July 2017. The overall position at the end of July 2017 showed an under spend of £857,491 to date for the current financial year on the revenue account, this was currently expected to deliver a full year under spend of £91,185. It was an achievement to be able to forecast an underspend and thanks were due to our finance officers.

It was proposed by Mr Northam, seconded by Mr T FitzPatrick and

RESOLVED

- 1. Cabinet note the contents of the report and the current budget monitoring position;**
- 2. Recommend the release of £45,000 from previously identified Digital Transformation Funding to enable the extension of the Business Process review team leader.**

44. MANAGING PERFORMANCE Q1 2017/18

The report was presented by the Leader.

The majority of the 71 activities were on track or ahead of plan (58) and four activities had been completed successfully. Six activities were having some problems, one needed attention/was off track, one activity was on hold and one had not started. The 71 activities reported on included 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance was being closely monitored, particularly for the activities where issues or problems had been identified (seven).

Work was being done on streamlining the report and improving the way information was presented.

It was proposed by Mr T FitzPatrick, seconded by Miss B Palmer and

RESOLVED

- 1. That Cabinet notes this report, welcomes the progress being made and endorses the actions laid out in Appendix 1 being taken by management where there are areas of concern.**
- 2. That Cabinet approve the removal of the Economic Growth performance indicators J 023 and J 024 for the reasons given in Section 2 of this report.**

45. HORNSEA PROJECT THREE OFFSHORE WIND DEVELOPMENT

The report was presented by the portfolio holder, Mrs S Arnold, who thanked officers for a full and excellent report. She also thanked the members of the public for their contributions. She proposed two additions to the recommendation:

1. Seek advice regarding potential health implications of underground cables on the local community.
2. Lobby the Government for clarity over its position on whether offshore wind developments should adopt the High Voltage Direct Current transmission system

rather than High Voltage Alternating Current system, the latter of which requires the provision of offshore and onshore booster or relay stations.

She also suggested that the Government should be lobbied so that any Contract for Difference awards should allow developments to be built out in a single phase so as to minimise the impact of cable corridor engineering works on local communities

Mr N Dixon seconded the proposal. He commended the public speakers for raising points that the Council would want to pursue, especially as there would be further projects at a later date. The present scheme was positive and the Council's response was very measured.

Discussion:

- a) Mr R Price endorsed the report. He said that National Grid was a profit-making company and a way should be found to bring the infrastructure further into North Norfolk.
- b) Mrs G Perry-Warnes agreed that the Direct Current option needed to be explored as it was more environmentally friendly. She asked that access proposals should be announced in advance and that disruption to local communities should be compensated.
- c) The Corporate Director (SB) explained that the recommendation concerned how the Council should respond to this Section 48 consultation on the Preliminary Environmental Impact Report for the DONG Energy Hornsea Project Three proposal. There would be further opportunities for the Council to comment on the detail of the proposal in the 2nd quarter of 2018 when the Development Consent Order application would be submitted. DONG Energy had considered 3 sites for the onshore booster station facility and the proposed location was the most southerly site and officers believed it would have least impact on the District. The Council should lobby government harder regarding mitigation of disruption to local communities. It was custom and practice for offshore wind developers to set up and operate a community fund in the long term and the Council should indicate that it would have such expectations around the schemes now being proposed in the district. However the Council should not compromise itself in the short-term, in terms of scrutiny of the proposals, on the basis that there could be community funds available to the area in the future..
- d) Mrs S Butikofer welcomed the additions proposed by the portfolio holder but didn't feel that the recommendation was sufficiently robust, particularly regarding impact on coastal villages. She urged that local businesses should be compensated and informed Members that Norman Lamb MP had made contact with the Government on the matter. She was assured by the Corporate Director (SB) that the Council recognised, and was mindful of, the impact on local communities. Mr D Young, a local Member, had suggested that the route through Kelling might have less impact. The provisional impact assessment was looking at all 3 routes. The Council would seek to minimise the impact.
- e) In response to a question from Mrs Butikofer regarding the impact of construction traffic, the Corporate Director (SB) explained that a construction access management plan would be agreed with Norfolk County Council. NNDC would suggest evening movements of Heavy Goods Vehicles accessing the site and a different route to that previously used in the delivery of the Dudgeon cable route, although options were limited in the Weybourne area.
- f) Mr J Lee expressed appreciation that the impact on the fishing industry had been considered by the report. Offshore developments were generally built on fishing grounds.
- g) Ms K Ward supported further investigation of the Direct Current option.

- h) The Corporate Director (SB) informed Members that a similar report would be made in October or November when Vattenfall submitted their proposals for the Norfolk Vanguard scheme.

It was proposed by Mrs S Arnold, seconded by Mr N Dixon and

RESOLVED to

- **Endorse the content of this report as being the Council's formal position and response to the current round of consultation being undertaken in respect of DONG Energy's Hornsea Project Three offshore windfarm development, and**
- **Re-state the Council's ongoing commitment to discuss and negotiate with DONG Energy to achieve the best outcome for North Norfolk from this major development proposal.**
- **Seek advice regarding potential health implications to the local community.**
- **Further explore the Direct Current option.**

46. RESPONSE TO NORTH NORFOLK CONSULTATION – CABINET REPORT

The report was introduced by the portfolio holder, Ms M Prior. She thanked the Health and Communities Team Leader for much background work.

The purpose of the report was to provide a response from North Norfolk District Council (NNDC) to the public consultation and engagement document published by North Norfolk Clinical Commission Group (NNCCG) in respect of Benjamin Court Healthcare Unit. The proposed changes to the Benjamin Court Healthcare Unit would increase specialist inpatient and outpatient services at Benjamin Court. This would benefit residents across North Norfolk. However, the consultation covered all 4 areas in North Norfolk (Kelling Hospital, North Walsham Memorial Hospital, Benjamin Court and Cranmer House) and NNDC would be keeping a watching brief on them all.

The process was ongoing before a final decision was reached. Overall the proposals were supported although further information had been requested and confirmation sought on a number of identified issues.

Mr J Lee seconded the recommendation saying that it was vital to have these services in North Norfolk, with its aging population.

Mr R Reynolds supported the recommendation. He said that Cranmer House was important to Fakenham and he was pleased with the statement that it would not close.

It was proposed by Ms M Prior, seconded by Mr J Lee and

RESOLVED

To approve the response to the consultation document and to ask NNCCG to formally respond to the questions raised in the response.

47. ITTERINGHAM COMMUNITY SHOP

It was reported that, as well as the two public speakers, there had also been a letter of support from a member of the public.

The report was introduced by the portfolio holder, Mrs J Oliver, who proposed the recommendation. She explained that the shop has been in the premises since 1637 and, since 1994, it had been run by the Itteringham Community Association (“the ICA”). More than 20 volunteers from the village were involved. The shop provided an asset which was greatly valued by the community and visitors.

The owners of the shop and house had served notice on the ICA to terminate the lease and the notice was due to expire on 8th October 2017. The parties were currently in dispute in relation to the notice. The shop had also been listed as an Asset of Community Value and this was under appeal by the current owners, who had indicated a willingness to sell Fair Meadow House and the shop. The ICA had commenced fundraising but were unlikely to be able to raise the purchase price for the shop, given the restricted timescales. There had been a significant amount of press coverage, both locally and nationally and it was clear from visiting the village and the large number of “Save Our Shop” posters displayed by homes there, that this was an important issue for Itteringham and the surrounding villages.

The purchase of the community shop and house would represent a prudent investment for the District Council in line with the Council’s Asset Commercialisation Strategy and would maintain the viability of an important community asset. Fairmeadow House was an attractive building in an attractive village and would be suitable for residential and holiday use.

The recommendation was seconded by Mrs A Claussen-Reynolds, who had been responsible for bringing the issue to Cabinet. She told Members that the shop was a lifeline to the community.

Mr N Dixon commended the proposal, saying that the shop was an asset of community value. It was incumbent on the Council to consider if such assets – when at risk – could be maintained. Purchase of the shop would be an example of how the Council could respond to other needs in the future.

Ms K Ward supported the proposal and said that it was important that the Council should be financially sustainable. However, as Chair of Scrutiny, she was concerned about the process and the lack of time for Members to read papers. She spoke of Member concern regarding the underlying policy and the choice of this project above others. The Leader said that the policy had previously been discussed by the Overview and Scrutiny Committee but could be re-visited. The portfolio holder observed that the papers had been published on 24 August 2017 and no Members had contacted her about them.

The Head of Legal and Democratic Services explained to Members that, because the notice was due to expire on 8th October 2017, the matter was urgent. She asked Members to nominate the decision as urgent in accordance with Standing Order 8.13 (a) and (c). This would prevent a call-in which would delay the purchase of the property beyond the date of expiry of the notice.

Mr N Smith said that Itteringham was an isolated village with elderly residents. The shop was an invaluable asset to them. The project would be using Council money to help the community and generate income. Mrs G Perry-Warnes, who asked not to be filmed, supported this. It was a function of the Council to listen to local communities and support their aims. She thanked the Corporate Director (SB) and the Head of Legal and Democratic Services for their work and commended Members to support the project. The Leader informed Members that there had also been a significant amount of work on the project by Cabinet.

It was proposed by Mrs J Oliver, seconded by Mrs A Claussen-Reynolds and

RESOLVED

- 1. That Cabinet agree the purchase of Fair Meadow House and Community Shop on the terms set out in Appendix A to be funded through the Asset Management Reserve.**
- 2. That the decision is deemed urgent in accordance with Standing Order 8.13 (a) and (c)**

The meeting ended at 11.45 am

Chairman

Community Housing Fund - Update

Summary: In 2016/17, the Council received £2.4m from the Community Housing Fund to support the delivery of community led housing schemes to address the impact of second homes. This report provides an update on the progress to date in relation to the Community Housing Fund and provides information on the establishment and management of the revolving loan fund and the provision of “Local Homes”.

Conclusions: Since receiving £2.4m from the Community Housing Fund in 2016/17 the Council has recruited a dedicated team to work with communities and community led housing organisations to support the development of community led housing schemes. All parishes within the target area for the fund have been contacted and a number of parish meetings have been attended or are due to be attended to discuss the opportunity that the fund presents to meet local housing need.

To support the development of community led housing schemes a revolving loan fund has been identified as required to provide the funding community led groups and community led housing organisations need to develop community led housing schemes. The report sets out how the fund would operate and the delegation arrangements for decision making in relation to the fund.

High levels of second and holiday homes also impact on the ability of owner occupiers to remain in or return to an area with which they have strong local connections. The provision of “Local Homes” which will be sold at a 20% discount on market value and be restricted to purchasers with local connections will address some of this impact and can complement the provision of affordable homes and the report sets out how “Local Homes” can be provided.

Recommendations:

It is recommended that:

- 1. Cabinet notes the update on the Community Housing Fund and the establishment and management of the revolving loan fund.**
- 2. Cabinet approves the definition and**

methodology of Local Homes as set out in this report.

Reasons for Recommendations:

The recommendations will ensure that the opportunity presented by the Community Housing Fund to support rural and coastal communities where the impact of high levels of second and holiday homes is most acute will be fully realised and will ensure that a range of local housing needs can be met and that community led housing organisations are able to access the financial support they require to develop community led housing scheme proposals.

In addition the recommendations will support the Council’s Corporate Plan priority of:

- Addressing the housing and infrastructure needs for local people whilst meeting the market demand for housing by supporting the delivery of new housing across the district.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report and which do not contain exempt information)

Community Housing Fund – Cabinet report 6 February 2017 S157 Restrictions on Former Council Homes – Cabinet report 3 March 2014
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Cabinet Member(s) Cllr R Price Cllr S Arnold	Ward(s) affected All wards where there is at least one parish where second and holiday homes represent 10% or more of all dwellings.
Contact Officer, telephone number and email: Nicola Turner, 01263 516222, Nicola.Turner@north-norfolk.gov.uk	

1. Introduction

1.1 The Community Housing Fund is expected to be a government funded five year programme offering £60m per year to support the delivery of community led housing schemes in coastal and rural areas where the impact of second homes is most acute. For 2016/17, the Council was one of 148 local authorities which received funding, with the Council receiving a total allocation of £2.4m following the satisfactory submission of a delivery plan setting out how the monies will be spent. The first year’s funding was designed to build capacity in local groups and provide staff to review needs, but can also be used to directly fund the delivery of additional affordable housing. Whilst the detail of how the remaining four year’s funding will be allocated is still awaited, it is known that allocations from 2017/18 onwards will depend in part on how the 2016/17 funding has been spent.

2. The Community Housing Fund – progress to date
 - 2.1 The Council’s delivery plan included both revenue and capital elements reflecting the need to ensure that there is sufficient capacity to support the delivery of community led housing schemes in the target area and to provide capital funding to support the delivery of new homes.
 - 2.2 Supporting the development of community led housing schemes
 - 2.2.1 Three new staff members provide a dedicated resource for the Community Housing fund. The Local Housing Enabler post is the initial point of contact for communities providing information on community led housing and local housing need and supporting them to understand the benefits a community led housing scheme will bring. Two Local Housing Enabler’s have been recruited on a job share basis. The Community Housing Delivery Officer post is being shared equally with the Borough Council of Kings Lynn and West Norfolk and Breckland District Council. The Community Housing Delivery Officer post will provide specialist advice and support in relation to the different models of community led housing. Oversight of the Community Housing Delivery Officer post will be undertaken by the Community Housing Fund Partnership Group for which formal terms of reference will be agreed at the first meeting in October.
 - 2.2.2 All parish and town councils within the target area for the Community Housing Fund were sent a letter by early March advising them of the Community Housing Fund which extended an invitation to discuss or receive details of any specific plans or opportunities which are being considered by the parish or town council or a local community led housing organisation or community group which could be suitable for funding from the Community Housing Fund. Subsequently to this 20 parishes have been contacted to request the opportunity to discuss the opportunities presented by the Community Housing Fund. In addition details of the fund were sent to local housing associations and Registered Providers to whom the fund would be of interest. As a result of these initial contacts:
 - Council officers have attended or are due to attend 9 parish and town council meetings.
 - An in principle funding agreement has been provided to Holt and Neighbourhood Housing Society to support the acquisition of up to 4 affordable homes.
 - Discussions are ongoing with a parish council on delivering a community led housing scheme.
 - An initial community consultation event to raise awareness of the fund is being arranged.
 - 2.2.3 Whilst the Community Housing Delivery Officer will provide specialist advice on the different models of community led housing, additional and specialist support will be able to accessed by community led groups using funding available from the Revolving Loan Fund (see section 2.3 below). In addition Lincolnshire Community Land Trust (CLT) has been retained to provide specialist advice to the team or

community groups and to act as an honest broker with community groups when this is required.

2.3 Revolving Loan Fund

2.3.1 The revolving loan fund will provide a vital source of funding which will compliment national funding available to support the development of community led housing schemes. £300,000 will be available through the loan fund to provide targeted funding to ensure that a lack of resources is not a barrier to establishing new community organisations or in developing proposals for new community led housing schemes across North Norfolk.

2.3.2 The revolving loan fund will provide two distinct funding pots:

- Loan funding for technical advice and support in relation to community led housing structures which could address the need for seed corn funding to establish a community led group or pay for specific support required as part of the process of establishing a group/developing proposals/community engagement, including advice re the legal process to establish CLT/co-op or other community led housing models.
- Loan funding for pre-development costs to include all costs associated with the preparation of and submission of a planning application for a community led housing scheme.

Access to the loan fund will be by formal application (a light touch application form is being developed). In addition the following criteria will apply:

- Applications for funding will only be accepted from community organisations and community led housing organisations (including local Housing Associations).
- Only one application per project will be allowed for pre-development costs loan funding.
- Pre-development costs loan funding will only be provided to organisations which are formally constituted.

Where applications relate to technical advice and support, in some cases the Council may procure the advice on behalf of the community organisation.

Decisions to approve a loan will be made by the Corporate Director and Joint Head of Paid Service (S Blatch) and Portfolio Holders for Housing and Planning and Planning Policy who will, in exceptional circumstances be able to approve a loan which does not meet the above criteria.

3. Local Homes

3.1 The Community Housing Fund will deliver affordable homes in areas where at least 10% of existing homes are second or holiday homes. However owner occupiers and first time buyers are impacted on by the increased cost of purchasing a home in areas with high levels of second and holiday homes and as a result they may be required to move away to purchase a home. "Local Homes" are designed to offer

an alternative which builds upon the success of the existing Section 157 restriction and will provide a pool of homes which must be sold to a purchaser with a local connection and will allow local people to move back to or within their community. "Local Homes" will:

- Be sold at a discount of 20% of the open market value
- Only be sold to purchasers who have a connection to North Norfolk (through current residence and/or employment of at least three consecutive years in North Norfolk) or who are a key worker (in the health sector, education or public sector) who work or have accepted a job offer to work in the that part of North Norfolk which is within the Area of Outstanding Natural Beauty.

The discount and local connection requirement will be protected and apply to both the initial sale and all subsequent sales, through the mechanism of restrictive covenants and Land Registry restrictions as this has proved an effective method in relation to the statutory Section 157 restriction. Alternatively, the local purchaser principle could be enforced by a 20% equity mortgage held by the Council, if such an approach is acceptable to the main mortgage lenders.

3.2 The Council will work with communities to deliver "Local Homes" and it is expected that some "Local Homes" can be provided alongside new affordable homes as part of community led housing schemes. In other cases specific sites will be sought to build "Local Homes" and a potential site is owned by the Council at Holt which could potentially be used to deliver four "Local Homes".

3.3 It is expected that "Local Homes" should be self-funding requiring no subsidy to be delivered. Part of the 2016/17 Community Housing Fund monies will be used to fund the development costs of "Local Homes" with the funding recycled upon sale of the homes to fund further delivery of "Local Homes". In addition on some sites it may be possible to agree to offer "Local Homes" as part of an existing new housing development, in this case there would be a financial cost of providing the "Local Homes" as the Community Housing Fund monies would be used to pay for the discount and whilst the discount would be protected for all future sales, the initial cost of the discount would not be able to be recovered.

4 Implications and Risks

4.1 The potential risks and implications associated with the Community Housing Fund were discussed in the report considered by Cabinet on 6 February 2017. This report raises the following additional implication and risks:

- "Local Homes" are a new product and there is a risk that it will not be acceptable to mortgage lenders, however, it is proposed that the discount and local occupancy requirement is secured through a restriction on the title of the property. This is an accepted and understood methodology within North Norfolk as it replicates the Section 157 restriction which applies to properties sold by the Council through the Right to Buy in the Area of Outstanding Natural Beauty and rural parts of the district. The restriction would require the Council to approve all sales where the purchase is at a value of 20% less than market value and where the

purchaser meets the terms of the local connection restriction. The Council will retain the discretion to approve sales to purchasers who do not meet the terms of the restriction. In this regard the approach set out in the Cabinet report of 3 March 2014 will be used to make such decisions. This approach will ensure consistency and whilst it will create some additional staff and member work it is not expected to have a material impact.

- “Local Homes” are not intended to provide affordable housing but instead meet the needs of those able to afford to buy a home in North Norfolk but who would be unable to afford to buy in the area to which they have local connections because of the impact of second and holiday homes on local prices and demand for properties. “Local Homes” are therefore designed to provide a complimentary offer for communities to address the impact of second and holiday homes and it will be clear that they do not replace the need for affordable homes.

5. Financial Implications and Risks

- 5.1 The revolving loan fund is intended to provide an ongoing source of funding to support the development of community led housing schemes and as such will be an interest free loan. As the loans are repaid the funding will become available to fund further loans to support the development of other community led housing schemes. However some work will be abortive and some loan funding will not be repaid and will have to be written off as a community led housing organisation is not established, does not make a successful planning application or does not proceed to develop new homes. When the loans are advanced, many of the recipient organisations will not be able to provide security for their loan and this will increase the risk to the Council that the loan will not be repaid as there is no way to recover the loan in the event of a default. It is not possible to fully remove this risk, however, the Community Housing Fund monies received in 2016/17 have been used to establish the revolving loan fund and so there is no financial impact on the Council if all loans are not repaid. The impact of some loans not being repaid when due or being written off as the work it funded is abortive has already been factored into the available budget in the medium to long term.
- 5.2 All recipients of loans will be required to sign a loan agreement requiring the repayment of the loan once construction of at least 75% of the homes being developed as a result of the financial support provided have been completed or acquired. No funding will be advanced until the loan agreement has been signed by an authorised person of the recipient organisation.
- 5.3 The application form and prospectus for the revolving loan fund will make it clear that all decisions to provide a loan are at the discretion of the Council and subject to available funding.
- 5.4 In those cases where support of the community organisation does not result in the provision of new homes within five years of the loan funding being provided or a planning application being submitted

(whichever is later) then it will be considered whether the loan will be written off. Decisions to write off a loan will be made by the Corporate Director and Joint Head of Paid Service (S Blatch) and Portfolio Holders for Housing and Planning and Planning Policy and in making decisions the specific circumstances of the case will be considered, which will include a review of whether the community led organisation or group still exists, whether that group or organisation is active and the status of any proposed community led housing scheme.

6. Conclusions

- 6.1 Since receiving £2.4m from the Community Housing Fund in 2016/17 the Council has recruited a dedicated team to work with communities and community led housing organisations to support the development of community led housing schemes. All parishes within the target area for the fund have been contacted and a number of parish meetings have been attended or are due to be attended to discuss the opportunity that the fund presents to meet local housing need.
- 6.2 To support the development of community led housing schemes a revolving loan fund has been identified as required to provide the funding community led groups and community led housing organisations need to develop community led housing schemes. The report sets out how the fund would operate and the delegation arrangements for decision making in relation to the fund.
- 6.3 High levels of second and holiday homes also impact on the ability of owner occupiers to remain in or return to an area with which they have strong local connections. The provision of “Local Homes” which will be sold at a 20% discount on market value and be restricted to purchasers with local connections will address some of this impact and can complement the provision of affordable homes and the report sets out how “Local Homes” can be provided.

7. Sustainability

- 7.1 This report does not in itself raise any issues of sustainability. However, the Community Housing Fund is designed to support communities to deliver new housing which will address the impact of second and holiday homes. Such schemes can support/include other projects which will deliver improved community resilience and sustainability.

8. Equality and Diversity

- 8.1 There are no equality and diversity implications directly associated with this report.

9 Section 17 Crime and Disorder considerations

- 9.1 There are no Section 17 implications directly associated with this report.

BREAK ‘Go Go Hares’ Project

Summary:

BREAK Charity is 50 in 2018. Following the successful GoGoGorillas in 2013 and GoGoDragons in 2015, BREAK has devised a new sculpture trail for 2018. In addition to a Norwich trail of Hare sculptures – GoGoHares - BREAK is for the first time establishing a countywide ‘Moongazer Trail’. Sponsors are being sought for the event, which will start on 24 June 2018 and run until 8 September 2018. It is suggested that the Council play an active role in the event by both sponsoring Moongazers itself and encouraging local businesses to do so.

Options considered:

1. Provide general support to the initiative and help to promote it amongst local businesses.
2. Purchase a Hare outright (for the cost of £10,000), to site at a suitable location.
3. Sponsor a Hare, which will subsequently be auctioned for BREAK on 11th October 2018 (at a cost of £5,000) to site at a suitable location.
4. Some combination of the above, or even to sponsor more than one hare.

Conclusions:

As well as generating substantial funds for the charity, this initiative is likely to attract large numbers of visitors to the locations where the Hares are sited. It is also a fun, community oriented event.

Taking part in this initiative will help drive footfall to the area, therefore promoting and bringing customers to businesses and organisations taking part. It is a good opportunity to put north Norfolk and specific sites ‘on the map’.

Recommendations:

It is recommended that Cabinet allocate £15,000 from the general reserves and authorise the Head of Economic & Community Development, in consultation with the Cabinet Member for Economic Development, Business & Tourism, to apply to sponsor two Moongazer Hares on behalf of the Council and, if successful, to agree the terms of sponsorship/ acquisition, artwork and location.

Reasons for Recommendations:

It is believed this project will be beneficial to businesses, the wider community, and the staff of NNDC. It will generate additional footfall and raise awareness of the locations in which Hares are sited.

Cabinet Member(s) Cllr N Dixon	Ward(s) affected All
Contact Officer, telephone number and email: Sandra Portas – sandra.portas@north-norfolk.gov.uk 01263 516208	

1 Introduction

1.1 Break Charity is proposing to celebrate its 50th anniversary with a countywide trail and is inviting sponsors to come forward. The principle attraction will be a GoGoHare trail around Norwich, following the format of GoGoGorillas in 2013 and GoGoDragons in 2015. This will be supplemented by a trail of ‘Moongazer Hares’ at locations outside Norwich, around Norfolk. The promotional flier is attached as **appendix A** and the promoters state:

“As a new development for the 2018 trail we have a number of Moongazer Hares which will be located (in conjunction with the sponsor) around the County, whilst these Hares will not be part of the Norwich trail, they will be linked to this amazing event. These sculptures will drive community engagement and encourage people to seek out the Hares in beautiful and iconic locations.”

“We want to build on our relationships with both existing and new sponsors to support your corporate objectives as well as adding value to the event itself and, of course, the important work of Break.”

1.2 All Moongazer Hares are identical in form (as shown below), with each having unique artwork, which the sponsor will have a say in selecting.



1.3 The trails will start on 24 June 2018 and run until 8 September 2018 and there will be an ‘app’ for each trail and a map available to download. There will be a reward for completing the entire trail – each plinth will have a 4-digit code to collect.

1.4 There will be at least 15 county Moongazer Hares (depending on take-up, there is scope to increase this number). The Economic Growth Team in NNDC will endeavour to encourage local businesses to sponsor a Moongazer Hare.

2 The County Moongazer Hare sponsorship benefits package

2.1 Outright purchase of a Hare will cost £10,000, whilst sponsorship of a Hare that would subsequently be auctioned for BREAK on 11 October 2018, will cost £5,000. There are a variety of ways in which the Council and other potential sponsors can get involved, either by individual or collaborative sponsorship arrangements.

2.2 A sponsor will have one large Moongazer individually designed Hare sculpture with all the following benefits for the duration of GoGoHares in Norwich and Norfolk 2018 (extracted from the expression of interest form).

- Long term multimedia exposure until the auction in October 2018
- Increased brand awareness via a mass participation public art event
- Branding across promotional material
- Supporting a project that reaches all sections of the community throughout the county and attracts visitors nationally
- Invitation to preview artists' designs
- Consultation to choose artist and design to create a unique piece of art
- Your sculpture will be on the streets of Norfolk for 11 weeks displaying your logo and details of your company via a plaque
- Your company logo in the souvenir brochures and trail Apps (Apple/Android)
- Your company logo on the GoGoHares website with hyperlinks
- Company name on the Trail Maps (200,000 were printed for GoGoDragons)
- Opportunity to create media stories with your Hare (in consultation with the GoGoHares team and Wild In Art)
- Permission to use the GoGoHares logo (in consultation with the GoGoHares team and Wild In Art)
- Invitation to the official launch and all subsequent events over a two year period
- Social media coverage
- Being part of the biggest event in Norwich and Norfolk for 2018

Plus

- Option for ownership of the sculpture, plinth and plaque
- Involvement in the decision making process of Hare location
- A bespoke Hare design – including the possibility of a consultation with your chosen artist
- Your sculpture will be placed in Norfolk for a minimum of 11 weeks (depending on location and seeking relevant permissions it could be placed for longer).
- Priority booking for GoGoHares auction

3 Analysis of options

3.1 Clearly this is a great initiative and one which the Council would wish to support. Such support can take a variety of forms as summed up in the following options:

- 3.1.1 Provide general support to the initiative and help to promote it amongst local businesses. This would help bring the trail out to north Norfolk but with no direct cost to the Council. It would enable the promotion of businesses in the area, increase footfall and raise awareness of the localities in which the Hares are sited. The council would, however, have no input into the design or location of a hare and there is no guarantee that there will be take-up of the sponsorship opportunity amongst local businesses.
- 3.1.2 Purchase one or more Hares outright (for the cost of £10,000 each), to site at a suitable location. This provides maximum engagement in the initiative and maximum input into the artwork and siting of the sculpture. It would be a great opportunity to publicise work of the Council and to promote its chosen location(s). The Council would retain ownership of the sculpture(s) in the long term (if it so chose).
- 3.1.3 Sponsor one or more Hares, which will subsequently be auctioned for BREAK on 11th October 2018 (at a cost of £5,000) to site at a suitable location. This brings the same benefits as the above option except that there may be less flexibility and choice over the artwork and the sculpture would not ultimately be owned or permanently sited in the district.
- 3.1.4 Another option could obviously involve some combination of the above.
- 3.2 On the basis that the BREAK GoGoHares Moongazer trail is a wonderful way to generate income for a very good cause, the Council would clearly wish to play a part in promoting this initiative amongst local businesses; staff in the Economic Growth Team will thus endeavour to do so. The decision therefore is whether the Council would wish to take any greater role in the initiative by sponsoring one or more Moongazer Hares through one of the identified packages.
- 3.3 Taking part in a countywide trail will encourage local residents and visitors to visit multiple locations. An NNDC sponsored Moongazer Hare will enable the promotion of the chosen location to a potentially new audience. This provides the opportunity to highlight aspects of north Norfolk at the chosen location, increased footfall, public awareness and potentially bring new customers to local businesses. In doing so, the Council would benefit from the publicity outlined above. There will be an opportunity to create media stories with our Hare(s) link to BREAK's social media coverage and be part of potentially the biggest event in Norwich and Norfolk for 2018.
- 3.4 BREAK encourage sponsors to *“add value to the project and the work of Break”, which they state “could be because of previous involvement, it might be to do with pertinent skills in your organization that will be beneficial to Break, it could be making Break your Charity of the Year and celebrating our 50th with us, or releasing staff to volunteer on a project or increasing employee engagement on a team challenge in aid of Break.”* If NNDC were to become a sponsor, the initiative could be promoted to NNDC employees in line with our new Employee Volunteering Policy, implemented on 1 April 2017, which enables NNDC staff to volunteer for up to 3 days per year by means of both team and individual volunteering activities.
- 3.5 Taking part in this project would also enable valuable lessons to be learned that could be applied to future projects and initiatives, specifically in the area of art installations.

4 Suggested way forward

4.1 It is suggested that NNDC sponsors two Hares (one to own and another to auction) to site on its own land and that the Economic Growth Team help promote the initiative in order to encourage local businesses to sponsor further Moongazer Hares across the District.

4.2 A variety of suitable locations from the Council's own assets list has been carefully considered. Each location has its own merits. It is believed the most suitable locations for the NNDC Moongazer Hares are likely to be Holt Country Park and Bacton Woods, as the Countryside team has experience of managing visitors at these locations. Further trails and activities can be planned at these sites, using the Moongazer Hares as a focus for visitors. These are also locations which would benefit from wider promotion to a new audience.

5 Implications and Risks

5.1 This initiative is well managed by organisations experienced in doing so. The design, fabrication and installation is undertaken by BREAK and its partners. The Sponsor would be responsible for the sponsorship costs and for the overall security and safekeeping of the installation, as well as the welfare of visitors to the site.

6 Financial Implications and Risks

6.1 The purchase of a Hare outright would be £10,000 and the sponsorship of one that would subsequently be auctioned would be £5,000. After the event, the Council would be at liberty to display its purchased Hare at a place of its choice; however, the Council would need to meet the costs of doing so. A sum of £15,000 should be allocated from the general reserves to fund the sponsorship of two hares, other costs will be met from within the operation budget for management of the identified sites and the staffing associated with them.

7 Sustainability

7.1 There are no sustainability implications arising from the recommendations in this report.

8 Equality and Diversity

8.1 There are no equality or diversity implications arising from the recommendations in this report.

9 Section 17 Crime and Disorder considerations

9.1 There are no section 17 implications arising from the recommendations in this report.

Be part of our Moongazer trail across Norfolk, in 2018

What is the Moongazer trail?

Following the successful GoGoGorillas! 2013 & GoGoDragons! 2015, Break charity and Wild in Art are bringing you the latest GoGo trail in 2018, and this time it is the Hare.

The trail will start on 24th June 2018 and run for 11 weeks until September 8th.

There are 3 exciting parts to the GoGoHares project:

GoGoHares Norwich Trail 2018 will see 50 sculptures (ears up) within the city of Norwich, creating a trail for people to find the Hares in parts of Norwich they have

never seen, the sculptures will go to auction on 11th October raising valuable funds to support the work Break charity does in East Anglia.

New for 2018 will be the Moongazer trail which will extend throughout Norfolk, taking people on a magical tour of our beautiful countryside, we want people to engage, stay and enjoy the location's where they will be situated and we hope to bring the community together. The sculptures on the Moongazer trail have the option to be kept.

GoGoCreate is the learning and education programme for the GoGoHares project and will engage up to 150 schools, community groups, sports clubs, charities and many more.

Native to Norfolk and the perfect iconic canvas for art, we hope to inspire and capture the creativity of the Norfolk businesses, community and artists.

We would love you to hop on board for this magical journey.

– **The GoGoHares Team**

From one of our Moongazer Trail Sponsors:

“UEA is dedicated to supporting local organisations and charities, and we are thrilled to be sponsoring a county ‘moongazer’ hare for Break’s 2018 GoGoHares trail. Break undertake important work supporting vulnerable children, young people and families across our region and nationally, and this echoes the internationally renowned research from UEA’s own School of Social Work, and Centre for Research on Children and Families.

Working alongside the Sainsbury Centre for Visual Arts, we are looking forward to unveiling our Hare design later in 2017, and continuing to support Break as they enter their 50th anniversary year in 2018.”

Prof Fiona Lettice, Pro-Vice Chancellor for Research & Innovation, University of East Anglia.



Sponsoring one of our Moongazer Hares

Advantages:

- Increase your brand awareness
- Meet your charity commitment
- Appear on the trail map, the website, souvenir guide, plinth, social media and the bespoke App
- Platform for new networking through events
- The sculpture can be used in many long term marketing plans
- You get to chose a customised design at our event 28th September
- Increase footfall to your locality
- The opportunity to engage with a wider community and organised events
- Celebrate with Break charity in its 50th year in 2018 & all the events associated with this

Facts about being involved in the GoGo trail:

- The GoGoDragons! trail was the largest tourist attraction in 2015
- The GoGoDragons! project delivered 8 million visiting hours
- Over 500k people did the GoGoDragons! trail
- Engagement via social media reaching over 20K followers
- There was an estimated 2.5 million spend to the Norwich economy during the 2015 trail

Cost
Moongazer Hare packages are available from as little as £5,000 up to £10,000 if you want to keep it!

Lots of opportunities and ways to fund your Moongazer sculpture



Spread payments over 2 financial years

Fundraise
Fundraising Packs available with ideas

Grants
Apply for Community & Arts Grants

Collaboration
Team up with other businesses & share the costs

Crowdfunding
Engage with local businesses & community

The GoGo events have become a feature of the Norwich and Norfolk calendar. Break is 50 in 2018 and it presents the charity with a great opportunity to promote the fantastic work we have done over the past 50 years. The support we receive from the local media will inevitably mean huge PR and Marketing opportunities for all involved over an 18 month period as all the events, reveals, social media stories and activities take place.

We would be more than happy to have a face to face discussion to give you some finer detail on what the event will mean and the way it could enhance your business, and your community.

We would love to hear from you and to find out more or arrange a meeting please contact us via the website on www.gogohares.co.uk/contact

or call Martin Green:

T: 01603 670109

M: 07760 992190



GoGoHares 2018 is presented by Break charity in partnership with Wild in Art

www.gogohares.co.uk

@GoGoHares2018

Charity Number: 286650

Agenda Item No 10

New Anglia Local Enterprise Partnership – A New Economic Strategy for Norfolk and Suffolk

Summary:	The New Anglia Local Enterprise Partnership has prepared a new Economic Strategy laying out a vision for the future growth and prosperity of Norfolk and Suffolk over the period to 2036. Stakeholders, including North Norfolk District Council, are now asked to comment upon and indicate their support for the Strategy document.
Conclusions:	The draft strategy document lays out an ambitious vision for the future development of the Norfolk and Suffolk economy over the period to 2036 together with key partnership projects and interventions which will allow the two counties to maximise their economic potential. However, the District Council would ask that some elements of the strategy, particularly in respect of issues faced by the more rural areas of the two counties, such as North Norfolk, are strengthened so that businesses and communities across the two counties have equal access to the business support, skills training and key infrastructure interventions which it is proposed will underpin the delivery of the ambitions of the strategy.
Recommendations:	North Norfolk District Council should welcome and indicate its support for the new Economic Strategy, subject to a number of changes being made which seek to better reflect the challenges and opportunities faced by more rural areas of the two counties, including North Norfolk.
Reasons for Recommendations:	To represent the opportunities and challenges of the North Norfolk economy in the context of the New Anglia Local Enterprise Partnership developing a new Economic Strategy for Norfolk and Suffolk
Cabinet member(s): Cllr Nigel Dixon	All wards
Contact Officer, telephone number, and e-mail:	Steve Blatch, Corporate Director and Head of Paid Service Steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

1.0 Summary:-

- 1.1 The New Anglia Local Enterprise Partnership, which covers the counties of Norfolk and Suffolk, has prepared a new Economic Strategy laying out a vision for the future growth and prosperity of the two counties over the period to 2036. The Strategy has been developed over the past six months, supported by a number of workshop events with key stakeholders across the business, local authority and education and training sectors, and has recently been circulated amongst partner organisations for comment and endorsement.
- 1.2 The District Council is therefore invited to indicate its support for this important document which will set the context for high level discussions with Government in support of proposed investment in key infrastructure (transport; utilities; broadband, digital and mobile communications; commercial sites and premises, skills and sector developments) to support the future economic growth and prosperity of Norfolk and Suffolk over the period to 2036.

2.0 Background:-

- 2.1 The New Anglia Local Economic Partnership (NALEP) was formed in 2012 and produced its first Strategic Economic Plan for Norfolk and Suffolk covering the period 2014 through until 2021. Since the writing of the original Strategic Economic Plan Norfolk and Suffolk have seen a growth of 43,600 new jobs, 5710 new businesses, 18,850 new homes and secured over £35million of Government funding to support investment in the two counties which will support improved productivity and business performance. The Norfolk and Suffolk economy contributes over £35billion per annum to UK plc and has grown by 9% since 2010, faster than many of the “powerhouse” areas of country.
- 2.2 The Government has now asked all LEPs in England to produce new economic strategies for their areas covering the period through until 2036. A new Economic Strategy has therefore been prepared by the New Anglia LEP over the past few months, based on extensive conversations with a wide range of regional and local stakeholders and partners. The draft Strategy has recently been circulated to partners as the basis for formal consultation and endorsement by partners including the District Council. The Economic Strategy and Executive Summary documents are attached to this report and agenda in electronic pdf format; with hard copies available on request.

3.0 The Draft Strategy:-

- 3.1 The draft Strategy document is laid out in four key sections:-

Section 1 - Norfolk and Suffolk Today – which provides an overview of the Norfolk and Suffolk economy, together with a summary of the opportunities and challenges faced by the area and our key economic sectors of Clean Energy; Life Sciences and Biotech; ICT, Tech and Digital Creative; Advanced Agriculture, Food and Drink; the Visitor Economy, Tourism and Culture; Financial Services and Insurance; Transport, Freight and Logistics; Construction and Development; and Advanced Manufacturing and Engineering.

Section 2 – Our Ambitions – which details seven key ambitions for the growth and development of the Norfolk and Suffolk economy over the period to 2036; these being:-

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

These Ambitions are supported by 8 target and measurable indicators – GVA, Productivity, Jobs, Businesses, Housing, Median Wages, Employment Rate, Growth in Skills

Section 3 – Priority Places and Themes – which proposes a number of Growth Locations and Themes; these being:-

- Priority Places – Ipswich; Norwich; Norfolk and Suffolk Energy Coast; Cambridge to Norwich Corridor; East / West Corridors (A14 and A47); and Kings Lynn
- Themes – Our offer to the world; Driving Business Growth and Productivity; Driving Inclusion and Skills; Collaborating to Grow and Competitive Clusters close to Global Centres

Section 4 – Making it Happen

3.2 The draft strategy document was shared with partners at a workshop event held on 4th September attended by the Leader of the Council and Corporate Director and Head of Paid Service (SB), following which some initial comments have been submitted to NALEP detailing the Council's thoughts on the draft strategy document as detailed below.

4.0 The District Council's views on the draft strategy document:-

4.1 The District Council recognises the challenges of preparing an economic strategy document across Norfolk and Suffolk, given their large geography, diverse communities and number of distinct sub-regional (local) economies; in a way which conveys a collective ambition to improve our economy in a powerful and succinct way to Government, the business community and a wide range of other stakeholders.

4.2 The District Council therefore welcomes the strategic vision laid out by the strategy document and should indicate its commitment to further developing its relationship with the LEP and other key partners and stakeholders to ensure all opportunities for strengthening the District and wider Norfolk and Suffolk economies are realised through co-ordination of effort and strong partnership

working. The District Council is therefore pleased to re-state its support for strategic projects supported and promoted by the LEP such as the Norwich Northern Distributor Road and hopefully its westward extension, the A47 Alliance, the Norwich in 90 campaign and improvements to the Ely North Rail Junction - recognising the benefits such schemes will bring to businesses and communities across Norfolk and Suffolk.

- 4.3 The District Council would hope however that alongside these strategic opportunities and those which exist in some parts of the two counties to realise “growth” opportunities at a major scale such as developments in Greater Norwich and the A11 corridor; increased recognition will be given to the particular challenges faced by some of the more rural areas of the two counties including North Norfolk – in terms of broadband and mobile coverage, utility provision and the provision of employment sites and premises, so that communities and households served by North Norfolk District Council are not left behind and are able to share equally in the economic growth ambitions the LEP outlines in the new Economic Strategy. The Council therefore believes that the document needs to accurately summarise the strengths and challenges which present themselves across all parts of the region so as to inform future policy development, our lobbying of Government and future spending by the LEP and local partners, in order that businesses and communities across the two counties have equal access to business support, skills training and key infrastructure which will underpin economic growth and success.
- 4.4 As drafted, the Council has some concerns that the needs of the more rural areas of the two counties are not adequately considered or reflected in the proposed themes, ambitions and policy responses detailed in the strategy document to the point that there is a very real risk that such areas might be “left behind” or be unable to share in the increased success and prosperity of the wider area proposed through the document. Without the needs of these areas being recognised and addressed through policy interventions and financial support there is a concern that the gap between levels of business success, jobs growth and personal incomes between the more successful parts of the two counties and the more rural and peripheral coastal areas might widen in the future.
- 4.5 The Council has therefore advised the LEP Strategy Team that it would hope that increased consideration can be given in the final version of the strategy document to the following issues as they relate to the North Norfolk District:-
- poor utility infrastructure – particularly the capacity of the local electricity distribution network owned and operated by UK Power Networks across large parts of the east and central parts of the District;
 - poor mobile and broadband infrastructure;
 - issues of rurality (in terms of access to education and training, delivery of business support and participation by businesses in business networks);
 - a lack of confidence of the private sector to invest speculatively in development ready sites and commercial factory, workshop and office premises;
 - recognising the important role of market and coastal towns as centres of employment and local service provision in the more rural parts of Norfolk

and Suffolk and their capacity to accommodate future housing and business growth at an appropriate scale rather than concentrating all growth in the key locations identified in the draft strategy document; and

- recognising the particular strengths and qualities of the North Norfolk District in terms of its contribution to the regional identity and economy – ie the quality of the environment, strength and quality of the tourism offer, opportunities for homeworking and “live/work” businesses.

4.6 The District Council appreciates that the Economic Strategy is not intended to be a spatial strategy, rather it concentrates on thematic and sector issues. The Council should be supportive of this approach in principle, although the evidence base which underpins the Strategy demonstrates clearly that there is a broader distribution of businesses and employment in Suffolk compared to Norfolk where much economic activity is concentrated in the Greater Norwich area and A11 corridors. The Council believes that this places some of our communities, particularly market towns such as Fakenham and North Walsham, at a disadvantage economically as they become increasingly “dormitory” in their role and make-up, as proposals to develop new employment land and premises of a modest, but locally important, scale might not “score” well against more strategic larger developments which secure LEP support and might in time support thousands rather than hundreds of jobs. The District Council would therefore wish to see a greater recognition of the contribution made by businesses in rural and market town locations within the strategy document.

5.0 Financial Implications and Risks

5.1 There are no direct financial issues raised by this report.

6.0 Sustainability

6.1 The recommendations made in this report do not in themselves raise issues of sustainability.

7.0 Equality and Diversity

7.1 There are no direct equality or diversity issues raised by this report.

8.0 Section 17 Crime and Disorder considerations

8.1 This report does not raise any issues directly relating to Crime and Disorder.



THE > EAST

NORFOLK AND SUFFOLK ECONOMIC STRATEGY



A STRATEGY FOR
GROWTH AND OPPORTUNITY
EXECUTIVE SUMMARY

OUR POTENTIAL

GROW OUR ECONOMY BY



**£17.5
BILLION**

IN REAL TERMS BY 2036



GVA PER HOUR OF

£39

BY 2036

30,000

NEW SUCCESSFUL
BUSINESSES BY 2036



66%

OF THE
POPULATION
WITH NVQ3+
BY 2036



INCREASED
MEDIAN
WAGES BY

£200

MORE PER
WEEK BY 2036

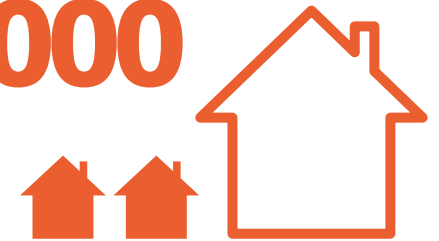
88,000

NET NEW
JOBS BY 2036

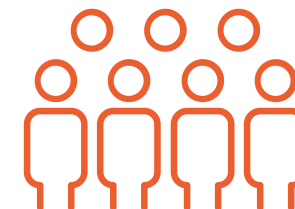


140,000

NEW
HOMES
BY 2036



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



OUR PLACE

KEY

-  Clean Energy Cluster
-  Finance & Insurance Cluster
-  Digital Cluster
-  Life Science, Advanced Food Tech & Biotech Cluster
-  Food Enterprise Zones
-  Universities
-  Enterprise Zone
-  Oil Rig
-  Wind Farms
-  Gas Terminal
-  Nuclear Power Station
-  Airport
-  Shipping Port
-  The National Stud
-  RAF Base





FOREWORD

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



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

Norfolk and Suffolk have a number of key centres of economic activity, with fast growing urban centres, historic market towns and a large rural economy. Our natural landscape and our rich cultural heritage give Norfolk and Suffolk its distinctive character. We are forward looking and our economy is well positioned to capitalise the opportunities created by further advances in technology and digital connectivity.

We are determined that growth will be inclusive, benefiting all our people. We are looking ahead to the Government’s Industrial Strategy, working together as business leaders, local authorities, the voluntary and community sector, Universities and Colleges to drive future success as a place where businesses and residents can thrive and succeed. We are exploring new models of funding and financing the infrastructure we need, because the evidence shows we can deliver returns and growth.

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

Collaboration and hard work from all partners has been at the heart of this success. We have achieved much, but there is more to do. Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it responds and succeeds in a fast changing world.

DOUG FIELD
Chairman of New Anglia Local Enterprise Partnership

THE STRATEGY

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

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

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

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

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

Identified Economic Indicators and set targets to measure success and drive delivery.

“Our Economic Strategy reflects the evolving needs and opportunities of our growing local economy and how it responds and succeeds in a fast changing world.”

OUR SECTORS

ENERGY

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



LIFE SCIENCES AND BIOTECH

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



ICT, TECH AND DIGITAL CREATIVE

Centred around Norwich's fast-growing digital creative hub and the world-leading centre of innovation in communications technology at Adastral Park and Innovation Martlesham near Ipswich. We are at the forefront of digital innovation, with strengths in telecoms, cyber security, quantum technology, Internet of Things and UX design, with business coming together under the Tech East brand.



ADVANCED AGRICULTURE, FOOD AND DRINK

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



FINANCIAL SERVICES AND INSURANCE

One of the largest financial services and insurance clusters in Europe, with growing start up financial service businesses building on a heritage going back 200 years.



VISITOR ECONOMY – TOURISM, HERITAGE AND CULTURE

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



TRANSPORT, FREIGHT AND LOGISTICS

The UK's largest container port at Felixstowe on the premier EU/ Asia route and the UK's largest exporter of grain at the port of Ipswich.



CONSTRUCTION AND DEVELOPMENT

Norfolk and Suffolk have a large and diverse construction and development sector, Europe's largest Urban extension in Broadland and emerging specialisation in Passivhaus and sustainable design.



ADVANCED MANUFACTURING AND ENGINEERING

Including national expertise in automotive, civil aviation, composites and pharmaceuticals.



“Many of our growth opportunities involve collaboration and partnership between firms in different sectors.”

AMBITIONS, PRIORITY PLACES AND THEMES

AMBITIONS

Based on the evidence we have agreed a set of ambitions. We want Norfolk and Suffolk to be:

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

We will deliver these ambitions through action and investment in priority places and themes. These have been chosen based on the evidence and the engagement and expertise of all the partners involved in creating and delivering this strategy.

OUR PRIORITY PLACES are the areas where the evidence shows there are significant opportunities and commitment for continued growth:

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

OUR PRIORITY THEMES are those economy wide opportunities where the evidence shows that investment and action will have greatest impact on our ambitions and how we will deliver growth in all places across Norfolk and Suffolk.

“We have agreed to focus action and investment on a clear set of priority places and themes to achieve our ambitions and targets.”



OUR OFFER TO THE WORLD



Improving and communicating a clear, ambitious offer to the world is central to all our ambitions and targets and to attracting the people, investors and businesses of the future. Our economy makes a major contribution to UK plc and global markets, with internationally important strengths in clean energy, ICT, biosciences and financial industries. We have major exporters and attract a net inflow of young people and families. We have a large visitor economy attracting 5 million people a year.

TOGETHER WE WILL:

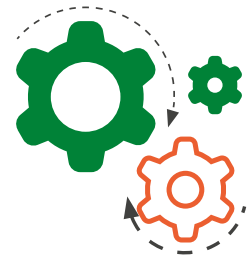
- Work across all local authorities to **integrate our inward investment and business location offer**, campaigning at scale in new markets and working with national Government.
- **Attract the highly skilled people we need**, through targeted campaigns at specific groups working with sectors and clusters to show people the opportunities that are here.
- Work together to **make sure that investment markets have the information they need** to take the decision to invest in infrastructure of all kinds.
- **Improve digital connectivity**, with a particular focus on super-fast broadband in rural areas and reliable mobile phone coverage for those travelling around the region.

- **Use consistent place branding, with an overarching offer**, supported by our unique places, culture and diversity.
- Work with Government to **ensure that the unique contribution of our energy sector is well understood and supported**.
- **Build the right kind of housing and commercial space where it is needed** and integrate utility, road, rail and green infrastructure to build the communities and places people want to live.
- **Develop a year-round visitor offer** by investing in the strategic projects such as attractions, heritage and cultural institutions that also will increase visitor spend.

Ipswich Waterfront & The Forum, Norwich



DRIVING BUSINESS GROWTH AND PRODUCTIVITY



Our diverse economy is a real strength. Our work to support business will be driven by three goals – increasing investment, driving productivity and helping our firms move into new markets and products.

TOGETHER WE WILL:

- **Re-galvanise our high-quality business support offer** to ensure it meets the changing needs of businesses adapting to new ways of working and technology. This will include leadership development, and the ecosystem firms need to share knowledge and services across sectors.
- **Enable our SMEs to grow and increase exports** by focusing grant programmes and other support on growth, innovation and productivity.
- **Lead a cross sector “trade global, supply local” campaign**, to open up supply chain opportunities for local businesses.
- **Prioritise digital and physical infrastructure projects** to support businesses to develop and provide the space that new and existing firms need to grow.
- **Set up new schemes to help high growth businesses** and make it easier to access advice and funding for commercial innovation and commercialising business and university R&D.

- **Provide improved access to finance and assisting business capability in identifying skills deficits.** We will make it easier to access these services through a new “front door” for investment funding support.
- **Establish new centres of excellence to improve productivity and innovation** providing new skills for business leaders and employees.

Growth Hub advisor and Advanced Manufacturing and Engineering



DRIVING INCLUSION AND SKILLS



Our people, whether in traditional careers, micro businesses, arts and culture or supporting others in the community are central to all our ambitions and goals. We want to raise and support aspiration across all ages. We have made good progress in raising skill levels, but we want to go further and faster, particularly for those already in work. We will help our young people set their ambitions high and understand the exciting local careers available to them.

TOGETHER WE WILL:

- The development of sector skills plans we will **produce clear statements about the skills businesses need now and in the future**, to influence providers, business investment and personal choices by new students and those already in the workforce.
- **Develop an integrated skills offer for businesses across Norfolk and Suffolk**, to make it easier for them to navigate and access the initiatives and providers that are available. We will focus particularly on long term development of technical skills in our existing workforce.

- **Prioritise capital investment on provision that will deliver the future skills our sectors and workforce need.** Taking a commissioning approach and being clear about what must be provided. We will use higher level apprenticeships and skill deals to drive innovation.
- **Prioritise leadership support for our entrepreneurs and those in new high growth businesses**, through further accelerator support, business mentorship. Providing the ecosystem that new entrepreneurs need to succeed.
- **Deliver the Youth Pledge for all our young people**, providing an integrated offer that shows and inspires young people about the opportunities that exist and provide support into employment.
- **Work with Government to establish an Institute of Technology** that builds on our strengths and meets the increasing need for higher level technical skills in key areas such as energy, engineering and manufacturing.
- **Develop new approaches and remove barriers to get people back into work**, especially for those furthest from the job markets and provide support for all into sustained employment.

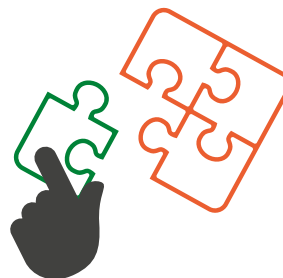
“Driving skills and high-quality employment is fundamental to our goals to create a more inclusive economy, with improving wage levels, living standards and attainment.”

COLLABORATING TO GROW

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

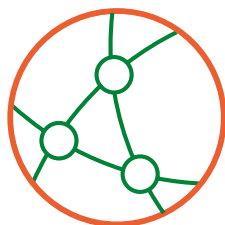
TOGETHER WE WILL:

- **Work across sectors** to help businesses collaborate on increasingly common requirements for technical know-how and access to new markets and techniques across sectors that might once have been more distinct, such as telecoms, agricultural and food technology and logistics.



- **Work between public and private** to explore innovative approaches to funding and finance, driving returns on investment in infrastructure. We commit to opening up procurement and further empowering businesses through a smoother planning system, linking housing, utilities and infrastructure provision and flexible and integrated investment plans.
- **Work with other regions** on regional, national and international opportunities such as transport and new nuclear.

COMPETITIVE CLUSTERS CLOSE TO GLOBAL CENTRES



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

Each of our identified clusters has substantial further growth potential and supports high value jobs. We will support these clusters and their specialisations, working with each to ensure that the commercial opportunity they represent is fully developed and well communicated to Government and investors.

Evidence suggests businesses benefit from locating in these clusters.

TOGETHER WE WILL:

Develop a plan for each cluster that will:

- Encourage new companies and commercial investment.
- Establish global and national links.
- Maximise local supply chain benefits.
- Market the commercial opportunity.
- Develop the ecosystem that enables the cluster to thrive.

CLEAN ENERGY

Our East coast energy cluster is world class, the only place in the UK where expertise and operations in oil, gas, nuclear, renewables, solar and micro generation exist in such close proximity.

FINANCE AND INSURANCE

Two clusters, concentrated in Ipswich and Norwich. Aviva, Marsh, Willis Towers Watson, and Axa are global players in the insurance industry, who sit alongside a growing number of smaller fin-tech businesses.

DIGITAL

At Adastral Park, near Ipswich, we have a globally significant ICT cluster and one of the world's leading Innovation Hubs in information technology, together with a fast-growing digital cluster in Norwich.

LIFE SCIENCES AND BIOTECH

At Norwich Research Park, home to the Earlham Institute, John Innes Centre and the Quadram Institute and in Lowestoft at The Centre for Environment, Fisheries and Aquaculture Science (CEFAS), we have two major UK life science centres.

ECONOMIC INDICATORS

To measure our success we will use eight economic indicators. Each indicator target has been developed using a robust methodology and is based on clear evidence about what is achievable and ambitious.


GVA

TARGET: **2%** AVERAGE ANNUAL GROWTH

RESULT:  **GROW OUR ECONOMY BY £17.5BN IN REAL TERMS BY 2036**

JOBS

TARGET: **0.5%** ANNUAL GROWTH

RESULT:  **88,000 NET NEW JOBS BY 2036**

HOUSING

TARGET: **MEET THE OBJECTIVELY ASSESSED NEED**

RESULT:  **140,000 NEW HOMES BY 2036**

INCLUSIVE GROWTH: EMPLOYMENT RATE

TARGET: **CONSISTENTLY HIGHER THAN NATIONAL AVERAGE**

RESULT:  **A HIGHER PROPORTION OF PEOPLE ENGAGED IN THE LABOUR MARKET THAN ACROSS THE UK.**

PRODUCTIVITY

TARGET: **1%** ANNUAL GROWTH

RESULT:  **GVA PER HOUR OF £39 BY 2036**

BUSINESSES

TARGET: **2%** ANNUAL GROWTH

RESULT:  **30,000 NEW SUCCESSFUL BUSINESSES BY 2036**


INCLUSIVE GROWTH: MEDIAN WAGES

TARGET: **1.7%** ANNUAL GROWTH

RESULT:  **£200 MORE PER WEEK**

INCLUSIVE GROWTH: SKILLS

TARGET: **INCREASE NVQ3+ BY 1.4% AVERAGE (OVER EACH 5 YEAR PERIOD.)**

RESULT:  **66% OF THE POPULATION WITH NVQ3+**

MAKING IT HAPPEN

Implementation will be delivered and driven through a series of action plans covering each element of the strategy. These will be supported by the evidence base, a common investment prioritisation tool, a shared approach to inclusive growth. We will measure and review progress with all partners annually.

This strategy will not be delivered by one partner alone or by one strand of investment or actions. The ambitions and priorities we have agreed provide the direction and strategic case for a wide range of partners to develop their own plans and interventions that contribute to achieving our shared ambitions.



Our Economic Strategy has been developed in partnership with and endorsed by a wide range of stakeholders: